

Scribbles

Bringing colour to your lives

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Issue No. 5

From the Editor's desk...

Dear colleagues,

This issue of *Scribbles* is dedicated to Performance Management. For the first time we are carrying answers to questions posed to heads of businesses on different aspects of our Performance Management process. Don't miss reading them, as there are many pointers on how to be successful and have you featured as an award winner in the coming years.

We have pictures of all Awards functions organised for recognising people whose performance Exceeded Expectations in the financial year 2018-19. Congratulations to all and may there be more people on this list in the coming years.

Recognition and feedback are not one time activities in a year. These are tools meant to be used continuously, in order to be effective.

Recognition need not always end-up in receiving awards/ certificates. There are other effective recognition tools too. Starting with, a 'pat on the back' for a good job done – is instant recognition. Instant/ Timely recognition is very powerful and many of us, in my opinion, fail to use it. Don't know if it is a cultural issue!

Some 'quick' and 'simple' ideas for recognition...

- ❖ Use sticky notes (Post It) to say thanks
- ❖ Give an 'appreciation certificate'
- ❖ Send a note about the member to others in the team
- ❖ Greet the member by name every morning reinforcing the message, 'I am glad you are here'.
- ❖ Ask him/her to be a mentor to a new hire.
- ❖ Announce achievements during meetings

When we gave away 'Good Job' and 'Well Done' cards to participants in the 'Ethically Ours' sessions, the joy on the face was reflective of what that gesture (though small) meant.

In the branches and some plants of Chemicals there are periodic recognitions and I hear this has made a difference. Hope to see other locations follow suit.

Some tips for making recognition effective:

- ❖ Let us make it specific – what is particularly good about what the person has done.
- ❖ Talk about it – take the opportunity to tell the person what he/ she did was good.
- ❖ Never 'sting in the tail' – that is, ruin the recognition by saying, 'Well done, but.....'
- ❖ Make it public – let it known to other members in our team/ organisation.
- ❖ Pass praise on – when someone else recognises a member in our team, let them know.

Let us never miss an opportunity to say a word of congratulations upon our team member's achievement. After all, as the 19th century American Philosopher William James (called Father of American Psychology) puts it,

"The deepest principle of human nature is the craving to be appreciated".

Good luck and best wishes.

Ananda Jagann





B Visweswaran
Sanmar Engineering
Technologies Ltd

1. Your thoughts on how the Performance Management System supports the achievement of your business goals.

The business goals are cascaded down the organisation as the Key Result Areas both for individuals as well as teams. When each individual and/or team achieves their objective there is a very good chance that the business goals would be achieved. A periodic review of how we are doing against our goals also helps to course correct and this periodic review is achieved through our quarterly planning process.

2. Why is performance against KRAs and their quantifiable results the key criteria for ratings? Why are efforts not getting recognition?

Being able to quantify our objectives eliminates any subjectivity during our assessment of how we have performed against our goals. This does not mean that efforts are not recognised. There are instances where the goal is not achieved in spite of putting in the best efforts and this is certainly acknowledged.

3. In your business if you were to look at those whose performance exceeded expectations, are there any common factors that emerge?

- Clarity in terms of the goals, means to achieve the goal and the measure.
- Works well with others.
- Seek out the information required in order to achieve their goal if they are stuck.

4. Your advice to those who aspire to receive an 'exceeded expectations' rating.

- Understand the objective, means to achieve and the measure.

- Periodically do an honest self-assessment.

5. What is your expectation from a manager/ leader in facilitating the team's performance, particularly with respect to feedback and coaching?

The manager must also be very clear about the goals and the means to achieve them. He must provide the environment and tools for the team to perform.

If the weekly/ monthly/ quarterly reviews are done right there is a very good chance of the teams and individuals achieving their goals.

In Sanmar Engineering, if the weekly/ monthly/ quarterly reviews are done right there is a very good chance of the teams and individuals achieving their goals.

6. Your suggestions to further improve the performance culture of your organisation.

A more user friendly tool to manage an individual's performance, highlight training needs and track the progression of the individual.

Performance Management



Ramkumar Shankar
Chemplast Sanmar Ltd and
Chemplast Cuddalore
Vinyls Ltd

1. Your thoughts on how the Performance Management System supports the achievement of your business goals.

The KRAs for the various functions and departments evolve from the broad business goals for the year. Once these goals are determined, then for the different departments, performance targets are determined which will, if met, result in the business targets being achieved. From these first-level targets are derived the trickle-down KRAs. Thus, the usefulness of the Performance Management System depends entirely on how well the KRAs reflect the broad business goals for the year.

2. Why is performance against KRAs and their quantifiable results the key criteria for ratings? Why are efforts not getting recognition?

This is a perennial question that arises. The reason why quantifiable achievements take precedence over best efforts is that it is the former that results in the business achieving its stated goals for the year. Efforts, however sincere they may be, have to achieve the

Sincere efforts do not go unnoticed.

desired result. Without that, there is no value to the organisation because of the efforts. Having said that, sincere efforts do not also go unnoticed - our performance management system also has the provision to recognise qualitative factors and it is here that efforts can and will be recognised.

3. In your business if you were to look at those whose performance exceeded expectations, are there any common factors that emerge?

Exceptional performers always go beyond what is required - they take initiative, they distinguish themselves from the others by doing that little bit more than what their stated KRAs are. The exceptional performers do not allow themselves to be constrained by expectations - they reach further. They are the few who understand their role in the larger context of organisational needs, and act accordingly.

4. Your advice to those who aspire to receive an 'exceeded expectations' rating.

Look beyond your KRAs. Make the attempt to understand the larger organisational goals for the year - do not be fettered by what your job description is. Go beyond and take initiative. Achieve your KRAs but do that little bit extra which adds additional value to the company.

5. What is your expectation from a manager/ leader in facilitating the team's performance, particularly with respect to feedback and coaching?

A manager should see oneself as a leader. Be task oriented, but more importantly, be people oriented. Enable, empower and encourage - excellence will follow. The leader should also be able to guide the team in the right direction - for that, the leader should have adequate knowledge of the job. Feedback is important - both positive and negative. Feedback is often misconstrued as being only negative - not at all. It is important to also communicate to the team members what they are doing right and well.

6. Your suggestions to further improve the performance culture of your organisation.

The KRAs need to dovetail into the business goals for the year - there should also be buy-in. Thus, this should be a participative process between the manager and the reportee. At the same time, there should be an enabling environment which gives the employees a sense of purpose and identification with the organisational goals and encourages the employees to go beyond KRAs.



C V Subba Rao
Sanmar Shipping Ltd

1. Your thoughts on how the Performance Management System supports the achievement of your business goals.

In my view it focuses equally on the process, as well as the result; in a way it is “Management By Objectives (MBO)”

2. Why is performance against KRAs and their quantifiable results the key criteria for ratings? Why are efforts not getting recognition?

I agree this is a dichotomy, but in the appraisal, the S1/S2 must take note of issues which could have genuinely impacted performance against the stated KRAs, and ensure

appropriate grading is awarded. (This reconciliation that the next setting of the KRAs would be SMART - specific, measurable, achievable, relevant, time bound).

3. In your business if you were to look at those whose performance exceeded expectations, are there any common factors that emerge?

Yes, diligent, attention to detail, focussed, initiative.

4. Your advice to those who aspire to receive an ‘exceeded expectations’ rating.

Be focussed, take initiative, care to listen, don’t shy away from difficult roles - all of this ingrains a sense of learning into one all the time.

5. What is your expectation from a manager/ leader in facilitating the team’s performance, particularly with respect to feedback and coaching?

This needs to be prompt, not an annual exercise (contrary to expectations, great jobs done rarely go unnoticed) - it could be long drawn out conversations at times, but better to mentor people regularly.

6. Your suggestions to further improve the performance culture of your organisation.

I feel every employee must be encouraged to take part in a social (honorary) activity outside the working hours (without impacting one’s work with the company), which gives one a perspective of networking, leadership, teamwork, communication, managing politics and conflict, etc.

Be focussed, take initiative, care to listen, don’t shy away from difficult roles.

- in such roles, hierarchy changes dramatically, eg. a very senior executive in an organisation could be a lower ranked Treasurer of a Society, while the President of the Society could be a middle ranking executive of another company, and in hierarchical terms is not considered equal! Equanimity, humbleness and humility come into play here.

Great jobs
done rarely
go unnoticed



Narayan Sethuramon
Matrix Metals Global

1. Your thoughts on how the Performance Management System supports the achievement of your business goals.
 - Goal setting is key to the management of an organisation since clarity in the form of quantitative and qualitative measures are vital.
 - An individual's goals have to be derived from the organisational goals plus there needs to be developmental goals and assessment of individual attributes.
2. Why is performance against KRAs and their quantifiable results the key criteria for ratings? Why are efforts not getting recognition?
 - At the end of the day, customer satisfaction and business sustainability decides whether a business survives and grows or deteriorates and ultimately perishes. Hence results are the ultimate judge of performance.
3. In your business if you were to look at those whose performance exceeded expectations, are there any common factors that emerge?
 - Initiative, analytical skills, focus on results, proactive, team player.
4. Your advice to those who aspire to receive an 'exceeded expectations' rating.
 - Be proactive, speed of task completion, deep dive into data and issues, don't allow emotions to cloud judgements, be ready to learn, always focus on "team success."
5. What is your expectation from a manager/ leader in facilitating the team's performance, particularly with respect to feedback and coaching?
 - Be ready to mentor and coach.
 - Don't jump in to complete tasks by oneself but support the team to complete.
 - Intensive monitoring and review of the team.
6. Your suggestions to further improve the performance culture of your organisation.
 - Ask "out of the box" questions to the team.
 - Results are supreme.
 - Timely goal setting.
 - Frequent reviews and feedback.
 - Data based decision making.
 - Consistency in thought, word and deed.

Results are the ultimate judge of performance.

Don't allow emotions to cloud judgements, be ready to learn, always focus on team success.

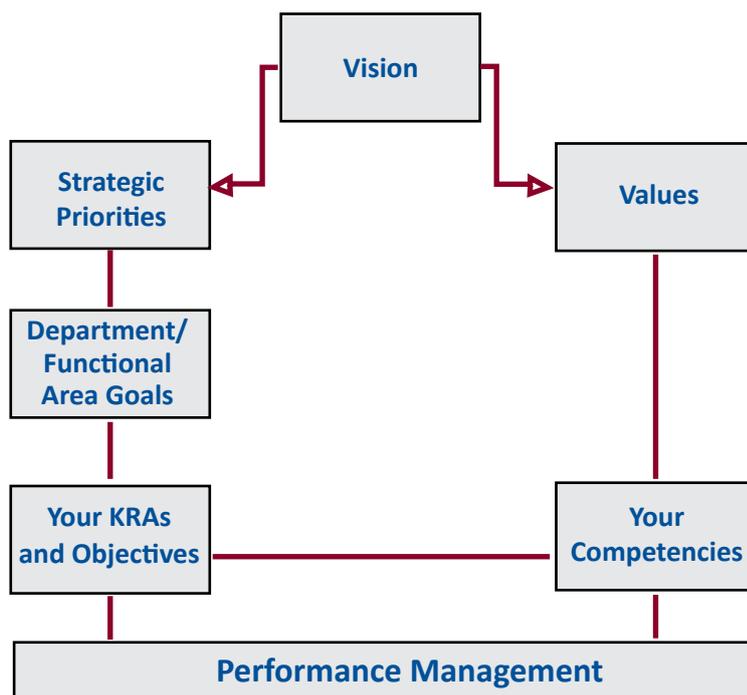


*Dr Krishna Kumar
Rangachari
Sanmar Speciality Chemicals
and Cabot Sanmar Ltd*

Specific objectives help you keep track of your progress.

1. Your thoughts on how the Performance Management System supports the achievement of your business goals.

I found the below flow chart which captures the essence of performance management systems.



2. Why is performance against KRAs and their quantifiable results the key criteria for ratings? Why are efforts not getting recognition?

Objectives are the specific things you need to do and the results you need to achieve in your key result areas. They play a critical role in an effective performance plan. Without objectives, you don't know what's expected of you. Objectives complete the chain that ties what you do to the organisation's priorities and your department's goals. Setting specific objectives within your KRAs lets both you and your manager know what you'll work on during the performance cycle. Specific objectives also help you keep track of your progress.

3. In your business if you were to look at those whose performance exceeded expectations, are there any common factors that emerge?

- a) Taking ownership of issues.
- b) Willingness to roll up the sleeves to get things done.
- c) Willing to solve a problem and not just identifying the problem.

4. Your advice to those who aspire to receive an 'exceeded expectations' rating.

- a) Go the extra mile.
- b) Challenge the status quo.

5. What is your expectation from a manager/ leader in facilitating the team's performance, particularly with respect to feedback and coaching?

- a) Provide feedback on an ongoing basis (rather than wait for the yearly appraisal process).
- b) Be willing to change objectives (course correction) on an ongoing basis based on business imperatives.

6. Your suggestions to further improve the performance culture of your organisation.

A more user friendly tool to manage an individual's performance, highlight training needs and track the progression of the individual.

Road to Success

Performance Awardees speak

I have always had a dream of achieving 10 crore budget figure in a single financial year. In the past 2 financial years, I was close but could not cross the figure before the deadline. In 2018-19, from the first month itself, I made up my mind to achieve the 10 crore budget at any cost and convinced myself that I have to do it within the 3rd quarter, else once again I might miss the target like previous years. With this fierce determination, self-motivation and all the support from branches as well as HO, I achieved it in January 2019. I feel great and hope I will enhance my performance in this financial year also.

Gouri Shankar Mishra, *Sales, Flowserve Sanmar, Bhubaneswar.*

I feel proud being a part of The Sanmar Group. The financial year 2018-19 was a great year, personally for me and the branch. Order booking reached a new milestone for given customer basket. This milestone was achieved by understanding the customer needs and providing Complete Application Based Technical Solution, which led to satisfying customer needs and increase in business. Regular customer visits helped to make our ties stronger. I always treated customer's challenge as our challenge and solved them by technical competency and specific application of Product Mix. Finally efforts resulted in achievements and these achievements were appreciated by the organisation. I am grateful for this kind of encouragement and recognition.

Akshay Haridatt Malanker, *Sales, AGC Sanmar, Baroda.*

I always try to give my best in whatever I do. Even in my role as a production supervisor, I believe I carried out my responsibilities with utmost energy and enthusiasm. I would like to thank Mr M Sridhara Narayanan and Mr A Senthil Murugan for their support and motivation. I am extremely happy and delighted that my efforts have been recognised. Getting this performance award gives me immense pleasure and encourages me to continue my performance at best.

G Venkatraj, *Production, Flowserve Sanmar, Karapakkam.*

I am really excited to receive the performance award consecutively this year; without the support of my superiors and colleagues this would have never happened. This is my 24th year in The Sanmar Group and I have received this award for the 4th time. I have always given preference for perfection in my work and completed it in a dedicated manner. I believe that is the secret of my success. This has helped me to satisfy our internal as well as external customers. Recognition is the greatest source of motivation; these awards for my performance have only made me more dedicated and strive towards more achievements.

VK Saravanan, *Purchase, Flowserve Sanmar, Karapakkam.*

Receiving an exceptional award is always a feeling of doing better for the growth of an organisation. Thought of rewarding boosts me to think differently and move in a different way to exceed the expectation of the management. I had organised all my KRA points together and thought deeply the ways to achieve this KRA, discussing in advance with S1 and S2 for monthly visits and reviewing the pending enquiries on fortnightly basis and discussing on different strategy to bag the same. Understating of customer application and buying process helped me in proper planning of KRA. Reviewing the KRAs every month and targeting the lagged area for improvement helped me achieve results. We shouldn't do different things but doing the same thing (Following the KRA) in a different way is the key for my success.

Rajmani Thakur, *Sales, Xomox Sanmar, Delhi.*

I am so grateful to receive the performance award. This is my 1st award and with this, I complete a year of service with SETL. It's both exciting and humbling to be recognised for the hard work that I have put in. The Chennai branch has a lot of enthusiastic and supportive people around me who encourage me to do my best; having said that, this recognition gives me great confidence to give my best.

D Dinesh Kumar, *Support Services, SETL – Products Common, Chennai.*

In my role as a Maintenance supervisor, I carried out my responsibilities with hard work and full effort. The credit goes to Mr V Sivakumar, who had helped me achieve this great success. This workplace gave me all the support and motivation that I required to do my work well. Receiving this performance award motivates and encourages me to continue and perform well. The encouragement and the guidance from my teammates helped me to achieve my goal and success on a continuous basis, and to receive the Performance award for the second time.

A Rajendran, *Maintenance, Flowserve Sanmar, Karapakkam.*

The financial year of 2018-19 was a fantastic year for Xomox Mumbai branch. We not only exceeded our MRO + OEM budget but also were rated as R1 in the branch rating. The adherence to sales process by Xomox Mumbai branch played an important role in exceeding management's expectation.

Mohammad Feroz Husain, *Sales, Xomox Sanmar, Mumbai.*

It was a pleasant surprise. Being a GET, the expectations were high, so I followed all the process without any deviation to ensure quality output. The training given by SRSTI was really helpful to make real time decisions in tough situations. The support from my S1 and colleagues from other departments helped me to push my limits beyond expectations. Recognition with 2+ rating in the very first year of appraisal is special and I hope to achieve more.

K Rajaram, *Process Control, Sand, Sanmar Matrix Metals, Viralimalai.*

I would like to thank my Department and HOD for their guidance and support to work in Plant IV. This led me to achieve the performance award in my professional career. I am very happy and privileged to work in a reputed organisation like Sanmar because the management motivates and monitors day to day work activities of all the employees. This award encourages and motivates me to work enthusiastically with honesty.

A Michael, *Personnel, Hydrogen Peroxide, Chemplast Sanmar, Mettur.*

I would like to thank my superiors and my fellow engineers in all the plants at Mettur who mentored and supported me in developing my skills and knowledge. This has helped me to develop my technical knowledge. I also thank the Sanmar management for both technical and non-technical training to develop my technical as well as interpersonal skills. This helped me to achieve the performance award in my first year of appraisal. This will motivate me to improve and to exceed the management expectations in the forthcoming years.

D Saminathan, *Electrical Maintenance, Hydrogen Peroxide, Chemplast Sanmar, Mettur.*

I joined Chemplast in May 2017. During my initial months, I had to put in more working hours as I had to learn few things. During this time, I got good support from my manager and my colleagues. This recognition is very meaningful both emotionally and financially. It has strengthened my confidence and I will continue to put my efforts in delivering quality service as part of my role.

P Esakkimuthu, *Mechanical Maintenance, Caustic Chlor, Chemplast Sanmar, Mettur.*

Appropriate integrated management shows the way to relate with people in the organisation. People are the key to management. Human relations skill is the ability to deal with people. When an individual receives a performance award, it's an award meant for the entire team. The co-operation, support and coordination from our employees helped us to achieve the desired targets. I take this opportunity to convey my thanks to the management, Location Head, Functional Head and the entire team at Mettur.

S Sivananthan, *Human Resources, Common, Chemplast Sanmar, Mettur.*

Recognition is the greatest motivation to perform better in any profession. To be recognised and appreciated for my contribution consecutively for the last two years is a glorious moment of my life. In Sanmar, we keep saying that bar has risen after getting 2+ rating in the first year. To reach the bar consecutively was the most satisfying and proud moment of my life. The hard work put in for achieving this goal, involved meticulous planning, calculations, theoretically and bringing theory close to reality. Once the planning and calculations were complete, the difficult part was to convince people and to execute it. A plan without execution will become just a dream. The joy of execution is felt when the desired result is obtained. Once the job is completed, the satisfaction that we get is the reward. In addition to this, the recognition by the management was a proud moment for me.

V Srinivasan, *Production, Chemplast Sanmar, Karaikal.*

During my school days, I learned that hard work, discipline in life and planning is always recognised. In my 6 years of experience with The Sanmar Group, I have been rewarded thrice for my performance. I am proud to be working with The Sanmar Group, where performance is recognised based on various measurable parameters and predefined KRA which are in line with organisational objectives. Although handling a key OEM account is always a challenging task, it ensured learning and also helped me to understand various requirements of different industries. Implementation of learning helped to achieve the conversion of enquiries into orders. Timely and correct response to OEMs ensure business opportunities and improve our market share. Developing good rapport with customer was a key factor for my success. Support from peers and guidance from seniors helped a lot in achieving this goal.

Vivek S Sawala, *Sales, Flowserve Sanmar, Pune.*

While working in Sales, one will face so many experiences which we should learn and reflect on. That can increase the efficiency of an employee. When planning comes into action, everyone will have different action items to execute, making which one to choose the toughest call. Executing the plan is the toughest as one should consider all the pros and cons of the plan. One should check if the cons are causing major effect and as a team should think how to minimise the loss. Thus the team members should work in sync and make it work. When it comes to rewarding, although the whole team is rewarded, each person should be equally rewarded or at least acknowledged for the values or ideas they have provided or for the work they have done. That will inspire the team members to keep up with their good work.

Santosh Kumar Singh, *Sales, BS&B Safety Systems (India), Baroda.*

Growth of an organisation is directly proportional to the performance of individuals working for the organisation. Due recognition and rewarding the performance motivates the workforce. Introspection helps to put an extra effort on an area which needs focus. Re-grouping starts with a review of the information important to the actual order booking, collection, calls vs. budget. The more ideas the team generates during this aspect of the re-grouping session, the more fruitful next timeline is likely to be. Planning to map a calendar of activities geared toward developing opportunities, a monthly plan to retain/increase business from current customers and prospect to convert new ones. Executing the plan, using sales processes and organisational tools is how you are able to achieve consistent results and scale efforts. Balanced proportion of these ingredients brings the sweetness of success and growth.

Neerav Lakhera, *Sales, BS&B Safety Systems (India), Baroda.*

Working at The Sanmar Group with a team of good professionals around, always motivates me. Respecting everyone and working together as a team is my mantra for success all along. The ideas, thoughts, and opinions shared by my team encouraged me to know and learn a lot. There was a time when I felt that I was self sufficient and that I can do everything by myself. But in time, I have understood the importance of teamwork and realised the magnitude of achievement possible with teamwork. As a Group Leader, it is very important to know personal and professional traits of each individual, work with them in improving their skill and trust the team members. It is also important to create synergy from their individual capabilities. It is important to keep faith in yourself and listen to others, take decision that aligns with organisation goals and policies. Be patient, focused and remain positive. And above all, a good motivated team member will make a successful leader.

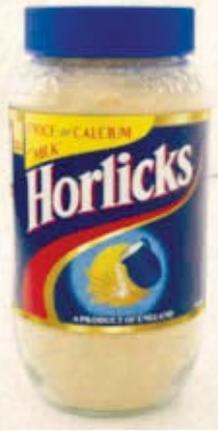
Akhil Bhargava, *Sales, Flowserve Sanmar, Delhi.*

Setting examples towards success

Sometimes you have to burn yourself to the ground, before you can rise like a phoenix from your own ashes. Everybody's life has its own ups and downs, without which life would become monotonous. There are many organisations, individuals, products who have seen their downfall and then have risen to be much more successful than what they were before. Here are a few case studies to inspire you rise up like the legendary phoenix bird.

Encouraging creativity, taking risks, trying new things and being open to new ideas are all key to organisational success. So is a willingness to embrace failure. Failure is not necessarily negative. Instead, it is a fundamental component of success. Failure can contain many shades of grey, but there is always a silver lining - like the fall and rise of Horlicks.

Horlicks



Most of us do remember the boring bottle packed malt drink, which was a must add-on for all those who visit their ailing friends or relatives in a hospital, Horlicks. Horlicks introduced in 1873 became an instant hit in India as a health drink and a source of energy to recoup for those who were unwell, recommended by doctors.

This brand underwent a massive transformation in 2003, when almost everything about it changed from the taste and flavour to the packaging. It also changed its positioning: it was nourishing, and tasty. From a drink that was supposed to promote a good night's sleep to one that can help children grow taller, stronger and sharper. Another turning point came in 2005, when the brand released a clinical study which claimed that children who consumed Horlicks were 'taller, stronger, and sharper' than those who did not. For the first time, the brand tried to communicate with children, not just their mothers.

Beginning a major advertising and marketing campaign along that theme, new variants such as Horlicks Lite were launched, followed by the revamp of Junior Horlicks in 2006. The latest variant being Women's Horlicks. The brand extended itself to other products like oats, biscuits etc. Thus from a boring malt drink, this product rose up successfully and is shining bright amongst all the health drinks in the Indian market.

Reliance brothers

Reliance Industries is one of the largest private sector companies in India. From rags to riches, its founder Dhirubhai Ambani built it single-handedly with a vision

to own the entire chain of production from raw materials to finished goods. After Dhirubhai the brothers Anil and Mukesh had a rift and the businesses split. Mukesh Ambani had a deep focus on his core businesses and also added energy, retail and telecom over the years, creating a business behemoth through a disruptive process. He also surrounded himself with close aides and trusted professionals which helped him prosper.

The case of Anil Ambani's RCom, from being one of India's star businessmen to a defaulter facing a jail term, his business debacle is a case of ambition and risky business ventures gone totally wrong. From investing in telecom to movies, Anil's ventures went wrong miserably. Did Anil's companies suffer business downturns or were they mismanaged? Observers believe both these factors were in the mix; they also spoke of a lack of vision and focus. Most of the businesses Anil inherited were cash-hungry ones and demanded complete innovation and investments on a periodic basis, very true in telecom industry.

When funding came easy for Anil, group companies raised huge debts, but he was unable to repay them as businesses faced slowdowns. These companies, now facing trouble in all quarters, will soon be consolidated within the group. But prospects can change and Anil, who brought in his elder son Anmol as a director at the financial services business in 2016, will have to ensure that he is both nimble and circumspect in grabbing the next big opportunity that comes his way.

Starbucks

Starbucks had established itself as the best global coffeehouse brand. They were expanding not only their product offerings and locations but were also venturing into a new music business. Starbucks created its own recording company which successfully won eight Grammys in two years. In fact, they also built their own 'entertainment' office in Los Angeles. However, by 2008, partially due to the financial crisis, Starbucks was in a complete freefall stage with its stock prices drastically falling, they had to close down 977 stores and even lay off 18,000 people.



In 2009, Starbucks decided to get things back on track and do what they do best, make coffee! They teamed up with acclaimed advertising agency BBDO to launch the multi-million dollar 'Coffee Value & Values' campaign - the largest marketing campaign in Starbucks's history. They changed their branding strategies, but not their focus. As a result, Starbucks not only saved their business but also reinvigorated their brand. In 2014, the company reported more than \$16 billion in annual revenue.

Old Spice

Old Spice introduced body wash for men in 2006. However, by then, with the increase in the number of modern, sleek brands like Axe, Old Spice seemed old and outdated. In fact, it was often associated with a grandfather's bathroom cabinet. To turn things around, Old Spice appointed a new advertising agency. Together they turned the perceived weakness into strength.



In 2008, they re-launched their 'Glacial Falls' deodorant as 'Swagger' and promoted it with advertising campaigns including print ads, TV spots and even an interactive website, SwaggerizeMe.com. In 2010, they started their 'The Man Your Man Could Smell Like' ad campaign where the Old Spice Guy explains: "Anything is possible when your man smells like Old Spice and not a lady." As a part of their 'Smell Mantastic' campaign in India, they made Milind Soman 'mantastic' and the brand gained its old glory.

Maggi

The next addition to this list is definitely the most nostalgic one. Following a Food Safety and Standards Authority of India (FSSAI) order that accused Maggi of having lead and monosodium glutamate above permissible limits, all variants of Maggi instant noodles were banned for about six months. However, much to everyone's delight, Maggi re-launched in November 2015.



Maggi never stopped communicating with its audience. They used the power of storytelling to capture the attention of its loyal consumers. They made tribute videos thanking consumers for supporting them. They also made a series of videos hashtagged #WeMissYouToo addressing varied consumer segments—from boys and girls living in hostels to bachelors and Indian moms who've been making Maggi for their kids ever since it's been around. This is how Maggi reconnected with their audience without even using celebrity brand ambassadors.

Nintendo

Nintendo was the most successful player in the video game industry in the '80s and '90s. However, after the late '90s, Nintendo was losing most of its aura and foothold in the industry. This was largely due to the launch of PS2 and

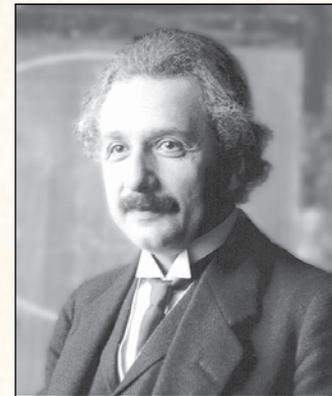
XBOX. While PS2 and XBOX sold 156 million and 26 million machines respectively, GameCube by Nintendo sold only 22 million units worldwide.

Nintendo then regained its status in the market with the launch of Wii in 2006, which sold over 100 million units worldwide. This was followed by the launch of an updated version called Wii U, which was, unfortunately, their slowest selling product ever. But Nintendo never really gave up and the proof for that is Pokemon Go, which has taken the world by storm. Pokemon Go has already added up to \$9 billion to Nintendo's market value. In addition to this, the Nintendo NES is also expected to make a comeback soon.

There is no formula for success in business. What works for one brand today may not work tomorrow. Irrespective of how cautiously one chooses to tread in this journey, scandals and setbacks might always have a chance at hitting you hard. However, it is all in the hands of marketers to ensure that no matter how hard the times are, it's never too late to start again and rebuild.

Albert Einstein

Albert Einstein is one of the most celebrated scientists of the 20th century. His theories on relativity laid the framework for a new branch of Physics. He did not reach the zenith in a day; he had struggled a lot in his childhood. From such depths he had risen to being the most celebrated scientist till date. As a young child he was considered to be the dopey one, as he was slow in learning and talking. His family shifted from one country to another to make a living. Einstein himself was a genius in Physics, but he could not clear Maths at school. Despite his brilliance, Einstein couldn't secure an academic job after graduation. As he could not become a lecturer, he took a position as a clerk at the Federal Office for Intellectual Property in Berne, Germany - two years before he introduced his Special Theory of Relativity. Later, Einstein was offered his first permanent academic position, which he initially turned down. From then he never looked back.



This issue of *Scribbles* - the performance issue, is meant to make you think and retrospect on how you have performed and take these award winners as your inspiration and put the medal to the pedal and keep riding to do your best and the rest will follow.

Leena Bose, *Corporate Communications, Head Office.*

** Facts collated from internet*

Milestone moments

Every year, employees are recognised for their exceptional efforts with Performance Awards. Sanmar applauds the employee for his/her hard work, that had “Exceeded Expectations.”

It is a Sanmar tradition to appreciate the milestone years of tenure that the employee has put in with the Group with the Long Service Award. Employees who have served for 10, 20, 30, 35 and 40 years are recognised.

Congratulations awardees. The Scribbles team is happy to feature the winning moments.

Head Office

Long Service Awardees:

Standing (L to R): *K Jagan, R Saravanan, S Saipriya, M Muralidharan, P Sandeep, R Chithra.*

Sitting (L to R): *B Jeba Raja, B Visweswaran, Vijay Sankar, G Sivakumar, R Karthik.*

Not present in the picture:
P Govindaraj.



Performance Awardees:

Sitting down (L to R): *W Royal, K Dinesh Kumar, S Velu Manikandan, R Kiruthika, Shaik Khaja Nayab Rasool, R Sankar, S Sriram, M Suresh.*

Sitting in Chair (L to R): *S Sankaran, PU Aravind, Vijay Sankar, B Visweswaran, Dr Amarnath Ananthanarayanan, CV Subba Rao, Sarada Jagan.*

Standing (L to R): *P Sandeep, Ramesh Radhakrishnan, Ravikumar Lalgudi Swaminathan, KS Bhavani, GVV Ramesh Babu, Vinay Shah, R Lawrence, S Sujankumar, R Karthik, V Balasubramanian, G Anand, Ramadevi Ravi, G Srinivasan, Jigar Arun Gohil, Rajesh Jagan, R Karthik Srinivas, S Vijayasubramaniam, R Jeyaseelan, J Saranya, R Monisha.*



 **Guests**



C Vignesh Kumar



R Rajesh



V Easwaramoorthy



R Shanmugasundaram



AV Sukumaran



S Ganesh



N Saravanan



K Sasikumar



Performance Awardees:

Standing (L to R): *RN Srinivasan, R Krishnakumar, Vinoth Prabu Periasamy, M Jayaprakash Narayanan, Gurusaravanakumar S, R Gopi, S Hammad Samsudeen, S Hari, R Selvaraj, P Nethaji, S Shahul Hameed, S Kumar, K Dhandabani, P Manivannan, G Subash, A Lakshmanan, K Ilankumaran, J Bharathiraja, S Rajagopalan, N Manikandan, P Esakkimuthu, A Muthuraj, L Chirchabesan, SN Venkateshkumar, J Ramasamy, Gunji Ravi, M Babusivaraman, N Sabaa Thanneermalai, GM Mahendran, C Govindaraj, K Anandh, P Sathiyamoorthi, D Ragu Ramachandran, M Pravin, K Karthick, Nisanth Chellamuthu, M Shankar, Vigneshraja Kandasamy, D Saminathan, R Shankar, S Kannan, D Prabu, A Michael, GC Poovarasam, C Vignesh Kumar, A Gnana Arther Raj, A Vineeth, N Selvaraj, P Thillaikarasu, P Karthikeyan, S Sivakumar, P Sankar, M Muthukumar, Dr B Manikandan, Y Suresh Babu, MV Raghavendra Kumar.*

Long Service Awardees



G Prabakaran



M Muthukumar



Mettur

Sitting on Chair (L to R): *Suresh Ravindran, M Krishnakumar, V Sriram Kumar, KS Sampathkumar, M Senthil Kumar, S Gajendiran, Ramkumar Shankar, B Suresh, R Sakkaravarthi, Dr R Palaniappan, S Karthikeyan, Mohith Balakrishnan.*

Sitting on Ground (L to R): *D Thamizhvendhan, Lakhan Periwal Sunderlal, G Prabakaran, Pradap B, K Manickam, R Mohanraj, P Karthi, Pandiyan A, R Jijendharsingh, S Vignesh, M Natarajakurumoorthy, K Murali, D Soundarrajan, Thodraj T, Arun MM, S Sivananthan, Rajesh K, T Dharmarajan.*

Not present in the picture: *D Thamizhchelvan.*



S Thangavel



K Karthikeyan



Long Service Awardees:

Standing (L to R): *V Mohan, Mohith Balakrishnan, S Mathivanan, Ramkumar Shankar, S Manivel, R Senniappan, R Sudaroli.*

Karaikal





Performance Awardees:

Sitting down (L to R): *V Seenivasan, Srinivasan S, K Manikandan, D Murugesan, Prakash K, D Senthil Murugan, M Kumaran.*

Sitting (L to R): *S Mathivanan, Ramkumar Shankar, Mohith Balakrishnan.*

Standing (L to R): *K Ravichandran, R Soundarrajan, P Sairam, S Suresh, D Sabarivasan, V Srinivasan, L John Anand Antony, Manikandan B, S Keishore Kumar, R Selvaganapathy, S Manivel.*

Karaikal



Cuddalore

Performance Awardees:

Standing (L to R): *V Vedhamaharaja, S Sivaraman, Mohanakrishnan R, S Rameshbraja, J Krishnaraj, M Surendar, D Gopinath, MK Sreedhar, A Amuthaselvam, R Akbar Ali, N Saravanakumar, Mohith Balakrishnan, N Palanisamy, J Purushothaman, Ramkumar Shankar, N Karthick, S Lakshminarayanan, V Kaliraj, PM Anand, K Kalaiselvan, P Vijayakumar, R Ravichandran, S Sundararaman, K Rajasekar, Prabhakaran M, S Srikandan, S Sriraj, M Manikandan, C Pugazhenthii, G Raguram, S Annadurai, A Sandeep Andrew.*



Performance Awardees:

Standing (L to R): *R Raju, C Rajkumar.*

Sitting (L to R): *T Sankar and K Soundararajan.*

Vedaranyam



Berigai

Performance Awardees:

Standing (L to R): *P Sathish,*
S Suseelan, J Murugesan,
Yogeeswara Basappa Gowda,
S Manikandan, S Vijayakumar,
J Thangarasu, R Sabarigiri,
P Arun Prasath, R Jayakumar,
Dr Krishna Kumar Rangachari,
G Roch Mathan, C Chandrasekar,
K Anbarasu, G Veeramani,
UK Vasantha Kumar,
M Rajali, Balaji K, V Reeganraj,
Mohith Balakrishnan.

Vedaranyam

Long Service Awardees:

Standing (L to R):
T Kasilingaperumal,
A Sivalingam, R Subburaman.
 Sitting (L to R): *T Sankar and*
K Soundararajan.





Karapakkam

Performance Awardees:

Standing (L to R): C Chennakesavan, V Abhilash, KP Chithaarth, KK Kesavan, VP Rajkumar, S Prabu, S Chandrasekar, K Ramanathan, D Dinesh Kumar, M Rajesh Kumar, S Kalai Selvan, VK Saravanan, S Mohammed Sabeek, V Anthony, A Rajendran, Balaji Jayashankar, G Venkatraj.

Sitting (L to R): B Visweswaran, Ritesh D Shetty, VS Ramesh, B Jayashankar.

Not present in the picture: Narendra P Nemade, Gopal Rao R Rawoor, Santosh Kumar Singh, Vadgama Mayur Kumandas.





Karapakkam

Long Service Awardees:

Standing (L to R): *A John Xavier, N Subramanian, V Maheswaran, Shinde Jaideep Prasannakumar, G Arul, G Balakrishnan, Ayanendu Das, Rajesh Gupta, Rajesh Rana, S Prabu, PR Sasirajkumar, G Raja Sekaran, M Periyanan.*

Sitting (L to R): *Ritesh D Shetty, B Visweswaran, B Jayashankar.*





Anderson Greenwood Crosby Sanmar Viralimalai

Performance Awardees:

Standing (L to R): *A Karthik, R Krishnan, S Arut Jothi, A Vijay Mervin, N Narasimhan, B Visweswaran, R Parthasarathy, B Prashanth, MS Prabakaran, M Suresh Kumar, B Narasimhan, R Srinivasan.*



Sanmar Matrix Metals, Viralimalalai

Performance Awardees:

Standing (L to R): *S Dominic Felix, M Senthil Kumar, S Nagaraj, C Vengadesan, R Venkatesh, S Raju, S Thirumoorthy, P Ramesh, J Lakshmipathi, T Veeraraghava Perumal, M Kamatchi, S Saravanan, T Govindaraj, K Manivannan, M Ramalingam, Narayan Sethuramon, K Arunkumar, K Rajaram, R Krishnan, M Senthilkumar, B Manikandan, S Venkatesh, A Vinoth Kannan, KB Biju, B Shanmugasundaram, Jonathan Israel Abaunza Villalvazo, B Surendar, R Parthasarathy, S Sathiamoorthy, SK Kumar, M Mahesh, L Ramesh*
 Not present in the picture: *G Sakthivel*



Xomox Sanmar, Viralimalalai



Performance Awardees:

Standing (L to R): *J Kannan, V Mathankumar, S Giridharan, N Kannan, N Narasimhan, B Visweswaran, R Parthasarathy, G Gopalakrishnan, S Hari Krishnan, N Magesh, B Narasimhan.*

Pacific Valves, Viralimalalai



Performance Awardees:

Standing (L to R): *S Senthil, P Manivel, J Arockia Praveen Kumar, L Sathyanarayanan, N Narasimhan, B Visweswaran, R Parthasarathy, B Narasimhan, M Saravanakumar, I Chella Pandian, M Chairman, A Aravindh.*

Viralimalai

Long Service Awardees



Anupam Maiti, AGC



Gautam Das, AGC



T Prabakar, SETL PD Common



K Alagarsamy, Xomox



Mohammad Feroz Husain, Xomox



PN Sathishkumar, SMML



T Sivasubramani, SMML



C Sankaranarayanan, SMML



G Arul Vadivelan, SMML



N Ganesan, SMML



S Nagarajan, SMML



G Kandhakumar, SMML



T Ganesan, SMML



R Chandrasekar, SMML



A Vadivel, SMML



MB Jagadeesan, SMML



K Manivannan, SMML



M Jayapal, SMML



M Kamatchi, SMML



M Murugaiyan, SMML



M Ramar, SMML



J Arun, SMML



P Mohanraj, SMML



K Sivakumar, SMML



P Sankar, SMML



P Singaraja, SMML



S Sridharan, SMML



DS Eronimus Ravi, SMML



S Palanivel, SMML



S Ramesh, SMML



S Selvam, SMML



S Sankar, SMML



S Sivamurthy, SMML



A Panneer Selvan, SMML



A Senthil Murugan, SMML



C Muruganandham, SMML

Long Service Awardees

Viralimalai



V Manohar, SMML



V Punniya Moorthy, SMML



D Makesh Kumar, SMML

Not present in the picture: R Shanmugham, SMML

Branches

Delhi

Standing (L to R): Akhil Narula, P Aravindan, Akhil Bhargava, Dinesh Khanna, Rajmani Thakur, Jayesh Odedara, Alok Tayal, Gautam Das.



Kolkata

Performance Awardees:

Sitting (L to R): Gouri Shankar Mishra, Amitava Bandyopadhyay, Jnanendu Bikash Roy.

Standing (L to R): Amalendu Samanta, SK Mahiuddin, Amitava Majumder, Dinesh Khanna, Ritesh D Shetty, P Aravindan, Harsh Moondra, Ayanendu Das.



“Success is a journey, not a destination. The doing is often more important than the outcome.”

- Arthur Ashe



Performance Awardees:

Mumbai

Standing (L to R): *Dinesh Muralidhar Sonawane, Dharmendra Sushilkumar Yadav, Gavali Santosh Ramdas, Shinde Jaideep Prasannakumar, Dinesh Khanna, N Narasimhan, Vaibhav C Metkar, Digambar B Sable, Vivek S Sawala, Mohammad Feroz Husain.*

Not present in the picture: *Vikrant Satish Khaparde, Nirav Suresh Vadgama.*



Performance Awardees:

Baroda

Sitting (L to R): *Santosh Kumar Singh, Akshay Haridatt Malanker, Sankar Maharana, Soni Suketu Mukeshkumar, R Gotecha Chiragkumar.*

Standing (L to R): *Neerav Lakhera, Jha Kunal Anand Maheshnand, Shalin Kiritkumar Parikh, KV Suresh Kumar, Nilesh C Doshi, Hemant S Dave, Vishal Vyas, Dinesh Khanna, Narendra P Nemade, Vinay Shah, P Aravindan.*

What successful people do at the start of every work?!

Increasingly these days I find that many people are confused about their priorities at work and dabble with a lot of things that are not high priority at the start of every day at work.

The first hours of the work can have significant effect on the level of productivity. How we begin in the morning sets the tone and attitude of the day. It can either derail or direct our focus. If we remain committed to good morning work habits, we will not fall prey to feeling unproductive and distracted at the end of the day or the week.

In this issue of *Scribbles* I thought it fit to ponder on what successful executives do at the start of each work day.

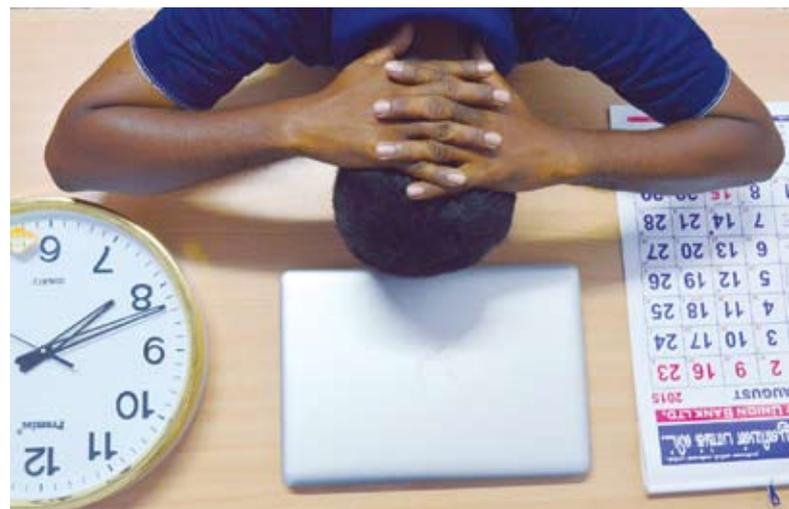
A group of workplace experts suggest a list of things that one should do when they get on to work each morning. I guess these tips would come in handy when one begins the day's work.

- First and foremost – let us arrive on time. Although this is obvious to most of us, we do not realise that



showing up late can not only leave a bad impression but also throw off our entire day.

- When we enter our work place, let us slow down, pause for a moment and then give ourselves five minutes to get settled down. Let us not get frantic and lose ourselves in the confusion. The challenge is taking a moment for ourselves before diving head first into our day.
- Let us ensure that our workplace is organised. Clearing off the desk and creating a neat workplace sets a tone for the rest of the day. It can also help to avoid confusion. It becomes difficult to think



clearly, and easy to forget important reminders if we have to battle with a tornado of paper.

- Let us clear whatever is not needed even before we turn on our computer systems in the morning. Clearing our desk should take precedence over things like checking e-mails and chatting with colleagues in the morning.
- Many experts agree that successful people do not rush to check their e-mail first thing in the morning. They do not get distracted by their inbox. Even if you do, only read and respond to messages that are urgent. Let us hone our ability to quickly sift through what must be answered on an urgent basis.
- 'Eat the frog first thing in the morning' suggests Brian Tracy in the classic time management book 'Eat that Frog'. This simply means, let us finish with the most difficult, arduous or weighty tasks first thing in the morning. This way, we can get it behind for the rest of the day and nothing else will look so bad.



- We can choose our frog and write it down on a piece of paper so that we can see when we arrive back at our desk in the morning. If possible, we can gather together the materials that we may need to get it done and have that laid out as well before we go out the previous evening.
- We can place important calls if we need to get in touch with someone that day in the morning. If we wait until midday, there is greater chance that we won't hear back before we leave the office.



IF IT'S YOUR JOB TO EAT A FROG, IT'S BEST TO DO IT FIRST THING IN THE MORNING. AND IF IT'S YOUR JOB TO EAT TWO FROGS, IT'S BEST TO EAT THE BIGGEST ONE FIRST.

- MARK TWAIN

it is alright to shuffle our priorities within reason. Let us use our peak time each morning to do the most important tasks.



- For those who work in teams, a quick 5 to 10 minute team huddle can be an effective way for many people to start their day. This has to be a short meeting, with no chairs, and have everyone share their top goal for the day, and share any critical information the rest of the team absolutely needs to know.
- Our mood swings can have a tremendous impact and effect, not only on ourselves but also others. Let us not get moody. Our first hour at work can set our attitude barometer for the rest of the day. Hence, let us adopt a positive attitude when we arrive at the office. Grab a cup of coffee, if that is what it takes. And one moody morning can infect our entire team and put everyone on the wrong footing.
- Many feel that their brains function best in the morning and that it is the time when they are most creative and productive. Therefore, let us make the best use of our brainpower and plan 'high brain' activities in the morning.

- The first hour of work is the best time to assess priorities and focus on what we absolutely need to accomplish. Let us make a to-do list or update the one we had made the previous day, and try to stick to it. However, if our boss has an urgent need then



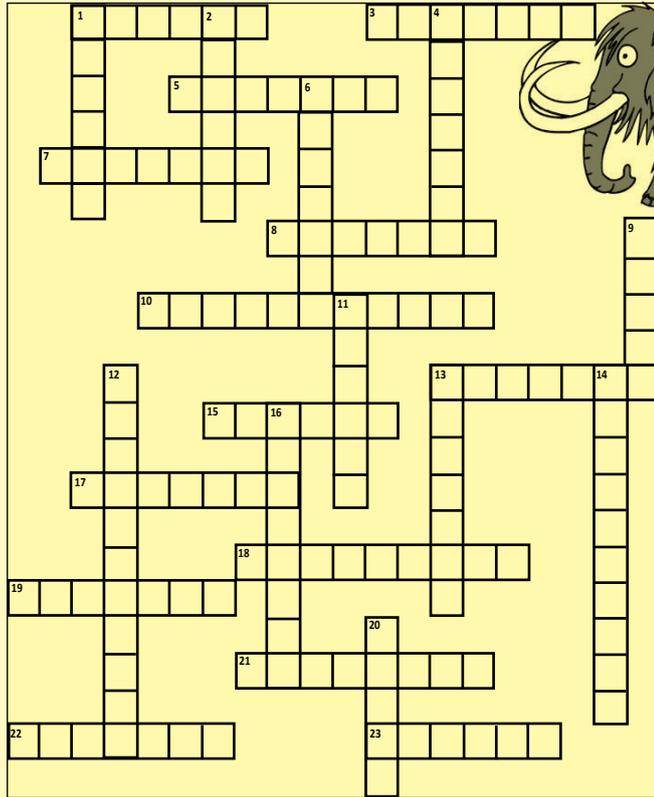
I hope these practical tips will help you in not getting distracted first thing in the morning when there is a host of important issues that need dealing with.

Best wishes,

Ananda Jagann

Reference: fastcompany.com, forbes.com

Crossword



Complete the crossword by giving the synonym of the word in the clues.

Across

1. Inform
3. Contemplate
5. Worry
7. Brief
8. Quandary
10. Fascinating
13. Exhibit
15. Previous
17. Peculiar
18. Hazardous
19. Accomplish
21. Necessary
22. Seize
23. Reply

Down

1. Country
2. Conclude
4. Liberty
6. Inspect
9. Temperamental
11. Choose
12. Meaningful
13. Demolish
14. Delicious
16. Dependable
20. Important

Sudoku

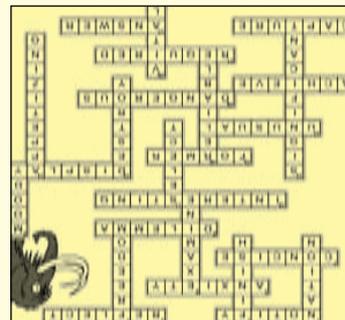
	8		4				3	
	2			7		4		
		9			8	6		
		8	6					
1		3		2		8		5
					5	9		
		4	8			1		
		6		5			4	
8	7				1		5	

Guess Who?!



Pusarla Venkata Sindhu is an Indian badminton player. She is the first Indian to win the World championship in badminton. She started playing

badminton at the age of 8. She created history by entering the finals of the woman's singles and winning the silver medal at the Rio Olympics in 2016.



6	5	3	1	4	9	2	7	8
8	4	3	7	5	2	9	1	6
2	9	7	1	6	8	4	3	5
4	9	1	4	5	8	7	6	2
5	6	8	7	2	4	3	9	1
3	7	2	9	1	6	8	5	4
1	4	9	5	3	8	6	7	2
3	2	5	1	7	6	4	8	9
6	8	1	4	9	2	5	3	7

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