



Perkumpulan  
Assessment Center  
Indonesia



# KONGRES NASIONAL IV ASSESSMENT CENTER INDONESIA 2015

Selasa-Kamis, 15-17 September 2015

Trans Luxury Hotel Bandung



# ***Executive Challenge: Making or Breaking the Company***

**Immanuel Adi P.  
Deputy Chief of Corp. HC  
TRIPUTRA GROUP**

# Vision, Mission, DNA

## Vision:

*To become a group of best managed company.*

## Mission:

*Contributing to the nation's competitive edge.*



## DNA:

*Integrity & Ethics | Excellence | Compassion | Humility*

# Founder

"It's difficult if you do everything on your own. So if we have a combination of people, one can complement the other. A partnership enables you to have a check and balance."

- *Forbes Asia, April 2013*

"Other than being profitable, we must give back to society and agribusiness is one of the best ways to help people help themselves."

- *Globe Asia, September 2011*

"A company is like a nation. Without strong values, it will not last."

- *Globe Asia, September 2011*

"Never put a limit to yourself. If, back then, I had not taken the risk, I would have never been an entrepreneur."

- *Translated from Warta Ekonomi, May 2011*



**TP. Rachmat**



**TRIPUTRA GROUP**

# Business Portfolio



*Agribusiness*



*Manufacturing*

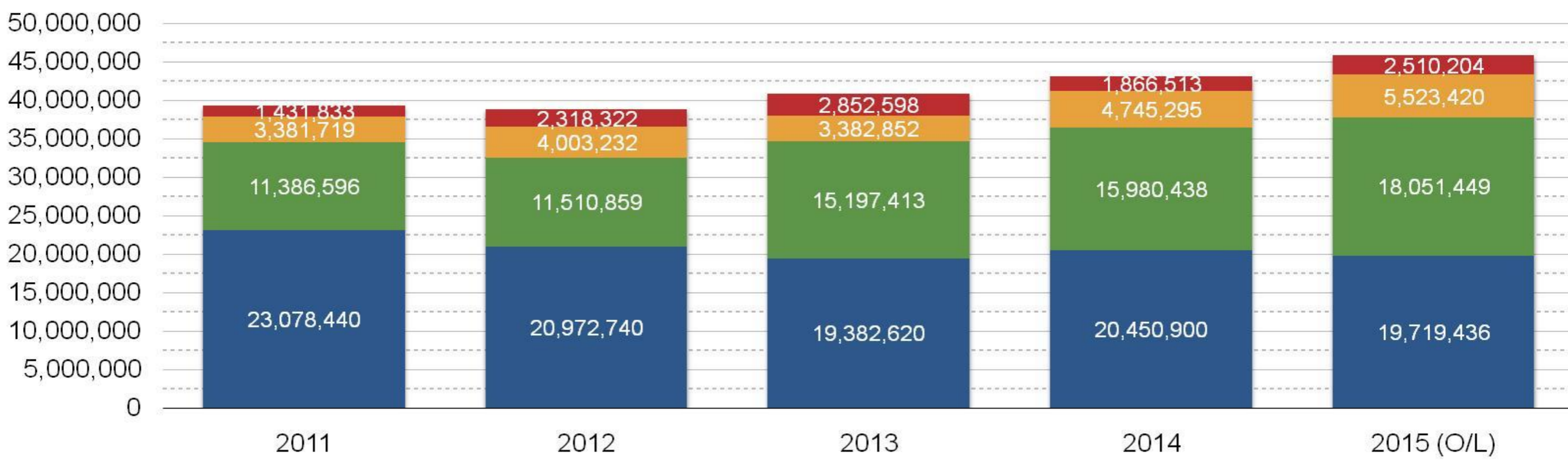


*Mining*



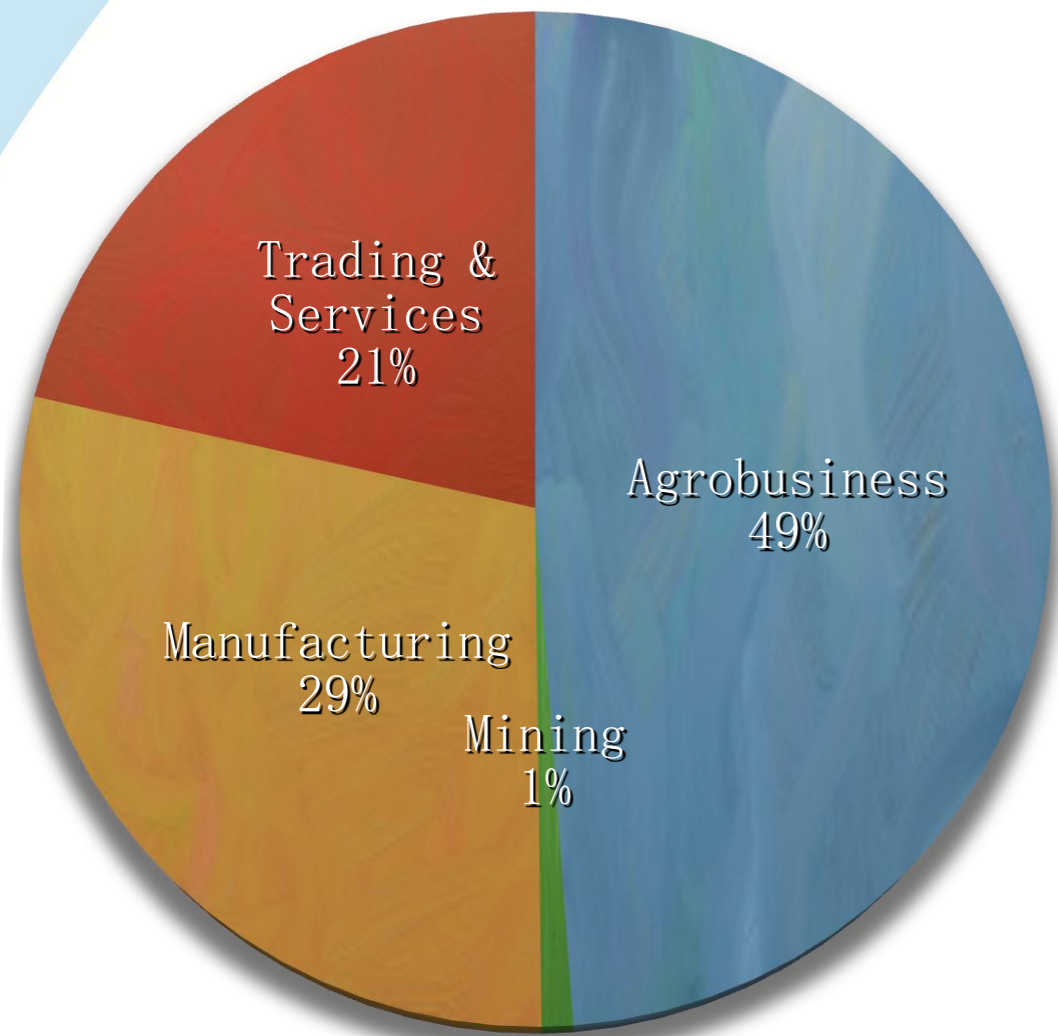
*Trading & Services*

■ Agrobusiness      ■ Trading & Services      ■ Manufacturing      ■ Mining



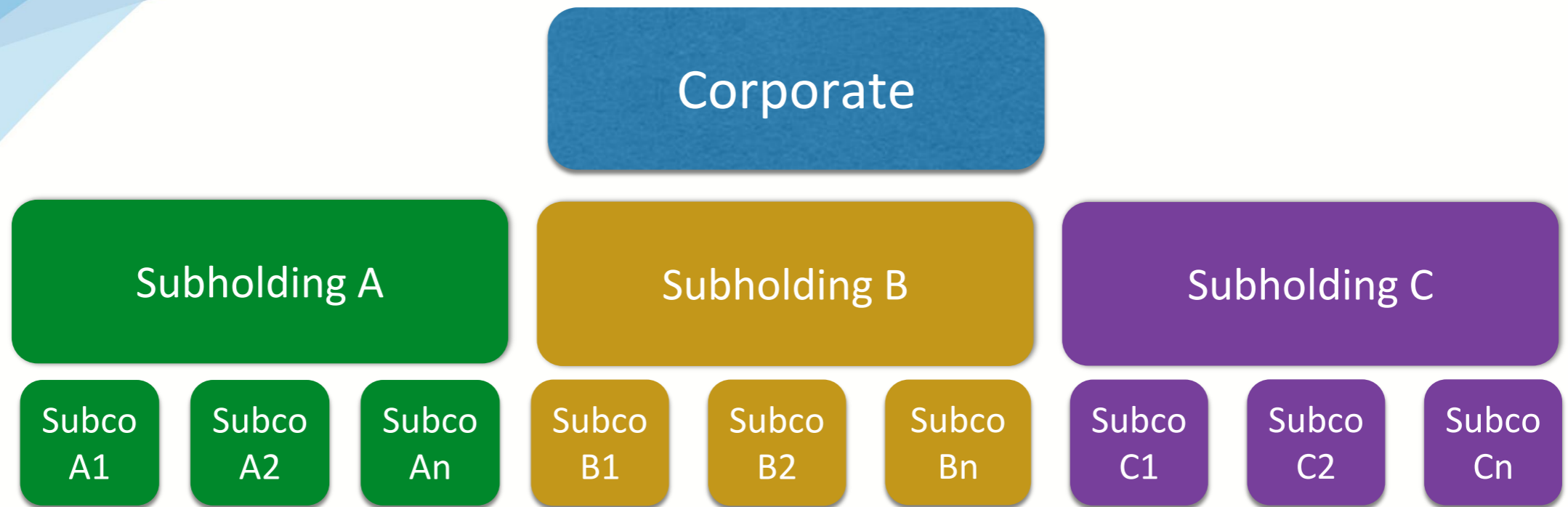
# People Profile (July 2015)

- Agrobusiness
- Mining
- Manufacturing
- Trading & Services



<b>General Worker &amp; Staff</b>	49225	94.55%
<b>Supervisor</b>	2114	4.06%
<b>Manager</b>	589	1.13%
<b>Executive</b>	134	0.26%

# Corporate Structure



10 Subholding, 69 Subsidiaries

## Corporate Roles:

1. Hire, Fire, Placement (Managers Up)
2. Salary, Bonus, Grading (Managers Up)
3. Leadership Development Programs (Managers Up)
4. Culture Programs
5. Policy Maker
6. Audit (Financial, Operation, People)
7. Business, People, Financial Review
8. New Business Decision

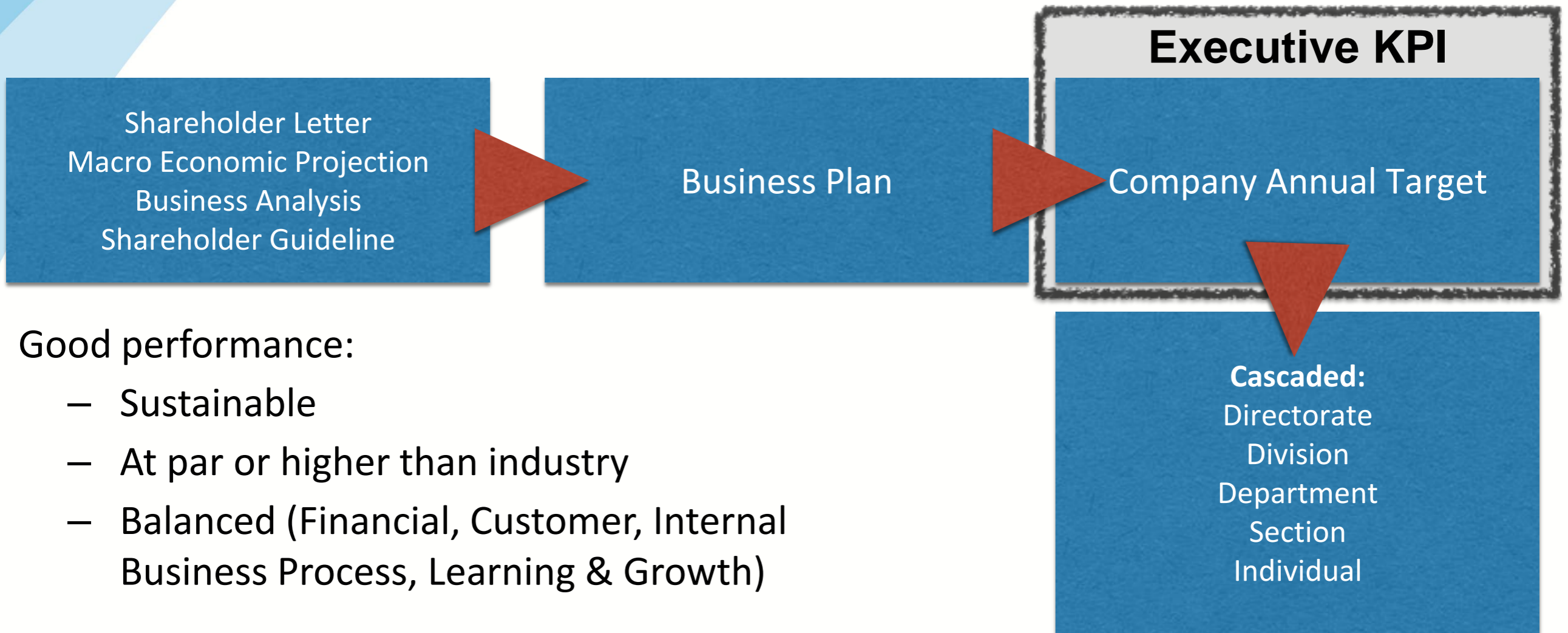
# Strategic Challenges

- Leverage **current business performance & sustainability**
- Embracing **new business horizon.**
- Executive **succession.**

# Executive Performance Management

1. Setting the Target
2. Ensure Best Execution
3. Evaluating & Rewarding
  - *Basic Principles*
  - *Industry Benchmark*
  - *Building Block of Executive Remuneration*
  - *Career Stage vs. Industry Size & Complexity*
  - *Triputra Award*

# Setting the Target



Good performance:

- Sustainable
- At par or higher than industry
- Balanced (Financial, Customer, Internal Business Process, Learning & Growth)

# Ensure Best Execution



# Evaluating & Rewarding

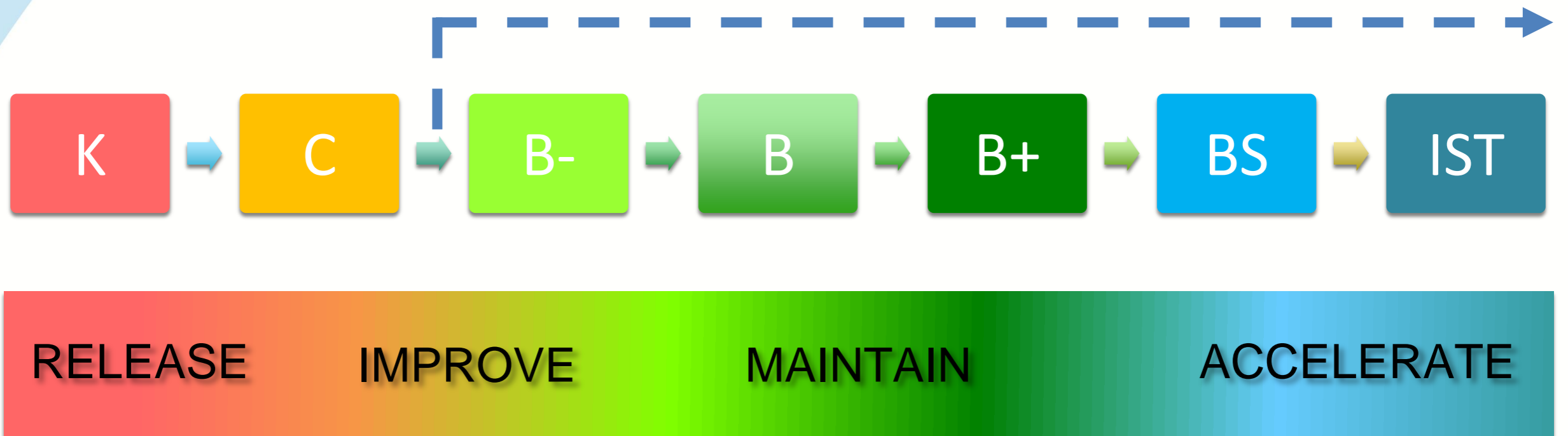
- Basic Principles
- Industry Benchmark
- Building Block of Executive Remuneration
- Career Stage vs. Industry Size & Complexity
- Triputra Appreciation Day

# Basic Principles #1: Promotes Meritocracy

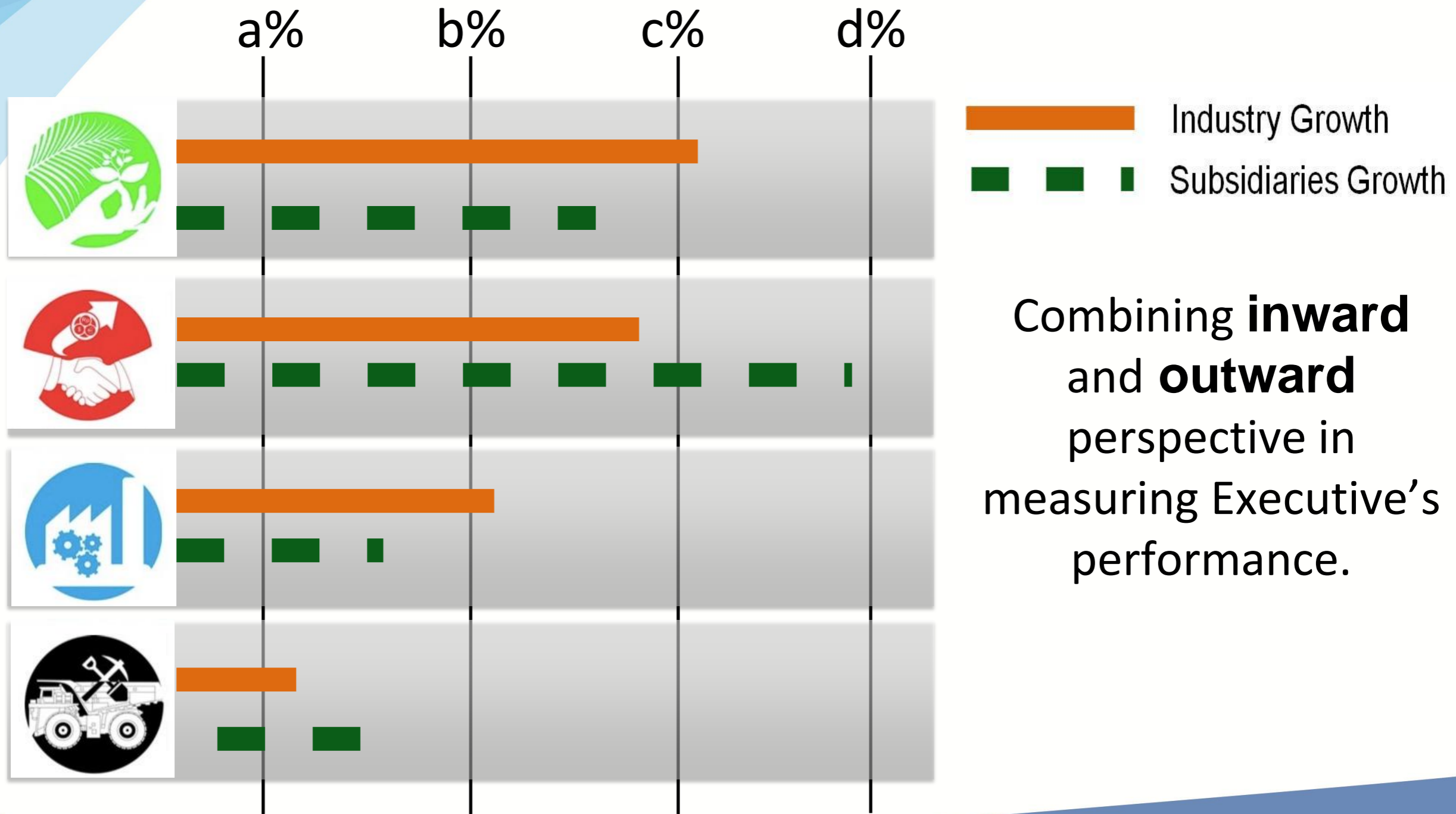
A close-up photograph of a hand holding a white marker, drawing a straight line on a wooden surface. The background is slightly blurred, showing a grid pattern on the wood. The text is overlaid on this image.

a system in which advancement is based on  
**ability or achievement**

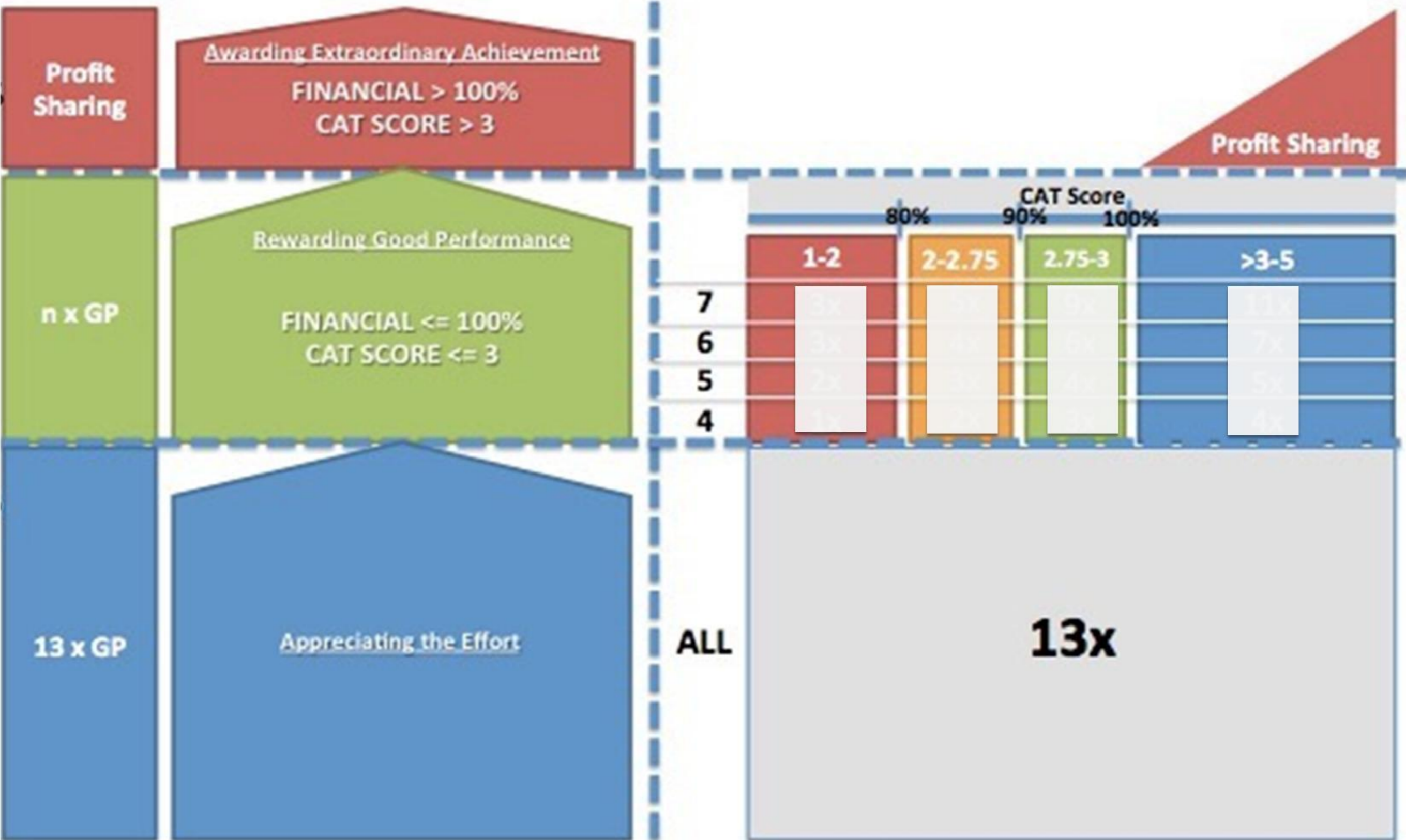
## Basic Principles #2 Release, Improve, Maintain, Accelerate



# Industry Benchmark



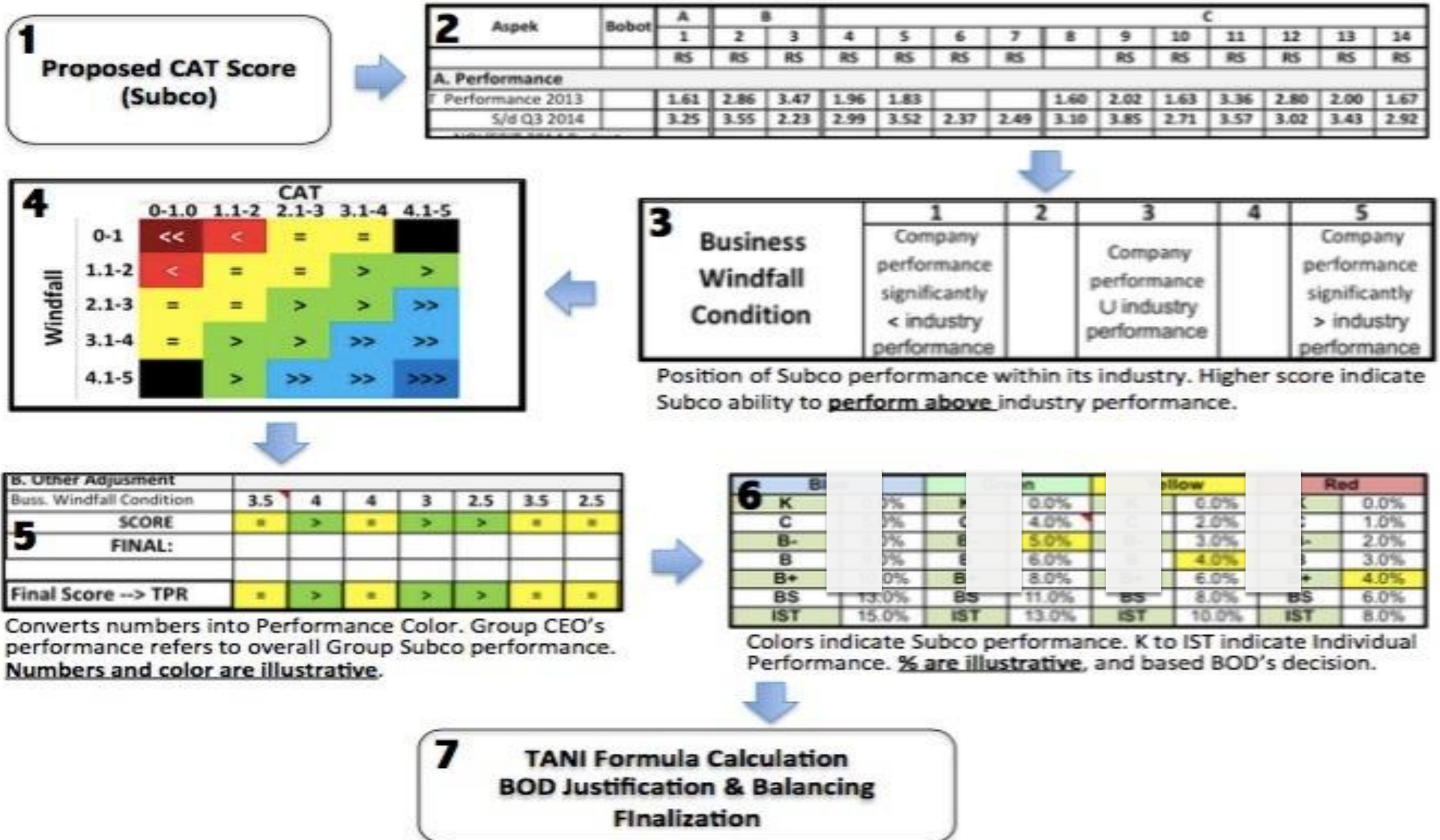
# Building Block of Executive Remuneration



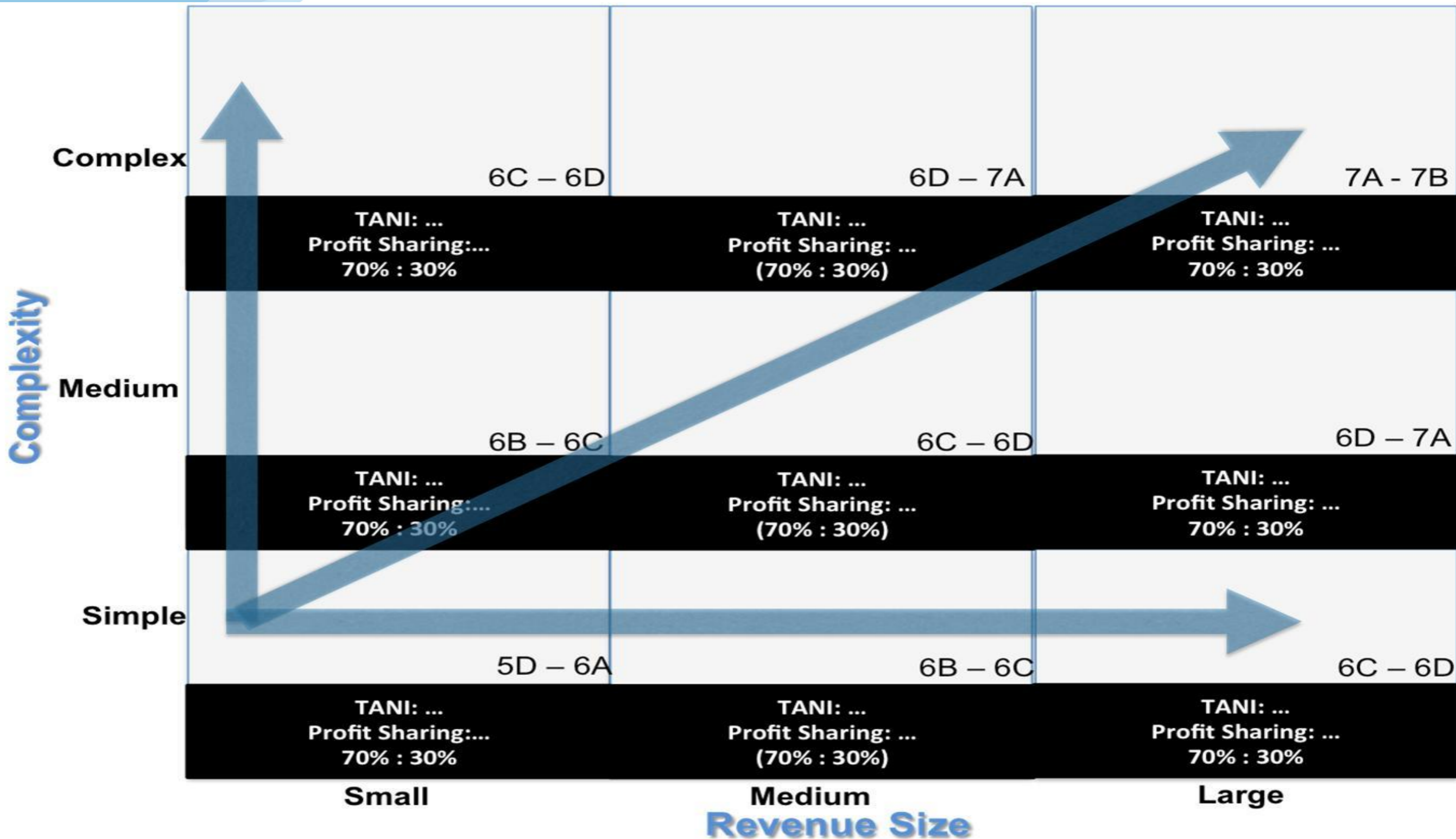
# Building Block of Executive Remuneration (cont.)

- Annual Income consist of 3 major components:
  - 13 x GP (a) : Appreciating the Effort
  - n x GP (b) : Rewarding the Performance
  - Profit Sharing (c) : Awarding Extraordinary Achievement →
- Ratio between (a + b) : (c) = **70-80% : 30-20%**
- **Profit Sharing (PS)** applicable only if Subco achieve **Financial Target (Trading Profit/NPAT) and CAT > 100%**.
- **TANI & TANI<sup>+</sup>** can be decreased due to decrease of Subco performance, and act as “punishment factor” (max. -20%).
- **Balance and equality** of CEO’s TANI & TANI<sup>+</sup> amount managed using **TANI Matrix (Company Size & Complexity Level)**.
- Should there any **business abnormality & windfall >> Shareholder discretion.**

# Executive Performance Evaluation Process



# Career Stage vs Industry Size & Complexity



# Triputra Appreciation Day



- ◆ Exists to appreciate and reward excellent performance.
- ◆ Puts exceptional people in the spotlight.
- ◆ Provides benchmark, inspirations and example for all others and it is a hallmark of excellence.
- ◆ Brings great pride for employees.

**COMPANY AWARD**

- TRIPUTRA EXCELLENCE AWARD
- TRIPUTRA SPECIAL RECOGNITION AWARD
- TRIPUTRA ANNUAL REPORT AWARD

**PEOPLE AWARD**

- TRIPUTRA CITIZEN AWARD
- INSPIRING LEADER AWARD
- COMPETENT PROFESSIONAL AWARD
- BUSINESS CHAMPION AWARD

Further information please visit  
[www.triputra-group.com](http://www.triputra-group.com)

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# Insights

- Tone & mindset from the Top
- Balanced (inward vs. outward looking)
- Simple & fair
- Transparent

# THANK YOU

