

SPICE FACTOR: Innovation Mindset Framework

Cultivating the Attitudes and Behaviors for Breakthrough Innovation

What is SPICE FACTOR?

SPICE FACTOR is Synthite's comprehensive behavioral framework that defines the essential mindsets and attitudes driving successful innovation. Built on ten interconnected principles, this framework provides a common language and shared understanding of how we approach complex problems, embrace experimentation, and maintain momentum through challenges.

Unlike traditional competency frameworks that focus solely on technical skills, SPICE FACTOR emphasizes the human dimensions of innovation—how we think, collaborate, persist, and learn. It represents our belief that breakthrough innovation emerges not just from advanced technology, but from fostering the right mindsets across our organization.

The framework guides our teams in balancing creative exploration with practical execution, ensuring that innovation remains deeply embedded in our culture while maintaining focus on delivering tangible value to our customers and stakeholders.

The Eleven SPICE FACTOR Principles

The SPICE FACTOR is a composite of attitudes and behaviors that define how we approach problem-solving:

S — Solution-Oriented

Looking at problems as opportunities to improve

Solution orientation transforms challenges into action. Rather than dwelling on constraints, solution-oriented innovators actively reframe problems into opportunities, propose practical alternatives, and initiate experiments to test ideas. They maintain focus on outcomes, seek feedback to refine approaches, and encourage progress even under difficult conditions.

P — People-Focused

Understanding what users and stakeholders actually need

Innovation begins with deep empathy for the people we serve. This principle emphasizes active listening, building rapport across diverse functions, and genuinely understanding the needs, frustrations, and aspirations of customers, colleagues, and stakeholders.

People-focused innovators seek input broadly, value diverse perspectives, and design solutions that truly address human needs rather than imposing predetermined answers.

I — Imaginative

Thinking beyond obvious solutions and exploring possibilities

Imagination drives breakthrough thinking. This principle encourages exploring unconventional approaches, drawing analogies from other domains, and asking 'what if' questions that challenge current limitations. Imaginative thinking involves proposing novel applications of existing technologies, envisioning bold improvements, and maintaining curiosity about emerging possibilities—while staying grounded in practical constraints.

C — Collaborative

Working effectively with diverse teams and perspectives

Complex innovations require collective intelligence. Collaboration means actively sharing knowledge, facilitating inclusive discussions, leveraging complementary strengths, and building on others' ideas. Collaborative innovators create psychological safety, resolve disagreements constructively, and recognize that the best solutions emerge from combining diverse expertise and perspectives.

E — Energetic

Maintaining enthusiasm and momentum through setbacks

Innovation requires sustained vitality. Energy manifests as visible enthusiasm, the ability to motivate others, and maintaining positive momentum even when facing obstacles. Energetic innovators bring optimism to challenges, volunteer for new initiatives, and help teams push through difficult phases without losing sight of the ultimate goals.

The "FACTOR" Behavioral Drivers To sustain the SPICE mindset, we adhere to six critical behaviors:

Fail Fast, Learn Fast

Running quick experiments and learning from results

Rapid learning accelerates innovation. This principle advocates for low-cost, quick experiments that generate learning even when they fail. Rather than seeking perfection, it emphasizes extracting insights from mistakes, iterating based on results, and documenting findings. The goal is building knowledge through action rather than analysis paralysis.

Accept Ambiguity

Moving forward without complete information

Innovation inherently involves uncertainty. Accepting ambiguity means making decisions with incomplete data, maintaining composure in unclear situations, and tolerating provisional

outcomes. This principle enables exploratory work where the path forward isn't fully defined, encouraging teams to take intelligent risks and adjust course as new information emerges.

Challenge Respectfully

Questioning assumptions constructively

Healthy challenge strengthens innovation. This principle promotes constructive questioning of established norms, offering dissenting views without undermining others, and encouraging fact-based debate. Challenging respectfully means listening to opposing perspectives, using evidence to test assumptions, and creating space for productive disagreement that advances understanding.

Tenacity

Persisting through difficulties while staying flexible

Breakthrough innovations require persistence. Tenacity involves pushing through setbacks, delivering under pressure, and finding alternative paths when blocked. However, it also demands balancing persistence with flexibility—knowing when to pivot rather than stubbornly pursuing failing approaches. Tenacious innovators revisit goals after difficulties and maintain determination while adapting methods.

Ownership

Taking initiative and accountability for outcomes

Innovation demands personal responsibility. Ownership means volunteering to lead initiatives, taking end-to-end accountability for results, and delivering without constant reminders. Innovators with strong ownership anticipate risks proactively, hold themselves accountable to high standards, and see projects through to completion rather than passing responsibility to others.

Repeat. Refine. Repeat.

Continuously improving through iteration

While not explicitly part of the SPICE acronym, this principle represents the iterative nature of innovation itself. It emphasizes continuously improving outputs, applying feedback rapidly, conducting regular reviews, and recognizing that iteration represents progress rather than failure. This principle ensures that innovations don't become static but continue evolving to deliver greater value over time.

How SPICE FACTOR Drives Innovation

The SPICE FACTOR principles work together synergistically. People-focused and collaborative behaviors ensure innovations address real needs through collective effort. Imaginative and solution-oriented thinking generate creative approaches. The willingness to

fail fast and accept ambiguity enables rapid experimentation. Challenging respectfully and maintaining energy sustains momentum. Tenacity and ownership ensure follow-through to impact.

Organizations that cultivate these mindsets create cultures where innovation becomes habitual rather than exceptional. Team members at all levels contribute improvements, adapt proactively to changing conditions, and view challenges as opportunities for breakthrough thinking.

Conclusion: Innovation as Culture

SPICE FACTOR represents more than a framework—it embodies Synthite's commitment to building an innovation culture that sustains competitive advantage. By cultivating these mindsets across the organization, we create an environment where breakthrough thinking becomes routine, where teams proactively solve problems, and where innovation drives continuous improvement in everything we do.

The framework recognizes that while technical capabilities and structured processes are essential, the human dimensions—how we think, collaborate, persist, and learn—ultimately determine our innovation success. SPICE FACTOR gives every team member, regardless of role or level, the mindset tools to contribute to Synthite's innovation excellence.

As markets evolve and challenges grow more complex, organizations with strong innovation cultures will thrive. SPICE FACTOR positions Synthite to not just adapt to change, but to lead it—creating breakthrough solutions that advance the natural ingredients industry while delivering exceptional value to our customers.