

Syngenta Staying Focused on Growth

Aligning around targeted growth opportunities with help from Capgemini gives Syngenta a market advantage

The Situation

In the face of tough market conditions characterized by agricultural reforms, new entrants and tougher regulations, Syngenta's European Leadership Team embarked on a targeted growth strategy, recognizing that success would depend on implementation on the ground.

The Solution

With the help of Capgemini, Syngenta developed an approach based on the classical balanced scorecard, which was called "The Strategic Agenda", specifically designed to address market growth. This was rolled out across the organization covering many countries and functional areas.

The Result

The new "growth" mindset created by the Strategic Agenda led to a tremendous release of energy throughout Syngenta, the identification of significant new opportunities and a much sharper focus on the priorities of the business.

How Syngenta and Capgemini Worked Together

Syngenta is a world-leading agribusiness committed to sustainable agriculture through innovative research and technology. The company is a leader in crop protection and has annual sales of over US\$ 8 billion. Changes in the European market demanded a fresh look and an imperative of grasping new opportunities and turning them into profitable growth. The European Leadership Team developed the strategy and an implementation approach to deliver this ambition, concentrating on the practical challenges of getting it working and "owned" by the business.

In a region characterised by cultural, market, organizational and portfolio complexity, Syngenta recognized that success would depend on their ability to implement.

“We needed support in many different countries as we rolled out the implementation but also people to work alongside us and allow the different regions to take ownership of their opportunities.”

Jon Parr
Head of Planning, Crop Protection (EAME)
Syngenta



The involvement of partners played an important part to accelerate early progress and learning. Balanced scorecard implementation expertise was injected from Capgemini, creating a network of support across the region to facilitate the introduction of the strategic agenda.

This network assisted with the setting up process in countries and ensured the application of common standards across the region throughout the design and implementation phases. Local support was owned by the country leadership teams and not "sent from head office".

The solution had three key elements: Leadership Alignment, Framing the Strategy and Strategic Clarity and Connectivity.

Leadership Alignment was developed in a series of workshops where the framework around the strategic intent for profitable market share growth was created. This process started with the center and was repeated at area and country leadership team levels. The resultant teambuilding effect and cross-functional alignment created a platform for speed and quality of implementation.

Framing the Strategy began by agreeing five critical business activity areas, subdivided into "growth levers", which were meticulously linked to business impact and to key performance indicators. Thereafter action plans were developed.

This process unleashed incredible energy within the organization because the priorities immediately became clear, enabling resource and energy to be focussed on the highest impact opportunities. Simplicity was the watchword leading to few and focussed initiatives with clear objectives and clarity about accountability and resourcing.

Strategic Clarity and Connectivity was created by intensive and consistent communication. Staff understood what was required and why it mattered, which mobilized and created enthusiasm. The linkage of personal incentive targets to the strategic agenda

was important for consistency and coherence, and was put in place across the region.

An easy-to-use staff survey was devised and deployed in 20 countries to listen carefully to the pulse of the teams across the region. It enabled careful targeting of communication and actions.

The Strategic Agenda is in use across 20 countries and 3 areas. Staff can understand the strategy and see how their actions contribute towards achieving it.

The Strategic Agenda is an essential component in creating a winning edge for Syngenta by aligning the

organization along common objectives and prioritizing initiatives according to business impact.

Framing the strategic intent to the level of actionable initiatives with clear targets ensures that staff understand what is required and why. This clarity creates a sense of purpose, releasing energy and mobilizing a "can do approach".

The organizational and motivational achievements, in addition to the business impact, are a testament to the success of the strategy implementation. They help Syngenta move towards its goal where everybody plays a part.



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In collaboration with



Syngenta is a world-leading agribusiness committed to sustainable agriculture through innovative research and technology. The company is a leader in crop protection, and ranks

third in the high-value commercial seeds market. Sales in 2006 were approximately \$8.1 billion. Syngenta employs around 19,500 people in over 90 countries.