



MCA Awards 2018 Winner

Performance Improvement in the Private Sector Deloitte with Syngenta

Syngenta is a global agribusiness, headquartered in Basel, Switzerland, that develops and markets seeds and agrochemicals. One of its strategic ambitions is to lead a worldwide step change in farming productivity to help address one of the planet's greatest challenges: how to grow more crops using fewer resources, in a secure and environmentally sustainable way for an ever-expanding global population.

In early 2014, Syngenta faced challenges in profitability, productivity and strategy execution as well as having to negotiate difficult market conditions. The company posed three strategic questions: (i) How to achieve **sustainable and profitable growth**? (ii) How to do so by building a **customer-centric commercial organisation**? And (iii) How to build the required **leadership capability to unlock the ability to succeed**?

In response, the company launched an ambitious improvement programme known as Accelerating Operational Leverage (AOL) consolidating many new and existing changes across the business into a single global, company-wide transformation.

AOL aimed to transform Syngenta's customer experience, drive growth and profit, and equip the organisation to outperform its competitors in an increasingly digitally-enabled market.

Syngenta chose Deloitte as its transformation partner to operate AOL from concept to completion based on its breadth and depth of end-to-end transformation experience; its capability to deliver change flexibly and at pace across many countries, and; its specific expertise in digital and commercial operations.

By the end of 2017, despite ongoing market challenges and disruption in the agri-business sector, AOL had delivered \$1Bn of productivity and efficiency benefits, representing a 5% EBITDA improvement on 2014 sales, by transforming and digitising Syngenta's commercial operations.

The programme has harmonised and improved operational and financial performance across a multinational organisation of 28,000 people. It has enabled Syngenta to transform how it engages with its customers, differentiating itself from its competition, and has positioned the company as a pioneer in digitising agribusiness.