

Client: Syngenta

Sector: Agrochemicals/ Biotech

Solution: Driving enterprise transformation across 25 countries, multiple businesses, processes and technologies

syngenta Changing change from within

Syngenta AG is a global organization using science, technology and research to transform how crops are grown. In less than 30 years, around 2 billion more people will need to be fed, and Syngenta is committed to improving global food security in a sustainable way; helping growers around the world safely and efficiently produce more food without using more resources.

Our engagement with Syngenta started around 2014, at which time a variety of factors including increasing temperatures and decreasing crop yields, led to a slowdown in the global agriculture sector. The company's leadership realized that overcoming these challenges required a significant evolution in business practices which was to be achieved by a comprehensive transformation programme. Underpinned by key digital alliances.

Syngenta's business goal was to transform itself – effectively and sustainably – so that it could better deliver its products to farmers in different sized markets. The solution to get them there was an ambitious initiative – AOL = Accelerating Operational Leverage – aimed at optimizing the cost structure across all enterprise functions and included a digitally enabled sales and marketing feature using Salesforce. For Syngenta this was an unprecedented change, but with substantial benefits. As the AOL programme director Jorge Lopez later outlined.

“The implementation of commercial enablers like Salesforce introduced a massive step towards simplification, and huge connectivity both within our commercial team, and with our channel partners. Commercial teams can now engage customers with a 360° view of their needs and work with them on how to make their farms more sustainable – all while pushing agribusiness into a more digitally driven, decision-making environment”.

Jorge Lopez – Syngenta's AOL programme director

The transformational challenge

Major organizational change was not unfamiliar to Syngenta and over the years they had been building expertise and capability in change implementation among the L&OD community. Which has created individual experts in several functions. In addition, as part of AOL a blueprint to help simplify future global project rollouts was put in place - to be led by a new Operational Excellence (OpEx) group.

However, with this magnitude of change – which was enterprise-wide across 25 countries, affecting multiple businesses, processes and technologies and shaping ambitions, strategy, culture and brand for 27,000 people – Syngenta knew that:

- they would need to **significantly expand the number of internal change experts** and further **institutionalize Change Management excellence** across the organization
- success would require a shift in mindset and ways of working from **“experts doing change” to “everyone in projects doing change, supported by experts”**
- change was affecting everyone and people in different roles needed **easy access to skills, tools and know-how to be effective**

Time was of the essence and Syngenta chose to find a partner with expertise and credentials for:

- helping global organizations build and scale internal change capability
- methodology development, integration and deployment
- providing practical toolkits and accessible learning across a distributed network

Solution

Changefirst was selected as Syngenta’s Change Management partner – as Ricardo Troiano, Syngenta’s Head of Change & Organizational Effectiveness outlined at the October 2018 Unleashing Change Management Conference in Amsterdam – “to provide a highly scalable Change Management approach that could be rapidly institutionalised within the business, as a consistent way to deliver AOL and build a thriving community of practitioners who are equipped to managing change in the future”.

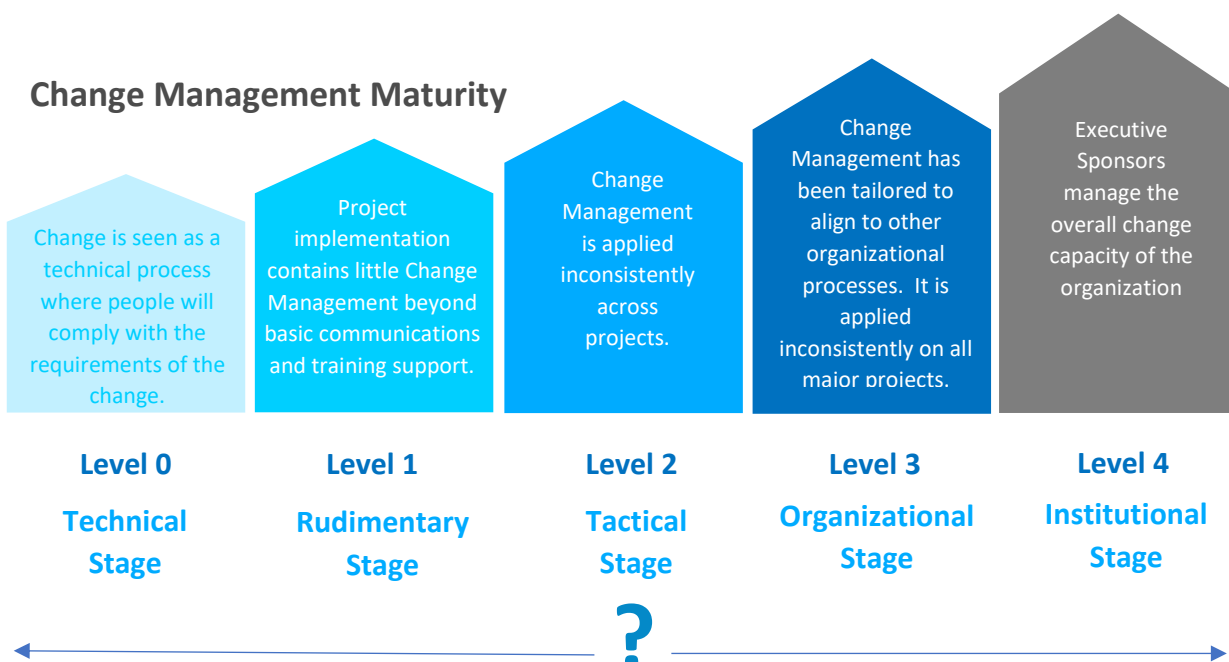
The solution involved a 4-stage approach that included:

Step 1: Deployment of a Changefirst solution comprising:

- role-based [training workshops](#)
- licensing of the [Roadmap Pro digital platform](#)
- integrated “[on-demand](#)” learning delivered on the platform
- associated **coaching and specific project application support** – e.g. integrating the Change Management process, tools and deliverables into the OpEx roll-out process

Ensuring a more integrated, and people-centred approach to delivering ambitious operational improvements and excellence programs targeting substantial savings over a 7-year period

Appreciating that organizations and their teams differ in their levels of [Change Management maturity and capacity](#), comfort with workplace applications, learning style and project requirements the Changefirst Change Management Maturity assessment (shown below) helped shape the solution configuration that would best suit Syngenta’s needs.



Results of this phase:

- **Cost-effective** access to a **consistent, scalable methodology** for 15% of Syngenta's global population.
- Changefirst's blend of F-2-F skills transfer and digital access to tools and planning resources **drove capability building costs down by 40%** over a 3-year period.

Step 2: Involved supporting newly trained internal practitioners (i.e. L&OD experts) to feel confident using the new learning to provide consulting and coaching support on more complex changes. This support package included:

- Co-design and co-delivery of **high value change leader interventions**
- Building internal confidence to use **Changefirst's digital platform, multi-lingual tools and benchmarking analytics** to track progress, identify and address new risks quickly and provide **data transparency** to help leaders make critical transformation decisions.



Results of this phase:

- **Active executive sponsorship** for key workstreams.
- Culture of data-driven decision making about the people-side of change, with **data-driven coaching/consulting** improving internal practitioner credibility.
- Creation of a **company-specific benchmarking database** to help validate change decisions

As people-centred change planning started to infiltrate the DNA of major projects inside Syngenta, the pull on key internal experts and super-users, to help kick-off local business initiatives with a people-centred focus accelerated. This created a new support need for Phase 3 of the project.



Step 3: Equip heads of business and their line managers with role-based skills and tools.

Results of this phase:

- Using a mix of **F-2-F training workshops** and **digital “on-demand” learning**, circa 55% of all people accessing Changefirst capability were heads of business and their direct line reports.

Change is often seen as continuous by employees with people reporting high levels of change fatigue and difficulties assimilating the change load. With Syngenta L&OD business partners observing similar concerns step 4 was to introduce self-help resources into the mix.

Step 4: Provide a simplified process and self-help resources for employees being exposed to more change. “On-demand” learning accessed via Changefirst’s digital platform was a cost-effective way to provide widescale awareness and make resilience building techniques available to thousands of employees worldwide.

Can we help your organization deliver change more effectively?

If delivering change more effectively in your organization is high on your agenda, then schedule a no-obligation demo of Roadmap Pro now.

[BOOK A FREE DEMO TODAY](#)

Or visit www.changefirst.com for more information.

About Changefirst

Changefirst has been working with organizations for over 25 years with a clear goal - to enable organizations to deliver on their change agenda. In that time, we have worked with over 300 organizations in over 45 countries, training more than 40,000 people to use our tools and processes.

In the last 5 years, the accelerating pace of change and wholesale disruption of business models has seen client requirements changing significantly – with a need for solutions that are cost effective, scalable and available 24/7. To meet those needs we have developed Roadmap Pro for organizations that must deliver their change projects quickly, comprehensively and cost-effectively.

In 2020, Changefirst was assessed and certified as meeting the requirements of ISO 27001:2013 for providing Change Management services.



Main Office

Delmon House, 36-38 Church Rd,
Burgess Hill, RH15 9AE

T +44 (0) 1444 450 777

F +44 (0) 1444 450 745

E info@changefirst.com

Australia/New Zealand

PO Box 3042

Eltham Victoria

Australia 3095

M +61 4 1739 9358

E info@changefirst.com.au

Latin America

Dextera Consultoria

Alameda Jaú, 72 conj. 121

Cerqueira César 01420-000

São Paulo-SP Brasil

T +55 11 93282 0620

F +55 11 94306 4814

E contato@dextera.com.br