

INSEAD

The Business School
for the World®

syngenta



Global Challenges Global Solutions

The Syngenta-INSEAD Partnership for Marketing and Sales Excellence (MaSE)

Executive Summary and Timeline

1,949
participants attended

445 business
projects launched

Over **100** senior
leaders attending,
including all members
of the Executive
Committee

Milestones in the partnership

Over ten years **Syngenta**, one of the world's largest agribusiness companies, and **INSEAD**, the original international business school, have partnered to raise Syngenta's global performance in marketing and sales.

Beginning with the **Academy** in 2005, the partners have stimulated a more integrated sales and marketing mindset within Syngenta, which has in turn led to a whole new customer-focused thinking... and successfully completed projects worldwide. The success of the Academy rests on its innovative simulation of "Valuland", a fictional Syngenta country market, as well as the definition of a real-life project and associated key performance indicators for each participant. He or she does not graduate until the business targets have been hit – many months later.

Following on from the achievements of the Academy, Syngenta approached INSEAD to co-create a second programme that would help implement a strategic shift – away from products to "customer solutions" and true marketing-led innovation. The result was the **Excellerator**, which takes country teams – comprised of Academy graduates and colleagues – beyond simulation to real-life, real-time innovation. Over two modules and more than three months, the participants must devise a customer solution, which they finally pitch to Syngenta leaders to obtain funding. Four years and twenty Excellerators later, there are several solutions in the pipeline and two already on the market.

Both programmes have been, and continue to be, the cornerstone to a far-reaching transformation in the commercial capabilities of Syngenta created through the partnership with INSEAD. Moreover, the impact of this partnership extends beyond business to farmers and consumers, enabling the world to grow more food of higher quality with fewer resources through simpler and better solutions.

From all regions of the globe:

Asia Pacific **449**
Europe, Africa and
Middle East **782**
Latin America **366**
North America **352**

On **4** continents:

Buenos Aires
Chicago
Fontainebleau
Miami
São Paulo
Shanghai
Singapore

2003

Executive Committee defines challenge
MaSE created

Late 2004

INSEAD appointed

2005

First Valuland developed
Pilot tests
First Academy

2009

Academy extended to all divisions
Second Valuland developed
Pilot tests

2010

Excellerator co-development workshop
First Excellerator

2015

Developing new programme

34 Academies
20 Excellerators