

**MASTER'S QUALIFICATION THESIS**

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**MASTER'S QUALIFICATION THESIS**

on topic

**«Strategy for the development of agribusiness on the international market»**

Specialty

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(код і назва)

Educational program

**Management of International Activity**  
(назва)

Orientation of educational  
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**educational and professional**  
(освітньо-професійна або освітньо-наукова)

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Head of administrative  
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**"06" May 2024**

**TASK**

**on implementation master's degree qualification  
thesis by graduate  
HU ZHEXU**

Specialty

073 "Management"

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educational and professional

Topic of master's degree qualification thesis « Strategy for the development of  
agribusiness on the international market»

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*Articles and monographs, statistical data, FAO materials, statistical reporting of the  
Syngenta Group China*

**List of questions, that subject to research:**

1. THEORETICAL BASIS OF STRATEGY FOR THE DEVELOPMENT OF AGRIBUSINESS ON THE INTERNATIONAL MARKET
2. RESEARCH OF THE DEVELOPMENT STRATEGY OF SYNGENTA GROUP ON THE INTERNATIONAL MARKETS
3. RECOMMENDATIONS TO IMPROVE DEVELOPMENT STRATEGY OF SYNGENTA GROUP CHINA ON THE INTERNATIONAL MARKET

**Date issues task**

**«06» May 2024**

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**I accepted the task** \_\_\_\_\_

**HU ZHEXU**

(signature)

## **ABSTRACT**

Thesis «Strategy for the development of agribusiness on the international market» contains 73 pages, consists of 3 chapters, has 52 references.

The first section of the master's thesis provides an analysis of scientific approaches to strategic management, in particular, strategic planning and modern approaches to strategy implementation in conditions of uncertainty.

The second section devoted to analysis of the development strategy of Syngenta Group on the international markets.

The third section devoted to recommendations to improve development strategy of Syngenta Group China on the international market

The thesis contains conclusions and recommendations to agricultural companies regarding development strategies in the international market.

The main provisions and results of the study are reflected in the conference proceedings: HU ZHEXU, FAICHUK O. **Strategy for the development of agribusiness on the international market.** Modern management: challenges and opportunities. Proceedings of the V International Scientific and Practical Conference of Students, Postgraduates and Young Scientists, 11 November 2024 - K.: NUBIP of Ukraine, 2024.

### **KEY WORDS:**

STRATEGY, PLANNING, AGRICULTURAL COMPANY, METHODS, INTERNATIONAL MARKET, DEVELOPMENT

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## INTRODUCTION

***Relevance of the topic.*** Strategic management of the enterprise contributes to ensuring its success on the market, as well as skillful adaptation to the turbulent conditions of the external environment, which is relevant for today. The main problem of today, the solution of which is directly related to economic growth and attraction of investments, is the improvement of the activities of individual enterprises and their elevation to a qualitatively new level. The operating conditions of enterprises and organizations are changing dramatically at the macro- and microeconomic level.

***The purpose of the study:*** to investigate the strategy of agribusiness development in the international market and to propose directions for its improvement.

The main ***tasks*** of the master thesis are:

- ✓ to review the essence of definition “strategic management”;
- ✓ to explain the types and features of enterprise strategy;
- ✓ to review prerequisites for the development and implementation of strategic management at the enterprise on the international market;
- ✓ to analyze general characteristic of enterprises (organizations) activity and analysis of its internal environment;
- ✓ to evaluate the effectiveness of the financial and economic activity of the company;
- ✓ to make strategic analysis of enterprise activity;
- ✓ to improve the strategy of Syngenta Group China on the international market;
- ✓ to optimize the new product introducing mechanism to the international market using the hybrid tomato Saaho;
- ✓ to justify forecast of market conditions and results from project implementation.

***The object of the study*** is the formation of the development strategy of Syngenta Group.

*The subject of the study* is the theoretical and applied aspects of the development strategy formation of Syngenta Group on the international market.

*The research methods of the study*: analysis, synthesis, analogy, induction, deduction, statistical methods, economical analysis.

*Scientific innovation* consists in determining the optimal development of the company and developing long-term goals, supporting effective relations between the organization and its environment. The need to establish certain requirements for strategic planning, compliance with which will allow the achievement of the set goal, is substantiated. The most important principles that influence the effectiveness of the strategic planning process are determined.

*Practical significance of the obtained results*. On the basis of comprehensive research, a strategy for the development of the enterprise was developed, the main directions of its implementation were determined, with justification and calculation of the effect of its implementation. Research results can be practically applied both at the base and at other similar agricultural enterprises

# CHAPTER 1

## THEORETICAL BASIS OF STRATEGY FOR THE DEVELOPMENT OF AGRIBUSINESS ON THE INTERNATIONAL MARKET

### 1.1 The essence of strategic management

Managing an enterprise in a market economy is impossible without planning business activities at all levels: strategic, tactical, and operational. The highest is the strategic level, at which management decisions vital for the further development of the enterprise are made.

Strategic management is a young discipline. Its origins date back to the 1960s, and its roots can be found mainly in seminal publications by Chandler (1962), Ansoff (1965), and Andrews (1971). Since then, it has developed significantly, becoming an increasingly mature and consolidated area of management.

The advancement of the discipline to maturity was accompanied by several factors. First, the study of "best practices" greatly increased in the 1960s, giving way to analysis of topics as diverse as internationalization, interfirm cooperation, strategies and competition in product and factor markets, strategic leadership, and the relationship between firm strategy and her activity. corporate social responsibility, to name a few.

Secondly, the range of used research methods, which are becoming more and more sophisticated, has significantly expanded. In-depth case studies have largely been replaced by quantitative tools based on sophisticated econometric methods, multilevel analysis and, more recently, hybrid methodologies, where quantitative and qualitative methods are combined in a single study, each adapted to the nature of a particular situation. problem to be analyzed.

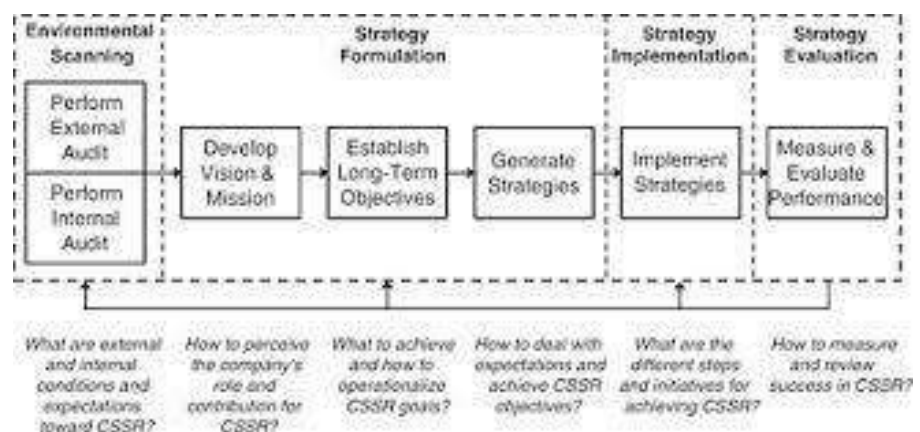
Third, another indicator of the growing maturity of the discipline is the growing consensus on some basic concepts, such as the definition or concept of strategy or strategic management. It is surprising and remarkable to discover how similar the basic aspects of the concepts of strategy and strategic management are in two studies conducted in different contexts and using different methodologies. Using implicit and

explicit definitions, seven key components of the concept of strategic management are identified:

1. Productivity of the firm,
2. strategic initiatives,
3. environment,
4. internal organization,
5. managers/owners,
6. resources.

Although they use a different approach based on the analysis of states, the same components appear among the most important elements underlying the concept of strategy in research.

Fourth, and finally, the academic community interested in strategy research is steadily growing in terms of the number of scientists working in this field, but also in terms of their international character, and even the connections between them. If we take the publication of the "Journal of Strategic Management" as a criterion, we can see how collaboration between scientists is expanding both from an interdisciplinary and international perspective. In addition, the Strategic Management Society currently has nearly 3,000 members from more than 80 countries.



**Fig. 1.1. The correct construction of the company's strategy**

Source: [5]

As a result of the development, strategic management steadily accumulated a rather large amount of knowledge of both theoretical and empirical and

methodological nature. Accordingly, sometimes there was a need to determine the current state of the discipline and its current direction. This was reflected in three different ways. First, there are many works that reflect the discipline itself in books, articles, special issues of magazines or specific reference books on this subject.

Second, there has been a surge in specialized journal issues that sought to explore the boundaries of knowledge in this field and their connections with other disciplines. SMJ, for example, has published special issues on topical topics such as networks and alliances, organizational capabilities, entrepreneurship, global strategy, the strategic process, the resource-based approach, evolutionary approaches, technological competencies, strategy and economics, and the psychological foundations of strategic management.

Thirdly, in recent years, a direction of research has appeared that uses scientometric methods to identify and analyze the intellectual structure of strategic management and its evolution.



*Fig. 1.2 Characteristics of strategic management*

Source: [4]

These examples of research that use scientometric tools do not replace work that analyzes and reflects on the discipline, but rather complements it appropriately. By implementing quantitative methods, they allow the identification and measurement of

specific variables related to the discipline and its development, thereby contributing to an objective approach to the analysis of such variables. Moreover, they allow us to discover relationships between researchers and topics that are not obvious at first glance, for example, intellectual structure or key terms that contain multiple definitions of a concept.

Based on the above, our aim is to analyze past and current trends in strategic management research, a field characterized by various and diverse aspects of relevance. Bringing together the different and diverse theoretical perspectives that underlie this research, using the image of a double pendulum swinging in unison. This includes identifying and analyzing contradictions between internal and external fields of strategic management research, as well as contradictions between macro- and micro-levels of analysis.

Evolution of research in the field of strategic management: a double pendulum.

Strategic management was seen as a fundamental problem that explains the success or failure of firms. This involves finding out why some firms are successful and others are not; in other words, identifying success factors. Although this basic motivation is shared by all researchers in the field, the path to follow is not entirely clear. This is due, among other things, to the fact that the eclectic and multidisciplinary nature of strategic management attracts the attention of researchers from various disciplines: economics, organizational theory, sociology, psychology, management, etc. often have different experiences, approaches or interests. In addition, since the study of strategy is related to the activities of the firm, many of the tools that are now considered basic for any analysis have appeared in the firms themselves or in the strategic consultants who advise them.

This situation means that the search for success factors has focused on different aspects of the firm and the variables of interest. One way to understand this variety of factors is to classify them according to some criterion. In general, on the one hand, many researchers tend to focus their attention on the internal factors of the firm, such as its strengths and weaknesses. On the other hand, the reasons for success were sought in the opportunities and threats of the environment. An alternative and

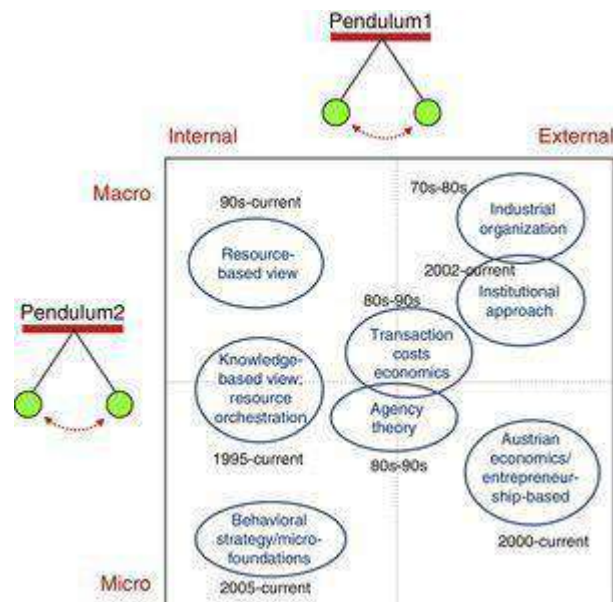
additional criterion allows us to organize research according to the adopted level of analysis. This may concern the firm as a whole — the macro level — or its individual aspects related to the behavior of its individuals — the micro level.



*Fig.1.3 Program launch and mission plan*

Source: [2]

Accordingly, two types of contradictions can be distinguished throughout the development of the field of strategic management: one between internal and external considerations, and the other between macro- and micro-level considerations. As a rule, in certain periods, the predominance of one or another aspect in research is recorded. This situation can be compared to a double pendulum, where the main focus is on internal or external considerations or macro- or micro-level issues. The two pendulums have moved simultaneously throughout the history of the discipline, and their combined movement has determined the evolution of the discipline and its current state. In Fig. 1.4 shows the location of the main approaches and theories of strategic management according to these two classification criteria.



**Fig 1.4. The double pendulum in strategic planning**

Source: [2]

Strategic planning is one of the key functions of strategic management. The process of strategic forecasting (strategy formation), resource allocation, company adaptation to the external environment, and management decision-making regarding the internal organization.

The process of strategic planning occupies a central place in the system of strategic management. Most Western and Eastern companies use strategic planning to transform themselves in order to get out of hopeless situations that have developed inside and outside the enterprise. The main prerequisites for the transition to strategic planning are:

- the need to respond to changes in the company's working conditions;
- Necessity of combining different areas of the company's activity in conditions of development of decentralized and diversified processes.
- Presence of significant competitive advantages and the need to support them (for firms that own them) or create them (for outsiders) to increase competition;
- internationalization of business, development of relations with companies using strategic planning systems.

- Apply a strategic management system and have access to competent managers capable of solving complex tasks.

- Theory and practice, development of strategic plans. It helps move from trial and error to a scientific method of forecasting and preparing for the future and the future.

- Availability of available information (global information network) for researching the company's strengths and weaknesses, external environment and competitive conditions;

- Strengthening of innovation processes, generation of new ideas and rapid development of companies.

- the need to implement a high management culture, focused on preventing resistance to changes and stimulating corporate development.

Strategic planning is a structured, more or less formalized enterprise-wide activity aimed at developing and organizing the implementation of strategic plans, projects and programs. Further, planning as a special type of activity is a series of iterative processes consisting of several interconnected stages.

- goal setting;

- definition of strategies (“sets of strategies”) and measures for their implementation.

- Anticipate a course of action for a fairly long period of time and modify it with the help of various types of plans, projects and programs, which are tools for achieving goals and implementing strategies.

- organization of execution of planned tasks;

- accounting, control and analysis of their implementation;

The last two stages require organizational analysis and coordination of management activities in the strategic planning body, as well as in units where actions determined by strategic plans and programs are carried out, therefore, a complete system of strategic management.



***Fig.1.5 Analysis, selection and implementation of strategies***

Source: [4]

The purpose of a strategic plan is to establish a specific course of action to prepare a competitive enterprise for effective functioning.

The transition to market relations gives companies the opportunity to independently manage market conditions. Therefore, these companies can plan their activities and make a profit so that they do not go bankrupt and even better. The welfare of the population is of particular importance. Based on the different characteristics of the company, different approaches to the organization of the strategic management system in general and strategic planning in particular are possible. World experience shows that, based on general principles, each enterprise chooses one or another system, emphasizes certain aspects of the enterprise's activity, and introduces this guideline as a basis for planning.

During the development of a strategic planning system, each company has, on the one hand, a list of necessary formal procedures, the implementation of which requires expert knowledge, and on the other hand, the most suitable scheme for itself. This requires a combination of common sense and creativity on the part of managers

who are less inclined to spend time on complex planning procedures. Rather than relying on the "natural flow" of circumstances to achieve success, a strategic planning system is based on a planning system that allows you to translate goals and strategies into actual results. A difficult problem is understanding what a strategic plan should look like, and from where it should be in order to meet the basic requirements of the company's development. A general requirement for the content and structure of strategic planning is the analysis of the definitions of the concept of "strategic planning" by different authors, which highlight certain aspects of this phenomenon depending on the adopted concept of strategic planning, which can be traced.

The main common goal of the organization is the reason for its existence, its mission.

The mission statement details the status of the company and provides guidance and recommendations for defining goals, strategies, tactics and policies to achieve planned results.

A well-thought-out enterprise mission should include:

1. The company's mission statement regarding its core service or product, core market, or core technology. Simply put, it's how a company does business.
2. Description of the actual enterprise's external environment, which determines its parameters.
3. Indicators of organizational culture. What is the working environment in the company. What kind of people does this climate attract?

For businesses to be profitable, they need to control the environment in which they operate. Profit cannot be declared as the main purpose of the organization, as it is entirely an internal matter of the organization. The mission, on the other hand, reflects the path that the company must take in order to make a profit and ensure the conditions for its prosperity.



*Fig 1.6. Strategic planning process*

Source: [4]

In the conditions of a market economy, the mission concept should reflect the company's intentions in the direction of maximum and effective satisfaction of the needs of its customers and its own [4, p. 19-20].

There is no standard wording for missions. At the same time, the mission statement should fulfill its main task and, if possible, include answers to the questions posed. Accomplishing this in a short mission statement (1-2 sentences) is quite a feat.

There are two types of important goals and outcomes: financial and strategic.

Financial goals reflect the company's urgent need to ensure normal operation and effective return on results. In other words, it determines the general conditions of the company's survival. Financial goals are usually more short-term than strategic goals and should reflect changes in the industry, the market, or the company itself.

Strategic goals are largely related to the direction of strengthening the company's position in the industry and maintaining and increasing its long-term competitiveness on the market. These goals, as a rule, are more long-term compared to financial goals and are calculated to achieve results in a fairly distant future.

Strategic planning is gaining more and more importance in the conditions of an unstable external environment. At the current stage of the market economy, domestic enterprises must independently determine their future functional goals and choose methods for achieving the main results of their activities. If the management (owners) of the firm is aimed at long-term functioning above the market, then it is natural that the system of planning the firm's activities acquires a strategic nature.

Strategic planning is rarely implemented at Chinese enterprises, therefore specialists and managers of domestic enterprises, especially commercial ones, do not have experience, knowledge and do not know the advantages of strategic planning. One of the reasons is that the methods of strategic planning used abroad are not adapted to the domestic market, as a result of which the results of their application are not always satisfactory.

Another reason lies in the differences in the used planning methods and tools, which is explained by the lack of a full and complete understanding of the consequences of the existing relationship between the tools and methods of strategic planning. Many practices emphasize particular birth methods and techniques. tools and ignore the overall strategic plan [3, p. 17].

The corporate strategy determines the general path of development and a set of main directions of activity of a multi-disciplinary, multi-industry enterprise. Competitive strategies (they are also called business, business strategies) are subordinate to the corporate strategy, are formed for certain types of activities, indicate possible ways to achieve the chosen direction and provide long-term competitive advantages of a separate strategic business unit. Functional strategies, which detail and support corporate and competitive strategies, are formed for each functional area of activity in order to develop management measures to achieve the functional goals of the enterprise. They are narrower and determine the strategic orientation of all functional subsystems in the process of providing, producing and selling products. Operational strategies provide for the solution of strategic tasks related to the achievement of the goals of a separate unit, and they are developed within functional areas to solve strategically important operational tasks.

Therefore, the company's strategy as a set of actions is necessary for gaining and maintaining a certain position on the market in the conditions of intensifying competition and adaptation to new opportunities and challenges of the external environment. Strategic planning as a process, an important component of which is the development of strategies, should contribute to the coordination of strategies developed by the enterprise.

Strategic planning is considered as an important means to achieve the desired state of the enterprise in the future, based on the currently existing conditions. The goal of strategic planning is to determine the sequence of work to ensure the efficient operation and development of the enterprise in the long term.

The prerequisites for the emergence and application of strategic planning at enterprises are the intensification of competition, the need to create competitive advantages and their further maintenance, the development of innovative processes, the creation and implementation of innovations, the availability of information about the state of the external environment for identifying opportunities and threats, comparing strengths and weaknesses parties with competitors, the need for a quick response to a change in the environment of the enterprise, the need to change the directions of the enterprise under the influence of diversification or decentralization, the exit of national enterprises to world markets, development relations with enterprises that carry out strategic planning, improvement of methodological and methodological principles, as well as accumulation of practical experience in the implementation of strategic planning, availability of experienced and highly qualified specialists in strategic planning, the need to introduce a management culture aimed at overcoming resistance to changes and encouraging personnel to activate processes , necessary for the future development of the enterprise.

Implementation of strategic planning contributes to the emergence of a number of positive changes in the activities of modern enterprises. Its correct and effective implementation allows you to obtain the following main advantages [16, p. 423]:

- connection of current decisions with future results, organized understanding of decisions (as opposed to spontaneous adoption) with forecasting of their consequences;

- orientation towards the search for alternative options for achieving goals, that is, permissible goals within the limits of the defined goals and existing limitations;

- determination of opportunities and threats, strengths and weaknesses of the enterprise, taking them into account when setting goals and formulating strategies to ensure influence on these aspects already today;

- conscious preparation for the future and for the future;

- distribution of responsibility not only between areas of activity, but also between current and future activities.

Despite the positive aspects of strategic planning and the significant benefits that can be obtained in the future, enterprises do not always achieve the set goal, and the obtained results differ significantly from the expected ones. This is due to the fact that strategic planning is not without its shortcomings, which are most often revealed as a result of making mistakes during the practical implementation of planning.

The most common and main shortcomings of the practical application of the strategic planning system are [16, p. 424]:

- lack of necessary information for making strategic decisions and developing strategic plans; as a result, there is a low level of justification of planning documents;

- lack of alternative plans;

- insufficient use of the scientific and methodological arsenal of planning: scenarios and methods

- situational planning (application of the "What if..." type model), etc.;

- a weakly developed system of current analysis, control and adjustment of strategic plans;

- dogmatic hyperbolization of the value of digital indicators;

- an imperfect system of stimulating employees who participate in the development and implementation of strategic measures;

- insufficient level of organizational, socio-psychological and financial support for strategic planning.

Obstacles to ensuring effective strategic planning can be significant overspending of time on the formation of strategies and strategic plans, which creates a delayed response to changes; directing available resources and efforts to search for "ideal" solutions that could protect against critical situations and negative consequences, rather than using a systemic approach; discrepancies that arise between the formulated strategy on paper and real practical activities; the expectation that the implementation of the strategy occurs automatically after its approval; development of plans that cannot be fulfilled due to inflated expectations from the development of the external environment in the future, as well as failure to take into account the specific features of the enterprise, resource potential and opportunities for timely response to changes; a formal attitude to planning that does not correspond to the theoretical-methodological and methodical principles of strategic activity.

The characteristic features and content of strategic planning determine certain requirements, compliance with which will make it possible to avoid problems in the further activities of enterprises. To ensure the effectiveness of strategic planning, it is necessary to:

- understanding of the theoretical, methodological and methodological foundations of strategic planning and the ability to apply them in practice;
- the use of an integrated approach to the planning of the enterprise's activities, i.e. the existence of a relationship between strategic, tactical and operational planning;
- maintaining the continuity of the planning process;
- combination of formal and intuitive approaches during the formation of strategies and the implementation of strategic planning;
- ensuring the effective functioning of the system for collecting, processing and transmitting strategically important information;
- creation of a system of strategic control and monitoring of the strategy implementation process at the enterprise;

- ability of company management to think strategically;
- involvement of highly qualified and experienced specialists in strategic planning;
- availability of a motivation system for employees involved in the process of formation and practical implementation of strategies.

The effectiveness of planning at the enterprise largely depends on the understanding and level of application of important methodological principles, that is, the theoretical rules and regulations that are guided by the implementation of planned work at the enterprise. In order to achieve the goal of strategic planning, it is necessary to determine the principles that influence the course of the strategic planning process and the results of its implementation. In our opinion, the following principles are most important for the development of strategies and strategic plans, as well as for achieving the desired effect of strategic planning:

- necessity - the mandatory development of long-term business plans for the achievement of desired results, rational distribution of resources, use of favorable opportunities and prevention of the negative impact of possible threats, control of the work of the entire enterprise and its structural units;

- unity – the development of such a strategic plan for the development of the enterprise, in which all sections are agreed among themselves, and the established strategic goals are the basis for the formation of current (tactical and operational) plans of the enterprise and plans for all structural subdivisions. Unity of plans involves horizontal and vertical interaction of all divisions to achieve strategic goals of the enterprise;

- continuity - due to the fact that production processes at the enterprise should not stop, but constantly change each other. In addition, the possibility of changes in the enterprise as a result of the achievement of previous goals, setting new goals, changes in the capabilities of the enterprise, the uncertainty of the external environment and the likelihood of unforeseen changes in it require constant attention to strategic activities. This principle can be implemented with the help of the formation of a system of plans, which will make it possible to achieve continuous

replacement of some developed plans by others and to cover all types of production and economic activity in a mutually coordinated manner

plans for specific time periods, as well as making adjustments in accordance with changes that occur in the environment and as a result of revising expected results;

- flexibility – the possibility of adjusting strategic plans. This means that the plans are not drawn up once and for all, stable, but must take into account and reflect the changes occurring in the internal and external environment of the enterprise. That is, strategic plans should be drawn up so that adjustments can be made in accordance with unforeseen circumstances that may arise in the future during their practical implementation;

- accuracy – the need to take into account in the plans all the information available to the enterprise about the conditions of the internal and external environment of activity. Strategic plans should be specific and detailed as much as the level of uncertainty of market conditions allows;

- participation - involvement in the process of strategic planning of employees responsible for the results of the operation of the enterprise and individual structural divisions. The staff's awareness of the features of strategic planning at the enterprise inspires confidence in the planned goals, reduces resistance to the implementation of strategic changes, creates and supports team spirit and the interest of employees in their work and the success of the enterprise, contributes to the improvement of communication between personnel and the achievement of prompt exchange of information within the enterprise;

- primacy - indicates that strategic planning should precede the future production and economic activity of the enterprise. In general, planning, as one of the functions of management, precedes the performance of other functions, in particular, such as organization, motivation, accounting, analysis and control.

Also, strategic planning should be the basis for developing tactical and operational plans;

- scientificity - planning should be based on scientifically based calculations, ensure consistency between the state of the internal and external environment, as well as take into account the effect of objective economic laws of development, best practices in the field of management, achievement of scientific and technical progress;
- purposefulness - determines the choice of prospective goals and the establishment of their hierarchy (strategic, tactical and operational) during the development of strategies and plans, which should be aimed at achieving the main goal of the enterprise's activity;
- reliability – availability of a relevant, objective, information base for determining strategic goals and calculating planned indicators;
- reality - means that the developed strategic plans must be possible to implement and take into account the parameters of the internal and external environment of the enterprise;
- multi-variation – development of several alternative plan options to achieve a defined goal and strategic goals, and then choosing the best of all possible options. The presence of previously developed and substantiated alternatives also allows you to quickly respond to changes that occur in the environment of the enterprise;
- adaptability - indicates that strategic plans should take into account the features of the long-term period, in which the external and internal environment of the enterprise is characterized by uncertainty, variability and unpredictability;
- systematicity - involves the formation of strategies and the development of a system of plans to ensure the interconnection of all types of enterprise activities, which can be achieved by supplementing and detailing strategies or strategic plans with tactical and operational plans;
- efficiency – focus on ensuring a certain level of profitability. That is, justification in the plans for the rational use of all necessary resources in order to achieve high final results of the enterprise's activity at the lowest possible costs.

Each of these principles has a certain influence on the effectiveness of the strategic planning of the company's activities, therefore their observance contributes to the achievement of the defined goals and objectives. Equally important is systematization

and a comprehensive approach to the application of principles at all stages of the strategic planning process. The above principles complement each other to a certain extent, so only if they are all taken into account in a timely and appropriate manner, the desired results can be achieved in the future.

## **1.2. Types and features of enterprise strategy**

Every company that competes in the market uses a certain strategy (obvious or not). Such strategies can be developed during the planning process or secretly implemented in the activities of various departments and divisions of the company. What strategies exist in general and what strategies can be chosen for a specific company in a given situation, in order to successfully formulate a strategy or reveal hidden strategies in the form of an explicit process, it is necessary to know. The corporate strategy classification system contains many functions for classifying strategies by separate groups.

According to the hierarchy of management systems, there are four types of strategies corresponding to different organizational levels of the company.

Corporate strategy is the highest level of the company's strategy and the entire sphere of its activity. This is a distinctive feature of a diversified company, whose management creates a productive portfolio of business units (acquiring other companies, strengthening existing market positions, responding to strategic plans), and not withdrawing from the business that needs to be managed. Achieve synergy between family business units and turn it into a competitive advantage. Prioritize investments and send corporate resources to the most attractive areas of business.

Business strategy is the top-level strategy of highly specialized companies or the second-level strategy of diversified companies (at the level of individual business units). It consists in the development of measures aimed at strengthening competitiveness and preserving competitive advantages. Formation of response mechanisms to external changes Integration of strategic actions of key functional divisions Solving specific business tasks and problems.

A functional strategy exists separately for each functional area of activity of a diversified or highly specialized company (marketing strategy, financial strategy, etc.). It is designed to support the business strategy and achieve the set goal.

Operational strategies are narrower strategies of individual structural units (factories, stores, etc.) and individual subdivisions (no more than functional areas). You need to solve specific tasks related to achieving the goals set for each division of the company.

Several separate strategies are distinguished according to functional criteria. Among them, it is worth noting marketing, production, finance, organization and society. There are also types of functional strategies, such as ecological, research and design strategies. Each should be considered separately, but first consider the relationship between the listed functional strategies.

As practice shows, in market conditions, among other things, marketing strategies are of primary importance and are developed first.

Marketing strategy is a general process of aligning the company's marketing goals and its capabilities, studying the market and consumer requirements and, on this basis, determining the products with the greatest value and best sales prospects for consumers.

After the marketing strategy is defined, the production strategy is built on it. This approach is due to the fact that in the market economy the central figure is the consumer. Each company tries to find consumers, studies their needs and preferences, and then thinks about the release of suitable products.

Production strategy is a general plan for increasing production capacity and logistical support of the production process in accordance with the enterprise's marketing strategy.

The financial aspect will be considered after the overall marketing and production strategy is defined. This is due to the fact that (in countries with a developed market economy) capital markets are almost always available to companies that have an attractive idea of production and promotion of one or another product.

Financial strategy is a general plan for determining financial results and financial needs to minimize capital costs and maximize profits, as well as alternative options for sources of financing.

A special place among functional strategies is occupied by organizational and social strategies. The first are formed under the influence of management needs. It is closely related to, adapts to, and influences marketing, production, and financial strategies. The second social strategy is developed by companies under the influence of society, its social groups and institutions. It is also closely related to other functional strategies. Depending on the stage of the business life cycle, growth, retention and reduction strategies can be conditionally differentiated according to the main life cycle stages of the industry or other product. Growth strategies are typical for companies that are just starting or developing their business. This strategy includes choosing a target segment, increasing investment, research and development, and innovation. Three main types can be distinguished in this strategy.

1) Strategy of targeted (organic) growth (expansion of market presence, development of business and products);

2) integrated growth strategies (mergers or acquisitions of other companies – vertical or horizontal integration);

3) diversification strategy. Companies invest their money hoping to make big profits in the future, trying to capture the largest market share.

Retention strategy is the strategy of a mature company. Companies seek to protect their positions from competitors, reduce costs and prices, and explore new markets. Retention strategies involve selective investment and maintaining a balance between costs and income.

A downsizing strategy includes comprehensive actions for the phased reduction of a business that is at the final stage of its life cycle. Various actions can be considered, such as lowering prices and increasing marketing efforts, extending the life cycle or discontinuing investments, and implementing a harvesting strategy (maximizing profit from the sale of products and assets).

The strategies of industry leaders, competitors, followers and newcomers are distinguished by the level of their competitiveness in the market.

The leader's strategy includes maintaining its position in the market and strengthening its competitive position. There are three possible strategic actions for industry leaders:

1) strategy of continuous attack (the company adheres to the concept of continuous improvement and innovative development);

2) strategies to protect and strengthen positions (firms prevent the entry of new participants into the industry by creating artificial barriers, and applicants try to gain a competitive advantage);

3) Strategies to transform rival firms into followers (firms exert competitive pressure on firms claiming leadership to force them to transform aggressive strategies into passive ones).

A competitor's strategy (for leadership) is, in principle, an aggressive strategy aimed at creating a unique competitive advantage that the industry leader does not have (for example, reducing costs and prices, improving product quality, etc.). Strategies that imitate the behavior of the leader are rarely successful.

The strategy of a follower (a company that is not the leader in the industry and does not seek to win this position) is a course of action aimed primarily at concentration and differentiation. Followers do not try to defeat leaders. They seek to occupy only those areas in which the leaders lack resources or which do not fall within the scope of their strategic priorities. The strategy of the follower is quite passive and defensive.

An entrant's strategy is that a company seeking to enter a new business tries to overcome barriers to entry (such as a high break-even point). If a new company has significant financial resources, it can focus on a specific market segment and pursue an aggressive strategy, deliberately cutting costs or trying to differentiate its products. Sometimes it is wise to pursue an aggressive strategy, acquiring long-standing companies and using the competitive advantage they have acquired for their own purposes.

Depending on how competitive advantage is achieved, three main strategies are distinguished:

- strategy of the lowest costs;
- differentiation strategy;
- focus strategy

The least-cost strategy, popularized in the early 1970s, is based on the desire to minimize total unit costs and earn profits above the industry average despite intense competition. This position protects the company from competitors, because thanks to low costs, profits can be made even after competitors have lost the market battle.

A differentiation strategy consists in bringing to market a product or service that is perceived as unique and different from others in a specific industry. Differentiation is a solid strategy for achieving industry-leading profitability. This is due to the fact that buyers swear loyalty to the goods of a certain brand and, as a result, are less sensitive to price, which guarantees protection from competition (for a while). Differentiation is useful until competitors create similar products.

Focusing strategies can take different forms and consist in drawing attention to a specific group of buyers, market segment, product range or geographic region. The goal of a focus strategy is to best serve a specific target group and achieve a competitive advantage in a narrow sector. For the most part, companies focused on narrow segments seek differentiation and minimal economic efficiency against companies that serve the entire market.

Depending on the level of business globalization, narrow specialization and diversification strategies are distinguished.

The strategy of narrow specialization is also used by most companies that are starting their business, but it is relevant only for some companies that are in the stage of transformation into large enterprises. This strategy has many beneficial organizational and management advantages (expertise, deep industry knowledge, close customer relationships, etc.). From loss or bankruptcy.

A diversification strategy involves developing a business in several industries that may or may not be technically interrelated. In some cases, diversification takes

other forms. For example, multinational diversification (companies operating in different countries). The question of the implementation of the diversification strategy appears in principle before companies that begin to think about the insurance of global growth and profit. A diversified company, whose business units work in different industries, practically does not feel the influence of the situation in a specific market. Losses in one industry are offset by profits in other industries.

### **1.3. Prerequisites for the development and implementation of strategic management at the enterprise on the international market**

A strategic management system that focuses on strategic areas of management is well suited to a developing market economy. In fact, Western scientists worked with such experimental material when developing their theories.

The peculiarity of the current situation is that many companies are not dominated by markets that do not yet exist, or plans that do not yet exist. The potential of state influence on corporate activity is reduced to a minimum. Therefore, among other issues, the context of the transition economy requires a fundamentally different way of managing companies.

This specialized nature of enterprises requires new types of management. This is an intermediate, no longer administrative or market order. This is migration management. The experience of previous transformations solved the accumulated problems, both from the point of view of centralized management of the economy with the help of only administration and orders, and from the point of view of the use orientation, characteristic of both highly socialist eras, showed limited possibilities. monopoly market mechanisms of management.

Working in the conditions of the transition to market relations puts forward completely different requirements for the level of management quality, the nature of the tasks that are solved at the same time, and the methods of solving them. This fully applies to all subjects, without exception, who are self-employed. It is clear that nowadays no one doubts the impossibility of adapting the old management system to

rapidly changing market conditions. Ideas about the methodology of administrative organization developed in a social system with centralized management of the national economy and comprehensive management cannot be the basis for solving the problem. accumulated. Therefore, it is absolutely unacceptable to approach new phenomena of economic reality by old standards. Enterprise management systems must adapt to transitional realities.

However, it is impossible to make full use of all opportunities for building an economic mechanism focused exclusively on a centralized or market system of managing a completely transitional economy, and extrapolating past trends into the future. Its application is severely limited by the inaccuracy of doing so. .

In addition, it should be taken into account that the possibility of using retrospective information (especially value parameters) in modern conditions is complicated due to its commercial nature, high dependence on the influence of inflationary factors, etc.

In addition, previously developed management systems practically did not take into account the factors of external influence of the environment, believing that their work is quite stable. In a transition economy, this factor is dominant in its impact on entrepreneurial activity and should be taken into account in a business-oriented management system.

For the same reason, the use of traditional optimization methods seems very problematic. If tasks are reduced to achieve maximum efficiency in production or distribution under certain circumstances, they produce good results under stable conditions. According to B. Karloff, optimization loses its meaning when there is a high degree of uncertainty. This is explained by the fact that the key parameters of the optimization model are incorrectly or incorrectly specified [14].

The "stiffness of the schemes" of their construction, the record restrictions that ensure the implementation of decision optimization algorithms, and the special requirements for the form of the objective function almost always lead to the inadequacy of the constructed models of the real world. At the same time, some interrelationships of the economic system are defined in the model in a simplified

manner, and some are not taken into account at all. Therefore, the obtained optimal solution for a real economic system is not the best. A multi-criteria problem in optimization problems also remains open. According to R. Ackoff, the use of optimization methods is more useful and expedient in tactics than in long-term planning [1].

The impossibility of using traditional formalized models and decision-making methods used in operations research and mathematical modeling for forward-looking planning is that most of these models are unimaginable. This is also explained by the fact that all proposed alternatives are based on known assumptions. forward. Selection consists of establishing the best alternative using a predetermined set of options.

The problem of making strategic decisions in conditions of instability of the external environment is much more difficult. The fundamental difference is that in transition economies the most typical situation is an uncertain set of choices. Therefore, based on the analysis of possible actions of the external environment, it is necessary to first formulate the entire range of possible alternatives, and then choose the best one from them. It is necessary to predict future events and find possible alternatives, formed for different conditions of the state of the external environment, which characterize the entrepreneurial style of the firm's behavior. The concept of alternative development of firms in a transition economy requires the development of at least some scenarios.

Their specific number is determined by the technical capabilities of practical tools used in assessing the consequences of choosing one or another option.

Certain conditions of the development of the economy of China in the transition period give rise to the objective necessity of introducing various strategies development mechanisms into the strategic planning methodology. Principles are another characteristic that distinguishes strategic planning from the earlier practice of long-term planning. planning extrapolation of terms.

The most common means of alternative research is the consideration of three preliminary scenarios of the future development of the environment. The most

favorable scenario (optimistic), the least favorable scenario (pessimistic) and the most likely scenario [1; 10; 15]. However, even with this approach, it is almost impossible to achieve a perfect match between the real events unfolding, so strategic planning methodologies are rapidly changing, which forces companies to increase their adaptability to external conditions.

We note that, despite the progressive nature of this approach, the analysis of only three basic development scenarios cannot fully satisfy the needs of the enterprise in situations of extreme variability of environmental behavior. A more flexible perception of intermediate variants of the expected state is needed.

Therefore, the task of predicting the occurrence of possible future events, evaluating expected results and creating conditions for the enterprise's adaptation to environmental changes can be fully implemented only in a business-type management system. For. At the same time, they should provide an account of the most important features of the current events of the transitional phase of economic development: the uncertainty of the behavior of the environment and the alternative behavior of firms responding to this uncertainty.

An important task of planning science and practice today and in the near future is to identify the possibilities of using new models and methods, taking into account the specific circumstances and functions of the functions of various business entities. Scheduling can no longer act as a top-down or bottom-up movement of metrics, tasks, and runtime data. There should be a comprehensive transfer of information based on the process of constant dialogue between the subjects of planning and market relations. The instructions of the state plan should be replaced by completely different relations.

All this puts forward new requirements for planning in modern conditions and requires the development of new principles and approaches to the organization of planning activities in countries with a transition economy, which determine the systems of business planning.

One of such systems, widespread in the market economy, is corporate strategic management.

The lack of experience in the functioning of domestic economies in such a way as to use the relationship between goods and finance forces us to pay great attention to the study and analysis of the Western practice of strategic planning.

Strategic Human Resource Management (SHRM) is a process related to the alignment of human capital with the long-term goals of the organization. Its main goal is to improve the efficiency of the organization. SHRM is committed to future-oriented processes in the development and implementation of HR programs related to solving business problems. SHRM is based on three main pillars, which include:

Human Capital - SHRM recognizes that human capital is not only a resource, but also an organizational asset that provides competitive advantage.

Planning - with proper planning, changes are achievable if they meet the needs and goals of the organization.

Business competition. The primary purpose of SHRM is to focus on ways in which a company can gain an advantage over its business competitors.

SHRM is used to create a structure that combines people management and the development of practices in accordance with long-term goals. SHRM differs from HRM in that it focuses on the formation of human resource management strategies to direct the efforts of employees to align with the organization's purpose. SHRM is practiced by HR departments when they work with other departments in the organization to help understand each department's goals and develop strategies that align with the organization's goals. Each department must work together to achieve the goals of the organization. In this sense, SHRM is a partner in organizational success.

The importance of strategic management of human resources

One of the main tasks of SHRM is to help align people with organizational goals. The task of the personnel department is to link the most valuable assets of the organization with the strategic direction of the company. It helps create a competitive advantage and helps people adapt to the culture of the organization. SHRM is important for creating a sustainable work environment that accepts change. It also helps develop employee engagement.

## CHAPTER 2

### RESEARCH OF THE DEVELOPMENT STRATEGY OF SYNGENTA GROUP ON THE INTERNATIONAL MARKETS

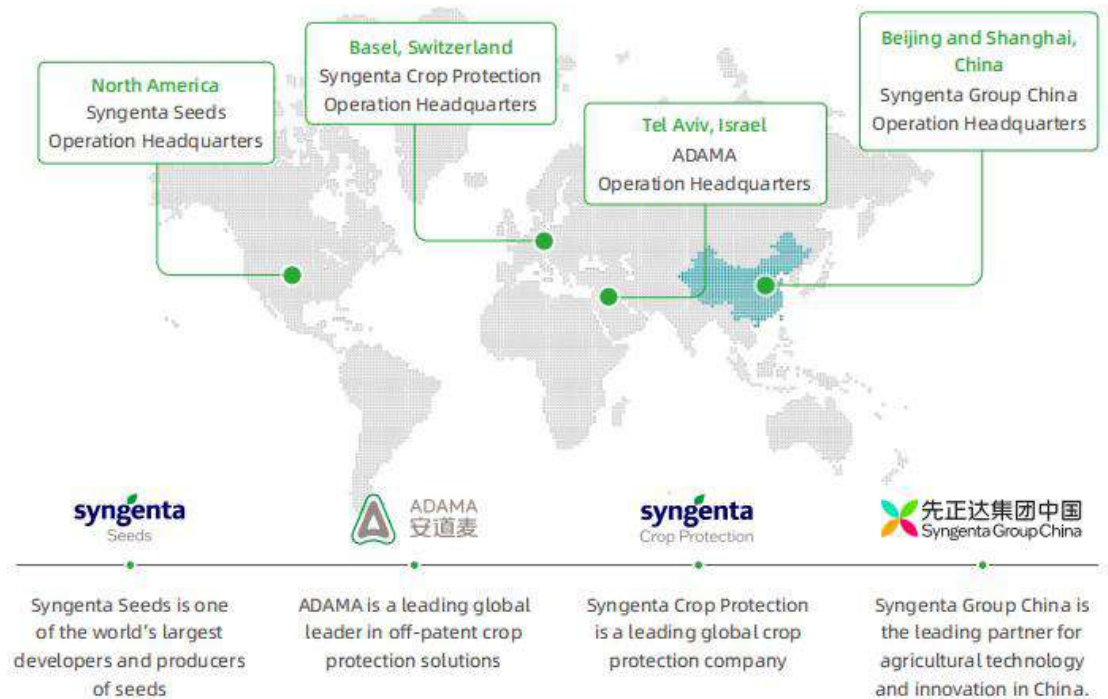
#### **2.1. General characteristics and specifics of the organization's practical functioning**

Syngenta Group is one of the largest global agricultural technology companies, with a history spanning more than 250 years. Employing approximately 60,000 people across over 100 countries, the company is dedicated to transforming agriculture through science-driven, technological innovations that boost productivity and food quality, while addressing climate change and restoring nature. Syngenta Group collaborates with farmers to enable Regenerative Agriculture—an outcome-focused food production system that nurtures soil health, conserves climate and water resources, supports biodiversity, and improves farm productivity and profitability.

Headquartered in Shanghai, China, with its management base in Switzerland, Syngenta Group operates through four main business units: Syngenta Crop Protection (Switzerland), Syngenta Seeds (USA), ADAMA® (Israel), and Syngenta Group China. These units work together to offer industry-leading solutions for customers worldwide. Syngenta Group is a subsidiary of Sinochem Holdings and serves as the primary operating entity within its life science segment.

As a leader in agricultural innovation, Syngenta Group develops, produces, and commercializes a wide range of products for crop protection, seeds, and crop nutrition, along with modern agricultural services. The company helps farmers globally, both large and small, improve yields and implement sustainable practices.

In 2019, Syngenta Group was registered in Shanghai, with its management headquarters in Switzerland. Today, it continues its long legacy in Switzerland, employing over 59,000 people in more than 100 countries. In 2023, the company generated \$32.2 billion in revenue.



**Fig. 2.1. The structure of the Syngenta Group**

Source: company data

We want pay special attention to the leading unit of Syngenta Group, that is Syngenta Group China.

Syngenta Group China

As one of the four business units within Syngenta Group, Syngenta Group China is a leading force in agricultural technology and innovation in the country. Its broad portfolio includes seeds, crop protection formulations, active ingredients, crop nutrition, and farmer services across China. Based in China, Syngenta Group China plays a vital role in the company's global operations. The unit is dedicated to leveraging Syngenta Group's cutting-edge global innovations and talent, while combining them with its deep local expertise, market insights, and skilled teams in China. This approach supports agricultural innovation, sustainable development, and rural revitalization by accelerating the modernization of China's agriculture industry.



**Fig 2.2. The vision and mission of the Syngenta Group**

Source: company data

One of the most developed projects of Syngenta Group China is Modern Agricultural Platform (MAP) (Fig.2.3).



**Fig 2.3. Modern Agricultural Platform (MAP) of the Syngenta Group China**

Source: company data

On November 29, 2017, Sinochem launched the Modern Agricultural Platform (MAP), aligned with China's rural revitalization strategy and the goals for agricultural and rural modernization. The platform is built around the core value of "showcasing best practices, side-by-side with farmers" and has established a nationwide network of MAP service centers, demonstration farms, and a team of agronomists. MAP focuses on creating, demonstrating, delivering, and promoting comprehensive planting solutions that prioritize "good varieties and good practices." By offering high-quality seeds and demonstrating best practices, MAP helps farmers "grow quality crops and sell at a good price."

MAP is designed as an “agricultural whole value chain co-creation and shared service platform,” utilizing big data to improve industry efficiency. It selects key advantageous production areas for various crop types, setting up MAP service centers and demonstration farms in these regions. This model allows agronomists to be close to small and medium-sized farmers and emerging agricultural businesses, addressing the “last mile” challenge of providing agricultural technical services to rural areas.

Committed to its original mission of “seeking transformation for Chinese agriculture and well-being for Chinese farmers,” MAP continues to innovate and explore new paths for agricultural and rural modernization, as well as rural industry revitalization. By the end of 2023, MAP had provided services to over 100,000 farmers and covered more than 2.2 million hectares of farmland, with 700 MAP service centers deployed across China.



**Fig 2.4. The main products directions of the Syngenta Group China**  
Source: company data

Syngenta occupies a decisive position in global agriculture, combining Syngenta Crop Protection (CPR) and Syngenta Seeds (seeds) in its dynamic structure.

The company's mission goes beyond simply providing safe food products for the entire world. The company aims to raise the standards of sustainability, quality and

safety in agriculture with the help of the world's leading scientific knowledge and innovative industry solutions. The company's technologies enable farmers around the world to make more efficient use of limited agricultural resources. Syngenta Crop Protection and Syngenta Seeds are key divisions within the Syngenta Group. Through strategic partnerships, joint efforts and a “Plan for Successful Growth”, the company aims to accelerate innovation aimed at benefiting farmers, while maintaining a balance with regenerative agriculture, protecting the health and safety of citizens.

## 2.2. Evaluation of the effectiveness of the financial and economic activity of the company

Considering the agricultural products market as a whole, it is worth noting that 2021 was very successful for all market operators. However, in 2022, the situation changed dramatically due to global instability. The indicators of most companies on the market deteriorated rapidly, which was reflected in the market's decline. Syngenta Group was no exception and, despite maintaining profitability, significantly worsened its position.

In order to provide the financial and economic characteristics of the company, we will consider changes in the main indicators of the company's activity for 2023-2022. (Tab. 2.1)

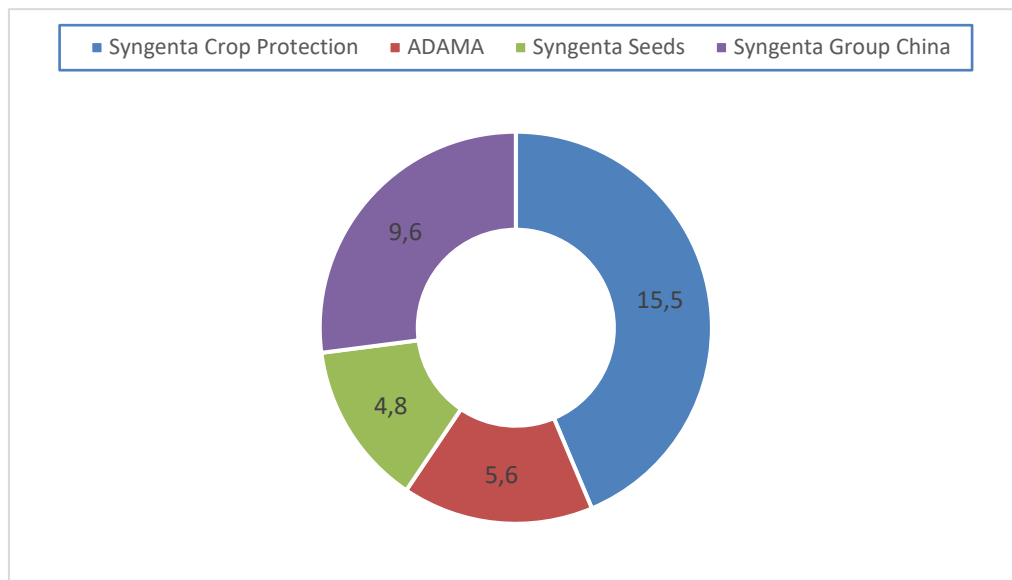
*Table 2.1.*

### Sales of Syngenta Group and its structure divisions

	FY 2023	FY 2022	Change	Change (CER)
	\$bn	\$bn	%	%
<b>Syngenta Group</b>	<b>32.2</b>	<b>33.4</b>	<b>-4</b>	<b>-1</b>
Syngenta Crop Protection	15.5	16.3	-5	-3
ADAMA	5.6	6.7	-17	-15
Syngenta Seeds	4.8	4.7	2	1
Syngenta Group China	9.6	8.6	11	18
Eliminations	-3.3	-2.9	n/a	n/a

Source: company data

The structure of sales is presented on the Fig. 2.5



**Fig.2.5. Sales structure of Syngenta Group in 2023, %**

Source: build by author on the basis of company data

Syngenta Group's Latest Key Financial Indicators:

Full-Year 2023 Sales: \$32.2 billion, a 4% decrease compared to the previous year.

Q4 2023 Sales: \$7.9 billion, a 5% increase compared to the same period last year.

Full-Year 2023 EBITDA: \$4.6 billion, down 18% from the prior year.

Q4 2023 EBITDA: \$1.0 billion, a 15% increase compared to Q4 2022.

Syngenta Group China: Achieved strong growth with an 11% increase in sales, reaching \$9.6 billion for FY 2023.

MAP and Digital Sales in China: Grew 26% year-on-year in FY 2023.

Crop Protection Market: Despite a challenging environment, demand for innovative technologies continued to rise.

PLINAZOLIN® Insect-Control Products: Saw particularly strong sales in Brazil and Asia Pacific.

In FY 2023, Syngenta Group's sales totaled \$32.2 billion, representing a \$1.2 billion decline, or 4% lower than the previous year (-1% at constant exchange rates). EBITDA for the year decreased by 18% compared to 2022, which had been a record year for the Group (-14% at constant exchange rates). Sales were impacted by an ongoing industry-wide destocking of inventory in Crop Protection, as distributors and

retailers continued to reduce stocks that had been built up due to earlier supply chain disruptions, while also managing lower working capital amid higher interest rates.

For Q4 2023, Syngenta Group reported sales of \$7.9 billion, a 5% increase (+6% at constant exchange rates), driven by growth in Syngenta Crop Protection and strong performance in Syngenta Group China. This marks a contrast to Q4 2022, which saw the start of industry-wide destocking. EBITDA for the fourth quarter increased by 15% (+10% at constant exchange rates), surpassing the record Q4 2022 EBITDA of \$0.9 billion.

In 2023, global crop protection markets were significantly impacted by strong destocking pressures, stemming from inventory buildup in previous years and a sharp rise in interest rates. This led to a reduction in global demand, resulting in lower volumes and prices, particularly in Latin America and for commoditized product categories. These factors affected the comparison with 2022, a year in which Syngenta Group achieved record sales and profits.

Syngenta Crop Protection's sales for FY 2023 decreased modestly by 5%, totaling \$15.5 billion. However, Syngenta Group's biological solutions saw an 11% increase in sales, reaching \$0.4 billion, compared to the previous year.

The seeds market remained strong and resilient throughout 2023, despite softer commodity prices towards the year's end. Syngenta's Seeds business grew by 2%, totaling \$4.8 billion for the year.

Syngenta Group China continued to perform well in 2023, with sales rising by 11% (+18% at constant exchange rates), reaching \$9.6 billion. In Q4, sales grew by as much as 19% (+28% at constant exchange rates), reaching \$1.9 billion.

The company's Modern Agriculture Platform (MAP) in China experienced significant growth, with sales increasing by 26%, totaling \$3.9 billion. The number of MAP centers also expanded by 113, bringing the total to 741 centers.

Throughout 2023, Syngenta Group focused on improving operational efficiency and productivity to counteract the impact of lower volumes and prices. Synergy effects contributed \$1.2 billion in sales, with a profit contribution of nearly \$0.5 billion.

The Group's EBITDA margin for 2023 was 14.2%, reflecting a decrease of 2.5 percentage points compared to 2022.

#### *Syngenta Crop Protection*

Syngenta Crop Protection reported full-year sales of \$15.5 billion, reflecting a 5% decline compared to the exceptional growth achieved in the prior year. Regional sales performance varied, with Europe, Africa, and the Middle East seeing a 1% decrease, and Asia Pacific (excluding China) down by 5%. Latin America experienced an 11% drop, while North America posted a modest 2% increase. Notably, sales in China rose by 18%. At constant exchange rates (CER), all regions except Latin America recorded growth.

In 2023, the company introduced innovative technologies with significant success. PLINAZOLIN® technology gained accelerated registrations across Asia and Latin America, including key markets such as India, Vietnam, Indonesia, the Philippines, and Brazil. ADEPIDYN® technology expanded to 52 countries, achieving nearly \$1 billion in sales, while SOLATENOL® technology is approaching the same milestone.

The company also saw continued growth in its Biologicals segment, with sales rising 11%, and a 1% increase in its Seedcare business for the year. Additionally, Syngenta Professional Solutions delivered an 11% increase in sales, reflecting strong market momentum.

#### *ADAMA*

ADAMA reported full-year sales of \$5.6 billion for 2023, a decline of 17% compared to the previous year. The decrease was driven by significant channel destocking, particularly in the Americas, which heavily impacted sales comparisons.

Regional sales performance reflected these challenges, with Europe, Africa, and the Middle East seeing an 8% drop. North America experienced a 20% decline, and Latin America sales fell by 19%, largely due to a contraction in crop protection markets in both regions caused by channel destocking and lower prices. Asia Pacific (excluding China) recorded a 12% decline, while sales in China dropped 25%, attributed to pricing pressure and high channel inventories of commodity products.

Despite these headwinds, ADAMA introduced five new cereal fungicide products in Europe, establishing one of the most comprehensive portfolios for cereal disease control in the region.

To strengthen its position, ADAMA has launched a transformation plan aimed at improving business quality. The plan emphasizes advancing proprietary formulation technologies to deliver added value to customers in the off-patent market.

### *Syngenta Seeds*

Syngenta Seeds achieved full-year sales of \$4.8 billion in 2023, reflecting a 2% increase amid a growing global seeds market.

Regional performance was mixed, with field crop sales in Europe, Africa, and the Middle East up by 9%, Asia Pacific (excluding China) growing by 12%, and China increasing by 18%. North American sales remained flat, while Latin America saw a 20% decline, primarily due to a one-time inventory adjustment in Brazil. Vegetable Seeds sales rose by 6%, while Flowers sales declined by 7%.

In 2023, Syngenta strengthened its R&D capabilities by opening two new seed-focused research facilities: the Syngenta Seeds R&D Innovation Center in Malta, Illinois, USA, and the Spring Corn Center in Gongzhuling City, Jilin Province, China. Additionally, the company launched the advanced sunflower herbicide-tolerant crop (HTC) system, A.I.R., in Europe, designed to help farmers address weed control challenges effectively.

Further enhancing its portfolio, Syngenta Vegetable Seeds completed the strategic acquisition of Feltrin Sementes, a leading Brazilian vegetable seed company. This acquisition broadens Syngenta's offerings and supports its commitment to delivering innovation and value to growers globally.

### *Syngenta Group China*

Syngenta Group China reported full-year 2023 sales of \$9.6 billion, an 11% increase, driven by strong performance across its Seeds, Crop Protection, Crop Nutrition, MAP, and digital activities. Syngenta Group China promoting sustainable practices (Fig. 2.6)

Crop Protection sales rose 2%, but excluding non-agricultural elements, growth

reached 11%, supported by a significant increase in the branded formulated business and gains in market share.

## Syngenta Group China: Promoting sustainable practices



**Fig.2.6. Sustainable practices of Syngenta Group China**

Source: company data

Seeds sales surged 17%, further cementing Syngenta's leading position in China, with a record 130 new varieties certified in 2023.

Crop Nutrition sales dipped 1%, but the biofertilizers segment showed robust growth, boosted by the introduction of new products such as NUTRIMATE™ and

CODEFULT™ and the expansion of over 60 soil health service centers. At constant exchange rates (CER), all business segments recorded growth.

MAP and digital sales grew 26% to \$3.9 billion. The number of MAP centers increased by 113 to a total of 741, while demo farms surpassed 1,000. MAP digital applications gained over 2.5 million registered users, enabling farm modernization across 163 million acres (66 million hectares) in China.

Key milestones in 2023 included the approval of TYMIRIUM® technology in China and the ongoing construction of the Huludao production site in Liaoning Province. Expected to be operational in the second half of 2024, the facility will play a critical role in the Group's global supply chain for active ingredients.

In 2024, Syngenta Group announced its decision to withdraw its application for an IPO on the Shanghai Stock Exchange's main board. The company emphasized its commitment to strengthening its market share and enhancing its leadership in global agricultural technology. It plans to revisit the listing process in the future, whether in China or another global market, when conditions are favorable. Additionally, Syngenta will explore alternative funding sources to support its growth initiatives.

The agricultural sector faces pressing challenges, including the need to feed a growing population, combat climate change, and safeguard natural resources. By 2050, the global population is projected to reach 9.7 billion, driving a 50% increase in food demand compared to current levels.

At the same time, extreme weather events and natural disasters are becoming more frequent, further stressing global food systems. Agriculture currently accounts for 22% of total global greenhouse gas emissions and has a significant environmental footprint. The sector consumes 70% of the world's freshwater, and 40% of global soil is experiencing degradation, posing risks to long-term agricultural productivity and sustainability.

Syngenta Group remains committed to addressing these challenges through innovation and sustainable practices, aiming to support farmers and contribute to global food security.

### 2.3. Strategic analysis of enterprise activity

To make strategic analyze of enterprise activity we we conducted SWOT analysis of Syngenta Group China.

It should be noted the following strengths of the business as:

- □ Leadership in the Chinese market for a wide range of cereals, as well as “Syngenta” is a standard for farmers in yield, oil content and compensatory properties (when the density of sowing is reduced to a certain level, an increase in yield is observed) of hybrids;
- □ A wide line of hybrids of sunflower and corn, namely 24 hybrids in the catalog for 2023 for each of the two crops, which allows the farmer to choose a hybrid for any cultivation technology and climatic conditions, also every year 2-3 new improved ones are introduced into the portfolio hybrid to replace older genetics;
- □ Innovative AIR technology of sunflower hybrids to protect crops from weeds and wolfberry, which is an innovative and unique advantage and is absent in the portfolio of competitors;
- □ Own cultivation of hybrids and the ability to treat and package seeds at our own factory in China reduces the logistical burden, production costs and enables the farmer to be supplied with seeds in a short period of time;
- □ One of the most professional teams in the agro market in China, the special feature is that all sales representatives have many years of experience in agronomy, which enables us to provide the best support and service in the market, the technical marketing team consists of experts with scientific degrees, which gives to be able to conduct qualified research and position the hybrids most accurately, the team of functional experts was recruited from the best available specialists of the country's labor market;
- □ Internal investment opportunities of the company: Syngenta, being an international company, which is represented in all parts of the world where there is agriculture, has great internal opportunities for investing in large research projects (for example, about 1.4 billion dollars is invested annually in conducting scientific

research works), ecological projects like “Carbon”, where the company provides farmers with products, tools and technologies for accumulating carbon in the soil, various social projects that make it possible to implement innovations in the agricultural market and maintain the status of a leader;

- □ The “Agropartner” program, which is innovative on the market and allows to form and consolidate the early demand for the company's seeds from farmers and significantly improve the planning and logistics processes, which in turn provides a high level of fulfillment of obligations to the client on time (when the farmer needs ) delivery of seeds;

- □ Digitization of all the main processes in the company, the use of the best digital tools on the market makes it possible to perform accurate market analysis and qualitatively plan/build internal processes;

- □ Innovative internal digital tools: Cropwise - a tool for conducting precision agriculture, “Distributor Portal” that increases the controllability of logistics processes, Easy Capture - a program for consolidating the results of research around the world, as well as the use of artificial intelligence elements to improve forecasting of demand, outflow clients, etc;

- □ Financial solutions (barter offer and lending) from the Syngenta company, as an element of a comprehensive offer to the client and assistance in solving financial issues;

- Flexibility in the choice of product sales channels (through all key distributors of the country's market or direct contracts with the client) to form an optimal value proposition.

It should be noted the following weaknesses of the business as:

- Weak synergy of businesses, internal competition is sometimes observed, the same financial solutions (barter or lending) have different conditions, which creates misunderstanding among the client;

- Insignificant share of own seed production in China, which leads to complicated and time-consuming logistics (some seeds are grown in France, some in

Argentina, etc.) and increases risks for the client in terms of timely delivery of paid seeds;

- Employee motivational tools are no longer the best on the market;
- Insufficient flexibility of product positioning leads to mistakes, when the product becomes "failed" in a specific territory and can be removed from the portfolio without revealing its potential, which in turn increases reputational risks and reduces the rate of return on investment;
- Disparity in the understanding of the price and value of the product by the client and the team, which leads to the fact that hybrids with higher than average yield indicators, but with a lower price than the competition, do not find recognition;
- Weak faith in the product on the part of sales representatives;
- Communication between the company's divisions is not optimal, which creates elements of ineffective interaction;
- Late deliveries of seeds to the country increase the risks for the farmer in the seeding company (sowing at suboptimal times 3+ and subsequent loss of yield and decrease in profitability of crops).

It should be noted the following opportunities of the business as:

- □Development of not only a product, but a comprehensive offer by offering digital and other services / financial solutions for the formation of competitive advantages;
- □Significant potential for increasing market share in grain and oilseeds;
- □The existing potential for increasing the marginality of growing grain crops, which are available but not yet used in China;
- □Due to logistics issues (instability of sea logistics) and working capital issues, farmers have demand to buy Syngenta seeds through barter programs, creating an opportunity to increase sales and market share;
- Cooperation with international organizations to attract funds to support farmers and form compatible proposals.

It should be noted the following threats of the business as:

- Climate change, which makes current breeding ineffective in the medium term

□- Significant investments and development of scientific research projects by competitors (it is important for Syngenta to choose promising areas of its research programs and redistribute funding), which increases the risks of losing leadership and innovation

□- Deepening the level of competition between seed producers;

□- The development of own brands by distributors increases competition, the production of seeds by holdings under license increases the share of counterfeit seeds, which reduces the available part of the market for sales;

□- Increasing producer costs and, as a result, reducing the profitability of farmers' business, which gives rise to a trend to buy lower-quality seeds and save on cultivation technology;

□ - Outflow / relocation of expert personnel abroad;

□- Insufficient personnel with the necessary qualifications.

## **CHAPTER 3**

### **RECOMMENDATIONS TO IMPROVE DEVELOPMENT STRATEGY OF SYNGENTA GROUP CHINA ON THE INTERNATIONAL MARKET**

#### **3.1. Ways to improve development strategy of Syngenta Group China on the international market**

To improve the company's development strategy in international markets, it is first necessary to focus on the main area of effectiveness, namely the product, thanks to which the company generates profit. Let's consider the process of developing new products and bringing them to the international market, and also suggest ways to improve these processes.

The selection and improvement of seed material is an important factor for obtaining productivity, quality and assortment when growing vegetable products. Therefore, many seed companies constantly carry out selection work and the breeding of hybrids in order to update the assortment that meets the market's needs as much as possible. The department of product marketing, together with the sales department, constantly studies the needs and trends of both producers and consumers of vegetable products. The received information is constantly transmitted to the breeders, who in the future produce new products according to requests.

The company “Syngenta” is one of the world leaders in the selection of vegetable crops, which for 150 years has provided vegetable growers not only with high-quality seed material, but also introduces innovations that satisfy the needs of agricultural producers, farmers' markets, the retail network and consumers. The company's assortment includes more than 2,500 hybrids and varieties in 30 agricultural crops. “Syngenta” occupies a leading position in the vegetable sector among pumpkins, cabbage and sweet corn. And it is also included in the top five among tomatoes and sweet peppers.

The creation of research centers, strategies and the way the company works reflect a strong interest in offering innovative hybrids and varieties of vegetables of

the highest quality. Research centers are located in the main production regions, where internal research and observation of the company's vegetable hybrids is conducted. Quality analyzes of products, as well as scientific assessment of the quality and taste of fruits, are carried out in the company's quality laboratories. When studying fruits, attention is focused on taste, texture, content of acids, saccharides and mineral elements. To satisfy the buyer, the company chooses hybrids and varieties that best meet market expectations.

A leading position among seed producers imposes a certain responsibility. In particular, this is the minimization of plant diseases. The company is constantly working on finding new ways to increase resistance to disease-causing organisms.

New materials received from the team of breeders are distributed to different countries and regions, where they are placed on experimental plots according to the main characteristics and properties. Later, during the growing season, new materials are under constant supervision, several intermediate and final evaluations are carried out for compliance with the main parameters, as well as comparison of new materials with already existing hybrids and varieties.

The main stages of the organization of production and selection of hybrids:

1. Obtaining new materials
2. Selection of locations according to the characteristics of hybrids
3. Placement according to the methodology, taking into account the number of plants, repetitions, controls and protective areas.
4. Assessment of plant development by growing season.
5. Final evaluation of the hybrid – a description of all properties and compliance according to the segment.

Let's consider the process of development of new products at the Syngenta company using the example of evaluating tomatoes in film greenhouses.

Locations in the main growing regions are selected, production terms for sowing and planting both the main hybrid and experimental materials are met. Generally accepted schemes of planting and density are followed according to the conditions and terms of cultivation.



***Fig 3.1. Placement according to the methodology, taking into account the number of plants, repetitions, controls and protective areas***

Source: company data

Conducting the first assessment of the suitability of plant development at the initial stage, compliance with general growing conditions, fastidiousness to lighting and temperature regime.

The next stage is planting plants in a permanent place. Adherence to the technology of conducting the experiment, compliance with the main parameters of the establishment of experimental plots (Fig.3.2).



***Fig.3.2 Planting plants in a permanent place***

Source: company data

Assessment of the main parameters of plant development, flowering and fruit formation.

Assessment of the main parameters of plant growth, flowering and fruit formation is a key part of agronomic production.



***Fig.3.3. Withstanding the main parameters of laying experimental plots***

Source: company data

This process allows you to detect the state of the plant and take measures in

time to increase its productivity. Key indicators that should be assessed include:

1. The state of the plant:

- Leaf color: Normal leaf color indicates the health of the plant, deviation from the typical color may indicate problems.

- Leaf size and shape: Abnormalities in leaf size and shape can be indicators of underdevelopment or disease.

- Structure of the stem: Deviations from the normal structure of the stem may indicate problems in the growth of the plant.

2. Flowering:

- Number of buds/flowers: Changes in the number of buds or flowers can indicate unfavorable conditions for flowering.

- Flower colors: Changes in flower color can indicate stress or disease.

3. Fruit formation:

- Fruit size: Normal fruit size is an important indicator of plant health (Fig. 3.4).

- Uniformity of fruit formation: Uneven formation of fruits may indicate problems in development or watering.



*Fig.3.4. Assessment of vegetable size*

Source: company data

4. General growth and development:

- Plant height: Determining the height of a plant helps to assess its development and potential yield.

- Development of the root system: A healthy root system is important for the normal supply of nutrients and moisture to the plant.

Regular monitoring of these parameters allows timely response to possible problems and taking measures to optimize plant growth conditions.



***Fig.3.5. Harvest analysis and overall result***

Source: company data

So, the final evaluation of research materials at Syngenta consists of the following stages:

1. Overview and evaluation of the plant as a whole
2. Inspection and assessment of fruits
3. Harvest analysis and general result
4. General analysis of all indicators of new materials, uploading information to the general database.
5. Discussion and final decision making.

Optimizing the organization of production and introduction of vegetable products to the market can be improved with the help of various strategies, in particular:

1. Use of modern technologies:
  - Introduction of automation and monitoring systems to increase production efficiency and reduce resource costs.

2. Farm optimization:

- Analysis of resources in order to optimize the use of land, water and fertilizers to increase the yield.

3. Product quality improvement:

- Focusing on the use of high-quality seeds and optimal use of fertilizers to improve the quality of vegetable production.

4. Diversification of the assortment:

- Expanding the range of products to increase competitiveness and attract new customers.

5. Brand creation:

- Development of own brand and marketing strategies to increase recognition and popularity among consumers.

6. Development of the quality management system:

- Implementation of quality standards, certification and control to ensure consumer confidence.

7. Participation in cooperatives and associations:

- Joining with other producers through cooperatives or associations to gain access to new markets and share resources.

8. Research and development:

- Investing in research into new technologies for growing vegetables to ensure competitive advantages.

9. Education and training of personnel:

- Training of personnel in modern cultivation methods to increase efficiency and product quality.

These approaches can be combined to achieve comprehensive production improvement and successful market introduction.

“Syngenta” uses constant improvement of the process of organization and introduction of products to the market. Our analysis made it possible to systematize the company's existing approaches to developing the market for vegetable products.

We suggest considering the process of development of new products in the

company based on the theory of the product life cycle. Product life cycle management will help the company define marketing and development strategies for each stage. For example, at the introduction stage Syngenta can focus on creating a unique product image, and at the development stage - on expanding market share. When properly analyzed, this concept allows you to maintain competitiveness and maximize the profitability of a product throughout its life cycle.

Bringing a new product to the market is a long process, but the main thing is that it has a clear structure. During derivation, an idea is thought through, success is analyzed, an assessment is made and ways of implementation are selected, and then the technical process begins. Conventionally, the output structure is divided into several stages. First, a request for the needs and main properties of the planned hybrid is drawn up according to the main needs of the market and the consumer. This information is transferred to a team of breeders who, analyzing the available material, issue the product for testing. Each product goes through certain stages according to which additional work and information collection is carried out with it.

The first four stages are the responsibility of a team of breeders who conduct basic research and bring the product to stage number 5 when stable lines are fixed. At this stage, the product idea, its main characteristics and advantages that distinguish it from others are defined. At the 5th stage, internal testing is carried out, the first small-scale experiments are close to production conditions. All properties, differences and stability are tested and evaluated by the company's internal team of specialists. The evaluation parameters are divided into two parts: evaluation of the plant and directly of the fruits. The plant is evaluated before the beginning of fruiting, the general development at different stages of formation, stability of growth, type of development (vegetative or generative), quality and quantity of the formation of productive tassels, resistance to diseases and adaptability to growing conditions are reviewed. Before fruiting, 2-3 inspections of the plant are carried out with the fixation of the main indicators. With the beginning of fruiting, the second part of the evaluation begins, in which the quality indicators of the fruits, size, color are evaluated, and each collection is recorded to obtain complete information about the overall yield indicator. Yield as

one of the main indicators is divided into an indicator of early and general harvest. All data for each evaluation date are recorded in a previously prepared form, the data of which are subsequently entered into the general table according to which the final evaluation of the results is carried out.

Also, when transferring a product from stage 5 to stage 6, a file is created with the main characteristics and properties of the hybrid, the place where experiments were conducted, as well as the main place where positioning is planned.

### **3.2. Optimization of the new product introducing mechanism to the international market using the hybrid tomato Saaho**

Consider the process of introducing a new Saaho tomato hybrid (TO-3251) to the market. Hybrid Saaho (TO-3251) is positioned for growing in an extended cycle in glass greenhouses and has a set of main properties and advantages (Fig. 3.6).

#### **Traits & characteristics**

Fruit Color	Ripe fruits are attractive deep red & glossy
Pack size	Round Shape
Shape	Flat Round type, uniform green
Yield	Average yield: 25-40 MT/acre ( depending on season and cultural practice)

***Fig.3.6. Main characteristics of Saaho (TO-3251)***

Source: company data

At this stage, the marketing team is conducting a pre-commercial demonstration of the hybrid. The seeds are distributed as much as possible on specialized farms and directly in production conditions, the hybrid reveals its potential, showing all the

advantages. During the growing season, the marketing, sales and production team monitor the production site of the new product and, taking into account the previous information about the hybrid, adapt it to production as much as possible. Also, the whole period is a comparison of all the properties of the new product with the main hybrid. In accordance with previously identified advantages (Fig. 3.7.), recommendations are provided on the technology of growing the hybrid Saaho (TO-3251).

**Features :**

- Determinate Plant
- Good Stay greenness
- Dark green foliage
- Good Heat set
- Very Good Firm Fruits
- High Yield potential

**Saaho**

*Fig.3.7. Main features of Saaho (TO-3251)*

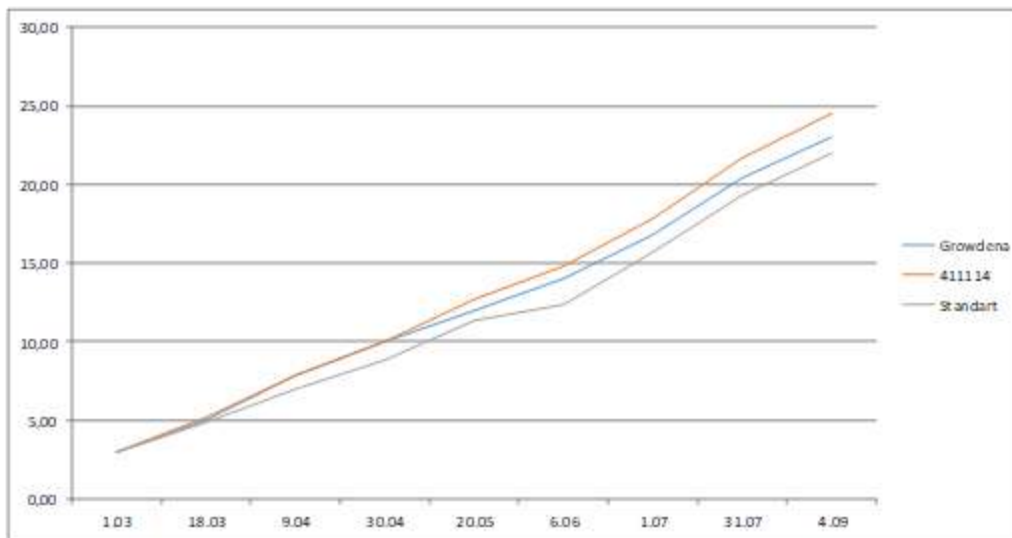
Source: company data

From the client's point of view, one of the main advantages when choosing a tomato hybrid is its growth rate, this is exactly what we suggest focusing on when promoting the product, because among the available hybrids on the market, Saaho (TO-3251) shows the highest growth rate (Fig.3.8.).

The combination of high rates of plant development and consistently high fruit weight make the hybrid Saaho (TO-3251) a leader in terms of both early and general harvest, which significantly increases the profitability of production.

After confirming the production conditions, revealing the potential and once again fixing all the properties, the hybrid Saaho (TO-3251) is transferred to commercial sales. Knowing the positioning and main advantages of the Saaho hybrid

(TO-3251), the sales team begins intensively introducing this product into the production areas of major manufacturers.



**Fig.3.8 Growth rate of Saaho (TO-3251)**

Source: company data

The rapid growth characteristic of the hybrid Saaho (TO-3251) makes it possible to distinguish itself from similar hybrids already at the early stages of development and lay a larger potential crop.

But in order to obtain high results and the longest and most productive stay of the hybrid on the market and achieve maximum sales and maintain top sales for a long period, it is necessary to communicate to the sales team as much as possible, and sometimes to monitor the implementation of the main technological recommendations to reveal the maximum potential of the Saaho hybrid (TO-3251) in production conditions. Therefore, at the beginning of the introduction in stage 7, the commercial team organizes a number of trainings and open days, where the hybrid is demonstrated in production conditions and the main advantages of the Saaho hybrid (TO-3251) can be seen in practice. And technological recommendations are also proven once again.

To ensure a guaranteed impressionable result for the client, it is mandatory to develop recommendations for sowing, planting and growing conditions.



***Fig.3.9. Demonstration of Saaho (TO-3251) to the potential clients***

Source: company data

Having prepared the launch of the Saaho hybrid (TO-3251) on the market, focusing all actions directly in this segment, we plan to obtain maximum sales of the Saaho hybrid (TO-3251). And taking into account the needs of the market, the main task is to keep this product in stage 9 as long as possible. Each season, according to the periods of crop development, it is planned to hold training sessions and collect information, this will allow to constantly monitor the condition of the crop and help the producer to maximize the potential of the hybrid. Also, market needs and changes are monitored every season, as well as the presence and number of specialized farms. All these actions allow you to control and maximally extend the sales cycle of the Saaho hybrid (TO-3251).

### **3.3. Forecast of market conditions and results from project implementation**

The main market for the new product is Ukraine. In total, there are about 850 hectares of professional production areas, which are distributed under the cultivation of tomato hybrids of various types. This number is not finite and thanks to the construction of new facilities and the demand for products, it is constantly increasing. 70% of the market is divided between large-fruited and pink-fruited tomato hybrids, which occupy the main production areas of specialized farms.

The goal of the introduction of the new product is to increase the market share due to competitive hybrids and the repurposing of farms, as well as due to the new areas that are added. Also, for a successful entry, it is important to optimize logistics processes to shorten the terms and timeliness of seed delivery. Therefore, for the successful introduction of the product and the development of new areas, it is necessary to take into account all the factors and specifics of the market, as well as analyze the actions taken by competing companies. The informational presence and recognition of the brand makes it possible to enter the market with a new product as quickly and efficiently as possible and start sales from the first year, increasing the market share.

The main actions are aimed at direct sales directly to the final consumer. This strategy allows you to get as close as possible to the client and set priorities in cooperation, as well as to respond quickly to changes in the needs of the economy and the market as a whole. Therefore, for the efficiency of work, the maximum collection of information is carried out on all production farms, namely:

- total area of production,
- the number of segments, which hybrids occupy the main areas.

A list of the most potential farms is compiled, with which contact is first established. The company manager contacts directly the responsible farm specialist, provides him with primary information, sets up the first production experiments, monitors the obtained results and production needs. Complete information about the product, its properties and benefits is provided. All services offered in cooperation

and practical experience of other clients are proven. Also, taking into account the received information specifically for each client, a commercial offer is formed with the following:

1. Product description.
2. Determination of product advantages.
3. Determination of cost and terms of payment.
4. Feedback from other customers.
5. Order delivery method and terms.

Such an operation is carried out with each farm separately. Individuality in the approach makes it possible to more accurately highlight all positive and negative points, minimize risks and bring direct sales to a 100% positive result. Provide as much information as possible about the cooperation and emphasize the benefits that the farm receives from the cooperation and the new product.

Studying the target group of customers, competitors and the number of their products, the general trend of the market in recent years gives us the opportunity to understand how the new product will fit into the existing market volume. Developing a marketing and advertising strategy will help stimulate demand. Customer training will increase product understanding and preference. Determining the optimal price, taking into account costs, competition and value for customers. All this gives us the opportunity to form a sales plan.

The total area is 250 hectares, if we need 30,000 seeds per hectare, we have 7,500,000 seeds. The average price is \$450 for 1,000 seeds. We calculate the sales plan for 5 years. For the first year, it is planned to occupy 20% at a set price of 400 dollars for 1000 seeds.

$$1,500,000 \text{ seeds } \$400 = \$600,000$$

In the second year, we reach the level of 30% of the market with a price increase of 5%

$$2,250,000 \text{ seeds } \$420 = \$945,000$$

In the third year, we add 5% and raise the indicator to 35% of the market, and increase the price by 5%

2,625,000 seeds \$441 = \$1,157,625

For the fourth and fifth years, we set a minimum growth of 5%, which will allow us to occupy 40% of the total market, and a minimum price increase of 5%. Let's go to 3,000,000 seeds, which is \$1,389,000 for the fifth year of implementation. Ensuring high product and service quality, increasing brand awareness through marketing campaigns and advertising, managing prices to ensure competitiveness and maximizing profits, ensuring a high level of service will help retain existing customers and attract new ones, as well as promote loyalty and repeat purchases.

We calculate the total costs of entering the market and supporting a new product during the planned period, which include:

- Marketing research – study of the target audience, competitors and market conditions;
- Testing of a new product in production conditions;
- Expenses for advertising and pr-campaigns;
- Expenses for establishing contact with main customers;
- Training of personnel to support the new product;
- Logistics costs;
- Costs for the removal of the product.

Taking into account all indicators, starting from production, testing and implementation of the product, we arrive at an indicator of 65% of net income. Thus, during the five-year cycle, we will receive a 35% return.

Thanks to planned and clearly calculated actions, a quality product, a professional commercial and marketing team, the planned payback of the project is one year. Thanks to success over the course of five years, there is an opportunity to maintain high indicators in terms of market share, increase brand recognition, expand the customer base, and prepare for possible changes and introduction of new products.

## CONCLUSION

Strategic management plays a crucial role in ensuring an enterprise's market success and its ability to adapt effectively to the rapidly changing external environment—a challenge that is particularly relevant today. One of the most pressing issues facing businesses is the need to enhance their operations and elevate them to a higher qualitative level, which is directly linked to fostering economic growth and attracting investment.

The conditions under which enterprises operate are undergoing significant transformations at both macroeconomic and microeconomic levels. Globalization, technological advancements, and shifting consumer behaviors are reshaping industries, while economic policies and market dynamics further add to the complexity. To thrive in this landscape, enterprises must adopt a forward-thinking approach, focusing on innovation, efficiency, and strategic alignment.

Through robust strategic management, organizations can anticipate and respond to external challenges, seize emerging opportunities, and position themselves as leaders in their industries. This involves analyzing external and internal factors, setting clear objectives, and implementing adaptive strategies to ensure resilience and sustained growth.

Production organization includes design, practical implementation and continuous improvement of the production process. This means active activity related to the development, application and improvement of production systems that determine the main parameters of the production of the main products or the provision of services of the enterprise. The organization of production can also be considered as a general set of activities for planning, coordination and execution of the production and technological cycle with the aim of creating products and providing services.

The concept of a system approach to the organization of production involves the definition of principles that can be divided into two important groups: the principles of creating a management structure and the principles of streamlining the management process.

It was determined that the principles of management process organization include:

- ensuring maximum manageability, i.e. minimization of unmanaged objects for effective control;
- orientation towards the achievement of set goals, i.e. emphasis on achieving strategic goals and not on reactions to external influences;
- determination of the degree of rationality of management centralization, i.e. rational determination of the degree of centralization for optimal management;
- uniform distribution of work to ensure efficiency, i.e. uniform distribution of tasks for optimal use of resources;
- ensuring the necessary characteristics of management, i.e. guaranteeing accuracy and timeliness in management processes;
- simplification of the procedural part to increase the efficiency of task performance, i.e. simplification of procedures to increase productivity and efficiency.

These principles define a strategic approach to managing the organization and its processes with a focus on achieving efficiency and sustainability in a turbulent environment.

The company “Syngenta” is one of the world leaders in the selection of vegetable crops, which for 150 years has provided vegetable growers not only with high-quality seed material, but also introduces innovations that satisfy the needs of agricultural producers, farmers' markets, the retail network and consumers. The company's assortment includes more than 2,500 hybrids and varieties in 30 agricultural crops. “Syngenta” occupies a leading position in the vegetable sector among pumpkins, cabbage and sweet corn. And it is also included in the top five among tomatoes and sweet peppers.

The creation of research centers, strategies and the way the company works reflect a strong interest in offering innovative hybrids and varieties of vegetables of the highest quality. Research centers are located in the main production regions, where internal research and observation of the company's vegetable hybrids is conducted. In the company's quality laboratories located in the Netherlands and

Spain, quality analyzes of products, as well as scientific evaluation of the quality and taste of fruits, are conducted. When studying vegetables, attention is focused on taste, texture, content of acids and mineral elements. To satisfy the buyer, the company chooses hybrids and varieties that best meet market expectations.

“Syngenta” uses constant improvement of the process of organization and introduction of products to the market. Our analysis made it possible to systematize the company's existing approaches to developing the market for vegetable products. We suggest considering the process of development of new products in the company based on the theory of the product life cycle. Product life cycle management will help the company define marketing and development strategies for each stage. For example, at the introduction stage, Syngenta can focus on creating a unique product image, and at the development stage - on expanding market share. When properly analyzed, this concept allows you to maintain competitiveness and maximize the profitability of a product throughout its life cycle.

It is well-founded that bringing a new product to the market is a long process, but the main thing is that it has a clear structure. During derivation, an idea is thought through, success is analyzed, an assessment is made and ways of implementation are selected, and then the technical process begins. Conventionally, the output structure is divided into several stages. First, a request for the needs and main properties of the planned hybrid is drawn up according to the main needs of the market and the consumer. This information is transferred to a team of breeders who, analyzing the available material, issue the product for testing. Each product goes through certain stages according to which additional work and information collection is carried out with it.

We are offering to introduce a new Saaho tomato hybrid (TO-3251) to the market of Ukraine.

The goal of the introduction of the new product is to increase the market share due to competitive hybrids and the repurposing of farms, as well as due to the new areas that are added. Also, for a successful entry, it is important to optimize logistics processes to shorten the terms and timeliness of seed delivery. Therefore, for the

successful introduction of the product and the development of new areas, it is necessary to take into account all the factors and specifics of the market, as well as analyze the actions taken by competing companies.

Taking into account all indicators, starting from production, testing and implementation of the product, we arrive at an indicator of 65% of net income. Thus, during the five-year cycle, we will receive 35% profitability due to bringing the new hybrid to the market.

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