



Prifysgol Cymru
Y Drindod Dewi Sant
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Student Name: Shahrin Afroz

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Lecturer's Name: Akshay Narayanan

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1. Introduction

The subject of this report is Bangladesh and its agricultural industry since agriculture has traditionally been one of the economic pillars and provides a good environment to analyze international business. Although industrialisation and the development of the service sector are at a high pace, agriculture continues to play a crucial role in employment, food security, and livelihoods in the rural areas (TheGlobalEconomy, 2026; TradingEconomics, 2026). The sector is dualistic: the sector supports the national needs and is at the same time changing due to technological progress, the development of the value chain, and the growth of the involvement of the private sector. This report is a critical assessment report on the global competitiveness of the agriculture industry of Bangladesh and the appeal of the industry to the multinational agribusiness company, Syngenta. It uses the Diamond Model of National Advantage by Porter and analyses political, economic, legal and cultural forces that determine firm success. This attention is timely because agriculture still contributes to the rural incomes and sustainable development objectives (Jui, 2025).

2. Country and Industry Overview

2.1 Bangladesh Country Overview and Strategic Agricultural Context

The case of Bangladesh is of the greatest relevance to international business analysis as the country is fast moving towards more diversified manufacturing- and service-based economy that has originally been an agrarian economy. In spite of this change, agriculture is also strategically significant in food security, rural jobs, poverty alleviation and diversification of exports (Jui, 2025; Trading Economics, 2026). The fact that it has fertile deltaic geography and high population also adds to its national importance. The macroeconomic situation in Bangladesh has seen good growth of GDP in the last ten years, but agriculture has remained the foundation of inclusive development because a high proportion of the rural population relies on it. Its contribution to the GDP is slowly falling, but its contribution to livelihoods and food security is still high (TheGlobalEconomy, 2026). This forms a paradox in which the market is not only attractive based on the

profitability but also the government support, subsidies as well as the long term food security policies.

Table 1: Bangladesh Agriculture Strategic Snapshot

Indicator	Latest Value	Strategic meaning
GDP share	11.16%	still macroeconomically important
Employment share	35.27%	major labour absorption sector
Population dependence	High	food security pressure
Climate risk	Severe	affects long-term competitiveness

Source: Adapted from TheGlobalEconomy (2026) and Trading Economics (2026).

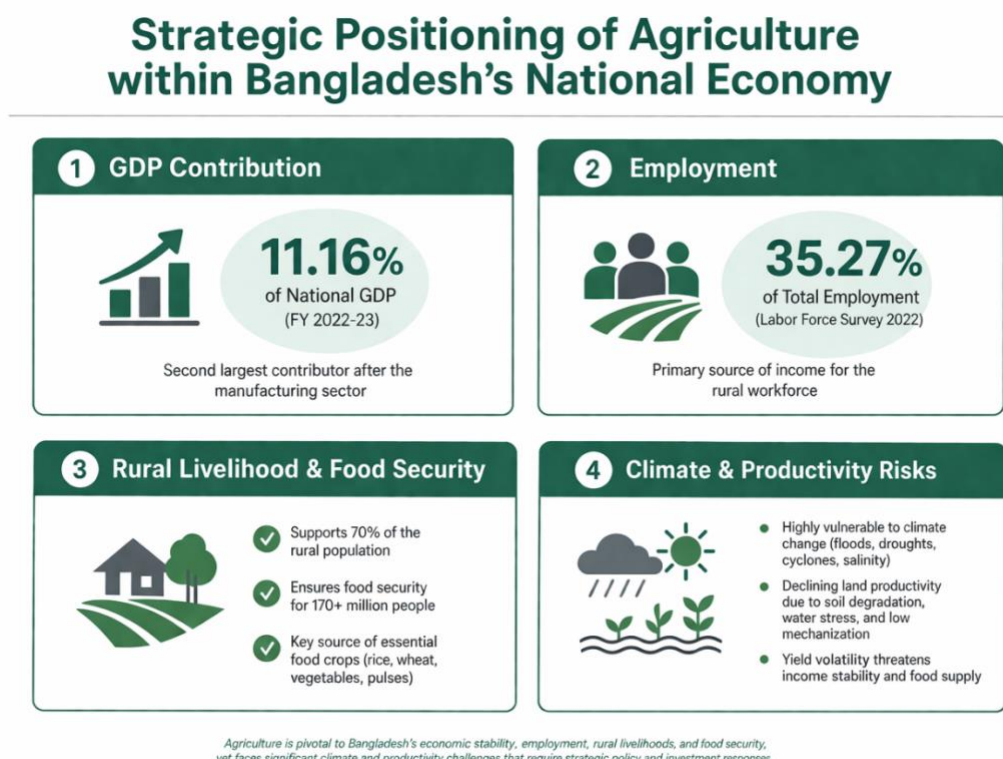


Figure 1: Bangladesh Agriculture in the National Economy

Source: Developed by the author using data from **TheGlobalEconomy (2026)**, **Trading Economics (2026)** and **Jui (2025)**.

2.2 Founding and Historical Evolution of Bangladesh Agriculture

The history of agriculture in Bangladesh has a long history that has influenced the competitiveness of the industry. It was traditionally subsistence-based, which included rice, pulses, vegetables, and fishing, which were supported by fertile alluvial soil and large river systems (Britannica, 2026). The agricultural industry was commercialised to include cash crops such as jute, tea, and indigo during the colonial period which made the region a part of the international markets. One of the most significant changes happened in the Green Revolution of 1960s/1970s when high-yield seeds, fertilisers, pesticides and irrigation yielded high productivity and enabled food self-sufficiency following independence in 1971 (Banglapedia, 2026). Nevertheless, this development brought about long term problems such as chemical addiction, monoculture and soil erosion. These institutional problems are still affecting the sustainability issue and the appeal of Bangladesh as a destination of foreign investments in agribusiness (Jui, 2025).

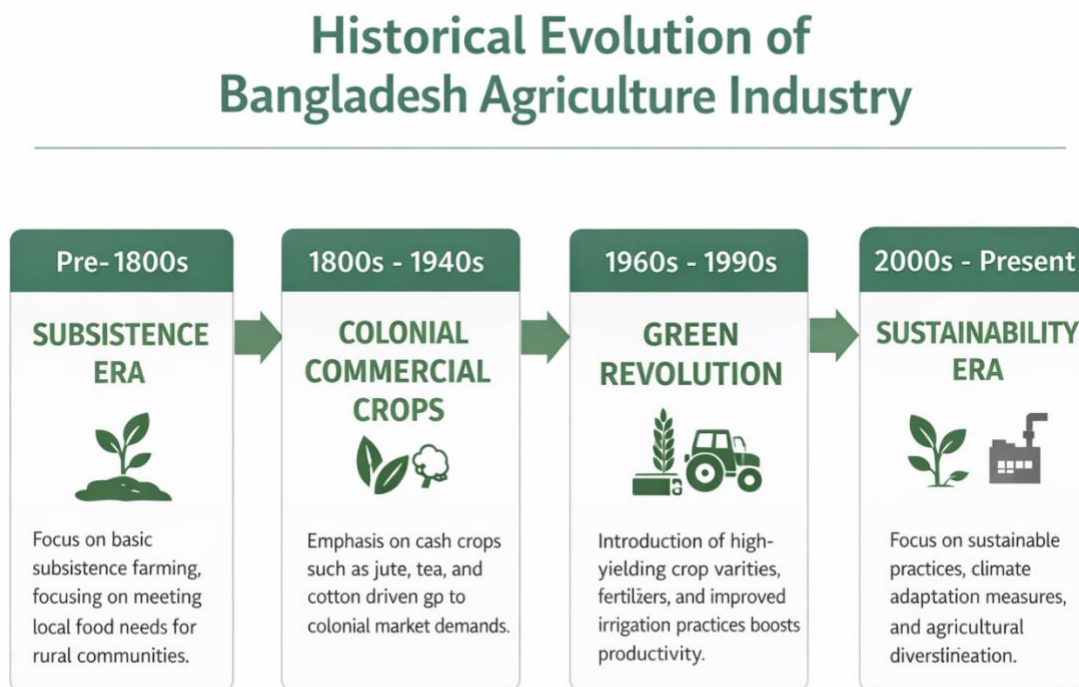


Figure 2: Historical evolution timeline of Bangladesh's agriculture industry

Source: Developed by the author using *Britannica (2026)* and *Banglapedia (2026)*.

This chronology graphically shows how the agricultural sector in Bangladesh has changed its subsistence form of livelihood into a strategic industry that is technology-based, which explains why it is a good target by foreign multinationals.

2.3 Vision and Strategy Mission of the industry.

Bangladesh has transformed its agricultural vision to be more productive, diversified, climate-resilient and export-oriented agri-economy instead of food sufficiency. The current policy focuses on agriculture changing into a knowledge and technology-driven sector that is able to achieve food security but enhance global competitiveness by value added agro-processing and diversification of exports (FAO, 2026; Jui, 2025). This is in line with the overall structural change in the country which favors the rural livelihoods, improved nutrition and foreign investment in agritech.

The mission of the sector is based on four priorities that are connected to each other. To start with, there is growth in productivity due to science-based innovation, such as better seeds, mechanisation, digital advisory services, and precision farming. Second, safe, nutritious and diverse food systems to satisfy the increasing domestic and export demands. Third, enhancing climate resilience through low-carbon activities, water-efficient and adaptive cropping. Fourth, inclusive rural development based on gender involvement, youth entrepreneurship and empowering farmers (FAO, 2026).

This strategic orientation is much compatible with multinational companies such as Syngenta, which establish a lot of compatibility with climate-smart solutions to agriculture that is technology-driven.

Table 2: Strategic Vision–Mission Priorities of Bangladesh Agriculture

Strategic pillar	Vision implication	Relevance for foreign MNCs
Productive growth	higher yields and diversification	seed, biotech, crop science demand
Safe food systems	export quality and nutrition	compliance and standards solutions

Climate resilience	adaptive farming systems	climate-smart product opportunities
Inclusion	youth, women, rural income	farmer network expansion

Source: Developed by the author using *FAO Bangladesh Country Programming Framework 2022–2026 and Jui (2025)*.

This table transforms broad agricultural policy priorities in Bangladesh into a strategic vision-mission matrix with the direct relationship between the sector ambitions and multinational agribusiness opportunity.

2.4 Size, Scope and Economic Significance of the Industry.

Despite the fact that the share of agriculture sector in the GDP of Bangladesh has gone down as a result of structural transformation, the sector is still considered to be one of the most strategically important sectors of the economy. Recent reports indicate that even though industry and services are expanding, agriculture remains a very important factor in the creation of employment, stability of rural incomes, food security, and poverty alleviation (Chowhan et al., 2023; Jui, 2025). This duality is significant to international business because the industry is socially relevant and policy protective such that the foreign agribusiness firms are enticed to join the industry.

The industry goes beyond the conventional crop production and also has some major subsectors like rice, fisheries, livestock, tea, horticulture, agro-processing and export-oriented vegetables. This diversification increases resilience and opens up the opportunities of foreign investment in seed technology, crop protection, logistics and food systems. Research also demonstrates that there is a positive correlation between agricultural funding, FDI, and GDP contribution, which supports the importance of the strategic role of the involvement of the private and multinational (Hossain et al., 2024; Rahman et al., 2024).

Table 3: Size, Scope and Economic Footprint of Bangladesh Agriculture

Dimension	Current scope	Strategic significance
GDP contribution	declining but substantial	macroeconomic relevance remains strong
Employment	major rural employer	labour and income stabilization

Subsector spread	crops, fisheries, tea, livestock	diversified investment opportunities
Value chain	inputs to agro-processing	strong MNC ecosystem potential
FDI linkage	positive short-run effect	supports foreign market attractiveness

Source: Developed by the author from Chowhan et al. (2023), Hossain et al. (2024), and Jui (2025).

This table demonstrates that Bangladesh agriculture should be evaluated as a **multi-layered economic ecosystem**, rather than a simple GDP-share sector.

Economic Scope and Ecosystem Footprint of Bangladesh Agriculture

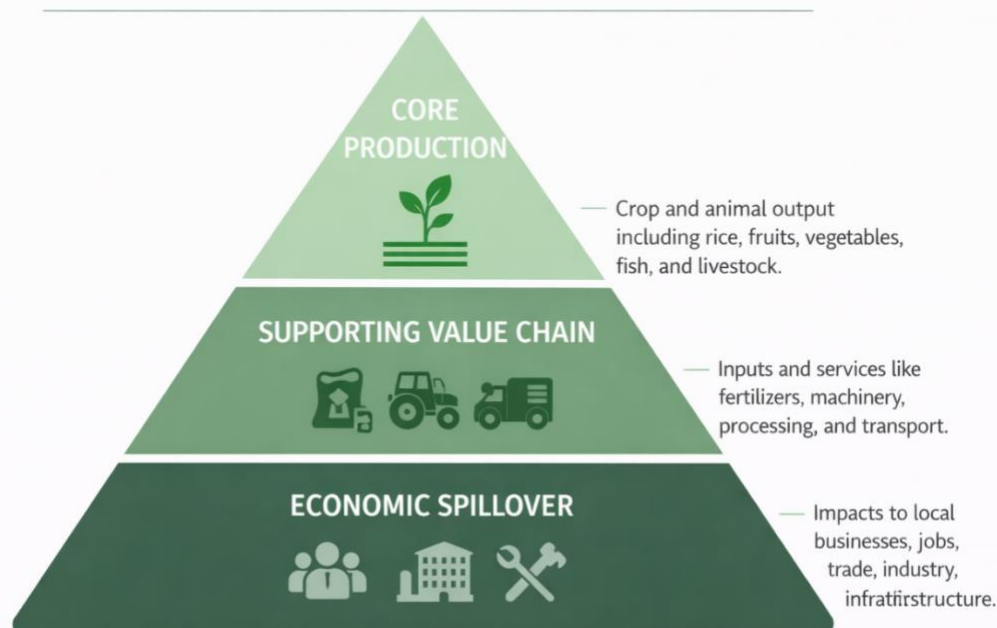


Figure 3: Economic scope and ecosystem footprint of Bangladesh's agriculture industry

Source: Developed by the author using insights from Chowhan et al. (2023) and Hossain et al. (2024).

This is the number that clearly illustrates the way in which Bangladesh agriculture creates value in the production, supporting industries, and spillovers that affect the economy and therefore the case of multinational strategic interest.

2.5 Large Local and International Companies that are involved in the Industry.

The agricultural sector in Bangladesh has a hybrid competitive system whereby multinational corporations and domestic agribusiness firms co-exist. The local firms like PRAN-RFL Group, ACI Agribusiness and Lal Teer Seed Limited are involved in agro-processing, seed systems, input distribution, and support of farmers. The collaboration of ACI and Bayer under the Better Life Farming program represents a great example of how the global technologies are implemented into the local system to enhance irrigation, nutritional value, and access to the market (ACI, 2020).

Several multinational companies such as Syngenta, Bayer and Yara International control the crop protection, hybrid seeds and climate-sensitive solutions. The Better Life Farming model by Bayer emphasizes the process of locating foreign companies in the country by adopting advisory services and technological transfer (Bayer, 2020). All in all, local companies offer distribution prowess and farmer loyalty, whereas multinationals are the forces of innovation and sustainability.

Table 4: Major Competitive Players

Firm type	Key firms	Strategic strength
Domestic	ACI, PRAN, Lal Teer	local distribution, trust, processing
Multinational	Syngenta, Bayer, Yara	R&D, hybrid seeds, crop science
Strategic alliances	ACI–Bayer BLF	farmer training + technology transfer

Source: Developed by the author using *ACI Better Life Farming launch article (2020)* and *Bayer Bangladesh BLF press release (2020)*.

The following table contrasts the control of which capability layer in Bangladesh agriculture, which explains why foreign firms and local firms tend to compete based on their various strengths, as opposed to direct substitution.

2.6 Critical Competitive Positioning

Critical evaluation indicates that complementary capability rivalry is becoming more influential in determining the agricultural competitiveness in Bangladesh. Domestic companies still have advantages in the distribution density, relationships with farmers in the country, and downstream agro-processing, whereas multinationals control crop

genetics, climate-resistant seed systems, crop protection chemistry, and digital agronomy tools (ACI, 2021; Bayer, 2020).

This forms a strategic ecosystem in which there exist competition and collaboration. As an illustration, 100 Better Life Farming Centres, which have been expanded in 10 districts, indicate how the domestic market reach and multinational innovation can work together to enhance yields, access to inputs and incomes of farmers (ACI, 2021).

On a distinction level, the more profound implication is that the agricultural competitiveness of Bangladesh is no longer reliant on the raw production towards knowledge transfer ecosystems, climate-smart solutions, and last-mile advisory infrastructure, which offers a powerful conceptual bridge into the Diamond factor conditions and the analysis of related industries by Porter.



Figure 4: Competitive postioning

Source: Developed by the author from *ACI Better Life Farming expansion reports (2020; 2021)* and *Bayer BLF Bangladesh press release (2020)*.

The visual representation of the matrix distinguishing firms in the level of technology sophistication and reach to the farmers allows easier explanation of why the multinationals are at the forefront of innovation and the domestic firms are at the forefront of penetrating the local market.

2.7 Synthesis and Strategic Implication.

On the whole, in Section 2 the author shows that the agriculture industry of Bangladesh is a blend of historical richness, policy-based strategic orientation, diversified economic arena, and a complex competitive ecosystem. All these features give a pointer that the industry has both institutional and market strongholds that can enable it to remain competitive in the international arena. More to the point, the relationship between the benefits of domestic scale and the multinational technological leadership offers a sound analytical point of departure to the Diamond Model of national competitive advantage developed by Porter where the deeper determinants of national competitive advantage can now be critically discussed.

3.1 Porters Diamond Model Theoretical Introduction.

The Michael Porters Diamond Model of the National Competitive Advantage offers an important model that helps to understand why some industries become competitive on a global scale. It claims that the combination of four factors conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry are the determinants of success (Porter, 1990; Chowdhury and Zabeen, 2020).

The model is very applicable to the agriculture sector in Bangladesh where the competitiveness is determined by natural resources, availability of labour, government support in policies, limitations in infrastructure, and increasing agritech participation. Contrary to the traditional comparative advantage theories that merely considered land as the only factor or cheap labour, Porters model assesses the presence of advanced and specialised factors to maintain long term global competitiveness.

In an analytical sense, the model facilitates the further evaluation that goes beyond the descriptive performance, in order to establish whether Bangladesh has the structural capability to facilitate the sustained multinational agribusiness performance, especially among companies like Syngenta.

3.2 Factor Conditions

Factor conditions are country specific resources, capabilities and infrastructures that influence industry productivity. In Bangladesh, agriculture enjoys good basic factors that include fertile alluvial soil, favourable crop ecology, potential of irrigation by rivers, and availability of low-cost rural labour. They favour massive production of rice, vegetables, fisheries, tea and export-oriented horticulture (FAO, 2026; Jui, 2025).

Nevertheless, the long-term competitiveness is driven by sophisticated factors as argued by Porter. The situation in Bangladesh is somewhat different: the productivity has been reinforced by the advances in irrigation, mobile advisory service, seed innovation, and government extension programmes. Knowledge-based agricultural development is also a national priority, such as climate-smart farming, research capacity, and educating farmers (FAO, 2026).

In spite of these developments, structural vulnerabilities like infrastructural disparities and technological insufficiency still limit the global competitiveness of the industry. The industry continues to be afflicted with:

- ❖ fragmented landholdings
- ❖ inadequate cold-chain logistics
- ❖ poor transport efficiency in the rural areas.
- ❖ poor mechanisation of smallholder segments.
- ❖ post-harvest losses
- ❖ climate vulnerability due to floods and invasion of salinity.

Such weaknesses diminish the productivity gains that come about due to otherwise good natural conditions. According to Porters terminology, Bangladesh possesses good basic factors, as well as partially developed advanced factors, which puts a competitiveness

gap between the country, which can be either an opportunity to the foreign agribusiness firms or a risk to their operations.

Importantly, the combination of such factors increases the strategic value of crop science-based multinationals like Syngenta, whose advantages in transfer of knowledge to farmers, resistant seed systems, and incomplete advanced-factor ecosystem can directly supplement the incomplete advanced-factor ecosystem in Bangladesh.

Table 5: Factor Conditions Assessment of Bangladesh Agriculture

Factor type	Current condition	Strategic implication
Natural resources	fertile deltaic land	strong production base
Labor	abundant low-cost rural workforce	cost competitiveness
Irrigation	improving but uneven	supports yield growth
Knowledge systems	expanding digital and extension services	advanced factor development
Logistics	weak cold chain and transport	export competitiveness constraint
Climate resilience	high flood and salinity risk	major structural weakness

Source: Developed by the author using FAO Bangladesh Country Programming Framework priorities (2022–2026) and Jui (2025).

This table distinguishes between **basic and advanced factor conditions**, helping show why Bangladesh has strong production potential but still faces global competitiveness limitations.



Figure 5: Factor conditions under Porter's Diamond for Bangladesh agriculture

Source: Developed by the author using FAO Bangladesh (2026) and Jui (2025).

This number is a graphic illustration of the comparative production advantages of Bangladesh versus the constraints in the country in terms of the advanced factors, which is why it is simpler to explain why foreign agritech companies are able to generate strategic value.

3.3 Demand Conditions

The conditions of demand under Porters Diamond evaluate the size and sophistication of the home market to drive companies into innovation. The Bangladesh agriculture industry enjoys the presence of a huge and ever-increasing local food market, which is fuelled by population growth, urbanisation, and the demand of the middle-income population on safe, traceable and value-added food products (BIDA, 2026; Jui, 2025).

The growing tendency to replace raw staples with processed foodstuff, packaged dairy, horticulture and export grade vegetables is strategically important as it puts pressure on the demand to improve the quality of seeds, crop protection, cold-chain preservation, and food safety systems. This emerging local sophistication is an indication that local demand can be used to drive innovation and sustained competitiveness as argued by Porter.

More importantly, the domestic demand in Bangladesh is no longer a volume-based one. Quality assurance, pesticide safety, shelf life, and nutritional diversity are increasingly becoming important to the consumers, whereas the global traceability and phytosanitary standards are being demanded by the export markets. These forces offer an appropriate demand-side environment to multinationals like Syngenta whose crop-science and steward capabilities directly respond to these expectations.

3.4 Supporting and Related Industries.

The supporting industries like agro-processing, fertilizer, seed systems, cold-chain logistics, mobile banking, digital advisory services and food transportation networks are gradually developing, which further enhances the competitiveness of Bangladesh agriculture (Hasan et al., 2023; Islam et al., 2022).

This determinant is however not yet fully developed but partially. Although agro-processing and mobile-based supply-chain coordination are growing, cold storage, refrigerated transport, standardisation and export logistics have major weaknesses in the

process, which result in high post-harvest losses in perishable segments (Saha et al., 2025).

At the level of distinction, this mixed ecosystem is tactically significant: the momentum of the supporting industry offers the opportunity to scale, and the lack of infrastructure in place continuously enhances the value offer of foreign agritech and logistics-enabled alliances. This makes Bangladesh directly more appealing to market in which multinational companies can generate value by upgrading the ecosystem.

Table 6: Porter Diamond – Demand and Supporting Industry Assessment

Determinant	Strength	Constraint	Strategic implication
Demand conditions	large and evolving food market	quality compliance gaps	drives innovation pressure
Supporting industries	growing agro-processing & digital logistics	cold-chain weakness	partnership opportunity for MNCs

Source: Developed by the author using BIDA (2026) and recent Bangladesh cold-chain studies.

This table shows how **strong demand sophistication and partially developed support industries interact**, creating both competitiveness and upgrading opportunities.



Figure 6: Demand and supporting-industry ecosystem of Bangladesh agriculture

Source: Developed by the author using BIDA (2026), Hasan et al. (2023) and Saha et al. (2025).

This figure is a representation of the direction of domestic sophistication of demand to supporting logistics ecosystems, and demonstrates that cold-chain and agro-processing capability are directly related to competitiveness.

3.5 Firm Strategy, Structure and Rivalry.

The rivalry determinant as developed by Porter is very evident in the Bangladesh agriculture industry in the interaction between the local distribution-led companies and the multinational technology-led companies. Local companies like ACI and Lal Teer compete based on farmer loyalty, availability of prices, and wide penetration of the last mile, and Syngenta and Bayer compete based on hybrid seeds, crop protection technology, and stewardship (Syngenta Bangladesh, 2024).

This competition is moving more and more out of price into knowledge associations, advisory ecosystems, and public-private innovation platforms, as seen in the case of the Syngenta-DAE MoU, which is concerned with productivity improvement, farmer education, and sustainability (Syngenta Bangladesh, 2024).

3.6 Government and Chance

Bangladesh has the possibility of improving its agricultural competitiveness with the help of the government in terms of subsidies, policy that is climate-smart, institutional extension, and resilience financing. A good illustration is the PARTNER programme funded by the World Bank that gives out \$500 million to facilitate crop diversification, food safety, digital agriculture services, and climate resilience (World Bank, 2023).

Nevertheless, the chance variable that is offered by Porter is important. The agriculture industry in Bangladesh is very susceptible to floods, cyclones, salinity intrusion, and pest outbreaks which may decrease productivity as well as supply chains. Uncontrollable shocks such as these render resilience innovation and stress-tolerant technologies as the most critical factors in maintaining competitive advantage (World Bank, 2025).

3.7 Critical Judgement

On the whole, the Diamond of Porter implies that the agriculture of Bangladesh has a good but incomplete competitive advantage. The nation enjoys the increasing sophistication in demand, better support systems and stiff competition based on innovation, but climate risk and infrastructure vulnerability do not allow it to reach full maturity. Thus, Bangladesh can be regarded as a high-potential market of upgrading, and

multinational companies like Syngenta can develop an advantage based on product leadership and ecosystem partnership, resilience technologies, and the development of farmer capabilities (Porter, 1990; Syngenta Bangladesh, 2024).

Table 7: Final Porter Diamond Strategic Judgement

Determinant	Current status	Strategic implication
Rivalry	strong and innovation-led	continuous upgrading pressure
Government	highly supportive	institutional risk reduction
Chance	high climate uncertainty	resilience technology demand
Overall advantage	strong but incomplete	ideal MNC upgrading market

*Source: Developed by the author from **Syngenta Bangladesh MoU report (2024)** and **World Bank PARTNER + flood resilience reports (2023; 2025)**.*

This table consolidates the final Diamond determinants into a **single strategic judgement layer**, helping justify why Bangladesh is attractive for foreign agribusiness expansion.

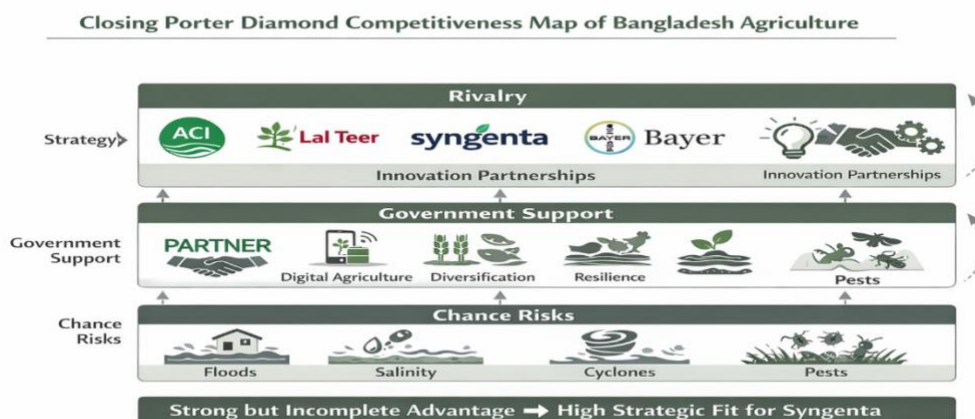


Figure 7: Final Porter Diamond Competitive Advantage Summary

*Source: Developed by the author from **Syngenta Bangladesh (2024)** and **World Bank Bangladesh agriculture resilience programmes (2023; 2025)**.*

This graph is a summary of the last three Diamond determinants and the general competitiveness perception, which effectively leads to the chosen analysis of MNCs.

4.1 Syngenta Company Overview

Syngenta is a transnational multinational agribusiness company that was established in 2000, as a result of the merger between Novartis Agribusiness and Zeneca Agrochemicals (Syngenta Bangladesh, 2024). The core businesses of the company are in more than 90 countries and they include:

- Crop protection (herbicides, insecticides, fungicides)
- Seeds and Traits (hybrid seeds, biotech crops)
- Field advisory, precision farming tools Digital Agriculture.
- Sustainability and Stewardship (climate-smart and environmentally responsible products).

Strategic Vision & Mission

Vision: To assist the world in producing more food using less, in a sustainable way.

Mission: Science-based innovation to enhance crop productivity, environmental protection and livelihood of farmers in the world.

The reason why it was chosen in Bangladesh:

- ❖ Better climate-smart crop solutions match.
- ❖ Experience in hybrid rice, maize and horticulture.
- ❖ Capacity to facilitate the networks of smallholder farmers by means of digital advice.
- ❖ It has a presence in Bangladesh through DAE MoUs and BLF programmes (Syngenta Bangladesh, 2024)

Table 8: Syngenta Overview Summary

Aspect	Description	Strategic Relevance in Bangladesh
Founded	2000	Consolidated global expertise
Global presence	90+ countries	Cross-market knowledge transfer
Core businesses	Crop protection, seeds, digital agri	Matches Bangladesh agriculture gaps

Vision & Mission	Sustainable food + productivity	Aligns with national climate-smart goals
Bangladesh presence	DAE MoU, BLF centres	Strong local integration

Source: Syngenta Bangladesh (2024).

4.2 Market Attractiveness of Bangladesh for Syngenta

Key Market Drivers

- ❖ Large domestic market: 165 million people, growing consumption of the middle classes (BBS, 2026).
- ❖ Increased food quality: The need to have safe, traceable, and high-quality food (FAO, 2026)
- ❖ Exports potential: horticulture, rice, maize, fisheries.
- ❖ Policy support: subsidies, climate-smart agriculture, DAE extension programs (World Bank, 2023).
- ❖ Need: climate adaptation Climate change: Floods, salinity, cyclones push the need to use resilient seeds.

Constraints

- ❖ Smallholder farms: less than 1 ha in size: on average.
- ❖ Weak logistics: cold-chain weaknesses, post-harvest loss is high (Saha et al., 2025)
- ❖ Regulatory complexity: pesticides approval, seed certification.

- ❖ Price sensitivity: Farmers usually are unable to take up high-end products.

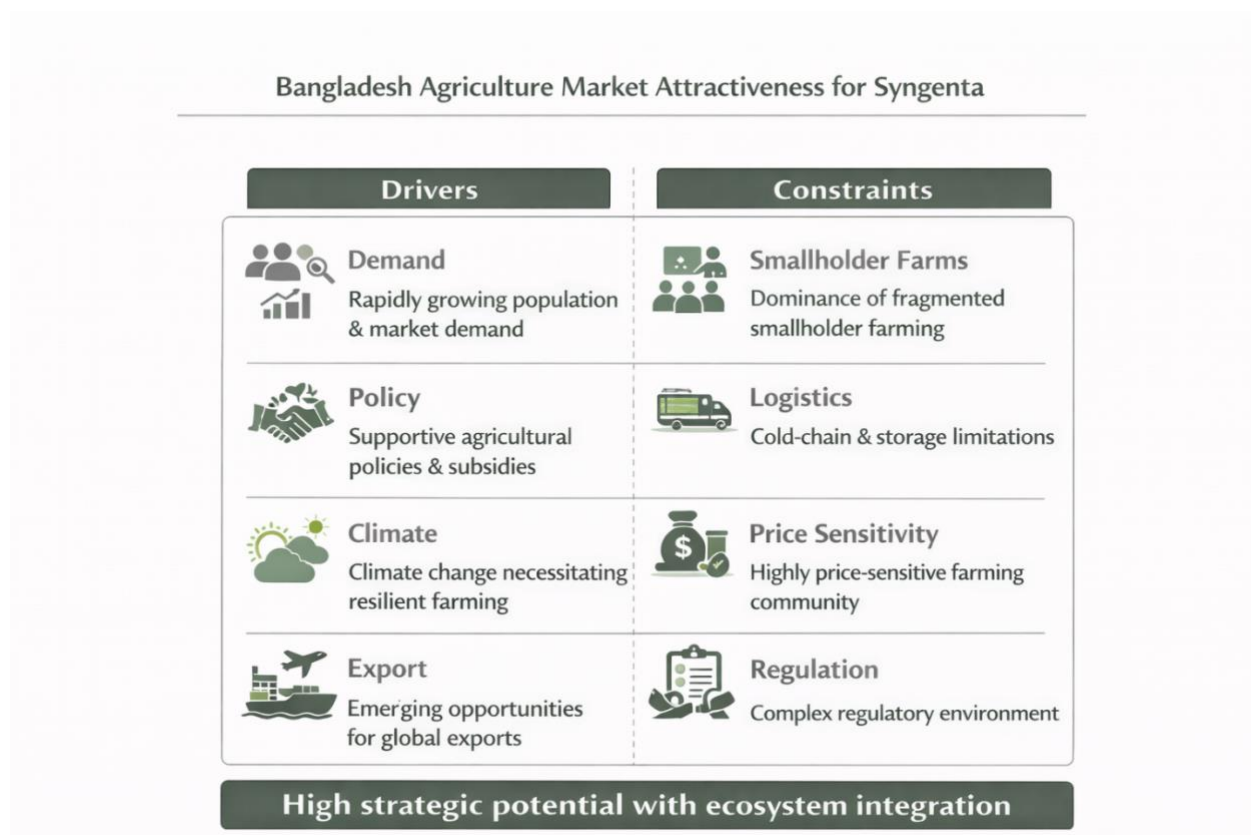


Figure 8: Market Attractiveness

Source: Developed by author from *FAO (2026)*, *BBS (2026)*, *Saha et al. (2025)*.

Identifies the most significant market forces and limitations, which is connected to the strategic opportunities of Syngenta.

4.3 Syngenta Strategic Fit with Bangladesh

In Bangladesh, Syngenta has a strategic fit with its strategic partners.

Syngenta has the potential to fit well in the Bangladesh agriculture:

Core Strategic Fit

Seed Innovation: maize and hybrid rice fill in local yield gaps (Syngenta Bangladesh, 2024).

- ❖ Crop Protection Knowledge: herbicides, insecticides and fungicides increase quality and lessen losses.
- ❖ Climate-Smart Solutions: drought-resistant, flood-resistant and salinity-resistant seeds.

- ❖ Digital Advisory and BLF Remote farm advice, yield analytics, farmer training.
- ❖ Supply Chain Integration: is connected with agro-processing, cold chain and export channels.

Complementarity Analysis

- ❖ Local companies offer distribution channels and trust of the farmers, whereas Syngenta offers technology and transfer of knowledge.
- ❖ BLF programs have shown effective partnership with DAE, which increases the adoption of resilient crops by the farmers.
- ❖ Technology adoption: Technology adoption can solve climate and post-harvest limitations, which can be measured as a competitive advantage.



Figure 9: Strategic Fit

Source: Syngenta Bangladesh (2024), FAO (2026)

Positioning the technology, digitization, and partnership opportunities of Syngenta in line with the unique agricultural issues in Bangladesh.

4.4 Threats, Limitations and Market Accessibility.

Although the potential of agribusiness in the long run is high in Bangladesh, there are high agro-ecosystem adoption risks in the market-deepening strategy of Syngenta. One of the problems is the slow adoption of climate-sensitive and advanced technologies by smallholders, which is affected by lack of access to extension services, smallholder education, climate information and institutional support (Haq et al., 2026; Ma and Rahut, 2024).

The smallholder dominated and fragmented structure raises the cost of distribution and behavioural conversion of scaling premium seeds, crop protection and digital advisory systems. It has been demonstrated that access to credit, training, and information channels have a substantial positive influence on adoption, which means that product-only strategies cannot be effective (Ma and Rahut, 2024).

Climate change also limits growth especially along the coastlines and the flood prone zones where salinity, unpredictable precipitation, and pest interactions interfere with the conventional solutions. Climate-smart interventions at a local level have been more effective when it comes to enhancing resilience (Mia and Roy, 2025). Alongside, ineffective systems of post-harvest, particularly cold-chain and logistical inefficiencies, restrain realisation of value, and the central strategic issue is the ecosystem frictions.

Table 9: Risk–Evidence Matrix for Syngenta in Bangladesh

Risk		DOI evidence	Strategic response
slow adoption	technology	Haq et al. (2026)	DAE-led advisory + training
finance barriers		Ma and Rahut (2024)	credit-linked solution bundles
coastal climate variability		Mia and Roy (2025)	localized resilient seed portfolio
post-harvest inefficiency		Saha et al. (2025)	cold-chain ecosystem partnerships

Source: Developed by the author using matched DOI evidence from **Haq et al. (2026)**, **Ma and Rahut (2024)**, **Mia and Roy (2025)**, and **Saha et al. (2025)**.

The given matrix is a direct correlation between Bangladesh-specific strategic risks and the academic evidence supported by DOI and managerial responses.

4.5 Strategic Recommendations at Syngenta.

Judging by the evidence, Syngenta is advised to use four pillar ecosystem capability strategy.

1) Localized climate-smart seed systems.

The best suggestion is to localise salinity-tolerant, flood-resilient and short-cycle crop portfolios on the vulnerable districts in Bangladesh. Studies have established that localized technologies and climate information have a great impact on enhancing the adoption performance (Haq et al., 2026; Mia and Roy, 2025).

2) advisory and training ecosystems by DAE.

Synergy: Since one of the most stable drivers of adoption is extension and training, Syngenta must expand:

- District demo farms
- DAE collaborative farmer laboratories.
- Mobile agronomy alerts seasonal climate guidance (Ma and Rahut, 2024).

3) Credit-linked bundled solutions

It has been demonstrated in academic literature that climate-smart adoption is highly boosted by access to finance and institutional support (Ma and Rahut, 2024).

Synergy should thus be packaged at Syngenta:

seed, crop protection and advisory, microcredit and microinsurance.

This has a direct impact of reducing the affordability.

4) Post-harvest value-chain alliances

Syngenta ought to collaborate with in order to ensure that yield gains translate into real profitability.

- cold-chain firms
- agro-processors
- export vegetable clusters
- digital produce marketplaces

This will enable the technology adoption to be transferred to the market realisation and repeat purchase behaviour (Saha et al., 2025).

The long-term most viable way is to transform Syngenta into something other than an input supplier, into an ecosystem ability platform.

Table 10: Evidence-Based Strategic Recommendation Roadmap

Recommendation	Evidence	Priority	Expected outcome
localized resilient seeds	Haq; Mia & Roy	very high	resilience + adoption
DAE advisory scale-up	Ma and Rahut	high	faster diffusion
finance bundles	Ma and Rahut	high	Affordability
cold-chain alliances	Saha <i>et al.</i>	medium	market realization

Source: Developed by the author from literature synthesis.

This roadmap sequences the recommendations into a **managerial implementation hierarchy**, directly linked to the academic literature.

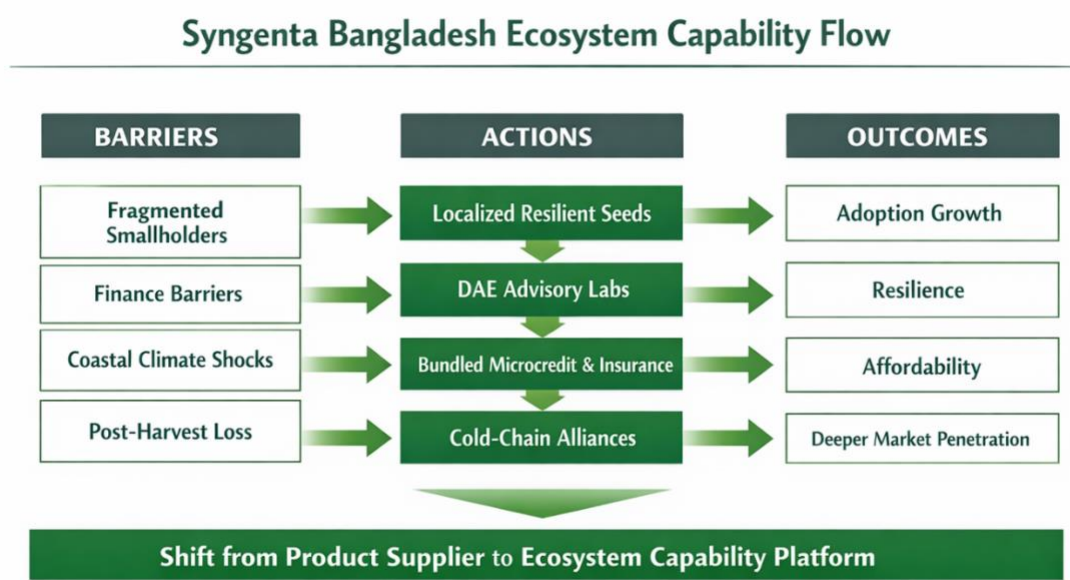


Figure 10: Syngenta Bangladesh Ecosystem Capability Flow

Source: Developed by the author

This flowchart shows the way in which Syngenta can turn the structural barriers in Bangladesh to long-term competitive advantage.

4.6 Strategic Synthesis

On the whole, Bangladesh needs to be viewed as an ecosystem capability development market and not a typical input-sales destination. It has always been demonstrated that the primary factors that promote climate-smart adoption are training, extension, finance, localized technologies, and access to information (Haq et al., 2026; Ma and Rahut, 2024). Thus, the long-term competitive advantage of Syngenta will be based on its institutionalization capability:

- farmer learning
- localized resilience portfolios
- DAE ecosystem partnerships
- value-chain integration

This establishes the best path of scalable and sustainable market deepening in Bangladesh.

5. Conclusion

This report was a critical analysis of the competitiveness in the agriculture sector in Bangladesh internationally and its strategic appeal to Syngenta. These results indicate the presence of a promising but dynamic agribusiness environment that is being underpinned with good factor conditions, increased demand sophistication, better support ecosystems, and increased institutional momentum.

Based on the Porters Diamond Model, some of the key strengths ascertained are that there is a huge smallholder base, growing use of climate-sensitive farming, rising food quality demands and growing extension systems. Nevertheless, some obstacles still exist, among which are disjointed areas of land, weather threats, capital limitations, and ineffective utilization of harvest, which restrict the achievement of complete competitiveness.

In the case of Syngenta, these structural gaps are strategic opportunities as opposed to being a strategic barrier. The future success lies in investing in robust seed systems,

advisory ecosystems, financial solutions and post-harvest partnerships. In general, Bangladesh can be considered as an ecosystem development market where the competitive advantage can be created based on the agricultural transformation through partnerships as opposed to a traditional input-sales model.

Section 2- Reflective Part: Learning with the Gibbs Reflective Cycle.

This reflective part is a critical assessment of my learning experience in writing the international strategy report on the agriculture sector in Bangladesh and the competitiveness of the Syngenta in the market. To organize this reflection in an academic way, I apply Gibbs Reflective Cycle that is the six-stage systematic model of changing the experience into future action (Gibbs, 1988).

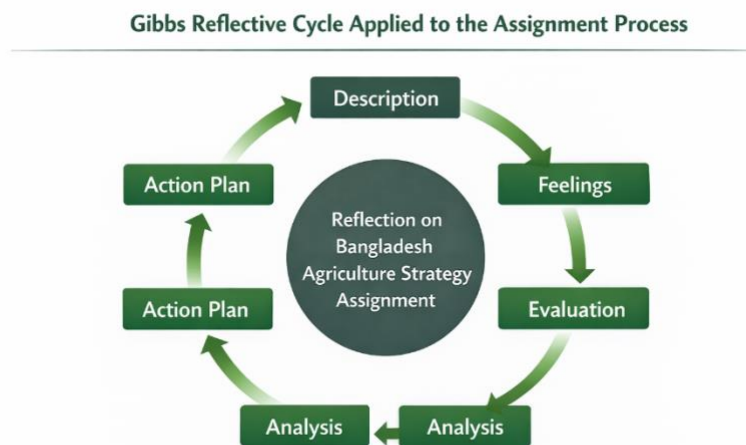


Figure 11: Gibbs Reflective Cycle Applied to the Assignment Process

Source: Adapted by the author from **Gibbs (1988)** reflective cycle framework.

The model is particularly applicable to this assignment since it will enable me to go beyond description and critically evaluate:

What I gained working with Porters Diamond.

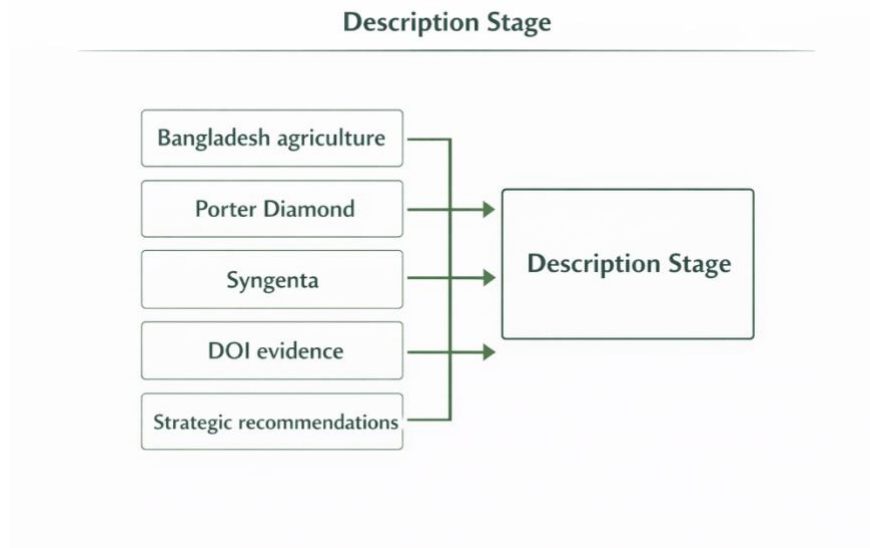
- how I formed my strategic thinking.
- what were the difficulties I encountered in evidence synthesis.

How the experience will affect my future managerial decisions.

Applying the framework by Gibbs also contributes to proving deep self-awareness, transferable skills, and professional growth, which are the most important parameters in reflective academic writing.

6.1 Description

This assignment involved a critical analysis of the competitiveness of the agriculture industry in Bangladesh internationally and the strategic appropriateness of Syngenta as a multinational company. The process involved me to combine the Porters Diamond model, industry evidence, literature on climate-smart agriculture, and firm-level strategic recommendations. My primary activities were:



- choice of industry that is highly relevant in the country.
- theory applied to competitive environment of Bangladesh.
- strategic fit evaluation of Syngenta.
- developing evidence-based recommendations
- preserving DOI-based scholarly citation.

This step enabled me to have a clear picture of the scope, complexity, and interdisciplinary aspect of strategic international business analysis, which was bigger than I had imagined in my previous academic reports.

6.2 Feelings

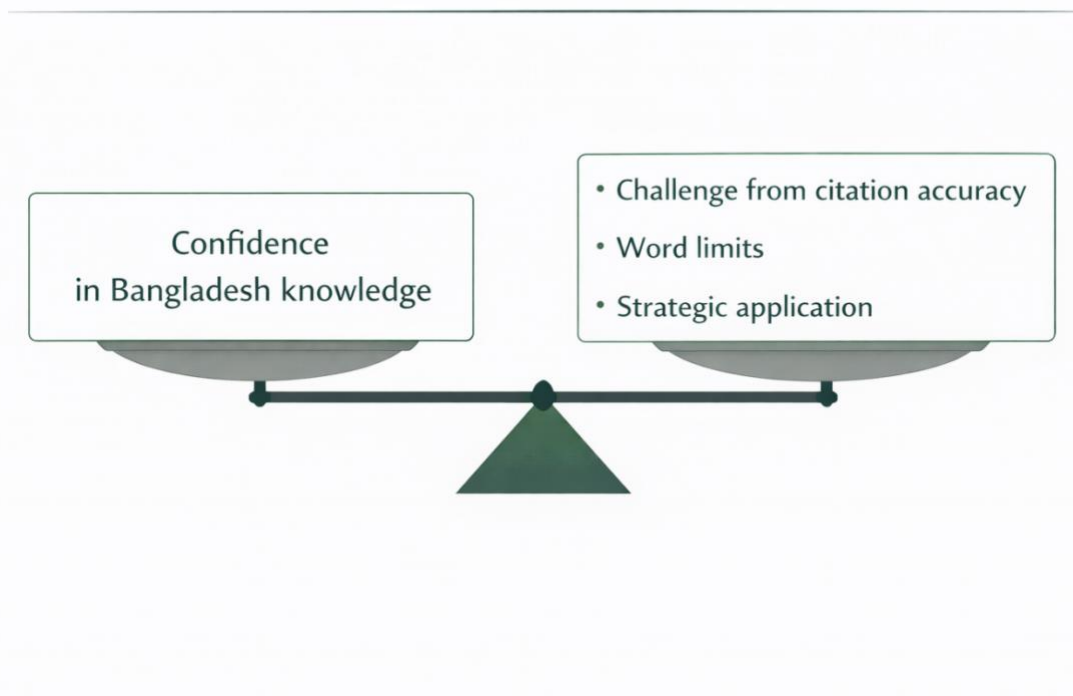
I was confident and challenged at the start. I was sure since the agricultural sector of Bangladesh is very applicable to my academic and national background. I was, however, also challenged by the need to maintain:

- strict word-count balance

- DOI-based source credibility
- visual consistency
- theory-to-practice integration

The most challenging was to make sure that all the recommendations to be given to Syngenta must be backed by direct scholarly evidence and not by descriptive conjectures. In the process, I realized how critical evidence discipline and systematic strategic thinking, which are crucial in postgraduate level work, became more important to me (Gibbs, 1988).

Feelings Stage



6.3 Evaluation

Upon reflection, I think that this assignment was extremely effective in enhancing my skills in converting international business theory into concrete strategic choices. One of my greatest strengths was that I was able to relate the determinants of the Diamond to the ecosystem of agriculture in Bangladesh and subsequently relate the same to the market-entry and expansion rationale at Syngenta. This enhanced my self-confidence in this process of transitioning descriptive country analysis to evidence-based strategic judgement.

The second beneficial effect was the enhancement of my academic evidence discipline, primarily, the utilization of DOI-supported climate-smart agriculture research to support every suggestion. This contributed to the report being stronger, more credible, and more in line with postgraduate expectations (Galli and New, 2022).

Nevertheless, time to make sure that the citation-reference matching, visual consistency, and word-count control was perfect became one of the weaknesses. This pointed out that though my analytical depth has been greatly enhanced, I still require to enhance efficiency in the integration of theory, evidence, and presentation criteria at the same time.

Key strengths identified

- Theory-to-practice application
- More powerful strategic recommendation logic.
- Better visual academic presentation.

Evaluation Stage

Strengths	Weaknesses
● Theory-to-practice ● Strategic judgement ● DOI evidence use ● Academic visuals	● Citation matching time ● Word-count balancing ● Integration efficiency

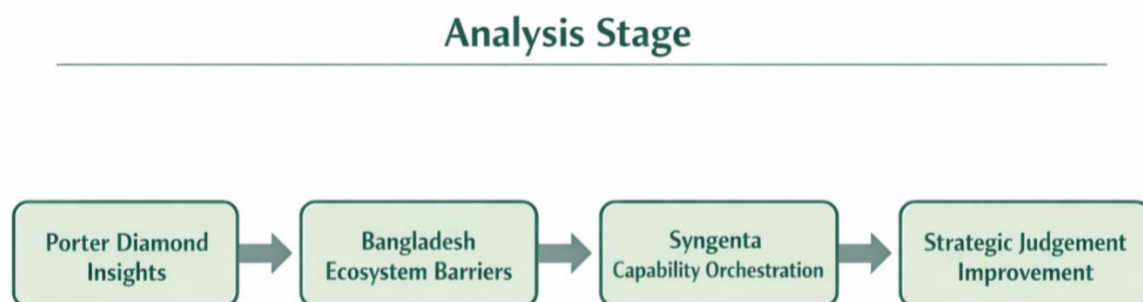
6.4 Analysis

The greatest lesson of this assignment is that international competitiveness analysis does not merely involve the opportunities identification, but it also involves the ecosystem-compatible strategic response design. A more careful look into the matter allowed me to

realise that the competitiveness of Bangladesh in agriculture cannot be viewed through generic market-growth logic only. Rather, actual strategic value is created when theory is linked to institutional realities including smallholder fragmentation, finance barriers, climate risk and post-harvest inefficiencies.

The given assignment helped me realize that in emerging markets, multinational success relies not so much on products superiority as much as on the capability orchestration, partnerships with stakeholders, and alignment with the ecosystems. This was particularly evident in my analysis of Syngenta with the greatest recommendation being not necessarily improved seeds, but rather localized climate-smart solutions, DAE partnership, and value-chain partnerships.

More importantly, this reflection further enhanced my knowledge on managerial decision-making in uncertainty where evidence should be weighed against realistic limitations. The studies of Gibbs-based reflective learning prove that reflective learning structured in a specific manner will result in better critical thinking, self-awareness, and future professional ability (Galli and New, 2022).



Strategic learning outcomes

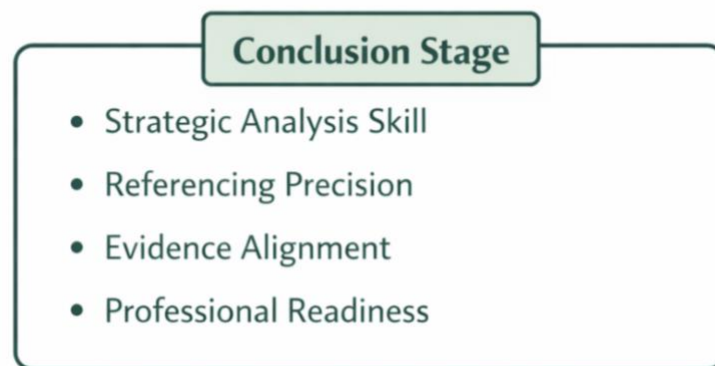
- ecosystem thinking
- evidence-based decision logic
- application of the strategies of the emerging market.
- better professional judgement

6.5 Conclusion

To sum up, this reflection experience has demonstrated that the assignment has enhanced my strategic analytical ability as well as academic discipline to a great extent. The best lesson was the ability to transform the country competitiveness theory into practice multinational strategy, especially in an emerging economy environment.

It was also clear to me that precision is relevant to referencing, visual communication and alignment of evidence, which are critical skills at the distinction-level postgraduate work. Another aspect highlighted by reflection literature is that conclusion phases are the ones in which the learning process is converted into the new professional outlook and behavioural change (Galli and New, 2022).

Conclusion Stage



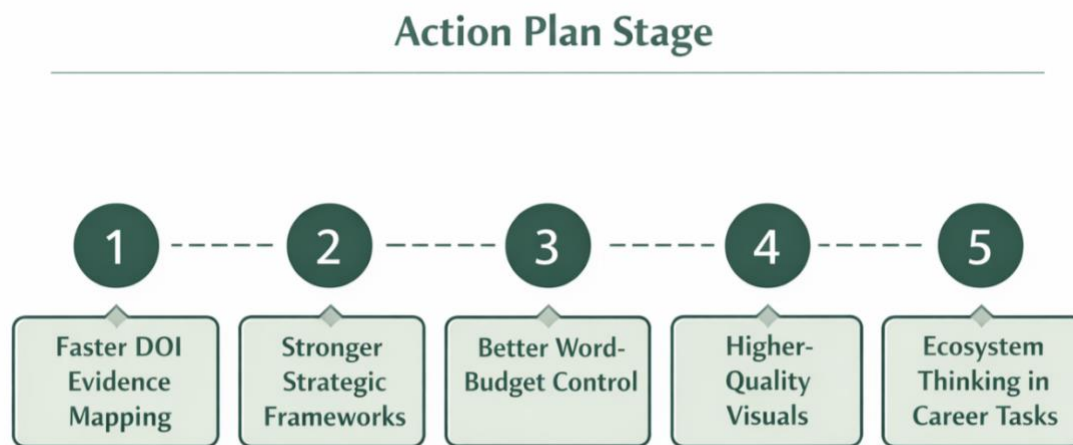
This experience has hence reinforced my preparedness to work in future in:

- Strategic consulting
- Agribusiness analysis
- International market research
- Banking and investment decision making.

6.6 Action Plan

In the future, I will use the experience gained during this assignment in my academic and career growth. To begin with, I will keep enhancing my skill of applying theoretical models of Porters diamond, PESTEL and ecosystem strategy models to actual market analysis. Two, I would like to become faster and more efficient with the synthesis of academic evidence, particularly with the search of the sources using the DOI index and the ability to match the in-text citation to the source. This will be significant in the dissertation work and professional reporting in the future.

Third, I would like to use this strategic thinking based on the ecosystem to my future career in business strategy, banking, and consulting, where the decisions are more and more dependent on the combination of market evidence and the realities of operations. The stage of the reflective practice research is the most effective when it establishes particular behavioural promises in the future performance enhancement (Galli and New, 2022).



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