



BRENNTAG

**Senior Director,
Supply Chain Optimization
Brenntag Specialties**



About the Company

Brenntag is the global market leader in chemicals and ingredient distribution. The company holds a central role in connecting customers and suppliers of the chemical industry. With its two global divisions, Brenntag Essentials and Brenntag Specialties, the company provides a full-line portfolio of industrial and specialty chemicals and ingredients and tailor-made applications, marketing, supply chain solutions, technical and formulation support, comprehensive regulatory know-how, and digital solutions for a wide range of customers & industries. Brenntag operates a global network of about 600 locations in 72 countries, with a global workforce of more than 17,500 employees. Brenntag manages its business through four geographically structured segments, including:

EMEA (Europe, Middle East & Africa)
Latin America

North America
Asia Pacific

Brenntag has its sights set firmly on further growth. The new “Strategy to Win” includes ambitious medium-term targets for 2026 and is the next phase of the company's transformation which builds consistently on the foundations laid by “Project Brenntag” and the achievements to date by strengthening the market position and developing the business model into a data- and technology-driven one.

“Strategy to Win” sets out a clear program for the company's digital, data-driven transformation. Brenntag sees Digital.Data. Excellence (DiDEX) is a key growth driver for Brenntag. It will drive efficiency at all levels of the organization and develop Brenntag into a data- and technology-driven business that uses its wealth of data to create new business opportunities and intelligent, innovative solutions and thus generate further growth. Brenntag is evolving into an agile, flexible, and, ultimately, the preferred business partner in the chemical and ingredients distribution ecosystem.

Brenntag Specialties

Brenntag Specialties focuses on selling ingredients and value-added services to selected industries, including Nutrition, Pharma, Personal Care/HI&I (Home, Industrial & Institutional), Material Science (Coatings & Construction, Polymers, Rubber), Water Treatment, and Lubricants. It offers the most comprehensive and sustainable portfolio and spans EMEA, Americas, and APAC. Brenntag's Specialty chemical business goes to market via industry-focused sales, R&D/Application Development, and supplier management teams. It leverages the supply chain, logistics, and delivery capabilities of Brenntag Essentials (the legacy Brenntag industrial/commodity chemical business that includes almost 200 warehouse/storage/blending facilities and the largest private fleet in America).



There are significant growth opportunities of strategic significance for Brenntag in the flexible and efficient marketing of process chemicals and in the large, globally relevant focus industries on which Brenntag Specialties concentrates. In addition, its global network and comprehensive portfolio of products and services place Brenntag in a unique position to meet customers' increasing requirements for pan-regional and global end-to-end solutions and excellent technical and application-related expertise subject to high regulatory requirements. The growing demand for customer-specific solutions, blending, services, and alternative sales channels also opens further growth opportunities. The focus here is shifting to global interaction and the chance to learn from one another as part of the best practice approach, which is an essential source of potential for future success.

Brenntag aims to serve its business partners faster, better, and more comprehensively by concentrating more closely on their changed requirements. Under the Brenntag umbrella, both segments will work equally towards strengthening and expanding our position as the global market leader in the distribution of specialty chemicals and as a full-line distributor.

Brenntag is the global market leader in chemicals and ingredient distribution. They define market leader not just by business volume but also associate it with their philosophy of continually improving the safety standards at our sites. As responsible service providers, they constantly strive to improve the supply chain as a whole.

“As Brenntag, we have a clear understanding why we are important for our customers, supply partners, and basically for everyone: We connect with products, knowledge, and innovation to foster a sustainable future and care for human needs. We have the vision and the capabilities to shape the future of our industry by empowering our partners within networks, driving collaboration, excellence, and shared success.”

Christian Kohlpaintner
CEO Brenntag SE

Brenntag's Purpose

Brenntag clearly understands why they are essential for customers, supply partners, and virtually everyone worldwide. This is because Brenntag:

- connects with products, knowledge and innovation
- fosters a sustainable future
- cares for human needs

Brenntag is proud to be known as a trusted, reliable chemical and ingredient distribution partner. Beyond safely distributing products, they also spread ideas. Their expertise in chemicals and ingredients, innovative capabilities, and supply reliability create value in countless ways.

Brenntag cares about sustainable solutions for products used every day and has a significant overall impact on the environment—connecting the needs of industry with the requirements of people and the environment for a world that works for everyone.



Brenntag's Values

Brenntag associates are guided by their purpose and vision based on our cultural pillars:

Care We take responsibility for each other, our partners and the world.

Trust We build relationships through authenticity and commitment.

Clarity We work toward common goals with focus and determination.

Excellence We go beyond expectations, through excellence, innovation and collaboration.

Safety We put safety first in everything we do.



Position Description

The new Senior Director of Supply Chain Optimization BSP, will drive a BSP-focused supply chain by building and optimizing a dedicated supply chain. Notably, the executive will strategically collaborate with and leverage Brenntag Essentials (BES) to enhance BSP performance and what has historically been a more commercially oriented business. While many aspects of this role reflect designing the strategic and tactical approaches to the network to support BSP, it is critical to optimize performance conditions with flexibility in mind to allow the company to continue to grow, scale, and serve all aspects of the value chain.

The Brenntag business model is uniquely complex and includes a myriad of chemical storage, blending, down-packing, containerization, and tailored delivery models. This plus growth has created a distinctly challenging and attractive opportunity for a world-class supply chain leader. The scope of this role includes Brenntag's ~\$2B Specialty Chemical Business for the Americas, encompassing the Nutrition, Pharma, Personal Care/HI&I (Household, Industrial & Institutional), Material Science (Coatings & Construction, Polymers, Rubber), Water Treatment and Lubricants business segments. As BSP leverages the Brenntag Essentials' massive warehouse, logistics, and supply chain infrastructure as well as third-party partners and in-house logistics assets (in the nutrition and lubricants businesses that came in via acquisition), the role has a significant strategy and optimization focus to it ... ensuring that the right balance of in-house and external resources are mobilized in support of commercial and business growth. Additionally, the new Senior Director must be an adept communicator, leader, and influencer, given the multiple internal & external stakeholders involved in optimizing the supply chain. Ultimately, the new leader will partner across the business to create a seamless and harmonized operational/supply chain motion for BSP that facilitates competitive advantage & growth.



Brenntag is in the midst of a significant shift from a very decentralized organizational structure to a more coordinated approach that leverages Brenntag's €19B scale and global leadership position in chemicals. This shift to a more regionally/globally aligned business structure creates a significant opportunity for the new Senior Director of Supply Chain Optimization at BSP to bring more best practices and network/supply chain optimization strategies to bear on the entire business. In addition, as the company drives a more seamless customer and operational rhythm and seeks to increase sustainability across its business, the new Senior Director will join Brenntag at a point in the company's history where there is an appetite for positive change.

In addition, the desired supply chain leader will:

- Strategically lead the BSP-focused supply chain (sites, vehicles, regulatory) operational build-out and closely collaborate with the BSE team to establish a coordinated and standardized model.
- Optimize the BSP network design and develop a dynamic structure to expand customer-reaching capabilities with speed, quality, and desired sustainability.
- Develop, implement, and monitor standardized KPIs (service level agreements, performance metrics, etc.) to reflect the business's goals and support Brenntag's overall strategy.
- Lead targeted efforts to continuously develop harmonized operations and the standardization of processes to enable cross-border collaboration.
- Create operational policies and align procedures to ensure safety, quality, and efficiency in all BSP supply chain activities.
- Direct the day-to-day operations of all BSP dedicated facilities and drive functional excellence and network optimization initiatives to support the business and enhance financial performance.
- Facilitate and lead dialogues with counterparts in other businesses and create opportunities to influence across the organization for the overall organization and BSP.
- Build an internal network with Subject Matter Experts to share and develop best practices in areas of the Supply Chain, focusing on BSP.

Essential Responsibilities:

- Act as the single point of contact for the coordination of all business requirements of BSP and collaborate (incl. giving support) with local entities to define and prioritize projects and related CAPEX and HC development.
- Drive improvement of the mechanisms for the supply chain operation, including surveying and measuring the service level.
- Develop change management plans for projects and/or change initiatives and evaluate the impact of planned network changes.
- Identify potential opportunities and risks and communicate across the organization to capitalize on or develop mitigation tactics.



- Facilitate and encourage communications with internal and external “client/customers” to achieve excellence, create value, and exceed expectations.
- Manages and monitors the supply chain success metrics and the overall performance of the supply chain to increase efficiency and maximize service level, performance, value, and profit.



Ideal Candidate Requirements and Attributes

As this is a very complex, strategic, and transformational role, the successful candidate will have the requisite deep/broad functional expertise, business acumen, leadership skills, and presence. The ideal leader will come from a complex wholesale distribution environment with related complexity and velocity. The new Senior Director will also have deep experience in creating a vision supported by actions that will build support, gain momentum, and accelerate the performance of a business with considerable investment.

Key functional requirements and competencies for this position are:

- Commensurate professional experience with a complex distribution company, preferably global or multinational, with a demonstrated track record in supply chain solutions implementation.
- Have the highest integrity and ethical standards that blend wisdom, judgment, and experience to provide sound and proactive guidance to leadership on short and long-term goals.
- Be personable, team-oriented, and have an executive presence. The ideal candidate will be fact-based, driven by results, and can lead change.
- The ability to communicate comfortably and effectively with all levels of the organization, including the ability to influence executive management through the effective use and interpretation of data.
- Experience adapting and operating effectively in a rapidly changing environment and leading and developing a team that can influence cross-functionally and across the enterprise.
- Strong strategic planning and analytical skills with project management experience, including a proven track record of developing and deploying organizational strategies and goals.
- Six Sigma certification or another formalized process improvement methodology.
- Demonstrated excellence working with 3rd party providers and the ability to negotiate respective agreements.
- Possess a minimum of a bachelor's degree; MBA or advanced degree in a related technical or business discipline preferred.



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