



## Greetings!

The team at **Brenntag Nutrition** is excited to sponsor the Collegiate Challenge, co-sponsored by the **Council for Retail and Sales and DeSales University**. This team-based competition is tasked to solve a real business opportunity for our company.

This year's CRS Collegiate Challenge, powered by Brenntag, challenges students to analyze a business market opportunity and make recommendations for the company. The top team will be awarded \$1,200 to be divided by team members, a trophy and their names on the CRS Big Trophy which will be housed at DeSales University. The second-place team will be awarded \$400 to be divided by the team and a trophy. The third-place team will receive a certificate.

The competition culminates in a regional competition to be held on October 12, 2023, at the DeSales University campus. Each school or branch may submit up to 2 teams. Last year some of the colleges ran a local competition and then sent their top team(s) to the final competition. This is a great class or club (e.g., Enactus, Business Clubs, LaunchBox) project! The competition will be judged on the written executive summary and the presentation.

Details of the Challenge are in the following pages. We believe presenting students with real business problems and having them develop solutions to those problems will help them bridge the gap between academics and the business world. Thanks for participating!

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# 2023 Collegiate Challenge Powered By



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### Important Dates

|                                  |  |
|----------------------------------|--|
| <b>Case Information Released</b> | By the 2 <sup>nd</sup> week of August  |
| <b>Wed Sept 20, 2023</b>         | Intent to Participate Form is Due (form will be online)  |
| <b>Tuesday Oct 3, 2023</b>       | Executive Summary due by 5pm. Send to Elaine Thode, CRS Program Director, <a href="mailto:elaine.thode@desales.edu">elaine.thode@desales.edu</a> |
| <b>Thurs, Oct 12</b>             | Presentations by Teams to Judges at DeSales University.  |

**Direct questions about the competition to:** Elaine Thode, CRS Program Director, [elaine.thode@desales.edu](mailto:elaine.thode@desales.edu)

## CRS Collegiate Challenge Case Information Powered by Brenntag Nutrition

### INTRODUCTION

You've heard the Shark Tank television show. We are taking that concept and applying it to a collegiate competition in retailing and sales!

When you enter the **CRS Collegiate Challenge, powered by Brenntag**, you gain both practical and theoretical experience through the development of recommendations for a major corporate client. This challenge allows you the ability to bring your lifelong learning skills to a competition that will help to build a great base for your personal career in business.

The focus of the competition will be on helping Brenntag determine whether to pursue a business opportunity. The Collegiate Challenge will surface ideas and creative solutions that will directly impact the company.

### CASE INFORMATION

#### Background

You may not know this, but Brenntag is part of your everyday life! If you use face cream, cosmetics, shampoo, easy-to-prepare foods, drinks, and hundreds of other products then most likely one of those products have ingredients supplied by [Brenntag](#).

Brenntag is the global market leader in chemical and ingredients distribution. The company connects ingredient manufacturers with leading food and nutraceutical producers. Brenntag has over 17,000 employees who provide tailor-made application, marketing, and supply chain solutions. Technical and formulation support, market, industry, and regulatory expertise as well as advanced digital tools are just some examples of the services that are aiming to create an excellent customer experience. Headquartered in Essen (Germany) and with regional headquarters in Philadelphia, Houston, and Singapore, the company generated sales of EUR 19.4 billion (USD 20.1 billion) in 2022. Since March 29, 2010, Brenntag SE (ISIN DE000A1DAH0) is listed at the German Stock Exchange in the Prime Standard Segment (since June 21, 2010 to September 20, 2021, in the MDAX index, since September 20, 2021 in the leading index DAX). The company has about 600 locations sites in 72 countries.

Brenntag was founded in 1874 by Philipp Mühsam in Berlin. The company originally was called "Brennstoff-, Chemikalien- und Transport AG" and wholesaled eggs. In 1938 the company was renamed "Brenntag". The company grew over the years as it entered the chemical distribution market. Between 1980-86, the company expanded to the United States through acquisitions of

several distributors including Western Chemical (1980), Textile Chemical (1981) and Delta (1986). Since then, the company has continued its international growth through various acquisitions.



**Our global network of food innovation and application centers**

## **Business Model**

Building on strengths as the leading full-line distributor since the beginning of 2021, the company has been managing Brenntag through two global segments: Brenntag Essentials and Brenntag Specialties. With this new operating model, they are setting the course for Brenntag’s successful future development by sharpening their profile in relevant industry segments and better serving customers’ and suppliers’ requirements. The new operating model is a core element of the company’s transformation program “Project Brenntag” that aims to set the base for sustainable organic earnings growth in a rapidly changing global market environment.

As an agile, lean, and efficient distribution partner at local levels, **Brenntag Essentials** markets a broad portfolio of process chemicals across a wide range of industries and applications. In this

segment, Brenntag benefits from local market knowledge and reach. This allows Brenntag to make targeted use of economies of scale.

**Brenntag Specialties** is geared to expanding market position as the leading supplier of specialty chemicals in six selected focus industries worldwide: Nutrition, Pharma, Personal Care/HI&I (Home, Industrial & Institutional), Material Science (Coatings & Constructions, Polymers, Rubber), and Lubricants. These focus industries are large, globally relevant sectors that offer significant potential for end-to-end solutions as well as the company's excellent technical and application-related expertise and are subject to high regulatory requirements.

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

### **Long-term transformation of the company**

“Strategy to Win” represents the second phase in Brenntag's transformation journey. The first phase, “Project Brenntag”, started more than two years ago and focused on implementing the new operating model with two global business divisions (described above) and clear customer segmentation, optimizing the site network, and on structurally addressing productivity improvements by 2023.

## **Brenntag Nutrition**

In 2018, Brenntag launched its global Nutrition brand and strengthened its position as a leading provider of food ingredients to the international marketplace. [Watch this video overview on Brenntag Food and Nutrition.](#)

Much of the food you eat on a regular basis contains ingredients that were distributed by Brenntag. Every day more than nine hundred experts help to deliver the best ingredients in terms of taste, texture, nutritional composition, and shelf-life (Brenntag 2019 Annual Report). Although many consider Brenntag as a logistics company, getting product from point A to point B, there is much more to their story.

The Brenntag Nutrition business unit acts a sales and marketing arm for many of the largest global ingredient manufactures. They also have a staff of engineers, culinary experts, as well as food scientists that work in Application Development Centers to provide their customers (and the consumer) with innovative foods and nutraceutical supplements. Many of these projects are developed to address consumer trends such as low sugar, KETO diets, Whole 30 compliance, functional foods, or a delicious cupcake with extended shelf-life!

The Nutrition team at Brenntag supplies commodity and specialty ingredients and have expertise in the following areas (see <https://food-nutrition.brenntag.com/global/en/> for expanded definitions of each area):

- Bakery & Snacks
- Beverages
- Chocolate & Confectionery
- Convenience Food, Ready Meals, Soups and Sauces
- Dairy and Ice Cream including plant-based options
- Fruit and Vegetable Processing
- Meat, Poultry, and Fish including plant-based options

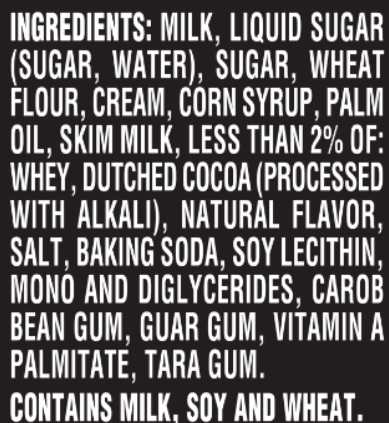
## Case Focus and Opportunity

### Brenntag Nutrition

Brenntag typically distributes ingredients that are trademarked by its producer partners. These products are manufactured and packaged at the manufacturers location and sold to Brenntag for distribution to end users. As Brenntag continues to grow the global Nutrition business, it is strategically positioning itself to sell higher value items to the marketplace.

One way of doing this is to develop its own line of functional ingredient blends. This offering enables Brenntag to have a unique, value-added product formulated into the final consumer packaged goods (CPG) product that is difficult for a competitive product to replace. Food and Beverage manufactures typically need to show a significant cost savings for a scientist to adjust the formula and add a new ingredient to their final retailed product.

For example: An ice cream manufacturer uses various stabilizing gums to maintain creaminess and prevent ice crystals. See example product label below:



**INGREDIENTS: MILK, LIQUID SUGAR (SUGAR, WATER), SUGAR, WHEAT FLOUR, CREAM, CORN SYRUP, PALM OIL, SKIM MILK, LESS THAN 2% OF: WHEY, DUTCHED COCOA (PROCESSED WITH ALKALI), NATURAL FLAVOR, SALT, BAKING SODA, SOY LECITHIN, MONO AND DIGLYCERIDES, CAROB BEAN GUM, GUAR GUM, VITAMIN A PALMITATE, TARA GUM.**  
**CONTAINS MILK, SOY AND WHEAT.**

Note: This image is borrowed from Breyers and is used only for the purpose of a product label example.

Cookies & Cream | Breyers®

Brenntag could formulate a blend that would include carob bean gum, guar gum and tara gum as one blended product for this ice cream manufacturer to purchase and include into their finished, ready to sell ice cream.

**Brenntag's challenge is whether or not we should create a unique Brenntag brand for the blends.** While there is a tremendous benefit of having a proprietary branded product, there are also potential risk, a few of which are shown below:

- Our supply or customer partners will view us as a competitor
- We will lose distribution authorizations from the Ingredient Manufacturers
- We will lose business from customers that are currently buying single ingredients from Brenntag to create their own, unique blend

## Assignment / Project Parameters

Assignment: Approach this as if your team is a part of consulting company.

Student teams will evaluate two alternatives:

1. Not creating a unique Brenntag brand for the blends
2. Creating a unique Brenntag brand for the blends

In your analysis, present the pros and cons of each alternative. For the alternative of selling under a Brenntag Brand, provide recommendations about how Brenntag should proceed in the form of recommendations for go-to-market distribution and marketing (see suggested outline of the expanded executive summary.)

### **Deliverables are as follows:**

1. An expanded executive summary (5-8 pages)
2. Presentation (15 minutes max)

Ideas presented should be actionable. This means that the Brenntag team can implement the idea in a short period of time (less than one year) and that the idea deserves time, money, and energy to expand the idea.

On Oct 12, 2023, teams will present to judges from Brenntag, followed immediately by a 10-minute question and answer session with the judges. A schedule will go out a week before the event. The winners will be announced on that day.

Teams should provide justification for proposed expenditures based on the objectives/recommendations developed by the team.

## Useful Sites

How to Write a Case Study: <https://www.thoughtco.com/how-to-write-a-case-study-analysis-466329>

How to Write Executive Summaries:

<https://www.uakron.edu/cba/docs/communications/WritingExecutiveSummaries.pdf>

## Rules and Procedures

1. The competition will be held Oct 12, 2023, at DeSales University, 2755 Station Ave., Center Valley, PA. More information on the venue will be sent to participating schools as we approach the deadlines.
2. Each college or university invited to compete is allowed two (2) teams in the competition. If the institution has multiple campuses (i.e., Penn State), each campus will be counted as a separate college and can send up to two teams. Each team must be comprised of at least 3 but no more than 4 students. If a team of 3, at least 2 team members must also present at the competition. If a team of 4, at least 3 of the 4 team members must also present at the competition. The challenge may be a class project, a club project or, if there is enough interest among students, a group of students may get together and compete. There **MUST** be a faculty advisor to the team. The faculty advisor(s) or university representative(s) may accompany the team to the competition venue.
3. Each school entering the Collegiate Challenge must submit their [intent to participate form](#) by Sept 22, 2023 on the Council for Retail and Sales website.
4. Students working on the project must be undergraduates from a 2-year or 4-year college/university, with a graduation date of 2023 (if graduating in the Fall) or 2024 or later.
5. Each team is responsible for their own expenses (i.e., travel, transportation, lodging, materials for the presentation). Food will be provided on site (free of charge) and typically includes a light breakfast and full lunch.
6. **The finished executive summary must be received by Tuesday, Oct 3, 2023 by 5:00 p.m.** Projects should be sent by email to Elaine Thode, Council for Retail and Sales, DeSales University: [elaine.thode@desales.edu](mailto:elaine.thode@desales.edu)
7. **Contacting Brenntag:** Each team advisor (after submitting the intent to participate form) should collect questions that students may have regarding the competition as the semester progresses. These questions will then be submitted to the company representative at the end of each week (assuming there are questions). The company representative will assemble the questions and provide general answers to the requesting advisor. The company representative at Brenntag is Shea Worman.
8. When entering the challenge all students and faculty advisors agree that all the ideas from the competition become the property of Brenntag. They further agree that all the ideas for the



paper, and the representative information provided within the paper are the work of the students. All competitors agree that they will receive no compensation for their work.

## The Written Portion – Expanded Executive Summary

1. This challenge requires the development of a 5 – 8 page expanded executive summary. The expanded executive summary may NOT exceed the page limit. All pages, except the cover page, should be numbered. **All pages, including the cover page count in the page limit.**
2. The name of the competing college or university should appear on the cover page along with the company logo (which must conform to Brenntag Communication Standards), the team's name, the students' names, and the name and contact information for the faculty advisor. Other information, graphics, etc., are acceptable.
3. Each team should generate secondary data to substantiate all material found within their executive summary. APA (American Psychological Association) style should be used for referencing purposes within the expanded executive summary. Primary research is accepted and encouraged.

### ***Suggested Expanded Executive Summary Contents***

**Team members may decide on the contents. Shown below are suggested areas to include.**

#### **Introduction**

#### **Situation/SWOT**

1. Current situation (research that describes current situation with regards to case)
2. Competitive Analysis
3. SWOT analysis of the alternatives

**Objectives – use SMART objectives – Describe what your team wants to achieve as it relates to the case.**

**Recommendations – Provide recommendations and how to implement (including budget)**

**Evaluation– Provides ideas on how the recommendations will be evaluated**

#### **Conclusion**

**Works Cited – Include the research used in development of the expanded executive summary in APA (American Psychological Association) style.**

## The Presentation

1. Teams: Each team must be comprised of at least 3 but no more than 4 students. If a team of 3, at least 2 team members must also present at the competition. If a team of 4, at least 3 of the 4 team members must also present at the competition. Any work must be done by the students on the team.
2. Timing: Each team will be required to make a 15-minute (limit) presentation to the judges. Following the presentation there will be a 10-minute (limit) question and answer (Q&A) session with the judges. The 15-minute limit is hard, meaning that at the end of the 15 minutes, the person timing will say, “stop” and the presenting team must stop their presentation. A two-minute warning will be provided. The person timing will stop the judges Q&A sessions at the 10-minute mark, no matter where the teams or judges are in asking/answering the questions. The faculty advisor may attend the Q&A session but may not participate.
3. The team members MUST operate all electronic presentation devices. No one who is not a member of the team (including the team’s advisor) may help during the presentation. Teams are responsible for all their own equipment. The facility will have a computer with PowerPoint and Internet capabilities, a presentation remote control, and a screen to project the presentation.
4. The presentations may be made utilizing any method desired. Graphs, layouts, charts, etc. may be used and displayed. Computer-generated presentations are allowed. Students may show and/or hand the judges items (such as examples of creative ideas); however, students may not GIVE them any items (such as food, gifts etc.). Corrections to errors made in the expanded executive summary may not be made and given to the judges during the presentation.
5. Anyone may be present during presentations. No one may enter the presentation rooms after the start of the presentations. Latecomers will be turned away.

## Awards

Awards are determined by the combined score of the expanded executive summary and presentation.

| Award                       | Description  |
|-----------------------------|--|
| <b>1<sup>st</sup> place</b> | <p>The team will receive a trophy that will be housed at the winner’s school, award certificate, plus the following:</p> <p>\$1,200 total to be divided equally among team members</p> <p>The team members’ names will be added to the Big Trophy, housed at DeSales University. This trophy contains team member’s names and sponsors from previous competitions.</p> |

|  |  |
|--|--|
| <b>2<sup>nd</sup> Place</b>                                | The team will receive a trophy that can be housed at the winner’s school, award certificate and \$400 total to be divided equally among team members.  |
| <b>3<sup>rd</sup> Place</b>                                | Certificate for each team member   |
| Every person will receive a certificate for participating. |  |
| <b>Other awards</b>  | There may be other awards presented by the judges if outstanding performance is indicated. This will be up to the judges’ discretion. For example, awards MAY be given for “Best Presenter,” or for other achievements that exceed the minimum expectations. |

### ***Scoring***

1. Scoring sheets for both the expanded executive summary and presentation will be used to choose winners. These score sheets should help the teams develop their expanded executive summary content and are included below.
2. Judges’ decisions are final.
3. The penalty for all violations is disqualification. Whether or not a disqualification is warranted is up to Brenntag representatives.

### ***Judges***

There will be three to five judges. The judges for the challenge will be individuals who are experts in their areas. There will be judges from the sponsoring company (Brenntag) and if needed, faculty and/or practitioners.

## Tentative Score Sheets

### CRS Collegiate Challenge - Expanded Executive Summary

|                           | Must Improve | Should Improve | Satisfactory | Very Good | Excellent | Score |
|---------------------------|--------------|----------------|--------------|-----------|-----------|-------|
| <b>Situation/Strategy</b> |              |                |              |           |           |       |
| Introduction              | 0-1          | 2              | 3            | 4         | 5         |       |
| Current Situation         | 0-3          | 4-5            | 6-7          | 8-9       | 10        |       |
| Competitive Analysis      | 0-3          | 4-5            | 6-7          | 8-9       | 10        |       |
| SWOT                      | 0-11         | 12-13          | 14-15        | 16-17     | 18-20     |       |
| Objectives                | 0-1          | 2              | 3            | 4         | 5         |       |
| <b>Ideas</b>              |              |                |              |           |           |       |
| Recommendations           | 0-19         | 20-23          | 24-27        | 28-31     | 32-35     |       |
| Evaluation and Control    | 0-1          | 2              | 3            | 4         | 5         |       |
|                           |              |                |              |           |           |       |
| Conclusion                | 0-1          | 2              | 3            | 4         | 5         |       |
| Documentation of sources  | 0-1          | 2              | 3            | 4         | 5         |       |
|                           | <b>TOTAL</b> |                |              |           |           |       |

### CRS Collegiate Challenge – Presentation

|  | Must Improve | Should Improve | Satisfactory | Very Good | Excellent | SCORE |
|--|--------------|----------------|--------------|-----------|-----------|-------|
| Opening – Attention getting, led into topic          | 0-1          | 2              | 3            | 4         | 5         |       |
| Current Situation/Competitive Analysis/SWOT          | 0-17         | 18-20          | 21-23        | 24-26     | 27-30     |       |
| Recommendations                                      | 0-19         | 20-23          | 24-27        | 28-31     | 32-35     |       |
| Conclusion – Effective                               | 0-1          | 2              | 3            | 4         | 5         |       |
| Overall Delivery, gestures, energy level, voice      | 0-3          | 4-5            | 6-7          | 8-9       | 10        |       |
| Visual Aids  | 0-3          | 4-5            | 6-7          | 8-9       | 10        |       |
| Appearance – dressed for a professional presentation | 0-1          | 2              | 3            | 4         | 5         |       |

### Contact Information

Questions or concerns should be directed to: Elaine Thode, CRS Program Director,  
[elaine.thode@desales.edu](mailto:elaine.thode@desales.edu) **Note: Any contact must be initiated by the faculty advisor.**

### **About the Council for Retail and Sales**

The Council for Retail and Sales (CRS) is a leading authority on issues and solutions that face the retailing and sales industries. We will develop relationships, strategic alliances and partnerships with stakeholders in these industries. The CRS will also focus on connecting students to industry professionals.

Originally started at Kutztown University as the Center for Retailing Solutions, in 2009, the CRS has been associated with several community partners including Penn State. The CRS is currently housed at the Business Division of DeSales University, Center Valley, PA.

## The CRS 2023 Collegiate Challenge Intent to Participate

Powered by  **BRENNTAG**

### COMMITMENT TO PARTICIPATE IN THE 2023 CRS COLLEGIATE CHALLENGE.

Intent to participate due by Friday, Sept 22, 2023

Form also available at <https://thecrs.org>

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Faculty Advisor's Name (Please Print), Title

Phone Number

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Faculty Co-Advisor's Name (if applicable), Title

Phone Number

College or University: \_\_\_\_\_

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Faculty Advisor's Address

Email Addresses

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**Names of Students - Max of 2 teams per school...please coordinate with other faculty at your school. Team size 3 to 4 people**

| Member Name            | Major | Email |
|------------------------|-------|-------|
| <b>1 Team Captain:</b> |       |       |
| <b>2</b>               |       |       |
| <b>3</b>               |       |       |
| <b>4</b>               |       |       |

| Member Name            | Major | Email |
|------------------------|-------|-------|
| <b>1 Team Captain:</b> |       |       |
| <b>2</b>               |       |       |
| <b>3</b>               |       |       |
| <b>4</b>               |       |       |

**Send To:** Elaine Thode, CRS Program Director, [elaine.thode@desales.edu](mailto:elaine.thode@desales.edu)