



**BRENNTAG**

**Creating Value with a  
People-Focused Transformation**

**Ensuring Employee Engagement  
in a Next-Level  
Master Data Management Project**

Client Success Story

# When People are Key: Towards a High User Adoption for MDM at Brenntag North America

## High employee engagement = transformation project success

Brenntag North America is a subsidiary of the Brenntag Group, a world market leader in full-line chemical and ingredient distribution. In an initiative focusing on the North American region, they successfully elevated the Master Data Management (MDM) to a strategic, value-adding function, using a people-focused transformation approach.



Stephen Rostick – MDM Director Americas, Brenntag North America

“ The Master Data Transformation initiative at Brenntag North America showed a high degree of complexity, demanding the involvement of very diverse stakeholder groups. With insights provided by PulseShift, our project team was able to deliver an effective change management approach and achieve a high user adoption as well as a very positive user experience. Based on continuously collected sentiment data, we were able to focus on value-adding activities that addressed actual stakeholder needs. ”

# Roadmap towards Transformation

## Introducing new data standards and processes

In 2019, Brenntag North America developed a multi-year roadmap to transform the way the organization creates, manages, and stores its master data. The goal was to unleash the full potential of Master Data Management (MDM) through excellent data governance.

Excellent data governance as a driver for success is often overlooked, with the result that MDM is reduced to a set of policies and guidelines executed by IT and not widely followed within the organization, a common mistake that Brenntag North America did not want to make.

Therefore, the first step for Brenntag North America was to establish a master data management organization. It defines effective and efficient data standards and processes, supports data maintenance with modern technology and ensures high data quality with a clear governance approach. **After establishing the organization, Brenntag North America started the implementation of a technical platform** with SAP MDG (Master Data Governance) & SAP DMS (Document Management System) in 2020 to enable value-added data governance.

## Focus on employee transformation experience

As the focus on employees is at the core of Brenntag's corporate values, commitment and support of the company's workforce to new MDM processes has a high priority. To ensure a clear visibility of the employee transformation experience, and anticipate any risks and challenges in stakeholder engagement and enablement, **Brenntag North America made the decision to rely on Camelot's solution for Transformation Analytics – PulseShift.**



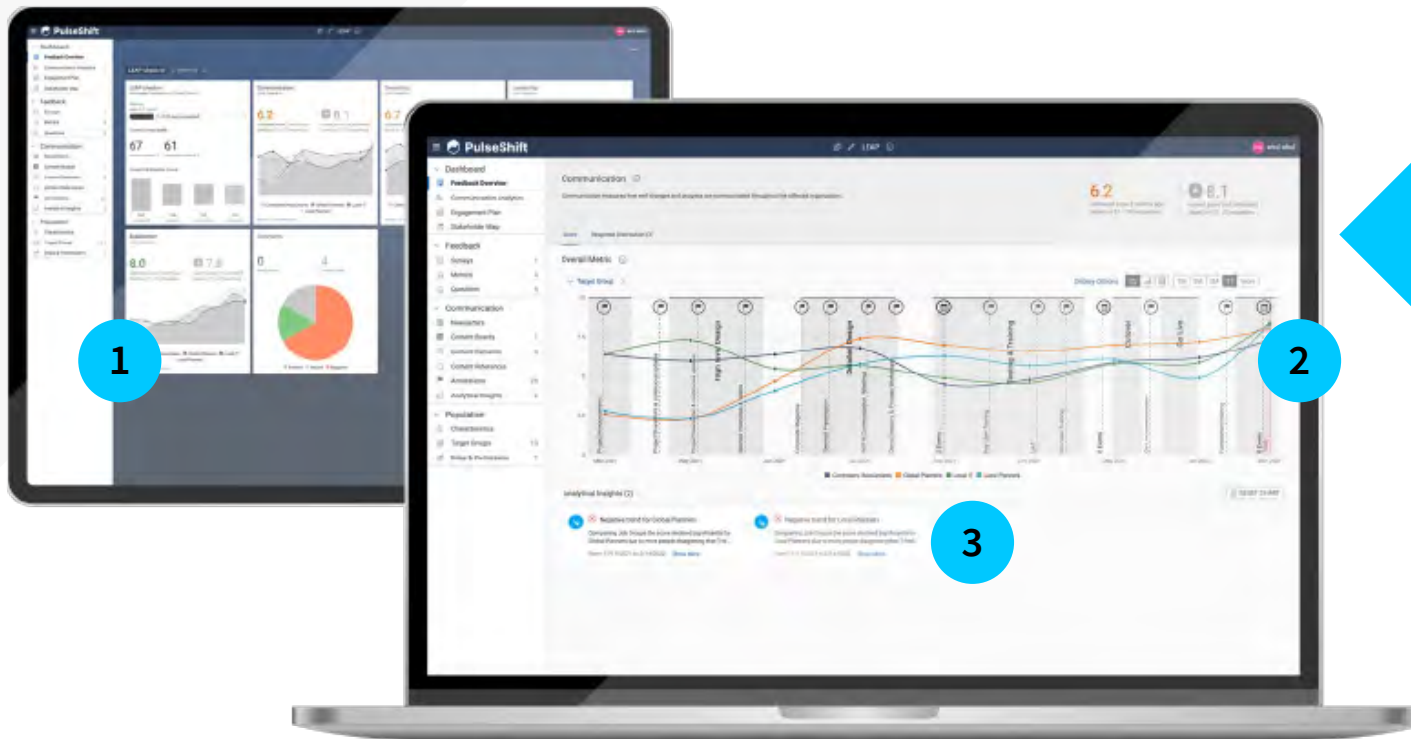
# Transformation Analytics: Increasing Employee Engagement

## Staying on track with sentiment analysis

PulseShift supports Transformation Analytics as a new approach in change management. It provides the change management team with stakeholder-specific feedback on change measures.

PulseShift collects sentiment data from stakeholders inside the organization at different stages of an ongoing transformation project and relates the collected data to change management activities like stakeholder engagement, communication, and training, clearly showing the effectiveness of these types of activities for each specific stakeholder group. It constructs an individual transformation experience trend for each stakeholder group and generates insights that help identify pain points early on supporting the effective steering of transformation efforts.

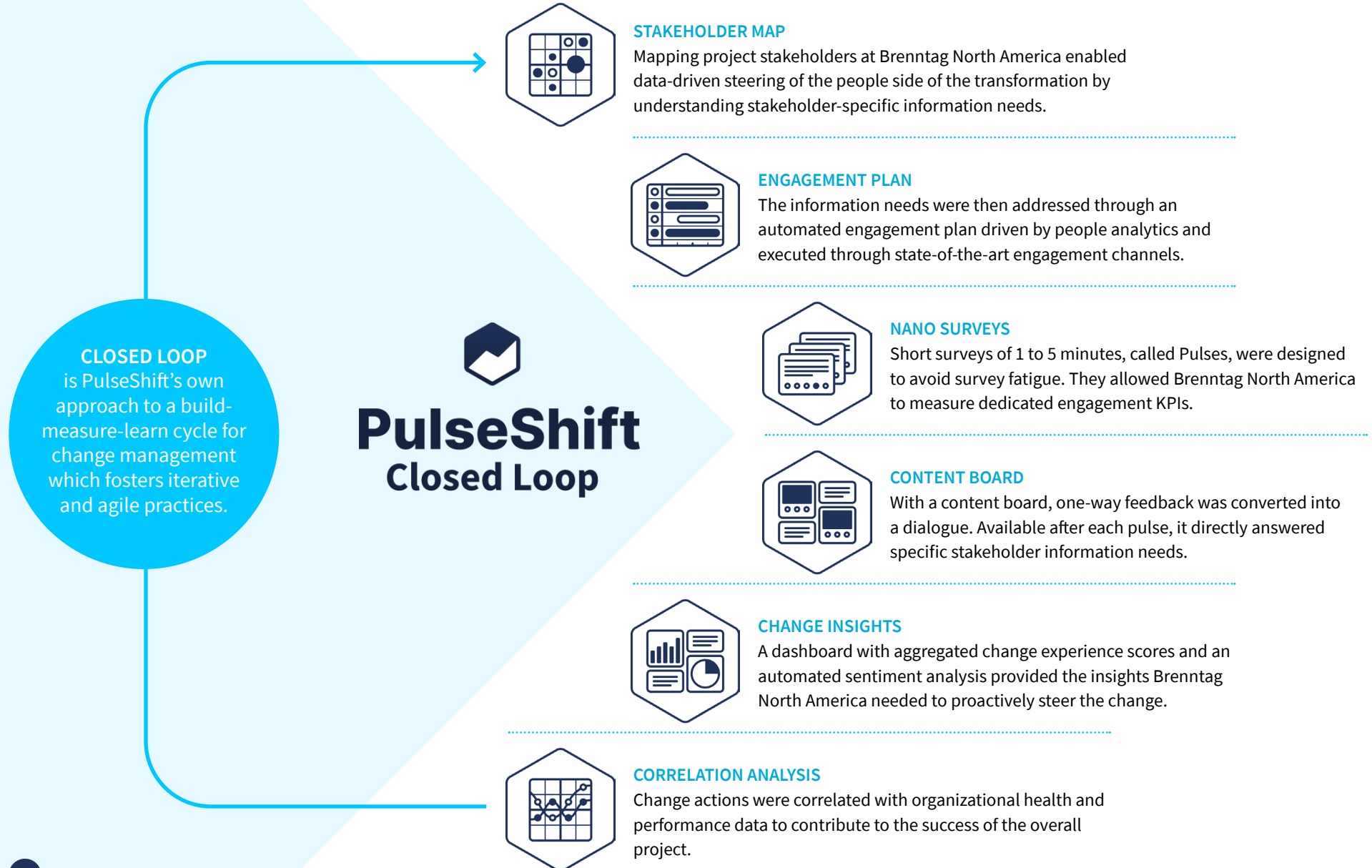
Brenntag North America used PulseShift to measure and quantify user adoption routinely throughout their master data management transformation. The results helped Brenntag North America to better assess change impacts and adjust their risk management approach.



### BENEFITS OF TRANSFORMATION ANALYTICS WITH PULSESHIFT

- 1 Provide metrics on user adoption and business readiness
- 2 Enhance visibility of the employee transformation experience
- 3 Anticipate any risks and challenges in stakeholder engagement and enablement

# Closed-Loop Transformation Management with PulseShift

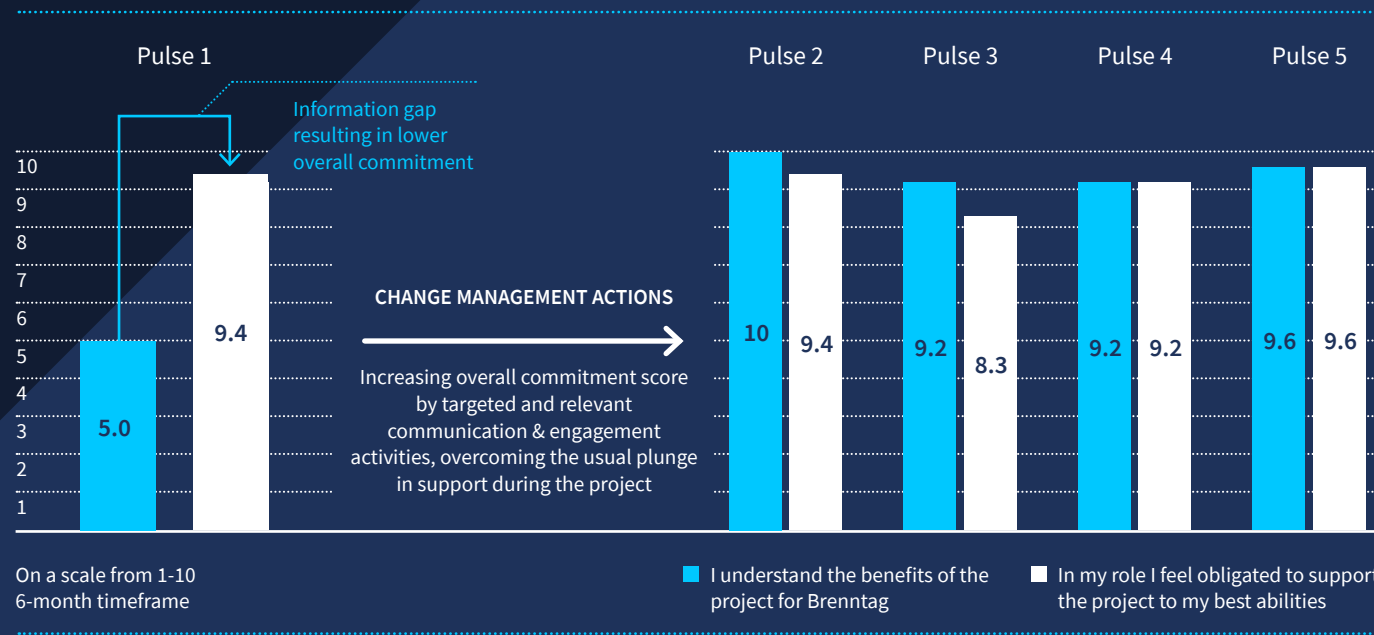


# Stop Assuming: Uncover Motivations with Transformation Analytics

## Identifying reasons for low stakeholder engagement (Example 1)

The overall commitment of stakeholders in some Brenntag North America locations started out very slowly in the beginning of the project.

One stakeholder group showed high levels of commitment to support the initiative. Data collected with PulseShift showed however, that they were unsure regarding the specific benefits for their regional organizations. The gap between these two commitment metrics, was a potential threat to the overall commitment in the long run and needed to be managed early on.



### This was addressed through

- ▶ dedicated benefit communication to management,
- ▶ WIIFM (What's in it for me) communication for all stakeholder groups,
- ▶ support material and regular project updates available to be used to cascade the information.

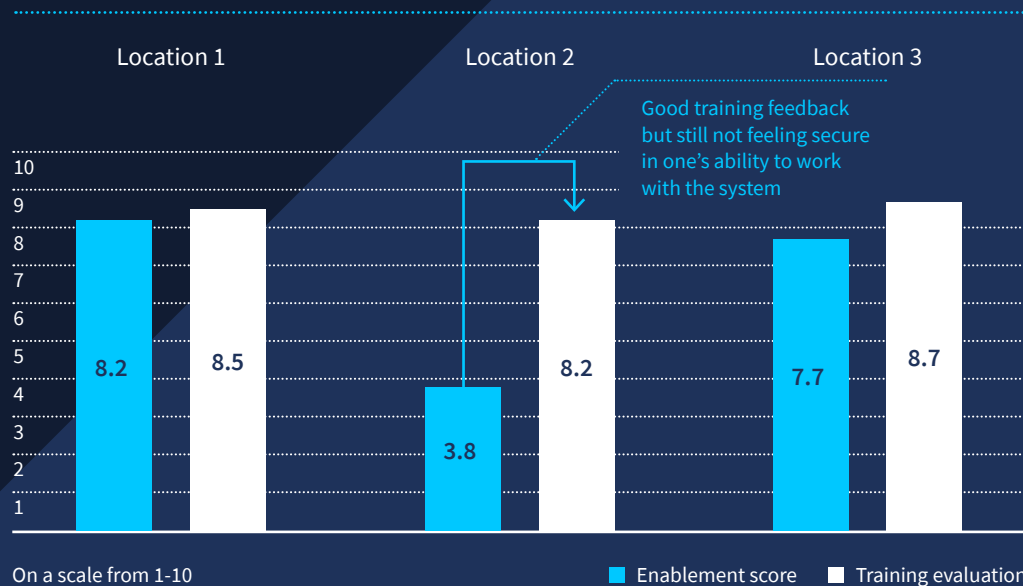
This in turn improved the overall commitment score for this stakeholder group from 60% at the beginning of the project to 96% at the end.

# Beyond Gut Feeling: Data Support for Change Management Activities

## Following up on training effectiveness (Example 2)

All users went through extensive trainings. Later a specific location turned out to have low enablement scores.

By comparison with other measured KPIs and alignment with local users it was identified that the reason for the lower enablement score was neither insufficient nor low quality of trainings but rather the lack of time to practice learnings in daily business activities.



**This led to insecurities that showed in the data. It was addressed by**

- ▶ enabling the key users to support end users ad-hoc,
- ▶ increasing support from within the MDM organization,
- ▶ proving short step-by-step guides to support occasional system users.

The result was an overall improvement of enablement scores.

# Compelling Results

Measuring the effectiveness of the change management activities with PulseShift by collecting relevant data helped Brenntag North America

- ▶ understand stakeholder-specific sentiment,
- ▶ proactively design change management activities,
- ▶ lead the change to ensure a successful transformation.

## BRENNTAG GROUP\* KEY FIGURES



Over **190** locations  
6 regional companies / 4 entities



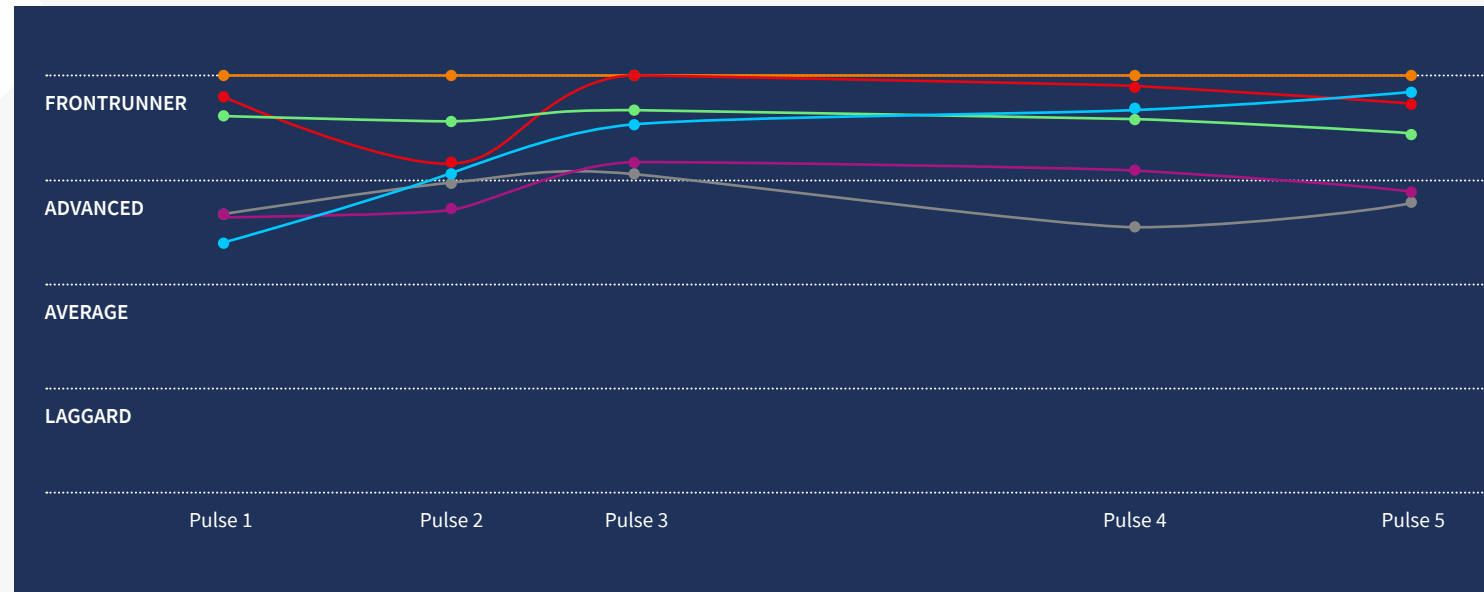
**400** project stakeholders



World **market leader**  
in full-line chemical and ingredient  
distribution



Change management  
**frontrunner**



The transformation curve of all stakeholder groups showed a typical behavior with a “plunge” at a certain point of the project, indicating the level of uncertainty in one’s own abilities in relation to the knowledge about upcoming changes – a Change Cascade. Understanding the individual transformation experience based on data gathered with PulseShift allowed to develop appropriate measures at the right time to address these uncertainties successfully.

\*Scope of this project was Brenntag North America



## The Companies

### Brenntag North America

Brenntag North America is a subsidiary of Brenntag SE, the global market leader in chemical and ingredients distribution. We offer comprehensive solutions as well as individual chemical products throughout North America.

#### **Brenntag North America, Inc.**

5083 Pottsville Pike  
Reading, PA, 19605  
United States

[www.brenntag.com/en-us/](http://www.brenntag.com/en-us/)

### Camelot Management Consultants

We are a global management and technology consulting firm focusing on value chain management. Our mission: turning our clients' value chains into a competitive advantage and creating lasting impact where our clients need it most. By combining our industry focus, value chain process expertise, and technology know-how, we guide our clients from strategy to sustainable technology adoption.

#### **Camelot Management Consultants AG**

Theodor-Heuss-Anlage 12  
68165 Mannheim  
Germany  
Phone +49 621 86298-0

[www.camelot-mc.com](http://www.camelot-mc.com)

## Contact

**Uta Heydrich** | Head of Business Transformation |  
uhey@camelot-mc.com  
Camelot Management Consultants

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[www.camelot-mc.com](http://www.camelot-mc.com) · [office@camelot-mc.com](mailto:office@camelot-mc.com)

#### EUROPE

Global Headquarters  
Theodor-Heuss-Anlage 12 | 68165 Mannheim | Germany  
Phone +49 621 86298-0

#### AMERICAS

1717 Arch Street | Suite 1300 | Philadelphia · PA 19103 | USA  
Phone +1 267 589 9242

#### MIDDLE EAST

Jumeirah Lakes Towers  
Cluster O · Reef Tower · 30th Floor | P.O. Box 5003333 · Dubai  
United Arab Emirates | Phone +971 4 350 7441

#### ASIA/PACIFIC

97 Varsha · Plot no. 96/2+97  
CTS no. 1132-1133 · Anand Park | Aundh · Pune · MH  
India 411007 | Phone +91 9987 987 385