

10.06.2026

VCI Mittelstandstag 2.0

Frederik Spiekermann

Risikomanagement in der Praxis



Frederik Spiekermann

Packaging Expertise (2005-2018)

Various Positions – (last Director Procurement) at Klöckner Pentaplast (€1.2 bn Revenue) from 2005 -2016

CPO at Perlen Packaging (€160m Revenue) from 2016 -2018

Chemical Expertise (2018 – today)

CPO Atotech Group (€1.2bn Revenue) from 2018

Responsible for Atotech's Global Procurement Organization (GPO). Budget, Spend & Compliance Responsibility for more than €870m. Managing a team of ~ 60 FTE's globally.

CPO Heubach (€900mn Revenue) from 2023

Responsible for Heubach's Global Procurement Organization (GPO). Budget, Spend & Compliance Responsibility for ~€820m. Managing a team of ~ 40 FTE's globally.

CPO Borealis (€8bn Revenue) from 2025

Responsible for Borealis Global Procurement Organization. Budget, Spend & Compliance responsibility for €1.7 billion. Managing a total workforce of 70 FTE's across multiple sites in different countries such as Austria, Germany, Italy, Sweden, Belgium, Finland & China.

CPO Borouge International (>\$20bn Revenue) from 2026

Responsible for Borouge International Global Procurement Organization. Managing a yearly Spend of \$5.8bn with a total workforce of 240 FTE's across multiple sites in Europe, MEA, China, South and North America.



Creating a new industry champion from three regional leaders



Borouge International brings together three strong businesses with complementary strengths across regions, assets, technologies and customer relationships.

Together, we are building a stronger global polyolefins company with the scale to compete, the expertise to innovate and the reach to serve customers across key markets.

- Resilient to changing market conditions
- A broader footprint across the Middle East and Asia, Europe and North America
- Complementary assets, technologies and product portfolios
- Greater scale, reliability and innovation
- Strong foundations in safety, compliance and operational discipline
- 13.6 mtpa pro forma production capacity, including Borouge 4

16,500+
Patents

10,000+
Global workforce

Global
Leader in polyolefins

Three established businesses.
One broader platform for the future.



- World's largest single-site polyolefins complex
- Advantaged feedstock and premium product offering
- Strong presence in high-growth Asian markets
- Approx. 5.0 mtpa capacity



- Global technology and application expertise
- Deep customer relationships
- Strong European production network
- Approx. 4.6 mtpa capacity



- Feedstock-advantaged with proprietary technologies
- Trusted partner for differentiated applications
- Strong position in North American markets
- Approx. 2.6 mtpa capacity

Why is Risk Management (Sourcing) needed?

Shortages, Sustainability and Regulations are driving Decisions

Supply Chain Issues
(e.g. Suez, Covid, Military Conflicts)



Portfolio cleaning at suppliers



Increasing number of chemical regulations



Trade War & Tariffs



New Supplier Approval rate



Request on sustainable Solutions



Inflation impact working capital



Intensive Reliability Testing



Customer demands



INSIGHTS

STRATEGIC SOURCING LEADING TO INCREASED RESILIENCE IN TIMES OF CRISIS

The CPO Agenda for 2026

Market Environment & headwinds European companies are facing

- Increased competition from Middle East, Asia and / or Americas (based on Feedstock advantages, lower labor and energy costs among other reasons)
- Losing competitiveness, market share while facing margin erosion & increasing number of insolvencies



INSIGHTS

IF YOU FEEL THE PRESSURE ON YOUR TOPLINE,
YOU NEED TO APPLY IT TO YOUR BOTTOM LINE

The CPO Agenda for 2026

Analytics

- Know your procurement markets (e.g. Country of Origin)
- Know your Single Source Exposure & Supplier / Material Dependency

Risk Mitigation Measures – Sourcing in High Growth Regions and Single Source Mitigation as savings enabler

- 1 Via Distribution Channels
- 2 Via own Sourcing Office e.g. in India / China etc.
- 3 Via external Partners (working with dedicated boutique consulting firms on project basis)

How does the ideal Sourcing Mix look like?

It's always good to have (qualified) options. Apply a mix out of domestic supply and imports. Given the increased number of crisis situations triggered by tariffs, wars and or incidents (e.g. Suez blockage, Covid etc.) it's always good to have raw materials coming from 2-3 different areas of the world if possible.