



# Arnaud Backbier

Bringing sustainability into products | Entrepreneurial business leader | Commercial leader / Managing Director

📍 Randstad, Netherlands

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## Languages

- Dutch (Native)
- English (Fluent)
- German (Fluent)
- French (Basic)
- Spanish (Basic)

## About

An entrepreneurial and commercial / business executive with focus for: people, ambition, culture, customer and innovative sustainable products. Experience and passion for biotechnology, pushing for more sustainable or green chemicals (launched 6 in four years), performance chemicals used in automotive, fashion, apparel and furniture and usage as food ingredients. Business responsible (similar to Business Unit or Division Director) for the Smit & zoon Beamhouse, Wet End divisions and for global commercial / business strategy and policy as the leading commercial officer (CCO level).

A strong experience in and connecting the key functions of an innovative manufacturing company . Recognized for a collaborative, accountable and performance based leadership and building strong teams and develop talents of persons. Proven to be able to translate industry or global trends as well as financial or performance metrics back into a strategy and translate into tactical and operations actions.

Ability to develop industry relations and engaging stakeholders. Experience in international management, able to communicate effectively in a multi-cultural environments

### BRANDS WORKED WITH

- dsm-firmenich
- EY
- Royal Smit & Zoon
- Various
- VvE Streksingel

## Experience

### ● Chair Financial Supervisory Committee

VvE Streksingel | Jun 2020 - Now

The Financial Supervisory Board/Committee checks, reviews and evaluates the annual accounts, financial health, annual reports and financial outlook. It reports its findings to the AGM (annual general meeting) and the Executive Board as a supervisory and an advisory task.



### ● Start-up advisor

Various | Nov 2023 - Now

As an advisor to start ups to provide professional guidance and advice on business expertise on strategy, commercialization, industry, organizational development or operations advice, mentoring, as well as networking connections and support securing financing / funding.



### ● Commercial Director

Royal Smit & Zoon | Jan 2018 - Now

Global responsible (VP/Vice President) for commercial, sales and marketing, profitability, new business development, product management, innovation and overall P&L management, strategic direction and managing director / division director for the main divisions.

Leading for new Biobased and more sustainable products for tanneries. Part of the company ESG committee and involved in life cycle analysis and CSRD.

Provide direction to company initiatives and commercial strategy (CCO level) with the CEO and Board. Important elements in the position are to develop the business of Smit & zoon by developing and implementing a global strategy, developing profitable business with sales in fashion, automotive and furniture industries, improve performance and sales processes, building high performance teams and general management for performance chemical and coatings to grow the company to a continuing sustainable profitable future. Responsible for a part of the sales including to tanneries of key luxury brands and the sales budget.

Major skills and experiences:

- Define commercial strategy and drive execution with Board and area

sales responsible.

- Drive cross-functional focus on customer outcomes, value, and experience.
- Ensure and oversee gross profit margins and revenue on country, customer and product levels.
- Lead product management and innovation
- Recruit, motivate, and retain a higher-performing CCO organization, driving sales personnel engagement and improve commercial skills via training.
- Improve the customer process including more digitalization.
- Build strong alignment with peers in Sales, Product, Application, Marketing, Operations Finance and other areas
- Define early risk and health indicators for sales
- Manage a partner strategy including the identification and management and evaluation of partners
- Engage directly with high-value clients in fashion
- Drive Operational Excellence with an affinity for a metrics-driven, results-driven approach



### ● **Head of Supply Chain**

Royal Smit & Zoon | Jul 2015 - Jan 2018

Responsible for the company customer service, sales back office, supply chain and logistics and link with procurement / purchasing. Ensure these functions deliver the products and services to meet the business needs with > 97% OTIF and sales approach of Smit & Zoon to the leather (performance materials) and functional oils (food, feed industry) customers, distributor and agents anywhere on the globe. Develop the business of Smit & zoon.

### ● **Global Supply Chain Manager for food enzymes and functional food ingredients**

dsm-firmenich | May 2011 - Jun 2015

Delivering the product in the most optimal to the customer and at optimal working capital any place around the globe. Key elements in the position is to develop and implement a global strategy, improve on time deliveries and drive down working capital. Skilled in developing high performance team, analyze and change value chain and business models, and integrate acquisitions. Develop and implement a regionalisation drive to set up regional teams in Brazil and China. Starting up and integrating China production facilities. Oversee operations and (later) restructuring of functional food ingredients unit. Active part of key account management of global FMCG customers.

### ● **Supply Chain Planning Manager for food enzymes and functional oils**

dsm-firmenich | Oct 2009 - May 2011

Planning the global supply chain and lead the planning team. Optimize inventory to improve financial results. Improve the S&OP process. Integrate and disintegrate businesses which are acquired, divested or moved to another division.

### ● **Site Supply Chain & Purchasing Manager**

dsm-firmenich | Mar 2008 - Oct 2009

Responsible for the purchasing, planning, customer service and logistics at a pharmaceutical (chemical) ingredient site. Lead the site supply chain / procurement team. Member of the management team. Change management for a reorganization via integration and moving functions to centralized functions.



### ● **Auditor & Advisor**

EY | Jan 2000 - Dec 2003

Advisor and auditor for medium to large companies with a focus on ERP (SAP) supported work processes. Providing management consulting for companies to improve their work processes. Sales experience via sales and account management.

## Education & Training

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- 2023 ● **Saïd Business School, University of Oxford**  
Oxford Leading Sustainable Corporations Programme,
- 2023 - 2023 ● **Università Bocconi**  
Corporate Sustainability. Understanding and Seizing the Strategic Opportunity,
- 2018 - 2018 ● **Stellenbosch Business School**  
Business/Commerce,
- 2017 - 2017 ● **RBS MBA Program at Renmin University of China**  
Business Administration and Management,
- 2016 - 2019 ● **Nyenrode Business University**  
Executive MBA,
- 2001 - 2003 ● **TIAS School for Business and Society**  
Post-Grad,
- 1995 - 2000 ● **Tilburg University**  
Masters,
- **Erasmus University Rotterdam**  
Organizational Leadership,
- **New Life University**  
Practitioner NLP,