



Make the
Difference
Real!

Global News Issue Eleven January 2010



Skills and Passion

The secrets of success



In this issue

- 2 Welcome note from Jawwad

- 3 We are top of the table on MMP
Celebrations after Stage One successes

- 3 Dhofar hits a perfect 100% in Q4

- 4 Everyone wants to be a
Passionate Expert

- 5 TM Development and Accreditation
"takes off" in Pakistan

- 5 How Retailers are helping set
Brazil's Training agenda

- 6 Customer compliments

- 7 Australia celebrates PMTDR day

- 7 China sings the praises of PMTDR

- 7 Best practice from an
outstanding MSO

- 8 Trainee TMs given frontline
experience on the forecourt

- 8 Role play helps India revitalise the
Basic Service Steps

Welcome to the Q4 2009 edition of YOU Make the Difference REAL!



Jawwad Cheema

I'm delighted to say 2009 has been yet another successful year for PMTDR.

In particular, further expansion sees the programme now live in more than 65 countries, most recent additions to the program include India, Indonesia, Ghana, Uganda, Bahamas and Puerto Rico. At the same time, Shell Retail finished 2009 with its highest ever quarterly MMP score of 92.1%; clearly confirming that customers continue to be delighted every day!

The chart below shows how MMP performance has evolved since Quarter 4 2008. The continued improvement during 2009 is an amazing performance, topped off by achieving the highest ever overall MMP score of 92.1% in Q4 2009.

In Q4 2009 our competitors were mystery shopped in six countries, and in each of these surveys Shell came out ahead of the competition for the second year in a row!! You should all be proud of this achievement. YOU continue to Make the Difference REAL to customers.

In this edition we feature several stories under the 'Your Skills' area of the PMTDR programme. Becoming the best doesn't happen by accident, Shell Sales forces have to continually enhance 'Your Skills' to maintain a competitive edge.

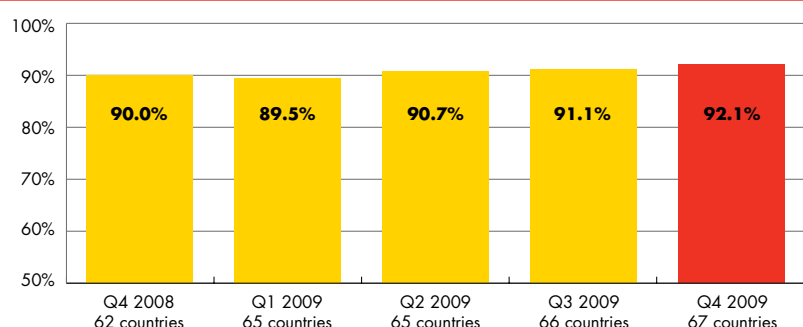
Territory Manager Development & Accreditation and Passionate Experts are just two of the programmes helping Shell and Retailer sales forces enhance their skills. Maintaining a competitive edge has never been easy and it will not get any easier in the years to come. The external world is as demanding as ever – delivering excellent service and smiles will make all the difference in this tough and challenging environment.

Over the coming weeks, you will notice increasing excitement as we come closer to celebrating the success of our 2009 Gold Retailers and Top Territory and District Managers – very soon Shell will announce the dedicated and hardworking winners. Many of the winners will proudly be making their way to the 'Smiling Stars' event in Kuala Lumpur in May 2010 for the trip of a lifetime.

Of course, the People Make The Difference REAL 2010 competition is already underway and the travel destination for the Smiling Stars 2011 event will be announced in your respective countries shortly at the Retailer Engagement days. I look forward to Shell and Retailers' sales forces' continued efforts to keep Shell as the Best Fuels Retailer in the World by delivering consistently. Then you too could be the proud recipient of a 2011 Smiling Stars Global Travel Award!

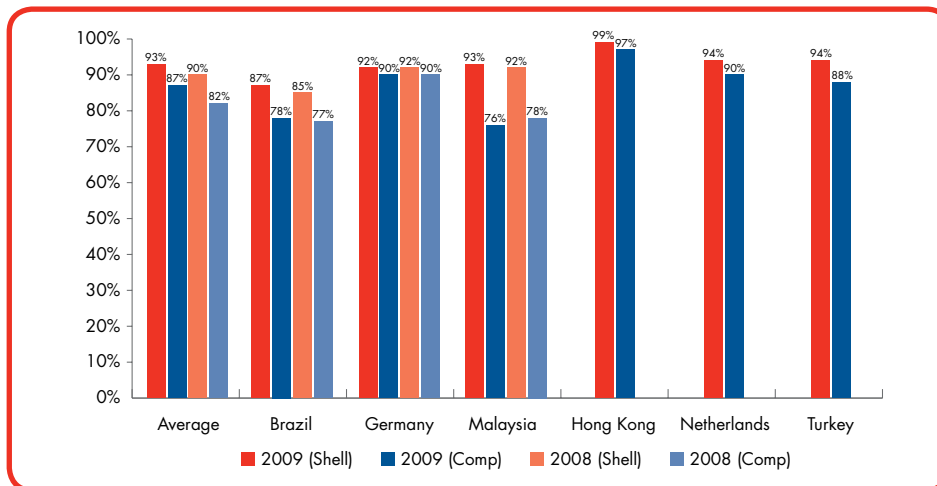
Finally, I am really pleased with the quality of the stories received for this issue. Please keep sending them through for the next issue, which will focus on 'Your Performance'. You can email them directly to PMTDR@shell.com or to your PMTDR focal point or Operational Excellence Coordinator.

Enjoy this edition and the best of luck in 2010!



We are top of the table on MMP

Recent research into industry Mystery Motorist Program (MMP) performance put Shell Number One in each of the six countries studied.



"This strong performance gives us a real advantage. Operational Excellence looks simple, but it's difficult to replicate!" says Jawwad Cheema, Customer Experience Manager. The Q4 2009 MMP Competitor Analysis, which followed a similar study in 2008, focused on three countries that were also studied in 2008 – Brazil, Germany and Malaysia – and three new countries – Hong Kong, The Netherlands and Turkey.

Overall, Shell sites achieved an average MMP score of 93% in these 6 countries, six points ahead of the strongest competitor in each country. "Shell sites are outperforming the competition by a healthy margin!" says Jawwad.

In the repeat markets of Brazil, Germany and Malaysia, we widened our lead over our nearest competitor to 10 points, compared to eight points in 2008. Shell's average MMP scores in these three countries was 91% in 2009, while the strongest competitor only scored 81%. As Jawwad says: "This is a fantastic performance! Maintaining Number One position is never easy. It takes a committed team."

Overall, Shell achieved a net satisfaction rating (the difference between 'highly satisfied' and 'not satisfied') of +30.3%, compared to only +12.3% for the strongest competitor. Out of the six countries, Germany leads Shell's performance with +51% net satisfaction.



This strong performance gives us a real advantage.

Customer Experience Manager
Jawwad Cheema



'Ready to Serve' is a key performance indicator (KPI) for Shell, so it was particularly pleasing that we scored a remarkable 97% in this category. The average for our strongest competitors was only 91%. We also achieved a welcome improvement in our average score for 'Active Selling', up from 42% in 2008 to 61% in 2009, while our strongest competitor only averaged 35% for 'Active Selling' in 2009.

"I'd like to congratulate the Shell sales teams for their dedication and commitment in delivering a positive customer experience through retailers/dealers and their teams," concluded Jawwad.



OMAN
TRIBUNE



Dhofar region tops in Shell Retail World

Article from Oman Tribune: Dhofar region tops in Shell Retail World

Dhofar hits a perfect 100% in Q4

Dhofar Region in **Oman** scored a perfect 100% in the Q4 2009 MMP, becoming only the third region globally ever to achieve this outstanding result – an accolade only achieved by Hong Kong and East & West Quezon City in the Philippines to date.

Led by Territory Manager Mohammed Al-Muqaibal, Dhofar Region has placed a heavy emphasis on learning and development.

"This excellent achievement reinforces the good feedback we have been getting from customers and shows the real benefits of embedding the Basic Service Steps on site. Congratulations to Mohammed and all the Retailers in the Dhofar Region," says Rodney Smith, Shell Global Operational Excellence Manager. "Oman was the location for our first ever PMTDR Global Reward & Recognition event in 2007, so it's wonderful to see it doing so well."



Celebrations after stage one of the Territory Manager Development & Accreditation Program in Pakistan

There were celebrations at Shell Retail **Pakistan's** head office in November after TMs Amanullah Khan (Rawalpindi region) and Jamal Rahim (Multan Region) successfully passed their Stage One assessment.

The assessment panel members had all been through an assessor training programme as well as a

pre-panel meeting in which they set the agenda for the panel day.

"This success demonstrates how committed the Shell business leadership is to this programme and the value the Shell sales force places on personal development," says Gary Fisher, Retail GM Pakistan & Oman.

Everyone wants to be a Passionate Expert!

The 'Passionate Experts' programme aims to give the customer a warm welcome on site, to give useful information about Shell products and to create a positive team spirit. Following launches around the world, it seems that all Shell Retailers and Dealers are enthusiastically encouraging their forecourt teams to be Passionate Experts!



'We've Got Passion!' participants during the contest in Singapore



Passionate Experts session in the Netherlands

The Netherlands inspires Retailers and Dealers to be Passionate Experts!

The **Netherlands** launched Passionate Experts with a number of exciting, high-energy kick off sessions for Retailers and Dealers around the country. With banners, flags and other Passionate Experts material, professional trainers and plenty of hospitality, the Retailers and Dealers felt more than welcome as they learned all about the programme and the Passionate Experts training toolkit!

The Shell team is now driving full speed ahead to introduce Passionate Experts in Belgium and Luxembourg in the first quarter of 2010.

'Singapore Idol' contest marks launch of Passionate Experts

To kick start its Passionate Experts journey, Shell **Singapore** held a 'We've got Passion!' competition modelled on the popular 'Singapore Idol' reality TV show.

As well as creating huge energy and enthusiasm, the competition also reinforced the Basic Service Steps and product knowledge amongst the 161 Retailer Customer Service Attendants (CSA) and Sales Assistants who participated. Retailers played their part by motivating their staff and helping them with personal tips and practice.

'We've Got Passion!' participants had to undergo three rounds of evaluation and were challenged with increasingly difficult customer scenarios as they progressed through each round. The gruelling finals truly put their product knowledge and customer service skills to test.

The Shell Marketing Retail Management Team for the cluster has recognised the competition as a 'Current Best Approach'.

Danish Retailers embrace Passionate Experts

In **Denmark**, Retailers, Site Managers and some of their site staff took part in workshops that equipped them to become on-site coaches for their colleagues. Having left the events in a buoyant mood, and equipped with comprehensive training material, they are now rising to the challenge of turning all their site staff into Passionate Experts! "Passionate Experts has been an excellent initiative from Shell and the Retailers have embraced it," says Søren Madsen, a Denmark Territory Manager.

Norway trains the trainers

Meanwhile in **Norway**, the Retailers identified their site staff that they wanted

to train as on-site coaches and attend the workshops in advance. "Our coach Kjetil Hoff used good examples and ideas to bring the concept to life for all site staff," says Øyvind Andreassen, a Retailer from Norway. The coaches are now working hard to improve fuel knowledge, raise performance on the Basic Service Steps and promote 'Active Selling'. "I'm convinced we'll see more smiling customers, increased sales and higher MMP scores," says Øyvind.

What does the Passionate Experts teach us

- How to talk to customers about Shell fuels in a professional way.
- General product knowledge of fuels.
- The benefits of Shell fuels.
- How to help customers Get the Most Out of Every Drop of Shell fuels.
- Refreshment of Basic Service Steps.
- How to provide good customer offers.

TM Development and Accreditation 'takes off' in Pakistan



Participants at the Territory Manager Development & Accreditation launch

When participants arrived for **Pakistan's** Territory Manager Development & Accreditation (TM D&A) launch last August, they were welcomed on board 'TM D&A Airlines' by the flight crew (the project team), given boarding passes for a special seating arrangement imitating the feel of an aeroplane, and were made Captains for the flight!

The workshop 'took-off' with National Sales & Operations Manager, Zain Hak (also the project lead), explaining the key role being played by the TM D&A project in Retail Pakistan's Learning Vision. A detailed business overview demonstrated the strong link between TM D&A and the future delivery of business results.

And Cluster GM Shell Retail, Gary Fisher, emphasised the importance of the programme as a structured approach to personal and professional growth.

Over the course of the two days, the participants learned more about the D&A programme from experts in Learning, HR and OST through a mix of presentations, exercises and activities.

Due to thorough preparation and the strong support of the Shell Retail leadership, the Take-Off Workshop created huge amounts of energy and commitment in the sales team as they began their development journey – as these comments from participants show!



This is the first time I have seen such a structured process targeted at development, with clearly identified stages and supporting documents... I have a lot of reading to do!



It was great to see the involvement of the Leadership in the programme – especially with my line manager having direct accountability for my development through this process.



How Retailers are helping set Brazil's Training agenda



Site staff proudly shows their training participation certificates at Marabá, Pará

By listening to the Retailers and responding to their training needs, Shell **Brazil** is helping to ensure customers really feel the difference at every visit.

In 2009, Shell Brazil launched the 'You Decide' training module, with a theme chosen by the Retailers through electronic

voting. Most of them asked for a theme related to site service: 'Making the difference on site'. So last year, more than 24,000 Retailers' site attendants participated in sessions that focused on service steps, the product portfolio – including differentiated fuels and lubricants – and the promotions calendar.

"We also discussed the technical side – how an engine works, where the lubricant goes, and so on – so they can explain the advantages of Shell's products. This type of knowledge is so important to successful selling," says Shell Head of Retail Training, Carolina Kömel.

At the same time, more than 1,200 Retailers received more business-focused

training, learning how to maximize results through management tools and other best practice. Retailers with Select Convenience Stores were also invited on a financial management course.

Of course, HSE was the first part of all the training sessions, showing Retailers and their site staff not only how to prevent incidents, but also how to respond to potential emergencies like spills, assaults and fires.

In response to requests from the Retailers, the Shell PMTDR Retail Training teams have been preparing a more robust training package for 2010, with new activities on site. Everyone is eagerly awaiting their turn!

Customer **Compliments**

Skills and knowledge are key to Making the Difference REAL!



Ian Matthews recognising Bernie for Making the Difference REAL!



Australia

Michael knows that not all fuels are the same...

When a customer tried to buy Rimula X oil for his VW Golf TDI car, Michael, the site manager at Baulkham Hills in **Australia**, knew he was making a mistake. Michael contacted the VW Service Centre, who confirmed that the customer actually needed 5W30 Diesel oil. With some difficulty, Michael managed to source the oil and have the customer's car filled at a competitive price. No wonder the customer returned the next morning with a smile on his face and presented Michael with a bottle of wine, saying it was the best customer service he had ever received! "I was just doing my job," says Michael.

United Kingdom

Bernie keeps calm in a crisis

When an elderly couple refilled their brand new car at Shell Lairds in the **UK** with diesel instead of unleaded fuel, they were shocked and upset. Seeing that there was a problem at the pump, site manager Bernie O'Hara went out to see if she could help. Bernie calmed the couple down and reassured them that she knew what to do. She explained they must not start the car and put cones around it, redirecting motorists to other pumps. Then she took them inside for a cup of tea while she rang the AA. Because of her experience and knowledge, Bernie was helpful and composed, putting the distraught customers at their ease. The couple subsequently wrote a letter of thanks, grateful to Bernie for taking charge of a situation they couldn't have resolved themselves – and for looking after them so kindly.

Irene shares her HSE knowledge with Saudi Arabia

When Environmental Health Officers from Saudi Arabia came to the **UK** as guests of Glasgow City Council to evaluate Health and Safety, Environmental Health and Food Safety practices, Shell's skills and experience were an obvious choice. The City Council selected Shell St Andrews Cross, MSO Jacqui Smyth of JSSS Services Ltd, because they thought the guests would benefit from the knowledge and experience Irene has gathered during her 16 years at the site. After a day spent observing operational procedures and reviewing Health and Safety best practice, the visitors left with plenty of new ideas!



Changing the oil in a customer's car on a site in Australia



Frank Benedetti, Glasgow City Council pictured with the Saudi Arabia Environmental Health Officers

China sings the praises of PMTDR



Staff singing China PMTDR theme song, 'I Believe'

One year after Shell in **China** began its PMTDR journey, they have now come up with a theme song to embed PMTDR in daily life, express enthusiasm to serve customers and demonstrate commitment to Make the Difference REAL. "It's a brilliant idea that really gets across our feelings, passions and beliefs," says Jiang Yong, a TM and the producer of the theme song 'I Believe'.

Staff from every Joint Venture operation in China have taken part in making a music video for the song and incredibly, it only took six days to go from the original idea to writing lyrics, composing the melody, recording and editing. Today when you visit any Shell site in China, the staff will happily sing the song with you. What a way to spread the PMTDR message!

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It's a brilliant idea that really gets across our feelings, passions and beliefs.

TM
Jiang Yong

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Australia celebrates PMTDR day



The team at Coles Express Euroa working and smiling on the forecourt

25 November 2009 was PMTDR Day in Australia, so Retail staff and Coles Express support office team members visited as many sites as possible in the morning and Shell Retail staff helped out on the forecourt.

Coles Express General Manager Operations, Peter Sheean says: "The theme for this quarter's event was 'Retail Basics'. With only a month to go until our busy Christmas trading period, it was essential we were ready for customers and everything was up to our high standards. Seemingly small things like cleaning pumps, replacing windscreen squeegees, and removing cobwebs can have a huge impact on the customer experience."

But Peter also emphasised the importance of customer focus. As he says: "It's the job of the Retailer and his staff to keep the customer moving and ensure they leave with a smile on their face!"

Best practice from an outstanding MSO

Spreading best practice between sites is an important way of stimulating good results. So we thought we would share a few highlights from three sites run by the MSO Lima Commercial from São Luis in Brazil.

At the Maracanã site, the largest in this network, the Retailer Paulo Lima sells an average of 1.5 million litres a month, winning him a 'Millionaire' plaque at the Brazil Retailers Annual Meeting last August. According to him, success comes from hard work and involving the entire team in continuously pushing the boundaries. To encourage his team, Paulo establishes monthly targets for each employee. He then closely monitors performance and holds meetings every two weeks to assess whether those targets can be increased. According to Paulo, with this system the site attendants can increase their salary by as much as 60%, including the site bonus. The system was adopted a year ago and is thought to be responsible for an increase of around 15% in sales.

At the Internacional site, Paulo has just inaugurated a Select store. "We already had a store at the site, but we decided to adopt the Select standard. Customers travel



An outstanding MSO team

and they know the Select network. It gives them confidence."

The third site, Confiança, is number one in the Smiling Stars ranking. For five quarters it has obtained 100% MMP scores and gained maximum scores for HSSE. For Shell Territory Manager (TM) Gustavo Rego, the secret of success lies in the direct involvement of the Retailer in implementing the best practice suggested by Shell. According to Gustavo, the Retailer needs to participate in training, adopt the 'Ready to Serve' report with his team and carefully follow the recommendations of the TM's structured visit report.

Of course, safety is key and fire extinguisher training is another vital best practice. These have to be recharged regularly and when this happens at each site, Paulo gathers the team together and teaches each employee how to handle the equipment.



Trainee TMs given frontline experience on the forecourt

Trainee Shell Territory Managers (TMs) in the Philippines have been given frontline experience in the roles of the Retailers' forecourt crew, Select crew, cashier, team leader and manager during 20 days of rigorous induction. Only after this immersion in the detail of site operations are they considered ready for their demanding role.

To begin the induction, the trainees learned about Shell's products and services and HSSE rules and principles, and found out how to use the Navigator as an aid to setting and reviewing targets.

The trainee TMs then moved on to customer service. They were not only taught the Shell Retail standard procedures, but also experienced personally the importance of giving excellent service as they spent several days on the forecourt filling vehicles, processing payments and learning about the Helix service centre – all the while maintaining the highest standards

of safety and customer service. As Edward Vincent Oliva, one of the Philippines' Retail Territory Managers, says: "After experiencing the work of the forecourt crew, I've learned to appreciate their job and I've realised it isn't that easy!"

Their experience on the forecourt also taught them the importance of saying 'Thank you' and how such a simple courtesy can improve site performance.

At the end of the training programme, the trainees were given a 200-item test to verify they were ready for their new role.

As Edward says: "I've learned the finer points of the business and it's made me really enthusiastic about raising service levels to retain loyal customers!"



I've learned the finer points of the business and it's made me really enthusiastic about raising service levels to retain loyal customers!

Retail Territory Manager
Edward Vincent Oliva



Role play helps India revitalise the Basic Service Steps



Retailers participating in the role play session

India is using extensive role play to refresh the Basic Service Steps (BSS) and put the focus back on the forecourt. And the results so far are impressive, with India's MMP scores reaching 98% in Q4 – the third highest score globally.

The sessions, which began with 15 Retailers in mid-September in Bangalore, take place in a training room set up to resemble a Shell site, complete with pump islands, monolith and Shell shop.

The Retailers, all dressed as Customer Service Attendants (CSA), begin by sharing their expectations for the day. This is followed by an activity called 'Portrait of a Customer', in which the Retailers came up with different portrayals of their

customers using sketches, pictures and props. It is a fun activity; but the Retailers are finding that it also gives them a better understanding of who their customers are and how their needs differ.

Using the simulated site as a stage, the Retailers then play the roles of a customer, a CSA, a shift manager and a Retailer in acting out real life case studies – including customer complaints. These role-plays reinforce the BSS and how they affect the customer journey through the site.

After creating action plans aimed at cascading the training down to each site, the Retailers leave with renewed energy and a commitment to follow up. And, as the MMP scores show, these sessions are already proving highly effective!