



100
YEARS SHELL BITUMEN
1920-2020

Shell Bitumen Customer Operations

Delivering best in market
customer experience and
business value with **CARE**



Legend

C ■ A ●
R ▲ E ◆

Business background & new strategy

Phase 1

CARE for our customers and their concerns

Phase 2

Dedicated customer service, offering personalized solutions

Phase 3

Making it easy for customer to conduct business with Shell

Outcome

- Customer delighted
- Employees motivated
- Extraordinary results delivered!

Key integrator

- The bitumen market is a Business-to-Business (B2B) model with very traditional applications. The suddenness of COVID-19 pandemic in early 2020 caused import/domestic market crashing, severely impacting our business.
- **Opportunity in every crisis** - Business strategy was revised with **customer centricity as top priority** in driving operational excellence, growing new market and enhancing partnership with strategic customers as key enablers to **sustainable business growth**.



Customer intimacy

- **Personal touch - personalised messages** sent to customer: customized festive greetings and sharing latest COVID-19 precautionary measures such as road restrictions, safety requirements based on customers' location.
- **Greater flexibility** -
- **Proactively call out** if road restrictions were severe, recommend other supply points and **allow flexibility** to change collection method.



Customer



Effective problem solving

- ◆ Restructured team, transforming into a one-stop-shop dedicated service team to understand and **provide customized solutions to individual customers' needs**.
- A common customers' concern is lack of out-of-hours support hence the team designed a channel to handle emergencies raised **outside office-hours**.

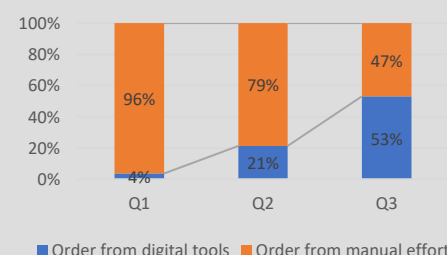
"This year is quite challenging for us, while Shell colleagues are quite supportive, remind us timely for every details and updates, and **show quick response to our needs** at any time, which all **help us to seize changing market opportunities**."



Digital innovation

- ▲ Built **digital customer onboarding materials** to be reviewed at own time.
- ▲ Focus improvement on areas
- ◆ which **creates value and make it easier for customer** to conduct business with Shell such as simplifying contracts.
- ◆ Leveraged on **Robotic Process Automation** for quicker transparency and quicker decision making. Automated bi-weekly reminders are offered to customer to show full visibility of contractual obligations for better forward planning.

Chart of sales order origin in Y2021



Achievements

- ✓ In 2021, our customer scored us **9.9** out of 10 with 60% response rate!
- ✓ Business leaders are impressed by what was delivered and counts **customer service as a Customer Value Proposition** - providing outstanding customer experiences.
- ✓ Despite the negative impact of COVID-19, we fostered loyal customer relationship and enhanced operational excellence to deliver a **historic high financial performance**.

Yearly Customer Service Score in China

