

Chevron Corporation

Satisfaction and beyond

www.planbox.xom
sales@planbox.com

 **planbox**
ACCELERATE BUSINESS OUTCOMES

The Company

One of the world's leading integrated companies, with 6,000 employees working in businesses across the entire energy spectrum.

The Initiative

Chevron Corporation, one of the world's largest energy companies, sees its convenience-store operation as an increasingly important component of its overall retail strategy. A few years ago, as part of a broad effort to reinvigorate its retail operations and strengthen its brand, Chevron introduced a new store concept called ExtraMile, which featured a new look, healthier snacks, and more food and drink options.

But it didn't end there. Another important dimension of Chevron's revitalized retail focus is a commitment to continually improving the customer's experience, reflecting a belief that quality is always a work in progress. While Chevron had traditionally looked to third-party research for improvement ideas, its marketing leadership sought to test the notion that a wealth of valuable ideas could be harvested from the company's own employees. Michele Egger, manager of Innovative Solutions for Chevron, sees the selection of Planbox's Innovation Central as an indication of the importance that Chevron places on having of a wellrounded innovation capability.

The Goal

To strengthen revenue growth and customer loyalty by creating a superior experience for a new chain of branded convenience stores.

The Results

Chevron immediately put Innovation Central to work to enhance the customer experience within its ExtraMile stores. In its first campaign, the company invited 2,400 employees from across its downstream operations in a five-week event.

 Number of employees invited	2,400
 Number of stories of excellent customer service experiences	112
 ExtraMile ranking for two years running	#1
 Revenue increases for franchisees	10%
 Number of stores in development	80

The Results (Cont'd)

The effort was a major success, yielding 112 stories of excellent customer service experiences, replete with granular supporting details. From there, a six-member review team from across the marketing organization analyzed the results and extracted roughly half a dozen key themes, which were the focus of the next layer of analysis and idea development. In the final stage, the review team collaborated with Ian Noble, Chevron's franchise manager and overall project sponsor, to prioritize these ideas and condense them down to specific policies. Noble then took the new policy recommendations out to Chevron's franchise base to sell them on the concepts.

The most prominent measure of the campaign's success comes straight from its customers in the form of top satisfaction rankings among all convenience-store chains nationwide. Along with powerful customer endorsements, ExtraMile also ranked No. 1 for two years running in third-party "mystery shopper" tests.

The payoff from achieving a superior customer experience extends directly into the company's strategic goal of steady, profitable growth. For instance, as a result of implementing recommended policies, franchisees have experienced revenue increases of as much as 10 percent. This record, combined with high satisfaction ratings, has also improved Chevron's ability to recruit new franchisees, further contributing to the company's top-line growth. In addition to its current 300 plus ExtraMile locations, Chevron has another 80 in development.

The Final Word

Since its initial campaign, Chevron has expanded the use of Planbox's Innovation Central to support the company's broader innovation activities, with an internal portal known as the "Innovation Zone" serving as the center of its collaborative innovation initiatives. Michele Egger believes that Chevron's experience using Idea Central has been an important catalyst in creating a more innovative culture within the company.

"Innovation Central has enabled us to engage with our employees more closely to share their knowledge," says Egger. "We consider it an important tool in our efforts to keep our customers satisfied and provide an experience that keeps them coming back."