

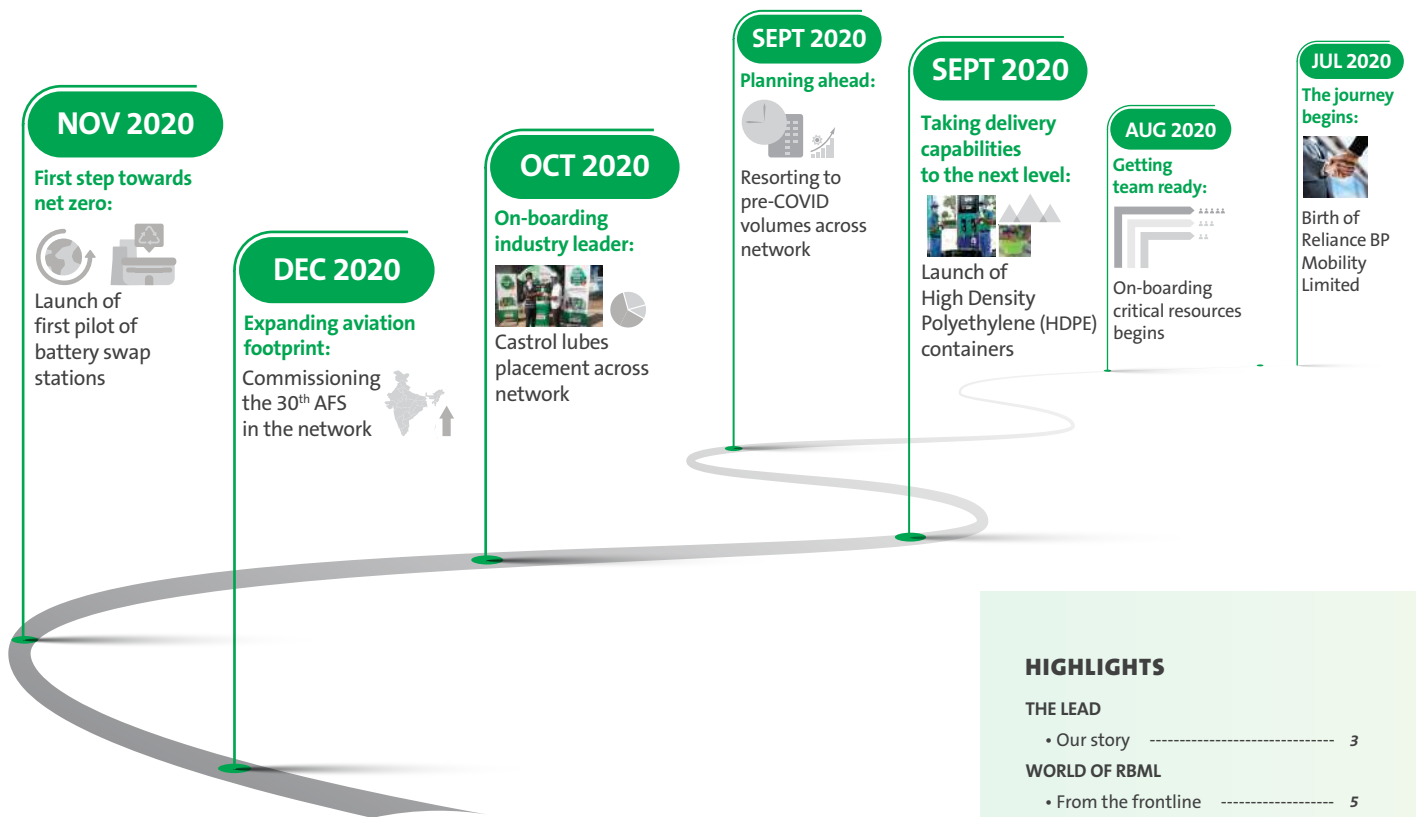
# NEO-BILITY

Reimagining Mobility Solutions in India

An RBML Publication

Issue 001 | December 2020

Reliance BP Mobility Limited begins its journey to be the solution provider of choice for mobility in India.



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SETTING THE STAGE  
**Message from CEO's desk**

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The year gone by has been very eventful for each one of us personally and in respect of milestones achieved by our company. It taught me to cherish what we have, and practice gratitude more often..."

HARISH C. MEHTA  
CEO, Reliance BP Mobility Limited



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## HERE WE ARE!

### Inaugural message from Neo-bility's editorial board

As we commenced our journey to launch RBML's internal newsletter, there were some voices that told us "no one reads the newsletter anymore." The underlying truth is that content consumption is extremely divided today, even at the workplace- with access to multiple communication platforms like emails, Teams etc., holding the attention of the reader is harder than before.

So, why did we think that doing a newsletter was a good idea? We wanted the stories behind each story to inspire you but also to provide the how-tos and resources so that your own vision, goals and dreams would become attainable to you in your unique way. This called for our good old friend, the newsletter's triumphant return!

You may ask "why the name Neo-bility"? We brainstormed on many names for our newsletter and zeroed in on Neo-bility as it resonated with what we are doing as a company- reimagining mobility solutions in India.

So, dear readers, it is with great pleasure, humility and excitement that we celebrate the launch of Neo-bility with this inaugural

issue. We would like to extend a very warm welcome to the readership of Neo-bility, and take this opportunity to thank our contributors, authors, editors and anonymous reviewers, all of whom have volunteered to the making of this journal.

We made a conscious attempt to personally connect with every person within these pages and we respect all of them for their contribution towards making this Neo-bility an authentic publication.

We would like to acknowledge that this is our first attempt to present our internal newsletter and we appreciate you- our readers' attention. We are optimistic that as we go along, we will improve further and provide more engaging and enriching reading experience with each passing issue.

Lastly, but most importantly, we aim to incrementally improve with every issue and the only way to do that is through your valued feedback. We encourage you to share your thoughts, views and suggestions- tell us what you liked, what you didn't, what could have been better or what you felt was missing. Please write to us at [corporate.communications@jobp.in](mailto:corporate.communications@jobp.in).

Once again we welcome you to this journal- your journal! With your support as readers, authors, reviewers, and contributors, we see very bright prospects for Neo-bility to engage, interact and educate.

We sincerely hope you will find Neo-bility's first issue an interesting read.

P.S.- We fully support and encourage binge reading!

Regards,  
**Editorial board**  
 Neo-bility



## OUR STORY

### Where we come from and where we are going

India is expected to be one of the world's fastest growing economies, with increase in demand for personal and commercial mobility as one of the key growth drivers. A combination of prosperous consumers, increased government spending on infrastructure, and growing demand for freight movement is likely to drive this demand. The industry is ripe with disruptions across new technologies, and business models. Primarily, the questions revolve around how the traditional means of conducting business remains competitive in the face of imminent technological disruptions, fast evolving customer preferences, and uncertain regulatory changes.

Current HSD demand is expected to double in a decade's time. While oil will continue to command bulk of our requirement, mobility market is expected to observe a significant traction in alternate modes of energy.

Unlike other emerging markets such as China, South Africa or Brazil, despite India's strong fuel potential, the industry landscape has not witnessed differentiated fuels, forecourt retailing, and retail customer loyalty program in a big way. Industry 4.0 technology adoption is very limited. In fact the primary reason for all of the above anomalies lies in the traditional order fulfilment approach instead of focusing on creating quality end-to-end customer experience.

To address this latent consumer expectation gap and with the aim to ride the surging wave of energy demand growth, Reliance BP Mobility Limited (RBML) came

into existence. Combining the execution strength, speed to market and the digital ecosystem of Reliance with bp's global expertise in fuel & non-fuel retailing, RBML aims to be the "Solution provider of choice for mobility in India".

In addition to the above, we also intend to build on our first mover advantage in mobile fuelling to strengthen our position as the country's largest fuel retail e-commerce player. Building on our already robust fleet management program and leveraging the digital capabilities of Jio, RBML aims to be a game-changer in unorganised trucking industry with our freight aggregation platform.

Moving further from conventional fuel, we are cognizant of the significance of emerging areas of transportation. While electrification is already increasing by leaps and bounds in the country, CNG and LNG are also showing strong traction. Being committed to Net Zero by 2050 (or earlier), RBML aims to have a strong run in the rapidly growing battery swap market and emerging EV charging space. Leveraging our country-wide presence and access to experience from other markets, we are targeting over a quarter of the country-wide market share in this space.

Recognizing the significance of re-designing the way of working is important to us. With that in focus, we will be relying on founder-owner based organization structure complemented with enabling technology to help us adapt well to the rapidly evolving consumer behaviour, marketplace, policy and global environment.



**With a target of 5,500 strong outlet network and 55 Aviation fuelling stations, we are gunning for over 3X growth in our sales volume resulting in close to 5X growth in our market share.**

The strength of our resolve has already undergone a deep test with the unexpected arrival of pandemic. Not only have we come out with flying colours in arguably the most atypical JV creation in the entire fuel retailing industry, but have also covered a good distance in laying the foundation stone of all our upcoming propositions and network growth.

Channel prospecting is in top gear; procurement of all key equipment and services are underway; in-house built HDPE containers have been pioneered for mobile fueling; Castrol lubricants have been placed across network and the sales are growing; first batch of battery pilots locations with Reliance Retail is already ticking in the NCR Region; Digital has initiated all marquee platform projects- NRO, customer experience, mobile fueling & battery swap; Additive dosing infrastructure is being set-up at over 40 supply locations; bespoke additive has been specifically developed for the India market; Safety policy & practices have been aligned to global standards and much more. All this has been achieved while ensuring the quickest recovery from sales dip and being 100% compliant with governance norms.

With a target of 5,500 strong outlet network and 55 Aviation fuelling stations, we are gunning for over 3X growth in our sales volume resulting in close to 5X growth in our market share. Under the complete lockdown environment, achieving all of this is a strong testimony of our organization's character. Our journey has just started, and we have a long way to go. The future of mobility in India is here and will be fueled by each one of us.

## BEST FROM BOTH OUR WORLDS

### Stories from RIL and bp

#### Reliance Industries ranked no. 2 brand globally after Apple

Reliance Industries has been ranked the second biggest brand after Apple on the FutureBrand Index 2020. "This year's highest entrant at number two, Reliance Industries excels on every attribute," FutureBrand said, releasing its 2020 Index. One of the most profitable companies in India, Reliance is "very well respected" and "seen as behaving ethically" as well as being associated with "growth", "innovative products" and "great customer service", it said. "In particular, people have a strong emotional connection with the organisation." FutureBrand said that part of Reliance's success could be attributed to Chairman Mukesh Ambani's recasting of the firm as a one-stop-shop for Indians. "The Chairman built on the existing petrochemicals business, transforming it into a digital behemoth designed to meet every customer need." "Today, this company is engaged in a number of sectors including energy, petrochemicals, textiles, natural resources, retail, and telecommunications. Now that Google and Facebook are taking equity stakes in the firm, we may see Reliance jostling for the top spot in the next Index," it said. FutureBrand said six years on from the first FutureBrand Index, the world has changed dramatically, priorities have shifted and the globe's top 100 companies are dealing with challenges unthinkable even 12 months ago. The FutureBrand Index offers a rigorous assessment of how prominent companies are doing and are likely to do over the next few years. The FutureBrand Index 2020 examines the world's leading firms and determines how they have fared over the past year.



#### India Mobile Congress 2020 Jio leaders throw light on the upcoming 5G technology and other innovations

5G was the buzzword at the recently concluded India Mobile Congress (IMC) 2020 as India lays the groundwork for 5G rollout. RIL Chairman and Managing Director,

Mukesh Ambani set the tone for 5G rollout in his inaugural keynote address. He shared his vision for India's digital transformation and the pivotal role 5G will play in it. Jio leaders who participated in the conference over three days reflected on various aspects of the 5G technology and emphasized on the need for a robust infrastructure, policy framework and affordability to make it a resounding success.

The Chairman addressed the Hon'ble Prime Minister of India, Shri Narendra Modi, Hon'ble Union Telecom Minister, Shri Ravi Shankar Prasad, and other dignitaries as he spoke of India's rising prominence in the space of digital technologies and stated, "I assure you that Jio will pioneer the 5G Revolution in India in the second half of 2021." He also said, "Jio's 5G will be powered by the indigenously-developed network, hardware and technology components." Talking about the way forward he said, "India has the historic opportunity to become the world's pre-eminent digital society with ease of living for all. We are about to step into a glorious decade of the India story, with the Digital India Mission playing the role of the principal accelerator."



#### bp and Reliance announce first gas from Asia's deepest project

Reliance Industries Limited (RIL) and bp recently announced the start of production from the R Cluster, ultra-deep-water gas field in block KG D6 off the east coast of India.

RIL and bp are developing three deepwater gas projects in block KG D6 - R Cluster, Satellites Cluster and MJ - which together are expected to meet ~15% of India's gas demand by 2023. These projects will utilise the existing hub infrastructure in KG D6 block.

R Cluster is the first of the three projects to come onstream. The field is located about 60 kilometers from the existing KG D6 Control & Riser Platform (CRP) off the Kakinada coast and comprises a subsea

production system tied back to CRP via a subsea pipeline. Located at a water depth of greater than 2000 meters, it is the deepest offshore gas field in Asia. The field is expected to reach plateau gas production of about 12.9 million standard cubic meters per day (mmscmd) in 2021.

Mukesh Ambani, Chairman and Managing Director of Reliance Industries Limited said "We are proud of our partnership with bp that combines our expertise in commissioning gas projects expeditiously, under some of the most challenging geographical and weather conditions. This is a significant milestone in India's energy landscape, for a cleaner and greener gas-based economy. Through our deep-water infrastructure in the Krishna Godavari basin we expect to produce gas and meet the growing clean energy requirements of the nation."

bp Chief Executive Bernard Looney added "This start-up is another example of the possibility of our partnership with Reliance, bringing the best of both companies to help meet India's rapidly expanding energy needs. Growing India's own production of cleaner-burning gas to meet a significant portion of its energy demand, these three new KG D6 projects will support the country's drive to shape and improve its future energy mix."

The next project, the Satellites Cluster, is expected to come onstream in 2021 followed by the MJ project in 2022.

Peak gas production from the three fields is expected to be around 30 mmscmd (1 bcf/d) by 2023 which is expected to be about 25% of India's domestic production and will help reduce the country's dependence on imported gas.

Resilient and focused hydrocarbons will play a key role in fulfilling bp's new strategy as we transition from an international oil company to an integrated energy company. By making the most of our existing assets, we can access and deliver new barrels at low cost and in rapid time.

## WHO ARE WE? Sales

At the helm-  
Raj Bhan



### What does the Sales team do?

Sales team is RBML's driving force to attain commercial success. The team's primary function is to achieve fuel / non fuel objectives in line with the organization plan.

### How do you do it differently?

Sales team has leveraged the automation ecosystem to garner more business for the organisation. Dashboards for sales and operations along with inputs from ground have helped our team to monitor sales and operations related performance metrics on a real time basis and hence initiate proactive/ corrective actions wherever required.

Our fully automated network provides additional edge to our sales team in ensuring consistent and fool-proof delivery of products and services to our valued customers across formats.

### Why makes you excited about what you do?

There is not one but many reasons to be excited about this journey:

- Expanding network to almost four times the current size is thrilling and challenging at the same time.
- In many ways, due to our unmatched value proposition we have altered the course of petroleum retailing in the country
- With the scope to add approximately 4,000 new ROs, the team has one more opportunity to rewrite history and leave behind a legacy for coming generations to marvel at

## WHEN THE GOING GETS TOUGH, THE TOUGH REINVENT How we resorted pre-COVID volumes across network much before industry



Although the COVID-19 pandemic continues to transform the growth of various industries, the immediate impact of the outbreak is varied. While a few industries registered a heavy drop in demand, others remained unscathed and showed promising growth opportunities. It would be apt to state that 2020 has been a defining year for fuel retail in the country. The pandemic resulted in industry sales of High Speed Diesel (HSD) & Motor Spirit (MS) plummeting by almost 40% & 55% respectively in April '20 compared to Apr '19.

RBML's inherent network strength, unmatched Q&Q, Transconnect loyalty value proposition coupled with exemplary efforts by field personnel helped us attain pre-COVID level HSD sales faster compared to industry.

While the industry was still struggling, our field force proactively reached out to individual customers and encouraged our channel partners to do the same. The communication was clear- we are open and 24/7 operational. Another factor that went in our favor was that we have a fully automated network. As a result, RBML attained 100% of pre-COVID volumes in both HSD & MS by Sep '20, while most of the industry got there by Oct '20 (for HSD).

## #weinclude All-female RO initiative in Ranchi



We have commenced an all-female Retail Outlet (RO) initiative in Ranchi district, Jharkhand. To begin with, two ROs- at Ratu and Lalgotwa- are being operated by all-female staff for two shifts every day.

## FROM THE FRONTLINE Our field force emerges stronger from one of the most challenging times

In the hour of an imminent crisis when the intent of proverb "Sometimes later becomes never" seemed too real, our field teams adopted "do-it-now" as their motto to deliver their best. The primary challenge faced by our field teams was to ensure high channel morale across the network. By regularly connecting and visiting the outlets during these testing times, our team successfully ensured seamless operations across all RBML ROs. Our field teams also reached out to esteemed patrons- both fleet and e-commerce during the past few months. This was in addition to the plethora of customer-connect initiatives like *Chai pe charcha*, Mini-Meets at the outlets, Village mandis etc. All these initiatives aided RBML's faster sales recovery. Beyond regular business, as part of *#CoronaHaregalIndiaJeetega* initiative, our field teams steered issuance of 552 KL fuel worth Rs.3.69 crores free of cost to over 14,000 emergency vehicles carrying COVID patients across the country.

Our field force also collaborated with the Reliance Foundation and our channel partners to issue daily essentials free of cost to the poor, especially migrant laborers.

## AIM BIG. AIM HIGH. NROP4 project

A few months back, our resilient RBML team silently commenced marching towards a new mission- to expand the RO network from 1,400 to over 5,000 within a short span of next 4 years.

“New Retail Outlet Phase-4 Project” or “NROP4”, as we call it aims to effectuate best global practices, introduce new customer offerings (fuel / non-fuel)

- Design versatility with modular concepts
- Future proof Advanced Mobility solutions

Activities kick-started with budgetary approvals, permitting the team to proceed for engagement with visual manifestation agencies. At the same time, areas of work independent of agency’s inputs were identified. These included entire fuel system design, integrated hydraulic checks of the fuel system, development of equipment specifications, bid evaluation of vendor offers received, etc.

To achieve the target, a lot is happening in the foreground as well as background- multiple stakeholders from across functions, hierarchies and locations are putting in tireless effort. At RBML, it is our endeavor to be the best in the industry and be ahead of the competition. We are working on the development of a new era of convenience retailing thereby changing the overall market dynamics.

## WHO ARE WE? Business Development

At the helm-  
Vivek Srivastava



### What does the Business Development team do?

Business Development (BD) Team is at the forefront of growth- delivering the ambitious plans to expand the network by four-fold in 4 years and working towards making Jio-bp a formidable brand in next-generation mobility space.

Key deliverables of BD team are:

- Strategic network expansion (3,927) in 4 years with the highest TPO (Throughput per Outlet) and ME (Market Efficiency)
- Enable design and delivery of unique VPs (Value Propositions) across formats for sustained & differentiated customer experience
- State of the art infrastructure with low TCO and focus on HSE, compliance & quality
- Anchor a profitable and scalable partner ecosystem of ~3200 franchisees
- Sustainable and profitable operations with focus on innovation

### How do you do it differently?

- End to end digitization of processes & entire flow on a platform (NRO) for transparency & program management of network expansion
- Leveraging data and analytics to design a scientific & cohesive strategy for network expansion
- Usage of GIS tools for bird’s eye view of the competitive landscape & infrastructure developments to plan the network.
- Globally acclaimed consultants for design and delivery of the safest & compliant facilities
- Adoption of technology such as Internet of Things (IOT), video analytics, artificial intelligence and remote monitoring etc. to ensure high quality execution & operational excellence
- Proactive interventions to overcome external hurdles

### Why makes you excited about what you do?

The essence of BD team is value creation for all stakeholders including investors. BD team acts as the pivot working across all functions, epitomizing our value - Agility (hyper-coordination & hyper-collaboration). Right from the strategy, planning, selection & acquisition of real estate, on-boarding channel partner, permitting, design & detailing to last mile execution, including construction, is a fascinating journey. Learning for not just keeping pace but to evolve & enjoy is the passion that helps us stay ahead of the curve.

## CHASING THE DREAM WITH OWNERSHIP MINDSET Mission 1k

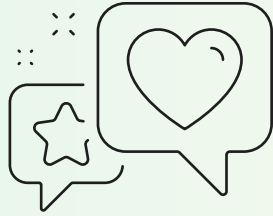
Mission 1k is indeed an excellent example and case study of RBML’s One Team vision.

To lay the context, we set a target of commissioning 758 DODO (Dealer Owned Dealer Operated) ROs/NROs by March 2022. The next step was to identify suitable and sustainable channel partners who share the same vision and entrepreneur skills as us. To meet the commissioning target, a pipeline of prospects had to be created which would ensure onboarding of channel partners and facilitate issuance of 1,000 LOIs by March 2021. But, with prospecting solely dependent on field efforts, the target of 1,000 LOIs appeared hazy.

As the team deliberated and brainstormed on how to hit the bull’s eye, an out of the box idea presented itself- well, actually it was the brainchild of our CEO, Harish C Mehta. The idea was- Mission 1k. The underlying thought which gave birth to Mission 1k was our value- Ownership Mindset.

The objective of Mission 1k is to ensure that each one of our field team members contributes to one LOI every 45 days. Just by changing the lens through which we viewed the goal, we changed everything. The target now turned into a challenge and a mission for each team member, and started seeming achievable and within striking distance.

On 3<sup>rd</sup> November, the leadership team virtually addressed a gathering of over 300 team members to share the rationale behind Mission 1k and the Mission was formally launched. The entire sales team immediately jumped onto the task of breaking and assigning targets to regional and state teams. The BD team too got onto the task of facilitating the efforts of field teams. Almost two months post launch, Mission 1k is bearing results and is a true reflection of our field team’s grit and perseverance.



## CUSTOMER testimonials

Hear what our customers have to say about EV Battery Swapping service



Click to play video

## WHO ARE WE? Advanced Mobility

At the helm- Sujay Sharma



### What does the Advanced Mobility team do?

The Advanced Mobility team is responsible for identification of new age mobility solutions that will help transition the company to cope with a low carbon future. This includes businesses in

- (1) EV charging and battery swapping
- (2) Digital freight aggregation and
- (3) Gas in transport – ALPG, CNG and LNG.

We also maintain a watching brief on emerging opportunities such as hydrogen. We work across the RIL organization with other group companies such as Reliance Retail, upstream/gas and supply chain to deliver our objectives.

### How do you do it differently?

We identify opportunities, develop business models, test the business models through pilots and then scale up businesses in electrification, gas in transport and new mobility platforms such as freight aggregation.

### Why makes you excited about what you do?

We are charting a new territory with new business models and a real start up mentality. It is refreshing to be able to approach businesses in this manner even with a business that has now been around for almost 2 decades and with over a 1000 strong team.

## FIRST STEP TOWARDS NET ZERO TARGET EV battery swapping station launched

In November 2020, RBML commissioned the first 4 battery swapping stations in Delhi, thereby kick-starting our journey towards establishing a new business in Advanced Mobility. These 4 sites are part of a tranche of 15 total sites in Delhi NCR planned for co-location with Reliance Retail's value format stores and Smart delivery points.



### Key Highlights:

- The charging equipment, batteries and mobile app being used for the pilot have been procured from M/s Exicom, our technology partner.
- To start with, Ampere vehicles have been on-boarded at these sites by our service partner for the pilot – Ebikego.

As next steps, we plan to on-board EVs of other makes, viz E2W from Hero Electric and E3W from Piaggio & Lohia by Jan '21. We will use the data from the pilot locations to validate the customer experience, technology, processes and business plan assumptions for the roll out phase.



## WHO ARE WE? Aviation

At the helm-  
GR Reddy



### What does the Aviation team do?

Aviation team provides into-plane fuelling services to all the leading domestic and international airlines across 30 airports in the country. We supply fuel as per customer requirements meeting specification as per latest BIS standards. We partner with all the leading airlines carriers like Air India, IndiGo, SpiceJet, Vistara, Air Asia, True Jet, apart from over 100 other aircraft operators from the Non-Scheduled Operators (NSOP) segment. With our dedicated field staff of over 300 employees, we ensure that our customers are served with best in-class service. We have made significant investments in developing, upgrading and augmenting the infrastructure (terminals, AFS capabilities, logistics capabilities) to ensure the value proposition is consistently delivered.

### How do you do it differently?

Our young, highly trained and motivated workforce fuels over 500 flights a day during peak times with unparalleled service levels while ensuring strictest service and operational standards. We have built an efficient service fulfilment processes to deliver significantly large volumes within a ground time of less than 20 minutes per aircraft, which is a big achievement considering the limitations of air-side operations and the infrastructural constraints. Our turn-around-time at fuelling bay are one of the lowest in the industry for both scheduled and non-scheduled flights. To further enhance customer value proposition, we are the first in the industry to introduce large scale digitization and automation in our work processes including auto-generated fuel delivery vouchers and end-to-end QC automation.

### Why makes you excited about what you do?

Our dedicated teams- at airports and HO- are available 24x7 to respond to customers and ensure timely fuelling of aircrafts with highest service standards. We have created a paradigm shift in the aviation industry by addressing value propositions like formula pricing, quick turnarounds and improved service levels aided by technology and strong QC policy and procedure. Having said that, we are not resting on our laurels. We will be the first to make our AFS JIG compliant- a world standard for operating AFS which is followed at all the top airports in the world. We are also geared to expand our network from the present level of 30 airports to 45 airports in the coming few years to provide our customers a much wider choice and enhance our volumes manifold and take our rightful place as one of the leading fuel suppliers in India with best in class customer, operational and quality standards.

## SOARING HIGH 30<sup>th</sup> AFS commissioned at Surat



Reliance BP Mobility Limited addresses 67% of the civil aviation market in India. We partner with all the leading domestic airlines like Air India, IndiGo, SpiceJet, Vistara, Air Asia, True Jet, apart from over 100 other aircraft operators from the General Aviation (GA) segment.

As a first step towards our expansion plan, we commissioned our 30th AFS at Surat, the commercial & economic center of Gujarat in December 2020.

The fast-growing Indian aviation fuel market is already the world's third largest in terms of passenger traffic. The joint venture aims to increase its presence from 30 to 45 airports in India in the coming years.

Customers at these locations will benefit from the combination of both companies' skills and experience, including bp's international technical expertise providing assurance on product quality, training and operational and engineering standards. The joint venture will benefit from RIL's strong supply position including product from Jamnagar, the largest refinery and petrochemical complex in the world.

With the advent of this joint venture, customers can now experience world-class service combined with the technology-enabled, secure and seamless aviation fuel supplies that bp and Reliance are known for. We are excited about the potential of this partnership for the Indian market and are looking forward to expanding our network footprint together and becoming an integral part of the Indian aviation growth story.



## DID YOU KNOW?

Fun facts you probably did not know about aviation.

India is the 3<sup>rd</sup> largest domestic civil aviation market in the world

Only 5% of the world's total population has travelled by airplane

The world's first airport that is fully powered by solar energy is in Kochi, India

## WHO ARE WE? Marketing



At the helm-  
Kedar Apte

### What does the Marketing team do?

Apart from supporting activation at current ROs, the marketing team is busy in defining identity of brand Jio-bp and designing visual identity of the new retail outlets. The team is also working on new value propositions such as additivated fuels, loyalty, convenience which will differentiate the Jio-bp offer. Our format champions are also helping define design methodology for the respective formats and define customer experience.

### How do you do it differently?

The marketing team is working with multiple internal functions to leverage the knowledge that exists within the RBML team and also leveraging global expertise of bp to design the new value propositions. The team is demonstrating our values of ownership mindset by taking complete accountability and finding solutions to take the projects forward.

### Why makes you excited about what you do?

It is not very often that we get to create a new brand and a whole new customer experience. We are excited about the vision of Jio-bp and would like to leave a legacy by creating an endearing and differentiated Jio-bp experience.

## ON-BOARDING INDUSTRY LEADER Castrol lubes placement across the network

### What we accomplished:

Lube distribution achieved at 1348 outlets

### How we communicated with the customer:

- Consumer engagement & brand visibility
- Marketing collaterals available across the RBML RO network
- Totem, banners, display racks, recommendation charts at retail outlets.
- Consumer activations initiated at top 300 outlets

### Cherry on the cake:

- Unparalleled capability building
- Training for staff at 1,400 ROs through 242 virtual sessions.
- Online learning access, virtual training, guidebooks given.



## MAXIMIZING WALLET SHARE & REDEFINING FORECOURT EXPERIENCE

### Our value propositions

#### Additivated and premium fuels

- All grades additivated
- Premium gasoline
- Higher octane gasoline



#### Partnering with the best:



Phased launch of additised and premium fuels

#### Convenience

Stores and facilities based on specific shopper missions



#### Partnering with the best:



India's largest modern trade player



bp's global inhouse café brand

#### Loyalty

- Loyalty programs for truckers, car drivers and two-wheeler riders
- Earn/burn loyalty points



#### Partnering with the best:

Multi-brand coalition program

#### Lubricants

- Branded Lubricants + DEF
- Lube charge workshops



#### Partnering with the best:



Undisputed market leader with strong channel, product portfolio and OEM relationship

## CUSTOMER FOCUS APPROACH FOR PROBLEM SOLVING

### Enhancing our delivery capabilities through the launch of HDPE containers



has been made possible through a globally unique design and sealing mechanism. We have embedded an RFID chip in each container through which we can control Q&Q. The results from the first deployment have been encouraging and soon will be scaled to include the entire network in a phased rollout.

Simple solutions seldom present themselves simply. In fact, it takes extraordinary effort to analyze the obvious and come up with a simple solution to a seemingly complex problem.

The challenge was to safeguard our Quality and Quantity (Q&Q) proposition. In fact this is the biggest challenge that the industry has been facing. Metal containers were not completely siphon-proof and pilfer-proof. Therefore, to make sure the promised Q&Q

gets delivered was a challenge. And, the solution to this problem was an industry first! With a Customer focus approach, our team successfully deployed the first batch of High Density Polyethylene (HDPE) pilfer proof containers in Navi Mumbai, Maharashtra this September. This was a crucial step towards taking our delivery capabilities to the next level and to encourage mobile fuelling in the country. The new design ensures lower decanting time, robustness and better Q&Q assurance, and all of this

Interestingly, the raw material to manufacture the PFCs is being procured in-house from RIL. This intellectual contribution made towards conceiving the complete design is now being secured via patent application.

## WHO ARE WE?

### Mobile Fuelling



At the helm-  
Krishna Pendyala

#### What does the Mobile Fuelling team do?

In the past few years, mobile fuelling has been one of the most talked about modes of doing business. From being an option in the past, it has become a need in the current circumstances, not only for stationary equipment but also for transport sector. With the ongoing pandemic creating a new normal, door delivery has become a norm and petroleum is not an exception. We are proud to say that we have been pioneers in this field and are the largest player in the country. We started in November '16 and since then there has been no looking back.

#### How do you do it differently?

We are the only player to have not one but two options - Mobile Dispensing Units (MDU) and PESO approved containers. This gives us an advantage over competition - in terms of flexibility in operations, customer-segment based delivery medium and financial viability.

Our business is customer obsessed and is driven by Customer Value Proposition (CVP). Whatever we plan to implement has to pass through the CVP filter. Hence, our delivery mediums comply with one of the aspects of CVP i.e. assured Q&Q. While mobile refueller provides the confidence of RO on wheels to the customers, our containers have the inbuilt pilfer-proof design. Very soon we are going to replace our metallic containers with HDPE containers which will add to our Q&Q proposition with enhanced pilfer proof features and tamper evident seals.

#### Why makes you excited about what you do?

It is an exciting space to be in! In our bid to provide unique value proposition to the customers and speed up the entire order to delivery life cycle, a tightly coupled automation and IT solution has been developed. The IT platform provides features of customer/merchant onboarding, order management, digital payment settlement, customised dashboard for multiple stakeholders and feature for personalized promotions.

We believe in continual improvement and hence our platform and automation solutions undergo incremental innovations and improvements basis change in CVP or technology, thus promising our customers world class service in mobile fuelling space.

## LEADING THE WAY

### Continuing our market leadership in Mobile Fuelling

With all the collective efforts and display of Team work, our Mobile Fuelling business has sustained the number one position in fuel door delivery segment in India. Despite fierce competition from OMCs, the business maintained leadership in the segment with 62% market share.

We pride ourselves with absolute compliance with the norms and directives laid down by regulators, including but not limited to Q&Q, delivery medium specifications, customer assets and safety guidelines.

The Connect Program witnessed impressive success. Thanks to the joint efforts of state teams, marketing executives and HO staff, our customer base soared above 30K with record single month growth of 35% in October 2020. The push in this direction is towards a widespread presence across all customer segments. A healthy augmentation has happened in our network capabilities as well, with PP count increasing to 169 and overall RO count standing at 1018.

We now plan to further raise the bar by achieving the benchmark of 15 litres per second delivery rate, by March 2021. The journey has just begun!

Company	Delivery Medium	Locations	Volume KLPM	Share
RBML MF	MDU	989	23545	62%
IOC	MDU	96	6204	16%
BPCL	MDU	84	5279	14%
HPCL	MDU	21	1412	4%
Fuel Ent	MDU	13	1775	5%

November 2020 data



## DISRUPTIVE DIGITAL DNA

### Redefining our space in the borderless digital era

Digitalization is a hot topic in the business world right now. But what exactly does it mean for us at RBML? How far are we on this journey? We explain what it is that we are doing, and how it is impacting business.

#### NRO platform: Launch of network development module

Network development module has digitalized the following milestones of new retail outlets proposed across RBML network.

- Evaluation of specs
- Investment framework
- Scouting of land
- Financial limits
- Securing sites

#### Key features implemented:

- GIS based dashboard enabling visualization of the number of ROs at each stage in the workflow and current progress for a specified retail outlet
- Facility planning process
- Process of evaluating land options through Land Term Sheet (LTS)
- Platform for Network Development team to resonate journey of proposed specifications unleashing collaboration through site evaluation cycle

#### Wet Stock Management (WSM)

Implementation of Wet Stock Management solution over RO automation system has helped to function as predictive analytical tool based on statistical modeling and use large data point bank generated by RO automation application to give near real time performance on various controlling parameters through alerts, exceptions and KPI dashboard.

#### Key features implemented:

- Inventory monitoring, level alarms (high, low), delivery verification reporting and tank out of use alerts

- Unusual trend alerts with reason code assignment, line drain back, quiet time analysis, continuous real time SIR, ATG error reporting and data validation quality analysis
- ATG data outage alerts, pump flow rate monitoring, dispenser/meter downtime monitoring, water level monitoring, sticky probe alerts, hose to fuel system mapping, pump and tank out of use and meter ware reporting (by grade & meter)
- Wet Stock reconciliation reporting
- Provision of strapping charts to correct the existing strapping chart(s)

#### Launch of Trans-Connect untapped potential dashboard

With an aim to increase the interstate Trans-Connect sales, a project was undertaken to tap into actionable untapped potential of existing active Trans-Connect customers. Machine Learning (ML) technology was used to build the data model and analysis. The historical sales, customer behavior and enrollment data used to build the data model. Using ML clustering, an unsupervised machine learning task was used to discover natural grouping in data automatically.

#### Key features implemented:

A dashboard was developed to represent the various KPI's as below:

- Total untapped potential
- Transaction region wise untapped potential
- Transaction wise untapped potential
- Customer linkage wise untapped potential
- Customer group wise untapped potential
- Top 10 customers by untapped potential
- Actual & untapped potential details (KL)

#### Mobile Fueling platform: Launch of door delivery of fuel

Mobile Fueling platform has digitalized the door delivery of fuel. It has facilitated a single market place for fuel ecommerce where customer as well as merchant journey is digitized from order to payment with automation for fuel decantation to ensure Q&Q.

#### Key features implemented:

- Customer & merchant (dealer as well as service provider) onboarding: single market place is made available for fuel -Ecommerce where customer as well as merchant journey is mapped with Automation for decantation
- Easy to place an order
- Online payment suite: easy online payment with hassle free payment settlement process
- End to end order tracking: visibility of end to end transactions
- Online merchant settlement
- Express order for urgent order handling
- Consumer protection policies
- Route allocation for easy delivery management
- TDS implementation as per 194-O
- Fuel decantation through MDU and PFC automation.
- MDU reseller module.
- Driver module for smooth doorstep delivery
- Route navigation for driver



## TÊTE-À-TÊTE

### Beyond business conversations



In this exclusive interview with our CEO, Harish C. Mehta, we explore his leadership style, fitness mantra, favorite books and much more.

**Q. How would you describe your leadership style?**

- Committed to excellence: eye for detail without losing sight of the big picture
- Clarity of thought: ensuring quick and rational decision making
- Caring for employees but holding them to account and challenging them to outperform

**Q. Please share an important leadership lesson that you have learnt (and from who)?**

From Shri Mukesh D. Ambani: pursue excellence (aim at being the best in the world); dream big and self-belief.

From my sons: multi-tasking, risk taking and building social presence.

**Q. What are your views on time management?**

PPPT: Prioritize, Plan, be Precise and stick to Timelines.

**Q. What are your views on work-life balance and what do you like doing when you are not working?**

The current stage of RBML's growth journey requires us to have feet on the ground. In

light of that, I admit that I am nowhere close to my work-life balance expectation, but I am working towards it.

It is important for us to carve out time for self and family, and while it's not always easy, planning in this direction goes a long way. At this point in time, I get two 90 minutes slots that energize me for rest of the day:

- Early morning: I have tea with my wife, and we talk to our children in the U.S.
- Late night: We have dinner and watch news or movies

I have always been a big movie buff. Even as a child, I have fond memories of spending my pocket money on watching movies instead of spending on food like my friends.

**Q. Why did you choose the Oil & Gas industry? And if not Oil and Gas, where would you have been?**

While growing up, there were only 2 options for Electrical Engineers in Punjab- PSEB or PSU. I didn't relate to the bureaucratic culture of PSEB so chose the latter!

My father, brother and sister were all

bankers. So, mostly I would have ended up being a banker myself.

**Q. What is your fitness mantra?**

I go for a brisk walk in the morning and try to keep up with my yoga sessions.

During my school days, I was a centre-forward in the hockey team, and a huge fan of Aslam Sher Khan.

**Q. What do you like to read?**

Even in my early years, I was never into books in a big way, but was more excited about reading newspapers and learning what's happening around us. While news consumption is largely on digital mode now, I still enjoy my morning newspaper and keep myself updated on latest developments in the mobility space. Having said that, I am equally interested in politics, sports, business and entertainment.

**Q. What advice would you give to young leaders?**

Demonstrate commitment, seek empowerment, take risk, and earn trust.



## THE UNDAUNTED HUMAN SPIRIT

### Rain, hail or storm, Our front line warriors deliver!

### Touching the emotional chord



Earlier in July this year, due to extreme rains at the banks of the river Bagmati, Koshi, & Burhi Gandak, many districts across the state of Bihar were flooded and remained on red alert. Despite the environmental constraints, all of our 8 Product Promoters (PP) from the region ensured that services to Jio towers were not hampered.

#### What the team did?

##### Improved:

Hired boats, JCV, tractors, bull carts etc.

##### Collaborated:

Took help from NDRF team

##### Went above & beyond:

PP staff walked upto 3 kms on foot to deliver the containers

##### Delivered with excellence:

To ensure continuity of operation despite the pandemic and floods, the team put customer first.

## A FLIGHT TO SAVE A LIFE

### Supporting an organ donation airlift

#### The task at hand

On the mid night of 6th November, we received a last minute request for fuelling service to a critical air-ambulance flight which was chartered for transferring organ from Coimbatore to a patient in Hyderabad. Fuelling service needed to be provided at 4 locations, namely Delhi, Nagpur, Coimbatore and Hyderabad.

#### What we did?

Responding in line with our value- Customer focus, our sales team worked overnight in close coordination with operations team, providing timely service to the aircraft through the night ensuring the receipt of vital organ on time to the patient.

#### The team that made it happen

- Mayank Dembla – Sales
- Anil Chauhan – Delhi Operations
- Amardeep & Piyush – Nagpur Operations
- Deepak & Roshan – Coimbatore Operations

## WELLBEING- CORNERSTONE OF OUR CULTURE

### HR team's efforts towards employee safety and wellness

Soon after the pandemic struck, our central HR team created the Symptom Checker on ESS. The main objective of this feature was to support the medical services team while supporting employees and their families, who were at high & medium risk for COVID-19.

If an RBML employee fills in the questionnaire in the Symptom checker in ESS, and she/he falls in the category of high, medium risk, or essential service low risk, a ticket gets generated to the respective HRBP. The HRBP then promptly reaches out to the employee, checks on their wellbeing and if required escalates it to the doctor. They also coordinate with doctors for getting the COVID-19 positive patients hospitalised or quarantined, on a case-to-case basis.


All employees are advised to immediately call REFERS (18001039009 or 022-44774477) if they have any COVID symptoms. You can also schedule a video consultation on JioHealth-Hub. You are advised to follow general precautions and go through the COVID-19 pack uploaded on ESS for detailed information.

Our fight with COVID is not over yet. Continue to fill in the Symptom Checker every day.

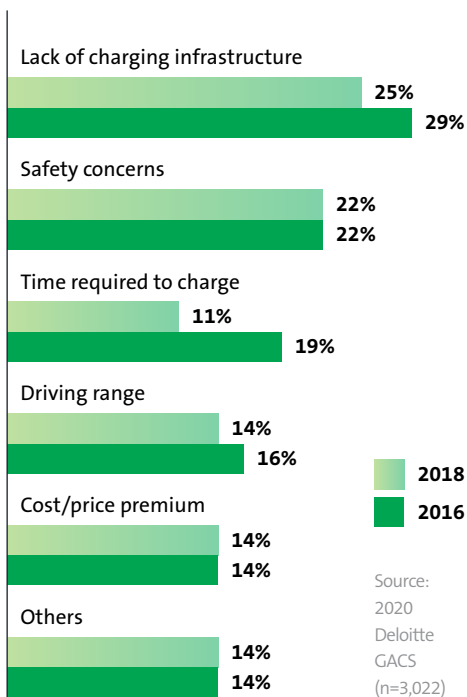
# INDUSTRY SNAPSHOT

## Mobility sector in India







### SHIFTING MOBILITY LANDSCAPE

-  **33-35%**- cut in carbon emission intensity by 2030 as per Paris Agreement
-  **9 million**- units demand for small format e-mobility by 2030. Source: McKinsey 2020
-  **\$110- \$120**- the price of a battery pack by 2030. Source: McKinsey 2020

### CONSUMER CONCERNS REGARDING EVS



### MEGATRENDS IMPACTING MOBILITY

- 
  - Connectivity
  - AI
  - Big data
  - Cloud
  - IoT
- 
  - Electric mobility
  - Renewable energy
  - Energy storage
- 
  - Autonomous vehicals
- 
  - Shared mobility
  - Mobility as a service
- 
  - Drones
- 
  - Intelligent transport system

### IMPORTANT DEVELOPMENTS IN THE MOBILITY MARKET

- Incentives from India's central & state governments to encourage EVs
- Increased customer readiness
- Rising demand for shared mobility
- Door-to-door fuel delivery expected to become a major market in India

### ROLE OF THE GOVERNMENT

- As policymakers and regulators: the government can ensure public welfare, safety & security, while enabling various stakeholders to navigate this new territory
- As researchers: the government can help foster technological innovation
- As designers & developers: the government can invest to prepare the ecosystem to be future ready
- As end users: the government can plan increase state-operated fleets, invest in new infrastructure

#ONERBML

The values that guide all of RBML's actions and transactions while serving as cultural cornerstones

**CUSTOMER FOCUS**

Keep the Customer Happy

24X7 SERVICE

The customer is **KING**

EVERY day is CUSTOMER day

Personal Interaction

100% CUSTOMER FOCUS 100%

SERVICE with a D

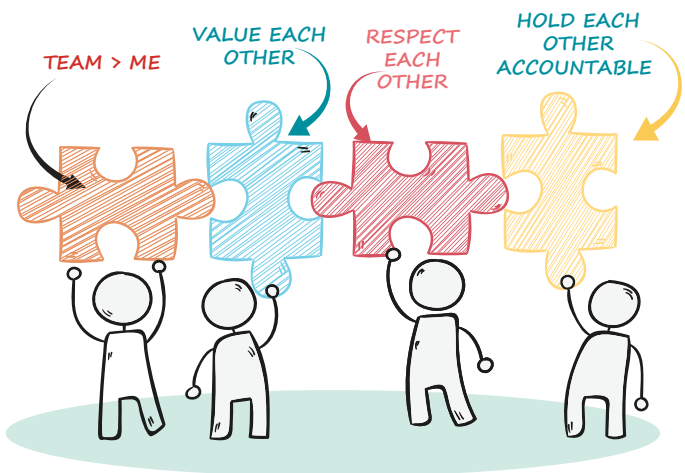
- QUALITY
- SERVICE
- RELIABILITY
- SATISFACTION

Continuously improve the CUSTOMER EXPERIENCE

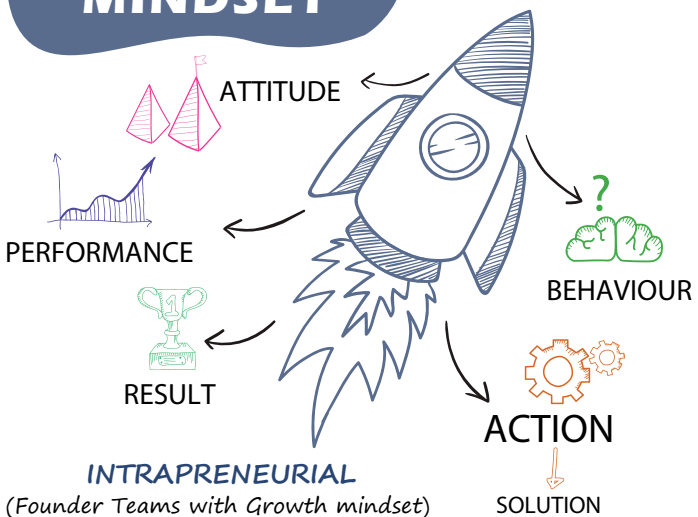
**AGILITY**



**TEAM WORK**



**OWNERSHIP MINDSET**



**INCLUSION & DIVERSITY**

#weinclude to RAISE the bar

R A I S E

- Respect:** Treat all with dignity
- Accept:** Everyone deserves to be treated equally
- Include:** Include diversity in all interactions and activities
- Support:** Foster diverse thinking
- Eliminate Bias:** Become aware of conscious & unconscious bias





Recognizing colleagues who have showcased exemplary commitment to RBML's values



### Divyansh R, Business Development

Divyansh has been an integral part of Network Development Team and in a true One Team spirit has played an important role in developing network plans, methodology & guidelines for field implementation of Highway Network Plan. He has also been involved in the development of key strategies around design, propositions and roll out during the initial phase of our JV formation. With an objective of saving time and efforts by the Field Team, he took the initiative of sourcing multiple data points from internal sources, and collaborated with team to put forth a Prioritization Model for Urban Network and supported the teams with Heat Maps of selected towns. His interest in analytics has helped the team in partnering for a project with ANSI team for development of Network Planning Tool.



### Anantha Bhatt, FC&A

Business transfer had its inherent challenges and required the entire team to go above and beyond. The dispatch cycle came to a halt for 2 days due to migration issues and system unpreparedness. It was during this time that with the strenuous efforts of Anantha and entire FC&A team, we ensured that business continued their dispatches by extending credit limit to customers and transferring ledger balances manually. Attending innumerable phone calls, clearing individual old sale orders manually, restoring balances in new customer accounts and working tirelessly to mitigate the crisis helped us save the day. His efforts to uphold the true spirit of one team deserve due appreciation and recognition.



### Ankita Bhargava, Digital

Ankita's contribution to sales - accounting and pricing platforms has been immense. We have reached a milestone in the implementation of NRO platform and price engine initiatives with her dedication. The efforts and time that she has put into NRO network development module in the past quarter is commendable. While displaying great enthusiasm to learn new technology and grow professionally, her willingness to help fellow team members and a never say no attitude truly shows a one team spirit and ownership mind-set. Her commitment to accountability and collaboration is highly appreciable.



**Dilip Desai,  
HR**

Dilip has been a key HR team member for the critical project of RIL-bp JV (RBML). He has demonstrated our value-Ownership mind-set in an exemplary way, while ensuring operational excellence during coordination with key stakeholders and ensuring the timely and qualitative implementation of HCM SAP module. He has worked on statutory benefit funds registrations and statutory document submissions. The cherry on the cake was a seamless migration of in-scope employees from RIL group companies to RBML.



**Pankaj Singh,  
Aviation**

Pankaj has consistently demonstrated customer focus attitude while discharging his duties. On multiple occasions, he has attended non-scheduled flights, while ensuring excellence in fueling operations through meticulous follow up and hyper-coordination with multiple stakeholders. He leads his shift team from the front, and adopts a highly collaborative approach while working beyond his normal duty hours, especially during COVID 19 pandemic lockdown. Some of the recent operations which stand as a testimony to his prowess are- medical emergency flight during COVID-lockdown period, Antonov -124 aircraft with uplifts more than 50 KL (requiring deployment of multiple refuellers)

He has ensured that our scheduled operations continue to provide on-time and efficient fueling service to the aircrafts. Through his efforts, our fueling operation upheld the high standards which our business is known for in the airlines circle.

Gujrat (North) was struggling with average 300 KL in private volume with earlier best sales of 600 KL. Nishant successfully mobilized Channel Partners under Hub-and-Spoke model and activated almost 70% ROs in Gujrat (North) to exploit the local trading areas. The result was, a record leap to 1700 KL and a 1000 KL sales in non-agri season. This feat resulted in strong revival of Channel Partner trust and confidence in the business potential. A professional with 'intrapreneurial' spirit, he manages to garner the best from partners & team members with utmost dedication and perseverance. A strong team player, he excels at relationship management, can see through the big picture and acts keeping broader organizational interest in mind.



**Nishant Dhoke,  
Mobile Fuelling**



**Litty Anthony,  
Advanced Mobility**

ALPG team was called on to download CNG RTO data for over 400 locations from a government database to support our network planning process so that the SBDMs and NDMs would not have to do this task. While an extremely tedious process, the team and Litty in particular, diligently kept at it and completed this job in a very short time, thereby saving the money to purchase this data from an external party. The display of ownership mind-set makes Litty and the team worthy of being our value champion.



**Surender Addagarla,**  
**Marketing**

Additivated fuels is one of the key value propositions for Jio-bp. Surender has demonstrated complete ownership of this work stream, working very well with different functions - bp as well as RIL to take this project forward. This is a very complex project with multiple stakeholders but Surender has demonstrated solution and ownership mind-set to overcome these challenges.



**Paranthaman Gana,**  
**HSE&F**

Paranthaman collaborates to build partnerships and seize opportunities in true 'Team Work' spirit. His key contribution areas include improvement in the near miss reporting, identification of unique measures for the validation of shared learnings, deployment of innovative techniques to increase HSE awareness through communication & trainings through newsletters, modules, LFI etc. He has taken initiatives in digitization of HSE formats, and applied innovative idea of virtual HSE audits during the pandemic. He also anticipates and responds with a sense of urgency to all stakeholder needs, while understanding and respecting how our actions impact others.



**Suraj Iyer,**  
**RBML Board Chairman's office**


Instead of being satisfied with his laurels in Supply & Distribution, Suraj literally took a leap into the unknown in his new role with Chairman, RBML Board. Within his first few months in this role, Suraj mastered the entire RBML business plan from scratch. He has been RBML's fulcrum in the conduct of entire array of governance meetings. And, has been able to grasp the nuances of statutory proceedings in very quick time. Still yearning for more, Suraj has become an essential cog in the strategy team for assessing Network and Fuel Retail work streams. Besides, he has also been the centre-point for executing critical multi-stakeholder projects such as NHA tender and annual budgeting exercise. His penchant for excellence combined with complete ownership mind-set makes Suraj a true value champion for RBML.




The space where you can splash your colors

ARTery





**Photo Left:** Digital drawing by Saniya Hussein 

**Photo Right:** Art by Maneesha Naik 

Through the lens



**Photo Top:** Photography by Abdul Moyed 

**Photo Bottom:** Photography by Milind Bhakte 

Write Out Loud

## SMOOTH SEAS DO NOT MAKE SKILFUL SAILORS

### 5 reflections from working virtually in 2020

I believe that every adversity brings new challenges, new opportunities and learnings. As I look back at the extraordinary year, 2020, sharing 5 lessons I have learnt.

People who have seen me at work know that I like management by walking around- connecting with my team members every single day. So I thought working from home would be a huge challenge for me. I started two new roles virtually, one in a different geography and the other in a Joint Venture where I knew almost none, all sitting in one chair at my home- sometimes virtually

travelling to Dubai, Pakistan or as far as Egypt, talking about short term sales issues to 10 year plans, addressing ground soldiers to board members.

When I look back, despite the challenges, it wasn't as difficult as I imagines it would be. In fact in 2020, I have made new friends, grown my professional network significantly and felt at 'home'.

[Click here to read the full article](#)

- by Kedar Apte 

### ...Brewing that perfect blend...

Brewing love for the endless sky,  
Brewing patience for the restless flowing streams

Steaming composure for the chaotic winds,  
Condensing aggression for the intense sun shine...

Brewing some happiness,  
For my soul,  
while submitting myself to those beautiful views.

- by Seema Kumari 



**How can  
I achieve my  
New Year's  
goals?**



NY RESOLUTIONS ARE PASSE...  
HELLO NY GOALS!  
**Set the tone of the New Year  
by creating achievable 2021 goals**



## Step back before moving forward

A goal by itself is like a horse's head without its body. It knows where it wants to go but has no means of getting there. The objective behind the goal (be it to have more energy, more clarity, more human connection, more productivity, or more fun) is the heart, lungs, and legs that will motivate the whole horse (including the head) to get to where it wants to go. The objective is why you want more of something in your life.

This New Year, when you settle on a goal, step back and examine the real objective behind it, and think if that objective drives and connects with you strongly enough.

## Set SMART goals

**Generic New Year's resolution:** "I'm going to lose weight in 2021."

**SMART New Year's goal:** "I will lose 5 kilograms by July, and then 4 more by Diwali. I will do so by working out four days per week while also restricting my food intake to 1,500 calories per day."

Use the SMART framework for setting your New Year goals.

- Specific: Clearly defined and specific enough to take action.
- Achievable: Set realistic goals. Don't try to bite off more than you can chew.
- Relevant: Relevant to your lifestyle and skill set.
- Time-bound: Define realistic timeframes.

## Know that it's ok to not hit the mark

We need to learn to be kind to ourselves and push only what we really need to. The process and the learnings are what's most important. Things can run off the rails, and it's essential to understand why you're slipping and how you can fix things.

Try to look for the behavior that is deterring you from achieving your goal, and only after that think about ways to fix it.

## Seek support

We should choose our goals wisely, and then commit to the process and the journey. In the majority of cases, what helps you to succeed is finding a way to transform them into something fun and enjoyable.

## Celebrate your achievements

Celebrating your achievements can be your favorite part of making changes in the New Year, and you can celebrate them in unique ways. Make sure you stick to your plan and goals, and if you are happy with the progress you are making, you should definitely celebrate milestones as well.

No one said it wasn't ok to have fun while working to achieve your goals!

## Commit to the process

Don't be afraid or ashamed to ask for help. In fact your support network can be a game changer. Support can be in the form of your family, friends, colleagues, online help via social channels, and also books and courses. Choose your support wisely and always ask people your network how they can help you in your journey, if and when needed. Help via social channels, and also books and courses. Choose your support wisely and always ask people your network how they can help you in your journey, if and when needed.



Reliance BP Mobility Limited was felicitated with



*“Excellence in training and development award – an overall award for best results-based training”*

by World HRD Congress in the National Awards for Excellence in Training and Development 2020 edition.

Hope you enjoyed reading the newsletter.

We welcome your feedback, thoughts, contributions, and ideas. Please write to us at [corporate.communications@jio bp.in](mailto:corporate.communications@jio bp.in). All contributions will be reviewed and selected by the editorial team.

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