

NEO-BILITY

ANNIVERSARY EDITION

An RBML Publication

Issue 003 | July 2021



YEAR OF REIMAGINING

MOBILITY

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MESSAGE FROM RBML BOARD CHAIRMAN

“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.” - Jack Welch

Dear colleague,

It gives me immense pleasure and joy to share a major milestone in the journey of RBML— our Foundation Day. It is on this day that the seeds to become the “solution provider of choice for new age mobility in India” were sown. It is a matter of immense pride that we have energized over a billion lives in myriad ways over the past year and will continue to do so, spanning many decades to come. With the combined strengths of energy giants – RIL and bp, we continue to aspire to capitalize the fuel retailing space in India through the adoption of globally acclaimed practices in fuel retailing, customer experience, process technology and innovative value propositions.

The credit for our outstanding performance goes to our most valuable

asset – You! As Oliver Napoleon Hill astutely declared “First comes thought; then organization of that thought, into ideas and plans; then transformation of those plans into reality. The beginning as you will observe, is in your imagination”. Your dedication, commitment and hard work has transformed the organization, enabling it to transcend boundaries, revolutionize the retail chain for last mile convenience and delivery, remain resilient in an ever-competitive environment and hold the vaunted position that it enjoys today.

As we celebrate our Foundation Day, I would like to dwell on our core values and unique operating culture, which are an inherent part of our tapestry, bringing us together to take the ever-changing market head-on and be geared for

overcoming any obstacles, that the future presents. It is wisely said, “high performing companies should strive to create: a great place for great people to do great work”. We have created this environment in RBML, and going forward, I am confident that we will inspire our employees to synergise their efforts, work with camaraderie and strive for continual improvement.

I would like to share my joy with you on this special occasion and invite you to take part in the festivities. Our loyal customers have been our greatest strength and serve as the pillars of support in our journey, towards embarking on making path-breaking advances in achieving zero-carbon footprint and developing sustainable business models for the organization.

[Read more](#)

MESSAGE FROM CEO'S DESK

In an interview with our Chief Executive Officer, Harish C. Mehta, we discuss about the highlights from the past **One Year of Reimagining Mobility**.



“Standing on the cusp of a very critical year, let us all take a pledge towards giving our very best efforts in taking RBML closer to the vision of becoming the solution provider of choice for Indian mobility”.

HARISH C. MEHTA
CEO, RBML

NOTE FROM EDITORIAL TEAM

Setting the context

Top row (Lto R):
 Bhupendra Patil
 Binoy Murlidharan
 Debopam Chell
 Durgesh Kashyap
 Janhavi Pednekar
Middle row (Lto R):
 Litty Anthony
 Nishant Sinha
 Paritosh Dawande
 Pratiksha Thakur
 Rohit Srivastava
Bottom row (Lto R):
 Sachin Srivastava
 Sachin Verma
 Saiprasad Vurakaranam
 Seema Anand
 Shabdali Dange



Dear reader,

Team Neo-bility congratulates the RBML family on the special occasion of our company's anniversary and the successful completion of our first year.

In these unprecedented and challenging times, we recall the famous quote of our Founder, Chairman, Shri Dhirubhai Ambani “Challenge negative forces with hope, self-confidence and conviction. I believe that ambition and initiative will ultimately triumph”. In the past one year, we have worked as a family setting despite the pandemic situation, putting our whole heart, blood and sweat to only one purpose- to accom-

plish, develop and flourish in the goals set for RBML.

In the year gone by, we have seen it all - success and failure, highs and lows, celebration and crisis. Some of our colleagues have faced the loss of close and dear ones, and we stand united with them in their grief.

On the business front, the journey was not smooth either. But the one thing we never did was accept defeat. Starting with the transition from RIL to RBML, we have had small milestones to celebrate every month across RBML.

Keeping this in mind, the anniversary edition is designed to help us cele-

brate the best of RBML over the last 12 months through the eyes of 12 key business verticals who have all played a tremendous part in making the first year of RBML a memorable one.

As we continue to innovate, break down barriers and chart out the next strategic moves, let's together raise a toast to one year of RBML and the team behind it.

We hope that you enjoy reading through the anniversary edition as much as we have enjoyed bringing this to you.

Regards,
Editorial Team

HOW THE JOURNEY STARTED

Snapshots from Project Pride



Fuel offer development and terminal team at Bhopal terminal

Due diligence at Retail Outlet





Celebration for mid-term signing

RBML's first invoice

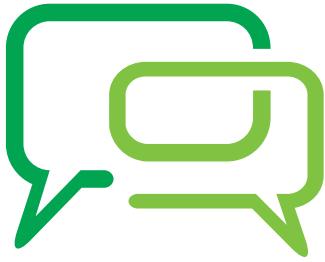
Original for Buyer

Reliance BP Mobility Limited.
 CIN: U50100MH2015PLC327461, PAN: AAU9CR2546N, Tel. No.: 022-44770006,
 Registered office: Maker Chambers IV, 3rd Floor, 222, Nariman Point, Mumbai, 400021
 Principal place/Sales Office: 3rd Floor, Office Block No. 1., DFI City Mall Area HBEs, Anura HBEs, MP Nagar,
 Bhopal, Bhopal, 462016, Madhya Pradesh
 Invoice location: C/O RIL, Bhopal Indore Bye pass Road/Near Bikasin Bhawan Railway Station, Level
 Crossing, P.O. BHGAUNSI, Tehsil # Huzar, Bhopal, Madhya Pradesh, 462030





Invoice	Invoice No.:	221500001
	Invoice Date:	10.07.2020



FIELD BYTES



Neelakash Naiykar
Sales - Tamil Nadu

“ The last year was very challenging and gave me a chance to develop my skills in various fields and helped me build my multi-tasking skills.



Anushka Nair
Sales - Karnataka

“ Being a fresher, I consider myself extremely fortunate to be part of Reliance BP Mobility Limited, spearheaded by two of the most iconic players in the industry.



Surya Ojha
Mobile Fuelling - Bihar

“ The past one year has been a fabulous one which saw a cultural shift in our organisation. Right from the focus on learning, development and mentorship, to inclusion of field in internal communications,



Swetaleen Singh
Sales - Karnataka

“ The job of an Area Sales Representative (ASR) is very competitive, requires a lot of patience, and determination- starting from dealing with channel partners, customers to any emergency situations.



Nitish Benjwal
Sales - Madhya Pradesh

“ I want to acknowledge that there is a paradigm shift in my approach to adapting change from Petro retailing.



Punit Kumar
Mobile Fuelling - Punjab and Himachal Pradesh

“ The past year has been a great learning experience wherein we all at the field are working towards building the new entity- RBML.



Akhil Verma
Key Accounts - Rajasthan

“ RBML is an organisation that offers tremendous opportunities to grow both professionally and personally. There have been a lot of learnings which helped in an overall growth in my career.



Shantanu Mishra
Sales - Madhya Pradesh

“ RBML journey started ardently on a positive note with challenging targets. As a team, we took this task to lead in BD activities as assigned and devised some effective internal processes to expedite work at the state level



Pruthvi Bhushan
Sales - Andhra Pradesh

“ The announcement of the JV sparked a sense of pride in being able to participate in the growth story of RBML. There were times when things just did not seem to work or times when I zigged instead of zagging.



Shivani Parmar
Sales - Gujarat South

“Always deliver more than expected” is what the brand Jio-bp stands for. The journey so far has taught me many things including going



Abhijeet Jadhav
Network Development - Karnataka

“RBML kept my *josh* high even during the challenging pandemic times by constantly being my support system in the field right from the transition phase till date.



Abul Arshan
Sales - Maharashtra 2

“ gives me immense pleasure to be part of the RBML family. I joined the company last year in March and was a part of all the migration work by heading dispatches of all the legal letters to statutory authorities which was done successfully by burning the mid night oil.



Kunal Newalkar
Sales - Madhya Pradesh

“It's said that in calm water, every ship has a good captain. No words are enough to extend gratitude to RBML along with entire state team to extend channel partners, customers to any emergency situations.



Naveen Verma
Sales - Gujarat North

“When you are in the field, success comes from jumping from failure to failure without the loss of enthusiasm. It has been a rollercoaster ride so far.



Parthen B Kumar
Sales - Rajasthan

“A challenging journey began when most of the nation was at a standstill closing in on a year. This year has been a chance for us to explore our limits - mental and physical, to realign ourselves for growth in the new projects the organization takes up.



Ankit Nangalia
Key Account - Maharashtra 2

“When we meet our customers down the line, under the umbrella of this JV (RBML), it has a great impact on mind of our customers which is a wonderful feeling for us also.



Anisha Dubey
Sales - Maharashtra 1

“My journey with RBML has been a roller coaster ride wherein I was made to push my boundaries as a professional during these tough times and knowing for a fact that my hard work.



Prakash Mahale
Sales - Maharashtra 1

“The last year at team MH1 has been positively challenging. Although the tasks assigned to us seemed difficult to achieve at times, but the belief that the mentors.

COMMISSIONING DIGITAL ECOSYSTEM

Team Digital



10th July 2020 was decided as a cut-over date for RBML. From the morning of said date, business transactions had to take place in the new company. The Digital team was planning the cutover activities over the past few weeks and were ready for the challenge that lay ahead.

Moving the digital footprint of a running business entity (Petro Marketing) into a newly formed business (RBML) is easier said than done. To say the least, it was an experience of a lifetime.

Commissioning of the digital footprint entailed purchase of new domain name, segregation of databases, servers as well as changing email IDs of RBML employ-

ees across business locations.

Day 1 readiness involved configuration of business processes in critical SAP and non-SAP application portfolio. It also involved changing of the company name, statutory details on customer facing documents. Signing agreements with existing and new service providers was an important activity to ensure uninterrupted service delivery.

Digital team worked with business stakeholders and RIL Enterprise team, exhibiting Ownership Mindset and Customer Focus – to plan, test and implement activities that enabled migration of digital ecosystem. The team worked throughout

the night of 9th July 2020 to ensure completion of time sensitive activities and successful commissioning of the new organization.

Biggest challenge was non-availability of domain name (jiobp.com). By the time, Jio-bp brand was finalized, we realized that the domain name was not available for purchase. The team overcame this challenge by adopting a two-step approach. One was to go live with jiobp.in domain instead of jiobp.com to meet the deadline. Second was to file domain name dispute complaint with World Intellectual Property Organization. We were successful in going live with jiobp.in and in winning the case thereby getting jiobp.com domain.

Meticulous planning, enhanced collaboration, early testing, persistent efforts and effective communication were the pillars for successful commissioning of RBML's digital ecosystem, thereby helping in the birth of a new company.

THE NEW ORGANIZATION DESIGN

Team People Development and Talent Acquisition

Combining the execution strengths, speed to market and the digital ecosystem of Reliance along with bp's global expertise in fuel and non-fuel retailing, the joint venture christened as RBML was indeed rightly seen as a path-breaking opportunity for synergies

Needless to say, it was critical to orchestrate and design the way RBML would operate, enabling us to pursue our strategies and meet our set goals. For RBML to be successful in its journey, it was imperative to ensure we successfully architect and implement a robust organisational design that is aligned with the business strategy and the operating market environment, whilst ensuring the right business controls, the right flexibility, the right incentives, the right people, and the right resources.

Leveraging fundamental tenets and design principles of Customer First, Hyper-Coordination, Hyper Collaboration, Team Based and

BUILD OPERATE ENABLE

Intrapreneurial, RBML's design was orchestrated on the pillars of Build, Operate and Enable.

The next key steps in the process were

- Operating design
- Workflows matrix
- Business and function-wise outcomes and outputs across the maturity curve
- Macro and micro design

Ensuring that we are adequately and rightly staffed to enable business imperatives and tread smooth our rampant growth trajectory, a robust exercise of workforce planning leveraging methods as unit rate, effort analysis, cognitive v/s trans-

actional load, industry benchmarks were carried out across business units and functions. This herculean effort resulted in RBML talent and skill needs for the growth plans. The team was tasked to attract and hire 290+ resources with varied skill-sets within 9 months.

As the adage goes "When the going gets tough, the tough get going" the TAG team took the challenge in its stride and capitalizing on traits as applied thinking, drive and relentless execution commenced on journey. The team burnt the midnight oil to move mountains and innovated on key areas of passive talent scouting, referral, sourcing mix, campus relations and hired 230+ resources within 9 months whilst also onboarding 160+ within the year.

What made it possible? Living by and breathing our core values was the only way we could achieve what we did.

RESTORING SALES VOLUME

Team Fuel Retail

The outbreak of COVID-19 pandemic saw India being under one of the world's strictest lockdowns, bringing almost all economic activities to a halt which further led to crippled demand for fuel. Industry gasoil and gasoline sales plummeted by 40% and 55% respectively in April 2020 compared to April 2019. Having said that, RBML's inherent network strength, unmatched Q&Q, Transconnect value proposition coupled with exemplary efforts by our field personnel helped us attain pre-COVID level HSD sales faster compared to industry.

“In the middle of every difficulty lies opportunity.” This famed quote by Albert Einstein was epitomized by our field team wherein each member was a value champion exhibiting Agility, Cus-



tomer Focus and Ownership Mind-set during the COVID crises.

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.

As a result, RBML attained 100% of pre-COVID volumes in both HSD and MS by September 2020, while most of the industry got there by October 2020 (for HSD). One factor that went in our favor was that we have a fully automated network.

In the hour of an imminent crisis when the intent of the 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.

BRINGING CASTROL ONBOARD

Team Marketing

Jio-bp joined hands with Castrol to offer a premium experience to our consumers, bringing innovative value-added solutions and delivering world leading lubricants as we look to transform the Indian mobility sector.

We underwent complete transformation of sorts as we introduced Castrol brand at RBML network. It was very important to make a confident start in view of all round changes in products, processes, prices, product mix, people and the supply chain related to Castrol lubricants.

We created our roadmap and made significant progress by October 2020 on some of the key deliverables on this journey.



- **Ensured lubricant placement across our network.**
- Lube placement at 96% of Retail Outlets accomplished within 3 months of operations.
- **Consumer engagement and brand visibility by ensuring**
- Marketing collaterals availability across the RBML Retail Outlet network
- Castrol brand visibility at totem, banners and lubricant recommendation charts at Retail Outlets.
- Lubricants display racks at the Retail Outlets.
- Promotor led consumer activations at the Retail Outlets to promote lubricants.
- **Focus on capability building for staff to promote lubricants.**
- Training for 14000 + staff at our Retail Outlets through 242 virtual sessions.
- Online learning access, virtual training and guide books given.

During the early phase of this journey, the biggest learnings and achieve our objectives are team work,

engagement with all the key stakeholders and leveraging the partnership of coming together of pioneers in fuel and lubricant in India.

We are confident that Castrol's cutting-edge lubricants, together with our fuels and convenience offers, will deliver best in class experience for Indian consumers visiting our ROs.





OUR FORAY IN E-MOBILITY

Team Advanced Mobility

Our electric mobility business started its journey in November 2020 by successfully rolling out a battery swapping pilot for last-mile delivery of dry goods at 14 sites co-located with Reliance Retail value formats with a fleet of 68 E2W.

Exicom was our technology partner and was supplying batteries, chargers, battery management system and digital mobile app for the pilot. E-BikeGO

was on-boarded as the service provider that purchased E2W's for the pilot. E2Ws used in the pilot were Hero Electric NYX and Ampere Zeal enabled with a 1.9 KWh battery. E2Ws with multiple battery systems of 60V and 48V were tested for their efficacy. For charging cabinets, 8 slot IOT enabled bulk chargers and 3 compact slot chargers were tested.

With over 9,000 swaps completed in the last 6 months, the pilot was a success with findings like EV being more efficient than ICE (EV running cost is Rs 1.08/Km Vs ICE is Rs 1.5/ km) and time for battery swapping being just

about a minute (against the hypothesis of 3 minutes). These pilot locations offered a great opportunity to validate the customer experience, technology, processes, and business plan assumptions.

As we entered the EV business, the team faced many uncertainties as the industry itself was evolving. We had a highly spirited but skeletal team without prior experience in electric mobility. But that didn't deter us from doing the impossible.

- The team managed to start the pilot from conceptualization to execution in just 10 weeks.
- This was possible only because of the team's belief, management's timely guidance, and demonstrating RBML's core value- Agility.
- Lastly, this pilot is a testament of One Team wherein along with the business team, functions like IT, SAP, FC&A, EPC, Marketing services, P&C played their part in meeting the stiff deadlines.

ANNUAL OPERATING PLAN Team Chief of Staff

Working towards the first annual RBML budget, we were faced with the challenge of managing our near-term goals without losing sight of the long-term vision while still being marred by the pandemic. External environment evolved faster than our version control. Afternoons blended into evenings; evenings into late-nights and weekdays into weekends: by the end of our multi-hour/ multi-days/ multi-group crystal gazing exercise, we seem to have created fantastic bottoms-up business plan.

There was only one problem. The sum of parts was much bigger than the whole. Learning No 1: Bottom-up planning had to complement the top-down approach. Neither can work in isolation. The teams went back to their drawing board for a fresh start. Another month's time and we were back with yet another awesome plan.

Lo and behold, there was

again one problem. The same content was getting reflected in three work-streams. Learning No 2: Nothing slows "One Team. One Goal." than operating in silos. Quickly, we created a cross functional team to weed out duplications and identified clear boundaries of operation. Using these, we created the M&M (Money and Manpower) resource allocation framework. Another month and we were ready for our Management Committee and Board approval.



Having created a plan, we were now focused on breaking it into smaller level KPIs for the leadership team. Things were looking good and some of us were also looking at a Q1 office start. This is when COVID wave-2 struck. Learning No 3: Having a plan is good; but how one reacts to unexpected change in plan differentiates a winner from the rest.

Holistic re-assessment of all our operating costs/ expenditure backed by clear underpinned assumptions helped us minimize our plan impact.

So now, we had developed and deployed a forward-looking strategy. Having communicated the KPIs to our leadership team, we were assured of seamless growth. But, it was not to be. Learning No 4: If you can't tangibly measure it, you can't be assured of progress. On the back of over 12 ongoing projects alongside prospecting and sales challenges, each leader had multiple operating fronts in their portfolio. We worked together to prioritize KPIs and reflect in monthly review. Through our 1st ever townhall, the message was aligned to last standing field member.

As the year rolls on, it is heartening to see our planning driving the company performance. However, if there is anything that the last six months have taught us: it is not to rest on our past learnings. The last one year has been a tremendous learning experience and here's to many more of such years ahead.

STOP WORK AUTHORITY

Team Health, Safety and Environment

As a part of the safety culture improvement plan and creating a safe work environment at the newly christened organization, RBML, the Stop Work Authority (SWA) program was launched. Creating a safe work environment requires every employee at every level of the organization to inculcate safety behavior and to take responsibility for their own safety and those around them. SWA was designed to provide the employees and contract workers with the responsibility and authority to stop work when a perceived unsafe condition or behavior may result in an unwanted event.

The main motive of this program was to have a collective mindset at all levels and at all times, to introspect on our safety behavior when no one is watching and to work towards the underlying principle that safety does not happen by accident but

by design. SWA is a four-step program as defined:

- 1 **STOP** the person(s) from doing unsafe work.
- 2 **NOTIFY** senior team members about the unsafe situation and maintain the record.
- 3 **CORRECT** the unsafe situation.
- 4 **RESUME** the work and complete it safely.

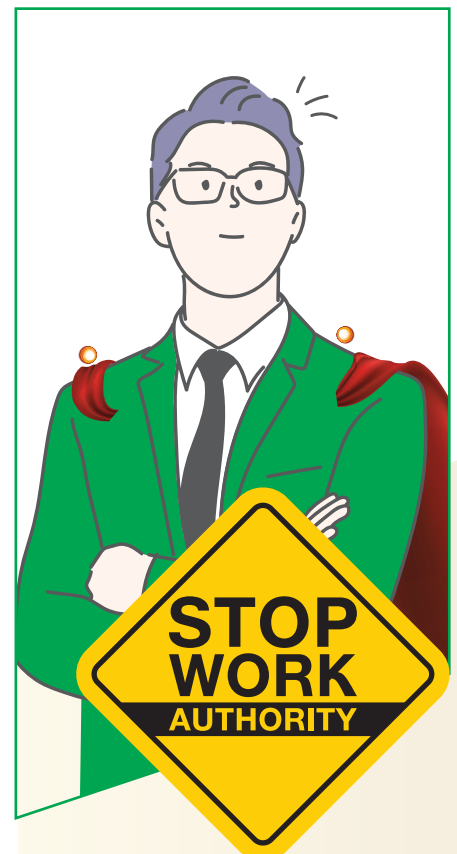
Till July 2021, a total of 28 front line working forces in RBML have been recognized under the SWA, safety champions initiative.

The main challenge in this effort was to communicate with the pan-India field workforce. Our field staff had inhibitions regarding consequences in case, ongoing work was stopped. The second challenge was to train the field staff on recognizing the unsafe work and unsafe conditions online due to the ongoing pandemic situation. The above challenges were taken to task and by having regular interactions and training sessions with the state teams, we were able to communicate with the

workforce and roll off the SWA effectively and efficiently.

With this authority being vested in each employee and contractor, numerous cases have been reported since the launch of the program and timely action on those events have prevented untoward incidents at the various locations across the country.

This initiative has started creating a culture of watchfulness in the workforce as employees are displaying Agility and Ownership Mindset.



THE MOCK UP

Team Business Development

Branding defines the way a product's image is communicated to its targeted audience. Elements like logos, images, designs, and colors convey the character and product offered to customers.

The challenge at hand for our Business Development team was to put across an imagery that clearly brought out the strengths and the values of the JV partners.

The first hurdle towards completion of the deliverables of DIP and engineering drawings was to provide shape and form to the design intent pack.

A cross functional team comprising of members from Engineering, Projects, P&C, and Marketing was assigned the task of creating the mockup at vendor works in Mumbai and Ahmedabad. In view of the raging pandemic and with the limitations on the options of travel and



physical meetings with the vendors, the challenges lay in the way the design intent pack could be communicated to the vendors.

With the second wave of the pandemic and the restrictions that came along, meeting timelines posed a challenge. However, the resolve to take up this challenge and find out ways and means to meet the timelines proved fruitful when our vendor could obtain necessary government permissions from the authorities for continuing operations at their works during the

lockdown.

Multiple visits to the vendor works and the continual engagement with the vendor by the team proved to be productive and a very satisfying experience when the mock up was put up for inspection by the senior leadership team on 07th May 2020 with all COVID safety protocols.

The entire process and the result was testimony to the “nothing is impossible” attitude and the One Team spirit displayed by the cross functional teams.



BEHIND THE SCENES Team FC&A

FC&A had the unenviable triple challenge of establishing the RBML P&L and balance sheet from scratch, be the anchor of all the new customer value propositions and supporting our network growth aspirations. Under a normal environment, this would have been an uphill task. Reeling under multiple waves of a pandemic while operating (at times) with ~30% lower workforce, the task most certainly seemed insurmountable. But as the saying goes, a human being knows his true potential only when faced with impossible odds.

Not only are each one of the team members driven by the single goal of delivering their very best, but they have also adapted to alternative ways of working focusing on innovation, new

initiatives and digital enablement. To highlight an important element- month 1 onwards, we have exceeded our planned EBITDA in spite of all that was going around us.

The team has been the center of financial integrity and with cosoc operation 100% governance compliance, thereby supporting 5 board meetings, 12 MC meetings, 4 audit committee meetings and 2 HRNR committee meetings.

Driven by the urge for continuous process excellence, FC&A has assisted RBML in achieving multiple firsts even while being in the first year of operations.

- The first OMC to sign an MOU with SBI towards capex funding for NRO dealers
- Zero non-compliance exemplifying high standards of corporate governance

- Cut down commercial evaluation of NRO dockets to 10% of original time
- On-boarded an entirely new business workflow and created a wholly owned subsidiary (legal the team is continuing to work in the Project Pride mode)
- Procurement kicked off massive exercise for supporting largest announced NRO project in Indian fuel retailing through the latest eAuction technology

Control has to be initiated from within. Even while FC&A set about the unknown path, internal audit continued showing us the mirror helping us improve with their third eye focused on risk management.

All of this culminated into our first annual financial statement with over 140% increase over planned EBITDA alongside the superlative performance of our treasury function, further adding to our bottom-line. What more, we could declare a healthy dividend for our shareholders within 6 months of operations to be followed by a final dividend.

A SMOOTH TAKE OFF → MANAGING TURBULENCE → GAINING ALTITUDE

Team Aviation



RBML has set a vision of being a material player in the aviation segment and has made rapid strides in laying the foundations for it. A number of key building blocks have been put in place to achieve this vision. By combining the strengths of two industry leaders Reliance and air bp, RBML could not have asked for a better start.

We notched significant success in April 2021 in renewing our contracts with India’s biggest airline, Indigo and further won additional locations through a value proposition comprising safety, customer service and innovative pricing.

Apart from winning several non-scheduled international customers through partnership with air bp, we also won our first scheduled customer, Fly Dubai at Ahmedabad.

The story of team Aviation is not complete without a mention of the head winds caused due to the devastating impact the pandemic has had on the industry. RBML has supported the industry through this period both in enabling refueling of aircrafts involved in the movement of critical supplies and infrastructure to supporting our key partners.

We operate in accordance with international best practices, thanks to inputs from air bp and staff embracing a continuous improvement culture.

We also joined hands and partnered with the World Economic Forum’s ‘Clean Skies for Tomorrow – India’ initiative and will work with other stakeholders towards making the industry greener.

Needless to say, our team is positioned well to take on the challenges and achieve its vision. Here’s to reaching greater heights!



MISSION SURAKSHA Team HR- Operations



Inoculation against COVID-19 has become the first priority for all the countries, businesses and communities, especially in light of the second wave in India. As the cases were rising in the country, our HR- Operations team set up a War Room to provide medical support to affected employees and families. As part of the process set up by the War Room, the central point of contact for all employees are their HRBPs. The team played an important role by relentlessly following-up, providing medical support to the ailing employees and their family members 24/7. The assistance ranges from taking them on con-call

with our medical team, support with hospitalization, to providing support in arranging for ambulance, if required.

Once the roll out of vaccination opened up for the private sector, RBML undertook the project “100% vaccination” for all employees and their families including agency staff. To get the ball rolling, our leaders who are our role models have led the way by getting themselves vaccinated first and sharing their stories. To further accelerate this process senior business leaders were identified as vaccine champions within each function. The task for each vaccine champion is to assist their respective team towards the goal of

100% vaccination.

RBML's vaccination drive will cover more than 5000 people as a part of the community vaccination plan. We have extended the vaccination program to the family members of employees, agency staff and their families.

Now, we have covered 100% of our eligible employees' 1st dose of vaccination and for 95% of off-roll employees.

It indeed takes a team effort to manage such a large-scale drive, involving the leaders and their teams. Ownership Mindset and Customer Focus values have led the HR-Operations team to make this mission possible.



FREE FUEL THROUGH MDUS Team Mobile Fuelling



Given the severity of the COVID second wave, the health care infrastructure across India was under extreme duress, including the emergency relief vehicles. RBML stepped in and ensured that the ambulances, vehicles ferrying oxygen and other emergency vehicles do not waste precious time in fuel-runs. As an extension of our country wide free fuel scheme, in major cities where we did not have fuel pumps, we stationed our MDUs (Mobile Dispensing Unit) in the vicinity of healthcare institutions to provide free fuel as and when needed.

Quintessential to RBML's style of working, Mobile Fuelling business acted once again with vigor, and urgency in times of need. After successfully obtaining 1st of its kind PESO approval, Mobile Fuelling business mobilized six

Mobile Dispensing Units at Kolkata, Mumbai, and Delhi NCR region within a matter of days. The MDUs are contributing to COVID relief efforts, supplying HSD to ambulances, vehicles ferrying medical oxygen and carrying out the emergency duty free of any charge.

The CSR initiative executed in collaboration with Reliance Foundation won the appreciation of officials who acknowledged that such activities bring a lot of positive thrust to the state efforts to combat the situation. The humanitarian effort has received more than 50 media impressions so far including online, print and electronic.

Statutory Approval

Special approvals were sought from PESO office in Nagpur within a few days to allow relocation and operations in transport

settings which is restricted now by law.

Interstate Mobilization

Given the fact that few mobile bouser movements were interstate conducted at the peak of the second wave arranging for trained personnel holding hazardous vehicle, the license was a challenge.

Training

Fuel dispensing activities must guarantee the absolute quality, quantity, and safety assurance. Remembering that operational staff didn't have requisite prior experience, an extensive training exercise was undertaken to impart the necessary operations and safety procedures.

As we write this, our bousers have delivered over fifteen thousand liters of free fuel for the noble cause.

TÊTE-À-TÊTE

In an exclusive interview with RBML's Management Committee member, Neale Smither, we talk about his journey with RBML, leadership style, work-life balance, favorite books, and much more.

Q From the initial days of Project Pride to the first anniversary of RBML, how would you sum up your journey?

A The journey has been like being on a roller coaster, with delight, setbacks and surprises in similar measures! But one thing hasn't changed: everyone involved has never wavered from the destination; to build RBML into one of India's premier mobility companies

Q With RBML, what have been your biggest learnings? If you could turn back the wheel, what would you do differently?

A The biggest learnings have been related to

the scale and complexity of the "Build" part of RBML's mission. We are attempting to execute a significant number of projects all at once, and that requires world-class programme management skills in addition to the technical and commercial know how we have. With focus and commitment, we are getting better at this.

Q You spent the peak period of both the first and second COVID waves in Mumbai. Take us through that experience.

A I count myself one of the lucky ones, as I was able to live through those times in a relatively spacious and secure apart-

ment. My heart went out to the many people not so fortunate as myself, particularly with the brutal second wave. I am so pleased with what Harish ji and the team have done in helping get our people vaccinated.

Q How would you describe your leadership style?

A I like to give trust and space for people to deliver, within the frame of clear expectations. With trust comes accountability, and I have been impressed with how the leaders in RBML are each stepping up to the challenges we face.



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

A I work hard, as do my colleagues in RBML. But I also believe it's vital that we take breaks from work to recharge our batteries and stay mentally agile. I know that long breaks can be hard to engineer, but in my experience, even short breaks can make a difference, such as making sure Sunday isn't a working day.

Q You have worked across the globe. Whenever you go to a new country, what are the three things you look out for?

A The things I remember the most are the people, the food and the culture. I have always loved Indian food, and I am also a big cricket fan, so that was a good start on this assignment! But what I've enjoyed the most is the people, for their spirit, business smarts and friendliness.

Q What do you like to read?

A I am a big reader of current affairs, and typically start the day over breakfast with the journals covering the latest news from

both India and the UK. I rarely have time for fiction, although I do enjoy watching sport - preferably live!

Q What advice would you give to young professionals?

A To always give your best, no matter the task, and to be bold in accepting opportunities as they present themselves. In that way, you get to build a positive personal brand in the workplace, which opens up even more opportunities over time.

ANNUAL RBML BUSINESS AWARDS (ARBA) 2021



Highlight of the Year

Winner: Mobile Fuel Bowsers for Free Fuel to Ambulances
(Team: Abhishek Saran, Amit Bhatia, Amit Sethi, Ashish Upadhyay, Krishna Pendyala, Mrityunjay Mishra, Nikhil Zanvar, Pankaj Singh, Prashant M Sharma, Rajeev Sood, Rajesh Velodi, Rohit Johri, Rupesh Patole, Saurav P Sharma, Sridhar Krishnan, Subham Ghosh, Sushil Kaushik, Swapna Chauhan, Tarkesh B, Ujjal Biswas, Vashul Aggarwal)

1st Runners-Up: Launch of Battery Swap Project
(Team: Anant Tandon, Anshuman Divyanshu, Parth Trivedi, Rohit Johri, Vivek Singh)

Joint 2nd Runners-Up: Jio-bp: Brand Definition and Mock-up (Team: Anchal Kapoor, Arun K Arora, Kedar Apte, Rajesh Velodi, Sachin Bhatt, Sanjay Sharma, Shailendra Bhati, Tushar Tendolkar)

Joint 2nd Runners-Up: Stop Work Authority (Team: Aditya Swami, Paranatham Gana, Prasad Lad, Sachin S Verma, Sushil Kumar Kaushik, Ullhas Patil)

Above and Beyond
(for individual excellence)

Winner: Surender Addagarla

1st Runners-Up: Biswajit Chatterjee

Joint 2nd Runners-Up: Noor Khan, Rohit Johri, Sanil Naik

Innovation
(for process / product /
service excellence)

Winner: Field Travel App (Team: Amit Patil, Ankita Agrawal, Christopher D'souza, Pankaj Singh, Samir Dalal)

1st Runners-Up: Aviation – Failsafe Brake Interlock System (Team: A Pavan Rao, A V Surya, N Rajapandian, Prasad Ayyakad, Pushparaj Rajaram, Rohit Kamte, Sanjay Singh)

2nd Runners-Up: Flexible bellow for VRS (Team: Atul Kabre, Dattatraya Paranjape, Surinder Kumar)

Customer First – External
(for customer excellence)

Winner: Ensuring Fuel Availability in Mission Critical Health Institution + Bihar Floods (Team: Surya Deo Ojha)

1st Runners-Up: Fueling service to a critical air-ambulance flight (Team: Amardeep Jadeja, Anil C Singh, Dipak Bobde, Mahadev Jadhav, Piyush Kuttarmare, Roshan Mohammed)

2nd Runners-Up: Jio-bp: WhatsApp bot implementation for TCC customers and Channel partners (Team: Amit Patil, Aniket Deshpande, Pankaj Singh, Shashank Naik, Shital More)

Customer First – Internal
(for customer excellence)

Winner: Employee Support in Pandemic (Bernadette D'souza, Sheeba Kurup)

1st Runners-Up: Talent Acquisition (Pragya Chaturvedi, Sayali Nitsure)

2nd Runners-Up: Logistics Excellence (Ashok Goyal)

Inspiration
(for personal excellence
outside of professional
domain)

Winner: Nikhil Zanver (Community Work)

1st Runners-Up: Arpan Bhattacharya (Photography), Maneesha Naik (Art)

2nd Runners-Up: Atul Kabre, Suresh Uniyal (Community Work)

**Best Performing
State Team**

Winner: Orissa (Aloke Dandapat)

1st Runners-Up: Uttar Pradesh East (Rohit Sharma)

2nd Runners-Up: Madhya Pradesh (Nitin Ghorpade)

**Going the Extra Mile –
Sales & Operations
Manager (SOM)**

Winner: Raja Das (Orissa)

1st Runners-Up: Vijay Yadav (Gujarat South)

2nd Runners-Up: Saurabh Gupta (Rajasthan)

**Going the Extra Mile –
State Business Development
Manager (SBDM)**

Winner: Ayaz Qureshi (Madhya Pradesh)

1st Runners-Up: Tirthankar Dasgupta (West Bengal)

2nd Runners-Up: Balamurugan C (Karnataka)

**Going the Extra Mile –
State Maintenance
Manager (SMM)**

Winner: Ashoka Rayal (Rajasthan)

1st Runners-Up: Manthan Shah (Gujarat South)

2nd Runners-Up: Arnab Bhaumik (Orissa and West Bengal)

**Going the Extra Mile –
State Project
Manager (SPM)**

Winner: Surendra Kumar Singh (Delhi and Haryana)

1st Runners-Up: Anil Sood (Madhya Pradesh)

2nd Runners-Up: Aditya Mishra (Jharkhand)

**Going the Extra Mile –
State Engineering
Planner (SEP)**

Winner: Prakash Chandra (West Bengal)

1st Runners-Up: Zeeshan Ahmed (Bihar)

2nd Runners-Up: Ankit Garg (Uttar Pradesh East)

**Rising Star – Retail Sales
(ASR / AM / TSM)**

North: Naved Kidwai (Uttar Pradesh East)

East: Riya Banerjee (West Bengal)

West: Vineet Dhabalia (Gujarat South)

South: Jithender Reddy (Andhra Pradesh and Telengana)

**Rising Star –
Mobile Fuelling Sales**

Winner: Debdut Das (Orissa)

1st Runners-Up: Nishant Dhoke (Gujarat North)

2nd Runners-Up: Vijay Kumar Singh Musyuni (Karnataka)

**Rising Star – Key
Account Manager (KAM)**

Winner: Akhil Verma (Rajasthan)

1st Runners-Up: Ankit Nangalia (Maharashtra - 2), Tanuj Jindal (Uttar Pradesh West)

2nd Runners-Up: Abhishek Ranjan (Gujarat South), Bijay Patra (Orissa)

**Rising Star – Network
Development
Manager (NDM)**

Winner: Amit Kumar (Delhi and Haryana)

1st Runners-Up: Dusmanta Banerjee (West Bengal)

2nd Runners-Up: Dharmaraj Nehru (Tamil Nadu)

**Rising Star –
Field Engineer (FE)**

Winner: Rohit Panchal (Punjab)

1st Runners-Up: Jaishankar Mudaliar (Kerala and Tamil Nadu)

2nd Runners-Up: Akhilesh Dwivedi (Madhya Pradesh)

**Best Performing
AFS Team**

Winner: Lucknow (Uday Pratap Singh)

1st Runners-Up: Goa (Gautam Saha)

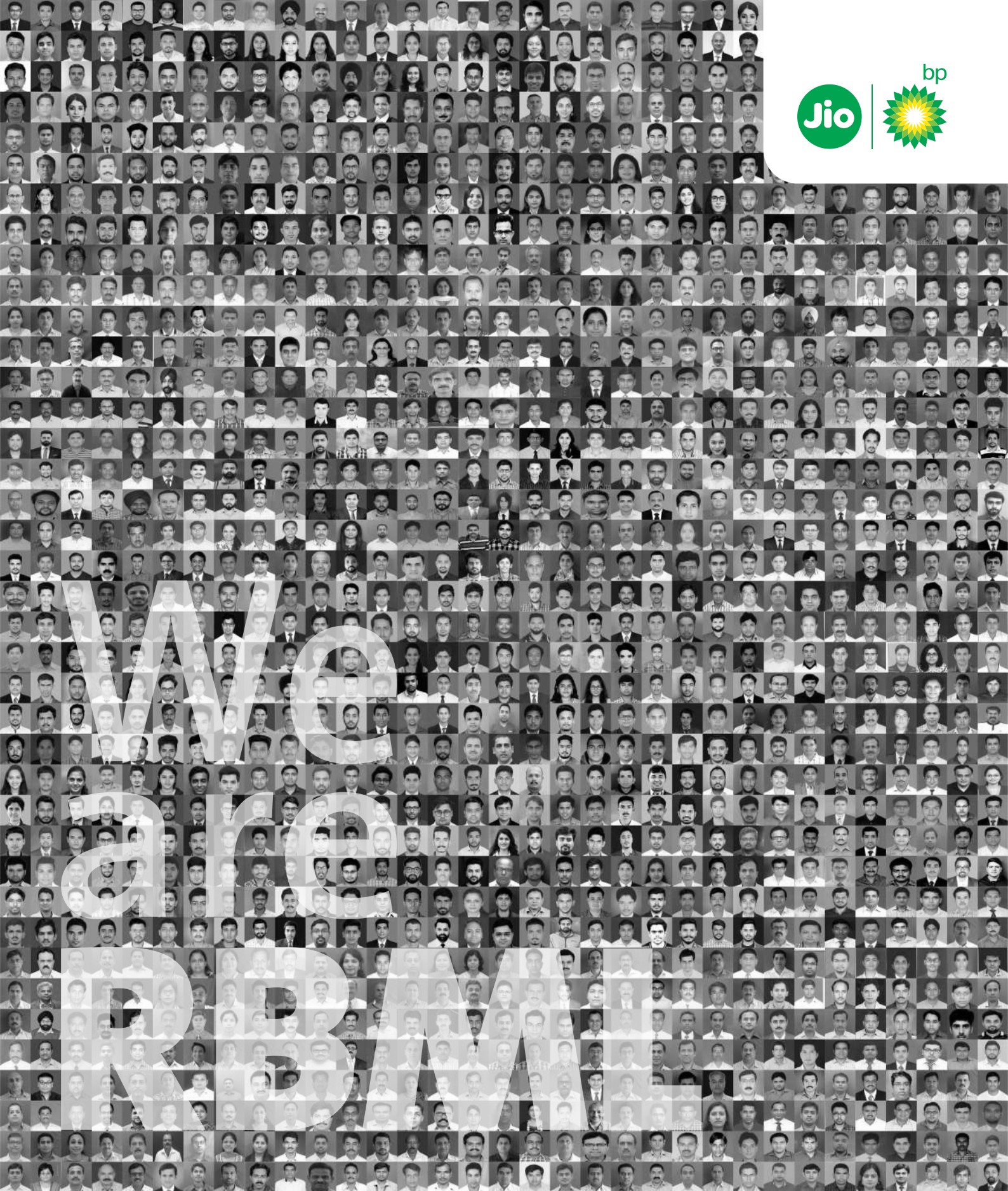
2nd Runners-Up: Ahmedabad (Manoj Kumar Singh)

**Rising Star – Aviation
Fuel Executive (AFE)**

Winner: Amit Reddy (GHIAL)

1st Runners-Up: Anil Rahangdale (Indore)

2nd Runners-Up: Ranjan Kumar Yadav (Ranchi)



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