

Marketing Plan for:

Royal Dutch Shell

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Executive Summary - Colin McGuire

The Royal Dutch Shell Executive Committee is headed by Ben Van Beurden, CEO of Royal Dutch Shell. According to Shell's website, the Executive Committee state's, "The Chief Executive Officer has final authority in all matters of management that are not within the duties and authorities of the Board or of the shareholders' general meeting. The Executive Committee supports the Chief Executive Officer and implements all Board resolutions and supervises all management levels in Shell." Shell's CEO Ben Van Beurden, is a very distinguished individual. "Ben joined Shell in 1983, after graduating with a Master's Degree in Chemical Engineering from Delft University of Technology in the Netherlands" (Ben van Beurden).

One of the largest fuel companies in the world,. Royal Dutch Shell targets the everyday average consumer as well as consumers who want to pay for the highest quality of gas. Shell boasts its coveted V-Power Nitro+, a high grade of unleaded fuel. Shell has many objectives that they follow to maintain success as one of the best gas companies in the world. Shell states, "They are committed to deliver sustainable excellence in business performance (Shell Objectives)." To do this, they focus on the following objectives, they want to "benefit their shareholders, realize the potential of our people, meet their customer requirements, maximize refinery margins, safeguard asset integrity, deliver structural cost reductions, sustain a robust management system, and deliver continuous sustainable Health, Safety, Security and Environmental excellence (Shell Objectives)."

Shell strives to meet all of these objectives to make sure their products and services continue to be successful. According to Forbes Magazine, Royal Dutch Shell currently ranks

50th amongst publicly traded companies globally. Shell is a large corporation that has different distributors' spread throughout different countries. Their main headquarters is located in The Hague, Netherlands.

Corporate Analysis - Casey Verzella

Company Description

Royal Dutch Shell was formed in 1907. Shell is an industry that provides oil and gas. The CEO of Shell is Ben van Beurden. He was recently announced CEO in 2014. According to Forbes' website, Royal Dutch Shell currently ranks 50th in top public trading companies globally. Shell is a large corporation that has different distributors' spread throughout different countries. Their main headquarters is located in The Hague, Netherlands. Shell's operations consist of, "70+ countries we operate in, 93,000 employees on average, 22.6 million tonnes of equity LNG sold during the year, 23 refineries we have interests in 3.0 million barrels of oil equivalent we produce every day"("Who we are," n.d.). As you can see, Shell is a very big corporation with its industry being placed in over 70 countries. It makes Shell more accessible to consumers. Below is a small sample of Shell's success that they had in 2015.

Revenue: \$265.0 billion

Income: \$2.2 billion

Capital investment: \$28.9 billion

Investment in research and development: \$1.1 billion

("Who we are," n.d.)

However, the chart below in the goals section shows how Shell's revenue has been on a decline throughout the past five years. Shell partners with outside sources in three different categories. The first category is Industrial Collaboration. Shell collaborates with China National Petroleum Corporation. Together, they “formed the Sirius Well Manufacturing Services joint venture to develop a highly-automated well manufacturing system to drill for gas resources trapped tightly in dense rock – a process that requires many small wells.” (“Innovative collaborations,” n.d.). This process was a new and innovated way that makes drilling easier and efficient. This benefits Shell in the markets because they are ahead of other competitors due to their new equipment. Second, Shell partners with Massachusetts Institute of Technology to gather research. They collaborate together to develop technologies, and new findings that can help them in the future. MIT helps them with, “next-generation applications in geophysical imaging, advanced visualization, nanotechnology, bio- and molecular chemistry, electronics, structural engineering and computer modelling.” (“Innovative collaborations,” n.d.). Since technology has become so advanced in our time today, Shell must keep up to date with all of the new developing technology.

Finally, Shell partners with the Government. Shell is a member with the Energy Technology Institute. Together, “we work to speed up the development and commercial use of secure, reliable and cost-effective low-carbon technologies.” (“Innovative collaborations,” n.d.). Shell supports climate change goals. It is important for Shell to be safe and cautious about the way they operate, because they do not want to interfere against the environment. Recent history shows that if a company interferes with the environment they can be hit with heavy fines and other actions.

Strategic Focus and Plan

Shell's strategic focus consists of many products, businesses and innovations. They produce petroleum and maintenance products, provide logistics for companies, and develop new technology. For Petroleum products, Shell produces everything from unleaded car fuel to high quality jet fuel. Non petroleum products also flood the markets. Their lubricants and other mechanical and hydraulic fluids are top of the line, and they have fluids for everything from mining to manufacturing. The logistics of the Shell Corporation is vital because if they did not have a good system, then they would lose a serious amount of money. Shell's top of the line transportation methods, store locators, trip planners, and speed of the delivery is what sets them apart from other large oil companies.

Mission/Vision

Shell has a vision to be the top performing and most admired refinery in Asia. Their mission is to continuously deliver shareholder value by manufacturing and supplying oil products and services that satisfy the needs of their customers. They also want to constantly achieve operational excellence. Third, they want to conduct their business in a safe, environmentally sustainable and economically optimum manner. Finally, they "want to employ a diverse, innovative and results-oriented team motivated to deliver excellence" ("Shell Vision, Mission, Objectives," 2016).

Goals

Royal Dutch Shell has a plethora of information regarding company details on their copious website. “Royal Dutch Shell (NYSE: RDS.A) (NYSE: RDS.B) is an Anglo-Dutch multinational oil & gas company headquartered in the Netherlands and incorporated in the United Kingdom. It is the second-largest publicly traded oil company in the world, with a market cap of just under \$200 billion, second only to Exxon Mobil (NYSE: XOM) with a market cap of \$378 billion.” (Royal Dutch Shell Should Acquire Noble Corporation, n.d).

According to Shell’s Sustainability Report of 2014, “Natural gas can play a significant role in reducing CO2 emissions in the coming decades.”(Environment, n.d). A goal for Royal Shell in the upcoming years could possibly be to expand its natural gas production throughout the country and even globally. The main reason this could be a possibility is because more and more people are becoming environmentally conscious of the emission of chemicals into the atmosphere. 51.8% of Shell’s production in 2014 was natural gas (Environment, n.d).

I deduct that Shell may want to increase that number significantly within the next decade or so; mainly because of the growing number of environmentally conscious consumers in this day and age. Perhaps, Shell may want to produce natural gas somewhere around 75%? So, we are talking about a possible increase of 25% in natural gas production within the next decade for Shell. Because of the increase in natural gas production, we can conclude that the company’s overall revenue will increase, and its market presence will grow significantly.

Over at the company’s website, we can see yet another example of Shell being somewhat environmentally conscious, “Emissions of nitrogen oxides, sulphur dioxide and volatile organic

compounds from the production and processing of fossil fuels can affect air quality. We work to reduce air pollution from our operations. We also help customers, including shipping and industrial customers, to reduce their impact on air quality by using our products.” (Web version of the Royal Dutch Shell plc Annual Report, n.d)

Selected financial data of Royal Dutch Shell					
Consolidated Statement of Income and of Comprehensive Income data				\$ million	
	2015	2014	2013	2012	2011
Revenue	264,960	421,105	451,235	467,153	470,171
Income for the period	2,200	14,730	16,526	26,960	31,093
Income/(loss) attributable to non-controlling interest	261	(144)	155	248	267
Income attributable to Royal Dutch Shell plc shareholders	1,939	14,874	16,371	26,712	30,826
Comprehensive (loss)/income attributable to Royal Dutch Shell plc shareholders	(811)	2,692	18,243	24,470	26,250
(Web version of the Royal Dutch Shell plc Annual Report)					

Based off of the financial chart above, we can clearly see that the revenue of Royal Dutch Shell has decreased dramatically over the past 5 years. Shell needs to find a way to increase their revenue for 2016. Currently, the company is making less gains financially year after year. A

significant goal for Shell in 2016 could be to increase overall revenue for the company and break the 5-year cycle of decreasing its net revenue.

Core Competencies

Shell's competitive advantage is that the company operates in more than 70 countries and reaches many different markets. Another important fact related to Shell's competitive advantage is that they produce 3 million barrels of oil a day. Also according to Shell's website, they state, "In February 2016, Shell completed the acquisition of BG Group, adding significantly to our activities in liquefied natural gas (LNG) worldwide and deep-water oil and gas production in Brazil. Shell's strategy is now centered on creating a simpler company, one that offers better returns and growing free cash flow per share. By investing in compelling projects, driving down costs and selling non-core businesses, we will reshape Shell into a more resilient and focused company." ("Our Strategy", 2016.)

Whereas the mission defines the scope of a business or business unit and the goals define its strategic performance dimensions, its business unit competencies determine the means for achieving success. An example of a competitive advantage: "Silicon Valley is the center for innovative technology companies. It's located south of San Francisco, California. It's home to 2,000 tech companies, the densest concentration in the world. This proximity to suppliers, customers, and cutting edge research gives each a competitive advantage" (Amadeo 2016).

Industry Analysis - Colin McGuire

Demographics

Shell is very diverse in the demographics department. They say they believe in creating an inclusive culture where people can thrive and their talent today is more diverse than ever before (Diversity and Inclusion 2016). Shell works to bring cultures together. They have 60 active employee networks in around 22 countries and bring together some of the 155 nationalities working with them in more than 70 countries. For example, Mohammed Al Athaba, who is on the Shell Graduate Programme working on Qatar Pearl GTL says, “I think that’s one of the best parts of working at Shell: how the culture and the people mix in such an international environment. Personally, I want to make an impact for Qatar and for the Qataris of the future and for my colleagues from around the world (Bringing Cultures Together 2016).”

Shell also works with employees with disabilities. They want to make sure they are given a platform from which to be able to reach their full potential even with their disability. For example, Joe Hansen, a graduate analyst at Shell is dyslexic. As an employer Shell has challenged his thinking and saw his great ability to work and not his disability (People With Disabilities 2016).

Shell also has women making big impacts in their company. They have many women engineers and strive for gender equality. As a matter of fact, Shell's Executive Vice President Upstream International Exploration is a woman named Ceri Powell and has been featured on

Fortune's most powerful women list. Shell is the only oil and gas company in The Times Top 50 Employers for Women 2015 (Woman's Perspective 2016).

Finally, Shell strives to support and enable people from every background and that includes LGBT inclusion in the workplace. They say they are proud to support their lesbian, gay, bisexual and transgender staff, promoting equality for employees regardless of sexual orientation or gender identity. Shell LGBT Networks have been set up as a supportive space for LGBT colleagues to find confidence in being themselves at work. They try to raise awareness of the challenges that LGBT staff face and work with people at all levels of the organization to ensure Shell is an inclusive workplace. The first network was established in 1997 and was followed by many more throughout the years. These are aimed to connect coworkers and make them one big happy family at Shell. Finally, Shell shows their support for their LGBT employees by being a member of workplace pride, partner of the human rights campaign flying the flag for pride, and they have awareness training (Supporting our LGBT talent at Shell 2016).

Socio-cultural

Socio-cultural forces affect Shell in different ways. Case in point, society as a whole relies on gasoline for means of travel. Many people often don't think about everyday gasoline; that is because it is almost as essential to our daily lives as food and drink. Without the use of

cars and other forms of transportation: life would be a completely different. Most people view gas as a necessity for life in this day and age. People rely on gasoline to get from point A to B. “People use products, brands, and services as a means of self-expression, and they buy products and services that match their views of themselves (Kotler, Philip, and Gary Armstrong).” For example, not all, but some people may buy high end cars such as BMW, Ferrari, and/or Mercedes Benz because they want others to know they are financially well off. With a mindset like this, one can conclude that these individuals may want to purchase Shell’s high end “V-Power” gasoline.

Some may generally view V-Power as real high end gas that is essential for their car. Society affects the gasoline consumer by shaping their viewpoints on what others think of them. If one drives a car that is at the forefront of the automobile industry, then they may view themselves in a higher status. Because of societal views, some people feel a sense of prestige driving a really nice car and purchasing high end gasoline like Shell offers. Executives know there is a market for high-end gasoline and luxury. That is why V-Power was created in the first place.

Technology

“By 2050, the number of people on the planet is forecast to grow to 9 billion” (Shell n.d.). With the human population growing at an ever increasing rate, the need for more efficient and cleaner energy becomes more and more urgent. Being an energy company, Shell is at the forefront of developing new energy solutions for the ever increasing demand.

Some of Shell’s recently unveiled projects include the new Shell concept car and liquefied natural gas. The Shell concept car is a project engine and vehicle that could run on half of the energy of a normal family-sized car over its entire lifetime. This new vehicle can drastically reduce CO2 emissions from everyday car use thanks to the efficient and well-lubricated engine. Shell’s liquefied natural gas (LNG) is normal natural gas that has been chilled into liquid form. The liquid form uses 600 times less volume than the gaseous form, making storing more fuel and moving fuel from place to place easier. LNG is also has less pollutants in exhaust compared to diesel because “it produces less sulphur, particles and nitrogen oxides, and help reduce greenhouse gas emissions from production to use” (Future Transport). LNG will primarily be used for larger vehicles, such as ships and trucks.

Economic Environment

“The economic environment consists of economic factors that affect consumer purchasing power and spending patterns.”(Kotler, Philip, Armstrong). Locally, regionally, nationally and internationally, Shell influences industrial and subsistence markets. Keeping

ethics in mind while providing advanced transport, heating, and industrial fuels, chemicals, and lubricants has allowed Shell to enter an array of markets, provide a quality product while keeping the people's and Earth's best interest in mind. In Shell's business mission, it is stated "we set high standards of performance and ethical behaviors...our reputation is upheld by how we live to our core values of honesty, integrity, and and respect for the people."(Shell Global). These standards that Shell has set allow for their product to apply from the everyday consumer such as motor vehicle drivers to larger corporations such as airlines and maritime companies.

Legal

The legal department in a company such as Shell, that operates in gas and oil, can often find itself very busy. One of the legal issues Shell could always be facing is lawsuits due to pollution and spills from drilling. For example, Shell was sued in 2005 for an oil spill that occurred in three different villages of Nigeria. Allegations were made that the spill happened on June 26th, 2005, but the leak was not covered until June 29th 2005. On top of that, the plaintiff also accuses Shell of never properly cleaning the spill afterward. According to *business-humanrights.org* "On 30 January 2013 the Dutch court issued a decision ordering Shell to pay compensation to one of the farmers, but it dismissed the balance of the claims (Business-Human Rights n.d.)." But in 2015 the case was reopened.

Shell then faced a similar lawsuit, brought to light in March 2016.. The lawsuit was in regards to an oil spill that devastated fishing and farming communities in Nigeria. The case was said to have “far-reaching implications for whether companies can be sued in Britain for pollution and damages caused by their activities in other countries.” (Reed, S) If the court finds Shell guilty, the clean up cost could run into the hundred million dollar range, according to a partner at the firm of the prosecution. Then in 2012 Shell was faced with the question of how seriously they took corporate social responsibility, after a claim that “Shell was complicit in egregious human rights violations including rape, torture, and the extrajudicial killings of peaceful protesters who objected to Shell’s presence in Ogoniland, Nigeria.”(Mehra, A.) This case was different from the two oil spills previously stated, because it was questioning if Shell truly acts accordingly with social responsibility. Shell also faced issues with the U.S. Interior Department.

The Interior Department announced that, due to a Shell owned oil rig breaking loose off the coast of Alaska, the Shell company “would not be allowed to resume drilling until it demonstrated to federal regulators that it had adequate controls in place.” (Mattera, P) Later in 2015 Shell was granted a conditional permit to go back to drilling. So as you can see from just a small sample of legal issues Shell has faced in the past couple years, they have a busy legal department facing a wide range of problems.

Natural

“Natural Environment is the physical environment and the natural resources that are needed as inputs by marketers or that are affected by marketing activities.” (Kotler, Philip, Armstrong). Natural Resources are materials or substances that are turned into products. In Shell’s case, one natural resource would be natural gas. “We are helping to meet growing global energy demand and limit CO₂ emissions by producing more cleaner-burning natural gas, which makes up more than half of our production. Natural gas has many advantages – it powers, heats and cools industries, homes and businesses, and it fuels trucks and shipping as an alternative to diesel and heavy fuel oil” (Natural Gas). Natural gas is one of the cleanest and safest natural resources that can benefit society. Renewable energy is very important for our future and natural gas can keep our future bright because it is very dependable and efficient.

Competitive analysis

The petroleum industry is one of the largest global industries. This industry is required to meet the high demands for products such as gas, oil, and energy. Since the industry is so large there are multiple competitors. According to Hoovers.com , ExxonMobil Corporation and BP P.L.C are Royal Dutch Shell’s top two competitors. These companies compete with each other on a daily basis because consumers use their products every single day.

ExxonMobil Corporation headquarters are located in Irving, Texas. Just like Shell, Exxon undertakes in the oil and gas exploration. “In 2015 it had proved reserves of 24.7 billion barrels of oil equivalent, including major holdings in oil sands through Imperial Oil. ExxonMobil's 23 refineries in 14 countries have a throughput capacity of 5 million barrels per day and lubricant base stock manufacturing capacity of 136,000 barrels per day.” (Hoovers). Exxon’s refineries are stationed in a smaller amount of countries than Shell’s. According to the Nasdaq.com, Exxon's total revenue was \$259,488,000,000 as of 2015. Shell has a slightly higher total revenue with \$265.0 billion. The one thing the Exxon Mobil thrives in over Shell is the amount of oil barrels a day. Shell only produces around 3 million a day.

BP P.L.C is another industry that produces both oil and gas. Just like Shell, BP is a foreign company with its headquarters located in London, United Kingdom. BP is “the world's #3 publicly traded integrated oil concern, behind Royal Dutch Shell and Exxon Mobil. BP explores for oil and gas in 28 countries and has proved reserves of 17 billion barrels of oil equivalent.” (Hoover n.d.). Once again, Shell’s operations cover more territory than BP. The total revenue for B.P in 2015 according to Nasdaq.com, \$222,894,000,000. Shell tops BP with 265 billion in revenue.

Competitive advantage of each competitor:

Many of the large oil companies are very similar in nature. Most of them are fully vertically integrated, meaning they own their own suppliers and distributors. In refineries, these oil companies refine crude oil into hundreds of different products all around the globe. Overall, there are very few differences between Royal Dutch Shell, British Petroleum, and ExxonMobil.

One advantage that British Petroleum has over Royal Dutch Shell is that British Petroleum has cooperative operations with Russian oil companies on Russian soil (What We Do Differently). The operations in Russia provide British Petroleum a competitive advantage over Dutch Royal Shell because Dutch Royal Shell doesn't operate in Russia. If a crisis were to occur in a country where both Dutch Royal Shell and British Petroleum have operations, British Petroleum would suffer less from the impact because they have a more diverse source of oil.

The competitive advantage that ExxonMobil has is that ExxonMobil Chemical, a chemical-focused branch of ExxonMobil, is the fourth largest chemical company in the world (McDonald 2016). This provides ExxonMobil an advantage in a similar way that British Petroleum's advantage does. ExxonMobil's backup company is strong. If the oil industry as a whole has a bad year for one reason or another, ExxonMobil won't be as heavily affected as Dutch Royal Shell.

Current challenges for the competitor:

Royal Dutch Shell is at the forefront of the gasoline industry and poses several challenges for its competitors. Case in point, a current challenge for Shell's competitors is that Shell provides a higher quality gasoline than its competitors such as ExxonMobil, Sunoco, and BP. ExxonMobil does not offer Shell's premium grade gasoline known as V-Power. Because Shell is the epitome of high octane fuels, ExxonMobil and Sunoco are at major disadvantage when it comes to the high octane fuel market.

Both Royal Dutch Shell and ExxonMobil compete against one another in the gasoline/oil market. "The Shell V-Power Nitro+ Premium formulation contains a combination of two cleaning agents that perform better than the single component in the previous Shell V-Power formulation, and the company says "it isn't just a breakthrough for Shell, it's "an industry breakthrough in fuels technology" (Is Shell's V-Power Nitro Premium the best gasoline money can buy?). The quote above is pertinent to a competitor like ExxonMobil because ExxonMobil does not offer the same performance V-Power type performing gas that Royal Dutch Shell has to offer. Shell states, "It'll work in anything, old or new. It can help maintain the performance levels of a new car and help restore lost performance to older motors (Reid 2013)." Shell's V-Power can appeal to luxury vehicles, such as Ferrari and Mercedes-benz. V-Power also appeals to the middle class consumer as well; individuals who drive Hyundai, Ford, and Chevrolet. Gas stations

such as Sunoco, BP, and ExxonMobil do not offer the same advantages that Royal Dutch Shell has to offer to the consumers.

The quantitative number of gas stations is a very significant challenge for Royal Dutch Shell's competitors. According to CNN, ExxonMobil has only "2,220 stations in the United States (Chernoff)." Royal Dutch Shell globally operates a whopping 44,000 gas stations (Hoovers)! According to NPR.org, BP has miniscule number of gas stations 13,000 (Noguchi). As one can see from the data above, ExxonMobil and BP are both dwarfed when it comes to the number of gas stations in comparison to Shell.

One current challenge that faces not only competitors but also Royal Dutch Shell is the drop of oil prices. From 2014 to 2015 the price of oil per barrel dropped more than 60 percent (Clark). The rapidly falling prices are due to an increase in supply and decrease in world demand. The free fall in oil price has caused many problems for oil and gas companies. According to an online article by *Strategy and PWC*, "[Oil and gas companies] are expected to cut capital expenditures by 30 percent in 2016. Already, some \$200 billion worth of projects have been canceled or postponed. Both international and national oil companies are negotiating aggressively for 10 to 30 percent discounts from oil-field service providers. Head counts are affected as well. More than 200,000 employees have been or will be let go in the [Oil and Gas] industry, according to recent company announcements (Clark)."

Another challenge that can hurt oil and gas companies is political problems. In 2015 a competitor of Shell, Exxon Mobil, was under investigation by the New York attorney general. According to the New York Times “the investigation focuses on whether statements the company made to investors about climate risks as recently as this year were consistent with the company’s own long-running scientific research (Gillis, J.) When an oil company is presented with a lawsuit it can derail current projects the company is invested in resulting in a loss for the company, and it also brings negative publicity for said company.

Primary targeted segment and positioning statements for each competitor above

The primary targeted segment is defined as the set of buyers sharing common needs or characteristics that the company decides to share (Kotler, Philip, Armstrong). So ExxonMobil Corporation and BP P.L.C’s primary targeted segment is anyone of any race or gender who is over the age of 16 that the needs gas for their car. They could also target anyone who needs gas for their outdoor power equipment such as a lawn mower or snow blower. These competitors will also target companies who need gas for their vehicles, NASCAR to provide gas for their race cars, or government agencies to provide gas for police cars, ambulances, or fire engines. Finally, they target airlines because they need fuel for their planes. Overall, one could conclude that BP and ExxonMobil use the undifferentiated marketing strategy for their targeted segment because they sell gas to to anyone and any company that needs it.

Positioning statements are statements that summarize company or brand positioning (Kotler, Philip, Armstrong p. 222). ExxonMobil's positioning statement is "we commit to be innovative and responsive, while offering high quality products and services at competitive prices (ExxonMobil n.d.)." BP's positioning statement is "we provide our customers with a broad range of premium products, tailored to meet their needs. Our Castrol brand has a long history of product innovation and industry firsts, such as our recently launched Nexcel oil-change technology. In retail, our combination of quality brands creates a highly differentiated offer (British Petroleum n.d.)."

The main communication message for each customer of the primary targeted segment is defined as the set of buyers sharing common needs or characteristics that the company decides to share (Kotler, Philip, Armstrong p. 209). ExxonMobil and BP both convey similar communication messages. On ExxonMobil's website, it states that "building and sustaining local economic growth, while also improving social conditions, is at the core of our approach to local content development. We specifically focus on training and educating a local workforce, developing local vendors who can provide goods and services to our business, and improving the livelihoods of community members through strategic community investments.(Our Approach)" Exxon focuses on developing a strong relationship with the local customer. Providing jobs while improving social conditions in return for future business or a better reputation. In Bp's business

model it states that “by supplying energy, we support economic development and help to improve quality of life for millions of people. Our activities also generate jobs, investment, infrastructure and revenues for governments and local communities(British Petroleum n.d.).” Bp focuses most on local and government communities. Giving jobs and opportunity for investment in return for future business. Both of these companies communicate to a similar customer because they want to affect the customer directly and indirectly by providing similar goods and services on all economic levels.

Consumer Analysis

Royal Dutch Shell has a plethora of customers. From the ordinary driver that consumes gas on a daily basis to the airport that uses its high octane fuel, Shell delivers its products and services to numerous consumers. “We supply advanced transport, heating and industrial fuels to corporate and distributing companies in many industries worldwide including transport, mining, manufacturing, power generation and home energy” (Royal Dutch Shell Company). Shell provides essential gasoline to everyday consumers. Some examples of Shell’s consumers are: owners of average vehicles like Ford and Toyota, high-end luxury cars such as BMW, Tesla, and Mercedes Benz, and government vehicles such as ambulances and firetrucks.

Likewise, Shell offers products and services to major airports and airplanes. Case in point, on Shell's main website under the business customers tab, Shell states, "Every day at around 800 airports in about 40 countries, Shell Aviation provides fuel for almost 7,000 aircraft: refueling a plane every 12 seconds" (Royal Dutch Shell Company). As one can see from the direct quote above, Shell does an extraordinary job of servicing not ten or twenty, but a whopping 40 different countries every single day.

When one of these airline companies decides to purchase the services Shell has to offer, they are buying into the "more for more" value proposition. The consumer believes that the benefits they can get from Shell's product are worth the extra money it's going to cost. For example Shell offers a product called "Aero Jet". Aero Jet is said to "[minimize] or [eliminate] problems previously associated with the build up of water in fuel tanks on business jets, turbo-prop aircraft and helicopters" (Royal Dutch Shell Company). When the consumer purchases Aero Jet they are paying more money for fuel because they believe it is the safest, most reliable option for their company. The consumer has the option to purchase from the vendor that is going to offer them the largest quantity for the least amount of money, or they can buy from Shell to insure the safety and maintenance of their aircrafts. The type of consumer purchasing from Shell values insurance that they are buying the best product in terms of quality,

rather than seeking the best bang for their buck. The same consumer is often to be somebody doing extensive research before deciding to commit to a product.

SWOT Analysis - Joe DiFrancesco

Strengths:

1.Management Experience Level and Size

The Royal Dutch Shell Executive Committee operates under the guidance of the Chief Executive Officer, Ben Van Beurden and is responsible for Shell's overall business and undertakings (Executive Committee). According to Shell's website, the Executive Committee state's, "The Chief Executive Officer has final authority in all matters of management that are not within the duties and authorities of the Board or of the shareholders' general meeting. The Executive Committee supports the Chief Executive Officer and implements all Board resolutions and supervises all management levels in Shell." Shell's CEO Ben Van Beurden, is a very distinguished individual. "Ben joined Shell in 1983, after graduating with a Master's Degree in Chemical Engineering from Delft University of Technology in the Netherlands (Ben van Beurden)." Ben has a very extraordinary experience level within the industry as well as his corresponding executives. He has held a number of operational and commercial roles, including some 10 years in the LNG business. Shell has eight members on the executive committee (Ben van Beurden).

2.Personnel

In 2015 Shell had on average 93,000 employees and operated in more than 70 countries. This type of strength in numbers allowed Shell to be involved in 23 refineries (Royal Dutch Shell). According to Hoovers.com, Shell operates 44,000 gas stations, which is good enough to be the world's largest retail fuel network (Royal Dutch Shell plc.) In order to maintain 44,000 gas stations you can infer that Shell has a high standard when it comes to personnel. BP, one of Shell's main competitors, has on average 79,800 employees (BP Global.) Perhaps the lack in personnel numbers is why BP comes in third, behind Shell and Exxon Mobil, in publicly traded oil companies (Royal Dutch Shell plc.)

3.Shell Offerings (Uniqueness)

Shell offers a multitude of many different services and products to its buyers. For instance, other competitors such as BP and Sunoco do not offer the same V-Power type performing gas that Royal Dutch Shell has to offer. Shell states, "It'll work in anything, old or new. It can help maintain the performance levels of a new car and help restore lost performance to older motors (Reid 2013)." Shell's V-Power can appeal to luxury vehicles, such as Ferrari and Mercedes Benz. V-Power also appeals to the middle class consumer as well; individuals who drive Toyota, Ford, and Chevrolet. Royal Dutch Shell has a plethora of customers. From the ordinary driver who consumes gas on a daily basis to the airport that uses its high octane fuel, Shell distributes its products and services to various consumers. "We supply advanced transport, heating and industrial fuels to corporate and distributing companies in many industries worldwide including transport, mining, manufacturing, power generation and home energy (Royal Dutch Shell

Company).” Out of the entire industry, Shell offers the premier octane rating of 94. The octane rating of 94 verifies that Shell has the highest quality of gasoline when compared to its competitors. “Shell Unleaded E10 is a quality unleaded fuel with up to 10% ethanol. Shell Unleaded E10 has a minimum 94 octane rating and contains the Shell Fuel Economy Formula which is designed to take you further by keeping your engine clean and reducing friction (Shell Unleaded E10).”

4.Manufacturing

Shell does manufacturing in a high quality volume. Their main goal is to maintain product quality at all times. Shell has a wide range of lubricants, including their latest technology, synthetic oil and greases. They use high quality gear oils, compressor oils, greases oils, hydraulic fluids, and slideways oils. Shell strives to meet deadlines, increase production, reduce downtime, and maintain product quality (Shell Manufacturing). These all show the quality of Shell’s manufacturing, which is a major strength to the company.

Shell also depends on suppliers, they say it helps them gain competitive advantage. Shell Contracting and Procurement is responsible for almost everything that Shell buys in the Upstream, Downstream, and Projects & Technology sectors of their business. According to Shell, this amounts to about 65 billion dollars in annual spend. Since they are active in 70 countries all over the world (Shell Suppliers), Shells Contracting and Procurement specialists are purchasing from thousands of suppliers all over the place. They strive to purchase products and services that help them be sustainable. “For example, they work with suppliers that can build pipelines using non-metallic materials, where appropriate, instead of carbon steel. Non-metallic

pipes have a smaller carbon footprint than carbon steel pipes (Shell Suppliers).” Shell definitely depends on their suppliers and in the long term it benefits their company, which is why it is another strength for Shell.

5.R&D Strength - Casey Verzella

Research and Development is crucial for Shell to keep up with the competition. It would be a disaster if they fell behind. Shell’s R&D plan include, “new catalysts, create high-performance fuels and lubricants, deliver improved chemical and refining process technologies, hydrocarbon exploration and recovery technologies”(Shell R&D). According to Market Watch, Royal Dutch Shell has spent 715.41M on research and development. Even though the money budget has been decreasing the opportunities can provide more net income for the future of the company. It's a risk that Shell has taken, and they will hope that it pays off.

Weaknesses: Colin McGuire

1.Finance Sales Revenues

While Shell’s 2015 annual revenue is still an immense amount of money, the finance and sales revenues for Royal Dutch Shell have been declining over the past several years.

According to Market Watch’s website, Shell’s financial statement reads that in 2011 their annual revenue was 293.29B. In 2015, Shell’s annual revenue was only 173.43B. That is a massive decrease of 199.86B over the past five years! In 2011, the company’s net income was 19.29B and

in 2015 their net income was a meager 1.27B (Royal Dutch Shell PLC A)!

2.Legal/Regulatory - Governmental Regulations and Environmental Laws

Royal Dutch Shell has some past issues that have stunted their reputation especially regarding worker safety, refinery safety and environmental impact. The Brent Bravo incident. On September 11, 2003, two oil workers lost their lives on an oil platform in the UK section of the North Sea. A Report on the event” revealed that Shell has been charged following the deaths of the two offshore workers”(Donovan, 2010) nd “that Shell had admitted...breaching three health and safety charges in connection to the deaths”(Donovan, 2010). In March 2007, The Wall Street Journal published an article under the headline: Shell’s Safety Problem , which compared Shell to its biggest competitor, BP, who has also had its own share of legal problems.(Donovan, 2010) The article focused on the the fact that “”Royal Dutch Shell was a far more dangerous company to work”(Donovan, 2010)

3.R&D , Finances, and Management

There has been problems with Shell’s operations in Nigeria. Shell has been accused of oil spills and are facing law suits against them. “Leigh Day said the Ogale community had "been subjected to repeated oil spillages across much of the community since at least 1989" whereas in the smaller Bille community made up of fishing settlements, livelihoods had been "destroyed" from spills emanating from the Nembe Creek pipeline. Leigh Day accused Shell of failing to install a leak detection system and failing to protect against third party interference.” (Ellyatt, 2016). This affects these topics because it slows down production thus reducing revenue and

making fine payments. Management could also be affected because nothing has seemed to be resolved yet.

Opportunities: Competitive

One opportunity that Shell has taken was “AbbVie and Pharmacyclics, Royal Dutch Shell and BG Group, and Kraft and Heinz have all announced mergers this year, creating huge international corporations to compete in the global market.” (Ford,2015) This helps Shell diversify themselves and penetrate into different types of markets. With the acquisition, Shell enhances their power and influence in the world.

2.Technological Opportunities

Technology is advancing faster now than ever before and it will only be getting faster. The race is on to find a cheap, efficient, and eco-friendly energy source. The creation of such an energy source could change the world for the better. With Dutch Royal Shell being among the top oil companies in the world, it has a ridiculous amount of resources to shovel into research and development (Cunningham 2015). The potential gains for finding the holy grail of green energy are astronomical, and not only in terms of cash. The world-wide benefits of a cheap, efficient, and green energy source are far more valuable. To pass up on green energy research is a catastrophic mistake.

Threats:

1.Competitive Threats

Since the petroleum industry is very large, it comes along with a lot of competition.

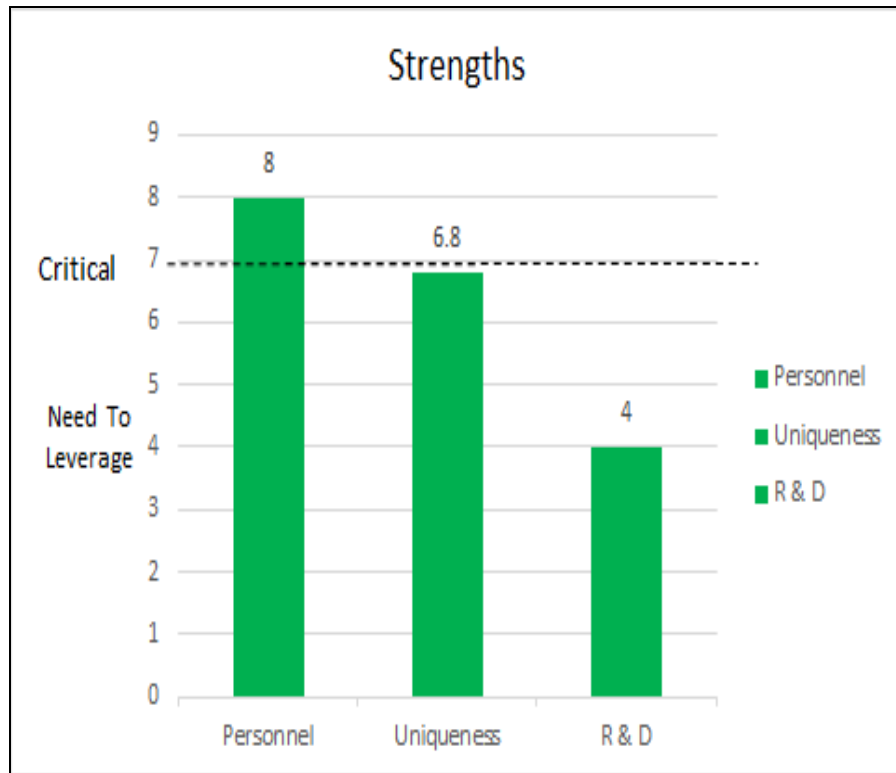
Royal Dutch Shell top two competitors are Exxon Mobil and BP. Exxon Mobil has “23 refineries in 14 countries”(Hoovers). BP has “explores for oil and gas in 28 countries” (Hoovers). Since Exxon and BP operate in multiple countries, this shows that it’s threat because of the amount of competition on gaining oil underground and hotspot locations.

2.Legal/Regulatory - Governmental Regulations and Environmental Laws

Shell has to follow these laws and regulations or they will face penalties. These laws and regulations created by the government and certain environmental agencies can hurt or slow down the production and exploration of Shell's oil and gas. They are threatened to produce oil and gas at different locations that allow them to work there. Also special interest groups try to influence government legislations with regards to the implementation of laws that would protect the environment. Shell will continue to face threats from government regulations and environmental laws for as long as they are in business.

3.Economic

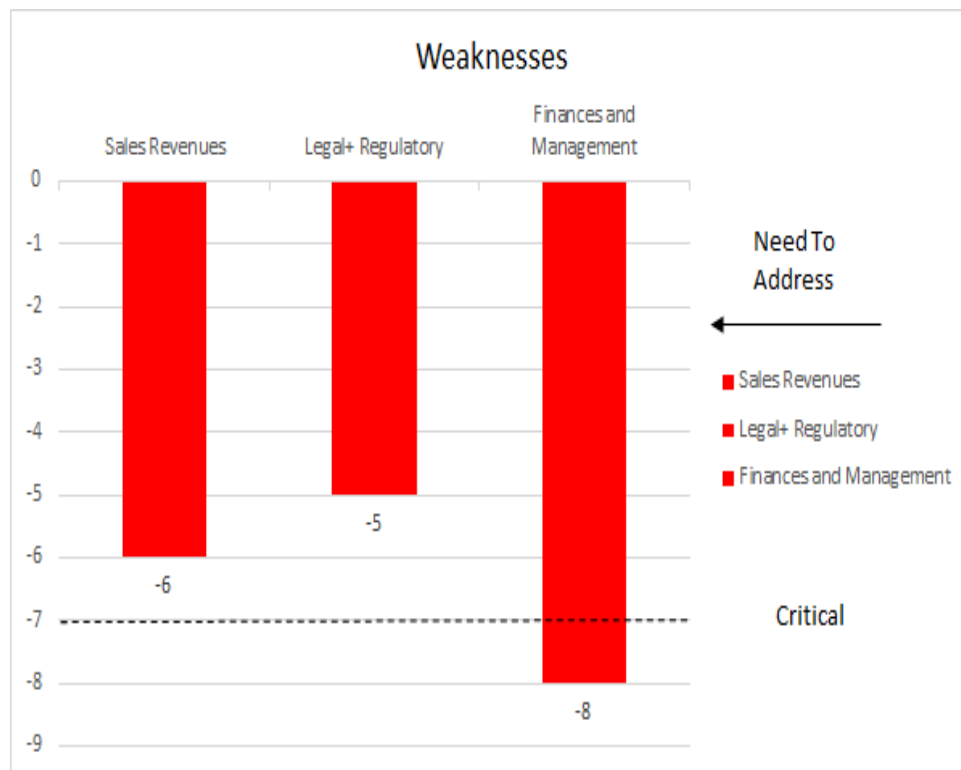
In the oil and gas market, fluctuations of profit can be expected. Just last, year oil prices had significantly fallen due to a decrease in production. The current price for oil is about \$40 per barrel, after nearing almost \$60 a barrel last year. Forbes predicts “even with the strong year-to-date increase in oil prices, current oil prices remain too low to incentivize most oil producers to increase drilling. Therefore, U.S. oil production is expected to decline in 2016 and into 2017 which will continue to support stable to growing oil prices.” (Tortoise Investments.)



In 2015 Shell had on average 93,000 employees and operated in more than 70 countries. This type of strength in numbers allowed Shell to be involved in 23 refineries (Royal Dutch Shell). According to Hoovers.com, Shell operates 44,000 gas stations, which is good enough to be the world's largest retail fuel network (Royal Dutch Shell plc.)

Shell offers a multitude of many different services and products to its buyers. For instance, other competitors such as BP and Sunoco do not offer the same V-Power type performing gas that Royal Dutch Shell has to offer. Shell states, "It'll work in anything, old or new. It can help maintain the performance levels of a new car and help restore lost performance to older motors (Reid 2013)." Shell's V-Power can appeal to luxury vehicles, such as Ferrari and Mercedes Benz.

According to Market Watch, Royal Dutch Shell has spent 715.41M on research and development. Even though the money budget has been decreasing the opportunities can provide more net income for the future of the company. It's a risk that Shell has taken, and they will hope that it pays off.



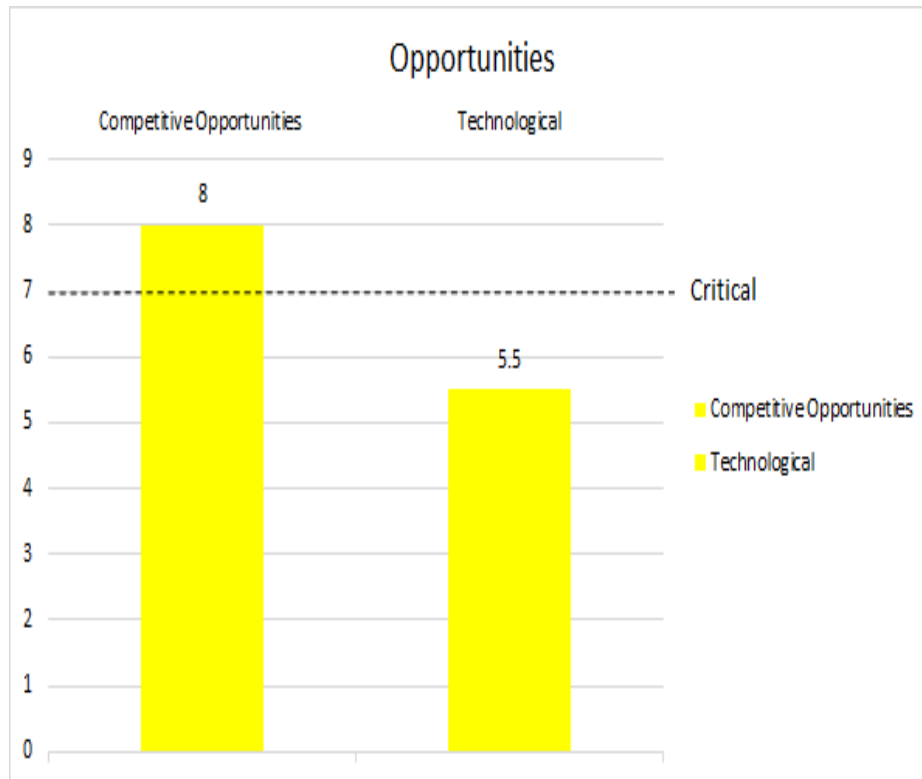
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According to Market Watch's website, Shell's financial statement reads that in 2011 their annual revenue was 293.29B. In 2015, Shell's annual revenue was only 173.43B. That is a massive

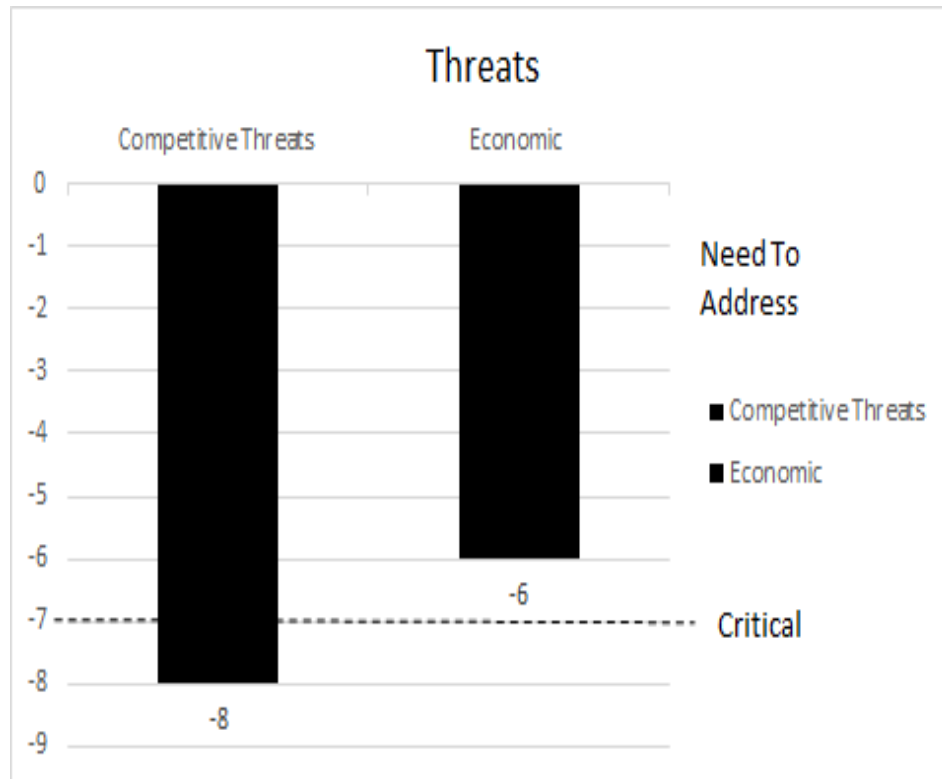
decrease of 199.86B over the past five years! The acquisition of the BG group was 70 billion dollar investment for Shell.

Royal Dutch Shell has some past issues that have stunted their reputation especially regarding worker safety, refinery safety and environmental impact. The Brent Bravo incident. On September 11, 2003, two oil workers lost their lives on an oil platform in the UK section of the North Sea. A Report on the event” revealed that Shell has been charged following the deaths of the two offshore workers (Donovan, 2010).”

There has been problems with Shell’s operations in Nigeria. Shell has been accused of oil spills and are facing law suits against them. “Leigh Day said the Ogale community had "been subjected to repeated oil spillages across much of the community since at least 1989" whereas in the smaller Bille community made up of fishing settlements, livelihoods had been "destroyed" from spills emanating from the Nembe Creek pipeline. Management failed to act with dignity in this incident.



One of the competitive opportunities that Royal Dutch Shell has is the acquisition of a United Kingdom company that explores oil and gas called BNG. This opportunity can help Shell grow. Technology is advancing faster now than ever before and it will only be getting faster. The race is on to find a cheap, efficient, and eco-friendly energy source. The creation of such an energy source could change the world for the better. With Dutch Royal Shell being among the top oil companies in the world, it has a ridiculous amount of resources to shovel into research and development (Cunningham 2015).



Since the petroleum industry is very large, it comes along with a lot of competition. Royal Dutch Shell top two competitors are Exxon Mobil and BP. These two companies are Shells top two threats for their brand. Forbes predicts “even with the strong year-to-date increase in oil prices, current oil prices remain too low to incentivize most oil producers to increase drilling. Therefore, U.S. oil production is expected to decline in 2016 and into 2017 which will continue to support stable to growing oil prices.” (Tortoise Investments.)

Market Focus - Ken Farrell

Marketing Objectives

Shell has many objectives to that they follow to maintain success as one of the best gas companies in the world. They say, “they are committed to deliver sustainable excellence in business performance (Shell Objectives).” To do this they focus on the following objectives, they want to “benefit their shareholders, realize the potential of our people, meet their customer requirements, maximize refinery margins, safeguard asset integrity, deliver structural cost reductions, sustain a robust management system, and deliver continuous sustainable Health, Safety, Security and Environmental excellence (Shell Objectives).” Shell strives to meet all of these objectives to make sure their products and services continue to be successful.

Measuring the Objectives and Goals

Just like any other business, Shell has a lot of objectives and goals to succeed in a global market. The main goal of any firm is to maximize profits. This is where program implementation comes into play. Program implementation is the action of carrying out with a plan. With the goals and objectives listed above, Shell must execute a plan in order to be successful.

For instance, to go into more detail of how these objectives and goals are measured: “meet their customer requirements” are measured by demand. The wants of gasoline are made accessible due to the “14,000 Shell-branded gas stations in the US” (Vault 2016). The “realize the potential of our people” are measured by social class. Our potential consumer all have similar values, interests, and behaviors because, they purchase our products. The “sustain a robust

management system” would measure strategic planning. Shell’s management must be strong in developing and maintaining strategies between goals and opportunities. The “Health, Safety, Security, and Environmental excellence” is measured by environmental sustainability. (Vision, Mission, Objectives, 2016). The environment sustainability can create a stellar positive strategy to both management and the environment.

Control Phase

A main concern to many businesses such as Shell is to assure that their program implementation is being carried out the correct and most efficient way. The control phase allows for companies to adjust their program implementation.

Since the recent Brexit vote and the current declination of oil prices, “Shell’s second-quarter earnings...were 1 billion, down from \$3.8 billion in the same period last year, a 71 percent fall” (Kharpal 2016). The integration with BG has allowed Shell “to digest a company with close to 5,000 employees, active in about 20 nations. Shell cannot control the oil prices, which has resulted in a large dip in profit however the integration with BG will give Shell more future opportunities to provide a quality product and make advancements in sustainable technology.

Target Markets

Depending on who Shell intends to sell fuel to, they will send a specific product. Each type of vehicle has its own market for what kind of fuel it needs. Shell can identify, target, and produce the required fuels for many different engines. Everyday consumers will need gasoline

for their sedan or minivan. They have to go grocery shopping, pick up the kids from school, or drive to and from work. For the everyday consumer, they need gas stations to be convenient and to be available. Shell meets the everyday consumer demands and need for availability with their 14,000 locations across the United States alone (Vault 2016). Trucking companies will need diesel for their eighteen-wheelers. Truckers need a different kind of fuel for getting their freight across the country. All 15.5 million trucks in the United States will need diesel to keep supply chains running smoothly (Truck Info n.d.). Shell can produce diesel to meet the truckers' needs. Airports need jet fuel to keep flights running according to schedule. There are thousands of flights in the air at any given time across the world. Those jets need their own type of fuel too. Shell provides fuel for 2 million aircraft every year. That is the equivalent of one aircraft fueled every 14 seconds (Shell Aviation n.d.). Since everyone needs fuel of some kind, and those fuels all come from the same crude oil, Shell and other oil companies are able to serve massive groups of customers.

Competitive Advantage

Royal Dutch Shell's coveted V-Power Nitro+, is the superior fuel when compared to their competitors within the fuel and oil markets. With a top octane rating of 99, when compared to its competitors, Shell wins every time. Shell's V-power Nitro+ is superior to other premium gasoline products because of the higher octane rating. The lesser premium gas products can still cause gunk to build up inside the engine (Shell V-Power Nitro+ FAQ). Not many other fuel companies can say they are partners with the prestigious car brand, Ferrari.

The higher the octane number, the more compression the fuel can withstand before it starting. Elen Phillips, Vice President, Shell Americas Fuels Sales and Marketing stated, "New Shell V-Power Nitro+ Premium Gasoline isn't just a breakthrough for Shell; it's an industry breakthrough in fuels technology" (Shell 2015). While most high octane fuels top out around 95 RON, "V-Power Nitro+ is rated at 99 RON – meaning your engine can extract more power from every drop (Brown 2014)." When compared to Shell's largest competitor, ExxonMobil, Mobil Exxon Supreme and Mobil Super+ Unleaded Octane ratings range from 91-93 (ExxonMobil).

Positioning

Shell offers a wide range of products that can be used many different ways. Direct from Shell's website, they state "We supply advanced transport, heating and industrial fuels to corporate and distributing companies in many industries worldwide including transport, mining, manufacturing, power generation and home energy" (Shell Global). One of the markets Shell supplies is airline companies. When selling to the airline companies the "uniqueness" of the product, really comes down to how reliable is it. This means, Shell has to offer a product that is going to be best for the maintenance and upkeep of the plane's engine. To get specific, one product that an airline company could purchase from Shell is called AeroJet. "AeroJet is a premium aviation fuel offering major benefits to pilots, operators and owners of turbine aircraft in selected countries. Shell AeroJet minimizes or eliminates problems previously associated with the buildup of water in fuel tanks on business jets, turbo-prop aircraft and helicopters" (Shell Global). The thing that makes AeroJet unique is the prevention of water build-up. A customer can find many different "premium" fuels to fill up their planes, but the benefit of the water

prevention is what draws the customer in. Another unique product Shell offers, that also ties in with the company's competitive advantage, is V-Power Nitro+. The V-Power Nitro+ is a fuel that Shell came out with in 2015 as an advanced premium fuel. The thing that makes V-Power Nitro+ unique is that it is said to be “the best total engine protection by offering superior protection against engine wear and unbeatable protection against gunk and corrosion” (Shell. 2015). This is a product that will appeal to most consumers thinking about the long term maintenance of their engine. There's an underlying theme with Shell products here. It is clear that the uniqueness of the products offered, come in the form of long term effects.

Marketing Program

Product - Casey Verzella

Shell is a industry that offers products such as gasoline and oil. “Shell is actively occupied in its downstream and upstream operations.” (Bhasin, 2016). Shell offers lines of products such as oil, gas, and natural gas. Shell’s gasoline quality has one of the highest octane rating for a better performance on consumers vehicles. “In year 2016, company acquired BG group and provided further addition in its activities in relation with deep-water gas and oil production in Brazil and liquefied natural-gas globally.” (Bhasin, 2016). This acquisition for Shell helps them create more products offered. Shell also offers their products and services on a large such as airports and smaller scale such as mechanic shops. Lastly, arguably Shell most famous product is their high octane rating gas product V-Power Nitro+. This product can not be compared to other brands. V-Power is proven to get rid of gunk and corrosion.

Price - Casey Verzella

Prices for the gas industry change everyday. Shell uses many different pricing strategies such as differential pricing, geographical pricing, Product line pricing. Shell uses differential pricing because they offer a wide variety of products. An example is if one fuel grade has a high octane rating its price will be higher than the other fuel grades that have a lower octane rating. Shell uses geographical pricing based on the type of geographic area. One example is if the area has a high income the prices will be higher because those customers can afford it.

Promotion - Jon Matty

Shell operates in communication channels by using sales promotion and publicity. The sales promotion comes into play when Shell sells large amounts to one consumer, Shell will cut a deal with a customer in this case. Also publicity comes in the form of televised sporting events. If you ever turn on a nascar event you will see the Shell symbol all over the race track and on the pit crew's uniform, that is an example of publicity. If you visit Shell's website you will find they have a very strong website with an abundance of information for consumers and investors.

Place - Casey Verzella

Shell operates in over seventy plus countries. They produces over three million barrels of oil a day. "infrastructure of outlets are designed and placed in such a manner that it proves convenient for customers to get easy access."(Bhasin, 2016). Shell has over forty-thousand stations world wide. These station cover a lot of area and is made accessible to consumers.

“Petrol retailing outlets are highly competitive and Shell has its own outlets and its products are also sold in other outlets with which it has prior agreements.” (Bhasin, 2016)

Sales Process and Impact- Kevin Zwolak

The selling process for the large “integrated energy company”(What we do n.d.), Royal Dutch Shell, focuses largely on the “Downstream Business”(Our strategy n.d.) aspect of the business strategy. Shell begins the selling process by prospecting for potential customers “who are most likely to appreciate and respond to the company’s value proposition”, whether they are using the petroleum and natural gas directly or selling it. After scouting for future prospects, Shell investigates deeper into their needs, personnel, and buying styles. This preapproach is the most important step because due to the wide range of services and products that Shell provides, it allows for salespeople to have as much information as possible before setting the call objectives and developing the overall sales strategy.

The first visual contact, either online or offline, is made in the third step of the selling process, the Approach step. The appearances of prospects and salespeople, opening lines, and follow-up remarks build confidence from the start, opening lines should be positive and followed up by key questions to learn more about customer’s needs, or to attract their attention and curiosity. Shell is profound in their approach to downstream business because they encourage human interaction and the use of social media, possess an array of products and services, and

have open-minds when addressing a sales opportunity. The culmination of all the information gathered on a customer is then applied the presentation step in the selling process. During his step, “the salesperson tells the “value story” to the buyer, showing how the company’s offer solves the customer’s problem”(Kotler, Philip, Armstrong pg. 516). The offer should be HOW the product can benefit the customer, not reinforced with inflated statements and bias figures.

Shell promotes the principles of integrity, honor, and respect to their workforce, encouraging a very personal and honest experience for their customers. Shell Ceo Ben van Beurden believes that “we need to ensure that the portfolio of our global business and products is attractive to both our partners and customers and the countries in which we operate.”(Diversity and inclusion n.d.) Customers today want salespeople who listen, understand, and respond with the correct product and since Shell has an array of products for all sorts of businesses, it allows for them to compensate to a customer’s needs. The goal in the end is to keep customers for an extended period of time and to keep them satisfied while doing so. Shell keeps this in mind during the closing step of the selling process. Shell salespeople cannot offer deals or additional services due to the fact that the Shell Corporation is so large and organized. The quality of the product and service is why Shell is many different markets so that is what they focus on in the closing. Building a mutually profitable relationship is an important goal for Shell and is pursued continuously throughout the selling process even to the very end. The follow-up step in the

selling process is necessary for a long-term customer relationship. This final step in the selling process involves reviewing details such as purchase and contract terms and assuring that there are no problems in the distribution or installation process. Being consistent throughout the selling process is a major key for business growth and retention, and Shell, being a firm believer in building strong customer relationships, practices this because they know it is a key for future business.

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