



CHALLENGE

MAJOR MULTI-SITE ROLL-OUT PROGRAMME FOR SHELL TO IMPLEMENT THE NGSF (NEW GENERATION SHOP FORMAT) UPGRADE



Shell NGSF Upgrade Programme

During 2012, Artelia UK undertook the upgrading of over 200 retail stores for Shell within less than 10 months, with a continued focus on HSSE, cost, quality, programme security and minimal disruption to day-to-day business. In addition to the upgrade Artelia played an active role in finalising this new concept and in optimising implementation costs.

The Business Challenge

During 2011, Shell Global Convenience Retailing and Design teams started to work on a new shop format concept which was to become a significant element of Shell's visual identity for retail within the downstream network.

The first new shop format was piloted by Artelia in the United Kingdom during the third quarter of 2011 on a nominated Shell site. Artelia worked closely with the Convenience Retail team on the new shop concept and was able to prepare and agree on the new shop specifications. The new concept was so successful that Shell decided to ask Artelia to manage a programme of shop upgrades for over 200 shops in the UK during 2012.

The main objectives given to Artelia were to deliver the programme before the end of 2012 with a focus on HSSE, cost, quality, programme security and minimal disruption to Shell's day-to-day business activities.

The Artelia solution

Artelia started working on the programme during the fourth quarter of 2011 with the construction of the first NGSF (New Generation Shop Format) project. From this point on, Artelia worked closely with Shell's design and engineering teams to further develop the concept so as to bring it to the next step: the implementation across more than 200 sites first nationwide, then globally.

The key challenge was to finalise the shop specifications. Once the pilot had been completed and cost reviewed, it turned out that carrying out this type of a project could not be done on a large scale within Shell's investment limits. The Artelia team thus undertook a value engineering initiative together with Shell's Local and Global teams in order to drive down the total cost of ownership. They looked for cheaper, alternative materials and equipment that would still fit the quality requirements and achieve the desired look and feel of

the NGSF concept. As part of the Value Engineering exercise, Artelia used its experience from the early Deli2go pilot projects to develop a specifications manual approved by Shell's Local and Global teams. This comprehensive document became the foundation of the Shop Upgrade programme from procurement through to the construction stages. Shell validated this work and approved to roll out the approach globally. Artelia also implemented control measures and tools to monitor and manage cost performance, while continuously seeking additional cost savings as the programme progressed. Regular meetings with suppliers and contractors were organised to look for cost and time improvement without compromising on quality or health and safety on site. Furthermore, Artelia integrated several other programmes into the shop format including the installation of new cash machines and coffee machines, IT upgrade works as well as fuel marketing initiatives. Artelia was able to embrace these changes and complete the projects within the same time frame by using effective programming techniques and continuously improving the processes through the team's focus on project Cycle Time Reduction.

Before the programme began, Artelia's commercial team procured items such as chillers, shop fitting equipment, food preparation equipment and shop front signage. This process ensured that the supply chain was in place throughout the programme roll-out.

As the New Generation Shop Format was a new concept to all, keeping the client, consultants, subcontractors and specialists informed throughout the programme was key to its successful delivery. Artelia fully met Shell's expectations in this respect by ensuring clear communication and coordination between all of the stakeholders involved.

In order to achieve Zero Snags at handover, Artelia developed a quality tracking system. Armed with this tool, Artelia targeted and rewarded improved performance through the launch of Snagging Awards across the programme.

To promote the excellent team work, Artelia launched a handover newsletter which was published for each shop and sent to Shell and the contractors' teams involved with the project:



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Outcome and key benefits

Thanks to the thorough quality tracking system, project management methodology, procurement method, and health and safety processes, Artelia - together with the 60 individual contractors involved in the programme - delivered over 200 new shops right on time, without a single incident being reported and to the great satisfaction of the client and its customers. The Shell-Artelia management team recognised the impressive HSSE achievement of 1.5 million hours worked on site without a lost time incident. The Shop Upgrade programme is now being rolled-out in Germany.