

Affirmative Action Program Development and Implementation





McFarlin Develops & Implements Minority & Women Franchisee Solicitation Program
 Spurred on by record \$173 million affirmative action Federal Court settlement, Texaco launches an initiative to improve the composition of its network of independent retailers to better represent the communities they service.

Objectives

To create a long-term, systematic program that would:

- Bring in new independent retailers who are Women, Minorities or otherwise socially and economically disadvantaged;
- Align with business objectives; and
- Promote and expand the Texaco convenience-store franchise.

Program Implementation

In business, it is one thing to create short-term solutions that are 'topical treatments' that fix current problems without addressing the long-term implications. It is quite another to create long-term, methodical solutions that complement and align with business objectives and therefore become fully integrated into the day-to-day operations.

- We designed a multi-faceted program that would solicit individuals who were socially and economically disadvantaged, screen them for basic business skills and entrepreneurial aptitude, provide them with retail petroleum and c-store operations training, and assist them to establish their own business with a Texaco convenience-store franchise. We worked closely with a cross-functional team within Texaco to ensure that the program would have support of the whole organization and be integrated into the corporate operational structure.
- We assembled, categorized and summarized all domestic news articles covering issues of diversity in the workplace for management review. We created an introductory brochure to announce the program, prepared press releases, tracked press clippings, created and placed advertisements in minority and women's publications, researched and communicated with 450 minority- and women-advancement organizations nationwide to inform their memberships about the program.
- We formed a "Speakers' Bureau" and scheduled a national "Road Show" to promote the program in various communities across the country. We developed and produced a 30-minute audio/video exhibition for this promotion.
- We coordinated with Texaco regional organizations to arrange for program applicants to be tested and interviewed by regional personnel. We also managed day-to-day administrative needs and maintained a database that kept track of the status of all program applicants.

At the end of the 18-month extensive in-classroom and on-the-job training, the program provided business financing with special terms for program graduates to start their own business. This would ensure that the business would not be adversely impacted by short-term cash flow difficulties during the first couple years of operation.

Program Implementation Tools

Key program materials were developed to introduce, describe and help implement the program.



Introductory brochure was distributed to minority and women advancement organizations, print ad respondents and phone inquires.



Policies and procedures manual helped ensure consistent implementation and administration of the program within the Texaco organization.



Kit contained everything needed for a 30 minute presentation including sample questions and answers.



Curriculum catalog provided potential applicants with a comprehensive summary of the retail petroleum industry, the Texaco brand, retail franchising today and key program requirements. Also included was a program application.

Digital Version of the Texaco Affirmative Action Program

Website was developed and launched to help introduce and describe the program.

Success Is The Company You Keep.




The Texaco Brand. More Choices For You. More Choices For Our Customers.

We invite you to consider joining the Texaco family. When you display the Texaco Star, or choose another Texaco-brand opportunity, you'll work for a brighter today and tomorrow for you and your family.

Texaco quality products are marketed in the U.S. through nearly 1,000 branded retail outlets throughout the United States.

Star Power. The Texaco Brand Shines Brightly.



A Century of Leadership And Worldwide Brand Recognition.

When you think of international brands with worldwide consumer recognition, satisfaction and loyalty, Texaco ranks near the top of the list.

Here as the marketplace evolves and buying patterns change, millions of consumers repeatedly choose Texaco over the competition to meet their needs both on and off the road. No matter how hard competitors try to copy our innovative products and services, they cannot duplicate our brand loyalty.

It's the kind of loyalty passed on from generation to generation of motorists. In fact, the Texaco brand of premium gasoline and motor oil has always been associated with all the qualities and values American motorists have demanded for nearly 100 years.

A WORLD OF ENERGY.

Products That Mean Performance.



Developed through one of the most ambitious research programs ever, the Texaco CleanSystem³ gasoline represents a major advance over previous "cleaner" gasoline. Texaco customers count on these unique fuels for optimum performance. Actual grades of fuel can prove themselves. Formula³ motor oils are high on consumer popularity lists.



Texaco's nationally recognized brands include: CleanSystem³ gasoline, Formula³ motor oil, and other high quality products.

A WORLD OF ENERGY.

The Texaco Brand.



What's the difference between a product and a brand? Branding is the ability to add something extra to a product or service so that consumers can identify it and are confident of its consistent performance. And the product becomes a brand.

Consumers want to buy products and services that offer high levels of comfort, reputation and emotional satisfaction. They attach value to these products, which determines the price they're willing to pay. The value of a brand is what a regular gas station is, but what the consumer gets out of it. This is known as brand value.

When you join the Texaco family, you expect a consistent team, fast service, friendly employees and clean car washes. That's exactly what you receive and that's why you continue to visit. Texaco and Star MartSM offer similar convenience in quality products, service and convenience.

Brand loyalty comes from brand because they're come to rely on brands to meet their needs and simplify their choices. Besides, as they're bombarded with hundreds of selling messages, they make their lives easier by looking for discounts in their decision-making, and come to rely on reputable brands.

To motorists, brand loyalty means stopping at a Texaco-branded retail facility for a quick fill-up on the way to work or for parents with children in the car who want to stop at the pump for long-distance drivers. Brand loyalty is stopping for a few more dollars or a snack, but driving home knowing it's picking up some milk or a pizza for the evening meal.

The Texaco brand identity, the familiar star, the names "Texaco," "StarMartSM" and our reputation for quality are the major assets that set the Texaco brand apart from the competition in the minds of consumers worldwide.

While Coca-Cola can come to brand message simply and directly through a cold and refreshing beverage, Texaco must come to brand message through a combination of experience, service, Star Mart products, the fuel on a tank of Formula³ motor oil, the signs on a tanker truck, an advertising jingle, etc.

In very few cases do consumers actually come to contact with the Texaco product, but rather with the perception of being or using that product. So brand identity is more complex and important to Texaco's success than for other companies with strong brand names. Yet Texaco has many advantages to build on.

The first is Texaco's success during the entire span of modern petroleum marketing. Texaco began selling products overseas only three years after the company's founding. A history of innovation is another advantage.

Texaco has continually led the petroleum industry with its introductions of the Clean³ Gasoline, Texaco³ Gasoline, CleanSystem³ Gasoline, Formula³ Motor Oil, Super Oil, Super 2000SM, Star 21 retail outlets and Star Mart convenience stores.

Texaco's reputation for excellence in customer service is another advantage. Our customers provide feedback, friendly service and are concerned with their appearance. Indeed all Texaco and Star Mart associates are trained to listen and be responsive to customer needs. They're courteous, enthusiastic, helpful and provide that extra touch of caring and trust. These are attributes that made the Texaco brand special and successful way back when and will continue to keep it special, successful and the brand of choice for millions of consumers well into the future.

Many consumer studies have widely shown that the Texaco Star is one of the most recognized corporate symbols in the world. And that's a lot of brand value!

A WORLD OF ENERGY.

The New Standard For The New Millennium.

The Texaco Star Hits Become A Destination Of Choice For Highway And Road-Way Travelers.

A sophisticated communications system features music and information to customers.

Clean, brightly lit well-stocked stores great Texaco convenience stores.

Underground fuel tanks are made of double-walled steel, with advanced monitoring systems.

More newly designed retail facilities offer customers a choice of premium credit service restaurants.

Texaco's retail facilities are designed to give today's time-conscious motorists the services, speed and convenience they want. From well-stocked convenience stores and on-brand products and services to Super Lub and professional car wash services — when motorists see the Texaco Star, they're headed for quality, value and convenience.



The new Texaco Star 21 design sets the industry standard as a new height for customer loyalty. Forward-looking retail facilities. The Star 21 facility's sleek design and hold appearance keeps existing customers coming back and invites new customers to drive on in.

A wide range of retail options are available to enhance the facility's profitability.

Texaco Super Lub offers motorists oil, 75-minute drive-through service and a computer to retail.

Credit card readers at the pump make purchasing Texaco CleanSystem³ gasoline quick and easy. Some even accept cash.

The Road To Success Begins Here.

The Texaco-brand Franchise. More Choices For You. More Choices For Our Customers.

There are multiple channels for you to establish a business relationship with us. The suitable choice for you will depend on your aspirations, attitude toward taking on risk, prior experience, financial resources, and availability of the channel in your area. The available channels are: Contract Operator, Licensee, Franchisee, and Wholesaler. Not all channels are available in all markets areas. Each channel opportunity requires that the applicant meet certain qualifications, including complete operating training, and have certain financial resources.



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We continue to help your business grow by beyond the initial startup with a wide range of options for today's retailer, wholesaler or general distributor. We offer competitive products and prices, proven know-how to give you the potential to achieve the highest possible success.

The Texaco brand offers one of the industry's most comprehensive <i>C-Store</i> training programs. Its depth training for store managers includes these areas of our Retail Training Centers:

A Brief History Of Texaco.

A 1907 "family" portrait of employees at the Port Neches office, Beaumont, Texas.



OFFICE THE TEXACO COMPANY.

A WORLD OF ENERGY.

Advertising And Promotion.

When it comes to national advertising that attracts world-class attention, nobody shines like the Texaco. With a current ad campaign featuring the Texaco "A World of Energy" theme, we put substantial marketing muscle behind the philosophy that advertising is not a business expense, but rather a necessary investment.

Our national corporate advertising positions Texaco as a progressive, innovative and model corporate citizen. Local retail advertising programs have been designed to help us maintain and increase customer base, introduce new products in the local market, economically target local competition and build repeat business within your specific marketing area. Advertising and promotional campaigns include:

- National Print, Radio & Television Ads
- Grand Openings
- National Campaigns & Promotions
- Traffic Building Promotions
- Retail Facility Programs
- Price of Purchase Merchandising
- Buying & Spinning From Suppliers
- Local Retailer Co-op



A WORLD OF ENERGY.

Texaco Services.

Our Products And Services Keep Customers Coming Back.

To maintain its leadership position in today's ultra-competitive retailing environment, the Texaco brand puts a great emphasis on keeping existing customers coming back, and bringing new customers in through the doors from our highest quality products like Texaco CleanSystem³ gasoline and Formula³ motor oil, or our dining Star Mart convenience service and state-of-the-art facility designs, the Texaco brand has all the elements necessary to start your facility on the road to sustained success.



Texaco offers a range of credit card options to meet the needs of both individual and corporate customers.

Convenience, Credit Cards And More.

For millions of Texaco credit card holders throughout the U.S., our very popular pay-at-the-pump technology makes filling up and hitting the road faster and easier than ever before. These loyal customers know and use Texaco products and services without the hassle of carrying cash.



A WORLD OF ENERGY.

Program Was Expanded to Shell

Following the launch of the Texaco Minority and Women franchisee recruitment program we implemented a similar ongoing program for Shell.

Key services included:

- We designed and maintained all of the program marketing and communication elements including separate informational websites for both brands.
- We designed and placed print advertising in targeted publications.
- We provided a phone response system with trained responders to walk those interested through the application process
- We contracted with a 3rd party firm to evaluate the applications, conduct interviews and make recommendations.



Comprehensive recruitment informational website we developed for the Shell affirmative action program.