Nouria Energy

Talent Development – “Managers in Training”

NACS | HR Forum
How would you describe your current training program for Managers In Training?

- Non-Existent
- Dabbling
- We’ve got it!!

Scott – Pie Chart would be great!
• Introduction
• Who We Are
• Our Issue - Retention #s (Burn & Churn)
• Career Path
• Process (Selection, Blended Training)
• MIT Program…Graduation
• Retention rate for MIT Graduates?
• Next Steps
• Learnings
• Questions/Answers
Our Story

It all started with a dream and a single Shell location in Auburn, Mass. in 1989!!
Our Growth

- Nouria’s Strategic Growth - Maximizing opportunities in the Oil & Gas Retail Market
- Established QSR Concept for Shell gas stations in New England
- First in New England to introduce Dunkin Donuts concept at the gas station
- Recognizing new area for growth within the market

Total: 170+ Locations
Strong Dealer Network

Years in business: 30 years
ONE COMPANY. ONE MISSION. ONE VOICE.

Convenience Store News
2017 Top 20 Growth Chains
No. 13 Nouria Energy Corp.
“… It was then that I learned a great lesson that has helped me shape my mission for our business today. Our business is about the people! Our Valued Customers and our associates who eagerly serve them every day. I promised myself that I would build a business based on those foundations.”

- Tony El-Nemr, Founder, President, CEO
Values Driven Organization

• Employer of Choice
• Value Proposition
Our Vision

• **Family First**
  - Whether it be CEO’s own or the extended Nouria family, all employees are treated with equal loyalty and care

• **Responsibility**
  - Ensuring that the company is successful in every aspect to provide for all 1,500+ employees and their families

• **Innovation**
  - Looking forward towards the future
  - Adapting to industry changes, new technologies, and welcoming new talent into the organization
<table>
<thead>
<tr>
<th>Our Values</th>
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<tbody>
<tr>
<td><strong>We live by and lead Our Values with every Colleague, every Customer, every Day.</strong></td>
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<tr>
<td><strong>Educate:</strong></td>
<td>Invest in our people through commitment to training and education to ensure their success</td>
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<tr>
<td><strong>Empower:</strong></td>
<td>Provide our front-line ambassadors the authority to delight our Customers at every interaction</td>
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<tr>
<td><strong>Inspire:</strong></td>
<td>Inspire and motivate our team and peers daily</td>
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<tr>
<td><strong>Incentivize:</strong></td>
<td>Recognize high performance through positive feedback, career opportunities and competitive compensation</td>
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<tr>
<td><strong>Accountability:</strong></td>
<td>Hold one another responsible to our goals, standards and expectations</td>
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</tbody>
</table>
Our Growing Pains

• Rapid Growth and Expansion
Our Issue

- Store Management Turnover
- Bench Strength and Succession Planning Deficits
- What’s A Retailer To Do?
Our Issue

• Turnover % (Employee & Management)
• Quality of Bench Strength
• Succession Planning Challenges
• Quality and Consistency of the Training
What is your Store Level Turnover Percentage?

- 0%
- 20%
- 40%
- 60%
- 80%
- 100%
- 120%
- 50-70%
- 70-100%
- >100%

Scott – Could this be a HORIZONTAL bar graph please?
Our Strategy

- Grow Our Own – Create Bench Strength
- Succession Planning – Career Path
- Nouria University – Learning & Development
- Next Steps – Our Future
- Improved Store Management Promo & Retention Rates

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Survey – Vote Now!

What percentage of your managers is promoted from within?

- Less than 50%
- 50% - 74%
- 74% - 99%
- 100%

Scott – Pie Chart would be great!
Our Strategy

Commitment To Promote From Within
- Target 75%

First Focus
- Assistant Manager
- Manager In Training
- Training Store Manager - Mentor
• Improved Knowledge, Skills and Abilities
• Take a Job and Transform It Into a Rewarding Career
• Promote From Within
• Integral to Our Future Growth and Success
• Develop a Culture of Continuity, Pride and Customer Service
OPPORTUNITY – CAREER PATH

OUR GROWTH...YOUR OPPORTUNITY

- Cashier, Food Service Associate, Car Wash Advisor
- Assistant Manager, Manager in Training
- Store Manager, Training Store Manager
- Area Manager in Training
- DM Corporate

Could this be YOU??

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Our Strategy

Nouria University – Training & Development

• Connection and Commitment to Core Values
• Blended Training Approach
  • Learning Management System (LMS)
  • Instructor Led Training (SME)
  • On the Job Training
• Example – MIT (Manager In Training) Program
Manager In Training (MIT) Pre-requisites

Manager In Training (Internal)
• Pre-requisites include:
  • Completion of assigned LMS trainings for the Assistant Manager and Specialist Curriculum
  • Store Manager advocates and proposes colleague for MIT Program
  • HRBP and DM conduct interview and both provide positive recommendation
  • Leadership Approvals (Dir. Of Ops & VP of HR)

Manager In Training and newly hired Store Manager (External)
• Pre-requisites include:
  • Completion of all assigned basic LMS and OJT training curriculum
  • All pre-requisite requirements associated with Internal Candidate
If you currently conduct manager training, where do you spend most of your time?

- Mostly Operations (paperwork, ordering, dashboard)
- Mostly Safety/Compliance
- Mostly Management and Customer Service
- Combination of 2 or more of the above
Requirements to Graduate From Program:

- Attend and Actively Participate in Seven (7) Series MIT Workshops
- Complete All Pre-work and Homework Assignments
- ServSafe Certification
- Complete 100 Question Comprehensive Exam
  - 80% to Pass
- Successful Hands-on Training at Store Level and Validation From Store Training Manager and DM
“Getting to Know You” Objectives:

- Cultivate your connection to the Nouria Network and Community
- Introduce you to your Corporate Support Team
- Educate and Inspire You!
“HR Excellence” Objectives:

- Learn the importance of properly staffing your store
- Hire the right person for the right job in the right way
- Become familiar with your HR Systems
- Know and leverage your available tools and resources
Merchandising Excellence Objectives:

• “Through the Eyes of Your Customers”
• Make a positive and lasting “first” impression
• Learn the importance of Merchandising Excellence
• Know the importance of your Fresh categories
• Know and leverage your available tools and resources
MIT Experience
Manager - In-Training (MIT) Workshop #5
November 13, 2018

Controls Excellence Objectives:

- People Safety is Always #1
- Identify and Prevent Inventory Losses
- Incident Reporting
- Environmental Responsibilities
MIT Experience

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<thead>
<tr>
<th>Activity</th>
<th>Controllable</th>
<th>Uncontrollable</th>
<th>Notes</th>
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<td>Lottery Shortages</td>
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<td>Cigarette Shortages</td>
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<td>Cash Shortages</td>
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<td>New England Weather</td>
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INTERNAL THEFT

VOIDS & REFUNDS

- 47% Employee Theft
- 32% Shoplifting
- 4% Vendor Fraud
- 14% Administrative Error
MIT Program - 7 Workshops

ServSafe Food Safety Workshop
MIT Program - 7 Workshops

OPERATIONS

Manager -In-Training (MIT) Workshop #6
December 14, 2018

• Reporting Requirements
• Budgeting Appropriately
• Develop a daily routine
• Train your team members
• Raise the Quality & Lower the Stress
• Attention to Details Matter
MIT Experience - 7 Workshops

- Customer Service Excellence
- First Impressions/Forecourt
- Cleanliness
- Sales Driven Culture
- Flawless Execution
- Leadership
MIT Comprehensive Exam

• 100 Multiple Choice Questions
• 1-5 Point Bonus Questions
• 60 Minutes
• 80% to Pass
MIT Graduation

Let the Pomp & Circumstance Begin!!

There will be pictures!!!
MIT Experience - Graduation

Building a Strong Company Through Our People

Our Future Leaders will make a difference!!
MIT Post-Grad Expectations

- Never stop learning
- Develop a strong business acumen
- Always be professional – Lead By Example
- Challenge yourself and your team
- Coach at every opportunity
- Thank and recognize your people often
- Have some fun running your business!
- **Graduation ensures eligibility for Store Manager consideration.**
- Integral to your success and our Succession Planning
Learnings – The “7th” Workshop

• As the Result of the Inaugural Program We’ve Developed “Management 101” Workshop

• Content includes the following:
  • Professional Presence
  • Leadership
  • Preventing Workplace Bullying and Harassment
  • Customer Excellence – The “Nouria Principle”
  • Soft Skills such as business writing and verbal communication
Nouria Next Steps

- Continued Investment & Commitment to Training
- MIT Program is Just the Beginning
- Training Store Manager Workshop Revision
- District Manager in Training Program in Development
- Leader vs. Manager
• Actual Results For Internal Promotions After Implementing MIT Program:
  • Assistant Manager - 85%
  • MIT (Manager In Training) - 85%
  • Store Manager - 93%
  • AMIT (Area Manager In Training) – 100%

• Overall Retention Rate – 90%
Questions

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