

Customer Knowledge Assessment - Preparation Guide questions	Step 1 Level of knowledge (Low/Medium/High)	Step 2 Explore this section? (Yes/No)
Interview Details Company Name Location Date and Time Customer Interviewee - Name Customer Interviewee - Role Shell Interviewer - Name		
Section A - Customer overview What product(s) does the customer produce? Why? What is the customer's strategy in their market (maintain share, grow etc)? Why? What are the main raw materials used by the customer? How important (critical/cost %) is the raw material they buy from us in their overall portfolio? What are the most important criteria for the customer to do business from us?		
Section B - Customer's end Markets Who are your customers and what are their main needs? (eg. Customers in detergent market and unpredictable demand hence need around responsiveness, flexibility) What demand patterns do you face? Stable, volatile, growing? Predictable or unpredictable? (if answer yes to volatility) Is volatility result of market fundamentals or due to customer portfolio? What kind of volatility (monthly, yearly, seasonal) (if answer yes to stable) Are some of your customers wanting exceptional reliability from you? Why? Are you able to fulfill this? (if answer yes to growing) Is your end markets growing? How are you using this opportunity? How do customers order? Is it predictable? Do rush orders for you happen frequently? Are you sometimes not able to serve the customer? Are your competitors able to offer the same product and at same service levels as you to customers? Can customers switch easily between you and your competitors (indication of loyalty)? What is your main competitive advantage in the products/markets you operate in? (product quality, technology etc.)		
Section C - Customer production/Supply chain How does your production process work for products you produce from our feed? (batch or continuous etc. to assess supply requirements) How do you manage inventory of raw materials and finished goods in line with your production process and needs of customers? How do you fulfill your customer's needs around exceptional reliability or flexibility (which ever applicable) in your production process? - by keeping additional stock (raw material or finished goods) - by producing flexible (batches/made to order/ variable production rates) How do you plan to meet your customer's needs around growth (if applicable)?		
Section D - Customer's sourcing strategy How do you manage your sourcing of raw materials? (your organisation, decision maker, procurement directive/strategy) How many suppliers do you have and what is your criteria for selection? How do we measure as compared to others in terms of this criteria? How does your customer's needs affect your sourcing strategy? - (for exceptional reliability) have you contracted high reliability with your customers in terms of timing and quantity? - (if flexibility) can you adjust supply to meet changing demand or do you keep safety stock? Does location or lead time on volumes need change from your customer? - (if growth) do you think your current supply options allow you to grow?		
Section F - Shell's relationship with customer & competitive landscape How good is our relationship with this customer? (history, dependance of customer on us, etc) On which areas is the customer most sensitive to changes in service level offered? How important is this customer to us (e.g., size, margin, etc.)? What is the customer approach to sourcing (how do they allocate their demand among suppliers)? Are competitors able to offer the same molecules and service level to this customer? What is our ambition at this customer (grow, maintain etc)?		
Section G - Customer Behavior (to assess actual behavior vs. contract and trigger further probing questions) Has the customer changed his operations to meet certain needs (e.g., logistics, storage, captive supply)? What could be the driver for this? Does the customer regularly change his orders (adjustments after nomination, delivery window, rush orders)? Why? Is the customer paying his bills on time? If not, what could be the driver? Does the customer regularly change the volume ordered (monthly, yearly)? Why? Does the customer have Supplier/Vendor managed inventory? If not, has he requested for it? Does the customer seek to grow volume off-take from us? How critical is reliable delivery to the customer (delivery window, allocation priority, dedicated safety feedstock)? How critical is a stable price to the customer (hedged / fixed prices)? Is the customer showing any other irregular / uncommon behavior and what are the drivers of this (e.g. costs, safety, financial risks)?		
Hypotheses on Customer Segmentation of customer (Exceptiona, Essential, partner, opportunistic) Which CVP would fit the customer best? (Exceptional Reliability, Exceptional Flexibility or a mix) Potential offer elements that the customer maybe interested in (Monthly Vol optionality, Longer payment terms etc.)		