As a leading UK fuel supplier, JET is proud to support the Retail Motor Industry Federation (RMI). JET is a brand of Phillips 66, one of the world’s largest oil refiners. In the UK we have more than 330 forecourts, supplying millions of consumers.

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Market Review 2019 is the fifth issue of PRA's annual publication and I am delighted that it continues to be well received by so many across our industry and beyond. Readers include members, product and service suppliers, media (both national and regional), governments and devolved national assemblies. This year we have also had positive feedback from overseas trade associations such as the International Car Wash Association (ICWA) and the Belgian Car Wash Association (BBVR).

In September, we hosted a visit of 16 fuel distributors and independent forecourt retailers from South Korea who had downloaded Market Review 2018 from the PRA website. This involved an interactive Forum in London followed by visits to the impressive Rontec site on the A20 near Sidcup and to David Charman’s award-winning site at Parkfoot, West Malling. The visitors were amazed by the scope and quality of the seven-day/week in-store butchery which he operates.

In 2019, PRA has a great programme of Business Breakouts, Roadshows (with Thames Communications) detailed on our website. These cover all four home countries plus national events with the Forecourt Show at the NEC Birmingham from 8 to 10 April and the joint Forecourt with the Forecourt Show at the NEC Birmingham.

With thanks to all the contributors for their extremely valuable insights and to all advertisers for supporting the publication so generously.

Cover photos: main photo courtesy of Circle Brands, other photos courtesy of PRA members (see page 60 for more details)
This year has undoubtedly been dominated by the strident voices of industry (especially the automotive manufacturers and their component suppliers), media moguls and politicians all wishing to record their differing but well-meaning views on Brexit as our Prime Minister conducted negotiations with the EU.

The extraordinary feature has been the ‘churn’ in political appointees, whether by sacking for their contrary views, resignation for actual or alleged misdemeanours and resignation as a matter of personal conscience. In this term of office, the Conservatives have presided over a change of Cabinet Minister every six weeks, with even more frequent changes to Junior Ministers and Parliamentary Private Secretaries. Likewise, the Labour Party has witnessed no fewer than 106 changes to its front bench team in just the last three years.

This has provided a most difficult backdrop for our lobbying challenges, but reinforced by Pepper Public Affairs’ professional advice and communications, significant progress has still been achieved (see pages 10 to 14).

The German discounters, Aldi and Lidl, continue to snap at the heels of the UK’s established grocery retailers with their combined growth of over 80% in the last five years. Aldi emerged onto our shores in 1992 and today operates 762 stores with a target of reaching 1,000 by 2022. Their lean model comprising the same size building layout, limited car parking and reduced product range enables them to offer above industry-average wages and very low prices. They now have a market share of 7.3%, easing ahead of the Co-op. Lidl has 700 stores and aims to open between 40 to 50 new stores every year, growing sales by 9.1% and taking its market share to 5.4% – ahead of Waitrose. In a relatively static grocery market, their successes have been at the direct expense of the ‘Big 4’, whose combined share has collapsed from 76.3% to 69.3% while margins have been hammered.

Tesco responded by trialling a new discount format ‘Jack’s’ in East Anglia last summer but previous attempts by the ‘Big 4’ to move into the discount space, such as Sainsbury’s with Danish brand Netto, were not financially successful.

One of the principle commercial ‘churns’ resulting from the Aldi/Lidl attack has been the agreed £15bn merger of Sainsbury’s with Walmart’s Asda, which is currently being closely examined by the Competition & Markets Authority (CMA). This proposed retailing behemoth would not only surpass Tesco to become the UK’s number one grocery seller with over 31% market share, it would also become the largest fuel retailer with 18% share, overtaking BP, Shell and Tesco – hence the criticality to our sector.

The merger has alarmed the CMA and Government with concerns that...
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forecourt ownership. The largest consolidation arose from MFG's surprise £1.3bn bid through US private equity stakeholder CD&R for MRH in January 2018. The management of MRH had been well briefed to launch a £1.5bn IPO (Initial Placement Offer) in the London markets but stakeholder, US private equity fund Lone Star, must have been advised that markets were difficult and a ‘bird in the hand’… One has only to look at the plight of Aston Martin’s IPO to appreciate this may have been sound advice.

However, the acquisition was also investigated by the CMA under a Phase 1 Inquiry. This resulted in MFG having to dispose of the freehold (or leasehold) of 58 forecourts unless it wanted to succumb to a Phase 2 Inquiry. It was expected that bids would have been scrutinised and settled ahead of Christmas, but no firm news had emerged at the time of writing.

Further key ownership changes included Harvest Retail’s acquisition of 63 sites from HKS, the emergence of Australian equity fund Stratford Retail as a stakeholder with Essar in MPK witnessing the forecourt wheel being turned full circle with oil companies and national distributors returning to the UK retail market. Could these oil companies with reputedly deep pockets become the next big spenders and keep forecourt asset values high after the private equity funds have moved onto their next fashionable sector?

In terms of brand ‘churn’, BP has lost 74 sites whereas Esso/Greenergy has added over 100 with Shell also positive at plus 24. At Jet there was no change and Texaco was down by five.

We have also seen brand ‘churn’ with the new owner of Topaz Energy, Circle K, taking firm steps to roll-out its own brand across the Irish land mass. Will Applegreen’s ‘low prices always’ policy soon be featured on GB motorways in addition to those in Northern Ireland or does the incumbent Shell brand with added V-Power still sway the consumer?

During the year, the Co-op has removed remaining oil company brands from 90% of its national and regional estates and replaced them with an updated version of its original in-house brand. This change has been reflected in the market analyses...
being discussed for replacing these tax revenues when Government has forced all fossil fuel vehicles off the road.

Convenience shopping growth may have peaked but continues at a useful 3% compound and food-to-go (FTG) is now a better growth opportunity at over 6%. One only has to visit the multi-million pound new-to-industry development, Frontier Services, recently opened by EG Group on the outskirts of Blackburn, to appreciate the FTG sector. The UK’s first dual lane drive-thru KFC facility cost in excess of £1.25m and employs 35, across the car park is a drive-thru Starbucks open all hours and with 27 staff, while the large Spar brand store also houses a separate 24-hour Greggs and a 16-hour Subway with a sit-down area for eating and drinking.

Overall forecourt numbers show that the freefall decline, especially dealers, has been arrested with just 82 closures plus six from oil companies and supermarkets. This has been largely offset by 45 new-to-industry and 25 return-to-industry openings (see box), so a net reduction of 12 sites in 2018. There has certainly been a large number of complete knock down and re-builds undertaken by both dealers and oil companies but there are no statistics available to quantify these investments. So far as dealers are concerned, it is heartening to note that even singleton operators like Salim and Mumtaz Patel at Shell Crown Services in Brighouse, West Yorkshire have the confidence to borrow money to create a superb new forecourt and Nisa shop after many years serving their local community. Mid-size group dealers including Penny Petroleum, George Hammond, Fraser’s Retail, Kay Group, Refuel & Go, Creightons of Belfast and many others are re-investing heavily in their businesses, so confirming future prospects.

The UK is seeing steady but slow growth in unmanned sites with 17 new forecourts in 2018 making the total 240. This had largely been the preserve of Asda adding automated facilities onto existing store car parks, such that they now have 65% share but with only two opening this year the attraction to motorists may be dwindling. Gulf, Costco, Sainsbury’s and Tesco make up the 35% balance.

Despite all the Governmental pressure to forge a new, cleaner era for road transport there has been no great interest in buying pure electric vehicles in 2018 than the previous year. Purchases are up by only a few hundred vehicles to 13,894, giving a new registrations market share of 0.6% which did not even register on the motoring Richter scale! Consumers cite concerns over high initial vehicle costs, range anxiety over the current battery technology, lack of charging points and unknown trade-in prices.

“The Government can certainly point to success on the ‘demonisation’ of diesel”
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HOW DOES THE PRA DO IT?

The PRA gets a lot done for its members. Here we outline the work the Association has been involved in recently.

Corporate success in the fuel and retail sectors can be affected, for better or worse, by the decisions made over taxation and regulation. PRA’s mission is to represent the interests of its members to people in positions of power who make key decisions. By putting a powerful case to ministers, PRA ensures its members can continue to grow their businesses.

PRA chairman Brian Madderson takes the lead on all lobbying activity, advised and assisted by Adrian Pepper and Damien Phillips, expert political consultants at Pepper Public Affairs. Their experience of working in the corridors of power in Holyrood, Stormont, Whitehall and Westminster gives PRA an inside track into how to influence Government policy.

In 2018 we continued to make our voice heard. Consequently, there have been significant changes in public policy, which will benefit petrol retail outlets.

FUEL DUTY FREEZE

For the ninth year in a row, fuel duty was frozen for a further 12 months from April 2019. This follows lobbying of Treasury ministers and officials by the PRA. Total annual savings for the average car driver as a consequence of the nine-year freeze are estimated to be over £1,000 and the average van driver will save over £2,500.

PRA pointed out the potentially damaging effects on the economy and household budgets of even an inflation-linked rise. We continue to press for fuel duty to be cut to boost our economy and move the UK towards a level playing field with fuel duty levels in EU countries as we head towards Brexit.

BUSINESS RATES RELIEF

PRA was swift to obtain confirmation from the Treasury that petrol filling stations (PFS) will be included as one of the eligible business categories for business rate relief for all companies with a rateable value of £51,000 or less. Rates for these businesses will be cut by a third. PFS shops compete with numerous smaller businesses in the
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high streets such as convenience stores, pubs and cafés.

ATMS SAVED
Since 2010, PRA has been telling Treasury ministers that the Valuation Office has overstepped the mark by attempting to make PFS liable for a second set of business rates in respect of ATM machines installed on their premises. Charging business rates on ATMs makes them unviable in some areas, particularly rural areas.

A recent ruling by the Appeal Court backed up the PRA’s view that convenience stores and PFS should not have to pay business rates on ATMs. If the case is not subject to further appeal, the £300 million that has been paid in business rates will now have to be refunded. The judgement applies to England and Wales only.

HAND CAR WASH SCHEME LAUNCHED
In 2018 we saw the incorporation of the Car Wash Association (CWA) into the PRA, with Brian chairing both organisations. Alongside CWA consultant Alexander Russell, Brian has been working closely to coordinate the activities of numerous public bodies to bring rogue hand car washes into compliance with the law. The police estimate that there are up to 20,000 rogue hand car washes across the country.

A pilot Responsible Car Wash Scheme has been developed by the Downstream Fuel Association alongside the Gangmasters and Labour Abuse Authority (GLAA), police, the Health and Safety Executive, HMRC, the Environment Agency and the CWA. This is just a first step. The hope is that the licensing of compliant hand car washes will lead to the resources of public bodies being freed up to tackle the real problem of rogue hand car washes.

EAC REPORT ON COMPLIANCE
CWA continues to highlight to politicians and the media the problems of modern slavery and a lack of regulatory compliance within the hand car wash industry. We were instrumental in persuading the Environmental Audit Committee (EAC) to conduct an inquiry into the hand car wash sector and in submitting oral and written evidence. The Government will be responding to the EAC’s report in January 2019 and CWA is meeting with officials to persuade them to accept its recommendations to take strong action on rogue operators.

FUEL RESILIENCE
PRA works closely with the Energy Resilience Unit at the Department for Business, Energy and Industrial Strategy to ensure that in times of crisis, there will be enough fuel to enable key public services and sectors of the economy to continue to operate. The list of Designated Filling Stations (DFS) for times of national emergency – be that a blockade of the ports, industrial action, terrorism or a major weather incident – includes many hundreds of PFS operated by PRA members. PRA’s voice at the table ensures that all independent petrol filling stations are treated fairly in all circumstances.

THE ROAD TO ZERO
The PRA made representations throughout the passage of the Automated and Electric Vehicles (A&EV) Act through Parliament. While the Act gives the Government the power to mandate the installation of electric vehicle charge points in large fuel retailers and motorway service areas (MSAs) – which the PRA has consistently argued as unreasonable and unnecessary – ministers have given assurances to the PRA that there are, at present, no plans to use these powers.

Following Brian’s oral evidence to the
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We began working with PRA Utilities in 2010, and have called on their services regularly since then to arrange new energy deals for our business. During the time we have worked together, we have progressively acquired many new sites, and the team at PRA Utilities has been extremely helpful to us in arranging new energy deals for the sites as we took them over.

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Peter O’Connor @ Petrogas
Head Of Finance UK

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POLITICAL
Market Review 2019

FORECOURT CRIME
As the police claim they do not have the resources to prioritise fuel theft drive-offs, PRA has stepped up its lobbying of the Home Office to force action.

A publicity campaign is now being undertaken, with major newspapers running stories about the way DVLA and the police are shirking their responsibilities in the fight against this form of theft, known as bilking.

The PRA has rejected the suggestion that our members install pay-at-the-pump technology, as this undermines their ability to sell goods in shops. One solution would be to give petrol retailers electronic access to the DVLA’s Vehicle Keeper database, so they can pursue drive-offs through the civil courts and ease pressure on the police.

BREXIT
Our members need to be able to continue to import fuel and food supplies from the EU without border checks, so that the orderly conduct of business continues. PRA’s preference is for a deal to be agreed which ensures the free flow of goods and services between the UK and EU and which does not compromise the UK’s ability to make trade agreements with third countries after Brexit.

SUSTAINING OUR SUCCESS
The success of PRA’s lobbying in 2018 demonstrates the value to the retail fuels sector of having a dedicated trade association which can represent its members’ interests robustly.

The PRA consistently delivers powerful, well-researched arguments to Government and devolved administrations.

Consequently, we have established strong working relationships with ministers, officials in Whitehall, MPs and statutory bodies whose actions affect the sector.

As a result of our successful lobbying programme in 2018, our members are able to pay less in tax and provide more services to customers, from cashpoints to food and beverages, to the installation of new automated car washes.

We do not underestimate the many challenges we face this year – from the roll-out of the Licensed Responsible Hand Car Wash Scheme, to the need for an orderly Brexit, the fight against forecourt crime and the continuing importance of keeping fuel duty and business rates down.
As one of the fastest growing forecourt companies in the UK, Valli Forecourts has 13 operational sites across North Yorkshire and the Midlands with two more sites under construction. Valli Forecourts impress through exceeding customer demands, providing 24/7 access and making available a diverse product and service offering.

In a constant bid to improve the customer experience in their forecourts, Waqas Aslam, the area manager responsible for the sites, began researching how cash handling could be improved to benefit both the team members and customers. Valli Forecourts were experiencing issues with counterfeit notes and an inability to accept certain currencies e.g. Scottish and Irish notes, leading to a drop in revenue and missed sales opportunities.

Furthermore, inefficient processes, numerous safe drops and reconciliation of tills taking up significant time, Valli Forecourts required a quicker, more reliable and more convenient solution. A cash-handling solution that would not only benefit internal processes but ensure forecourt staff could provide customers with the time and attention required for exemplary customer service.

After researching, Valli Forecourts came across Volumatic. They read the success stories about their impressive track record. For example, Volumatic has supplied CounterCache intelligent (CCI) solutions to a number of petrol filling stations with a convenience offering including Morrisons PFS, The Kay Group, ASDA, M&L Richardson, NJB Services and many more independent petrol retailers.

After spending time understanding the goals and specific requirements of Valli Forecourts, Volumatic offered the CCI solution as it is efficient, cost-effective, and simple to use. This was combined with CashView Enterprise software which provides complete visibility of all of the CCI units from one central location, reducing three steps of reconciliation to just one.

Following a successful trial, Waqas Aslam decided to roll out the solution across every single site of Valli Forecourts. Volumatic were there to ensure implementation went smoothly, providing all of the necessary training to maximise the benefits of the solution.

Staff at Valli Forecourts reported that the CCI is user-friendly and requires minimal effort to operate. Furthermore, the CashView Enterprise software now allows management to oversee the activity, in real time, of each CCI unit at any location. This provides access to convenient, scheduled reporting with accurate information that further streamlines their cash handling process.

With further expansion of sites in the pipeline, Waqas has made it clear that the CCI will be an integral part of making all future sites a success.

"CCI, combined with CashView Enterprise, has taken our cash handling process from three steps to one and reconciling our till points from 1 hour to around 20 minutes. With Volumatic, we feel we are moving into a new era of the way in which we handle our cash!", Area Manager, Waqas Aslam

Valli Forecourts: Cash Handling to Improve the Forecourt Experience
At the time of writing (November 2018) European Union (EU) leaders had just approved the agreement on the UK’s withdrawal and future relations with it. The Tank Storage Association (TSA) recognises that the agreement still needs to go through the UK Parliamentary process before it is approved, but cautiously welcomes this positive progress. It is essential for TSA members to ensure access to as frictionless a border with the EU and the rest of the world as possible following March 29, 2019. We do not believe this is possible without a deal in place.

On the basis that a deal is agreed, the transition period will provide a limited window of opportunity to discuss and implement detailed arrangements for how we import goods from, and export goods to, the EU and the rest of the world.

Many businesses and industry groups have stressed the need for a frictionless border between the UK and the EU to ensure that trade can continue unhindered and without any additional financial burden. Failure to do so may have a dramatic impact on logistical supply chains, which are essential to ensuring a thriving economy and may also affect future investment decisions.

The TSA reiterates its call for Government to engage more fully with industry. We again urge Government to ensure that an end-to-end declaration processing service is put in place allowing the efficient passage of legitimate imports and exports to and from countries outside the UK. Consideration should be given to the following suggestions as part of the development of such a system:

- Limit the use of the existing Customs Handling of Import and Export Freight (CHIEF) system (and its successor the Customs Declaration Service [CDS]) to the declaration of goods to customs, as it is likely to struggle with the increased volume of transactions carried out by the existing Excise Movement and Control System (EMCS).
- Move the payment of customs duty and VAT from the border to when goods move to home use (as with excise duty).
- Use commercial documents/self-assessment for transaction tracking and duty payments and audits for compliance.
- Remove restrictions placed on how goods are held in a customs/tax warehouse. Primarily, this would mean allowing common storage and co-storage of UK and non-UK goods in the same tanks.
- Simplify the process of gaining customs warehouse approval and limit the need for warehouse guarantees (make extension to the tax warehouse approval).

New customs arrangements will take time to fully implement. Therefore, these options need to be explored today – regardless of whether or not a final solution has been reached and regardless of any existing limitations in legislation under the existing Customs Union. Failure to be prepared and failure to take advantage of the opportunity to simplify and streamline processes will result in a significant impact on UK business.

We look forward to continuing to work with Government to further develop its plans for future customs arrangements.

The TSA represents the interests of 50 member companies engaged in the storage of bulk liquids and the provision of products and services to the sector. Collectively members operate over 300 terminals and distribution hubs in the UK and have over 8.5 million cubic metres of storage capacity in the United Kingdom (UK) and Republic of Ireland (ROI). Members provide and support an essential interface between sea, road, rail and pipeline logistics for many different substances including...
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In the fast-changing world of retail, it’s vital to keep abreast of the latest developments.

The PRA works closely with the Government and key decision-makers and is frequently asked to appear on TV and radio to speak on your behalf. In fact, the PRA took a delegation of members to meet the Department of Transport to present views on the E10 proposals. This is why it’s vital that we stay in touch with you.

The PRA has a number of ways in which we can engage in dialogue. The first, and best, is face-to-face at our events. Each year, the PRA team travels across the UK for its 10 Business Breakouts and five Roadshows, in conjunction with Thames Communications.

At these events, you will be updated on the latest developments on subjects ranging from The Road to Zero to our activity to bring the car wash industry back to a level playing field. You will also have the opportunity to speak with either Phil or Ray, our technical team, on any technical issues you may have.

Members who are within 40 miles of the Business Breakout venue can expect to receive an emailed invitation, so please don’t forget to check your spam folder! In addition to this we publicise these events in Forecourt Trader, Petrol Heads-Up and on our website.

In 2018 we had support from innovators in our industry, including CBE, Chargemaster, EdgePetrol, Forecourt Eye, GripHero and Instavolt. Members also heard interesting presentations from well-known companies in our industry, including Christie and Co, Global MSI, Jackman Insurance, LCM, S&P Global and Winckworth Sherwood. We have also been well supported by fuel suppliers BP, Certas Energy, Maxol and Topaz.

We hope to see you at one of our events in 2019, please keep an eye on our website to see when we will be near you.

In addition to all this, we publish stories of interest in our well-established fortnightly members’ e-magazine Petrol Heads-Up, which recently celebrated its 100th edition. This has proven to be very popular with members, one remarking: “It’s the best thing the PRA has done recently.”

If you have any stories or news you would like to share then please email our editor Anne Bruce at annebruce@rocketmail.com

We also continue to produce the Market Review, which is now seen as the industry handbook encapsulating all the aspects of roadside retailing. Our website has been well received and has a link to our Twitter account which lets members know immediately what is going on. We also have the members’ website, which can be accessed by using the postcode of your head office as your username and your membership number as your password.

From time to time we also ask for members’ feedback via our email address memberfeedback@rmif.co.uk which can also be used for members to email us with any questions or assistance. You also have the members’ hotline 0845 305 4230 if you require to speak to someone.

With all this, your PRA has never been more accessible – please contact us or speak to one of the team at our shows, we are here to help you.

**2019 SPRING PROGRAMME**

The PRA will be putting on the following events this spring:

**BUSINESS BREAKOUTS**
- **Wednesday 27th Feb** Sandy Park, Exeter (in conjunction with CTC Tradeshow)
- **Thursday 7th March** The Historic Dockyard, Chatham
- **Thursday 28th March** Crowne Plaza Hotel, Shaws Bridge, Belfast

**ROADSHOWS**
- **Thursday 14th March** Knutsford
- **Wednesday 1st May** Scotland

We would be delighted to see you at one of these events. For further details please refer to [www.ukpra.co.uk](http://www.ukpra.co.uk)
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Gaining an Edge-ucation

EdgePetrol entered the petrol market as the new kids on the block, but with the help of retailers they have learned their trade.

In September 2017, EdgePetrol launched their web app to help UK retailers make better and quicker pricing and procurement decisions every day. After working with forecourt owners for over a year to understand the challenges they face, launching the product was still just the beginning of learning the petrol retail market.

“We learned early on that retailers are always focused on maximising their profitability, whilst staying fair to the customer to maintain their volume and dry stock sales. By taking the time to understand what daily actions they took to achieve this we were able to make the data driving these actions more visible, more timely and more accurate.” Says Gideon Carroll, CEO.

This learning curve delivered results quickly. As of December 2018 - just over one year after launch - EdgePetrol had over 350 signed sites and was growing at an average of two clients and five sites a week. Despite this success, ambitions are high and Edge continues to work hard to stay ahead of the curve.

“We had meetings with over 150 retailers spanning over more than 3,500 sites and learned something from every single one of them. The first version of the product offered retailers the opportunity to see a live gross margin across their portfolio with no manual entry. By working closely with site owners we have been able to develop this much further than we could have imagined.”

Lessons learned and the launch of new features

2019 features included the incorporation of bunkering and fuel cards, paving the way for a live 'net margin' to be displayed that applies the relevant fuel card fees to each transaction. Users are now able to see the real impact that fuel cards have on their margins and respond accordingly in their pricing strategies.

“We were discussing margin during our meetings and fuel cards kept coming up. The problem was that retailers were only finding out their impact at the end of the week or month and “This was giving them a bill shock” when fuel card levels were higher than expected. By showing them the live impact of fuel cards, retailers are now introducing this new information to their pricing strategies to make sure they are hitting the numbers they need before it’s too late to make a change.”

Furthemore, Edge’s in-house data science team are is now accurately forecasting site volumes. Edge looks at your sites’ sales behaviour over the past weeks, whilst also adapting to changes in the current environment to provide a forward view of tank levels for each grade at each site. This means that a retailer is able to see what their tank volumes will be up to a week in advance, so they know exactly when to take the next tanker of fuel. This drives down purchasing costs and eliminates the risk of stock-outs.

Opening the roadmap

This success has led to Edge opening their product roadmap to the market. This means that everyone can see what is being considered, what is currently under development and what has been completed. Those viewing the roadmap are able to submit their own ideas to drive product development to suit their needs.

Toby Butterworth, Edge’s VP of Product, commented “We decided to open our roadmap to the market in order to make sure the petrol industry community continues to shape the future of Edge. We are relying on retailers to keep presenting us with challenges and opportunities.”

Features that Edge have already committed to building include setting your pole sign from head office and live gross profit indicators. Development of a dry stock module is also in the works, which tells retailers what average basket spends and conversion rates are for each grade so they can better set an optimum fuel price. Smart notifications will present users with opportunities to maximise profitability on their site.

Integrated with key industry services

It’s not only the edge features that are benefiting from this process. On the advice of retailers, Edge has also teamed up with other forward-thinking industry players. For example, connections to wet-stock managers like SureSite provide more frequent dips and therefore give a more accurate and up to date margin.

Retailers can also view their Catalyst competitor pricing data directly in the app, as this is part of the daily pricing decision. The possibilities of third-party connection is endless, as Edge is totally agnostic and will connect with any data source.

Toby summed up: “The product is never finished; therefore, we are never finished learning. We are excited to continue to bring market-driven features to the Edge platform in 2019 and beyond.”
Not having EDGE, can leave gaps in your KNOWLEDGE._ _ _

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edgepetrol.com
By the time you are reading this I will be at least halfway through my two-year tenure as the first ‘industry’ chairman of the Petroleum Enforcement Liaison Group (PELG).

In brief, PELG, supported by the Health and Safety Executive, issues guidance to both Petroleum Enforcement Authorities (PEAs) and the operators of petrol filling stations on ‘managing the risks of fire and explosion’. The guidance is in the form of the Red Guide and supplementary documents known as PETELs, free to download via https://knowledge.energyinst.org/search/record?id=110259.

I have been participating in PELG for the past 12 years. The first nine of those as an enforcer, while head of petroleum at the London Fire Brigade. During that time I, along with a core group from PELG and the HSE, was involved in formulating the rationale for the new petroleum regulations introduced from October 2014. I was also sponsored by the Better Regulatory Delivery Office (now BEIS) to give training seminars on the transition from the old licensing regime to the current certification scheme.

As I write, the HSE are undertaking a ‘Post Implementation Review’ of the new Petroleum Regulations. It seems that in the main, the enforcers are not satisfied that the new regs ensure the same level of control and safety. However, when challenged, they were unable to substantiate their beliefs. My view is that the change in legislation coincided with the huge cuts in local authority resources. This resulted in a significant majority of the experienced enforcers taking early retirement (myself included).

I inherited the PELG chairmanship at a time when it seemed to be losing impetus, at least partly due to the loss of these experienced participants. I am trying to raise the profile within both the enforcement and forecourt operators’ communities, as with there being less expertise available at a local level, PELG becomes the obvious forum for issues relating to the safe operation of petrol forecourts.

The main aim of PELG is to identify changes in the operation of petrol stations and issue appropriate guidance. The changes can be brought about by a range or combination of factors such as innovation, viability of petrol stations due to market forces and availability of new technology.

As chairman, I have already pushed through the publishing of guidance (within Section 8.5 of the Red Guide) that had been pending for many months, if not years, which covers:

- The filling of customer-owned LPG cylinders from autogas dispensers.
- Paying for fuel using mobile devices.
- New categories for the unmanned operation of petrol filling stations and appropriate control measures.

The obvious hot topic that we are addressing at PELG and other forums, including the Energy Institute Service Station Panel, is the question of how to safely combine the charging of electric vehicles (EVs) with the dispensing of traditional hydrocarbon fuels. Some guidance on the installation of EV charging on petrol forecourts has already been published. However, there is more being drafted covering different aspects depending on the remits of the forums involved. As I write, PELG is compiling guidance on the responsibilities of petrol forecourt operators when they install and operate EV charging and the legislation that they must comply with.

A further innovation to the supply of petrol that may or may not fall within the remit of PELG (dependent upon a legal definition currently being sought), is the intention by a couple of companies to offer to fill your vehicle with petrol at your home or workplace from a van containing a large container/tank and a typical metered fuel dispenser. Customers can already use an ‘app’ to request and pay for diesel to be delivered in this manner, but the legal position and appropriate standards/guidance for petrol are yet to be decided. The HSE has approached PELG for their views.

Remember, the PRA’s influence on PELG and in other forums enables us to be at the forefront of changes within the industry and to help our members deal with any issues that they encounter.
Six ways to maximise volume **without lowering price**.

Too many retailers today rely on lowering prices to grow volumes. Intelligent, data driven capital and operational investment decisions can result in a significant volume uplift without having to sacrifice margin. Before changing your prices, focus on these six volume magnets to unlock hidden value:

1. **Brand.**

There’s a general opinion that certain brands will always outperform others regardless of the situation. Don’t rely on assumptions. Make sure you gain a deeper understanding of the effect each brand has on both fuel and non-fuel performance.

2. **Location.**

A location’s potential can be realised by analysing local demand and traffic data. When acquiring, consider the size of the market, local market characteristics, and your potential customers.

3. **Market.**

Spend time learning about your competitive landscape. Once you know this, you can tailor your marketing strategy to best fit with your customers’ needs.

4. **Facility.**

Deciding how to spend a limited budget can be incredibly difficult. Pay-at-pump technology? A franchised restaurant? Achieve the best ROI by identifying how each option would affect both your fuel and non-fuel revenues.

5. **Merchandising.**

It is important to understand the sociodemographic profiles of the customers who visit your site. This information will help you tailor your promotions and offerings to entice people into the convenience store and optimise sales.

6. **Operations.**

Service quality is a key factor of repeat business. Acknowledging and responding to customer perceptions can help improve this, and lead to increased customer loyalty.

When examined in unison alongside **price**, these 7 Elements will help you make optimal decisions and lead you to sustainable and incremental improvement. **But how do you begin to understand how the 7 Elements are affecting your business performance?**

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E10 AND FUEL LABELLING

Technical director Phil Monger talks us through where we are with the introduction of E10 and new fuel labelling

I had hoped to provide definitive advice on the new fuel labelling requirements and the Government proposals on the introduction of E10 petrol but, at the time of preparing this update, the draft legislation for either is still not in the public domain and with the focus squarely on Brexit, it seems unlikely to be with us in the near future. However, it might be helpful to explain the current situation.

E10 PETROL

At the end of July 2018, the Government published its consultation calling for evidence on their proposals for introducing E10 petrol to satisfy the on-going need to decarbonise the traditional road fuels used by the vast majority of existing vehicles. The most controversial of the proposals was to require two grades of 95 octane petrol, E5 and E10, from forecourts with an annual turnover of three million litres of fuel, if they had four storage tanks or more. Not only did we respond explaining the impracticality of such a proposal, we also took a delegation of six members to the Department for Transport for a frank discussion on the DfT proposals, with evidence of how the move would impact the industry.

DfT gave assurances that they would not be introducing anything that would mean digging up forecourts and that as the consultation was a call for evidence the meeting proved very helpful. The PRA is supportive of E10 but only if its introduction is formally mandated by Government. It would need to be a replacement for 95 Octane E5, leaving Super Grade as the protection grade at E5 to satisfy the few remaining cars not compatible with E10, many of which are not compatible with E5 either. There would even be some benefits in raising the amount of ethanol in petrol as the risk of phase separation reduces with the increase in ethanol content.

The introduction of E10 as a replacement for E5 would be as simple for retailers as changing the dispenser labels. BS EN228 allows for up to 10% ethanol but does not specify a minimum. Selling E10 does require an additional label stating ‘Not suitable for all vehicles, consult vehicle manufacturer before use’. There is a proposal to change that from negative to positive, stating ‘Suitable for most vehicles, consult vehicle manufacturer’.

FUEL LABELLING

Following the introduction of the Alternative Fuel Infrastructure Directive (AFID) and the subsequent publication of the EU Standard EN16942 Fuels-Identification of vehicle compatibility, the British Standards Institute (BSI) subsequently published the UK specific standard, BS EN 16942. This sets out harmonised labelling requirements for marketed liquid and gaseous fuels. It requires fuel identifiers to be placed on fuel nozzles at filling stations, on new vehicles and in their manuals as well as in vehicle dealerships. The standard also includes larger labels incorporating the identifier and extra information to describe the fuel that should be placed on the fuel dispenser at petrol filling stations.

The standard sets out the format and scale of graphical identifiers for the three grades of transport fuel:

- Circle, for petrol-based fuels
- Square, for diesel-based fuels
- Diamond, for gaseous fuels.

Within the identifier, a standard text format differentiates the various fuels. For petrol and diesel fuels, this is generally a letter that refers to the biofuel blended into that fuel and a number specifying the maximum percentage volume of that biofuel according to the relevant fuel standard. For gaseous fuels this is an abbreviated text to refer to the fuel. AFID makes similar requirements for vehicle manufacturers that will apply to all new cars from the date that the new regulations come into force.

The aim of the new labels is to ensure that consumers can select the correct grade of fuel for their vehicle regardless of where they refuel. The fuel identifiers must be placed near the filler cap of new vehicles and on the dispensers of all filling stations selling to the public.

Where petrol filling stations are found to be non-compliant an enforcement notice will be issued with a likely 28-day period to rectify. If that is not met a fine of up to £15,000 will be levied. In the case of vehicle non-compliance a fine of up to £100 may be levied against the dealer.

Under the Directive, member states were obliged to introduce the requirements by October 12, 2018, but upon hearing that other EU countries were also not going to make that date, the UK decided to risk infrac tion proceedings and delay until spring 2019. The Low Carbon Vehicle Partnership (LowCVP), working with industry, has prepared a publicity campaign with posters, information brochures and a dedicated website in advance of the compliance date.

Several members have asked whether they should change the labels now when new equipment is being installed. My advice has been not to precede the publicity campaign, as delays on the forecourt would be inevitable as motorists try to interpret the labels. More information will be provided in Petrol Heads-Up as details emerge.
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The structure and composition of the UK car wash market has altered dramatically in the last decade, with a marked switch away from automated car washes that previously dominated the UK market, towards hand car wash offerings of various types. This change began in 2004 and accelerated in 2007 with the enlargement of the European Union, in terms of territory, number of states and population. This led to a marked increase in unskilled labour migration into the UK from the newly joined, mainly Eastern European, states.

At the same time as this influx of low-cost labour, one of the unwelcome effects of the 2008/2009 global economic crisis was a very significant downturn in investment and activity in the commercial real estate market in the UK. This, in turn, resulted in considerable numbers of disused petrol filling stations and other roadside plots remaining undeveloped or, in some cases, becoming derelict.

The arrival into the UK of a large-scale immigrant workforce, prepared in many cases to work for very low pay, coupled with the availability of potentially suitable low-rent (or even rent-free) locations for hand car washing led to a dramatic growth in ‘pop-up’ hand car wash operations offering services at rock-bottom prices. Compliant existing car wash operators with investments in capital-intensive automated machines suddenly found themselves at a grave disadvantage and unable to compete with hand car washes.

In addition, car washing operations on supermarket car parks operated by individuals using trolleys began to proliferate across the UK. These contractors, usually working for franchisors and able to charge extremely low prices because of their low investment requirements, would secure their ‘pitch’ on the car park through a fee paid to their franchisor, who in turn would have agreed a rental arrangement with the local management of the supermarket.

The need for a speedy wash while customers shopped inside the store led to the use of harsh chemicals that minimised the need for ‘elbow grease’. These chemicals, along with the other trade effluent generated by the wash, would then be allowed to discharge directly through the porous tarmac car park into the water table below, or into the surface water (rain water) drains in blatant contravention of trade effluent discharge regulations.

Had the customers been aware of the extremely harsh chemicals being used and the polluting effect of these practices, they would perhaps have hesitated before using these services.

MODERN SLAVERY
Over the years, there have been more and more concerns about the working conditions of the people performing the hand car washing. The UK Modern Slavery Helpline received more than 10,000 reports of slavery in its first two years of operation – a shocking figure but one that has helped start to clean up the industry.

The CWA has also supported the development of the Responsible Car Wash Scheme (RCWS), a collaboration between industry and Government bodies that will combat a lack of compliance within the hand car washing industry. It aims to target labour abuse and modern slavery, lack of adherence to regulations as well as environmental waste and pollution caused by car washes. The scheme will enable the public to choose a car wash based on a kitemark logo displayed at responsible sites that have passed an audit, reassuring consumers that the sites protect the environment by dealing with pollution appropriately, and operate safe and ethical conditions for their workers.
The Environment Agency states that dirty water or run-off from vehicle washing and cleaning carried out as a business or industrial activity is defined as trade effluent (TE). TE must be controlled as follows:

(a) disposal via public foul sewer – contaminated water, sewage and TE is carried directly to a sewage plant. Permission is needed from the local sewage provider that may require i) that TE first passes through a separator/interceptor to remove hydrocarbons and ii) details of TE composition and annual volumes. TE is charged at a significantly reduced rate compared to domestic sewage.

(b) disposal via a surface water system – this is very rarely permitted (see below). Surface water drains can lead directly into ditches, streams, rivers and soakaways with the risk of pollution if TE is in the system.

(c) disposal via combined sewer (foul and surface water drainage) – found in older urban areas. This has the same regulations as for disposal via public foul sewer in (a) above.

(d) disposal to ground – this is rarely permitted: an Environmental Permit is always required.

Environmental Permits

An Environmental Permit is required to operate a car wash that discharges trade effluent directly or indirectly to groundwater. Direct input implies that the discharge does not go via soil but via gullies/drains into the surface water drainage system. Indirect input is discharging that percolates through the soil/subsoil, including any operation that allows run-off to enter the soil through porous surfaces eg tarmac.

Allowed exceptions: “...a discharge is not a groundwater activity if the input of the pollutant is or would be of a quantity and concentration so small as to obviate any present or future danger of deterioration in the quality of the receiving groundwater”.

Offenders liable on summary conviction to: i) a fine of up to £50,000 or ii) up to 12 months prison sentence.

GP13 and Roving Hand washes

Roving wash activities (trolley washers) may be permitted if:

- Only clean water is used, without detergents or cleaning chemicals or the working method produces no run-off from the vehicle or the run-off is contained, collected and disposed of legally and
- The activity will not adversely affect oil separators.

Where agreement to trolley washing has been given by the responsible landlord the operators must:

- Use a minimum amount of water.
- Never use hoses or high-pressure washers.
- Never allow run-off to enter or be washed by rain into surface water drains.
- Empty containers of dirty water/effluent only into the foul sewer.

If no noticeable run-off is either produced or collected they must:

- Apply the minimum amount of cleaning product.
- Use appropriately diluted chemicals, never use undiluted concentrates.
- Not use unsuitable hand wash chemicals, eg commercial TFR or hydrochloric acid wheel cleaners.

No very dirty vehicles, commercial vehicles or engine bays may be washed by roving washers. Because of the methods used, very few hand wash operations and no trolley washers are able to comply with the above rules.
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The year 2018 will long be remembered as one marked by momentous geopolitical events that drove huge volatility in crude oil prices around the world. Trade and diplomatic tensions among several major countries, along with OPEC agreements, Brexit, and a compelling US administration, have joined to keep prices volatile, with the Dated Brent benchmark dropping nearly $10/barrel in under three months towards the end of the year. Road fuels have not escaped untouched from this political maelstrom, although another set of less obvious influences have been at play, combining to push gasoline and diesel to their widest price difference in years.

Towards the end of 2018, gasoline markets around the world went into a rapid downward spiral, with little expectation of values picking up through the first quarter of 2019 as cheaper crude pulls refined products prices lower and gasoline demand remains tepid. This generally bearish environment can be traced back to weak international demand in two key markets for European gasoline exports. The US Atlantic Coast and West Africa are traditional outlets for the structurally long European gasoline complex, but a drop in buying interest following the end of the summer ‘driving season’ in the United States and West African importers waiting for ever-lower prices has left European fundamentals struggling with a supply excess.

Meanwhile, a near-perfect storm of acute fundamentals have seen the diesel market spike strongly away from falling gasoline prices. Weather issues in the continent may, at first glance, appear not to have a great impact on UK road fuel prices. However, the UK imports a large proportion of its diesel, mainly from Northwest Europe and key Baltic locations, such as the Russian port of Primorsk, where fuel is typically loaded on tankers sailing the northern seas.

During the hot summer, low water levels along the Rhine -- a major artery for the shipment of fuels from the Northwest European refining and storage hubs to the largest demand centres in Europe -- meant that navigation was severely impaired leading to supply issues across the continent. As a result, alternative demand centres emerged in an effort to bypass the Rhine to reach the inland markets: ports such as Hamburg or as remote as those in the Adriatic have competed for the same cargoes that the UK typically imports.

As a result, prices of diesel relative to crude have spiked, with the refining margin of FOB ARA diesel barges relative to Brent crude -- the so-called “crack spread” -- rising to the highest level since 2013, when it reached a near $24.50/barrel.

With margins so high, refiners have been enticed to maximize runs where possible, and contribute to the increased supply glut in gasoline. The net effect has been gasolinefalling to a discount even to crude, with the refined product effectively cheaper than its feedstock.

Towards the end of the year the Eurobob gasoline crack spread dropped to its lowest value since end of 2011 when it reached minus $1.13/barrel on October 26 and continued to fluctuate with limited upside moves through the remainder of the quarter. At the forecourt, retail prices have been slightly less elastic, with the margin between the purchase and selling price for leading retailers continuing to widen, standing at the highest levels since 2015.

Petrol prices at the pump in the UK fell by 6 pence/litre through October and November 2018, as a reaction to the downward trend seen in wholesale gasoline prices. Despite this, the pump price has fallen at a lower rate against the wholesale Platts Gasoline CIF Northwest Europe Cargo assessment, which saw an 8 pence/litre decline over the same period. The overall drop in the outright prices of crude oil and refined products will be closely watched in the fuels market.

Historically, the majority of gasoline imported into the United Kingdom -- such as the South-East of England with its key import terminals on the Thames -- is refined and blended in Scandinavia and the Amsterdam-Rotterdam-Antwerp (ARA) hub, where the bulk of refineries in Northwest Europe are found. These refineries will typically ship their excess supply to the same arbitrage destinations in US Atlantic Coast and West Africa, with the UK as a competitive demand centre for barrels produced in ARA. Typically, a drop in outright prices tends to increase demand for the more price-elastic products, such as gasoline and diesel.

While the decision of OPEC and its partners to cut production by a further 1.2 million barrels a day in 2019 might rebalance the crude market somewhat, there is little expectation for a gasoline boom in the short term. On the diesel front, however, 2019 will see first real impact of increased middle distillate demand to meet the International Maritime Organization’s stringent 0.5% sulphur limit in the global shipping fleet. These and countless other factors will naturally test the critical gasoline/diesel relationship yet further, shaping pump prices in Europe.
Is the price you pay for your fuel correct?

- From 1st January 2019 UK government is again increasing the Road Transport Fuels Obligation (RTFO) from 7.25% to 8.40%
- This is required under the Renewable Transport Fuels Obligation (RTFO), which commenced on 15 April 2008
- There are also additional charges to further improve air quality which will be advised to you by your fuel supplier
- All this complexity means that it is important that you carefully check your invoice via an independent source to ensure you’re paying the right price.

This is where the Big Oil price advice service comes in.

On each trading day by 9pm you will receive an email detailing blended prices which include the cost of fuel, the % of bio fuels and excise duty as supplied by S&P Global (Platts) 4.30pm on market close service.

If you would like to find more information, then please contact steve.coombe@rmif.co.uk

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Here we provide you with a summary of the data in the latest release of the Experian Catalyst UK database. All data is based on 'open' sites (including sites under development and excluding non-retail sites).

**MARKET SHARE BY BRAND**
Brands are listed in order of market share for motor fuel volume sales (see definition below).

<table>
<thead>
<tr>
<th>Brand*</th>
<th>Number of open sites</th>
<th>Average MF volume per site (M l/p/a)</th>
<th>% Market share MF volume</th>
<th>% Outlet share</th>
<th>Effectiveness ****</th>
</tr>
</thead>
<tbody>
<tr>
<td>TESCO</td>
<td>507</td>
<td>11,405</td>
<td>16.0</td>
<td>6.0</td>
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<tr>
<td>BP</td>
<td>1,228</td>
<td>4,311</td>
<td>14.6</td>
<td>14.6</td>
<td>1.00</td>
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<td>SHELL</td>
<td>1,052</td>
<td>4,716</td>
<td>13.7</td>
<td>12.5</td>
<td>1.09</td>
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<td>ESSE</td>
<td>1,178</td>
<td>3,725</td>
<td>12.2</td>
<td>14.0</td>
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<td>SAINEY'S</td>
<td>312</td>
<td>11,809</td>
<td>10.2</td>
<td>3.7</td>
<td>2.75</td>
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<tr>
<td>MORRISONS</td>
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<td>10,533</td>
<td>9.8</td>
<td>4.0</td>
<td>2.45</td>
</tr>
<tr>
<td>ASDA</td>
<td>321</td>
<td>8,670</td>
<td>7.6</td>
<td>3.8</td>
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<tr>
<td>TECAXO</td>
<td>724</td>
<td>2,558</td>
<td>5.1</td>
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<td>CERTAS ENERGY</td>
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<td>9.1</td>
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<td>JET</td>
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<td>2.2</td>
<td>3.9</td>
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<td>CO-OP†</td>
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<tr>
<td>UNBRANDED</td>
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<td>523</td>
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<td>MINOR BRAND</td>
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<td>MURCO</td>
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<td>0.3</td>
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<td>715</td>
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<td>4,308</td>
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<td></td>
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</table>

**NOTE:**
† Co-op Share Brand is Co-op sites from various societies operating under their own Co-op branded pole sign (other Co-op dealer sites operating under other fuel brands, e.g. Texaco, are shown under that Share brand).
†† Circle K – includes sites branded Topaz
Brands include sub-brands or subsidiaries as appropriate (identified as Share Brand in the database).
** Open sites includes all currently operating petrol stations and those sites that are under development at time of publishing.
*** MF Volume refers to all grades of fuel bought on the forecourt by cars, vans and light commercial vehicles (petrol, diesel, LPG etc.) and is based on Experian Catalyst estimates. This excludes fuel sold to the Heavy Goods Vehicle (HGV) commercial sector usually through separate facilities away from the normal forecourt.
**** Effectiveness is Volume Market Share divided by Outlet Market Share.

(Data released November 2018)
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- Make the transaction experience more engaging with the high-resolution colour screen and touch-screen capabilities.
- Designed to reduce down-time and increase longevity.
- Accepts contactless cards, fuel cards, loyalty cards, mobile app payments, credit & debit cards.

Call us now to find out more about Payment Solutions from HTEC
023 8068 9491

MARKET SHARE BY OWNERSHIP

The table below shows how the UK market is divided according to ownership:

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Number of open sites</th>
<th>Average volume per site (Kl p.a.)</th>
<th>% Market share MF volume</th>
<th>% Outlet share</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPANY</td>
<td>1,340</td>
<td>4,937</td>
<td>18.3</td>
<td>16.0</td>
<td>1.14</td>
</tr>
<tr>
<td>DEALER</td>
<td>5,492</td>
<td>2,442</td>
<td>37.1</td>
<td>65.4</td>
<td>0.57</td>
</tr>
<tr>
<td>HYPERMARKET</td>
<td>1,562</td>
<td>10,335</td>
<td>44.6</td>
<td>18.6</td>
<td>2.40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8,394</td>
<td>4,308</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DEFINITIONS: Company: Owned by the supplying Oil Company whose name appears on the brand sign. Dealer: An independently owned site usually supplied under an agreement with an Oil Company whose name usually appears on the brand sign. Also includes unbranded sites with no Oil Company identification. Hypermarket: Owned and operated by the multiple retailers (Hypermarket groups). Also includes sites that may be away from the main Hypermarket store but are owned and branded by the Hypermarket, and includes Co-op Stores with Co-op fuel branded forecourts.

MARKET DEVELOPMENT BY BRAND

The table below compares the number of open and under development sites by brand, for the current release of data and the same period last year. It also shows the change in site numbers for each brand during the last 12 months to give a clearer picture of which brands are expanding and which brands are reducing their site numbers.

<table>
<thead>
<tr>
<th>Brand</th>
<th>No. open sites V3 2017</th>
<th>No. open sites V3 2018</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLEGREEN</td>
<td>85</td>
<td>101</td>
<td>16</td>
</tr>
<tr>
<td>ASDA</td>
<td>310</td>
<td>321</td>
<td>11</td>
</tr>
<tr>
<td>BP</td>
<td>1,287</td>
<td>1,228</td>
<td>-59</td>
</tr>
<tr>
<td>CERTAS ENERGY</td>
<td>790</td>
<td>704</td>
<td>-26</td>
</tr>
<tr>
<td>CIRCLE K †</td>
<td>0</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>CO-OP † †</td>
<td>0</td>
<td>78</td>
<td>78</td>
</tr>
<tr>
<td>ESSO</td>
<td>1,083</td>
<td>1,178</td>
<td>95</td>
</tr>
<tr>
<td>FOOD STORE</td>
<td>100</td>
<td>31</td>
<td>-69</td>
</tr>
<tr>
<td>CLEANER</td>
<td>59</td>
<td>55</td>
<td>-4</td>
</tr>
<tr>
<td>HARVEST ENERGY</td>
<td>89</td>
<td>79</td>
<td>-10</td>
</tr>
<tr>
<td>JET</td>
<td>331</td>
<td>327</td>
<td>-4</td>
</tr>
<tr>
<td>MAXOL</td>
<td>97</td>
<td>97</td>
<td>0</td>
</tr>
<tr>
<td>MINOR BRAND</td>
<td>218</td>
<td>211</td>
<td>-7</td>
</tr>
<tr>
<td>MORRISONS</td>
<td>333</td>
<td>335</td>
<td>2</td>
</tr>
<tr>
<td>MURCO</td>
<td>189</td>
<td>183</td>
<td>-6</td>
</tr>
<tr>
<td>RIX</td>
<td>33</td>
<td>28</td>
<td>-5</td>
</tr>
<tr>
<td>SAINSBURY’S</td>
<td>311</td>
<td>312</td>
<td>1</td>
</tr>
<tr>
<td>SHELL</td>
<td>1,028</td>
<td>1,052</td>
<td>24</td>
</tr>
<tr>
<td>SOLO</td>
<td>60</td>
<td>63</td>
<td>3</td>
</tr>
<tr>
<td>STAR</td>
<td>35</td>
<td>38</td>
<td>3</td>
</tr>
<tr>
<td>TESCO</td>
<td>594</td>
<td>597</td>
<td>3</td>
</tr>
<tr>
<td>TEXACO</td>
<td>751</td>
<td>724</td>
<td>-27</td>
</tr>
<tr>
<td>THAMES</td>
<td>30</td>
<td>28</td>
<td>-2</td>
</tr>
<tr>
<td>TOPAZ</td>
<td>49</td>
<td>0</td>
<td>-49</td>
</tr>
<tr>
<td>UNBRANDED</td>
<td>595</td>
<td>553</td>
<td>-42</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8,407</td>
<td>8,394</td>
<td>-13</td>
</tr>
</tbody>
</table>

NOTE:
† Circle K – includes sites branded Topaz
†† Co-op – a number of Co-op owned sites have reverted to own branding and were previously included under the Food Store Share Brand
NUMBER OF SITES WITH A SHOP OR CAR WASH BY BRAND

The table below shows the percentage of sites with a shop and car wash by brand.

<table>
<thead>
<tr>
<th>Brand</th>
<th>Number of Open Sites</th>
<th>% Sites with Shop</th>
<th>% Sites with Car Wash</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLEGREEN</td>
<td>101</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>ASDA</td>
<td>321</td>
<td>19</td>
<td>35</td>
</tr>
<tr>
<td>BP</td>
<td>1,228</td>
<td>100</td>
<td>54</td>
</tr>
<tr>
<td>CERTAS ENERGY</td>
<td>764</td>
<td>70</td>
<td>29</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>49</td>
<td>100</td>
<td>31</td>
</tr>
<tr>
<td>CO-OP</td>
<td>78</td>
<td>99</td>
<td>77</td>
</tr>
<tr>
<td>ESSAR</td>
<td>52</td>
<td>90</td>
<td>19</td>
</tr>
<tr>
<td>ESSO</td>
<td>1,178</td>
<td>100</td>
<td>46</td>
</tr>
<tr>
<td>FOOD STORE</td>
<td>31</td>
<td>100</td>
<td>61</td>
</tr>
<tr>
<td>GLEANER</td>
<td>55</td>
<td>65</td>
<td>42</td>
</tr>
<tr>
<td>HARVEST ENERGY</td>
<td>79</td>
<td>96</td>
<td>20</td>
</tr>
<tr>
<td>JET</td>
<td>327</td>
<td>99</td>
<td>63</td>
</tr>
<tr>
<td>MAXOL</td>
<td>97</td>
<td>89</td>
<td>59</td>
</tr>
<tr>
<td>MINOR BRAND</td>
<td>211</td>
<td>36</td>
<td>22</td>
</tr>
<tr>
<td>MORRISONS</td>
<td>335</td>
<td>99</td>
<td>91</td>
</tr>
<tr>
<td>MURCO</td>
<td>183</td>
<td>86</td>
<td>25</td>
</tr>
<tr>
<td>RIX</td>
<td>28</td>
<td>30</td>
<td>0</td>
</tr>
<tr>
<td>SAINSBURY’S</td>
<td>312</td>
<td>96</td>
<td>65</td>
</tr>
<tr>
<td>SHELL</td>
<td>1,052</td>
<td>100</td>
<td>51</td>
</tr>
<tr>
<td>SOLO</td>
<td>63</td>
<td>90</td>
<td>40</td>
</tr>
<tr>
<td>STAR</td>
<td>38</td>
<td>100</td>
<td>45</td>
</tr>
<tr>
<td>TESCO</td>
<td>507</td>
<td>97</td>
<td>50</td>
</tr>
<tr>
<td>TEXACO</td>
<td>724</td>
<td>99</td>
<td>55</td>
</tr>
<tr>
<td>THAMES</td>
<td>28</td>
<td>68</td>
<td>57</td>
</tr>
<tr>
<td>UNBRANDED</td>
<td>553</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8,394</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

COMPARISON OF SHOP SALES IN RELATION TO SHOP AND FUEL SALES

The table below gives average shop sales per annum and average shop size and looks at the relationship between the two. It also shows average shop sales per annum per thousand litres of fuel sold, which gives an insight into the strength of the relationship between fuel and shop sales across the various brands.

<table>
<thead>
<tr>
<th>Brand</th>
<th>Average Shop Sales (£’000 p.a.)</th>
<th>Average Shop Size (sq m)</th>
<th>Average Shop Sales/Sq Metre Shop Space</th>
<th>Average shop sales in £’000 litres fuel sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLEGREEN</td>
<td>617</td>
<td>80</td>
<td>7,750</td>
<td>174</td>
</tr>
<tr>
<td>ASDA</td>
<td>512</td>
<td>67</td>
<td>7,652</td>
<td>58</td>
</tr>
<tr>
<td>BP</td>
<td>814</td>
<td>103</td>
<td>7,910</td>
<td>189</td>
</tr>
<tr>
<td>CERTAS ENERGY</td>
<td>335</td>
<td>52</td>
<td>6,457</td>
<td>211</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>979</td>
<td>112</td>
<td>8,766</td>
<td>581</td>
</tr>
<tr>
<td>CO-OP</td>
<td>1,137</td>
<td>148</td>
<td>7,696</td>
<td>299</td>
</tr>
<tr>
<td>ESSAR</td>
<td>274</td>
<td>47</td>
<td>5,778</td>
<td>199</td>
</tr>
<tr>
<td>ESSO</td>
<td>864</td>
<td>89</td>
<td>9,737</td>
<td>232</td>
</tr>
<tr>
<td>FOOD STORE</td>
<td>603</td>
<td>89</td>
<td>6,765</td>
<td>409</td>
</tr>
<tr>
<td>GLEANER</td>
<td>188</td>
<td>42</td>
<td>4,447</td>
<td>190</td>
</tr>
<tr>
<td>HARVEST ENERGY</td>
<td>358</td>
<td>45</td>
<td>8,251</td>
<td>155</td>
</tr>
<tr>
<td>JET</td>
<td>394</td>
<td>57</td>
<td>6,866</td>
<td>163</td>
</tr>
<tr>
<td>MAXOL</td>
<td>765</td>
<td>91</td>
<td>8,372</td>
<td>473</td>
</tr>
<tr>
<td>MINOR BRAND</td>
<td>310</td>
<td>36</td>
<td>5,519</td>
<td>274</td>
</tr>
<tr>
<td>MORRISONS</td>
<td>401</td>
<td>38</td>
<td>10,534</td>
<td>38</td>
</tr>
<tr>
<td>MURCO</td>
<td>343</td>
<td>56</td>
<td>6,110</td>
<td>262</td>
</tr>
<tr>
<td>RIX</td>
<td>278</td>
<td>43</td>
<td>6,538</td>
<td>256</td>
</tr>
<tr>
<td>SAINSBURY’S</td>
<td>595</td>
<td>67</td>
<td>8,843</td>
<td>49</td>
</tr>
<tr>
<td>SHELL</td>
<td>593</td>
<td>73</td>
<td>8,141</td>
<td>126</td>
</tr>
<tr>
<td>SOLO</td>
<td>419</td>
<td>56</td>
<td>7,499</td>
<td>407</td>
</tr>
<tr>
<td>STAR</td>
<td>674</td>
<td>76</td>
<td>8,887</td>
<td>542</td>
</tr>
<tr>
<td>TESCO</td>
<td>501</td>
<td>46</td>
<td>10,804</td>
<td>43</td>
</tr>
<tr>
<td>TEXACO</td>
<td>580</td>
<td>78</td>
<td>7,464</td>
<td>226</td>
</tr>
<tr>
<td>THAMES</td>
<td>147</td>
<td>31</td>
<td>4,710</td>
<td>158</td>
</tr>
<tr>
<td>UNBRANDED</td>
<td>212</td>
<td>43</td>
<td>4,942</td>
<td>293</td>
</tr>
</tbody>
</table>
WE IMPORT, BLEND & DELIVER

For GREAT forecourts with competitive fuel supply & reliable delivery 24/7... choose Harvest Energy. Together we can drive your business forward.

Call our dealer hotline today for more information: 0844 225 3082
The revolution in low carbon mobility is now fully under way.
Nascent, fledgling technologies of three or four years ago are fast becoming mainstream, and start-ups and innovators are growing and evolving at a rate of change never before seen in the world of energy and mobility.

While the commercial application of some of these technologies such as autonomous vehicles, or large-scale battery storage which can help regulate the frequency of the electric grid, may still be some way into the future, the technologies do exist – today.

While the commercial application of some of these technologies such as autonomous vehicles, or large-scale battery storage which can help regulate the frequency of the electric grid, may still be some way into the future, the technologies do exist – today.

In the car world, forecasts of the death of internal combustion engines are perhaps exaggerated – this is not an overnight change – but as more and more cities and countries, including the UK, commit to an electric-based future with bans on petrol and diesel vehicles starting in the 2025-2040 period, original engine manufacturers are responding by committing much or, in some cases, all of their future investments into the electric drivetrain.

While the forecasts of electric vehicle (EV) sales in the next 10 years may vary, they all suggest one thing – EV growth will be exponential in the coming years and EVs will be a significant and ever growing part of the car parc.

We are all on the road to a “power” based future.

Driving the change is the reducing cost of EV ownership, and the improvements in real world mileage, which can be achieved by the latest range of battery electric vehicles.

Battery technology continues to evolve – bigger battery solutions at lowering costs, which can take electric charge at a faster rate (previously only the domain of Tesla) are now appearing in a range of vehicles, from a range of manufacturers (the Jaguar I-Pace, the Audi e-tron are two examples which launched in 2018).

And the option, which now exists, to enable a 10-minute charge to deliver 100 miles-plus of range represents a real game changer for the EV industry and opens up EV purchase to even the most hardened “range anxiety” sceptics, as well as to the near 50% of UK households who do not have access to dedicated off-street parking.

EVs are going mainstream.

Against this backdrop and across its whole portfolio, BP is committed to advancing the energy transition. BP has entered into the low carbon mobility space with a series of investments in solar power, battery technology and mobile charging projects, and the acquisition last July of Chargemaster, the UK’s leading EV charging point provider.

The marriage of Chargemaster’s
BP acquired Chargemaster in 2018 to accelerate its commitment to advancing the energy transition.

**Market Review 2019**

**ENERGY TRANSITION**

innovative technology product solutions, unique national customer-based subscription model and leading position in providing home and out-of-home charging, coupled with BP's extensive retail network, long history of providing the energy to keep people moving and expertise in managing customer-based businesses, is a compelling proposition.

Chargemaster is the only fully integrated company that manufactures, installs, operates and maintains charge points in the UK. It has installed more than 60,000 home wall box chargers as well as operating over 7,000 public charge points for its 50,000 Polar members. BP has over 1,300 retail stations operating the length and breadth of the UK, many of which include the convenience of shopping for M&S foods, purchasing Wild Bean coffees, and all of them have BP's market-leading fuels.

BP Chargemaster is working closely with OEMs (original equipment manufacturers) to ensure that infrastructure developments in charging technology evolve in tandem with battery technology and customer demand for faster charging.

The forecourt industry has a massive part to play from this point onwards.

Today, over 80% of charging takes place in the home with the remaining 20% mainly on 7kW “fast” chargers out of home. Out-of-home charging has typically been in at destinations like workplaces, leisure centres and hotels where people will be stopped for anywhere between 40 minutes and eight hours. Compare that against much faster than average fuel fill time for petrol and diesel fuels and it is easy to see why the forecourt has not been the obvious choice to charge EVs in the past.

But that is changing. Drivers of EVs want the same things as drivers of petrol and diesel cars: they want fast, safe and convenient refuelling options.

They want to use their time wisely, accessing M&S shops and Wild Bean Cafés while they wait.

BP Chargemaster is the first company to commit to implementing a network of ultra-fast EV chargers across BP forecourts with 150kW charging as standard – three times faster than the current industry norm – and full functionality for CCS and Chademo charging options.

Together, the BP and BP Chargemaster offer will create an innovative network, pricing and payment solutions for customers, which will provide easy and cost effective integrated energy solutions.

The benefits of the Polar and BPMe apps also make charging and fuelling easy for customers and our combined rewards and benefits programmes are increasingly tailored for all of our individual customers.

BP believes that its forecourt model will accelerate the adoption of EVs in the overall car fleet. The organisation also believes that the internal combustion engine will continue to have an important role as the world transitions to a lower carbon future. For these reasons, BP will continue to invest in both EV charging technology and more efficient fuels and lubricants.

At BP, we have recognised the opportunity to satisfy the needs of all drivers and we remain committed to being the ‘fueller’ of choice for drivers, regardless of how a vehicle is powered.

Over the past 10 years, Chargemaster has prided itself on its differentiated standards of experience and customer service (we are the only charging company with a permanently dedicated, in-country 24/7 customer service centre). BP has prided itself over decades on meeting the ever-changing needs and requirements of its customers. So it is little surprise that BP Chargemaster is seen by customers as the leader in the world of EV charging – as the Road to Power charging takes place, customers can trust that we will be with them every mile of the journey.

“The option to enable a 10-minute charge to deliver 100 miles-plus of range represents a real game changer”
Choosing to invest in digital could pump new life into the forecourt and future-proof their business, says Neale Johnson, managing director and fuel retail lead at Accenture and Rushad Chinoy, fuel retail senior manager, Accenture Consulting.

The fuel retailer is no stranger to dealing with increasing competition and pressures to improve margins. But there’s a new challenge on the forecourt: digital disruption. Digital adoption is demanding – from choosing where to make the right investments to selecting staff with the right skills. While these might seem hard work, being a digital business has many upsides, largely linked to greater efficiencies in operations and improving the customer experience with faster and more personalised services.

In a recent survey of retail fuel professionals, conducted by Accenture and the global fuel retail publication PetrolPlaza, Accenture explored what fuel retailers are thinking about the digital transformation in their sector.

They know digital is important and has advantages. Our survey found that 47% of respondents see digitalisation creating a huge advantage for their fuel retail business and believe digital can help them better engage with customers and improve services. But, alongside many industries, they are struggling with the complexities of digital transformation.

Here are four factors Accenture sees on the digital road ahead for fuel retailers.

1) SEEING IS BELIEVING – AND BECOMING THE FORECOURT OF THE FUTURE
Fuel retailers need to act to create more dynamic forecourts and services. Demand for electric cars and enhanced services is expected to continue as consumers buy into new technologies. These technologies aim to make the retail experience faster and more convenient – and make driving more enjoyable (as well as environmentally friendly): 72% of respondents who were planning to invest more in digitalisation in the next three to five years were looking for better customer retention using digital.

Some are already succeeding with improvements enabled by digital being realised, for example:

- **Mobility**: safer, cleaner and more efficient mobility through electric vehicle (EV) charging points, enhanced fuel offerings and additional parking availability. Mobile commerce and contactless payments can also transform the customer experience for the purchase of goods and services.

  Awareness and adoption can be increased in a number of ways – from more people paying at the pump, to mass loyalty and rewards programmes, such as fuel discounts – enabling fuel retailers to build a relationship directly with the customer. While take up varies from country to country (often due to an inconsistent acceptance of mobile payments across retailers) this is an area that companies need to develop if they are to capture margins from consumers who do not come into the store in addition to those who do.

- **Journey tracking solutions**: look at a customer’s path to purchase (where), touch points (what) and buyer behaviours (why) to make the routes throughout the store more seamless and to enable premium product placement.

- **WIFI and apps**: fuel retailer apps are serving customer demand with loyalty schemes, hyper-personalisation.
EG GROUP PRAISES GADJET

Gadjet continues to innovate and impress retailers and consumers

Being one of the world’s largest forecourt retailers, EG Group have built a strong reputation of selecting the most reliable suppliers. In 2018, EG Group partnered up with Gadjet to supply to their BP forecourt Network in France. The partnership has been a huge success for both companies.

“With our rapid international expansion, we constantly look out for the best suppliers with unbeatable offers. Gadjet is amongst many partners that we take on board on this journey,” said Junaid Manjra from EG Group.

“Our sales from Mobile & Tablet Accessories in France has increased significantly and we are very impressed with the performance of the Gadjet team. Apart from the excellent range of quality accessories in their attractive displays, we really appreciate the passion and the professionalism that Gadjet have brought into the business. Partnering up with Gadjet has been an excellent decision for us and we look forward to making 2019 an even bigger success.”

Gadjet’s Managing Director Amir Layeghi also commented on the productive partnership. “It is a great pleasure to be working with EG Group,” he said. “They have a dedicated and professional team that is easy to work with, which has made the whole experience extremely positive and enjoyable. Supplying EG Group’s forecourts with our wide range of accessories is proving to be a valuable partnership for us and by introducing our new range and plans we are very excited to make 2019 even more fruitful.”

Gadjet at a glance
Having been started by a group of young entrepreneurs in 2012, Gadjet has grown substantially and established itself as one of the leading suppliers of Mobile & Tablet accessories in the forecourt and convenience industry. Praised for its eye-catching Displays, fast selling range and the reliability of its products, Gadjet continues to innovate and offer retailers great products and value. Having sold millions of products with customers continuing to return for more, Gadjet is a consumer favourite.

2019 and beyond
With the expansion into new markets, 2018 has been a superb year for Gadjet. In the New Year, Gadjet is also looking to release the 2019 range of accessories, and Displays. By understanding the retail demand and trends, the new range will include some very exciting and practical accessories, along with new alternative display options (for the counter, shop floor and wall space) to cater to each and every retailer’s need. 2019 will be even brighter with a focus on continuing to build on the successes of previous years.

For more information about Gadjet and the 2019 range, please call 0121 564 0300 or visit www.gadjetsupply.com
ENERGY TRANSITION
Market Review 2019

2) DIGITALISATION INTRODUCES PERFORMANCE PERKS
Fuel retailers are investing in digital – 45% of fuel retailers in our survey expect their businesses to invest at least 20% more in digital technologies in the next three to five years. Data analytics was selected by 66% of respondents as the technology capable of driving the greatest performance impact for their business. Early adoption could see analytics improve brand loyalty through hyper-personalised offers and targeted digital marketing or improved forecourt efficiency with the use of predictive analytics to prevent downtime. Digitalisation has perks for the fuel retailers themselves: operational efficiencies through smart appliances (such as fridges or coffee machines with alerting capabilities), preventative e-maintenance or the use of tablets in-store for staff for inventory taking, payments and cloud-based solutions which can enable mobile payments.

Automation was another important technology highlighted by survey respondents – 53% said this technology was driving the greatest impact in terms of the performance for their business.

Increasingly, retail trends show that consumers prefer to fill up at grocery stores and wholesale clubs rather than at branded fuel stations. This finding is especially true in the United States and it is becoming more difficult to engage with a consumer who never enters your site. The growth of new companies who deliver fuel directly to your car, and the growth of electric or driverless cars mean a consumer may no longer need to enter a traditional, branded fuel station again.

More automation not only enables labour cost savings (allowing workers to be redeployed elsewhere) and creates a faster, more seamless experience for the consumer, but also can drive consumers to the site, through more dynamic pricing. This automation of fuel prices, coupled with the productivity increase of having empowered workers using more data analytics, can drive both volume and value for fuel retailers.

3) DIGITAL CAN ENABLE CUSTOMER LOYALTY AND IMPROVE CUSTOMER EXPERIENCE
Higher digital investments also enable improved services. Nearly 70% of respondents stated they are using digital to increase store sales and more than 60% are using digital to increase the number of customers. Fuel retailers expect investments into payments and loyalty platforms to help them improve capabilities and services to drive more speed and consistency in fuel retailing – for example, through better procurement, more consistent logistics and improved marketing and loyalty schemes. Digital can enable better payment services, and this area is important to fuel retailers – nearly 60% in our survey highlighted mobile payments as the focus for improvement on their forecourts over the next few years.

4) DIGITAL MATURITY MAY STILL BE A GOAL – BUT ASPIRATIONS ARE HIGH
Many fuel retailers understand the fundamentals of a good digital business but find barriers internally or externally, meaning they cannot scale to get there. As digital becomes core to operations, part of the solution for digital transformation is looking outside of the organisation for support.

Increasingly, fuel retailers are forming strategic partnerships outside of their organisation – nearly 50% in our survey said they are doing so to access new technologies and digital innovation.

Whether pairing with fast food chains or e-commerce giants, fuel retailers need to be open to sound partnerships that will help to serve changing customer demands.

Inside the business, one of the key barriers to the transformation journey for fuel retailers is related to workforce development and digital skills. The oil industry already suffers from endemic workforce challenges (for example, an ageing workforce or a poor image). Add to these challenges trying to recruit, engage and grow new skills, such as data science or cybersecurity specialists, and the talent challenge becomes highly complex.

At the leadership level, creating and implementing a digital strategy can be hard without the right roles and skills in place. At an operational level, companies struggle to develop a more digitally savvy workforce on the ground. Fuel retailers know they need to invest more in digital skills training and reskilling – 65% said yes when asked if they were investing over the next few years.
There are many factors that help make your business a success. One of these is getting good quality legal support. The advice you need will range across the whole of your operation - from what to do about your property, to handling licence applications.

Winckworth Sherwood's lawyers have vast experience in the petrol forecourt and convenience sectors. Whether you operate a single store or a chain of outlets, we can help you with:

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FUELLING CONVENIENCE RETAIL

Shell UK retail general manager Bernadette Williamson discusses how fuel retailers are looking beyond the pump to deliver customer choice

Throughout 2018, it has sometimes felt as if you can’t open a newspaper without reading a story about the challenges facing retailers, particularly those operating bricks and mortar stores. As we work to develop and grow our own retail offerings, these issues within the broader retail sector make it an interesting time for those of us in the fuels industry. Having taken on the role of general manager for Shell’s UK retail business in January 2018, I can see clear – and tremendously exciting – opportunities as we look to reshape the face of the UK forecourt.

Research tells us that consumers are increasingly swapping the weekly big shop for a series of small, top-up shops throughout the week. This means they are looking to retailers like us to provide a quick and convenient ‘one-stop shop’.

A place where, yes, they can fill up their vehicle but they can also buy tonight’s dinner, pick up a healthy lunchtime snack, collect a parcel and also grab a high-quality coffee. Put another way, today’s shoppers are seeing beyond the traditional view of a service station, allowing us to move with them and expand our convenience offering to help them save time in their busy lives.

THE CHANGING FACE OF THE FORECOURT

Across the UK, Shell has a network of over 1,000 service stations, which means that 75% of the population live within 15 minutes of a Shell station. We already know that people view Shell as more than a petrol station – in fact, one in every three transactions at our service stations doesn’t include a fuel purchase at all. This makes it even more important for us to broaden our focus and consider the customer experience, products and services that are delivered on site. Given that we serve around 5 million customers in the UK each week, these non-fuels purchases represent a vital part of our business that is growing rapidly. By really understanding our customers’ needs, we are better able to deliver what they want and, ultimately, secure their long-term custom and loyalty.

Doing this well means paying close attention to every part of the customer experience – from when they step on to a Shell forecourt or through the doors of one of our stores.

At the pump, we are expanding our fuels portfolio to cater for many different vehicle types. Our premium fuel, Shell V-Power, is still Britain’s number one performance fuel. In 2017, we launched Shell Recharge, our rapid charging service for electric vehicles (EV) and now offer this service at almost 40 of our UK forecourts, with more to come. This has opened up a whole new customer base – the EV driver – and we therefore now have the opportunity to cater to their needs while they wait for their vehicle to charge.

Of course, customer experience goes beyond the pump – so we are also introducing new and innovative services to ensure that people have a really convenient and seamless experience whenever they interact with Shell. For example, we now have Amazon Lockers available at over 140 of our UK service stations, providing an easy self-service delivery location to pick up parcels – and we are running an exciting pilot with Deliveroo, enabling customers in parts of London and Birmingham to order from a range of 50 products.

THE POWER OF PARTNERSHIP

Innovations like these will be vital to our success, which means customers can expect to see many more of them in the future – all designed to make the process of visiting Shell a seamless and pleasurable experience.

Yet it’s in the convenience retail space, and in particular the food and drink products sold in our stores, where I see the biggest opportunity for innovation. Whether it’s by providing a broad
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selection of healthy snacks, somewhere to take a rest break and enjoy a coffee, or even a place to do food shopping for the week, my focus is on ensuring Shell stations provide our customers with a "retail destination".

One of my key missions is to shift perceptions of food on the forecourt. We will achieve this by innovating within our own Deli By Shell range, and also looking outside our own four walls to draw on the expertise of our partners. That's why a big part of our strategy centres around establishing partnerships with like-minded companies. Brands that share our values and can help us deliver on customers' shifting expectations around product quality, choice and convenience.

Currently, we operate alliance stores with partners at around 55 of our UK sites, working with Budgens and Waitrose. By combining their heritage and food expertise with our large network of service stations we can, together, offer customers a better, more tailored choice in a convenient location.

Strong partnerships with retail brands like these are vital, allowing us to offer a breadth of fantastic product choices.

CREATING A POSITIVE CUSTOMER EXPERIENCE
While the products available in our stations will be key to continuing our journey towards becoming a convenience retail destination much, too, will come down to the services we offer. Our customer-centric strategy places a heavy emphasis on making the in-store experience as smooth for them as it can be. Sometimes, this comes down to tech. For example, our Fill Up & Go partnership with PayPal allows customers to pay for their fuel from the driver's seat using their mobile phone. And working with Jaguar Land Rover, we launched the first electronic payment system integrated into a car, allowing these drivers to pay for fuel via their car's touchscreen at Shell stations in the UK. In other cases, this could mean providing more specialised services, such as the fuelService app, which enables drivers with disabilities to contact the service station before they make their journey to arrange for help when they arrive.

No less important are the people. In the UK, there are more than 10,000 Shell customer service champions who work on our forecourts and in our stores.

This year, our new internal HSSE programme ‘Go Home Well’ introduced a new way of thinking about health and safety to emphasise why staying safe really matters for our frontline staff. We were delighted that this was recognised by the 2018 Forecourt Trader awards, winning the ‘Best Oil Company Initiative’ category. Our people have a crucial role to play, helping customers get the most out of every visit and keeping coming back to us time and time again. That could be as simple as greeting them with a smile and treating them like a welcome guest on site.

THE ROAD AHEAD
The good news is that much of what I've talked about is happening already. But that doesn't mean all the hard work is done.

Consumer demands are changing quickly and it's up to forecourt retailers like Shell to continually develop new ways to meet their needs – not just the needs they have today but the ones they're likely to have in the future.

Ultimately, this means fulfilling a broader role. Rather than being just a place to fill up their vehicle and perhaps buy a few products in-store, our mission is to move from being a ‘fuels retailer’ to a ‘mobility retailer’.

For me, this means considering the wider needs of our customers and catering for their multiple needs – beyond those of their car.

Ultimately, forecourt success will come down to helping customers make the most of their busy lifestyles, whether that’s through wider product choice, better, more connected shopping experiences, greater convenience or, most likely, a combination of all three.

Meeting their expectations and delivering that future will be a challenging and ever-evolving journey. Shell is investing more than ever in our stores and always developing our high-quality retail offerings.

This is a fantastic time to be part of this evolution – and this is a journey I am excited to be on.
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Ratepayer engagement with the new 2017 Revaluation process of Check/Challenge/Appeal (CCA) has been so slow, it is worth repeating my advice of last year. We started early and have Checks and Challenges under way on a selection of sites and results are being achieved, but it remains early days. Despite an accepted Valuation Scheme, we are at CCA on over 50% of sites. Registration is mandatory before CCA can be utilised, and anyone who hasn’t registered yet should go to: www.tax.service.gov.uk/business-rates-property-linking/start

The big question prior to the Budget was whether the Chancellor would help the retail sector. On that front, we can now report that he did! Business rates are to be cut by one-third for two years from April 1 this year for all retailers in England with a rateable value of less than £51,000. The Government estimates that this will deliver an annual saving of up to £8,000 for up to 90% of all independent shops, pubs, restaurants and cafés.

The Government has confirmed to us that petrol stations will be regarded as retail properties. This definition will follow the format of the Retail Relief previously introduced temporarily back in 2013 – it therefore seems likely that other features from that time will also apply, ie that the saving will be a relief that requires individual application to billing authorities.

However, the small print discloses that the saving for each company will be subject to EU State Aid limits (currently £200,000 at the current exchange rate over a three-year period), and will therefore be capped for any occupiers with multiple properties. The State Aid limit will also include any 2017 Revaluation discretionary reliefs allocated by local authorities in 2017/18 and 2018/19. We are not expecting the State Aid limit to automatically end with Brexit, regardless of the outcome.

Meanwhile, the opposition parties continue to favour land value taxation as a replacement for rates, but this would be a medium-term project, even if there was an early election.

The next Revaluation in England will be in 2021 with a 2019 valuation date, having been brought forward a year. As the 2019 date comes immediately after Brexit, will there be an immediate dramatic effect on values? From 2021 the cycle will become three-yearly and, with Scotland having a 2022 Revaluation with a 2021 valuation date, uniform taxation methods within the UK will become a thing of the past. Rateable values will once again be based on a hypothetical rental value. We are not expecting the structure of the scheme to change much, but the unit prices applied may differ. In this event, there will be the continuing issue of whether the shop should be valued on turnover or measurement.

I reported on the ‘staircase tax’ last year – the Act to abolish this now has Royal Assent, but only in limited fashion. To be assessed together, two properties will have to share a party wall or a floor/ceiling.

Moving onto ATMs, at time of writing, we recently received the Court of Appeal test case decisions. These have fallen the ratepayers’ way, which could lead to separate rateable values (RVs) for forecourts being deleted, in some cases backdated to 2010. But a word of caution! It is not beyond possibility that the result may be appealed to the Supreme Court, upon VOA petition, meaning that this process could still run for another two years.

This will continue to hold up the resolution of 2010 List appeals on sites with an ATM as we endeavour not to agree any reductions that could be overwritten by successful appeals in the higher courts. Further delays invoke the prospect of the VOA having to carry out ‘triple list maintenance’, ie settling the 2010 appeals, dealing with protective 2017 appeals (which we will have to make before March 2021) and then revising the 2021 List itself.

Meanwhile, the main problem is that ATMs are assessed at too high a level, particularly for 2017. That argument is effectively stayed until the legal status of ATM RVs is finally resolved.

“The Government has confirmed that petrol stations will be regarded as retail properties”
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The convenience sector, including petrol stations, continues to account for over a fifth of the overall grocery market and is only set to strengthen with sales set to grow by 4% compound annual growth.

After years of divestment, some oil companies look set to shake up the petrol filling station market in 2019. We could see a rash of activity from returning buyers such as Phillips 66 (Jet) and Certas (Gulf), who set the tone for investment in 2018 by acquiring going concerns, presumably in an attempt to protect market share in an aggressive dealer dominated market.

Oil prices and pump prices reached a low point in January 2016, following a period of industry oversupply and discounting by the oil companies. Oil prices steadily increased until September 2018 but, with independent operators looking to improve turnover, these increases have not been fully matched by pump price rises. Based on crude oil price forecasts for the next few years, we anticipate that the gap between pump prices and oil prices will again widen, so that fuel retailers will experience improved margins in the short term.

Christie & Co brought Cornwall Garage Group to the market in the autumn of 2018 and this has been a good market bellwether. The open marketing process of 17 sites across the UK invited offers for the individual businesses, in subgroups or as a whole portfolio. Nine group offers were received, including three in excess of the aggregate guide price. Interested buyers included both domestic operators of all sizes and overseas investors seeking a foothold in the UK.

**ALTERNATIVE FUELS VEHICLES**

Developments in alternative fuels vehicles (AFVs) are continually evolving as the Government pushes its Road to Zero initiative to cut emissions. Petrol retailers and stakeholders in the sector are acutely aware of a future move away from petrol and diesel power. However, their interest is in the underlying real estate backed roadside retail offer, underpinned by consumer behaviour. Convenience retail and foodservice will increasingly form an important pillar of this business so investment in petrol stations is likely to remain compelling for some time to come.

Recent reports of modest increases in electric vehicles (EVs) sales and a consumer preference for hybrid vehicles (electric and petrol) show a lack of consumer confidence in pure electric. The motor industry will need to collaborate to overcome consumer ‘range anxiety’ if it wants to see mass adoption of EVs.

Retailers are therefore currently reluctant to invest heavily in EV charging ports. While some are slowly testing new technologies and investing in low voltage single charging ports, many are still unconvinced of the financial return on rapid charging, which usually requires a hefty investment in grid connection. There is also a reluctance to forgo valuable parking spaces which can generate footfall into the shop where, coupled with food sales, margins are more attractive. Inevitably, the future will see a greater confidence and implementation of electric vehicle charging but perhaps by then hybrids, or even hydrogen fuel cell technology, will have overtaken pure electric.

Transient locations where petrol filling stations are often located will be more suited as ‘top-up’ locations for electric vehicles. It is our view that, whether to top up vehicles with fuel sources or meet consumers’ convenience needs on the go, what we currently know and love as ‘petrol filling stations’ will remain relevant and valuable as wider ‘refuelling facilities’ for the foreseeable future.

**“We anticipate that the gap between pump prices and oil prices will again widen – with improved margins”**

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Steve Rodell, managing director, retail at Christie & Co, believes petrol filling stations will remain relevant for the foreseeable future.
Christie & Co is the leading specialist advisor for buying and selling businesses in convenience retail and petrol filling stations.

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LEGAL UPDATE

Motor Industry Legal Services (MILS Solicitors) rounds up some of the latest developments affecting the petrol retail industry

ACCESSING PERSONAL DATA

In November 2018, the ICO (Information Commissioner’s Office) released details regarding the prosecution of a motor industry employee under the Computer Misuse Act 1990. In this case a rogue employee of a bodyshop had been using company access to the Audatex system to remove personal data using a colleague’s login details. The employee was then selling the details to accident management companies resulting in nuisance calls and complaints.

After an investigation, the employee was charged with securing unauthorised access to personal data and sentenced at Wood Green Crown Court in North London to six months’ imprisonment. The employee is now also facing action under the Proceeds of Crime Act, which could result in the recovery of any benefit obtained as a result of the offending.

ALLERGENS IN FOOD

With recent headlines concerning allergens in food, members should note that they are liable under contract for any products they sell. The Consumer Rights Act 2015 applies and, as such, they should be as described and fit for purpose, etc. It is also an implied term that all products comply with appropriate regulations, such as labelling and food safety regulations.

The EU Food Information for Consumers Regulation 1169/2011 and the Food Information Regulations 2014 place a requirement to identify the presence of 14 major allergens on any packaging – including cereals, crustaceans, fish products, peanuts, soybean products, milk products, nuts, celery, mustard, sesame seeds, sulphur dioxide, lupin and molluscs.

Businesses providing pre-packaged foods are required to provide details of any allergens present. However, in most cases the producers of any pre-packaged products will have complied on production and so in the event of a breach there is likely to be a claim for indemnity against their supplier. However, different rules apply when the member prepares food on site.

There is also the potential for negative reputational damage. In this regard, members would benefit from making reasonable enquiries with their suppliers as such efforts can be used to deflect liability to the supplier/manufacturer.

PARENTAL BEREAVEMENT (LEAVE AND PAY) ACT 2018

In UK employment law the rights of an employee to paid time off to deal with a family emergency is quite limited. Certain types of statutory leave such as maternity or paternity have pay provisions but when, for example, a close relative dies or there is some other serious family crisis, employees have to rely upon a limited right to unpaid time off.

In one particular area, the death of a child, this has always been considered woefully inadequate. The Government has now proposed to fill this hole by introducing the Parental Bereavement (Leave and Pay) Act 2018, which has received Royal Assent.

Under the new laws, there will be a right to two weeks of time away from work for those employees who have lost a child aged under 18. The full regulations will follow, which will contain, among other matters, details of how much pay will be due during the leave.

The Government has said it anticipates bringing the Act fully into place by April 2020.

Members have a duty to take reasonable steps to minimise the personal data held and to secure it

Mike Shaw, head of criminal investigations at the ICO, said: “The potential reputational damage to affected companies whose data is stolen in this way can be immeasurable. Both Nationwide Accident Repair Services and Audatex have put appropriate technical and organisational measures in place to ensure that this cannot happen again.”

Members have a duty to take reasonable steps to minimise the personal data held and to secure that data while in their possession. We would strongly advise that any RMI members who have not reviewed their data processing or security processes recently consider doing so.
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Dr Mark Goldspink, CEO of The ai Corporation, on how consumer expect frictionless payments

In 2000 I jumped from an oil company into a company that did billing on the internet, for which many of my friends said I was mad. They were probably right, but to be writing an article eighteen years later, including the facts that, in 2017 in Europe, 268m (47m UK 93% Population) customers shopped online and it is estimated that they spent EUR 198 billion online in the past year, an increase of EUR 17 bns on the previous year* is staggering. On average in Europe, individual consumers are spending £650/ year. So I did get it right regarding the impact the technology would have, it was just my timing that was incorrect.

Just to add weight to the proof that the digital revolution is evolving quickly, the recently published World Payments Report 2018 (created by Capgemini and BNP Paribas) reported that:

1. Global non-cash transaction volumes grew at 10.1% in 2016 to reach 482.6 billion and there was a major increase in the adoption of mobile payments.

2. Non-cash transactions are estimated to accelerate at CAGR of 12.7% globally.

3. Global electronic wallet (e-wallet) transaction volumes are estimated to be about 41.8 billion in 2016, comprising almost 8.6% of all non-cash transactions.

Despite huge recent advances in digital and electronic payments, cash use remains prevalent worldwide. This presents various challenges for merchants. It is easy to steal, with reports of up to $40 billion lost annually through theft in the U.S. alone. There are also significant costs associated with its handling and processing. A report on U.S. merchants suggests the cost of cash can range from 4.7% to over 15%. For high-volume, low-margin merchants, such as petrol (gas) stations, coffee shops and convenience stores, there are clearly significant business benefits in steering consumers towards digital payments.

Promoting payment card acceptance, however, also presents its own challenges. Firstly, a merchant has to establish a merchant account; not easy for a new business which (back to the value matrix) is seen as low value/high risk by the financial institutions (FIs). Many FIs require trading history and, depending on the merchants business model, may result in the merchant being declined if it is deemed to be too high risk. To process debit and credit card transactions and manage the payment rails, the payment networks charge an interchange fee for each card transaction. Processes to avoid these charges have had a detrimental impact on the consumer experience, whether it be through card surcharges or higher prices.

Card payments also create a requirement for the installation and maintenance of expensive point-of-sale infrastructure which takes up valuable floor space. There is also a need to produce, manage, transport and store paper receipts, plastic cards, cardboard coupons and print advertising. The theft and fraudulent use of customer payment digital credentials is also a significant concern, not only for the merchant, but also the financial institutions. It is therefore easy to come to the conclusion that the FIs primary objective is managing risk. When accepting a financial transaction, the objective of the financial institution is to attract low risk, high value customers.

So how does this get back to fuel retailing? It is very simple, the retail sector is undergoing an enormous transformation and, as result of this change, consumer expectations are rising. Central to the purchasing of goods and services is the mean to pay.

My first point is that the electronic means of payment are increasing rapidly and so the consumer of today expects to pay with a variety of different payment types. My second point is that of those 268m European customers who buy online, many will buy fuel. Even though there may not be direct parallels to the forecourt, we have to remember that those customers who are buying online are doing so because they like the experience and a frictionless means to pay. Within the digital market shift, the e-commerce/consumer have now become main stream and this is now driving how consumers wish to purchase.
The future of how we fuel our cars is in flux. The days of fossil fuels are numbered, and yet which charging technology will come to dominate is as yet uncertain. But while the new fuelling role of forecourts will only emerge in time, the future direction of the in-store retail offer, at least, is already much clearer.

Across the forecourt sector, operators of every stripe are focused on upweighting their in-store offer to build the maximum ‘stopping power’ for their sites and significantly enhance the role of food and drink in their profit mixes.

Against this background the reshaping of network ownership in the sector has reached a new pitch with major dealership groups of truly national scale (via the acquisition of MRH by MFG to create an estate of over 900 sites). And this while others are now taking on international dimensions, with the striking emergence of Euro Garages as the owner of some 5,000 sites across nine countries and three continents.

With these and other operators pursuing development strategies at scale, the forecourt retail offer is fast taking on new levels of capability, credibility and competitiveness.

However, so far, the drive to build ‘stopping power’ has led many to the same easy-to-implement solutions using a range of third-party brands (such as Costa Express and Subway), that has created a striking similarity across many locations irrespective of their ownership.

Food retailing is no doubt a generic sector and competitors seeking to service the same needs often arrive at closely similar solutions for meeting those needs. Moreover, when one retailer adds something new to their store, there is typically little to stop others from following suit.

But in the quest for a competitive edge, innovation and differentiation are critical in making a retailer stand out, and to establish destination status for itself. So looking forward this is where we are expecting forecourt retailers to really up their game in the coming years, to create new, enticing and exciting locations for motorists to stop, shop and even spend time.

We can already see a notable trend towards redeveloping old-style, ‘in-out’ forecourt stores into mini service stations. Here, alongside increasingly sophisticated convenience retail, operators are adding not just one foodservice counter but three, four even five options. This creates a foodcourt that can cater not only to every day part, but also to the differing tastes of a family car load as well as offering a variety of choice to keep customers coming back with growing, even daily, regularity.

As well as tried and trusted favourites, we can expect retailers to be increasingly adventurous with the partner concepts they adopt, both to reflect the breadth of taste and lifestyle choices now emerging among younger consumers in particular. And being prepared to review and ‘churn’ the mix will become increasingly critical to ensure the offer stays fresh and interesting over time. Moreover, in the drive to add uniqueness to the offer (and something they can control and evolve themselves), we expect to see more retailers building their own in-house offers to complement partner brands, giving themselves a stronger grip on their own profitability too.

To ensure their forecourts provide an enticing place to ‘dwell’, retailers must then invest further in creating compelling in-store environments with a focus on the look and feel of fit and décor, and even comfort and space.

Increasingly critical to the in-store experience will be use of and access to technology, both to evolve frictionless ordering and transactions, to remove frustrations around queuing, as well as enabling customers to get online to catch up on their lives and work.

“Retailers must invest further in creating compelling in-store environments”
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For the second year in a row, a Northern Ireland site walked away with the biggest prize at the Forecourt Trader of the Year Awards – with the 2018 accolade going to Maxol’s A26 Tannaghmore Services in Antrim.

And, should you get the chance to visit the site, you’ll immediately see why it ‘wowed’ the judges.

Maxol opened this, its largest service station in Northern Ireland, in May 2017. The company invested £3.75m in the development to ensure it showcased the very latest in forecourt design and ticked all the boxes in the way of being environmentally friendly. This meant it was constructed and fitted out using cutting-edge technology to harness solar energy and harvest rainwater to ensure it has a low carbon footprint.

The site is a big one and when you enter, signs direct HGVs and coaches to their own dedicated, covered filling area on the left while cars go to the right. There is also Maxol’s MaxWash SoftCare car wash and parking for 45 vehicles.

Maxol states that fuel is important to the company, and it always will be, but the company admits that it has become secondary to the primary driver of convenience retailing and fresh food. This is covered off in A26 Tannaghmore’s 8,000 sqft modern building where everyone is catered for.

To tempt people inside, there is a lot of branding across the front of the store for Spar, Moreish, Abrakebabra, Freshly Chopped and the Ground Espresso Bar.

When you enter the store the Spar convenience offering is to your left, on the way to the tills. There is everything you would expect from a modern c-store, such as a huge run of chilled drinks and loads of sandwiches and food-to-go items. The Barista Bar, which invites consumers to ‘Unleash the barista in you!‘ takes pride of place and, despite their being an in-house café area, it is extremely popular with customers happy to help themselves and be on their way. Meanwhile, at the till there is the Morelli ice cream counter as well as an Ice Budz slushy machine.

While a self-service coffee bar and an ice cream counter may be more than enough for some forecourt sites, it is the food-to-go offers across the length of this store that really stand out.

To the left is Moreish, Maxol’s deli brand where shoppers can buy ready-made sandwiches or build their own. In recent times, the brand has put a greater focus on healthier foods, offering more salads as well as gluten-free options.

Also in the run of food-to-go is quick-service chain Abrakebabra, best known for its kebabs, burgers, baguettes and loaded fries along with newer innovations such as Chicken Katsu Curry Fries and Crunchy Falafel on Flatbread – all of which are made to order.

Then there’s Freshly Chopped, a franchise whose mission is to offer fresh and nutritious food through a range of generously portioned salads, wraps, sandwiches and soups that are again made to order for the customer and served quickly. Customers choose their ‘greens’ base, their other salad...
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Freshly Chopped (above) fills a niche in the forecourt market, while convenience retailing is also catered for (left).

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“items and their protein and then see it chopped before them and then either put in a bowl, sandwich or wrap. Freshly Chopped perfectly taps into today’s healthy-eating trends and really fills a niche in the forecourt market. It also offers an innovative ‘Skip the Queue’ service via an app, where customers can order ahead and have their food ready for them when they get to the site.

At the other end of the store is the impressive Ground Espresso Bar, which is part of Northern Ireland’s largest independently owned artisan coffee chain. It has a welcoming and relaxed atmosphere where customers can enjoy Ground’s bespoke quality coffees and fresh homemade goodies such as Nutella cake and Rhubarb & White Chocolate Scones.

The 48-seat coffee bar provides a great shared space for social and work meetings where people can benefit from high-speed WIFI, desktop charging points, large community tables and an indoor and outdoor kids’ play area.

Although owned by Maxol, A26 Tannaghmore is run under licence by catering company Aramark and managed by their employee, Gerry Bennett. Standards are hugely important to Gerry, who says he’s on the shopfloor more than most managers, ensuring everything is faced up and where it’s meant to be.

Upon winning the award, Mark Cribbin, operations manager of Aramark, said: “Since A26 Tannaghmore opened in May 2017, the site has evolved and grown to meet the needs of our customers, offering a fantastic range of quality fresh food offerings, including the first Freshly Chopped salad bar in Northern Ireland and more recently the purpose-built Ground Espresso Bar — it is an honour to win.”

As well as being the overall winner at the Forecourt Trader awards, Maxol also scooped the prizes for Best Service Station, Northern Ireland over 4 million litres per annum for Maxol A26 Tannaghmore service station; Best Food-To-Go Outlet for Maxol Mulkerns Eurospar in Newry; and a Highly Commended in the Best Oil Initiative category for its Maxol Aware Christmas coffee cup campaign.

Brian Donaldson, chief executive officer of Maxol, added: “We work hard to provide our customers with the highest standards in choice, convenience and a great retail experience and these awards are a great acknowledgement of this.”
The Organisation of Petroleum Exporting Countries (OPEC) meets today and tomorrow in Vienna, Austria, to discuss whether to drop oil prices and agree future output.

OPEC is a cartel of 14 major oil producers outside the US, including Saudi Arabia, meeting towards a decision to reduce output by at least 1.3 million barrels per day (b/d). OPEC's oil prices have dropped by around 30% from early October, due to record high production in Saudi Arabia and Russia, and an surplus of oil in the United States, coupled with fears of slowing economic and oil demand growth.

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Production in the US, mostly from its southern shale fields, has grown by around a million b/d in a year to more than 11.5 million b/d. OPEC needs a unanimous vote from its 15 members to pass decisions such as cutting production, but relations between various members of the 40-year-old organisation are fractious, with a rift between Saudi Arabia and Qatar, which announced on Monday it would be leaving OPEC as of January 1, as it focuses on selling gas.

Meanwhile, the average price of UK petrol fell by more than 1p in November, the biggest monthly decline since January 2015, as retailers rushed to sell wholesale prices. By the end of November, petrol at the end of November was back to a price last seen in mid-May, whereas diesel returned to its end of September level.

UK average fuel prices quoted in the RAC Fuel Watch November 2018 report are based on Experian Catalist data from November 1-29 (pump prices).

WHAT WAY NOW FOR OIL PRICES?

NEXT EVENTS:

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- MAR 7 Business Breakout Royal Dockyard, Chatham
- MAR 21 Roadshow Kettering

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When putting this Market Review together, we asked members to contribute photos of their sites in years gone by. Here are just some of the images that were sent in – many thanks to all of you who contributed.
Circle Brands’ ‘station of the future’ concept turns the current filling station format on its head and brings the shop and café hub to the front of the site, maximising the opportunity for passing trade. In effect the roles are reversed. The fuel becomes the ‘backcourt’; out of site and the shop occupies the forecourt. The building is environmentally sustainable – harvesting rainwater and sunlight, and the interior spaces are flooded with daylight.

For more information contact:
Robert.onion@circlebrands.co.uk
www.energy.circlebrands.co.uk
In today’s fast moving world of retailing, it’s vital members are provided with the best products and services to help them run their businesses more efficiently. The PRA has strong links with the following ‘Associate Members’ who provide excellent products and services to our industry.

**ASSOCIATE MEMBERS**

**ALLEGRO**
Allegro is one of the leading providers of charging solutions and EV cloud services in Europe. Its pan-European network of almost 10,000 charge points offers a seamless network across Europe. It is experienced in the forecourt industry, supporting clients such as Shell and Total to achieve their EV ambitions. Allegro is a coordinator of leading European fast charge and ultra fast charge projects, market leader in services for public transport and facilitates over 600 cities and companies with smart charging solutions.

**APG CASH DRAWER**
APG Cash Drawer is a global manufacturer of cash management solutions, serving a variety of customers and industries. Through its continuous improvement initiative, APG has built a reputation as the supplier of choice for cash management solutions in retail, grocery, convenience, hospitality and quick serve throughout the world. From its general application, custom and bespoke or the SMARTtill® intelligent cash drawer solutions, its brand differentiates itself by delivering innovative technologies that globally enhance efficiency and security at the point of sale.

**CBE**
CBE is recognised as one of the leading innovators within the UK EPoS market. For more than three decades, the company has been providing innovative software solutions to a wide range of retailers throughout the country. A key factor in its success is its focus on the technological development of EPoS software. It has a dedicated research and development centre, staffed by expert engineers, and is proud to spearhead new technological developments, which go on to become the industry standard.

**FORECOURT EYE**
Forecourt Eye has developed a viable and proven security solution that delivers high ‘loss recovery’ results and bottom-line savings to forecourt operators. In addition, it helps with crime reduction making sites safer for both employees and customers. No means of payment (NMoP) is an increasing challenge for forecourt operators – and with Forecourt Eye’s instant, paperless reporting system, we are regularly achieving NMoP fuel cost recovery rates of 85%.

**GRIPHERO**
GripHero aims to standardise the way hand protection is offered across forecourts with the most effortless, easy-to-use and convenient way possible for keeping hands clean at the pumps – dispensing recyclable hand-protection directly from the nozzle. No more hunting or searching for the dispenser – it’s there waiting for drivers on the nozzle, on arrival.

**JACKAMAN INSURANCE SERVICES LTD**
Jackaman Insurance Services Ltd provides insurance solutions for an entire spectrum of commercial clients, including forecourts. The company has expertise in dealing with the petrol retail industry and has bespoke contracts which have been developed for PRA members. It also offers a free policy health check to highlight any covers available which are currently not being enjoyed by certain policyholders.

**WINCKWORTH SHERWOOD**
A full service law firm with a diverse client base, Winckworth Sherwood prides itself on providing market-leading advice across a broad range of sectors and markets. Clients include national supermarkets and convenience store operators, oil companies and several of the top 50 independent forecourt retailers. The company understands the opportunities and challenges you face and uses that insight to help you to achieve your objectives, protect your businesses and manage your exposure to risk.
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