



# Upstream, Downstream Integration

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## Upstream, Downstream Integration: Connected Along the Value Chain

*Although split into upstream and downstream organizations, Chevron is working to break down traditional boundaries between these groups for a more integrated approach.*

by Rachel F. Elson

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**L**ong before the first crude is pumped from Nigeria's Agbami field in 2008, teams in the company's supply and trading organization will be busy finding it a home.

Chevron's refineries can handle a broad slate of crudes, such as heavy, mercury rich and highly acidic feedstocks. In the case of Agbami, one of Chevron's "Big 5" upstream capital projects, the trading experts will be looking to optimize Agbami's production by finding the best fit.

"We get prepared whenever our Commercial Advisor Team tells us that a new equity crude is coming onstream," explains Steve De Bruyn, vice president of Supply Optimization. "That crude is sampled, ETC [Energy Technology Company] laboratory-tests it, we analyze the commercial opportunities, and we ask our refineries how it will perform physically in the plant."



Such cross-company perspective puts Global Supply and Trading at the heart of the corporation's drive toward greater integration.

Although still divided into upstream and downstream organizations, Chevron is now working to break down the traditional boundaries, sharing technologies and economic information to maximize profit all along the value chain – from the moment the first oil comes out of the ground to the time a buyer fills a car's tank with gasoline.

### From Venezuela to Wales to Chad

Examples of the company's growing integration are in evidence everywhere you look these days:

- In Venezuela, the upstream company uses refining technology to upgrade the Hamaca field's tar-like extra-heavy oil to produce a synthetic crude that can be sold at a higher value.
- At the refinery in Pembroke, Wales, process upgrades allow the plant to refine the acidic, calcium-rich, low-value equity crude from the company's holdings at the Doba field in Chad; the refinery is now processing other lower-value crudes in the Chevron portfolio.
- The coker expansion project at the El Segundo Refinery will allow for processing larger volumes of equity heavy crude oil from the San Joaquin Valley in California or Canadian oil sands.

- At ETC research facilities, once-divided teams of scientists and engineers now cross-pollinate ideas and collaborate on solutions for internal clients throughout the company. The group brings downstream technology to upstream operations – for projects ranging from heavy oil recovery and processing to carbon dioxide mitigation and subsea completions – and works to develop new solutions. Conversely, sharing upstream technology with downstream businesses, ETC leveraged the design of equipment for a deepwater seafloor project for transfer to Pascagoula Refinery to increase compressor reliability.

## **An Emerging Trend**

Two recent factors have combined to boost the company's focus on integration.

One issue is Chevron's overall asset portfolio, which is currently long on both heavy crude and so-called challenged crude – oil that contains impurities that depress its price on the open market.

Keeping such lower-value crude inside the Chevron system until it's been upgraded to a higher-value product makes good economic sense, explains Joe Geagea, vice president of Chevron International Exploration and Production, because it allows Chevron to capture that increase in value rather than selling the crude off at a discount and letting some other refiner profit from the improvement.

The second factor is the surge in global energy demand, which has boosted the value of even these challenged and heavy crudes.

"We're a big player in heavy oil, and we also have a lot of challenged crude," says Geagea. "So the question is: Do we give that value away by discounting it to someone else, or do we look at our own system and make refinery upgrades to get the value ourselves?"

## **Keeping It in the Family**

Increasingly, the answer for Chevron has been: Keep it in the system. At Pembroke, the upgrades made for the Doba field have allowed the refinery to take in other lower-value crudes from the Chevron portfolio. Oil from the North Sea's Clair Field began running through Pembroke in June 2005, and the refinery has also conducted production tests to see if it can process crude from the Tengiz Field in Kazakhstan.

Of course, full integration means not just bridging upstream and downstream organizations, points out Geagea, whose own career at Chevron included stints in both upstream and downstream organizations. Integration can also refer to the longstanding bridge between refining and retailing, or even the very existence of groups like Lubricants and Aviation, which maximize revenues by delivering specialized products to a range of final customers – all of whom pay a premium for product that meets their own specific demands.

"That's what integration is all about," Geagea reiterates. "Integration means asking the question: How can we place ourselves in more elements of the value chain to capture additional value?"

## **"Enterprise Thinking"**

Such a broad-based perspective is at the core of so-called "enterprise thinking" – an analysis that takes in not only a single operation or organization but also its performance in context with the health of the entire company.



This new analysis measures every division's success not just by its own performance, but by the value it adds to other parts of Chevron. It's about asking not just "How much money has your team made?" but also "How much have you made for other units?"

"At the end of the day, our shareholders invest in Chevron not in any particular division," Geagea says.

For John Castagna, vice president of Crude Supply and Trading (CSAT), this approach to adding value is not new. As the trading entity for all of the company's crude oil purchases and equity crude oil sales (along with opportunistic trading), CSAT's contribution to Chevron as a whole is substantial.

"The principle of 'value-added' is a key component of our work every day," says Castagna. "The days of the silo 'What's in it for me?' mentality are behind us.

"In order for Chevron to be successful, we must focus on two things: growing our profits and integrating the needs of both the upstream and the downstream."

Intuitive as such an integrated approach seems, it represents the ever-improving cooperation between business units in a company which has long seen itself as essentially divided between upstream and downstream organizations. From the technology exchanges at ETC to employee development that includes movement between different organizations, the company has been tackling ways to further open access between its far-flung operations.

The hope: that with a better understanding of the entire company's business, each employee will be in a stronger position to ensure the success of Chevron as a whole.



## Brands Score Big With Supa Strikas

*Fictional soccer team brings Caltex, Texaco message to 'Generation Next' via comic books.*

by Stacey Simon

*Time for the move.*

*Say your prayers, Fimbo.*

*Argh!*

*Fimbo goes to ground.*

*Ba-wack!*

*Gooaaa!!! 2-1! What a phenomenal goal from Shakes!*

*The crowd goes wild.*

*Strikas are the Caltex Supa League champions!!!*

**I**t's not a scene from the World Cup or from any competition in a "real" stadium. The Supa Strikas (or Super Estrikas, as they're known in Colombia) are a "virtual" soccer team, animated characters complete with virtual fans – and also very real ones.

Throughout Africa and Colombia, the team has a huge following. Tens of millions of fans, primarily youths, passionately follow their favorite players.



Sponsored by Caltex or Texaco (depending on the retail branding in the specific country), Supa Strikas action takes place on the pages of comic books published monthly, on the pages of newspapers that carry a weekly comic strip and, most recently, in one-minute animated television commercials being broadcast in 50 African countries.

Since 2001, when the Supa Strikas were born in South Africa, this virtual team has kicked its way into the hearts and minds of African and Colombian youth and, more recently, adults as well, with messaging that reinforces the local retail brand and synchronizes with Chevron's values.

"In the world of sponsorships, this is something very cutting edge as the concept transcends brands, geographic markets and even the type of sport," says Steve Woodhead, global manager, Integrated Marketing Programs. "But the monthly storyline always focuses on doing things the right way; right in step with The Chevron Way culture."



### Building a Relationship with "Generation Next"

Delivered in Sunday newspapers once a month, each Supa Strikas comic book issue features the trials and tribulations of the Supa Strikas team with its fictional ace striker "Shakes," who has stepped into the cleats of his late father, formerly a professional soccer player. It's a classic rags-to-riches story, complete with the issues Shakes confronts as a young African man in his early 20s who's become an overnight soccer sensation.

Within the colorful comics, the Caltex or Texaco logo features prominently on team members' uniforms, on the illustrated inside walls of the fictional soccer stadiums and in other advertisements in each comic book. The pages also include advertisements from other businesses such as cellular phone companies and banks, as well as health-related public service announcements – all presented in formats that complement the comics.

"Strikas are tailored for the youth markets, but we're getting people up to 35 reading them," says Niall Kramer, Integrated Marketing manager for the Africa-Pakistan region, and the man who stewarded the introduction of the comics five years ago.



The comic books are aimed at what Kramer calls "Generation Next" – youths who are not yet driving but who are expected to join the gas-buying public in a matter of years. Research has shown that each book makes its way through six to 10 different readers whose upper age range is the 30s.

In the five years since the comics launched, distribution within Africa has risen to about 1.2 million comic books. Multiply that by the pass-along exponent and that puts monthly readership at more than 7 million people – many who already buy gasoline and the rest who, the company hopes, will gravitate to Caltex and Texaco stations as a result of their longstanding relationship with the Supa Strikas.

“I feel they are very real and really touch our customers in a way that’s very personal,” says Carlton Dallas, regional marketing director for the Africa-Pakistan region.

“It’s helping us create that emotional connection we need to keep our customers loyal,” adds Texaco Global Brand manager Alexandra Valderrama.

Distribution of the comic book has expanded to Kenya, Nigeria, Uganda, Namibia, Botswana, Zambia and Colombia, where it is also distributed free in newspapers and offered as a premium with purchase from marketers.

A spin-off comic about a fictional cricket team, the Super Tigers, was introduced in Pakistan in January 2006. The monthly storylines are the same in each country, but the Strikas illustrators, who draft each issue by hand before enhancing the images using computer graphics, tailor each issue to the country in which it is published. Logos, local landmarks and players’ names are among the details “tweaked.”



### An Idea to Kick Around

“It’s entirely fictional but grounded in the reality of soccer” – down to the need for a corporate sponsor to give the team the legitimacy of “real” soccer teams where sponsors derive a benefit from the association, explains Strikas founder Oliver Power.

Power first brought the concept of the serialized fictional soccer team to the attention of Caltex in South Africa when he was searching for a team sponsor in 2001. He and his partner had parlayed their love of soccer and comic books into a comic book company they called Strika Entertainment. Both were savvy enough to recognize they had the makings of a novel marketing concept.

At the time, recalls Kramer, “we were looking forward as a company to define who our next generation of customers would be. What was clear was that the customers of the future would not be like the customers of the past.

“We tried to get a fix on who they were demographically, and also what it was that turned them on so we could then use that to communicate with them,” he continues. “Wherever we looked, we saw the thing that turned them on was soccer, and the second thing was soccer and the third thing was soccer.”

Because sports sponsorships are typically quite expensive – and do not always deliver the intended results – “the idea was to find a way to responsibly put the company’s money into a soccer property with a good deal of confidence that we’d get a good return on the investment,” Kramer recalls.

## A Perfect Convergence

At the same time, Strikas had independently developed the same thinking. After approaching Kramer with the first issue of the comic book, the Caltex team decided to test the concept by agreeing initially to “a low-level sponsorship.”

“After a few months it was patently obvious that this had the ingredient of something that was a very good match,” says Kramer.

Fast-forward more than five years and it’s even more apparent the Strikas have taken hold. The comic books thrive, and they’ve spawned compelling Strikas-branded promotions, including pre-paid phone and game cards. During the recent global rollout of Techron<sup>®</sup>, actors were hired to dress up as Strikas team members while training gas station employees on the merits of the deposit control additive.

Training materials for station employees feature the Supa Strikas characters and comic book format; the company has even developed a Strikas board game to help station employees learn about Techron. “And that’s really the strongest point about Strikas: it is a very leverageable property,” notes Kramer. “We can use it as a promotional platform that both communicates and brings traffic and feet into Caltex and Texaco sites. All participating markets are expected to use the promotional platform and integrate it into their marketing plans.”

Each country has a fully localized Supa Strikas Web site, giving millions of fans the opportunity to interact with their favorite players. Each of these sites links to the appropriate Caltex or Texaco site.

To their fans, the Strikas are more than comic book characters. Strika Entertainment’s Cape Town, South Africa, offices get “stacks of letters that bring tears to your eyes,” Woodhead says. “Kids are drawing their own comics. They’ll do a whole story, much in the same vein as the writers of Supa Strikas. They write letters to the coach and ask for his advice. Some of them use up all their crayons and ink doing this and ask us to send more.”

Power adds that many of these same writers ask to come to work for Strika Entertainment. Of his small staff of around 40 employees, about 30 are “creative staff.” And two were hired from among those adoring, letter-writing fans (see sidebar right).

Even after five years, the popularity of the comics continues to increase. “Imagine if you could turn the clock back and put the Chevron logo on Superman’s chest,” says Richard Morgan-Grenville, who manages the new South American market for Strikas Entertainment. “We’re creating a household name in every market, and taking the Texaco and Caltex star with it.”

And, says Glenn Weckerlin, general manager of Global Brand, “it’s been a unique opportunity for us to have someone touch our product. It’s not something they typically want to do. With the Strikas comics, people can associate with our brand outside their typical experience of filling their tanks.”

It’s also a great strategic fit, says Global Marketing President Shariq Yosufzai. “From the soccer fields of South Africa and Colombia to the cricket pitches of Pakistan, the Supa Strikas and Super Tigers programs are a terrific example of our global functional model: a single global sponsorship package which supports local sales efforts by making communications relevant to the culture, building multiple brands across multiple markets without duplication of efforts or costs.”





## Techron® Goes Global

*A global rollout puts the deposit-scrubbing additive into all three of Chevron's retail gasoline brands.*

by Rachel F. Elson

**A**fter more than three decades of existence in North America alone, Techron® technology is going global. The deposit-cleaning additive, long known in North America as the muscle behind Chevron gasoline, is now undergoing a worldwide rollout into all three of the company's retail brands: Caltex, Texaco and Chevron.



This mock-up shows how designers aimed to raise the Techron flag for Caltex in South Africa.

The round-the-world expansion, which got under way in late 2005, is expected to finish its first stage this month (September) – at which point Techron-powered gasoline will account for 85 percent of the company's retail automotive gasoline volume. The company will continue to extend Techron's reach to cover the remaining 15 percent.

The global rollout is consistent with Global Downstream's goal to take world-class practices and deploy them globally. Long respected in the automotive industry and consumer marketplace, Techron was ready for expansion beyond the Chevron brand.

"The ultimate goal is to increase preference for our fuel brands and loyalty for that preference," says Richard Masters, formerly Chevron's global brand manager for Techron. "We want more consumers to buy our brand – because we're giving them a unique benefit."

In marketing language, he explains, Techron's engine-enhancing capability is a "reason to believe" – think "Intel Inside®," the messaging on certain personal computers. Although research shows that Chevron's three gasoline brands have different perceived "personalities" – Texaco, for example, is identified as masculine and enduring, Chevron as engaging and likable, and Caltex respectful and helpful – the Techron ingredient is seen as strengthening all three. (Most consumers will only see Techron in a single brand; the exception is in parts of North America where the Chevron and Texaco brands co-exist.)



Here's how the Techron brand appears on pumps at newly upgraded Chevron stations in North America.

Nonetheless, turning Techron into a global brand was a big deal – requiring a broad-based, cross-functional effort that even Masters admits with a laugh was “mind-boggling.”

Research teams had to test Techron’s performance against competitors and fine-tune the additive to allow the company to make our “unsurpassed” performance claim in each new market we were entering. Hundreds of competitive products were sampled and sent to Richmond, California, for testing in a company lab; in some areas, researchers also ran engine and vehicle tests substantiating the unsurpassed performance of gasolines with Techron.



In Miami, Florida, billboards herald the Texaco-with-Techron combination.

“We’ve got a lot of equity around Techron, and we have a lot of support for Techron in the automotive community,” notes Jerry Horn, the product quality and performance expert who represented the Product Engineering, Regulations, and Technology team on the global rollout. “So we wanted to make sure our claims would stand up – we wouldn’t want to get a black eye on this.”

Techron’s automotive performance has also been tested under “real world” conditions as part of two unique partnerships, first with the San Diego Yellow Cab Company, and more recently with the Coach Cab Company of Oceanside, California. To date, field tests of Chevron gasolines with Techron as well as other competitive gasolines and additives have logged more than 100 million miles.

Meanwhile, logistics experts had to make sure additive manufacturer Oronite’s plants were geared up to deliver enough of the additive, and set up new agreements to reliably transport the additive to the new markets – a total of 26 countries on six continents. Oronite is Chevron’s fuel and lubricant additives subsidiary.

Because Techron is designed for injection at the terminal site, and because it requires more careful calibration than some of the manually operated terminals were capable of handling, the company also had to upgrade additive injection equipment at many of our product delivery terminals to meet the critical quality requirements of Techron.

Finally, as the rollout moves along, marketing and branding experts have been designing local marketing campaigns that connect with the Caltex and Texaco brand messages as well as with Techron’s global appeal. “It’s a big challenge to roll out a global product,” Masters explains. “You have many people, diverse cultures, different variables in the business environment.



“We wouldn’t want to get a black eye on this,” says Jerry Horn, who was involved in testing Techron’s performance in new markets to ensure the credibility of performance claims.

“On the other hand, what consumers are looking for tends to be very much the same, whether in Brazil, or South Africa, or North America. They want their cars to run well. Techron is so valuable because it does one thing – it is unsurpassed at cleaning vital engine parts and keeping them clean while removing harmful deposits – and it does it well. And that message is the same wherever our products are sold.”



## HOW IT WORKS

### Techron's Recipe for Success

*Techron's unique formulation of additives brings unsurpassed cleanliness to a car's entire intake system. Here's how it works:*

by Stacey Simon



Despite how well any vehicle's engine is designed, burning the fuel that makes it run can leave residue – or deposits – that, if not prevented or eliminated, will reduce the engine's efficiency and performance.

What makes Techron more effective than any other deposit control additive (DCA) is that it keeps engines clean by preventing deposit buildup in all three important areas of the fuel/air inlet system – the fuel injector, the intake valve and ports, and the combustion chamber. Techron is also most effective in cleaning up deposits left behind as a result of the use of lower quality gasolines.

Techron's recipe for success remains a trade secret, but Peter Fuentes-Afflick, a staff engineer with Global Marketing's PERT, Fuels Technology Team in Richmond, shares the basic information that fuels its performance.

It all comes down to unique chemistry, he explains. "Think about having dirty hands you want to get clean. Water alone won't get rid of the dirt. Soap by itself doesn't cut it, either. You need a mixture of both."

#### Chemistry Basics

Techron is a formulation of complex components with the major active ingredient consisting of a polyether amine (PEA). Other amines and polymers make up the remainder of the active deposit control package.

Amines have a natural affinity for metal surfaces. The active components attach themselves to the metal surfaces within the intake system, providing an effective barrier against future carbon deposits. One of the active components has a very high basic nitrogen content. This level of basic nitrogen combined with that from the PEA results in a charge repulsion mechanism that keeps fuel injectors and carburetors spotless.

The DCAs compete with the deposits for position on the metal surfaces, thus displacing any deposit chunks already laid down on the valves. In fact, the PEA in Techron was custom designed for its strength to bond to deposits, making this DCA a very powerful intake system cleanup detergent.

## Unique Ingredients

"The unique chemistry of the Techron additive allows it to attach more effectively to either the precursors or the deposits themselves and keep them suspended and away from the valve," says Peter. "At the same time, it coats the critical intake valve and port to protect against future formation."

Once in the cylinder, Techron does what no other DCA does as well, according to Peter: it decomposes to minimize any residue or deposit being left behind.

He adds: "The majority of the Techron additive is made up of a PEA whose molecular backbone contains oxygen atoms that allow the PEA to break down exothermically (releasing heat) in the combustion chamber. This mechanism, coupled with the relatively low viscosity of the PEA, minimizes its addition to the mass of the combustion chamber deposits that accumulate from the fuel. Another very important benefit provided by Techron is that it has no harmful effect on the viscosity or chemistry of the lubricating oil."



## Seeds of Knowledge

*In Vietnam's Mekong Delta, classrooms serve as a springboard to help poor, rural families boost crop yields and income.*

By Peggy Waldman

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Since 2001, Vietnam's Can Tho University, in the heart of the Mekong Delta, and Michigan State University (MSU) have been working together to raise local crop yields and household income. A joint project focusing on one of the poorest areas in Vietnam is integrating school reform with community improvement, using hands-on learning to introduce environmentally sustainable development to schoolchildren and their families.

Via primary and secondary public schools, the universities are transferring their expertise in agriculture, aquaculture and land use to the community. In 2005, Chevron became one of four key project sponsors.

"This project goes beyond active learning to improve the poorest households' income and living standards using organic farming techniques," says Andrew Latham, country manager, Chevron Vietnam. "Results have more than exceeded anyone's expectations."

Teachers use school grounds to educate not just the children, but the whole community. Agricultural activities demonstrate better farming practices, with community development experts and provincial officials providing technical assistance.

As a newcomer to Vietnam (Chevron arrived in 2005 as a result of the Unocal merger), Andrew says he is "struck by the rate of change this project is driving in local communities." Demonstration projects spearheaded by schoolteachers and a Women's Union rapidly spread knowledge and best practices.

## Project Photo Gallery



### The Mekong Delta

Project work centers on three villages in Hoa An, a remote rural site about 25 miles (40 km) south of Can Tho city, which is the poorest area in Hau Giang, the poorest province in the Mekong Delta. Problems such as acid sulfate soil, overuse of fertilizer and pesticides, and poor water quality limit rice production. Similar issues affect 85 percent of the Mekong Delta villages, so project results have a broad impact.

Most residents make their living as farmers or laborers. Hamlets are spread along canals, with rice fields behind. The bottom half of Vietnam's two rice baskets, the delta is formed by the deposition of the Mekong River, which travels from the Tibetan highland plateau 2,800 miles (4,506 km) away to the South China Sea.

"In rural areas, schools are the closest link between villages and the government," says Christopher Wheeler, project co-director and a professor of education at MSU. "But donors generally think in narrow terms: education or community development. Chevron shows courage and vision supporting a project like this."

Andrew sees Chevron's involvement as a double win for the company and the community. "To supply gas to power plants in the Mekong Delta, we will be building a pipeline through a rural area," he says. "We want people to know that Chevron is helping increase local prosperity, and the Can Tho project has a personal impact everyone can appreciate."

"Of all the community projects I've seen, people here seem to be doing the most in terms of implementing and improving," says Andrew. "Everyone is so industrious and enthusiastic, you cannot help but be awed by the project's success."



## **Vietnam Highlights**

**Area:** 127,244 sq miles (329,560 sq km)

**Climate:** Tropical in south, monsoonal in north

**Population:** 84,402,966 (July 2006 est.)

**Capital:** Hanoi

### **Chevron Interests:**

- Operator in two production sharing contracts (PSCs) offshore southwest Vietnam in the northern part of the Malay Basin: 42.4 percent working interest in one PSC, which includes Block B and Block 48/95; 43.4 percent working interest in a PSC for Block 52/97. 50 percent operated working interest in Block 122 offshore eastern Vietnam.
  - An Outline Development Plan for Blocks B, 48/95 and 52/97 was approved by the government in July 2005. A final field development plan is expected to be submitted in 2007.
  - Discussions with Vietnam Oil and Gas Corporation (Petrovietnam) concerning a natural gas pipeline, and with Electricity of Vietnam (EVN) regarding construction of power plants in southern Vietnam, are underway. Discussions are expected to conclude with a Heads of Agreement to be signed later in 2006 or early in 2007 for natural gas sales and transportation.
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## VOICES

# Drawing on the people you've met and the experiences you've had during your career, if you could do it all over again what would you do, professionally speaking?

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J.P. Fallon

*Project Controls Advisor,  
Chevron Global Gas, LNG Regas Ventures,  
Houston, Texas, United States*



**“I would have joined Chevron much earlier in my**

career. I have worked for more than 30 years in the oil and gas industry but only joined Chevron last year. Since becoming a Chevron employee, I have been impressed by the friendliness shown to me by everyone, from the newest hire to senior management, and feel that my contribution and years of experience are honestly appreciated.”



Glenda Valero de Silano

*Eurasia HR Manager,  
Almaty, Kazakhstan*

**“I would not underestimate myself again because of**

misperceptions I may have had about myself such as age or being a woman or a Hispanic. Instead, I've always remembered what one of my mentors told me:

‘Focus on what you were brought in to do, be secure about who you are and what you know, prove your skills and deliver results.’ Remembering this eliminates any lack of focus and doubt that may come into play. I just get myself together and do it!”

Danilo Mabiala

*Finance Materials Accountant,  
Southern Africa Strategic Business Unit,  
Malongo, Cabinda, Angola*



**“When I first started working at Chevron I was excited**

and was curious about how to perform tasks correctly. I learned quickly how to get things done well. It wasn't until someone first asked me why the tasks should be done that way that I



was stuck. I didn't know why. Since that moment, I have focused more on the why than the how. Had I done that from the beginning, I would have learned more quickly."



### Sabeen Asad

*Credit Manager, Treasury & Credit,  
Caltex Oil (Pakistan) Limited,  
Karachi, Pakistan*

**“I don't think I would change anything. Over the 10**

years I've been with this company, I have developed into a very confident, rational person who believes in the spirit of teamwork. I owe this evolution to my managers and some wonderful colleagues who have supported and guided me through this journey.”

### Marwa Hussein

*Business Specialist,  
Lubricants Sales,  
Caltex Egypt,  
Cairo, Egypt*



**“I would have focused on my own desires as well as**

those of my employers, and included in my CV my objective to work in a challenging, fair, family-friendly and very transparent organization that demonstrates these attributes through its actions.”



### Rob Lazenby

*Operations Planner (Long-Term Planning),  
Burnaby Refinery,  
Burnaby, Canada*

**“When I first came to the Burnaby Refinery as a**

graduate engineer I fully expected to move on to another company within five years. That was 20 years ago. In that time I have been privileged to learn and work with a wonderful group of people throughout the corporation.”



Our recent article on Chevron’s legacy after leaving Papua New Guinea drew praise from readers, and several of you wanted a further opportunity to share your favorite sayings, the topic of our last “Voices” column.

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### **A Model for Helping Communities Feel Valued**

I enjoyed reading the article “Our Legacy to Papua New Guinea” by Dennis Flemming (Issue 8, June 2006). The program has worked so well in winning the hearts and minds of the communities around the project site and even beyond (now). It is a model where communities feel valued and involved. This has had a lot of positive impact on the company and its operations. I am sure that Dennis Flemming and his group will do well in Angola. I also know that a similar program is currently being undertaken in the Nigeria Mid-Africa SBU and already we have some positive results. Yes, Chevron has left PNG, but the experiences and lessons learned from PNG are helping move Chevron into other areas around the world.

**Jinghan Phalanger, Houston, United States**

### **Demonstrating Values**

Thank you for the article on continued community work in Papua New Guinea and Chevron’s legacy there. I am happy to learn of such proactive and productive work, focused on long-term benefits and not just immediate company needs. These stories are important for us to hear, as examples of how the company adheres to and exhibits its values. Again, thank you.

**Abby Lund, Bakersfield, United States**

*Editor’s response: Thanks for your comments, Abby. We hope to provide more stories like this in future issues of Line Rider, through our new “Our Communities” section, launched this issue.*

### **That’s Definitely Saying Something**

Nice article on the favorite sayings. It got me to thinking. I have been involved in a number of major capital projects in my 26-year career. Many times a particular saying will emerge during these efforts that tends to capture the mood, frustrations or challenges these teams face. There were three of these that emerged on projects I was involved in. When put together in sequence they are kind of funny: “It is what it is ; never let facts get in the way of a good decision ; just show me the money.” There is a story behind each one of these – but not for now!

**John Sheets, Houston, United States**

### **Happy Reader**

I normally do not have an opportunity to read everything that comes to my inbox, but today I just happened to click on the “What’s your favorite saying?” article in *Line Rider*, and I have got to tell you that I thoroughly enjoyed all of these entries. They made my day. Keep up the good work!

**Phil Eliades, Bangkok, Thailand**