



 | The **RBL** Group

# Human Capability Exchange 2025

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April 23 – 24, 2025



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# Transforming the Business

with Eric Slifka and Catie Kerns  
of Global Partners

# Session Speakers



**Eric Slifka**

President & CEO  
Global Partners



**Catie Kerns**

Chief Strategy & Transformation Officer  
Global Partners



**Norm Smallwood**

Co-Founder & Partner  
The RBL Group



# Global at a Glance

- Founded by the Slifka family in 1933 delivering home heating oil with a single truck.
- One of the largest independent owners, operators and/or suppliers of retail fueling stations and convenience stores, with approximately 1,700 locations.
- Dedicated storage at 54 liquid energy terminals spanning from Maine to Florida and into the U.S. Gulf States.
- Leading wholesale distributor of products including gasoline, distillates, residual oil, and renewable fuels.

**322\***

Company-Operated  
Convenience Stores



**~1,700\***

Fueling Stations Owned,  
Leased, or Supplied



**54\***

Liquid Energy  
Terminals



**21.4M\***

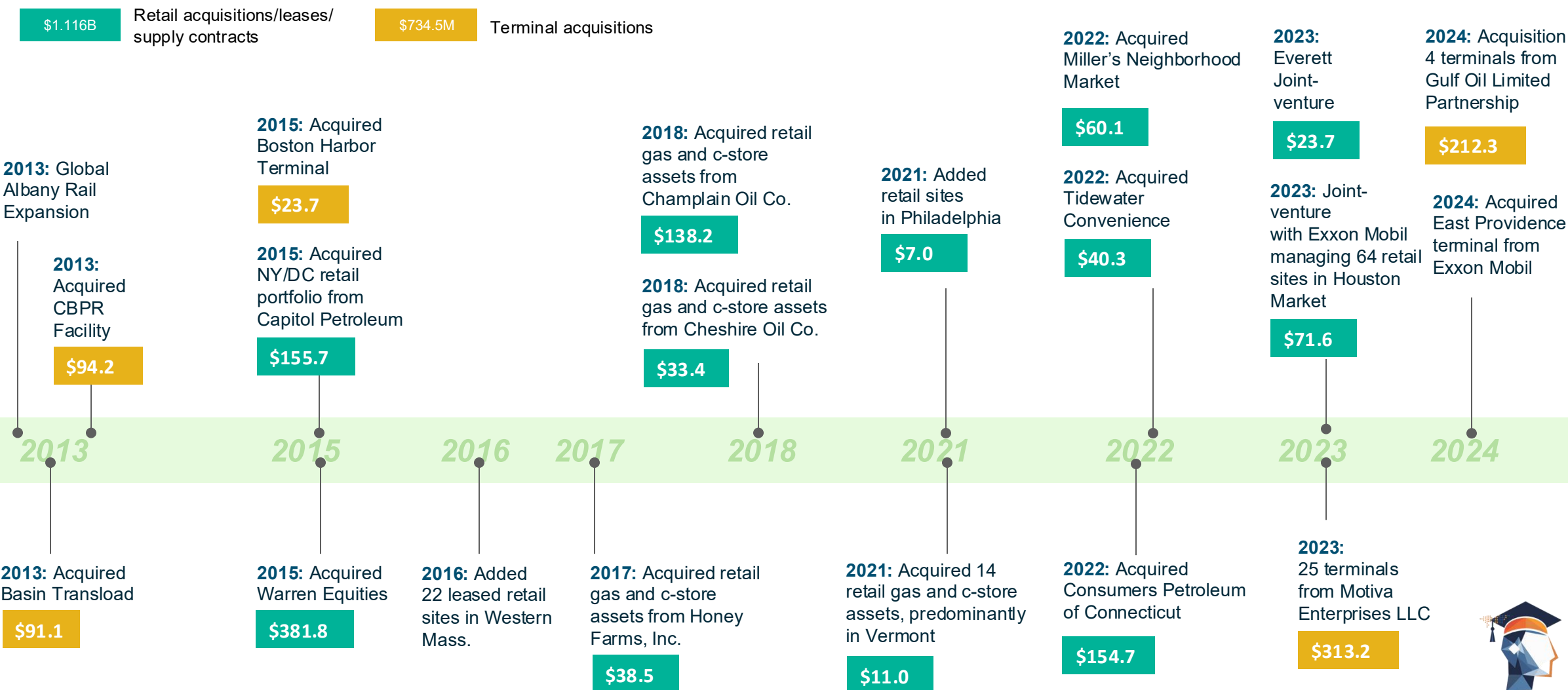
Barrels of  
Storage Capacity



*\*As of 6/30/2024*

# Strategic Acquisitions and Investments

~\$3.1 Billion in Acquisitions and Investments Since IPO (avg \$171 million/year)



Note: \$3.1B is since IPO, timeline reflects last 11 years



HUMAN CAPABILITY  
— EXCHANGE 2025 —

# The Case for Transformation

Global has seen tremendous growth. As we continue to evolve, our organization and ways of working needs to evolve too, enabling us to focus on the right work and better deliver on our strategy every day.

- Pandemic dislodged historical ways of working, shifting oversight from highly controlled to broadly managed.
- Rapid growth into new markets through a strong acquisition pipeline.
- Institutional knowledge held by a single generation of leaders.
- Shifting market dynamics, evolving energy landscape, and changing consumer needs and preferences.
- Exploration of tangential business opportunities to ensure Global's longevity.



# What We Are Solving For



## Organizational Structure

- **Fragmentation** across teams (e.g., retail, commercial, operations)
- **Ownership of work isn't clear, resulting in duplication of work** across the organization
- **Siloed teams** and **limited cross-team communication**



## Capabilities

- Some **lacking foundational capabilities** and **limited focus on capabilities of the future**
- **Limited mechanisms to upskill** and align the right talent to the right roles to drive growth agenda



## Ways of Working

- **Lack of prioritization** and initiative alignment across teams
- **Lack of institutionalized processes** and unclear roles and responsibilities, often relying on relationships and tribal knowledge
- Lack of **KPI alignment to strategy** and reinforcement mechanisms

# Global's Transformation Approach

## Phase I—Discovery and Foundation Setting

- Conducted over 40 interviews, organizational surveys, focus groups, baseline analysis and strategy reviews.
- Detailed design efforts proposed to be completed utilizing the expert design model.

## Phase II—Organization Design and Culture Alignment

- Engaged with RBL to utilize the proprietary design approach.
- Over 200 employees involved in creating purpose-built structures.
- Reinforcing Global's culture, enhancing an ownership mindset with grounded decision-making

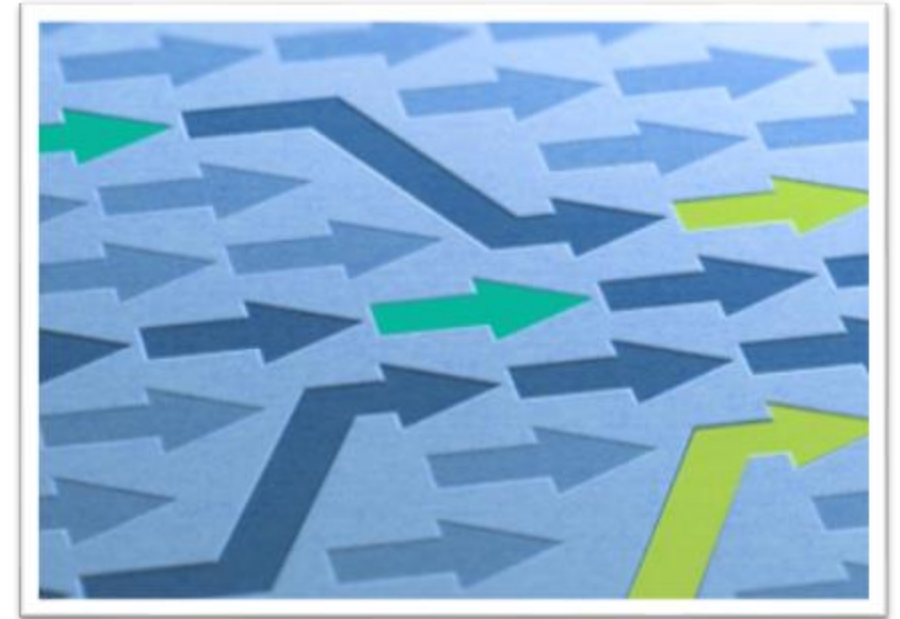
## Key Considerations

- How do we design an organization that retains this skill while formalizing processes and procedures?
- How do we enable each business unit to grow independently while also unlocking additional value when efforts are combined?
- How do we transition our workforce into a new structure while maintaining business continuity?

# What We've Faced - What We've Learned

Global's Transformation journey has been anything but linear. It has required us to confront hard truths, adapt in real time, and remain resilient. Along the way we have faced key challenges, but more importantly, we have grown from them.

- Gaining buy-in at every level.
- Navigating the tension between doing the work of transformation and keeping the business running smoothly.
- Legacy mindsets do not shift overnight.
- Progress has not followed a predictable path
- Sustainable solutions come when experts listen and learn alongside us, not above us.



# Early Signs of Success

We are already seeing clear signs our transformation is taking root in powerful and meaningful ways. These early wins reflect a deeper shift in how we think, operate and lead.

1

Clarity of  
Purpose Fuels  
Buy-In

2

Refocusing on  
Value-Driving  
Work

3

A Stronger Risk  
Appetite

4

Empowering  
Leaders to Think  
Bigger

5

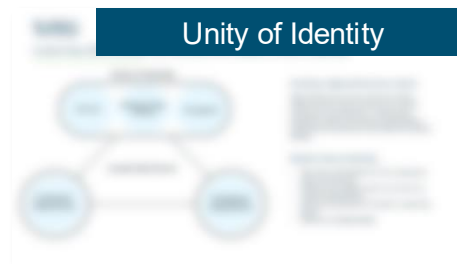
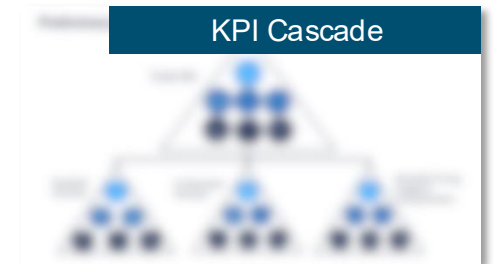
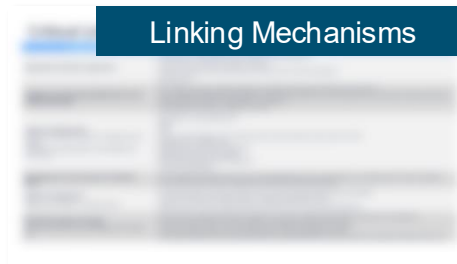
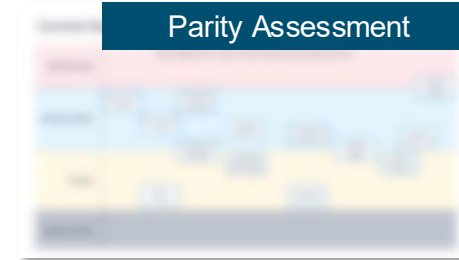
Freedom That  
Reveals Future  
Leaders



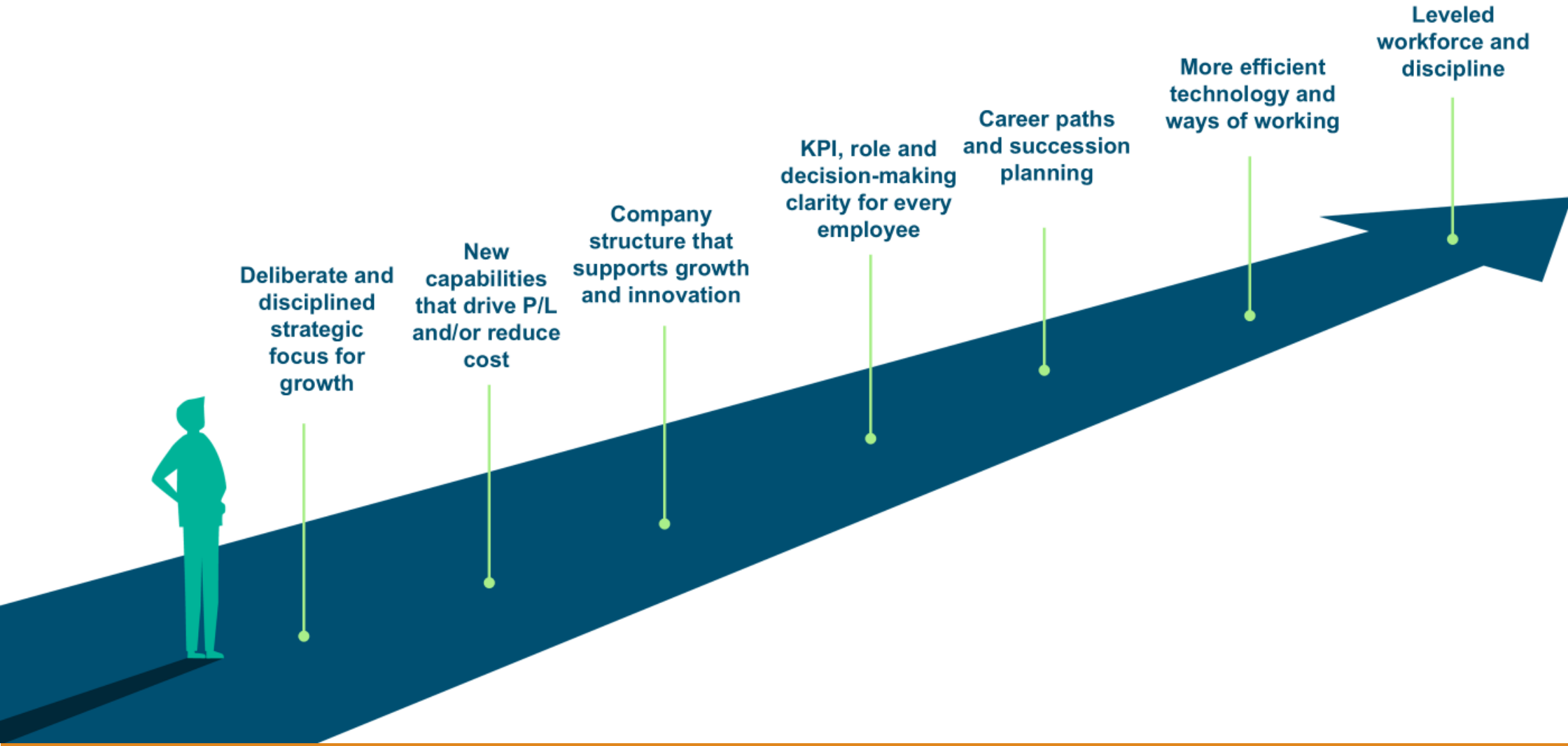
# Where We Are Today

**Global is nearing the end of our organizational design work and preparing to implement changes later this year.**

- Planning the implementation of +100 systems, processes, and linkages.
- Global's unique Unity of Identity defined, and Leadership Brand created.
- HR tools and processes revamped to support workforce transition.



# The Road Ahead





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# Get in Touch

Questions about the presentation?  
Reach out and we'll get your questions answered.

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