

# Leading Through Connections

Insights from the  
Global Chief Executive  
Officer Study

## Royal Dutch Shell

Partnering to power the future

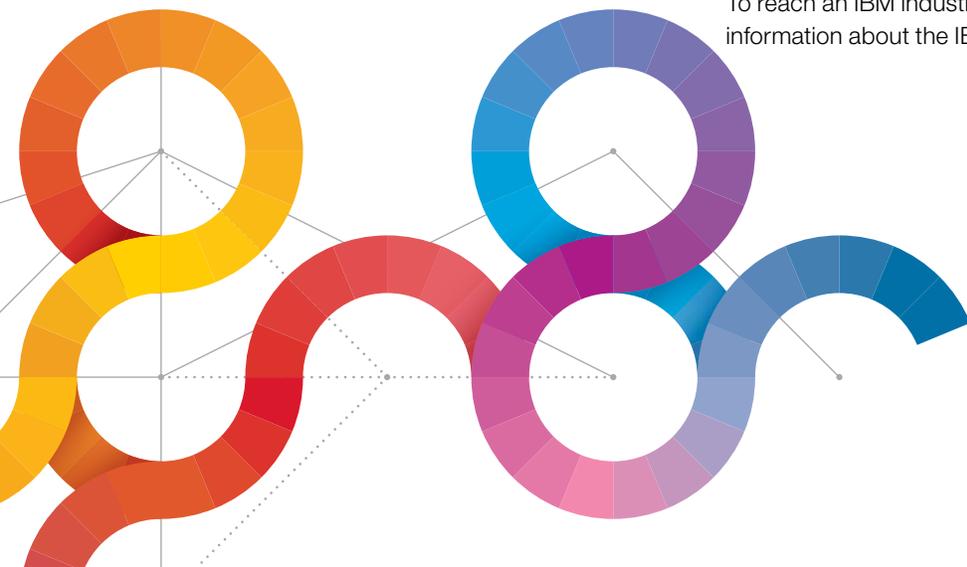
Global energy company Royal Dutch Shell has a long history of partnering for innovation. When Shell Transport and Trading merged with the Royal Dutch Petroleum Company in 1907, it transformed the fortunes of both companies. They turned from struggling entities to a successful enterprise in twelve months.

Today Shell continues to collaborate on energy innovations, working with partners to diversify the fuel supply and reduce its environmental impact. This includes the commercial production of sustainable, low-carbon biofuels, the development of next-generation biofuels from waste products, and hydrogen fuel-cell technology. Shell has also partnered extensively on the use of traditional fuels, such as natural gas, which can reduce emissions when used in transportation.

Recently, Shell has taken an innovative approach to addressing the world's future energy and environmental challenges. In the coming decades, population growth and rising prosperity will increase global demand for energy, water and food. This challenge is proving difficult for leaders to address because it crosses traditional boundaries between countries, industries, and the public and private sectors.

Shell is working with experts to explore the interconnections between the energy, water and food systems to gain a deeper understanding of the long-term risks and opportunities. This includes mapping the key linkages and possible solutions, such as sustainable urban design, and research to quantify water use for electricity generation, transport fuels and heating.

To reach an IBM industry expert, contact [iibv@us.ibm.com](mailto:iibv@us.ibm.com) and for more information about the IBM CEO Study, please visit [ibm.com/ceostudy](http://ibm.com/ceostudy).





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