

Cultural challenges in Travel Management

Nordic Business Travel Meeting

Oslo, March 7th 2012

Goal for this presentation

”To give you an **understanding** of how Statoil works to overcome **cultural barriers** in the organization”

Culture ?

“The set of shared attitudes, values, goals, and practices that characterizes an institution, organization, or group”

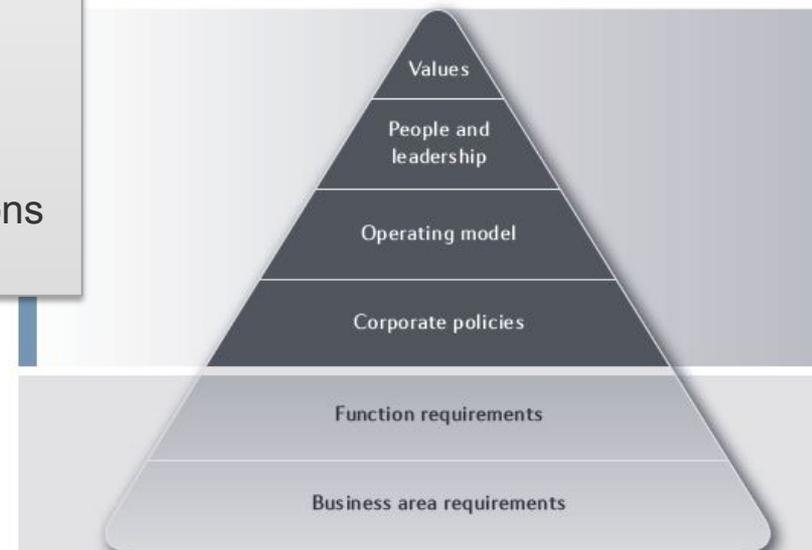
How can different cultures be connected ?

- **Our values:** guiding our behavior
- **People and leadership:** describing what we expect from our company, our people and our leaders
- **Operating model:** describing our organizational principles, the way we work, and the way we manage and improve our performance
- **Corporate governance:** describing governing bodies, authorities and internal controls in our group
- **Corporate policies:** regulating our actions and decisions in important areas

The Statoil Book



management system



Values, principles, governing documents, policies etc. ???

All this is fine, but which tools can be used to connect cultures in real life ?

Handbooks

Our
values

Anti-corruption
compliance
program



Supplier Declaration Guide

Statoil's suppliers shall be made aware of Statoil's principles for Corporate Integrity and Social Responsibility (CISR).

Hence, Statoil has prepared a Supplier Declaration reflecting our CISR principles. The intention of this declaration is to increase awareness and improve transparency of CISR in the supply chain.

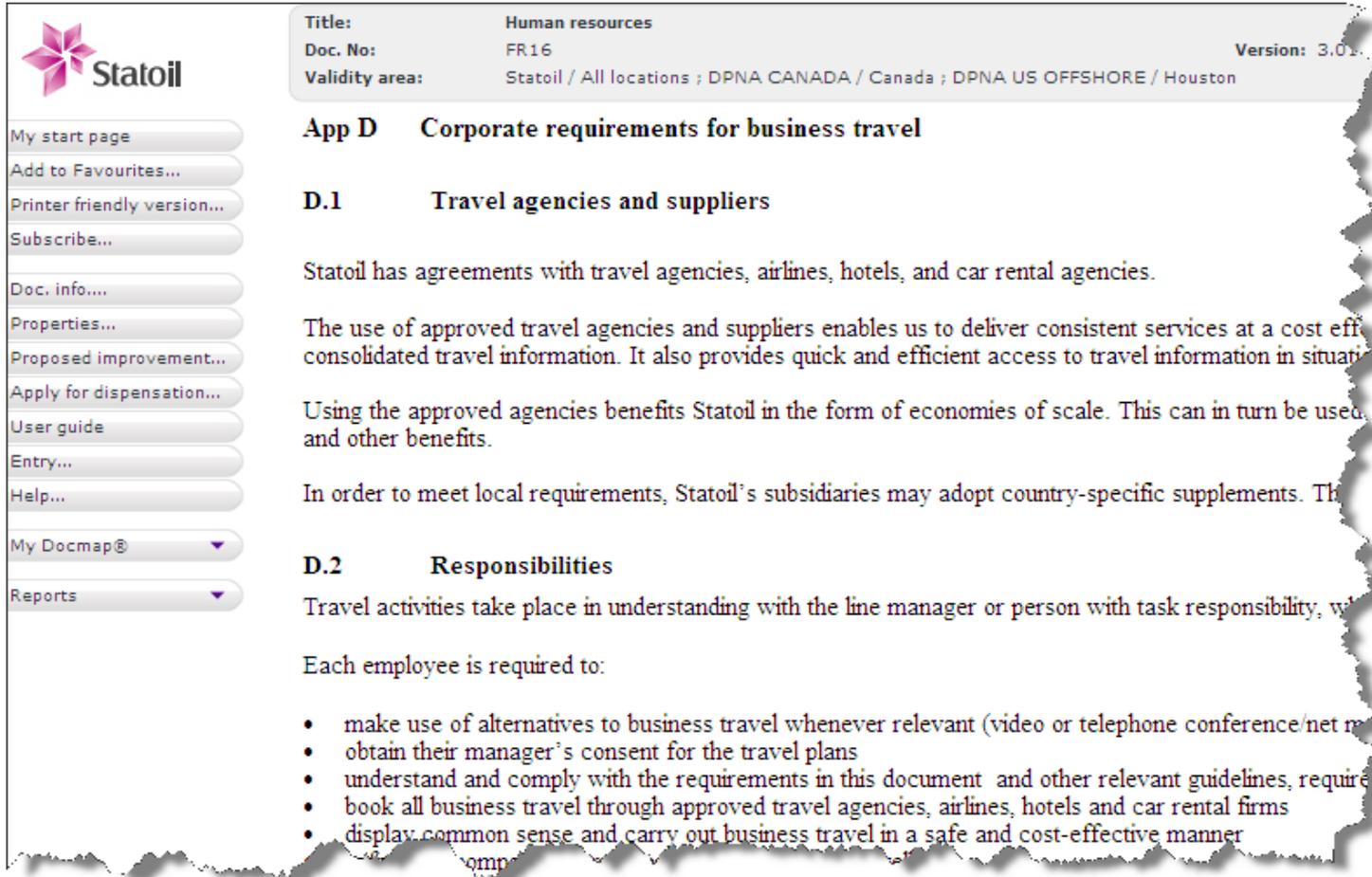
Enclosed please find the Supplier Declaration, which you as a potential supplier to Statoil are requested to sign. By signing this document, you confirm that you fulfill the requirements in the Supplier Declaration. To the extent you are not able, upon our request, to provide supporting documentation with respect to fulfillment of the requirements; you confirm your willingness to start a process of documenting your promotion and performance.

Ethics Code of Conduct

Version 5



Global travel guidelines



The screenshot shows a document page with a left-hand navigation menu and a main content area. The navigation menu includes options like 'My start page', 'Add to Favourites...', 'Printer friendly version...', 'Subscribe...', 'Doc. info...', 'Properties...', 'Proposed improvement...', 'Apply for dispensation...', 'User guide', 'Entry...', 'Help...', 'My Docmap@', and 'Reports'. The main content area is titled 'App D Corporate requirements for business travel' and includes sections for 'D.1 Travel agencies and suppliers' and 'D.2 Responsibilities'. The document header shows 'Title: Human resources', 'Doc. No: FR16', and 'Version: 3.0'. The validity area is 'Statoil / All locations ; DPNA CANADA / Canada ; DPNA US OFFSHORE / Houston'.

Title: Human resources
Doc. No: FR16
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App D Corporate requirements for business travel

D.1 Travel agencies and suppliers

Statoil has agreements with travel agencies, airlines, hotels, and car rental agencies.

The use of approved travel agencies and suppliers enables us to deliver consistent services at a cost efficient manner and provides consolidated travel information. It also provides quick and efficient access to travel information in situations where it is needed.

Using the approved agencies benefits Statoil in the form of economies of scale. This can in turn be used to benefit our employees and other benefits.

In order to meet local requirements, Statoil's subsidiaries may adopt country-specific supplements. The supplements are available on the company intranet.

D.2 Responsibilities

Travel activities take place in understanding with the line manager or person with task responsibility, who is responsible for ensuring that the travel is necessary and justified.

Each employee is required to:

- make use of alternatives to business travel whenever relevant (video or telephone conference/net meeting)
- obtain their manager's consent for the travel plans
- understand and comply with the requirements in this document and other relevant guidelines, requirements and procedures
- book all business travel through approved travel agencies, airlines, hotels and car rental firms
- display common sense and carry out business travel in a safe and cost-effective manner

- Statoil's travel guidelines are reflected in the agreements with the suppliers

Travel@Statoil

- One global page for travel

The screenshot shows the Statoil Travel@Statoil website. At the top, there is a navigation bar with the Statoil logo, 'Entry', a search bar, and 'My feeds'. Below this is a secondary navigation bar with links for 'Services@Statoil', 'Human resources', 'Organisation', 'How we work', 'HSE', and 'News & media'. The main header features the 'Travel@Statoil' title and a background image of an airplane wing. On the left, a sidebar menu lists categories: Alerts and restrictions, News, Getting ready to travel, Policies and procedures, Health and advice, Booking, Expenses, Locations, Technology, and Emergencies and assistance. The main content area is divided into sections: 'Alerts and restrictions' with a 'Add to my feeds' button, and 'News'. The 'Alerts and restrictions' section includes three items: 'Brazil travel advice: Rio + 20', 'London travel advice - 2012 Olympic and Paralympic Games', and 'Moscow security update'. The 'News' section includes three items: 'Still possible to use SAS TPC card on the Oslo Airport Express Train for Statoil', 'A shorter journey to good information', and 'Remember to follow Statoil's travel rules'. At the bottom, there are three large buttons: 'Getting ready to travel', 'Policies & procedures', and 'Health & advice'.

Search

Search in all content Search My feeds

Tools

Services@Statoil Human resources Organisation How we work HSE News & media

Travel@Statoil

- › Alerts and restrictions
- › News
- › Getting ready to travel
- › Policies and procedures
- › Health and advice
- › Booking
- › Expenses
- › Locations
- › Technology
- › Emergencies and assistance

Alerts and restrictions

[Add to my feeds](#)

 **Brazil travel advice: Rio + 20**
The United Nations Conference on Sustainable Development takes place in Rio between 20 and 22 June. Most hotels in Rio de Janeiro are already fully booked for the period. Statoil employees are advised...

 **London travel advice - 2012 Olympic and Paralympic Games**
In the summer of 2012, the Olympic Games and Paralympic Games will be held in London.

 **Moscow security update**
Currently there are no travel restrictions for Statoil employees and family members in Russia.

 **Travel restrictions to Egypt**
Due to the recent security situation in Cairo and the upcoming election all travels to Egypt will have to be approved by the country manager until further notice.

[Read more alerts and restrictions](#)

News

[Still possible to use SAS TPC card on the Oslo Airport Express Train for Statoil](#)

[A shorter journey to good information](#)

[Remember to follow Statoil's travel rules](#)

[Credit card for everyone](#)

[Read more news](#)

Getting ready to travel Policies & procedures Health & advice

“A global mindset” campaign

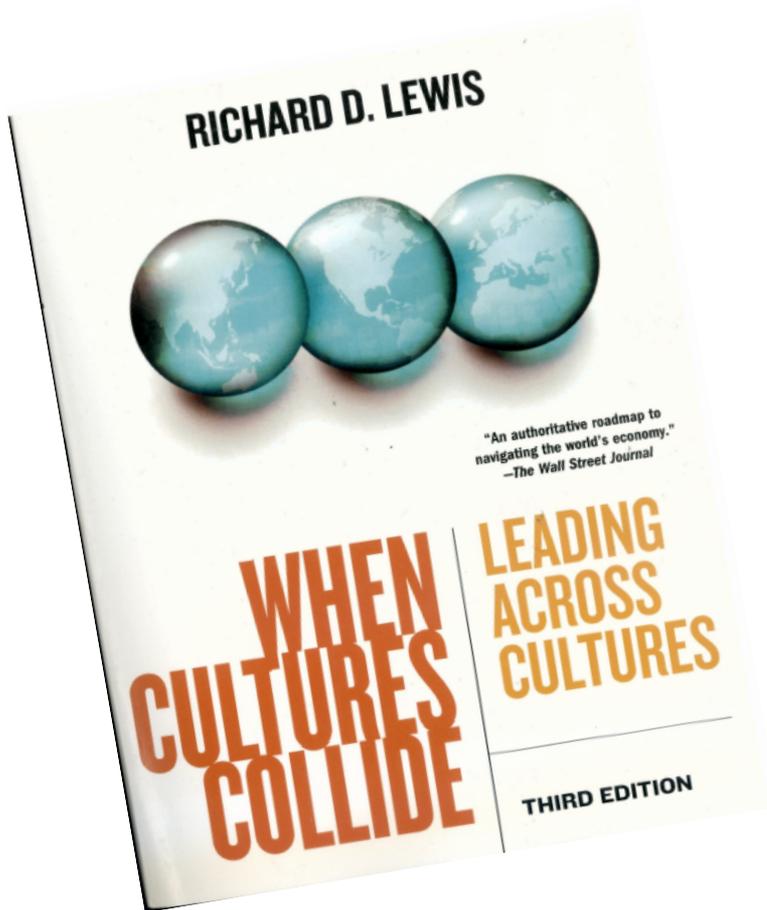
- **When:** The campaign was launched internally in December 2011
- **Background:** A global organization does not automatically have a global mindset
- **Challenge;** What can Statoil do to increase its global mindset ?

A group of employees came up with the following recommendations:

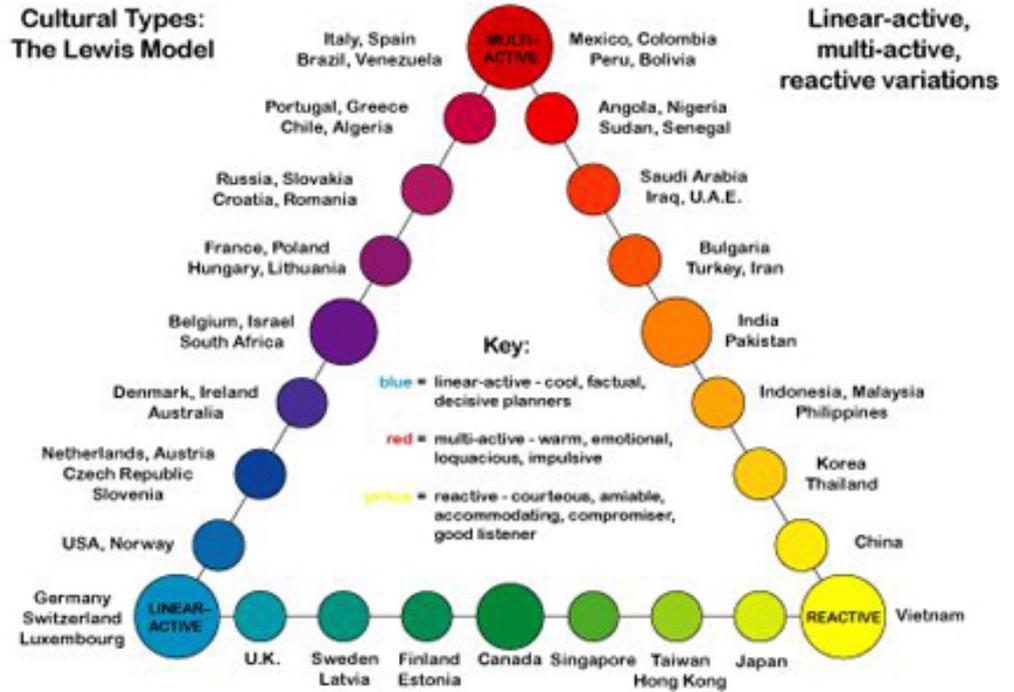
1. Business language
2. Integration in society
3. International assignments
4. “Welcome package”
5. Redefine Statoil values
6. Be more aware of time difference
7. Cultural awareness courses*
8. Language classes
9. International leadership
10. Diverse teams



One example: Cultural awareness courses



**Cultural Types:
The Lewis Model**



«How to» brochure for travellers



Think, act, be **GLOBAL**
- Managing diversity in Global business services



Statoil



How to collaborate

- Avoid being late or cancel a meeting at the last minute. In our culture this is a sign of unreliability.
- Make sure your arguments are rational as opposed to emotional. We like that you use facts and figures to confirm your statements.
- Our decision-making is consensus driven. Anyone who might be affected by the decision is consulted, which might increase the time involved in reaching a final decision.
- We don't like public display of emotion or extreme enthusiasm.
- We are quite egalitarian and even in hierarchical organisations every person has a right to voice their opinion.

Canada



How to build relationships

- The communication style is essentially pragmatic and relies on common sense.
- We like our space and prefer to be at an arm's length when speaking to someone.
- We are reticent to discuss our personal lives with business associates.
- Canada is a multi-cultural country and this is reflected in our values, philosophy and background.
- We are essentially rational and logical and thus we will not be convinced by

Other useful tools



Eye-opening internships



Videoconferencing



Advent calendar

Be aware of stereotyping*

Stereotypes are useful	Stereotypes can be dangerous
When used consciously	When used unconsciously
When they are descriptive, not evaluating	When used to evaluate, not describe
When they have a core of truth	When they are completely wrong
When used as a first best guess	When they are used without consideration of individual differences
When they are modified after new knowledge has been acquired	When they remain unchanged even after new knowledge has been acquired

** A stereotype is a popular belief about specific types of individuals*

There's never been a better
time for **good ideas**

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