[W202] Successful Communications: Managing Change and Relationships Across Cultures

Wednesday, 23 August 16.15 – 17.15

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Topic: Successful Communications

Managing Change and Relationships Across Cultures

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Agenda

- Culture and the Region

- How to manage change

- Tips on how to create a successful change & communication strategy & Increase Compliance

What is Culture?

Learned and shared patterns of behavior of
a group of people e.g.

- Language
- Customs
- Religion
- Values
- Beliefs

Hunger is Instinct!

How we satisfy the hunger is learned behaviour i.e. Culture.

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BALANCING ACT:
GLOBAL
VERSUS
LOCAL

Characteristics of Culture

- Sense of self and space
- Communication and language
- Dress and appearance
- Food and feeding habits
- Time and time consciousness
- Relationships
- Values and norms
- Beliefs and attitudes
- Mental processes and learning
- Work habits and practices

Why is culture important?

They can be Acquired

Provides boundaries and framework

Conservative and resistant to change

Elements of Culture

- Language
- Religion
- Manners and customs
- Material elements
- Aesthetics
- Education
- Social Institutions

Sources of cultural Knowledge

Factual – Communication, Research, Education

Experiential – being involved in a culture

Propensity to Change

I versus We   Individualism

Level of equality in a society   Power distance

Need for formal rules   Uncertainty avoidance

Attitudes toward achievement, roles of men and women   Masculinity

Culture Change and Communication

- Identify the cultural lifestyle and dominant elements of culture
- Define the problem in terms of own cultural traits, habits, or norms
- Define the problem in terms of foreign cultural traits, habits, or norms
- Isolate the self reference influences
- Redefine the problem
- Adopt change agents – strategic leaders
- Educate about the change
- Communicate about the change

ASIA The Differences

	North America	EMEA	ASPAC	Latin America
Number of Countries	2	29 (excluding Eastern Europe)	25 (excluding Central Asia)	34
Number of Currencies	2	17	25	30
Number of Languages	2	30	150 +	4
Number of Airlines	15	73	72	28
Number of low-cost carriers	11	27	8	5
Percentage of e-tickets	90% +	< 15%	< 5%	< 20%

By far the most complex region

Asia-Pacific Overview

- Asia is bigger than you think
- Auckland-Tokyo is an 11 hour flight
- Even Singapore-Tokyo is **6 hours**
- Travelling between most Asian cities wipes out a day

Reality Check

- Very different cultures, languages & expectations

- Different technical standards

- Little airline de-regulation – markets dominated by 'National' carriers.
  - SIA 70% market share
  - Cathay 50% market share

- 14 GDS's commonly in use across Asia
  - TravelSky (China), Axess & Infini (Japan)

- SSR usage virtually zero outside Australia

- Most special fares "unpublished"

- E-Ticket usage growing but immigration issues may restrict increased adoption

- Low cost carriers poised for huge growth

China – A complex market place to operate

Mature Market	China
• One Market Governance	• Regional and City Governance
• Predominance of wholly owned organisations	• Joint Ventures and Subsidiaries
• Single Policy across entire organisation	• Multiple Policies/HQ & Local
• Deregulated Airline Environment	• Government owned
• Airline Inventory managed centrally	• Airline seat dumping at regional level
• Mature infrastructure for GDS systems	• Single and Regulated
• Rich Inventory Access	• Limited Hotel Loading, many airline class inventories
• Mature T&E Management	• Cash society
• Language	• English second language
• Well travelled individuals	• Supplier and travellers limited geographic experience

Expectations often exceed what is currently deliverable

How to manage change

Phase 1
- Commitment
- Acceptance

→

Understand Change and Transition

Phase 2
- Growing forward
- Succeeding
- Implementation

→

Develop your plans
- What is your goal?
- What is in your control?

What People Need

Support → Safety and understanding in dealing with the range of reactions to change

Information → A context and models for understanding the change and transition experience

Structure → Strategies and tasks for effectively managing the change

Communication Strategy Tips

Remember!

Communication Strategy Tips

The ___WIFM___ Factor

Communication Strategy Tips

We retain -
15% of Oral communication

Communication Strategy Tips

We retain -
20% Visual communication

Communication Strategy Tips

We retain -
80% of Oral and Visual communication

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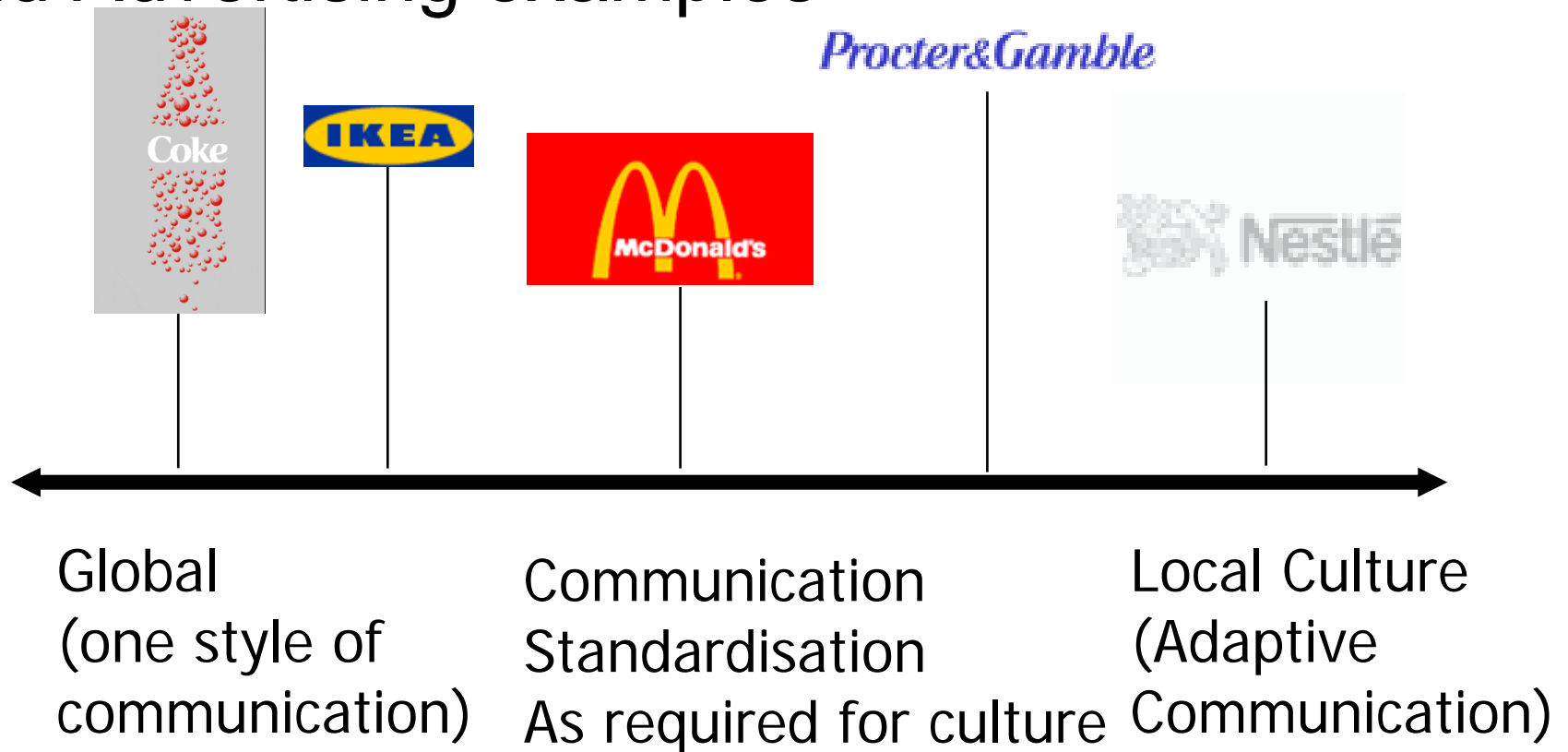ASSOCIATION OF
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Communication & Policy Compliance Strategy Tips

1. Sell the benefits of the programme
   - Tracking tools
   - Management information
   - Cost savings
2. Use your travel consultants to **promote benefits**
3. Be flexible have a regional and or local policy based on local needs
4. Employ a regional travel manager who understands the market
5. Report – Report – Report
   - Post travel
   - Pre travel
6. Senior Sponsor – **Who walks the talk – do as I do**
7. Use technology as an enabler to communication – webex – travel sites
8. Country champions
9. Invite local countrie to participate in bid management for all suppliers
10. Publish results – share success

Communication & Culture
Brand Advertising examples

Coke

IKEA

McDonald's

Procter&Gamble

Nestlé

Global
(one style of
communication)

Communication
Standardisation
As required for culture

Local Culture
(Adaptive
Communication)

McDonald's

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