

Consequence Analysis as Organizational Development

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ABSTRACT:

In this article we argue that consequence analysis is about organisational change and thereby methodologically should be treated as part of that. Traditionally methods of consequence analysis is not sufficient or enough. HSE (Health, Safety and Environment) is also about organisational development (OD). Both in information and data gathering, in decision and participation, and in safe and secure implementation of suggested changes, we consider this argument to be important.

The article is based on R&D projects done in the Norwegian oil company StatoilHydro ASA under the heading of Integrated Operations (IO). The strategy was to choose several pilot projects in one asset to be analysed by consequences as far as HSE was concerned. The idea was further to spread the successfully pilots to other assets after a successful consequence analysis (CA).

Our approach to understand organizations is inspired by Science and Technology Studies (STS) and sees organisations as complex seamless networks of human and nonhuman actants (Actor Network Theory, (ANT) (Latour 1986)). We understand organisations as the ongoing process created by the interests of different actants like ICT, rooms, work processes, new ways to work, being organised and managed. This in addition to an understanding of communities of practice (Levy & Venge 1989) is the point of starting to discuss CA as part of OD. Another used method is based on the risk analysis tool HAZID (Hazard Identification) witch is used in the Norwegian offshore industry as a planning tool to identify hazardous factors and to evaluate risk related to future operations. HAZID were used as a basis for collecting qualitative data in our concept of consequence analysis. Different method was used to identify positive and negative consequences related to implementation of (IO) in two cases, the steering of smart wells from onshore, and a new operation model on an offshore installation.

We observed that the methods had qualities beyond just evaluation of consequences. During the interviews on smart well different groups of actants started to mobilize according to the change process from pilot to broad implementation, new routines and improvements of the pilot were suggested by the production engineers even though they have been operating along these lines for years. But now as the pilot might go to broad implementation, different interests initiated a change of the pilot from the process engineers.

During the interviews and the search conferences on the case of a new operational model, we observed that the discussions generated a new common understanding among the informants about the pilot, the whole change process. The method helped to clarify what the changes would mean in day to day operation, how they were going to work and what the potential consequences could be. It also generated a new understanding of why changes were proposed.

All these questions are important issues in change management and elements that can be discussed related to organisational learning. Consequence analysis can be a useful change management and organisational learning tool, if the traditional design and use of such analysis can be changed.

1 INTRODUCTION

The oil and gas industry is undergoing a fundamental change in important business processes. The transition is made possible by new and powerful information technology. Traditional work processes and organisational structures are challenged by more efficient and integrated approaches to exploration and production. The new approaches reduce the impact of traditional obstacles – whether they are geographical, organisational or professional – to efficient use of an organisation’s expertise knowledge in decision making (Kaminski, D. 2004; Lauche, Sawaryn & Thorogood, 2006; Ringstad & Andersen, 2008)

Descriptions of the new approaches exist elsewhere (e.g. Upstream technology 2007), and will not be repeated here. The approaches can be subsumed under the heading Integrated Operations (IO). Numerous definitions of IO exist in the industry. In StatoilHydro (2007) IO is defined as:

New work processes which use real time data to improve the collaboration between disciplines, organisations, companies and locations to achieve safer, better and faster decisions.

Serial	➔	Parallel
Single discipline	➔	Multidiscipline teams
Dependent of physical location	➔	Independent of physical location
Decisions based on experience data	➔	Decisions based on realtime data

Figure 1: Changes in work execution as a result of IO

It is generally assumed that improved decision making processes in turn will lead to increased production, less downtime, fewer irregularities, a reduced number of HSE-related incidents, and in general a more efficient and streamlined operation.

The fundamental changes in work execution as a result of IO are illustrated in Figure 1 and are briefly described below:

- The old assembly line work mode is seriously challenged by IO. More tasks can be performed in a parallel fashion, thereby reducing total time consumption. From a decision making perspective, parallel work exe-

cution means a more iterative and relational process.

- Multidisciplinary teamwork becomes more critical as the availability of real time data increases, and work is performed in a parallel fashion more or less independently of physical location.
- Real time data at different locations make it possible for personnel at these locations to cooperate based on a shared and up-to-date description of the operational situation.
- Videoconferencing and readily access to data and software tools reduce the need for specialists to be on location. This increases the availability of expert knowledge for operational units, and reduces the time it takes to muster the experts.

The diverse and fundamental changes associated with IO require a careful and deliberate implementation strategy and adequate tools and methods. A method that facilitate analysis and prediction across a broad range of consequences categories are deemed particularly useful.

However, many traditional consequence analysis methodologies are concerned with one consequence category (e.g. safety or cost) and/or are based on one particular approach to data collection and analysis. Although it would be possible to utilise a number of different consequence analyses prior to any IO implementation, it was decided to develop a new methodology for consequence analysis particularly suited for the purpose.

The new method should:

- Be suited for analysis of a broad range of consequence categories
- Be flexible (i.e. allow the analyst to use different types of data and data collection methods, and the method should be flexible across analyses objects (e.g. a refinery and an offshore installation)
- Involve personnel affected by IO in the analysis to ensure participation in the change process.

The IO-program of StatoilHydro has chosen a strategy from pilot to broad implementation in the efforts of achieving the visions of IO. A special exemplary

practice due to the IO characteristics in one of the assets are chosen as a pilot. This practice is first evaluated to be defined a pilot. Then a CA is carried out with conclusions and recommendations for a broader implementation or not. The decision is to be taken by the process owners.

This paper comprises two case studies exemplifying the new method in use, and a general discussion of pros and cons of the new method based on several analyses performed in StatoilHydro in 2007. This discussion gives an especial emphasis on how CA and OD might be seen together, as two sides of the same process.

2 METHODS IN CONSEQUENCE ANALYSIS

In the following we present both a theoretically approach or an attitude underlying the method e.g. Actor Network Theory, the consequence categories used as a basis for the CA, the structure of the method and the practical data techniques used. This method is developed and used in two pilot cases in the IO program of StatoilHydro, “Steering of smart wells from onshore” at Snorre B, and “New operation model” at Huldra Veslefrikk)

2.1 Actor Network Theory-Identifying of actants and controversies

In the IO-case or IO-pilot of “Steering of smart wells from onshore” from the field Snorre B in StatoilHydro ASA, SINTEF used a new approach to a CA method, named Actor Network Theory (Latour, 1986), based on Science and Technology studies (STS), since this pilot is very much about the development of a new complex technology, where as we will see, there might be a lot of different technologically solutions to this issue of smart wells.

This pilot was also about the complex interplay between technology and organization, “a seamless web” (Callone, 1986) of how to use and operate this technology e.g. a network of different actants human and nonhuman and how they chain in different “heterogeneous engineering” (Callone 1986). To study the local community of practice, (Levy and Venge, 1985), their interactions, negotiations and struggles more in depth where this technology is in use, gives an important input to the understanding of the pro et contras of the pilot, and the potential broader HSE consequences of such a pilot. The case showed that technology was not yet frozen as the CA started. In opposite the work on the CA makes it develops further.

2.2 CA method – Visualization of consequence categories

A basis was also to identify both positive and negative consequences related to the categories “organization and management”, “personnel and competence”, “operations and regularity”, “HSE”, “economy” and “company reputation”, which are a broader set of categories than normally in CA.

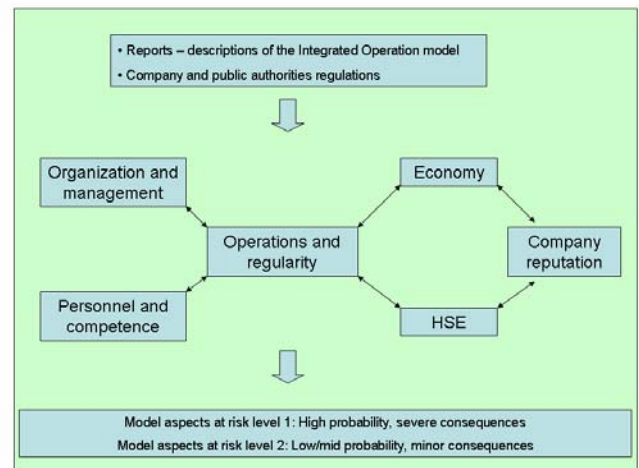


Figure 2: Visualization of the consequence categories as a basis for the analysis

This figure illustrates a linearity or a cause and effect chain between the main factors used as an analytically tool. In studying the communities of practices or “real life” in these cases, we see this is of course more a messy matter (Law, 2004). One of the main activities of researchers is to tidy up the mess, and linearity in-between categories might be one way to tidy up. The linearity was the basis for the method’s further procedure. But first as a starting point to identify the different aspects of potentially consequences within these categories, it is important to identify the most important groups of actants (Bijker & Pinch 1985) participating in the pilot studied. Then the most obvious controversies are important to identify. A quick visualisation of these is often useful to make as a draft to be changed as the analysis goes on. The usefulness of identifying the controversies at an early stage is also to early be able to investigate whether there is a connection between the controversy and the risk level of the potentially consequences.

The further methods follows a well known phase divided, linear, stepwise procedure known in many analysis, evaluations and change programs.

1. Identification of groups of actants and main controversies.
2. Qualitative data collection, interviews and search conference.
3. Use of a “consequence matrix” to help sort raw data based on the factor categories “organization and management”, “personnel and competence”, “operations and regularities”, “HSE”, “economy” and “company reputation”.
4. Analysis of data – using “ANT-analysis”, “cluster analysis”, chains of argumentations
5. Evaluation of risk related to the found negative consequences vs. positive consequences
6. Conclusions and suggestions

get access to the main actants and controversies, and to get in touch with the most important arguments.

The group interviews have the basic aim to gather information, and might be less time-consuming than individual interviews, but might get access to more supervision information. The search conference as such is more a technique to create an arena for a common dialogue on especial issues. A combination of these techniques is often been seen to be fruitful.

In the IO change processes we have seen conflicting interests between management representatives and trade unions. The search conference can be a useful tool in order to overcome these “change process barriers”. The search conference can create openness among the participants (show that things are what they appear to be); create an understanding of a shared field (the people present can see they are in the same world/situation); create psychological similarity among the representatives; and it can generate a mutual trust between parties. All these elements are found to be important in order to achieve effective communication within and between groups (Asch, 1952), and in this case to bring the planned change process forward in a constructive direction.

2.3 Data collection – Interviews and Search conferences

SINTEF further developed the CA method in order to evaluate a new integrated operation model (IO-model) to be implemented in StatoilHydro ASA' “Huldra Veslefrikk organisation”. The method aimed to identify potential positive and negative consequences related to implementation of the new operation model according to the five consequence categories mentioned above (fig.2).

In both cases qualitative data were collected through document studies, thirty individual interviews (Smart wells, Snorre B), seven individual interviews (New operation model, Huldra Veslefrikk) and one search conference (Huldra Veslefrikk), (e.g. Emery & Purser, 1996) with relevant personnel from the Huldra Veslefrikk organization. Search conferences were not effectuated in the Smart Well case due to the initially high controversy about this pilot.

The interviews could be performed either with individual informants or in groups of people. The choice depends on how important are the controversies, and how complex is the understanding of the operational practice and the communities of practice that follows that. A combination might also be a good solution.

IO-project reports and descriptions of the new proposed IO-models in was the basis for the document studies in both cases. As a basis for the interviews and the search conferences we used the proposed change measures needed to implement the new model as an interview guide. In addition we initially ask for the history of the initialisation of the pilot to

2.4 Use of consequence matrix

In order to sort hypothetical negative and positive consequences after implementation of the suggested pilot, we used a matrix to help us sort the informant's statements within the categories “organization and management”, “personnel and competence”, “operations and regularity”, “HSE”, “economy” and “company reputation”. To the positive consequences we tried to describe which presumptions underlying these statements, and to the challenges found we tried to suggest compensating actions.

New ICT (Information and Communication Technology), with the use of large screens gives new possibilities for search conferences. In group interviews and in the searchconferences these matrixes might be collective created, showed on a large screen, which might give a good enthusiasm, participation and founding of the results.. In a case like this there will be many arguments and the matrixes gives a nice way to “tidy the messy arguments” and easily give an overview. The concurrent production of this matrix in a search conference might in addition be timesaving. A further step might be to use the search conference and the consequence matrix to also start the analysis. Here is the point where em-

ployees often feel the participation ends, which creates a situation of resistance at the time of implementation.

2.5 Analysing data

To analyse data, one of the methodologically starting points was to find the controversies and paradoxes about the smart well technology, and to identify the different groups of actants that are involved in the controversies. By identifying the different controversies one also identifies the interests that are connected to the controversies, and the constellations of interests that the different actants are chained in. Interests are to be seen as the “driving forces” for changes. Interests are what makes things happen both in a positive and a negative way, e.g. interests are also what make things not happen. If one wants to understand the OD aspects of a CA, one has to understand the main interests. And if one wants to do Organizational Change one has to be able to play with the main interests or to be able to play the game, to chain in with the different interests in different enrolements and translations (Latour, 1986) to make a strong enough chain to be able to do Change Management, if not it is all in vane.

Part of the analysis was also to describe which presumptions underlying the positive consequences found, and to suggest compensating actions to the challenges found. The main stakeholder in the analysis is in these cases SINTEF. Consequence analysis is something in-between an evaluation and scenario thinking, and trained skilled methodological and analytical skills are of course required. But a higher degree of participation in the analysis, and to test out the analysis might be a fruitful idea, and with the search conference as a tool, a possibility that is not so far away. But the last responsibility for the analysis should be the action researchers.

In addition to identify the different aspects of potentially consequences of the pilot mentioned above, positive as negative, the CA has to do a ranging of the different arguments by importance. E.g. by risk level or sometimes by interests (As seen in figure 4). One way might be to find what argumentations and chain of argumentations that are used by visualizing the arguments by “cluster analysis”. We often end up with only a few central arguments, as the basis for conclusion.

The “cluster analysis” aimed to find clusters in statements regarding proposed negative consequences related to one or several IO-model meas-

ures. As a result it was easier to see how several IO-model measures could cause interaction effects (e.g. severe negative consequences) within the different categories shown in figure 2.

The clusters of the negative consequences were then risk evaluated, based on the risk analysis tool HAZID (Hazard Identification). The HAZID tool defines risk as probability multiplied with consequence. A risk level for each consequence cluster was established by a qualitative evaluation of how probably it was for each cluster to occur, and how critical it would be, e.g. how large the interests are concerned to this consequence.

All steps in this design, except for the risk evaluation of clusters, were carried out in close cooperation with our informants and the StatoilHydro IO-development team.

The extended focus on employee involvement through interviews and search conferences must be characterized as a relatively new approach within CA-designs. Also the focus on analysing consequences in a broader perspective than just HSE must be characterized as new, as definitively the approach of ANT is CA. The effects of this kind of approach will be discussed further in this paper.

The method as so contains of well known elements, but the newness in the method is in the combination of these well known elements as ANT, interviews, matrix, search conference, cluster analysis, etc..

3 THE USE OF CONSEQUENCE ANALYSIS (CA) DATA IN ORGANIZATIONAL DEVELOPMENT (OD), IN STATOILHYDRO'S IO PROGRAM

In the following we describe two different cases based on the methodology we described in chapter 2.

3.1 Case 1: "Implementation of a new integrated operation model in StatoilHydro ASA' Huldra Veslefrikk organization"

The StatoilHydro installations Huldra and Veslefrikk were classified as “tail production installations”, meaning they were in the last phase of production initiated to prolong the economic lifetime of a field. This situation can represent rising production costs and potential lower profitability. In order to obtain the profitability, the Huldra Veslefrikk organization had to increase the efficiency of the operations and to cut administrative costs. Implementation of IO was then seen as a solution, and the organization be-

came a part of StatoilHydro's pilot program for implementation of IO-models.

An organizational development (OD) process was started to find a suitable IO-model for the organization. As a basis for the model design, they emphasized the following design criteria for the new IO-model:

- 1) Administrative work tasks offshore to be transferred to the onshore organization
- 2) To make the onshore support organization more operative (e.g. manning the onshore support team with offshore personnel in rotation)
- 3) To make the offshore organization more operative (e.g. more time spent on operations, less on administrative tasks)
- 4) To enhance handovers between shifts offshore by improved planning onshore

The OD-process was carried out by using a method called "CORD-MTO" (Coordinated Offshore operation and maintenance Research and Development – Man-Technology-Organization) as a basis. The process leading up to a proposed IO-model turned out to be filled with conflicts between the project management group and labour union representatives. This was mostly due to change management issues and what the labour unions characterized as an unfair OD process. We, as an independent part of the process, also observed a kind of uncertainty among employees about how the new organization would look like, and what consequences the structural changes would have for each individual employee. We have observed this kind of "change anxiety" in many change processes, but in this case we observed that the process of carrying out a CA, we believe had an unexpected effect upon this "change anxiety".

We observed that the CA method used had qualities beyond just evaluation of consequences. During the search conferences we observed that the discussions generated a new common understanding among the informants (employees) about the whole change process and the new proposed operation model. The method helped to clarify what the changes would mean in day to day operation, how they were going to work and what the potential consequences could be. It also generated a new understanding of why changes were proposed. All these issues are important in change management, and they are elements that can be discussed related to organisational learning. CA can therefore be seen as a useful change management and organizational learning tool if the traditional design and use of such analysis can be changed.

3.2 Case 2: The pilot "Steering of smart wells from onshore" in StatoilHydro ASA

A meeting in the W& D (well and drilling) network 19.11.04 decided that with planning of new fields it should be prepared for the implementation of down whole equipment or DIACS valve, e.g. smart wells. For existing fields the same policy is decided for planning of new wells. Deviations from this should be followed by economical calculations. This pilot is about a potential implementation of smart wells as a part of an IO strategy from pilot to broad participation, in existing wells in former StatoilHydro. The pilot is named "Steering of smart wells from onshore". The pilot takes place in the field Snorre B, which came from former Hydro into StatoilHydro. Originally Snorre B with its technological inventions came from the former small oil company Saga. Through performance of a Consequence analysis SINTEF should help StatoilHydro in take good decisions whether the pilot should be recommended for a broader implementation or not.

StatoilHydro had about 10-15% of the smart wells worldwide. In December 2006 we found 48 completions of smart wells with altogether 147 DIACS valves. There is an increasing trend in smartwell-completion in the company, and about 100 smart wells with 320 valves over 25 fields were anticipated in 2010.

One of the conclusions of our CA was that there are no safety consequences because the DIACS valves are not part of the barrier system. The main consequences are of potential economical gains in production optimisation, and potentially changes for the production engineers if they are changing from today's reactive operation to a more proactive operation with the use of realtime data. More personnel resources of the production controllers are needed and it might be a more 24 hrs operation in one or a way.

We mapped the present practice in 6 different assets (Heidrun, Veslefrikk, Gullfaks hovedfelt, Snorre A, Gullfaks satelitter and Visund) to see the gap between the pilot and the present practice in these assets. The main way of operating smart wells was identified, e.g. a manual way of operating as we see it in Gullfaks hovedfelt, Snorre A, Veslefrikk, Heidrun. In this solution the production engineers and the supplier has to travel offshore to operate the DIACS physically. There is a common understanding that this is not a good solution. The main controversies are between the pilot of Snorre B or the solution as they have in Norne, Visund, Gullfak

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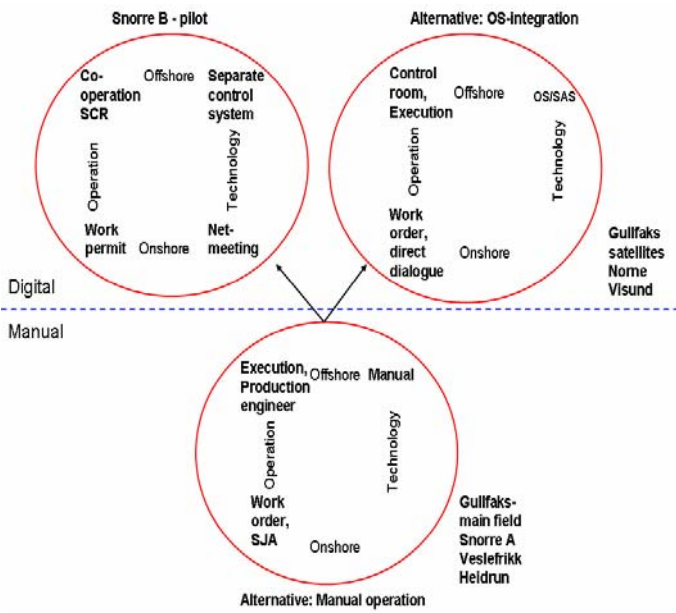


Figure 3: Overview of the main alternatives for smart wells by existing assets in StatoilHydro.

In the analysis of all the potential consequences we soon realised that we need to make a distinction between *operations* (who is pushing the button) vs. *steering* (who is planning and initializing the process) due to an unclear linking between language or term and practice, and to thereby avoid misunderstandings. As a premise for the further analysis it is given as a presumption that onshore is always steering anyhow, the competence for that is onshore in Drilling & Well and in Petroleumtechnology. The controversy is whether SCR (Sentral Control Room) or the production engineers/ production controllers onshore is the one who should operate the DIACS valves or if it should be done by a supplier onshore as in the pilot of Snorre B.

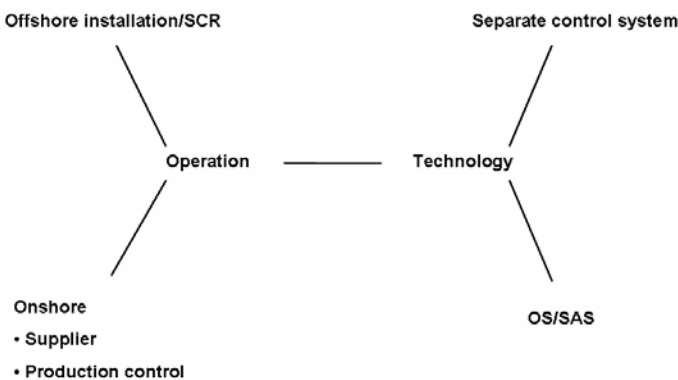


Figure 4: Main controversies in the analysis of the smart well pilot.

Their largest controversy in this pilot is who shall operate the DIACS valves, who shall push the button, SCR offshore or onshore. And connotated to that controversy is the question of choosing and developing of technology, which solution to choose. Different technology might support different operational solution e.g. who can push the buttons for operating the smart wells.

And when it goes from a single autonomous case to a pilot with possible consequences for other assets the chain of interests are getting larger. The two main technologically alternatives are between to digital variants, one with the integration in the OS (operation station) system and operation from SCR. Many of the assets want to go in this direction. The alternative of the pilot is to have a separate operation system which is used now for the pilot. Operation today is done by the supplier Well dynamics which has to travel from their office to StatoilHydro to operate the valves which influenced the time of reaction from decision to operation if that is important. One of the most important consequences against an integration in OS is the potential possibilities for external hacking which one avoids with a separate control system as in the pilot. But security is said to be well handled at the statoil@plant. It also involves larger development cost to integrate than the separate solution of the pilot. The pilot has a script that makes an operation from onshore preferred. An integration in OS opens for a symmetry between on and offshoreoperations, and thereby might conserve status quo, as far as todays situation on who should operate the valves, wether the pilot might push a change.

As the CA started a discussion within the pilot whether the pilot initially was good enough evaluated to become a pilot or not. While the interviews came about the production engineers then starts to create suggestions of what can be changed in the pilot as they realize that this might be the reality for many colleagues in other assets, and that their practice might be the standardized proactive, even though they have not done anything to improve this or to come with the same suggestions the two three years in-between now and after the pilot was evaluated.

4 FROM PILOT TO BROAD IMPLEMENTATION AS A CHANGE STRATEGY

One of the main strategies to achieve their aims of IO in StatoilHydro has been to define different locally existing practices which contains good “IO characteristics” as a pilot to be considered a broad implantation in the other assets after first an evalua-

tion and an then a broader consequence analysis. The pilot of smart wells in Snorre B was a locally initiative and a concept that was decided when the field was developed, that we can see from the choice of concept of platform. Here we see a “top down” strategy, e.g. the IO initiative meets a locally “bottom up” initiative developed in Snorre B. There is a huge variety in practices among the assets due to local autonomy and different history, different field characteristics. When making such connections with local and more global change strategies it is important to well inform the pilot about its chosen status so that everybody knows, to avoid the killing of locally commitment. This is also important to avoid that the local people don’t feel they are hostages for larger organizational changes in other assets, into practices that might work well for them, but they might anyhow create large resistance to these changes in other fields, they are just not invented here and does thereby not fit in, and might demand some trouble to change locally even though they might have been a successful and smooth practice elsewhere. If the pilot is not locally enough anchored, the questions will be posed if it is good enough evaluated locally and thereby any argumentation to support a broad implementation might be effect fully be stopped by potential opponents as a political argument against the planned changes and not an argument that is based in professional discussions.

5 CONCLUSIONS

In this paper we argue that consequence analysis is to be seen as a part of a planned organizational change process. In fact the organizational change process starts when the CA starts. Thereby CA and OU should not be seen as separate parts.

Objective analyses of consequences do not exist. At the time one starts interviewing about potential consequences of an action, different groups of actants are starting to chain and to mobilize their common interests, as we see it in the smart well case, and the change process starts.

The CA might better be seen as a part of a planned organisational change program, and with trying to achieve a good dialogue and a collaborate atmosphere among the parts. It is as we see in the Huldra Veslefrikk case not easy to achieve a good change process if the process of analysis in advanced (CORD analysis) has not followed a good participated process in advance; it is very hard to achieve that later.

The best advice is to use the energy for change that is to be found in the mobilizing and chaining of in-

terests. One has to enroll important actants and chains of important interests if not the OD program will be in vain.

To succeed one has to understand the concrete operational challenges in the pilot, and the seamless web of technology and organization and thus these needs to be described and understood. The CA has one large advantage dealing with this that OD programme rarely interfere with. CA might contribute to make OD more successful.

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