



# Beyond Borders: Leveraging Culture in Global Projects

Maria Hrabikova



## Agenda

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1. Maria Hrabikova's Introduction
2. Project in Japan
3. Being Prepared for the Initiative in Japan and Building Cultural Intelligence and Business Acumen
  1. BBC Country Profile
  2. CIA World Factbook
  3. Newspapers
  4. Webinars
4. Design Thinking
5. Q&A

# Introduction (Maria Hrabikova)



Engagement  
Manager, Industrial  
Software Company

Czecho/-Slovakia

Hobbies





Exploring the World



# The Odawara Castle

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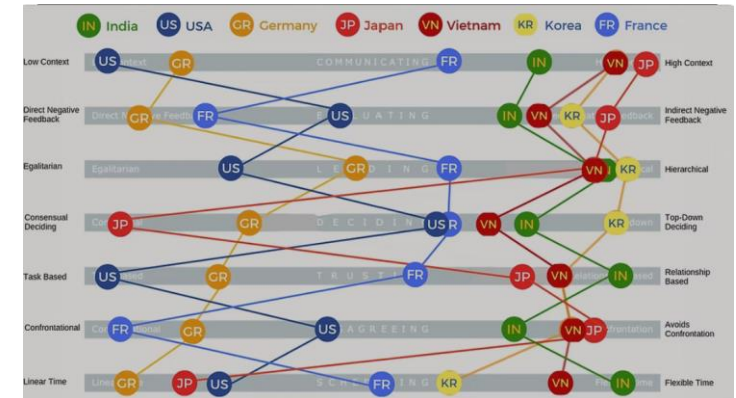
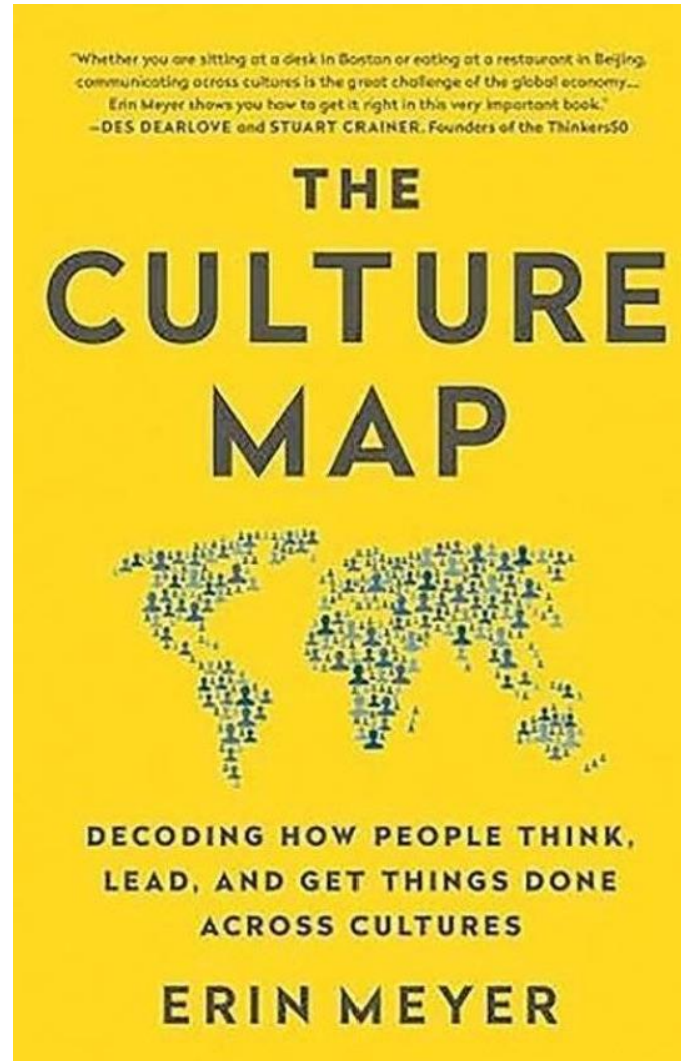
**Toyotomi Hideyoshi**  
**Unifier of Japan**



**Lessons Learned from the Siege of Odawara**

- Flexibility and Adaptiveness
- Shifting Communication Focus
- Ongoing Dialogue with Stakeholders

# Erin Meyer: The Culture Map

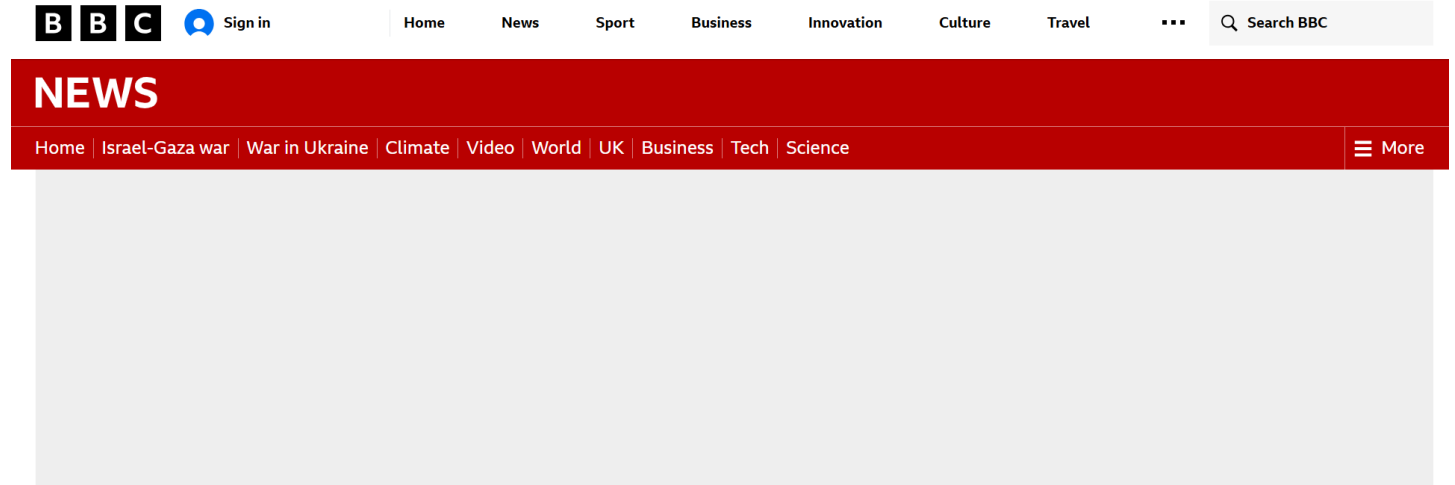


# Eight Cultural Dimensions: U.S. – Japan – Czechia - India

Dimension	U.S.	Japan	Czechia	India
Communicating	Low-context	High-context	Moderate- context	Moderate-to- high
Evaluating	Direct (softened)	Indirect	Direct	Indirect
Persuading	Applications-first	Principles-first	Balanced	Applications-first
Leading	Egalitarian	Hierarchical	Moderately hierarchical	Hierarchical
Deciding	Top-down	Consensual	Balanced	Top-down
Trusting	Task-based	Relationship- based	Task-based	Relationship- based
Disagreeing	Moderate	Avoids	Moderate	Avoids
Scheduling	Linear-time	Linear-time	Linear-time	Flexible-time

# BBC Country Profiles

<https://www.bbc.com/news/world-20048811>



## Country Profiles

### Africa

#### Country

[Algeria](#)

[Angola](#)

[Benin](#)

[Botswana](#)

[Burkina Faso](#)

[Burundi](#)

[Cameroon](#)

[Cape Verde](#)

[Central African Republic](#)

[Chad](#)

[Comoros](#)

[Republic of Congo](#)

[Democratic Republic of Congo](#)

[Djibouti](#)

[Egypt](#)

[Equatorial Guinea](#)

[Eritrea](#)

[Eswatini](#)

[Ethiopia](#)

[Gabon](#)

[The Gambia](#)

[Ghana](#)

[Guinea](#)

[Guinea-Bissau](#)

# Japan Country Profile (BBC)

Japan has the world's third-largest economy, having achieved remarkable growth in the second half of the 20th Century after the devastation of World War Two.

Its role in the international community is considerable. It is a major aid donor, and a source of global capital and credit.

More than three quarters of the population live in sprawling cities on the coastal fringes of Japan's four mountainous, heavily-wooded islands.

Japan's rapid post-war expansion - propelled by highly successful car and consumer electronics industries - ran out of steam by the 1990s under a mounting debt burden that successive governments have failed to address.

Japan's relations with its neighbours are still heavily influenced by the legacy of Japanese actions before and during World War Two. Japan has found it difficult to accept and atone for its treatment of the citizens of countries it occupied.

- Read more [country profiles](#) - Profiles by [BBC Monitoring](#)

## JAPAN: FACTS

- **Capital:** Tokyo
- **Area:** 377,975 sq km
- **Population:** 123.9 million
- **Language:** Japanese
- **Life expectancy:** 81 years (men) 87 years (women)

## LEADERS

Head of State: Emperor Naruhito



Crown Prince Naruhito succeeded to the throne as emperor when his father Akihito abdicated in April 2019, after a reign of 30 years.

Akihito had no political power but played an important role in working to heal the wounds of a war waged across Asia in the name of his own father, the Emperor Hirohito.

He also promoted a more approachable image of the imperial family among the Japanese public, a style that the new emperor is expected to continue.

Emperor Naruhito, who studied at Oxford University, has said that his reign will bear the name Reiwa, which "beautiful harmony".

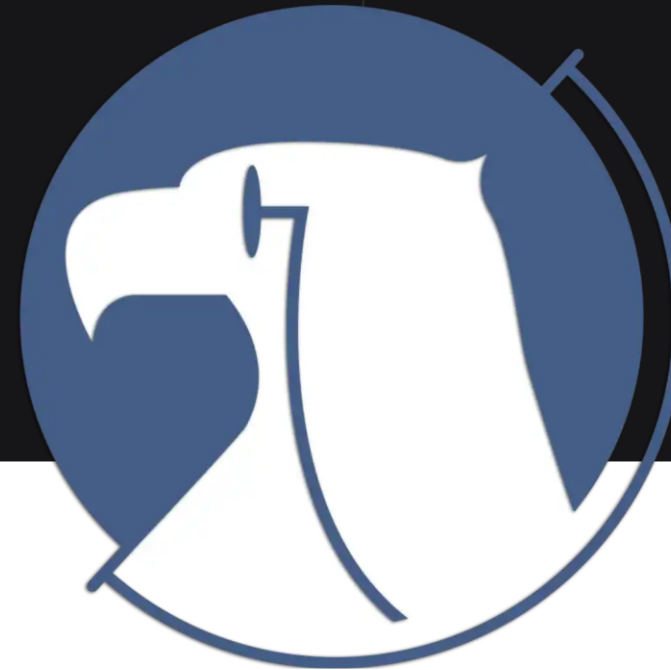


Source: <https://www.bbc.com/news/world-asia-pacific-14918801>



# The World Factbook

*The World Factbook* provides basic intelligence on the history, people, government, economy, energy, geography, environment, communications, transportation, military, terrorism, and transnational issues for 265 world entities.



Travel the globe with  
*CIA's World Factbook.*

## The World Factbook (CIA)

# Fact of the Day

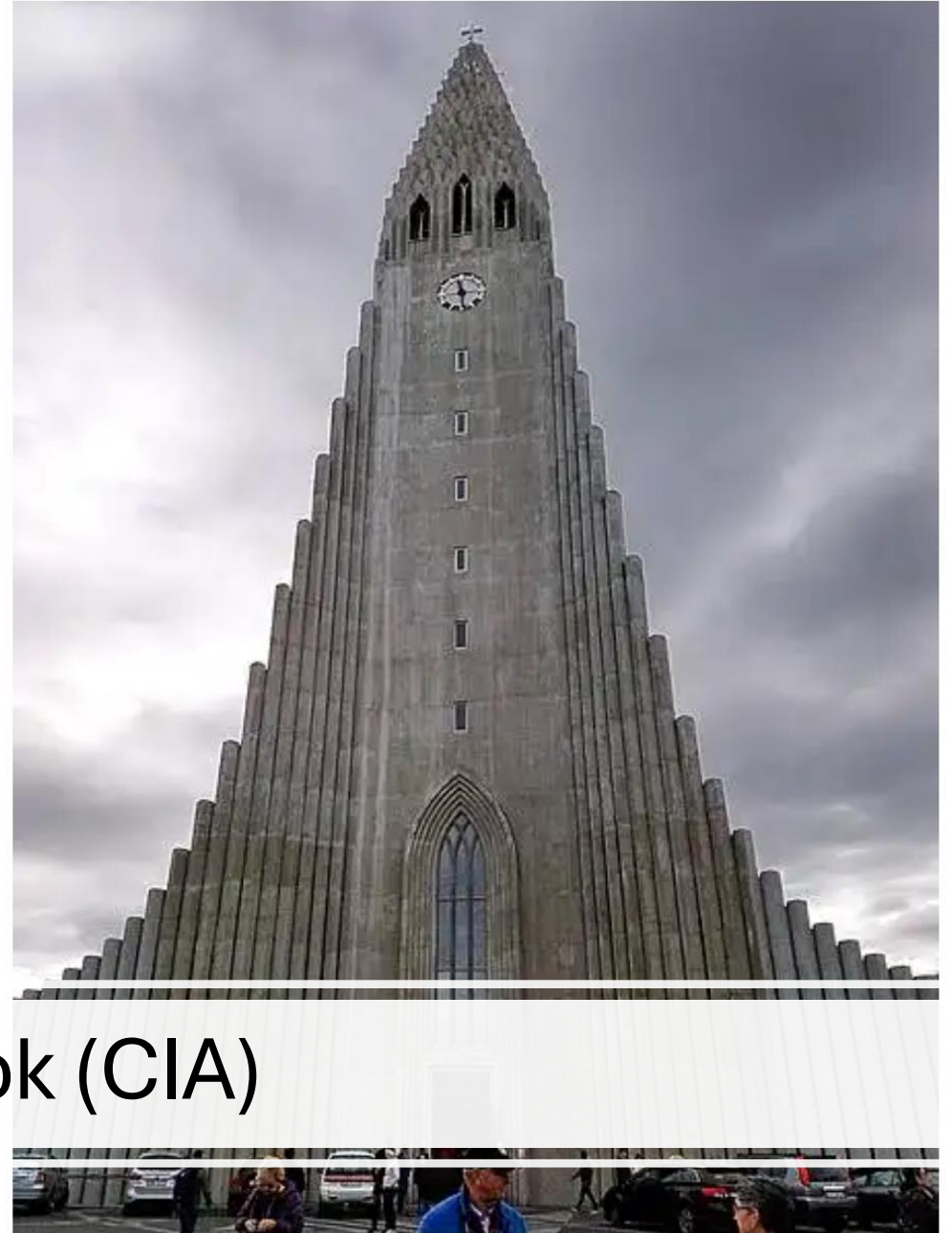
February 23, 2025

## Hallsgrímskirkja

Hallsgrímskirkja, a **Lutheran church** in **Reykjavik, Iceland**, was built between 1945 and 1986 and is one of the tallest buildings and the largest church in the country. Iceland's **volcanoes** inspired its unusual design, which resembles a gigantic stalagmite of petrified lava. Reykjavik is the **northernmost national capital in the world.**


[VIEW 30-DAY ARCHIVE](#)

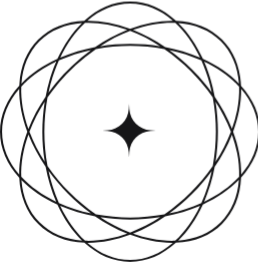
The World Factbook (CIA)




# Japan CIA World Factbook

	<b>Country Flag</b>	
	<b>View Details</b>	<a href="#">↗</a>

	<b>Country Map</b>	
	<b>View Details</b>	<a href="#">↗</a>

	<b>Special Country Products</b>	
	<b>Country Factsheet</b>	<a href="#">↗</a>
	<b>Travel Facts</b>	<a href="#">↗</a>

	<b>Locator Map</b>	
	<b>View Details</b>	<a href="#">↗</a>

# Japan CIA World Factbook

- Contents
- Introduction
- Geography
- People and Society
- Environment
- Government
- Economy
- Energy
- Communications
- Transportation
- Military and Security
- Space
- Transnational Issues

comparison ranking: [total 63](#)

## Area - comparative

slightly smaller than California

Area comparison map:



## Land boundaries

total: 0 km

## Coastline

29,751 km

## Maritime claims

**territorial sea:** 12 nm; between 3 nm and 12 nm in the international straits - La Perouse or Soya, Tsugaru, Osumi, and the Korea and Tsushima Straits

**contiguous zone:** 24 nm

**exclusive economic zone:** 200 nm

## Climate

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## People and Society

### Population

**total:** 123,201,945

**male:** 59,875,269

**female:** 63,326,676 (2024 est.)

comparison rankings: [female 11](#); [male 11](#); [total 11](#)

### Nationality

**noun:** Japanese (singular and plural)

**adjective:** Japanese

### Ethnic groups

Japanese 97.5%, Chinese 0.6%, Vietnam 0.4%, South Korean 0.3%, other 1.2% (includes Filipino, Brazilian, Nepalese, Indonesian, American, and Taiwanese) (2022 est.)

**note:** data represent population by nationality; up to 230,000 Brazilians of Japanese origin migrated to Japan in the 1990s to work in industries; some have returned to Brazil

### Languages

Japanese

**major-language sample(s):**  
必要不可欠な基本情報の源、ワールド・ファクトブック(Japanese)

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## Climate

varies from tropical in south to cool temperate in north

## Terrain

mostly rugged and mountainous

## Elevation

**highest point:** Mount Fuji 3,776 m

**lowest point:** Hachiro-gata -4 m

**mean elevation:** 438 m

## Natural resources

negligible mineral resources, fish

**note:** with virtually no natural energy resources, Japan is almost totally dependent on imported sources of energy



# Newspapers

# NEWSPAPERS



## Coffee, sandwiches, underwear, beer: a day in the life of Japan's beloved konbini stores

Convenience stores are a neat and functional retail institution in Japan, where customers can access the daily essentials, from buying breakfast to paying bills



## FINANCIAL TIMES



# *The Quest to Save the 'King' of Japanese Rice From Rising Temperatures*

Scientists in Japan are mining DNA to try to make the country's famous Koshihikari rice resistant to heat, after a broiling summer ravaged the crop.

**The New York Times**



# Newspapers

COMPANIES

# Japan's century-old companies suffer 95% surge in bankruptcies

Inflation and succession problems deal blow to longtime businesses




Small businesses in Japan are under pressure from rising costs. (Photo by Shotaro Mori)



# Newspapers

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Welcome! You are invited to join a webinar: Can Japan Get Its Manufacturing Mojo Back –...  
[dowjones.zoom.us](https://dowjones.zoom.us)

THE WALL STREET JOURNAL.

# Webinars

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IMD 

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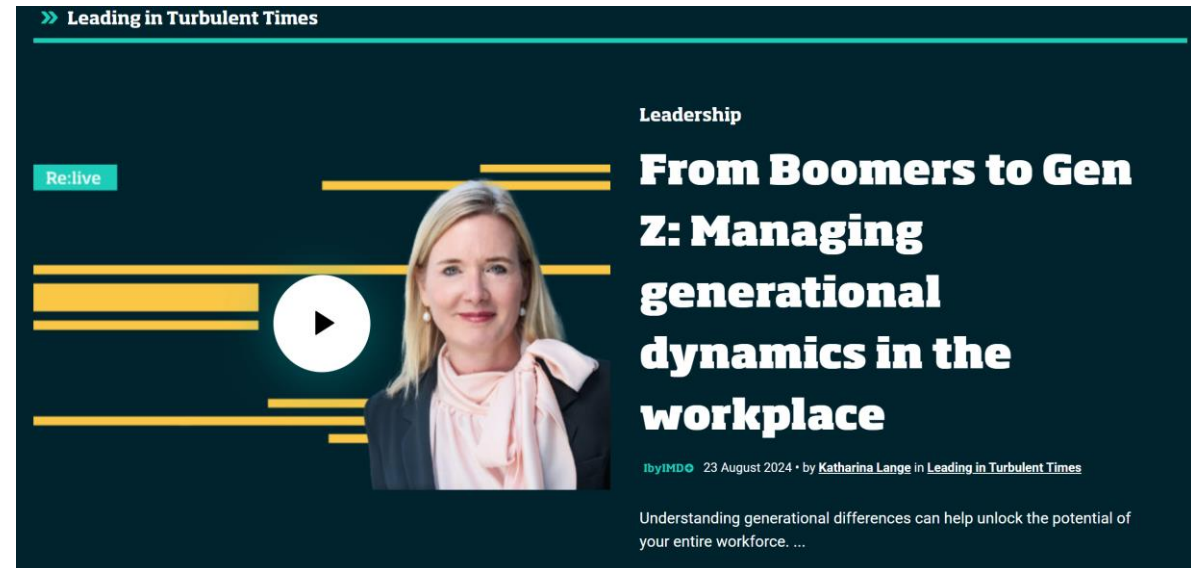
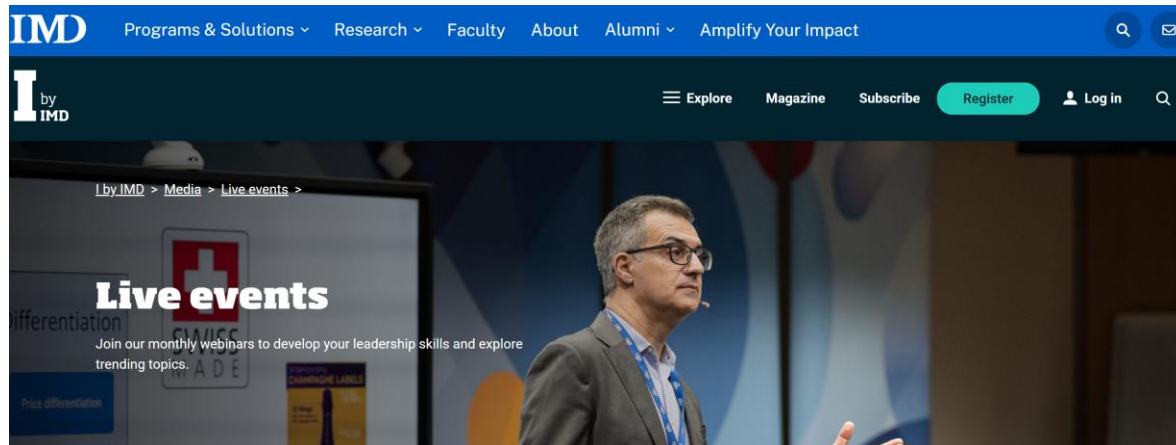
# IMD Business School

Source: <https://www.linkedin.com/school/imd-business-school/posts/?feedView=all>

# IMD Business School's Webinars



Source: <https://www.imd.org/ibyimd/live-events/>



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INSEAD completed an important milestone in immersive learning: for the first time, we combined **#VR** with **#AI** technology in a classroom. ...more



# INSEAD's Webinars



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INSEAD digital

TECH TALK X

## DeepSeek: The Perfect Business School Case in AI Disruption

Tuesday  
4 February 2025

Duration: 60 min

In partnership with  
**accenture**

0:01 / 1:01:07

2025-02-04 13:00:31

**Andrew Shipilov**  
Professor of Strategy  
The John H. Loudon  
Chaired Professor of  
International Management

**Theos Evgeniou**  
Professor of  
Technology &  
Business

**Peter Zemsky**  
Professor of Strategy  
The Eli Lilly Chaired  
Professor of Strategy  
& Innovation

**Robert Maciejko  
(MBA'92J)**  
Co-Founder  
INSEAD AI Alumni

DeepSeek: The Perfect Business School Case in AI Disruption

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# Design Thinking



A herd of camels is shown in a desert landscape during sunset or sunrise. The camels are of various shades of brown and tan, and their long necks are raised. The background is a hazy, golden sky over a sandy dune. The overall mood is serene and evocative of a traditional desert scene.

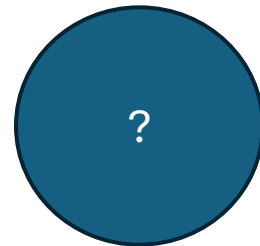
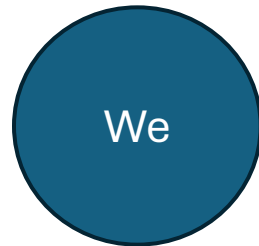
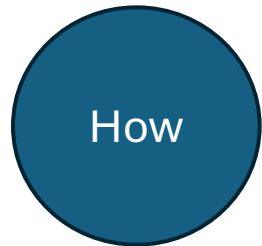
# The Tale of 35 Camels

# Problem Framing



# “How Might We?”

How might we get botrytis more often?



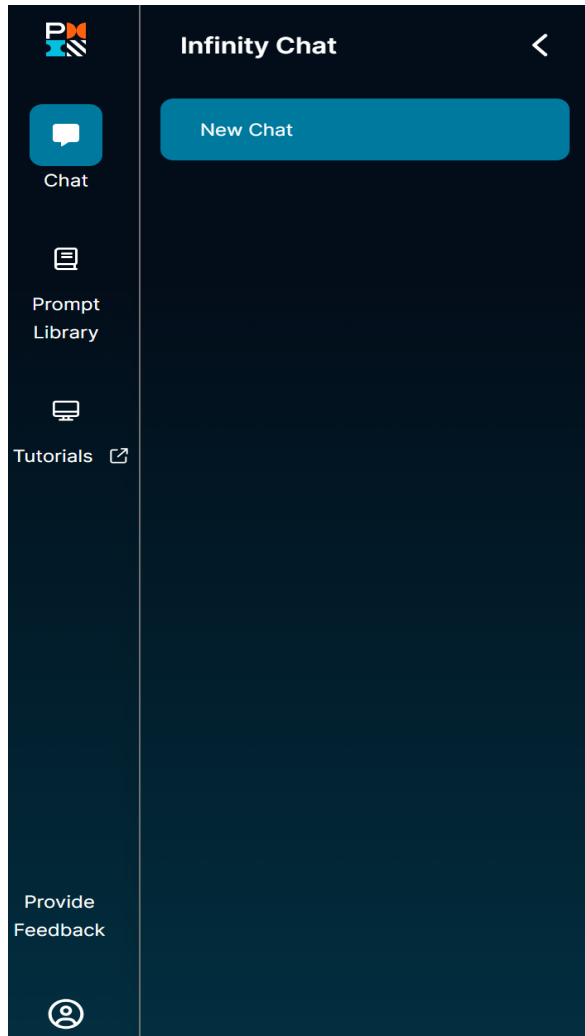
# Subtraction

Research indicates that people prefer addition over subtraction:

a) whether we are building (adding a Lego block),  
writing (adding words in an essay), or  
cooking (adding ingredients in a recipe), even when subtracting would be easier.

As a result, such behavior can lead human beings to overlook simple and more viable solutions.

# PMI Infinity 2.0



## PMI Infinity™

### Explore Project Management



#### PMI Certifications

A comparison chart and business rationale for PMI certifications.



#### Project Health-Check Questionnaire

An email questionnaire that can be used with your team/stakeholders to conduct a project health check.



#### Managing Scope Creep

An email to realign stakeholders to clearly define and agree on the objectives of the project.



#### Stakeholder Management and Communication

An adaptable template for project managers to effectively manage and communicate with stakeholders.

Ask me about project management



PMI Infinity 2.0: Enhanced, Refined, and Continuously Evolving for the Future!



Need a little help?



Q&A