# Interview 1

Спикер 1: Good afternoon. Today I want to talk to you about Asian and non-Asian business. I want to interview you because based upon your experiences in Asian sector and non-Asian sector, both sectors, so I prefer to interview you.

Спикер 2: Good afternoon. Thank you for having me here and I will do my best. You can ask your questions. Thank you.

Спикер 1: Well, so my first question is, how do you understand that job is being done well? Like you achieve company's goals or you're performing right direction, everything?

Спикер 2: Well, basically I'm working as a business analyst. So we have developed some kind of KPIs, key performance indicators for our goals to see either we are achieving our goals or no. For example, if I talk about our sales department, each department have their own KPIs. So for sales department, you could say like our target is to achieve 90% of the sales for this month or maybe for quarter or for year. So if we see that their KPIs are getting fulfilled, so we say like, okay, their jobs is like going well. On the other hand, we have like quality department and we see that how much our customers are satisfied. So we have KPIs for that. We must have 95% of the satisfaction for our customers. So if these criteria are getting matched, so we could say our jobs are going well. on the other hand we have like project time deliveries we have like budgets and all these things if everything's under control and our clients are satisfied so we could say that we are going our job is getting done well all right so what do you think what are the right decision to

Спикер 1: check if the work is being done well or not?

Спикер 2: Well, you could say like everything is based on data because our company is mainly IT company. So data is the most important to see like to make decisions. So what I do usually I gather the data and I contact with my seniors and stakeholders to make the collective decision and I provide them insights that this is our data and this is the interpretation and based on our all these details we make calculated decisions not like just random things.

Спикер 1: You mentioned that you are working in an IT company. According to you, what is the ideal work environment? What should the colleagues do together? How should they deal with the clients, with each other, everything?

Спикер 2: Well, to be very honest, I think the ideal environment is more about where you find the value and you are contributing to the value of the company and you are growing with company. For example, in my company, they started like 10-15 years ago. They are kind of young company but they are growing exceptionally fast. So, I think growing with company like this where your ideas are welcome, the environment is friendly and everything is like so calm and you are learning, you are growing. I think that's the most ideal environment for individual.

Спикер 1: For individual, but for example, if someone is extraordinary person and he thinks that, okay, my other colleagues, they are not doing the same as I am doing. I'm putting my efforts into the work. So don't you think this work environment could be a problem for some people?

Спикер 2: No. Yeah, you are right. Absolutely right. But the thing is that most of our work is more directly related to the most seniors. For example, CEOs, managing partners, they are also involved with us. So they are looking at all the things. We only have to do our best. they are there to see everyone's performance so if they find someone is because of someone someone is lacking behind our team is lacking behind so that's not good for the overall all company so they are the one they can like fire them or maybe they can like put them in other department where they can work well maybe they focus on job rotation to see where all the employees are working well so basically uh it's their decision and they are highly involved in each of the task. For example, our CEO and managing partner, they usually talk to us and like we tell them like what we are doing and all these things. So they have an eye on everything. So they are. That's good.

Спикер 1: Yeah. So like you mentioned that your CEO and other people in your company, they discuss everything with you guys even. So what do you think? Do you even discuss about the ideal company? with whom you have good dealings, for example, the buyers or the suppliers, etc. clients anything about ideal company or ideal clients?

Спикер 2: Yes of course we have we are working right now on international projects so like we are trying to reach some companies basically in oil and gas sectors in middle east especially in UAE so yeah of course when we find some kind of idle partners idle customers so we of course tell our

Спикер 1: So, in my opinion, I think it depends upon the products you actually you are dealing about. For example, like in non-Asian sector and Asian sector, you are choosing the ideal companies according to your products. Yeah. All right. So, okay. So, about yourself, I want to ask you your latest or biggest achievement, whatever you think you have till now, so far.

Спикер 2: Till now yeah of course I joined the company as a junior business analyst and I was kind I was on the probation for like four months and after my performance they accepted me as a full-time employee and as a foreigner who don't even know the Russian language based on my pure IT skills they like it a lot and they probably gave me like a full-time job for as a business analyst and international department because I have idea in Asian market too and in European market too I have experience in both so this is one of my achievement that I my growth was exceptional there on the other hand like soon I will go to some international And I think I'm giving my best and achieving all the goals. So these are all some kind of my achievements in the company.

Спикер 1: Okay, so you mentioned that you have experience both in European and Asian companies. So what do you think, which place is better for you according to your experience, personal experience?

Спикер 2: For my personal experience, I cannot, to be very honest, I cannot take one market because I have experience in Japan, Japanese management. The management there is more kind of, you can say, the hierarchy system is totally different from here and in Europe. So, in Europe and Asia. So, for example, there is consensus based decision making, RINGI system, where only the top management sit and they make the decisions and they tell like Okay, this is the thing you have to do to the juniors and they do anything.

Спикер 1: So this is an Asian?

Спикер 2: This is an Asian, yeah. Japanese man, you can say. And they're like kind of group harmony, lifetime employment. For example, in Europe, If I'm working for like two years in company, if I find like a slightly better opportunity, I will move easily, very easily. I will not think my company as my family, no. But in Japan, they usually go for lifetime employment. If you see one employee there, So they might have experience in one company for 10 years, 15 years, 20 years. Here it's very rare. Yeah. And they focus on like continuous improvement. They focus on total quality management. But of course, the thing, some few things there are not good. For example, I haven't seen a good work-life balance. And we are in Japan and right now I'm talking about the Asian market. So there is not so good in they are not so good in work life balance here. Your work life balance is kind of good and you are also involved in decision making. For example, I'm new to the company, but if I'm working well, so I'm also involved in decision making and we make like collective decisions. But the hierarchy system is different in Asian countries. So I cannot choose one, but I think both have their pros and cons.

Спикер 1: Okay. So we already discussed about your company, what it does in general. No, so you can tell me about the general details.

Спикер 2: In general, I can say like we are basically IT company. Now IT is very wide, you can say range. So we are basically working in business process modeling softwares, BPM and BPM and notations, IT architecture, digital twin. We basically provide organization their digital version so digitally they can handle all their operations, their documentation, their reporting, they can improve their effectiveness, their efficiency, their time. So basically there is like a huge detail but in a nutshell it's like business process modeling software which help them to improve their business operations and daily activities.

Спикер 1: All right, thank you so much for your answers to my questions. Well, apart from this interview, I'm a culture student, so I studied all these things like the European society is more individualistic society, but on the other hand, Asian society is more collectivistic society, according to Hofstede model. So after listening to your experience, I can see like, okay, I can see clearly how the Asian market, how they work, and how the European non-Asian market they work. So thank you so much for your time, for your- Thank you so much for having me here.

Спикер 2: No problem. Okay, goodbye.

Спикер 1: Goodbye.

# Interview 3

05:22

SPEAKER\_01:

No, actually my field is sales so we have to be, we mostly work like 24-7, even on weekends when we are off, we are on work. We are on calls, we are attending meetings, we are connected with our clients to make great deals. So it's not a five-day work week. Even when we are at parties, we are doing our personal stuff, we have to stay connected.

05:51

SPEAKER\_02:

Okay, so don't you think it's very hectic and sometimes like you need to make balance between your work routine and your personal life?

06:00

SPEAKER\_01:

We can only do that in the beginning of the month. So if we are in the beginning of the month, we can do that. In the beginning of the month, we have to meet targets, so we have to stay connected with our clients and people in the team. But if it's beginning of the month, I can switch off my phone and stay calm for two hours.

06:16

SPEAKER\_02:

That's wonderful.

06:19

SPEAKER\_02:

So, moreover, I want to ask about your biggest achievement, maybe a small achievement or a big achievement at your workplace.

06:30

SPEAKER\_01:

Recently, I'm working for an intuition company. And it was a season in the last months. So I kind of worked for 14, 15 hours a day and we didn't have a weekend off. So it's kind of an achievement that people are working continuously. I was just taking a break for my sleep and continuously connected with our clients, making sure they are well, they're happy, they are satisfied. So there's our achievement that if clients are satisfied with our work.

07:02

SPEAKER\_02:

So any other big achievements? Big achievement, for example, in your life, which you cannot forget. Can you quote something?

07:12

SPEAKER\_01:

If we talk about my previous job, I used to handle very reputable clientele. They were very powerful and like big, big giants. So the achievements was I was able to, you know, achieve higher targets than previous history. Like, I don't know how. But I kind of create a code. I was dealing with them harshly. I was sometimes strict with them, sometimes with the communication. I kind of convinced them to sell big and help them sell big.

07:49

SPEAKER\_02:

All right. So that was kind of a milestone in your work life. Yeah, exactly. Okay. So you mentioned that your previous job and your recent job. So what do you think? Which workplace? Or which work was actually the better for you in order to, in comparison to work environment and, you know, the companies? How they deal with clients?

08:23

SPEAKER\_01:

Actually, in my field, no matter where I'm working, it's kind of hectic. The environment is mostly uncertain because we are continuously running behind our targets. We have to make sure we are meeting our targets and all the things. We are also satisfying our customers. So it's kind of hectic. And I won't say I cannot compare both companies. They were totally different. But I think my previous company was a bit more on a better side, culture-wise or, you know. Yeah. The current company is a bit toxic. I don't have job security and that's all. But in previous company. It was pretty. I know I was working with them even when I missed my targets or something.

09:11

SPEAKER\_02:

Well, it is not the question of my interview. But what do you think if it's toxic? So do you want to continue it? Or you are just.

09:24

SPEAKER\_01:

Looking at the current world environment, I don't think we can leave the job without backup. So I think we need to get some backup before quitting that job. So I mean, I'm in continuous looking for the backup. So I'll leave as soon as possible.

09:40

SPEAKER\_02:

All right. So you are working in non-Asian market, right? So it means you would prefer Asian over non-Asian market. The next time you will go.

09:52

SPEAKER\_01:

I cannot say. I cannot say. I won't decide that. I look for the opportunity. Analyze that. And if it's better. I don't think. I won't go for Asian or any. If it's beneficial for me financially, career wise, growth wise, opportunity wise. I'll go for it.

10:11

SPEAKER\_02:

All right. No matter which market it is.

10:14

SPEAKER\_01:

I don't care about that. Okay.

10:17

SPEAKER\_02:

So tell me about like in general terms about your company. What does it do?

10:26

SPEAKER\_01:

Current company? Yes. So it's a tax prepared company. Basically, they. They. They file taxes on behalf of our clients or for businesses, for individuals, all kinds of taxes. So people approach us through emails. It's 100% remote company. People approach us through email, their websites. And then we talk to them. We try to hire them, crack the deal. And then it goes to other part of team. Admins take over in the second stage. Okay. And they assign to some tax or tax accountant or CPA who can handle their taxes. All right. And in the end, that's how stepwise cycle is. Okay.

11:14

SPEAKER\_02:

Thank you so much for your time, for your interview.

11:18

SPEAKER\_01:

Thank you. Thank you. Thank you for having me. Goodbye.

# Interview 3

1. How do you understand that the job is being done well?

"I track my success through clear KPIs like meeting quarterly sales targets, customer satisfaction ratings (currently averaging 90%), and operational efficiency. Recently, I led a project that resulted in a 15% reduction in operational costs, which directly contributed to meeting our year-end goals."

2. What is the right way to make decisions in your work?

"I make data-driven decisions after analyzing key performance metrics. For example, I recently used A/B testing on a marketing campaign, which led to a 25% increase in conversions. I also hold weekly meetings with cross-functional teams to gather input before making final decisions."

3. Describe your ideal work environment or partner company/ideal vacation day.

"The ideal work environment is one that fosters both independence and collaboration. For example, my current company offers flexible work hours, and I can work from home two days a week, which increases productivity. For a partner company, I look for one with a solid track record in tech innovation and a shared commitment to transparency—similar to the partnership we have with XYZ Corp, which improved our product rollout times by 30%. For vacations, I enjoy a week-long trip to a quiet coastal area to fully disconnect."

4. Please describe your usual working day.

"I typically start my day at 8:00 AM with a quick review of key metrics from our CRM and customer service reports. From 9:00 AM to 11:00 AM, I focus on high-priority tasks, like project planning or negotiating with clients. After lunch, I spend 1–2 hours in meetings, then allocate the rest of my afternoon to team collaboration and strategy work. On average, I manage 3–4 projects simultaneously and ensure weekly progress reports are on track."

5. Please describe your latest achievement (big or small) in your place of work.

"My latest achievement was leading a product launch that generated $2.5 million in revenue in the first quarter, exceeding projections by 20%. This was achieved by working closely with the product, marketing, and sales teams to streamline the launch process, reducing time-to-market by 15% compared to previous launches."

6. Please describe the difference between your previous and current workplace.

"In my previous job at Company A, we worked in a more traditional, top-down environment where decisions were made by senior leaders and then communicated to the teams. At my current company, decisions are much more collaborative. I’m involved in the decision-making process from the start and have a direct influence on strategy. For example, I helped pivot our marketing strategy, which resulted in a 10% increase in year-over-year customer acquisition."

7. Please describe what your company does in general terms.

"My company, ABC Software Solutions, develops cloud-based software for small to medium-sized businesses. We offer a suite of tools that helps businesses automate operations, from inventory management to payroll processing. Last year, we saw a 35% increase in customer retention after implementing a new customer feedback loop. Currently, we serve over 500 clients in the retail and logistics sectors."