

FRISCO CHAMBER OF COMMERCE



# UP CLOSE

DOING BUSINESS AS A  
WORLD CUP BASE  
CAMP

Presented by:



DENTON COUNTY  
TRANSPORTATION  
AUTHORITY

connect grow lead give back

FRISCO  
CHAMBER  
of commerce

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INNOVATOR SPONSOR



ALTAIR® GLOBAL

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COMMUNITY PARTNERS



ECONOMIC DEVELOPMENT  
CORPORATION



FRISCO CHAMBER OF COMMERCE



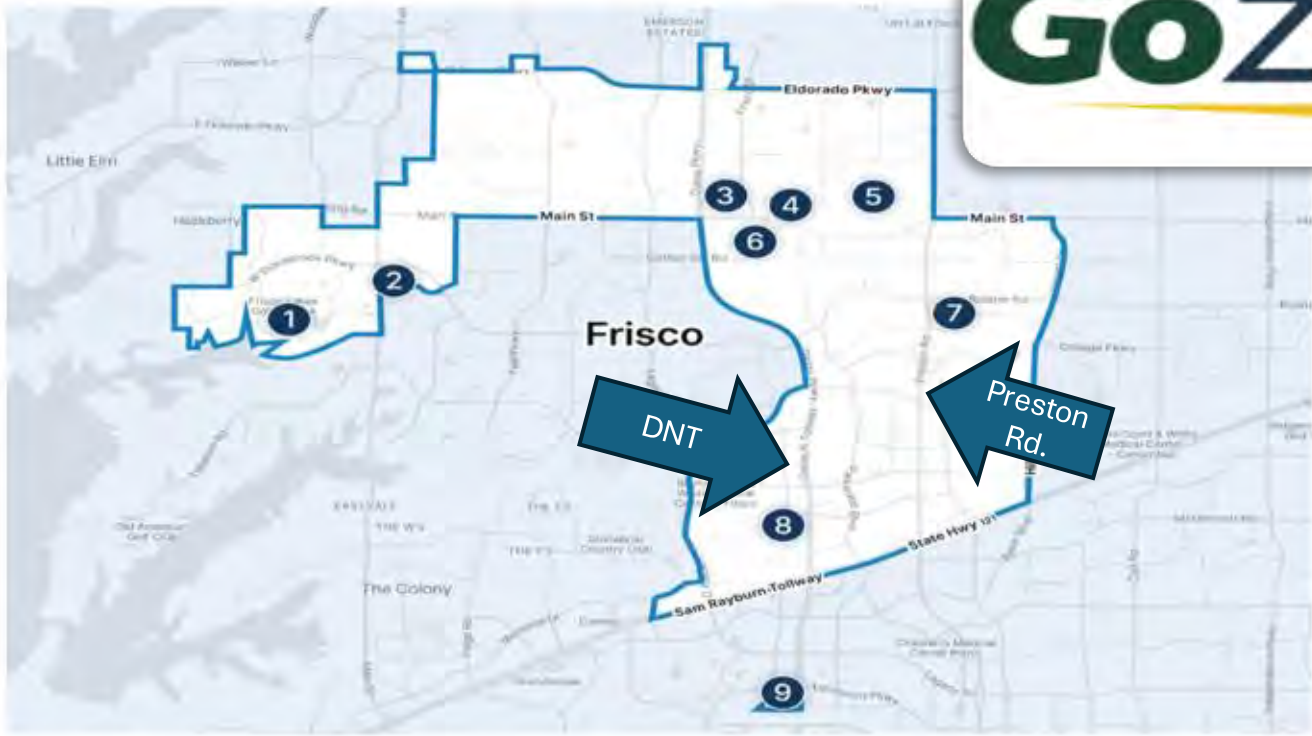
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CAMP

PRESENTING SPONSOR



DENTON COUNTY  
TRANSPORTATION AUTHORITY



### Hours of Operation

Monday – Friday  
6 a.m. – 6 p.m.

\$3 Base Fare  
Not to Exceed \$5 per ride  
Connects to NW Plano Park and Ride

### Popular destinations:

- 1 Frisco Lakes Retirement Community
- 2 Walmart Stonebrook
- 3 Toyota Stadium
- 4 Frisco Family Services
- 5 The Grove at Frisco Commons
- 6 Frisco Public Library
- 7 Collin College Frisco Campus
- 8 Stonebriar Centre
- 9 NW Plano Park & Ride



Download the GoZone App:



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**Dan Irvin**  
Speaker, Author, &  
CEO/Owner at  
The Speaker Lab



**Djorn Buchholz**  
Executive Director  
National Soccer Hall of Fame



**Josh Dill**  
Assistant Executive  
Director at Visit Frisco

# Frisco Fanatics Interest Form



FRISCO CHAMBER OF COMMERCE



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**Diana Zalaquett**  
**Global Events Enablement Lead**  
**at HubSpot and a Cross-**  
**Cultural Trainer at Aperian**

FIFA WORLD CUP 2026 · FRISCO, TEXAS

# How to Host the World

A cultural intelligence masterclass for Frisco businesses  
ready to turn global visitors into lasting relationships.

**DIANA ZALAQUETT**

Global Events Manager · HubSpot | Founder · Maki Nuna | Powered by GlobeSmart® · Aperian

**THE STORY  
THAT STARTED  
IT ALL**

---



Nothing  
romantic  
happened.

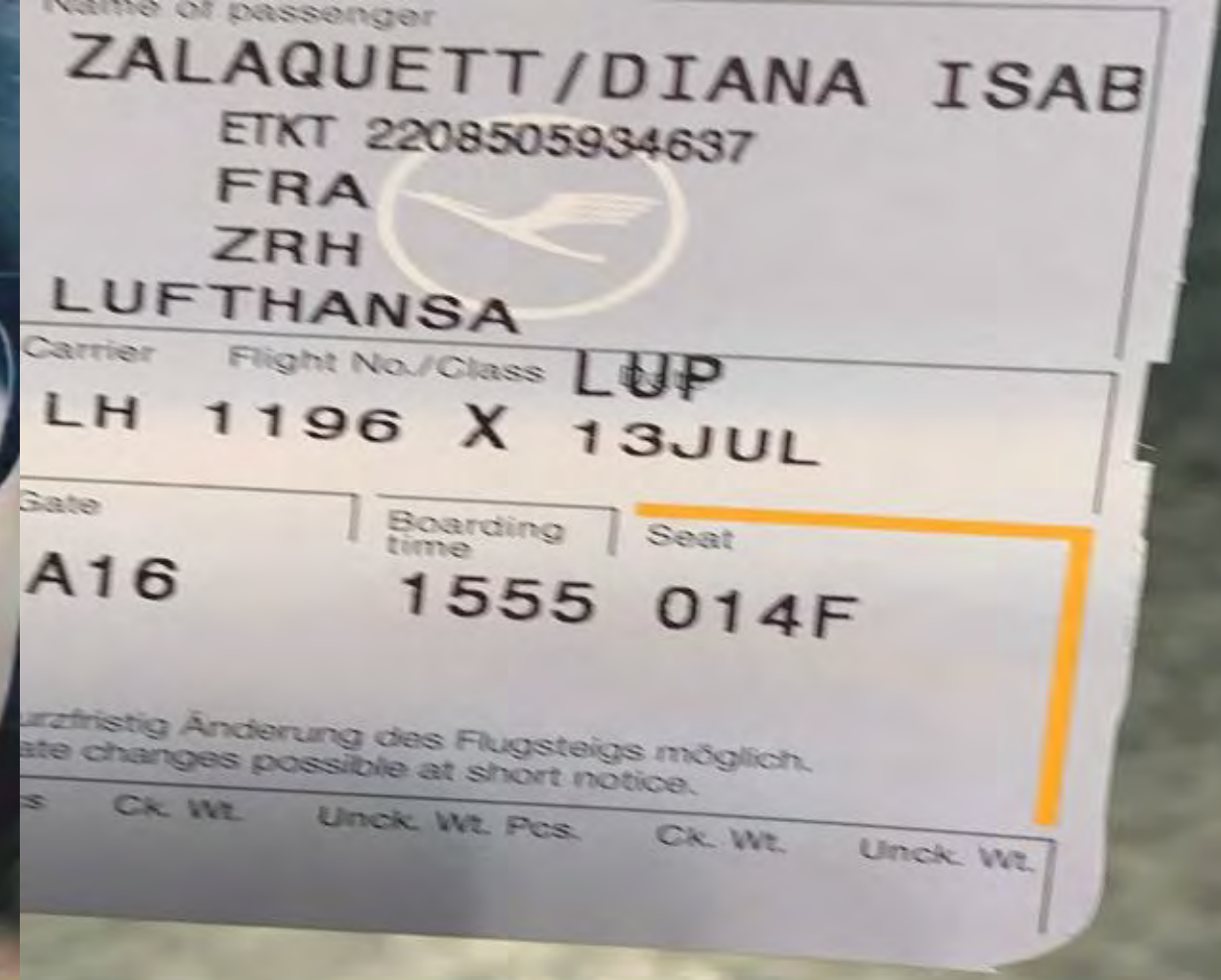
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*On the last  
night, he said  
something I'll  
never forget.*



**@patriciotorro excited to see u!**

**I can't believe that this is happening & the look on my face is just a general feeling of "bliss." I cannot WAIT to go back to my Swiss family!**



Name of passenger  
**ZALAUQUETT/DIANA ISAB**  
ETKT 2208505934637  
FRA  
ZRH  
**LUFTHANSA**  
Carrier Flight No./Class **LUP**  
**LH 1196 X 13JUL**  
Gate Boarding time Seat  
**A16 1555 014F**  
Kurzfristig Änderung des Flugsteigs möglich.  
Late changes possible at short notice.  
Ck. Wt. Unck. Wt. Pcs. Ck. Wt. Unck. Wt.





# Why?



THE STORY THAT STARTED IT ALL

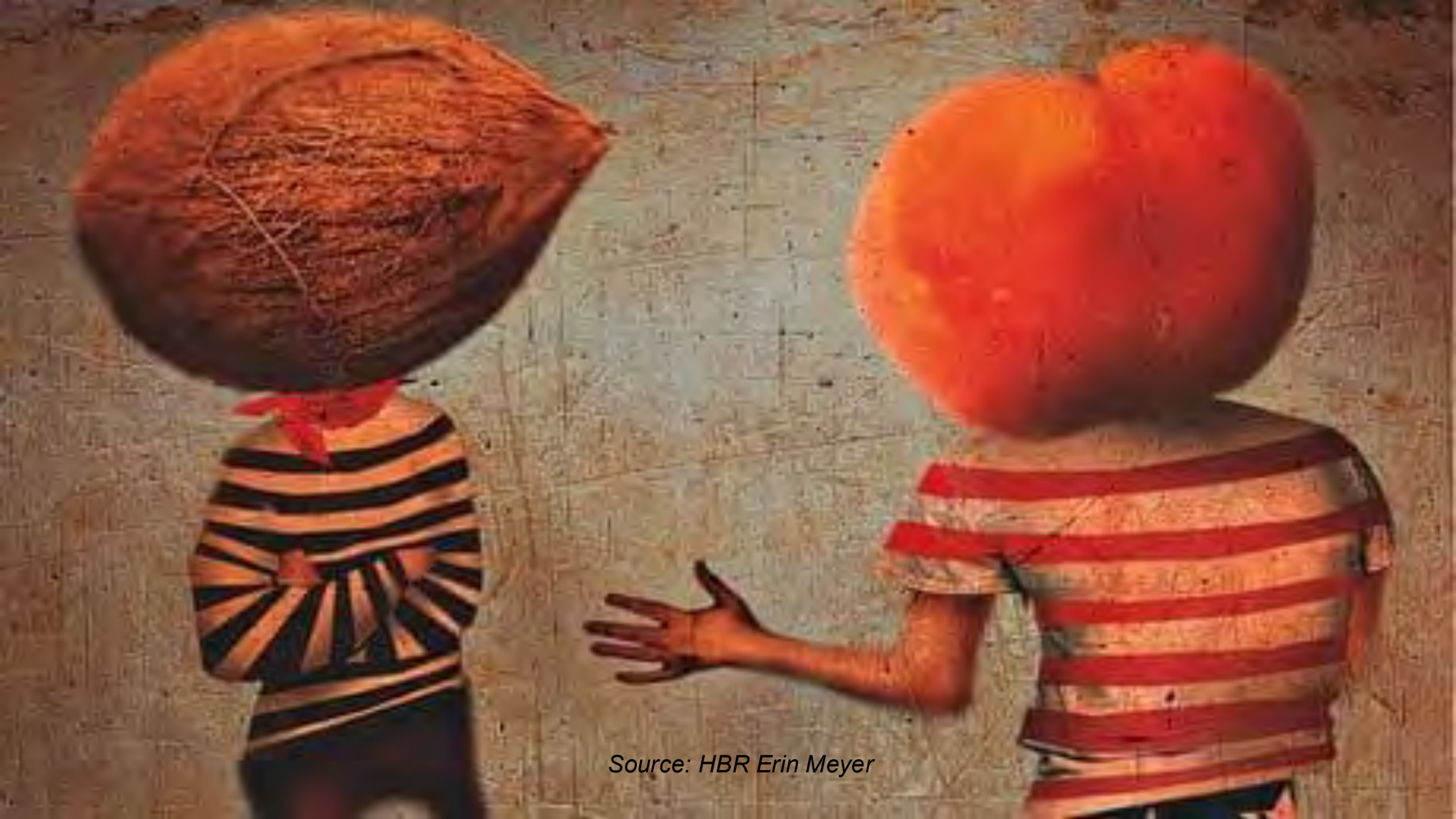
**"You are superficial.  
And you lack self-esteem."**

*A German man. Last night in the Swiss Alps.*

Small talk = superficial

Subtlety reads as weakness

Positivity can irritate



Source: HBR Erin Meyer

# Frisco is on the global stage.

9

**MATCHES**

across North Texas

6

**COUNTRIES**

Poland · Sweden · Argentina  
Japan · Croatia · England

9x

**SUPER BOWL**

estimated economic impact

*Sweden's national team is basing in Frisco. Visitors will experience local hospitality firsthand.  
Businesses that approach international guests with genuine cultural curiosity will be the ones they remember.*



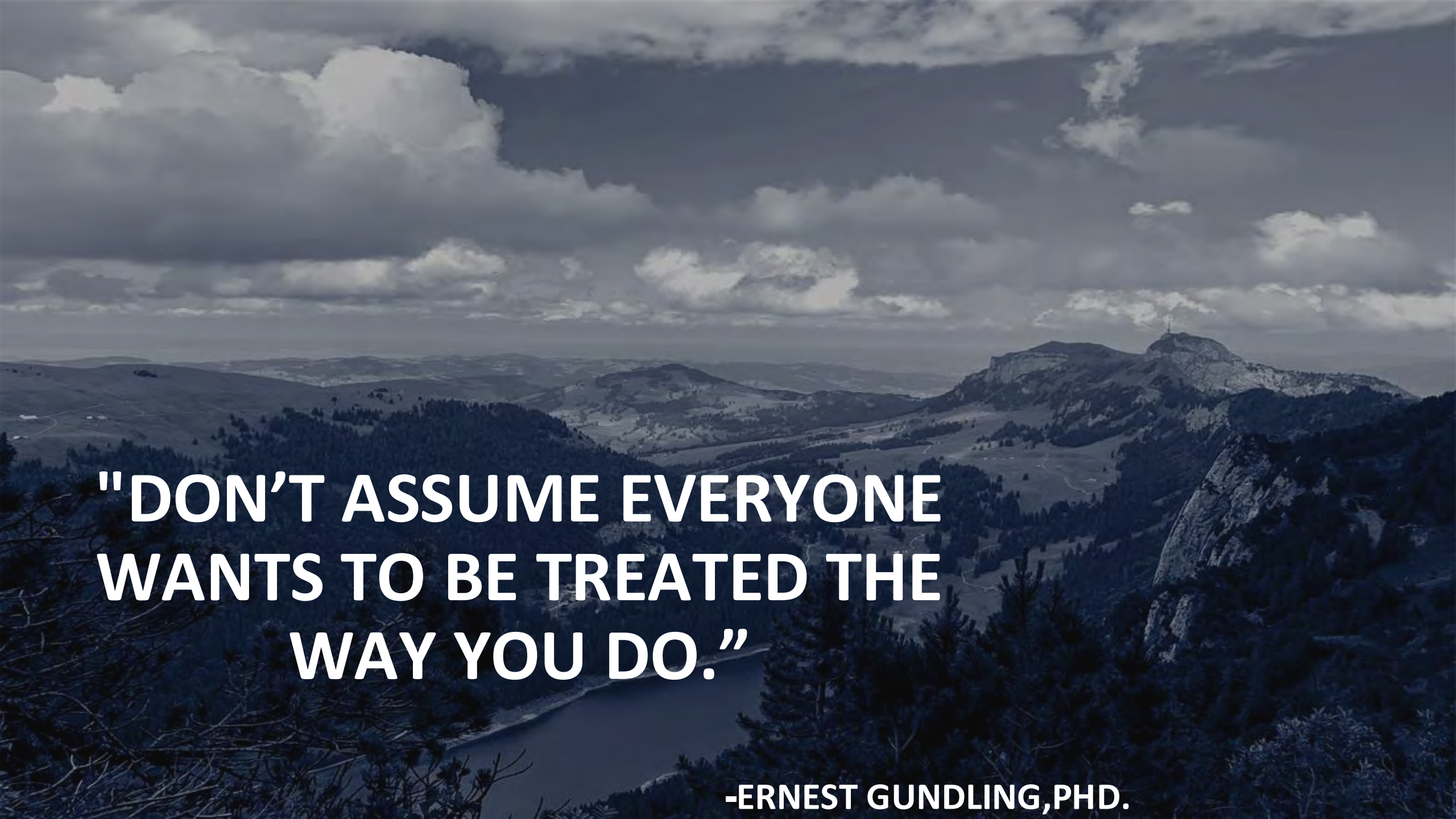
~50

countries traveled.

---

One constant truth:

*Culture shapes everything.  
Whether silence is respectful or rude, whether  
positivity is warmth or performance.*

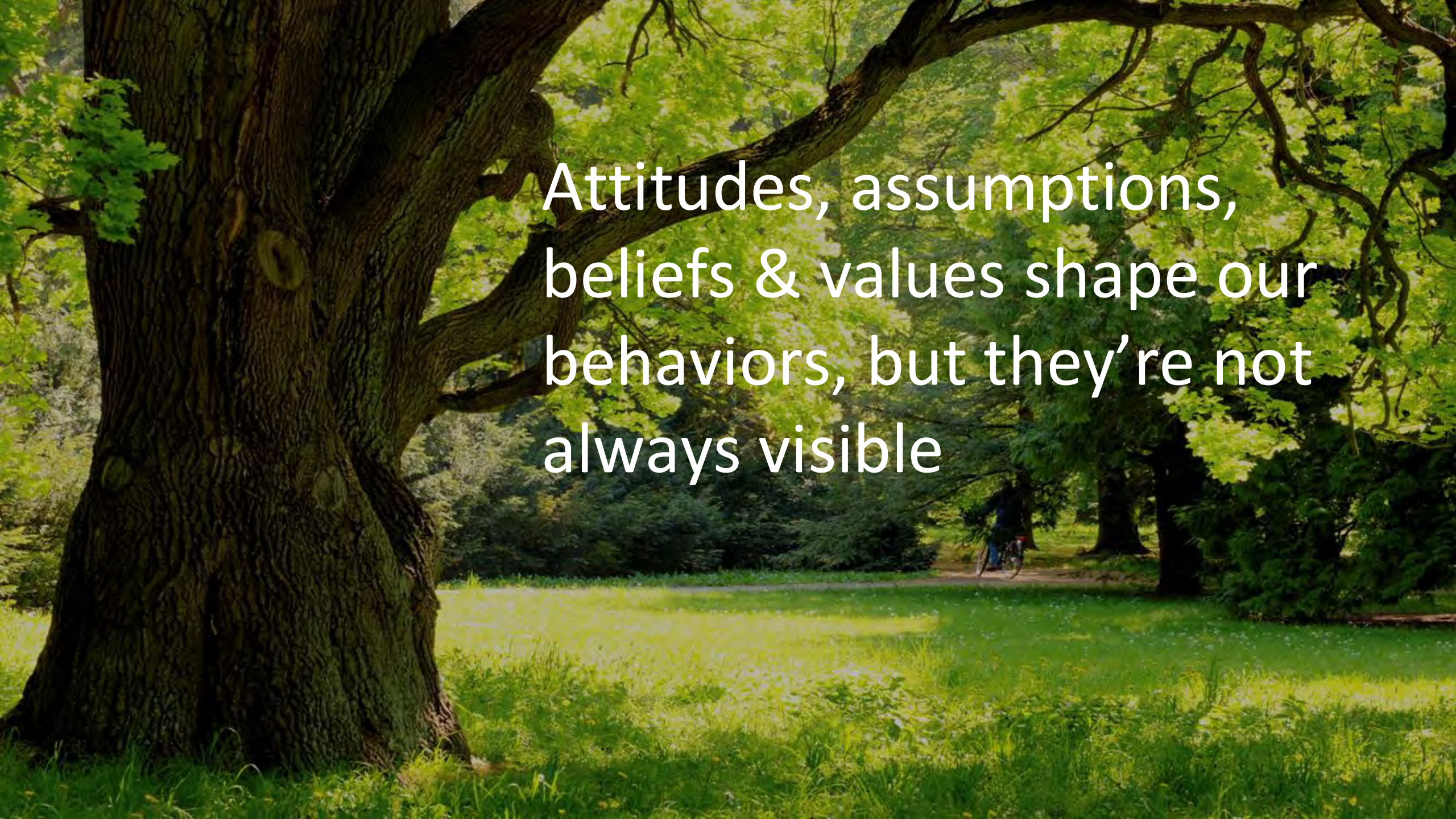


**"DON'T ASSUME EVERYONE  
WANTS TO BE TREATED THE  
WAY YOU DO."**

**-ERNEST GUNDLING, PHD.**

A large, gnarled tree trunk dominates the left side of the frame, its thick, textured bark showing signs of age. The tree's branches spread out across the top and right, framing the scene. The background is a vibrant green park with a path where a person is riding a bicycle. The overall atmosphere is peaceful and natural.

Culture as a **tree**

A large, ancient tree with a thick, gnarled trunk stands on the left side of the frame. The tree's branches spread out, casting shadows on the ground. In the background, a person is riding a bicycle on a path that winds through a lush, green park. The scene is filled with vibrant green foliage and sunlight filtering through the leaves.

Attitudes, assumptions,  
beliefs & values shape our  
behaviors, but they're not  
always visible



DIY

Change is fast

Speak-up

Direct

Short-term results

Small talk

Futuristic



Explicit

Fast - Concise

Informal

# United States

A close-up photograph of a baby's face, smiling broadly. The baby's face is covered in orange-colored food, likely baby food or puree, smeared across the forehead, cheeks, and chin. The baby has light brown hair and dark eyes. The background is plain white.

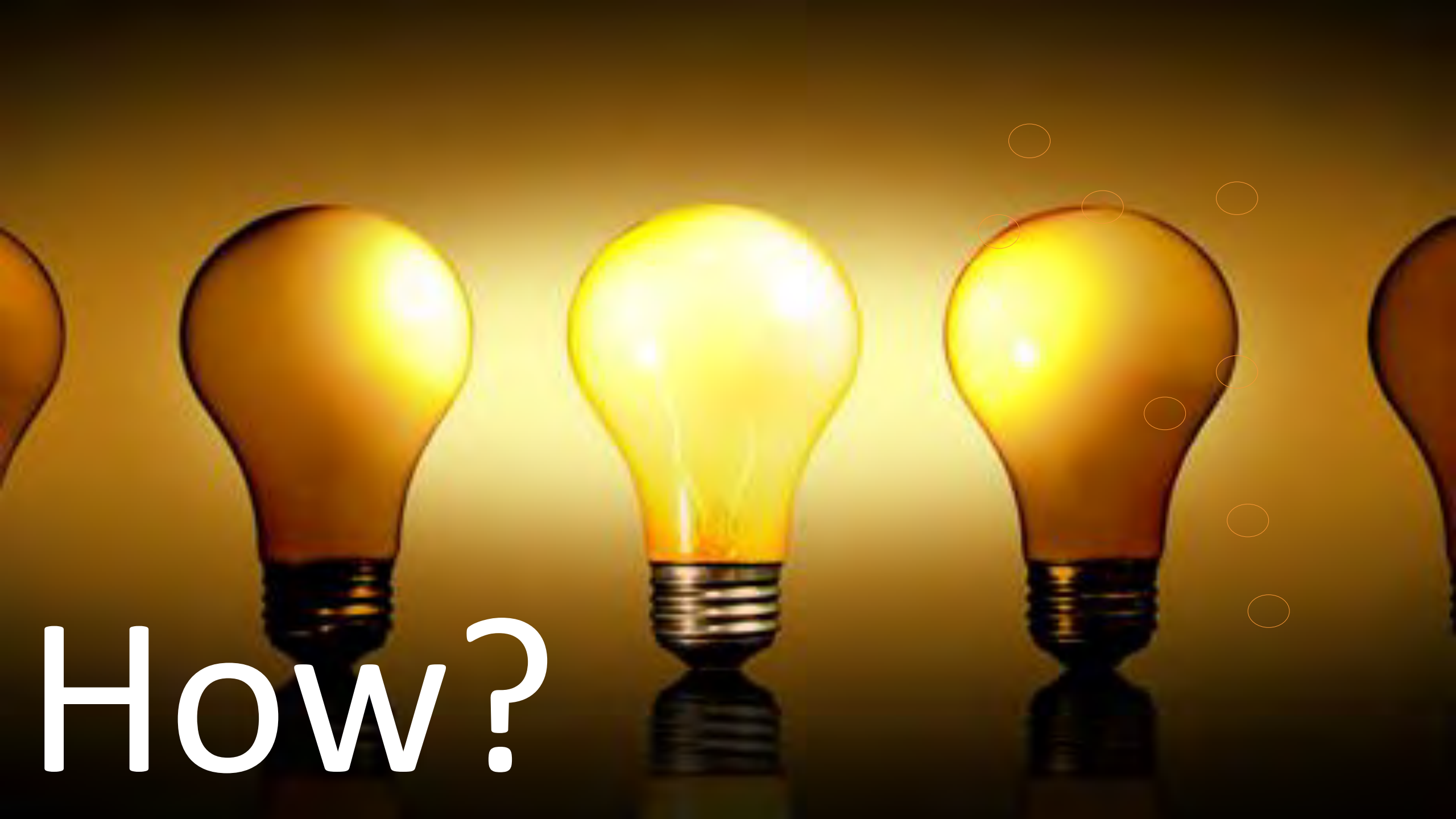
**What else could they conclude?**

# Entrepreneur Barbie?

**Skill building &  
educational toys**



**Mattel**



How?



THE RESEARCH FOUNDATION

# GlobeSmart® measures culture across 5 proven dimensions.

*by Aperian · 35+ years of research · No culture is right or wrong.*

Independent ↔ Interdependent

Egalitarianism ↔ Status-Oriented

Risk-Taking ↔ Certainty-Seeking

Direct ↔ Indirect

Task-Focused ↔ Relationship-First

# 5 Dimensions of Culture

Independent

How do I derive my identity?

Interdependent

Egalitarianism

How should my group be structured & power distributed?

Status

Risk

How do I make decisions in uncertain or ambiguous situations?

Certainty

Direct

How do I communicate requests, tasks, and feedback?

Indirect

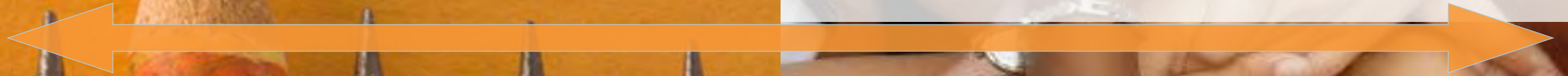
Task

How do I prefer to approach a new work project?

Relationship

# INTERDEPENDENT

- Group harmony
- Cooperation
- Identity to group affiliation
- Loyalty to groups



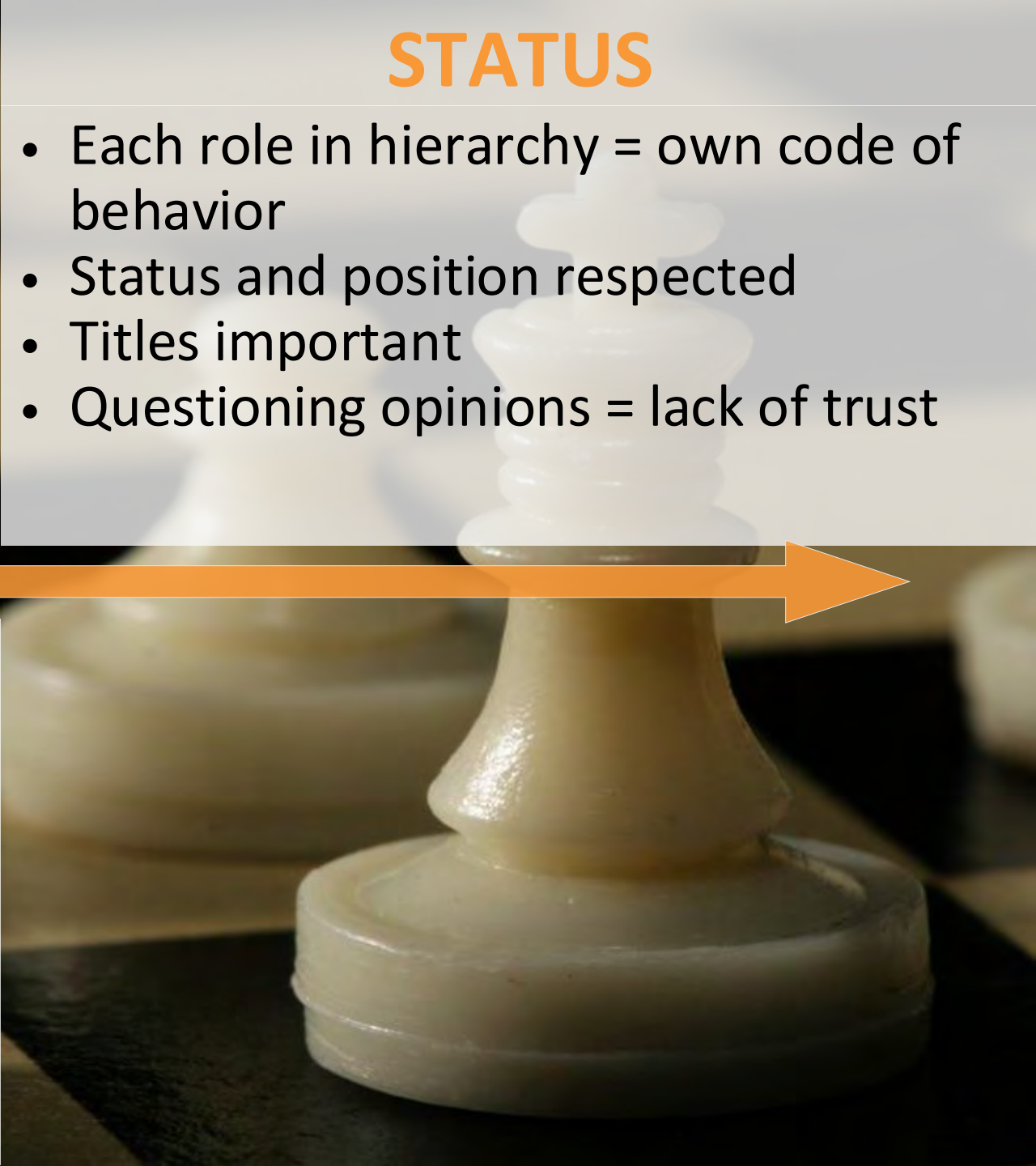
- Individual identity
- Identity = personal choices achievements
- Individual action preferred

# INDEPENDENT



## STATUS

- Each role in hierarchy = own code of behavior
- Status and position respected
- Titles important
- Questioning opinions = lack of trust

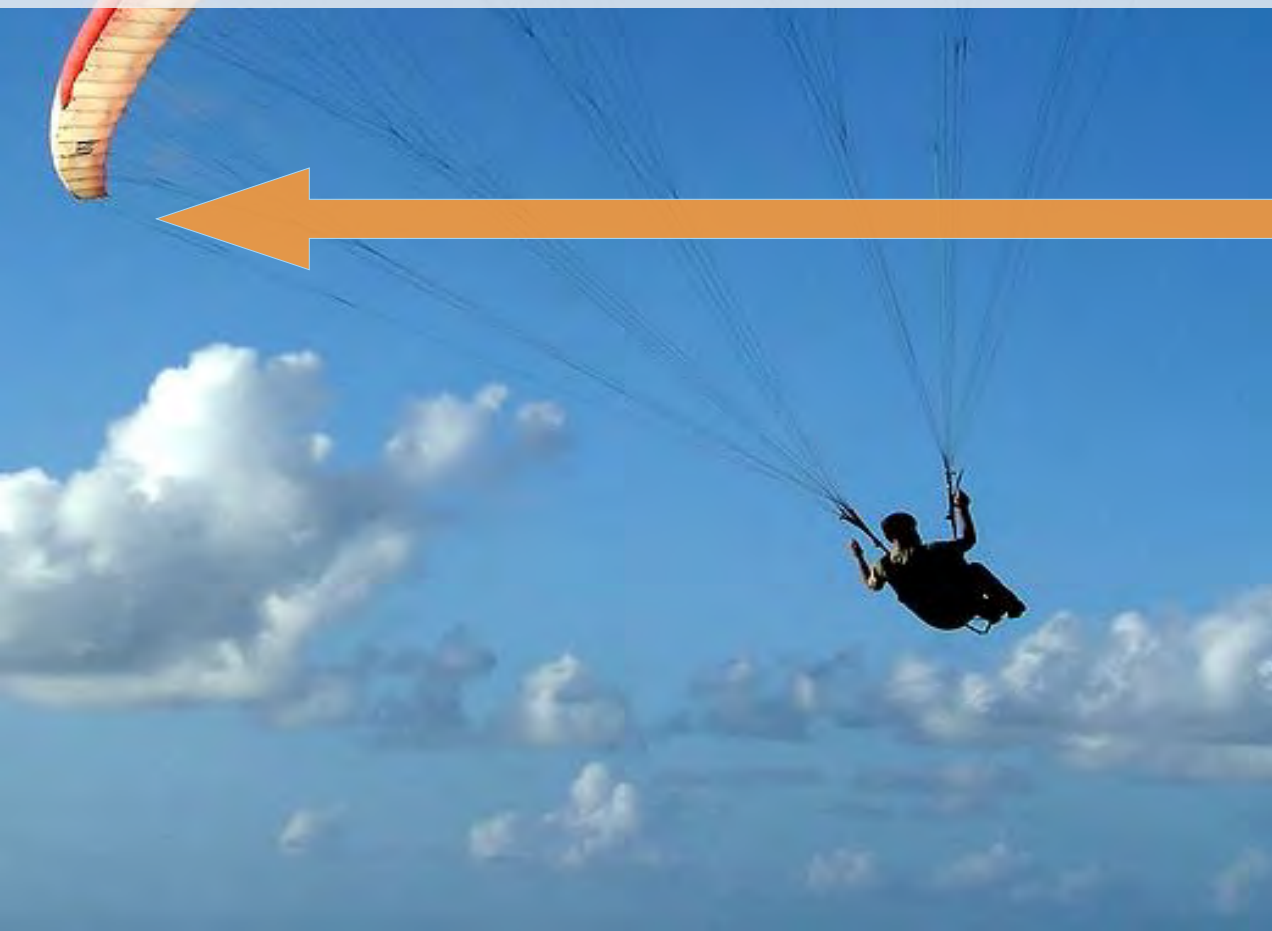
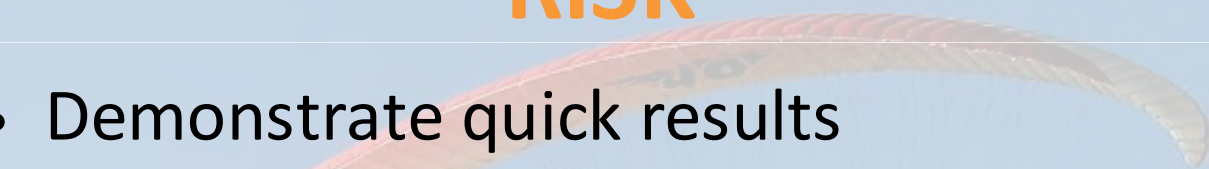


- Equals in professional settings
- Work roles flexible, fewer rules and protocols
- OK to challenge opinions of people in power

## EGALITARIANISM

# RISK

- Demonstrate quick results
- Flexibility and speed valued more than thoroughness



- Spend time on research before making changes
- Establish proper processes and systems

**CERTAINTY**

## INDIRECT

- Great attention given to how messages are expressed
- Preserve harmony in group
- Pay attention to saving face and preserving personal dignity
- Unwillingness to saying no

- Concise, concrete, to the point
- Not afraid to “say it like it is”
- Difficulties confronted openly
- OK to give and receive “constructive” feedback

## DIRECT

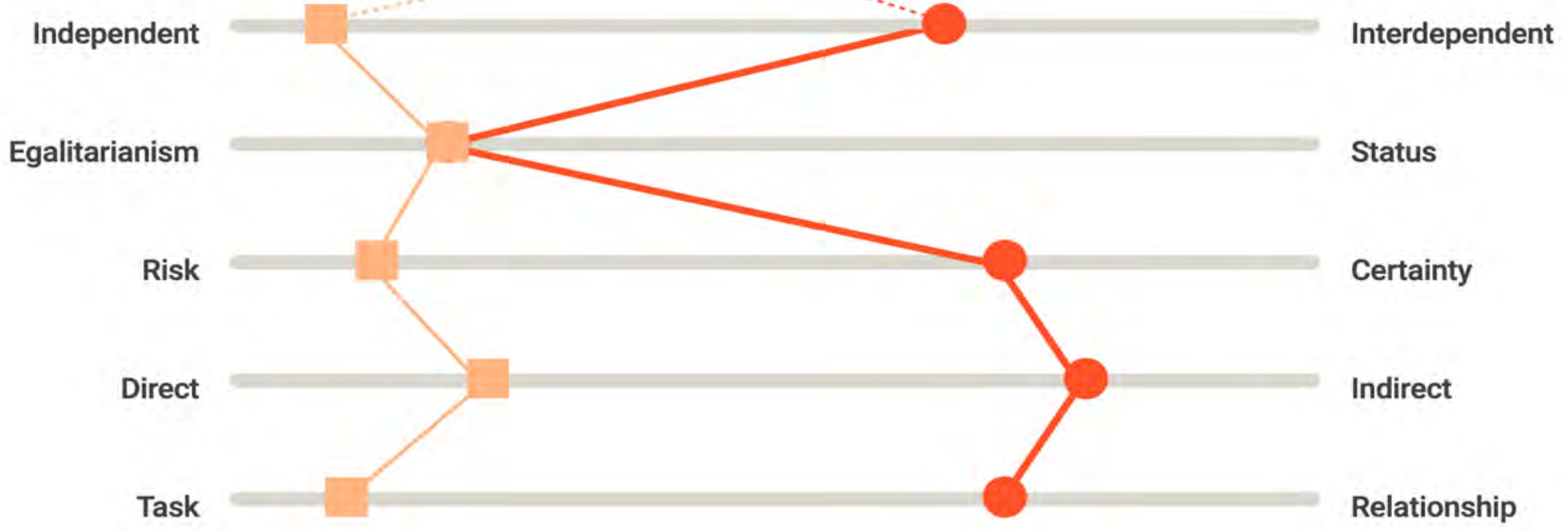
# TASK

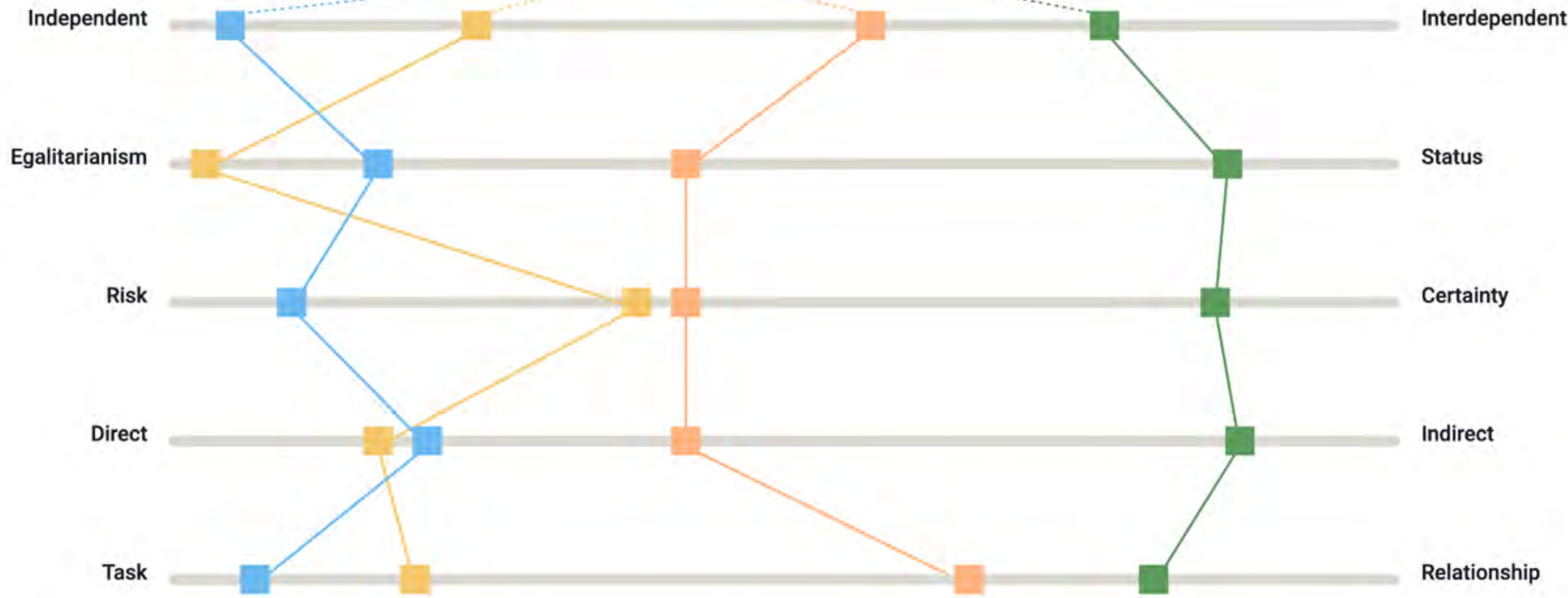
- Relationship follows task
- Move quickly to task, get to know people later
- Being efficient, managing time



- Task follows relationship
- Relationship building critical to getting any job done
- Business relationships develop over time via extended networks

# RELATIONSHIP





# Cultural Insights for World Cup Hosting

*How do your guests prefer to communicate and collaborate?*

**AR**

**Argentina**

- Direct
- Egalitarian
- Independent
- Task-Focused

Be clear and frank. Argentines value honest, direct discussion, skip formal protocol and get to the point. Personal warmth builds quick rapport.

**JP**

**Japan**

- Indirect
- Status-Oriented
- Interdependent
- Relationship-First

Read between the lines, disagreement is often signalled subtly. Honour seniority, use proper titles, and invest in relationships before business.

**SE**

**Sweden**

- Direct
- Egalitarian
- Independent
- Task-Focused

Communicate openly, expect flat hierarchy, consensus and candid feedback are both valued.

**US**

**United States**

- Direct
- Moderately Egalitarian
- Highly Independent
- Task-Focused

Expect informality and results-orientation. Americans are direct and time-conscious. Relationship is a means to the deal; efficiency beats ceremony.

# Common Mistakes Businesses Can Make



## Hierarchy & Decisions

Selling to the boss: Swedish decisions require broad team consensus

Pushing for fast answers: pressure tactics damage trust



## Communication Style

Mistaking silence for disengagement  
Over-hyping products: understated, factual language wins. Confusing politeness with agreement "yes" means "I hear you"



## Work Culture

Ignoring work-life balance: early/late calls signal poor awareness. Doing business in July: Sweden shuts down for "semestern." Being aggressively friendly: genuine bonds build slowly



## Negotiation & Meetings

- Hard-sell tactics: Swedes prefer collaborative problem-solving
- Excessive formality & titles: first names from meeting one
- Skipping fika: dismissing coffee breaks disrespects culture



## Gender & Inclusivity

- Assuming authority by gender: Sweden is among the world's most equal societies
- Mishandling paternity leave: extended leave by men is normal & expected

# The Big Picture

The core mistake is applying a louder, faster, more hierarchical American business style to a culture that values modesty, consensus, equality, and deliberation.

*△ The Swedes who work most successfully with Americans are usually those who have adapted to the American style, but that doesn't mean the American approach is working. Some Swedes are simply tolerating it.*

**US American**

Louder · Faster · Hierarchical



**SE Swedish**

Modest · Consensus · Deliberate

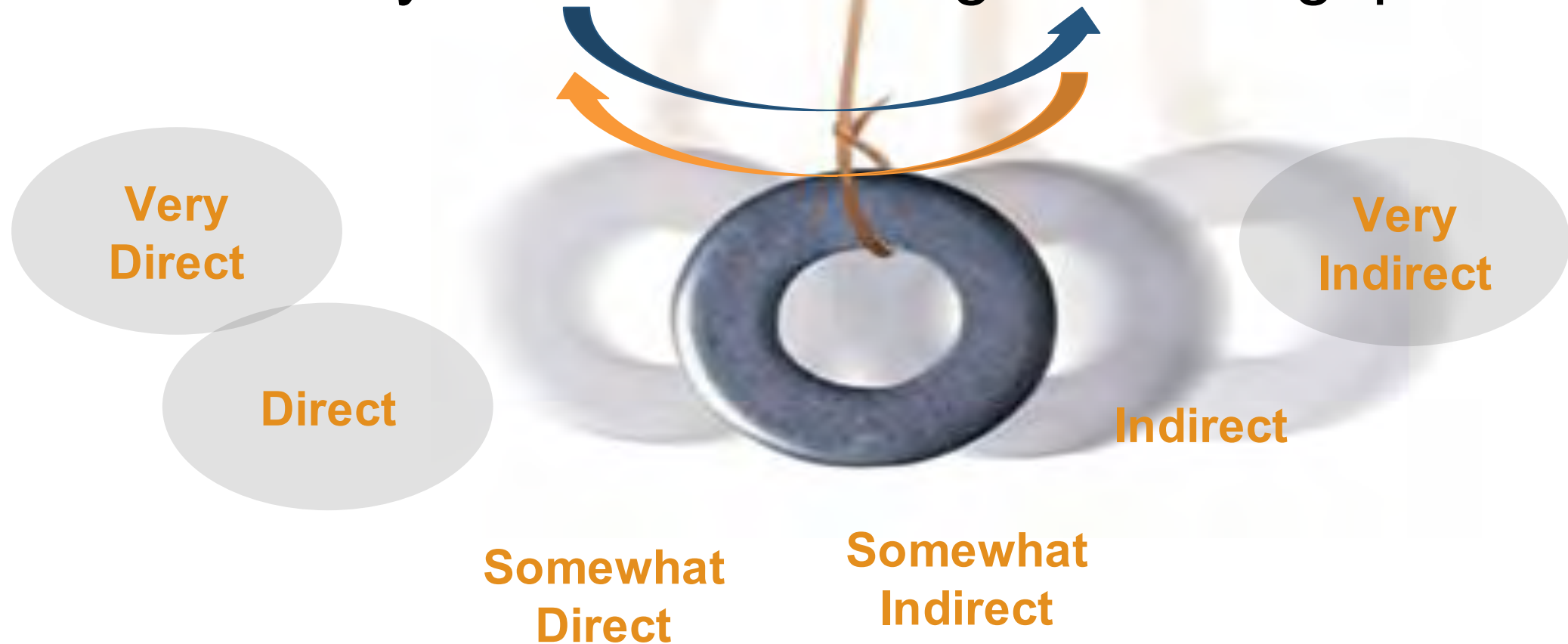


So what?

# STYLE SWITCH



A **tactic** that allows you to adapt your style in order to bridge cultural gaps



# 5 habits. Any culture. Every occasion.

**G**

**Greet**

*On Their Terms*

---

Mirror how they open a relationship.

How does this culture like to be greeted?

**U**

**Understand**

*The Hierarchy*

---

Find the captain before you arrive.

Is there a “most important person in the room”?

**E**

**Equip**

*Before You Ask*

---

Build relationship. Don't pitch.

What does it take to earn the right to talk business?

**S**

**Read**

*The Silence*

---

What isn't said is the signal.

What does silence mean here?

**T**

**Trust**

*Lies in the F/UP*

---

48 hrs. Personal. Not a template.

How do I close the loop in a way that feels meaningful to them?

## G → GREET ON THEIR TERMS

*Every team has a pre-match ritual.  
Yours is 10 minutes of cultural homework.*

# G

 *Don't mirror your comfort. Mirror theirs.*



### AR Argentina

Warm, physical. First names fast.

### JP Japan

Bow. Titles always. Both hands for cards.



### England

Understated. Match their reserve.

### SE Sweden

Direct communication is a sign of respect and trust.

### PL Poland

Formal titles until trust.


### HR Croatia

Personal warmth from the start.

## U → UNDERSTAND THE HIERARCHY

*Know who the captain is before you try to talk to the striker.*

# U

 *Ignoring the captain to talk to the striker is a mistake.*



### JP Japan

Deep respect for seniority shapes how relationships are structured.

### HR Croatia

Elders command respect.

### AR Argentina

Personal relationships and earned authority carry real weight.

### PL Poland

Titles and seniority respected.



### England

Status expressed through subtlety and understatement.

### SE Sweden

Egalitarian values mean rank matters less than contribution.

**E → EQUIP YOURSELF BEFORE YOU ASK**

*Some teams build 20 passes before they shoot. Match your guest's tempo.*

**E**

 *Plant the seed. The harvest comes later.*



**JP Japan**

Long runway. Never rush.

**HR Croatia**

Patience is rewarded.

**SE Sweden**

Task-oriented cultures value getting to substance quickly.

**AR Argentina**

Personal trust first. Always.

**PL Poland**

Formal relationship building.



**England**

Task-comfortable, warm up first.

S → READ THE SILENCE

*The best passes create space before the ball arrives.*

S

 *Space before the ball. The silence is intentional.*



**JP Japan**

Silence signals consideration and respect — honor it.

**PL Poland**

Thoughtful pauses are normal.

**HR Croatia**

Indirect — read the subtext.

**SE Sweden**

Comfortable with quiet. Silence = thinking.

 **England**

Read what's beneath the words.

**AR Argentina**

Silence may signal discomfort.

**T → TRUST LIES IN THE FOLLOW UP**

*The jersey swap after the match says:  
'That meant something to me.'*

**T**

 *Your follow-up is the jersey swap.*



**JP Japan**

Formal, prompt, personal. Non-negotiable.

**PL Poland**

Professional tone. Timely.

 **England**

Measured warmth. Don't oversell.

**AR Argentina**

Warm. Reference the conversation.

**SE Sweden**

Brief and direct is fine.

**HR Croatia**

Personal touch is long remembered.

## YOUR SIX TEAMS → QUICK REFERENCE

Starting points grounded in GlobeSmart® research - generalizations, not stereotypes

### AR Argentina

*Warm · Relational · Expressive*

---

First names fast. Ask about family and soccer. Don't rush to business. Follow-up must be warm and personal.

### HR Croatia

*Personal · Proud · Relationship*

---

Show genuine curiosity about Croatia's culture and history. Warmth is reciprocated. Patience in relationship-building pays off.



### England

*Understated · Indirect · Reserved*

---

Understatement and restraint. Meeting someone where they are builds more trust than projecting warmth they haven't yet invited.

### JP Japan

*Hierarchical · Indirect · Relationship*

---

Use titles/formal address. Honor pauses. Silence often signals consideration, not disengagement. Build the relationship first/ Follow-up promptly/personally.

### PL Poland

*Formal until trust · Competence*

---

Start with formal titles. Don't assume familiarity. Once trust is established, they are warm and direct.

### SE Sweden

*Flat · Direct · Task-comfortable*

---

Swedes tend to value directness and substance over ceremony. Engage as equals from the start; it reflects their cultural values of openness and flat hierarchy.

# Practical. Specific. Starting now.

01

## Explore GlobeSmart® at [aperian.com](https://aperian.com)

Free to try. Look up Sweden, your home team. Read how they score across all 5 dimensions. Ten minutes tonight will change every Swedish interaction you have.

02

## Pick one letter from GUEST & use it this week

Pick ONE. G, U, E, S, or T. One letter, used intentionally, changes the whole interaction.

03

## Write a follow-up to someone you met today, before the next event

Draft it tonight. Name. One specific thing. No pitch. Have it ready. The 48-hour window closes fast. This is the step most hosts skip. Don't.

# Your turn.

---

Pick one letter from GUEST.

Tell the person next to you:

*"Here is one thing I'm doing differently this week and why."*

**3 minutes. Go.**

G

U

E

S

T

## Scan to Access GlobeSmart



---

"You don't need to become an expert in six cultures.

**You need to become an expert in one thing:**

**genuine curiosity about who is sitting across from you."**

---

The world is coming to Frisco this summer.

*Be the host they remember.*