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NEGOTIATION STRATEGIES AND SKILLS IN INTERNATIONAL BUSINESS

-A Study of Negotiators in Finland



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The business world of today is changing constantly. The best way for people to deal with their differences is by negotiating. Negotiation is getting what you want from others. People negotiate with each other every day even when they do not realize it. They negotiate with family members, friends, salesmen, boss and businesses. Everybody is negotiator but for the purpose of getting better, one needs to practice and practice.

Especially the cross-cultural communication difficulties make international business negotiations challenging. Even though one has international business experience, the negotiations need to prepare beforehand and the negotiator has to have good negotiation skills to bring international negotiations to successful conclusion.

This thesis concentrates on stages of negotiation process and on the skills that are important to master in order to have a successful international business negotiation. One of the objectives is to find out whether international business negotiators nowadays follow the ideal negotiator 'guide'. This study aims to introduce international business and explain what factors influence the whole negotiation process.

Primary data was collected via online survey which was sent to international business negotiators in Finland. The results suggested that negotiators should use more time on pre-stages of negotiation and also think about the issue from other party's point of view. The suggestions in the study are suitable for anyone who is negotiating internationally or domestically.

It is vital to remember that every country and culture is different. Religion and culture are not the same. Religion effect the culture but people see and value things differently. One thing that works in one country may not work in the neighbor country even though they might use the same language or have same religion.

KEYWORDS:

Negotiation, International Business, Negotiator, Communication, Culture

Kosar Mahmoodi

NEUVOTTELUSTRATEGIAT JA -TAIDOT KANSAINVÄLISESSÄ KAUPANKÄYNNISSÄ

-Neuvottelijat Suomessa

Bisnes maailma muuttuu jatkuvasti. Ihmisten omat päämäärät saavutetaan neuvottelemalla. Ihmiset neuvottelevat keskenään joka päivä huomaamatta tekevänsä niin. Ihmiset neuvottelevat heidän perheen jäsenien, ystävien, myyjien, esimiehen ja yritysten kanssa. Jokainen on neuvottelija, mutta jotta kehittyisi paremmaksi neuvottelijaksi, päämäärään päästään vain harjoittelemalla.

Eryteisesti monikulttuuristen viestinnän vaikeus, tekee kansainvälisestä neuvottelusta haastavan. Esivalmistelu on erittäin tärkeää, vaikka neuvottelijalla olisi monen vuoden kokemus kansainvälisestä neuvottelusta. Hyvät neuvottelutaidot edesauttavat onnistuneeseen lopputulokseen.

Tämä opinnäytetyö keskittyy neuvotteluprosessin vaiheisiin ja taitoihin, joita on tärkeitä hallita menestyäkseen kansainvälisessä neuvottelussa. Yhtenä tavoitteena on selvittää noudattavatko neuvottelijat nykyään ihanteellista neuvottelijan 'opasta'. Tutkimuksen tavoitteena on esitellä kansainvälinen liiketalous sekä selittää, mitkä tekijät vaikuttavat koko neuvotteluprosessiin.

Primaari tietojen keräämiseen on käytetty internet-kyselyä, mikä on lähetetty kansainvälisille neuvottelijoille Suomessa. Tuloksen viittasivat siihen, että neuvottelijoiden pitäisi käyttää enemmän aikaa neuvottelun alkuvaiheeseen eli valmisteluun ja myös ajatella asiaa toisen osapuolen näkökulmasta. Tässä työssä olevat ehdotukset sopivat kaikille, jotka neuvottelevat kansainvälisesti tai kotimaassa.

On tärkeää muistaa, että jokainen maa ja kulttuuri ovat erilaisia. Uskonto ja kulttuuri eivät ole samoja. Uskonto vaikuttaa kulttuuriin, mutta ihmiset näkevät ja arvostavat asioita eri tavalla. Jokin asia, mikä toimii jossain maassa, ei välttämättä toimi naapurimaassa vaikka he käyttäisivät samaa kieltä tai heillä on sama uskonto.

ASIASANAT:

Neuvottelu, Kansainvälinen liiketalous, Neuvottelija, Kommunikaation, Kulttuuri

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LIST OF ABBREVIATIONS

IB	International Business
BATNA	Stands for Best Alternative To a Negotiated Agreement
S.W.O.T	Strengths, Weaknesses, Opportunities and Threats

1 INTRODUCTION

It is vital for organizations to dedicate time, money and energy to learn about good negotiation skills. Nowadays more companies are expanding internationally and they cannot avoid cultural differences. Many companies regardless large or small are making the same mistake when approaching a foreign market. The mistake is that companies approach the new unfamiliar market the same way that they would their domestic markets (Artopoulos et al., 2011).

1.1 Research Background

The business world of today is changing constantly. Companies need to improve their business every day otherwise the competitor will take the lead instantly. To maintain a competitive position in an international business world it is essential that companies know how to negotiate effectively to achieve what they want. The same negotiation style may not work in other environment. In many ways, the negotiation skills we seek to master are those you practiced as a child but forgot as you became older and more sophisticated (Acuff, 2008). Those who have a young child are reminded of this on a daily basis. Children are excellent negotiators because they are persistent and they are never embarrassed. Children do not know the meaning of the word no. They know that when adults say no they often mean maybe. The most surprising thing is that children often read adults better than adults read them.

One of the most difficult and important tasks facing international managers is negotiation. International negotiation is very complex and difficult because it involves different laws, regulations, standards, business practices and above all cultural differences (Fatehi, 2008). Foreign markets are expensive to enter.

A reason for choosing this research topic was the want to study more about the whole negotiation process. Good negotiation skills are important to possess in order to succeed in life.

1.2 Objectives of the Study and Research Questions

People negotiate every day and we cannot avoid negotiating. People are negotiating even when they do not realize it. In this thesis the importance of international business negotiation is pointed out. Objectives of this research are to help organizations to pay more attention on negotiation process and improve those skills. The overall purpose with this study is to gain a better understanding of business negotiations in an international context. There is a list of gathered tips how to reach the best possible goal. The research questions are:

1. What is international business negotiation, and why it is important?
2. What factors need to be considered in international business negotiation?
3. Which skills are important for business negotiator to master?

1.3 The Structure of the Thesis

This thesis is divided into five chapters. The introductory chapter contains the background, motivation and objectives of this research. Basically the first chapter shows what the research is about. In the second chapter we will get deeper into the subject with literature review. Communication has a big role in an effective negotiation and in the second chapter there is an explanation how much communication can affect a successful business. The basics and specifics of negotiation are introduced and answered the first research question. In the end of second chapter dos and don'ts in international business negotiation is collected and answered research questions two and three.

The third chapter will provide a description and discussion of the research methodology used in this study as well as the creditability of the research. The fourth chapter will conclude the analysis of the gathered data. In the last chapter the conclusions of literature and research findings is gathered in addition recommendations for further study. The survey questions in English and Finnish are enclosed in appendix. In this thesis, the negotiators are mentioned in the masculine form to make it easier to read, but it refers to both sexes.

2 LITERATURE REVIEW

In this chapter, the definition of international business is shortly explained. The role of communication and basics and specifics of negotiation are introduced. What is negotiation in general, possible outcomes and styles. And finally, the negotiation strategies followed by dos and don'ts in negotiation.

2.1 What is International Business?

Origin of international business goes back to human civilization (Rao, 2010). International business consists of commercial transactions (both private and governmental) that are carried out across national borders. Usually private companies undertake such transaction for profit and so do governments but they undertake them for political reasons too. According to Czinkota et al. (2005) primary types of international business are export-import trade and direct foreign investment. Other types of international business are licensing, franchising, and management contracts.

2.2 The Role of Communication

If we seek to understand a people, we have to try to put ourselves, as far as we can, in that particular historical and cultural background.... It is not easy for a person of one country to enter into the background of another country. So there is great irritation, because one fact that seems obvious to us is not immediately accepted by the other party or does not seem obvious to him at all....But that extreme irritation will go when we think... that he is just differently conditioned and simply can't get out of that condition. One has to recognize that whatever the future may hold, countries and people differ...in their approach to life and their ways of living and thinking. In order to understand them, we have to understand their way of life and approach. If we wish to convince them, we have to use their language as far as we can, not language in the narrow sense of word, but the language of the mind. That is one necessity. Something that goes even further than that is not the appeal to logic and reason, but some kind of emotional awareness of other people.

~Jawaharlal Nehru, Visit to America, 1950

Communication plays an important role in negotiation. Communication is the key to a successful business because with good communication everything is organized, carried out properly and operated smoothly. In business, communication does not take place only between the business and their buying customers but also with their suppliers, within themselves and all of the

stakeholders that are involved in the business. This includes all of the internal and external customers. Effective communication skills will help managers to build bridges with others.

No business transaction can be carried out without communication. To communicate, we use language, signs, and symbols which are all determined by culture. Effective communication requires understanding of cultural influences (Fatehi, 2008). Communication has major effects on individual, group, and organizational performance. Communication is the sharing of information between two or more individuals or groups to reach a common understanding. Having said that, reaching a common understanding does not mean that people have to agree with each other. It means that people must have quite accurate idea of what a person or group is trying to tell them. In the worst case scenario miscommunication can have deadly consequences. Robbins (2005) gave an example of cases like this. Bad weather and poor communication paired up to create disaster in October 2010 in Italy at Milano-Linate Airport. Visibility was poor and tower controllers were not able to establish a visual or radar contact with planes. Miscommunication between the controllers and pilots of an SAS commercial jet and a small Citation business jet, combined with the poor visibility, led to the two planes colliding on the runway. One hundred and ten people died.

Individuals spend nearly 70 per cent of their waking hours communicating by writing, reading, speaking and listening (Robbins, 2005). It seems reasonable to conclude that one of the most inhibiting forces to successful group performance is a lack of effective communication. Negotiation is realized in and through communication. Communication is the process and also the product of negotiation. Clear communication is the first foundation for successful negotiation (Forsyth, 2009).

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.
~ Lee Iacocca, an American businessman

There are three different way to communicate with others. There are verbal communication, non-verbal communication and written communication. In companies communication runs throughout every working day and it includes various forms for example face-to-face, telephone and written such as emails, memos, reports, letters and strategies. The best communication method is face-to-face because then the entire range of information both verbal and non-verbal is available. This will help to see the correctness of the information.

People need to remember that in every conversation there is at least one sender and one receiver. Communication is as much about listening as it is about talking. Even though the other one is just talking and the other one is listening both roles are important parts of effective communication. When a person is talking he is also sending signals through his body and the listener do the same. Sometimes there is no need to say anything and still have effective communication. It is said that a smile is worth a thousand words.

People, especially negotiators in their meetings should develop their communication objectives. They should know what they hope their audience will get out of the communication. There are different communication styles to match different communication objectives. It is good for people to take the time to plan for their meeting or interview. They should determine what topics they wish to discuss and what information they want to learn or to provide. Being prepared will make people more confident and more professional.

2.3 The Nature of Negotiation

The world negotiate derive from the Latin infinitive *negotari* meaning “to trade or do business.” This verb itself was derived from another, *negare*, meaning “to deny” and a noun, *otium*, meaning “leisure”. Therefore, the ancient Roman businessman would “deny leisure” until the deal had been settled (Curry, 1999). Negotiation is any activity that influences another person. McCormack define negotiation in his book McCormack on Negotiating (1995) as the process of getting the best terms once the other side starts to act on their interest. In other

worlds negotiation is a process to get what is wanted. It is a process that means to an end. The negotiating process involves balancing matters between two parties so that the negotiator not only get what he wants but also get what he wants in the best possible way (Forsyth, 2009). It is the journey of how to get to the destination and not the destination itself. Companies should pay more attention on how to get there but also at the same time should not lose the sight of the destination. It is all about the process.

You can get much farther with a kind word and a gun than you can with a kind word alone.

~ Al Capone, an Italian-American gangster

Negotiations in business are constantly changing which will create a sense of something always happening. There is no one best way, no one best plan, no single uncluttered system that best produces understanding about negotiation. There are many factors that influence the negotiation flow. The most typical factors that affect how a negotiation will play out are time, environment, personalities, information, personal issues and hierarchy. Time has a huge role in an effective international business negotiation. Because of the globalization people are very busy and specific deadlines, a sense of urgency or even inaction affect the success of negotiation. In international business negotiation companies' cultural and professional expectations have to be in the same level. The physical environment where the negotiation is taking place is also very important. The number of people in the setting and their behavior and temperament influences the negotiation journey. For the negotiation to be effective it is vital that both parties have the information needed in their own field. Lack of information gives always unprofessional image to the opponent. It is also important to have self-esteem that will reflect to counter side. The negotiator should have the ability to command or demand performance.

Let us never negotiate out of fear. But let us never fear to negotiate.

~ John Fitzgerald Kennedy, former President of the United States

Negotiation is not a compromise. Compromise means giving admissions or settling upon an intermediate point between two positions. Compromise does not mean getting what the negotiator wants. Whenever anyone on the other side of the bargaining table offers the word compromise it means that they are getting ready to lose. It means that nobody gets what they really want. Everyone has to reach a compromise away from their stated position. This is not a satisfactory way to control a negotiation, and yet most people think this is what negotiation is all about (Harvey, 2008). In compromise situation both parties are unhappy after a deal because one party had to spend more than he initially planned and the other party received less than he wanted in the transaction. Usually compromise is a lose-lose situation. Negotiation can be done without compromise but compromise cannot be done without negotiation.

The fellow who says he'll meet you halfway usually thinks he's standing on the dividing line.

~ Orlando A. Battista, a Canadian-American chemist and author

2.3.1 Negotiator

A negotiator may be a buyer or seller, a customer or supplier, a boss or employee, a business partner, a diplomat, or a civil servant. People do not negotiate only in business life but also in personal life. People cannot avoid negotiations. A negotiator may be a spouse, friend, parent or child. In all these cases the negotiating skills strongly influences the ability to get ahead in both organizational life and in other interpersonal relationships (Acuff, 2008). Negotiators influence the negotiation process with their own experience and negotiating skills (Ghauri and Usunier, 2003). People negotiate with external business counterparts outside the organization and also with internal co-workers within the organization. The main objective of all negotiation situations is to help to get what the negotiator wants. One of the biggest reasons why people negotiate is that they value things differently. The value of the deal can be different for each party even though its price in money is the same. That is because value and price are not always the same. According to Kennedy

(2004) value is to do with motivation (why we want something) whereas price only measures its transaction cost (what we have to pay to get it). Most negotiators rarely talk motivations; they talk prices.

Sometimes one pays most for the things one gets for nothing.
~ Albert Einstein, physicist

Team versus individual negotiators:

Some people prefer to negotiate alone and some prefer to negotiate as a team. In some cases an individual negotiator may be better than a team. It is necessary for organizations to consider the pros and cons of both options before making a decision.

Negotiating one on one has several advantages. It is easier to build a relationship based on trust when there is only one person negotiating on both sides. Each person seems to take a personal interest in seeing that both counterparts accomplish their goals (Stark, 2003). For individual negotiator it is easier and faster to make decisions because there is no need for either counterpart to consult other people. Neither counterpart has to worry about what other people will think about the outcome. Because both sides are negotiating alone, it is not possible for neither counterpart direct questions to the other party's weakest team member or create disagreement among team members. The individual negotiation process usually cost less because from each side only one person's time is taken up and as Stark (2003) reminds us, time is money. Organizations usually prefer team negotiation because negotiating as an individual has influential disadvantages. People usually tend to bring their emotion into a decision making and the decisions may not be in organization's best interest. One person may not have enough knowledge on the topic being negotiated which may lead to a bad negotiation result.

Even though a team negotiation cost more for an organization it may be crucial factor for an effective negotiation. Having more than one team member can provide access to more expertise and experience. All team members have to have something that others do not have. Meaning that there is no point of

having 12 people in a team and in reality only two people have the knowledge on the topic being negotiated. In cases like this, it may lead to a lose situation. Usually success is more likely when more people are thinking about alternative way to earn win-win outcomes. People think, hear and see things differently. Some people pay attention on small details and some see the whole picture. When there are more people in a team there are more ideas, questions and answers which might help the negotiation move along faster and better. In a team negotiation the focus is less likely to be on individual's personality. Having said that when multiple personalities are part of the picture there is a risk that one team member is doing more harm than help. There is also a chance that a goal of an individual does not fit with the team's overall goal. If the team is not negotiating as a team it does not take a long time for the counterpart to realize the division and try to capitalize on it.

My father said: "You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals."
 ~ J. Paul Getty, an American industrialist

Successful negotiators have a positive attitude. They are able to view conflict as normal and constructive. Attitudes are always important and especially in negotiations. Attitudes influence negotiator's objectives and objectives control the way they negotiate. The way people negotiate determines the outcome (Maddux, 1995).

We cannot negotiate with those who say, "What's mine is mine and what's yours is negotiable."
 ~ John Fitzgerald Kennedy, former President of the United States

2.3.2 Win-Lose-Win approach

Before even starting to negotiate negotiator should work out his BATNA. A BATNA is negotiators Best Alternative To a Negotiated Agreement (The term is created by Ury and Fisher, 1981). When people work out their best alternative in a negotiation they are calculating their walk-away position (Mills, 2005). For

negotiator to know his BATNA gives him a sense of clarity in any negotiation. But the clarity comes only from having a realistic and balanced view of negotiator's alternatives (Lyons, 2007). Lyons gives an excellent advice not to go into the negotiation thinking, 'I'll see what the other party offers and then think about my alternatives'. Armed with a strong BATNA a person can negotiate with confidence and power. A BATNA involves three stages: First, a negotiator should list everything he could do if he does not reach agreement. Second, he should explore his best options and try to improve on them. Finally, he should choose the best option. That is his BATNA.

Power is wonderful, and absolute power is absolutely wonderful.
~ Henry Ross Perot, an American businessman

Some authors describe negotiation as a zero-sum transaction which means that one gains result only from another's equivalent loses. In zero-sum game there is only one winner but there can be many losers. Actually, a negotiation will end in one of four possible outcomes: lose-lose, win-lose, win-win, or no outcome. In no outcome there are no consequences, negative or positive.

Lose-Lose

Some people cannot stand the situation if they lose a negotiation. They spend so much time and energy to make the one who won earlier to bleed but it usually lead to a situation of lose-lose. In lose-lose situations neither party achieves their needs or wants. Stark (2003) gave a common example of a lose-lose negotiation which is a labor strike in which a management and labor unions cannot come to a satisfactory agreement. Almost always in a labor strike everybody loses. The employee loses, the company loses and the most tragically, the customer loses. In a lose-lose negotiation it is unlikely that either counterpart would come back to a negotiating table with the same counterpart in the future.

Win-Lose

Win-Lose or Lose-Win situation is also called as a zero-sum game. Good example of a zero-sum situation would be a chess game. In chess there is one winner and one loser. Adding one positive to one negative the result is zero. The feeling of the loser is not pleasant because he has to walk away without having met his wants or needs (Stark, 2003). Usually win-lose situations lead to a result that the loser is not willing to negotiate with the winner in the future.

Win-Win

Getting what the negotiator wanted after a negotiation does not mean that he won and the other participant lose. There is a possibility to win-win situation where both parties win which is the ideal outcome for almost all negotiations. Good negotiators find a balance between each party's objectives to create a win-win outcome (Black, 2009).

No outcome

The forth possible result of a negotiation is 'no outcome' which means that neither party wins or loses. In these situations negotiators cannot come to terms that is suitable for both parties (win-win) and the best thing is just walk away and try to find another person with whom to agree. Some people see the 'no outcome' result as either win-win or lose-lose. In these circumstances win-win result happens when both parties find another person to make the deal with and in lose-lose situations both parties wasted their precious time in the negotiation and also after that trying to find another dealer. Sometimes the best option is the walk-away option. Giving up and walking away may first look like a failure. But in fact, they have walked away before any harm and irreversible transaction. In any negotiation there is a limit to how much should be sacrificed and it may be wise to walk away (Harvey, 2008). Before entering the negotiation table, the negotiator should set his walk-away point and he will not end up making a bad deal.

2.3.3 The Two Styles of Negotiating

Every negotiation situation is different depending on the people involved. Their skills, attitudes and styles matter a lot. Also the context or background to the negotiation, time pressures and the issue under discussion influence the character of a negotiation. There are two types of negotiation which are competitive and co-operative negotiations.

Competitive negotiations often have a cold atmosphere and both parties are doing everything to get the very best deal for themselves which usually means that the other party's objectives do not come into the equation (Black, 2009). The relationship between the people is not important. They do not care about one another or what the other thinks about them. It is best to avoid this type of negotiation if possible. In competitive negotiation it is important to avoid making the opening bid because it gives a lot of information to the other party. In these situations less is more. Not showing concern for the other party and not telling too much can give advantage in the circumstances. Competitive negotiation is as same as any competition that is to be won or lost but there is always a possibility to just walk away if the situation runs out of hands. The outcome of a competitive negotiation is either win-lose or if the conflict boils up it could end with no outcome.

Usually negotiation is seen as a battle where the stronger party beats the weaker party where there is a winner and a loser. In co-operative negotiation conflict is minimized and the whole idea is to reach a solution where everyone benefits (Black, 2009). This approach usually produces the best results mainly because there is much better communication between the parties. Both parties gather as much information as possible but also reveal information. This way they will come to a conclusion that is acceptable to both parties. Co-operative negotiations are good for long-term relations. The best trick to get as much information as possible from the other party is to ask open questions. Open questions do not have 'yes' or 'no' answers and because of that they will give

more precise data. In co-operative negotiations both parties aim to a win-win outcome and generally they will reach it because they are working together.

Positional Negotiation

Rough and Tough	Soft and Sweet
Going to conquest	Going for agreement
Dig in	Suggest deals
Threaten	Offer
Go for what you will settle for	Go for what they will settle for
Argue for own position	Argue for agreement
Push hard	Back down
Conceal final position	reveal final position
Increase argument	Avoid argument
Distrust	Trust
Be hard	Be soft
Make demands as a condition of maintaining the relationship	Concede in the interests of maintaining the relationship

Table 1. Attitudes and styles of negotiator

Source: Harvey, 2008, 13

Table 1 shows two possible personalities of negotiator. A negotiator is either a hard negotiator or soft negotiator. Rough and tough negotiator sees all negotiation situations as a competition and is willing to do anything to win. Being tough is not the same as being effective. Hard negotiator usually ends up harming his relationships. Soft and sweet negotiator wants to avoid personal

conflict and is willing to make concessions in order to reach an agreement. Soft negotiator usually ends up getting less than he planned and feeling exploited.

2.4 Negotiation strategies

An effective process includes managing the negotiation's overall strategy or approach, its stages, and the specific tactics used (Adler, 2002). Developing negotiation skills is an essential part of moving up the career ladder (Black, 2009). What makes a Good International Business Negotiator?

Franck Acuff (2008, 39) suggests the following 10 negotiation strategies that will work anywhere:

1. Plan the negotiation
2. Adopt a win-win approach
3. Maintain high aspirations
4. Use language that is simple and accessible
5. Ask lots of questions, then listen with your eyes and ears
6. Build solid relationships
7. Maintain personal integrity
8. Converse concessions
9. Be patient
10. Be culturally literate and adapt to the negotiating strategies of the host country environment

Prepare and Plan

Planning is bringing the future into the present so that you can do something about it now.

~ Alan Lakein, an American author

Negotiation is a process we undertake in everyday activities to manage our relationships. In some personal negotiation, stakes are not that high and there

is no need to pre-plan the process and the outcome but in cases like business relationships, the stakes are high and there is need to prepare, plan and negotiate more carefully (Ghauri and Usunier, 2003). How to negotiate effectively? Before entering a negotiation it is vital to plan it beforehand. The negotiators need to decide what it is they want to achieve and why the other party should negotiate with them. They should also think why they should negotiate with the other party (Etherington, 2008). Organizations need to understand that they must spend time for planning. There is a saying; Well-prepared is half the battle. If a person has not prepared a negotiation carefully and his counterpart has, the person is at disadvantage immediately. Not being prepared makes a person feel unprofessional and it will nearly always cost him money.

Commitment to the negotiation process is needed. A half-hearted approach can never be effective in negotiation. There must be a serious commitment to achieving the result a negotiator wants. "If you are serious then you will be taken seriously; if you are casual then you will be taken casually" (Oliver, 2010, 9). After having the commitment to the negotiation process there must be clear objectives and goals. Without the objective the negotiator will automatically settle for less than need to. A common reason for getting poor negotiated results is not being sure what we want. Overall objective should state company's profit levels, the type of business or supply that they want, the type of product or service they want and the levels where the company want to buy and sell (Oliver, 2010). Once the planners have clear objectives for their company, they must put a strategy in place. Strategy will tell to the companies what to do, when to do it and how, in order to achieve what they have set themselves. In preparation stage company should consider whether an individual negotiator or team is better for that negotiation. They need to define which person or people are responsible for the negotiation process.

When planning and preparing to any negotiation it is wise for the planner to ask himself questions about the other person. It will give a general view of the whole negotiation-situation-to-be. The answers of those questions will form a judgment

about what may or may not be important to that other person. Oliver (2010, 26) advises that people should ask these questions themselves when preparing to an effective negotiation:

- What is important to them in making their decision?
- Where will they seek to negotiate?
- What combination of factors is likely to be important: cost, price, quantities, delivery, exclusive terms, credit, stock-holding, training, confidentiality, after-sales, maintenance, guarantees, contract length?

Planners should concentrate on the issues and categorize them as major or minor concerns. Maddux (1995, 31) have gathered factors to consider in the analysis of the issues. These factors should be considered for both sides, own and the other side:

1. Economic impact on the parties
2. Supply and demand
3. Past precedent and standard practices
4. Time constraints
5. Legal implications and considerations
6. Long and short term advantages and disadvantages

Self-confidence has a major role in effective negotiation and good planning can reinforce the feeling of confidence before getting to the table. A very beneficial basic work-tool that is used in so many project management training programs is S.W.O.T analysis (Etherington, 2008). S.W.O.T stands for Strengths, Weaknesses, Opportunities and Threats. It is a strategic planning method to identify company's internal strengths and weaknesses, as well as its external opportunities and threats.

The planner should sit down and draw a matrix of not just his own S.W.O.T but also the other party's S.W.O.T. The person will be nicely surprised at how many weaknesses he can think of in the other side's position.

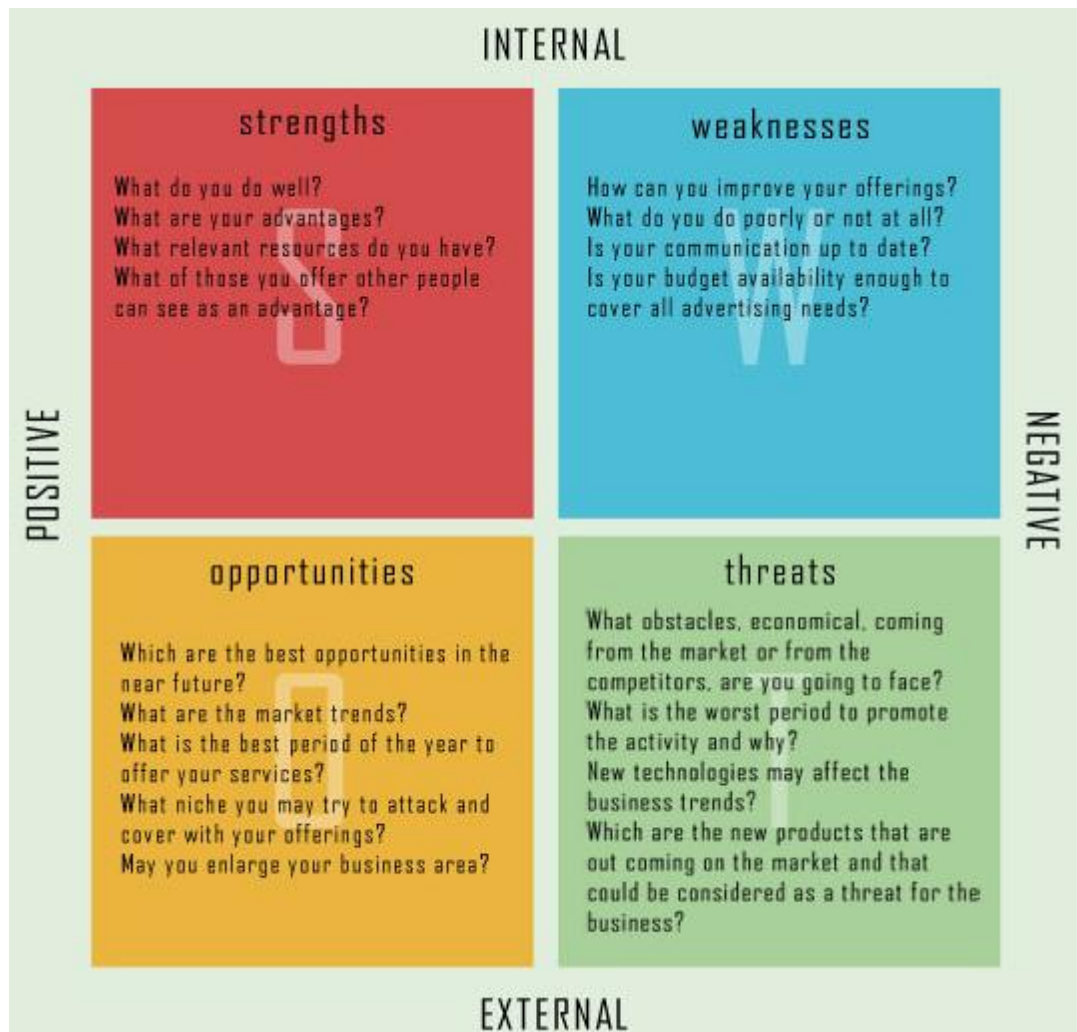


Figure 1. shows an example of an S.W.O.T matrix with helping questions.

Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.
 ~ Pablo Picasso, a Spanish painter

Smart negotiators always consider the other party's BATNA. Mills (2005) reminds that the better their BATNA, the stronger their bargaining position. If the other party's offers are better than his BATNA, he should take them. If the offers are worse, he should bargain to improve them. It is important for negotiator not to confront the other side with their BATNA too early. If the negotiation is going badly, negotiator should not hesitate to reveal his BATNA because it can

increase his authority. If the BATNA is worse than the other side already imagines it would be wise not to reveal it because it will only weaken his case. A negotiator has to put himself into the counterpart shoes which is really hard because it is impossible to know what is that they want exactly.

Adopt a win-win approach

The ideal outcome for a negotiation is almost always a win-win situation from which everybody goes away satisfied. In most negotiations, it is in the negotiator's best interest to foster a co-operative atmosphere to increase the chances of a win-win outcome (Stark, 2003).

A negotiator cannot go to a negotiation table with the attitude that he is happy with win-lose outcome, as long as he is not the loser. With a win-win outcome there is a greater chance to create beneficial long-term relationships. It is important to avoid narrowing the negotiation down to one issue. Negotiators have to see the overall picture of the deal. The most common example is arguing over the price of a product or service (Stark, 2003). Price is not the only issue to be considered. For instance timing and quality are also very important to be considered in a negotiation. The overall price of a product consists of many things, such as delivery date, financing and the amount and quality of the product. People do not always select the cheapest option when they buy something because the money value of a product or service is not the most important factor. If a negotiator brings multiple issues to the negotiation table it will provide the opportunity to create a win-win outcome. People negotiate with each other because the other one have something he wants and he has something the other person wants. People need to keep in mind when negotiating that their counterpart does not have the same needs and wants they have. It is also important not to assume to know counterpart's needs. It is very common for negotiators to assume they know exactly what their counterpart wants (Stark, 2003). Forsyth (2009, 75) advices: "Never ass/u/me anything – it makes an ass out of you and me". Each counterpart in a negotiation usually has implicit and explicit needs. Explicit needs include items such as price and terms

of a product or service. Implicit needs implicate the negotiator personally such as reputation and credibility. A counterpart generally tells his explicit needs to the other side but it is hard to read implicit needs. In a win-win situation each party may have wished for more but at least they are both satisfied and will be willing to negotiate again later. To be effective, both parties must feel they have won (Oliver, 2010).

You were born to win, but to be a winner, you must plan to win, and expect to win.

~Hilary Hinton 'Zig' Ziglar, an American author and motivational speaker

Maintain high aspirations

The level of expectation has a direct relationship to what a person achieve in a negotiation (Maddux, 1995). That is to say, ask for more and you will get more, ask for less and you will get less. It is important to aim high because there is always the possibility to trade down. It is more difficult to trade up after having stated the intentions (Forsyth, 2009).

Use language that is simple and accessible

Negotiation is a form of communication which means that it is an interactive process. There is no single right approach for negotiation because every situation is different in its own way. Negotiation must work in communications terms before it can achieve its specific objectives. People need to really understand before they can agree to something. To be a successful negotiator the main key factor is to communicate clearly. It is not good to start a sentence or even include negative parts in a sentence, such as “No but...” because it will give a hint to the counterpart that the negotiator do not have any self-esteem and he does not know what he wants and aim for. In other words the negotiator does not know what he is doing. Etherington (2008) state that human beings self-esteem comes mainly from the constant conversations going on in their head and using positive tone when speaking, for example by changing “No but...” to “Yes and...” will make a huge difference.

It is true that communication can lead to complex problem or brilliant solution. To achieve effective communication the participants should ask questions both open and closed ones to make sure that the message is received. People should use tools such as paraphrasing and restatement to clarify issues that they might be uncertain about, for example, they should express the saying in other words. It is not always a good thing in communication to go straight to the point but it is better to talk about general issues and then go to details. In some cultures, it would sound rude if a business meeting would start with cost issues instead of going smoothly.

A negotiator should think beforehand whether he should make the opening of the negotiated issue or should he first listen what the opponent has to say and gather as much information as he can. When people reveal information too early it may be disadvantage for them because the counterpart knows something about them but they do not know anything about their counterpart. The saying, "Knowledge is power," is never more true than in the early stages of the negotiation process (Acuff, 2008).

As mentioned before is it good to repeat things so that the counterpart really understands the message. The repeating means to say the same thing in different ways and in a way that is easily understandable. Especially negative comments should be expressed with a positive tune because it is not advisable to sound rude or bossy. For example, if a counterpart comes late to almost all of the meeting they have had and they still would like to do business together in the future, they should think how they can prevent that it would not happen again. For instance by not blaming the counterpart for being late every time but asking them if the timing is okay for them or about how is their workload. It is good to know the reasons of the delays because they can be something irrespective of the will. Remembering that win-win outcome is achieved when both parties think themselves as a team, it is important to bring that thought into the sentences, for example not using You and I but using We instead. It will create warmer atmosphere. Small changes can make a huge difference.

In international business negotiation cultures encounters. Because people from different cultures perceive, interpret, and evaluate the world differently, accurately communicating needs and interest in ways that people from other cultures will understand becomes more challenging, and so does fully understanding their words and meanings (Adler, 2002).

Negotiating is about finding solutions so it is very important in effective negotiation not to argue on things. Arguing is about trying to prove the other person wrong. Do not waste time on arguing. If a person disagrees with something, he should state the disagreement in a gentle assertive way which might help to find a solution with the other party.

Ask lots of questions, then listen with your eyes and ears

It is important to always ask. This tip is simple but very powerful. As Beasor (2006, 120) put it; "If you don't ask...you won't get". Negotiator should not be afraid to ask. He should be confident and realize that the other party would not offer anything unless it is asked. Ask a lot of questions. Asking open questions instead of closed ones a negotiator will get more precise information. Remember that talking all the time and not letting the counterpart to say anything is likely to cause fatal. A negotiator has to also listen not only with his ears but also with his eyes. People send a lot of messages, positive and negative, non-verbally with their body. To interpret the other person is a very useful skill to master.

If you have nothing to say, say nothing.

~Mark Twain (birth name: Samuel Langhorne Clemens), an American author and humorist

Non-verbal communication is sending and receiving wordless messages. Most communication is wordless. According a famous sentence; "What is often not said is more important that what is said". People communicate in terms of physique, clothing, quality of voices (which includes tone, accent, and loud or soft), facial expressions, posture and emotions (Buchanan and Huczynski, 2004). Non-verbal communication includes also body language. When a person

is talking his body is talking at the same time. People use their face and eyes to send messages. Most people also use their hands to emphasize verbal communication. Hand gestures can be positive or negative depending on how they are used. In some cultures hand gestures have a different meaning and to avoid conflicts it is good for negotiators to get to know different cultures and the way people are communicating with others. Negotiators should also know when is appropriate to maintain eye contact and to know the “space bubble” in different cultures. These are some of the main barriers to effective communication.

Also visual communication has impact on effective communication. Visual communication includes clothing and the environment where the communication takes place. Clothing and grooming send visual messages about the speaker. It is said that clothes make the man. If there is an important meeting coming it is wise to remove or at least minimize any background or non-essential noises. Some disturbing noises may lead to a situation where the listener does not hear clearly what the speaker is saying and it may cause a misunderstanding. The speaker has to make sure that everybody in the conversation understands what he is trying to say. He should speak loud enough so the person the furthest from the speaker can hear everything. Good speakers know how to use volume and pace. How people say something conveys more meaning than what they say. If the person is angry but speaks with a low tone the message is not clear. As mention earlier that most of the communication is wordless, it is important to see the body language of the other parties. It will sign whether they understood what was said and their reaction on the sayings. People can also send messages to their audience when they laugh, cry, yawn or sigh.

Never forget the power of silence, that massively disconcerting pause which goes on and on and may at last induce an opponent to babble and backtrack nervously.

~Lance Morrow, an American author and journalist

Build solid relationships, maintain personal integrity and converse concessions

In the negotiation table the first phase is getting to know the other party and helping them to feel comfortable. Relationships matter and it is important to understand the reason why they are so important to the business. Good business relationships offer more value in the long term. It is hard if not impossible to build solid relationship in competitive negotiation situations. During relationship building, parties develop respect and trust for members of the other team (Adler, 2002). One of the biggest barriers for negotiation is lack of trust (Harvard Business Essentials). To maintain solid relationships credibility is very important. Trust is built through deeds, not words (Stark, 2003). A negotiator has to do what he promised he will do and maintain the professional appearance. Trust is also developed with honesty. The negotiator should be honest also about things that may not be at his best. Business negotiators should converse concessions. For example, if providing something in short delivery time the negotiator may insist larger fee.

Be patient

Being in a good mood before entering the negotiation table the negotiator have more confidence and is likely to be patient during the negotiation. All parties are investing a lot of time, energy, personal and spiritual commitment, and other resources to ensure the best possible outcome (Hamilten, 2008). International business negotiation process is not a short process. It takes time and to achieve win-win outcome negotiator must be patient.

Be culturally literate and adapt to the negotiating strategies of the host country environment

Biggest barriers for negotiations are lack of trust, cultural and gender differences, communication problems and power of dialogue. A useful tip for business negotiators is that they should never assume anything and also avoid stereotyping. Negotiators need to adapt the negotiating strategies of the host country by doing some research. They should plan ahead how they would start

their negotiation, for example, would they want to first talk about sport or climate and how to proceed from there to the real topic. Negotiators should be aware not to talk about politics or religions which are taboo in most of the countries and cultures.

When negotiating as a team it is important to determine what types of expertise are needed to support their side in the negotiation. The team should consist of people who are good and confident communicators and who work well as a team. The team should hold planning meetings before the negotiation to agree on team goals, strategies and tactics. They should assign roles and responsibilities for each team member and select a lead negotiator or team captain (Stark, 2003). The most vital tip for team negotiation is practice. It is important that the team will rehearse on their own with another team within the organization. The dry run will lift their confidence level and it gives foretaste of the negotiation situation.

As mention earlier in this chapter that the most typical factors that affects how a negotiation will play out are time, environment, personalities, information, personal issues and hierarchy. Time has a crucial impact on effective international business negotiations. The duration of a negotiation can vary across cultures, for example Americans expect negotiations to take a minimum amount of time and Vietnamese want to go forward slowly (Adler, 2002). Everything is negotiable including deadlines. There is no need to panic if the deadlines come near because they can be changed. But it does not mean that there is no need to work hard. No pressure but remember that time is money.

Environment impact the effectiveness of international business negotiation. The location of the meeting should be considered carefully. Should the meeting be held in your office, in counterpart's office or at a neutral location? When the meeting is in another country it will not only cost but also reduces access to information. When hosting, it allows controlling the situation more easily. Adler (2002) states that many negotiators select neutral locations. Business negotiators often select locations that are geographically placed somewhere between each company's headquarters. When the meeting is in neutral location

both sides travel, both sides have reduced access to information and both sides want to conclude the negotiation as quickly as possible to minimize costs.

Being prepared and gathered as much information as possible will impact on the effectiveness of international business negotiation. Information is power. Negotiator needs to know the answers for possible questions their counterparts might ask. It is also important to leave the personal issues outside the negotiation room. In the negotiations emotions need to be concealed and make decisions based on the rational reasons and not on emotional reasons. Negotiator must understand the balance of power in negotiation (Black, 2009). The negotiator has power when he has something the other party wants.

2.5 Dos and Don'ts in Negotiation

Dos	Don'ts
Do conceal your emotions	Don't expect to win them all
Do use experts	Don't be afraid to break off negotiation
Do always maintain the initiative	Don't attack your counterpart – attack the problem
Do put things in writing	Don't show triumph
Do learn to use high authority	Don't deal with round numbers
Do ask for discount when paying cash	Don't indicate movement before you need to
Do identify buying signals in your negotiations	Don't dig your heels in
Do look out for personality mirrors	Don't be afraid of risk
	Don't succumb to dangerous phrases
	Don't be afraid to make your counterpart work hard
	Don't be afraid to go back and try again

Table 2. Dos and Don'ts in IB negotiations

Source: Oliver, 2010

Do conceal your emotions and don't show triumph

"The more you express emotions, the more you give away" (Oliver, 2010, 148). In reserved cultures, such as those of Asia, visible emotional expressions are considered signs of immaturity (Fatehi, 2008). Good negotiator does not show triumph because it will create bitterness. It will imply that he won and the counterpart lost. In these situations there is a chance that the counterpart will regret the deal and look for a way out.

Do use experts

In situations where stakes are high it can be beneficial to use other people who have particular skills (Oliver, 2010). It will not only save time but also money. There is a chance getting a greater deal when there is an expert of a certain area in the negotiation team.

Do always maintain the initiative

It is important to maintain the initiative because according to Oliver (2010) without maintaining it a negotiator will lose three things. First, he will lose money. He has spent money to be in the situation he is at that moment. When the initiative is thrown away money is also wasted. Second, he will lose control. A negotiator has to have control so that the negotiation is moving in his direction. The third and most damaging thing he will lose is business. If a negotiator is not initiative his negotiations may not be concluded and he will lose the business. A negotiator has to maintain the initiative and predetermine the next point of the contract and take responsibility for it.

Do put things in writing

When a person writes things down it will help him to keep authority and control. Having writing in black and white people will avoid all kinds of embarrassing mistakes. It is hard to remember all details but it is easy to look out from reports and agreements to refresh up the memory.

Do learn to use high authority

Understand the balance of power in the negotiation (Black, 2009). Power at the negotiating table is not something anyone can give. Power and confidence is something that comes from the inside of a person (Etherington, 2008).

Do ask for discount when paying cash

Every time when paying with credit card it will cost for the seller. Seller needs to pay surcharge. Ask for discount when paying cash. This may not work all the time because some people find electronic money safer than cash, but if you do not ask, you will not get.

Do not expect to win them all

A negotiator has to be sharp all the time in negotiations because some silly mistakes or some unnecessary comments can create a lose-situation. Business people need to keep positive; they will not always get what they want.

Do not be afraid to break off negotiation

Call a break if needed (Black, 2009). If the negotiation is proving to be complex or aggressive than expected it may be a good thing to have a short 15 minutes break. The break will give everyone a chance to cool down and they may return to the table with some better ideas. A break could be a good thing even then when things are going well during the negotiation. For example, in Islam Muslims need to pray five times during the day and praying times depend on the movement of the sun. It would be polite to give a short break for the Muslim counterpart to go to pray if necessary. While the Muslim is praying the other party may recharge their batteries and also think how they could continue the negotiation process.

Do not attack your counterpart – attack the problem

Separate the People from the Problem (Fisher and Ury, 1991). Usually negotiating parties become emotional and instead of attacking the problem they attack each other. To improve the chances of success people need to conceal

their emotions and build good working relationships. People need also express emotions without taking them personally. It is wise for people not to try to find out who caused the problem. Instead of using the energy investigating who to blame people should come up with an idea how to solve the problem.

Do not deal with round numbers

Negotiators are often drawn towards large round numbers. They take ownership of a number and for some strange reason will not move from it (Beasor, 2006). Good advice is to use real numbers. A number like 26.351 is a real number. It looks like it was calculated and has an authenticity about it.

Do not dig your heels in

It is important to remember to focus on the overall interest and not to dig the heels in on one particular issue. Effective negotiators keep the whole proposal in mind all the time which includes the product or service itself, delivery, prices, profit and the future plan of the company.

Do not be afraid of risk

Negotiation is risky because no one can ever foretell the outcome. To success in business and in personal life people cannot be afraid of risks. When a person is willing to take risks in negotiations it implies confidence and will often pay off (Oliver, 2010).

Do not succumb to dangerous phrases

In negotiations parties are strangers for each other and for them to reach an agreement, they must communicate well (Fatehi, 2008). Use a language that is easily understandable and do not throw the flap because jokes vary across cultures and they may insult the counterpart.

Do not be afraid to go back and try again

Practice, practice, practice. Becoming a better negotiator requires practice. Effective negotiator is confidence and he has developed it by practicing

wherever he had the chance. If one negotiation did not work out as it was planned there are no excuses not to try again because only practice makes it better.

In business, you don't get what you deserve, you get what you negotiate.
~ Dr. Chester L. Karrass, an American author and negotiation trainer

3 RESEARCH METHODOLOGY

In this chapter, The Research 'Onion' is presented and explained. The method that was employed in the collection of data and reasons for choosing that is introduced. The credibility of research findings is also reported.

3.1 The Research Onion

Research is a process of planning and investigating of answers to specific questions in a systematic way (Ghauri and Grønhaug, 2002). Research is not only a collection of information from books or magazines because in those cases there is no contribution to new knowledge (Sachdeva, 2009). Saunders et al. (2007, 132) introduced a figure called "The Research Onion" which presents a clear framework for the most suitable methods and strategies to address a research. It promotes the knowledge to answer a research question. Research philosophy and research approach are first two of the onion's six layers. These two layers are followed by research strategies, research choices and research time horizons. The Research Onion ends up with data collection and data analysis in the center.

3.1.1 Research Philosophy

Research philosophy that the researcher adopts includes important assumptions about the way in which the researcher view the world. According to Saunders et al. (2009) research philosophy can be divided into positivism, interpretivism and realism.

"Positivism is a philosophical stance of the natural scientist" (Saunders et al., 2007, 103). It searches for truth. This view, that everything can be proved and known. Positivism is highly structured methodology that facilitates replication and the results are likely to be law-like generalizations which means that researcher investigating the same topic should come up with same conclusions. Positivism is not appropriate when considering to research on human behavior.

It is more concerned with the science and is usually associated with quantitative research (Saunders et al., 2007).

Interpretivism is a particular theory of knowledge which states that as a researcher it is important to understand differences between humans as social actors (Saunders et al., 2009). The main idea of this research philosophy is that we interpret the social roles of others in harmony with our set of meanings. Interpretivism is more appropriate for a researcher who is interested in understanding why and how something is happening. Interpretivism is usually associated with qualitative research.

Realism relates to a scientific enquiry. According to Saunders et al. (2009) the philosophy of realism is that there is a reality quite independent of the mind. Realism is similar to positivism in a way that it assumes a scientific approach to the development of knowledge.

It is important to understand the different philosophies of research because it enables to take more informed decision about the research design. A research philosophy is a principle of how data about a particular phenomenon is to be collected, analyzed and used. This study will follow a conjunction of positivistic and interpretivistic approach. Frank Crossan states in his article 'Research philosophy: towards an understanding' (2003, 49): "It is important to note that while quantitative research methods (positivist philosophies) and qualitative methods (interpretivist philosophies) are often seen as opposing and polarized views they are frequently used in conjunction". This approach is appropriate since quantitative method is used for collecting data (positivism) and I strive to explain a phenomenon based on already existing literature and the knowledge is constructed by human beings (interpretivism). This research lean more on interpretivistic approach since positivism is very weak at understanding social interactions. International business is as much an art as a science (Czinkota et al., 2005)

3.1.2 Research Approach

Saunders et al. (2009) states that there are two approaches involved in this section which are deductive and inductive approach. Deductive approach works from more theory to practice. A deductive approach is consistent with developing a theory and hypothesis based on already existing facts and theories in a certain field, and testing it through research (Saunders et al., 2009)

An inductive approach works from specific to general to broader generalization and theories. In inductive approach data is collected first and the results formulate a theory. The inductive approach is mainly used in qualitative studies whereas the deductive approach is mainly used in quantitative studies.

This study will follow a deductive approach. There are a lot of existing literatures about international business negotiation and the survey questions are designed based on the existing theories. It would be interesting to find out how the negotiation process is proceeding nowadays.

3.1.3 Research Strategy and Choice of Methodology

The research strategy and research choices are next two layers of the Research Onion. There are different research strategies used to investigate the research questions and objectives. Saunders et al., (2009) note that it is important to have a clear research strategy and state that no research strategy is superior or poor to any other strategy. According to Saunders et al. (2007), a research strategy can be divided into seven different categories which are experiment, survey, case study, action research, grounded theory, ethnography and archival research. Saunders et al., (2009, 141) point out that the choice of research strategy will be guided by the research questions and objectives, the extent of existing knowledge, the amount of time and other available resources as well as philosophical underpinnings.

There are several methods of collecting and analyzing data, such as interviews, sampling, observation and questionnaires. These methods can be divided into two categories which are qualitative methods and quantitative methods. There

is also a mixed method research where both qualitative and quantitative data collection techniques and analysis procedures are used either at the same time or one after the other but without combining those (Saunders et al., 2007)

Qualitative data refers to all non-numeric data. Qualitative data is more detailed description of things. The qualitative method investigates the why (meaning) and how (process) things happen as they do (Sachdeva, 2009).

Quantitative methods are good way to find out who, what, when and where. Quantitative methods focus is in numeric data (Saunders et al., 2009). It is good method for researcher to use when trying to find evidence to either support or contradict an idea or theory he might have. People may use quantitative methods in different kind of research works and the outcome of the idea or theory is more trustful when there are proofs of researcher's arguments whether he agrees or disagrees (Jha, 2008). The advantage of quantitative method is that the result of the research is statistically reliable.

3.1.4 Time Horizon

Fifth layer of the Research Onion is time horizons. When planning a research it is important to know the limitation of time because time limit tends to be very crucial for most researchers (Sachdeva, 2009). It is essential to understand that research is a process that takes time and that the time of period for one type of research may not necessarily be the same as for others. Saunders et al. (2007) have identified two types of studies which are cross-sectional studies and longitudinal studies. Cross-sectional studies are also called as the "snapshot" time horizons which is "the study of a particular phenomenon (or phenomena) at a particular time" (Saunders et al., 2007, 148). The longitudinal studies are also known as "diary" which is usually studying if there have been any changes or developments of the same thing in different time frames.

This research is cross-sectional as in this research the survey strategy has employed. Survey is a research method that involves the use of questionnaires or statistical survey to gather data about people and their thoughts and

behaviors. The purpose of this questionnaire is to find out how international business negotiators act through their negotiation process.

3.2 Data Collection

There are two kinds of data to be found which are Primary data and Secondary data. Primary data is known as new data collected specifically for a certain purpose and Secondary data stands for data collected originally for some other purpose. Secondary data can be anything from documentary secondary data such as public newspapers, governmental reports and non-written materials, for example, video recordings (Saunders et al., 2007). In the early stages of research process the decision of which data collection and analysis method should be used have to be made. Research is not only a collection of already existing literature. It requires both secondary and primary data. In this study secondary data is used in the theory part. Primary data is collected from the results of the questionnaire.

For this thesis quantitative method was chosen because it fitted the purpose of the research better. I have implemented quantitative research by conducting international business negotiation survey. Business people are busy people and the best way to get them contacted somehow was sending the link of the survey straight to their own work e-mail. There are different types of questionnaires and for this research best alternative was self-administered questionnaire which was completed by the respondents. The survey was Internet-mediated questionnaire which was administered electronically using Kwik Surveys web portal. By using this method the distortion of respondents' answers is low because they were contacted by e-mail. According to Saunders et al. (2007) likely response rate when using internet is 11 per cent or lower. In this questionnaire 10,44 per cent of the targeted negotiators gave a response.

Sending questionnaire via mail or having face-to-face interviews or phone interviews were not an option since international business people travel a lot and also due to the time limits. To be sure that they will receive the

questionnaire it is a fact that they check their e-mail on daily basis. They can take the survey when it suits them best.

Saunders et al. (2007) advises that the time taken to complete collection should be from two to six weeks from distribution. The questionnaire was sent to 67 international business negotiators and two weeks after the first e-mail a reminder was sent. Two more weeks went by before making the final conclusions.

The survey was designed based on the literature part of the thesis. All in all there were 33 questions in the survey. Almost all of questions were closed (categorical and quantifiable) questions. There were three open (aided and unaided) questions and few metric questions in the survey. The aim was to keep this survey as simple as possible and in a way that questions are in order. Survey starts by asking general question to give background information for example, asking the gender. The survey can be divided into four clusters. The first cluster survey demographical questions (1-4), followed by the preparation and planning step in the negotiation (5-12). The questions in the third cluster related to the actual negotiation situation with the other party (13-23). The fourth and final cluster consists of the outcome and after negotiation –questions (24-33). In the end of the questionnaire is a text box for any comment or suggestions.

There were few open questions where the respondents had a chance to write the answer in their own words. The disadvantage of open questions was that not all of the respondents answered and instead left them blank. In this case only one person skipped all the open questions. Because of earlier experience with open questions the author was pleasantly surprised by the responses. There were people who really gave an effort to write whole sentences. There were no uncompleted surveys. Everybody who responded the survey completed it to the end.

Multiple choice questions are the best and most reliable way to collect information of the area of interest. The reason why most of the questions in this

survey are multiple choice questions is to keep the answering and question methods simple enough so that it is easily understood by everybody.

3.3 Reliability, Validity and Generalization

According to Saunders et al. (2007, 149) reliability “refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings”. In other words, reliability describes solidity. There are four threats to reliability which are subject or participant error, subject or participant bias, observer error, and observer bias. The timing, attitudes, autonomy and interpretation of the questionnaire affect those (Saunders et al., 2007). Jha (2008) take note that it is possible to have reliability without validity. The major purpose of reliability is either to support or to improve validity. The reliability of the survey is compromised by the fact that there were only nine (9) answers although the link to the survey was sent to 67 persons, which makes the total response rate of 10,4 per cent.

Validity is used to determine whether the research measures what it intended to measure. It will describe whether the relationship between two variables is a casual relationship or not. There are six threats to validity which are history, testing, instrumentation, mortality, maturation and ambiguity about causal direction (Saunders et al., 2007).

Generalizability is sometimes referred to as external validity. It means whether or not the results of the research can be generalized. Although the demographics of the participating persons were relatively homogeneous (the majority were men and Finnish origin), the results of the research cannot be generalized since the quantity of the participating persons was low.

The actual situation of taking the survey was monitored, because the questionnaires were sent directly to the business negotiators of large international companies operated in Finland. Confidence that right person has responded is high because of the e-mails. It was not a mandatory to answer all

of the questions in order to be able to finish the survey because the aim is to get trustworthy responds and not hasty ones.

The questionnaire was sent to negotiators who work in private sector in international companies that operate also in Finland. Even though those negotiators use English every day it was decided that the survey is available both in English and in Finnish language. They were given an alternative. The believe was that this will increase the responses which actually proved to be true. There were 5 people who replied the survey in English and 4 persons replied in Finnish.

3.4 Limitations

International business negotiators have usually a high position in the company and it is hard to find contact information of an important person from a large company from its webpage.

Business negotiators do not want to reveal their negotiation strategies and tactics, they keep all inside. This was also one limitation of this study. There were not so many negotiators willing to respond the survey. There is a possibility that the answers by the negotiators for the survey were not honest or they did not read carefully through before choosing.

The other limitation is the time spent on international negotiation. Respondents were asked how much they spend time on international negotiation in percentage. There were people who spend 40% of their time on international negotiation and there were people who spend 10% which give the average of 16%. Even though the average is low, they all have experience when it comes to international business negotiation.

This survey was not inclusive for two reasons: there were only 2 females and rest of the respondents were males. The other reason is that people who replied are from Europe, eight are Finnish origin and only one Italian in origin. The responds are given from a European point of view.

DATA ANALYSIS

This chapter focuses on the research results and findings. The results are divided into four sub-chapters; general background information, early stages of negotiation process, negotiation in action and in the end of negotiation process. Lastly, there are recommendations for further study.

3.5 General background information

The survey was warmed up with four demographic questions to get background information of the respondents. Majority of the respondents were male (71,42 %). As this research is about international business negotiation the second question was asked in order to uncover the country of origin. All of the respondents were Finnish except one person was originally from Italy. It was not relevant to ask respondents' age; instead the aim was to find out how long they have been employed in the workforce. The length of their working years was long. The lowest working experience was 17 years and the highest was 45 years. The average years in the workforce was 26 years which is very high and it alludes that they all have a lot of experience when it comes to business negotiations. The last question in this cluster was about time spent in international negotiations. The time is spend differently as some replied that they use 40% of their time and some spend 10% that is why on average these negotiators spent 16,11% of their working time in international business negotiation.

3.6 Early stages in International Business Negotiation

Next five questions (5-9) were about the preparation and planning of the negotiation. "The most important success factor in negotiation is preparation and planning." (Ghauri and Usunier, 2003, 16). The purpose was to find out how much time and effort does business negotiator spend for pre-stages of negotiation process. It transpired that five out of nine respondents devote only an half to one hour to prepare a negotiation (see Figure 2).

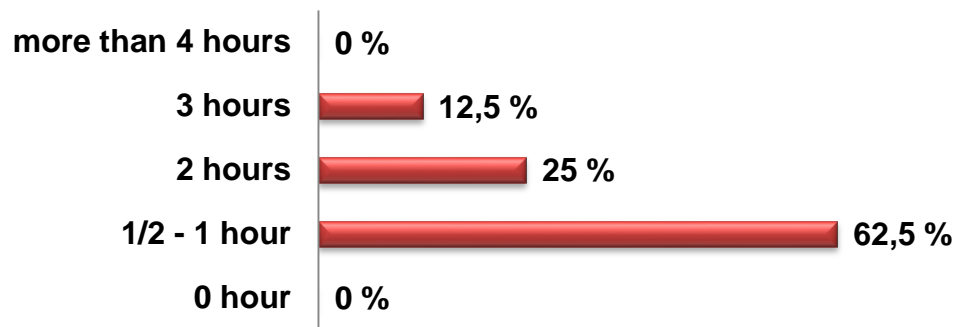


Figure 2. Dedicated time to prepare a negotiation

The results of this question were a bit surprising because many authors stress the importance of preparation and planning but in reality planning is in many cases perceived as boring and therefore it is easily put off in favor of “getting into the action”. But in the other hand, these negotiators have many years of experience the amount of time spent on preparation may not be a short after all. It has become more like a routine for them. If there is only one hour to prepare a negotiation Thompson (2008) gives three crucial steps that are vital. It is important to at least identify key goals, brainstorm the options and plan the opening move.

From the responds of the sixth question ‘When preparing for the negotiation, to what extent did you prepare the other side’s case separate from your own?’ it is hard to withdraw clear conclusions how much they prepare counterpart’s case, but it is sure that all of them think about the other side before entering to the negotiation table.

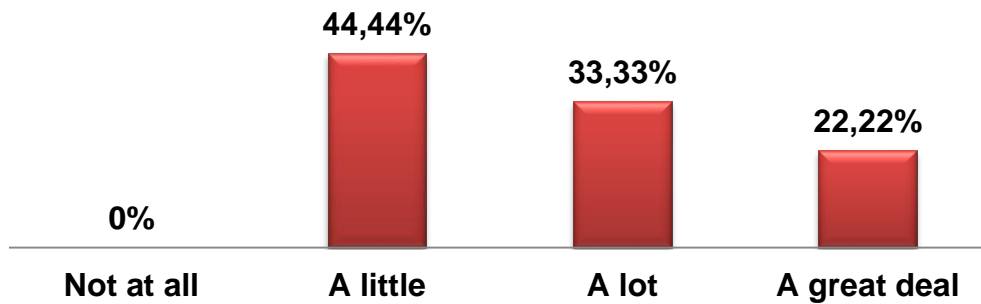


Figure 3. Prepare the other side's case separately from their own case

The results of the seventh question give a clear picture that all of the respondents clearly identify their objectives. The purpose of the following question (8) was to define how much of their objectives in percentages do they reach on average. These international business negotiators reach their objective on average 71,66%. In order for negotiator to achieve negotiation objectives and determine the success or failure of negotiations, the most critical elements before sitting down to negotiate, are effective planning and preparation (Hendon et al., 1996).

Question 9 was a matrix question. The style suited the best since there were many questions that related preparation. Matrix questions are easy for respondents to answer. Putting many questions that have same answering category together. In question 9, respondents were requested to indicate to what extent they consider each of the following factors as part of their preparation:

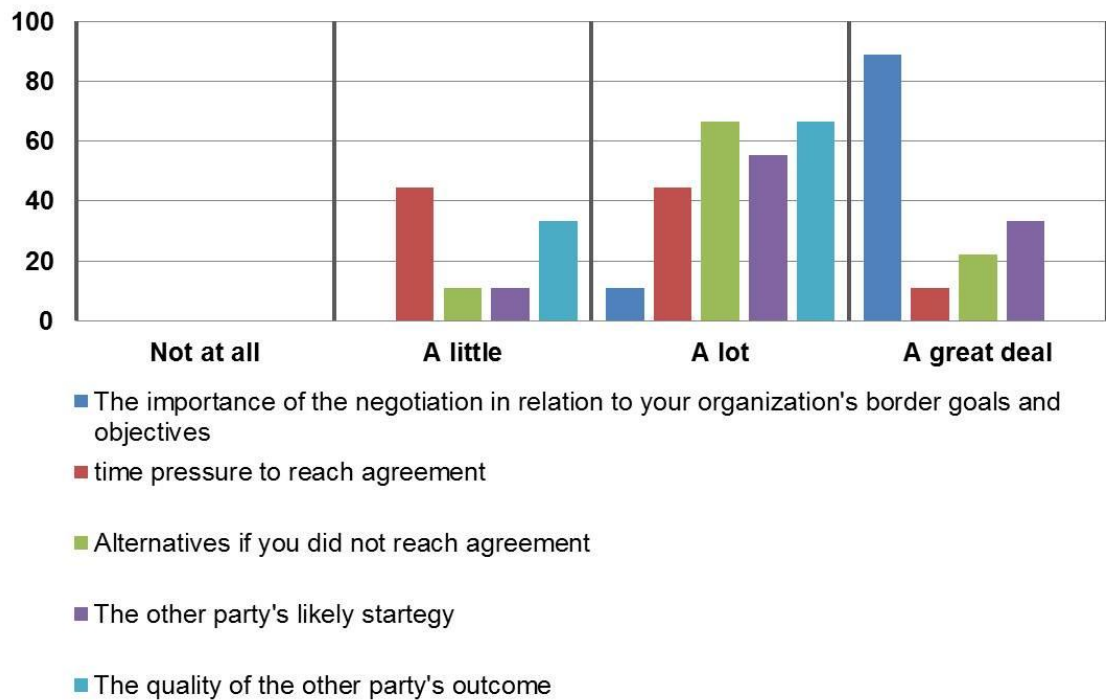


Figure 4. Factors under consideration in preparation stage

Slightly less than 90% of the respondents indicated that the negotiation is extremely important in relation to their organization's border goals and objectives. They also indicated that the time pressure to reach agreement is somehow important as two equally most popular answers were a little: 44% and a lot: 44%. The third sub-question was about BATNA. As the results shows negotiators ponder a lot for different alternatives if they do not reach agreement. Negotiators with a strong BATNA can negotiate with confidence and power. If the best option does not work the negotiator may pull the plan B out of the sleeve and still have a win-win outcome. The results of fourth sub-question is little bit doubtful because more than half of the respondents say that they revolve a lot (55%) and a great deal (33%) counterpart's likely strategy but they answered in question 5 (Figure 3) that they prepare counterpart's case a little. Smart negotiators always consider the other party's objectives and strategy. The quality of the counterpart's outcome is important for negotiators as 66% replied 'a lot'.

For negotiations to be successful, one party must understand the other party's position. The skill to look at the situation from the counterpart's point of view is one of the most important skills in negotiations. In the next question (10) the answer options were the same as in the previous question. The intent was to find out how these negotiations gain insight into what the other party really wants and are prepared to agree to (Figure 5). The first sub-question asked, does the other party fully explain what they want and why they want it. The responses were in the middle of the rating table as 55% says a little and 44% says a lot. Information is power especially in the early stages of the negotiation process. The respondents say that they ask a lot of specific questions and get reasonably clear answers. The more specific information is obtained the more powerful the negotiator will be. 77% of the respondents use the tactic where they offer some insight into what is important to them to encourage the other party to do likewise. This tactic does not always work and should be used carefully because every time when revealing valuable information the other party will get more power.

More than half of the respondents draw their own conclusions from what the other party say and do (or do not say). They read between the lines, pay attention to the body language and the use of silence. The respondents focus only a little on parties' differences in order to gain insight what the other party aims for which is actually a good thing because negotiation is about reaching an agreement together and not be divided into two different groups. The respondents focus more on common ground. More than half of the respondents answered that they know a little what the other party wants because of their preparation beforehand.

In this questionnaire there are few questions that are similar to each other. The reason why they were asked was that it is easy to examine whether the respondents really read questions carefully. The last sub-question of question 9 and question 6 were nearly the same and this shows that the survey was not done blindfolded.

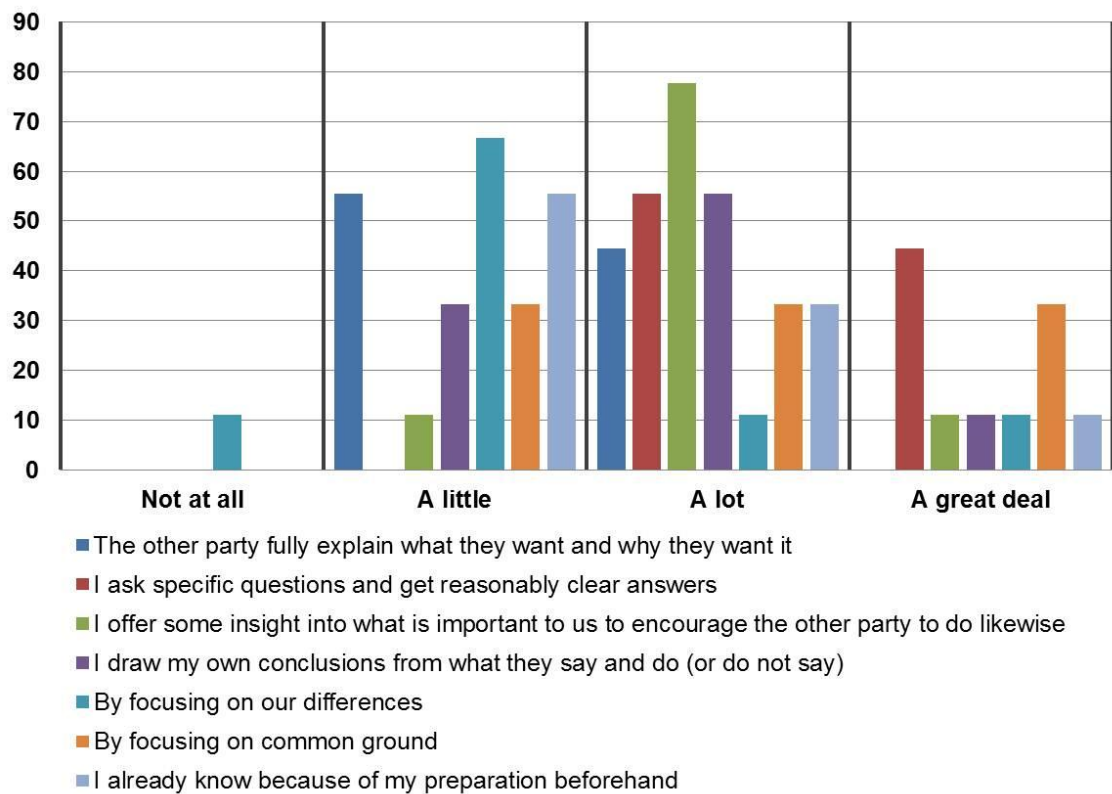


Figure 5. Insight of the counterpart wants and what they are prepared to agree to.

The next question was about their assessment of the balance of power between the parties. In the optional comment box in the end of the survey someone remarked this question that 'it depends a lot who you negotiate with'. There were five options to choose from whether they needed the agreement much more or somewhat more than the other party, or they both need the agreement equally, or the other side needed the agreement somewhat more or much more than they do. The result of the question shows that six out of nine responders go to the negotiation situation with an attitude that both parties need the agreement equally. 22% of the responding negotiators mind that they need the agreement somewhat more than their counterpart does. One believes that the other party needs the agreement somewhat more than he does. This could mean that he is leading the negotiation because he believes that the other party has more to lose and may probably have to make some concessions in order to reach an agreement. The implication was shot down as the following question

was about how their assessment of the balance of the power affects their strategy. There were four options to choose from; they become more firmer in their position and expect the other party to make concessions, they decide to actively seek new and creative solutions, they decide that both parties need to find some middle ground, or they will realize that they need to make a concession. Responses are illustrated in the following chart (Figure 6). Roughly 90 % decides to actively seek new and creative solutions and one responder decides that they both parties need to find some middle ground. Nobody answered that they expect the counterpart to make concessions. Finding a middle ground usually means that both parties need to make some concessions. They may still reach their objectives and both parties can be satisfied with the outcome. The word 'power' has a bad reputation because most people associate the word with one side dominating the other. Stark (2003, 21) define power as "the ability to influence people or situations".

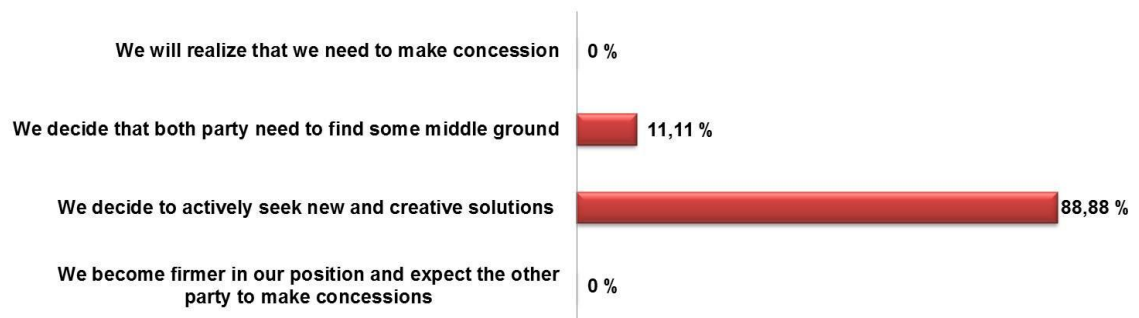


Figure 6. Balance of power in their own strategy

3.7 Negotiation in action

Making the opening in negotiation affect the progression. By just looking at the figure below one can draw conclusion that it depends on the issue negotiated who is making the opening. The majority has replied 'often' in both questions which hint that it depends on the case who should be first to open.

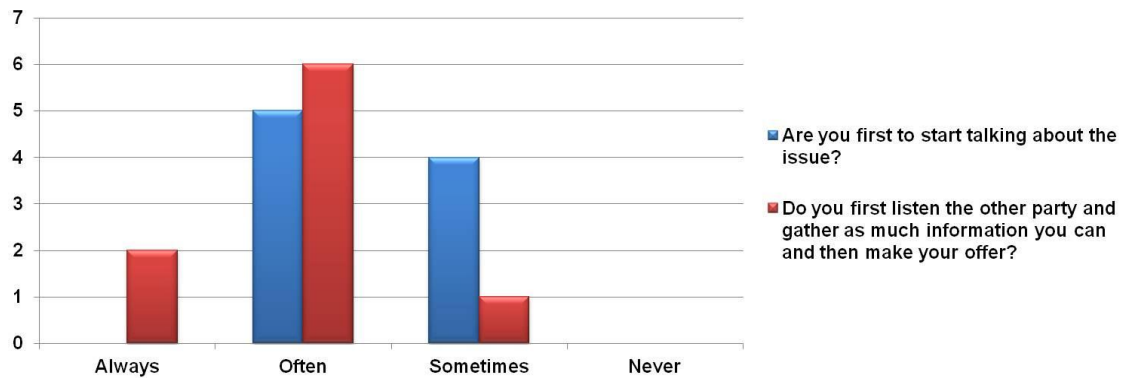


Figure 7. Making the opening in negotiation

Each culture handles gender roles more or less differently. Gender influence negotiation process in some culture negatively and in some positively or there is no difference. By asking straight; 'who are better to negotiate -men or women?' would not give a clear answers since the question is too general. Instead two questions were designed that will focus on certain character by asking based on their experience and not on prejudices. The first question related to gender was; 'Based upon your experience, please mark the most accurate statement: men are superior negotiators to women or women are superior negotiators to men or there is no difference based on gender'. All of the respondents have experienced that there is no difference based on gender. A more distinct difference was seen with the second question. The answering options were: women are more likely to negotiate matters than men or men are more likely to negotiate matters than women or there is no difference based on gender. Seven out of nine stated that there is no difference based on gender, one said that men are more likely to negotiate matters than women and one's assessment was that women are more likely to negotiate matters than men. The surveys are anonymous but there is a possibility for researcher to see the results as individual reports and after doing some investigations it was discovered that the one who said men negotiate on matters, was actually male and the one who said that women negotiate on matters, was female.

In the next question (16), respondents were free to answer what are the top three areas that are primary focus in negotiation. They were also advised to list these in order of importance to them. To slightly aid them there were few examples given (price, relationship, payment terms, service, quality, etc.). Table 3 below shows the results. There was one person who skipped the question and one wrote only two areas. This aided open question's results give a lot of information just by looking at the table. As one can see quality, price and relationships are in top three for many respondents. People value things differently. The only thing that was not mentioned and what is usually very important for business negotiators is time. This implies that timing is not important for these negotiators and culture may have something to do with it.

Table 3. Areas that are primary focus in negotiation

The most important	Second	Third
Rules and regulations inside company	New methods to be taken into use	
Long relationship	Price	Quality
Total cost of ownership/ life cycle cost	Compatibility	Quality
Win Win	Relationship	Price
Contents	Price	Relationship
The contract in a whole	Price	Relationships
Price	Services/Products	Quality
Quality	Services	Price

Negotiations skills are not something that a person born with or not. Everybody is negotiator but negotiation is something a person can practice and improve upon. In question 17, negotiators were asked to rate their skill level in negotiation 0-5 with zero being no skills and five being the most skilled in negotiation. Fifth of the respondents evaluate their skills as three (3 = good) and majority (77%) grade their skills as four (4 = very good). This illustrates that they all believe in themselves and have confidence.

The next question confirms the answer of the third research question: 'Which skills are important for business negotiator to master?'. Respondents were asked to choose three skills from the list. The options were: communication skills, concealing emotions, interpret people, bargaining skills, good listening skills or the answerer could write some other skill in the text box.

In respondents point of view the most important (mode) skill is by far communication skills. Communication is the product of negotiation and clear communication is the first foundation for successful negotiation and especially in international negotiations where cultures and different languages collide. According to the respondents second most important skill is good listening skills which are also a part of communication. The ability to interpret people is also in top three. To know how to read the other party is an advantage. One person believes that concealing emotions is essential skill to master. In the optional comment field two people wrote that they believe important skills to master are; 'ability to react and innovate proposals' and 'the ability to build constructive proposals'. As mention in the chapter three about the limitations of this research, negotiators want to reveal as little information as possible. There was one person who passed this question.

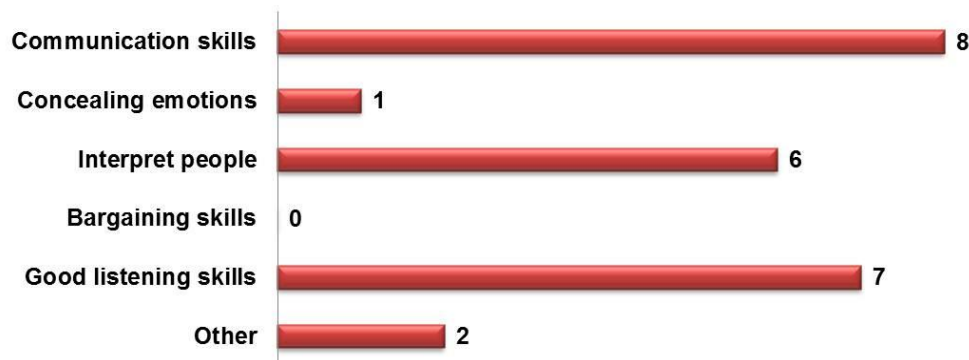


Figure 8. Important skills to master

Question 19 was designed by using the basis of dos and don'ts table (Chapter 2, Table 2) and Acuff's (2008) 10 negotiation strategies. Cross-cultural communication difficulties make international business negotiation challenging. Miscommunication can cause damages so it is essential to use simple language that is absolutely understood. Majority of respondents often repeat what they said earlier in other words to make sure that the other party understood.

Third of the respondents always aim high. It is good to maintaining high aspirations and if you do not ask you will not get. Asking a lot of questions will give much rich information to the questioner. 66% says that they ask a lot of question in most of their negotiations. People communicate with others by send a lot non-verbal signals through their body without their acknowledgement. Non-verbal communication includes everything from hand gestures to the facial expressions. Third of the respondents always pay attention to counterpart body language. Body language is excellent source of information. It will signal whether the counterpart is really into the negotiated issue or are they uncertain about something. According to the results everyone pay some attention to the other party's body language.

Negotiation process is a long process and especially international ones. Negotiators usually have several meeting before reaching an agreement and no

one is willing to negotiate with the fast-talking person who insists an immediate decision (Stark, 2003). That is why it is consequential to be patient during the whole negotiation process. Patience develops trust and brings forth better decisions. The majority remains patient often, two of them says they are always patient and two says sometimes.

When in Rome, do as Romans do. It is polite and advantageous comply with the customs of a society when one is a visitor. More than half says that they often adapt the negotiation strategies of the host country environment.

Negotiators should leave emotions outside the negotiation room and make rational decisions. It is very hard for people not to involve emotions in decision making as it shows in the results. 66% says they allow their emotions affect the decision making in negotiations. Others have learned to keep emotions and negotiation apart and they never let feelings affect decision making.

Confidence is something that a person feels inside and it reflect outside for other people to see it. When a person is confident it gives a professional image to the counterpart. The respondents feel confidence in most of their negotiations. The results of the question 19 can be seen from the figure below. It is also noticeable that almost in all sub-questions the answer was 'often'.

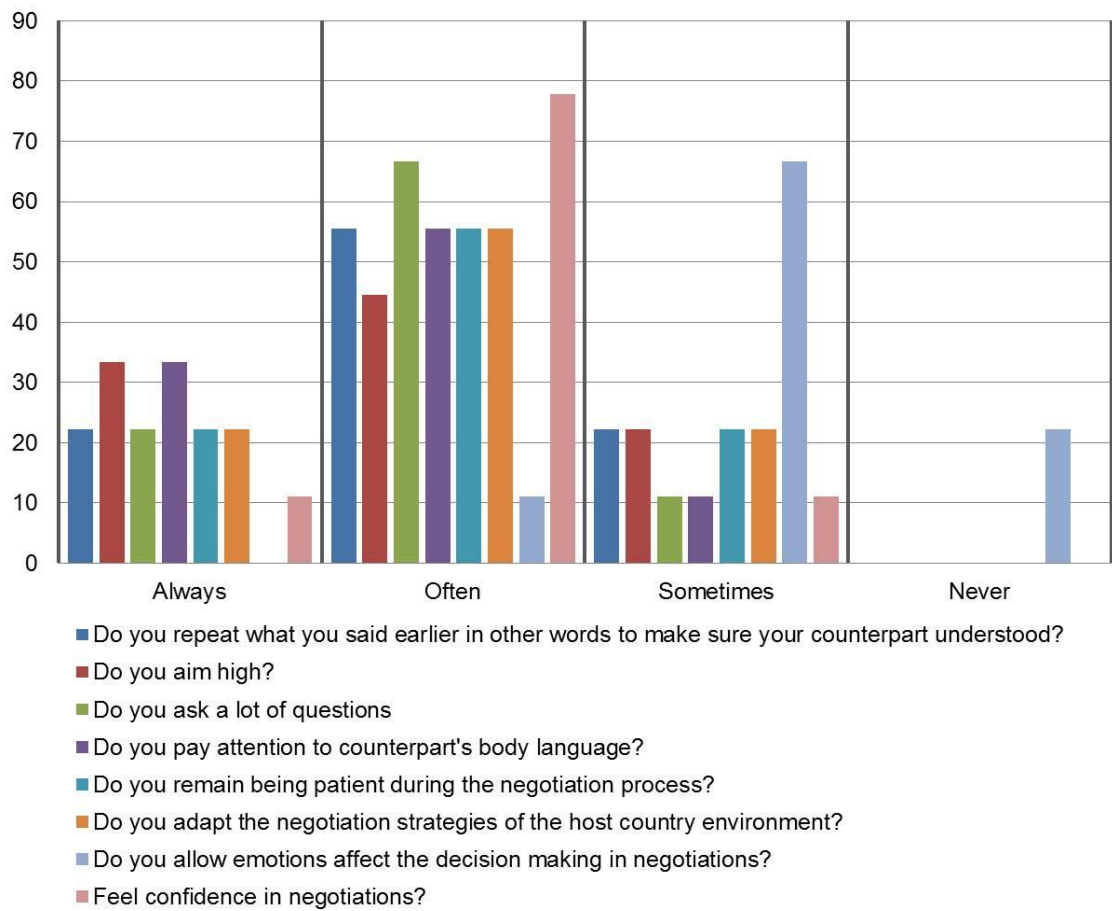


Figure 9. In negotiation

Question 20 was created by applying Harvey's (2008) table (Table 1) of positional negotiator. First five attitudes and styles of negotiators from the table were selected for this question. In the question the respondents were asked whether they see themselves as type A negotiator or type B.

Table 4. Positional negotiator

Negotiator A	Negotiator B
Going for conquest	Going for agreement
Dig in	Suggest deals
Threaten	Offer
Go for what you will settle for	Go for what they will settle for
Argue for own position	Argue for agreement

Negotiator A stands for tough and rough and Negotiator B is soft and sweet. The reason for not naming the negotiator A: tough and rough and negotiator B: soft and sweet was that the respondents might choose their answer based on the title of the negotiator which was not the aim. Everybody sees themselves as type B negotiator, soft and sweet. Tough and rough negotiator is usually a person who does not care about relationships nor about the other party's outcome. As long as he will get what he wants, he is happy.

The respondents were asked where they prefer held their meetings: at their office, the counterpart's office or in a neutral location. The answers were spread, but majority (55%) prefer held their negotiation in a safe environment, a place they call a second home, their own office. 22% prefer held their meetings as a guest at counterpart's office and rest 22% prefer an environment that is not familiar to neither of them, a neutral location. Adler (2002) stated that many negotiators select neutral location but according to the results of this research it turned out to be not true. The selection of location also depends whether the negotiator is buyer or seller.

Most of the companies' meetings are team negotiations. The purpose of the following question was to find out how many of their negotiations in percentage are held as an individual negotiation. The mean was 28,88% which proves the

statement true that companies prefer team negotiations because the success is higher. It is also a fact that when there are more people in the room, more creative and new ideas and solutions is created.

Even though the technology has developed a lot during the last few decades people want to have face-to-face meeting instead of live video meeting such as Skype. Eight out of nine prefer face-to-face negotiation method. It is easier to sell a product or service when the buyer is physically present. One person negotiates via e-mail too.

3.8 In the End of Negotiation Process

As mentioned in the second chapter (2.2.2) there are four outcomes for negotiation which are win-win, win-lose, lose-lose or no outcome. The attitude before starting a negotiation affects the outcome and future relationships. Respondents were asked what should be prioritized when starting negotiation; win-win, win-lose or equal importance. It was not surprise that eight out of nine answered win-win because with win-lose outcome the loser is not willing to negotiate with the winner in the future. One person reported that it has equal importance which one to prioritize. Early on in question 8 respondents stated that they consider a lot of the quality of the outcome for the other party and in win-win situations both have reached what they wanted to reach.

The level of satisfaction when it comes to the outcome of the negotiation was very positive. As more than half are very satisfied with the outcome and others are moderately satisfied. Positivity continues since 77% are very satisfied and 22% are moderately satisfied with the whole process of their negotiation.

When it comes to the final agreement two thirds of negotiations usually ends up with a single formal detailed agreement, 22% ends up with a series of formal and detailed agreement and rest settle upon an informal agreement. Nobody said that the issue is resolved by other than negotiation or that there will be no agreement because of a knot that cannot be solved.

Competitive negotiation can be compared to any competition that is to be won or lost. The result of competitive negotiation is either a win-lose or no outcome. There was a question in the survey where negotiators could select one negotiation style that they prefer. The options were:

- Collaborative/ win-win/ interest-based
- Distributive/ competitive/ concessional
- No preference
- Other (please specify)

Eight out of nine dignify collaborative negotiation and one person prefers competitive negotiation. Implication was made that it was same person who choose equal importance in question 22 and prefer competitive negotiation but after viewing the individual reports one by one it turn out that it was not the same person. There was also optional comment box and one person wrote that his negotiation style is being 'an expert in my service field'.

The next two questions were unaided open questions were in the first question the intention was to get insight how respondents estimate the importance of win-win strategies. In table 5, all responses are listed. One can make conclusions that they always aim for win-win outcome.

Table 5. Win-Win Strategy

Win-win strategy
<ul style="list-style-type: none"> • <i>'Both parties get their prime targets.'</i> • <i>'I think this is the only way to negotiate when aiming at long term partnerships or keeping the option open in the future as well. The importance depends on compatibility and our own strategy.'</i> • <i>'Best possible in business to business'</i> • <i>'Very important to get both motivated and that is possible via win-win'</i> • <i>'Crucial. This is required in most cultures.'</i> • <i>'Lead to trust and continuity.'</i> • <i>'Provide certainty about the issue that is dealing with which means that you cannot go to a meeting with 'let just get it done' –attitude'</i>

In the following question the idea was the same but they were asked how they estimate win-lose strategies. In order for all to win both parties must work together. In win-lose strategies they only think about themselves and in the end that strategy does not get anyone very far.

Table 6. Win-Lose Strategy

Win-lose strategy
<ul style="list-style-type: none"> • <i>'Only other side gets his/her targets'</i> • <i>'Typically in simple purchases with many bidders you just pick up the cheapest and do some bargain as well. In this type of situations there's no need to think win-win'</i> • <i>'Good in segments where customer loyalty is not important'</i> • <i>'Win-lose, that is a bad starting point for anything'</i> • <i>'Not the best way to proceed'</i> • <i>'One-off trade'</i> • <i>'When the respect lacks towards the client by not finding out client's needs and not sharing own point of view competitively neither party will get anything out of the negotiation'</i>

The negotiators prefer win-win strategies because it will help build long relationships with suppliers and customers. One can see from the pies below that all the negotiators have long-term relationships with both customers and suppliers. Both figures show the average percentage of both relationships.

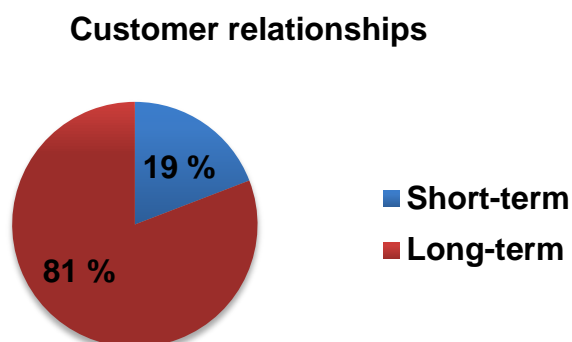


Figure 10. Customer relationships

Comparing both pies, the implication was made that negotiators want to maintain good relationship with the customers more than they want with suppliers because it is harder to find new customers but it is easier to find new suppliers as there are so many candidates to choose from and customers choose you but you can choose suppliers.

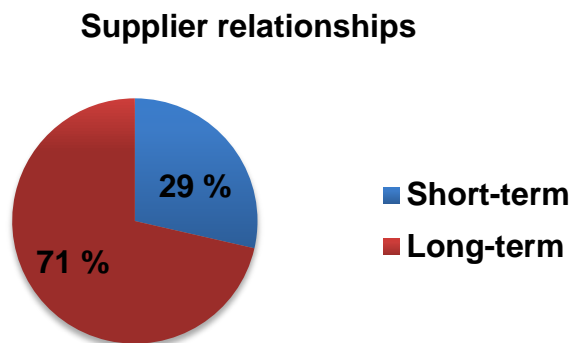


Figure 11. Supplier relationships

Last two questions were designed as a matrix question. Question 32 was planned keeping in mind Fisher and Ury's negotiation theory. The answer options for this question were: always, often, sometimes or never.

Respondents were asked do they expect to win all of their negotiations and by looking the graph below (Figure 12) one can see that there is no specific answer, as two people always expect to win, two never expect to win all of his negotiations and the rest were between.

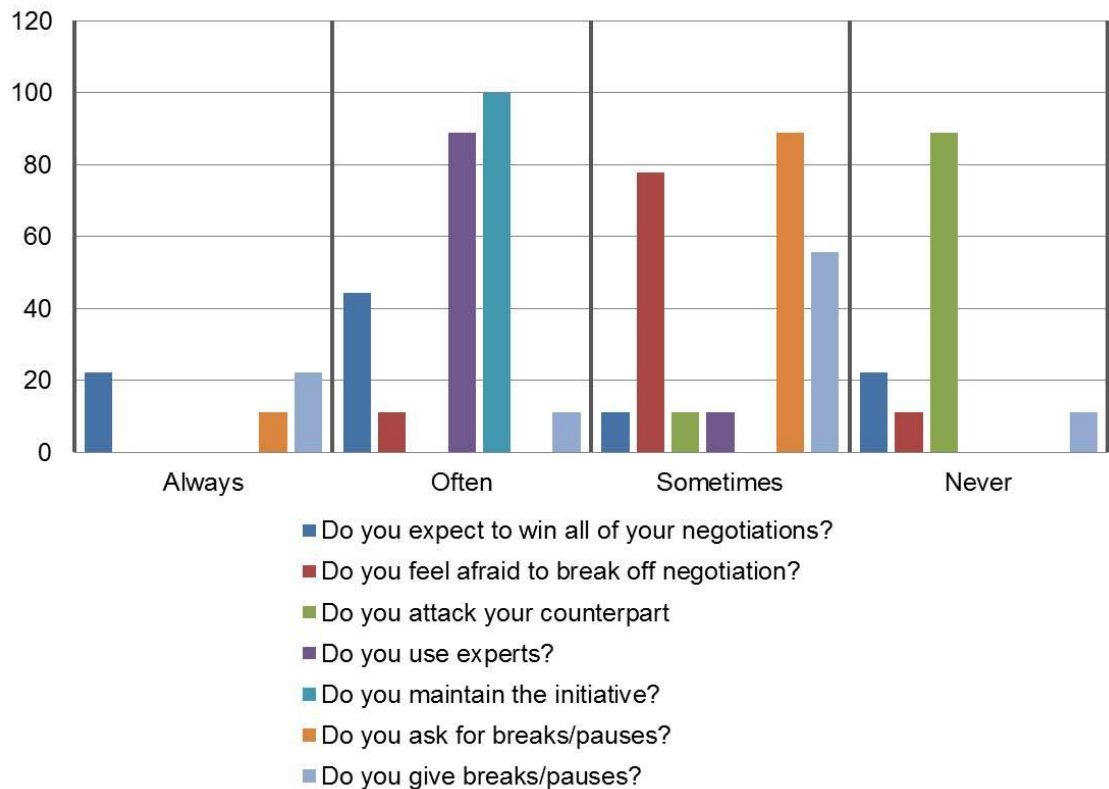


Figure 12. Behaviors and acts by negotiator

Walk away may sometimes be the best option but negotiator must have strength to do it. Sometimes the relationship with the other person is so good that a negotiator rather lose something else than a fine relationship. A negotiator may feel afraid to break off negotiation for many reasons. To name few, the person will ponder will he find another seller/buyer or considerably amount of time spent already or how it affects to the future relationships. The respondents were asked do they feel afraid to break off negotiation and majority replied sometimes. One person seems very confidence since he is never afraid to walk away.

It is never wise to be too aggressive in any negotiation. But in some situations being a bit though would not harm, vice versa, it would be better. The results of next sub-question: 'Do you attack your counterpart?' was unilateral since one person answered sometimes and rest never attack their counterpart which may be a cultural thing.

Having experts in the negotiation may be advantageous. Marginally less than 90% use experts in their negotiations. Without maintaining the initiative a negotiator will lose money, control and most of all business. Everyone said that they often have fire in their belly which is good because the situation will move forward to their position.

The negotiation process is a long process and depending on the issue negotiating the meeting may last long or short time. Having breaks between the negotiations may be a good thing for both parties. During the break one has time to charge the batteries and come up with new ideas and solutions. The respondents were asked whether they suggest breaks. Majority says that they sometimes ask for breaks but more often they give breaks. In conclusion, it may be that when someone is the host it is easier for him to give breaks than as a guest and ask for small pauses, or it could also depend whether the negotiator is in selling or buying position.

The negotiation process does not end when the negotiation session is over. As important the planning a negotiation is so does the post-processing of the negotiation. The respondents were asked to tell how often they do the following things after the meeting is over.

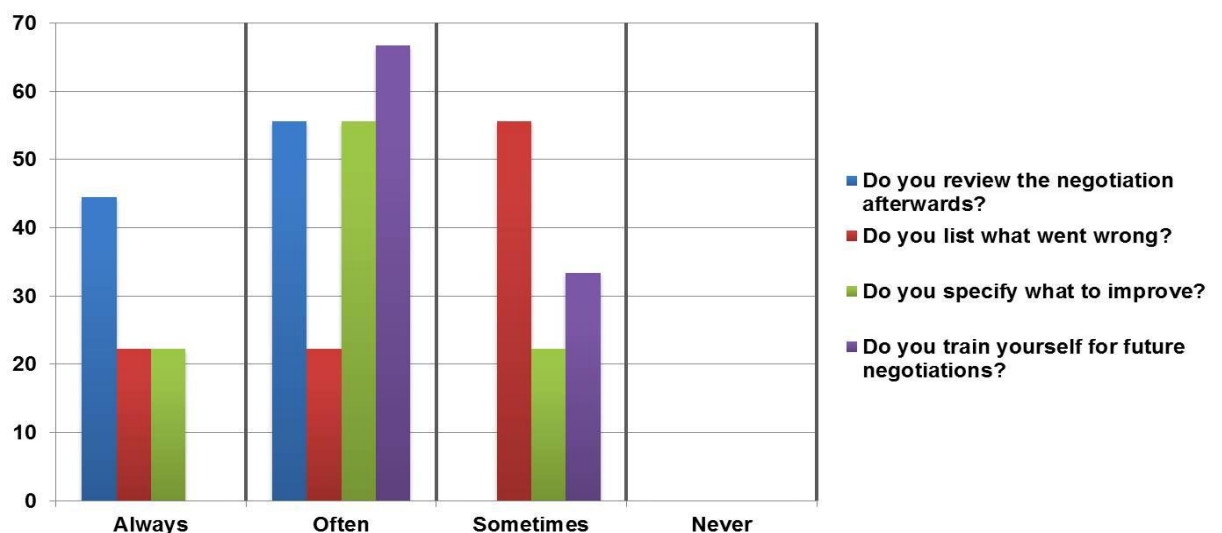


Figure 13. After the meeting

The answer options were the same as in previous question. 44% of the respondents always review the negotiation afterwards and rest of them said that they often look back to a negotiation situation. The next sub-question's: "Do you list what went wrong?" answers were divided as 22% say the always write a list, 22% says the often do it and rest says sometimes. The following question was asked whether they specify what to improve and majority stated that they often do it. It is a fact that people learn from their mistakes and knowing how to avoid doing the same mistake again is very crucial element. Another fact is that people learn by doing and training. The last sub-question was asked in order to find out does negotiators train their selves for future negotiations and two thirds say that they often train themselves because it will give foretaste of coming negotiations.

4 CONCLUSION

International business negotiation is more difficult not only due to cultural differences but also due to differences in language. Negotiating effectively cross-culturally is one of the single most important international business skills (Adler, 2002).

The objectives of this research were to investigate how international business negotiators negotiate nowadays and what are the important skills an international negotiator should master. In addition, this research aims to give recommendations on how to have effective negotiations and improve needed skills.

The primary data for this research was collected by conducting a survey during the spring 2012. Because of the design of the questionnaire it can be used in other international negotiation researches as well. The deep and correct analysis can be done but the results cannot be generalized too much. However, this research did give directional information about the international business negotiation process.

The main research issues were international business negotiation process and negotiation skills. Negotiation theories by G.R. Shell, and R. Fisher and W. Ury, together with F. Acuff's strategies, D. Oliver's dos and don'ts and famous quotes by important people around the world have been used as a framework for this thesis.

The research questions were defined as follows:

1. What is international business negotiation, and why it is important?
2. What factors need to be considered in international business negotiation?
3. Which skills are important for business negotiator to master?

Empirical results shows that negotiators do pay attention to the whole negotiation process, but they should consider preparing more and should also spend more time to review the negotiation in order to have preferable negotiations in the future. This thesis showed that all of the negotiators are aware of Fisher and Ury's, and also Shell's negotiation theories and also use them in their negotiations.

Every negotiator, whether it is an individual negotiator or team, must enter discussions with a clear idea of how much they will need (not want) to take away from the negotiations and they should also have a detailed strategy for achieving that objective (Curry, 1999). It is a fact that no one side will get everything it wants but both sides must get exactly what they need or what they have been convinced they need. Curry also states that the role of a successful negotiator is to allow counterparts to protect their needs by bargaining away their wants. For example the "cake" being negotiated can be cut into an endless number of slices but the size of the cake remains the same. Some slices are more important than others (needs versus wants). Every negotiator must enter the negotiating process with a clear idea of the best, moderate and minimal positions they will accept on any particular issue.

Everybody have problems in business and personal life. Generally people think that their own problems and weaknesses are greater than those of the other side. During the planning phase it would be wise for a negotiator to put him in the shoes of the other side because it can help him to see the problems the other side might have (Etherington 2008). It will give much more self-confidence.

Effective negotiators recognize and manage the impact of each situational factor on the bargaining process from both their own and their counterparts' cultural perspectives (Adler, 2002). To negotiate properly it is important to understand the other side's needs and wants with respect of the issue.

When negotiators bargain with people from many cultures, the most important individual characteristics are communication skills, good listening skills, an

orientation toward people, a willingness to use team assistance, high self-esteem, high aspirations, and an attractive personality, along with credibility and influence within the home organization (Graham and Herberger, 1983). Even though these characteristics are important they are not the most important factors determining negotiated outcomes. Many companies emphasize individual characteristics in selecting members of their negotiation teams rather than training those selected to understand and manage the negotiation process (Adler, 2002). The respondents stated that they prefer team negotiations, always aim for win-win outcome and adapt negotiation strategies of the host country environment. The believe is that after the negotiators answered the questionnaire they focus more on the negotiation process as a whole than in the past. In the end of the survey, one comment that he was pleased to participated the survey since not so many people pay attention to negotiation even though people achieve things only by negotiating.

4.1 Recommendations for Future Studies

International Business negotiation is an interesting topic. It is very wide and there are many issues to study. During the research, a number of interesting areas within international business that are worthy of future research have surfaced but there were two that really stand out.

The suggestion for future research would be to conduct similar research but with two different cultures and compare them. Concentrate on only in them and research when these two cultures collide, how they negotiate, for example it would be interesting to study how two neighbor countries such as Russia and Finland differ. Russian people are known to be excellent negotiators but there is not much research about Finnish negotiators. These two countries do a lot of business together and even though they are neighbors they both have different cultures and methods to do business. There should be more research because it will also help all the negotiators around the world to become better.

Another suggestion would be to concentrate only on buyers or sellers and research the negotiation from their point of view. If there would be more resources available, it would be interesting to study both buyers and sellers and then compare them.

If we knew what it was we were doing, it would not be called research, would it?
~ Albert Einstein, physicist

SOURCE MATERIAL

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Appendix 1. Cover Letter for the Questionnaire

Dear Negotiator,

My name is Kosar Mahmoodi and I am International Business student at Turku University of Applied Sciences. I am conducting a survey about International Business Negotiation as part of my Bachelor Thesis.

I would highly appreciate if you could take a moment of your precious time to answer this survey. It takes only few minutes to complete this questionnaire. Your responses are anonymous and confidential. Responses will all be compiled together and analyzed as a group.

The questionnaire is both in English and in Finnish and the link can be found below.

English: http://kwiksurveys.com?s=LMOIFI_7c2418df

or

Finnish: http://kwiksurveys.com?s=LMOKGG_8103d0f7

Thank you for your time.

Best regards,
Kosar Mahmoodi

Appendix 2. Questionnaire Form (in English)

International Business Negotiation

1. What is your gender?

- Male
 Female

2. Country of origin?

3. For approximately how many years have you been employed in the workforce? (Round up to nearest year.)

4. What percentage of your time is spent in international negotiation?

5. How many hours do you devote to prepare a negotiation?

- 0 hour
 1/2-1 hour
 2 hours
 3 hours
 more than 4 hours

6. When preparing for the negotiation, to what extent did you prepare the other side's case separate from your own?

- Not at all
 A little
 A lot
 A great deal

7. Do you clearly identify your objectives?

- Yes
 No

8. If yes, on average how much of your objectives in percentage do you reach?

9. Please indicate to what extent you consider each of the following factors as part of your preparation:

	Not at all	A little	A lot	A great deal
• The importance of the negotiation in relation to your organization's border goals and objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Time pressure to reach agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Alternatives if you did not reach agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• The other party's likely strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• The quality of the outcome for the other party	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How do you gain insight into what the other party really wants and are prepared to agree to?

	Not at all	A little	A lot	A great deal
• The other party fully explain what they want and why they want it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• I ask specific questions and get reasonably clear answers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• I offer some insight into what is important to us to encourage the other party to do likewise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• I draw my own conclusions from what they say and do (or do not say)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• By focusing on our differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• By focusing on common ground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• I already know because of my preparation beforehand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What is your assessment of the balance of power between the parties?

- That we need the agreement much more than the other party do
 That we need the agreement somewhat more than the other party do
 That we both equally need the agreement
 That the other side need the agreement somewhat more than we do
 That the other side need the agreement much more than we do

12. What effect does your assessment of the balance of power have on your strategy?

We become firmer in our position and expect the other party to make concessions

We decide to actively seek new and creative solutions

We decide that both parties need to find some middle ground

We will realize that we need to make a concession

13. Making the opening in negotiation affect the progression

	Always	Often	Sometimes	Never
• Are you the first to start talking about the issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Do you first listen the other party and gather as much information you can and then make your offer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Based upon your experience, please mark the most accurate statement

Men are superior negotiators to women

Women are superior negotiators to men

There is no difference based on gender

15. Based upon your experience, please mark the most accurate statement

Women are more likely to negotiate matters than men

Men are more likely to negotiate matters than women

There is no difference based on gender

16. What are the top three areas that are your primary focus in negotiation? Please list these in order of importance to you (for example: price, relationship, payment terms, service, quality etc.)

1.

2.

3.

17. Please rate your skill level in negotiation with 0 being no skills and 5 being the most skilled in negotiation

0

1

2

3

4

5

18. In your opinion which are the most important skills a good international business negotiator should master? Choose three (3)

communications skills

concealing emotions

interpret people

bargaining skills

good listening skills

other (please specify)

[Reset](#)

19. Do you

	Always	Often	Sometimes	Never
Repeat what you said earlier in other words to make sure your counterpart understood?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Always aim high?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ask a lot of questions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay attention to counterpart's body language?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remain being patient during the negotiation process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adapt the negotiation strategies of the host country environment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allow your emotions affect the decision making in negotiations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feel confidence in negotiations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Do you see yourself as type A negotiator or type B?

Negotiator A	Negotiator B
Going to conquest	Going for agreement
Dig in	Suggest deals
Threaten	Offer
Go for what you will settle for	Go for what they will settle for
Argue for own position	Argue for agreement

- Negotiator A
 Negotiator B

21. Do you prefer held your meetings at

- Your office
 The counterpart's office
 A neutral location

22. Most of the companies' meetings are team negotiations. How many of your negotiations in percentage are held as an individual negotiation?

23. Which negotiation method you prefer the most

- Face-to-face negotiations
 Skype
 E-mail
 Mail
 Telephone
 Other (please specify)

[Reset](#)

24. What should be prioritized when starting negotiation

- win-win
 win-lose
 equal importance

25. Please indicate how satisfied you are usually with

	Extremely satisfied	Very satisfied	Moderately satisfied	Neither satisfied nor dissatisfied	Moderately unsatisfied	Very unsatisfied	Extremely unsatisfied
the outcome of your negotiation:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the process of your negotiation:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. What is usually the outcome of your negotiation?

- A series of formal and detailed agreements
 A single formal detailed agreement
 An informal agreement
 A knot, No agreement
 The issue is resolved by other than negotiation

27. My preferred negotiation style is (please select the one answer that applies best):

- Collaborative /win-win/ interest-based
 Distributive/ competitive/ concessional
 No preference
 Other (please specify)

[Reset](#)

28. How do you estimate the importance of win-win strategies?

29. How do you estimate the importance of win-lose strategies?

30. Please specify the percentage of your customer relationships

Short-term

Long-term

31. Please specify the percentage of your supplier relationships

Short-term

Long-term

32. Do you

	Always	Often	Sometimes	Never
• Expect to win all of your negotiations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Feel afraid to break off negotiation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Attack your counterpart instead of attacking the problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Use experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Maintain the initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Ask for breaks/pauses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Give breaks/pauses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. After the meeting is over

	Always	Often	Sometimes	Never
Do you review the negotiation afterwards?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you list what went wrong?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you specify what to improve?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you train yourself for future negotiations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Any comments or suggestions can be written here:

Thank You!

Appendix 3. Questionnaire Form (in Finnish)

Kansainvälinen neuvottelu

1. Sukupuoli

- Mies
 Nainen

2. Alkuperäismaa

3. Kuinka monta vuotta olette ollut työelämässä? (pyöristäkää vuoteen)

4. Kuinka monta prosenttia ajastasi kuluu kansainvälisissä neuvotteluissa?

5. Kuinka monta tuntia omistat neuvottelun valmistautumiseen?

- 0 tuntia
 1/2-1 tunti
 2 tuntia
 3 tuntia
 enemmän kuin 4 tuntia

6. Kun valmistele tulevaa neuvottelua, kuinka paljon mietit asiaa vastapuolen näkökulmasta?

- En yhtään
 Vähän
 Paljon
 Runsaasti

7. Identifioitko selkeästi tavoitteesi?

- Kyllä
 En

8. Jos vastasit kyllä, kuinka monta prosenttia saavutat tavoitteistasi suurin piirtein?

9. Kuinka paljon harkitsit seuraavia seikkoja kun valmistele neuvottelua

	En yhtään	Vähän	Paljon	Runsaasti
• Neuvottelun merkitys suhteessa organisaatiosi päämääriin ja tavoitteisiin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Kiire (aikataulu-paineet) päästä sopimukseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Vaihtoehtoja jos ette pääse sopimukseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Toisen osapuolen todennäköinen strategia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Toisen osapuolen tulos neuvottelusta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Miten saat käsityksen siitä, mitä toinen osapuoli haluaa ja on valmis hyväksymään?

	En yhtään	Vähän	Paljon	Runsaasti
• Toinen osapuoli selittää täysin, mitä he haluavat ja miksi he haluavat sen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Kysyn erityisiä kysymyksiä ja saan selkeitä vastauksia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Esitän joitain näkemyksiä siitä, mikä on tärkeää meille, ja se kannustaa osapuolen tekemään samoin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Teen omat päätelmät siitä mitä he tekevät tai sanovat (tai eivät sano)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Keskittymällä meidän erilaisuutteen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Keskittymällä yhteisymmärrykseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Tiedän jo mitä osapuoleni haluaa, koska olen valmistellut etukäteen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Mikä on näkemyksenne auktoriteetin tasapainosta osapuolten välillä?

- Tarvitsemme sopimusta enemmän kuin toinen osapuoli
 Tarvitsemme sopimusta jonkin verran enemmän kuin toinen osapuoli
 Me molemmat tarvitsemme sopimusta yhtä paljon
 Toinen osapuoli tarvitsee sopimusta jonkin verran enemmän kuin me
 Toinen osapuoli tarvitsee sopimusta paljon enemmän kuin me

12. Mitä merkitystä on teidän auktoriteetin tasapainosta teidän omaan strategiaan?

Me pidämme tiukasti omasta asemastamme ja odotamme toisen osapuolen tekevän myönnytyksiä

Päätämme että etsimme aktiivisesti uusia ja luovia ratkaisuja

Päätämme että molempien osapuolten täytyy löytää keskitie

Huomaamme että meidän on tehtävä myönnytyksiä

13. Aloitteen tekeminen vaikuttaa neuvottelun etenemiseen.

	Aina	Usein	Joskus	En koskaan
Oletko sinä ensimmäinen, joka aloittaa varsinaisen keskustelun aiheesta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kuunteletko ensin toista osapuolta ja keräät mahdollisimman paljon tietoa, jonka jälkeen teet tarjouksesi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Kokemustenne perusteella, mikä seuraavista pitää mielestänne paikkansa

Miehet ovat parempia neuvottelijoita kuin naiset

Naiset ovat parempia neuvottelijoita kuin miehet

Sukupuolilla ei ole eroa neuvotteluissa

15. Kokemustenne perusteella, mikä seuraavista pitää mielestänne paikkansa

Naiset neuvottelevat todennäköisemmin pulmista kuin miehet

Miehet neuvottelevat todennäköisesti pulmista kuin naiset

Sukupuolilla ei ole eroa neuvotteluissa

16. Mitkä ovat sinulle kolme tärkeintä asiaa jotka ratkaisevat neuvotteluissa (luettele nämä tärkeysjärjestyksessä) (esimerkiksi; hinta, suhteet, maksuehdot, palvelut, laatu jne.)

1.

2.

3.

17. Anvio taitotasosi neuvotteluissa jossa 0 ei ole taitoja ja 5 on kaikkein taitavin neuvotteluissa

0

1

2

3

4

5

18. Mitkä ovat mielestäsi tärkeimmät taidot, mitkä kansainvälisen neuvottelijan pitäisi hallita?
Valitse kolme (3)

Kommunikaatiotaitoja

Pitää tunteet kurissa

Taitoa tulkita ihmisiä

Tinkimistaitoja

Hyvä kuuntelutaito

Muu (ole hyvä ja täsmennä)

[Reset](#)

19.

	Aina	Usein	Joskus	En koskaan
Toistatko asioita toisin sanoin varmistaaksesi että vastapuoli ymmärsi varmasti?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tähtäätkö korkealle?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kysytkö paljon kysymyksiä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kiinnitätkö huomioita vastapuolen kehokieleeseen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pysytkö kärsivällisenä neuvotteluprosessin ajan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mukautatko neuvottelustrategiasi isäntämaan tapaan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vaikuttavatko tunteet päätöksentekoon neuvotteluissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oletko itsevarma neuvotteluissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Näetkö itsesi neuvottelija tyyppinä A vai tyyppinä B

Neuvottelija A	Neuvottelija B
Menossa valloittamaan	Menossa sopimusta tekemään
Linnoitautuu	Esittää ehdotuksia
Uhkaa	Tarjoilee
Suostuu omaan ehdotukseen	Suostuu osapuolen ehdotukseen
Puolustaa omaa asemaansa	Kannattaa sopimusta

- Neuvottelija A
 Neuvottelija B

21. Suositko tapaamisten pitämistä

- Omassa toimistossasi
 Toisen osapuolen toimistossa
 Neutraalissa ympäristössä

22. Suurin osa yritysten kokouksista ovat joukkuneuvotteluja. Kuinka monta prosenttia käydyistä neuvotteluistasi on yhden henkilön neuvotteluja?

23. Mitä neuvottelutapaa suosit eniten

- Face-to-face neuvottelut
 Skype
 Sähköposti
 Posti
 Puhelin
 Muu (ole hyvä ja täsmennä)

[Reset](#)

24. Minkälainen asenne pitää olla kun aloittaa neuvottelun?

- Win-win
 Win-lose
 Ei ole väliä

25. Kuinka tyytyväinen olet yleensä

	En ollenkaan	Vähän	Paljon	Erittäin paljon
teidän neuvottelun tulokseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
teidän neuvotteluprosessiin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Mikä on yleensä teidän neuvottelujen tulos?

- Useita virallisia ja yksityiskohtaisia sopimuksia
 Yksi virallinen yksityiskohtainen sopimus
 Epävirallinen sopimus
 Ei sopimusta
 Asia korjataan muulla kuin neuvottelemalla

27. Minun neuvottelutyylini on (valitse yksi, mikä sopii parhaiten)

- yhteistyöhaluinen / win-win
 kilpailukykyinen
 ei mieltymyksiä
 jokin muu (olkaa hyvä ja täsmätkää)

[Reset](#)

28. Miten arvioitte win-win strategioiden merkityksen

29. Miten arvioitte win-lose strategioiden merkityksen?

30. Kuinka monta prosenttia asiakassuhteistanne on

Lyhytaikaisia

Pitkäaikaisia

31. Kuinka monta prosenttia jälleenmyyjäsuhteistanne on

Lyhytaikaisia

Pitkäaikaisia

32.

	Aina	Usein	Joskus	En koskaan
Oletatko voittavasti kaikki neuvottelut?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uskallatko katkaista neuvotteluja?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hyökkäätkö vastapuolen kimppuun ongelmien sijaan?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Käytätkö asiantuntijoita neuvotteluissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Säilytätkö oma-aloitteisuuden?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kysytkö taukoja neuvotteluissa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annatko taukoja?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. Kun tapaminen on ohi

	Aina	Usein	Joskus	En koskaan
Käytö neuvottelua läpi jälkeenpäin?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Luetteletko mikä meni pieleen?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Määritteletkö mitä pitäisi parantaa?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kouluttaudutko tulevaisuuden neuvotteluja varten?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Kommentteja tai ehdotuksia voi kirjoittaa tänne:

[< Finish Survey >](#)

Kiitos!