FACULDADE DE ENGENHARIA DA UNIVERSIDADE DO PORTO

Impact of original culture on target market and negotiation methods – a Brazilian case

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Resumo

Ao redor do mundo é possível encontrar diversas culturas, com seus próprios valores, rituais, heróis e símbolos. Como as interações entre as pessoas, organizações e países aumentam dia após dias em um mundo cada vez mais conectado, cruzando fronteiras geográficas, essas interações podem gerar diferentes interpretações. Isto ocorre porque, mesmo com o crescimento das conexões, a cultura ainda influencia diferentes grupos de pessoas na forma em que elas tomam decisões, fazem negócios e acordos.

Geralmente a cultura é abordada como uma cultura nacional como um todo, mas em alguns países, há culturas intranacionais, nas quais algumas regiões possuem particularidades culturais que podem diferenciá-las de outras regiões. Como o Brasil possui dimensões continentais e foi construido como uma nação de imigrantes, ele sofreu influência de diversos países, fato que pode gerar diferenças culturais entre algumas regiões.

Baseado na herança histórica e na afirmação "*estabelecer um perfil único do negociador brasileiro, tende a levar ao erro*" de Mainardes et al. (2013, p. 4075), a questão que guia esta pesquisa "*pessoas que atuam em organizações estabelecidas em Bento Gonçalves e Caxias do Sul, apresentam as mesmas características no processo de negociação do Brasil como um todo?*" emergiu. Ela conduz o estudo para que entenda o perfil de negociação nessas cidades e comparem-nas com o restante do Brasil de acordo com a metodologia de 10 dimensões desenvolvida por Salacuse (1998).

Este estudo analisa o perfil do negociador de duas cidades da região sul do Brasil fundadas por italianos no fim do século XIX, Bento Gonçalves e Caxias do Sul. O objetivo é comparar essas características regionais com a média do restante do Brasil para identificar diferenças no processo de negociação. Uma metodologia transversal não-experimental foi aplicada através de um inquérito *online* para negociadores brasileiros.

Os resultados destacam algumas diferenças entre as cidades analisadas e o restante do Brasil, concluindo que há alguns aspectos culturais que influenciam na negociação.

Abstract

Around the world, it is possible to find many different cultures, with their own values, rituals, heroes and symbols. As interactions between people, companies and countries increase day by day in a more and more connected world, overflowing geographical borders, these interactions can provide different interpretations. It happens because, even with this connection growth, culture still influences different groups of people on the way they make decisions, business, and agreements.

Usually culture is approached as a national culture as a whole, but in some countries, there are intranational cultures, when some regions have cultural particularities that can differentiate it from other regions. Brazil as a country with continental dimensions and built as an immigrant nation, suffer influences from many different cultures, fact that can have culturally differences between some regions.

Based on the historical heritage and the affirmation "*establishing a single profile of the Brazilian negotiator, tends to lead to error*" from Mainardes et al. (2013, p. 4075), the question that guide this research "*do people, who act in the companies established in Bento Gonçalves and Caxias do Sul, present the same characteristics in the negotiation process of Brazil as a whole?*" emerged. It conduct the study in order to understand the negotiation profile in those cities and compare it with the rest of Brazil, accordingly with the 10 dimensions methodology developed by Salacuse (1998).

This study analyze the profile of negotiators of two Southern Brazilian cities founded by Italians in the end of the 19th century, Bento Gonçalves and Caxias do Sul. The objective is to compare these regional characteristics with the Brazilian average scenario as whole to identify differences in the negotiation process. A transversal non-experimental methodology was applied through an online inquiry to Brazilian negotiators.

The results highlights some differences between the cities analyzed with the rest of Brazil, concluding that there are some cultural aspects that influence on negotiation.

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First, I would like my gratitude to my family, especially to my parents and grandparents that provide me all the support to study and face my challenges. They also were a great inspiration and all the time motivated me to achieve my objectives.

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I am also thankful to my friends that hold me on some difficult moments and made me stronger to keep going.

The experience in Portugal is in the end for now, but I am very satisfied with this time and I can say that I became stronger and more prepared to face more challenges.

Thank you very much for all your support and friendship!

Content

Index of Abbreviations and Acronyms

BGCS   Bento Gonçalves and Caxias do Sul (Cities)

ROB   Rest of Brazil

Ibmec   Instituto Brasileiro de Mercados e Capitais

Fig.   Figure

Tab.   Table

BC   Banco Central do Brasil

SEBRAE   Serviço Brasileiro de Apoio às Micro e Pequenas Empresas

IBGE   Instituto Brasileiro de Geografia e Estatística

MDIC   Ministério da Economia, Indústria, Comércio Exterior e Serviços

FIERGS   Federação das Industrias do Estado do Rio Grande do Sul

MIETE   Mestrado em Inovação e Empreendedorismo Tecnológioco

RJ   Rio de Janeiro (state)

SP   São Paulo (state)

MG   Minas Gerais (state)

RS   Rio Grande do Sul (state)

PB   Paraíba (state)

SC   Santa Catarina (state)

BA   Bahia (state)

Chapter 1 - Introduction

2   By the end of 19th century and in the beginning of 20th, encouraged by the Brazilian government, thousands of immigrants from all around the world moved to Brazil and founded

4 many colonies that became cities. These immigrant culture, still nowadays, influence some Brazilian regions.

6   When visiting some cities in Brazil, mainly in the south region, it is possible to see a lot of traditions, behaviors and architecture from Europe, Africa and Asia. These aspects are still alive

8 in many people and they influence them on their business, generating different point of views, behaviors and management styles. For example, Blumenau in Santa Catarina was founded by

10 Germans and still preserves, on many buildings, the architecture and traditions as clothes and events from the original country, and the lack of tolerance to the "sliding time table" is a standard

12 in business. Bento Gonçalves and Caxias do Sul, founded by Italians, until nowadays preserve the Italian food and the wine production, as the "emotional" way of interaction in social and

14 business relations.

   In a more and more connected world, the contact between different cultures increases every

16 day and cultural aspects promote different perspectives. What it is yet unknown is whether these regions, which are still under the influence of their ancestors, have a similar business culture as

18 their origin country or it were lost over the years.

   As negotiation is part of the interaction between people, companies and institutions, the

20 national culture has some influence on it. However, in regions with a very particular culture it is not largely known how the national culture fit on these local cultures.

1.1 Framing the Topic

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   Globalization increases day by day in the world as well as interaction between companies.

24 International business exists for centuries, but in a more and more connected world, the necessity to study the cultural negotiation profile increases to boost the relations between people, companies

26 and institutions. It overflows the geographical borders, but culture still influences the way people make decisions, business, and negotiations.

28   Most of cultural studies on the literature approach culture as a national motion, but as we can see, some countries have very different countries inside the borders. For instance, some

30 studies in USA, propose more than one culture profile for the country. As Brazil has continental dimensions and was built by immigrants from all over the world, the intranational culture could

32 be applied on this case.

Rio Grande Sul, more specifically the cities of Bento Gonçalves and Caxias do Sul (BGCS) were colonized by Italians, this study will notice the differences on the particularities in the negotiation cultural profile of this region.

1.2 Motivations

José Ricardo Paes, the author of this research, is a Portuguese descended born in Brazil, who is currently in a Master's degree in Innovation and Technological Entrepreneurship in Porto University. This study is the final dissertation of the Master's Program. José Ricardo has a bachelor in Production Engineering in State University of Rio de Janeiro, a MBA in Project Management at Ibmec and a fascination about the multicultural development of the Brazilian society.

Mainardes et al. (2013) conducted descriptive research that unified the findings of 14 Brazilian and international studies during 1990-2008, characterizing the Brazilian negotiator. They observed a strong non-uniformity and the "*existence of numerous profiles of Brazilian negotiators*" (Mainardes et al., 2013, p. 4075) and concluded that setting up a unique profile of the Brazilian negotiator is impossible, which is in line with previous study by Hofstede (2010).

Moreover, Mainardes et al. (2010) spoke of a North–South division when referring to stability of functions and conformity. In the North, the process is what matters; in the South, the content weighs heavy. Mainardes et al. (2013, p. 4075) concluded that *"establishing a single profile of the Brazilian negotiator, tends to lead to error"*. Based on it, this study wants to study one Brazilian region and compare it with the average profile of the entire country.

The regions studied in this research are cities that received a great amount of Italians, Bento Gonçalves and Caxias do Sul, and Germans, in Blumenau and Joinville. These cities were chosen after an analysis in the Brazilian census of 1920 and 1940, which were possible to see a great number of immigrants in those regions.

Regarding the experience of José Ricardo, he started as an intern in the car insurance market and in the commercial department of an oil company. Afterwards, there were experiences in United States as a ski technician and as soon, as came back to Brazil, as a consultant and a product analyst.

After six years acting in the Brazilian market, the researcher decided to come back to school to enrich the knowledge in Innovation Management. On the lists of courses around Europe, the Master in Innovation and Technological Entrepreneurship (MIET) in University of Porto was chosen because of it interesting disciplines and practical approach.

1.3 Objectives

1.3.1 Main Objectives

The major objective of this dissertation is to verify if the original culture of Italian descendants that live in Brazil influentiate culturally the way of people negotiate, making their cultural profile on negotiation being different from the Brazilian. To do so, this study also target to know how Brazilian negotiators care and are aware about these cultural differences on negotiation.

To obtain these answers, the study will analyze the negotiation cultural behavior of some negotiators around Brazil and compare them with professionals who act in Bento Gonçalves and Caxias do Sul, Brazilian cities founded by Italian immigrants in the end of 19th century that in 1920 still had more than 12% of their population constituted by native Italians.

1.4 Structure of the dissertation

This dissertation is organized in six chapters and three annexes, as follow:

- **Chapter 1** - includes the framing of the topic, motivation of the researcher, the objectives of the research and the structure of dissertation;
- **Chapter 2** - encompasses the literature review concerning culture, cultural models, intranational cultures, cross-cultural negotiation and cross-cultural negotiation models.
- **Chapter 3** - points out the framework of the research including the main questions, the targets and research methodology. It also outlines the structure of the inquiry and interviews.
- **Chapter 4** - presents the main results of this study.
- **Chapter 5** - seeks to address the conclusions of the research.
- **Chapter 6** - contemplates the references.
- **Appendix**

  Annex 1 – Synthesis of Scopus research

  Annex 2 – Survey

Chapter 2 - Literature Review

2.1 Introduction of the literature review

The second chapter approaches some relevant findings about culture and the impact of it on business and negotiation. In this topic, scientific findings from many authors will be shown. This list has been obtained on Scopus (database of peer-reviewed research literature), ScienceDirect website and Google Scholar.

2.2 Methodology used for the literature review

The author used Scopus to find scientific information about the topic. The terms used on the first search, on 20th of November 2018, were "Cross-Cultural", Immigration and Brazil. Besides these terms, it was also required that the subject area was "Business, Management and Accountant" and required at least a citation of one of the three most widespread analysis for cross-cultural model (Hofstede or Globe or Trompenaars). Books and articles not available free of charge for University of Porto students were discarded from the synthesis. The Scopus query string for this search was as follow: cross-cultural AND brazil AND immigration AND (Hofstede OR troopers OR globe) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014)). The synthesis table of this research with some more relevant papers is on Annex A.

The second search was on 10th of January 2019, when the terms searched were "Cross-cultural", Dimensions and Negotiation. In this second search, it was also filtered by "Business, Management and Accountant" subject area and also required at least a citation of Hofstede or Globe or Trompenaars. Considering only the free of charge documents, the search returned 10 results.

Afterwards more documents were searched and some of them were added in order to improve the concepts of the literature review, to get a better understand about the topic as well as to obtain different approaches. As Hofstede and Trompenaars are some of the most relevant researches on the cross-cultural field, this study also considered them.

2.3 Culture Concepts

2   It is possible to find many definitions of culture in the literature. Kroeber and Kluckhohn critically have reviewed the concepts and definitions founded at that time and compiled on a list

4   of 164 definitions. Based on this compilation, their definition about it is that "*Culture consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols[1], constituting*

6   *the distinctive achievements of human groups, including their embodiment in artifact[2]. The essential core of culture consists of traditional ideas and especially their attached values. Culture systems may,*

8   *on the one hand, be considered as products of action, on the other, as conditional elements of future action*" (Kroeber and Kluckhohn; 1958 cited in Spencer-Oatey, 2012, p.2). This definition is in

10   line with one of the first definitions known, from Edward Tylor, who define culture as "*that complex whole which includes knowledge, belief, art, morals, law, custom, and any other*

12   *capabilities and habits acquired by man as a member of society*" (Tylor 1870 *cited in* Spencer-Oatey, 2012, p.1).

14   A more recent definition of culture was written by Schwartz (2014) views cultural values as a hypothetical, latent feature of societies (or groups), a normative system that is independent of

16   individuals and is not located in their minds. We can infer cultural values from their manifestations in the complex of meanings, beliefs, practices, symbols, norms, and values

18   prevalent in a society and its institutions.

Tung et al. (2008) affirms that culture is an evolving set of shared beliefs, values, attitudes,

20   and logical processes that provide cognitive maps for people to perceive, think, reason, act, react, and interact. Based on the impact that culture can influence people and the institutions from a

22   society, Geert Hofstede, a Dutch psychologist, developed a methodology, based on dimensions that can compare national cultures. Hofstede (2010, p.6), defines cultures as "*the collective*

24   *programming of the mind which distinguishes the members of one group or category of people from another*".

26   Hofstede (1990) developed one of the first models to study the cultures differences, known as Hofstede onion model. On his study, he considered that culture manifests on individuals as the

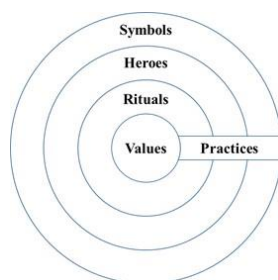28   graph below (Figure 2.1), from shallow to deep.

30   Figure 2.1: Hofstede Onion model (Adapted from Hofstede et. al (2010))

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[1] Will be present further (see 2.3).

[2] Will be present further (see 3.2.1)

2   According to Hofstede (1990), four categories manifest on our own ideas:

      • **Symbols** – it is any kind of representations, such as pictures, objects, gestures or words,

4   that keep a particular meaning recognized by people associated with a culture;

      • **Heroes** – they are people who are very prized in a particular culture and serve as behavior

6   models. They can be real or not, dead or alive;

      • **Rituals** – collective activities that are conventionalized patterns in particular situations,

8   which are socially essential in a culture;

      • **Values** –they are the core of a culture. These values are wrought during the individual

10   development process. It is budded on each person and it is the main responsible for the decision

about what is right or wrong, beautiful and ugly, rational or irrational and so on. Therefore, Values

12   are most of the times unconscious and rarely discussable.

      As the Figure 2.1 shows us, Symbols, Heroes and Rituals are considered practices because

14   the individual easily externalizes them and can be trained and learned, while values are feelings

that are manifested in individual's behavior, so it is not easy to be observed.

16   Moreover, Hofstede (2010) affirms that the culture of a person is developed by different

levels of culture, such as below:

18   • **National Level** – it is according with the country;

      • **Regional, ethnical, religious or linguistic level** – most of countries are composed by

20   many different influences;

      • **Gender level** – it is if a person was born as boy or girl;

22   • **Generation level** – it is the influence that a person suffer for born and rise in certain age;

      • **Category level** – depending on the role of a person. For instance: grandfather, mother,

24   teacher, student and so on.

      • **Social class level** – it is associated with the educational opportunities and a professional

26   of a person;

      • **Organizational level** – the way that people socialize at work also provide influence on

28   people.

2.4 National Culture

30   Most of the studies available on the literature related with culture and business, considerer

culture as the culture of a country. Hofstede (2010) justify it saying that nations that have existed

32   for some time, there are strong forces toward further integration: (usually) one dominant national

language, common mass media, a national education system, a national army, a national political

34   system, national representation in sports events with a strong symbolic and emotional appeal, a

national market for certain skills, products, and services.

Hofstede also present other reasons to study culture as nation based on the common sense of behaviors and the facility to obtain data. Hofstede (2010, p.21) reinforce it when says that "*rightly or wrongly, collective properties are ascribed to the citizens of certain countries: people refer to "typically American," "typically German," and "typically Japanese" behavior. Using nationality as a criterion is a matter of expediency, because it is immensely easier to obtain data for nations than for organic homogeneous societies*".

2.5 Cross-cultural models overview

Hofstede et al. (2010) expanded his studies to a six dimensions model on national cultures. They represent independent topics between states of business that can be used to compare cultural aspects among countries. The six dimensions are as below:

• **Power Distance** – this dimension explore the tolerance level of a society in relation to the hierarchical order. A low power distance means that the society accept that the members of it are equally, while a high power distance society accepts the hierarchical order to differentiate the members;

• **Individualism versus collectivism** – it represents the level of individuals only take care about themselves, instead of looking after the members of a group;

• **Masculinity versus femininity** – a masculinity society is more directed towards achievement, heroism, assertiveness and material to be successful. On the other hand, a Femininity society has preferences for cooperation, modesty, caring for the weak and life quality;

• **Uncertainty avoidance** – this dimension refers to the uncomfortable feelings of member of the society regarding the uncertainty and ambiguity;

• **Long term orientation versus short term normative orientation** – it is related with the link that every society has with past. This factor while dealing with present and future, promote two different priorities: maintain traditions and norms, making them more focused on the present, and a more pragmatic approach, putting more efforts to prepare the future;

• **Indulgence versus restraint** – a more indulgent society are more human driven with enjoying life and having fun. However, when it is more restraint, it means that people are stricter with regulations and social norms.

Hofstede Institute provide the national cultural profile of many countries based on his 6-dimension model. The chart below (Fig. 2.2) shows the 6-dimensions model for Italy, Brazil and Portugal, based on the data in https://www.hofstede-insights.com/country-comparison/brazil,italy,portugal/.
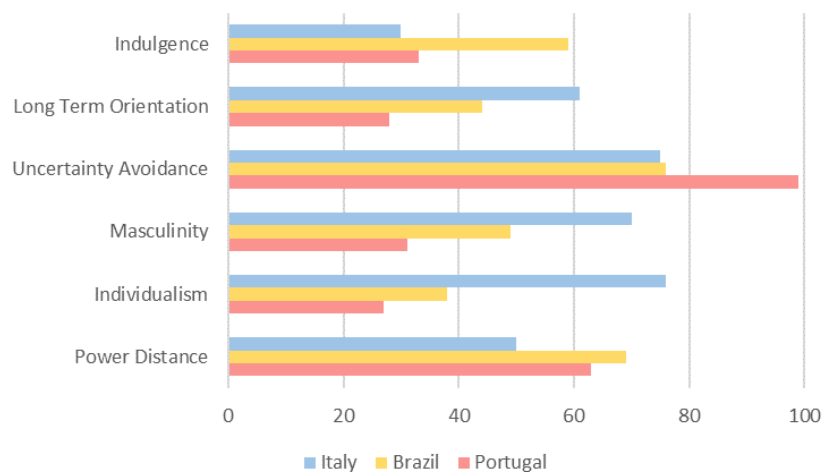
Figure 2.2: Hofstede's cultural 6-dimensions model for Italy, Brazil and Portugal

2

      As Figure 2.2 shows, there are many differences between these three national cultures, even

4   though Brazil was a Portuguese colony until 1822. Despite of the differences, Brazil and Portugal present some similarities on the power distance dimension as well as Brazil and Italy are similar

6   on the uncertainty avoidance.

      Another researcher about the topic is Trompenaars (2004), who developed a model with 7

8   dimensions, based on dilemmas. A dilemma is defined by Trompenaars (2004, p. 30), as "*two propositions in apparent conflict*". In other words, a dilemma describes a situation whereby one

10 has to choose between two good or desirable options. It is possible to find Trompenaars (2004) 7 dimensions below:

12   • **Universalism-Particularism** – more universalist societies appreciate more law, rules, values and obligations, while a particularism society, prefer a flexible approach, because it

14 believes that every decision depends of each circumstance and relationship involved in the situation;

16   • **Individualism-Collectivism** – an individualist culture believes in personal achievement and freedom, because people make their own decisions and must take care of yourself. However,

18 in a collectivist culture, the community provides help and safety, because the group comes before the individual;

20   • **Specific-Diffuse** – a specific community has it members with the professional life completely separated from the personal relationships, while diffuse communities, people overlap

22 these two situations;

      • **Neutral-Emotional** – in a neutral society, people make a great effort to manage their

24 emotions, avoiding showing them to others. On the other hand, in emotional societies are very accepted and welcome to people show their feelings;

- **Achievement-Ascription** – achievement cultures value the people based on what they do, recognize them based on performance, although ascription culture people should be valued by their title or social position;

- **Sequential-Synchronic time** – sequential time societies realize that events happen in order, appreciating punctuality and time planning. Otherwise, synchronous time societies are used to work on several projects at once and are more flexible for time issues;

- **Internal-External Control**– internal controlled people believes that they can control all aspects of their lives, while outer direction people trust that cannot control the destiny, making them adapt themselves to external circumstances.

2.6 Intranational cultures

Although the national culture, many countries own intranational cultures inside the territory. Even Hofstede (2010, p. 21) recognize it when affirms that "*nations, therefore, should not be equated to societies. Societies are historically, organically developed forms of social organization. Strictly speaking, the concept of a common culture applies to societies, not to nations.*"

In some countries is easier to observe that there are clearly cultural differences. We can find that on countries that have societies that fights for recognition, such as the Basques, the Belgian Flemish, Catalunya and so on. Besides, we can also find this phenomenon in countries with huge dimensions as United States, China, Russia and Brazil.

In the Brazilian case, Momsen (1968, pp. 2– 4, *cited in* Lenatowircz, 2003) states that Brazil's various regions are separated into discrete entities because of the long-term interaction between occupancy patterns and the physical environment. Momsen (1968, pp. 2– 4, *cited in* Lenatowircz, 2003) also maintains that the regional distinctions within Brazil are clearly defined, with each region exhibiting different characteristics with regard to natural resources, productivity, income structure, population density, social differentiation and political development.

Another critics about the national the neglect of the possibility of countries have multiple culture inside it borders is from Dheer et al. (2014), when affirms that most of the studies either did not report the region(s) from where data were collected or did not include these in their analysis. Moreover, it seems that there was no concern that the samples represented potentially different subcultures.

2.7 Cross-cultural negotiation

According with Gulbro and Herbig (1996, p.17), "*Negotiation is the process by which at least two parties try to reach an agreement on matters of mutual interest. The negotiation process proceeds as an interplay of perception, information processing and reaction, all of which turn on*

images of reality (accurate or not), on implicit assumptions regarding the issue being negotiated

2 *and on an underlying matrix of conventional wisdom, beliefs and social expectations*".

Therefore, as culture influentiate values, beliefs and norms as well as behaviors of a group

4 and negotiators are under this context, we can conclude that culture influentiate negotiations in

relevant and unexpected ways.

6 Thus, in the negotiation context, Brett (2017; p.587) define culture as "*the values and norms*

and beliefs characteristic of the people from that nation and the political, economic and legal

8 *systems that provide structure of social interaction there. From a purely behavioral perspective,*

culture provides functional solutions to problems of social interaction".

10 As more than two hundred countries with many peculiarities, share the same world, with

trade relations between countries increasing through the years as well as interactions between

12 people, countries and organizations increases day by day, the demand to negotiate between

different cultures, generate a necessity to understand different cultures on many negotiations

14 contexts.

On the preparation to a cross-cultural negotiation, Gulbro and Herbig (1996) summarize the

16 three major precepts to start the route to success:

- R**ecognize that a foreign negotiator is different from oneself** – the negotiator should

18 identify, understand, accept and respect the others' culture and be prepare to deal with

it;

20 - **Be culturally neutral** – despite of sometimes, from your point of view, some behaviors

may appear senseless, but be ready to do not judge other side's culture;

22 Be sensitive to others' culture – understand other part's culture in order to know potential

discomforts and emotional stresses

24 Besides these perceptions, Adler (1991) sum up the qualities of an international negotiator

during the process:

26 - **Listening skills**;

- **Sensitivity to cultural differences**;

28 - **Orientation towards people**;

- **Willingness to use team assistance**;

30 - **High self-esteem**;

- **High aspirations**;

32 - **Attractive (i.e. people-orientated) personality**.

As already mentioned on this study, Ethics is another important issue to took into

34 consideration on the cultural differences and, consequently, on the negotiation process. Rivers

and Lytle (2007; p.2) highlight it when affirm that "*if negotiators can understand why there are*

2 *differences in ethical decision making across cultures, they can minimize the feelings of anger and mistrust elicited by the use of ethically ambiguous negotiation tactics, as well as avoid the use of tactics that might jeopardize negotiation with the other party.*"

4 **2.7.1 Cross-cultural negotiation model overview**

6 Salacuse (1998), based on a review of the literature and interviews, on cultural negotiation styles developed the study on a cross-cultural and comparative approach about the theme. The objective was to identify the basic elements in negotiation and determine how they are reflected 8 in various cultures.

When analyzing the concept of negotiation behaviors, it is possible to verify some similarity 10 with the Hofstede and Trompenaars dimensions. For instance, the negotiation attitude (win-lose vs win-win), is also indicated by Hofstede (individualism) and Trompenaars (individualism vs 12 collectivism).

The Salcuse's 10 dimensions model is below (table 2.1).

14

Table 2.1 (Part1): Salacuse (1998) 10 dimensions of the cultural impacts on negotiations

Dimension 1 - Negotiation Goal		
Contract	**vs**	**Relationship**
The contract goal negotiators, in a negotiation process, aim to sign a contract between the parties		On the other hand, relationship goals negotiators aim to develop a connection between the parts and, for them, the essence of a negotiation is the relationship itself
Dimension 2 - Negotiation Attitude		
Win-Lose	**vs**	**Win-Win**
People with this attitude face the negotiation process as confrontational. It means that, in their mind, one side wins the negotiation		This attitude tends to be more collaborative and problem solving. The mentality is that all parts involved can gain
Dimension 3 - Personal Style		
Informal	**vs**	**Formal**
It means that these people are more informal on dressing and interaction, such as call people by the first name and look for a friendly relationship with the other team		The characteristics of these negotiators are a formal dressing and interaction, such as addressing counterparts by title, avoid anecdotes and shun to talk about private life
Dimension 4 - Communication		
Direct	**vs**	**Indirect**
This group use simple and direct methods of communication. They do not use circumlocutions		This group tends to use figurative forms of speech, oblique references, vague allusions and body language, such as gestures and facial expressions
Dimension 5 - Sensitive to Time		
High	**vs**	**Low**
A high sensitive society is the one that is very strict with time. They plan and follow schedules with precision and do not "waste" time		A low sensitive society is more flexible with time. For example, in a negotiation process they take how long it is necessary to conclude it

16

2

Table 2.1 (Part2): Salacuse (1998) 10 dimensions of the cultural impacts on negotiations

4

Dimension 6 - Emotionalism		
High	vs	**Low**
High emotional negotiators display their emotions at the negotiation table		Low emotional negotiators hide their feelings
Dimension 7 - Form of Agreement		
General	vs	**Specific**
This group prefer general written agreement. These people tends to solve future problems when it appears, based on the relationship		This group prefer specific written agreement. The topics are very detailed, such as quality, price, delivery and so on. There are also clauses for future situations.
Dimension 8 - Building an Agreement		
Bottom-up	vs	**Top-down**
It is an inductive negotiation process. It start from specifics item and proceed to general principles		This is the opposite, an inductive process. From general principles, like a skeleton, to particular items
Dimension 9 - Team Organization		
One leader	vs	**Group consensus**
On this group, the negotiation team has a supreme leader who has completely authority to decide all matters		Other cultures the normal process is to stress the team till a consensual decision
Dimension 10 - Risk Taking		
High	vs	**Low**
Some cultures are averse to risks in a negotiation. Uncertainties, new approaches, and information disclosure are treated with extremely cautions		On the other hand, some cultures are more open to take risk.

2.8 Ethical blindness

6   Working in an organization, in the various decision-making processes and in particular in the negotiations, besides the influence of cultural factors, the various agents are subject to ethical

8 aspects.

A very interesting phenomenon, characterized by (Palazzo, Krings & Hoffrage, 2012, p.

10 325) is **ethical blindness**, which consists of "*as the temporary inability of a decision maker to see the ethical dimension of a decision at stake"* The above authors referred the main situations

12 that lead to ethical blindness, namely:

- **Routines -** it results from unconscious decisions based on "the way of doing";

14 - **Time pressure -** when the time to make decision is too short, and it is transformed into a "battle against the clock";

16 - **Peer pressure -** when there is a fear of the judgment by peer, and the decision is led by "what my peers would do in my place";

18 - **Institutions** - that are the norms, values, beliefs and practices that are taken for granted in the specific social context, and leads to similarities in the sea of change;

- **Framing -** it is the result of mental simplification process that guides the understanding of the complex situations and makes social behaviours possible;
- **Context** - it occurs when organisation tends to simplify and promote the homogeneity

This phenomenon was studied by Reboulet (2017, p.42), who concluded that "*The first outstanding notice was that most of the respondents take decisions to behave unethically in the day to day life*.

2.9 Conclusions of the Literature Review

To be successful in an agreement between different cultures, negotiators should understand the cultural differences. What can be a common act or behavior to one part can be offensive to others, it can even block the agreement between the parts.

The academic literature presents several cultural models and the national models from Hofstede and Trompenaars are well accepted in academic and corporate studies. It is highlighted when we can find thousands of studies that use, at least, one of their methodologies for business. Based on these methodologies, Salacuse created the ten-dimension model in the negotiation process.

Although the diffusion of the national culture, the Literature Review also presented some critics about the classification of the culture of a society as the national culture. As it was shown, some countries have many different cultures and take into consideration only the national cultural profile can provide some mistakes.

Chapter 3 - Methodology of the analysis

3.1 Introduction

On the Literature Review, it was possible to notice that national culture can influentiate people on many ways, including on their professional behaviors. It was detected that there are some countries, which apparently have more than one culture, these cases are called intranational culture. Therefore, it was realized that there is a gap on the literature when analyzing national culture and the local culture can influentiate in some regions.

Based on it, it was proposed sub-questions to answer the main question of this research. To answer them and provide some conclusions for the hypotheses, questionnaire and interviews were done to analyze it quantitatively and qualitatively. To participate to this study, many companies and professionals were invited.

3.2 Research methodology and questions

3.2.1 Research methodology

To approach an overview about the research, Design Science was applied (Fig. 3.1). It was an adaptation of Hevner (2010) IS Research Design Science, that he address it as a research through the building and evaluation of artifacts designed to meet the identified business need. It is a synthesis about the methodology involved in this study.

On this study, as the national and regional culture is the main object of study, the environment is fundamental. Italian immigrants, whose descendants still keeps some behaviors from their ancestors, founded both cities in 1890. This fact can influentiate the corporative behaviors of the region and provide it some particularities when compared with the Brazilian profile.

This environment is what you present the framework to build this research through a relevant business necessity. To understand this environment and develop a significant content to it, the knowledge base developed on the Literature Review was used.
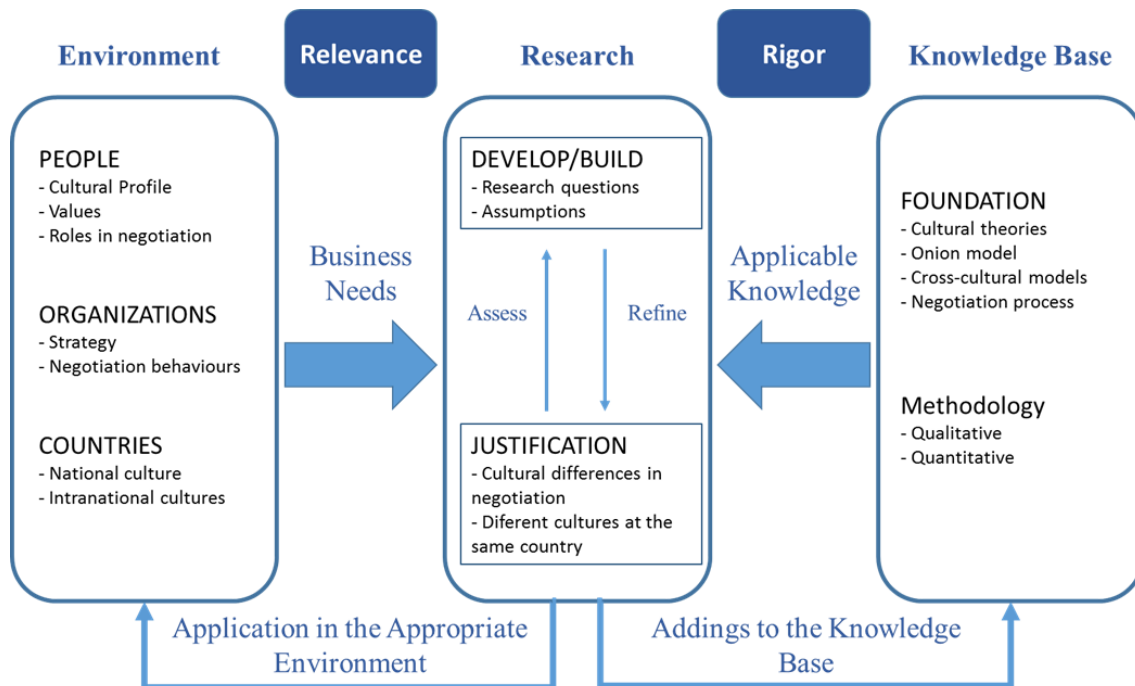
Figure 3.1: Research Framework used (Adapted from Hevner et. al 2010)

To achieve the objective, this research was based on non-experimental, transversal and non-exploratory research methods, as follow:

- **Non-experimental** – based on survey, relied with the respondents understanding of culture within business and interaction with them;

- **Non-exploratory** – based in multichoice answer, based on structured inquiry that was available on "Google Drive" and disclosure through emails in the first semester of 2019. Afterwards it was supplemented with complementary interviews;

- **Transversal** - was used to compare the negotiation culture of Brazil and the cities of Caxias do Sul and Bento Gonçalves, in 2019;

- **Quantitative and qualitative methods** - were used to observe and interpret the results from the survey and interviews.

3.2.2 Research question

To occupy the Brazilian territory and replace the slavery labor, Brazil stimulated the immigration of many Europeans and Asians. These immigrants founded many colonies in the new territory in the end of the 19th century and in the beginning of the 20th, which became cities over the years.

As presented on the Literature Review, cultural aspects can influentiate people in many activities as business and, more specific, in the negotiation process. The Literature, when approach the national culture, neglect the fact of some countries possess more than one culture.

Based on this context the following question emerged: "*do people, who act in the companies established in Bento Gonçalves and Caxias do Sul, present the same characteristics in the negotiation process of Brazil as a whole?*"

Bellow there are some secondary questions that emerged from the main questions:

- Do Brazilians care about different cultures when negotiating?
- How Brazilians are aware about cultural differences in negotiation?

3.2.3 Hypothesis

The first hypothesis to be analyzed is that the companies in this region have a hybrid profile, in between the Brazilian and Italian cross-cultural negotiation profile.

- **Hypothesis 1 (H1)** – Brazilian negotiators care about cultural differences;

- **Hypothesis 2 (H2)** - Leaders of the companies and other members of organizations are aware about cultural differences;

- **Hypothesis 3 (H3)** – The cultural negotiation profile of companies from Caxias do Sul and Bento Gonçalves have differences when comparing with Brazilian profile as whole;

3.3 Survey

To collect data, the first activity was the quantitative method. An online survey was applied to know the awareness level and the respondents' behaviors on the negotiation process.

The online survey was delivered and arranged on "Google Drive", an online platform. The participants was supposed to access the platform and answer the questions spontaneously, by themselves, without the presence of an interviewer and anonymously. The question was on "multiple-choice", close-ended, selection boxes and semantic differential scale. There were not central comfort position statements to avoid tendency answers. The questionnaire was delivered in Portuguese for Brazilian professionals. It was developed in order to obtain a conclusion about the hypothesis and answer the research question.

Before the delivery to the respondents, the inquiry was applied for some people as a test to ensure that respondents were able to understand correctly the questions as well as to guarantee that the answers will be able to achieve the objectives of this study. All feedbacks were taken into consideration in order to improve the quality.

As a result from the Literature Review, it is possible to mention Lytle et al. (1995, p3), who
affirms that "*culture is the unique character of a social group that distinguishes it from other
social groups*". Moreover, the characteristics of a group influentiate on ethics and, as result, it can
it can influentiate a negotiation. Rivers and Lytle (2007, pp.1-2) corroborate with it when affirms
that "*negative emotions could be incited by alocal's 'unethical' behavior; arguably, it is more
difficult to deal with an 'unethical' tactic when a foreigner perpetrates it because the negotiator
lacks certainty about the rules of negotiation in the foreign land. For this reason, some ethical
dilemmas were added to the inquiry*.

3.3.1   Inquiry description
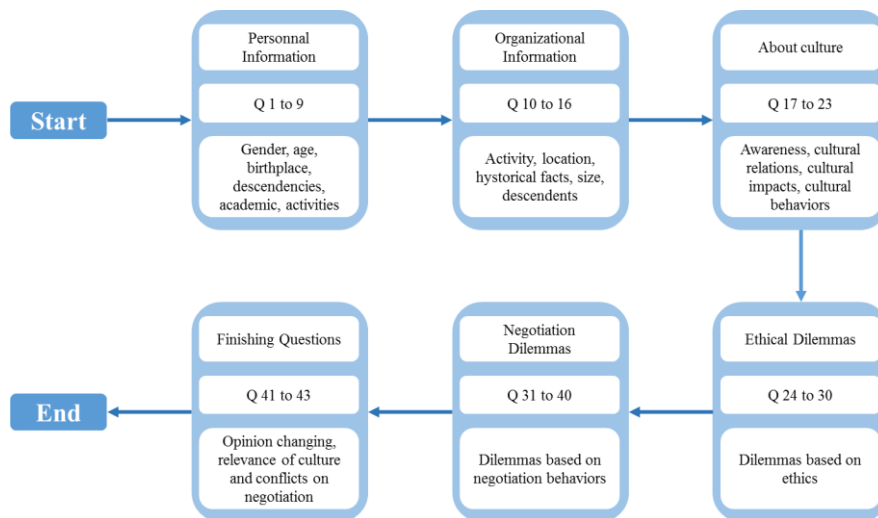
Figure 3.2: Inquiry flowchart

Figure 3.2 shows the flowchart of the inquiry. There were 43 questions divided into 7 section
as bellow:

- **Personal information** – the first section collected some individual information related
  with the respondents. Questions were about gender, age, decendency, academic
  background and activities;

- **Organizational Information** – it is associated with the respondents' company and
  position. It was asked about position in the company, location, company activities,
  subsidiaries, employees and questions about the company's history, such as how long it
  exist, import, export and act outside Brazil;

- **About culture** – this section aimed to know the awareness level of people about culture
  on their routine. It includes questions about their knowledge about culture in business,
  relationship with external partners, cultural impact on the company and preparation for
  meetings with people from a different culture;

- **Ethical dilemmas** – the respondents had to face some dilemmas developed by Reboulet (2017);

- **Negotiation dilemmas** – based on Salacuse (1998) dimensions for cross-cultural negotiations, the respondents had to deal with;

- **Finishing questions** – the last section was developed to know if the participants changed their minds and how relevant is the topic to them.

3.4 Target Population and respondent sample

The cities of Caxias do Sul e Bento Gonçalves are situated on the northeast of the Brazilian state called Rio Grande do Sul. As already mentioned before, Italians founded the cities through a program from the Brazilian government to populate the south regions of the country. In the last century, Caxias do Sul suffered an intensive industrialization program while Bento Gonçalves focused on the wine market as well as the furniture market.

Bellow there are some information about Brazil as a whole as well as Bento Gonçalves and Caxias do Sul, such as:

- **Population** – estimative data collected from the Brazilian Institute of Geography and Statistics (IBGE) ;

- **GDP** – provided by the Brazilian Micro and Small Business Support Service (SEBRAE), the values, originally in Brazilian Reais, were exchange to US dollars. The exchange rate (1.00 $ = 3.8748 R$) used was provided by the Central Bank of Brazil (BC), in December 31st, 2018.

- **Exportation** – Data collected from the Economy, Industry, Foreign Trade and Services Ministry (MDIC).

Table 3.1: Population, GDP and exportation amount from Brazil and cities studied. Data for the Population from IBGE, for the GPD from SEBRAE, and Exportation from MDIC

	Caxias do Sul	Bento Gonçalves	Brazil
Italian immigrants 1920	12.75%	12.85%	-
Population 2016	479 236	114 203	206 081 432
GDP (USD millions) 2016	5 442.83	1 404.63	1 624 718.18
GDP per capita 2016	11 357.30	12 299.41	7883.87
Exportation 2018	827 919 229	77 110 697	239 889 170 206

Some additional economic and geographical information are below:

- Both cities are situated in the "*Serra Gaúcha*" metropolitan area, which consist in 13 municipalities with more than 840,000 people, accordingly with IBGE;

- Bento Gonçalves biggest country partners are Uruguay, Peru and Argentina. Around half of the total amount of exportation are furniture;

- Automotive parts are the main products that Caxias do Sul exported in 2018. The countries that more import products from this city are Argentina, Chile and United States.

3.5 Target audience

The survey was directed to people that are used to negotiate on their professional activities. Most of the respondents from Caxias do Sul and Bento Gonçalves professionals listed by the Industrial Federation of Rio Grande do Sul (FIERGS).

Besides these negotiators, professionals who usually are involved in a negotiation process, from many states from Brazil, also participate in order to compare both results.

3.6 Complementary interviews

In addition to the survey, some complementary interviews with some Brazilian professionals were done through skype, which were recorded and analyzed in details. The interview applied was oriented questions and the objective was to complement the survey with potential relevant information, as well as to perceive their feelings about the negotiation process differences in Brazil.

3.7 Conclusions of the methodology

The methodology presented was based on the Design Science approach developed by Hevner (2010). Subsequently the research question has risen and some secondary researches questions emerged as consequence and set up the hypothesis.

To answer the questions, a survey with 43 questions split on four sections were developed and delivered to Brazilian professionals. Afterwards, interviews were applied in order to complement the survey with potential relevant information, as well as to perceive their feelings about the negotiation process differences.

The questionnaire was disclosure by emails, LinkedIn and WhatsApp. There were 40 respondents, which 13 of them are from Caxias do Sul or Bento Gonçalves. All the other 27 people are Brazilians from other cities.

Chapter 4 - Results of the analysis

4.1 Introduction of the results

This chapter analyze the results from the online questionnaire (quantitative analysis), classifying the sample and highlights the data analysis developed according with the research questions and hypothesis. In a second part of this chapter, it will be shown the results of the complementary interviews (qualitative analysis) to face with que questionnaire results, as well as to get insights from the interviewed. The entire questionnaire and results are available on Annex B.

4.2 Online survey results

4.2.1 Survey target

The survey was available from 15th of May 2019 to 25th of May 2019 to Brazilian professionals, acting in Brazil, who have ever participated on a negotiation process. Besides, it was focused on companies from Caxias do Sul and Bento Gonçalves, based on the contacts provided by FIERGS database. The questionnaire was disclosure by e-mail and LinkedIn to local professionals, as well as to many others around Brazil. In sum, there were 41 respondents, which 14 of them act in Bento Gonçalves or Caxias do Sul while all the others 23 act in other Brazilian cities.

4.2.2 Data pretreatment

To avoid mistakes and erroneous interpretations, there was a pretreatment of the data. The first case is about the student answers. The questionnaire was sent to two Brazilians universities, one located in Rio de Janeiro and, the second one, present in Caxias do Sul and Bento Gonçalves in order to know their perception about cultural aspects in their regions. As there were no answers from BGCS students and only three students from Rio de Janeiro answered it, they were discarded from the sample, as they represent a very small group.

The second treatment was about one person that replied 2 times. It was detected because these replies were the same and they were in sequence, just sent a few minutes after the first one. The second answers were deleted from the database.

Besides, there were some questions without answers. In those cases, the data was treated as bellow:

- When there was no answer for the cultural impact on any aspect, it was considered "no impact";
- On the question that ask about the tools to improve the relationship with potential or current partners, when the respondent did not answered it, it was considered "not defined";
- On the question, "In a negotiation process with culturally different parts, how do you prepare yourself?", for statistics purposes, the answer "I only gather information about the agreement" were counted only when there was not any other option selected;
- On the question about where is the company's headquarters and subsidiaries, the empty answers were fulfilled as "does not apply".

To avoid so many categories in some topics of the analysis, some answers were merged creating new categories to become easier the analysis. These cases are below:

- Engineering and Technological background were grouped in a new category, called "Engineering and Technology";
- Marketing and Commercial academic backgrounds were merged into "Marketing and Commercial";
- The international experience were divided into three questions: international action, exportation and importation. For this analysis they were merged into only one classification, called "International activity";
- The respondents' positions in the company were merged into two categories. The first one is "Shareholders + Managers", which includes entrepreneurs, shareholders and managers from many areas. The second group is "Technicians and Staff" that combine all the other companies' positions.

4.2.3 The sample

In this topic, it will be shown the main information about the sample. All the charts that represents the sample are available in Annex B. The respondents from BGCS are in the same group and the other respondents are in "Rest of Brazil" (ROB).

Figure 4.1 is about the gender of the respondents. As it shows, women represent around 30% in both groups. The age of respondents are spread in both regions from 25 years old, as Figure 4.2 shows us. It is also highlighted that the respondents from BGCS are, on average, older than the others. If we divide the respondents by age into 2 groups, the division will be 20 people are "less than 35" years old and 17 respondents are "over 35".

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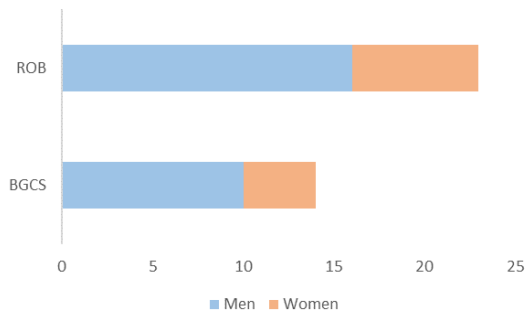
Figure 4.1: Respondents by gender

4
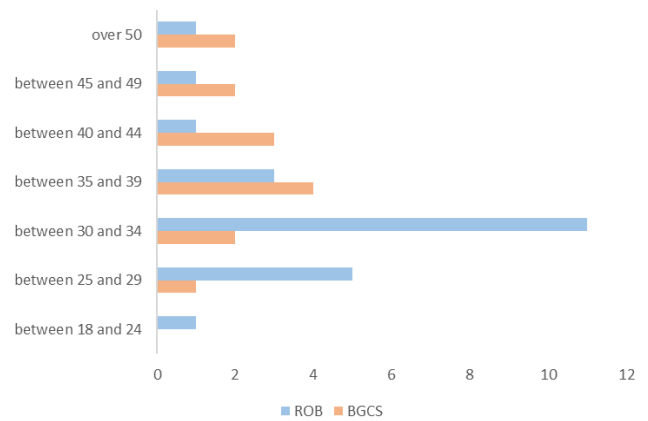
6   Figure 4.2: Respondents by age

8   In this inquiry there are people from seven Brazilian states. From ROB, we can highlight the
participation of people from the Brazilian Southeast region, which includes Rio de Janeiro (RJ),
10   São Paulo (SP) and Minas Gerais (MG), representing 76% of ROB's sample.

          Regarding the decendency of the participants, it was questioned about their three last
12   generations (parents, grandparents and great-grandparents), fact that can influence on personal
culture. There are eight counties mentioned on this question, but we can emphasize the number
14   of Italians descendants, mainly in the respondents that act in BGCS companies. They represent
86% of this group and it is possible to note that all of them also have decendency from Serra
16   Gaúcha, the metropolitan area that BGCS is inserted. As have been asked the parents,
grandparents and great grandparents, one person can have more than one ascendancy.The second
18   biggest decendency is on ROB group, which has 43% of Portuguese decendency, as Figure 4.3
can shows us.
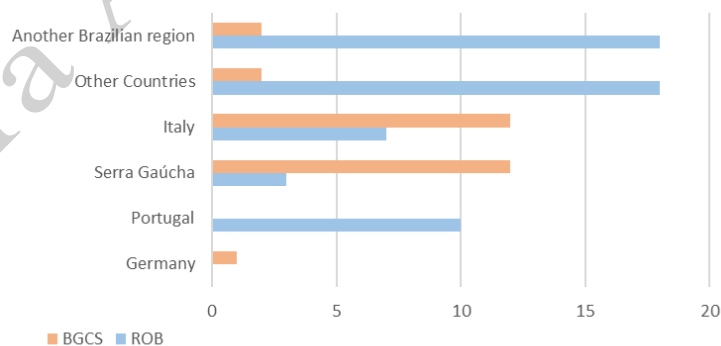
20   Figure 4.3: Decendency by region and countries

22   The next topic is about the academic level of the participants. Only one person does not
have, at least, graduation degree. His highest degree is high school. Between all others, there is

one doctor, from BGCS, 60% of all respondents have a specialization or master degree and 35%
graduation as the highest academic level.

The academic background of them are concentrated on the groups "Engineering and Technology" and "Managemement and Economics", which represents 73% of all sample. This profile, involving these areas that usually are decision-makers in companies, probably is a result of the request to be answered by people that are regularlly involved on negotiation process. If we sum it with "Marketing and commercial", thin number rises to 81%.

Another aspect that reinforce the negotiation knowledge of the most of respondents is their main activities on their companies. It is supported because the main groups on this topic are "Acquisitions and Commercial" and "Management", recognized as professionals with negotiation on their routines, represent 65% of the sample. If we add the third group "Engineers", this rate increases to 76%. The chart below (Figure 4.4), shows us this distribution.
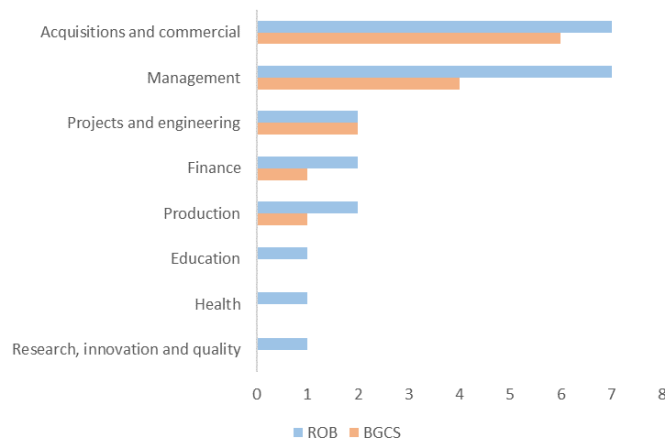
Figure 4.4: Distribution by main activity and region

4.2.4 Organizations

This topic will present the information regarding the second section of the inquiry, which consist on the questions about the organizations the respondents work for.

Respondents' positions in their companies were classified into two groups. The first one are "Shareholders + Managers", which have 17 people and the second one "Technicians + Staff", counting with 20 members.

Analyzing the companies' age, it is possible to identify that 28 of them have, at least, eleven years of experience and only three of them are less than six years old on their market, as shown on Table 4.1. Besides, most of them have a relevant internationalization level, representing 54% of the companies with some international activity. These international activities can be operational or some kind of commercial trade (importation or exportation). To have international

activities or, at least, partners, companies should negotiate with them, so we can consider that all
of these organizations had international experience on negotiation.

Table 4.1: Companies' age

Companies' age	BGCS	ROB
Between 1 and 5 years	0	3
Between 6 and 10 years	2	4
Between 11 and 25 years	4	4
Between 26 and 50 years	5	6
Over 50 years	3	6

Table 4.2: Companies' headquarters

Headquarters	BGCS	ROB
BGCS	13	0
Another city in Serra Gaúcha	0	2
Another Brazilian state	0	18
Another country	1	3

Table 4.1 highlights that there is only one respondent from BGCS that does not works in a company that the headquarters is not in one of those cities, it is in another country. On the other hand, the headquarters of the respondents from ROB, are spread around Brazil, as well as three of them are foreigners companies. Regarding subsidiaries, BGCS have nine of them acting in other Brazilian state or another country, while ROB companies, accordingly with the respondents, only act in Brazilian territory.

The activity of the companies involved on the research are, most of them, manufacturing in BGCS. In sum, 12 of the 14 are manufacturing companies, while in ROB are divided into many categories, such as manufacturing, production/distribution of energy, gas and water, communications and others.

Regarding the size of the companies, Figure 4.5 summarize it. To determine the companies' size, this study took into consideration only the number of employees, accordingly with Eurostat website. The classification is below:

- **Micro** – less than 10 persons employed;
- **Small** – 10 to 49 persons employed;
- **Medium** – 50 to 249 persons employed;
- **Large** – over 250 persons employed.
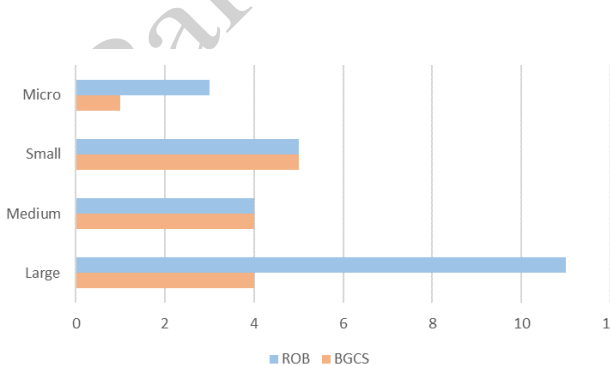
Figure 4.5: Company's size distribution
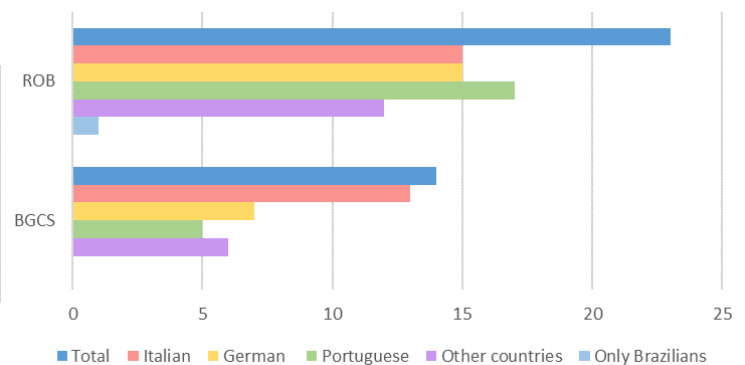
Figure 4.6: Employees decendency

As already mentioned on this study, Brazil received people from many countries over the years. It is very clear in Figure 4.6, which shows a very broad composition of employees' decendency. Even BGCS companies have decedents from many countries, but the Italian immigration is highlighted because only one respondent affirmed that there are no Italian immigrants working on his company.

4.2.5 Cultural knowledge and experiences

The questions about cultural knowledge and experiences have the purpose to identify the respondents' level of involvement with culture assumptions. The first question was about how much people know about cultural aspects in business. All of them answered it saying that have, at least, low level of knowledge and more than 50% believes that have relevant knowledge about it. BGCS's respondents have, on average, more knowledge about cultural aspects than ROB's do, fact that can be related with the higher position and more experience of the first group, on average.

The second question of this section were about the relationship with companies from different regions. The main differences pointed by the groups studied (BGCS and ROB) are companies from other continents and multinationals that operates in Brazil. In the first case, BGCS companies presents more difficulties, when compared with ROB, while they have more facilities than ROB does to engage with multinationals that operate in Brazil. Besides, 97,3% of respondents believe that is "important" or "very important" to take into consideration the cultural aspects on the relationship with potential or current partners.

However, when asked about the tools used by companies to improve the relationship with potential and current partners, the number of companies are very low. In ROB, the companies implemented less than 50% of the tools questioned, while in BGCS, there are two exceptions: "procedures and instructions" and "code of ethics and conduct", in which are around 60%, as presented on charts 4.7 and 4.8.

The most common tolls implemented in both cases are "procedures and instructions" as well as code of ethics and conduct. Moreover, we can see that BGCS invest more on these tolls than ROB does, not only on training programs, that are the biggest gap, but also in all other tools, as shown on the charts below (Fig. 4.7 and 4.8).
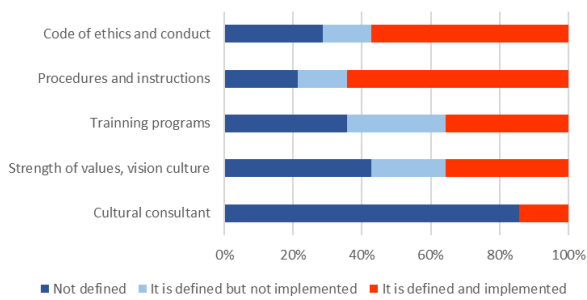
Figure 4.7: Tools to improve relationship with partners in BGCS
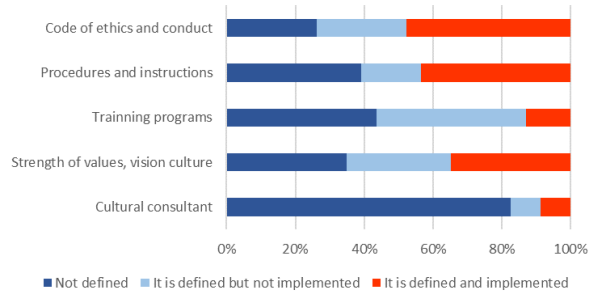
Figure 4.8: Tools to improve relationship with partners in ROB

Regarding the impact of cultural values on business, it was questioned eight aspects and the answers between the two regions were very similar. In comparison with BGCS group, ROB respondents are more sensible to "planning development and control", "target market activity" and "ethical behavior", while BGCS highlights the "environment behavior" and mainly the "negotiation", as all the respondents from this region answered that this aspect suffer a "very strong" or "strong" impact of cultural values, as charts 13 and 14 shows.
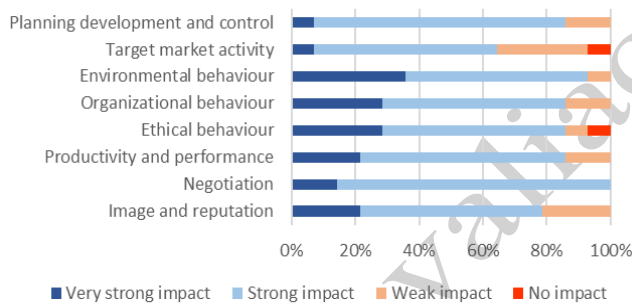
Figure 4.9: Impact of cultural values by BGCS respondents
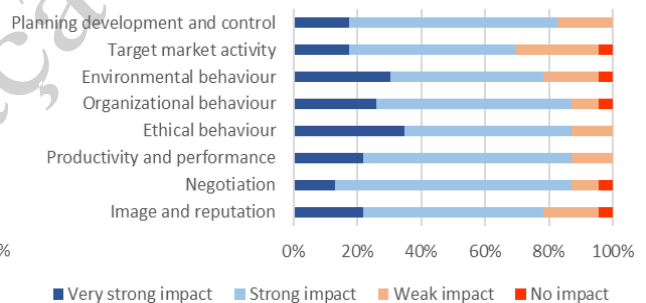
Figure 4.10: Impact of cultural values in ROB respondents

However, if we divided the sample by gender, and verify the "very strong" and "strong" impacts, it is possible to see that women are more sensible to feel those impacts on "target market activity", "organizational behavior", "ethical behavior", "productivity and performance" and "image and reputation", as shown on Figures 4.11 and 4.12. This fact can make us conclude that women in this sample are more sensible for cultural impacts than men.

Male - cultural impacts

Female - Cultural Imapcts

Figure 4.11: Impact of cultural values by men

Figure 4.12: Impact of cultural values by women

It was questioned about the interviewers' preparation for a negotiation (Fig. 4.13 and 4.14). The highest rates are the search about people and companies involved, and the gap between the regions is highlighted, telling us that BGCS does not study negotiation techniques and almost 40% of ROB do it, as shown on Figure 4.14. Besides, more people from ROB search about the nationalities of the parts involved, what make us conclude that people from BGCS, probably, know less about parts than ROB negotiators. As the chart below (Fig. 4.13) shows us, younger people (less than 35 years old) search and study more about negotiation and the cultural profile of the parts involved than the second group (over 35 years old). As ROB respondents are proportionally younger than BGCS's, it can be the reason that ROB group prepare more than BGCS's to a negotiation.

Figure 4.135: Preparation for the negotiation by age

Figure 4.14: Preparation for the negotiation by region

Regarding the negotiators attitude, as we can see on the chart below (Fig. 4.16), more BGCS participants adopt a neutral attitude than ROB's do. Apparently, despite of more ROB people keep their way of being, they are more flexible on their attitude than BGCS', that do not change their techniques and behaviors as much as ROB.

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Figure 4.15: Preparation for the
negotiation by region
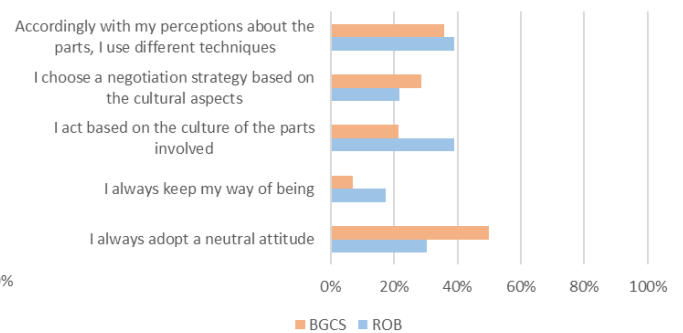
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Figure 4.16: Attitude during the
negotiation by region

6

4.2.6 Ethical dilemmas

8   As developed by Reboulet (2017, p.42), the ethical dilemmas model applied "*is analyzed also based in dilemmas with ethical and specific unethical situations. Two analyses were done. A* 10 *first one, global ethical vs unethical, and a second based on the specific type of unethical situation. The main concern of it is based on the individual's moral judgements about right and* 12 *wrong*".

    The purpose of this section is to analyze if the ethical dilemma can be related with the 14 cultural dilemmas in negotiation. For each dilemma, the respondent has four options to choose as an answer.

16   For analyzes purposes, answers for the ethical and negotiation dilemmas suffered a treatment for statics purposes. The first and fourth answers, which is "totally agree with the left statement" 18 and "totally agree with right statement", received a 1,5 weight. The second and third options, receive 0,5 weight. As the extreme answers are more difficult to be chosen and is considered 20 strong answers (totally agree), they received a higher weight than the central options. The side that represent that a person was "under the pressure", was multiplied by -1, in order to answers 22 with negative value means that the ethical "pressure" acted, while the positive values means that on the dilemma, the "ethical pressure" did not have influence on the decision-making. To avoid 24 "comfort answers", on the questionnaire there was not an option exactly in the middle, forcing the participants to choose one side.

Figure 4.17 shows us the inquiry result divided by regions. As we can see, both groups have
the same behaviors, in different levels, in all dimensions except on time pressure, that ROB are
more influenced by time then BGCS. In general, Brazilians suffered more with ethical blindness
and frames. However, ROB were more influenced by time pressure than BGCS.
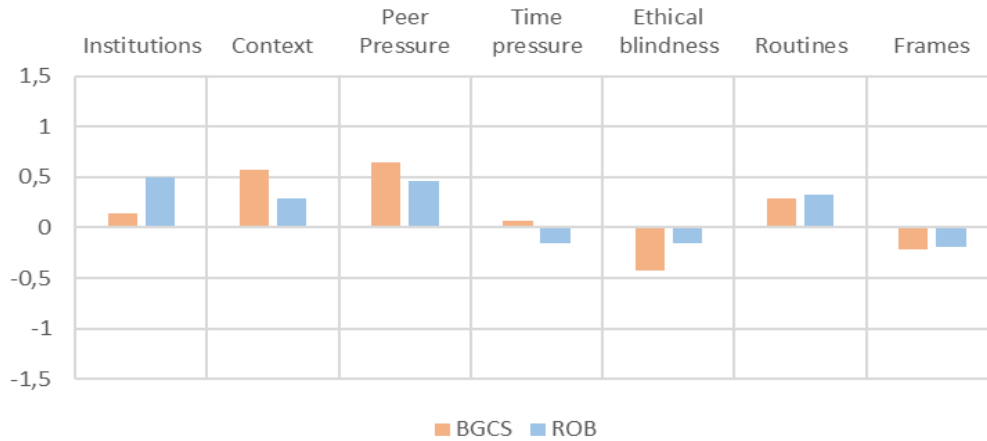
Figure 4.17: Ethical dilemmas by regions

When analyzing the results by positions, except on ethical blindness, managers and
shareholders suffer less with the ethical pressure than technicians and staff. It can be a result of
the power distance cultural dimension in Brazil, in which the hierarchy is respected and can
provide some influence on the lower levels of the company. Besides, managers and shareholders
usually have more visibility, fact that can force themselves to be more ethical and preserve the
reputation.
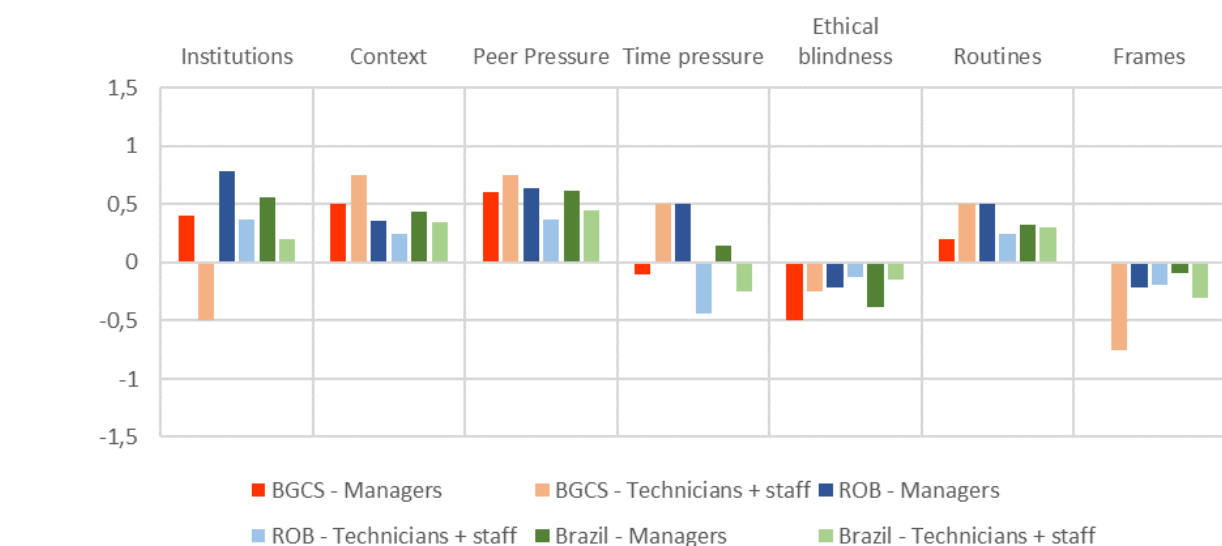
Figure 4.18: Ethical dilemmas by regions and position

2   As Figure 4.18 shows us, women in ROB are in most of the dilemmas more resistant on the ethical issues than men, but in BGCS is the opposite. In BGCS, women are more resilient than
4 men on the context dilemma. However, all others are suffered more with the pressure. However, it is important to mention that the group women from BGCS have only four members, what make
6 it more sensible for distortions.
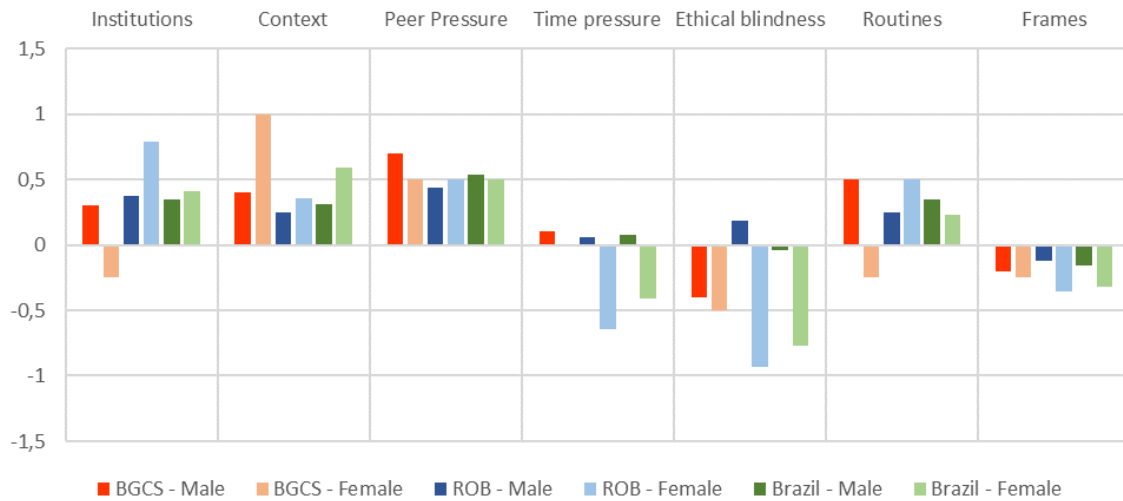
Figure 4.196: Ethical dilemmas by regions and gender

8

   When analyzing the ethical issues by age, it is possible to see that the results are very spread
10 over the dilemmas. However, we can highlight that younger people (less than 35 years old) are more resilient to the ethical issues than the older group. Perhaps, this fact can happen because the
12 dilemmas are based on experiences and younger professionals did not goes through those pressures.
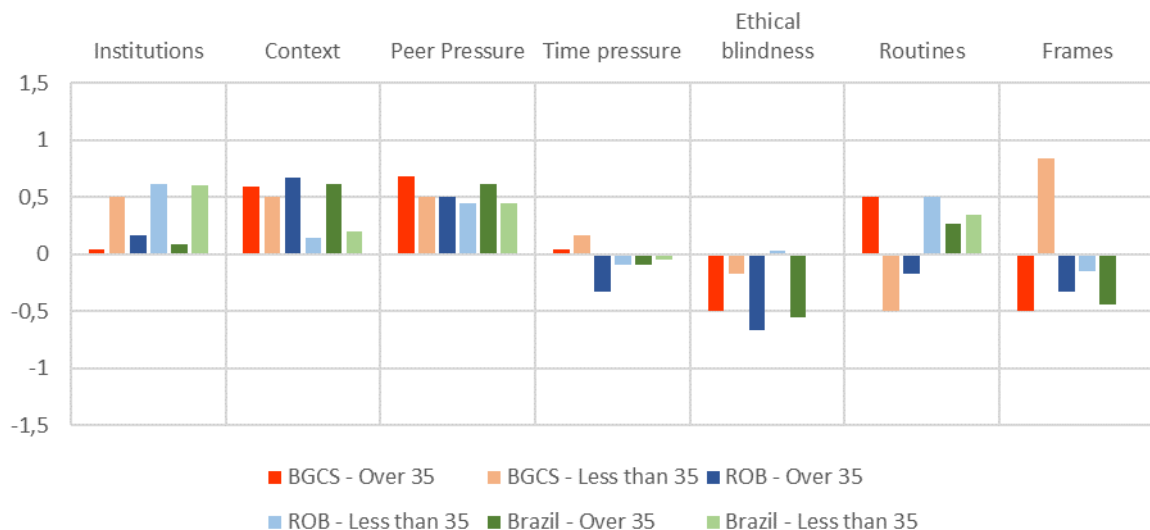
14   Figure 4.20: Ethical dilemmas by regions and age

4.3 Negotiation dilemmas

2   Figure 4.21 present us the comparison between the two regions of this study. Most of dimensions present relevant differences. Analyzing the negotiation goal, we can see that BGCS
4 negotiators are more open to build the relationship than be focused on a contract.
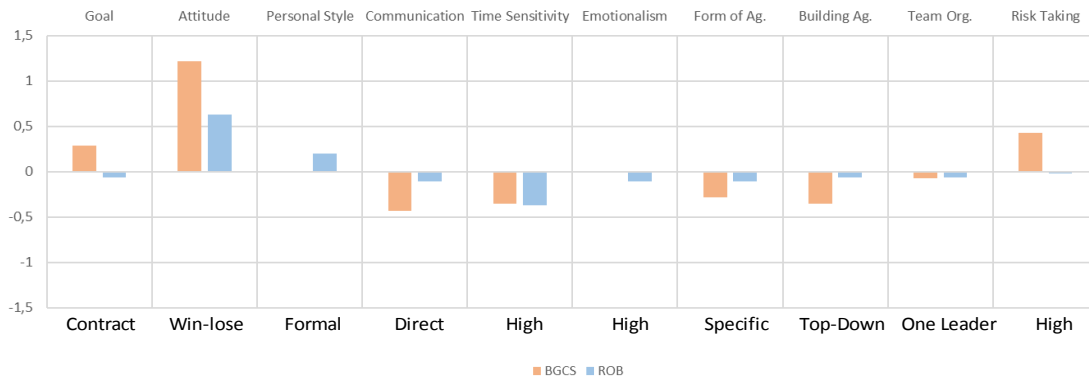
Figure 4.21: Negotiation dilemmas by regions

6

Despite of the difference on "negotiation attitude", both groups present a high level of "win-
8 win" attitude. Even the middle position on masculinity, the Brazilian low level of individualism presented by Hofstede Insights can be an evidence for the high level of win-win attitude in both
10 regions. The high levels of individualism and masculinity in Italy, apparently, in this dimension, did not preserve a strong influence.

12   The personal style and emotionalism dimensions on BGCS show us that it is diffuse, what make the result be close to zero. However, analyzing respondents from ROB, it is possible to
14 compare with indulgence dimension of Hofstede, as Brazil is an indulgence society, so people from there are very impulsive as well as enjoy life and have fun. This fact can contribute with the
16 informal personal style and high emotionalism. On the other hand, as Italy is a less indulgent society and the result on personal styles of BGCS is lower, there is a possibility that, in this case,
18 be a heritage of Italian decendency.

BGCS negotiators are more conservative with risks than ROB is. It can be related with the
20 fact that they are more focused on build a relationship in an negotiation and formalize more specific agreements, so they, probably, have the feeling that it protected by contract as well as not
22 only know the other parts but also are more confident on the agreement. As well as "negotiation attitude" this assumption can have some Italian influences, as Hofstede Insights, classifies this
24 society with a high score of uncertainty avoidance.

Figure 4.22, show us that except on the attitude and emotionalism, women from BGCS have
26 more uniform answers, that is what answer why this group have the biggest values (positive or negative) in the chart. This group also present many differences even when compared with women

from ROB. These differences can be explained by the experience level of these groups. ROB
female group present more "technicians + staff" and younger professionals, on average.
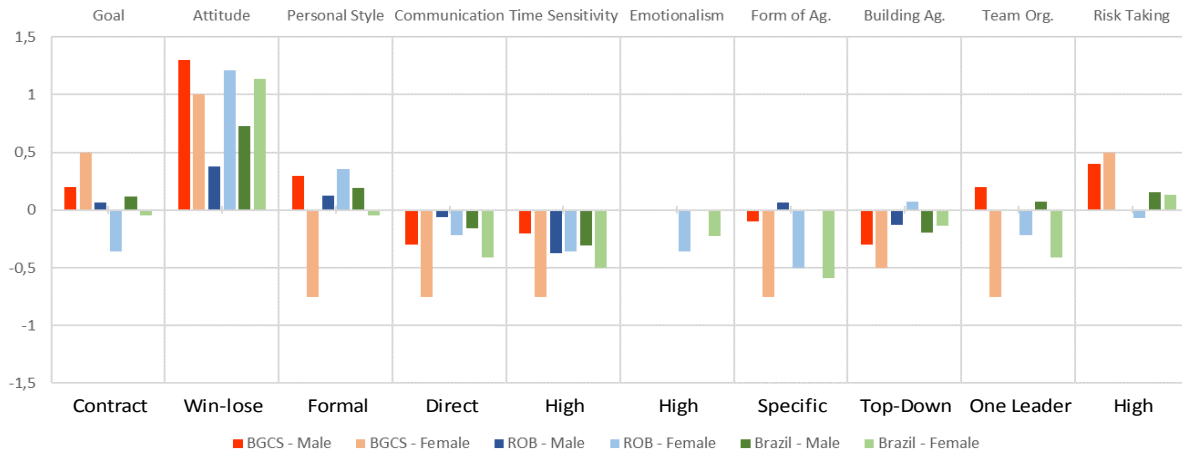
Figure 72: Negotiation dilemmas by regions and gender

It is also interesting that only women groups are more incisive on team organization. They
believes that leaders take their own decision instead of follow the consensus of the group, fact
that can be one of the reasons Brazil have a high power distance level, accordingly with Hofstede
Insights. This fact can also be a kind of "male chauvinism" heritage felt by women and
imperceptible by men, regardless the gender of the leader.

The communication of BGCS people are, in general, more direct than ROB's do. However,
on the chart (Fig. 4.22), it is even more noticeable on women groups. Not only BGCS women
have a high level of directness on communication, but also ROB's women are more direct than
men of the same group. As already mentioned, negotiators from ROB are more open to take risks
than BGCS'. It is more evident on Figure 4.23, where it is possible to check that the "technicians
+ staff" group are the responsibles for this results.
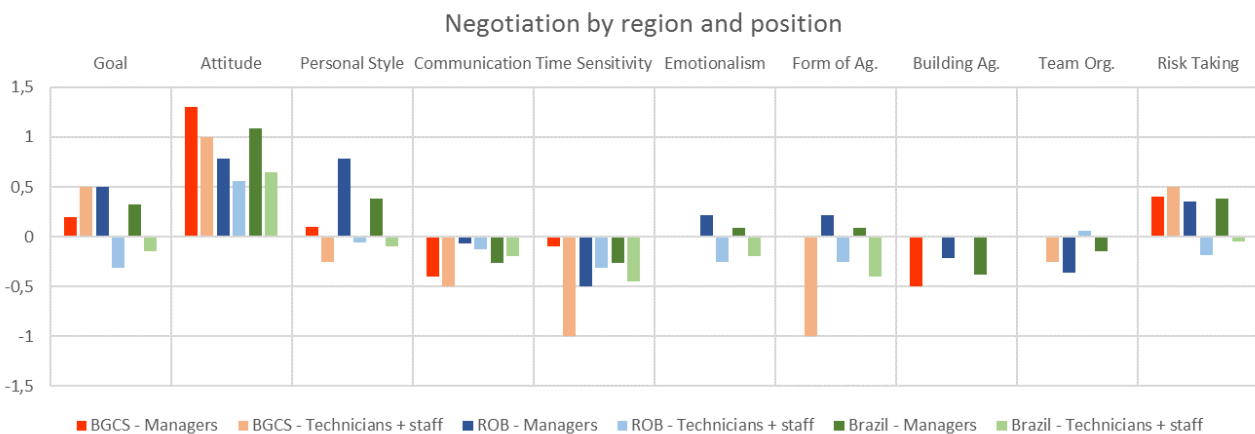
Figure 4.23: Negotiation dilemmas by regions and positions

However, Fig. 4.24 shows us the same behavior, what can be, in fact, not only a matter of position, but also of experience.

Regarding the personal style, managers are more informal than "technicians + staff". As mentioned, accordingly with Hofstede Insights, Brazilians have a high level of power distance and indulgence, what probably make managers and shareholders, fell more comfortable to act informally.
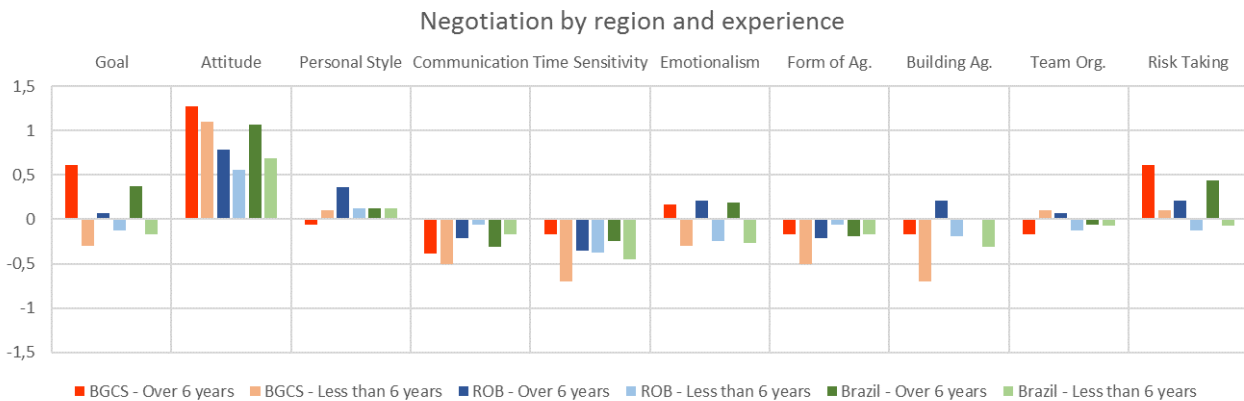
Figure 4.248: Negotiation dilemmas by regions and experience

Regarding the form of agreement, Brazil, in general, prefer agreements more detailed. However, it is even more visible in BGCS and mainly on the women and "Technicians + staff" groups. In this dimension, managers from ROB is the group that prefer more general agreement, probably, because they also have as a goal build a relationship instead of focus on a contract and are less "top-down" than BGCS to build the agreement.

Time sensitive is also very high on "technicians + staff" in BGCS and managers from this region are in a middle position, while in ROB, the chart shows us the opposite, as the managers in this region are more sensitive than "technicians + staff".

4.4 Overview of complementary interviews

The three interviews were conducted from 31st of May to 8th of June of 2019 by phone call only to ROB. BGCS professionals were contacted in order to be interviewed, but none of them accepted. All of interviewed people are from big companies and regarding their position, two of them are specialists, and another is a supplier analyst.

First, there was a brief introduction about the theme, and they were asked about it. The first question was "how culture can influentiate on business?" They answer that is a very important issue to understand people behaviors and reactions about the topic. Besides, when you know about it, it is easier to predict the how people will react and interact about something. One of them

mentioned a case that his company gave up acquiring another one in São Paulo because
2 professionals from this state are not very open to receive orders from directors from the Brazilian
Northeast, where is the company's headquarter. Another one mentioned that his company act in
4 many Brazilian states and he travel many times to the subsidiaries, what makes him affirms that
people are very diverse on their behaviors at works, values and even the way of life.

6   The second question was about the influence of culture on negotiation. One of them, which
have international experience, said that it is important, but never studied about the topic. However,
8 he mentioned that he "fell" the person by the first contacts (by e-mail, phone call or personal
contact) and search some information about the company, which many times it is possible to know
10 if the company is more formal or informal. He concluded saying that when it is the first contact
or he could not find information about the parts, he adopt a neutral behavior. The others said that
12 they adopt neutral behaviors and search about the parts involved. Besides, it was mentioned that
study about the parts is important to avoid misunderstandings.

14   The next step was to present them the inquiry results and ask them to comment about it. One
of them highlighted the attitude. He said that believes that, in general, Brazilians are "win-lose",
16 but in a business negotiation level, he agrees with the result that Brazilians are "win-win". He
keep saying that he always try to be win-win as a tactic to have more arguments to convince the
18 parts involved. The other dimensions mentioned were emotionalism, which one of them believes
that Brazilians even in a "neutral" attitude are emotional, form of agreement that one of them
20 mentioned that in his case the contracts are very specific and team organization, because the leader
listen the group but take the decision by himself.

22   The last question was about the tools that company provide to employees in order to mitigate
cultural and ethical issues. The code of ethics and conduct was mentioned and a telephone number
24 that employees can call anonymously in order to report any misconduct.

4.5 Salacuse Brazilian profile

26   As already mentioned in this research, this study used the methodology developed by
Salacuse (1998) in order to identify the negotiation profile of BGCS and compare it with ROB.
28 Below it is possible to find a comparison with the results of this research and Salacuse's.
However, as Salacuse treated the data for the dimensions only as "left side" or "right side", the
30 "left" and "middle left" answers of this study were considered only as the left statement and the
same procedure was done for the right statement.

32   Figure 4.25 shows the comparison between Salacuse (1998) results and the Brazilian regions
of this research. As we can see, all of them are very different from each other. On Salacuse's case
34 only the risk taking and building agreement is slightly near ROB.
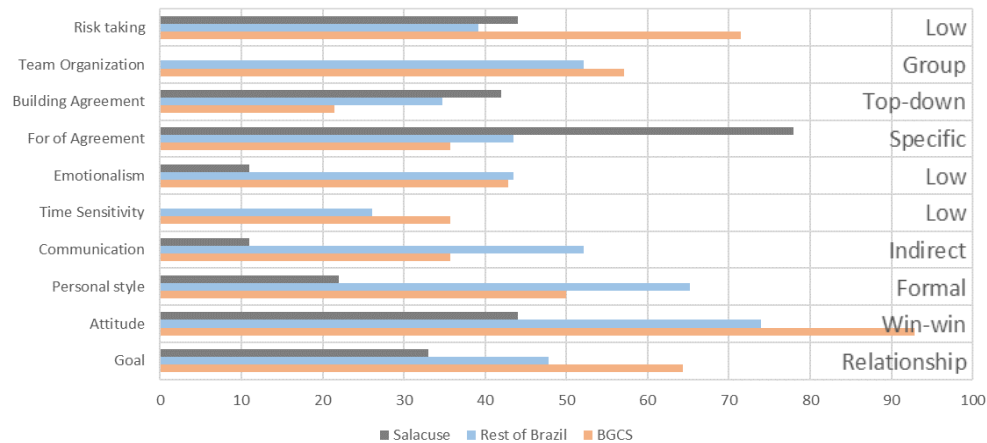
Figure 4.25: Salacuse results compared with the result of this study

As we can see, there are many differences between both studies. All of the dimensions have relevant differences. Despite the fact that there are more than 20 years from the first inquiry to the second, Salacuse only interviewed nine Brazilians, which were his students. This can provide tendentious answers because, as his students, they have some knowledge about it. Moreover, as they were a very specific and small group (Salacuse students), it is more difficult to affirm that those people can represent the cultural profile of an entire country.

4.6 Conclusions of the results

This chapter presented the main results of the six sections of the inquiry as well as the interview insights. It also showed some insights about the ethical and negotiation dimensions with the demographics and other sections. These results offer the necessary information to answer the research question, analyze the hypothesis and allow the conclusion that the negotiation behavior of managers and staff is influence by cultural factors (be descendent of Italian), as well as they identify the ethical stress on the negotiation process.

Moreover was presented a comparison between Salacuse's results in 1998 with the result of the regions studies, which confirm some divergence based on the cultural factors between the three groups.

Chapter 5 - Conclusions

5.1 Introduction to Conclusions

This chapter will present the main conclusions of this study in order to answer the research question and the hypothesis based on the results obtained. However, first, the difficulties faced on this research and some insights about the future work to be done will be presented. They will be followed by a comparison between Salacuse's dilemmas and Trompenaars as well as Hofstede cross cultural models.

5.2 Difficult faced on the research

The lack of time to do this research and the level of knowledge about the topic in the beginning of this study was the main difficulties faced. To get into this new knowledge world was not only challenging but also very difficult, mainly on the first steps to leave the "blindness" level and really start the research about it. Then, it was necessary to narrow in a topic while it was everything too broad.

It was also very difficult to get the contact of companies and professionals. Some institutes that provide partnerships and support to BGCS and Blumenau and Joinville, two cities founded by Germans in Santa Catarina, were contacted, but only FIERGS provide us the contact of the companies linked with them in BGCS.

Afterwards, we had to convince them to answer an inquiry that takes more than 15 minutes to conclude it. Many e-mails with different approaches were sent and many tries were done by LinkedIn to achieve the sample. Besides, it was necessary to convince more people to participate on an interview, what was even more difficulty to do so. Universities also was contacted in order to analyze, in parallel, the students perception about the theme, but as only three students answered the inquiry, they were discarded.

The lack of respondents limited the segmentation of some results. While segmenting the sample, some groups have only four representatives, fact that make it impossible to divide even more these segments.

5.3 Future works

As there were only 37 respondents, another inquiry aiming more people in the region can achieve a more accurate profile about the region and Brazil as a whole. If possible, interviews

with a great number of participants should be even better to have a more loyal profile, avoiding different parameters for the questions.

Interview or distribute the questionnaire in more Brazilian regions, such as the German region in Santa Catarina, cities on the north, that suffered influence from native Brazilian tribes, and other states that maybe can be found more particularities.

In sum, it will be great to interview many people from different Brazilian regions in order to understandings their cultural values and their negotiation culture.

5.4 Salacuse dimensions

During the research, it was possible to verify many similarities between Salacuse's dimensions and Trompenaars as well as Hofstede's cross-cultural models. While Hofstede and Trompenaars developed their model to analyze cultural aspects, Salacuse developed his methodology to analyze cultural aspects as well, but in the negotiation process. Below we can find a table that make a comparison between these models (Tab. 5.1)

Table 5.1: Comparison between cultural models

Salacuse dimensions	Trompenaars dimensions	Hofstede dimensions
Negotiation goal	Individualism vs Collectivism Universalism vs Particularism Internal vs External	Individualism
Negotiation attitude	Individualism vs Collectivism	Individualism Masculinity
Personnal style	Neutral vs Emotional	Indulgence
Communication	Neutral vs Emotional	Power distance
Sensitive to time	Synchronous vs Sequential	Time Orientation
Emotionalism	Neutral vs Emotional	
Form of agreement	Universalism vs Particularism Specific vs Diffuse	
Building an agreement	Universalism vs Particularism	
Team organization	Individualism vs Collectivism	Power distance Individualism
Risk taking	Internal vs External Control	Uncertainty avoidance

This comparison was developed through the analysis of each dimension concept as well as based on the results of this study. As a result of this research, Brazil presented as a country with

a negotiation goal focused more on the relationship than on the contract and a very strong attitude to a "win-win" behavior. These aspects are in line with the individualism result of Hofstede Insights, which says that Brazil has a low level of individualism.

Another comparison can be done on "risk-taking" dimension, which the country as whole presented a low level in this dimension, fact that are also in line with the high level of uncertainty avoidance accordingly with Hofstede Insights. In fact, Brazilians are, in general, very conservative with their assets. For instance, most of them prefer to make investments with very low return rates, with low risk, than invest some money on more risky investments.

Based on Hofstede studies, Brazil is an indulgent country, because people from there are impulsive, enjoy life and have fun, In fact Brazil is very famous for their parties, as carnival, and the way that this society enjoy life. It can also be a fact that influence Brazilians to be more informal when negotiating.

5.5 Research conclusions

As mentioned in this study, Brazilians, from both regions analyzed, are sensitive about cultural differences not only on business as a whole, but also in negotiation. In the question about the importance of cultural issues to act with partners, clients and suppliers, 97% considered it an "important" or very important issue". This fact was also presented in the question about the cultural impacts on many business topics. The result was very positive because except by "target and main activity", which had around 65% of "very strong" and "strong" impact, all the other answers were above 75%. Moreover, it was also highlighted in the case of negotiation, which 92% of the sample informed that it suffer a "very strong" or "strong" impact. This fact can make us conclude that Brazilians are aware about the theme.

Despite of a low rate of Brazilians that study about the cultural profile of the negotiators (24%), 49% of them look for information about the parts involved, what can be indirectly, a way to study the culture and behaviors of people involved. However, when divide them into two groups by age, the youger group (less than 35 years old) have higher rates for the preparation to a negotiation, fact that can be an evidence that cultural assumptions are arising into younger people. When analyzing the companies tools, it is possible to verify that, except on "cultural consultant", all of the other tools are, at least defined, for more than 50% of them. Fact that can be an evidence of Brazilian awareness about the topic.

As analyzed on the fourth chapter of this study, BGCS and ROB have many differences on negotiation based on their cultural values. The main variations on the negotiation dilemmas results are on the subjects "negotiation goal", "negotiation attitude", "communication", "form of agreement", building agreement" and "risk taking". Besides, analyzing the negotiation dilemmas results with Hofstede Insights classification about Italy, it was identified that the differences

between the Brazilian regions on the dimensions "risk taking" and "personal style" could be a

2   derivation of Italian influence on BGCS region.

        Moreover, it was detected that the ethical issues are in different level between the regions.

4   It was more evident on "institutions" and "ethical blindness" that presented a more resilience from

    ROB and "context", "peer pressure", which we can conclude that BGCS suffer less pressure from

6   these ethical assumptions.

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Appendix

2   **Synthesis of Scopus research**

Authors	*Key words*/Summary	Method	Conclusions
Annisette, M. (2017)	The paper highlight the issues of social categorization demonstrating how Ontario's new immigrants influence the accountancy	Qualitative	The paper advise about the importance of boundary-work conducted in the context of closure and to illustrate the benefit of a categorical approach to studying the professions. It also emphasizes that accountant in Ontario's region are suffering with different cultures influence.
Ashforth, B. E., & Kreiner, G. E. (2014)	*defensive tactics, dirty work, ideology, social buffers, stigma* This paper aims to study the differences between physical, social and moral stigmatized ocupations	Qualitative	The analysis suggests that the biggest differences are between moral dirty work and the two other forms. Moral dirty work tend to be seen as more evil than necessary.
Aïssaoui, R., & Fabian, F. (2015)	*Cultural convergence/divergence, Globalization, Global values, Power structures, interdependency, French paradox* It questions the process of a top-down-bottom-up-model of convergence through analysis of micro individual values and macro societal practices.	Qualitative + Quantitative	It suggests that the power structure interdependency in globalization dynamics is not a phenomenon presented only in the French society, so it should be expanded to other countries. It also provides a new explanation to GLOBE's gap between individuals values and societal practices.
Cray, McKay and Mittelman (2018)	*Iran, Cross-cultural, Business education, Cultural intelligence* It uses the experiences of a group of professors in an MBA program in Iran to investigate the effect of their activity on a cross-cultural environment	Qualitative	Professors recognized that the situation influenced the class activities and their own sense of self; Some professors had resistance to adapt to the new conditions.
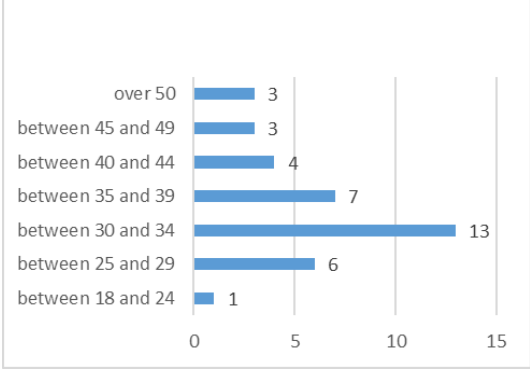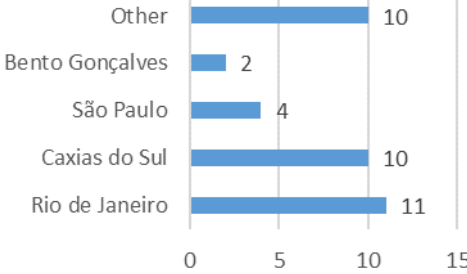
Appendix

Dheer, Lenartowicz and Peterson (2014)	*Cross-cultural management, management style similarities, regional subcultures of Canada, regional subcultures of the United States, subcultural diversity.* It compares values, behaviors and attitudes of managers from USA and Canada.	Qualitative + Quantitative	Even the English-speaking parts of Canada and USA present differences between. It includes attitudes towards ethics, generalized trust and feminism in business.
Fosse, S. M., Ogliastri, E., & Rendon, M. I. (2017)	*case study, cross-cultural negotiations, dignity culture, French negotiation, honor culture, qualitative research* The paper analyze dignity and honor cultures in cross-cultural negotiation between French negotiators and Latin Americans.	Qualitative	On the three categories that emerged from the analysis, is the orientation toward conflict because individuals with high honor orientation react more negatively to perceived transgressions. The key success factor is both sides perceive that the pattern of interactions make sense and both should make adaptations.
Hofstede, G., Hofstede, G. J., & Minkov, M. (2010)	*The study presents the Hoefstede dimensions croos cultural model in order to obtain the different national profiles around the world.*	Quanlitative/ Quantitative	The authors present the evidences of national cultures differences and show all the methodology developed to create the Hoefsted dimensions model.
Kahan, D. M., Jamieson, K. H., Landrum, A., & Winneg, K. (2017)	*risk perception; affect heuristic; cultural cognition; Zika virus* This article describes a model that adds the phenomenon of cultural antagonistic memes, which are argumentative tropes that fuse positions on risk with contested visions of the best life.	Qualitative	It presents an evidence that the public's comprehension of the best available evidence on a particular public health threat – the spread of the Zika virus – is at risk of being compromised by a distinctive science communication pathology
Thams, Y., Kelley, K., & Glinow, M. A. (2018)	*Board composition, Foreign directors, Board foreign diversity, Sub-national culture, Conservatism, Attitudes toward immigration.* It studies the globalization of the boards of directors, focusing on firms' sub-national socio-cultural context.	Qualitative + Quantitative	It found that the business operations of firms originating from conservative local environments are less likely to be international. Values and norms differ significantly within national borders, especially in large countries.
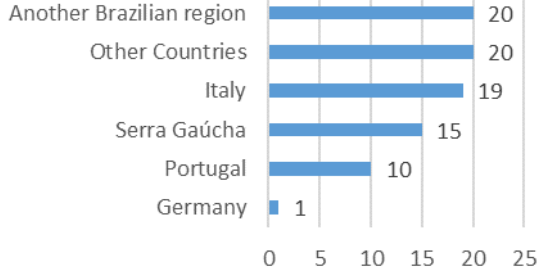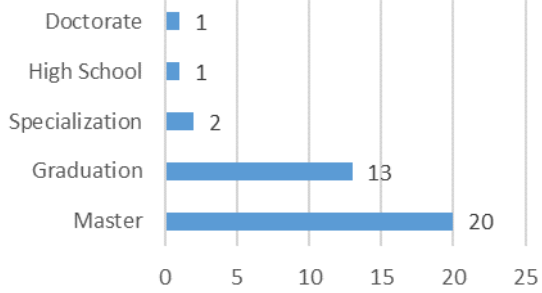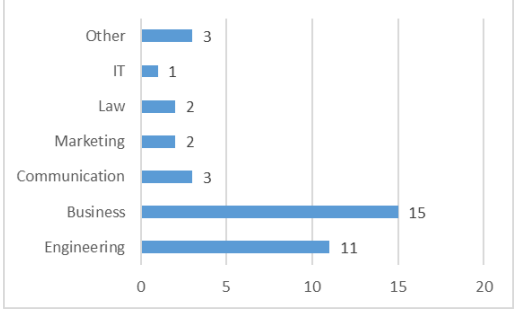
Appendix

Tung, R. L. (2016)	This paper presents new perspectives on International human resources management as they relate to research on multicultural teams under the three dimensions of diversity	Quantitative	It affirms that multicultural team will increase exponentially in the next years because of many influences, such as the war for talent, overall aging of the workforce in many countries and so on. This situation mean that multicultural teams will be the norm rather than the exception and intra-national diversity within a given country can often be as significant as those across countries.
Salacuse, J. W. (1998)	The author developed a cross-cultural model to analyze cultural behaviors on negotiation process. He applied a questionnaire in many countries with his students	Quantitative/ Qualitative	It present a comparison between countries through a questionnaire applied in many countries. He also concluded that there are key elements in the negotiation process that people perceive and approach on different ways.
Wasti, S. A., et. al. (2016)	*workplace commitment, commitment foci, culture* This article correlates and discuss the workplace commitment across cultures. It was used Brazil, China, Denmark, Germany and Israel.	Qualitative	The authors recommend that to apply the three-component model (TCM), to evaluate commitment, it should be revised to be applicable to many culture, instead of USA, where it was developed. Evidence from collectivist cultures suggests that work relationships are characterized by a strong emphasis on affective and personal components. The commentators also point to the relevance of other cultural dimensions along individualism that provide a contrast to North American individualism.

2
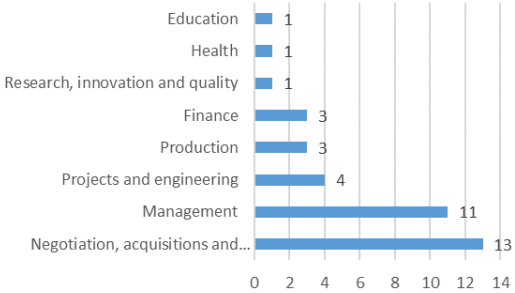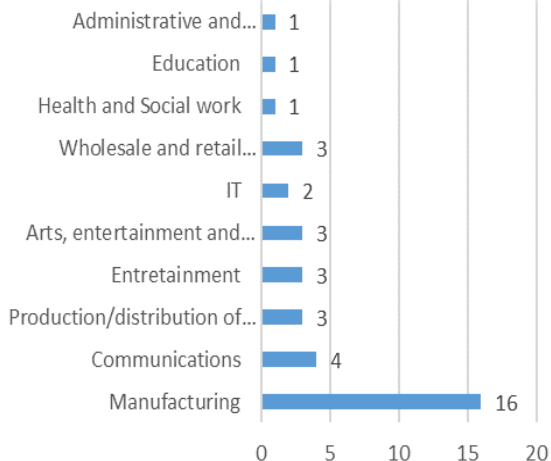
Survey and answers

Q1. What is yout gender:
   1. Female
   2. Male
Non-binary
	30% 70%
	■ Men ■ Women

Q2. What is your age?
   1. Between 18 and 24
   2. Between 25 and 29
   3. Between 30 and 34
   4. Between 35 and 39
   5. Between 40 and 44
   6. Between 45 and 49
   3. Over 50
	over 50: 3
	between 45 and 49: 3
	between 40 and 44: 4
	between 35 and 39: 7
	between 30 and 34: 13
	between 25 and 29: 6
	between 18 and 24: 1

7. Q3. In which Brazilian State did you born?	PB: 1 BA: 1 SC: 2 MG: 2 SP: 5 RJ: 12 RS: 14
Q4. Which city did you born?	Other: 10 Bento Gonçalves: 2 São Paulo: 4 Caxias do Sul: 10 Rio de Janeiro: 11
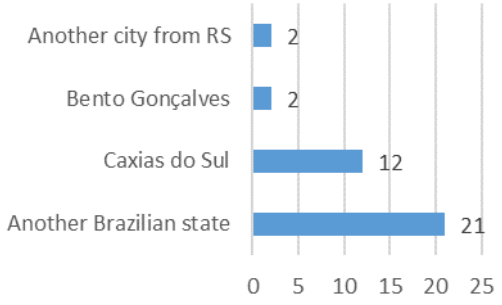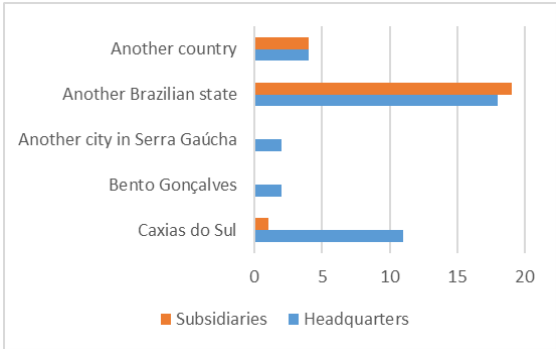
Q5. Where did born...	
1. … your parents 2. … your grandparents 3. … your great grandparents 4. …. Your spouse	Another Brazilian region 20 Other Countries 20 Italy 19 Serra Gaúcha 15 Portugal 10 Germany 1 (0 5 10 15 20 25)
Q6. What is the highest academic degree that you have obtained (current studying)? 1. High school 2. Professional degree 3. Advanced certificate 4. Bachelor's degree 5. MBA 6. Master's degree 7. Doctoral degree 8. Other	Doctorate 1 High School 1 Specialization 2 Graduation 13 Master 20 (0 5 10 15 20 25)
Q6. Which area do you consider your main area of study / knowledge? 1. Business management (Including Economics and Finance) 2. Marketing 3. Communication : Corporate communication, public relations, journalism, etc 4. Engineering 5. IT 6. Heath sciences 7. Law 8. Other	Other 3 IT 1 Law 2 Marketing 2 Communication 3 Business 15 Engineering 11 (0 5 10 15 20)
Q8. Which is the field of your main activity? 1. Commercial, acquisitions and negotiation	

2. Economical and Financial 3. HR 4. Management 5. Production 6. Research, innovation and quality 7. Engineering and projects 8. Health 9. Law 9. Others	Education 1 Health 1 Research, innovation and quality 1 Finance 3 Production 3 Projects and engineering 4 Management 11 Negotiation, acquisitions and... 13 0 2 4 6 8 10 12 14

Q9. What is your position in the organization that you work for?
 	
  1. Researcher
  2. Student
  3. Entrepreneur/Shareholder
  4. Top manager
  5. Operational manager
  6. Specialist
  7. Analyst/Operational
Other
	Other 4
	Top Manager 5
	Entrepreneur/Shareholder 5
	Specialist 5
	Operational Manager 7
	Analyst/Operational 11
	0 2 4 6 8 10 12

Q10. What is the main activity of your organization?
 	
  1. Agriculture, forestry, fishing
  2. Mining and quarrying
  3. Manufacturing
  4. Production/distribution of energy, gas and water
  5. Management
  6. Construction
  7. Wholesale and retail trade; Repair of motor
  8. vehicles and motorcycles
  9. Transport and storage
  10. Accommodation and Food Service
  11. Information and communication
  12. Financial and insurance Service
	Administrative and... 1
	Education 1
	Health and Social work 1
	Wholesale and retail... 3
	IT 2
	Arts, entertainment and... 3
	Entretainment 3
	Production/distribution of... 3
	Communications 4
	Manufacturing 16
	0 5 10 15 20

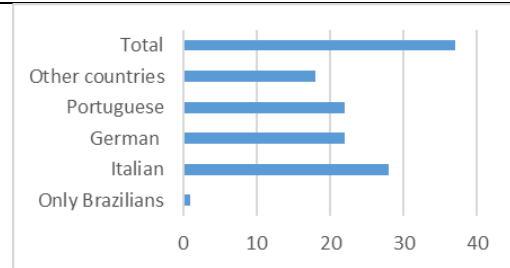|	
13. Real Estate activities 14. Professional, Scientific and Technical 15. Administrative and Support service to Organisations 16. Public Administration and defence; compulsory social security 17. Education 18. Health and social work activities 19. Arts, entertainment and recreation 20. Other service activities 21. activities of households as employers; 22. undifferentiated	

Q11. Where do you work?
 	
  1. Caxias do Sul
 	
  2. Bento Gonçalves
 	
  3. Other city from Serra Gaúcha metropolitan area
 	
  4. Another city from RS
 	
  5. Another Brazilian state	

Q12.Where does your company operates (headquarters and subsidiaries)?
 	
  1. Bento Gonçalves
 	
  2. Caxias do Sul
 	
  3. Another city from Serra Gaúcha area
 	
  4. Another region from RS
 	
  5. Another Brazilian state
 	
  6. Another country	

Q13. How long do(es)…
 	
  1. You work at the company?
 	
  2. Your company exist?
 	
  3. Your company operates internationally
 	
  4. Your company export?
 	
  5. Your company import?	

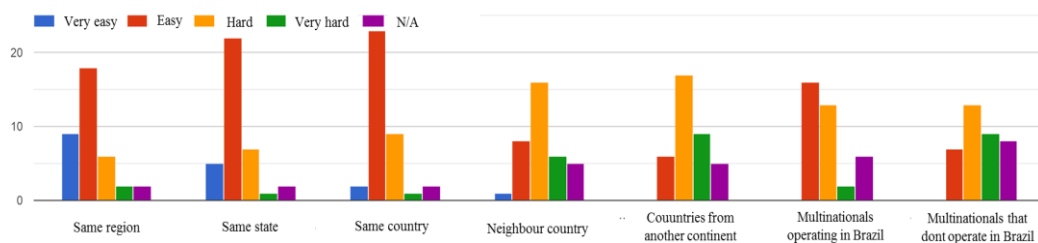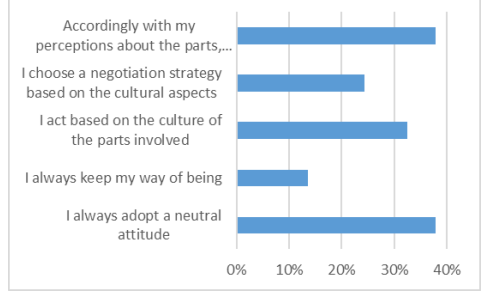| Q14. How many employees work at your company?	
1. Less than 10 2. Between 11 and 49 3. Between 50 and 249 4. Between 251 and 1000 5. Over 1000	
Q15. Nowadays, do you believe that the company are contituted by descendants from… (considering only 3 generations level)	
1. Native Brazilian 2. Italian 3. German 4. Portuguese 5. Other	
Q16. How much are you aware about culture in business?	
1. Highly aware 2. Aware 3. Not counsciously aware 4. Unaware	
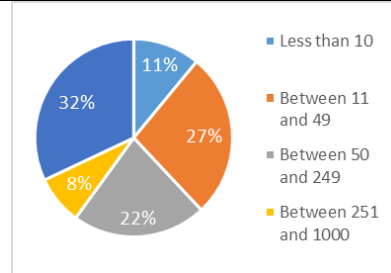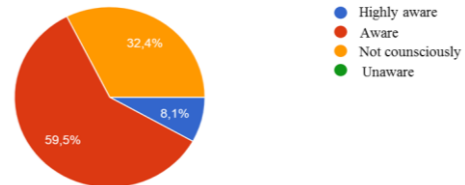
Q17. From your point of view, how is the partnership with companies from…

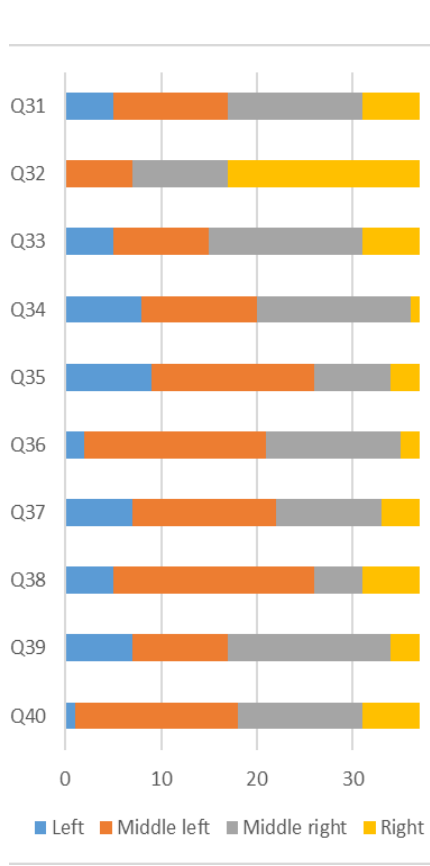Q18. From your point of view, how the cultural values can impact on…

Chart legend: No impact, Weak impact, Strong impact, Very strong impact

Categories: Image and reputation; Negotiation (Preparation and conduction); Productivity and performance; Ethical behavior; Organizational behavior; Environmental behavior; Target market activity; Planning development and control

Q19. In your opinion, how important is to take into consideration the cultural aspects of partners, clients and suppliers?	Very important 46%; Important 51%; little important 3%
Q20. Which of the following tools does your company apply to improve the relationship with potential and current partners, clients and suppliers? 1. Cultural consultant 2. Strenght of values, vision and culture 3. Training programs 4. Procedures and instructions 5. Code of ethics and conduct	Code of ethics and conduct; Procedures and instructions; Trainning programs; Strength of values, vision culture; Cultural consultant. Legend: Not defined; It is defined but not implemented; It is defined and implemented
Q21. How do you prepare for a meeting with partners and client with differend cultures? 1. I search about the companies involved 2. I search about people involved 3. I look for the negotiators nationalities 4. I study negotiation techniques 5. I study negotiation techniques between cultures 6. I study the cultural profile of the negotiators 7. I only gather information about the agreement	I only gather info about the...; Study the cultural profile of the...; Study negot. techniques between...; Study negotiation techniques; Look for the negotiators nationalities; Search about people involved; Search about the companies involved
Q22. How do you act in a meeting with partners and clients from different cultures? 1. Accordingly with my perceptions about the parts, I use different techniques 2. I choose a negotiation strategy based on the cultural aspects 3. I act based on the culture of parts incolved 4. I always keep my way of being 5. I always adopt a neutral attitude	Accordingly with my perceptions about the parts,...; I choose a negotiation strategy based on the cultural aspects; I act based on the culture of the parts involved; I always keep my way of being; I always adopt a neutral attitude

Ethical and negotiation dilemmas

Q24. When I am taking decisions on culturally different workers issues, I have in mind the previous taken in similar issues.		When I am taking decisions on culturally different workers issues, I have in mind my values and the values defined by the organization that I work for.
Q.25 believe that cultural issues, as any other professional relationship issues, must be analysed in an ethical values basis		I am convinced that cultural issues, as any other professional relationship issues, must be analysed depending on the context
Q26. When I am taking any decisions, I bear in mind the judgement that some colleagues can have on it, so as to avoid potential dissonances and critics		I take decision being sure that I only take it according to my values or the values defined by the organisation I am working for
Q27. Once, I noticed that I took a unethical decision mainly because of time pressure		I am able to take decision independently of any types of pressure
Q28. I have seen some leaders taking a decision without considering its ethical boundaries		When a leader takes an unethical decision, it is a conscious decision caused by corruption or illegal interests
Q29. I believe that everyone can take decisions based on ethical values, as long as this is his/her wish		In some cases, when routines are present, the ethical dimension can be "not-seen" in decision making process
Q30. The framing of cultural issues, in the decision-making process, can decisively influence the decision-making		The framing is not an obstacle for any ethical decisions

The chart (middle column) shows a stacked horizontal bar graph for Q24–Q30 with categories: ■ Left, ■ Middle left, ■ Middle right, ■ Right. X-axis: 0, 10, 20, 30.

Negotiation dilemmas

Q31. In a negotiation process, my main goal is to sign a contract with rights and obligations for both sides		In a negotiation process, my main goal is to build a relationship between the parts, inclusive, I look for a contract for the relationship
Q32. My main objective is only take care about the interests to my company and me		I always look for the best deal to all parts involved on the negotiation process

Q33. In a business meeting, I am very formal, involving my clothes, vocabulary and the treatment to others.		In a business meeting, I am more informal, and try to make the others comfortable. I call people by the first name and try a closer and friendship relationship.
Q34. To make a question or say my point of view, I am always direct and very clear on my statements		To make a question or say my point of view, I use oblique references, circumlocutions, figuratives forms of speech and body language.
Q35. On the negotiation process I have a detailed time plan and I follow it very punctually		I am not extremely puntual and the issues to be discuss take the time needed to be solved by the parts
Q36. In ameeting I express my feelings as euphoria, disappointiments and affectivity		In a meeting I am extremely cold, and control my feeling to avoid the parts to notice it
Q37. My focus is to sign contracts very well detailed, including rights and obligations for both parts		My focus is to sign more general contracts in order to be more flexible, open to discussions
Q38. In a negotiation, my first steps are discuss the more general principles and than the details (top-down)		In a negotiation I start the discussions with the details as prices, quality and deliveries. Afterwards, we sign a contract with these terms (Bottom-up)
Q39. On my organization, the leader has the full power to make the decision		On my organization, the decision the taken by consensus of the team
Q40. In a negotiation, I am used to take some risks, as bet on some uncertainties		In a negotiation, I am used to avoid any risk and I prefer a conservative approach