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The elements and tactics of Finnish negotiators in international business negotiations

The impact of face-to-face and video negotiation

ABSTRACT:

Kiristyneestä kilpailusta ja globalisaatiosta johtuen, yritykset ovat yhä enenevämmässä määrin siirtyneet tekemään kauppaa myös kotimaan rajojen ulkopuolelle. Harjoitti yritys kansainvälistä kauppaa sitten millä tavalla tai missä kanavassa tahansa, vaatii se lähes poikkeuksetta neuvottelemista ulkomaisten kumppaneiden kanssa. Aikaisemmat tutkimukset koskien kansainvälisen kaupan neuvotteluja, ovat koskeneet kulttuurin vaikutusta neuvottelustrategioihin, viestintävälineiden (henkilökohtaiset tapaamiset vs. videoneuvottelut) merkitystä neuvotteluissa sekä niiden myönteisiä ja kielteisiä puolia. Koronaviruspandemian puhkeaminen räjäytti digitaalisten viestintävälineiden käytön uusiin mittakaavoihin, jonka seurauksena tarve ymmärtää eri viestintävälineiden vaikutusta kansainvälisen kaupan parissa toimivien neuvottelijoiden käyttämiin neuvottelustrategioihin ja -taktiikoihin on kasvanut entisestään. Koska tästä vaikutuksesta ei ole kuitenkaan selkeää ymmärrystä, tämän työn tavoitteena on tutkia näiden viestintävälineiden vaikutusta suomalaisten liikeneuvottelijoiden käyttämiin neuvottelutaktiikoihin ja -strategioihin.

Tämä tutkimustyö tutkii ja yhdistää kaksi eri viestintävälinettä (henkilökohtaiset tapaamiset sekä videokanavat), neuvottelutaktiikat, sekä Salacusen tutkimustyön pohjalta kehitetyn mallin kymmenestä eri neuvotteluelementistä. Teoreettisen viitekehyksen pohjalta kehitettyjen hypoteesien pitävyyttä tutkittiin kvantitatiivisessa tutkimuksessa. Sähköpostikyselyn avulla saatiin kerättyä 25:n eri suomalaisen liikeneuvottelijan vastaukset. Kerätty aineisto analysoitiin tilastotieteen ohjelmalla (SPSS) käyttäen t-testi -menetelmää.

Tutkimustulokset osoittivat, että suomalaisten liikeneuvottelijoiden neuvottelustrategiat koskien neuvottelutavoitetta, esiintymistapaa, tunteiden näyttämistä, riskiä ja luottamusta, sekä tiedon jakaminen neuvottelutaktiikkana vaihtelivat merkittävästi eri neuvottelukanavissa (kasvotusten vs. video). Suomalaiset neuvottelijat keskittyivät huomattavasti enemmän kumppanuuden rakentamiseen, näyttivät enemmän tunteita, käyttäytyivät vapaamuotoisemmin, luottivat enemmän vastapuoleen, sekä olivat valmiimpia ottamaan enemmän riskejä tavatessaan neuvottelukumppaninsa kasvotusten kuin neuvotellessaan videon välityksellä. Kuitenkin suomalaiset liikeneuvottelijat jakoivat avoimemmin ja enemmän tietoa videon välityksellä kuin kasvotusten.

Vaikka tämä tutkimustyö ei voi tarjota kaikenkattavaa yleistystä suomalaisten liikeneuvottelijoiden käyttäytymisestä eri viestintävälineissä, se pyrkii osin täyttämään olemassa olevaa tutkimusvajetta. Tämä tutkimustyö antaa merkityksellisiä suuntaviivoja viestintävälineiden mahdollisesta vaikutuksesta suomalaisiin neuvottelijoihin paitsi neuvottelijoille itselleen, mutta myös vastaneuvottelijoille, sekä yritysjohdolle.

KEYWORDS: international business negotiations, negotiation elements, negotiation tactics, communication mode, face-to-face negotiation, video negotiation, Finnish negotiators

ABSTRACT:

[Abstract]

Due to increased globalization and resulting intense competition, more and more companies are entering into international business. Entering international business through export modes, as well as through intermediate and joint venture modes all involve negotiations with business partners. Prior research on international business negotiations (IBNs) has increased our understanding about the impact of culture on IBN strategies, choice of communication mode (face-to-face vs. video) in IBNs and their associated advantages and disadvantages. The massive use of digital tools for conducting IBNs since the outbreak of COVID-19 pandemic has increased the need to understand the impact of communication mode (face-to-face vs. video) on the elements and tactics of negotiators involved in IBNs. However, there is no prior understanding about the impact of communication mode (face-to-face vs. video) on the elements and tactics of negotiators involved in IBNs. Therefore, the purpose of this thesis is to explore the role of communication mode on elements and tactics of Finnish negotiators involved in IBNs.

The theoretical framework of this thesis is developed by integrating the communication modes, IBN tactics, and Salacuse's model of ten negotiation elements. The developed framework is tested by using web-survey data collected from twenty-five executives of Finnish companies who were involved in both face-to-face and online IBNs. The empirical data was further analyzed using t-test with the help of statistical testing, namely SPSS.

The results indicate that Finnish negotiators' elements (i.e. strategies) of negotiation goal, personal style, emotionalism, risk and trust on one hand, and tactics of information exchange on another significantly differ between face-to-face and video IBNs. Finnish negotiators focus more on relationship building, express more emotions, communicate more informally, trust more and take more risk in face-to-face IBNs than in video IBNs. However, Finnish negotiators use more information exchange tactics in video IBNs than in face-to-face IBNs.

These findings have important implications for Eastern and Western negotiators for understanding the strategies and tactics of Finnish negotiators in face-to-face vs. video IBNs, and they aim to fill the existing research gap in that part.

KEYWORDS: international business negotiations, negotiation elements, negotiation tactics, communication mode, face-to-face negotiation, video negotiation, Finnish negotiators

Contents

Figures

Tables

Abbreviations

IBN	International business negotiation
IBNs	International business negotiations
FTF	Face-to-face
FTF-IBN	International business negotiation held face-to-face
V-IBN	International business negotiation held via video

1   Introduction

The purpose of the introductory part is to present the background of the study, the research question, the objectives, and the delimitations of the study, explain the key terms used, and present some previous studies within the same area and describe the structure for the study.

1.1   Background of the study

Rapid globalization and the power of internet have enabled many businesses operate outside their national borders. Internet allows communicating and doing business with minimum time and costs (Harkiolakis et al. 2012, p. 77). The breakout of COVID-19 in 2020 increased immensely the use of online tools as ways of communicating and negotiating because meeting face-to-face was no longer safe. In March 2020 the Finnish government recommended that everyone returning from an area affected by the epidemic should agree on two-week absence from work with their employers. Further, the Finnish government recommended remote working and avoiding or postponing all but absolutely necessary business trips (Valtioneuvosto, 2020).

In the light of the event of COVID-19, the popularity of different types of online tools as a means of doing business internationally and establishing and maintaining business relationships has grown. Video meetings and online tools enable affordable and easy way of negotiating and keeping in touch no matter how far the other party is. Although there is obvious cost and time benefits, some pitfalls exist too when considering online negotiating. Since the overall communication between people is not only verbal, communicating via online tools lacks nonverbal, paraverbal and interpersonal cues according to Graf et al. (2010, p. 496). In the absence of these signals to decipher, the communication and interaction are likely to be different than in face-to-face meetings. Harkiolakis et al. (2012, p. 76) also comply that e-negotiations suffer from a lack of sensory data and that as visual creatures, people are likely to fill this deficit by imagination. This is especially

true when trying to form a picture of the counterpart yet unknown. Harkiolakis continues that the invisibility in negotiating online is not cut out for building trust. The environment of anonymity and distance can lead to negotiators feeling free of social norms and behave in a way that is even aggressive or trust breaking. Online negotiating can also be perceived as lacking commitment and enthusiasm (Harkiolakis et al. 2012, p. 77).

Though prior research on international business negotiations (IBNs) has mainly focused on the impact of culture on IBN process elements (cf. Salacuse, 1991; Weiss & Stripp, 1998; Usunier, 2003, Metcalf & Bird, 2004), a growing number of studies have started investigating the choice of communication mode (face-to-face vs. video) in IBNs (cf. Geiger, 2020; Denstadli et al., 2012; Dennis et al. 2008; Purdy & Nye, 2000) and their advantages and disadvantages (cf. Galin et al., 2007; Denstadli et al., 2012). Due to different advantages and disadvantages of each communication mode (face-to-face vs. video), they may help or hinder certain strategies and tactics important to negotiators involved in international business negotiations. However, there is no prior understanding about the impact of communication mode (face-to-face vs. video) on the elements (i.e. strategies) and tactics of negotiators involved in IBNs. Mastering the arts of negotiating is not only understanding and comprehending the business practices and negotiation styles (i.e. negotiation strategies and tactics) of negotiators from different cultures with all their subtleties (Manrai & Manrai, 2010, 69–70), but also understanding the role of communication modes (face-to-face vs. video) impacting the international business negotiation strategies and tactics of negotiators from different cultures. Ghauri (2003, 16) suggests that negotiating techniques are no longer considered just a natural gift but something to be learned and developed. Therefore, the growing use of online tools as a way of negotiating and doing business, and the differences they have compared to traditional face-to-face negotiation, it is very important to explore the impact of communication mode of negotiation on negotiation elements (i.e. strategies) and tactics of negotiators and provide guidelines to managers.

In this thesis, the impact of communication mode on negotiation elements (i.e. strategies) and tactics of negotiators is explored in the context of Finnish negotiators involved in IBNs. Though previous studies do exist regarding the strategies (i.e. elements) of Finnish negotiators involved in international business negotiations (Metcalf et al. 2006; Schwarz, 2019) there is no prior study investigating the impact of communication mode on elements and tactics of Finnish negotiators involved in international business negotiations. Further, since the outbreak of COVID-19 pandemic, all colleges, universities, and companies in Finland and across the world have adopted distance learning, communication, and negotiations. Therefore, it is more urgent than ever for academics and companies to enrich understanding of the impact of communication mode on elements and tactics of Finnish negotiators involved in IBNs.

1.2   Research question and objectives of the study

The preceding discussion steers the course of the thesis. The basic objective of this thesis is to explore the role of communication mode on the negotiating elements and tactics of Finnish negotiators in international business negotiations. Thus, the research question for this study is as follows:

What is the impact of face-to-face negotiation and video negotiation on the international business negotiation elements and tactics of Finnish negotiators?

The mentioned research question is addressed by the following sub-objectives:

1. To increase understanding about the conceptualization, process, elements, characteristics, and tactics of international business negotiations

2. To study the conceptualization, characteristics, and advantages and disadvantages of both face-to-face and video negotiations

3. To explore the impact of communication mode on negotiating elements and tactics of Finnish negotiators

1.3   Delimitations of the study

Delimitations have been set to further explain the scope of the study. To explore the research question more in-depth, this study was chosen to focus solely on Finnish negotiators. Choosing only one country for the study also assists keeping the study manageable.

International business negotiations are a quite well-studied field, and many different frameworks and theories have been presented in previous studies. This study focuses mainly on the framework presented by Salacuse (1998), which introduces ten matters that affect negotiating style. Salacuse's study was selected, since it offers a rather comprehensive and empirically studied list of variables ranging from two polar extremes from person's culture affecting international negotiations. Although culture affects international business negotiations, culture itself as a variable has been left out of the study to keep the study feasible. Practical examples on culture's impact are given to provide more understanding and analysis on specific behaviors of Finnish negotiators.

1.4   Definitions of key terms

The key terms in this thesis are identified based on their importance in understanding the research phenomenon under study. These terms include: international business negotiation, communication mode, face-to-face negotiation and video negotiation, negotiation elements, and negotiation tactics. The definitions of these terms are given below along with the relevant references, so that the reader can follow the conceptualization of these terms in this thesis.

International business negotiations: Ghauri describes business negotiations as a process in which the parties choose to join and which they also have the possibility to quit if wanted. The fundamental aim of negotiating is the chance of gaining something more than just by simply turning the first offer down (Ghauri, 2003, p. 3). Luo (1999, p. 141)

explains that negotiations are a process that involves two or more parties joint together to solve an issue or make decisions. Luo continues that when negotiating parties originate from different nationalities, negotiations are international.

Communication mode: This study focuses on the effects of communication mode on international business negotiations. Communication mode in this study refers to the channel or the medium in which the information or message is conveyed through, in other words communicated to the other party. Though several communication modes exist, this study concentrates on face-to-face negotiations and online negotiations, more specifically video negotiations.

Face-to-face negotiation and video negotiation: According to Stein and Mehta, the traditional negotiation is defined as meeting at the same place at the same time, that is meeting face-to-face. Stein and Mehta define video calls and conferences as meetings held at the same time at a different place. (2020, p. 3). Videoconferences are considered as the best substitute for face-to-face meetings (Stein & Mehta, 2020; Julsrud et al., 2012), since it can portray live image and sound in real time.

Negotiation elements: Negotiation elements (i.e. strategies) in this study refer mainly to a model proposed by Salacuse (1998; p. 223). In his model, Salacuse identifies ten different factors from person's culture contributing to the negotiation process that seem to be the most problematic. These are negotiating goal, attitudes to the negotiating process, personal styles, styles of communication, time sensitivity, emotionalism, agreement form, agreement building process, negotiating team organization and risk taking. Besides Salacuse's elements, some other elements by Weiss and Stripp (1998, p. 52), and Usunier (2003, pp. 100–102) are presented as well.

Negotiation tactics: Negotiation tactics in this study refer to tools that negotiators use in order achieve their goal and desired end-result. Saner (2003, pp. 51–52) explains that a negotiator usually has one strategy, but several tactics that may also differ throughout

the negotiation process. Strategy is the negotiator's course and tactics are used as coordinates.

1.5   Previous studies

In the following Table 1., the main studies and literature related to the topic are presented.

Table 1. Previous studies.

International business negotiations					
Author / Year	**Objectives of the Study**	**Sample location**	**Theoretical Roots**	**Methodology and Sample**	**Key Findings**
Ghauri (1996)	To develop a model describing international business negotiations			Vast Literature Review and Analysis	Framework on IBN consisting of three factors: atmosphere, background factors and negotiation stage with cultural and strategical dimensions.
Reynolds, Siminitras & Vlachou (2003)	Provide a thorough review of the publications on IBN's (1990-2000) based on five areas: environmental and organizational conditions, cultural influences, characteristics of individual negotiators, the negotiation situation and the outcome of the negotiation			Vast Literature Review and Analysis	No unified framework could be presented, because of the dispersity of studies, and the complexity of IBN's and different interrelationships of variables
Culture and international business negotiations					
Bird & Metcalf (2004)	To integrate the Hofstede dimensions and twelve aspects of negotiating behavior	6 countries: Japan, USA, Germany, China, Mexico and Brazil	Hofstede's cultural dimensions, 12 variable framework by Weiss and Stripp describing IBN's cultural dimensions	Vast Literature Review and Analysis	Contextualization between Hofstede's dimensions and aspects of negotiation behavior to ease the understanding of cultural differences in negotiator behavior
Brett & Okumura (1998)	To study differences between Japanese and American cultures and do they effect on negotiations	Japan, US	Hofstede's cultural dimensions (1980) Schwartz's cultural dimensions of values (1994)	Total of 95 simulated intra- and intercultural negotiations	Intercultural negotiations are less likely result in joint gains than intracultural negotiations. Several explanations in cultural values were found.
Luomala, Kumar, Singh & Jaakkola (2014)	To study the linkages between culture, emotions and behavioural tendencies in unsuccessful intercultural business negotiations.	Finland, India	Hofstede's dimensions Dejection- and agitation-related emotions	Quantitative. 106 Finnish, 114 Indian	Empirical evidence suggest that qualitatively different emotions are experienced after a failed IBN by individualists and collectivists. The existence of the relationship between perspective-taking ability and emotional volatility in the context of failed IBN involving individualists and collectivists is revealed. Partial support is found for the idea that different types of negative emotions can lead to the same behavioural tendency (approach) among individualists and collectivists when IBN fails.
Metcalf, Bird, Shankarmahesh, Aycan, Larimo & Valdelamar (2006)	To compare negotiation tendencies across countries	Finland, India, Turkey, Mexico, United States	Salacuse's ten elements that affect negotiating style (1998)	Quantitative. 1 189 respondents.	Findings support that there are differences in negotiation tendencies across countries. Findings also showed that tendencies are complex and big variation can be found also within a country in some elements.

Rua, Aytug, Kern, Lee, Adair (2019)	To examine the role of cultural attachment in international negotiations	Canada, US (different cultures worldwide involved)	Cultural attachment theory, group attachment styles, prospect theory	146 undergraduates from different cultures worldwide	Results show that individuals' cultural attachment style interacts with their role in international negotiations, leading to implications for the interactional process and economic outcomes. An approach was developed, where understanding the individual characteristics and the context, international negotiators can influence their performance without getting to know all the subtleties of different cultures.
Salacuse (1998)	To study the influence of culture, gender and occupation on negotiation style (elements)	12 different countries, varying from five continents	Comparative approach across cultures	Quantitative. 310 respondents, eight different occupation groupings	Findings support that culture, gender and occupation affect how a person approaches negotiation elements
Schwarz (2019)	To study the role of generation X and Y in the context of culture	Finland, Germany, Pakistan	Salacuse's ten factors affecting negotiation style, Hofstede's cultural dimensions	574 responses from university students and employees involved in international manufacturing businesses	Results show that generation affects some negotiation elements and vary across cultures.
Communication mode and international business negotiations					
Anglemar & Stern (1978)	To study communication during bargaining	United States	Adaptation of Major Influence modes in social interaction by Bonoma & Rosenberg (1974, 1975). Study by Walton and McKerzie (1965)	Quantitative. Para simulation of 282 Business Administration Students conducted in 1973	Three different dimensions in bargaining practices
Denstadli, Julsrud & Hjorthol (2012)	To compare business travellers use of FTF meetings and VC	Norway	Media richness theory, social influence model, social capital development	Quantitative. 1 411 respondents of Norwegian business air passengers	Findings suggest that FTF and VC are used as complementary channels and serve different purposes
Geiger (2020)	To analyze the impact of communication media to negotiation process		Media Richness Theory, Grounding, Media Synchronicity Theory, Barrier Effect, Social Presence Theory, Social Information Processing Theory, Communication Orientation Model for Negotiation	Vast Literature Review and Analysis	Analysis and discussion show, that results from different studies are very dispersed, and one unified framework can not be formed. Many research gaps exist within the area still.

1.6 Structure of the study

This study contains five main parts, see Figure 1. The first chapter is an introductory chapter explaining the background, research question, objectives, and delimitations of the study. In this first chapter the relevance and importance of the study is justified, and main previous studies are presented. The definitions of key terms are provided to ensure a clear interpretation for the study.

The second chapter offers the literature review. This chapter provides necessary background information and more in-depth theory to support this study and prepare the ground for the following chapters. Second chapter discusses international business negotiations, the negotiation process, and the negotiations elements and tactics. It offers insight on communication modes, more specifically face-to-face negotiations and video negotiations, and the characteristics, differences, and the positive and negative sides they have.

The purpose of the third chapter is to present the methodological choices and approaches of the study, the survey questionnaire, and methods for analysis. This chapter also discusses the validity and reliability of the study.

In the fourth chapter, the key findings of the study are presented. Analysis and evaluation of the results are provided and discussed to understand the meaning and relevance of the findings.

In the final chapter includes summary and discussion of the literature and key findings. This chapter also suggests some future topics to study and implications that can be derived from the results. Limitations of the study are presented.

Introduction		Literature review		Methodogy		Analysis and findings		Discussion, concusions
• Background • Reserach question and objectives • Delimitations • Key terms • Previous studies		• International business negotiations • Face-to-face and video negotiation • Negotiation elements and tactics		• Philosophy and approach • Method and design • Data • Validity and reliability				• Summary • Managerial implications • Limitations • Suggestions • Conclusions

Figure 1. Structure of the study.

2 Literature review

2.1 International business negotiations

Negotiations are a part of humans' daily life. When contemplating business negotiations, usually large amounts of money, time and resources are involved. Therefore, business negotiations could be considered more important than some other types of negotiations. When there is a lot at risk, a more detailed and prepared plan ought to be arranged. (Ghauri, 2003, p. 3).

Negotiations can be perceived as either gaining one's objectives at the expense of the other party, or as both parties gaining their objectives and having a so-called win-win situation. The first one could be considered as an outdated view, but one that still exists. Many scholars, such as Ghauri, view business negotiations as latter, and more as a problem-solving process, where all parties can have a desired outcome (2003, p. 4).

2.1.1 Models and frameworks of international business negotiation

Numerous different types of models and frameworks have been developed over the years by several scholars to conceptualize international business negotiations.

Ghauri (2003, pp. 5–9) suggests that international business negotiations are influenced by three sets of factors: background factors, atmosphere, and the process. Background factors are for example objectives, negotiators themselves, competitive situation, and government regulations. Background factors place the setting for the negotiations. The atmosphere of the process is of high importance and can vary in the different stages of the negotiations. The atmosphere is characterized by conflict/cooperation, power/dependence, and short-term/long-term expectations. The last factor is the process itself, which can be divided into pre-negotiation, face-to-face negotiation, and post-

negotiation stages. Besides these three stages, Ghauri adds that the process has also two dimensions; a cultural and a strategical dimension.

Manrai and Manrai (2010, p. 70) note that international business negotiations are a highly complicated issue, demanding a lot of sensitivity, understanding and adaptation from the negotiators in order to be successful. Manrai and Manrai studied and analyzed significant previous frameworks and theories by for example Ghauri, Salacuse, Weiss and Stripp and noted that there were limitations to them. Based on their analysis, Manrai and Manrai developed a new framework (2010, pp. 81–82) and suggest that international business negotiations are affected by culture in six ways: negotiator's goals, negotiator's inclinations, negotiator's qualifications, non-task activities, negotiation processes and negotiation outcomes. The framework also illustrates the twelve relationships between these six constructs and is presented in Figure 2.
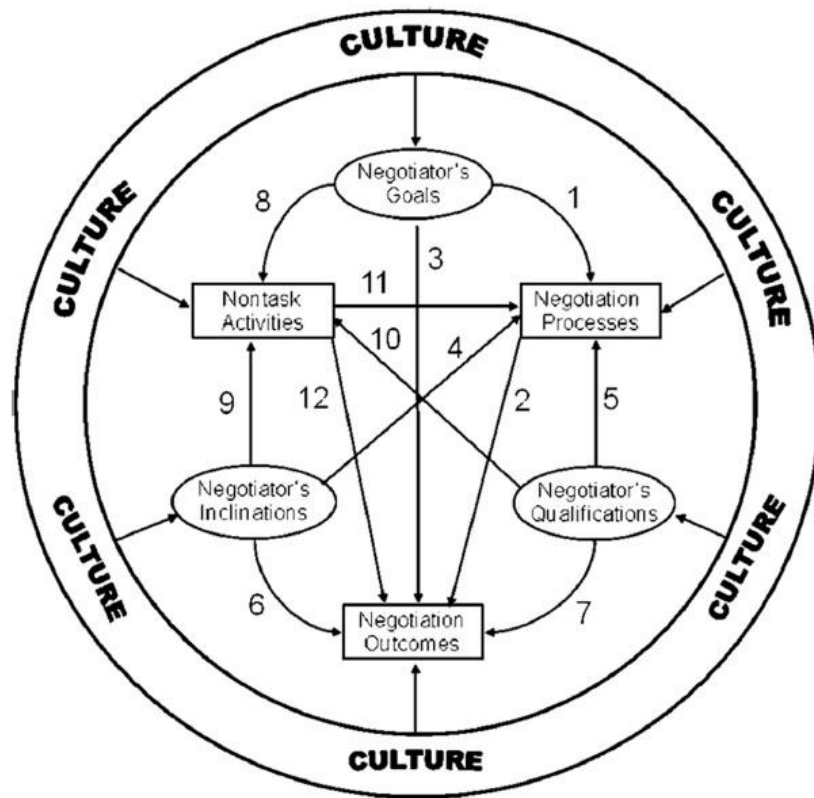
Figure 2. A new conceptual framework of culture's influence in international business negotiations (Manrai & Manrai 2010, p. 82).

Usunier (2003, p. 103) explains the effects of culture on international business negotiations. He states that negotiations are influenced by culture indirectly through two groups of variables working as mediators: *the situational aspects of negotiation,* such as the time pressure and location and *the characteristics of negotiators,* for example personal traits and cultural issues. These two groups affect the process and that way the outcome. Usunier claims also that culture impacts the outcome of the negotiations by outcome orientation – some cultures are more relationship oriented whereas others appreciate more the contract or the end result itself.

Regarding the models and frameworks proposed, it can be concluded that culture plays a role in international business negotiations (Ghauri, 2003, p. 13). Culture can explain how different individuals approach key issues in a negotiation process. Acknowledging and assessing these cultural differences, is key when interpreting one's counterpart.

Parties who try to understand each other and adapt to these differences are more willing to compromise and find common ground more easily. That is critical to the success of negotiations (Ghauri, 2003; Manrai & Manrai, 2010; Salacuse, 1998).

The frameworks proposed by Ghauri (2003), Usunier (2003) and Manrai and Manrai (2010) were developed upon previous studies and literature on international business negotiations. No empirical evidence testing the frameworks were conducted or presented in the studies.

2.1.2 Process of international business negotiations

Spangle and Isenhart (2003, p. 70) have divided the negotiation process into five phases: pre-negotiation, opening, information sharing, problem solving, and agreement. Also Ghauri (1983) has recognized five different stages in the negotiation process: the offer, informal meetings, strategy formulation, negotiation and implementation (Ghauri, 1986, p. 72). Later on, Ghauri narrowed them to three: pre-negotiation, face-to-face negotiation, and post-negotiation stage (Ghauri, 2003, p. 8). These stages refer to different parts of the process and are a continuum of the previous. At every stage, the negotiating parties try to understand each other and form a consensus to advance to the next stage. The other alternative is that the negotiation ends without a result.

According to Ghauri, the first stage of the negotiation process is the **pre-negotiation stage**. This is the stage for testing the waters. Negotiating parties try to form their positions, gather information, and gain relative power. It is to evaluate the pros and cons of both parties for the decision to enter the negotiation or exit it. Spangle and Isenhart (2003, pp. 71–73) state that this is the stage when to think about the limits of reaching to an agreement and understanding one's BATNA (the best alternative to negotiated agreement). Ghauri (2003, p. 9) notes that this stage is the most important naturally for the continuance of the negotiations but many times for the formation of the possible future relationship as well. At this pre-negotiation stage it is advisable to share one's

objectives and expectations openly to form a solid basis for face-to-face negotiation. As negotiations are problem-solving by nature, it is hard for them to be successful, if the opposing side does not understand what the other one is expecting from the negotiations.

In short, the purpose of the second stage listed by Ghauri (2003, p. 11), the **face-to-face negotiation stage** is to solve together the problems that have been identified. In this stage parties try to find a common ground, their zone of possible of agreement (ZOPA). Ghauri points out that it is important to step in to this phase with an open mind and alternatives at hand.

The final stage in the negotiation process is the **post-negotiation stage** (Ghauri, 2003, pp. 12–13). This is the time to sum up and draw papers on issues that have been jointly agreed upon. Should there have been misinformation or lacks in communication, negotiators might end up back into the negotiation table. Drawing clear summaries after each discussion to all negotiating parties help keeping track and make sure everyone is on the same page. These also shorten and clarify the final stage. A negotiator should remind oneself not to be too eager to close the deal at the expense of not making sure the details and terms. Thoroughness most likely still is worthwhile in the end.

Ghauri (2003, p. 8) adds that the process, specifically from the point of view of international business negotiations, has also two dimensions; a cultural and a strategical dimension. It could be concluded that international business negotiations are a dynamic process and impacted by all these variables as described in Figure 3. Background factors contribute to both the atmosphere and to the negotiation stages. Atmosphere on the other hand has a considerable impact on the negotiation process and vice versa.
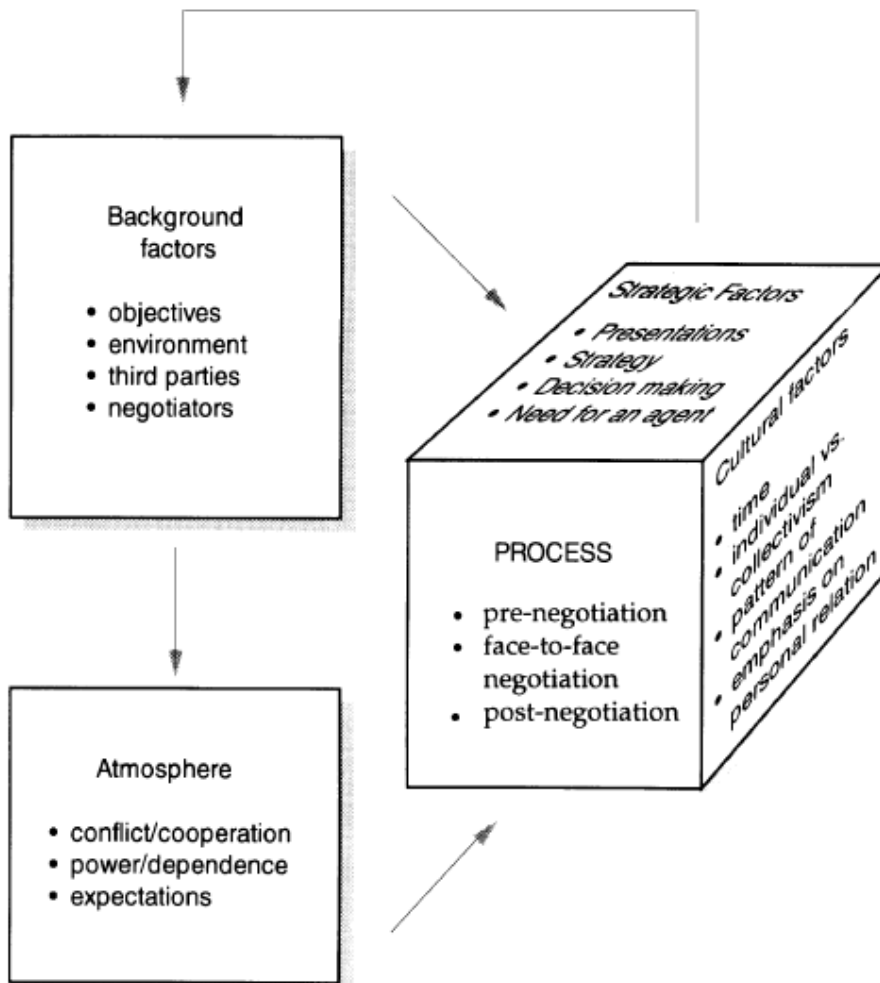
Figure 3. The process of international business negotiations (Ghauri, 2003, p. 9).

2.1.3   Elements of international business negotiations

Weiss and Stripp (1998, p. 52) have created a 12-variable framework to illustrate the cultural dimensions to consider in international negotiations. Their original framework (1985) was later on adopted by Moran and Stripp (1991), Salacuse (1991), and Foster (1992). Weiss and Stripp note that their framework is not to describe extensively a culture, but it is rather a starting point for a negotiator when considering the cultural issues that might have an effect on negotiations. Weiss and Stripp add that these variables are in relation to each other, and one can affect the other. The twelve variables are divided by four larger sections: the general model of negotiation, the role of the individual,

negotiator interaction, and negotiation outcome. The framework proposed by Weiss and Stripp is displayed in Figure 4.

GENERAL MODEL
  1   Basic Concept of the Negotiation Process
         distributive bargaining / joint problem-solving / debate / contingency bargaining / nondirective discussion

  2   Most Significant Type of Issue
         substantive / relationship-based / procedural / personal-internal

ROLE OF THE INDIVIDUAL
  3   Selection of Negotiators
         knowledge / negotiating experience / personal attributes / status

  4   Individuals' Aspirations
         individual <— > *community*

  5   Decision-Making in Groups
         authoritative <— > *consensual*

INTERACTION: Dispositions
  6   Orientation toward Time
         monochronic <— > *polychronic*

  7   Risk-Taking Propensity
         high <— > *low*

  8   Bases of Trust
         external sanctions / other's reputation / intuition / shared experiences

INTERACTION: Process
  9   Concern with Protocol
         informal <— > *formal*

  10   Communication Complexity
         low <— > *high*

  11   Nature of Persuasion
         direct experience / logic / tradition / dogma / emotion / intuition

OUTCOME
  12   Form of Agreement
         contractual <— > *implicit*

Figure 4. The 12-variable framework (Weiss & Stripp, 1998, pp. 63–64).

Usunier (2003, pp. 100–102) has also listed some important parts in person's culture that affect international negotiations. These are language and communication, institutional and legal systems, value systems, time orientations, mindsets, and relationship patterns. People from different countries convey and receive messages differently. Language difference is a tangible concern, sometimes something can get lost in translation, or interpreter is needed. Legislation and bureaucracy can be highly different when comparing countries. Value systems reflect the core values, behaviors, and relationships of people in a specific culture. Time orientation composes of how time is perceived, punctuality, and how tasks and decisions are formed and completed. Mindsets as in people's rationale and reasoning, how and what information is gathered and processed and that way decisions and conclusions. Relationship patterns means how and what kind of relationships are formed, who is our family, nature of supervisor-employee relationships and so on.

Usunier (2003) conclude that culture affects the outcome of the negotiations through two groups of variables: the situational aspects of negotiations and the characteristics of the negotiators by intermediating the negotiation process. Usunier claims that also outcome orientation is affected by culture. He refined these three groups and determined four cultural groups that have an impact on international negotiations, Figure 5.

1. Behavioural predispositions of the parties

Concept of the self	Impact on credibility (in the awareness and exploration phases)
Interpersonal orientation	Individualism vs. collectivism/ relationship vs. deal orientation
In-group orientation	Similarity/"Limited good concept"
Power orientation	Power distance /Roles in negotiation teams/Negotiators' leeway
Willingness to take risks	Uncertainty avoidance /Degree of self-reliance of negotiators

2. Underlying concept of negotiation/Negotiation strategies

Distributive strategy	Related to in-group orientation/Power distance/Individualism/Strong past orientation
Integrative strategy	Related to problem-solving approach and future orientation
Role of the negotiator	Buyer and seller's respective position of strength
Strategic time frame	Continuous vs. discontinuous/Temporal orientations

3. Negotiation process

Agenda setting/Scheduling the negotiation process	Linear-separable time/Economicity of time/ Monochronism/Negotiating globally vs. negotiating clauses
Information processing	Ideologism vs. pragmatism/Intellectual styles
Communication	Communication styles /degree of formality and informality
Negotiation tactics	Type and frequency of tactics/Mix of business with affectivity
Relationship development	The role of "Atmosphere" as bearing the history of the relationship and facilitating transition

4. Outcome orientations

Partnership as outcome	Making a new in-group — "marriage" as metaphoric outcome
Deal/Contract as outcome	Contract rules being the law of the parties (litigation orientation)
Profit as outcome	Accounting profit orientation (economicity)
Winning over the other party	Distributive orientation
Time line of negotiation	Continuous vs. discontinuous view of negotiation

Figure 5. The Impact of culture on international business negotiations (Usunier, 2003, pp. 104–105).

Weiss and Stripp point out bases of trust as a variable. They note that negotiators can rely on past experience, intuition, sanctions or enforcing the agreement or all the above. According to Weiss and Stripp, past experience most likely prevails the others. Usunier (2003, p. 130) points out that the perception of trust can be different. It can be argued that in the beginning there is always mistrust and this mistrust is dispersed with written agreement. Other side is, that trust needs to be accomplished before agreement is done and that is built by getting familiar with one's counterpart in the process. Some amount of trust is a prerequisite for a successful negotiation.

2.1.4   Negotiation elements by Salacuse

This study focuses on the framework proposed by Salacuse in 1991, whose work is based on previous literature and interviews conducted to professionals (Salacuse, 1998, 1999). Fair amount of indication has shown that negotiations are affected by culture by four elements: attitudes, behavior, norms and values (Salacuse, 1999, p. 217). These elements influence directly on negotiator's communication and negotiation style. In his study, Salacuse identifies ten different factors from person's culture contributing to the negotiation process that seem to be the most problematic. These factors have been adopted and refined i.e., from the framework suggested by Weiss and Stripp (1985) and they offer a comprehensive list of variables with their polar extremes that have been empirically investigated in full.

Salacuse conducted a survey questionnaire totaling of 310 responses from 12 different countries covering Europe, Asia, Africa and North and South America. As a result, the ten different factors in culture affecting negotiating style identified were: negotiating goals (contract or relationship), attitudes to the negotiating process (win/win or win/lose), personal styles (formal or informal), styles of communication (direct or indirect), time sensitivity (high or low), emotionalism (high or low), agreement form (specific or general), agreement building process (bottom up or top down), negotiating team organization (one leader or consensus) and risk taking (high or low). In Figure 6. these factors are

shown with their polar extremes. According to Salacuse, this figure might be a help for a negotiator when thinking which issues might cause problems in the negotiation table.

Negotiation Factors	Range of Cultural Responses
Goal	Contract ◄——► Relationship
Attitudes	Win/Lose ◄——► Win/Win
Personal Styles	Informal ◄——► Formal
Communications	Direct ◄——► Indirect
Time Sensitivity	High ◄——► Low
Emotionalism	High ◄——► Low
Agreement Form	Specific ◄——► General
Agreement Building	Bottom Up ◄——► Top Down
Team Organization	One Leader ◄——► Consensus
Risk Taking	High ◄——► Low

Figure 6. The impact of culture on negotiations (Salacuse, 1998, p. 223).

The first negotiation factor on Salacuse's list is the **goal of the negotiation**. Different cultures might consider the very meaning of the negotiations differently. Salacuse further explains that for many Asians signing a contract means starting a new relationship whereas for an American signing a contract is getting the deal. If the other party wants to invest and spend a lot of time in pre-negotiations in order to investigate the relationship, the other party might seem to be rushing into a deal. When the negotiators' viewpoints on the negotiation differs highly, conflicts may arise.

Second factor is the **attitude towards a negotiation**. Salacuse based this factor on two main approaches towards a negotiating process, a distributive, and an integrative approach. These approaches have been identified by scholars such as Ghauri (2003) throughout the years. Though some professionals view distributive approach somewhat outdated, it is still one that exists. Negotiators using a distributive, or win-lose approach regard negotiation process as a zero-sum game. In a zero-sum game the other party wins at the expense of the other. In an integrative approach, or win-win, negotiators see negotiation as a problem-solving process where everybody can win. Negotiators seem to

step into a negotiation table with either win-lose or win-win attitude. Salacuse's research pointed out existing variation in these attitudes between different cultures.

The third factor is the **personal style** of a negotiator. What type of a behavior and manners are considered appropriate or accepted is very much inherent and culture bound. Some cultures for instance value using titles and surnames while others consider informal behavior more friendly and approachable. Salacuse (1999, p. 226) advices a foreign negotiator to rather use a formal behavior than vice versa. Shift from formal to informal is much easier than the other way round. Should negotiators from cultures where personal style differs a lot, meet, it is good to acknowledge that difference to avoid unnecessary conflict. Some mixed results in Salacuse's research were revealed as for example Germans did not consider themselves as very formal even when the general perception of the Germans is quite formal. Supposedly this variation according to Salacuse might have to do with the different perceptions on what is considered formal or informal.

Communication is the fourth variable. Usunier (2003, p. 124) explains that the two levels of context in communication was introduced by Hall in the 1960's and cultures can be divided into low-context and high-context cultures. In Salacuse's elements these are referred as direct and indirect communication. In indirect or high context communication a lot of emphasis is put on what is not said, meaning the paraverbal and interpersonal cues. In direct or low context communication the message is specifically more on what is said. When two opposite communication contexts meet, there is a chance of collision and misunderstandings. Salacuse gives an example about the Japanese, who had already turned a deal down but their foreign counterparts did not understand the subtle rejections of the Japanese but presumed negotiations were still ongoing. Negotiators from direct communication cultures can consider indirect communication as slow, vague and unreliable whereas cultures with indirect communication can perceive direct communication as blunt or even rude.

The fifth factor contributing to negotiation style is **sensitivity towards time**. Concept of time across cultures has been widely researched and discussed (cf. Hall, 1983; Usunier, 2003; Lewis, 2006). Salacuse gives an example about the Americans and Asians, Americans want to get the deal in minimum time, since time is a valuable resource whereas Asians want to investigate their counterparts with care and spend time evaluating them before jumping into a new business relationship. This has to do with sensitivity to time and also negotiation goal. General perception is that concepts of time differ in different cultures; in Latin cultures time is indicative whereas Germans work with precision. It is also good to acknowledge that time sensitivity usually consists of two issues, punctuality, and time devotion. Negotiator from one culture can handle the two differently. Usunier notes (2003, p. 171) that from all of those cultural variables affecting international business negotiations, time is the strongest one. Usunier (2003, pp. 173–174) listed issues concerning time that are good to consider when participants from different cultures negotiate, see Table 2.

Table 2. Points of consideration towards time in international business negotiations (Usunier, 2003, p. 174).

Starting the negotiation	• Time for preliminaries (getting to know each other) • Setting the agenda/scheduling the negotiation process
Time in the negotiation process	• Making appointments and setting deadlines • Managing temporal clash in IBNs • Temporal clashes between negotiating organisations • Time pressure in the bargaining process • Timing of concessions
Relationship time frame	• Long-term orientation favoring an integrative orientation • Making plans together: planning construction and resources; dealing with deadlines and delays • Discrepancies in the partners' temporal cultures
Time as an outcome variable	• Relationship vs. deal: continuous vs. discontinuous view of time • Written agreements as a time-line for negotiation

The sixth element according to Salacuse is **emotionalism**, referring to the degree of emotion that is shown. Salacuse's research showed support towards the stereotype that Latins are hotheaded since Spaniards and Latin Americans ranked themselves the highest in emotionalism. Though some general perceptions might have a seed of truth and cultural differences in emotionalism exist, it is good to bear in mind that also individual differences exist.

Agreement form (specific or general) is the seventh element. Salacuse gives an example to explain further. Americans tend to prepare themselves for everything and therefore prefer a very detailed agreement. Chinese on the other hand, tend to draw up a more general agreement and rely on the relationship if anything outside that occurs. Salacuse's study showed that majority in all cultures preferred a more specific agreement. He pondered whether the reason for that was that of high response rate of lawyers in the study.

Agreement building (top down or bottom up) comes in eighth on Salacuse's list. In here, top down means clearing out the specifics first and using them as a basis for the big picture, that is agreement building is an inductive process. Bottom up means that the general principals are drawn in first and then continued into specifics, that is agreement building is a deductive process. Results revealed variation in some countries, and in some countries significant preferences were not found.

Ninth element is **team organization** (one leader or group consensus). Cultural values affect the team organization - does the culture put value more on the individual or a group. It is not unlikely that negotiation teams from different cultures may vary greatly in numbers. In some teams it is easy to detect, who has the power and authority to decide whereas in other teams it can be very difficult. Usually, team with one leader is faster to make decisions than when group consensus is needed. Salacuse's results were somewhat contradictory to some previous studies, for example the French showed high degree of group consensus despite their high level of individualism. Significant differences in team organization were found amongst occupations.

Lastly, the tenth element is **risk taking**. Some cultures accept more risk and uncertainty than others, therefore it is safe to say, that also in negotiators there are risk-takers and risk-evaders. Salacuse's research showed that cultural differences exist, and also occupational differences exist. Japanese were found avoiding risk the most amongst the twelve countries.

The underlying core of the concepts and frameworks of Salacuse, Weiss and Stripp, and Usunier are similar. Some variables or dimensions are grouped differently or divided into more specifics, but the general variables are in line with each other. Weiss and Stripp bring out the formation of the negotiation team (selection of team members). The acceptable composition of a team may vary according to culture. Specifics about the sole negotiatior is not on Salacuse's framework, such as individual's aspirations (goals and needs) by Weiss and Stripp and concept of the self (credibility) by Usunier. As mentioned,

Salacuse's framework is comprehensive and as the variables have been empirically investigated, they have been chosen as the underlying concept of this work. For the purposes of this study, also the elements of **trust** and **information sharing** have been added as complementary variables to Salacuse's model as they have received ample attention in international business negotiations and are considered very important for the success of international business negotiations (cf. Swaab et al. 2012; Citera et al. 2005; Weiss & Stripp, 1998; Usunier, 2003).

2.1.5   Tactics of international business negotiations

When negotiating, the parties usually know their objectives and what is the outcome they want from the negotiations. Saner (2003, pp. 51–52) notes that negotiators need both a strategy and tactics in order to get the desired end-result but distinguishes that the two are not the same. According to Saner, **strategy** is the course and **tactics** are the tools to get there. Negotiator might have several tactics and they might differ during the negotiation process, but the strategy usually always stays the same.

Graham (1993) studied eight cultures and their negotiation tactics based on the framework by Anglemar and Stern and came to the conclusion that generally tactics used were quite similar across cultures, but some cultures scored higher in some tactics than others. Information exchange tactics were used in over 50 % of the cases. National culture alongside with negotiator's personal style and the negotiation atmosphere contribute to the tactics used in the negotiation process (Usunier, 2003, pp. 126–127).

Based on the study by Anglemar and Stern (1978) Graham and Sano (2003, pp. 405–406) present three different tactics with twelve categories in total in international business negotiations with examples: **positive influence tactics, aggressive influence tactics, and information exchange tactics**, see Table 3.

Table 3. Bargaining tactics in international business negotiations (Graham & Sano, 2003, pp. 405–406).

POSITIVE INFLUENCE TACTICS	
Promise.	A statement in which the source indicates his intention to provide the target with a reinforcing consequence which source anticipates target will evaluate as pleasant, positive, or rewarding. "If you can deliver the equipment by 1 June, we will make another order right away."
Recommendation.	A statement in which the source predicts that a pleasant environmental consequence will occur to the target. Its occurrence is not under the source's control. "If you keep the company name after the acquisition, then your present customers will stay with the company."
Reward.	A statement by the source that is thought to create pleasant consequences for the target. "This negotiation is progressing smoothly because you have prepared well."
Positive normative appeal.	A statement in which the source indicates that the target's past, present, or future behavior was or will be in conformity with social norms. "Lowering your price in light of the new information will demonstrate your interest in good principles of business."
AGGRESSIVE INFLUENCE TACTICS	
Threat.	Same as promise, except that the reinforcing consequences are thought to be noxious, unpleasant, or punishing. "If you insist on those terms we will have to find another suitor for our company."
Warning.	Same as recommendation, except that the consequences are thought to be noxious. unpleasant, or punishing. "If we can't get together at this stage, few other companies will be interested in your proposal."
Punishment.	Same as reward, except that the consequences are thought to be unpleasant. "You can't possibly mean that. Only a fool would ask for such a high price."
Negative normative appeal.	Same as positive normative appeal, except that the target's behavior is in violation of social norms. "No one else we deal with requires that kind of guarantee."

Command.	A statement in which the source suggests that the target performs a certain behavior. "It's your turn to make a counter offer."
INFORMATION EXCHANGE TACTICS	
Commitment.	A statement by the source to the effect that its future bids will not go below or above a certain level. "We will deliver the equipment within three months, and at the price we originally quoted."
Self-Disclosure.	A statement in which the source reveals information about itself. "My company now requires an ROI of at least 15% during the first year."
Question.	A statement in which the source asks the target to reveal information about itself. "Why are you asking for such a high royalty payment?"

According to Graham and Sano negotiation process is divided into four sections, persuasion being the third. Graham and Sano note that the use of tactics, or persuasion as they refer it, varies within cultures. They give an example about American and Japanese negotiators and point out that Americans spend a lot of time in this part of the negotiation process, and they use persuasive tactics very widely whereas the Japanese invest in the stages before persuasion, and therefore give little emphasis on the persuasion stage (2003, p. 396), or the persuasion stage is mixed with other stages (2003, p. 403). Americans can use openly aggressive tactics, when Japanese value the relationship and rather respond with silence and withdrawal (2003, p. 396).

Geiger (2017) conducted a study to negotiators working in B2B purchasing or sales and identified three categories of issue-based tactics: issue order, issue number, and issue characteristic, consisting in total of eleven different tactics, see Figure 7. Geiger found that issue-based tactics serve two different functions: achieving advantages and safeguarding the process and result. It was also noted that issue-based tactics reflect the industry and / or business-specifics and determine the order, number and type of issues under discussion.
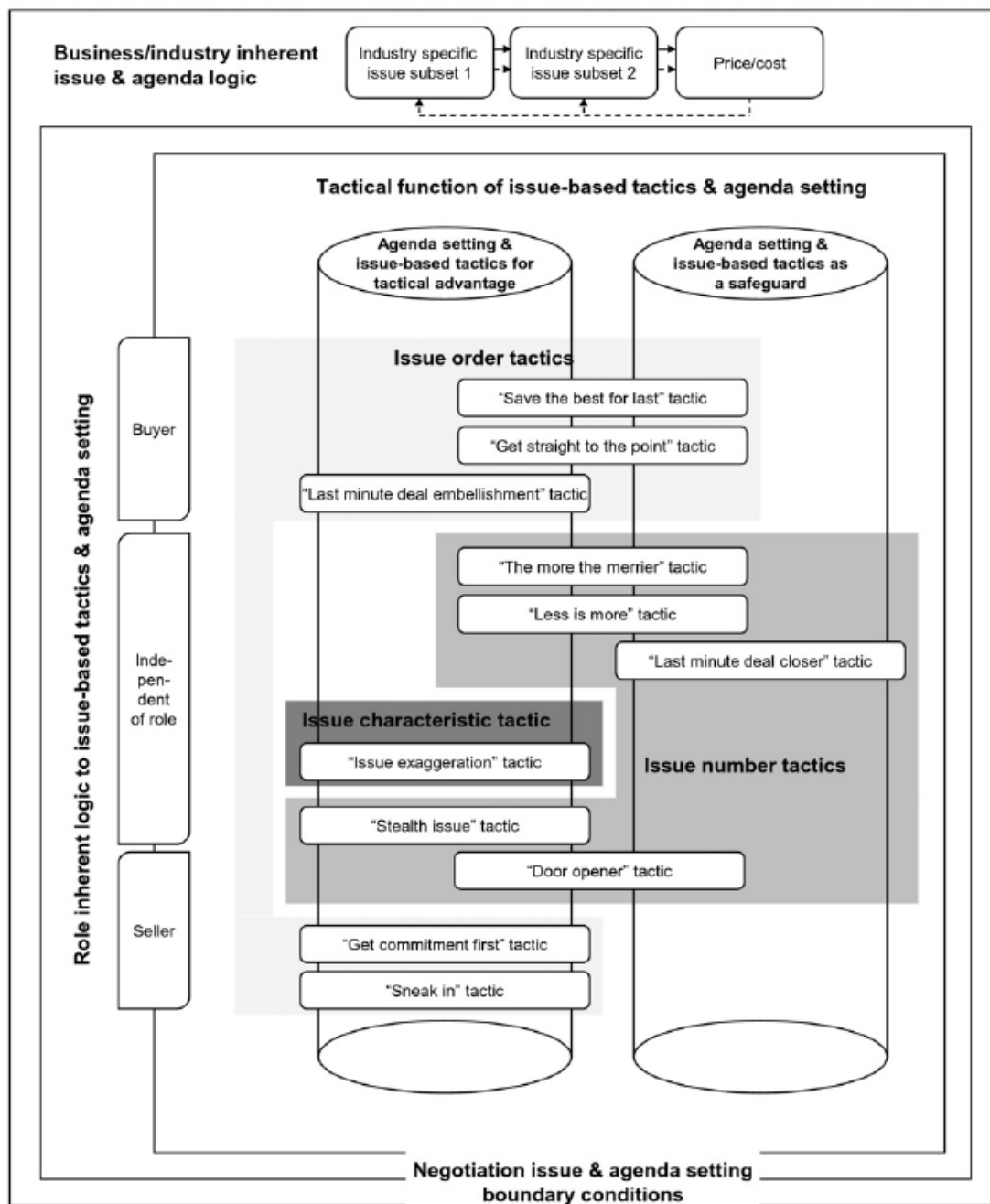
Figure 7. A model of B2B sales negotiation and issue-based tactics (Geiger, 2017, p. 96).

Issue order tactics include *saving the best for last*, meaning that the easy and less important subjects are dealt in the beginning of the negotiations and the difficult and most important subjects are moved to the end. Whereas *getting straight to the point tactic* is the opposite of saving the best for last. Third issue order tactic is *last minute deal embellishment*, where a new and sudden, even a minor, issue is brought to the table just

before closing a deal. Another issue order tactic is *getting commitment first,* where long sales pitches are held and that way the getting the opposing party convinced before introducing pricing etc. The last issue order tactic is *sneaking in*, where a negotiator casually brings in another issue in the middle of the negotiations.

Issue number tactics mean the number of issues in the negotiation. These include *more the merrier tactic*, which means that the more issues there are to settle, the more possibilities there are to make concessions beneficial for both. This can work as a mutual advantage or just for the other party. The *less is more tactic* is the opposite of the former, where only the most important issues are dealt to fully reach mutual understanding. *Last minute deal closer tactic* includes discovering something important at the end of the negotiations that have not been addressed. Another issue number tactic is *door opener tactic*, which might be usable when negotiator does not know all the information needed about the other party. The negotiator might then, use this tactic and offer for example two very different kind of deals for example in breadth and cost. The final issue number tactic is *stealth issue*. This is an issue that negotiator has possibly brought up in the discussion, but not too actively, yet it is to add to the contract or deal. This often has to do with additional fees, as Geiger mentions travel fees as an example.

The eleventh tactic concerns issue characteristic and is *issue exaggeration*. In this tactic negotiator exaggerates the importance of a part of the deal, like making something difficult when this was not so in reality. This gives a negotiator a chance to make concessions on it later and under cover of this to grant concessions in other issues or get leverage in other ways.

Although negotiations are nowadays seen more as a process where both parties can win, there are still negotiators who approach negotiations as a zero-sum game. A blog post by the staff in Program on Negotiation in Harvard Law School (2021) sums up ten hard-bargaining tactics that distributive negotiators use. These tactics may create a vicious cycle of mistrust and deteriorate negotiations that can lead up even to a lose-lose

situation. Besides the above-mentioned threats and warnings in aggressive influence tactics by Graham and Sano, blog post mentions: extreme demands followed up by small and slow concessions, commitment tactics, take it or leave it, inviting unreciprocated offers, making the opponent flinch, insults, belittling the opposite's alternatives, good cop and bad cop, and even unethical tactics like bluffing and lying.

Since the roles of negotiators and power relationships vary in different cultures, not all tactics suit everywhere. Graham and Sano (2003, p. 406) give an example and list suitable persuasion tactics that can be used with Japanese negotiators: questions, self-disclosures, positive influence tactics, silence, change subject, recess and delays, and concessions and commitments. Aggressive influence tactics are to be used only in very specific situations and roles. A mistake, even a minor one, at this stage can result putting the negotiations into halt or in an impasse.

For the purposes of this study the preceding tactics are further divided into three groups of tactics adopting Graham and Sano (2003): ***positive / soft tactics, aggressive / hard tactics, and information exchange tactics,*** see Table 4.

Table 4. Positive, aggressive and information exchange tactics.

Positive /soft tactics	Aggressive / hard tactics	Information exchange tactics
- Promise	- Threat	- Commitment
- Recommendation	- Warning	- Self-Disclosure
- Reward	- Punishment	- Question
- Positive normative appeal	- Negative normative appeal	- Door opener
- Change subject	- Command	
- Concessions and commitments	- Extreme demands followed up by small and slow concessions	
- Silence	- Take it or leave it	
- Recess and delays	- Inviting unreciprocated offers	
- Saving the best for last	- Making the opponent flinch	
- Getting straight to the point	- Insults	
- Last minute deal embellishment	- Belittling the opposite's alternatives	
- More the merrier	- Good cop and bad cop	
- Less is more	- Bluffing, lying	
- Last minute deal closer	- Sneaking in	
- Issue exaggeration	- Stealth issue	
	- Issue exaggeration	

2.2 Face-to-face negotiation and video negotiation

Meetings and negotiations are an essential part of everyday business. Some estimates show managers spending up to 60–75 % of their time in meetings (Julsrud et al., 2012, p. 397). Nowadays, negotiating does not have to happen face-to-face anymore, but a variety of different forms of negotiating is conducted. The outbreak of coronavirus led to restrictions in travelling and social distancing - meeting clients and partners abroad was not possible anymore. This changed the whole way of working. It forced people to switch face-to-face meetings to Teams, Zoom, phone calls and emails in order to keep

safe had not they done it already. As technology has advanced, so have the different communication tools and media which have drastically increased the number of negotiations held online. Stein and Mehta (2020) break down the different means of negotiating with two essential dimensions, space, and time, see Table 5.

Table 5. Space-time model of social interaction (Stein & Mehta, 2020, p. 2).

	Same place	**Different place**
Same time	Face-to-face	Email (simultaneous response) Telephone call Instant messaging Video conference
Different time	Negotiation rounds Shared files	Email (asynchronous response) Instant messaging Shared files

2.2.1 Conceptualization and characteristics of face-to-face negotiations

The traditional negotiation is defined as meeting at the same place at the same time, that is meeting face-to-face (Stein & Mehta, 2020, p. 3). In face-to-face meetings parties are able to interpret the communication in real time. Purdy and Nye (2000) also refer to face-to-face communication, when the parties interact physically close to each other. In face-to-face meetings communication and feedback is immediate, and negotiators are in touch with interpersonal and paraverbal cues that go along with verbal communication (Graf, 2010, p. 496).

2.2.2 Positive and negative aspects of face-to-face negotiations

According to media richness theory by Daft and Lengel (Geiger, 2020, p. 210), face-to-face meeting is considered the richest media, meaning it can convey the largest amount of information in the smallest amount of time, see Figure 8 for ranking of media richness.

Daft and Lengel continue that when ambiguous and difficult issues are at hand, the richest media, like meeting face-to-face, is considered the best.
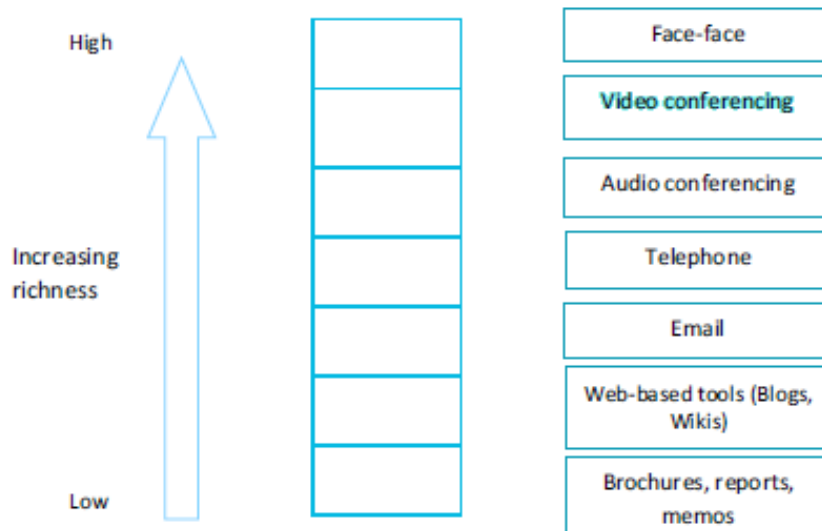

Figure 8. Media richness (Hardwick & Anderson, 2019, p. 45).

In face-to-face meetings parties are able to interpret the communication with all its subtleties; verbal, non-verbal and paraverbal signals in real time. Thompson (2015) has created a METTA model, which categorizes non-verbal signals according to movement, environment, touch, tone of voice and appearance, see Figure 9. Stein and Mehta (2020) point out that these cues and signals are available in face-to-face situations enabling the negotiators to react more precisely and accurately to each other. This in turn reduces the risk of misunderstandings. They also point out that trust building has more chances in face-to-face meetings, which is often vital to the success of the negotiations. This is because that trust often forms on nuances, not on hard facts.

Movement	Gestures, posture, body position, eye movement and visual contact, facial expressions, head movements, nervousness and leaning the body
Environment	Location, distance between the people, design of the room and atmosphere
Touch	Handshake, contact with objects (e.g. having a pen in your hand)
Tone of voice	Clarity of speech, pauses, volume, fluctuations, musicality of the voice
Appearance	Style of dress

Figure 9. The METTA model (Stein & Mehta, 2021, p. 5).

Social presence theory by Short et al. in 1976 complies Stein and Mehta. The theory suggests that in all other communication modes, besides in face-to-face meetings, the social-psychological functions are somewhat restricted. These restrictions lead to less favorable negotiation processes and outcomes (Geiger, 2020, p. 218; Andres, 2002, pp. 39–40). Figure 10. presents the positives of face-to-face negotiations.
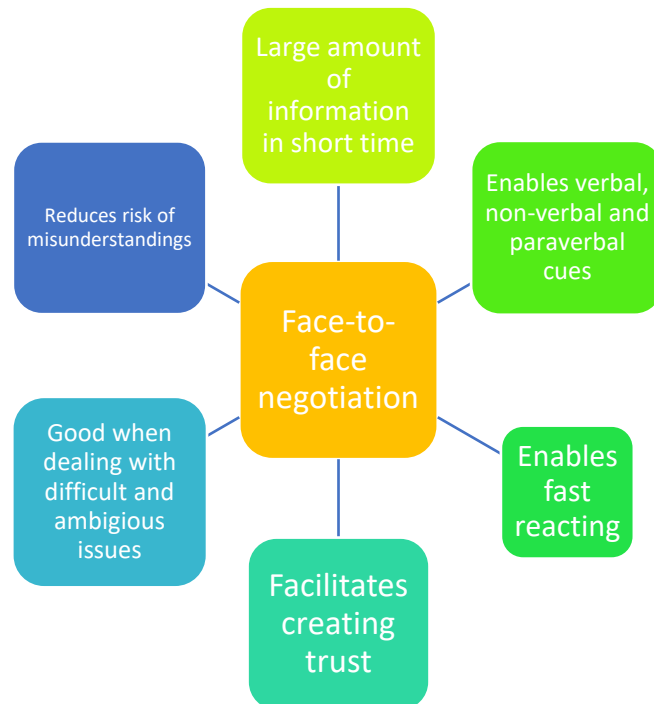
Figure 10. Positive aspects of face-to-face negotiations.

Although many times considered the best medium, some theories suggest that other communication modes could enhance communication better than face-to-face meetings. Media synchronicity theory presented by Dennis et al. (2008, p. 575) suggests that the theory consists of two main processes: convergence and conveyance. Lower-synchronicity media, such as email, enhances the conveyance process. With lower-synchronicity media the message is more carefully drawn, since there is not that much time pressure to reply instantly, and the communicator is able to form the message precisely. The same benefit goes to the receiving end, the receiver has time to decipher the message with thought. The other aspect according to the theory is that high-synchronicity medium, like face-to-face meeting, enhances the other process, convergence, helping to enhance communication performance in that way.

There is also a social psychological theory called the barrier effect, introduced by Lewis and Fry in 1977 and Carnevale in 1981 (Geiger, 2020, p. 215). The barrier effect theory suggests that distributive negotiators use visual cues, like staring, to emphasize their dominance. With visual barrier, that is when negotiators are not able to see each other,

this force is taken away leading to less distributive behavior. Swaab et. al (2012, p. 25) suggest somewhat similarly in their model for negotiation and group decision making. They propose that the there are three approaches to information sharing and integration: uncooperative, neutral, and cooperative. The approach the negotiator has, influences how the presence of communication channels (visual/vocal/synchronicity) affect their information integration and through that to negotiation outcomes. According to the model, the uncooperative negotiators benefit from the fewer channels, since the potentially distributive cues are taken away. Neutral negotiators can benefit from multiple channels, as they may create trust more easily. According to Swaab et al. the presence of communication channels did not have an effect on the negotiators with cooperative approach.

Geiger (2020, p. 239) sums up that the empirical findings in majority of studies and theories show that face-to-face meeting is the most effective communication mode when building trust, and assessing the counterpart correctly, but in other parts the results are very varying such as negotiator behavior, and negotiation outcomes. However, some direct and practical negative sides exist when compared to for example video negotiations, face-to-face negotiations are often expensive and time-consuming to organize especially if they happen in a cross-cultural setting. Long business travels can also take a toll on the negotiators and their families. See Figure 11. for negative aspects of face-to-face negotiations.
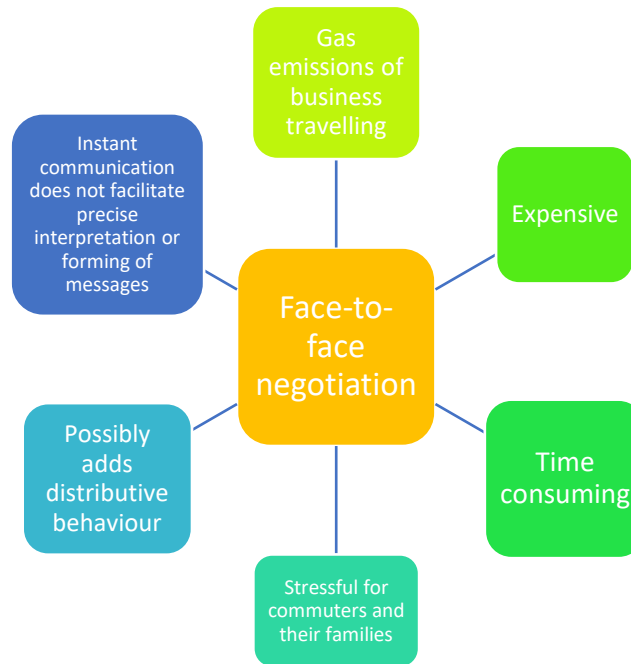
Figure 11. Negative aspects of face-to-face negotiation.

2.2.3 Conceptualization and characteristics of video negotiations and platforms

Purdy and Nye. (2000, p. 166) describe videoconferencing as negotiators interacting in real time with images of each other. Stein and Mehta (2020, p. 3) define video calls and conferences as meetings held at the same time at a different place. Often tools designed for videoconferences also enable sharing and editing of documents and images as well. With advanced technology, participating to these types of video calls or conferences is possible with devices such as computers, laptops, tablets, and even mobile phones. There are several tools for videoconferences, such as Microsoft Teams, Google Meet, GoToMeeting and Zoom Meetings.

2.2.4 Positive and negative aspects of video negotiations

Videoconferences are considered as the best substitute for face-to-face meetings (Stein & Mehta, 2020; Julsrud et al., 2012), since they can portray live image and sound in real

time. According to media richness theory, first introduced by Daft and Lengell in 1984 and later adapted by for example MacGrath and Hollingshead, video meetings are the second richest medium after face-to-face meetings, since portraying live image and sound offers a wide amount of visual and verbal cues. The ranking of media richness is presented in Figure 8.

As well as offering a wide range of visual and verbal cues, video tools allow communicating and doing business cost-effectively and with minimum time (Harkiolakis et al. 2012, p. 77). Graf et al. (2010, p. 496) also add that besides obvious cost and time benefits, e-negotiation systems allow information to be stored, processed, and transferred. It also enables inspecting and modifying files and data jointly.

According to Cellich and Jain (2016, p. 204) other positive sides of negotiating online is that it can reduce barriers, such as the roles of status, and culture. It also diminishes the effects of distance. As mentioned, face-to-face meetings take time and money, so building a relationship and keeping in touch even with the furthest of business partners is fairly easy through internet. In their study, Denstadli et al. (2012, p. 66) also point out some very current topics that speak on behalf of online negotiating: the effects of greenhouse gas emissions that come with travelling and the vulnerability of flying, coronavirus being the latest example of the latter. Figure 12 illustrates the positives of video negotiations.
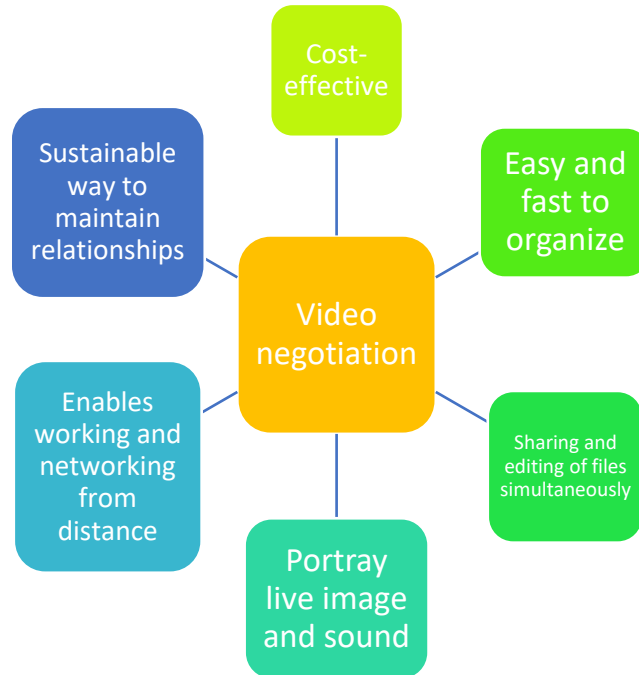
Figure 12. Positive aspects of video negotiation.

Besides positive aspects, some negatives can be found as well. Shonk (2020) lists some limitations that exist when it comes to video negotiations: limited visibility, technical difficulties, privacy and security challenges, and heightened awareness of differences. Limited visibility means, that the negotiators see just part of each other, mainly heads. Therefore, and as already pointed out earlier, reading body language, gestures and such is difficult if not impossible, see Figure 9 for non-verbal cues. It is also difficult to get real eye contact since the cameras usually locate outside the screen. Purdy and Nye (2000, p. 166) conclude similarly that communication is somewhat limited compared to face-to-face meetings and add that via technology some subtleties in communication can be lost. Andres (2002, pp. 45–46) conducted a study that compared virtual teams in face-to-face and video meeting settings. Results showed that interaction quality was perceived significantly much higher in face-to-face teams than in video teams, because of the availability of increased non-verbal and verbal cues that in turn aid in the formation of mutual understanding and receiving instant feedback.

One significant drawback in online negotiations is technical difficulties. Suffering from software problems or poor internet connection happens daily. Negotiators can also suffer from lack of sufficient IT skills. These issues can contribute to negotiation process negatively by interrupting or completely putting them to halt. Technical problems can also influence the negotiator's state of mind negatively and lead to change in behavior (Shonk, 2020). Lastly, Shonk points out that in video negotiations the negotiators usually see themselves and the others at the same time on the screen, and that might highlight the differences the negotiators have: race, age, gender and so on, contradicting Cellich and Jain who claimed that negotiating online might minimize potential barriers (2016, p. 204). However, online negotiating can refer anything from direct messages to video conferences so this might be true in other online negotiating tools.

Stein and Mehta (2020, p. 3) add that video meetings are a great continuum for parties that are already familiar with each other. It the negotiators do not know each other from before, video negotiation is not necessarily the best way to start, especially if a certain amount of mistrust or uncertainty is present. Similarly, Denstadli et al. (2012, pp. 80, 85) found out in their study that people did not consider video meetings suitable for meeting new people, but perceived relationship building via video meetings hard. Stein and Mehta continued that they did not advise video meetings as a medium of choice for closing a deal either. Mistrust and uncertainty are best tackled with physical presence. Figure 13. displays the negatives of video negotiations.
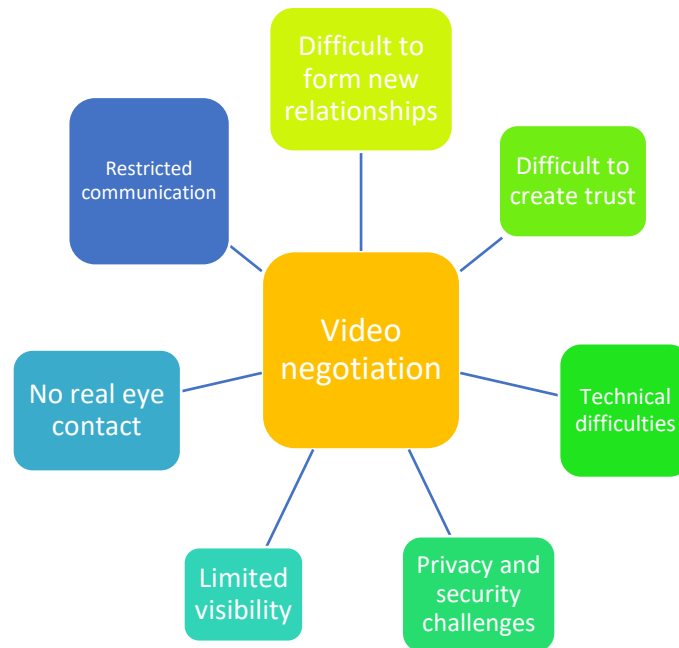
Figure 13. Negative aspects of video negotiation.

2.3   Negotiating elements and tactics of Finnish business negotiators

Unfortunately, studies about Finnish negotiators are scarce, if non-existent even. Only a couple of studies about negotiation tendencies that included Finnish negotiators are conducted by e.g., Metcalf et al. (2006) and Schwarz (2019).

As the results of the studies concerning the effects of communication modes on negotiator behavior are still largely diverged, it is difficult to completely project how negotiator behavior or tactic is changed in face-to-face negotiations compared to video negotiations. International negotiations and different cultures as variables add to the mix even further. Some generalizations about Finnish people and the Finnish way of communicating do exist that could be extended to negotiation situations as well.

2.3.1 Communication mode and negotiation elements of Finnish business negotiators

Metcalf et al. (2006) and Schwarz (2019) conducted their studies on Finnish negotiators with some other countries based on Salacuse's negotiation elements: negotiation goal, attitude, personal style, contract, time sensitivity, emotionalism, agreement form, agreement build, team organization and risk takings. The results show that differences in negotiation tendencies among cultures exist. Negotiation tendencies of the Finnish negotiators by Metcalf et al. on a five-point Likert scale, their means and standard deviations can be found on Figure 14.

Negotiating tendencies	Fin
Goal	3.57 (1.239)
Attitudes	4.20 (1.083)
Personal styles	2.54 (1.002)
Communications	1.85 (0.645)
Time sensitivity	2.63 (0.960)
Emotionalism	3.03 (1.079)
Agreement form	2.36 (1.060)
Agreement build	4.14 (0.991)
Team organization	2.63 (1.166)
Risk	3.36 (1.437)

Figure 14. Finnish negotiation tendencies means and standard deviations (Metcalf et al. 2006).

In the following the negotiation strategies of Finnish negotiators are discussed in relation to communication modes, and hypotheses are developed.

Goal of negotiation (Contract vs. relationship building)

According to the study by Metcalf et al. amongst the five countries, Finland, Mexico, India, USA, and Turkey, Finland has the highest score towards relationship building (goal). This is an interesting result, since according to Lewis (2005, pp. 75–76), Finns are very data- and fact-based and engage in social interactions as little as possible so it would be easy to assume that contract would weigh then more for the Finns.

According to social information processing theory by Walther (Geiger, 2020, pp. 217–218) building meaningful relationships is easiest done when there are many non-verbal cues available in a given medium. That is, negotiators meeting face-to-face can form relationships faster. Meaningful relationships are formed in other media too, albeit it takes more time. A study conducted to Norwegian business travelers by Denstadli et al. (2012, pp. 84–85) shows that face-to-face meetings were preferred when the agenda of the meeting was also relationship building, not only content. Respondents found building new or weak relationships difficult through video meetings, see Figure 15 for preferences. Based on the previous, it could be then hypothesized that Finnish negotiators lean towards more a relationship as a goal when negotiating via face-to-face than in video meetings or other electronic devices.
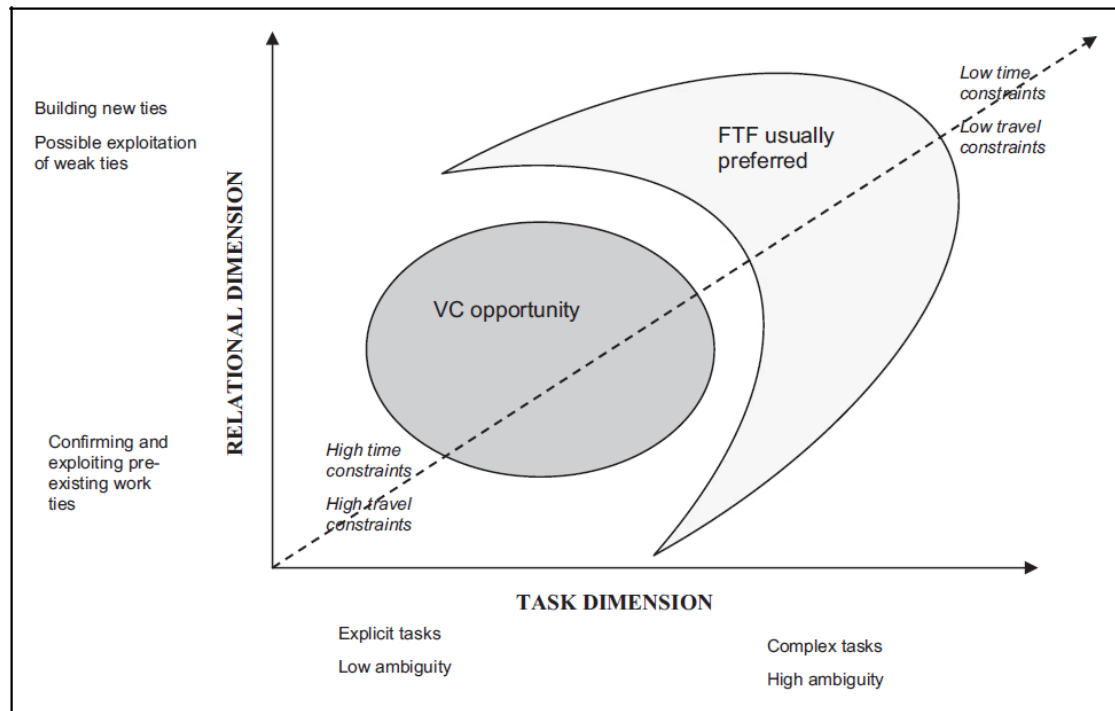
Figure 15. Preferred media choice based on task and relational dimensions (Denstadli et al. 2012, p. 85).

Hypothesis 1: Relationship building behavior will be higher for Finnish negotiators involved in FTF-IBNs than those involved in V-IBNs.

Attitudes (Win-lose vs. win-win)

Study by Metcalf et al. (2015) showed that Finns approach negotiations with a win-win attitude. That speaks on behalf of their non-hostile and cooperative style (Lewis, 2005; Globe, 2007). Lewis (2005, pp. 70–71) also states, that Finns avoid too much eye contact to appear non-hostile. According to the barrier effect theory (Geiger, 2020, p. 216), distributive negotiator behavior is diminished by the lack of eye contact or stare. On the other hand, lack of eye contact can also be a source of mistrust (Shonk, 2020). The communication orientation model by Swaab et al. (2012, p. 25) suggest that there are three types of negotiators: cooperative, neutral, and non-cooperative. Non-cooperative negotiators benefit from fewer cues, that might cause distributive behavior. For neutral negotiators, more cues can offer building trust more easily. Although video meetings provide visual cues, it is impossible to get eye contact because of the location of the cameras.

Video negotiations would then according to barrier effect and especially to for non-co-operative negotiators, encourage a more cooperative attitude towards a negotiation than face-to-face negotiation. Although the studies in this field have yielded diverging results, empirical evidence suggest that face-to-face meetings are less hostile than those held in virtual settings (Geiger, 2020, p. 232). Based on this discussion, following hypothesis is developed:

Hypothesis 2: Win-win attitude will be higher for Finnish negotiators involved in FTF-IBNs than those involved in V-IBNs.

Communication (Direct vs. indirect)

All the five countries in the study by Metcalf et al. (2006) showed preference towards a more direct communication, Finland not standing out from the responses particularly. Finland showed preference for direct communication also in the study by Schwarz (2019). The directness Finns possess, was also stated by Lewis (2005, pp. 67–84). According to Lewis, though Finns listen more than they discuss, or initiate discussion and that way try to understand their counterparts, Finns are also known for their directness. This directness can be somewhat mistakenly perceived as rude or abrasive in some cultures. Lewis also claims that the Finnish communication style is somewhat paradoxical: the overall Finnish communication style is quite restrained and subtle, albeit the way of thinking is very cut to the chase, logical and fact-based. (Lewis, 2005, pp. 67–84).

Bird and Metcalf (2004) combined in their work Hofstede's cultural dimensions to aspects of negotiation behavior refined from the model by Weiss and Stripp and note in their work that communication style in individualistic cultures is more low-context (direct) and high-context (indirect) in collectivist cultures. Though some contradictory findings about the individualism/collectivism measures in Finland exist (cf. Globe, 2007 vs. Hofstede, 2021), by Hofstede's dimension Finland scores relatively high (63) on individualism and thus favoring direct communication style, see Figure 16 for Hofstede's dimensions. The effect of communication mode on the style of communication (direct vs.

indirect) has not been investigated, therefore according to the empirical results and theories developed, it can be argued that the Finnish communication style leans towards a direct style despite the communication mode. Based on the discussion above, following hypothesis is developed:

Hypothesis 3: Direct style of communication will be high for Finnish negotiators involved in FTF-IBNs and V-IBNs.

Power Distance 33, Individualism 63, Masculinity 26, Uncertainty Avoidance 59, Long Term Orientation 38, Indulgence 57
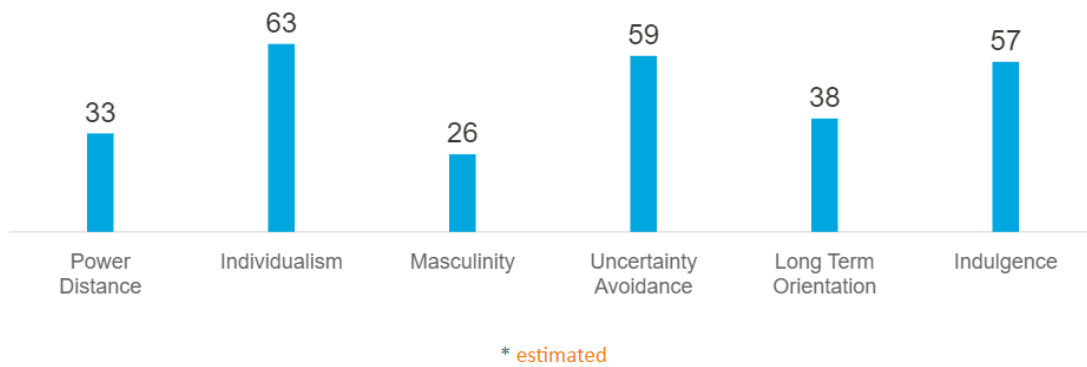
* estimated

Figure 16. Cultural dimensions of Finland (Hofstede, 2021).

Emotionalism (High vs. low)

n the study by Metcalf et al. (2006) Finland scored in the middle with the element of emotionalism. Study conducted by Schwarz (2019) resulted that Finns ranked on the low side with emotionalism. Lewis (2005) stated that Finns do not base communication on emotions but are rather data oriented, fact-based, and direct people, also referring that communication is more on the content or low context. Lewis continues that at the same time, the Finnish way of communicating is very subtle and restrained compared to some other cultures like Latin cultures. Globe (2007) also notes that Finns have difficulties in showing emotions and their behavior is restrained.

According to social presence by Short et al (1976), the smaller the social presence of a communication mode is, the bigger the psychological distance is, and the less emotion it conveys (Geiger, 2020, p. 217). Meaning the biggest conveyance of emotion is in face-to-face meetings and to a lesser degree depending on the features the communication mode offers. This theory and other studies (cf. Laubert & Parlamis, 2019) focus more on how well emotions are detected and / or transmitted in different communication modes, not how the communication mode itself effects on showing emotions Based on the discussion above, following hypothesis is developed:

Hypothesis 4: Emotionalism will be low for Finnish negotiators involved in FTF-IBNs and in V-IBNs.

Time sensitivity (high vs. low)

Over half of all the respondents in Metcalf's et al. (2006, p. 388) study showed sensitivity towards time. Similarly, in the study by Schwarz (2019), Finland showed high sensitivity towards time. Metcalf et al. (2006) note that the time sensitivity element in Salacuse's research should be more specific as it may refer to punctuality or in the pace that decisions are made. Lewis (2005, p. 157) states that Finns are very punctual and handles time monochronically. This means, that Finns prioritize tasks and deal with one task at a time. When a task is started, it is to finish, before thinking about the next one. In a synchronous media, that both face-to-face and video negotiations are, most of the studies show, that decisions are made at a more rapid pace when compared with asynchronous media (Geiger, 2020, p. 223). Based on the discussion above, following hypothesis is developed:

Hypothesis 5: Time sensitivity will be high for Finnish negotiators involved in FTF-IBNs and V-IBNs.

Agreement form (specific vs. general)

Most of the respondents preferred a specific agreement (Metcalf et al. 2006, p. 388; Schwarz, 2019, p. 118), Finland being no exception. Bird and Metcalf (2004) concluded

in their study, that cultures with high uncertainty avoidance index in Hofstede's dimensions, prefer a more specific agreement. Written and explicit agreements define tasks and responsibilities, minimizes risks, and provides stability. Finland scores 59 in uncertainty avoidance index, confirming the results by Metcalf et al., and Schwarz. The uncertainty avoidance index can contribute to multiple factors in the study by Metcalf et al. (2006) such as agreement form, agreement build, time sensitivity, and risk taking. See Hofstede's six cultural dimensions in Figure 16, in the scale of 1–100.

According to Lewis (2005, p. 71) Finns prefer to understand their counterpart and their needs. That in part reduces the risk of misunderstandings, as misunderstandings might pose a risk for the negotiations or for a success of a business deal. Lewis (2005, pp. 75–76) notes, that Finns are very fact- and data-oriented people as well, which would also suggest that a specific agreement is preferred. Media synchronicity theory (Dennis et al. 2008) suggests that the more synchronized media, the easier it is to gain mutual understanding. Stein and Mehta (2020, p. 3) note that face-to-face meetings reduce the risk of misunderstandings. It could be argued then, that specific agreement is preferred despite the communication mode used, albeit it could be that of even more importance when video negotiations are held. Based on discussion above, following hypothesis is developed:

Hypothesis 6: Preference for a specific agreement will be high for Finnish negotiators involved in FTF-IBNs and V-IBNs.

Agreement building (Bottom up vs. top down)

Finland also showed a strong preference for building agreement from top down, meaning settling the specifics, like delivery terms, price and so on, first (Metcalf, 2006). Both elements, agreement form and agreement building, seem to comply with Lewis's remarks about data-oriented and fact-based Finns (2005, pp. 75–76). Interestingly, in the study by Schwarz (2019) the results were not as clear, as Finns seemed to lean a bit more towards on the bottom-up side.

In the study by Denstadli et al. (2012, pp. 84–85) it was shown that face-to-face meetings were preferred when the agenda of the meeting was also relationship building, not only on the content. Some of the specifics, like delivery terms and so on, might be more on the content side to negotiate on, which could indicate that video negotiations would be a good and preferred tool for negotiating the specifics. Despite that, it could be argued that the agreement building process, like the agreement form, does not vary according to the communication mode used. Based on the discussion above, following hypothesis is developed:

Hypothesis 7: Preference for a top-down agreement will be high for Finnish negotiators involved in FTF-IBNs and V-IBNs.

Team organization (one leader vs. consensus)

Though Finns are considered more on the individualistic side (Hofstede, 2021), they showed little preference in neither when it came to team organization (one leader/team consensus) although leaned a bit more towards one leader (Metcalf et al. 2005, p. 388). Same results yielded in the study by Schwarz (2019) with the exception of a small lean towards on the consensus side. The Globe (2007, p. 86) differs from Hofstede's cultural dimensions in individualism and shows that Finnish value teamworking and cooperation and institutional collectivism reigns. Yet signs of individualism exist, which could be an explaining factor in this element, and that there is no clear preference towards either side.

Bird and Metcalf (2004) stated in their study, that cultures with high uncertainty avoidance index, prefer group decision making, which would indicate that the Finnish negotiators would also favor delegating decision making to the team. In a study by Denstadli et al. (2012) it was noted that video meetings seemed to yield in a more effective decision-making process. This could be due to the fact that information and data is shared synchronically but psychological distance is greater than in face-to-face meetings, lessening the social interaction and communication between the negotiators. It could be

also that the video negotiation has been more carefully planned and / or structured and the roles of the participants are more defined and thus decision making is facilitated more. The other aspect is, that when considering expensive and time-consuming business trips, most likely only the *core people* are involved making the decisions, whereas it is easier to engage a larger group of people in a video negotiation. Based on the discussion above, following hypothesis is developed:

Hypothesis 8: Preference for a team consensus will be high for Finnish negotiators involved in FTF-IBNs and V-IBNs.

Personal style (informal vs. formal)

Finns are quite informal and use first-name basis (Lewis, 2005) which was also concluded in the study by Metcalf et al. (2006), since over half of the Finnish respondents preferred a more informal style in negotiations. Study by Schwarz (2019) showed that Finnish would favor a more formal personal style contradicting the study by Metcalf et al. Bird and Metcalf (2004) concluded that cultures with high uncertainty avoidance, such as Finland is, prefer formal, and structured procedures in negotiations. Those cultures also seek predictability and interpretability. Lewis also remarked that Finns want to know their counterparts and ask a lot of questions thus enabling the correct or appropriate response and reaction (2005, pp. 67–84), which would indicate that predictability is important for Finnish negotiators and thus speak in behalf of a more formal style. On the other hand, Lewis (2006, p. 336) also advices foreign people with Finns not to dress too formally and to have a relaxed attitude towards hierarchy and protocol. In that sense, the studies and conventional wisdom are a bit diverged, but it could be argued that Finns prefer more informal style over formal style.

As majority of studies have indicated (cf. Denstadli et al. 2012; Geiger, 2020) that relationship building is not as easy in other communication modes as it is compared to face-to-face. It could be argued that informal style is more adopted when the negotiating parties know each other, ie. a relationship is already formed. Salacuse (1999, p. 226)

advices to use a more formal style in doubt, as the shift is more natural and logical from formal to informal than vice versa. This would also speak on behalf that informality increases as the relationship with the other party involves. Should the negotiators not know each other and start building their relationship via video meetings, it is more likely that formal behavior is present for a longer period of time than in face-to-face meetings where personal touch is acquired easier and faster. Though Finns might favor an informal style overall despite the communication mode, the Finnish communication style is slightly restrained (Lewis 2005; Globe, 2007) and this could be highlighted in virtual communication tools such as video meetings thus not facilitating the natural flow of communication and relationship building as much as in face-to-face meetings. Based on this discussion, following hypothesis is developed:

Hypothesis 9: Informal style of communication will be higher for Finnish negotiators involved in FTF-IBNs than in V-IBNs.

Risk taking (high vs. low)

Lastly, Finland showing the least signs in willingness to take risks, it ranked in the middle between risk-taking and risk-averting in the study by Metcalf et al. (2006). In the study by Schwarz (2019), results were similar. This somewhat complies with Hofstede's cultural dimensions, see Figure 16, where uncertainty avoidance score of Finland is 59. Thus, Finland has a preference for avoiding uncertainty. Usunier (2003, p. 110) notes that negotiations are generally perceived as having to do with taking risks. He continues that cultural differences lie in the way risk is perceived, not in the attitudes towards risk. Hofstede notes, that in high uncertainty avoidance cultures, precision and punctuality are the normal way of living, and rules are to be obeyed. Lewis's (2005, pp. 75–76) claim about the very logical, and fact-based Finns, that need to know their counterparts to response appropriately, also suggests that Finnish tend to be more risk averse than risk takers.

It was noted in the study by Bird and Metcalf (2004) that ambiguity increased risk averting. Media richness theory proposed by Daft and Lengel (Geiger, 2020, p. 210) suggests that ambiguous issues are best dealt with the richest media, i.e. face-to-face. Stein and Mehta (2020, p. 3) note similarly that face-to-face meetings reduce the risk of misunderstandings. It could be then argued, that whilst Finns prefer risk averting, negotiating via video tools increases risk averting even more than in face-to-face negotiations. Based on the discussion above, following hypothesis is developed:

Hypothesis 10: Risk-taking behavior will be higher for Finnish negotiators involved in FTF-IBNs than those involved in V-IBNs.

In the following two more process elements (i.e. trust and information sharing) are added to Salacuse model to make it more comprehensive and hypotheses are drawn. These process variables have received ample attention in international business negotiations and are considered very important for the success of international business negotiations (cf. Swaab et al. 2012; Citera et al. 2005; Weiss & Stripp, 1998; Usunier, 2003).

Trust (low vs. high)

The element of trust seems to rise in many researches studying the effects of communication mode (Swaab et el. 2012; Citera et al. 2005; Kurstzberg & Naquin, 2010). In general, trust is higher and more easily formed in face-to-face meetings than in some other communication modes (Harkiolakis, 2012; Stein & Mehta, 2020). Some empirical studies support this fact as well (Geiger, 2020, p. 238). Lewis (2005, p. 35) notes that reactive people, like the Finns, do not really trust words but read more on the whole body language and take a good look at non-verbal cues. As electronic medias convey less non-verbal signals and cues than meeting face-to-face, building trust is more difficult in video negotiations as there is not as much to base a judge on. Building trust via video meetings could then be even harder for a Finn. On the other hand, Finns do not trust exaggerated body language (Lewis, 2005, p. 61) so a medium not conveying as many signals could therefore enable building trust more easily. This would apply then only when interacting

with cultures where exaggeration is considered *normal*. Based on the discussion above, following hypothesis is developed:

Hypothesis 11: Finnish negotiators trust more on the counterpart in FTF-IBNs than in V-IBNs.

Information sharing (low vs. high)

Information sharing and exchanging honest data is linked to cooperative negotiators with a win-win attitude towards a negotiation. These problem-solvers value integrative behavior and fair communication and see them more as a focus and a prerequisite for negotiations. With information exchange, negotiators are able to identify the interests of both sides and in that way yield the desired outcome beneficial for both. (Usunier, 2003, p. 112–113; Bird & Metcalf, 2004). Distributive behavior, or negotiators with a win-lose attitude are perceived as competitive and maximizing their own benefits. Usually, they do not prefer to share information, unless it is absolutely necessary. (Ghauri, 2003, pp. 3–4).

Both studies by Metcalf et al. (2006) and Schwarz (2019) concerning Finnish negotiators showed that Finns have a high preference for a win-win attitude. Finns are considered non-hostile and cooperative people (Lewis, 2005; Globe, 2007). Lewis also notes that Finnish are logical and data-based people, that need clarity and information. Whilst Finns do not initiate discussion too much, and speak relatively little, Finns speak to the point and are considered very honest. These would suggest that Finns prefer sharing information rather than withholding it.

As theories, such as media richness theory by Daft and Lengel (1984), suggest that the richest media conveys also the most information, it could be argued then that information is shared and conveyed more in face-to-face negotiations than in video negotiations. Though diverging results have yielded, some studies have also shown that competitive and hostile behavior increases in virtual negotiations (Stuhmacher & Citera,

2005; Giordano et al. 2007), which in turn would decrease information sharing. Based on the discussion above, the following hypothesis is developed:

Hypothesis 12: Finnish negotiators share more information in FTF-IBNs than in V-IBNs.

2.3.2   Communication mode and negotiation tactics of Finnish business negotiators

Lewis (2005) with his extensive experience on different cultures has divided cultures in three different categories based on communication: linear-active, multi-active, and re-active, see Figure 17 for model.
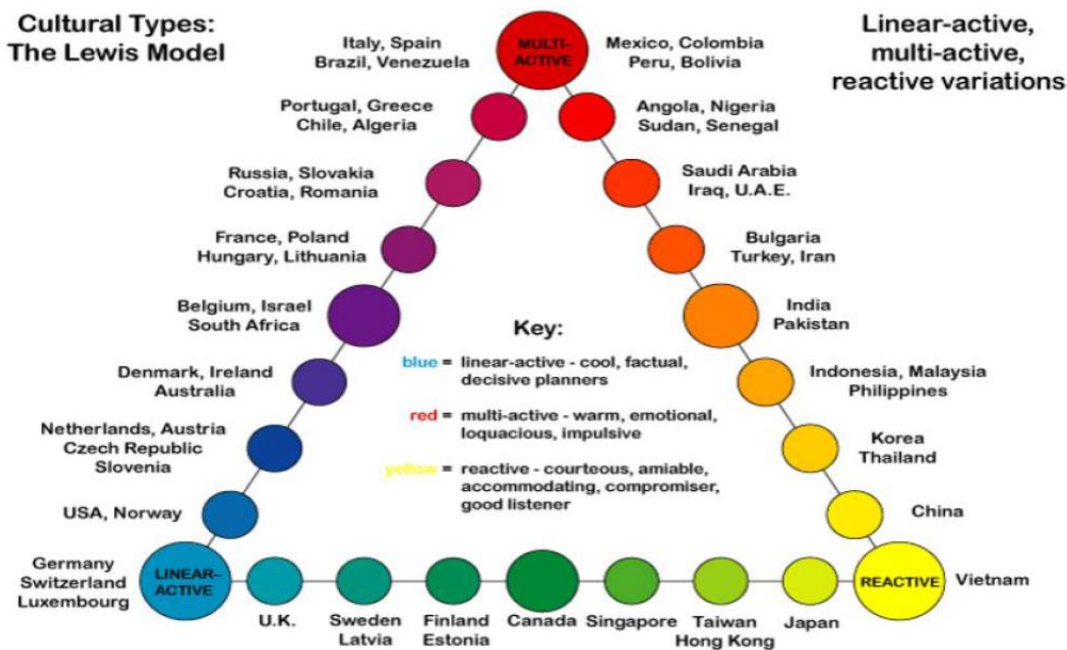

Figure 17. The Lewis model of cultures (Lewis, 2006).

Lewis states that Finnish people are reactive people (2005, pp. 70–71). Finns listen more than they discuss or initiate discussion, to understand their counterpart and where they are coming from and that way form the correct or appropriate response and reaction. Finns are seldomly aggressive, do not keep too strong eye contact to appear as non-

hostile, nor do Finns voice their opinions too heavily, but rather ask questions to get clarity and information. Still, Finns are known for their directness, which in some cultures might be considered rude or abrasive. The other side of directness is that Finns are honest and mean what they say. A promise from a Finn is most likely kept. (Lewis, 2005, pp. 67–84). See Figure 18 for more characteristics.

LINEAR-ACTIVE	MULTI-ACTIVE	REACTIVE
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-oriented	People-oriented	Very people-oriented
Uses mainly facts	Feelings before facts	Statements are promises
Truth before diplomacy	Flexible truth	Diplomacy over truth
Sometimes impatient	Impatient	Patient
Limited body language	Unlimited body language	Subtle body language
Respects officialdom	Seeks out key person	Uses connections
Separates the social and professional	Interweaves the social and professional	Connects the social and professional

Figure 18. Three cultural categories of communication (Hruby, 2021).

Lewis also states that Finns are introvert and though speak little, speak to the point. Finns are very data-oriented, and base issues on facts, not on emotions. Finns rely their knowledge on science, and do not give emphasis on what is heard through the grapewine. Too much prying is seen as a negative and is not encouraged amongst Finns. Not engaging too much on social circles, networks and so forth can mean not knowing enough or not being on top of things and that can be a hindrance for a Finn. Despite the lack of small-talk, Finns are active "body talkers" and actively look for and decipher nonverbal signs even if the Finnish body gestures are more subtle than those in some other cultures.

Lewis sums up, that there is a core problem in the Finnish way of communicating: west-
ern values trapped in an Asiatic way of communicating which forms a mixed combination.
Meaning that Finns are very black and white, and logical, but their communication style
is restrained, subtle and even high context, see Table 6. for values and communication.

Table 6. Finnish values and communication dilemma (Lewis, 2005, p. 68).

USA/West Europeans		FINNS		ASIANS
VALUES		VALUES		VALUES
democracy	←→	democracy		hierarchies
self-determinism	←→	self-determinism		fatalism
equality for women	←→	equality for women		males dominate
work ethic	←→	work ethic	←→	work ethic
human rights	←→	human rights		inequality
ecology	←→	ecology		exploit environment
COMMUNICATION STYLE		COMMUNICATION STYLE		COMMUNICATION STYLE
extrovert		introvert	←→	introvert
forceful		modest	←→	modest
lively		quiet	←→	quiet
thinks aloud		thinks in silence	←→	thinks in silence
interrupts		doesn't interrupt	←→	doesn't interrupt
talkative		distrusts big talkers	←→	distrusts big talkers
dislikes silence		uses silence	←→	uses silence
truth before diplomacy	←→	truth before diplomacy		diplomacy before truth
overt body language		little body language	←→	little body language

There is not a universal agreement on how communication mode affects the negotiator
behavior or tactics, but the results in studies have been mixed. There has been also var-
iation in results over decades, which might be an outcome of virtual meetings becoming
more a routine and everyday task. Geiger (2020, p. 232) finds that empirical evidence in
the later years show that hard tactics are more on display in virtual meetings than in
face-to-face meetings. Stuhlmacher and Citera (2005, p. 69) also note in their study that
face-to-face meetings appear to be less hostile than virtual meetings. Results show that
context in virtual negotiations make a difference too, anonymity increased hostile be-
havior than compared to virtual meetings where negotiators were familiar with each

other (2005, p. 83). Their study did not show support for barrier effect, where hostile behavior or distributive tactics were diminished by lack of eye contact.

As the characteristics and negotiation attitudes of a Finn seem to be cooperative and non-aggressive (Lewis, 2005; Metcalf et al. 2006; Globe, 2007), it is presumable that aggressive influence tactics or hard tactics is not on display with Finnish negotiators regardless of the communication mode. Yet, the cooperative and non-aggressive Finn might display harder tactics in video negotiations than when meeting face-to-face as it has been shown in majority of the studies about communication modes and their effects (Geiger, 2020, p. 232).

As Faure and Sjöstedt (1993, p. 3) describe, culture is "a set of shared and enduring meanings, values, and beliefs that characterize national, ethnic, and other groups and orient their behavior". These values and accepted behaviors within a culture have an essential impact on how people act and communicate. The basic assumptions on what is appropriate behavior affects the possible strategies and tactics the negotiators use and feel comfortable with. The differences in culture and communication styles can cause misunderstandings between negotiating parties. (Graham, 2003, p. 29). Lewis compared Finnish communication style to that of an Asian and noted that Finns use silence as a tool of communication (2006, p. 157; 2005, p. 73). Silence in Finland is not considered as a failure to speak up, but rather as a vital part of communication. Therefore, it could be argued that using silence as a tactic would seem natural for a Finnish negotiator. Graham and Sano (2003, p. 406) also listed silence as a usable negotiation tactic with the Japanese.

Another logical tactic for a Finnish negotiator could be asking questions or information exchange tactics, as Lewis mentions that Finns use a lot of questions in communication (2005, p. 71) in order to keep their selves "on route". Commitments and self-disclosures in information exchange tactics would also follow a Finnish line, as Finns say what they think, and mean what they say (Lewis, 2005, pp. 73, 83).

Study by Metcalf et al. (2006) showed that Finns prefer building agreements from top down, meaning resolving the specifics, like pricing and terms, first. Also, Lewis (2005, pp. 75–76) notes, that Finns are fact- and data-oriented people. This would go in line with Geiger's (2020, p. 98) *getting straight to the point* in issue order tactics (i.e. soft tactics), where the most perhaps difficult and important subjects are dealt first. As Finns do not rely on big speeches, but rather find them suspicious, *getting commitment first* or *issue exaggeration* tactic does not seem typical for a Finn.

Finns favor cooperative attitude (Metcalf et al. 2006, p. 386; Globe, 2007, p. 86), which would speak on behalf of *more the merrier tactic* (i.e. soft tactic) where beneficial concessions are made in several issues, even minor ones, to create a positive atmosphere. On the other hand, Lewis mentions that Finns talk as little as possible (2006, p. 333) which would then favor the opposite*,* that is *less is more tactic* (i.e. soft tactic), where communication is based on the essentials only to build mutual understanding (Geiger, 2020, p. 100). Understanding the opposite side is important for a Finn (Lewis, 2005, pp. 70–71), so *door opener tactic* (i.e. information exchange tactic), where several options are presented*,* would serve this purpose, if the Finn is not completely sure about the other party's interests.

Based on this discussion, the following hypothesis is developed:

Hypothesis 13: Finnish negotiators use more soft (such as promises, recommendations, concessions, commitments, silence, getting straight to the point, less is more etc.) and information exchange (commitments, self-disclosures, questions, door openers) tactics and less hard (such as threats, warnings, lying, take it or leave it etc.) tactics in FTF-IBNs than/and in V-IBNs.

2.3.3   Conceptual framework of the study

As discussed, the studies about Finnish negotiators are yet very limited. The conducted studies concerning the impact of communication mode on negotiation behavior have yielded diverging results. Outcome of that is that predicting the specific changes in negotiator behavior in different communication modes is extremely difficult and need to be investigated further.

Multiple studies, literature, and theories have been used as a foundation of forming the overall framework of the study, such as the Salacuse model, that offers a comprehensive list on negotiation elements. Generalizations and general knowledge about the Finnish communication style, and culture have been extended to this study to further develop the hypotheses to be tested.

Hypotheses 1–12 are developed to test the impact of communication mode (face-to-face vs. video) on negotiation elements in international business negotiations by Finnish negotiators. Hypothesis 13 is developed to test the difference in negotiation tactics in face-to-face negotiation vs. video negotiation with relation to Finnish negotiators involved in international business negotiations. The developed hypotheses are presented in Table 7.

Table 7. Developed hypotheses.

Hypotheses	Negotiation elements	Tactics	Face-to-face negotiation	Video negotiation
H1	**Negotiation goal**		Higher relationship	Lower relationship
H2	**Attitudes**		Higher win/win attitude	Lower win/win attitude
H3	**Communication**		Higher direct communication	Higher direct communication
H4	**Emotionalism**		Lower emotionalism	Lower emotionalism
H5	**Time sensitivity**		Higher time sensitivity	Higher time sensitivity
H6	**Agreement form**		Specific agreement	Specific agreement
H7	**Agreement building**		Top-down agreement	Top-down agreement
H8	**Team organization**		Team consensus	Team consensus
H9	**Personal styles**		Higher informal	Lower informal
H10	**Risk taking**		Higher risk taking	Lower risk taking
H11	**Trust**		Higher trust	Lower trust
H12	**Information Sharing**		Higher information sharing	Lower information sharing
H13		**Soft, hard, and information exchange tactics**	More soft and information seeking tactics and less hard tactics	Less soft, but more hard and information seeking tactics

3 Research methodology

Saunders et al. (2007, p. 102) describe aptly that a research process should be viewed as an onion, where the outer layers need to be handled first to get to the inner layers. The research onion and all the layers are displayed in Figure 19.
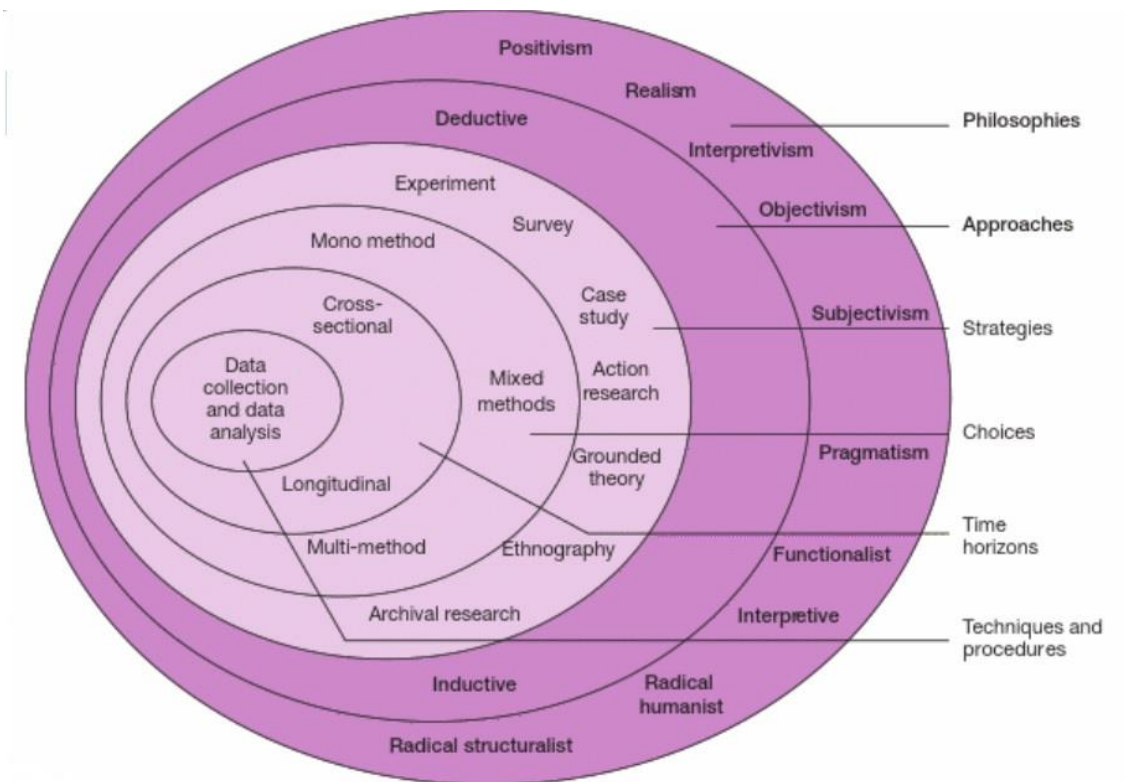

Figure 19. The Research onion (Saunders et al. 2007, p. 121).

Based on these layers, firstly the research philosophy and approach of the thesis is introduced. Secondly research method and design are described. Thirdly, the actual data itself, the gathering process and sample are explained. Lastly the validity and the reliability of the study are discussed.

3.1 Research philosophy and research approach

Saunders et al. (2007, p. 121) define research philosophy as the nature and the development of knowledge. There are several research philosophies as shown in outer layer of Figure 19. In my belief social reality is objective, external to researchers, and thus there is one reality (i.e. ontology stance), and it can be measured by means of objective methods (i.e. epistemology stance), rather than inferring subjectively through sensation, reflection or intuition (Collis & Hussey 2009, p. 46–47). In fact, the intention is to observe the strategies and tactics of Finnish negotiators involved in international business negotiations, and how communication mode (face-to-face vs. video) of IBNs influences these strategies and tactics. The intention is not to interpret managers' perceptions, but rather ascertain them by means of measures developed from prior empirical studies. Therefore, constructs will be operationalized to measure the reality quantitatively, and the relationships between variables will be verified through statistical analysis. This is what this research intends to do with the constructs of international business negotiation elements, tactics, and communication mode. Taking these philosophical assumptions into consideration, closest philosophy of the research is positivism.

Further, this study takes a deductive approach since it aims to test the hypotheses derived from existing literature and theories and to find out if there is causal relationship between independent and dependent variables (Saunders, 2007, pp. 38, 57) which is characteristic to deduction. More specifically, this study first drives thirteen hypotheses from prior literature on communication modes, IBN strategies and tactics, and then tests these hypotheses in order to find out the impact of communication mode (i.e. face-to-face vs. video IBNs) on IBN negotiation elements and tactics of Finnish negotiators. Another characteristic of deductive approach is generalizability of research results. Therefore, this study aims to generalize the results and thus a sufficient sample size is required.

According to Saunders (2007, p. 132–135) the purpose of the research can be classified as exploratory, descriptive, or explanatory. Explanatory research aims to explain causalities and relationships between different variables. As this study intends to investigate

the impact of communication mode (i.e. face-to-face vs. video) on IBN elements and tactics of Finnish negotiators, the purpose of this study is explanatory.

3.2 Research method and design

Research studies are usually conducted in two different methods, qualitative or quantitative. The two data collection methods differ from each other by collection techniques and the way data is analyzed. When referred to *quantitative method*, it usually means referring to the usage and generation of numeric data, where the data is collected by e.g., surveys. When referred to *qualitative method*, it usually means referring to the usage and generation of non-numeric data, where the data is collected by e.g., interviews. When conducting a study, it possible to use a single method, or use multiple methods, as qualitative and quantitative methods should not be considered as exclusive. When considering the choice of research method, the research question in hand should be inspected with care; what method or methods are best suited to answer the research question. (Saunders et al. 2007, p. 145).

As explained earlier, key objective for researchers following positivism is to search for causal relationships between the constituent elements of social world and generalize the results. This is exactly what present study is looking for: 'to know what the impact of communication mode is (i.e. face-to-face vs. video) on IBN elements and tactics of Finnish negotiators', and to generalize the results. Due to this and considering the research question, quantitative research method is chosen for this study, as quantitative surveys conducted by for example via email, enables an efficient way to collect large amount of data relatively easy.

3.3 Data

For the purposes of this study, quantitative research is conducted, and primary data is collected from pre-defined group. A lot of crucial information concerning negotiations strategies and tactics of Finnish negotiators is simply not available from secondary sources. Thus, data is gathered through self-administered, semi-structured question-naires, that are completed by the respondents themselves. According to Saunders et al. questionnaires that are self-administered are less likely to include answers that are based on social desirability (2007, p. 359). Web questionnaire is chosen as the most suit-able method for data collection as it provides a rapid and cost-efficient way to gather a relatively large sample.

3.3.1 Data sample

This study consists of Finnish negotiators who are involved in both face-to-face and online IBNs. Due to limitations of available databases of Finnish companies engaging in international business operations (i.e., through export, intermediate modes and joint ventures), a simple list of top Finnish companies was generated from Asiakastieto, which provided top companies arranged by their turnover and by number of employees. Also, the top tax paying companies from the year 2020 in the regions of Ostrobothnia and Southern Ostrobothnia were extracted. There are limitations ascribed to this method of sample generation, namely not representative of overall population as well as limitations concerning resources, studying the full set of cases is thus practically impossible. There-fore, sampling technique is used to gather a sample that is sufficient enough for data analysis and generalizations (Saunders et al. 2007, p. 206).

In order to test the research hypotheses, the sample was confined to those Finnish ne-gotiators which met the following criteria: firstly, respondents must be Finnish, secondly respondents must be involved in IBNs, and thirdly respondents must be involved in both online and video IBNS. However, no minimum work experience was set for the

respondents, in order not to rule out possible responses. Further, no particular restrictions or criteria in terms of industry was set. However, it is important to mention that questionnaire was also emailed to master's degree students in international business at University of Vaasa (Finland) and posted on social media (LinkedIn) as well. However, responses received from university students are not included in this thesis as the student's did not fill the requirements of nationality (Finnish).

3.3.2 Questionnaire

As structured questionnaire is an important tool to collect primary quantitative data, special attention was paid in designing the questionnaire. Firstly, items / questions for measuring the constructs were derived or adopted from prior empirical studies conducted in the context of IBNs. Secondly, questions in questionnaire were mostly closed-ended for the convenience of the respondents and to ensure the comparability of the answers. However, some extra open-ended questions were also included to gain more in-depth understanding of positive and negative sides of face-to-face and video IBNs. Thirdly, questionnaire was organized in three separate sections to ensure the smooth reading and answering of the questionnaire (Ali, 2020). The three sections of questionnaire are: background information of respondents, international business negotiation strategies and tactics, and satisfaction with outcomes of IBNs. Easy and general questions were asked in the beginning of questionnaire and specific and demanding questions were asked in the later parts of the questionnaire. Fourthly, the questionnaire was formulated in English because the survey was directed to Finnish negotiators involved in IBNs. Fifthly, as the questionnaire was not in respondents' native language, the choice of wording was carefully thought to avoid any misunderstandings as questions should be simple, short and non-bias (Ali, 2020). Sixthly, pilot testing was done with one potential respondent to ensure the right format and wording of questions and the time spent on filling the survey. Questionnaire was improved based on the feedback.

3.3.3   Operationalization of the variables

Measures of independent variable of communication mode (face-to-face and video) and dependent variables of negotiations strategies (i.e. elements) and tactics are adopted and / or modified from prior studies (Maxhuni, 2021; Schwarz, 2019; Zenad, 2021). Following table 8 lists the measures of independent and dependent variables.

Table 8. Operationalization of constructs.

Constructs	Questions	Source
Communication mode of IBNs	Do you have experience in international business negotiations conducted through : 1= video tools, 2=face-to-face, 3=both	Developed for this study
Negotiation goal	Please indicate the degree to which you disagree or agree with the following statements (strongly disagree 1–5 strongly agree) 1) Developing a relationship with the negotiation partner had a higher priority for me than focusing solely at the task and the attainment of an agreement. 2) I did not see the potential agreement in the end of a negotiation process as a single deal. I considered the negotiation as a step towards a long-term relationship between me and the negotiation partner.	Schwarz, (2019); Zenad (2021)
Attitudes	*1) During the negotiations, I primarily focused on achieving my own company's interests. 2) Within the negotiations, I cooperated with the negotiation partner to reach fair and beneficial solutions for both parties instead of solely trying to maximize my own interests.	Schwarz, (2019); Zenad (2021)
Communication style	1) While evaluating my counterpart's offer, I preferred to communicate in a clear and explicit way by directly stating my opinions. 2) In the case of a disagreement, I stated my opinions in a direct and explicit manner instead of relying on gestures or facial expressions to convey my refusal.	Schwarz, (2019); Zenad (2021)
Emotionalism	*1) During the negotiations, I preferred to form my arguments based on facts rather than arguing based on feelings and stories. *2) I preferred to hide my emotions, like frustration or happiness, during the negotiations because I think it is inappropriate to express emotions overtly.	Schwarz, (2019); Zenad (2021)
Time sensitivity	1) I expected all parties involved in the negotiation process (including myself) to be punctual.	Schwarz, (2019); Zenad (2021)
Agreement form	1) I preferred to reach a negotiation agreement that was a detailed description of all the decisions agreed upon during the negotiation process instead of an agreement that was more of a statement of general principles.	Schwarz, (2019); Zenad (2021)
Agreement building	1) I preferred to negotiate the general principles that guided other decisions before negotiating specific issues that needed to be resolved.	Schwarz, (2019); Zenad (2021)
Team organization	1) The whole negotiation team was involved in decision making process instead of one or few persons in senior positions making the decisions on the behalf of whole team.	Schwarz, (2019); Zenad (2021)
Personal style	1) During the negotiations, I focused primarily on business matters instead of focusing more on personal and family matters. 2) During the negotiations, I expressed myself in formal way *3) During the negotiations, I tried to keep the conversation friendly and informal.	Schwarz, (2019); Zenad (2021)
Risk taking	1) During negotiations, I preferred to make the first concession with the hope that partner would also make a concession in return. *2) During the negotiations, I tried to stick to the plans that were made prior to the beginning of the negotiation process instead of being flexible and spontaneous towards sudden turnarounds.	Schwarz, (2019); Zenad (2021)
Trust	1) In the negotiation, I tried to read the facial expressions, body language, and tone of voice of the opposite party to know if I can trust them or not.	Developed for this study
Information sharing	1) In order to build trust, I openly shared all the necessary information with my opposite party.	Developed for this study
Information exchange tactics	1) During negotiations, I asked many questions from the opposite party to understand their needs/objectives. 2) During negotiations, I provided all necessary information to the opposite party so that they should understand our needs/objectives. **Note:** Mean of these both questions is taken to measure the information exchange tactics.	Maxhuni, 2021
Soft tactics	1) During negotiation, I used positive tactics (recommendation, promise, concessions, and etc.) to reach my goals.	Maxhuni, 2021
Hard tactics	1) During negotiation, I used hard tactics (such as 'take it or leave it', and exaggeration) to reach my goals	Maxhuni, 2021

* reversed coding

3.3.4 Data gathering process and responses

As mentioned above, developed web questionnaire was tested with a potential respondent belonging to the target group before finally sending the survey to all respondents. After testing the web-survey, the next step was identifying the names and emails of respondents of this study from the companies compiled. Communication and HRM directors were contacted for this purpose. This process yielded names and emails of 79 potential respondents from 45 different companies. After having the names and emails of potential respondents, a link of web questionnaire along with a cover message was emailed to the potential respondents. The cover message explained the purpose and details of the questionnaire. In this cover message, respondents were guaranteed anonymity and offered a summary of the results.

The email was first sent in the end of December 2021 to a total of 79 respondents. After two weeks, a reminder was sent. The third and last reminder was sent via email in February. In total, out of sample of 79 respondents, 23 completed questionnaires were received. This resulted in a response rate of 29.11 %. To get more responses, a public link of the questionnaire was also shared on LinkedIn. This yielded two responses. To get more responses, web-survey link was also forwarded by a professor to master's degree students in international business at the University of Vaasa (Finland). This yielded seven more responses. Unfortunately, these respondents did not meet the prerequisites of the study, as they were non-Finnish respondents and therefore these responses were excluded from the overall results. Thus, the final sample size of this study is 25 respondents.

3.3.5 Method of data analysis

To gain more comprehensible information on the data gathered, it needs to be processed and analyzed (Saunders et al., 2007, p. 406). As mentioned, depending on the nature of the data, the appropriate method for analysis needs to be decided. Quantitative data often contains a lot of numerical data, which is easiest analyzed with a software designed

for statistical testing. As the data collection method for this study was quantitative, SPSS software was used to analyze the data.

As the study aimed to discover whether communication mode, namely face-face and video, had an impact on negotiator behavior, i.e., elements and tactics, the respondents were presented with several statements measuring their level of agreement. Each statement represented the developed hypothesis and was measured on a on a five-point Likert-scale. With the help of statistical testing, it can be discovered whether the hypotheses developed are true and if the results are generalizable or random. It also tells the possible significance of the findings. By comparing the means of strategies (i.e. elements) and tactics, i.e., the dependent (continuous) variables, with an independent sample t-test, dependencies and their strength between the variables can be tested. The t-test enables to conclude if there is a statistically significant difference between the groups (Rajala, 2020). The independent variable here was the communication mode, i.e., face-to-face and video, and used as a grouping variable.

3.4 Validity and reliability of the research

To ensure that the study and its results are credible, validity and reliability of the research should be taken into consideration. According to Saunders et al. (2007, p. 149) reliability refers to the consistency of the study, i.e., are the same results obtained in a different situation by another observer. Saunders et al. continue that bias and error issues by observer and/or participant puts reliability to a test. The risk of participant bias and error issues were minimized by setting a self-completion survey where the anonymity of the respondents was ensured. By filling out the survey alone, participants are not prone to observer's influence and more likely to answer truthfully. As Finland is a bilingual country, the survey was decided to formulate in English as mentioned. This can pose a risk to misunderstandings. However, it is likely that respondents are fluent or very fluent in English because of the prerequisites of the respondents and the nature of their job descriptions. The choice of wording was tried to be kept quite simple to avoid

misunderstandings. Majority of the hypotheses were tested via two or several statements and questions which further aided to build up consistency in interpreting results and minimizes false analysis.

As stated, the collected data was analyzed with the help of statistical testing. This was carried out with the help of SPSS software which is developed and used for carrying out this type of statistical analysis. It reduces observer bias in interpreting the results. Through statistical testing it can be ensured that prerequisites of the testing are fulfilled and that way reliable (Rajala, 2020).

Validity refers to if the study measures to what it is designed to measure (Rajala, 2020). In order to increase validity, the questions (i.e. measures) were adopted from prior empirical studies (e.g. Schwartz, 2019). Further, confirmatory factor analysis was also run to check the internal consistency of measures. All constructs had higher alpha values than the minimum recommended level of 0.6 (Götz et al. 2010, p. 696). This confirms the validity of constructs. Further, external validity relates to generalizing the findings of the study. Despite of using deductive approach, the sample size of 25 is too small to claim the generalization of the study findings.

4 Analysis and findings

The following section firstly describes the collected data sample and explains the demographics of the data sample. Secondly, this section presents and analyses the main findings of the study.

4.1 Demographics

The overall gathered number of responses were 32. As mentioned, after reviewing the prerequisites of the study, i.e. the nationality of the respondents, the data sample of the study was 25 (n=25). Seven of the respondents were non-Finnish, and hence excluded from the sample. All of the respondents were over the age of 36 and almost half (n=12) of were the age between 36–45 (Figure 20). One third of the respondents (n=7) were women (Figure 21).
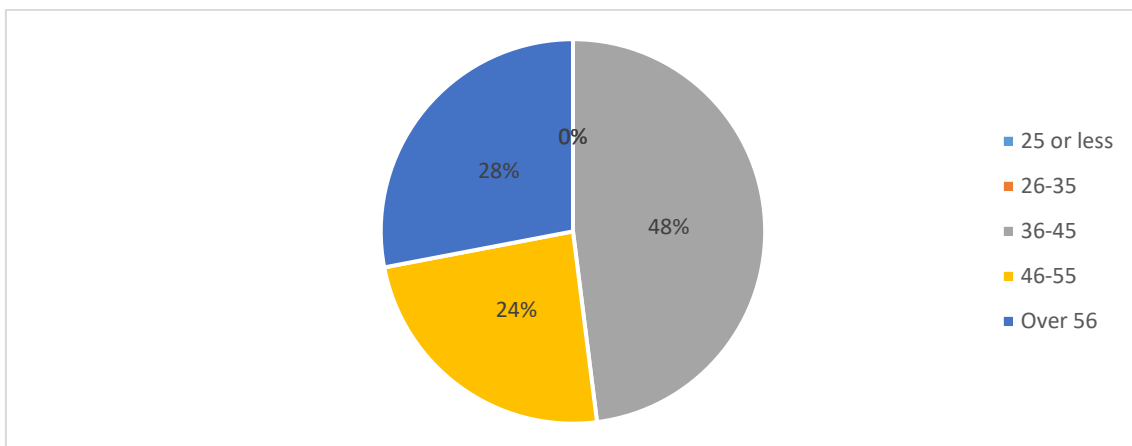
Figure 20. Age distribution.
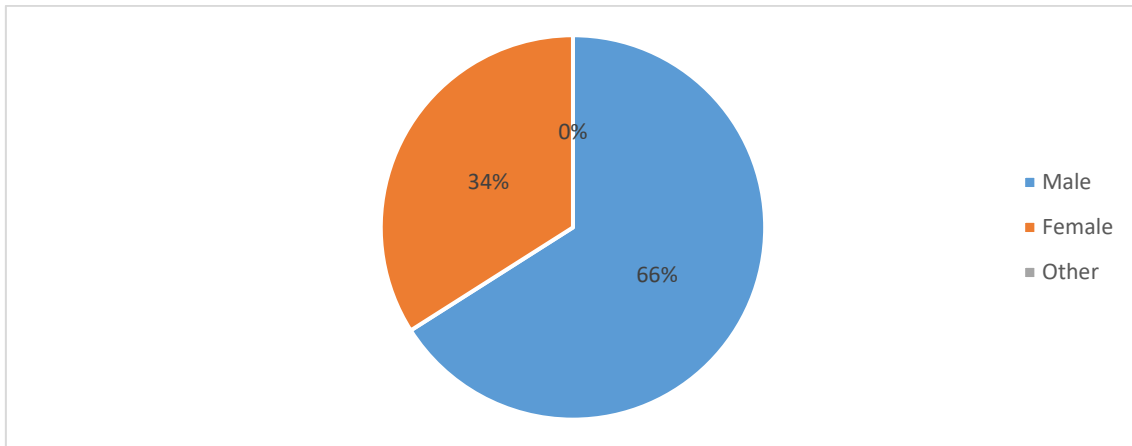
Figure 21. Gender distribution.

88 % (n=22) of the respondents had a bachelor's or master's degree. A little over half, 56 %, had experience in living outside of Finland. The results show that all the respondents had an extensive work experience, 96 % had over 10 years and 4 % had 5–10 years of work experience. Over half (56 %) of the respondents had also extensive experience in international negotiations, in this case over 10 years, and 36 % had experience between 5 – 10 years. 88 % (n=22) reported taking part in international negotiations either frequently or very frequently.

The nationalities of the negotiation partners varied from several European and Asian countries to the Americas. All of the respondents had experience both in negotiations taking part face-to-face and via video tools. 64 % reported as having high or very high experience in using video tools, 28 % reported a medium experience, and 8 % considered having low or very low experience in using video tools. Results showed that more of the negotiations in the past three years had been held via online tools, such as Zoom or Teams than face-to-face which could be as a result of the pandemic, COVID-19. The respondents were asked to think of a specific negotiation situation held both via video tools and face-to-face when filling the questionnaire. Results showed that the negotiation partner in these cases were most frequently in a role of a supplier or buyer.

4.2   Confirmatory factor analysis

Confirmatory factor analysis instead of exploratory factor analysis was run because measures of constructs in this study are adopted from prior empirical studies. Therefore, confirmatory factor analysis was run to see the internal correlation between the assigned measures of each construct. Table 9 lists the alpha values of constructs. All constructs had higher alpha values than the minimum recommended level of 0.6 (Götz et al. 2010, p. 696).

Table 9. Confirmatory factor analysis (Factor loadings and Cronbach alpha coefficients).

Constructs	Items	Alpha
Goal	1	0.856
	2	
Attitudes	1	0.892
	2	
Personal style	1	0.836
	2	
	3	
Communication	1	0.734
	2	
Time sensititvity	1	0.773
	2	
Emotionalism	1	0.676
	2	
Agreement form	1	1
Agreement building	1	1
Team organization	1	1
Risk taking	1	0.73
	2	
Trust	1	1
Information sharing tactic	1	1
Soft tactics	1	1
Hard tactics	1	1

4.3   Data analysis

As the study aimed to find out the impact of communication mode on the elements and tactics of Finnish negotiators involved in IBNs, independent sample T-test was used to test the developed hypothesis. The independent variable of communication mode has two categories of face-to-face IBNs and video IBNs, and all dependent variables of negotiation elements and tactics are continuous variables which are measured on 5-point Likert scales. Results produced by the t-test are presented in Table 10.

Overall, results showed evidence supporting ten developed hypotheses out of thirteen. Hypotheses concerning the elements of attitude and information exchange were rejected, and hypothesis concerning tactics was only partially supported. Hypothesis one examines the negotiation goal of the negotiators in face-to-face and video negotiation. The overall means show that Finnish favor relationship over contract in both communication modes. However, in face-to-face this mean is higher (4.32) than in video (3.76), and the applied t-test shows strong evidence (p=.054) that communication mode affects the negotiation goal. This indicates that relationship for the Finnish negotiators is more important when negotiating face-to-face than in video negotiation, and hypothesis one is thus accepted.

Hypothesis two seeks to find if the Finnish negotiators attitudes (win-lose or win-win) is impacted by the communication mode. Again, in both communication modes (video 3.92, face-to-face 4.16) Finns tend to prefer win-win outcomes. Although the mean in face-to-face is higher as hypothesized, there is no significant difference between the communication modes and therefore hypothesis two is rejected.

The Finnish communication style is direct in both video (4.16) and face-to-face (4.12) situations supporting hypothesis three. The Finnish negotiators show very little emotion in face-to-face negotiations (2.48) and in video negotiations (2.12) thus hypothesis four is supported. There is some difference between the two communication modes (p-

value=.142), suggesting that in video situations emotions are shown even less than face-to-face.

Comparing the means of time sensitivity in video negotiations (4.36) and face-to-face negotiations (4.20) reveal that Finnish appreciate punctuality and prefer to be on time in both cases thus supporting hypothesis five. Also, support for hypotheses six and seven is found, as Finnish seem to favor specific agreement form over general form (video 3.88, face-to-face 3.60) and agreement building from top down (video 3.8, face-to-face 3.76). When it is decision time, Finnish negotiators seem to lean a bit more on consensus with team organization in both modes (video 3.44, face-to-face 3.52) supporting hypothesis 8.

Interestingly, the following elements showed extremely significant differences between the two communication modes: personal style, risk taking and trust. Finnish negotiators act significantly (p=.002) more formally in video negotiations (3.24) than in face-to-face situations (2.48) and therefore hypothesis 9 is supported. Finnish negotiators also take significantly (p=.003) more risks when negotiating face-to-face (3.48) than via video (2.72) thus support for hypothesis 10 is found. Based on the results, Finnish negotiators are very trusting. However, Finnish negotiators trust their counterparts significantly more (p=.002) when they negotiate face-to-face (4.56) than compared to video negotiations (3.92). Thus, very strong evidence in favor of hypothesis 11 is found.

Although the Finnish negotiators seem to share more information in face-to-face negotiations (4.40) than in video negotiations (4.12), they are relatively high in both modes and no significant difference can be detected therefore rejecting hypothesis 12. As for the tactics used in face-to-face and video negotiations, the Finns seemed to use soft tactics in both face-to-face (4.08) and in video (4.28) situations. Surprisingly the value was slightly higher in video situations, but no significant difference was detected. Similarly, Finns do not prefer to use hard tactics in either negotiation modes (face-to-face=2.08, video=1.92). Information exchange tactic was highly used in both modes

(face-to-face=4.44, video=4.68), but significantly more in video negotiations. Thus hy-pothesis 13 regarding tactics was partially supported.

Table 10. T-test results for tested hypotheses.

Negotiation elements	Means for communication mode		T-value	P-value	Accepted/Reject	Hyp.
Goal (contract to relationship)	Video = 3.76	F-t-F = 4.32	-1.980 (42.583)	.054 **	Accepted	H1
Attitudes (win/lose to win/win)	Video= 3.92	F-t-F = 4.16	-.916 (42.723)	.365	Reject	H2
Comm. style (indirect to direct)	Video = 4.16	F-t-F = 4.12	.192 (48)	.848	Accepted	H3
Emotionalism (low to high)	Video = 2.12	F-t-F =2.48	-1.493 (44.620)	.142*	Accepted	H4
Time sensitivity (low to high)	Video = 4.36	F-t-F = 4.20	.882 (48)	.382	Accepted	H5
Agreement form (general to specific)	Video = 3.88	F-t-F = 3.60	1.027 (48)	.310	Accepted	H6
Agreement building (bottom up to top down)	Video = 3.80	F-t-F = 3.76	.138 (48)	.891	Accepted	H7
Team orga. (one leader to consensus)	Video = 3.44	F-t-F = 3.52	-.276 (48)	.784	Accepted	H8
Personal style (informal to formal)	Video = 3.24	F-t-F = 2.48	3.251 (48)	.002 ***	Accepted	H9
Risk taking (low to high)	Video = 2.72	F-t-F = 3.48	-3.134 (48)	.003 ***	Accepted	H10
Trust (low to high)	Video = 3.92	F-t-F = 4.56	-3.342 (48)	.002 ***	Accepted	H11
Information sharing (low to high)	Video = 4.12	F-t-F = 4.40	-1.382 (48)	.173	Rejected	H12
Information exchange tactics (low to high)	Video = 4.68	F-t-F = 4.44	1.488 (43.974)	.144 *	Accepted	H13a
Soft tactics (low to high)	Video = 4.28	F-t-F = 4.08	1.072 (48)	.289	Rejected	H13b
Hard tactics (low to high)	Video = 1.92	F-t-F = 2.08	-.499 (48)	.620	Rejected	H13c

* p ≤ 0.1 (significant), ** p ≤ 0.05 (very significant), *** p ≤ 0.01 (extremely significant)

5   Discussion and conclusions

Due to the novelty of the research and lack of previous studies and literature in some parts, the hypotheses were partly drawn up on speculation and best knowledge. Interestingly, the findings seemed to comply rather well of the hypotheses tested, which could imply that there is a seed of truth in conventional wisdom as well. Finding statistical evidence backing up this wisdom is important for not only explaining negotiator behavior but for also predicting it.

Overall, it could be concluded that some of the negotiation elements (strategies) vary between the communication modes. Significant differences were found with the elements of negotiation goal, emotionalism, risk, personal style, and trust. With the elements of attitude, communication style, time sensitivity, agreement form and building, and team organization no statistical differences between the modes were detected although variation existed. The study also showed that the Finnish negotiators seem to use similar tactics regardless the communication mode.

Relationship building was more important for the Finns than contract which complies the study conducted by Metclaf et al. (2006) and Schwarz (2019). Yet, there was statistical difference between the two modes as relationship weighed significantly more in face-to-face situations than in video negotiations. This supports the study conducted by Denstandli et al. (2012) where participants noted that relationship building was difficult in video meetings. The respondents of this study answered similarly when they were asked the positive and negative sides of video negotiation. The positive sides commented about video negotiations were that it is more effective, less time consuming and presents more facts. Oppositely respondents found that video negotiations were more formal and rigid, they did not have as relaxed atmosphere, and reading the other party due to the lack of visual cues is very difficult, as video tools lack personal touch. All of which have an impact on how easily a relationship is built.

The element of emotionalism was low in both modes, but significantly lower in video negotiations, which is somewhat contrary to the findings of Metcalf et al. (2006) where element of emotionalism was relatively neutral with the Finnish respondents. Both neutral or little emotion is somewhat in line with the conventional wisdom and some other studies conducted to Finnish people and their communication (e.g Lewis, 2005; Globe, 2007). According to social presence theory, the bigger the physical distance, the lesser the emotions conveyed. This study seemed to follow this theory. Respondents also mentioned that video negotiations are more factual and reading other people in virtual surroundings is more difficult.

Although the studies by Metcalf et al. (2006) and Schwarz (2019) showed that Finnish are quite neutral when it comes to team organization, this study yielded a bit more firmer results towards team consensus in both modes. With the element of personal style, the mean in face-to-face situations complied with Metcalf et al. (2006) and showed that Finns prefer to use informal style. Interestingly significant difference was found between the two communication modes, and more formal behavior was present in video IBNs. This follows the respondents' comments made about the time-effective and fact-based video IBNs, which perhaps then result giving little room for showing emotions.

Also, the element of risk taking in face-to-face situations yielded similar results to the study by Metcalf et al. (2006) showing that some risk is tolerated. However, it differed significantly with video IBNs, where Finns preferred to be risk averse. One respondent commented that as video negotiations are more difficult communication wise it results to a more specific contract, which aims to reduce risk. Some respondents commented on relying on personal agreements in face-to-face situations which most likely also translates to the rate of risk.

Finnish negotiators trust their negotiation partners, but trust seems to build up significantly more in face-to-face IBNs as hypothesized. Again, this is in line with Harkiolakis (2012) and Stein & Mehta (2020) who also note that trust is more easily built face-to-

face. Building trust is largely to do with how well negotiator can read the situation and the counterpart. This can be hindered by the choice of media as video tools convey less signals and gestures to interpret.

5.1 Managerial implications

Albeit this study cannot provide a thorough and all-inclusive truth about the effects of communication mode on Finnish negotiators strategies (i.e. elements) and tactics, it provides food for thought and implications on how these two might correlate. Results of the study suggest that the mode of communication negotiators use is not at all irrelevant but negotiating face-to-face vs. negotiating via video might lead to differences in negotiation strategies. This is an important factor for managerial level to understand when negotiations are due.

When there is a new and prominent cooperation at stake, results show that video negotiations are not necessarily the best tool for relationship and trust building. The ease and naturel of personal meetings are hard to achieve when personal touch and body language are out of reach. When the negotiations are targeted on specific and rather quick issues, video negotiations are considered easy, fluent, and affordable way that promote efficiency and save time. If the negotiation partners see little value with future relationship and are rather discussing a one-off deal, video negotiations might save valuable resources like time and money.

It is also good to acknowledge that Finns do not act as informal in video negotiations as they do face-to-face, which might lead to a rigid and less approachable atmosphere. This together with a relatively direct Finn might cause misunderstandings should the negotiating partner be that of a very different cultural background. Again, if the purpose of the negotiations is solely on simple specifics, and especially should the negotiation partners be known to each other, this might not be an issue.

The element of risk plays a big role in negotiations. As results of this study show that there is a significant difference in negotiator behavior in different communication modes when it comes to the element of risk, it is important to understand that the negotiable issues might even lead to different outcomes in different modes. The Finns seem to be significantly more precautious in video negotiations than in face-to-face meetings. This might have to do with the fact that video tools include fewer visual cues that make judging the situation and counterpart more difficult. Therefore, it could be advisable to discuss ambiguous and complex issues in a physical negotiation table.

Communication mode is one explaining factor on negotiation elements, but the elements are also in relation to each other, and one can affect the other. Good relationship most likely promotes trust, good enough trust might lead to more risky decisions and so on. Meeting face-to-face is not a prerequisite for a successful negotiation, but it is good to understand that the communication choices made may yield in different results. Therefore, it could be advisable and helpful to think about the issues that need to be negotiated before choosing the mode of negotiation and not vice versa.

5.2   Limitations of the study

As mentioned earlier, no study is without limitations. Firstly, due to the sample size of the study, it is impossible to draw law-like generalizations on the correlation between communication mode and negotiation elements (strategies) and tactics. Yet this study provides implications on the generalities found within the sample used, which are a good starting point because of the novelty and topicality of the subject.

Secondly, limitations concerning the questionnaire itself exist, as respondents did not have a chance to respond in their native language. This might have caused misunderstandings while answering the questions. Also, the survey itself was relatively long and took around 20 minutes to fill up. This could have led to dullness and fatigue of the respondents.

Thirdly, only communication mode was investigated as an explaining variable on the negotiation elements and tactics. However, there is a chance that there might be other explaining variables in the background affecting the elements and tactics as well. These possible factors were not studied, nor was it the purpose of this study.

Lastly, due to the novelty and topicality of the subject, there was a very limited number of previous studies and literature available for the purposes of this study.

5.3 Suggestions for future research

As mentioned, because of the topicality and novelty on the subject, there are several interesting and important roads for future research. Firstly, the effects of communication mode have been investigated but with mixing results. As the knowledge and skills of the people using the video tools have developed immensely, so have the tools themselves. Therefore, it is not necessarily current to draw too many conclusions on studies made several years back, but further and more recent research on the communication modes could give more insight on the issue.

Secondly, as there is little literature and studies done on Finnish people and communication, let alone the Finnish negotiation style or negotiators, these issues need more investigating to develop a deeper understanding on the subject. Culture plays a big and unconscious role on people's behavior. Culture is not all explaining factor, but personal differences naturally exist. Yet it cannot be disputed that different cultures have different qualities and traits, and therefore need to be more thoroughly investigated in different situations.

As the results of the study imply interesting and new findings, it could be suggested to do broader research with bigger sample size to get reinforcement for the results found in this study. With the help of additional research, more generalizable conclusions could

be drawn. This study is mainly based on the negotiation elements proposed by Salacuse but there might be also other interesting elements contributing the negotiation process.

As the usage of video tools have expanded explosively due to COVID-19, further research is that of particular importance and interest. Even when the global pandemic is slowly losing its grip, video tools are here to stay and getting more foothold on negotiations as well. Thus, it is more important now than ever to understand and realize how communication mode affects the negotiations and thus the overall business.

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Appendices

Appendix 1. Survey questionnaire

Vaasan yliopisto
UNIVERSITY OF VAASA

Communication modes and international business negotiation differences among Finnish negotiators

Mandatory questions are marked with a star (*)

1. Your age *

○ 25 or less
○ 26-35
○ 36-45
○ 46-55
○ Over 56

2. Your gender *

○ Male
○ Female
○ Other

3. Your nationality *

○ Finnish
○ Other

4. Your highest education *

○ Comprehensive school
○ High school or Trade school
○ Bachelor's degree
○ Master's degree
○ Doctorate degree
○ Other _____

5. Have you ever lived outside of Finland for more than three months in a row? *

○ No
○ 1 year or less
○ 1 - 3 years
○ 3 - 5 years
○ 5 - 7 years
○ over 7 years

7. Your overall work experience in years

○ Less than one year
○ 1-2 years
○ 2-5 years
○ 5-10 years
○ over 10 years

8. Your current job position / title *

_____
_____
_____
_____
_____

9. For how many years have you been working in your current position *

◯ 1 year or less

◯ 1 - 3 years

◯ 3 - 5 years

◯ 5 - 7 years

◯ over 7 years

10. Name of your company

_____
_____
_____
_____

11. Primary industry of your company *

◯ Energy

◯ Healthcare

◯ Automotive

◯ Chemicals

◯ Food / Beverage

◯ Metal

◯ Agriculture

◯ Construction

◯ Entertainment

◯ Paper

◯ Services

◯ Other (please specify)   _____

12. Number of employees in your company *

◯ Less than 20

◯ 21 - 50

◯ 51 - 100

◯ 101 - 200

◯ 201 - 300

◯ 301 - 500

◯ over 500

13. Your work experience with international business negotiations *

◯ Less than one year

◯ 1-2 years

◯ 2-5 years

◯ 5-10 years

◯ over 10 years

14. How often do you take part in international business negotiations *

◯ Never

◯ Very seldom

◯ Seldom

○ Sometimes

○ Frequently

○ Very frequently

15. Number of international business negotiations you have approximately participated in during the last three years *

○ None

○ Less than 20 times

○ 20 - 50 times

○ 51 - 100 times

○ 101 - 150 times

○ over 150 times

16. Number of face-to-face international business negotiations you have approximately participated during the last three years *

○ None

○ Less than 20 times

○ 20-50 times

○ 51-100 times

○ 101-150 times

○ over 150 times

17. Number of international business negotiations conducted through video tools (such as Microsoft Teams, Zoom, Skype etc.) you have approximately participated during the last three years *

○ None

○ Less than 20 times

○ 20-50 times

○ 51-100 times

○ 101-150 times

○ over 150 times

18. Do you have experience in international business negotiations conducted through *

○ video tools

○ face-to-face

○ both

Please choose a specific international business negotiation situation you participated in that was *conducted via video tool* (such as Teams, Zoom, Skype etc.) while answering the following questions:

Please choose a specific international business negotiation situation you participated in that was conducted via video tools (such as Teams, Zoom, Skype etc.) while answering the following questions:

19. Which of the following best describes your negotiation partner *

○ Supplier

○ Buyer

○ Exporter

○ Distributer

○ Alliance partner

○ Joint venture partner

○ Licensor

○ Licensee

○ Other (please specify) _____

20. The nationality of your negotiation partner

_____
_____
_____
_____

21. How many years of experience did you have with your negotiation partner at the time you negotiated *

○ No prior experience
○ Less than 1 year
○ 1 - 2 years
○ 2 - 4 years
○ 4 - 7 years
○ 7 - 10 years
○ 10 years or more

22. How experienced were you in using video tools *

○ No prior experience
○ Very low
○ Low
○ Medium
○ High
○ Very high

23. Please indicate the degree you disagree or agree with the following statements in that specific negotiation situation conducted _via video_ *

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
Developing a relationship with the negotiation partner had a higher priority for me than focusing solely at the task and the attainment of an agreement.	○	○	○	○	○
I did not see the potential agreement in the end of a negotiation process as a single deal. I considered the negotiation as a step towards a long-term relationship between me and the negotiation partner.	○	○	○	○	○
For me, a written contract at the end of the negotiations was obligatory.	○	○	○	○	○
During the negotiations, I primarily focused on achieving my own company's interests, despite the interest of the opposite party.	○	○	○	○	○
Within the negotiations, I tried to cooperate with the negotiation partner to reach fair and beneficial solutions for both parties instead of trying to maximize my own interests.	○	○	○	○	○
During the negotiations, I focused primarily on business matters instead of focusing more on personal and family matters.	○	○	○	○	○
When negotiating, I liked to express myself in a formal way.	○	○	○	○	○
During the negotiations, I tried to keep the conversation friendly and unformal.	○	○	○	○	○
While evaluating my counterpart's offer, I preferred to communicate in a clear and explicit way by directly stating my opinions.	○	○	○	○	○

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
In the case of a disagreement, I stated my opinions in a direct and explicit manner instead of relying on gestures or facial expressions.	○	○	○	○	○
I expected all parties involved in the negotiation process (including myself) to be punctual.	○	○	○	○	○
During the negotiations, I preferred to strictly follow the time schedules set for the negotiations.	○	○	○	○	○
During the negotiations, I preferred to form my arguments based on facts rather than arguing based on feelings and stories.	○	○	○	○	○
I preferred to hide my emotions, like frustration or happiness, during the negotiations because I think it is inappropriate to express too much emotions.	○	○	○	○	○
l preferred to reach a negotiation agreement that was a detailed description of all the decisions agreed upon during the negotiation process rather than an agreement that was more of a statement of general principles.	○	○	○	○	○
I preferred to negotiate the general principles that guided other decisions before negotiating specific issues that needed to be resolved.	○	○	○	○	○
I preferred to negotiate the issues simultaneously as a whole package (that cover all the issues at once) rather than negotiating each issue separately.	○	○	○	○	○

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
The whole negotiation team was involved in the decision-making process instead of decisions made by few people in senior positions.	○	○	○	○	○
During negotiations I made the first concession with the hope that partner would also make a concession in return.	○	○	○	○	○
During the negotiations, I tried to stick to the plans that were made prior to the beginning of the negotiation process instead of being flexible and spontaneous towards unforeseen turnarounds.	○	○	○	○	○
In order to build trust, I openly shared all the necessary information to my opposite party.	○	○	○	○	○
A high level of trust on the opposite party was developed during the negotiations.	○	○	○	○	○
In the negotiation, I tried to read the facial expressions, body language, and tone of voice of the opposite party to know if I can trust them or not.	○	○	○	○	○
In the negotiation, I asked a lot of questions, to get as much information as possible to understand my opposite side's needs/objectives.	○	○	○	○	○
During the negotiation, I provided all the necessary information to the opposite party so they would understand our needs/objectives.	○	○	○	○	○
In the negotiation, I tried to be as honest as possible. I did not give misleading information.	○	○	○	○	○

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
In the negotiation, I used positive tactics (such as concessions and silent moments) to reach my goals.	○	○	○	○	○
In the negotiation, I used hard tactics (such as "take it or leave it" and exaggeration) to give me a competitive advantage.	○	○	○	○	○

24. How satisfied were you with the outcome of the negotiation

○ Very low

○ Low

○ Medium

○ High

○ Very High

25. How satisfied were your negotiation partner with the outcome of the negotiation

○ Very low

○ Low

○ Medium

○ High

○ Very High

26. Based on your experience, kindly write down the positive sides of using video tools (such as Teams, Skype, Zoom etc.) for conducting international business negotiations

_____

_____

_____

27. Based on your experience, kindly write down the negative sides of using video tools (such as Teams, Skype, Zoom etc.) for conducting international business negotiations

_____

_____

_____

_____

_____

Please choose a specific international business negotiation situation you participated in that was *conducted face-to-face* while answering the following questions:

Please choose a specific international business negotiation situation you participated in that was *conducted face-to-face* while answering the following questions:

28. Which of the following best describes your negotiation partner *

○ Supplier

○ Buyer

○ Exporter

○ Distributer

○ Alliance partner

○ Joint venture partner

○ Licensor

○ Licensee

○ Other (please specify)   _____

29. The nationality of your negotiation partner

_____

30. How many years of experience did you have with your negotiation partner at the time you negotiated *

○ No prior experience
○ Less than 1 year
○ 1 - 2 years
○ 2 - 4 years
○ 4 - 7 years
○ 7 - 10 years
○ 10 years or more

31. Please indicate the degree you disagree or agree with the following statements in that specific *face-to-face* negotiation situation *

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
Developing a relationship with the negotiation partner had a higher priority for me than focusing solely at the task and the attainment of an agreement.	○	○	○	○	○
I did not see the potential agreement in the end of a negotiation process as a single deal. I considered the negotiation as a step towards a long-term relationship between me and the negotiation partner.	○	○	○	○	○
For me, a written contract at the end of the negotiations was obligatory.	○	○	○	○	○
During the negotiations, I primarily focused on achieving my own company's interests, despite the interest of the opposite party.	○	○	○	○	○
Within the negotiations, I tried to cooperate with the negotiation partner to reach fair and beneficial solutions for both parties instead of trying to maximize my own interests.	○	○	○	○	○
During the negotiations, I focused primarily on business matters instead of personal and family matters.	○	○	○	○	○
When negotiating, I liked to express myself in a formal way.	○	○	○	○	○
During the negotiations, I tried to keep the conversation friendly and unformal.	○	○	○	○	○
While evaluating my counterpart's offer, I preferred to communicate in a clear and explicit way by directly stating my opinions.	○	○	○	○	○
In the case of a disagreement, I stated my opinions in a direct and explicit manner instead of relying on gestures or facial expressions.	○	○	○	○	○
I expected all parties involved in the negotiation process (including myself) to be punctual.	○	○	○	○	○
During the negotiations, I preferred to strictly follow the time schedules set for the negotiations.	○	○	○	○	○

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
During the negotiations, I preferred to form my arguments based on facts rather than arguing based on feelings and stories.	○	○	○	○	○
I preferred to hide my emotions, like frustration or happiness, during the negotiations because I think it is inappropriate to express too much emotions.	○	○	○	○	○
I preferred to reach a negotiation agreement that was a detailed description of all the decisions agreed upon during the negotiation process rather than an agreement that was more of a statement of general principles.	○	○	○	○	○
I preferred to negotiate the general principles that guided other decisions before negotiating specific issues that needed to be resolved.	○	○	○	○	○
I preferred to negotiate the issues simultaneously as a whole package (that cover all the issues at once) rather than negotiating each issue separately.	○	○	○	○	○
The whole negotiation team was involved in the decision-making process instead of decisions made by few people in senior positions.	○	○	○	○	○
During negotiations I made the first concession with the hope that partner would also make a concession in return.	○	○	○	○	○

	Strongly disagree	Partly disagree	Neutral	Partly agree	Strongly agree
During the negotiations, I tried to stick to the plans that were made prior to the beginning of the negotiation process instead of being flexible and spontaneous towards unforeseen turnarounds.	○	○	○	○	○
In order to build trust, I openly shared all the necessary information to my opposite party.	○	○	○	○	○
A high level of trust on the opposite party was developed during the negotiations.	○	○	○	○	○
In the negotiation, I tried to read the facial expressions, body language, and tone of voice of the opposite party to know if I can trust them or not.	○	○	○	○	○
In the negotiation, I asked a lot of questions, to get as much information as possible to understand my opposite side's needs/objectives.	○	○	○	○	○
During the negotiation, I provided all the necessary information to the opposite party so they would understand our needs/objectives.	○	○	○	○	○
In the negotiation, I tried to be as honest as possible. I did not give misleading information.	○	○	○	○	○
In the negotiation, I used positive tactics (such as concessions and silent moments) to reach my goals.	○	○	○	○	○
In the negotiation, I used hard tactics (such as "take it or leave it" and exaggeration) to give me a competitive advantage.	○	○	○	○	○

32. How satisfied were you with the outcome of the negotiation

○ Very low

○ Low

○ Medium

○ High

○ Very High

33. How satisfied were your negotiation partner with the outcome of the negotiation

○ Very low

○ Low

○ Medium

○ High

○ Very High

34. Based on your experience, kindly write down the positive sides of conducting international business negotiations face-to-face

_____
_____
_____
_____
_____

35. Based on your experience, kindly write down the negative sides of conducting international business negotiations face-to-face

_____
_____
_____
_____
_____

36. Would you be interested in a summary report of the findings

○ Yes

○ No

37. If yes, please provide your contact information (name and email)

_____
_____
_____
_____
_____