

NEGOTIATION FOR THE MIDDLE EAST: A COMPARATIVE
STUDY OF CULTURES AND THE CONSTRUCTION OF A
NEGOTIATION FRAMEWORK FOR PORTUGUESE IN KUWAIT

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Sumário

A ambiguidade que encontramos presente em negociações na vida real não é compatível com a possibilidade de entender a negociação como um cenário único de competição entre duas partes. A tentação de procurar um receituário infalível de passos a dar em direcção ao sucesso negocial não oferece mais do que um carácter romântico ou uma breve miragem do que o processo negocial exige. O objectivo da presente dissertação prende-se com a identificação e análise das dimensões culturais que influenciam o processo negocial entre uma parte Kuwaitiana e uma parte Portuguesa e a construção de um framework negocial para Portugueses no Kuwait. Utilizámos múltiplos casos de estudo e analisámos 17 situações negociais. Adaptámos o guião de entrevista de Falcão (2008), usámos o questionário de dimensões culturais de House, Hanges, Javidan, Dorfman and Gupta (2004) e conduzimos entrevistas semi-estruturadas. Concretizámos os resultados em mapas mentais dentro de cinco blocos: Preparação, Pessoas, Partes, Processo e Percepção Cultural. Procurámos contribuir para o processo informativo bilateral da negociação no Kuwait, um país que tem uma das mais fortes economias mundiais. Existe pouca investigação específica para a realidade negocial no Kuwait. O tamanho da amostra reflecte o número de Portugueses a realizar negociações no Kuwait mas limita o estudo realizado. Existem áreas de estudo com interesse a desenvolver no futuro nomeadamente, comunicação (verbal e não verbal), liderança (individual e de equipas) e feedback.

Palavras chave: Portugal, Kuwait, Negociação, Cultura, Dimensões culturais

JEL Classification System:

C78 – Teoria da Negociação; *Matching Theory*

D74 – Conflito; Resolução de Conflito; Alianças

L14 – Relações Transaccionais; Contratos e Reputação; Networks

Summary

The amount of ambiguity present in real life negotiations is intolerable towards the possibility of perceiving the negotiation scenario as a competitive and castrating process for one of the party's. The temptation to find one-size-fits-all prescription of unerring steps towards the negotiation success, offers this process no more than a romantic character or maybe, one relieving mirage of the required multiple factors that the negotiation scenario demands. This dissertation's objective is based on the identification and analysis of the cultural dimensions that impact specifically, business negotiations that take place between a Kuwaiti and a Portuguese party in the attempt to build a negotiation framework for Portuguese professionals negotiating in Kuwait. We used a multiple case design and analyzed 17 bilateral negotiation situations. The main source of evidence was in-depth and semi-structured interviews and the results are shown in cognitive mapping format. We adapted the interview script and mind map from Falcão (2008) to collect and interpret the data and we used the Dimensions of Culture Questionnaire from House, Hanges, Javidan, Dorfman and Gupta (2004) and grouped the impacting data collection into five blocks: Preparation, People, Partie, Process, Cultural Perception. We believe that we have made contributions to the study of the negotiation process and it's cross-cultural influence in Kuwait, that has one of the world's fast-growing economies and most powerful currency. There are not many specific studies available for Kuwait negotiation reality. The size of the sample reflects the number of Portuguese negotiating in Kuwait but at the same time, limits the study. There are areas of study to be developed in the future namely, communication (verbal and non-verbal), leadership (individual and teams) and feedback.

Key words: Portugal, Kuwait, Negotiation, Culture, Cultural dimensions

JEL Classification System:

C78 – Negotiation Theory; *Matching Theory*

D74 – Conflict; Conflict Resolution; Alliances

L14 - Transactional Relationships; Contracts and Reputation; Networks

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“Luck favours the prepared”

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Sumário Executivo

O objectivo da presente dissertação centra-se no contributo para a valorização do processo informativo bilateral de indivíduos de nacionalidade Portuguesa que negociam ou visam negociar no Kuwait, e simultaneamente para a construção de um framework negocial para Portugueses no Kuwait.

Partimos das dimensões culturais de cada país – Portugal e Kuwait – e vertemos para o processo negocial, pontos-chave das informações retiradas das entrevistas e seguidamente trianguladas com a percepção cultural dos entrevistados.

Utilizou-se uma estratégia qualitativa descritiva com análise de conteúdo e entrevistas semi-estruturadas de dezassete situações de negociação bilateral entre uma parte Portuguesa e uma parte Kuwaitiana.

As dimensões culturais Colectivista e Feminina desempenham um papel de influência determinante no processo de negociação até à fase de fecho. Aqui, o processo de negociação ganha uma forte componente competitiva e masculina onde o preço se assume como ponto central e onde toda a anterior construção negocial desempenha um papel de baixa influência.

Na fase de fecho, é fundamental que a parte Portuguesa tenha capacidade de gerir e/ou aumentar o bargaining mix de forma a dar resposta às exigências finais e sequenciais da parte Kuwaitiana.

No processo de comunicação, existe uma forte incidência de palavras como “inshalaah” e “alhamdulillah” que são utilizadas em sinal de concordância mas com baixo grau de compromisso.

O nosso trabalho salienta ainda a importância das dinâmicas sociais da “Dwannia” que constitui uma importante influência da dimensão cultural Colectivista para a parte Portuguesa aceder ao restrito círculo de confiança da parte Kuwaitiana a ao mesmo tempo influenciar positivamente a dimensão cultural de aversão à incerteza, predominante em ambas as culturas.

0 Introduction

The amount of ambiguity present in real life negotiations is intolerable towards the possibility of perceiving the negotiation scenario only as a competitive and castrating process for one of the party's. On the other hand, the temptation to find one-size-fits-all prescription of unerring steps towards the negotiation success, offers this process no more than a romantic character or even maybe, one relieving mirage of the required multiple factors that the negotiation scenario demands.

People from one country argue they are different from others and they are. None of us lives in exactly the same culture. Culture varies from city to city, from family to family, and sometimes even from individual to individual (Weir, 2013).

The challenges of gender stereotypes, economic, sociological, environmental and other different categories, do not stop at nowadays national borders and they show constant and global connection even when facing long distances or different nationalities. It is normal to perceive cross-cultural relationships with one right and one left side and in a multicultural economy that doesn't make any sense (Meyer, 2014).

In the context of today's business relationships, the existence of easier access, closer proximity, faster and more personal connections, lead to the rise of international open trades that fuel economic growth, strive for modern linkage in between customer and supplier to enhance efficiencies and costs of products or services and therefore, from the relationship point of view, the complexity of the negotiation phenomenon cannot afford to lose sight of both men and their surrounding reality.

Even with a high level of information, one is susceptible to deplore certain tendencies of another society. If professionally committed in another society, there can be the temptation to induce changes. During colonial times many societies held absolute power over others and therefore, they were able to impose their own set of rules. Nowadays, any foreigner that try to impose change in a different society will be faced with the need to negotiate their interventions and once again, it is most probably like that the negotiation is successful when both parties understand each other differences (Hofstede, 1991).

This dissertation's objective, is based on the identification and analysis of the cultural dimensions that impact specifically business negotiations that take place between a Kuwaiti and a Portuguese party, in the attempt to build a negotiation framework for Portuguese professionals negotiating in Kuwait.

We start our research in the second section of our work, with the literature review and an overview of the concept of culture, to then move on how nationality can act as a beacon to the cultural differences in order to discuss and find a model of analysis to the cultural dimensions.

We then focus our investigation on to Hofstede's six dimension model as the core structure to the validation of cultural influence, to what the author identifies as mind programming of the acquired individual process in a given society and having set this investigation ground, we then pour into the Portuguese and Kuwaiti culture each dimension result.

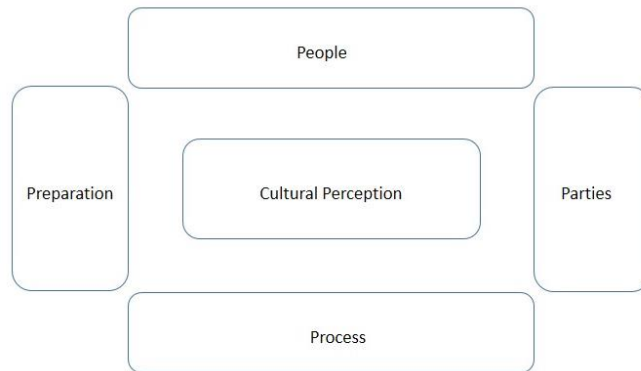
The research then enters into the negotiation concept and its characteristics, before analyzing conflict management and the different types of conflicts present in the negotiation scenario, with the goal to better understand the negotiation process and benefit from its productive aspects.

Understanding issue clarification and possible settlements is important to strategize for the negotiation moment, to understand its different models and where each one takes place. This dissertation focuses on Distributive Bargaining and Integrative Negotiation and has in its core the work of Lewicki et al. (2015).

The methodology section of the present work, is influenced by the work of Falcão (2008), and is based on case study analysis. It was used multiple case design and analyzed seventeen bilateral negotiation situations. The main source of evidence were in-depth and semi-structured interviews and the results are shown in cognitive mapping format.

We adapted the interview script and mind map from Falcão (2008) to collect and interpret the data and we used the Dimensions of Culture Questionnaire from House, Hanges, Javidan, Dorfman and Gupta (2004) and grouped the impacting data collection into five blocks: Preparation, People, Culture, Process and Cultural Perception.

Figure 1. Cognitive Map Template, adaptation from Falcão (2008)



Source: Falcão, Pedro. M. R. A. (2008). *Business Networks: Development of Actor's Strategic Guidelines from the Analysis of Negotiation Situations in Portugal*. (Doctoral Thesis, ISCTE).

The present work investigation, focus on bilateral business negotiations whose pre-structure meets the following criteria:

- Negotiation situation between two party's.
- Negotiation conducted between Portuguese and Kuwaiti citizens.
- Possibility of potencial Win-Win and Win-Lose negotiations.
- Negotiators had a minimum of one year citizenship in Kuwait.
- Negotiators had a minimum of ten years of professional experience.
- Different hierarchical party's negotiation scenarios are not excluded.

1 Research Problem

The main research problem is to move from the culture of both countries and to contribute to the negotiation informative bilateral process between Portuguese and Kuwaiti party's in a Kuwaiti business negotiation context in order to attempt to build a negotiation framework for Portuguese professionals negotiating in Kuwait.

2 Literature Review

2.1 Culture

The core foundation of the present sub-chapter will focus primarily on the investigational work of Edward T. Hall (1987, 1989), Geert Hofstede (1980, 1991, 2001), Kluckhohn and Strodtbeck (1961), Schwartz (1994), Trompenaars and Hampden-Turner (1998). The term culture finds several meanings, generally derived from its Latin source that refers to the work of the land. In most western languages “culture” is equivalent to “civilization” or “refinement of the mind” and often presents the refinement result as education, art and literature (Hofstede, 1991).

Culture as “complex, multifaceted construct” (Dwyer, Mesak, and Hsu, 2005), presents a multitude of different meanings and definitions (Dickson, Castano, Magomaeva and den Hartog, 2012). Herskovits (1975) emphasizes the influence of context in Men’s cultural actions and life cooperation through time.

Culture is not merely juxtaposed to life nor superimposed upon it (Fang, 2006; LaFromboise, Coleman, and Gerton, 1993; Sivasubramaniam e Goodman-Delahunty, 2014), but in one way serves as substitute for life, and on the other, uses it and transforms it, bring about the synthesis of a new order (Brett, 2001; Live-Strauss, 1969, Lytle, Brett and Shapiro, 1999).

This environment, which is neither more nor less than culture itself, has to be permanently reproduced, maintained and managed (Malinowski, 1961). However, it’s not only men that is placed in space and time in order to cooperate and to prosper. Any animal does also live in time and space. The difference in between men and animal is that the first has a pattern that he modifies and inherits, the second does not (Lima, Martinez and Filho, 1985; Lincon, 2004).

Hofstede (1991) defines culture as the thoughts, feelings, and actions of human beings and bases his analogy on the role of software as the determinant of the workings or operations of a computer, emphasizing the importance of culture as the software of the mind.

Culture is a human drive, without it, human beings might be without meaning (Mead, 1998; Prašnikar, Pahor, Svetlik, 2008; Paramita, 2014; Schwartz, 1994). Malhotra, Agarwal and Peterson (1996) refer to culture in groups of people as opposed to individuals and Rinuastuti, Hadiwidjojo, Rohman and Khusniya (2014) conceptualize the visible and invisible effect of human cultural

behaviors as collective process shared and acquired by people who live in the same social environment to which Hofstede (1991; 2005; 2010) defines culture as the collective software of the mind that distinguishes the members of a group or the group categories when facing other groups (Hofstede, 1991; Hofstede and Hofstede, 2005; Hofstede *et al.* 2010).

2.2 Nationality as the set point of cultural differences

Culture in cross-cultural research has been defined at the national level. However, whether the individual in one state indicating cultural orientation which is consistent with the national culture still needs to be measured and clarified (Kluckhohn, 1951; Rinuastuti, Hadiwidjojo, Rohman and Khusniya, 2014).

Historically, all societies match structured forms of organization and the concept of general culture strictly speaking, applies more to societies than to nations. However, many nations present themselves as a historical entity even those who were built upon completely different groups and by less integrated minorities (Hofstede, 1991).

Many researchers have examined how personality/demographic characteristics and situational factors can influence all these variables – ethical attitudes, intentions, behavior, and outcomes (Ford and Richardson, 1994; O’Fallon and Butterfield, 2005; Pan and Sparks, 2012; Tenbrunsel and Smith-Crowe, 2008). These studies have included a variety of personality and demographic factors, including locus of control, risk propensity, machiavellianism, and competitiveness, as well as demographic factors like age, gender, work experience, education, nationality, and religion (Bird and Stevens, 2003; Chapman, 1997; Evangellos, 2004; Manev and Stevenson, 2001).

Borsboom, Mellenbergh, and van Heerden (2004), state that criterion validity was truly one of the most serious mistakes ever made in the theory of psychological measurement. Corse (1995), Brewer and Venaik (2011) present a more balanced position by criticizing the arbitrary use of one or the other national culture score without adequate justification that is likely to undermine our understanding of culture and how it affects behavior.

In fact, cultural values are not tending to converge, but rather economic development is pushing all countries in a common direction. To a certain degree, the values are path dependent while the historical baggage and cultural background of society has considerable weight when deciding to

move in one direction or another (Cardona-Cardona *et al*, 2014; Ding Jeanjean and Stolowy, 2005; Inglehart and Wenzel, 2005; Ramanna and Sletten, 2009; Sivasubramaniam e Goodman-Delahunty, 2014).

Despite the emergence of a global culture, represented such as, by people who work in the international business environment, the elements of national cultures will not simply disappear (Bird and Stevens, 2003) and the strength of this paradigm lies in its clarity and consistency in identifying cultural dimensions and juxtaposing one culture against another along these dimensions to facilitate cross-cultural comparisons (Fang, 2006).

McCrae, Terracciano, Realo and Allik (2007) are sceptics with regards to the accuracy of national character stereotypes but summarize the evidence in favor of the validity of aggregate personality traits.

Prašnikar, Pahor, Svetlik (2008) are more specific with their Yin and Yang analogy for cultural juxtaposing but Hofstede's cultural framework is a model of the national culture which has been most widely referred to by several types of research in psychology, sociology, marketing or even management (Bird and Stevens, 2003; Brewer and Venaik, 2011; Mascarenhas, 2002; Soares, 2007; Sondergaard, 1994; Steenkamp, 2001).

Even though there are some disadvantages of referring to Hofstede's cultural dimensions, according to Reisinger (2009) citing Mead (1998), these dimensions allow us as researchers to integrate as comparison within national cultures, which the comparison is beneficial worldwide as the key differentiator between cultural groups; it is acceptable to be applied not only related to the values of works, but also common values, as well as accepted as a cross-cultural universal (Reisinger, 2009; Rinuastuti, Hadiwidjojo, Rohman and Khusniya, 2014).

It should be noted that application of Hofstede's Dimensions has, since their original publication, become pervasive across numerous disciplines and their wide acceptance is evidenced by the more than 2600 citations noted from 1980 to 2002, per the Social Sciences Citation Index. In comparison, Edward Hall's (1976) *Beyond Culture*, which represents a rival measure, was cited 94 times between 1976 and 2002 (Litvin, Crotts, Hefner, 2004).

2.3 National cultural dimensions

The range of countries sampled can theoretically affect the dimensions emerging from studies of this type, and Hofstede (1980) notes the lack of samples from (former) communist nations. The values sampled were not comprehensive, so that the dimensions identified may not be exhaustive. Nevertheless, his study remains to this day the most comprehensive survey in terms of the number of national cultures sampled (Dugan and Smith, 1996; Fang, 2003; Hofstede and Peterson, 2000; Smith *et al.*, 1996; Soares 2007; Taras, Kirkman, and Steel, 2010) however, his work has received substantial criticism, especially for the internal validity of the dimensions, interpretation and the methodology used to develop the scales (Huettinger, 2008).

It happens very often that the mean value of two groups is the same but the variances of both are very different, especially societies, which are multiracial, large in size, multi-religious or multi-ethnic likely, display large diversity (Au, 2000). For culturally divided countries like Italy or Germany, the mean value might therefore not be useful at all (Blau, 1977). Minkov (2007) and Hofstede *et al.*, (2010), incorporated two extra dimensions to the 1980 model and materialized the final model into seven dimensions:

2.3.1 Power Distance Index (PDI)

Power distance is defined by the level of acceptance for those who have less power in the institutions and in the country's organizations. The term institutions refer to the fundamental elements of a society such as family, school, community and the term organization refers to the different workplaces (Adler, 1997; Hackman and Johnson, 1996; Hofstede and Hofstede, 2005; Hofstede, 1991; Hofstede, 1984; Hoppe, 1990; Kalu, 2010; Rau *et al.* 2013; Rinuastuti, 2014; Webber, 2000).

The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalize the distribution of power and demand justification for inequalities of power (Hofstede. in: <http://geert-hofstede.com/dimensions.html>. Consulted in: 13/02/2015.).

Societies of high-power distance show tolerance in accepting power hierarchy, tight control, vertical top-down communication and even discrimination by gender, family background, education level, race and occupation. Furthermore, they heavily rely on authority, centralization and show great tolerance for the lack of autonomy which fosters inequalities in power and wealth (Bhagat, Kedia, Harveston, and Triandis, 2002; Farh *et al.* 2007; Huettinger, 2008; Kirkman, Chen, Farh, Chen, and Lowe, 2009; Purohit and Simmers, 2006; Tyler *et al.* 2000; Sivasubramaniam e Delahunty, 2014).

Chen (2011) considers power distance at two levels of analysis namely, team power distance climate as the extent to which members of a team share a perception regarding the legitimacy of an unequal power distribution and individual power distance belief as the extent to which “an individual accepts the unequal distribution of power” in the firm (Clugston, Howell, and Dorfman, 2000; Huq, Tyler and Schulhofer, 2011; Lin, Wang and Chen, 2012; Schaubroeck, Lam, and Cha, 2007; Yang, Mossholder, and Peng, 2007).

2.3.2 Individualism vs. Collectivism (IDV)

Individualism marks societies in which the bonds in between individuals are not firm and each one should take care of themselves and their closest family. Collectivism on the other hand, features societies in which people are integrated since birth, in strong cohesive groups, that are protected during their entire life in exchange for unquestionable loyalty (Hofstede, 1991).

The high side of this dimension, called individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite, collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of “I” or “we” (Hofstede. in: <http://geert-hofstede.com/dimensions.html>. Consulted in: 23/02/2015).

This two-dimensional conception has served as support for research of values, Bond (1988), Brewer and Chen (2007), Miller, Bersoff and Harwood (1990), Yang *et al.* (2011), Ethics and decision-making, Ford and Richardson (1994), Husted and Allen (2008), Attitudes, Brewer and

Gardner (1996), Hui and Triandis (1986), Hui (1988), Triandis and Gelfand (1998), and behavior Chen *et. al* (1998), Hui (1988), Yamaguchi (1990), Yamaguchi (1994),.

Brewer and Venaik (2011), propose that the I-C dimension in Hofstede be relabeled as Self-orientation vs. Work-orientation. The proposed nomenclature of Self-orientation vs. Work-orientation is further supported by the strong correlation between this dimension and enjoyment vs. duty ($r=0.73$, $p<0.05$) and hedonism vs. skill ($r=0.76$, $p<0.001$), as reported in Hofstede (2001).

Morris, Davis, and Allene (1994), describes collectivism as requiring one to place the interests of the group ahead of one's personal interests thereby focusing on cooperation, group harmony, and group welfare.

Parker, Haytko, Hermans (2009), indicate collectivism results in more harmonious relationships, greater synergies, and better support systems than do Individualistic cultures (Spector *et al.*, 2007, Smith *et al.*, 1996, Triandis, 1995, Yang *et al.*, 2012). The negative side of this may be a loss of self and greater emotional dependence on the group (Komarraju *et al.*, 2008; Ramamoorthy *et al.*, 1998; Triandis and Suh, 2002).

Individualism features greater concern with personal rather than in-group fate and giving personal goals priority over in-group goals; feeling independent and emotionally detached from ones' in-groups; accepting confrontations within in-groups; and defining the self independently of ones' in-groups (Markus and Kitayama, 1991; Ho and Chiu, 1994; Triandis, 1989; Triandis, McCusker and Hui, 1990).

Individualists tend to prefer separating their work and nonwork domains, which is in line with their independent self-construal (Fan and Zigang, 2004; Rivers and Lytle, 2007; Ueno and Sekaran, 1992;). Thus those in individualistic countries may appraise long work hours as threatening and harmful, because long hours make it harder for them to separate their work and nonwork life domains, or to spend quality time on nonwork domains (Chen *et al.*, 2006; Chung and Mallery, 2000; Lu *et al.*, 2006; Minogue, 2012; Parker, Haytko, Hermans, 2009; Spector *et al.*, 2007, 2004; Yang *et al.*, 2011) and people living in rich countries tend to be more individualistic in their outlook than those in poorer countries (Ascigil and Magner, 2013; Inglehart and Baker, 2000; Komarraju *et al.*, 2008; Maslow, 1943; Ozminkowski, 1996; Ramamoorthy and Carroll, 1998).

Triandis made vertical and horizontal distinction both in individualist and collectivist categorization. Collectivist and individualist tendencies are present in each individual. These tendencies formed are depending on the environment, personality features and culture where the individual grows up, with the dominance of one tendency to the other. In the same way, every individual has tendencies of vertical individualism, vertical collectivism, horizontal individualism, horizontal collectivism but their rates change according to the situations (Cho *et al.*, 2010; Esen and Karademir, 2014; Komarraju *et al.* 2008; Oishi *et al.*, 1998).

Whereas Hofstede's Collectivism has a strongly significant negative relationship with economic prosperity ($r = -0.84$, $p < 0.001$), in the case of GLOBE there is a moderately positive relationship between Institutional Collectivism practices and economic prosperity ($r = 0.33$, $p < 0.05$). Thus Hofstede supports a negative relationship between Collectivism and prosperity, whereas GLOBE supports a positive link between Institutional Collectivism practices and prosperity (Brewer and Venaik, 2011).

Gelfand, Bhawuk, Nishii, and Bechtold (2004), suggest individual freedom vs. individual development and intrinsic (work-related) vs. extrinsic (nonwork-related) as alternative plausible labels for Hofstede's I-C dimension.

Kagitcibasi (1997) has argued that differences in individualism-collectivism can be the result of demographic variables and research in trans-cultural studies suggests that countries from Eastern Asia, Africa, Latin America and China tend to be predominantly collectivists and countries as Canada, USA, and Western Europe tend to be predominantly Individualists (Bond, 1988; Fan and Zigang, 2004; Hofstede, 1991, 1980; Triandis, 1989).

2.3.3 Masculinity Vs. Femininity (MAS)

The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented. In the business context, Masculinity versus Femininity is sometimes also related to as "tough versus gender" cultures (Hofstede. in: <http://geert-hofstede.com/dimensions.html>. Consulted in: 07/03/2015).

Marketing researchers have shown interest in this issue because gender is one of the primary segment on variables in marketing activities (An and Kim, 2006; Artz and Venkatesh, 1991; Bretl and Cantor, 1988; Cheng, 1997; Klassen *et al.*, 1993; Kramer and Knupfer, 1997; Mazzella *et al.*, 1992), while age, ethnicity, class, and many other factors also have culturally prescribed norms, gender is the most universal and salient social organizing principle (Roopnarine and Mounts, 1987).

Economic differences between classes dictate the types of masculinity available to men (Connell, 1987; Sandstrom *et al.*, 2006). Masculinity and entrepreneurial ideology merge as personality, character, and social skills become marketable commodities (Pereira, 2007; Schermerhorn, Hunt, and Osborn, 2004; Sidler, 1991; Tolson, 1977; Wetherell, 1997; Tjeder, 2002;).

For Hofstede *et al.* (2010) masculinity results are present in 76 countries and the higher results are recorded in Japan, German and Latin language countries such as Italy and Mexico. England and western countries present results moderately high. Countries from the north part of Europe and Holland scored low. France, Spain, Portugal, Chile, Korea and Thailand scored moderately low.

In a society where feminine values have a dominant influence on a culture, there tends to be less differences between women and men in the type of roles portrayed in advertising, whereas in a society where masculine values are dominant, there tends to be a large difference in the societal roles attached to women and men in advertising (Milner and Collins, 2000; Wiles *et al.*, 1995).

Masculinity is a discourse of power and centrality, whereas femininity is one of powerlessness and marginality (Zoonen, 1994). Masculinity is associated with the concepts of manhood, boyishness, machismo, virility, and patriarchy and as a social identity is both personal and social. It is not singular therefore one can adopt plural masculinities (An and Kim, 2006; Bourgois, 2000; Connel, 1995; Gilmore, 1990; Wetherell, 1997; Segal, 1990; Smith, 2010; Rehn and Skold, 2003).

These results suggested that while Arab women are willing to accept more responsibilities in the political, occupational, educational and social spheres, Arab men are not willing to share this responsibility with them (Abdalla, 1996). In the June 2006 election, 28 female candidates ran for parliament, but none of them had a chance to win (CCN Arabic, 2006). A year later, the first women to hold a position in the Kuwaiti government was appointed as both Minister of Planning and Minister of Administrative Development (Freedom House, 2006).

One year later, females were appointed to posts of Minister of Communications, Minister of Health and Minister of Education (People's Daily Online, 2007) (Al-Suwaihel, 2010). Only 7 percent of leadership positions in Kuwait are held by women, a statistic not drastically different from the rest of the world, says former Kuwaiti minister, Masouma Al Mubarak Valiya Sajjad. in: <http://www.arabtimesonline.com/NewsDetails/tabid/96/smId/414/ArticleID/181291/reftab/96/Default.aspx>. Consulted in: 17/04/2015.

2.3.4 Uncertainty Avoidance Index

The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behaviour and are intolerant of unorthodox behavior and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles (Hofstede. in: <http://geert-hofstede.com/national-culture.html>. Consulted in: 15/05/2015).

Specifically, high uncertainty avoidance cultures are not comfortable with unstructured situations. They prize structure; they feel threatened by the unknown and the ambiguous. On the other hand, low uncertainty avoidance cultures more willingly accept risk (Chui *et al.*, 2002; DiRienzo *et al.*, 2007; Hefner, 2004; Litvin, Crotts and Money, 1998).

Hofstede offered that differences in uncertainty avoidance are potentially the most significant cultural dimension in international settings due to its relationship to tolerances for risk and prescribed behavior (Yavas, 1990).

Language, economic, geographical, and political characteristics and common trade agreements influence a country's implementation decision. Other economic factors, such as the existence of investor protection mechanisms and unlimited access to capital markets, may also have an impact on a country's implementation decision (Albuloushi and Algharaballi, 2014; Cummins 1998; Hope *et al.*, 2006; Lau *et al.* 2005; Leelakulthanit and Day 1993; Ramanna and Sletten, 2009; Santos, Fogaca, Souza, Toledo, and Gandra, 2012; Wong 1993).

Resistance to change will be higher in cultures of high uncertainty avoidance and note that employees who are higher in uncertainty avoidance prefer greater standardization. For example, Turkey is classified as a high uncertainty avoidance and power distance culture, which is reflected by subordinates always accepting their superiors' directives without question (Hirst *et al.*, 2008; Leung *et al.*, 2005; Pellegrini and Scandura, 2006). Uncertainty avoidance is positively correlated with the preference for joint ventures and related to risk-taking behavior (Agarwal, 1993; Li *et al.*, 2001; Makhija and Steward, 2002; Sirmon and Lane, 2004; Wu *et al.*, 2008; Yan and Zeng, 1999).

We argue that the effect of product uncertainty on both consumer evaluations and choice depends on uncertainty avoidance (UA) – a cultural dimension related to anxiety, rule orientation, security needs and deference to experts (Lee, Garbarino and Lerman, 2007; Reimann, Lunemann, and Chase, 2008; Schneider and DeMeyer, 1991) and individuals high on uncertainty avoidance make choices for uncertain outcomes that involve gains (Ladbury, Hinz, 2009). An individual's income can also have an influence on uncertainty avoidance and outcomes. As income increases, individuals high on uncertainty avoidance were more willing to take risks (Geletkanycz, 1997; Yang-Ming, 2008).

Latin Europeans dealt with uncertainty avoidance by being proactive in dealing with environmental change which was seen as a threat or a crisis. When compared to North American/Anglo cultures with low uncertainty avoidance, we found different responses between cultures. North American/Anglo cultures dealt with uncertainty avoidance through passive or risk-aversion responses while the Latin European culture dealt with uncertainty through adaptation. The response is not a difference in uncertainty avoidance scores, but a culture's preferred response to avoiding uncertainty (Schneider and DeMeyer, 1991).

2.3.5 Long Term Orientation Vs. Short Term Normative Orientation (LTO)

Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently. Societies who score low on this dimension, for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future. In the business context, this dimension is related to as "(short term)

normative versus (long term) pragmatic" (PRA). (Hofstede. in: <http://geert-hofstede.com/national-culture.html>. Consulted in: 30/05/2015).

The new dimension revealed by CVS and based on answers from students of twenty-three countries composed by the following: for long term orientation: perseverance, respect for the social status of each person in regards to their social relations, austerity and sense of shame. For short term orientation: solidity and personal stability, dignity, respect for tradition, reciprocity of favors, gifts and kindness (Hofstede, 1991).

A democratic society must be mobile and dynamic. It is a society in which teachers know that what works for one student might not work for another. Experience is not a mental state that is within us, instead, we are within experience. A democratic society is not one that makes provisions for equal participation in its good for all its members. This kind of society involves flexible readjustments of its institutions through interactions among the different forms of life (Boisvert, 1988; Campbell, 1995; Sleeper, 1987; Welchman, 1995).

The problem for pragmatists is not so much that the thing in itself is unknowable, but that it can be known in so many different ways: one thing can function as many different objects, and one object can be represented by many different things: which role a thing is given in a given situation, which determines object it is made to impressionable, depends not only on its inherent qualities but also on the interests, assumptions and practical skills of the actor.

One thing we call paper, can be used for building fire, writing a letter, covering the floor, making a mask, as well as for many other uses, every one of which brings it to existence a new situation and a different object (Blosch, 2001; Dalsgaard, 2014; Shalin, 1987; Surie and Ashley, 2008).

2.3.6 Indulgence Vs Restraint (IND)

Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms (Hofstede. in: <http://geert-hofstede.com/national-culture.html>. Consulted in: 19/06/2015).

Indulgence versus restraint is extracted by Minkov (2007) from the World Values Survey (2006) and subsequently added to Hofstede's classic model of culture (Akdeniz and Talay, 2013).

Indulgence refers to “a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun” whereas restraint is “a conviction that such gratification needs to be curbed and regulated by strict social norms”. People in indulgent cultures tend to be more content, optimistic, and extroverted. They relish leisurely activities and cherish their friendships. As such, they have more appreciation of music and films and maintain closer communication not only with their family, friends, and colleagues but also with foreigners. In restrained cultures, on the other hand, people tend to be more discontent, pessimistic, and neurotic. They scorn leisure while praising thrift as a valuable trait. They tend to be more reserved and collected in their relationships with family, friends, and colleagues and maintain diffident and timorous behaviors toward foreigners (Hofstede et al. 2010).

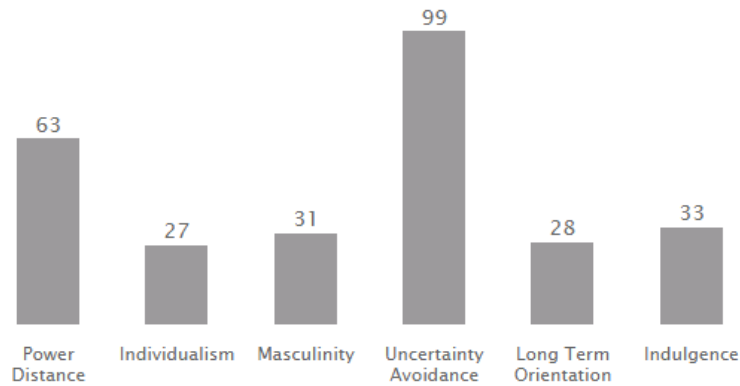
Indulgence tends to prevail in South and North America, in Western Europe and in parts of Sub-Saharan Africa. Restraint prevails in Eastern Europe, in Asia and in the Muslim world (Chun *et al.*, 2003; Early, 2006; Hofstede, 2011; Hofstede *et al.*, 2010; Hofstede, 2004; Hofstede, 2001).

If we relate the aspects of the indulgence versus restraint dimension of culture to people’s tendency to enjoy movies, it appears that people in indulgent cultures will be predisposed to spend their time and money in movie theaters since movies are experiential/hedonic goods, the consumption of which primarily involves sensory or aesthetic pleasure, fun, fantasy, and excitement. The utilization of movie signals will be greater in indulgent cultures primarily because of this predisposition to continuously seek such feelings (Akdeniz and Talay, 2013).

We noticed that indulgence is analogous to Schwartz’s (1992) hedonism value. Lim’s (2012) study about the life priorities and work preferences of Gen Y Emiratis and expatriates shows that hedonistic personal value measuring life priority construct is being successful in a high-paying career or profession (Ismail and Lu, 2014).

2.4 Portuguese culture through the lens of the 6-D Model of Hofstede

Figure 2. Portuguese culture dimensions results



Source: <https://geert-hofstede.com/portugal.html>

Portugal's score on power distance (63) reflects that hierarchical distance is accepted and those holding the most powerful positions are admitted to have privileges for their position. Management controls, i.e. the boss requires information from his subordinates and these expect their boss to control them. A lack of interest towards a subordinate would mean this one is not relevant in the organization. At the same time, this would make the employee feel unmotivated. Negative feedback is very distressed so for the employee, it is more than difficult to provide his boss with negative information. The boss needs to be conscious of this difficulty and search for little signals in order to discover the real problems and avoid becoming relevant.

Portugal, in comparison with the rest of the European countries (except for Spain) is Collectivist (because of its score in this dimension: 27). This is manifest in a close long-term commitment to the member 'group', be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take account of the employee's in-group, management is the management of groups.

Portugal scores 31 on MAS and is a country where the keyword is consensus. So polarization is not well considered or excessive competitiveness appreciated. In Feminine countries the focus is

on “working in order to live”, managers strive for consensus, people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation. Incentives such as free time and flexibility are favoured. The focus is on well-being, status is not shown. An effective manager is a supportive one, and decision-making is achieved through involvement.

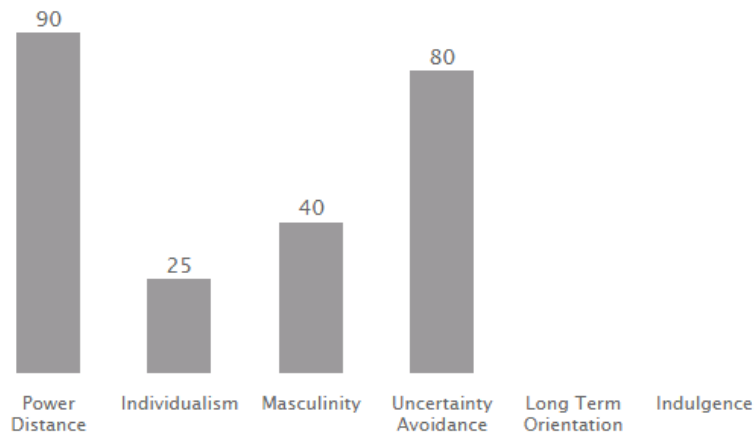
If there is a dimension that defines Portugal very clearly, it is Uncertainty Avoidance. Portugal scores 99 on this dimension and thus has a very high preference for avoiding uncertainty. Countries exhibiting high Uncertainty Avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. In these cultures, there is an emotional need for rules (even if the rules never seem to work) time is money, people have an inner urge to be busy and work hard, precision and punctuality are the norm, innovation may be resisted, security is an important element in individual motivation.

A low score of 28 shows that Portuguese culture prefers normative thought over pragmatic. People in such societies have a strong concern with establishing the absolute truth; they are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results.

A relatively low score of 33 indicates that Portugal has a culture of restraint. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Also, in contrast to indulgent societies, restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong.

2.5 Kuwaiti culture through the lens of the 6-D Model of Hofstede

Figure 3. Kuwaiti culture dimensions results



Source: <https://geert-hofstede.com/kuwait.html>

Kuwait scores high on PDI (score of 90) which means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.

Kuwait, with a score of 25 is considered a collectivistic society. This is manifest in a close long-term commitment to the member 'group', be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and over-rides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies offence leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take account of the employee's in-group, management is the management of groups.

Kuwait scores 40 on this dimension and is thus considered a relatively Feminine society. In Feminine countries the focus is on "working in order to live", managers strive for consensus, people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation. Incentives such as free time and flexibility are favoured. The focus

is on well-being, status is not shown. An effective manager is a supportive one, and decision-making is achieved through involvement.

Kuwait scores 80 on this dimension and thus has a preference for avoiding uncertainty. Countries exhibiting high Uncertainty Avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. In these cultures, there is an emotional need for rules (even if the rules never seem to work) time is money, people have an inner urge to be busy and work hard, precision and punctuality are the norm, innovation may be resisted, security is an important element in individual motivation.

2.6 Negotiation characteristics

Negotiation is always present in our personal lives, in our professional lives and in our daily life. It goes far beyond buying and selling products or services. Ever since baby's we negotiate when we use the crying tactic in order to achieve our goals (Falcão, 2013).

Should a negotiation be a formal meeting, or can it be a casual conversation at the coffee? Does it include outsiders or only privileged power holders? Is it an occasion for running off with the goodies before the people on the other side knows what hit them, or is it an opportunity to establish collaborative, long-lasting personal and business relationships? (Brett, 2014; Fisher and Shapiro, 2005; Foster, 1995; Weir, 2013).

What is essential in learning about negotiation is understanding the importance of knowing how to see things from others' point of view, collaborating with those people you are negotiating with, and creating solutions that satisfy the interests of all party's involved in the transaction (Carvalho, 2013; Lum, 2005; Strother, 2004) or as per Gelfand and Dyer's (2000) idea that a negotiator's behavior is driven by the interaction of cultural values and the social context of the negotiation (Rivers and Volkema, 2012).

Negotiation presupposes the existence of two parties (bilateral negotiation) or several party's (multilateral negotiation). We consider negotiation as a process between individuals, within groups and between groups that occurs when a conflict is elevated between several persons or entities (Carvalho, 2013; Falcão, 2013; Lewicki, Saunders and Barry, 2015; Lewicki, 1992; Rubin and Brown, 1975).

There is no negotiation unless there is the expectation of influence from at least one of the party's over the other (Carvalho, 2013). Parties seek through negotiation to reach an agreement that can be either formal or informal (Falcão, 2013).

It is a strategy pursued by choice (Lewicki, Saunders & Barry, 2015) and in a given moment, the preference over negotiation overcomes the establishment of hostilities and resistance in order to reach an agreement (Carvalho, 2013). The party's need one each other and if one doesn't need the other they don't need to negotiate (Falcão, 2013).

Each party's presents itself in the negotiation with the perspective that it will concede something in order to receive equal or higher benefit for it self (Carvalho, 2013).

When we negotiate we expect a "give-and-take" process that is fundamental to our understanding of the word negotiation (Lewicki, Saunders and Barry, 2015).

Negotiation is about an exchange in between party's that place them better in a better final position if all scenarios are considered and the way a negotiation is conducted can be the most relevant element in order to succeed or not in the negotiation (Falcão, 2013).

The relationship of the tangible and intangible elements during the course of a negotiation forces to establish a careful equation and analysis towards its importance level. There are times to negotiate and times not to negotiate. (Carvalho, 2013, Lewicki, Saunders and Barry, 2015).

2.7 Conflict management

A conflict can result from the strongly divergent needs of the two parties or from misperceptions and misunderstandings (Lewicki, Saunders and Barry, 2015). Conflict can occur when the two party's are working toward the same goal and generally want the same outcome or when both parties want very different outcomes (Mack and Snyder, 1957; Pourcq *et al.*, 2015; Putnam and Poole, 1987; Schmidt and Kochan, 1972).

Conflicts are to be managed, not to be revoked. Having in consideration the positive aspects of the conflict, it should be managed on one hand, to try to minimize the negative aspects and on the other to enhance the positive ones (Falcão, 2013). There is a danger in trying to import leadership approaches in the same way Golf Cooperation Council (GCC) exports oil (Weir, 2013).

Rahim (2002) listed the situations when conflict may occur, a party is required to engage in an activity that is incongruent with his or her needs or interests, a party holds behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences, a party wants some mutually desirable resource that is in short supply, such that the wants of everyone may not be satisfied fully, a party possesses attitudes, values, skills and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s), two parties have partially exclusive behavioral preferences regarding their joint actions, two parties are interdependent in the performance of functions or activities.

2.7.1 Types of Conflicts

There are at least three forms of conflict, based on the types of concerns which are at stake for the party: goals (when the party's want to achieve opposite and incompatible ends), judgments (when the party's derive different conclusions from the same empirical issues), and normative standards (when the other party's behavior is below the standards expected by the party in certain social norms) (Thomas, 1992).

Jehn (1997) presents that affective conflicts exist when there are incompatible interpersonal relationships resulting from the fact that the party's have different feelings and opinions about some of the issues in negotiation. Relationship conflicts interfere with task-related effort because members focus on increasing power and attempting to build cohesion instead of working on the task. The conflict causes members to be negative, apprehensive and offended (Amason, 1996; Carvalho, 2013; Jehn *et al.*, 1999; Jehn, 1995, 1997; Lewicki *et al.*, 2015).

Substantive conflicts exist when organization's colleagues have disagreements over task or content issues. On one hand, substantive conflict can improve group performance in groups performing non-routine tasks, since it allows for a better understanding of the issues and also of different points of view and alternative solutions. The absence of substantive conflict does not stimulate understanding of issues and their discussion, while high substantive conflict levels may interfere with task completion. On the other hand, it can hurt group loyalty, employee loyalty to the company, job satisfaction. Although these conflicts' description focus was on intra-organizational

conflict (within an organization), both conflicts also apply to inter-organizational conflict (between two or more organizations) (Jehn *et al.*, 1999; Jehn, 1997).

A third major level of conflict is within a group – among team and work-group members and within families, classes, living units and tribes. At the intragroup level we analyze conflict as it affects the ability of the group to make decisions, work productively, resolve its differences and continue to achieve its goals effectively (Carvalho, 2013; Correia, 2012; Lewicki *et al.*, 2015; Thompson, 2005).

Contemporary organizations should focus on conflict management and not on conflict resolution (Alper, Tjosvaldo and Law, 2000; Bodtker and Jameson, 2001; Kuhn and Poole, 2000; Rahim, 2002; Rahim, 2001). Conflict management does not always imply avoidance or reduction of conflict (DeChurch and Marks, 2001).

It involves, on one side, minimizing the dysfunctions of conflict and, on the other side, enhancing the constructive functions of conflict in order to enhance learning and effectiveness in an organization (Rahim, 2002).

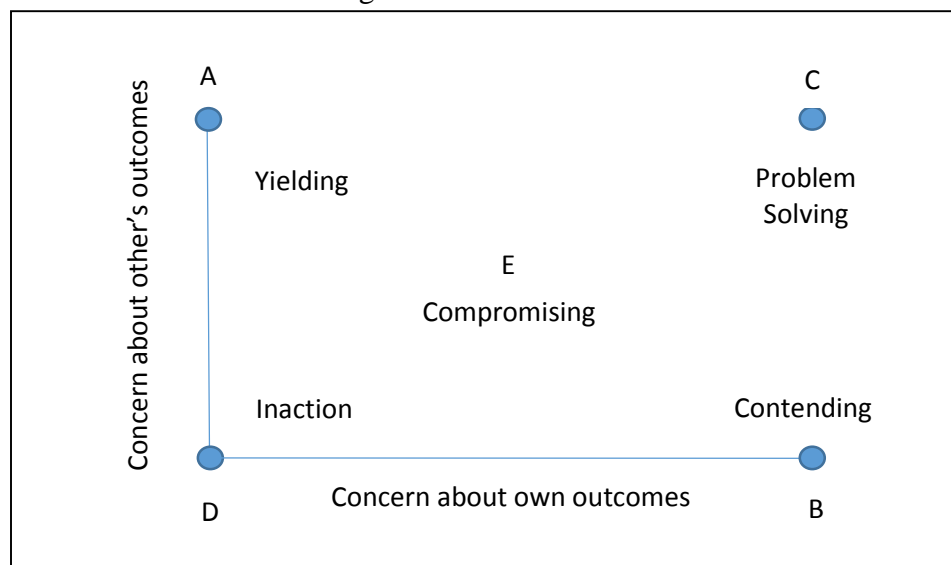
Conflict also has many productive aspects. From this perspective, conflict is not simply destructive or productive, it is both (Tjosvold *et al.*, 2003; Tjosvold and Sun, 2001; Tjosvold, 1986, 1997).

The objective is not to eliminate conflict but to learn how to manage it to control the destructive elements while enjoying the productive aspects. Negotiation is a strategy for productively managing conflict (Carvalho, 2013; Coser, 1956; Deutsch, 1973; Lewicki *et al.*, 2015).

2.7.2 Issues and Possible Settlements

The conflict issues can be viewed through the perspective of the party's concerns – one party's concerns that may be affected by the counterparts, and the counterparts concerns that may be affected by the party. In this context, there is a set of possible negotiation outcomes, including the no-agreement scenario. The potential settlements can be viewed as a combination of the degree of satisfaction of the party's involved in the negotiation (Pruitt *et al.*, 1994; Sheppard, Lewicki and Minton, 1986).

Figure 4. Social Conflict



Source: *Social Conflict: Escalation, Stalemate and Settlement*. in Pruitt et al. 1994. Adapted from *Negociação*. Carvalho, J. C., 2013, Edições Sílabo, p. 33

There are five main possible outcomes. Point C represents the best outcome, since it depicts a win-win or integrative situation, whereby both parties concerns are satisfied. Point D is on the opposite side, representing the worst outcome, since both parties concerns are not satisfied, which is considered a lose-lose situation. In the middle stands Point E, which depicts a compromise situation, whereby neither party's concerns are fully satisfied or fully unsatisfied. Points A and B represent win-lose situations, in which one party manages to fully satisfy its concerns with the outcome, while the other party does not satisfy its concerns at all (Falcão, 2008).

Contending (also called competing or dominating) is the strategy in the lower right-hand corner. Actors pursuing the content strategy pursue their own outcomes strongly and show little concern for whether the other party obtains his or her desired outcomes. Threats, punishment, intimidation and unilateral action are consistent with a contending approach.

Yielding (also called accommodating or obliging) is the strategy in the upper left-hand corner. Actors pursuing the yielding strategy show little interest or concern in whether they attain their own outcomes. Yielding involves lowering one's own aspiration to 'let the other win' and gain what he or she wants.

Inaction (also called avoiding) is the strategy in the lower left-hand corner. Actors pursuing this strategy show little interest in whether they attain their own outcomes as well little concern about whether the other party obtains his or her outcomes. It's often synonymous with withdrawal or passivity; the party prefers to retreat, be silent or do nothing.

Problem solving (also called collaborating or integrating) is the strategy in the upper right-hand corner. Actors pursuing the problem-solving strategy show high concern for attaining their own outcomes and high concern for whether the other party attains his or her outcomes. In problem solving, the two party's actively pursue approaches to maximize their joint outcome from the conflict.

Compromising is the strategy located in the middle. As a conflict management strategy, it represents a moderate effort to pursue one's own outcomes and a moderate effort to help the other party achieve his or her outcomes. Pruitt and Rubin (1986) do not identify compromising as a valuable strategy; they see it "as arising from one of two sources – either lazy problem solving involving a heart-hearted attempt to satisfy the two party's or simply yielding by both parties" (Lewicki *et al.*, 2015).

The conflict issue definition approach followed by each party has a strong influence on the outcomes. There are three dimensions of issue definition: egocentricity, insight into underlying concerns, and size of issue (Thomas, 1976).

For example, an employee may take the position before his superior that he wants a fifty percent raise or he will leave the company. The employee does not care about his boss, who will be hurt

by either losing a key employee or by overpaying him with impacts on the company's profitability and salary levelling policies. This illustration provides the basic elements of a distributive bargaining situation. It is also called competitive, or win-lose, bargaining. In distributive bargaining, the goals of one party are usually in fundamental and direct conflict with the goals of the other party. Resources are fixed and limited and both parties want to maximize their share. As a result, each party will use strategies to maximize his or her share of the outcomes (Lewicki *et al.*, 2015).

Distributive bargaining is basically a competition over who is going to get the most of a limited resource, which is often money. Whether or not one or both parties achieve their objectives will depend on the strategies and tactics they employ (Walton and McKersie, 1965). Good distributive bargainers identify their realistic alternatives before starting a discussion with the other party so that they can properly decide how firm to be in the negotiation (Fisher and Ertel, 1995).

Two concepts are presented as relevant in this area. One is the Best Alternative To a Negotiated Agreement (BATNA), initially defined by Fisher and Ury (1981), which is the course of action that will be taken by a party if the current negotiations fail and an agreement cannot be reached. If the other party proposes an agreement whose value is worse than the party's BATNA, it should not be accepted since there is a better alternative than this (Lewicki *et al.*, 2015).

Negotiators that have a strong BATNA, that is a very positive alternative to a negotiated agreement, will have more power throughout the negotiation and accordingly should be able to achieve more of their goals (Fisher, Ury and Patton, 2011).

Strong BATNA's can also influence how a negotiation unfolds. Negotiators with stronger BATNA are more likely to make the first offer in a negotiation and appear to negotiate better outcomes (Magee, Galinsky and Gruenfeld, 2007).

This positive benefits of a good BATNA appear particularly strong when the bargaining range is small because negotiations with smaller bargaining ranges are more competitive and less likely to yield agreements (Kim and Fragale, 2005). The other concept is the Zone of Possible Agreement (ZOPA), defined by the room between each party's BATNA's within which agreement can be reached between party's (Raiffa, 1982; Carvalho, 2013).

To circumscribe the ZOPA frontiers to certain fixed values on a real negotiation scenario, is a non-practicable task especially because each negotiator sets up their own zone regardless of the possibility of existing matching limits or significantly distant ones, according to each party (Carvalho, 2013).

The second dimension, insight into underlying concerns, encourages collaboration between party's in the search for an integrative negotiation outcome. When one party attempts to negotiate with others using as negotiation tools his or her positions on certain issues, and the party does not provide the reasoning behind those positions, the probability of collaboration and integrative outcomes are very low. On the other hand, if each party bargains over his or her interests instead of bargaining over positions, the probability of cooperation and of reaching an integrative and more positive outcome is significantly higher (Fisher and Ury, 1981; Lax and Sebenius, 1986; Pruitt and Rubin, 1986).

Using as a scenario example of, one employee that takes a position where he wants a fifty percent raise or he will leave the company. If the boss takes the position that the company's policy does not allow for such a substantial raise, the employee will either leave the company or hurt his relationship with his superior and the company. However, if both explore and bargain over each other's interests, the outcome may be different. The employee's interests may include to work close to his children's school, have one more week of vacation, spend less time travelling, have a larger office, get a different car. If the superior understand the employee's interests and both bargain over interests, there is a higher probability of an integrative outcome whereby the employee may see his interests satisfied staying in the company and therefore satisfying his superior's and the company's interest of keeping a key employee (Falcão, 2008).

The third dimension of issue definition is size of the issue. The issue is considered larger when it involves more people, entities or events, or when it sets precedents for the future. For example, if a country provides independence to a semi-autonomous region after the latter requested it, the same country will have difficulties in denying independence to other semiautonomous regions under its rule. Large issues make integrative outcomes highly improbable by raising the party's emotional level and /or by raising defensive approaches which limit collaboration and integrative settlements (Thomas, 1976).

2.8 Models of Negotiation and Bargaining

Lewicki, Weiss and Lewin (1992) provided an assessment on the negotiation and bargaining approach through the description of its dominant model, followed by other major models categorized as descriptive (describing and predicting conflict dynamics) or normative (prescribing actions for individuals, usually through the perspective that conflict is negative).

The dominant paradigm is Walton and McKersie's (1965) four negotiation subprocesses: distributive bargaining, integrative bargaining, attitudinal structuring, and intra-organizational bargaining. Distributive bargaining takes place in situations where there are fixed-sum payoffs and therefore the party's want to get the largest share of that fixed amount. It is based on the win-lose perspective.

The party's play a game of perceptions about each one's ideal outcome and minimum-acceptable outcome. The quality of the initial offer and concession making strategies is essential for success in these types of negotiations.

Integrative bargaining occurs when the party's are focused on exploring opportunities to expand the total payoff that will result from the negotiation and are not focused on sharing the payoff. It is based on the win-win perspective. The party's follow a joint problem-solving attitude in order to increase the global outcome. Trust, open communication and considerable information exchange are key for the success of this approach.

Attitudinal structuring occurs when negotiators try to influence the quality and nature of their relationship, through attempts to change each other's perceptions, attitudes and the negotiations' climate. Intra-organizational bargaining looks into the roles performed by negotiators and the sources of conflict inside their own negotiations' team. It focuses on internal conflict, in opposition to the other three subprocesses.

Researchers have been paying more attention to the distributive bargaining and the integrative bargaining subprocesses. However, most research has not considered the coexistence of the two as subprocesses of the same origin, but instead has analyzed each one of them separately as two different branches or two different processes (Falcão, 2008).

There is no evidence that integrative negotiation will be effective against a strong, consistent distributive bargainer. This does not mean the distributive bargainer will do better than the integrative negotiator. In fact, there is good evidence that bargaining distributively in an integrative situation will be suboptimal (Lewicki *et al*, 2015).

Regarding the other major models, the review of negotiation models done by Lewicki, Weiss and Lewin (1992) categorized them in distributive, integrative and other processes:

Table 1. Models of negotiation and bargaining

	Descriptive	Normative
Distributive	Bilateral Monopoly Siegel and Fouraker, 1960 Three Phases Douglas, 1962 Bargaining Power Chamberlain and Kuhn, 1965 Learning Process Cross, 1965,1977 Demand Level / Concession Rate Pruitt, 1981 Multilateral Public Sector Lewin, Feuille, Kochan and Delaney, 1988	Risk of Conflict Zeuthen, 1930 Rational Utility Maximization Nash, 1950 Uncertainty and Tactical Manipulation Pen, 1959 Superior Set Champlin and Bogano, 1986
Integrative	Framework / Detail Ike, 1964; Zartman and berman, 1982	Integrative Decision-making Filley, 1975

	<p>Integrative Negotiation</p> <p>Pruitt, 1981, 1983</p>	<p>Principled Negotiation</p> <p>Fisher and Ury, 1981</p> <p>Creative Problem Solving</p> <p>Pruitt and Rubin, 1986</p>
Other	<p>Development / Cyclical</p> <p>Gulliver, 1979</p> <p>Field Theory</p> <p>Spector, 1977</p>	<p>Contingency Bargaining</p> <p>Lewicki and Litterer, 1985</p>

Source: Adapted from *Models of Conflict, Negotiation and third Party intervention: A review and synthesis*. Lewicki, R. J. Weiss, S. E. Lewin, D. 1992. *Journal of Organizational Behavior*. 13. P. 221.

3. Methodology

Bello (2004) defines methodology as a thorough, accurate, exact and detailed explanation of all the action undertaken during the research work. Freitas & Prodanov (2009) refer that a scientific work methodology should be a facilitator element of the knowledge production process and a tool able to support the research process that at the same time presents the investigator positioning with relevant questions.

The scientific research presents itself as a basic need from the science in its quest to find the reality. It is an attitude and a theoretical practice of permanent quest which defines an intrinsically unfinished and permanent process (Minayo, 1993). Research has a pragmatic character, meaning that its fundamental goal is to find answers through the use of scientific procedures (Gil, 1999). Yin (2003) sets out the type of question posed, the extent of control a researcher has over actual behavior events and the degree of focus on contemporary as opposed to historical events, as conditions that help the researcher selecting the research strategy that he identifies and relates to these conditions as per the bellow representation:

Table 2. Relevant Situations for Different Research Strategies

Strategy	Form of research question	Requires control of behavioral events	Focuses on contemporary events?
Experiment	how, why	Yes	Yes
Survey	who, what, where, how many, how much, how often	No	Yes
Archival analysis	who, what, where, how many, how much	No	Yes/No
History	how, why	No	No
Case study	What, How, why	No	Yes

Source: Adapted from *Case Study Research: Design and Methods*. Yin. 2003. Thousand Oaks.

CA: Sage Publications.

The present research will not set path onto situations of describing the frequency or prevalence of a phenomenon or estimating outcomes and therefore we will exclude History and Archival analysis strategies since our goal is to generate knowledge where the description of the events are provided from actual and living people instead of consulting sources of evidence that are generated from documentation or cultural remains of a past time.

In contrast, a well-designed experiment is needed to begin inferring causal relationships (e.g., whether a new education program had improved student performance), and a survey may be better at telling you how often something has happened (Yin, 2003). With both surveys and experiments, for instance, data collection is likely to occur as a formal stage separate from data analysis. One stage usually gets done before the other starts (Bromley, 1986)

Experiments also aim for analysis of one or two variables ensuring its control with laboratory context therefore, we will exclude this strategy since the present work focuses on negotiation scenarios and cultural influences that would be hardly possible to replicate in laboratory settings. We will opt for a multiple case study design strategy in our research that allows a richer theoretical framework as the evidence from multiple cases are usually more persuasive making a study more solid. Focusing on a single case will force you to devote careful attention to that case. However, having multiple cases might help you to strengthen the findings from your entire study—because the multiple cases might have been chosen as replications of each other, deliberate and contrasting comparisons, or hypothesized variations (Herriott and Firestone, 1983; Yin, 2003).

Although there is no ideal number of cases, multiple cases analysis should be based on four to ten cases. With less than four, it is difficult to generate theory with much complexity and empirical evidence is not convincing. With more than ten cases, it becomes difficult to cope with the high volume of information and data (Eisenhardt, 1989).

The data collection is the semi-interview presented by Ellram (1996) which allows participants to initiate their own observations rather than act strictly as questions and at the same time enables a deeper analysis in order to produce a better insight into the existence of cultural influences in the negotiation scenario. Direct observation, audio and video recordings were not accepted due to confidentiality reasons and cross-examining the content of the interviews with the other party's to

access agreement quality was not accepted due to confidentiality reasons nor this would be our intent not to be influenced by self-serving motivations or open the door to strategic reasons.

The research methodology and the semi-interview script are adapted from the work of Falcão (2008) and is supported with the Dimensions of Culture Questionnaire from Hanges, Javidan, Dorfman & Gupta (2004).

3.1 Reliability and Validity

Ellram (1996) presented two main aspects to ensure reliability: Use of a case study protocol and development of a case database. Regarding case study protocol, we defined the main key issues based on our research goal(s) and we generated an interview guide and defined procedures to be followed in all interviews that consisted in, email to interviewees previous to the interview, approach and ensure the issue of confidentiality and post-interview feedback.

The protocol was reviewed by the present work supervisor previously to the beginning of the interviews and in addition, we experimented the field work with a pilot to align protocol.

In terms of external validity, we will interview and analyse seventeen Portuguese citizens in the context of business relations and in line with the four to ten cases that Eisenhardt (1989) and the conclusions debate will result from sub-sets of the interview performed.

Regarding construct validity in the multiple case study data, the main focus is to triangulate or establish converging lines of evidence to make the findings as robust as possible, the most desired convergence occurs when two or more independent sources all point to the same set of events or facts (Yin, 2003).

No meeting memos were used in any of the party's we interviewed and we ensured the contact to all interviewees after the meetings to thank them and to discuss any query post interview which ensures also validity. Anonymity is ensured as requested from the interviewees in order to safeguard first of all, the interviewees request and at the same time to empower the interviewee to speak openly about them and about the other party's therefore, there is no data adaptation rather than the exact identification of the party's.

3.2 Data Analysis

The data analysis process was based on the creation of a pre-structured case study outline as part of the protocol above mentioned in order to minimize data collection overload and analysis.

Cognitive mapping and written explanations were used in the interviewee's reports and conclusions in order to structure, analyze and contextualize the accounts of the insights.

After mapping the case studies, we proceeded to the debate and conclusions, where an integrative process allowed us to analyze existing patterns and develop also alternative patterns to analyze and explain the key phenomenon of interest (Strauss and Corbin, 1990).

We developed our mapping works by representing the issues and factors that allow identification of the cultural differences at the negotiation process with direct phrases, each of them essentially a single idea, and identifying the relationships between them represented by links.

3.3 Pre structure of the case study

The negotiation situations researched met the following criteria in order to eliminate differences in relevant variables and to avoid distortion in number of party's involved, possibility of scenarios, professional experience and personal experience:

Negotiation situation between two party's under the business context: setting two party's negotiations allow us to control the negotiation research due to the extended cultural mix present in Kuwait and the minimal probability of finding negotiation scenarios with more than two party's, negotiating under the Portuguese/Kuwaiti nationalities scenario and therefore diverting the data collection and analysis.

Negotiation conducted between Portuguese and Kuwaiti citizens: We did not accept external influence at the negotiation table regardless of the final outcome of the negotiation itself but we did not limit the negotiation to any level of organizational hierarchy.

Possibility of potential Win-Win and Win-Lose negotiations: we chose to widen the spectrum of the negotiation models because we focused on two party's negotiation and to avoid pre deviousness influence from the traditional concept of Win-Lose negotiations in the middle east.

Negotiators had a minimum of one year residency in Kuwait: This ensured that the negotiators had cultural experience maturity and allowed them to absorb more knowledge and understanding than the first cultural impact abroad or a short-term experiment.

Negotiators had a minimum of ten years of professional experience: in order to mitigate the lack of maturity and ensure diversity of management and negotiation experience which reduced the possibility of having negotiators being emotionally influenced by the contingencies of the moment.

Negotiation occurred between 1st January 2014 and 31st December 2016 to avail conclusions based on recent data and to minimize the risk of loss of memory from the interviewees, changes in the general political, social, cultural and economic context.

Different hierarchical party's negotiation scenarios are not excluded: If necessary we will pinpoint any enforced situations of agreement but we do not exclude different power relations in order not to deviate or influence one of the cultural dimensions in the study.

3.4 Description of Parties and Negotiations

The case studies analyzed occurred all in Kuwait as the investigation is only applicable to Portuguese individuals negotiating in Kuwait.

The activity sectors are diverse encoding nine different sectors. The fitness sector is represented in eight out of seventeen case studies (47%). From these eight case studies, four (50%) refer to personal training sessions purchases, two (25%) refer to F&B negotiations, one (12.5%) refers to events sponsorship and one (12.5%) to membership sales.

Table 3. Activity sectors of seventeen case studies

Sector	%	Sector	%
Health & Fitness	47%	Wharehouse	5.9%
Construction	11.8%	Futebol	5.9%
Events/Marketing	5.9%	Education	5.9%
Oil	5.9%	IT	5.9%
Textil	5.9%		

Source: the author

Regarding the negotiator's characterization, ten (58.8%) were men and 7 (41.2%) were ladies. The average age of all negotiators was 38.1 (thirty-eight point one) years with the following distribution:

Table 4. Age of the negotiators of seventeen cases

Age	%
30 – 35	47%
36 – 39	17.6%
≥ 40	35.3%

Source: the author

The age distribution reflects a wide range of coverage and the fact that all negotiators have more than ten years of professional experience ensures maturity and exposure to different professional scenarios and negotiation experiences which mitigates the bias effect in the analysis results.

We followed a semi-structured interview approach based on the interview scrip adapted from Falcão (2008) and we conducted all interviews in Portuguese.

3.5 Number of Negotiators Interviewed

We were able to identify seventeen business negotiation scenarios in between Portuguese and Kuwaiti party's. It was very difficult to increase the number of case studies due to the fact that the remaining of the Portuguese population in Kuwait is based on hired positions that do not engage in business negotiations such as professors and oil technicians.

We recorded a congruent line of report from the interviewees to which the interview script contributed positively but we felt the need to explain in detail to all the interviewees the purpose of the investigation and the research problem to mitigate the possibility of nonbusiness negotiations scenarios or unreliable data for the study.

The interview script allowed incentives for the interviewees to be self-conscious and to view the situation from the other party perspective. We ensured confidentiality to all interviewees and provide them with the opportunity of feeling comfort and open to share their experiences, information, mistakes and/or personal interests in the negotiations.

3.6 Interview Reports

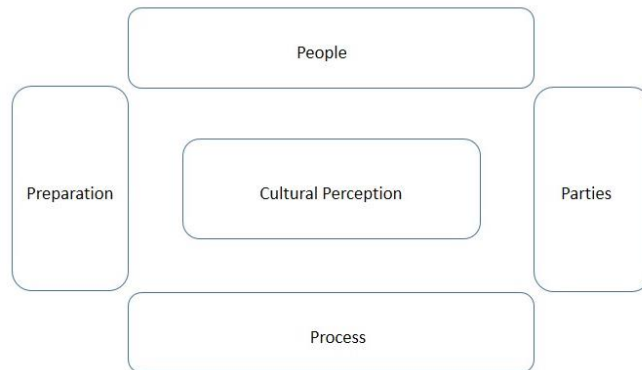
All the interview reports followed the same presentation outline from Falcão (2008) ensuring consistency in the analysis and comparison between all cases:

- Person interviewed.
- Date of interview.
- Negotiation focus.
- Negotiation main issue.
- Brief description of the party's.
- Brief description of the party's main negotiators.
- Brief description of the situation.
- Brief list of the company's main interests.
- Brief list of the negotiator's main interests.
- Brief analysis of the party's preparation work.
- Brief description of the negotiation process.
- Identification of the main difficulties/problems faced the Portuguese party (in a cognitive map and in a text).

- Application of the cultural perception questionnaire.

After the interviews debriefing, we clustered the data in five blocks: preparation, people, party's, process and cultural perception.

Figure 5. Cognitive Map visualization



Source: Falcão, Pedro. M. R. A. (2008). *Business Networks: Development of Actor's Strategic Guidelines from the Analysis of Negotiation Situations in Portugal*. (Doctoral Thesis, ISCTE).

4. Debate

This dissertation's objective is to help Portuguese citizens to negotiate in Kuwait, contributing for the construction of a negotiation framework in between Portuguese nationals and Kuwaiti citizens.

We will start by framing the details of each case onto each one of the cultural dimensions and highlight the critical points to then pour into the negotiation pool, the different starting points to consider from the outcome of the interviews and triangulate this with the cultural perception of the interviewees.

Table 5. Case description critical points

Cultural Dimension	Case #	Case Description Critical Points
Power Distance (PDI)	1, 3, 4, 5, 7, 12, 14, 15, 16, 17	Meetings are scheduled in advance with clarity of content. One of the party's uses a mediator. Partie K presence and/or contact is restricted and has final decision power.
	1, 3, 5, 14, 15, 16	National portraits, symbols and flags are displayed at the meeting. Family name is a standard for social level.
Individualism Vs. Collectivism (IDV)	1, 4, 5, 8, 9, 12, 13, 17	Nationality and cultural information act as ice breaker for the starting of the meeting. Meeting content and protocol are clear before the meeting. The environment for the meetings is formal and protocol is followed.
	3, 4, 5, 8, 10, 11, 13	The bounds between the individuals are strong and loyalty is unquestionable. Partie P is invited to the Dwannia during the negotiation process. The decision-making process is influenced by Kuwaiti social traditions and religious beliefs.
	1, 3, 4, 5, 6, 7, 9, 10, 12, 13, 16	Compromising and is the main approach to overcome barriers but price, offer or discount becomes the main focus for the closure of the deal for party K.
	4, 5, 8, 10, 11	One of the party's uses mediation for the initial stage of the negotiation. It's possible to identify a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate family: Dwannia.

Masculinity Vs. Femininity (MAS)	1, 3,4, 5, 6, 7, 9, 12, 13, 16	It's possible to establish clear ZOPA and/or BATNA. Problem solving and compromising are the main approaches for conflict resolution.
	4, 5, 6, 7, 8, 14, 15	There is a significant importance for the wellbeing of all the attendees at the meeting (coffee, water, tea). The environment is positive and friendly, words as "inshalaah" and "alhamdulillah" are used as concordance and agreement.
	1, 3, 4, 5, 6, 9, 14, 16, 17	Partie K extremes its position endangering the closing of the deal. Price, offers and discount are the main focus to close the deal.
Uncertainty Avoidance Index	1, 4, 5, 12, 14, 15, 16, 17	The agenda was set before the negotiation meeting by Partie K. It's defined who is going to be present at the negotiation table. One party is anchored and the other party has a BATNA. It's possible to set a ZOPA.
	2, 3, 7, 8, 10, 11, 14, 15, 16	Partie K provides range of action for Partie P proposal. No BATNA or ZOPA defined. Partie P feels that Partie K is not transparent.
	1, 2, 4, 5, 9, 12, 12, 14, 17	Preparation for the meeting included research on previous projects, supplier's interviews and review of contacts. Conversations on nationality and cultural aspects set the tone as ice breaker for the starting of the meeting. Problem solving approach to overcome barriers.
	3, 10, 13	The decision-making process is influenced by Kuwaiti social traditions and religious beliefs.
Long Term Orientation Vs. Short Term Orientation (LTO)	3, 10, 13	Partie K shows preference on maintaining time-honored traditions and norms while viewing societal change with suspicion: The decision-making process is influenced by social norms and religious traditions.
	6, 7, 8, 9, 10	For short-term orientation: solidity and personal stability, dignity, respect for tradition, reciprocity of favors, gifts and kindness

Indulgence Vs. Restraint (IND)	1, 2, 4, 5, 14, 15	Tea, coffee and water are served at the beginning of the meetings and party K shows interest on party P well being.
	1, 4, 5, 6, 7, 10, 12, 13, 16, 17	Price becomes the main focus for the closure of the deal. Partie K threatens party P with competitors offers to find a lower price.

Source: the author

Our interpretation is that Partie K's behaviors line up with a familiar cultural stereotype that is reflected in Hofstede model on Power Distance, Collectivism, Femininity and Uncertainty Avoidance dimensions. Long Term Orientation and Indulgence are reflected mainly through religious and social traditions but, at the negotiation table, these dimensions shift towards the immediate importance of the short term goal and gain a competitive and masculine dimension that will possibly determine the success of the negotiation.

4.1 Power Distance (PDI)

Portugal Score: 63 Kuwait score: 90 Connection: Medium

The preparation for the meetings is made in advance with a clear line of communication and set up of the subjects in hand (cases 1, 4, 5, 12, 14, 15, 16, 17).

In some cases, party K is not present at this stage and is represented as the higher authority whose access, in the first stages, is restricted or not allowed (cases 1, 4, 5).

This is in line with the individual perception of the interviewed with all scores equal or above of 4 (except cases 3 and 8) on this cultural dimension and is supported by the high score on Power Distance dimension in Hofstede 6 D model.

Partie K offices display portraits of his Highness the Emir and the Crown Prince of Kuwait under national flags and medals of achievements (cases 1, 3, 5, 14, 15, 16).

Awards are common to the meeting rooms (cases 1, 3, 5). It's our interpretation that they work as a symbolic display of power and pride sense of achievement that set the tone and reinforce the dominant position and decision point that on the early stages is not accessible to Partie P.

This interpretation is in line with the individual perception of the interviewed scores with special reference for the individual feedback on cases 1, 4, 5, 12, 14 and 16 and is supported by the high score on Power Distance dimension in Hofstede 6 D model.

No formal titles when Partie P addressed Partie K as per the interviews feedbacks and it's our interpretation that this display of titles traditionally recognized in Portuguese culture, is transported to the social level and family name of Partie K (case 3, 4, 5) which in its turn is linked to the invitations to visit the Dwannia during the negotiation process (case 4, 5, 8, 10, 11) and at the influence of the collectivist dimension.

Huettinger (2008) and Marsh (2015) support our interpretation that the above aspects taken into consideration with the cultural perception results from each of the interviewees, lead the Portuguese negotiator to accept the differences of power that are reinforced by the symbolism and formality of the meetings.

Punctuality, reprioritization and rescheduling are not to be faced with frustration but in general, the negotiator should be seen on time.

It's our interpretation that the display of power and the dominant position at the negotiation table are not to be questioned and the Portuguese negotiators embraced this position to build a positive rapport and first relationship which is welcomed with respect and reciprocity by the other party and support the negotiation to move forward. Hofstede (1994) and Chen (2011) support our interpretation.

4.2 Individualism vs. Collectivism (IDV)

Portugal Score: 27 Kuwait Score: 25 Connection: Very Strong

We observed a consistent building of relationship before any negotiation transaction based on the exchange of cultural information and main national representations of both countries that act as an ice-breaker in the beginning of the meetings (cases 1, 4, 5, 8, 9, 12, 13, 17).

in collectivist societies, the personal relationship prevails over the task and should be established first. This will allow embracing the other party into the belonging group and from that moment onwards he/she will be entitled special treatment (Hofstede, 1991).

Our interpretation is that the collectivist dimension is reflected at the negotiation table in two different spectrums:

In the Portuguese party, we extract from the interviews a constant focus on building a partnership or a win-win situation as if the “we” is established by the resultant of the two party’s forces combined (cases 1, 3, 4, 5, 6, 7, 9, 10, 12, 13, 16).

The Kuwaiti party does not allow itself to alienate from its tightly-knit framework where the social traditions and the religious values are the core foundation of the decision-making process and the Portuguese party is invited to share and experience the Dwannia as a “ceremony” of acceptance and at the same time, as an “approval test” of the particular in-group of people that look after party K (cases 3, 4, 5, 8, 10, 13).

In general, invitation’s to an Arab’s home are earned. They will typically be extended only after a good relationship and trust have been established (Marsh, 2015).

The result of in-group collectivism perception support our interpretation that the Portuguese party’s understand the importance of this social acceptance and on cases 1, 4, 5, 10 and 13 we recorded the acknowledgement, that it is not definitive for the success of the negotiation process per se.

Case 5 support this interpretation when the negative feedback from the family member in the Dwannia was not enough to end the negotiation.

4.3 Masculinity Vs Femininity (MAS)

Portugal Score: 31 Kuwait score: 40 Connection: Strong

It’s our interpretation that the negotiation processes are based on problem-solving and compromising (cases 1, 3, 4, 5, 6, 7, 9, 12, 13, 16) as a result of power distance and collectivist dimensions and that the ability to establish clear ZOPA’s and BATNA’s (cases 1, 4, 5, 16) allow the negotiators to move away from the direct confrontation and maintain the negotiation harmony in place which is in line with the femininity dimension of both cultures in hand.

We recorded bottles of water ready, coffee and tea regularly served as factors that influence the positive welcome of one party to another (cases 4, 5, 6, 7, 8, 14, 15) and the Indulgence dimension.

During the negotiation process, the word commonly used by party K is “inshalaah” (case 4, 5, 6, 7, 8, 14, 15) and it’s our interpretation that it allows party’s K to avoid confrontation, enables concessions and influences the building of commitment either by public announcement or by increasing the prominence of demands, however, it influences a strong opening offer and the risk aversion on the Portuguese party.

Hofstede (1991) determines the conflict resolution on feminine societies by compromise and negotiation and Gil (2007) identifies the Portuguese as extremely cautious and tendentially risk aversion people, which supports our interpretations.

When it comes to closing the deal, our interpretation is that price gains main importance (all cases except 15) and the negotiation process transforms into a results-driven scenario where party K is moved by assertiveness showing focus on the best price offer (cases 1, 4, 5, 6, 7, 10, 12, 13, 16, 17) and openly make use of the threat for not closing the deal with a clear influence of short term and restraint dimensions (cases 1, 3, 4, 5, 6, 9, 14, 16, 17).

4.4 Uncertainty Avoidance

Portugal Score: 99 Kuwait score: 80 Connection: Very Strong

Parties P reported high levels of focus in the preparation of the meetings, details and presentations (cases 1, 2, 4, 5, 9, 12, 14, 17) which are well welcomed by party’s K and contribute to the positive environment, credibility and business relationships at the negotiation table.

It’s our interpretation that this preparation allows party P not to raise its anxiety for the meeting and this is supported by Hofstede (1991) and Gil (2004) who refer that subject is taken to elaborate precise strategies of action and thought in a way that one can draw the map of the courses taken.

The decision-making process of party’s K was influenced by rigid codes of belief and registered intolerance for unorthodox ideas (cases 3, 10, 13). Our interpretation is that the fear of the unknown is related to the religious certainties and the traditions in place (cases 3, 10).

We reported an increased anxiety on party’s K associated with the anchored positioning forcing a second meeting/moment for a higher disclosure of details of the negotiation (cases 1, 3, 4, 5, 6, 11, 16, 17) at the closing stage.

It's our interpretation that the details of the preparation played a positive role for party's K acceptance of the deal by allowing party's P to increase the bargaining mix and build concessions for the success of the negotiations (cases 4, 5, 9, 10). This is supported by Hofstede (1991) and Kwon and Weingart (2004). It's our interpretation that the identification of ZOPA (case 1, 3, 4, 5) supports party's P in uncertainty control by focusing on operational details to move towards to the closing stage.

Countries with a high uncertainty aversion score are more likely to focus on operational decisions rather than strategic questions (Hofstede, 1991).

The closing of the deal is preceded of a revision of all subjects discussed and a subsequent transportation of the details to a written agreement (case 1, 4, 5, 7, 8, 9, 10, 11). It's our interpretation that this mitigates the risk aversion, favors the feeling of security and at the same time it serves as a formal closing protocol in between party's.

Countries exhibiting high scores of uncertainty avoidance tend to have laws more precise and more numerous (Hofstede, 1991).

4.5 Long Term Orientation Vs. Short Term Normative Orientation (LTO)

Portugal Score: 28 Kuwait score: NA Connection: NA

It's our interpretation that party's K do not alienate the business negotiation from the social and/or religious traditions. On case 3, party K revokes party P ideas based on religious norms. In case 5, party P is invited to the weekly meeting (Dwannia) as a social gathering event (cases 4, 5, 8, 10, 11).

At the stage of closing the deal, price gains a core focus and the negotiation is successful through party P's ability to add value to the deal without compromising its margins (cases 1, 2, 4, 5, 9, 10, 16). We did not report any case where partnership and future endeavors were able to overcome the price anchor.

4.6 Indulgence Vs Restraint (IND)

Portugal Score: 33 Kuwait score: NA Connection: NA

We did not report any negotiation scenario of gratification towards the success of the negotiation but the act of having coffee and tea served at the beginning and during the meetings (cases 1, 2, 4, 5, 14, 15) allied with the feminine dimension, support our interpretation that there is a level of indulgence in the business negotiations that is framed as a protocol to be followed and denying it can be interpreted as negative or uncomfortable.

The influence of the collectivistic and feminine dimensions at the negotiation table is complemented by an attitude of ensuring the well-being and the comfort of an indulgence dimension but arriving at the closing stage the competitive masculine and restraint dimensions take over (case 1, 3, 4, 5, 6, 9, 14, 16, 17) and extreme positions come to place.

5. Conclusions

Today, whether we work in Dusseldorf or Dubai, Brasilia or Beijing, New York or New Delhi, we are all part of a global network where success requires navigating through widely different cultural realities. Unless we know how to decode other cultures and avoid easy-to-fall-into cultural traps, we are easy prey to misunderstanding, needless conflict and ultimate failure (Meyer, 2014).

It's our interpretation that the cultural dimensions of Collectivism and Femininity are the main influence of the negotiation process until the closing stage. They contribute to a welcoming and positive cross-cultural environment, that weights positively against the Uncertainty Avoidance dimension strongly present in both cultures.

We conclude that business meetings in Kuwait are generally scheduled in advanced and with clarity of content. This highlights the importance of the meeting planning as a form of considering the other party's demands and at the same time, to be able to increase the bargaining mix at the closing stage of the negotiation.

At the closing stage, the negotiation gains a clear and strong masculine dimension where price becomes the main barrier and to which the Portuguese party needs to be able to generate value, reinforcing the importance of the meeting and strategic planning to overcome the other party's final demands.

The Collectivist dimension influences the communication process, with Kuwaitis using words as "Inshalaah" and "alhamdulillah" that are surrounded with a high level of uncertainty and are used in stages of agreement, which may influence Portuguese party's decisions.

It's our interpretation that these words communicate positivity in line with low-level of compromise and play an important role in avoiding confrontation and gaining time or leverage during the negotiation.

It's our interpretation that the cultural dynamics of the Arabic Dwannia play an important role in the negotiation process, as it integrates the Portuguese party's to a core circle of trust as a product of the Collectivist cultural dimension and at the same time, influences the Uncertainty Avoidance strongly present in both cultures.

There are limitations to the present work that can be explored in future research to expand the knowledge surrounding negotiation in a cross-cultural environment that are mainly related to scope enhancement (quality) and scope enlargement (quantity):

1. Studies with a larger amount of Portuguese people negotiating in Kuwait can verify our research or act as a source for new findings and enlarge the scope of the investigation. We were able to establish seventeen clear and consistent negotiation scenarios that provide us with clear data conectable to the existing literature review and draw conclusions.
2. Analisis of situations where other than Kuwaiti nationals were involved would enhance the scope of the investigation however it would be difficult to identify what is the influence of the Kuwaiti cultural dimensions at the negotiation table.
3. Studies on higher initial offers and/or anchored positions in negotiations with Kuwatis and Portuguese.
4. Studies with gender specification, the role of the female negotiator in Kuwait, negotiation with government or non-government organizations and “one-shot” negotiations vs long-term negotiations.

There are also related knowledge areas whose research can contribute to the negotiation knowledge in the middle east such as communication (verbal and non-verbal), leadership (individual and teams) and feedback.

There is not a relevant amount of specific research conducted for Kuwaiti negotiations reality and therefore we believe to have made a contribution to this work area and we sincerely hope that this study can be useful for any researcher that endeavours to research any of the areas covered in this dissertation.

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7. Annexes

Annex 1: Interview Reports

Case 1

Interviewed: Mr. P. 43 years arrived in Kuwait on 18th November 2012

Date: January 8th, 2016

Negotiation Focus: Overcome barriers and scope of work definition

Negotiation: Number of staff to hire for the implementation of a security project

Parties:

- Party P as Security Company: A medium size security company represented by it's Division Head, Team Leader and Project Manager. All Portuguese nationality.
- Party K as Oil Company: A large and main reference company in the Golf Country Council oil market represented by CEO, Sales Manager and Operations Manager. All Kuwaiti nationality.

Situation:

During the summer of 2014, in line with the contract award for a security project to be implemented in one of the main oil refineries in Kuwait, a meeting was held in Partie K headquarters to establish the number of dedicated staff accordingly to the scope of work.

Partie P was summoned through an email and was extremelly excited to start the project with one of the world business references in the oil industry and at the same time highly motivated with the oppourtuniy of demonstrating high standard and professionalism level.

Partie P interests:

- Get a new client
- Build a successful partnership for future opportunities
- Build a team that could meet the contract requirements

Partie K interests:

- To generate the minimum cost possible
- Prepare way to reduce costs in the years to come

Preparation:

Partie P was well prepared with two previous meetings where all details of the main contract were reviewed and the proper assessment and planning of the next stage possibilities were considered. There was an in-depth knowledge of who were the persons that would represent party K and their traditional approach to suppliers was well known due to the fact they stand as a reference company in the sector.

Partie P had a clear vision of 17 people has the correct amount of people to hire for the scope of work but they were prepared to make concessions until a minimum number of 15, from where there would be no interest in proceeding with negotiations.

In the event of not reaching to an agreement, party P would settle with a lower number of 15 and a one-year period of activity as an “exit strategy” to safeguard the relationship with the client and to build rapport for future opportunities, but with a clear intent of not pursuing for more than one year.

There was a strong team spirit in all elements of party P during the preparation of the details with fun analogies in between futebol positions and different moments in the negotiation process.

Negotiation Process:

The meeting was held in party K permises in a formal environment with a very positive and polite atmosphere, although the email call was very direct and stated from the beginning a dominant position which provided party P with a clear idea of what was going to happen during the meeting.

This resulted in a mind set of some degree of suspicious from party P in the sense that there was the strong possibility of party K initiating the negotiations with a final decision taken already which in other hand, build higher confidence in party P, due to the fact they had a consistent preparation work made.

Coffee and Arabic tea with dates were served and the room was prepared with one water bottle for each participant. A big wooden meeting table with two big photographs of the Amir and the Prince of Kuwait stand near the head of where Party K was seated. Several awards and trophies are displayed in the room.

The meeting began with a brief introduction from party K presenting flexibility and openness in search for a common ground which was followed with an invitation for a demonstration from party P of the details of the scope of work and the attribution of each staff responsibilities, tasks, rotas and schedules, vacations and time of joining.

Party P presented its 17 employees number proposition and this was immediately rejected and counterposed with a maximum of 10 persons which gave party P a confirmation of the initial mind set.

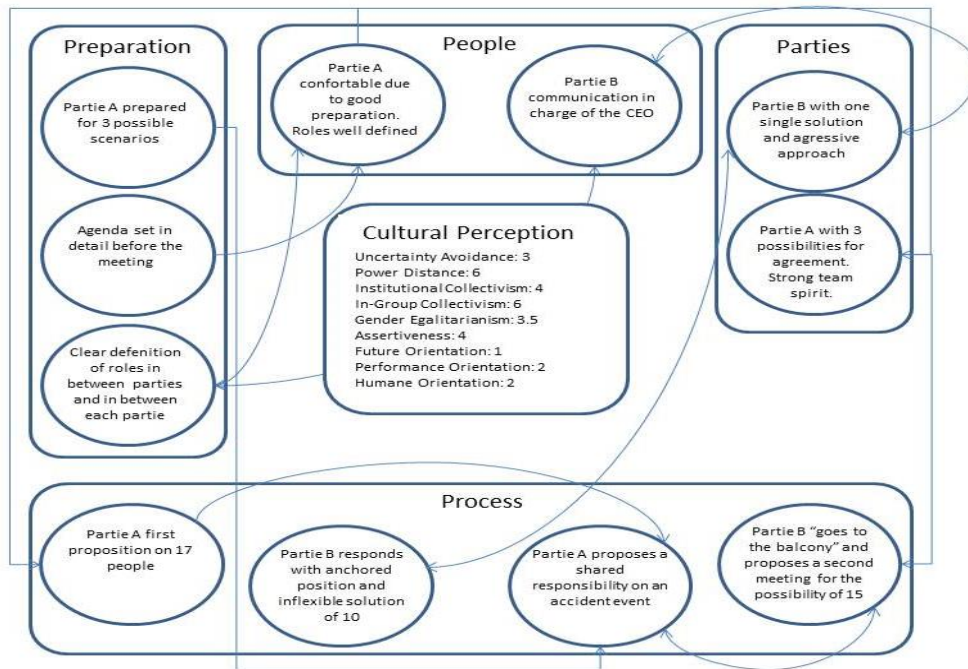
The initial details were again reviewed in deeper detail and analysis by both parties, point by point until the moment party P open the concession of 15 people instead of 17, but regardless, it was clear that party K was anchored to value from which it didn't want to come off.

Before engaging into its exit strategy, party P informed the other party that the agreement with any number below than 15 was a possibility however, party K would have to compromise in owning full responsibility in any negative scenario that would outcome from the signed security contract.

Party K requested a time out of 10 minutes and invited party P to analyse the possibility of setting up a second meeting with a presentation for the full details of the scope of work with 15 persons and after the break it was scheduled a second meeting for after three days, where the requested presentation was made and the settlement was closed on the 15 persons number.

Cognitive Map:

Figure 6. Case 1 Interview Cognitive Map



Source: the author

Parties:

Partie K with an aggressive and anchored first proposal inviting the other party to initiate dialogue and proposal presentation regardless of having a pre-established value. Partie P with 3 possibilities of agreement safeguarding relationship and future endeavours. Partie P represented with the persons directly responsible for the project and party K represented by high hierarchical level individuals. Strong team spirit in party P.

People:

All persons in party K showed a high level of comfort in their hierarchical positions at the negotiation table and there were no signs of uncertainty on the decision level. The communication in party K was always initiated by the CEO and only in a few different moments, the other elements spoke and when so, it was a complement of what the CEO previously stated. In party P there was a feeling of anxiety due to the possibility of not reaching an agreement from both the Team Leader and the Project Manager. Manager Head didn't show signs of anxiety but he was the person who

insisted on setting an “exit strategy” for the meeting. Partie P set up the initiative of communication on the Manager Head but there was flexibility and specific moments for each of the persons to feedback in face of the specifics of the requested details.

Preparation:

The agenda was detailed before the meeting on the invitation email previously sent to party K. Both the party’s were fully aware of the issues in hand.

Clear definition of the party’s roles as it was the responsibility of party P to present the number of staff required for the scope of work. Partie K would access and take the final decision.

Partie P was well prepared and ready to answer to queries. There was a clear plan of solutions to and justifications to present to each scenario. There was a solution to be presented if in case of no agreement that would safeguard party P position in the future.

Process:

Partie P preparation allowed them to present confidently the best solution believed to face the contract demands with 17 people.

Partie K replies with an anchored, extreme and inflexible proposition of 10 people, which is not followed by party P that presents enough arguments to sustain the impossibility of agreement under the proposed conditions through shared responsibility. Partie K steps out of the meeting and requests Partie P to reflect on a solution. Partie P presents an alternative solution by making a concession generating enough confidence in party K to schedule a second meeting to present detailed arguments for the alternative solution.

Results of Dimensions of Culture Questionnaire

Mr. P. results on cultural dimensions perception were: Uncertainty Avoidance: 3, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 3.5, Assertiveness: 4, Future Orientation: 1, Performance Orientation: 2, Humane Orientation: 2.

Case 2

Interviewed: Mr. C. 32 years arrived in Kuwait on August 2011

Date: September 2016

Negotiation Focus: Capturing interest and build trust

Negotiation: Clothes purchase

Parties:

- Partie P as the store manager of an international fashion brand in Kuwait
- Partie K as a Kuwaiti citizen first time customer of party A

Situation:

During the EID holidays general commerce presents discounted offers. Partie P was operating under the promotion of “buy 1 get 2 on selected items”. Partie K enters the store and engages into the hand pick of several items but as it tries, chooses to progressively eliminating them from it’s choice.

This elimination is followed with several feedbacks towards the fact that despite the quality of the items the brand is not known in Kuwait. Several questions are made on the current promotion followed by questions on price discount. Partie P offers the client a coffee, invites the client to sit and engages into explaining the history and standards of the company.

Partie K responds positively and party P performs needs analysis process, identifies one piece for the client, adjusts the current offer into 50% discount rate in the second article.

Partie P interests:

- Get a new and loyal client
- Meet the daily sales target
- Close the monthly sales budget

Partie K interests:

- Discount price in opose to promotion or offer
- Knowledge on the brand

Preparation:

Partie p was well prepared since it runs with quarter promotions and all promotions are planned and prepared accordingly with the Area Business Manager through briefings and coaching sessions. All staff is professionally experienced in the fashion business for more than five years and detailed on traditional sales offers particularly with the present one.

Partie K did not prepare assuming from his statement that the purpose of his visit was random and based on curiosity by the fact that this was his first visit to the store. Upon entering the shop and engaged by one of the staff, Party K reacts negatively and informs that his wish is just to see the items.

Negotiation Process:

The event took place in the store of Partie P with the individual choice of different articles from party K whose brand awareness was inexistent to date. The quality of the articles was satisfactory to party K who clearly displays interest in several pieces available. Partie K however, chooses not to buy any item as a first decision.

Partie P engages into building rapport and trust with an invitation for a more traditional and Kuwaiti environment with the offer of coffee and water, for which party K replies positively. Partie A presents its company history and standards and demonstrates product details with specific products available, which results in a strong interest from Partie K into 2 pieces previously picked.

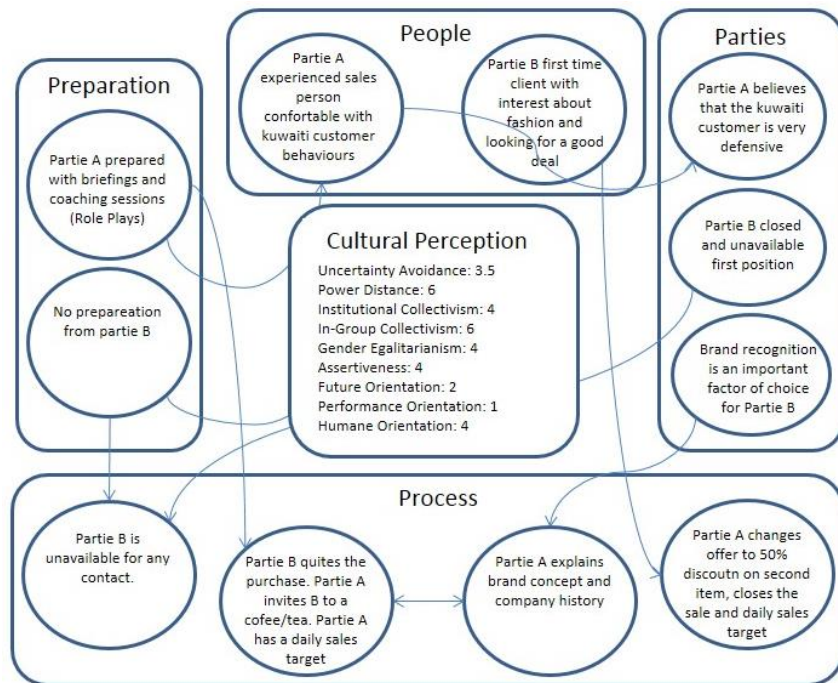
Party P continues products description and detail on quality and manufacturing but feels that the initial intent has now evolved for the possibility of buying only one item out of the two picked.

Partie P responds actively to the other party interest and engages with 50% discount offer on the second item which triggers the first closing decision from party K.

Partie P makes one final approach to enhance the quantity of purchase by suggesting a third item as a complement to the chosen set of 2 pieces, to which party B replies negatively closing on the two previous picks.

Cognitive Map:

Figure 7. Case 2 Interview Cognitive Map



Source: the author

Parties:

Partie P as an experienced Store Manager for an international brand with low awareness in Kuwait due to the fact it has one store only. Store environment is very European and formal style building a high-end proposition to its customers. Partie P has no specific information on the other party but firmly believes that the Kuwaiti customer is a very defensive one.

Partie K with a closed and unavailable first position. On the first engagement attempt from the other party, it replies “just looking”. Partie K does not know the company brand and didn’t visit the store at a specific moment or for a specific item but the quality of the products and the current promotion, on a later stage, triggers the interest.

The brand is important due to the fact that brings uniqueness and originality for party K choices and the amount of questions surrounding the possibility of price discount indicates that the current promotion is not fully satisfactory towards the second item possibilities. Partie K eliminates items as it is informed on each price.

People:

Partie P is an experienced Sales Manager with in-depth knowledge about the company, the items and the current promotion. He is comfortable with the traditional social distance in between Kuwaiti citizens and sales staff and his initial main focus is to generate trust. Partie K appears to be a middle-class Kuwaiti citizen with an interest in fashion and clothes, anchored on finding a good deal.

Preparation:

Partie P prepared for the year promotion with coaching sessions with the store staff (Role Plays).

Partie K did not prepare for the negotiation scenario. No records of previous visits and individual confirmation of the first visit was made during the negotiation.

Process:

Partie P preparation and experience allowed him to positively reply to party K initial indisposition for any approach and wait for the moment where he could start building rapport. Partie P has a specific amount of sales to perform to close the daily sales target.

By inviting party K for a coffee, Partie P broke down the initial barriers from the other party and took the opportunity to generate a friendly environment to build trust offering knowledge about the company and its items quality.

By enhancing Partie K with knowledge on the company and brand standards, Partie P was able to move Partie K from its initial lack of brand knowledge anchor, increase the interest for a first piece and complement this interest with the detailed explanation of a different proposition that moved away from buy 1 get 2 to a 50% discount offer on the possibility of a second item that was suggested.

Partie K responded positively and raised the first closing possibility to which party P responded with an increase of items to build a complete set that despite not being accepted, worked as a closing moment for the previous two items. The two items sales overachieved the daily sales target.

Results of Dimensions of Culture Questionnaire

Mr. C. results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 2, Performance Orientation: 1, Humane Orientation: 4.

Case 3

Interviewed: Mr. R. 36 years arrived in Kuwait on August 2013

Date: January 2017

Negotiation Focus: One of the party's has a "hidden agenda". Powerful first offers.

Negotiation: Concept for the launch of a new restaurant in Kuwait

Parties:

- Partie P as the Account Manager accompanied by the COO for a mid size events company in Kuwait
- Partie K as the CEO accompanied by the head of marketing for one of the main retail companies in Kuwait

Situation:

Partie K is launching a new restaurant in Kuwait and summons Partie P to generate a concept for the launch. Its request is for something unique, unheard, that never happened in Kuwait and out of the box but not too far to be cultural damaging. It's not the first time that companies are dealing with each other and Partie P is suspicious of the real dimension of the event. Budgets are not set and Partie K informs that the sky is the limit. After two weeks Partie P presents the concept to Partie K.

Partie P interests:

- Close a high revenue client
- Gain notoriety on working with a big partner
- Gain notoriety in the market with innovative and uniqueness as a company

Partie K interests:

- Launch a new restaurant in Kuwait in an unique and culturally respectful event
- Build restaurant brand awareness
- Driving high society level of traffic to the branch

Preparation:

Partie P was not prepared for the meeting due to the fact that was summoned on the basis of a restaurant launch in Kuwait only. There were previous partnerships in the recent past so this was not strange to Partie P. Partie P feels that K is not transparent on its terms of disclosing budgets and business details.

Partie K was fully prepared with a powerful presentation and an in-depth knowledge of the brand mission, values, standards, strategy and positioning in Kuwait. It's stated that there are no limits for this event budget wise due to the goal of generating something unique and timeless in Kuwait.

Negotiation Process:

The first meeting took place in party K main building in a very impressive and formal context. Located in one of the main skyline buildings in Kuwait City, party K deployed an impressive and extremely professional presentation regarding the brand to launch in Kuwait. It's requested to party P to present a unique and never heard launch concept that generates maximum levels of buzz in Kuwait. Budget wise, party K informed that the "sky is the limit". party P is extremely motivated to this deal and to the endless possibilities that can bring to its company recognition.

After two weeks, party P presents the concept based on having one tent for media support, one tent for VIP and valet parking for guests, one pier to welcome the guests after a boat trip, a choreographed fireworks show, ballerinas dancing on ropes and acrobats in strategical positions of the restaurant with stunts and tricks in a total project cost of KD500.000

Partie K was delighted with the fact that the presentation met their expectations however there were cultural issues raised to the idea of having girls dancing on ropes and the possibilities of generating a sexual image or being religiously disrespectful. Partie P prepared the presentation with images of Cirque du Soliel and explained the modern concept but party K was not able to move away from the religious point of view and therefore party P adjusted the idea of dancers inside an air bubble with different clothes which received better acceptance.

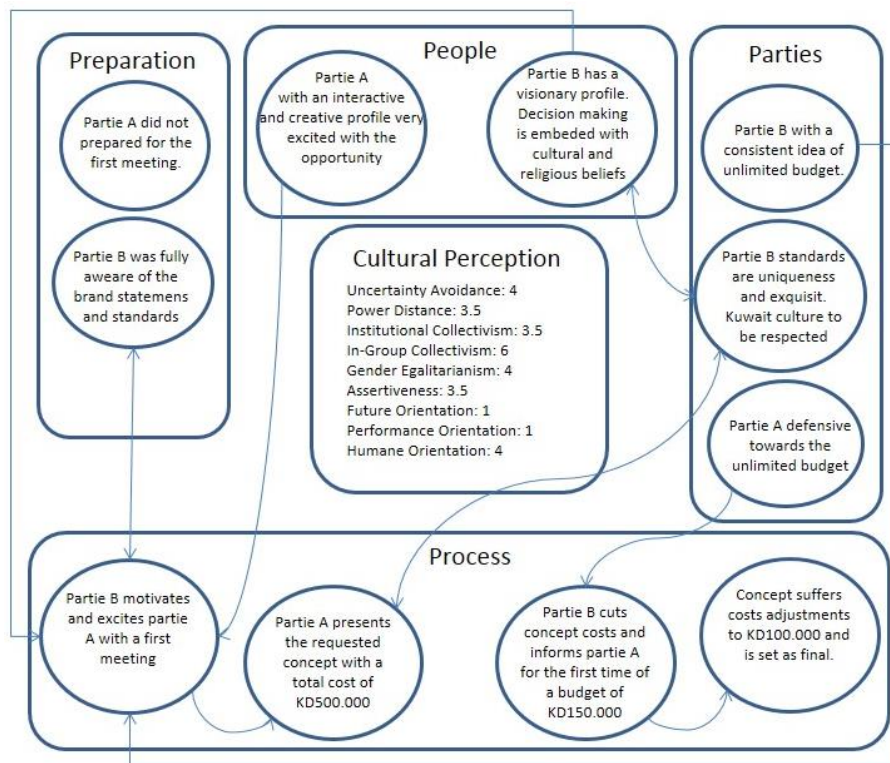
A second meeting was set for after two weeks to discuss the details of the connection in between the tents idea, the boat trip and the construction of a pier. Partie K informed that this would exceed the timeline of the project and that mainly it would generate added technical costs which build on

Partie P the feeling of lack of trust towards the idea of a high-level budget and in line with their previous partnerships with party K. In the final part of the meeting, party K informs that was considering a maximum KD150.000 budget. Partie P is confident that there are enough opportunities to generate a WOW event however it is stated to party K that the criteria of uniqueness would be compromised.

One week after, party P is again summoned for a third meeting where they are informed that the budget was adjusted to KD100.000 and the fireworks choreography would be adapted for something more simple. Also, the acrobat's idea would be replaced by a group of musicians that the restaurant brand has been operating in Lebanon as per their traditional concept of having singers on the restaurant.

Cognitive Map:

Figure 8. Case 3 Interview Cognitive Map



Source: the author

Parties:

Partie K with an approach of an unlimited budget to generate excitement and motivation: it deploys a powerful presentation and shows no budget barriers on the first meeting anchoring its standards on uniqueness, never yet seen or unheard and culturally respectful.

Partie P sets onto the negotiation with a feeling of mistrust due to previous experiences. They generate a concept that meets the requirements previously set but are forced to cultural and budget adjustments.

Partie K waits for the last moment to communicate the definitive budget and adjustments to the concept that are mainly on cutting costs.

People:

Mr. R. is an experienced PR Manager and recently promoted to Account Manager, has a creative and interactive profile, who is not averse to risk and felt challenged and motivated by the trust deployed from Partie K in the construction of a unique and high-end event.

Partie K is high society level person that articulates his hierarchical position wisely leveraging towards a formal and visionary profile. The decision-making process is intimately connected to his religious beliefs and his cultural roots. At any moment he is willing to trade off any creative idea that can challenge the cultural and religious dogma. Despite the presentation is made by the Head of marketing, the CEO takes the lead on all the details of the meeting and decision process.

Preparation:

Partie P did not prepare for the first meeting due to the fact that it was not informed of its content, only that its presence was required for an opportunity for business partnership. For the second meeting there were intensive creativity team sessions in preparation for the requested concept. A video presentation was prepared with powerful and dynamic Arabic soundtrack.

Partie B was fully prepared for the first meeting providing the other party full insights on the brand and on the concept to create.

Process:

Partie K managed the information channel to the other party by fully disclosing the concept idea and at the same time placing no barriers towards budgets and costs.

The initial presentation achieved its goal of generating excitement in Partie P as they are faced positively with a challenge that will build national recognition and professionalism.

They are requested to present their idea/concept in a two weeks period.

Partie P presented a concept that met the initial requirements however both parties agreed on an adjustment due to cultural and religious beliefs.

The criteria of uniqueness was gradually replaced by cost control and Partie K used his power position for all the decisions to be taken compromising away from the initial statement of budgets free and uniqueness.

From the sequence of decisions taken and from the fact that in the last moment Partie K informed the other party of the concrete budget for the project, it was clear that the initial suspicious on not disclosing budgets was linked to the possibility of this value being set from the beginning, which generated a certain level of discomfort and will influence future partnerships.

Results of Dimensions of Culture Questionnaire

Mr. R. results on cultural dimensions perception were: Uncertainty Avoidance: 4, Power Distance: 3.5, Institutional Collectivism: 3.5, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 3.5, Future Orientation: 1, Performance Orientation: 1, Humane Orientation: 4

Case 4

Interviewed: Mr. A. 42 years arrived in Kuwait on September 2014

Date: May/June 2017

Negotiation Focus: Adjustment in the bargaining mix to close the deal

Negotiation: Decision to include in the scope of work, suppliers for industrial kitchens and electromechanic works

Parties:

- Partie P as the General Director of a medium size construction company in Kuwait
- Partie K as the Chairman of a retail company with its General Director

Situation:

Partie K is finishing its main project to open a large mall in the highly dense area of Salmyia. Its project presents one large space to be used as a ballroom and Partie P is summoned to present a project for the construction and interior design with reliable and versatile IT solutions.

After inspecting the site, Partie P quickly concludes that the physical space is going to need electromechanic works and corrections that are not included in the initial scope of work and will increase significantly the costs of the project. Additionally, the space is projected for a traditional ballroom concept and the requirements from the Chairman are to set a high end IT solution that enables the management of the space as a ballroom and conference hall.

During the presentation of the project, Partie K queries Partie P on industrial kitchens space, solutions and possibilities changing completely the initial agenda to an IT project that reconfigurates significantly the physical space of the project and integrates an industrial kitchen but neither are it's core business.

Partie P has a previous experience in Kuwait with industrial kitchen suppliers but is not expecting or prepared for this specifics in the present meeting.

Partie P interests:

- Close a new and high revenue client
- Build relationship with a large client for future partnerships
- Build market share as a reference in Kuwait

Partie K interests:

- Launch a flexible and innovative structure to accommodate different events
- Concept of ballroom culturally respectful but modern and innovative

Preparation:

Partie P made research on Partie K company and its recent projects and conducted 2 individual interviews with common contacts that had worked with Party K previously. A full review of electromechanical contacts and suppliers as well as AC suppliers and technicians details are updated as well as industrial kitchen suppliers and details.

Partie K: There is no information available that indicates towards any preparation however, we assume that the General Manager kept Partie K under the loop of all developments until the meeting.

Negotiation Process:

Partie P held the first meeting by its General Manager at party K facilities with a presentation aiming for one goal – to generate confidence and rapport – based on 3 core points: knowledge on the market, versatility and previous projects. The General Manager of party K (Egyptian nationality) reacts positively to the presentation with questions on the delivery time of material, type of integrated solutions in previous projects, quality of interior finishings and architectural choices, software choices and previous experience in Iraq projects.

Partie P is informed of an ongoing project based on the construction of a ballroom that isn't meeting the demands and the criteria of the company and invites Partie P to visit the site. There are significant structural mistakes and damages to be corrected and that the initial project was built on the traditional Arabic ballroom concept and there is a full report made by the General Manager to the board of Partie K and a third meeting is set with Partie K.

The meeting starts with Partie K request to know in detail the people who are part of Partie P, who they were, nationality, their background, where did they worked in the past outside of Kuwait and in Kuwait. Partie P is questioned specifically on all of these informations and upon confirming the Portuguese nationality of Party P, there are a set of conversations surrounding futebol, Cristiano Ronaldo, Jose Mourinho, Lisboa, the geographic proximity to Spain and the similarities in language terms that resulted into a personal and positive environment.

Partie P presents a technological concept that is flexible and modern with some architectural details of Arabic influence. It's important to ensure the versatility and reliability of the project with tecnology and experience on previous projects. The main goal is to ensure solid security perspectives to the project.

On a second fase Partie P presents the scope of work, costs and budgets for the project but is confronted with questions and requirements for elctromecanical details that were pending from the previous work and wrongly executed from the initial project.

The requirements are not forecasted in the initial scope of work and Partie P projects a 30% increase of costs to the total budget.

Partie K does not agree to the increase and bargains to a lower price but Partie P does not oppose to this non acceptance due to the fact that this is not his core business but Partie K argues that will not handle the project without this requirements because does not want to negotiate with several party's. Partie P knows that Partie K will have big difficulties (if it can) to find suppliers for the job and builds a concession on a cost plus system with a commission of 15%.

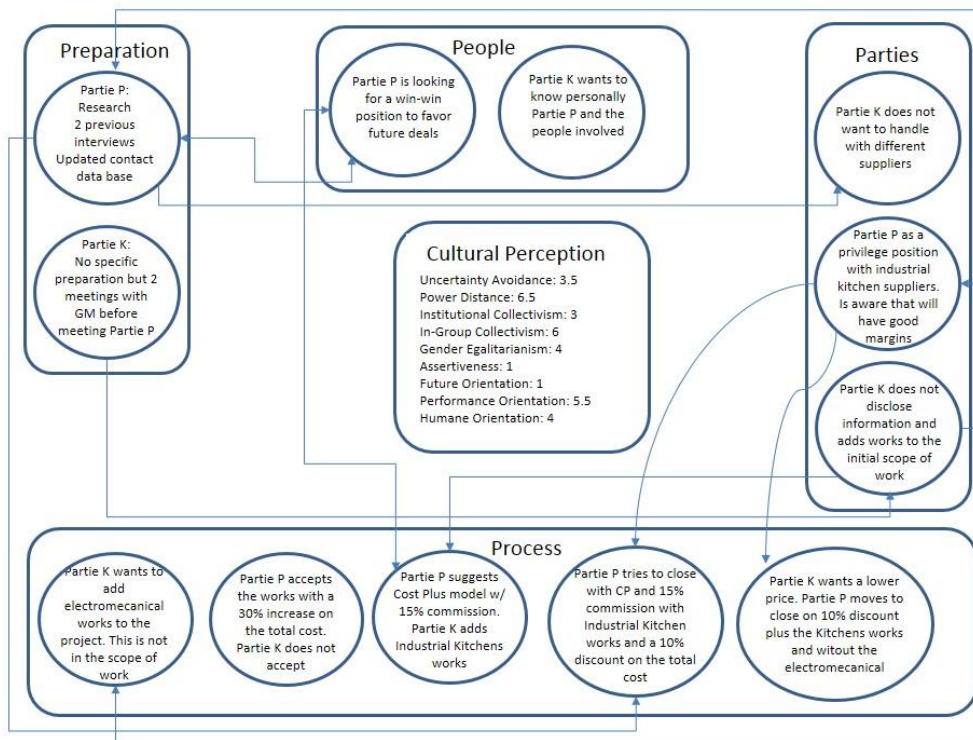
Partie K shows interest on this idea and widens the discussion with questions surrounding industrial kitchens and costs. Partie P handled recently a project with industrial kitchens and is confident that can get solid margins so takes the iniciative of purposing the cost plus model on the electromecaninc jobs with a 15% commission owning all aspects of coordination and management of the several suppliers and a 10% discount on the total budget for the project if Partie P concedes the industrial kitchens work to Partie P on a KD 50K final deal.

Partie K is not happy with the cost plus model and is anchored in it's position and pushes Partie P to a GMP to wich party Partie P agrees but without the 10% discount on the total KD 50K amount.

Partie K doesn't agree. Partie P reasons with Partie K to the evidence of the cost and suggests to close the deal without the electromecanic jobs and the 10% discount on the final price. Partie K accepts the deal with the final commitment from Partie P to support on the contacts with the electromecanic suppliers.

Cognitive Map:

Figure 9. Case 4 Interview Cognitive Map



Source: the author

Parties:

Partie P gains positive leverage to close the deal from the moment that perceives party K needs on industrial kitchens since is able to control profit margins and present competitive proposals by managing the bargaining mix.

Partie K wants to centralize the project into one supplier only and consistently adds works to the initial scope of work as a form of pressure to the negotiation process and push the price down.

People:

Partie P is interested in a long-term relationship with party K because it knows that there are future projects in the pipeline and understands this as an opportunity of positioning itself in a privileged position.

Partie K insists on knowing personally the people involved in party P and is interested and curious in party P nationality and the fact that it's not aware of any Portuguese national in Kuwait.

Preparation:

Partie P performed intensive preparation and contact update, especially from the moment when it realizes that there is an opportunity with industrial kitchens.

Partie K there is no information regarding party K preparation, however, party P was only able to meet with party K after two meetings with party K general manager which can indicate that there was sharing of information and/or reports.

Process:

Partie P visits the site and immediately concludes that there are several corrections to be made onto the structure already in place. Partie K wants to add works to the scope of work which is uncomfortable for party P since it will raise the initial costs and presents a proposal with a 30% increase to the initial project. Partie K leverages this to include the works in the initial scope of work and rejects the increase. Partie P moves to change the business model to mitigate his risks without jeopardizing the negotiation. Partie K accepts but wants to include in the project the industrial kitchens and offers party P the opportunity of increasing the bargaining mix and at the same time control costs and margins to present a competitive offer. Partie K insists on a higher discount which party P is able to adjust to close the deal.

Results of Dimensions of Culture Questionnaire

Mr. A. results on cultural dimensions perception were: Uncertainty Avoidance: 4, Power Distance: 4, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 3.5, Future Orientation: 2, Performance Orientation: 2, Humane Orientation: 4

Case 5

Interviewed: Mr. C. 54 years arrived in Kuwait on November 2007

Date: Novembre 2016

Negotiation Focus: Increase of bargain mix to close the deal

Negotiation: Negotiation of price for purchase of concrete central

Parties:

- Partie P as the General Director of a medium size investment goods company in Kuwait and as OEM of a concrete central brand in Kuwait
- Partie K as the Chairman of a construction company

Situation:

Partie P is well established in the Kuwaiti market and wishes to enlarge its client portfolio and meets Partie K in a weekly social event called Dwannia from where it is scheduled a first meeting for technical clarifications for a running project in the outskirts of Kuwait City. Partie K is anchored in the price and forces Partie P with a competitor offer that he suspects that is not true and knows for sure that can provide better support, service and reliability from his end.

The negotiation takes part in Partie K permises and has 3 distiguated moments. No agenda is set for the meetings but the general purpose of each one is clear in advance for both parties.

Partie P interests:

- Close a new and high revenue client
- Build relationship with a client that will possibly have 2 new projects

Partie K interests:

- Best price of purchase
- Warranty with technical high standards and commitment

Preparation:

Partie P made research on Partie K under 3 main ideas: to know who is who in Partie K, who will be the person that will take the final decision and who does what in Partie K company. Partie P is extremely knowledgeable on the specifics of the concrete central business, its brands, products, prices as well as the current projects running in Kuwait.

Partie K: There is no information available that indicates towards any preparation but for two different moments, Partie K requests time for technical analysis.

Negotiation Process:

Partie K has been recently awarded a construction project in Kuwait and needs to purchase a concrete central. Partie P receives a proposal solicitation from Partie K which is delivered in three working days period. The proposal totals KD136000.

Partie K acknowledges the reception of the proposal and informs that will perform a technical assessment of the proposal. After 4 weeks Partie P is summoned to Partie K company office.

Partie K informs that has in its hands a competitor proposal significantly lower than the one delivered from Partie P which in its hand questions Partie K on what is the price range that Partie K is available for. Partie K informs that is in the possession of a KD115.000 proposal.

With this price, Partie P suspects on the veracity due to the knowledge and experience in this market and its prices and also feels that most probably the offer is from a Turkish brand (low-cost machinery) and to overcome this objection, suggests a Chinese brand informing that it holds a favourable depreciation and if in case it still works after the final depreciation, Partie K could even make money with the rental of the machine.

Partie K raises interest in this feedback and queries on the price without assembling costs. Partie P offers a KD3.500 discount and sets a total offer of KD132.500 to which Partie K responds that offers KD125.000 “take it or leave it”.

Partie P feels that his thoughts on the competitor offer are correct and details an entire set of reliability aspects of other machines that will build on difficulties and loss of money from Partie

K and suggests to offer help if Partie K is willing to give him time at the same time declines the possibility of KD125.000.

Partie P set to itself a cut of 15% and for that meets with his OEM in Kuwait and details the previous negotiation ensuring a 10% discount which will allow him to alter his margin with party K from 5% to 4% and to change the scope on KD4.000. Partie P also requests permission to offer 1 extra year of warranty in case of need to the negotiation barriers.

Partie P Presents an offer that is dependent on the equipment life cycle and the depreciation time that will stand on a 10 year period for a 20 years horizon of useful life for the equipment that totals KD15.000, no technical assistance and with substitution parts pack included (35% to 45% margin) that totals KD125.000 as a final offer with a KD2.000 budget buffer for general expenses.

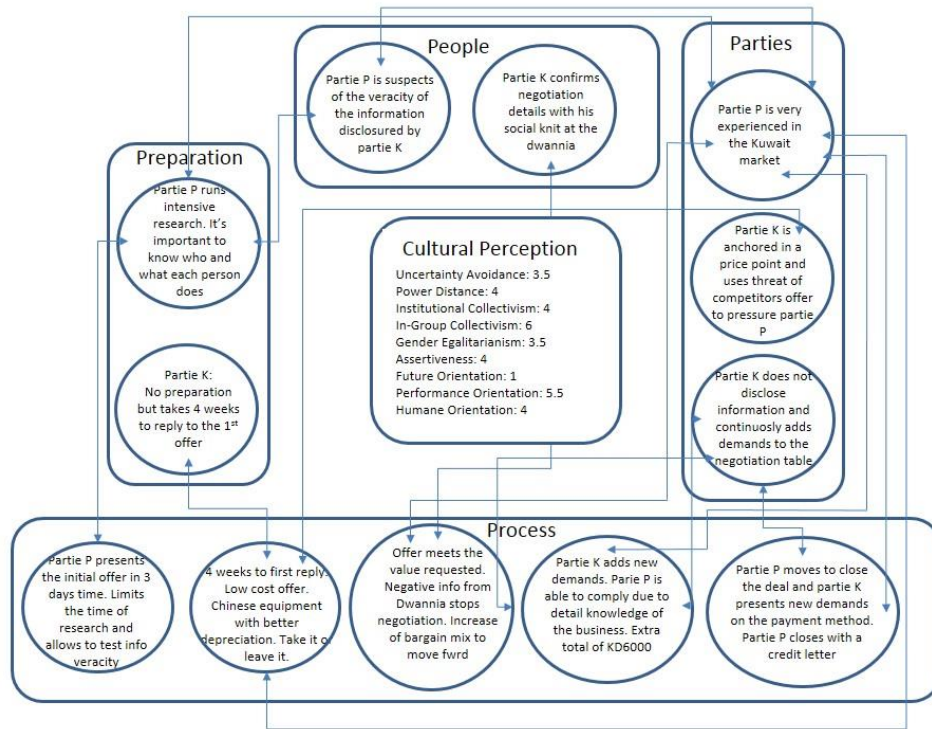
Partie K changed his initial mind-set regarding the equipment due to the fact that in a dwannia his cousin informed him that the Turkish equipment was of better quality and reliability. This generates a level of frustration in Partie P who asks directly to Partie K what specifically he wants. Partie K is not clear and forces Partie P to revise the previous details and advantages of his equipment and adds into the project a preventive maintenance and a calibration contract that totals KD6.000.

Partie K is very focused on the warranty details of the deal and this package generates a positive effect which Partie P takes to offer an extra 1 year of warranty to the deal. Partie K is happy with the deal but refrains to close it in the moment and Partie P proposes the closing with a final offer for supporting the assembly costs with the compromise of signing the deal in that moment. Partie K only accepts the deal if the payment terms are set with a maximum of 10% commission fee and Partie P accepts with a 30% initial fee and 60% cash payment ensured with a credit letter.

Partie K accepts the deal.

Cognitive Map:

Figure 10. Case 5 Interview Cognitive Map



Source: the author

Parties:

Partie K is anchored in a price value and uses the threat of competitors offer to pressure party P to a competitive first offer. Partie K does not disclose information and continuously adds demands to the scope of work as a form of accessing party P ability to offer lower prices.

Partie P is very knowledgeable and experienced in this business area and is aware of the prices presented by the different brands and is able to suspect of party K information validity.

People:

Partie P is suspicious of the information released from party K since the price point presented indicates a low-quality product and this allows party P to an advisor position whose feedbacks once confirmed, will present him with trust and as a knowledgeable person.

Partie K uses the information gathered in the Dwannia to influence the negotiation process.

Preparation:

Partie P runs intensive preparation for the first meeting. As per his experience in Kuwait it's extremely important to know who and what each person does in the other party before moving into any negotiation or meeting. Partie P believes that this level of preparation will play a fundamental role when it comes to close the deals.

Partie K does not perform any preparation but the fact that it took four weeks to reply to the first contact can be an indicator of some level of preparation.

Process:

Partie P is not confident towards the information regarding the offer that party K states that is in hand and presents an offer in three days' time as a form of influence the information flow and at the same time to test party K information validity.

Partie K takes four weeks to reply and this is a clear indicator that if true, party K has in hands an offer of a Turkish brand which not only will not suffice party K needs and at the same time does not have the quality standards of assembly and duration that party K is looking for.

Partie P is able to negotiate with his OEM supplier prices and margins in order to present party K with an offer that meets his price range demand but a negative information from party K Dwannia stalls the process. A family member bought a similar brand in the past and is very happy with it so far.

This new information is presented to party P, not to terminate the negotiation but so that party P lowers the price and party P ability to change the bargaining mix without compromising its margins allows to move forward and close the deal.

Results of Dimensions of Culture Questionnaire

Mr. C. results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 4, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 3.5, Assertiveness: 4, Future Orientation: 1, Performance Orientation: 5.5, Humane Orientation: 4

Case 6

Interviewed: Mr. J. 48 years arrived in Kuwait on June 2016

Date: June 2017

Negotiation Focus: Two party's anchored with clear BATNA

Negotiation: F&B vending products

Parties:

- Partie P as the General Manager of a Health and Fitness company in Kuwait
- Partie K as the Manager of a supplements products in Kuwait

Situation:

Partie K engaged personally party P at it's permises in January 2017 to present the brand concept, locations, products and the interest in building a regional partnership in Kuwait. Both parties are anchored in a position from where neither accept to close the deal.

Partie P interests:

- To have a wider range of supplemt products for the members
- To increase month revenue on F&B sales
- Increase product margin on vending products

Partie K interests:

- Sell supplements
- Distribute the products in all the units of party P brand in Kuwait

Preparation:

Partie P: no preparation was made from party P

Partie K: presentation of products quality, standards and prices suggest a specific product knowledge preparation

Negotiation Process:

A first meeting is held at the premises of party P. Partie K presents the brand concept, store locations and meal plans and expresses the wish of having a partnership that consists in traffic increase by discounted vouchers offers from both parties at the point of sale. No formalities from either party's are requested and the partnership moves forward from the trust built into both parties and from the fact that there is an insignificant level of investment and an added value to both parties offers. A meeting is set for the month ahead, February 3rd at 11am in partie P permises with the goal of accessing the success of the partnership built. Partie K arrives late to the meeting.

It's common for both parties that the partnership is successful and party K presents it's supplement products to Partie P. Partie P is not aware of the products and it's quality and invites party K to be the sponsor of the Club Birthday event offering brand exposure and product sample action inside the club with its members. For party P, this will work as a trial for product quality.

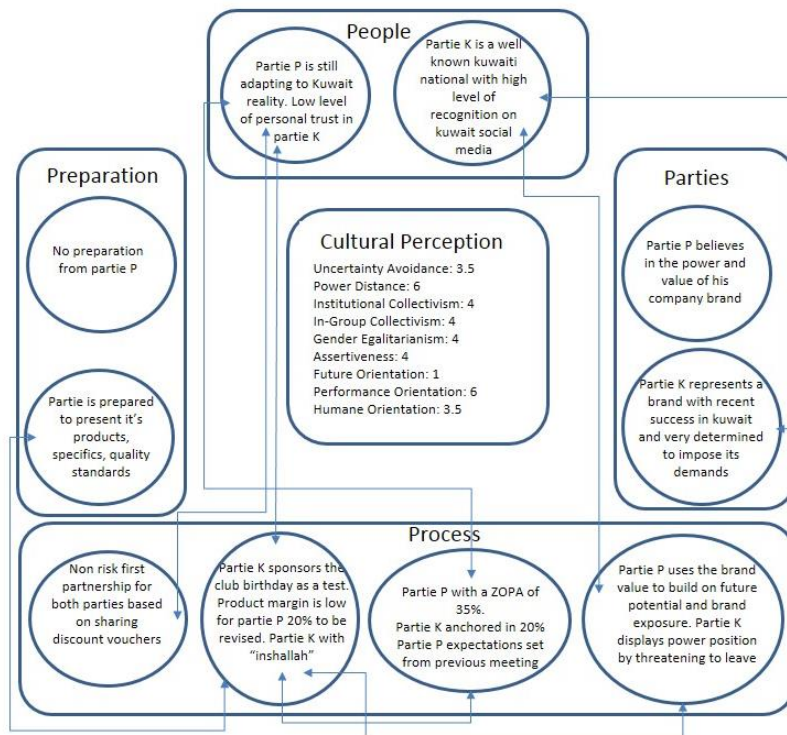
Partie K presents the product price list with recommended sale price and a 20% individual product margin. Partie P has competitor products already with 25% and is in process to renegotiate vending margins with the minimum goal of 35% in all F&B products but doesn't share this information with party K. The Club Birthday event is set as a quality product trial with the members and party P informs that the 20% margin will have to be revised. Partie P does not specify any value. Partie K replies "inshallah" and focuses on product quality and reinforces the open possibility for the trial at the event. Partie P interpretation is of agreement and a third meeting is scheduled for 2 days after the event.

The club event is successful, members feedback on the products is positive and both parties meet at party P permises. Partie P is determined on a 35% product margin. The meeting starts with the sharing of the feedbacks surrounding the success of the event creating a positive environment and both parties share ideas for future endeavours. Partie P takes the lead on the price margin offer and purposes 35%. Partie K rejects any possibility to move from the initial offer of 20%. Partie P is uncomfortable with this position. It's interpretation on the previous meeting was that there was an agreement on the impossibility of this value. Partie K clarifies that 20% is the maximum offer and declines any possibility of change. Again, product quality standards are revised and the fact that the members feedback is extremely positive is, for party K, in favour of party P sales success.

Partie P builds pressure with the fact that no F&B supplier presents less than 25% and also the brand exposure that party K will have in partnering with a multinational health and fitness company. Partie K remains on it's first stand and shows no problem in abandon the negotiation. Partie P suggests 20% with 1 free box in each 5 box order. Partie K declines. The negotiation is unsuccessful.

Cognitive Map:

Figure 11. Case 6 Interview Cognitive Map



Source: the author

Parties:

Partie P believes that the fact that is representing a multinational brand that belongs to one of the biggest retailer company in the Middle East should be faced as a golden opportunity to party K.

Partie K is focused on its company recent success and the fact that his family name is well positioned in Kuwaiti social level makes him assuming a dominant position on demands.

People:

Partie P was not able to generate a first positive relationship with party K and its dominant posture also generates some degree of discomfort.

Partie K has a huge representation on Kuwait social media – Instagram and Snap Chat – and his family name belongs to a high social level in Kuwaiti terms.

Preparation:

Partie P: No preparation.

Partie K presented all his product details with accuracy and professionalism which indicates that party K was aware of what was presenting.

Process:

Both parties agree to perform a low-risk partnership with voucher sharing as a form of testing each one client's interest. The first partnership is successful which opens the possibility to move the relationship further. The product margin of party K is low and when queried about this, party K replies with "inshallah". Partie P does not look for clarification and assumes this as a word of positive agreement.

At the closing of the deal, party K is anchored on its initial value and does not move from there which is in direct confrontation with party P previous expectations. Partie P moves to value the deal with the power and representation of its brand but party K does not recognize this value and uses threat to pressure party P.

Results of Dimensions of Culture Questionnaire

Mr. J. results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 4, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 1, Performance Orientation: 6, Humane Orientation: 3.5

Case 7

Interviewed: Ms. D. 33 years arrived in Kuwait on September 2014

Date: February 2016

Negotiation Focus: Overcome price barriers

Negotiation: Selling personal training sessions

Parties:

- Partie P as a Personal Trainer in Al Zahra, Kuwait.
- Partie K is a recent member of a Health Club

Situation:

Partie K is a new joined member at a fitness facility and is scheduled for an induction session as part of her member journey. Partie P as a personal trainer in charge of the induction session.

Partie P interests:

- To deliver the company high standard service
- To know the member and understand any disability, current and/or present injury that disable the practise of physical exercise
- To sell personal training sessions

Partie K interests:

- To have a positive physical experience in the new health club

Preparation:

Partie P: no preparation was made from party P

Partie K: no preparation was made from party K

Negotiation Process:

On the scheduled day for the induction, party K failed to show without notice. Partie P called party K and rescheduled the session for 2 days after at the same time. Partie K showed up at the designated time.

The induction session reveals that party K has a daily routine that does not enable her to practice regular physical activity. High blood sugar and tension, overweight and excess of body fat are immediately identified from the induction protocol.

When queried on the impact of these facts in her daily life, party K shares emotional feedbacks with a negative impact on her personal and professional life and that she wishes to change her lifestyle into a healthier one.

Partie P prescribes a 4 time weekly workout session as a primary goal set and shares some generic nutritional advices to be incorporated into party's K daily routine.

Partie K expresses some concerns and difficulties in following these due to professional and personal routines.

Partie P focuses on the level of importance that this has to party K both physically and mentally and assures that they will impact on party K quality of life.

Partie P takes party K through all the critical components and machines handling explanation and agrees to meet party K in 4 weeks period and the compromise of working out 4 times a week for 4 weeks (total of 16 workouts) is set and agreed.

After 4 weeks both parties agree to meet and the previous goal is not reached. Partie P called 2 days before the date to follow up and confirm the scheduled session and sent one SMS four hours before of the meeting to confirm the session.

Partie K showed up on time and recorded 3 workouts during the 4 weeks period (19% success). The main reason stands on lack of time.

Partie P resets the commitment with a set of questions on her daily routines on which both agree as possible to perform and that will allow party K to workout four times per week.

Partie P suggests a deeper level of commitment from party K by purchasing a 12 sessions package of personal training sessions. Partie K shows deep interest but is worried that the lack of time can influence negatively and she doesn't wish to have more time restraints in her daily routine. Partie P offers a one session trial on the day and time that both agreed to commit to the workout but party K reacts negatively and party P informs that this will be free of cost to which party K accepts.

Partie P is suspicious that the cost of the personal training sessions is a bigger obstacle than the lack of time. Both parties meet on the designated time and day for the workout.

Partie K is happy to overcome the first difficulty of the day and shares during the session to party P on how difficult it was to go to the gym. Partie P reinforces this as a "win of the day" and both share commitment to continue on this path.

At the end of the session, party P queries on the purchase of personal training sessions. Partie K expresses interest on the service with generic questions to which party P answers specifically linking all answers to their previous successful one on one experience.

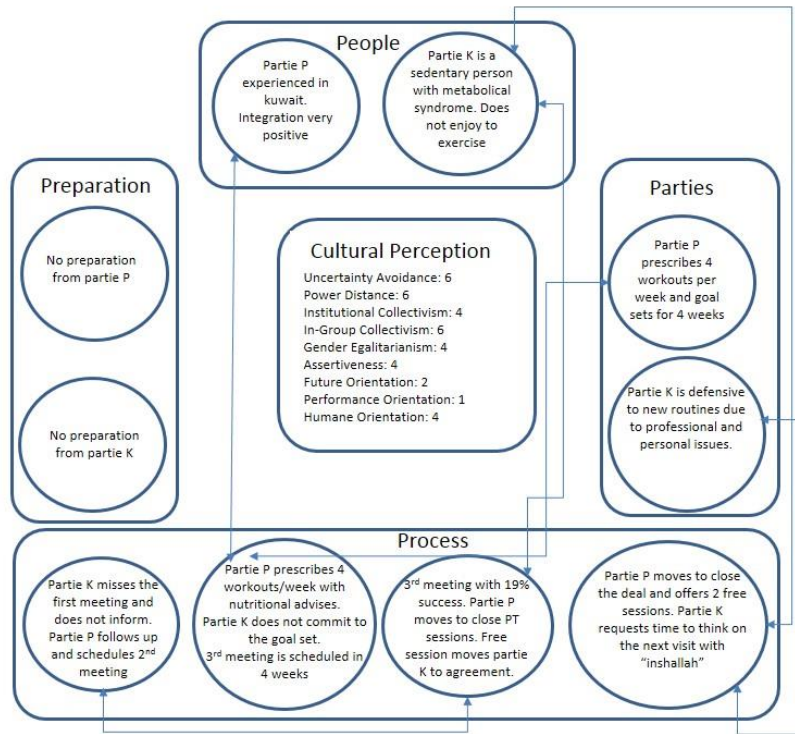
Partie K wants to know exactly the price to which party P informs that 12 workout sessions have a cost of KD400.

Partie K finds this excessively costly and queries about discounted offers to which party P offers 2 extra free sessions for each 12 sessions purchase. Partie K requests time to consider and closes the communication with the phrase "we can talk on my next visit, inshallah".

Partie P wasn't able to clearly set the date and time of the next visit. No deal was closed with party K.

Cognitive Map:

Figure 12. Case 7 Interview Cognitive Map



Source: the author

Parties:

Partie P performs a professional needs analysis and prescribes a solution package with a clear and predetermined goal.

Partie K is defensive towards new personal routines. The only reason party K decided to membership in a gym is that her doctor ordered her to. Partie K has a demanding professional schedule and the same goes for her personal time.

People:

Partie P feels adapted to Kuwait and its reality. It's her second professional experience in Kuwait.

Partie K is a sedentary person suffering from metabolic syndrome and about to develop an early stage of Diabetes Mellitus. She does not like to perform physical exercise.

Preparation: No preparation from both parties.

Process:

Partie K is scheduled for the first meeting with party P but does not show up or informs of her missing in advance. It's only through individual follow-up that party P is informed that this miss was due to professional on time demands.

On the second meeting, party P prescribes a solution package with a clear time limit definition and a goal to be achieved. This is set in line with party K feedbacks in order to build some degree of commitment but party K refuses to commit to any new routines under the argument that "will do her best, inshallah".

On the third meeting, party P assesses the success achieved so far and presents the price list of personal training sessions. Partie K is interested due to the failure of the previous strategy but when it realizes that there will be a new schedule to be implemented refuses to commit.

Partie P offers one free session as a trial and party K agrees. The experience is positive and party K acknowledges the value of the individual session. Partie P moves to close the deal and offers two free sessions per pack but party K refuses to close the deal.

Results of Dimensions of Culture Questionnaire

Ms. D. results on cultural dimensions perception were: Uncertainty Avoidance: 6, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 2, Performance Orientation: 1, Humane Orientation: 4.

Case 8

Interviewed: Mr. S. 39 years arrived in Kuwait on June 2015

Date: March 2016

Negotiation Focus: Closing the sale

Negotiation: Selling personal training sessions

Parties:

- Partie P is a Personal Trainer in Shuweik, Kuwait.
- Partie K as member of an Health Club

Situation:

Partie K is a member in a Health Club and the only european expat trainer in a team of 10 personal trainers. Partie K approaches party P motivated by the curiosity of the originality of the workout prescription from party P to other members.

Partie P interests:

- To demonstrate high level of technical knowledge in the fitness business
- To sell personal training sessions
- To distinguish himself from the average trainers quality in the team

Partie K interests:

- To have a positive phisycal experience in the new health club
- To lose weight and curious about steroid utilization

Preparation:

Partie P: no preparation was made from party P

Partie K: no preparation was made from party K

Negotiation Process:

Partie K has recently renewed his yearly membership for the second year in a male gym and is an interactive person that visits the club 4 times per week on average and knows personally the majority of the staff and members.

Recently changed his workout routine so that he can workout at the same day and time of party P is present at the gym. There is a consistent interest from party K into party P standards, knowledge and technique that is revealed by consistent questions and queries.

Partie P is aware of party K passion for physical exercise and at the same time some degree of lack of technical knowledge mainly on callisthenics exercises and body positions and interacts actively with party K with advice and corrections.

Partie K queries party P on his nationality and reveals that knows Cristiano Ronaldo and Jose Mourinho but cannot locate Portugal geographically questioning if Portugal is a part of Spain. Partie P clarifies and answers the question on how long is party P in Kuwait.

Partie P invites party K for a free workout session based on the relevant information to help party K focusing on his technical development.

Partie K answers with “inshallah” and invites party P for the Dwannia to which party P accepts. Partie P is not sure if “inshallah” answer means yes or no regarding the workout, but also does feel uncomfortable on insisting.

It’s not clear for party P how the invitation for the Dwannia relates to the personal training sessions issue at hand. At the same time, party P is not aware of what a Dwannia is, what to wear or how to behave. Partie P accepts but with a sense of interrogation and curiosity mixed with excitement.

On the same day at night, party P visits the Dwannia and meets with direct relatives of party K and friends. During the night several people go in and out to what becomes clear to party P that this is an important social gathering.

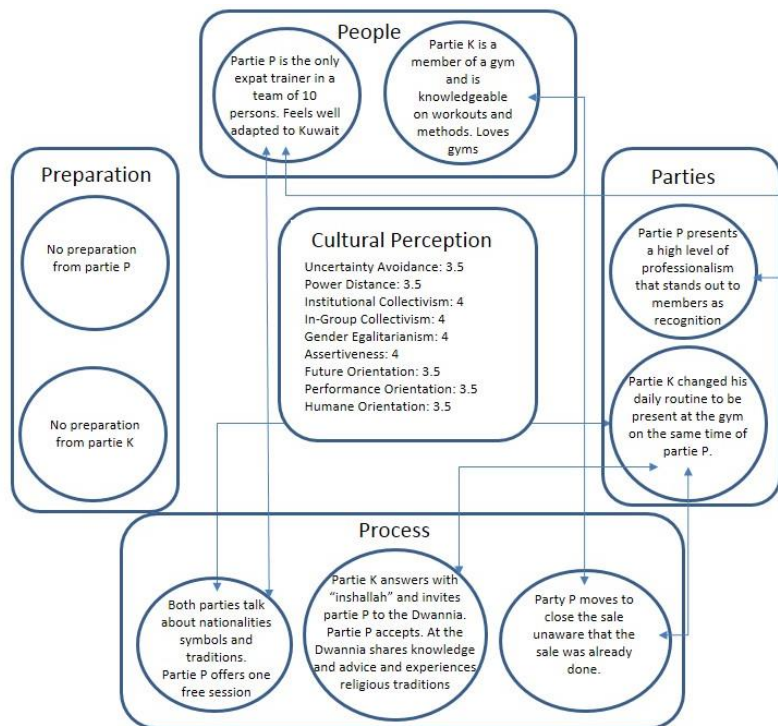
All family and friends of party K welcome party P into the gathering and show great curiosity and concern towards portugal and it’s national representations like futebol clubs and national team, close geographical position to Spain, food, religion, Cristiano Ronaldo, Figo and Jose Mourinho.

At some point everybody stops their conversations and start removing the sofas to the sides of the room. The older person in the room takes the lead with a compass signing Qibla and the entire group starts their praying for approximately ten minutes.

All conversations are then retaken from where they were and the family of party K strats asking questions about the gym where party P works, knowledge of the team and their nationalities. Some share their experience in competitor gym generating conversations on which is the best gym in Kuwait while asking for party P opinion. Questions around methods of training, technical aspects, nutrition and suplements are also raised and the conversation moves forward to aproximatelly 45 minutes. After two day both parties meet at the club and party K initiates the conversation regarding the workouts. Partie P feels confortable to purpose the closing of the deal and party K informs party P that has already bought a 12 sessions package before entering the club.

Cognitive Map:

Figure 13. Case 8 Interview Cognitive Map



Source: the author

Parties:

Partie P is a high standard fitness trainer with a fitness athlete and coach background. His level of quality service is constantly praised by the members.

Partie K is a member who changed his daily routine to be present at the gym when party P is working. This acts as a way to access in detail how party P serves his members.

People:

Partie P is the only expat in a team of ten persons. He is constantly recognized and rewarded by the members and the management and feels extremely well and adapted to Kuwait.

Partie K is an advocate of the fitness way of living and is an experienced and well-trained person.

Preparation: no preparation from both parties

Process:

Partie K is very curious on party P nationality and this triggers the interest and the opportunity of building a positive relationship in between party's. Partie P engages to party K interest in workout prescription and in party P in-depth knowledge of the fitness area, to support party K in a free session.

Partie K replies with "inshallah" and party P does not know how to interpret this wording as it sounds for one hand as an agreement word but on the other hand, it implies some degree of uncertainty.

Partie P is invited to party K Dwannia and agrees to join. Here, party P is welcomed by party K family and friends and sets out a multicultural moment of shared experiences and questions.

At the same time, it's clear that some of the people are aware of some possible business relationship. Partie P acknowledges from some of the questions that it's possible that party K already shared some information with them and the questions that surround these moments come out as a form of test to party P knowledge and experience.

The moment is positive and party P is invited to come back.

When party P meets party K at the gym and moves to close the deal, is informed by party K that the deal is closed already at the reception and he is ready to start.

Results of Dimensions of Culture Questionnaire

Mr. S. results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 3.5, Institutional Collectivism: 4, In-Group Collectivism: 4, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 3.5, Performance Orientation: 3.5, Humane Orientation: 3.5

Case 9

Interviewed: Ms. J. 34 years arrived in Kuwait on September 2015

Date: September 2016

Negotiation Focus: Closing the sale

Negotiation: Selling memberships for an International Health Club brand

Parties:

- Partie P is a Membership Retention Manager for an international fitness brand.
- Partie K as a walk in prospect

Situation:

Partie K is a prospect whose friends are members in the club where party P works. Partie K is at the club for the first time and states that has been a member of several health clubs in Kuwait for the last 5 years. However party P discovers that she has stopped her physical activity for a while now.

Partie P interests:

- To close a sale towards club budget and individual budget
- To build a positive emotional relationship

Partie K interests:

- To membership at the club

Preparation:

Partie P: role play with the sales team weekly and deep understanding of the monthly sales briefing in order to know how to present the offers and the discounts.

Partie K: party K friends have informed her of the prices and provided positive feedbacks about the club and the staff.

Negotiation Process:

Partie K arrives at the club and informs the receptionist that wants to know the prices of the gym. The receptionist provides party K with a contact form which is immediately rejected. Partie K does not want to share the personal contacts and has a very directive and straightforward approach to be informed about the prices of the club. Partie P is summoned to the reception.

Partie P meets and greets the member who immediately asks her nationality with a strong feeling of curiosity.

Upon party P answer, the directive and straightforward attitude is transformed towards a welcoming and positive communication and body language. Partie P feels that there is an open way to establish trust and a good relationship with the prospect and queries about how did party K knew about the gym to which she informs that her friends workout there.

Partie P moves to the needs analysis of party K who shares her life history based on unhealthy nutrition lifestyle and a sedentary life with a strong impact on her self-image and confidence. Her daily routines were set towards her family time and she has been a member of several health clubs in Kuwait for many months but with an inconsistent usage based on SPA and swimming pool.

It's clear for party P that there is a high level of importance on the decision of signing for a membership again in a new gym and party P feels confident in sharing previous success stories and the barriers that will raise in the future and how to overcome them.

At a given moment, party K shares that her family recently engaged to be married in 4 months time and that this plays an important role in her decision of signing a membership to the gym.

Partie P moves to close the sale with a twelve months offer of KD643 to which party K is not comfortable. Partie P informs that the importance of being ready for the wedding is equivalent with the importance of a new lifestyle and therefore this would be the best offer for her.

Partie K queries about a discount to which party P informs that this is the best price for twelve months. Partie K does not accept this price and party P presents the offer on the six months for KD580 but party K wants a discounted offer.

Partie P informs that the six months offer has a 10% discount which represents a final price of KD522 with full access to all the other clubs of the same brand in Kuwait. Partie K wants a lower price offer and party P queries on how much would she be interested to pay.

Partie K wants the same offer of her friends, which is KD280 but party P is aware that this is a student offer and cannot be applied to party K.

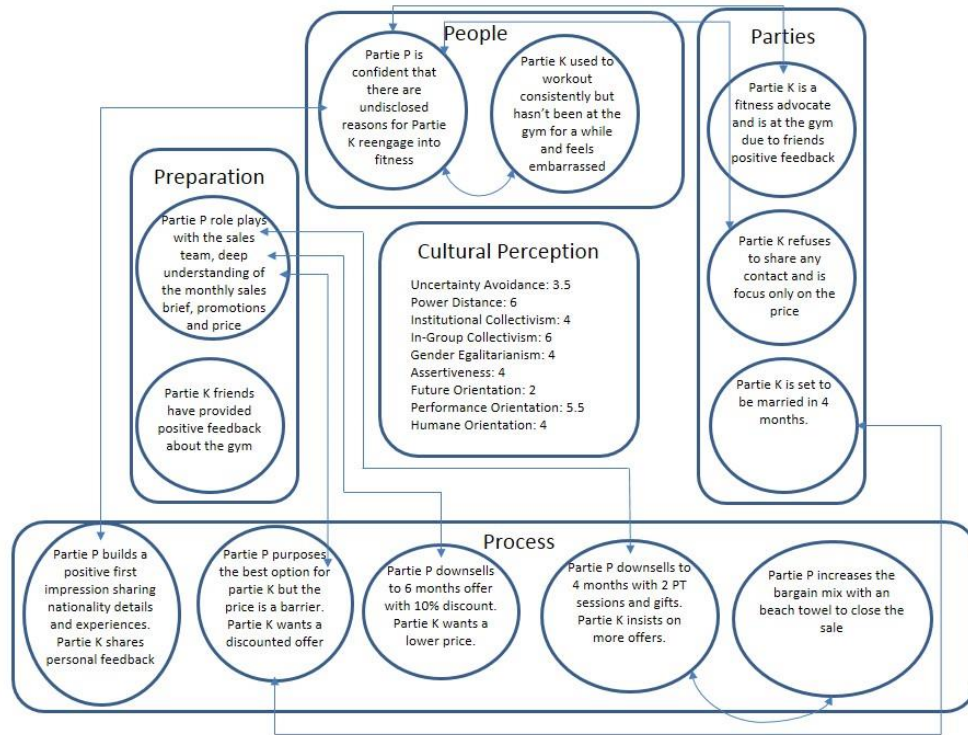
Partie P informs party K that they are currently running a 10% discount offer on the 4 months memberships which would total KD422. Partie K wants to know what is included in this membership to which party P explains that party P can access to all the clubs of the brand in Kuwait, has two personal training sessions for free and a free water bottle and exercise bag.

Partie K is not happy with the offer and by looking to a cabinet that displays the company merchandise requests for a branded beach towel. Partie P informs that this is reserved for members who are active at the club for at least two years which it doesn't apply to her.

Partie K immediately states that will only membership if the towel is offered and party P asks permission to the management and offers the towel as an incentive to close the sale. Partie K agrees.

Cognitive Map:

Figure 14. Case 9 Interview Cognitive Map



Source: the author

Parties:

Partie P meets and greets party K at the gym and then moves to proceed with the needs analysis and the tour around the club. The areas of interest are identified and party P is aware of the other party interests and needs but feels that there is more information than meets the eye to be shared.

Partie K states that she is a fitness advocate and that knows gyms all around Kuwait. She claims that she wants to membership in the gym due to her friend's feedback but refuses to identify any of them. Partie K manages information not by lack of honesty but due to the fact that is related to personal issues: is to be married in four months.

People:

Partie P feels that there are undisclosed reasons for party K reengaging into a gym.

Partie K hasn't been in a gym or into physical activity for a while and is embarrassed to start over.

Preparation:

Partie P didn't prepare specifically for meeting party K but, runs sales role play and drills with the sales team consistently, is fully aware of the sales monthly briefing, the active promotions and the price list.

Partie K states that her friends provided with feedbacks

Process:

Partie P is able to build positive first impression with party K by sharing personal insights about Kuwait and her adaptation to the country. This enables party K to share some advice and a proactive question-answer communication is open.

Partie K eventually shared to party P the real reason why she decided to join a gym: she is about to get married in four months as per Kuwait tradition and therefore it's fundamental that she loses weight and fits well into the wedding clothes.

Partie P moves to close the deal by offering party K the best deal offer but party K refuses at the argument of more discount. Partie P down sells the offer for six months but feels that the initial relevance towards the real reason on why party K wants to join the gym is not enough to overcome any price barrier. Partie K still refuses the deal.

Partie P alters the bargaining mix and adds two personal training sessions to the deal but party K demands more offers to which party P extends a last and final gift offer to close the deal.

Results of Dimensions of Culture Questionnaire

Ms. J. results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 2, Performance Orientation: 5.5, Humane Orientation: 4.

Case 10

Interviewed: Ms. A. 35 years arrived in Kuwait on July 2015

Date: May 2016

Negotiation Focus: Closing the sale

Negotiation: Increasing the bargaining mix

Parties:

- Partie P is a personal trainer and a group exercise trainer in a gym in Kuwait
- Partie K as member of a gym

Situation:

Partie K is a recent joined member who has to join a fitness club due to a recent medical condition (diabetes type II) but doesn't like to do exercise. Partie K has no level of physical education whatsoever nor ever joined a gym. She is overweighted and her BMI reflects the obesity level. She wears full hejab, abaya and niqab and her husband is present at the moment of the closing of the deal.

Partie P interests:

- To sell personal training sessions and to incentivize group exercise usage
- To influenciate party K to a healthier lifestyle

Partie K interests:

- To exercise due to medical condition
- To create healthier daily routines

Preparation:

Partie P: no preparation

Partie K: no preparation

Negotiation Process:

Partie K goes to the club to know the prices and the facility. Partie P performs the club presentation and party K is impressed positively. During the club tour party K queries about the existence of prayer area. It's clear to party P that this is extremely important to party K. The prayer area is presented as well as the Arabic mats available for all members to use. Partie K is pleased and at rest with this existence.

After the tour party P moves to close the sale with the 10 months offer for KD1200. Partie K calls the husband by the phone to meet her and party P at the reception. Partie K's husband is a Kuwaiti national and without his approval, party K informs that she will not membership. Partie K husband arrives at the reception. Both talk in Arabic, to which party P is not able to interpret however, it's possible to understand that the dialogue includes positive feedback.

Partie K husband queries first about the ways of the club regarding male and female members and party P explains that the club is not mixed which means that men's are not allowed into the same area as women. This explanation clearly allows the negotiation to move forward as it's clear for party P that the husband would not allow her wife to membership into a mixed gym.

Parite P moves to close the deal with the previous first offer for 10 months but party K presents a second barrier regarding one previous issue already discussed with party K, which regarded the prayer area. Partie P uses party K Arabic feedback to confirm to her husband all details regarding the prayer area and again moves with the 10 months offer.

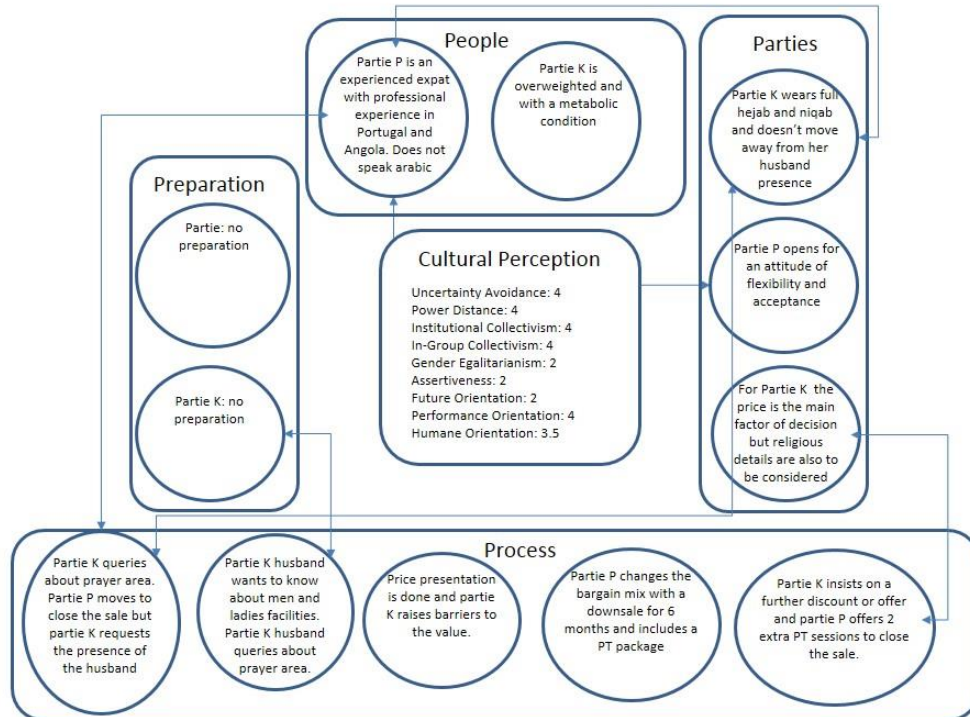
Both party K and her husband are resistant to spend KD1200 in the gym and queries party P to another option of membership. Partie P explains to party K that she needs to move into a long-term commitment in order to overcome her individual health issues. The gym offers a 6 month membership deal for KD850 and party P offers to add to this proposal a 10 sessions pack of personal trainer sessions for KD400 which would be perfect to help party K start her workouts with more support.

Partie K is pleased with the offer of 6 months but presses party P for more discount to which party P informs that she can exceptionally add 2 more personal training sessions to the pack of 10 but

only if party K accepts to close the deal in that moment. Partie K speaks to husband and with his agreement, moves to accept the offer.

Cognitive Map:

Figure 15. Case 10 Interview Cognitive Map



Source: the author

Parties:

Partie P takes on attending party K as a standard walk-in prospect.

Partie K is a traditional Kuwaiti lady that wears full abaya and niqab clothes and bases her decisions with strong religious beliefs and requires her husband opinion for her decisions.

People

Partie P is an experienced expat with more than one professional experience abroad. Does not speak Arabic language.

Partie K is an overweight lady with high blood pressure and lower back problems.

Preparation: No preparation from both parties

Process:

During the tour of the gym, party K queries party P on the existence of a prayer area. It's clear to party P that this is fundamental to party K. when party P moves to close the sale, party K requests her husband presence before taking any final decision.

They both argue over the details in Arabic and it's possible to understand that the husband is being positively informed on the club. Regardless the husband insists on confirming the existence of prayer area and the ladies only area.

Partie P presents the final offer with the lower value per month but party K raises barriers to the high amount for membership and wants a lower offer. Partie P presents the offer for 6 months with a higher value per month but a minor total value and adds into a personal training package that totals the same previous amount but includes two different services.

Partie K pushes for more discount and in order to close the sale, party P moves to add two free sessions.

Results of Dimensions of Culture Questionnaire

Ms. A. results on cultural dimensions perception were: Uncertainty Avoidance: 4, Power Distance: 4, Institutional Collectivism: 4, In-Group Collectivism: 4, Gender Egalitarianism: 2, Assertiveness: 2, Future Orientation: 2, Performance Orientation: 4, Humane Orientation: 3.5

Case 11

Interviewed: Mr. D. 31 years arrived in Kuwait on May 2015

Date: February 2016

Negotiation Focus: One party does not trust the other party commitment

Negotiation: Overcome barriers by closing through commitment

Parties:

- Partie P as a personal trainer
- Partie K as member of a gym

Situation:

Partie P is a personal trainer in a gym in Salmyia and recently encountered a member in the gym who wanted to get ready for a triathlon competition in Dubai called Iron Man, consistent with 2Km swimming, 90Km bike and 21Km running. The competition will happen in January 2017 and party K never participated in this kind of competition.

Partie P interests:

- To sell personal training sessions
- To add into his clients portfolio a 1 year preparation scheme

Partie K interests:

- To finish the Dubai Iron Man competition

Preparation:

Partie P: no preparation

Partie K: no preparation

Negotiation Process:

Partie K is a member at a gym in salmyia, meets party P at the gym and queries about long duration efforts workouts. Partie P goes through the specifics of working out for a marathon which includes workouts, nutrition and supplements.

Partie K is clearly aware of some of the information shared due to previous recent online research, which triggers into party P the curiosity of wanting to understand why these questions were interesting to party K.

Partie K informs that one of his family members was present in a competition called Iron man in Dubai and he influenced party K to participate next year.

Partie P queries party K on its ability to swim to which party K answers negatively. This would present as a first barrier to overcome since the first part of the competition is a 2Km swim in the open sea.

There is still a one-year time gap and therefore enough time to learn how to swim. Parite P then queries party K on the ownership of a bike to which again party K answers negatively and this would raise the need to purchase a road bike good to perform 90Km.

Finally, party P queries party K on the past experience of a full marathon to which again party K answers negatively. Partie K experience is based on small regional walkathons with the family.

Partie P reaction is defensive. There is no physical background for such competition and party K cannot swim which is definitely a big barrier for such kind of goal. Partie P is a former physical education teacher and is confident enough to teach party K to learn how to swim and to build a positive level of performance and immediately informs party K that he will require the help of a personal trainer, especially with swimming teaching background and that for this kind of goal, there would have to be a minimum of 4 workouts per week just for the swimming part.

Partie K is clearly not comfortable with such level of commitment and chooses to gain time by scheduling another conversation for the next day at the gym. Partie P agrees and informs party K that he has some interesting online information that he will share with party K on that same day.

On the next day both parties meet as agreed and party P queries party K if he had read the articles sent. Party K answers positively and shows great interest in details. At the same time, party K informs that he met his family member in Dwanna on the previous night and showed him the information and shared with him the conversation they both have had. His cousin was very favourable for the four times per week workouts and strongly recommended that he should have the help of a professional.

Party K queries party P on his agenda availability for meeting four times per week to which party P queries on the possibility of morning or evening workouts. Party K is not open to the idea of working out in the evening due to family reasons but party P is fully scheduled in the mornings except for Sundays and Tuesdays.

Party K is not favourable for two workouts per week and insists with party P in order to vacate two extra days in his agenda.

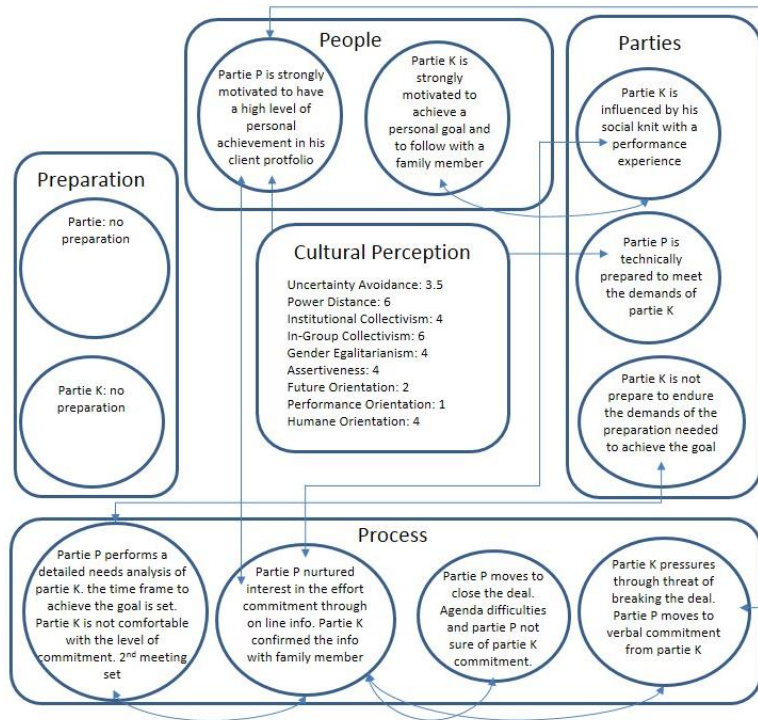
Party P knows that this is a one-year deal but is afraid that party K does not deliver on his promise during the course of time and as a result loses party K and the customers that are already enrolled in his present agenda.

Party P is not open for this concession but Party K moves again to pressure party P to have a positive answer as a long-time customer of the gym. Party P agrees to this move but requests party K full commitment for a one-year time period without any possibility of withdrawal.

Party K agrees to this commitment and queries about the price. Party P informs that four workouts per week will have a monthly cost of KD480. Party K agrees on the deal.

Cognitive Map:

Figure 16. Case 11 Interview Cognitive Map



Source: the author

Parties:

Partie P feels confident in being able to conduct a year preparation, especially regarding the swimming preparation

Partie K is not prepared to endure the demands of a high-level preparation and relies on his family experience to confirm party P information

People:

Partie P is strongly motivated to support party K in his personal achievement and to enhance his own client portfolio

Partie K is highly motivated to pursue his personal goal and to follow his family member

Preparation: No preparation from both parties

Process:

Partie K is informed on the level of personal commitment that will require to achieve his personal life achievement and this is above his first expectations. Partie P senses a level of fear mixed with excitement but at the same time it's clear for both parties that party K has a romantic idea of what is at stake.

A second meeting is set by party K who requests time to think. Partie P acknowledges this and maintains contact and motivation by sharing a set of online information regarding Iron Man Dubai. The main goal is to motivate and to build excitement in party K.

Partie K receives from his family member the confirmation on party P information and this triggers the final decision on party K to close the deal. On the closing, agenda availability issues are raised and party K accepts nothing less than the previous standard discussed, which starts at a minimum of four workouts per week.

Partie P is not sure of party K commitment. Partie P can move clients in his agenda but is afraid that this move will result in a negative outcome in the near future due to lack of commitment from party K. Partie P suggests several options but party K anchors on the first position and party P is forced to concede to close the deal.

Results of Dimensions of Culture Questionnaire

Mr. D. Results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 2, Performance Orientation: 1, Humane Orientation: 4.

Case 12

Interviewed: Ms. C. 32 years arrived in Kuwait on August 2014

Date: October 2016

Negotiation Focus: Increasing the bargaining mix

Negotiation: Sponsorship offer

Parties:

- Partie P as a Club General Manager fo an international gym brand
- Partie K as the owner of a events company in Kuwait specialized in ladies events

Situation:

Partie K emailed party P with a commercial template of an event in Salmyia and requests for a formal meeting to explore the possibilities of sponsorship for the next event. Parite P welcomes party K in the club and party K pitches for party P on the success of the previous three editions of the event and it's growing comercial impact on all partners business. One full video presentation accompanies the pitch and in the end party K offers party P an event brochure.

Partie P interests:

- To collect leads for all the gyms in Kuwait
- To increase brand awerness in Kuwait

Partie K interests:

- To close the sponsorship on standard, premium or platinum level

Preparation:

Partie P: online research of the previous editions of the event

Partie K: video presentation and content previous study

Negotiation Process:

After receiving an email from party K, both parties agree to meet at the Gym facilities of party P. Partie K arrives on time and is accompanied by its events manager.

The meeting kicks off with a generic conversation about Kuwait social life and party P personal integration in Kuwait as a country. There is a strong and genuine curiosity around the Portuguese nationality and the decision of working in Kuwait rather than Dubai or Abu Dabi.

Partie K is not able to recognize Portugal geographically but is aware of its proximity with Spain. Queries about Portuguese society and economics and also around Portuguese historical traditions and achievements are the opening point for both parties to generate a positive first relation.

Partie K introduces its events manager who is in charge of describing the event that will be held in Salmyia. Its first edition is presented as a success with more than 2000 visitors in two days that then grow to more than 5000 visitors in its second year.

For this third edition, the number of partners and sponsors have doubled and there are limited vacancies to the sponsor positions. The Ministry of Interior will be the Platinum Sponsor which means a KD50.000 sponsorship. Also this third edition will have radio and Kuwait TV coverage. It is expected to have more than 10.000 visitors in this two days event.

After the presentation, party K takes over the meeting communication again, and expresses its interest in having party P company as a premium sponsor.

Partie P queries on the price of this sponsorship and party K requests to its event manager an event brochure moving again through the event details and informations. Partie K informs that this would be a KD10.000 sponsorship and shows the available areas.

The areas available are second class locations and party P is not confident that they will provide high traffic. Partie P queries on the price of the standard sponsorship for the same areas and party K answers with KD2.000 but this sponsorship will not include radio and TV coverage.

Partie P argues that the areas available are not premium and the fact that party K is not able to ensure traffic levels as in the other areas places the offer value off. Partie K counter with the

argument that the radio and TV coverage will compensate this. Partie P is not confident with this and as it looks into the brochure notices that there will be a lucky draw for the visitors.

Partie P queries on the awards and offers party K to sponsor the awards with gym memberships.

The first award would have a 12 months membership offer with a value of KD600, the second place would have a 6 months membership offer with the value of KD450 and the third places would have a 4 months membership offer with a value of KD380 totaling KD1430 plus one month free vouchers for all the awards from 4th to 10th place. This would add to the KD2.000 sponsorship with the full coverage of radio and TV.

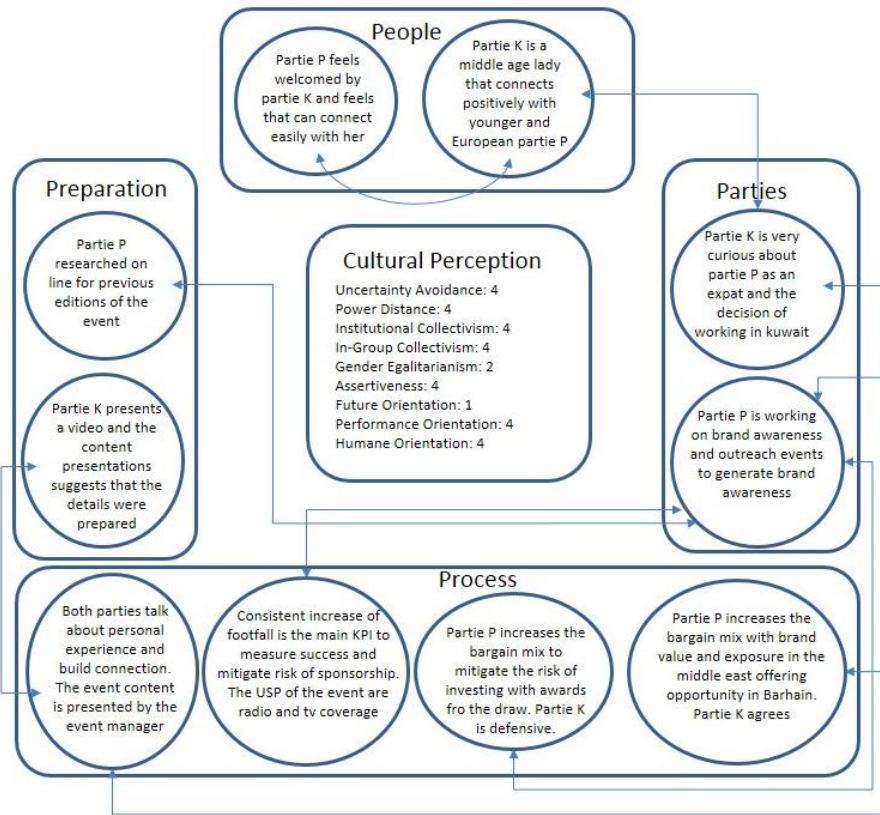
Partie K counters with the fact that this offer value is still far from the KD10.000 premium sponsorship and party P argues that the fact that it's company is a world leader in gyms will provide to the event a wider interest in its visitors.

Partie K is not confident and argues that this is a risk impossible to measure. Partie P adds to the offer the possibility of advertisement in party P company social media channels that include all of the middle east business.

Partie K is highly interested in this offer since it will hold the same event in Dubai next month and in Oman in 3 months time. Partie K agrees to the deal.

Cognitive Map:

Figure 17. Case 12 Interview Cognitive Map



Parties:

Partie P is working on brand awareness and outreach events to generate higher levels of traffic into the club.

Partie K is positively interested into a Portuguese national working in Kuwait and the decision of moving from Europe to the Middle East.

People:

Partie P is in her second professional experience abroad and feels positively welcomed by party K and feels she can connect easily with party K.

Partie K is a middle age lady wearing hejab that immediately connects positively with party P and shows authentic interest in providing a positive feeling into party P as a European person.

Preparation:

Partie P researched online for previous editions of the event

Partie K shows preparation by presenting a video and being knowledgeable on the event details content

Process:

The negotiation process is clearly influenced by the positive relation built from the ice breaking conversations about the social life in Kuwait. The content of the event is presented by the event manager and all details and specifics are answered by party K.

The main success KPI to measure the event effect is footfall and this is able to justify the amount paid for each sponsorship. The USP of the event is clearly the TV and radio coverage.

The money amount for each sponsorship is not justifiable according to party P however the event is interesting to party P who moves to increase the bargaining mix with awarding memberships for the draw that will take place in the event to attract footfall.

Partie K has low interest in this as it's focused on the event business plan.

Partie P increases the bargain mix by opening the opportunity of performing the event in Bahrain with a second sponsorship and party K agrees to close the deal.

Results of Dimensions of Culture Questionnaire

Ms. C. Results on cultural dimensions perception were: Uncertainty Avoidance:4, Power Distance: 4, Institutional Collectivism: 4, In-Group Collectivism: 4, Gender Egalitarianism: 2, Assertiveness: 4, Future Orientation: 1, Performance Orientation: 4, Humane Orientation: 4.

Case 13

Interviewed: Ms. A. 36 years arrived in Kuwait on November 2014

Date: October 2015

Negotiation Focus: increasing the bargaining mix

Negotiation: vending products price and discounts

Parties:

- Partie P as a Club General Manager for an international ladies gym brand
- Partie K a member of the club and owner of supplements company

Situation:

Partie K is a member of a ladies gym and requests at the reception to talk to the manager of the gym. The reception queries the reason of the contact but party K does not disclose any information rather than the request to talk to the manager. Partie P meets party K and they talk about the possibility of having party K supplements in party P vending machines.

Partie P interests:

- To increase vending revenue
- To increase the range of vending products

Partie K interests:

- To sell products

Preparation:

Partie P: no preparation

Partie K: no preparation

Negotiation Process:

Both parties meet for the first time and start to talk about party K experience as a member at party P club. The experience is overall positive and party K is happy. Party K queries about party P nationality and is surprised when informed about the Portuguese nationality.

Both parties talk about experiencing Kuwait, its traditions and norms and on party P adaptation to Kuwait and how different the life is by European standards. Party K offers her personal phone number and invites party P to her weekly ladies gathering.

Party K then moves to present her supplements brand which consists of a line of powder supplements, protein bars and energy drinks from the USA. There is no additional information since as per party K, this contact was just exploratory to follow up on party P interest.

Party P shows interest and a second meeting is scheduled for the day after. Both parties meet at the gym and party K has a power point presentation and a brochure with product information. The presentation is based on product quality to justify the product price.

A price list is shared with discount based on quantities purchased. Party P informs that her company works supplements on consignment basis only. Party K does not raise any objection.

At this point, party K requests party P permission to move out of the meeting for the prayer time and party P acknowledges the request and waits for approximately 5 minutes. During this time, party P reads the products information and the price list.

Products are offered on a 10% average discount purchase. The high level specific products have a higher discount but party P knows that these products will move slowly and has no interest in these products.

Party P is interested in the protein bars and energy drinks and informs party K that she needs to have a higher discount than 10%. Company standard price point for protein bars is KD1 and drinks is KD1.5 and the 10% discount will pinpoint the product margin in less than 2%.

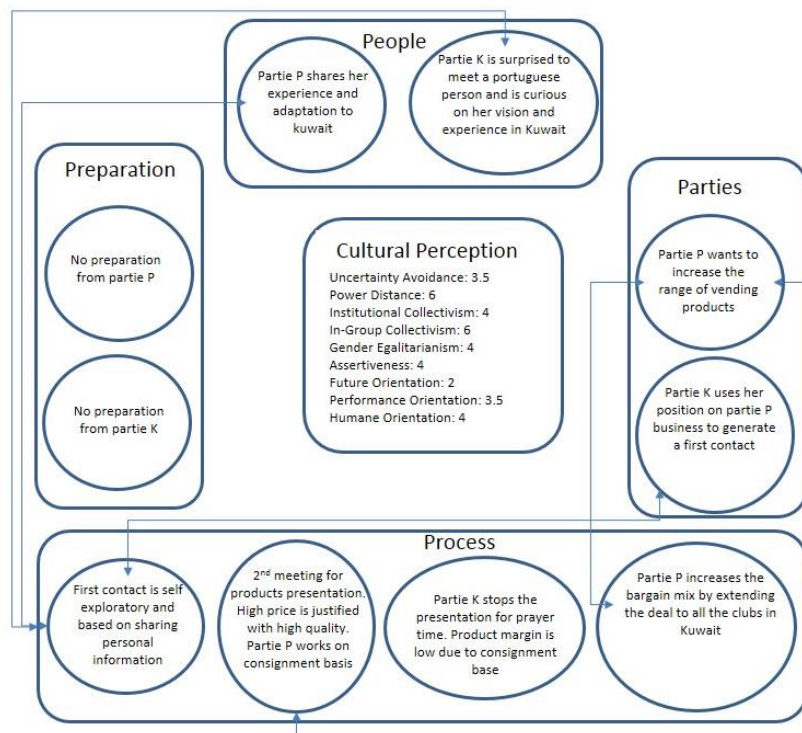
Party K refuses the possibility of a higher discount due to the consignment basis of the deal and uses this point to leverage on her behalf. Party P has other options and is currently running her

operation with two brands for this products, so it's not a priority to close this deal. Accepting these conditions would also level up the product price which would decrease the product moove.

Party P informs that her brand is currently running four clubs in Kuwait and is willing to move this brand into the four clubs if party K offers 30% discount. Party K is favourable for this opportunity and counters with 20% on the consignment base. Party P is not confortable with 20% only and offers to close the deal if party K offers one free box of products for every five boxes ordered. Party K agrees to the deal.

Cognitive Map:

Figure 18. Case 13 Interview Cognitive Map



Source: the author

Parties:

Party P is currently running her operation with two different brands of protein bars and energy drinks. Both have a similar price range but different margin % and party P wants to increase the vending revenue by increasing the products spectrum.

Party K is a member at the gym of party P and takes the initiative of approaching the reception however doesn't disclose her intention which precipitates the front of house team to block the contact. By insisting and leveraging her position as a member, she is able to unblock the first barrier.

People:

Party K is very surprised to meet a Portuguese person in Kuwait and curious on her experience and vision of Kuwait as a country and its traditions. Party K cannot locate geographically Portugal exactly but is aware that it's near Spain.

Party P is happy to share her experience and eager to know Kuwaiti people that can help her learn the ways of the country.

Preparation: No preparation from both parties

Process:

The first contact is self-generated taking advantage of the fact that party K is a member in party P gym. It's possible to understand some level of discomfort from party K in this approach as it refuses to inform the reason of the contact with the manager at the reception but the outcome is extremely positive due to the fact that it generates an interesting and authentic first impression in both parties.

The second meeting is set with a clear agenda and schedule and the presentation of the products is made with professionalism and detail. Party K initial offers are immediately justified by the high quality of the products.

Party P is not convinced of this high-quality argument but since it's running already the F&B with two lines of similar products, and believes that it would be interesting to add a new product with a clean and high-end image.

Party P does not buy vending stock and operates on a consignment basis only to which party K builds no barrier but limits the level of product discount in each order.

This works to party P as a form of pressure due to the fact that the product price would need to be increased exaggeratedly in order to be able to generate a minimum margin and party P believes that at the very best would boost the sales of the other two current products.

At this moment party K requests party P permission to stop the meeting and go to pray. This takes approximately seven minutes.

Partie P moves to close the deal by offering to party K the possibility of selling its product in the other clubs of party P as long as party K is happy to offer one box of product for every five boxes ordered.

Partie P knows that this will decrease the product price enough to compensate for the 20% discount offered on a consignment basis.

Results of Dimensions of Culture Questionnaire

Ms. A. Results on cultural dimensions perception were: Uncertainty Avoidance: 3.5, Power Distance: 6, Institutional Collectivism: 4, In-Group Collectivism: 6, Gender Egalitarianism: 4, Assertiveness: 4, Future Orientation: 2, Performance Orientation: 3.5, Humane Orientation: 4.

Case 14

Interviewed: Mr. P. 43 years arrived in Kuwait on November 2012

Date: October 2016

Negotiation Focus: disclosing information and building of trust between party's

Negotiation: laundry prices for towels

Parties:

- Partie P as the Purchase Manager for a hotel unit
- Partie K as the owner of a towel laundry company

Situation:

Partie P's hotel unit runs its operation with two different types of towels – big and small towels – and has been reporting high level of missing small towels from its stock jeopardizing the unit operation and generating customers complaints due to towel shortage.

Partie P pays 800 fills per big towel washed and 350 fills per small towel washed and is interested in changing the laundry supplier contract to a renting model in order to cut costs in stock purchase. Partie K is the owner of a laundry company in Kuwait who meets party P due to a common contact from party P's previous business relations. The initial exploratory contact is made by party P by phone call from which resulted a formal email from party K to invite party P to its premises and setting the agenda on two main points: tour through the facilities and standards description and price presentation. Both parties agree to meet at party K company office upon party P email answer.

Partie P interests:

- To cut costs with towels purchase
- To change the towel contract model to renting
- To cut towel costs and losses

Partie K interests:

- To acquire a new client
- To increase operational revenue

Preparation:

Partie P: party P requested feedback from a referral contact and prepared the meeting with stock counts, operational counts, needs and current costs of its operation in the hotel.

Partie K: no preparation

Negotiation Process:

Partie P meets party K in its company office and the meeting starts with a tour to party K operation facilities with detailed explanation on the laundry and cleaning standards. Partie P is not impressed with the facilities that from the outside looks extremely poor but from the inside show standard laundry machinery.

Most of party K employees are of Indian and Bangladeshi nationality and it's clear that party K is a strange presence at the operational level but at the same time recognized by the employees as the "Boss".

There is a person who is presented to party P as the operations manager and it is him who addresses the workers in their native language.

Partie K office displays several medals and recognition achievements sided by one large photo of the Amir and the Prince of Kuwait with the flag of Kuwait on the top.

Before the meeting starts, party K queries party P on tea, coffee or water. Partie P accepts coffee and a tea boy is summoned to the meeting room.

Partie K speaks in Arabic and the meeting starts with party K asking party P for the current prices with its current supplier.

Partie P is not comfortable with this information sharing and never in its experience shared confidential information at this first level of meetings. Partie P moves to share average traffic in

the hotel unit and daily usage of big and small towels. Partie K, insists on knowing the current prices with the current supplier of party P.

Partie P is uncomfortable and feels pressured to detail information that feels it's important to leverage a better price in a more advanced stage of the negotiation and at the same time feels some impatience from party K so questions party K on the price for big and small towels for an daily average number of 100 small and 200 big towels.

At the same time party P expectations were that party K could present some sort of price list and upon asking for this receives an answer of "inshalaah" that party P does not know how to interpret.

Partie K offers 800 fills for big towels and 350 fills for small towels which is exactly the same price that party P is currently paying.

Partie P cannot identify if this information comes as some sort of preparation for the meeting or a random coincidence but uses this starting point to disclose that its main intention is to have a renting model for the towels at the hotel.

Partie K does not want to have the cost of purchasing towels since it doesn't do that currently but finds the opportunity interesting at the same time.

Partie P knows that party K can get a minimum of 10% margin on purchases and that this 10% margin can be added to the laundry operation to increase party K total margin.

Partie P also is aware that the high number of lost towels can easily mitigate these earnings and this is the true reason why it wants to change the laundry model to renting.

Partie K asks permission to make a phone call in which speaks in Arabic. Upon returning from the phone call, party K informs that agrees to supply party P in a renting mode but the prices for the towels have to be 800 fills for big and 520 for small.

Partie P argues that this will increase the towel costs and that he is looking for a minimum of 10% cost cut on its current spendings. Partie K counters with the fact that accepting to purchase end supply the towels is a major cost cut that would be absorbed by party K.

Partie P does not accept the deal and counters with 500 fills for big towels and 350 fills for small towels but party K is not willing to move away from 800 fills for big and 500 fills for small as a final offer (20 fills discount).

Partie P takes the decision of stopping the negotiation and gain time looking to set a second meeting in three days time.

Partie K answers back with “inshallah” and again party P is confused on the commitment for a second meeting and queries party K to the meaning of the “inshallah” word and party K answers with “of course”.

After two weeks party P collected two laundry competitor offers but none agreed to the renting model. Offer #1 equals the current price but commits to a higher cleaning standard. Offer #2 offers 800 fills for big towels and 320 fills for small.

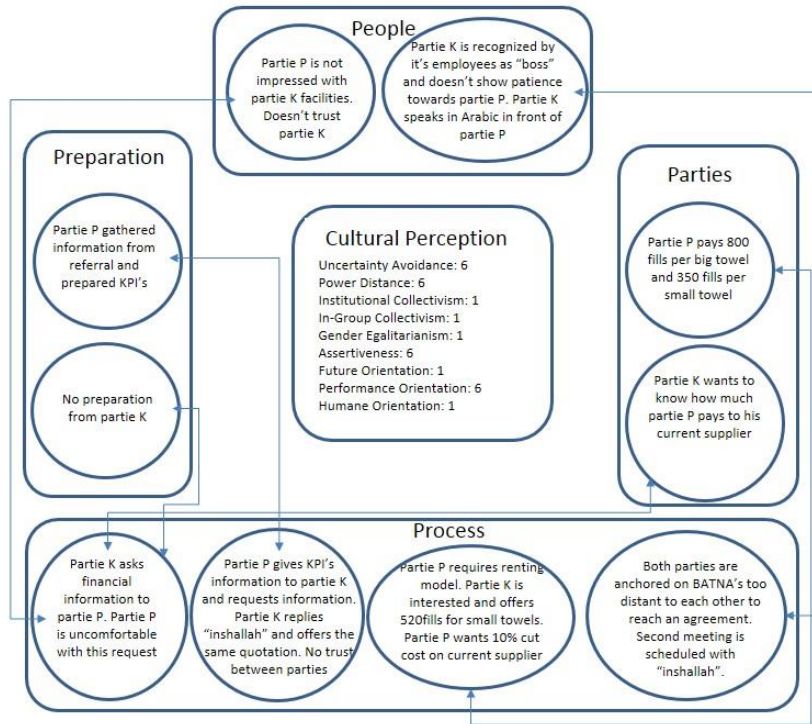
The second meeting is delayed for one extra week due to lack of availability from party K and party P contacts with the laundry are met by the operations manager.

Partie K is not answering to email messages. Upon several contact attempts party K emails party P with a meeting request but with a clear and direct information on the prices presented previously.

Partie P feels that there is no real interest in pursuing with the negotiations and declines the invitation for a second meeting.

Cognitive Map:

Figure 19. Case 14 Interview Cognitive Map



Source: the author

Parties:

Partie P operates with two different types of towels and it pays at the laundry 800 fills per big towel and 550 fills per small towels.

Partie K is focused on knowing how much does party P pays currently to its supplier.

People:

Partie P does not like to live in Kuwait and it has been struggling with the adaptation for a while. Partie P doesn't trust party K and is not impressed with the quality standards presented at its facilities.

Partie K does not show patience towards party P and has no problem in addressing people in Arabic in front of party P even though it knows that party P does not speak Arabic language. Its employees address him as "boss".

Preparation:

Partie P gathered information about party K through contact referral and collected performance indicators to present to party K and assess its ability to deliver the service with quality.

Partie K did not record any form of preparation

Process:

Partie K starts the negotiation process by asking directly how much party P was paying to its supplier. Partie P finds this somewhat strange as it was waiting for any kind of opening offer and sees this request as offensive and a way of limiting its demand for concessions ahead.

Partie P moves to show some performance indicators to party K and queries on its ability to deliver on the presented demands. Partie K replies with “inshallah” and before anything else reinforces the question placed before.

This time party P feels an aggressive tone and informs party K that is looking for a supplier that is able to work on a renting model and at the same time asks party K if it is ready to deliver and how much that would cost per towel.

The fact that party K answers exactly with the current prices that party P is paying is extremely uncomfortable to party P as this is seen as lack of honesty due to the fact that party K was previously asking how much party P was paying and now party K comes out with the exact same price.

Partie P informs that the renting model will give party K leverage in the purchase price of towels and therefore flexibility in the offer to be presented. Partie K stops the meeting for a phone call and returns back with a revised offer that is short to party P expectations. Both parties anchor on distant and extreme positions and the party's do not reach agreement.

Results of Dimensions of Culture Questionnaire

Mr. P. Results on cultural dimensions perception were: Uncertainty Avoidance: 6, Power Distance: 6, Institutional Collectivism: 1, In-Group Collectivism: 1, Gender Egalitarianism: 1, Assertiveness: 6, Future Orientation: 1, Performance Orientation: 6, Humane Orientation: 1.

Case 15

Interviewed: Ms. L. 43 years arrived in Kuwait on November 2013

Date: December 2016

Negotiation Focus: shielding and exclusivity of confidential information

Negotiation: IT project

Parties:

- Partie P as the Account Manager for a Kuwaiti company
- Partie K as the owner of an IT company

Situation:

Partie K is a recent IT company and detected an opportunity in party P company to create a software platform to support warehouse operations and accounts company system. Partie K presents a prototype solution based on an online platform to maximize warehouse efficiency and communications with the accounts department. Partie P does not feel the need to upgrade the current system or confident from what party K being able to deliver at implementation level but acknowledges the opportunity to maximize the efficiency with the warehouse team and cut costs.

Partie P interests:

- To increase efficiency with warehouse team

Partie K interests:

- To acquire a new client and increase revenue
- To increase clients portfolio

Preparation:

Partie P: no preparation

Partie K: prepared a prototype model on paper based on a similar previous experience from a previous client.

Negotiation Process:

Both parties meet at party P office due to email communication setting the agenda and followed up via phone call by party K on the day before. Partie K initiates the meeting with a technical presentation of what party K identified as possibilities of enhancement.

Partie K will need to hire a third party to fully incorporate the online solution and to purchase additional hardware. The connection with the warehouse will demand software training with the warehouse manager and the rerouting of two major operational lines and processes.

Partie P is not comfortable with the quality and the organization of the presentation and feels that party K is presenting a project bigger than its real possibilities to deliver. Also as the meeting progresses it's clear that party K didn't prepare the meeting properly in terms of costs and implementation.

Partie K insists that is able to reduce current costs by 10 to 15% and party P is not convinced and asks for significant information and data to support the project implementation and party K asks for time to prepare all the information and tries to schedule a meeting in two weeks time. Partie P agrees to the date and even reinforces its availability to schedule the meeting for later to which party K replies negatively. The meeting is scheduled for after two weeks.

Before ending the meeting, party P requests that the project should consider exclusivity and high shielding level to protect company sensitive information. Partie K replies with "inshallah". Partie P is not fully convinced of the word commitment.

The second meeting happens in party K office. Tea, coffee and water are served by a "Tea Boy". There are displays of medals and diplomas of achievements and a flag of Kuwait on the table. Partie K is accompanied by one of it's team programmer also of Kuwaiti nationality. All the details and tecnicalties of the project are discussed and the presentation is positive in terms of project but the implementation still has question marks on a significant quantity.

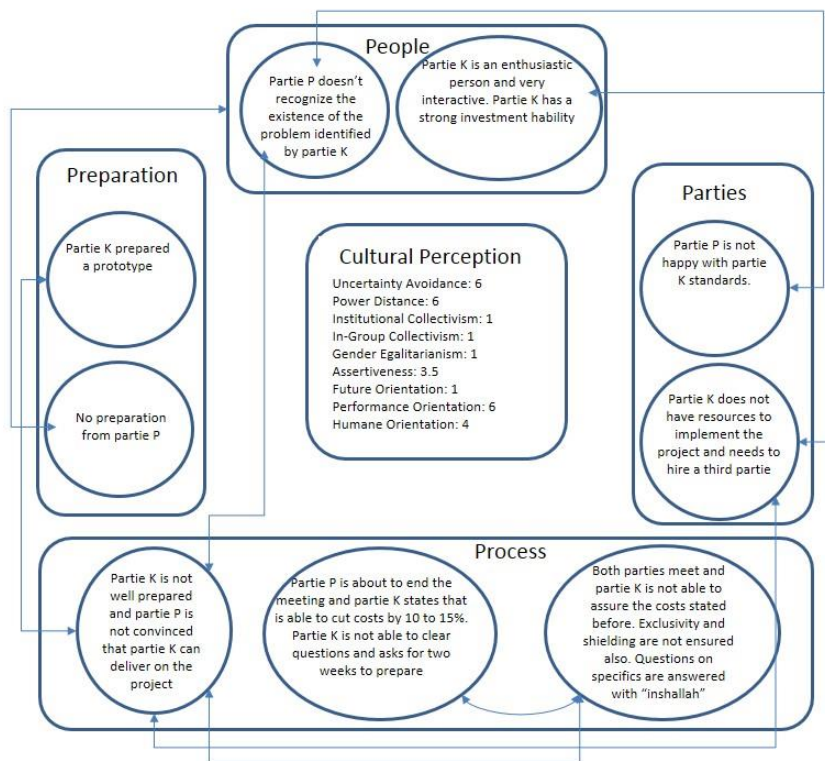
More importantly, it's now clear that the cost savings of this project that were confidently presented on the first meeting on a 10 to 15% level is now at a maximum of 2% and even this is not ensured completely by party K.

Partie P insists on implementation details and the level of cost savings to try maximum of clarification but party K is not able to ensure confidence in it's answers and questions answered with "inshallah" don't provide consistent trust.

When queried on the shielding party K implies that the impact on costs will be significantly higher and the exclusivity issue is denied due to the fact that party K projects in the future to commercialize the project which is not acceptable to party P and the meeting finishes without an agreement.

Cognitive Map:

Figure 20. Case 15 Interview Cognitive Map



Source: the author

Parties:

Partie K does not have the resources to implement the project and starts by committing to a position that later on has to move from by assuming that will need to hire a third party.

Partie P does not trust party K and is not impressed with party K quality and standards.

People:

Partie P does not recognize the problem that is identified by party K.

Partie K has a strong financial ability and a strong entrepreneur attitude.

Preparation:

Partie P: No preparation.

Partie K prepared a very simplistic prototype of the project

Process:

Partie K presents a simplistic prototype that in fact is not completed and is the result of a previous project with another company.

Partie P understands the importance of generating higher efficiency in between the warehouse and accounts departments but does not understand this as a problem where the company needs to invest. The owner of the company feels differently and a first meeting is scheduled.

The presentation is poor and party K is not able to answer properly to several technical questions. Partie P feels that there isn't enough trust in between party's to move a possible partnership forward but party K requests a two weeks period to come forward with a complete project and details.

Both parties meet after two weeks and many of the previous information is now different. Trust in between party's is again the issue in hand and all questions from party P are answered with an inconclusive "inshallah" that frustrates party P.

Results of Dimensions of Culture Questionnaire

Ms. L. Results on cultural dimensions perception were: Uncertainty Avoidance: 6, Power Distance: 6, Institutional Collectivism: 1, In-Group Collectivism: 1, Gender Egalitarianism: 1, Assertiveness: 3.5, Future Orientation: 1, Performance Orientation: 6, Humane Orientation: 4.

Case 16

Interviewed: Mr. E. 35 years arrived in Kuwait on May 2012

Date: June 2015

Negotiation Focus: Negotiating the bargaining mix

Negotiation: Contract renewal

Parties:

- Partie P as the futbol coach of a futbol club in Kuwait
- Partie K as the owner of a futbol club in Kuwait

Situation:

Partie P agent schedules a meeting with the owner of a futbol club do discuss the terms of party P contract renovation. The meeting is set to close and finalise contract length and salary value which had been discussed previously between both parties verbally after the win of the championship in the previous season. The final offer doesn't match the initial agreement.

Partie P interests:

- To renew contract with a 20% salary increase
- To renew the contract for 2 years

Partie K interests:

- To aquire a new client and increase revenue
- To increase clients portfolio

Preparation:

Partie P: no specific preparation

Partie K: no preparation

Negotiation Process:

Partie P won recently the championship of Futebol 5 in Kuwait and during the celebrations is invited for a quick meeting with the club owner, party P, where it is transmitted that the club wants to renew the contract under the same terms. Partie P had a difficult season with several challenges mainly due to lack of structure in the club and is aware that being able to overcome the difficulties and winning the championship gives him leverage at the negotiation table.

Partie P agrees to the decision of renewing the contract but immediately informs that his expectations are on a salary increase and on a structure upgrading that will be lead by party P. Partie K agrees with several “inshallah” and the idea the one word is more important than any document. The celebration context is also contributing to a more emotional moment rather than a formal one. A meeting is set for 1 month after party P vacations but before ending the meeting party P informs that his expectations are with a minimum of 2 years contract.

Partie P meets at party K office with a big display of medals of achievement and cups won and two pictures oh his Highness the Emir and the Prince of Kuwait to sign the renewal but upon reading the terms of the contract quickly concludes that there is no salary increase. Partie K states that the costs of hiring new players were higher and therefore the decision was to channel the available funds to support the required structure from party P request.

Also the contract offered is of one-year duration and party P queries party K on this detail. Partie K again informs that the most important detail is the word of commitment and that party K is a person of true word. Partie P in extremely uncomfortable with the current scenario. The initial commitment is not the same that is presented but at the same time there are only two weeks for the starting of the new season and all the clubs are now set with their coaches as per party P knowledge. Partie P believes that this is not a coincidence and agrees to a one-year contract but requests for a salary revision of the values to which party K agrees to increase not the salary but the bonus achievement for the championship win. This totalled aproximately KD2000. Partie P purposes a KD5000 in the bonus instead any change in the salary. Both parties agree to meet in the middle: KD2500 bonus value.

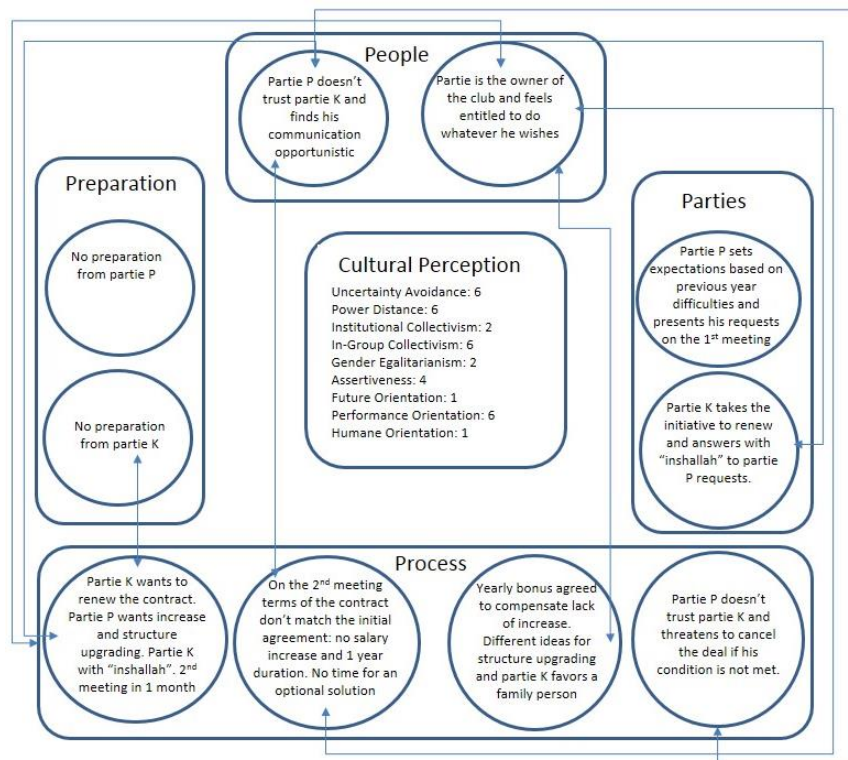
As per the investment in the club structure, party P believes that is mandatory to recruit two physiotherapists. Partie K is reluctant for this as believes that the club would benefit more in having

a general manager to support the team. Partie P reasons with the number of injuries from last season and the injury time of the players. Partie K does not move from his initial belief with the general manager but party P presents the costs that the club faced on treatments last season. Partie K agrees to the hiring of one fisiotherapist. Partie P wants to lead the recruitment but party K refuses. There are family contacts from party K that can be engaged for this position and party K takes upon itself this recruitment. Partie P is not comfortable and believes that the season goals can be facilitated if this requirement is handled professionally.

Partie K is anchored in this belief and does not agree to any change in this decision. Partie P shows that is willing to make the agreement dependable of this requirement. Partie K is reluctant to this agreement and party P threatens to leave the negotiation if the recruitment of the physiothrapist is not lead by him. Partie K reluctantly agrees but demands that his family contacts are interviewed by party P. Partie P accepts and renews the contract.

Cognitive Map:

Figure 21. Case 16 Interview Cognitive Map



Source: the author

Parties:

Partie K takes the initiative to inform party P of the renewals of the contract and answers with “inshallah” to party P comments and suggestions.

Partie P sets expectations based on previous achievements and difficulties

People:

Partie P doesn't trust party K due to previous experiences regarding player's acquisitions, renewals, etc.

Partie K is the owner of the club and feels entitled to do whatever wishes

Preparation: No preparation from both parties

Process:

Partie P has a first spontaneous meeting with party K where is congratulated by its achievements and informed about the will of renewing the current contract. Both parties argue about details and specifics that party K answers continuously with “inshallah”.

Partie P feels that his arguments are reasonable and make sense since that during the season party K was active and involved in the works and in the project that leads the team to win the championship.

On the second and final meeting scheduled to sign the contract, the terms are not the same as initially agreed which reinforces party P lack of trust in party K. Time is on party K advantage and party P is forced to concessions but is able to negotiate a yearly bonus increase and the ownership of recruitment decisions.

Results of Dimensions of Culture Questionnaire

Mr. E. Results on cultural dimensions perception were: Uncertainty Avoidance: 6, Power Distance: 6, Institutional Collectivism: 2, In-Group Collectivism: 6, Gender Egalitarianism: 2, Assertiveness: 4, Future Orientation: 1, Performance Orientation: 6, Humane Orientation: 1.

Case 17

Interviewed: Ms. V. 32 years arrived in Kuwait on May 2012

Date: June 2015

Negotiation Focus: Include transportation allowance in the offer letter

Negotiation: Teaching position in a school in Kuwait

Parties:

- Partie P as the teacher of special needs
- Partie K as the owner of school for special needs in Kuwait

Situation:

Partie P sent several Cv's to Kuwait schools by email and received an answer via email requesting her availability to schedule a skypecall. The meeting is set to four days after at 11 am Portugal time and both parties meet on the designated day and time.

Partie P interests:

- To find a teaching position in a school in Kuwait

Partie K interests:

- To hire a European teacher

Preparation:

Partie P: on-line research about Kuwait social and religious traditions. Online research on the school webpage.

Partie K: CV analysis.

Negotiation Process:

Partie P received an email stating that it has been shortlisted for a teaching position in a recent special needs school in Kuwait and requesting to schedule a meeting in four days at 11am. Both parties met on skype at the designated day and time.

The conference call begins with party K presentation as the owner of the school which had been recently opened and it would operate in its first year. The group of teacher's was complete but the school had a last moment quit so that was the main reason on both parties were meeting. It was clear for party K that he wanted to have a decisive opinion on the teachers recruitment.

Both parties discussed technical and pedagogical details and experiences and the main questions were around specific scenarios that mainly involved the contrast between the middle east traditions and behaviors and the european culture. The meeting went in a positive spirit and party P was positively impressed with the mission and values of the school. Both, party's agreed to meet in two days time to discuss salary and entitlements details. Before finishing the meeting, party K asked the salary expectations to party P who could not answer with an objective figure due to the fact that this would be her first professional experience abroad.

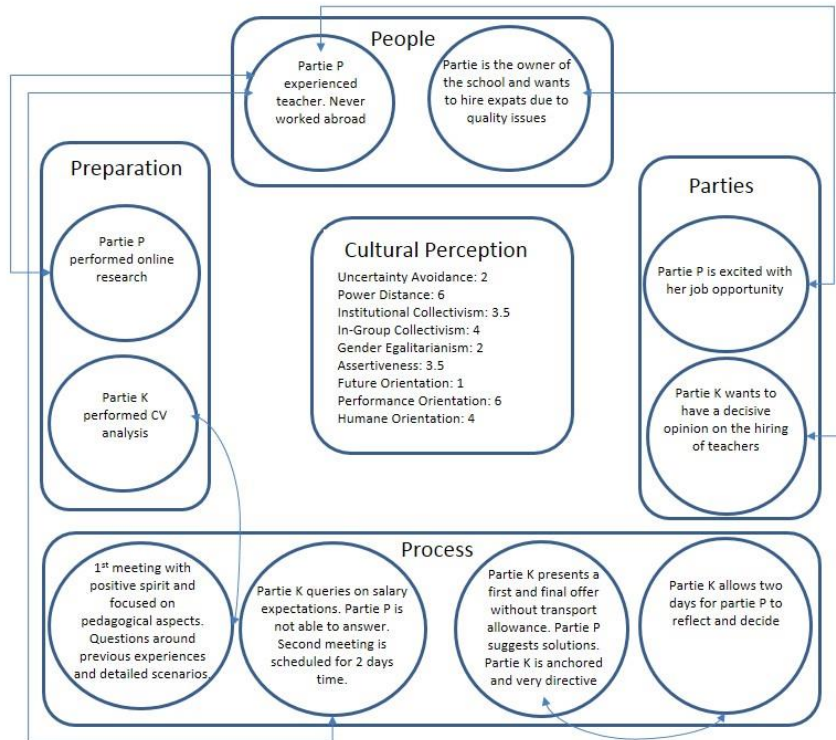
Both parties met on the designated day and time and party K presented a salary offer of KD500 with an added house allowance but no transport allowance included. The transport was extremely important for party P since her research on line indicated that driving in the middle east is difficult.

Partie P suggested if there was any possibility of including transport allowance in the offer to wich party K answer was very straight forward, no. Partie P then moved to suggest that if there was not any possibility to include transport allowance, the salary offer would have to be increased since this would present as a cost for party P. Partie K again was very direct and straight forward by answering, no. This was a take it or leave it offer and party K would not change any detail on it as this was also the same offer made to all the hired teachers.

Partie K suggested two days to party P to reflect and to consider this option correctly and if in case any question or clarification party P could message or call party K. Upon agreement, party P should sign the offer letter and send it to party K by email with the passport copy. Partie P agreed to the offer two days later.

Cognitive Map:

Figure 22. Case 17 Interview Cognitive Map



Source: the author

Parties:

Partie K wants to have a decisive opinion on the hiring of party P

Partie P is excited with the job opportunity

People:

Partie P is an experienced teacher and never worked abroad

Partie K is the owner of the school and wants to hire expat teachers

Preparation:

Partie P performed online research of the school

Partie K performed CV analysis

Process:

The first meeting is scheduled to talk about party P professional experience and technical details of the teaching position with specific and traditional situations in the Kuwait environment and both parties agree to a second meeting to discuss salary and benefits.

Partie K presents a first and final offer and any attempt to negotiate the terms is blocked by party K. It's a "take it or leave it" first offer.

Results of Dimensions of Culture Questionnaire

Ms. V. Results on cultural dimensions perception were: Uncertainty Avoidance: 2, Power Distance: 6, Institutional Collectivism: 3.5, In-Group Collectivism: 4, Gender Egalitarianism: 2, Assertiveness: 3.5, Future Orientation: 1, Performance Orientation: 6, Humane Orientation: 4.

Dimensions of Culture Questionnaire Instructions:

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, © 2004, SAGE Publications.

Using the following scales, circle the number that most accurately reflects your response to each of the 18 statements. There are no right or wrong answers, so provide your immediate impressions.

Uncertainty Avoidance

1. In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation.

Strongly Disagree

Strongly Agree

1 2 3 4 5 6 7

2. In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do.

Strongly Disagree

Strongly Agree

1 2 3 4 5 6 7

Power Distance

1. In this society, followers are expected to:

Question their leaders when disagreement

Obey their leaders without question

1 2 3 4 5 6 7

2. In this society, power is:

Shared throughout society

Concentrated at the top

1 2 3 4 5 6 7

Institutional Collectivism

1. In this society, leaders encourage group loyalty even if individual goals suffer.

Strongly disagree					Strongly agree		
1	2	3	4	5	6	7	

2. The economic system in this society is designed to maximize:

Individual interests				Collective interests		
1	2	3	4	5	6	7

In-Group Collectivism

1. In this society, children take pride in the individual accomplishments of their parents.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. In this society, parents take pride in the individual accomplishments of their children.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

Gender Egalitarianism

1. In this society, boys are encouraged more than girls to attain a higher education.

Strongly disagree					Strongly agree	
1	2	3	4	5	6	7

2. In this society, who is more likely to serve in a position of high office?

Men				Women		
1	2	3	4	5	6	7

Assertiveness

1. In this society, people are generally:

Nonassertive				Assertive		
1	2	3	4	5	6	7

2. In this society, people are generally:

Tender				Tough		
1	2	3	4	5	6	7

Future Orientation

1. In this society the accepted norm is to:

Accept the status quo				Plan for the future		
1	2	3	4	5	6	7

2. In this society, people place more emphasis on:

Solving current problems				Planning for the future		
1	2	3	4	5	6	7

Performance Orientation

1. In this society, students are encouraged to strive for continuously improved performance.

Strongly disagree				Strongly agree		
1	2	3	4	5	6	7

2. In this society, people are rewarded for excellent performance.

Strongly disagree				Strongly agree		
1	2	3	4	5	6	7

Humane Orientation

1. In this society, people are generally:

Not at all concerned about others

Very concerned about others

1 2 3 4 5 6 7

2. In this society, people are generally:

Not at all sensitive to others

Very sensitive toward others

1 2 3 4 5 6 7

INTERVIEW GUIDE

Adapted from Falcão, Pedro. M. R. A. (2008). *Business Networks: Development of Actor's Strategic Guidelines from the Analysis of Negotiation Situations in Portugal*. (Doctoral Thesis, ISCTE).

Goal:

To gather the description of a negotiation situation that met the pre-defined characteristics that were previously presented to the interviewee. The interviewee should present his/her perspective of the situation, but also should try to place him/herself in the perspective of the other party and negotiators, in order to try to obtain a description as much impartial as possible. This description will be analyzed by the interviewer afterwards, in the context of this dissertation work.

Description of the Parties and of the Main Negotiator (at the moment of the negotiation):

Party A:

Company: _____

Main Negotiator - Name: _____

Age: ____ Position: _____

Party B:

Company: _____

Main Negotiator - Name: _____

Age: ____ Position: _____

Parties Industry

Parties	A	B
Advertising		
Automotive		
Beauty		
Civil Construction		
Communications		
Consulting		
Electronics		
Fashion		
Finance		
Food&Beverages		
Health		
Houseware		

Parties	A	B
Insurance		
Investments		
IT – Consulting		
IT – Retail		
IT – Others		
Leisure		
Media		
Real Estate		
Retail		
Toys		
Tourism		
Transport&Logistics		

- Any of the party's was in difficult and/or economic situation? If yes, which of the party's? Up to which point?
- Any of the party's was or was about to be in a restructuring process? If yes, which of the party's? With which impacts?
- Any of the party's was facing a «window of opportunity»? If yes, which of the party's? In which way?
- What was the dependency relationship between the party's?
- What was the power relation between the party's?

- What was the importance of the future relationship between the party's?

	Parties A and B	Parties B and A
Extremely High		
High		
Medium		
Low		
None		

- What were the party's' interests?

Parties	Interests
Party A	
Party B	

- What was the type of personal relationship between the negotiators from the party's?

- What was the professional situation of each of the negotiators from the party's? Have they been in their current position for a long time? Do they feel safe in their position? Are they «accommodated» to their position?

Any other relevant aspects?

What were the negotiators' interests?

Parties	Interests
Party A	
Party B	

- Other relevant aspects:

Initial Pre-Interaction

- Who was the promoter of the contacts? How did the party's get together?
- What was the level of information that each party had on the real interests of the other party?
- What was the level of information that each party had on the profile and characteristics of the other party's negotiators?
- What was the level of information that each party had on the alternatives to an agreement of each of the other party's? Was there an resistance point established before the negotiation?
- Was there any deadline that, in case it was not met, would lead to an unsuccessful negotiation?
- Did the meeting started on time? If no, was there a pre information delivered?

Initial Interaction

- Did the negotiation promoter show that he or she was well prepared? Did he or she explain the negotiation object in detail? Did he or she adequately reply to the questions placed by the other party? Had he or she reflected on the operational implementation of the negotiation object?

<p>If any of the replies are negative</p>	<p>What may have happened? Did it generate in the other party's: a) suspicion/distrust? b) an unpleasant feeling? c) loss of motivation regarding the negotiation's potential success? d) other reactions? Other impacts?</p>
<p>If all replies are positive</p>	<p>Did it generate in the other party's: a) trust? b) motivation regarding the negotiation's potential success? d) other reactions? Other impacts?</p>

Did the other party show that they were well prepared? Were they motivated? Did they show real interest in the potential successful outcome of the negotiation? Did they pose relevant questions to the negotiation's promoter?

<p>If any of the replies are negative</p>	<p>What may have happened? Did it generate in the other party's: a)suspicion/distrust? b) an unpleasant feeling? c) loss of motivation regarding the negotiation's potential success? d) other reactions? Other impacts?</p>
<p>If all replies are positive</p>	<p>Did it generate in the other party's: a) trust? b) motivation regarding the negotiation's potential success? d) other reactions? Other impacts?</p>

- Was a negotiation agenda defined? If yes, was it clear to all the party's?
- Was it possible to identify interests and needs for both parties? Substantive interests? Process interests? Relationship interests?
- Was each party's role in the negotiation process clear to all the party's?
- How did the first interactions between the party's run?
- What was the level of openness from each of the party's?
- Were the party's motivated? Why?
- Did any of the negotiators seem to be or was skeptical in relation to the potential negotiation success? If yes, which? Why?
- How was the environment between the party's at that time? What was the environment's impact on the potential agreement?
- What was the image that each party tried to have in front of the other party's? Were there any of those images' characteristics that were relevant for the negotiation? If yes, which characteristics and of which party's?
- What was the image that each negotiator tried to have in front of the other party's? Were there any of those images' characteristics that were relevant for the negotiation? If yes, which characteristics and of which negotiators?
- Did any of the party's / negotiators assumed any wrong assumption about any negotiation relevant item?
- Did any of the party's / negotiators have different expectations regarding any negotiation item? If yes, in which items? Which expectations differences existed? Why and how were they created?

- Was there a high effort level from each party to try to understand what were the other party's real interests, perspectives and motivations?

If yes	<p>Did it generate additional trust between the negotiation's party's? Did it generate additional motivation for trying to reach an agreement? Did it increase the level of openness and communication between the party's?</p> <p>Other reactions? Other impacts?</p>
If no	<p>Did it decrease the level of openness between the party's? Did it decrease the level of communication between the party's?</p> <p>Other reactions? Other impacts?</p>

- Were there any party's with a tough posture during the first interactions? If yes, which ones?

If yes	<p>Did it generate any aggressive reaction from any of the other negotiation's party's? Did it generate loss of motivation for trying to reach an agreement?</p> <p>Other reactions? Other impacts?</p>
If no	<p>Did it generate additional trust between the negotiation's party's? Did it generate additional motivation for trying to reach an agreement?</p> <p>Other reactions? Other impacts?</p>

«Negotiation Dance»

- Was there a high openness and communication between the party's?
- Was trust between the party's built during the negotiation process?
- Was there a «fixed-sum» outcome perspective (i.e., one has to lose in order for other to win) from the party's?
- Did the party's try to identify additional elements and issues to include in the negotiation, i.e., to enlarge the initial scope of the negotiation?
- Did the identified interests in the initial interaction changed?
- Did the party's try to identify and analyze different agreement scenarios?
- What was the cooperation level between the party's?
- Were there frequent reciprocity attitudes between the party's?
- After a concession from one or more party's, were there any situations that the counterparties did not react with reciprocity?

If yes	What was the reaction from the party's that made the concession?
If no	What was the reaction from the party's that made the concession? Did it increase trust between the party's? Did it increase cooperation between the party's? Did it increase communication between the party's?

- Did the party's prefer to make concessions in issues that were not very relevant for them in order to help to create/maintain a trusting relationship between the party's?
- Were the negotiations very tough? If yes, which impacts did that toughness have on the party's, negotiators and process?

- Was there any loss of trust between the party's in any moment? If yes: Why? In which moments? With each impacts? Did the party's regain trust? If yes, how?
- Did any of the party's have a passive or non-active attitude in any moment of the negotiation process? If yes, who, when and why?
- Were the party's concerned in trying to reach an agreement that would satisfy, at least at a minimum level, the concerns of the counterparties? Were there any alternative generated solutions? Which?
- Were there issues of different priorities? Were you able to extend/modify the pie? Did you need to provide nonspecific compensation? were you able to minimize the other risk or costs? Did you identify the other party real need/interest? How? Did you shared your owns? How?
- Did any additional data or information come up during the process that had any major impact in the negotiation? If yes, which data or information? Which impacts?
- Was the process excessively longer than expected on a normal situation? If yes, why? Was the timing for deciding/acting exceeded therefore losing the opportunity to reach an agreement? If yes, how and why?

End of the Negotiation

- In which moment, and under which circumstances, did the party's decide to end the negotiations?
- Was there a clear negotiation closure? If yes, who took the initiative? If not, did the process simply «fade away» until it was terminated due to the inaction of the party's?
- Did each party achieved his/her negotiation targets? How close to the target was achieved? Was the agreement bellow the resistance point? If not, was the resistance point exceeded on purpose or by accident?
- Were you happy with the negotiation outcome? If not, did you lose the face? Was your behaviour principled? Did you feel that the process was fair? Did the other party listen? What impression did the other party made on you? Do you trust him/her?

Others

- After ending the negotiations, did you analyzed or discussed the process with the other party's? Which differences of analysis, understanding, approach or others existed during the process? In case of existing differences, which impacts did the party's consider that those differences had on the negotiation?

Confidentiality of Information

I, hereby declare under full compromise of honor, that i shall not in any circumstance, open the access privilege of the gathered information to any individual or organization outside of the pedagogical orientation and assessment of Pedagogical supervision and Juri designated by ISCTE Business School.

The content of the information gathered has the only purpose of generating a scientific contribute for the cultural influence on negotiation scenarios as a requirement to obtain the Master Degree in Business Management and therefore shall not be used under any circumstance for another different purpose than the above.

It is ensured that any of the data collected is not presented with identification in full respect of the party's request.

Pedro Ferreira