

Data report of questionnaire survey of Chinese-Dutch business negotiation practices : cultural and linguistic aspects

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**Data report of questionnaire survey of Chinese-Dutch business
negotiation practices : cultural and linguistic aspects**

by

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Introduction

This questionnaire survey is a part of the project of Chinese-Dutch business negotiations. The project is a result of international cooperations, namely, a sister university relationship between TUE and Xi'an Jiaotong University, P.R. China. Three methods are used in this project. Micro-level qualitative discourse analyses is used as the main research method in addition to ethnographic means such as questionnaire and interview. The main data used are video-taped simulated as well as real life Chinese-European (mainly Dutch) business negotiations. Questionnaire and interview data from real life Chinese and Dutch negotiators are used as support data.

The questionnaire is to check about the general practice concerning the role of language and culture in real life Chinese-Dutch business negotiations. The questionnaires falls into five parts: general information, language and interpreter, communication, negotiation process including negotiation principles, bargaining styles, verbal and non-verbal strategies and summary of negotiation with Chinese (for the Dutch) or Dutch (for the Chinese).

In doing the survey we have used different ways to select Chinese and Dutch companies which have business corporations with each other. For the survey done in the Netherlands, chambers of commerce in Amsterdam, Rotterdam, and Eindhoven, the Chinese Embassy and other contacts are consulted for the company profiles which are extremely important for the selection of the companies. Then we sent questionnaires to these companies asking them to have the questionnaire filled in by what they think the most appropriate candidate with regard to the negotiation experiences with people from the other culture, in this case, either China or the Netherlands. For the survey in China, namely, Beijing, Shanghai, Guangzhou, Xi'an, Nanjing, and Hong Kong we got the help of the students of China Study tour '94: Join the Future? Joint Venture! And other personal contacts were also used to reach respondents in Wuhan.

Special thanks go to Dr. Jan Ulijn, Prof. dr. Peter Eykhoff and Mr. Martin de Groot for the support provided in the process of doing this survey.

General information about the questionnaire survey

Total companies where the questionnaires are administered: 200

Time span: Sept. '94- Sept. '95

Place: China and The Netherlands

Targets: Chinese and Dutch businessmen having experiences negotiating with each other

Total responses received: 65 (Dutch: 44, Chinese: 21; responses from China: 21, responses from The Netherlands: 44)

Note: Among the 44 responses received from the Dutch companies, 8 responses are filled in not by the Dutch, but by other nationals such as 3 German represented by D14, D15 and D16, 2 British represented by D1 and D37, 2 Belgian represented by D30 and D36, and 1 Canadian represented by D17. In the data report only for the specified remarks are these nationals identified as German, British, Belgian, and Canadian. For the overall counting, they are identified as the 'Dutch'.

Companies surveyed are among others,

In China:

AT&T Shanghai Telecommunication Equipment

Beijing Philips A/V Corporation

CBW Logistics Providers, joint venture of Royal Nedlloyd Group with Port of Tianjin

Commercial Bonden Warehousing and Services Co.Ltd. China

Fokker Aircraft Beijing Representative Office

Philips Hong Kong Representative Office

Philips Medial Systems Guangzhou Representative Office

Philips Medial Systems Shanghai Representative Office

Philips Wuhan joint venture

Qingdao Food joint venture

Rotterdam Commercial Representative Office, Shanghai

Shandong Local Products Import & Export

Shandong Machinery Import & Export Company

Shanghai Volkswagen Automotive Company Limited

In the Netherlands:

Anker Kolen Maatschappij B.V.

Chiwa International Communication

Cross-Ocean B.V.

Dalightco B.V.

Ericsson Business Mobile Networks

Head Choice International Europe

Ketting & de Haan Chemicals

Leo Vromen Trading Company B.V.
Philips Centre for Manufacturing Technology
Philips Medical Systems
Rodaver B.V.
Shanghai Chemicals (Europe) B.V.
Shartexco International LTD
Stork Amsterdam B.V.
Unisono B.V.
Van Rees B.V.

Processing of the data

The questionnaires are first formulated in English. The Chinese version is literally translated from the English version. Thus the two versions are exactly the same. Only the targets are different. The word 'Chinese' is changed to 'Dutch' in the Chinese version. In this data report we use only the English version. Therefore, in reading this data report, one should interpret questions the other way around for the Chinese. For example, the question "Do you enjoy communicating with the Chinese?" only applies to the Dutch subjects. For the Chinese it should be changed to "Do you enjoy communicating with the Dutch?".

I. General information

1. What kind of ownership is your company?

	Chinese subjects	Dutch subjects
Chinese-Dutch joint venture	10	9
Chinese and Dutch co-operative venture		
Chinese State owned	5	
Chinese Private owned	1	2
Dutch State owned		1
Dutch private owned	5	32

2. Where is your company located?

	Chinese subjects	Dutch subjects
P.R. China	14	13
The Netherlands	6	34
Other (specify)		4

specify: Germany (5), Hong Kong (3)

3. What field of business is your company involved in?

	Chinese subjects	Dutch subjects
Import/Export	8	16
Manufacture	11	19
Provide technical assistance (this includes engineering, architectural services, feasibility analysis, "know how," "show how", & consulting generally)	1	11
Turnkey (commitment to design and build a working plant)		4
Turnkey-Plus (commitment to design and build a working plant, plus train the operators from skilled workers to top management)		3
Management (manage all or some functions of the other company's operation or management fees or a share of the profit)		1
Other (specify)		

specify:

Chinese:(sales and maintenance of medical equipment, cultural field)

Dutch:(local sales +export sales, law firm, banking, shipping, training, education,, trade promotion +business development, logistic services)

4. What is your age group?

	Chinese subjects	Dutch subjects
25-35	13	12
36-45	2	9
46-55	3	16
56-65	2	6
Above 65		1

5. What is your gender?

	Chinese subjects	Dutch subjects
Male	18	40
Female	3	4

6. What is your nationality?

	Chinese subjects	Dutch subjects
Chinese	19	
Dutch	2 (double nationality)	36
Other (specify)		8

Specify: Dutch (two British, two Belgian, one Canadian and three German)

7. What is your education background?

	Chinese subjects	Dutch subjects
University	4	28
College	13	10
High-school	3	5
Other (specify)	1 (professional middleschool)	1

8. What kind of function do you have in the company?

	Chinese subjects	Dutch subjects
Technical	8	3
Managerial	10	36
Other (specify)		

Specify:

Chinese: ex/in, export, all-round administration

Dutch: trade (2), lawyer (2), all-round administration, expert, professor

9. To what extent have you been involved in international negotiations?

	1	2	3	4	5	No answer	
very much C	7	4	6	1	2	1	C hardly any
D	17	10	9	6	2		D

10. To what extent have you been involved in Chinese-Dutch negotiations? (If you have hardly any experience in negotiating with the Chinese, please go on to III)

	1	2	3	4	5	No answer	
very often C	4	5	4	6	1	1	C hardly any
D	11	18	9	4	1		D

II. Language and interpreter

1. Is English the working language in your negotiation with the Chinese?

	1	2	3	4	5	No answer	
very often C	15	4				2	C hardly ever
D	29	4	6	2	2	1	D

2. Do you often have an interpreter in negotiating or communicating with the Chinese?

	1	2	3	4	5	No answer	
very often C	1	3	1	3	10	3	C hardly ever
D	22	4	5	3	8	2	D

Remarks:

D21: I am interpreter of Chinese myself.

D36: I do the interpreting for the Chinese director.

3. If you have a shared interpreter, which side usually provides the interpreter, the Chinese or the Dutch?

	Chinese subjects	Dutch subjects
Chinese	15	23
Dutch	2	8
Other sources (specify)		7
No answer given/irrelevant	4	7

Specify:

D23: both sides, also our own interpreter

D33: our agent provided by the German side (2)

4. What kinds of skills should an interpreter have according to your experiences?

	Chinese subjects	Dutch subjects
Command of language	3	6
Expertise of the subject	1	1
Both command of language and expertise of subject	18	36
Other (specify)		
No answer/irrelevant	1	2

Specify:

D30: cultural aspects of both negotiators

D32: patience

D7: being objective/making clear differences between statements of the other party and his/her own thoughts

D5: capability to order and sort important issues out of a multitude of words

D3: knowledge of (foreign) company he is working for

D18: some idea about the other's culture

D19: know the culture of both sides

5. Are you satisfied with the translation services of the interpreters provided by the Chinese?

	1	2	3	4	5	No answer	
very satisfied C	1	1	7	2	2	8	C very dissatisfied
D	4	7	14	7	5	7	D

Remarks:

D1: we're satisfied because we provide our own.

6. What are the major reasons for dissatisfaction? Please check one or more of the following:

	Chinese subjects	Dutch subjects
Lack of command of the English language	1	13
Lack of working knowledge of subject matter	6	20
Unneutralness (e.g., as member of the negotiation team)		11
Unwillingness to present your points of view	1	5
Other (specify)		
No answer /irrelevant	15	12

Specify:

D12: usually do not translate direct but what is acceptable to the Chinese (less direct)

D3: starts sometimes to negotiate

D6: it depends on all the above mentioned

7. Is there often a bilingual (someone who speaks both Dutch and Chinese) in your negotiation team?

	1	2	3	4	5	No answer	
very often C	10	4	1	1	1	4	C hardly ever
D	11	4	5	3	20	1	D

Remarks:

C15: I had to be the interpreter myself because nobody was able to. Then I had to give up my function in the delegation.

8. Does the presence of a bilingual in the negotiation team improve the quality and speed of the negotiations?

	1	2	3	4	5	No answer	
quality very much C	7	4	4	1		5	C hardly any
D	9	15	4	4	4	7	D
speed very much C	7	4	3	2		5	C hardly any
D	8	9	6	6	8	7	D

III. Communication with the Chinese

1. You are kindly asked to identify behaviours typical of your Chinese partners that occur at work and that [a] puzzle, [b] delight, and [c] irritate.

a. puzzling:-----

b. delighting:-----

c. irritating:-----

Chinese side:

C15: maybe because I know the Dutch fairly well, I have no special comments in this respect.

C5: irritating: too stubborn

C6: delighting: polite, lose no temper

C8: puzzling: touch jaw

delighting: laugh

C11: puzzling: price is lower

delighting: obeying contract is good

C17: delighting: flexible, good at taking the partner's cultural background into consideration

irritating: talking behind your back, double-faced

C18: puzzling: cannot fully explain their point of view

delighting: fairly honest

- irritating: some prejudices
- C19: delighting: decisive
irritating: give no face, arrogant
- C20: delighting: most of the cases reach agreement with ease
irritating: occasionally do not treat Chinese equally (fairly?)
- C21: puzzling: consider themselves cleverer
irritating: stubborn, take advantage of opportunities
- Dutch side
- D2: delighting: willing to learn
irritating: keeping certain information for themselves even if it has no use to do so
- D3: irritating: slow at work, lack of sense of quality
- D4: puzzling: ignorance+apathy
delighting: friendliness
irritating: hidden disagreement
- D5: delighting: very good internal communication (in the organisation)
irritating: arrogant behaviour, short-term thinking, distributed decision-making
- D6: puzzling: endless praising of knowledge
delighting: politeness
irritating: hardly give their opinions openly
- D7: delighting: in-time information
irritating: last-minute (too late) information
- D8: puzzling: chaotic way of organising
irritating: lack of initiative, fear of responsibility
- D9: irritating: arrogant
- D11: irritating: always laughing, bad listeners
- D12: puzzling: too bureaucratic, following party guidelines
delighting: once trust is built up, they are nice painters
irritating: are suspicious and won't accept financially sound proposals even though they're in the interest of the J.V.
- D13: puzzling: excuses which are not real reason
delighting: friendly helping attitude
irritating: shifting responsibility to others
- D17: puzzling: meeting structure
irritating: background information first, then the point in discussion
- D18: the degree of authority of each delegation member
- D20: puzzling: telling 'western' style jokes
delighting: complimenting them
irritating: too much 'western' influence in running the company
(seems to interpret the question the other way around)
- D21: delighting: kindness

- irritating: indirectness
- D23: puzzling: who takes decisions
 - delighting: friendliness
 - irritating: don't take decisions directly
- D24: puzzling: coming back on 'seemingly' resolved issues
 - delighting: humour
 - irritating: lengthiness of internal discussion
- D26: delighting: sense of humour
 - irritating: reopening negotiation after reaching an agreement
- D27: puzzling: decision process
 - delighting: friendly, personal
 - irritating: speed
- D29: puzzling: cryptical/direct response
 - delighting: sense of humour
 - irritating: lack of feedback if not understood
- D30: puzzling: what do they want - not direct
- D31: puzzling: optimism
 - delighting: faithfulness
 - irritating: circumspectness
- D33: puzzling: amounts spent on drinking / food
 - delighting: hospitality
 - irritating: so few people speak English
- D34: puzzling: whether the replies and promises will be kept or not
 - delighting: everything can be discussed/negotiated
 - irritating: lack of interest, esp. with state-owned enterprises
- D36: puzzling: once a decision has been made, they will not alter it, even if it is to their disadvantage
 - delighting: their wide scope of interest
 - irritating: they walk away when they do not agree
- D37: puzzling: tending to be oblique
- D40: puzzling: relations/responsibilities between Chinese
 - delighting: trustful/faithful
 - irritating: not able/willing to take responsibilities
- D43: puzzling: who is really who in the negotiation team
 - delighting: friendliness
 - irritating: no straight answers; if you take away an obstacle, they will always find a new one
- D44: delighting: their behaviour towards business, they are perfect business partners
 - irritating: talking in their language, they usually perfectly speak English

2. Do you enjoy communicating with the Chinese?

	1	2	3	4	5	No answer	
very much C	4	5	10		1	1	C hardly any
D	13	16	12	2		1	D

Remarks:

D14: I do enjoy but they don't understand us.

3. Do you find the communication patterns of the Chinese concrete or abstract?

	1	2	3	4	5	No answer	
very concrete C	5	9	5			2	C very abstract
D	3	7	21	11	2		D

Remarks:

D7: abstract (4) because many descriptions of 20th century's Western business language not available in Chinese

4. Are the Chinese direct or indirect in the communication approach according to your experiences?

	1	2	3	4	5	No answer	
very direct C	5	10	4			2	C very indirect
D	2	7	7	18	9	1	D

Remarks:

D42: direct once you know them longer

D19: depends on the kind of relation you have

D34: big difference between PRC Chinese and HK and Taiwan Chinese

5. Do the Chinese ask specific clear questions or general ambiguous questions when communicating with you?

	1	2	3	4	5	No answer	
very specific C	6	8	2	2		3	C very general
D	6	9	11	13	3	2	D
clear C	4	7	4	1		4	C ambiguous
D	1	12	16	7	5	4	D

Remarks:

D19: depends on the kind of relation you have

6. Do your Chinese partners express their irritation openly or indirectly?

	1	2	3	4	5	No answer	
openly C	3	7	6	3	1	1	C indirectly
D	2	3	5	12	20	2	D

Remarks:

D4: indirect if they show any irritation

D19: depends on the kind of relation you have

7. Do your Chinese partners ever press for a decision or a solution?

	1	2	3	4	5	No answer	
very often C	3	8	4	2	1	3	C hardly ever
D	3	15	12	4	10		D

8. Do you identify the Chinese as polite or impolite in their communication style?

	1	2	3	4	5	No answer	
very polite C	2	14	2	2		1	C very impolite
D	20	12	9	3			D

9. Is there a clear distinction between private and business in the communication and negotiation process of your Chinese partners?

	1	2	3	4	5	No answer	
very clear C	3	4	9	3	1	1	C hardly any
D	16	13	6	5	4		D

10. Is there a strong awareness of face (e.g., face-saving, loss of face and give someone face) among your Chinese partners in the communication process?

	1	2	3	4	5	No answer	
face-saving strong C	2	4	8	3		4	C hardly any
D	20	17	2	2	3		D
loss of face strong C		1	7	3	2	7	C hardly any
D	17	9	8	2	5	3	D
enhancing other's face strong C	1	2	9	1	2	5	C hardly any
D	5	18	10	4	3	4	D

Remarks:

D5: enhancing other's face strong only among the Chinese themselves

D19: depends on the kind of relation you have

11. Are you ever protected from disgrace by your Chinese partners if you are wrong?

	1	2	3	4	5	No answer	
very often C	1	4	8	4	1	3	C hardly ever
D		15	17	5	1	6	D

Remarks:

D19: depends on the kind of relation you have

12. Do you consider the process of forging a business relationship with the Chinese as important, if not more important than, the written details of the actual deal?

	1	2	3	4	5	No answer	
very important C	7	8	2	2		2	C hardly important
D	17	17	4	3		3	D

IV. Negotiation process

Negotiation principles involved

1. Is there often an exchange of informalities before actual negotiations start such as informal visit, gift exchange, dinner party or a tourist entertainment on the Chinese side?

	1	2	3	4	5	No answer	
very often C		3	3	11	2	2	C hardly ever
D	12	16	5	3	7	1	D

2. Do your Chinese partners generally seek initial agreement on very general principles, without clarification on the specific details?

	1	2	3	4	5	No answer	
very often C	1	11	4	3	1	2	C hardly ever
D	7	16	8	7	5	1	D

3. Do the Chinese ever use their interpretation of the general idea of agreed general principles to influence negotiations on important details?

	1	2	3	4	5	No answer	
very often C	1	2	7	6	1	3	C hardly ever
D	5	16	13	5	3	2	D

4. Do your Chinese partners value group goals over individual goals and group concerns over individual concerns?

	Chinese subjects	Dutch subjects
Group goals\group concerns	13	26
Individual goals\individual concerns	3	14
No answer/irrelevant	5	4

Remarks:

C9: depends on the sort of company, e.g. state/private

5. Do your Chinese partners take an immediate short-term, cost-reward perspective or an accumulative, long-term perspective in negotiation process?

	Chinese subjects	Dutch subjects
Immediate short-term	9	24
Accumulative long-term	13	17
No answer/irrelevant	2	4

6. Do the Chinese view the signing of a contract as signalling a completed agreement or as just setting the stage for a growing relationship?

	Chinese subjects	Dutch subjects
Completed agreement	5	10
Setting the stage for a growing relationship	12	33
No answer/irrelevant	4	2

7. Which do the Chinese stress: mutual compromise or mutual benefit?

	Chinese subjects	Dutch subjects
Mutual compromise	5	14
Mutual benefit	13	27
No answer/irrelevant	3	3

Remarks:

D3: mutual benefit means benefit for the Chinese

Bargaining styles

1. Do the Chinese usually arrange for the other party to make the first offer in order to play off competitors?

	1	2	3	4	5	No answer	
very often C	4	8	4	1	2	3	C hardly ever
D	9	16	10	4	2	3	D

2. Do the Chinese start by making unacceptable demands in order to make concessions?

	1	2	3	4	5	No answer	
very often C	4	6	4	3	1	4	C hardly ever
D	6	15	10	6	6	1	D

3. Do the Chinese ever turn down reasonable initial offers as a face-saving technique, but go back for them later?

	1	2	3	4	5	No answer	
very often C	1	2	6	5	4	6	C hardly ever
D	1	9	17	8	5	4	D

4. Do the Chinese ever attempt to shame the other party by moralistic appeals or criticism?

	Chinese subjects	Dutch subjects
Moralistic appeals	6	12
Moralistic criticism	2	9
Other (specify)		
No answer/irrelevant	13	23

Specify:

D4: Moralistic appeals, morals in Chinese view

D9: Moralistic appeals to your strongness and their weakness

D18: 'we're a developing nation...'

D3: Moralistic criticism for the purpose of getting financial benefit

5. Do the Chinese attempt to search for appropriate substantive counter-moves?

	1	2	3	4	5	No answer	
very often C		7	8	1	2	3	C hardly ever
D	3	8	17	9	4	3	D

6. Do the Chinese use delays to build up pressures for the other side so as to exploit the patience of other party?

	1	2	3	4	5	No answer	
very often C	1	3	3	8	3	3	C hardly ever
D	10	24	3	3	1	3	D

7. Do you consider the driving purpose behind much of Chinese negotiating tactics the goal of creating *guanxi*, special personal relationships demanding full commitment and obligation from persons bound by such a relationship?

	1	2	3	4	5	No answer	
very much C	2	9	1	4	3	2	C hardly any
D	4	16	8	9	4	3	D

Remarks:

D4: very much although most amongst each other, not towards foreigners

8. Do the Chinese ever make you feel that you are indebted to them at the personal level so that you find it difficult not to show and provide special considerations for them?

	1	2	3	4	5	No answer	
very often C		2	2	10	5	2	C hardly ever
D	3	8	12	7	12	2	D

9. Which style of conflict management do your Chinese partners usually use?

	Chinese subjects	Dutch subjects
Obliging and smoothing	4	10
Integrating and compromising	8	17
Dominating	6	10
Other (specify)		
No answer/irrelevant	3	4

Specify:

D43: long-lasting negotiations

D32: autocratic/arrogant

D28: situation related (normal)

D4: reiteration

D9: repeating

10. Do your Chinese partners use a greater degree of solution-oriented approach or avoidance-oriented approach to manage conflict?

	1	2	3	4	5	No answer	
solution-oriented C	4	8	6	1	1	1	C avoidance-oriented
D	2	5	3	14	15	4	D

Remarks:

D43: they use them both to their liking

11. Is there any differences in the style of argumentation between the Chinese and the Dutch? e.g. elaborate and subjective vs. brief and objective?

	1	2	3	4	5	No answer	
elaborate C	1	6	3	5	2	4	C brief
D	9	12	10	5	1	7	D
subjective C	1	3	4	7	3	1	C objective
D	8	15	8	5		8	D

12. Do you identify factual style of presentation or intuitive style of presentation in conflict management with your Chinese partners?

	1	2	3	4	5	No answer	
factual C	2	13	4			2	C intuitive
D	2	12	8	16	1	5	D

13. Do your Chinese partners typically follow a linear analytic logic or spiral synthetic logic pattern in their arguments and persuasions in a conflict situation?

	1	2	3	4	5	No answer	
linear analytic C	3	6	6	3	1	2	C spiral synthetic
D	1	5	7	21	4	6	D

Remarks:

D14: They follow their Chinese logic.

Verbal & non-verbal strategies

1. Do the Chinese ever repeat the same arguments?

	1	2	3	4	5	No answer	
very often C	1	10	4	3		2	C hardly ever
D	22	19	1		1	1	D

2. Do the Chinese often help you formulate a phrase or a word by repeating or suggesting what has been said?

	1	2	3	4	5	No answer	
very often C	1	11	4	4		2	C hardly ever
D	2	11	9	11	9	2	D

3. Do your Chinese partners use questions as a device to influence negotiations?

	1	2	3	4	5	No answer	
very often C	3	6	6	3	1	2	C hardly ever
D	6	20	9	6	1	2	D

Remarks:

D4: I feel that in Chinese language there is only a small difference between the words 'problem' and 'question'. Either question or problem are used often.

4. Are there any differences in asking questions between the Chinese and the Dutch according to your observations?

	1	2	3	4	5	No answer	
very much C	1	4	4	8	2	2	C hardly any
D	11	18	10	1	1	3	D

5. If there are differences, what are they?

Chinese side:

C4: Germans ask questions more directly. They seldom use examples and are willing to illustrate their own positions in advance.

C11: Dutch are more direct.

C12: The Dutch would go on asking and asking until they finally get an answer. The Dutch have a clear way of thinking, they know what they're talking about. They have patience.

C15: Chinese are subjective whereas Dutch are objective.

C17: The questions asked by the Dutch are closely related to the responsibilities they have. Normally Dutch negotiators have the power to decide on key issues. Thus the way

they ask questions is straight. They may also improvise questions on the spot. By comparison, the Chinese ask questions very prudently. The impression they give you is that of rigidity.

C18: Dutch ask questions which they prepare very well. The asking is to interrogate. The Chinese ask questions which they don't know, need help.

C20: Dutch ask questions more directly. Chinese ask questions more indirectly (in a roundabout way).

Dutch side:

D2: Dutch are more direct and do not leave the option to totally avoid giving them answers (which the Chinese try, of course).

D3: The Chinese are less direct, less to the point.

D6: Dutch are more straight.

D7: They ask hardly any questions.

D8: not relevant questions

D9: Dutch are more direct, Chinese indirect, reading between the lines.

D10: Dutch are more direct.

D13: Chinese tend to ask open questions and also indirect, i.e., hidden subject.

D16: The German questions will be asked very directly. The other way around with the Chinese.

D17: German tend to ask closed questions while Chinese ask open questions.

D20: indirect, always more than one question, the last one being the most important one

D23: Chinese sometimes ask irrelevant questions for the negotiation.

D26: Chinese indirect, Dutch direct

D27: polite, not direct

D28: Chinese more indirect

D30: Chinese questions are indirect, Dutch questions are direct.

D31: Chinese are less direct.

D34: Dutch are direct and goal-oriented. Chinese behave as if they have no interest in achieving a result.

D36: Most of the time, the Chinese ask questions to which they know the answers already.

D37: Dutch approach is direct to the point. Chinese indirect and elaborate.

D40: Questions asked almost never direct, tied up with purposes, up to Dutch side to find out reason behind.

D42: Mother tongue related, is not important

D44: done in completely different way and style

6. Do your Chinese partners ever make you solicit reactions from them as part of a negotiation process to discover a workable approach?

	1	2	3	4	5	No answer	
very often C	2	6	7	3		3	C hardly ever
D	1	8	16	9	5	5	D

7. Is it customary for your Chinese partners to allow others to finish their argument without interrupting them?

	1	2	3	4	5	No answer	
very often C	1	1	3	10	4	2	C hardly ever
D	16	13	3	8	2	2	D

8. If your Chinese partners interrupt you, do they give a good reason for it?

	1	2	3	4	5	No answer	
very often C	5	6	4	3	1	2	C hardly ever
D	4	12	12	7	7	3	D

9. Do the Chinese use silence as a strategy to wear down the other side so as to achieve their preferred strategies and tactics?

	1	2	3	4	5	No answer	
very often C	1	2	7	6	3	2	C hardly ever
D	7	14	6	12	3	2	D

10. Do the Chinese initiate silence so as to omit to say something negative?

	1	2	3	4	5	No answer	
very often C	1	6	3	6	3	2	C hardly ever
D	7	15	8	7	4	3	D

11. Do the Chinese ever say one thing but mean another in negotiation process?

	1	2	3	4	5	No answer	
very often C	1	3	3	5	7	2	C hardly ever
D	9	14	9	6	2	4	D

12. How do you feel about the Chinese way of filling pauses between and within speaking turns in comparison with that of the Dutch?

	1	2	3	4	5	No answer	
very similar C		4	8	5	2	2	C very different
D		8	14	11	6	5	D

13. How do the emotions of the Chinese impress you as reflected in body language such as facial expression, gestures?

	1	2	3	4	5	No answer	
moderate C	2	11	3	2	2	1	C intense
D	13	15	6	7		3	D

14. Do you find it easy or difficult to interpret non-verbal cues of the Chinese?

	1	2	3	4	5	No answer	
very easy C	2	10	4	4		1	C very difficult
D	1	18	5	14	3	3	D

V. Summary of your negotiation with the Chinese

1. How do you view the negotiation style of your Chinese partners, collaborative or competitive?

	1	2	3	4	5	No answer	
collaborative C	3	6	4	3	3	2	C competitive
D	3	13	11	9	5	2	D

2. Do you identify straightforward strategy or roundabout strategy with your Chinese partners in their approach to problem issues?

	1	2	3	4	5	No answer	
straightforward C	4	7	3	3	2	2	C roundabout
D		7	7	18	9	3	D

3. On the whole, how would you characterise the quality of your past negotiations with the Chinese?

	1	2	3	4	5	No answer	
very satisfied C	1	11	5	1	1	2	C very dissatisfied
D	2	20	11	8		3	D

Remarks:

D5: very satisfied once you know how it works.

4. What are the major reasons for dissatisfaction of your negotiations with the Chinese?
Please check one or more of the following reasons:

	Chinese subjects	Dutch subjects
Lack of control over place, pace and content of negotiation sessions	4	5
Inquiries not fully answered	3	20
Inquiries not promptly answered	4	12
Lack of a authority on the part of the Chinese negotiation team to make major decisions	2	20
Poor negotiation skills of the Chinese		3
Differences in negotiation styles between the two countries	7	6
Lack of control over flow of information, e.g., Dutch business has no direct access to end users of their products/services	6	5
Chinese seek information which appears irrelevant to the business under discussion	1	10
Cultural differences	8	12
Other (specify)		
No answer/irrelevant	5	8

Specify:

Chinese side

C21: stubbornness of the Dutch

Dutch side

D1: delay and avoidance

D2: simply different intents

D4: decision-making capabilities when they have authority, closing a subject, reiteration of arguments

D9: lack of knowledge of doing modern business

D12: business orientation lacking

D14: no lunch

D36: The Chinese often abuse their position of power.

5. What are the areas in which you hope to see major improvements in future Chinese-Dutch business negotiations? Please check one or more of the following:

	Chinese subjects	Dutch subjects
More control over place, pace and content of negotiation sessions	6	8
More control over flow of information	7	9
Ability to make more rapid decisions	10	21
Inquires answered more fully	5	21
Inquires answered more promptly	7	11
Other (specify)		
No answer/irrelevant	5	8

Specify:

Chinese side

C18: a better understanding of each other

Dutch side:

D9: better understanding of modern business

D10: more respect for concluded contracts

D12: trust

D18: clarity in degree of authority of delegation member

6. Overall, do you perceive any major differences between the negotiation styles of the Chinese and the negotiation styles of the Dutch?

	1	2	3	4	5	No answer	
very much C	2	9	2	4	2	2	C hardly any
D	8	19	10	3		4	D

7. How would you characterise the differences in negotiation styles? Please check one or more of the following:

	Chinese subjects	Dutch subjects
Time horizon of the negotiators. The Chinese negotiators are more concerned with establishing long-term associations	6	10
Speed. The Chinese take a longer period of time to make major decisions	7	22
Flexibility versus rigidity. The Dutch are more flexible	6	17
Direct versus indirect. The Chinese like to talk aimlessly and discuss peripheral issues before going on to the major issues	8	17
Argumentation. The Chinese are elaborate and subjective	6	9
Other (specify)		
No answer/irrelevant	3	6

Specify:

Chinese side

C18: Dutch act mostly in the way as prescribed.

C21: Chinese are more flexible than Dutch.

Dutch side

D5: time-horizon, very short-term

D9: Direct vs. Subtle

D19: power play vs. Loss of face

D34: mainly differences in culture which result in some of the mentioned above situations

D43: It is basically a mix of all mentioned above depending on the goal setting and culture.

8. Overall, how would you assess the importance of each of the following factors as they contribute to the success of the negotiations?

	1	2	3	4	5	No answer	
Preparedness on both parts very important C	10	6	1			4	C hardly important
D	25	15	1			3	D
Patience of the Dutch team very important C	3	4	5	1	2	6	C hardly important
D	22	14	3	2		3	D
Sincerity, good faith, and honesty demonstrated by the Dutch team very important C	7	6	1	2		5	C hardly important
D	18	15	6	1	1	3	D
Personal relationships built up over a number of years very important C	5	7	3	1		5	C hardly important
D	23	10	4	3	1	3	D
familiarity with Chinese business practices very important C	7	4	3	1	1	5	C hardly important
D	18	16	4	3		3	D
familiarity with Chinese social customs very important C	4	4	4	1	3	5	C hardly important
D	15	12	10		4	3	D

9. Please evaluate the extent to which each of the following factors is responsible for the failure of business negotiations that you know of (this may not necessarily refer to your company).

	1	2	3	4	5	No answer	
Lack of sincerity on the part of Chinese very much C	10	4	2		1	5	C hardly any
D	2	11	11	10	4	3	D
Communication breakdown very much C	1	5	3	3	2	7	C hardly any
D	6	15	13	4	2	4	D
insurmountable cultural differences very much C		2	2	8	2	7	C hardly any
D		5	7	15	9	4	D
Differences in negotiation styles very much C			7	5	1	7	C hardly any
D		13	10	9	3	4	D
Differences in business practices very much C	1	3	5	4	1	5	C hardly any
D	10	16	7	2	3	5	D
Differences in social customs very much C		1	4	5	2	7	C hardly any
D	3	10	7	11	7	5	D
Ideological differences very much C	1	5	5	4	2	4	C hardly any
D	3	10	4	7	13	6	D

10. In preparing for the business negotiations with the Chinese, did your company use any of the following techniques? Please check one or more of the following:

	Chinese subjects	Dutch subjects
Simulated negotiations	4	3
Hire experts and/or consultants to train negotiators	2	6
Read books on Chinese business practices, social customs, etc.	7	23
Other (specify)		
No answer/irrelevant	6	13

Specify:

Chinese side

C8: familiar with technical details

C9: prepare well on the project to be negotiated, discuss with experts

C11: content of the negotiation

C15: set goals and adapts to the situations

C20: preparation of negotiation strategies

C21: preparation with the special focus

C16: negotiation is to be learned, it's the internal commercial quality that matters

Dutch side

D5: In-house experience (people working in China for 10 years or more)

D7: Our regional management in HK built their own expertise during several years.

D8: select people with a non-colonial attitude

D12: involve managers with experiences in Asia. Managers have been hired to understand cultural differences.

D20: take ample time to prepare all ins and outs on the subject to be negotiated

D33: work with reliable agent and local representatives speaking Chinese

D36: instruction by own Chinese personnel

D42: be sincere and be yourself

D43: long-term experience

D44: practice

11. If your company did use any of these formal preparatory procedures, how would you evaluate the importance of each of these procedures to improving the quality of the negotiations?

	1	2	3	4	5	No answer	
Simulated negotiations very important C	1	4	1	3		12	C not important
D	3	3			7	16	D
Experts and/or consultants very important C	2	3	3	1		12	C not important
D	3	5	3	3	2	15	D
Books on the Chinese culture very important C	4	3	2			11	C not important
D	7	5	8	2		16	D
Other (specify) C				1		7	C not important
D		1	1	2		14	D

Specify:

Dutch side

D7: making a very detailed time schedule for the activities after the negotiations

D43: experiences

12. In going through your past experiences with the Chinese, please indicate the success rate of such negotiations. Please check one of the following:

	Chinese subjects	Dutch subjects
100% success rate		
80 - 99% success rate	4	8
60 - 79% success rate	8	16
40 - 59% success rate	2	7
20 - 39% success rate	3	4
less than 20% success rate		1
No answer/irrelevant	4	7

Remarks:

C21: 55% - 65%

D42: success rate slightly higher as compared with European negotiations

Suggestions or remarks:

Chinese side

C12: I work for Philips in China and know the organisation structure of Philips well, therefore I have the following observations:

- the Dutch organisations are big and complex, which slows down the decision-making and the general speed. Of course, this problem is much more serious with the Chinese side.
- the unfamiliarity of the Chinese with the Dutch culture hinders communication
- In the negotiation process, some Chinese negotiators lose themselves.

C15: In my opinion a successful negotiation depends on the sincerity of both sides. The most important preparation is the flow of information on both sides and also the understanding of each other's business practices.

C18: Chinese-Dutch contact are getting increasingly more due to political and historical reasons. The Dutch are comparatively friendly towards the Chinese. If the Dutch could improve in business speed, long-term interests and flexibility, the mutual benefits would increase more in the time to come.

C21: I hope in the future business contacts, mutual benefit could be stressed. Otherwise it would be fruitless. As a Chinese I think we Chinese are just as clever as any people in the world.

Dutch side

D1: Quite often the European side is put under unnecessary pressure as a result of knowledge and understanding of their corporate masters back at home, i.e. the first law of diplomacy "most of the problems are created by your own side."

Second point - the Chinese (perhaps like all of us) don't like surprises. The informal communication network in China can be used very effectively to help solve this problem.

Third point - the development of personal relationships and the gradual building up of trust and respect cannot be overemphasised. And it takes time.

Fourth point - The Chinese pay little or no attention to formal contracts. They are an alien concept and seldom enforceable anyway.

D5: Going through the total set of questions I find that still the everyday practical issues of negotiations with Chinese are not reflected: I miss issues such as:

- purchasing dept. are usually only interested in initial investment and not in operating expenses of equipment.
- Chinese organisations tend to live and act very very short-term. Developments are so fast that no planning can be maintained whatsoever.
- Chinese organisations do not start any negotiations until they are convinced that a reasonable chance of success is ensured; that is a major difference which is often not understood by the Dutch companies.

D9: The most important factor, I know of are:

good preparation; sincere business interest on both sides; strong back-up by both parent companies; good understanding of business environment on both sides

- D10: Before the open economy in China (all in/exporting companies were state-owned). All concluded contracts have always been respected and executed. Unfortunately, now with the more private enterprises, concluded contracts are not always respected, when there is a market change afterwards. Moreover, the quality of the product deteriorated due to skilled labour and/or lack of control. Therefore the former good reputation of the Chinese has been damaged.
- D12: A bilingual team member makes the Chinese sometimes more careful. Questionnaire bit puzzling: sometimes asking about The Chinese in general, sometimes 'your Chinese partner'. They are very different in way of communicating. With the partner one has already built up trust and communication is directer and more open. Personal capacities of the Chinese very much influence negotiations. With the J.V., clear distinction between 'Peking-related/influenced' partner and 'local factory' partner. 'Peking related' acts more as customer (what is good for China) than as business partner (what is good for the J.V.).
- D18: missing: competition by multiple parties/nationalities for a order; the expectation of benefits for individuals (travel, e.g.)
- D34: As mentioned earlier, there are big differences between Chinese people, depending on their 'nationality'. My answers are based on P.R.C Chinese. For HK and Taiwan or other Chinese speaking people in South-east Asia, the result would be different.

-----The end-----

Some overall remarks about the data report:

- a. For some questions there are more than one possible answers which means that the total for the Chinese could be more than 21 and that for the Dutch could also be above 44.
- b. Sometimes you don't get the right total number because of the specifications elaborated underneath. Most of the time I haven't counted the specified answers.
- c: after rating the questionnaire I have the feeling that the readability of questions in terms of choice of words are of vital importance for the subjects.



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