



*He who is wise will, in conversation, think less of what he is talking about than of him to whom he is talking. As soon as he does this, he is sure not to say anything he regrets afterwards*  
—Arthur Schopenhauer (1788–1860)

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## Summary

Negotiations in different cultures have underlying peculiarities that companies must take into account, as numerous authors recommend. While salespeople or buyers of companies in international trade should not “bend”, they should know and respect cultural and country-specific behavioural patterns in intercultural negotiations. It is not unusual to say a clear “no” in Germany, but in Asia this leads to a significant

“loss of face” for the other side and thus to a negative negotiating position. Structured negotiation is the rule in Germany, whereas other countries such as India or Italy tend to negotiate in a situational and unstructured way (Sects. 7.7 and 7.11). In intercultural negotiations, therefore, strategies for success and failure as well as icebreakers and icebergs must be taken into account. Finally, special features in Arab countries are discussed, using Saudi Arabia as an example (Sect. 7.14).

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## 7.1 Structure and Examples

Negotiations in different cultures have underlying characteristics that companies need to take into account, as numerous authors recommend (O'Brien 2016; Helmold 2018; Dathe and Helmold 2018; Hall 1983; Hofstede 1980, 1991). While company salespeople or buyers in international trade should not ‘bend’, they should be aware of and respect cultural and country-specific patterns of behaviour in cross-cultural negotiations (O'Brien 2016; Helmold 2018; Dathe and Helmold 2018). It is not uncommon to express a clear “no” in Germany, but in Asia this leads to a significant “loss of face” on the part of the other side and thus to a negative negotiating position (Helmold 2018, para. 7.6). Thus, a structured negotiation is the rule in Germany, whereas other countries such as India or Italy tend to negotiate in a situational and unstructured manner para. 7.7 and 7.11. In intercultural negotiations, therefore, strategies for success and failure as well as icebreakers and icebergs need to be taken into account. Table 7.1 shows the breakdown into success and failure strategies of several countries (Helmold 2018; Bügner 2017). In addition, door openers and barriers are presented. Figure 7.1 shows the structure and layout of the chapter with success and failure strategies in the most important industrial nations as well as some neighbouring countries of Germany (OECD 2018). Finally, special features in Arab countries are discussed using Saudi Arabia as an example Sect. 7.14 (O'Brien 2016; Helmold 2018; Dathe and Helmold 2018). The classification of success strategies, failure strategies, icebreakers and icebergs provides support in intercultural negotiations, which can open doors but also close them (Helmold 2018; Helmold et al. 2017).

Recommendations for action are given at the end of each sub-chapter. The following countries are described according to the aforementioned criteria, as shown in Table 7.1. In selecting a total of 13 country examples, economic strength (gross domestic product), foreign trade balance and trade relations with Germany were taken into account (OECD 2018). Therefore, in addition to the ten strongest economies, neighbouring countries such as the Netherlands or Denmark are also listed. In addition, a country of the Arab region, Saudi Arabia, with particularities in Islam rounds off this cross-cultural chapter. Results and recommendations are based on a literature review combined with applied research findings and the authors’ practical experiences in the mentioned countries (Helmold 2018).

**Table 7.1** List of countries with special features in negotiations

7.2	Negotiating in Germany Sect. <a href="#">7.2</a>
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7.4	Negotiating in the PRC Sect. <a href="#">7.4</a>
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7.7	Negotiating in India Sect. <a href="#">7.7</a>
7.8	Negotiating in Russia Sect. <a href="#">7.8</a>
7.9	Negotiating in the UK Sect. <a href="#">7.9</a>
7.10	Negotiating in Denmark Sect. <a href="#">7.10</a>
7.11	Negotiating in Italy Sect. <a href="#">7.11</a>
7.12	Negotiating in the Netherlands Sect. <a href="#">7.12</a>
7.13	Negotiating in Brazil Sect. <a href="#">7.13</a>
7.14	Negotiating in Saudi Arabia and Arab countries Sect. <a href="#">7.14</a>

Country	Flag
Successful Strategies	Failing Strategies
Ice Breakers – what to do (German: Eisbrecher) (Openers)	Ice Bergs - what not to do (German: Eisberge) (Barriers)

**Fig. 7.1** Structure of the country examples. (Source: Marc Helmold’s own representation)

## 7.2 Negotiations in Germany

### 7.2.1 General Rules

Negotiations in Germany are usually conducted with a clear structure and agenda (Schulz 2017). When Germans negotiate, it is quite possible that the negotiating partner will say, “That proposal is impossible. I cannot agree to it under any circumstances!” It is also not uncommon to say “No” or show open rejection towards the other party’s proposal (Dathe and Helmold 2018). Due to the circumstances in the German market, Germans usually work under a high pressure of time, performance and competition. Competition takes place at all levels, not only within an industry between companies, but also within the companies

themselves between individual departments and even within individual departments between colleagues. In order to achieve the best possible result for their own side, Germans therefore usually prepare themselves down to the smallest detail before a negotiation or a meeting. Negotiations must begin and end on time (Schulz 2017). In addition to the design of the formal external setting such as clothing, prestigious premises, written material and status symbols, elements such as transparent roles and responsibilities are of central importance in negotiations with German business partners. Formal rules such as addressing German business partners by last name and title are complementary important factors. German negotiators will tend to try to get the maximum out of the negotiation. Therefore, Germans usually enter the negotiation with maximum demands (or demands above the maximum) in order to still have room for negotiation, as Schulz states (Schulz 2017). Untruths, exaggerations or lies are a taboo subject in negotiations with Germans, as a loss of trust can immediately lead to the termination of negotiations or business relations (Sect. 4.3.3.10). Due to Germany's role as world export champion, managers and business partners are often experienced in the international environment, which usually makes negotiations easier (Helmold 2018). Sporting successes or mentioning Germany as the country of "poets and thinkers" can open doors, whereas sporting failures such as the early exit in the 2018 World Cup should not be brought up (Helmold 2018). Figure 7.2 describes

<b>Germany</b>	
<b>Successful Strategies</b>	<b>Failing Strategies</b>
Punctuality and compliance with schedule	Not being punctual at start, during negotiations and at the end
Following agenda and structure	Non-compliance with agenda or significant change of negotiation items
Respecting and understanding roles and responsibilities	Not respecting hierarchies
Fact-based and detailed negotiations	Personal contact or too close narrowing to negotiation partner
Summarizing agreements, following agreements – no change during time	Lies or not keeping promises
<b>Ice Breakers (German: Eisbrecher) (Openers)</b>	<b>Ice Bergs (German: Eisberge) (Barriers)</b>
Positive attitude towards Germany as open society	Early mentioning of family and private background
Interests of German culture, history, industry, innovations etc.	Germany and the 2. World War
Sports, especially football (do not call it soccer)	Defeats in sports

**Fig. 7.2** Negotiations in Germany. (Source: Marc Helmold's own representation)

the specifics with success and failure strategies in negotiations with German business partners. Furthermore, from the perspective of international business partners, openers and barriers in negotiations with German business partners are described (Helmold 2018).

## 7.2.2 Successful and Failed Strategies

See Fig. 7.2.

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## 7.3 Negotiations in France


### 7.3.1 General Rules

The Germans love the French and the French way of life, but do not take them seriously, as Frank (Frank 2004a) states. The French, on the other hand, do not love the Germans, but admire them (Frank 2004a).

France is not only the land of gourmets and joie de vivre, but also one of the central countries in Europe. France is one of the founding countries and pillars of the European Union (EU) and an important trading partner. With 60 million inhabitants, France has a huge domestic market and is one of the most important international trading partners for Germany Figs. 1.4 and 1.5. Despite cultural convergence and similarities, there are significant differences in negotiation culture. According to Frank, misunderstandings between the French (Gauls) and Germans (Teutons) are bound to occur, so that contract negotiations or takeovers fail apart from key figures and balance sheets (Frank 2004a).

### 7.3.2 Successful and Failed Strategies

Figure 7.3 shows the successful and unsuccessful strategies for negotiating with French business partners. The first obstacle in negotiations is usually language. French people do not like to negotiate in another language (Frank 2004a). Even though English is one of the languages used at school and university, French people find it difficult to negotiate in English (Frank 2004b). In this context, the rule of success is to conduct negotiations partly or entirely in French. In most cases, an introduction in French is sufficient. Internal discussions are usually conducted in French by the other party, so that the negotiating partner should be allowed time to discuss things. It is also advantageous to have a translator at the table who can explain matters in the local language if necessary. It is also advisable to have a French-speaking lawyer present in the case of legally demanding issues (Frank 2004a). Frank describes that in the French negotiation culture subtleties, ambiguities and often hidden messages (French: *sens cache*) play an important role which are not immediately recognised (Frank 2004a). Thus, it is quite possible that misunderstandings may

France 	
Successful Strategies	Failing Strategies
Appraisal of the French innovations and system of liberty, brotherhood and equality	Direct start into negotiations
Numerics and numbers affinity. French like quantitative performance indicators	Negotiations in English
Formal compliance with hierarchies	Competitive negotiations (Pressure)
Understanding the networks and using French middlemen	Refusal of lunch or dinner (up to two to three hours possible)
Making sure that service in terms of meeting and eating is first class service	Reviling the international role of France in the world
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Interest in French culture, cuisine and society	Economic inequalities with countries like Germany
Knowledge of academic background and using people with same background (grande ecole)	Historical conflicts: France – United Kingdom
Discussion about success in sports	The role of France during the colonial times in Asia or Africa

**Fig. 7.3** Negotiations in France. (Source: Marc Helmold's own representation)

occur. Furthermore, good manners, proper dress and polite phrases are important. In addition, good table manners and etiquette are essential, as negotiations often take place over a meal. When inviting French business partners, first-class service and very good food should be ensured. French people can spend up to more than four hours at dinner.

French people are proud of their past and the achievements of the French Revolution. Talking about these achievements is considered an ideal door opener or icebreaker to start a conversation with the negotiating partner. Sporting successes in a wide variety of areas, such as football, handball or judo, are also a guarantee for a positive conversational climate with French business partners.

Elegance and eloquence, coupled with enthusiasm, are characteristics of French negotiation. However, you should be able to justify your argumentation in detail using key performance indicators (KPIs), as the French are very fond of key figures and detail.

Competitive or too fast negotiations with a direct entry are considered to be failing strategies. In this context, one should not appear too technocratic and make one's arguments at the appropriate time. As described at the beginning of the chapter, the French have respect for Germany's economic success, but see comparisons as negative. Also, France's role as a colonial power or in the Algerian War should not be brought up in

negotiations, but rather the leadership role of the great nation (French: La grande Nation) in the world should be addressed.

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## 7.4 Negotiations in China

### 7.4.1 General Rules

Cultural differences are often a major challenge when negotiating with Chinese business partners. For a European, the ambiguity or the imprecise information that is communicated, the constant “beating around the bush” can be very nerve-wracking.

But the Chinese business partners also often have little understanding for the European “stubbornness in details” or “disregard for the principle of give and take”. It is difficult for them to understand why some important information, although not explicitly stated but nevertheless obvious, remains hidden from the European partners.

To joint success helps only a lot of patience and keep a cool head. You should try to understand the meaning behind the words said, always show respect and interest and emphasize the common benefits.

Since Chinese business partners are usually good strategists, it is particularly important to understand Chinese negotiation strategy. In this context, the concepts 关系Guānxì and 面子Miànzi are introduced.

Many Chinese consider themselves good strategists. When negotiating, most Chinese business people follow their practiced negotiation strategies. Seeing through these strategies requires a good understanding of the principles 关系Guānxì and 面子Miànzi.

面子Miànzi literally means “the face”, in a broader sense the prestige corresponding to one’s status. Applied to the negotiation scenes, it means that one first opens the discussion in a friendly manner and with innocuous topics. In the further course of the discussion, in addition to the factual arguments, one also brings up the topic of the reputation of the acting persons and subliminally suggests that this is connected with unspoken “special rights” existing in the organization or group or that the status would bring about the special success (Thomas 2011).

One can obtain 面子Miànzi in various ways, such as through formal powers, special qualifications, or if one can credibly show that one’s actions can provide additional benefits.

In China, one is often asked to give others 面子Miànzi or not to let one’s 面子Miànzi be lost. In negotiation practice, it is often expected that one should grant the best possible terms to the most important personalities. Usually the Chinese negotiating partner demands some kind of “quantity discount” for the contract package again shortly before the conclusion, so it is advisable to distribute the “sweets” accordingly over the course of the discussion.

In order to grant the negotiating partners 面子Miànzi, one should strive to always show respect and interest. Words of rejection should be avoided and the common benefits should



be repeatedly emphasized. One should always try to understand the real meaning behind the words spoken.

关系Guānxì means knowing the right people in the right places well. Those who have a great 面子Miànzi in a useful network can often achieve things that others cannot. 关系Guānxì, or networks, play a paramount role in Chinese society, not least in business practice. People like to show 面子Miànzi to trusted business partners and offer them favorable terms. In some critical situations, good relations with the authorities can be decisive for success.

To expand networks efficiently, Chinese people often mix their contacts from different walks of life. Those who make their influential 关系Guānxì available to others share their important resources. Such an act of true friendship deserves true recognition.

To initiate new 关系Guānxì, business dinners are often held in China. Overall, Chinese culinary culture is an important part of Chinese culture. The famous saying 民以食为天 mǐn yǐ shí wéi tiān, meaning “food is heaven for the people,” makes clear the importance of culinary delights for the people. There are many popular television shows that introduce culinary specialties in China, such as the 舌尖上的中国shé jiān shàng de Zhōngguó (“China on the Tip of the Tongue”) television series.

At a business dinner, of course, the primary purpose goes far beyond culinary pleasures. A sumptuous culinary spread gives the host 面子Miànzi, promotes 关系Guānxì building and thus business potential. Even the design of the meal, such as the location of the event, the number and quality of dishes, the group of participants, the seating arrangement, etc., and possibly even the clothing of the participants, gives an idea of the status the host attaches to the business partner.

Many Europeans find the Chinese restaurant very noisy, because for the Chinese, eating together is a joyful event, and this joy should be expressed loudly. Traditionally, during a sumptuous dinner, especially in the north of China, it is good manners to incessantly ask the guests to drink alcoholic beverages. Those who join in the drinking give the challenger 面子Miànzi. One toasts the friendship, cooperation or business deal, etc. As the consumption of alcohol increases, the mood usually rises. Those who refuse alcoholic drinks can explain this, for example, with health reasons. The fact that one has to sit behind the wheel afterwards is also accepted as a reason for not drinking. However, with the current anti-corruption campaign in China, alcohol consumption on official or business occasions is being drastically restricted.

It is important to observe the hierarchy of the participants even in such activities. No one touches the food until the most senior person at the table or the most important guest has started eating. When leaving, people stand up to shake hands as a courtesy. If one is especially respected, one is escorted out of the dining room to the elevator or even to the entrance of the restaurant. The highest form of respect on the part of the host is for the host to wave after the guest as they leave, until you have disappeared from view!

Although many contracts are made at the dinner table, in China you don't open the door, but usually start the conversation with “small talk”. The conclusion of a contract may

depend on how the mood of the conversation develops, which is why you should choose the topics of conversation carefully.


In principle, one should refrain from addressing topics that cast the country in an unfavorable light, especially if one is not sufficiently informed about the background. Due to a strong collectivism, any critical remarks on the part of an outsider towards the country or the country's culture can trigger a hostile reaction among the Chinese.

The Chinese are very proud of their long history and appreciate it very much when a foreigner deals with their culture. Those who are informed about the lore of the country, have some knowledge of Chinese history or are skilled with chopsticks can really shine.

There are also a number of "harmless" topics, e.g. culinary experiences, funny stories from family life or other Asia-related topics such as Fengshui, Kungfu etc.. The important thing is always to keep the mood positive.

### 7.4.2 Successful and Failed Strategies

See Fig. 7.4.

PR China 	
Successful Strategies	Failing Strategies
Get to know each other through middlemen and previous meetings and dinners	Refusal of business dinners and private invitations
Say positive words about the opposite side after greetings and introduction, e.g. through skillful use of metaphors	Falling into the house with the door and a too strong focus on technical issues
Negotiation in Chinese with the translation support of the local staff	Negotiation in English
Allow time for the translation while visualizing the entire situation	Expectation of final decisions during the negotiation
Identification of the roles and responsibilities of the negotiation partner	Directly contradicting the decision makers, which inevitably leads to face losing
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
China's rising role in the global economy, respect for historical achievements	Property infringements and pirated copies in china,
Exchange of culinary experiences, especially with Chinese cuisine	Mentioning human rights violations or mentioning air pollution and other ebvironmental issues
Showing pictures of the family and telling funny stories in private life	Rushing to press for the decision

**Fig. 7.4** Competence requirements in negotiations. (Source: Marc Helmold's own representation)

## 7.5 Negotiations in the United States

### 7.5.1 General Rules

For German business people and negotiators, American negotiations often seem relaxed in tone but tough in substance (Helmold 2018). US Americans conduct negotiations differently than German business people. Often negotiations in America are very direct and very competitive. However, negotiations in America are also conducted with a lot of humour, which is mostly irritating for German business people in this combination (hard on the matter, humorous in tone) (Frank 2016). They see negotiations as a game in which bluffing, tactical leverage and tricks are standard and allowed (Frank 2016). You have to know these tactics so that you can show an appropriate counter-reaction (Helmold 2018). Americans, however, at the same time believe that a negotiation should ultimately aim at a conclusion or agreement (deal). This two-pronged style (exerting strong pressure and aiming to make a “deal” anyway) in negotiations often puts German negotiators in a disadvantageous position, as they often do not know or appreciate the different communication techniques in American negotiations (Frank 2016). It is not uncommon for negotiation outcomes to be negative or for negotiations to drag on for months (Frank 2016). The following elements should be considered when negotiating with Americans (Frank 2016)

- Punctuality for appointments
- Friendly tone with respect for etiquette
- Correctness of clothing
- First name salutation
- Charm, wit and empathy
- Concise and brief explanation of facts
- Action and result orientation

The precept that “time is money” probably influences business communication nowhere more than in the USA (Frank 2016). Punctuality is not just an expression of politeness here, but a sign of professionalism. American managers focus on quick, short-term, and easily enforced successes. If you want to sell yourself well, you must not overrun the usually tight time of your American counterpart. After a brief introduction of names and responsibilities, one should agree on the negotiation structure with a few key points with the negotiating counterpart (Helmold 2018). The rule here is that no more than ten negotiation points should be discussed (Helmold 2018). Frank recommends a tactic of “keeping it short and simple”, which is goal-oriented and based on facts (Frank 2016). Effectiveness is the primary goal in negotiations in the US, so that despite disagreements, the negotiation structure or agenda must be worked through in the given time corridor (Helmold 2018). Politics, religion, skin color, or minorities are absolutely taboo topics. Political correctness


in the business world is much more pronounced than in Germany. One should also be very careful when making jokes. The language of the Americans is direct to demanding, but never impolite. This is a trick that German managers should definitely adopt, as it is seen as a sign of strength here (Frank 2016). Also, German managers who have studied in the UK should not emphasize the English accent too much, because Americans do not like the comparison with the English and American language.

When it comes to concrete business negotiations, American managers place great value on efficiency: precise schedules and agendas have high priority here. For the German manager, US Americans often appear to be loud, direct and enthusiastic (Brooks 2016). This enthusiasm should be shared and backed up with attributes such as wonderful, great, perfect. Enthusiasm, perhaps exaggerated by German standards, for the merits of one's own negotiating offer does no harm. On the contrary, it shows your counterpart the extent of your commitment. Doing business must always be fun. Americans love not only neutral humor but also the ability to laugh at themselves. If you take these aspects into account, you will have both success and fun in the land of not always unlimited opportunities (Frank 2016).

### 7.5.2 Successful and Failed Strategies

Negotiations in the United States of America should proceed openly and directly on the basis of a structured agenda after a brief introduction. True to the motto "time is money", all points are worked through. The transparent and brief presentation of the negotiation points as well as advantages of milestones or budget targets should be justified with facts and figures. Addressing the negotiating side personally by name and with enthusiasm helps to create a good and harmonious atmosphere. Taboo topics are gender, nationality or skin colour, also one should be careful with physical touching or jokes. Political correctness is central to business life and behaviour in the USA (Fig. 7.5).

Despite their short history, Americans are proud of their country and the achievements such as liberality, freedom or democracy. Many Americans see the American way of life as the ideal state in the world (Helmold 2018). This is sometimes very difficult for many Europeans, Asians or Africans to understand, however, this should not be brought up too much in negotiations. Also, the role of the U.S. as a political or military force in the world should not be brought up or mentioned in negotiations (Helmold 2018). The recommendation here is to score points in negotiations with enthusiasm and a positive aura.

<b>U.S.A.</b> 	
<b>Successful Strategies</b>	<b>Failing Strategies</b>
Introduction and clear explanation of roles and responsibilities	Forgetting explanation of roles and responsibilities
Open and direct communication. Enthusiasm and positive reflection when describing proposals or positions	Sarcasim and irony in negotiations
Clarity in showing milestones and budget objectives	Statements about sex, gender or background
Personal approach. Using the first name	Sports topics in other countries
Interests and no open refusal to any proposals	Stressing of young history of the U.S.A.
<b>Ice Breakers (German: Eisbrecher) (Openers)</b>	<b>Ice Bergs (German: Eisberge) (Barriers)</b>
Knowledge about American sports like American football, baseball, basketball or ice hockey	Missing respect towards minorities
Enthusiasm about the „American Way of Life“	Defeat in Vietnam war
Respect towards diversity and variety	Sexistic jokes

**Fig. 7.5** Negotiations in the USA. (Source: Marc Helmold's own representation)

## 7.6 Negotiations in Japan

### 7.6.1 General Rules

Business dealings in Japan follow much stricter and more formal rules than in Germany. Western business travellers are not expected to behave like Japanese, but some basic rules should be observed. Some Western behaviors, such as expressing direct criticism, may offend the counterpart. By following some important rules, for example when handing out business cards, you show respect to your Japanese hosts and at the same time take away some shyness, especially if they have little experience with foreigners. It is not a matter of learning rules by heart and applying them schematically. Rather, you should respond to your counterpart (AHK Japan 2018). In general, the following applies: be friendly, polite and reserved, everything by a factor more than in Germany, and observe with open eyes and ears. If the Japanese business partners have been abroad more often and for a longer period of time or have a lot to do with foreign guests, it will be found that the conversation is more uncomplicated than previously assumed (Nitobe and Keller 2004). In Japan, great

importance is attached to a well-groomed appearance. Especially in business life, a suit and tie for a man and a suit or trouser suit for a woman are indispensable. Only in summer, during the “(Super) Cool Biz” time, one can leave the tie in the suitcase.

Attention should also be paid to neat shoes and impeccable socks. Lace-up boots can often be a hindrance. In many companies, shoes are removed at the entrance and replaced with slippers (AHK Japan 2018). To eat at a traditional restaurant, shoes must be removed there before entering. This also applies when entering traditional hotels (*ryokan*), doctors’ offices and temples, even in front of changing rooms in department stores. In the toilet, special slippers are available, which must be exchanged for the normal slippers at the toilet entrance. A room laid out with tatami mats is entered without slippers, only on stockings. In addition to arriving on time, you should give the host a small gift. Gifts from Germany, which have a high reputation in Japan, are suitable for this purpose. In Japan, it is traditional to bow in greeting. For men, the hands should rest on the thighs and form a line with the upper body. For women, the hands are placed one over the other in front of the body. There are different levels of bowing: The more polite you want to be to your counterpart, the deeper you bow. For foreigners the rules are less strict, it is sufficient to indicate a bow with a clear nod. There are also Japanese who offer their hand in greeting, especially when dealing with foreigners, but this is not the rule. If you are unsure, you should wait and see how the other person behaves.

Choosing the right form of address is a science in itself in Japan. The standard form of address is -san appended to the surname. One step more polite, and used by default in emails, is the suffix -sama. It should be noted, however, that when speaking to outsiders about one’s family or even one’s company, polite salutations are not used for those in one’s own group. The following points are mandatory to consider when greeting:

- Punctuality
- Presentation
- Exchange of business cards
- No physical proximity
- Native speakers as translators
- Small gift for guests

Japanese business practices and negotiations can be better understood by considering the Bushido code (Japanese: 武士道, meaning: the way of the warrior) (Winkels and Schlütermann 2013). Bushido is a code of conduct and ethics that still finds its application in business (Winkels and Schlütermann 2013). The roots of Bushido originate from the Japanese Middle Ages. Basic tenets come from Shintoism, Buddhism, and Confuciusism (Winkels and Schlütermann 2013). An essential component of Bushido are the seven most important rules of a samurai:


1. Gi: The right decision from the calmness of the mind
2. Yu: courage, bravery and heroism

3. Jin: The compassion, love and benevolence
4. Rei: The politeness and the right behavior
5. Makoto: The perfect sincerity
6. Meiyo: Glory and Honor
7. Chugi: sense of duty, loyalty and devotion

Numerous companies have therefore integrated these seven principles into their own corporate culture (Frank 2005). Panasonic has incorporated seven principles into its code of ethics, which must be adhered to by company employees worldwide (Panasonic 2018). In addition to the corporate code of ethics, consensus building through mutual approach is one of the key skills for negotiation in Japan. Often seen as inefficient by Europeans, German managers need staying power in negotiations (Winkels and Schlütermann 2013).

## 7.6.2 Successful and Failed Strategies

Promising success in negotiations is a punctual start as well as a greeting by introducing the participants in negotiations (Jansen 2000). Important in this context are business cards that show the title, function and name in two languages (Helmold 2010). Figure 7.6 shows the

Japan 	
Successful Strategies	Failing Strategies
Japanese Greeting (Japanese: Goshoukai or aisatsu) and introduction	Competitive negotiations and face loss
Undertanding of time, to give negotiator time to make decision	Purely English negotiations
Translation or execution of negotiations in Japanese	Expectation of decisions in negotiation or pushing for a decision like YES or NO
Time allowance to understand negotiation proposals and visualisation of difficult elements	Questions about family and private issues
Subsequent dinner and bar or Karaoke bar	Invitation home or private environment
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Technology leadership	China's rising role in Asia
Respect of the Japanese culture	Japans role in World War II
Event event, Japanese dinner and Karaoke	Overpacing in decision making

**Fig. 7.6** Negotiations in Japan. (Source: Marc Helmold's own representation)

successful and unsuccessful strategies for negotiating with Japanese business partners (Helmold 2010). Although Japanese business partners prefer structured and systematic negotiations, business partners should be given time to understand proposals and arguments and discuss them within the group in the local language (Helmold 2010; Thomas 2001). Japanese decisions are always consensus-driven despite defined responsibilities and usually require long and extensive deliberations (Helmold 2010). Other strategies for success include mentioning Japan's technological leadership in the world and respecting the millennia-old Japanese culture and art (Helmold 2010). Physical closeness and loss of face, on the other hand, should be avoided (Helmold 2010). Japanese people work very long hours, including weekends if necessary, but family issues and personal relationships are not present in negotiations (Helmold and Terry 2016; Helmold 2010).

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## 7.7 Negotiations in India

### 7.7.1 General Rules

Indian business people tend to be generalists rather than specialists, which makes business partners appear confident, flexible and optimistic (Frank 2006). The hierarchical nature of the Indian caste system—although officially abolished—demands that the superior is seen as the highest authority. The superior makes all decisions and takes full responsibility. Employees usually refuse to take responsibility, they carry out what they are told to do (Frank 2006). In the Indian caste system, there are the following castes:

1. Brahmins: priests and teachers
2. Kshatriyas: Warriors
3. Vaishyas: traders, craftsmen, farmers
4. Shudras: servants, farmhands

Furthermore, there are aspects that are atypical in our Western culture and can therefore seem very alienating. Indians are very relationship-oriented, even in business. People invest a lot of time in conversation and getting to know each other. Talking about friends and family is common and an important factor for a good business relationship. Indians see contracts as flexible and will try to renegotiate existing contracts and agreements periodically (Frank 2006).

### 7.7.2 Successful and Failed Strategies

Negotiations in India are personal, for this reason, an attempt should be made in advance to establish a personal and good relationship with the negotiating partner (Helmold 2018).



India 	
Succesful Strategies	Failing Strategies
Involvement of a known mediator	Urging decisions and impatience
Personal contact and relationship to negotiation partner	Lack of respect for superiors or disapproval of superiors or hierarchical structure
Clear negotiations according to hierarchical structure (caste system in India)	Missing mediator and middleman
Patience and endurance. Negotiations can take weeks and months	Competitive negotiation style
Explanation of the interim results. Negotiations appear bureaucratic	Missing information on opposite side
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Haggling with negotiating partners (emotional but friendly haggling)	Mentioning conflict with Pakistan
Achievements of the Indian economy as an industrial nation	Criticism about India and situation of poverty
Personal gifts and appraisal of Mahatma Gandhi, sports like criquet	Wearing leather (devout Hindus worship cows as sacred)

**Fig. 7.7** Negotiations in India. (Source: Marc Helmold's own representation)

Final decisions are always made in line with family, social group or company affiliation (Frank 2006). The ability to establish networks is often considered more important than competence or experience. Figure 7.7 shows these aspects.

It is also advisable not to enter into agreements too quickly or to make hasty concessions, as Indian business people are very fond of haggling. Patience is important, and planning should be pursued in the long term, as the Indian concept of time is very often not in line with the German concept of time (Indian Stretch Time). The Indian word “Kal” means “one day away” and stands as a term for a never-ending process (Helmold 2018). Many Indians are devout Buddhists and visit a temple daily. Negotiators are not infrequently asked to visit their own temple with them, which should be done enthusiastically and inquisitively (Helmold 2018). It can also be useful to find out about typical national sports such as cricket while still in Germany in order to impress your negotiating partners (Helmold 2018).

Topics like education can be good door openers. Meanwhile, many families send their children to university in European countries. Therefore, diplomas or certificates from German educational institutions are considered very important. Politics or addressing poverty can be icebergs and therefore should not be mentioned. India is carrying on a conflict with its neighbour Pakistan for many years, so this issue should not be brought up. Besides politics, sex or even current assaults on tourists are absolute taboo topics in a very conservative society.

## 7.8 Negotiations in Russia

### 7.8.1 General Rules

Negotiations in Russia are usually conducted in the context of a business dinner, as Fig. 7.8 shows (Frank 2004b). At a business dinner in Russia, one is usually invited to an exclusive restaurant. An invitation to one's home is rare, but an extraordinary honour. A bouquet of flowers for the host's wife is part of the welcome. The alcohol abuse of earlier years is dwindling in modern business life in Russia, but one should be careful about drinking habits in negotiations (Frank 2004b). Older Russians love vodka and can tolerate a lot of it. Those who are not used to it should only keep up with toasts. In this extremely important ritual, the first toast always belongs to the host. Afterwards, it is important to address the host in a toast of one's own and to highlight him or her or the overall situation in a positive way. This creates a good atmosphere for later negotiations.

Russians like to come to a conclusion quickly in negotiations. They are results-oriented and usually stick strictly to the agenda:

Russia 	
Successful Strategies	Failing Strategies
Patience and endurance during negotiation process	Critique about Russia (social, political or ecosystem)
Openness, directness and balanced competitive and collaborative style of negotiations. Russians like openness and toughness in conflicts	Giving in too fast and not competing against demands (time consuming)
Awareness of and respect to hierarchies	Too competitive negotiations.
Russian calendar and holidays	Superficial negotiations
Relationship with decision maker and small gifts	Missing relationships with decision makers
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Russische Literatur, Kunst etc.	Political conflicts , e.g. Crim coflict
Wodka drinking and speaking out toasts	Communsim or missing democratic strucutres in Russia
Russia and the patriotric war (World War II)	Critique about Russia, President Putin or the political system

**Fig. 7.8** Negotiations in Russia. (Source: Marc Helmold's own representation)

- Straightforward negotiation does not mean that Russians are averse to small talk and privacy. What is important for them is to build a personal relationship with negotiating partners—for future talks.
- Beware of taboo topics such as crime and the national budget. The bad economic situation should be passed over just as generously as current catastrophes (such as the sinking of the submarine “Kursk” or the fire of the Moscow TV tower).
- Witty (not shallow!) humor is very much in demand among Russians.
  - Most Russians are educated above average—not only politically and economically, but also culturally. One should adapt to this level—and occasionally let appreciative words flow in.

The time needed for negotiations in Russia should not be underestimated! People often talk about the “factor 4”, which means that it takes four times as long to do the same business in Russia as in the West. Conversely, one should not trust that nothing will happen for a long time during the negotiations—sometimes very important decisions have to be made at great speed.

“It is helpful to make a complex subject of negotiation as transparent as possible. In addition to PowerPoint presentations, simple aids such as flip charts or blackboards are also useful. Furthermore, key terms should be defined together in advance in order to eliminate misunderstandings from the outset and to structure the course of the negotiation. In this context, a stringent agenda can also be useful,” says the sales manager of a German automotive supplier, summarizing his experience. In principle, the same rules apply in Russia as everywhere else: “The simpler, the better” in language and “the more descriptive, the clearer” in explanations.

Without falling under the suspicion of wanting to bribe the other party, it is a good idea to do the Russian business partner a small favour. This should be done out of sympathy, but not from a position of weakness or even an emergency situation.

### **You Only Talk to the Boss**

In Russia, there is a strong sense of authority, whether in politics or in business. This means that the CEO will not necessarily hand over his decision-making powers to subordinates and therefore, in his absence, a decision cannot be made.

This is also the view of the project manager of a German automotive supplier about a planned cooperation in Russia: “You can only do business if you talk directly to the general director.” And he is right, managers, in the capacity of general directors or managing directors, unlike in Germany, do not delegate decision-making powers to their subordinates. And what the general manager doesn’t direct, isn’t carried out. In his absence, nothing happens.

## **7.8.2 Successful and Failed Strategies**

See Fig. 7.8.

## 7.9 Negotiations in the United Kingdom

### 7.9.1 General Rules

Since Britain's entry into the European Union (EU) in 1972, the country has experienced a continuous economic boom and increased trade with countries in Europe (IPB 2018). Meanwhile, there is a lot of exchange between the main continent of Europe and the UK. Moreover, due to its history as a colonial power, Britain has relations in Commonwealth countries, which is also used by European countries and Germany (Meyering 2018). Recently, the UK has decided to leave the EU (Brexit). After Brexit, there will still be strong economic relations. These economic relations automatically lead to negotiations with ventures and managers from the UK. The British negotiation style differs from the German negotiation style and has its pitfalls from the German perspective. For example, some authors describe that typical German behaviour automatically triggers reluctance in a British person (IHK Rhein-Neckar 2018).

### 7.9.2 Successful and Failed Strategies

When negotiating in the UK, certain rules should be followed as icebreakers as follows (Marks 2006), Fig. 7.9 describes success and failure strategies as well as icebreakers and icebergs when negotiating in the UK:

1. Politeness and adherence to etiquette
2. Negotiations in the mother tongue: the language trap
3. Distance and no body proximity
4. Building relationships through "small talk"
5. Fairness and sportsmanship
6. Avoidance of exaggerations
7. Binding
8. Emotionless negotiations
9. Spontaneous pragmatism
10. Avoidance of political topics and no jokes about the monarchy

#### 7.9.2.1 Courtesy and Observance of Etiquette

British politeness is recognized in the world and also plays a crucial role in negotiations with British business partners (Marks 2006). Meyering describes this politeness with a quote from William Horman, the famous head of the private school Eaton in the fifteenth century (Meyering 2018). "It is courtesy and good girth that make us human." This belief has not changed for many Britons to this day. In order not to offend their counterpart, Brits

Great Britain 	
Successful Strategies	Failing Strategies
Politeness and etiquettes	Competitive and impatient negotiations
Formal and smart business dresses	Discourtesy and informal business dresses
Punctuality and compliance with tea time etc.	Non awareness of tea time
Greeting cards (Christmas cards) etc. after negotiations	Touching or being too close to the negotiation partner
Sports topics and betting	Sexism or jokes about monarchy
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Small talk, appraisals of dress and small compliments	Jokes about monarchy and queen
Interests in sports like cricket, rugby, golf, football or tennis	Defeats in football against Germany
Humour of British people	Falkland war and other military conflicts. Topics like Brexit

**Fig. 7.9** Negotiations in the UK. (Source: Marc Helmold's own representation)

like to express themselves indirectly. They usually hold back criticism, negative opinions and doubts. If at all, they express negative things “through the flower” or nicely packaged (Meyering 2018). With other things, on the other hand, they are very pragmatic and direct. For example, the British informally hand out business cards at the beginning of the conversation. Cards they receive themselves are usually pocketed quickly without this being perceived as impolite. These rules of British politeness should always be heeded in any case (Meyering 2018).

### 7.9.2.2 Negotiating in the Mother Tongue: The Language Trap

Even if British negotiators have a good command of English, from the point of view of the negotiator from the other country, English is usually only the second language. The subjunctive is a very often used and acceptable grammatical form in the English language to express requests, proposals, wishes or refusals (Would it be possible, Could it be possible). Experts therefore recommend the use of polite forms in the subjunctive. Direct addresses should be avoided (you must, you should). In the English language, little things can often put you in a bad position. For example, it does not go down well with high-ranking executives, who often include members of the aristocracy, if they are greeted with “Hello”. Here, the old greetings such as “Good morning/afternoon/evening” are far from

being obsolete. Colleagues on the same hierarchical level, on the other hand, can certainly greet you with “Hello” (Meyering 2018). Also, “How do you do?” is not the same as “How are you?” The former is far more formal and always requires the counter-question “How do you do?”. This can be supplemented with a “very well, thank you” if necessary. “How are you?”, on the other hand, is always answered with “fine, thank you” or “very well” before the counter-question is asked (Meyering 2018). It is particularly difficult to choose the correct form of address for female negotiators and business partners. Generally, one should choose “Ms”, as this form of address is neutral. Married interlocutors can be addressed as “Mrs.”. Just as much care should be taken in choosing the correct geographical designations in the British Isles. England is not the same as the United Kingdom, but only its southern part. Therefore, Scots, Welsh and Irish should not be referred to as English either. It is best to refer to all inhabitants of the main island and Northern Ireland as British (Meyering 2018).

### **7.9.2.3 Distance and No Body Contact**

British negotiators dislike physical proximity and close contact in business situations. Therefore, unnecessary physical contact should be avoided. Britons also shake hands less frequently than continental Europeans, so greetings should be brief (Meyering 2018). People in the UK also do not shake hands when saying goodbye.

### **7.9.2.4 Building Relationships Through Small Talk**

Of course, one can limit the small talk to the topic of weather. The location of the British Isles on the edge of the North Atlantic provides sufficient conversation material. But this does not achieve the actual goal of casual chit-chat. Small talk helps to build good and trusting relationships. After all, the Queen’s subjects prefer to do business with people they trust. That’s why they don’t just want to talk about trivial topics during small talk, but often show genuine interest in their conversation partner (Meyering 2018).

### **7.9.2.5 Fairness and Sportsmanship**

Britons have a sporting spirit and a keen sense of when and how everyone involved in a meeting or collaboration gets their money’s worth. That’s why, when negotiating, they consider all aspects of the matter and weigh them carefully. They are only really satisfied with the result achieved if both sides clearly benefit from the solution. Negotiation outcomes should therefore always be balanced and in the interests of both sides (Meyering 2018).

### **7.9.2.6 Avoidance of Exaggerations**

Britain is the motherland of irony and humour, as Meyering describes (Meyering 2018). Britons also do not always take themselves seriously on the outside. Rather, they like to make others laugh by making jokes about themselves. The inhabitants of the kingdom do not like to put their own achievements in the spotlight. Know-it-alls, braggarts and people who proudly flaunt their own achievements are totally disliked by Brits. Those with real

power, money or academic merit don't need to peddle it in the motherland of understatement. Instead, they are appreciated for their modesty (Meyering 2018).

### 7.9.2.7 Liability

Harmonious and respectful relationships are an inseparable part of life for the British. That's why they do everything in their power to preserve the dignity of their counterparts in every situation and to treat them with decency. Anyone who violates this imperative in business life by acting out of character, becoming angry or devaluing their counterpart and not letting them finish, destroys the relationship so profoundly that it can no longer be patched up. The following elements, which are insignificant for Germans, can show commitment and respect in the UK and can be seen as icebreakers (Meyering 2018):

- Sending greeting cards at Christmas or on birthdays
- Expressing thanks through greeting cards rather than e-mails
- Encounters with a positive, personal remark, for example, about the clothes of the interlocutor or the wonderful view from his office open up
- Apologize for even the smallest thing
- Thank sincerely and personally for small favors

### 7.9.2.8 Emotion-Free Negotiations

British people plan meetings and negotiations thoroughly. It is common practice to email the agenda and timetable of the talks to all participants in advance, so that everyone can prepare. The roles of the members of the individual negotiating teams are also clearly defined. If everyone is on the same hierarchical level, they exchange opinions equally (Meyering 2018). If there are differences in rank, the highest-ranking person leads the conversation or appoints someone to take over the task. In addition, there is often a minute-taker or secretary (Meyering 2018). Furthermore, it is common to record interim and discussion results as well as decisions on how to proceed in writing (Meyering 2018). The negotiation itself is always conducted by British people in a friendly manner, but without showing emotion. They closely control facial expression and body language and clearly withdraw them. Anyone who exerts pressure in negotiations, pushes their counterpart into a corner or tries to take advantage, damages the relationship with their interlocutor so fundamentally that it is usually beyond repair. This is because one violates the highest maxim of British business life: fairness. If, on the other hand, you occasionally give in and are prepared to compromise, you are behaving in the way that the British expect of you (Meyering 2018).

The Queen's subjects also always have an alternative in mind. Often, however, they only bring it up at the end of the negotiations and express themselves vaguely until then. Despite their politeness, this makes them difficult interlocutors. The same applies to the fact that the British take their time with decisions and stick to them unalterably once they have made them. Renegotiation should be avoided in the UK (Meyering 2018).

### **7.9.2.9 Spontaneous Pragmatism**

British companies often have steeper hierarchies than German ones. In addition, areas of responsibility are usually clearly demarcated from one another, so that employees can usually only lead projects to success if they work in a very team-oriented manner and communicate efficiently. As a result, British people usually approach tasks in a very goal-oriented and pragmatic way. They often spontaneously make the decision that the situation requires at the moment. The British are also far less structured and detail-oriented than many German colleagues. British pragmatism also shapes the demands that employees and entrepreneurs make on how perfect a solution has to be. The British carefully weigh up whether 100% performance is worthwhile or whether 80% is also enough (Meyering 2018).

### **7.9.2.10 Avoidance of Political Topics and No Jokes About the Monarchy**

Political topics and jokes about the Royal Family should be avoided in negotiations and business relationships. In principle, the British have a very positive attitude towards the Royal Family (Meyering 2018).

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## **7.10 Negotiations in Denmark**

### **7.10.1 General Rules**

Although Germany and Denmark are neighboring countries, there are concise differences between Danes and Germans (Helmold 2018). Denmark is known to many as a holiday destination and is admired worldwide for its unique architecture. Moreover, the country is economically successful and an important trading partner of Germany. The most important German export goods to Denmark are machinery, food and feed, motor vehicles and motor vehicle parts. The most important German import goods from Denmark are foodstuffs and animal feed, machinery, agricultural products and hunting. According to OECD statistical data collection, Denmark is among the top 20 countries in the world for imports and exports to and from Germany (OECD 2018).

At first glance, doing business in Denmark seems easy, especially since people communicate in an easy-going, relaxed, direct and friendly manner. Danish business partners get to the point quickly, are often relaxed, quite informal and have a great sense of humour. But caution is needed here, as making contracts is not so easy (Helmold 2018). Throughout Scandinavia, communication tends to be unemotional, calm and with an “understatement”. This is only partially true for Danes, although they are considered temperamental compared to Swedes and Norwegians and are often referred to as “the Italians of the North” (Helmold 2018). Nevertheless, extroverted rhetoric and hyperbole are generally not appropriate in Denmark. The body language of the Danes also expresses this. In particular, one should refrain from touching the arm of the counterpart when shaking hands for the first time. It is also advisable to keep a sufficient distance from the business partner (Helmold 2018).




Most Danes have a very good command of written and spoken English, and many also have a good command of German. You can start the correspondence in German, but a hint about the possibility to continue the correspondence in English makes the communication easier in most cases. At the beginning of negotiations, the Danish business partner is generally rather reserved. He underplays his own achievements, which is partly similar to the English culture of understatement, attaches importance to punctuality and a structured agenda (Helmold 2018).

### 7.10.2 Successful and Failed Strategies

When negotiating with German business partners, Danes are cool and distant (Helmold 2018). Danes like to understate things, which is partly similar to the British negotiation culture (Helmold 2018). Figure 7.10 summarises key characteristics in negotiations with Danish business partners (Helmold 2018).

Danish business partners also value punctuality and a structured agenda in negotiations (Helmold 2018). The social principle is summed up in a short formula: “Jante Lov”, which translates as “Don’t think you are more than your neighbour”. Thus, in Denmark, there is

Denmark 	
Successful Strategies	Failing Strategies
Personal negotiation style (first name)	Distance and too formal negotiations
Acceptance of private invitations	Arrogance and disrespect
Unformal dress and unformal negotiations	Untruth and exaggerations
Equality between men and women	Competitive negotiation style
Lose and objective-oriented negotiation style	Too much focus on hierarchies
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Humour and friendliness	Jokes about Danish monarchy
Denish success in sports, e.g handball world cup in 2019	Negative statements about expensive social system and taxes
Denmark as open countries with traditions	Criticism about high tax on alcohol

**Fig. 7.10** Negotiations in Denmark. (Source: Marc Helmold’s own representation)

true equality between men and women. It is quite normal for male managers to take parental leave as well. And between business partners, a casual relationship is usually quickly established in which people address each other as “Du”. The style of dress is rather casual. At negotiations, you can wear jeans and a sweater. Pure business lunches and dinners are increasingly held in company-owned rooms. To build a personal relationship and to crown a successful negotiation, invitations to the private sphere of Danish business people are also not uncommon (Helmold 2018). To avoid misunderstandings: dinner is called “middag” in Danish.

The Dane can't stand scorn and derision of the monarchy and the popular queen any more than he can criticism of his “welfare system”, which functions with high tax burdens. Otherwise, you can discuss “God and the world” with Danes. The Danes negotiate directly and openly. They expect clear conditions and presentations, calculate very precisely and are well prepared during negotiations. Whoever offers the best price and quality ratio usually makes the deal (Helmold 2018). It is important that offers and presentations are always clear and informative (Helmold 2018).

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## 7.11 Negotiations in Italy

### 7.11.1 General Rules

Although Italy has been considered a euro crisis country for several years, Italian goods and commodities are enjoying ever-growing popularity in the world (OECD 2018). In the past two years, the country generated a large export surplus (OECD 2018). Due to increasing demand for Italian products from Japan Sect. 7.6 and the People's Republic of China Sect. 7.4, Italy generated an export surplus of more than 50 billion EUR in 2017 (OECD 2018). In 2017, exports had exceeded imports by just under 42 billion EUR. After Germany Sect. 7.2 with more than 257 billion EUR and the Netherlands Sect. 7.12 with more than 60 billion EUR, Italy thus has the third highest trade surplus in the European Union. According to the OECD, an important reason for this is the increasing demand for “Made in Italy” from Asian countries (OECD 2018). Exports to Japan, for example, grew by almost 10%, and those to China by more than 6%. Export hits include luxury goods, food, vehicles and precision machinery. The EU Commission expects the gross domestic product in the southern European country to continue to grow in the coming years (Helmold 2018).

The most important rule in negotiations in Italy is to pay attention to a well-groomed appearance and the “good figure” (Italian: *bella figura*) (Kness-Bastaroli and Dahm 2006). As numerous as the regional characteristics of Italy are, the mentality of the people is just as different (Kness-Bastaroli and Dahm 2006). There are sometimes such great differences between northern and southern Italy that it is difficult to formulate generally applicable rules for dealing with business partners (Frank 2010a).

Italians insist on respecting hierarchical levels, so this aspect must be taken into account. Negotiations must be conducted with the boss and decision-maker (Italian: *Padrone*) (Frank 2010a). Those who miss the “*padrone*” or do not dress professionally have bad cards in northern and southern Italy, Frank describes as a potential failure strategy (Frank 2010a). To this day, the economic difference between the industrially underdeveloped Mezzogiorno in the south of Italy and the prosperous north is striking (Frank 2010a). One of the reasons for this is the different historical development: while the feudal system still prevailed in the south, the north, bordering France, Switzerland and Austria, was already economically advanced (Frank 2010a). In “polychronic” cultures, which also include South America and the Mediterranean region, human relationships are more important than abstract schedules, several tasks are managed in parallel, interruptions are frequent, flexibility is therefore important (Frank 2010a).

### 7.11.2 Successful and Failed Strategies

Anyone conducting negotiations in Italy must be prepared for long negotiations (Frank 2010a). As in other polychronic societies, personal business relationships and the development of a network are of central importance for business success in Italy (see Sect. 1.6.2.2). Characteristic of negotiations in Germany or Switzerland as monochronic societies are the formalisation of relationships and a negotiation style that is clear, unambiguous and systematic Sect. 7.2. In addition to the clear line, punctuality, structure and clear distribution of roles are visible (Helmold 2018).

In Italy, these negotiation patterns do not help, as Italy belongs to the so-called “high-context cultures” para. 1.6.2.1 (Hall 1976). In these cultural areas, as in other countries in Southern Europe or South America, signs of common ground and trust are fundamental (Frank 2010a). Therefore, good relationship building should be worked on before negotiations (Frank 2010a). Although Germans are expected to be punctual and straightforward, Italians can appear unpunctual. Also, deviation from the agenda is not uncommon (Frank 2010a). Negotiations in Italy need to be empathetic and also slightly emotional in order to convince the negotiating opponent (Frank 2010a). Impatience, lack of trust and an insufficient relationship with the decision maker are considered failure strategies (Frank 2010a). As with other countries, cultural achievements or sporting successes are icebreakers, although failures in football should rather not be mentioned (Frank 2010a). Figure 7.11 shows icebreakers, icebergs and successful strategies in negotiations in Italy (Frank 2010a).

Italy 	
Successful Strategies	Failing Strategies
Formal business dress for men and women (Bella Figura)	Arrogance and narrow minded behaviours
Awereness of hierarchies and decision makers (Italian: Padrone)	Urging decisions and competitive negotiations
Patience and endurance	Impatience and short-term oriented results or agreements
Mirroring behaviour. Rational emotional negotiations including signals of body language	Missing relationships
Flexible and dynamic negotiation execution	Missing trust
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Italy's success in football and other sports	Absence in football world cup 2018 in Russia
Italy's culture and innovations	Italy at the times of Mussolini
Italy's beauty (regional variances)	Topics like politics, religion or crime (Mafia)

**Fig. 7.11** Negotiations in Italy. (Source: Marc Helmold's own representation)

## 7.12 Negotiations in the Netherlands

### 7.12.1 General Rules

The Netherlands (officially: Kingdom of the Netherlands) is famous as a seafaring nation and for its capable merchants. The country plays an important role in the past and present of the European Union (EU) and as a neighbour is one of the most important trading partners for Germany. Dutch people are born merchants with an extremely long and successful tradition. Their economy is highly dependent on foreign trade and is known for stable industrial relations, moderate inflation, a decent trade surplus. As a central country in the EU, the Netherlands represents one of the most important goods handling centres in Europe (Frank 2010b).

German business people like to come into a negotiation with a well-organised and structured agenda and want to work through the checklist point by point. The Dutch, on the other hand, approach business negotiations openly and flexibly. They are also happy to talk about private matters. Dutch people communicate in a very informal way and like to call their conversation and negotiation partners by their first names. English should be preferred to German (Frank 2010b).

### 7.12.2 Successful and Failed Strategies

Business negotiations usually take place in meeting rooms. However, for dinner the venue may be changed and a restaurant may be chosen. It is Dutch custom to pay separately (Let us go Dutch). This means that everyone pays for themselves. If you are invited home by a business partner, this is a very friendly gesture and should be accepted if possible. First impressions count and should be conservative in terms of dress. Extreme fashions and flamboyant appearances, such as those often seen in the centre of Amsterdam, are hardly met with approval in Dutch business life. A conservative, elegant style of dress, similar to that in the UK, is more recommended here. Structures and hierarchies are hardly visible in the Netherlands, so it is advisable to involve all members of the other party's negotiating team respectfully and politely (Frank 2010b) (Fig. 7.12).

<b>Netherlands</b> 	
<b>Successful Strategies</b>	<b>Failing Strategies</b>
Openness and addressing by first name	Arrogance of negotiation partners
Using first name and building a relationship	Titles and insisting on hierarchies
Respect to all hierarchical levels	Formalities and static negotiations
Involvement of all negotiation participants	Speaking German
Spontaneity and flexibility in negotiation	Politics and history of colonies
<b>Ice Breakers (German: Eisbrecher) (Openers)</b>	<b>Ice Bergs (German: Eisberge) (Barriers)</b>
Success in ice speed skating	Defeat in football world cup 1974 against Germany and non participation in world cup 2018
Sportsmen like J. Cruif, show stars like R. Carell	Jokes about monarchy
Artists (Rembrandt) and Dutch innovations in history	Drugs, which are legal in the Netherlands

**Fig. 7.12** Negotiations in the Netherlands. (Source: Marc Helmold's own representation)

## 7.13 Negotiations in Brazil

### 7.13.1 General Rules

Brazil (Portuguese: República Federativa do Brasil) is the largest country and the largest economy in South America. Brazil has more than 208 million inhabitants. Brazil is the eighth largest economy in the world (OECD 2018). It is the only country in South America besides Haiti where Portuguese is spoken. Brazil is a polychronic society according to Hall's cultural understanding, like Italy or Spain (Hall 1966). Brazilians are therefore used to doing several things at once, but in negotiations this can mean that each individual process takes longer and proceeds against a systematic agenda. German negotiators must therefore be prepared, when negotiating in Brazil, for their partners to jump around the issues and also to pick up aspects that are completely off the agenda, which they drop just as quickly (Anson 2013). German business partners, as a society of a monochronic culture based on systematics, punctuality and structure, therefore very often see the Brazilian approach as unstructured and with a lack of systematics (Anson 2013). Likewise, many managers understand this cultural difference as a low capacity for stringent action or even a low interest in the substantive issues. From a Brazilian point of view, however, this type of approach does have its advantages, as it prevents people from getting bogged down in one point and allowing controversy to cloud the negotiating climate. Brazilian business partners are much more relationship-oriented than issue-oriented (Anson 2013). Little happens on the basis of a 'right', a 'duty' or a written agreement. A personal 'obligation', on the other hand, motivates people to do their best for the other person. This, in turn, may mean complying with formal obligations or even going against them, depending on the situation (Anson 2013). People with whom it seems difficult to establish a personal relationship are considered outsiders in Brazilian society (Anson 2013). This is even more true when they deny them the sense of the "little twist" (Portuguese: *jeitinho*) that can be used to unravel and resolve entangled situations (Anson 2013). The proverbial Brazilian enthusiasm easily leads to situations in negotiations where ambition exceeds what is actually feasible. Especially when a positive and emotional mood is established, Brazilian partners like to make relationship-oriented rather than fact-oriented commitments. Deadline commitments or promises can be understood here as intentions through which the Brazilian negotiating partner emphasizes urgency (Anson 2013). On the one hand, it takes some experience to determine when a statement is predominantly relationship-oriented and when it is actually meant literally. On the other hand, Germans often lack the behavioral repertoire to deal with primarily relationship-oriented statements (Anson 2013). The following aspects must be taken into account when negotiating in Brazil:

- Respect for the decision-maker: strong hierarchical structures
- Hagglng is part of the cultural understanding of the Brazilians

- Relationship building and patience
- Take into account delays of the other party
- Involve translator (Portuguese)
- Accept invitations to restaurants and clubs

### 7.13.2 Successful and Failed Strategies

Brazilian companies are clearly hierarchically structured. The middle management level is rather rare. Negotiations should be set as high as possible in the hierarchy. In most cases, only the managing director has decision-making power (Anson 2013). Contrary to German negotiation customs, haggling over prices, numbers or other aspects is part of daily life in Brazil (Anson 2013). Therefore, it is important to set your offer higher in order not to offend the counterpart from Brazil (Anson 2013). Patience and perseverance are key in this context, as one usually does not get concrete statements in the negotiations (Anson 2013). A “yes” in Brazil means “maybe” or “probably” at most. A “no” does not exist and is considered impolite (Anson 2013).

Pushing behaviour is perceived as aggressive. A good relationship should therefore be established first, and it is also advisable to ensure a friendly aura and to take an interest in the person, their attitudes, values and needs (Anson 2013). The form of address is usually “Senhor” (for men) and “Dona” (for women) plus first names, one then also quickly arrives at “Du” (Anson 2013). In view of the turbulent traffic situations in large cities such as Rio and Sao Paulo, but also because Brazilians have a different understanding of time, delays of up to an hour are not uncommon and are quite tolerated. Although many business people speak English, it is better to negotiate in Portuguese. Offers, technical documents and operating documents should generally be translated into Portuguese. Brazilians are very hospitable. Invitations usually lead to clubs or restaurants. Shared meals are used to maintain relationships, and business is discussed only after coffee (Anson 2013). Brazilians are fond of soccer and sports, so topics such as football, Pelé, or volleyball are ideal icebreakers. Carnival also enjoys a high reputation in the world, especially as a topic when inviting people to restaurants or clubs (Anson 2013). Brazil unfortunately also has negative sides such as crime, slums and poverty. These topics should not be discussed with business partners, after all Brazil is the eighth largest world economy (OECD 2018). Painful defeats can also tip the mood, especially the defeat against Germany in the home football World Cup in Brazil in 2014. Figure 7.13 shows successful and failed success strategies for negotiations in Brazil (Anson 2013).

<b>Brazil</b> 	
<b>Successful Strategies</b>	<b>Failing Strategies</b>
Professional and smart business dress style	Pushing for negotiation results
Set up of relationships by understanding the hierarchies	Non understanding for unpunctuality
Understanding of frequent breaks and delays	Non compliance with decision making levels
Involvement of a Portuguese translator and Brazilian middlemen in negotiations with public bodies	Failure to take into account the complexity and bureaucracy of the administrative structures
Patience and endurance	Negotiations in German or English
<b>Ice Breakers (German: Eisbrecher) (Openers)</b>	<b>Ice Bergs (German: Eisberge) (Barriers)</b>
Success in Football and idols like Pele	7:1 defeat in football at home world cup against Germany
Acceptance of invitation to restaurant, bar or club	Poverty and slums
Brazil's carnaval	Discrimination of native Brazilian indians

**Fig. 7.13** Negotiations in Brazil. (Source: Marc Helmold's own representation)

## 7.14 Negotiations in Saudi Arabia and Arab Countries

### 7.14.1 General Rules

Visitors to Islamic countries sometimes move in modern and cosmopolitan societies, but also encounter rigid moral concepts and systems that are closed to strangers (Krachtowil 2018). Successful businesswomen and politicians may be confronted with women wrapped in full-body veils who are not allowed to leave home or court without male protectors (Krachtowil 2018). In numerous Arab countries such as Saudi Arabia, tolerant religious practice is in strong tension with fundamentalist beliefs. Negotiations in Arab countries are very much shaped by these beliefs (Krachtowil 2018). Alcohol, for example, is strictly forbidden for Muslims in strongly religious countries such as Saudi Arabia or Dubai (Krachtowil 2018). The family is considered a pillar within the Arab level of relationships and ranks above all other levels, so having an extensive network can be very useful (Thiel 2018). Similarly, women usually hold a subordinate role, which can affect negotiations (Thiel 2018). The following ten basic rules should be taken into account when doing business with partners in Saudi Arabia and Arab countries:



1. Maintaining the relationship level with decision makers
2. Personalized business relationships
3. Presence and networking
4. Use of intermediaries
5. Arab time management
6. Consideration of cultural customs
7. Consideration of religious customs
8. Compliance with hierarchical structures
9. Indirect and metaphorical style of negotiation
10. Respect for taboo subjects


## **7.14.2 Recommendations for Negotiations in Saudi Arabia**

### **7.14.2.1 Maintaining the Relationship Level with Decision Makers**

Arab culture is a strongly relational one (Krachtowil 2018). Often the education, qualification or competence is secondary in relation to the relationship of the decision maker, so the preparation of negotiations requires a thorough analysis of the relationship (Krachtowil 2018). A long-term successful business relationship with Arab partners requires a solid relationship level that needs to be built over several years (Krachtowil 2018). Figure 7.14 summarises the recommendations for successful negotiations in Saudi Arabia (Helmold 2018).

### **7.14.2.2 Personalised Business Relationships**

In the Arab world, the motto “Family and friends first! Business is personal” also applies in business life (Krachtowil 2018). It is therefore crucial to build and sustain a solid relationship level with the Arab business partner, as the authors recommend (Krachtowil 2018; Thiel 2018). Several meetings with the business partner per year ensure a solid relationship maintenance in Saudi Arabia. The first priority here is always the personal meeting with the Arab business partner, after which contact should be consistently maintained by telephone, fax or e-mail. Continuity and steadiness in business contact are a central factor for success in the Arab region. A solid relationship comes before business. Although the national language is Arabic, the majority of business partners speak English. In order to establish social contacts, which are very important for business success, one should at least master the formal courtesies. It is helpful to learn idioms and other everyday phrases and weave them into the conversation. Just trying to speak Arabic will be honored by the person you are talking to. As the most traditional country in the Arabian Peninsula, Islamic commandments are strictly observed in Saudi Arabia. This is also required of foreigners. Violations can end up in court. A strict distinction is made between women and men, meaning that no reciprocal greetings are approved and normally no conversation between the sexes occurs (Hünniger 2018). Respect, honor, and reputation are very sensitive and elementary issues for Arabs. Strangers should not touch these guiding principles, as their

Saudi Arabia 	
Successful Strategies	Failing Strategies
Maintenance of relationships on decision maker levels	Competitive negotiations
Personalised negotiations	Negotiations with experts who know culture
Usage of respected and influencing middlemen who know culture, people and rituals	Impatience and pushing quickly for results
Network with authorities in economy and politics	Unawareness of hierarchy
Indirect negotiation style, using metaphors	Negotiations without decision maker
Ice Breakers (German: Eisbrecher) (Openers)	Ice Bergs (German: Eisberge) (Barriers)
Topics like family	Topics about political enemies like Israel or Qatar
Gifts, but no alcohol	Disrespect of religion and rituals
Acceptance of Arabian time management	Role of women in Saudi Arabia

**Fig. 7.14** Negotiations in Saudi Arabia. (Source: Marc Helmold's own representation)

violation can lead to social ostracism of the person concerned. Central European manners, such as complimenting the wife or daughter of the interlocutor, are not customary and are better refrained from Hünninger (2018).

### 7.14.2.3 Presence and the Idea of Networking

Presence and regular business trips are imperative to maintain contacts and the network (Krachtowil 2018). One or two business trips a year to the target country is not enough if you are interested in long-term and sustainable business relationships in the Arab region. Being present on the ground is a competition-determining factor for success, which experience has shown is underestimated by Western partners (Krachtowil 2018). In a collective society where family, clan and tribal affiliations determine access to resources, it is crucial to build up appropriate local networks (Krachtowil 2018). Only in this way can business and negotiations be successful in the long term.

### 7.14.2.4 Use of Intermediaries

Middlemen with influential contacts help in negotiations and business dealings. It is usually advantageous to be introduced by a respected and influential person. The right recommendation can be decisive in initiating business. One should not be afraid of contact with regard

to “patronage systems” or “nepotism”, as these are part of the business culture in the Arab region (Krachtowil 2018). Host gifts also help to initiate business and negotiations (Hünniger 2018).

#### **7.14.2.5 Arab Time Management**

In the Arab world, the clocks sometimes tick differently; people and relationships take precedence over precisely observed schedules. Patience is therefore indicated, the business partner will come, “God willing” (Insha’ Allâh). Paradoxical, but a fact: Conversely, Germans are expected to be punctual. It is generally advisable to plan plenty of time in advance. Schedules that are too tight and “clocked through” have little chance of success. “You have the clock, we have the time” is not an Arab proverb for nothing. Short-term, flexible time planning is more effective in the Arab world than long-term planning. “Time” is an important investment in business success. By the way, the phrase “I don’t have time” is extremely impolite in Arabic and can be taken as an insult. You should use other, indirect formulations. You should always give your Arab business partner the feeling that you have time for him. Family commitments are always accepted as an “excuse” and are not considered unprofessional. But: Often, after a long time of waiting, Arab business partners suddenly can’t move fast enough to advance a project. In such a case, everything has to be done immediately and with sometimes adventurous deadlines, which means that being flexible and prepared pays off (Hünniger 2018).

#### **7.14.2.6 Consideration of Cultural Practices**

Arab business culture is traditionally characterized by trade and mobility. “Buying and selling” is a matter of person to person. First you “sell” your personality, then the product. Business relationships are based on personal relations, the factual level is secondary. It is important to get to know the other person on a personal level first and to convince him or her of one’s worth. In the Arab world, therefore, the professional is often combined with the private. There is no strict separation between professional and private life and it is advantageous to spend a lot of free time with Arab business partners in order to strengthen the relationship level. Sporting and cultural events are ideal for this. This also means that small talk is big talk! One should give his Arab business partners the feeling that he is more important than the business deal. People from less business-oriented cultures are very interested in good results and business deals. It’s just that they don’t see the possibility of achieving a good result when social relations are disturbed. So you should leave your personality first and foremost! And only then the first-class product (Hünniger 2018).

#### **7.14.2.7 Consideration of Religious Customs**

Islam permeates all areas of human life, it is not only a religion, but also a social order and economic factor and thus also affects business life. Therefore, inform yourself about the basics of Islam and the resulting rules of conduct for Muslims, such as the prohibition of alcohol and pork. The good Black Forest ham is just as unsuitable as a guest gift as the Franconian boxing bag (unless the Arab business partner expresses the corresponding

wish. Taboo, but fact: Not all Muslims also adhere to the rules of Islam). If necessary practiced gender separation should be respected. The greatest possible physical distance should be maintained from the opposite-sex business partner, especially if this is signalled accordingly. Arab women, especially those from a traditional religious environment, should only be shaken hands with when asked to do so (react rather than act). With one's business partner, one should always inquire about the state of the family and not directly about the wife. Respect for Islam enables a climate of trust with Muslim business partners. Discussions about religion (Islam-Christianity) are to be avoided. They usually lead nowhere and can seriously damage the good relationship. Common ground should be emphasised. Atheism is usually met with incomprehension by devout Muslims and does not put the negotiating partner in a confidence-building light. Restraint is advisable in this respect. Incidentally, there are also Arab Christians in the Arab region (including Egypt, Lebanon, Iraq, Syria) (Hünniger 2018).

#### **7.14.2.8 Compliance with Hierarchical Structures**

As a rule, social advancement is still linked to membership of a particular family. It is therefore important to know the "right", i.e. influential, families. In clientelistic societies, this is crucial for competition. One should inform oneself about the important families (English: Leading Families) of the target country. Western business partners must therefore pay attention to internal rivalries between families, clans and tribes. In this context, investing in the right networks is a fundamental part of the negotiation strategy. An expert and intermediary who uses social occasions in the target country to initiate and maintain contacts can be helpful here (Hünniger 2018). The maintenance and strategy of the network can be a decisive advantage in negotiations, so it is advisable to constantly develop the network through one or more experts (Hünniger 2018).

#### **7.14.2.9 Indirect and Metaphorical Negotiating Style**

In Arab countries, one should use an indirect and paraphrased negotiation style. Direct demands or competitive negotiations usually have a negative effect on the negotiating partner and are considered extremely rude (Hünniger 2018). In addition, one should not discount a request of the counterpart by a direct "no", as this is also considered impolite. A "no" would hurt the counterpart and result in a disturbance on the relationship level. In the Arabic world, communication is indirect, and descriptive terms, metaphors or comparisons are used. Non-verbal signals also play a major role in communication. A generalizing but nevertheless often applicable rule of thumb is: when a diplomatic Arab says "yes" he means "maybe", when he says "maybe" he means "no" and when he says "no" he is undiplomatic. In collective societies, saving face is paramount. Honor and loyalty must always be protected, even in the face of controversy. But: the young generation of Arab businessmen in particular increasingly cultivates a direct communication style (Hünniger 2018).

### 7.14.2.10 Respect for Taboo Subjects

In order to keep the relationship level as trouble-free as possible, it is advisable to avoid politically or even religiously sensitive topics, especially at the beginning of business relationships. Politically sensitive topics include Israel (or a pro-Israeli stance), the Iraq war, the colonial era and, in the Arab Gulf states, the Arab-Iranian maritime border conflict. One should not underestimate this factor in one's business relations with the Arab world. The Arab partner could "engage" his negotiating partner in a politically explosive conversation. Restraint or rhetorically skilful expression of opinions are usually appropriate in the case of controversial views. In addition, it is advisable to inform oneself about the most important political, historical and cultural key data and personalities of the target country. A German business partner who knows who "Umm Koulthoum" is will make his Arab negotiating partners feel positive. Umm Kulthum was an Egyptian singer and musician. Her fame in the Arab world is comparable to that of Maria Callas and the Beatles in the Western world (Hünniger 2018). Figure 7.14 shows successful and unsuitable strategies for successful negotiations as well as icebreakers and icebergs.

### 7.14.3 Main Features of Islam

The term Islam means voluntary surrender to God, so Muslim means a person who "surrenders to God", "who professes Islam". Johann Wolfgang von Goethe put it this way: "If Islam means surrender to God's will, in Islam we all live and die" (Hünniger 2018). The word Allah is composed of: al (Arabic article) and illah (Arabic deity). So Allah means, "God, the one and only God." The concept of God in Islam states that God does not work solely in the extraordinary, in the miraculous, in His great deeds, but primarily in the everyday (Hünniger 2018). The Prophet Muhammad was born in Mecca in 570 AD. He was married to the wealthy merchant widow Khadidja, they had two sons and four daughters. 622 A.D. is the year of the transfer to Yathrib, later Medina, i.e. the year of the hijra (emigration) and the beginning of the Islamic calendar.

In the religious practice of Islam there are five pillars in total. A distinction is made between the duties that man owes to God and the duties to his fellow human beings and the community. The five basic religious duties (the pillars: arkan) refer to both areas of duty (Hünniger 2018). Table 7.2 describes the five pillars of Islam:

**Table 7.2** Pillars of Islam

Column	Description of the basic duty
Pillar 1	The testimony of faith
Pillar 2	The ritual obligatory prayer
Pillar 3	The fast
Pillar 4	The compulsory levy
Pillar 5	The pilgrimage to Mecca

Source: Adapted from Hünniger (2018)

**The Testimony of Faith—Shahada**

Anyone who consciously and sincerely expresses the profession of faith in front of witnesses may consider himself a Muslim. The Shahada: “I testify that there is no deity but God (Allah) and that Muhammad is the messenger of God” (Hünniger 2018).

**The Ritual Obligatory Prayer—Salat**

Prayer expresses the inner attitude of humble submission and trust in divine mercy. It is a symbol of fraternity and solidarity, as believers gather together to pray. The prayer can be performed, for example, at home, at work, at school. On Friday, the prayer should take place in the mosque. It is prayed five times a day. The orientation, also of the prayer niche in the mosque, is towards Mecca. The place of prayer must be clean, the person praying needs a clean surface. The ritual cleansing of the body is a prerequisite.

**Fasting in the Month of Ramadan—Saum**

Ramadan is the ninth month of the Islamic (lunar) calendar. It lasts 29 or 30 days. According to the European calendar, Ramadan begins each year about eleven days earlier than the previous year. During the period of light, all adult, sensible and healthy Muslims abstain from food, drink, stimulants and sexual intercourse. Ramadan ends with a three-day festival of breaking the fast (Hünniger 2018).

**The Compulsory Levy—Zakat**

Besides the voluntary alms, there is the compulsory alms. Zakat is derived from the Arabic zaka—to purify. Compulsory donation is an act of purification from greed. It is an expression of gratitude to God for the opportunity to live in prosperity. The wealthy have a duty to allow poorer people to share in their possessions. The poor have a right to a share of the possessions of the better-off. As a rule, collection and distribution take place without state control (Hünniger 2018).

**The Pilgrimage to Mecca—Hajj**

Mecca, but above all the Kaaba itself, form the religious centre of the Islamic world. For all adult Muslims, the hajj is a religious duty. Participants must be “responsible”, i.e. mentally and physically healthy, financially able to participate and not prevented from doing so by other reasons, such as war. The umra (small journey) is an individual action that is not bound to specific times. The hajj (major community journey) begins on the first day after the month of Ramadan. The pilgrimage focuses on equality and togetherness among Muslims (Hünniger 2018).

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**7.15 Summary of Country Examples**

Negotiations of business partners in an international context are based on peculiarities that companies have to take into account (O'Brien 2016; Helmold 2018; Dathe and Helmold 2018). Although salespeople or buyers cannot know all the idiosyncrasies, the line between

**Table 7.3** International and intercultural negotiations

Recommendations for international negotiations
Thorough preparation (cultural awareness) through intercultural training or workshops by foreign chambers of commerce or trainers is advisable.
Successful strategies should be studied in advance, just like flawed strategies
Political topics should be avoided as a matter of principle
Specific country aspects should be used to advantage
In most cases, it is advisable to involve competent translators.
Intermediaries support the development of a network
Loss of face should be avoided
Agreements should always be ratified by lawyers
If possible, negotiations should take place in the home country with home advantage

negotiation successes and failures is usually narrow (Helmold 2018). Even though negotiators do not have to adapt 100 percent to the foreign culture or customs, some recommendations are helpful for international negotiations (Helmold 2018). In summary, it can be stated that negotiations with international business partners require detailed preparation (Helmold 2018; Helmold and Terry 2016). Country-specific aspects can be learned through training and are necessary when business negotiations have some and periodic regularity (Helmold 2018). In many cultural areas, it is imperative to involve experts who are perfectly familiar with the peculiarities and have a network in the country (Helmold 2018). Topics from politics as well as religion should generally be avoided. In the figures in Chap. 7, country-specific characteristics of a total of 13 nations are described (Helmold 2018).

Table 7.3 concludes Chap. 7 with recommendations for international and intercultural negotiations. In addition to thorough preparation through seminars and workshops offered by foreign chambers of commerce or by educational institutions, successful and appropriate strategies and tactics can be developed and used in the international arena. Negotiators who take country-specific aspects into account usually have more success than others. In many countries it is advisable to work with intermediaries who are familiar with the country, the language and the cultural customs.

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