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HOW CAN NORWEGIANS SUCCESSFULLY DO NEGOTIATIONS IN CHINA AND/OR SINGAPORE

We hope you will enjoy reading this dissertation, as it has been an educational experience writing it. We want to use this opportunity to thank everyone who made their contributions and helped us out during this process. First of all, we want to thank our respondents, for the stories and information that you shared. We would also like to thank our friends in Australia who helped us out, and making sure that what we said made sense. Moms, dads and step dad, thank you for all your wine and hugs when stress was high, and motivation was low.

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Thank you for all your excellent advices and motivational talks.
And thank you for kicking our buts, when our buts needed kicking.
We could not have done this without you.
Student 980015 and 980017.

Innholdsfortegnelse

Attachment I - Consent form (Samtykkeerklæring)

Attachment II - Sorted interviews (Sorterte intervjuer)

Attachment III - Interview guide (Intervjuguide)

"Nothing endures but change" - Heraclitus (535 - 475 BC)

When watching the world, we can see that it is rapidly changing, and becoming "smaller" in the sense that the markets become more global. As wise as it is knowing that the change will come, it is equally wise to be proactive and seize the opportunities that now lie ahead of us when it comes to connecting with new cultures as if it was our own.
As the markets become more global, and the world becomes smaller, the opportunity for cross-cultural negotiations increases (Ang and Teo 1997).

1.0 Background

In the first part of our dissertation, we would like to explain our motivation for doing this particular research. We have divided the motivational explanation in three sections; the theoretical; the practical; and the personal, to give the reader a logical oversight of what it is that drove us towards doing research touching big subjects as culture and negotiations, in a big context as China, Singapore and Asia.

1.1 Theoretical Motivation

The first thing we did was some light research on the field of cross cultural negotiations, to see if this really was a subject worth exploring. We ended up finding many different rapports addressing the issue and importance of studying this field. We chose to work with two sets of research streams; cross-cultural behavior and negotiations.

On the field of cross-cultural behavior we included culture and various theories of behavior. There are several weaknesses in this stream of research; even though much literature is available on the cross-cultural and international negotiation, it seems to lack prescriptive recommendations for the challenges of the international negotiations. But there are many contributions that stand out in literature as practical and effective solutions universally or generally. (Shaul 2002)

Hofstede is one of the most known researchers when it comes to cultural behavior. He presents a simplified view which presents two caricatured extremes of a total of five dimensions. In reality, almost all cultures have intermediate positions on almost all of the dimensions (Hofstede, Jonker and Verwaart, 2012). It is therefore important to address this issue and make further research on this area.

Nakata (2008) reviews Hofstedes studies as "super classics" and nearly all cross-cultural studies have been influenced by his approach to culture. Further, they claim that there is a need for new understanding of culture. This book goes beyond Hofstede and make further research on culture and behavior, but with the context global marketing and management (Nakata, 2008).
Chanchai (2002) writes that given the growing criticisms of Hofstede's framework, there is an increasing imperative to study other classifications. Business literature also lacks a meaningful synthesis of cultural classifications.

On the field of negotiation style we study the whole process; preparing, negotiations and the outcome. What makes this interesting to explore is that; in today's global business environment, cross-cultural negotiations has become a popular area of study. In cross-cultural negotiation research, it has been widely established that negotiators interacting with individuals from unfamiliar or different cultures, exhibit different negotiation styles. Many Studies have been conducted on this topic, and most of these were from North American and European perspectives. However, the popular cultures examined in the Asia-Pacific region have been the Japanese (Graham, 1984; Kramer, 1989; Tung, 1982. Cited in Osman-Gani and Tan, 2002).

We can read from Rognes (2008) that intercultural negotiation presents increased opportunity for misunderstanding, both in terms of who the parties view the negotiation itself and the proceedings and content for the negotiation.
Of this we can see that the research already done on the perspective is wide, it covers a large area but may not be specific enough if you want to know exactly what to do, and not to do when

negotiating with singaporeans or chinese. Many researchers have studied negotiations in Europe, but there are a lot of different people in Europe and they may do not all behave the same way.

International business has become common because of globalization, strengthening trading relations, economic and political incorporation within the European union. International negotiations have become common in both diplomatic- and business environments(Shaul, 2012).

1.2 Practical Motivation

XpoMedia concluded, in the late nineties, that only one out of five Norwegian businesses with an international outlook, had an international mindset when doing business. And that lack of knowledge had been a direct consequence to them losing several large contracts.

There is a consensus of opinion among business leaders that the twenty-first century will be the "Century of the pacific". Many believe that the economic challenges and opportunities in the decades ahead will emanate from the countries in the Pacific Rim Basin, particularly those in East Asia, where phenomenal strides have been made in terms of economic and technological developments. For this reason, business ought to have a presence in East Asia (Tung, 1996).

According to a study the US department of Commerce did researching the outcomes of negotiations between Japanese and American partners, the findings showed that there was twenty five unsuccessful negotiation outcomes for every successful one (Paik and Tung, 1999). These findings shows that there is a need for improvement amongst people doing negotiations in Asia, to increase the chance of a successful negotiating outcome. Many may not realize that complications might occur, when you are not aware of the differences that lies in culture and tradition when doing negotiations with a different country than the one you are born and raised in (Ghauri, 1996) To become fully culturally aware, some of your characteristics should enhance and other reduce (Tomalin, 2010). Some keep a "people-are-people" mindset when traveling abroad, and therefore they do not use much time preparing for the difficulties that might occur when doing negotiation with a different culture.

First we will address why culture is an important factor when we relate to other people. Rognes (2008) states that a lot of negotiators do not prepare well enough for international negotiations. They are too focused on the negotiations itself and therefore forget both strategy and the cultural differences. The attitude seems to be; if you have a good product to sell the rest will work its way out.

On the other hand, there also is those who are so concerned about understanding the culture that they forget to prepare themselves on product knowledge and how to be a great negotiator.

Nakata (2009) learned us that in communication, participants strive to establish a shared reality. Because intercultural conflict may be worsened by "hidden assumptions" which one culture group have on another. By finding Critical Success Factors on how to best attain a cross-cultural negotiation between Norway, China and Singapore, we hope this thesis can be helpful to any Norwegian wishing, or planning to do negotiations in these asian countries, and want to come prepared.

We would rather wish to strengthen the competence and knowledge of the typical Norwegian businessman, and in that way enhance the probability of success. By summarizing the findings in our research in a simple, "easy to use" list of critical success factors, we hope to attain this kind of standard.

1.3 Personal Motivation

We find it important that the readers of this dissertation understand our personal motivation for exploring this subject, and interest in researching the field. This research makes us aware that not everyone has the same cultural background and therefore often have a different mindset and thoughts than what we have.

By researching this field, we manage to build our own competence and understanding of how to best achieve a successful outcome when doing business in Eastern asian countries, which we, along with other's (Tung, 1996 and Ghauri, 1996) perceive as preparing for the inevitable future. In our near future, we see it as a crucial factor to understand the world we are living in, as the world becomes more global, and the development we see in emerging markets. In Goldman Sachs prediction of the top ten economies by 2050, China ranked on top, having completely overtaken US position as world leader.

The reason we find it interesting to explore other sides of the world, is that having this kind of knowledge could open doors for us later on in life. It could make us more attractive for an internship while studying abroad (preferably in Singapore or China), but also give us an advance later in life when applying for abroad jobs which require the knowledge we have dedicated this dissertation to. It can also help us get a job in a Norwegian business that wants to expand or make any contact with some of the worlds largest markets, China and Singapore.

We can also help others to understand how they can strengthen their competence and awareness in cross-cultural differences. In that way, our future Norwegian colleagues will become more likely to do successful business negotiations with future singaporeans or chinese clients, partners etc, and in that way strengthens the company's handling of resources.

1.4. Research Aim and Objectives

In sum, we see it as our goal to explore cross-cultural business and negotiations. Therefore, our aim is:

"To explore critical success factors for effective cross-cultural negotiations between Norway and Asia, with a particular focus on China and Singapore."

We want to explore and find the factors that can enhance the probability of success when doing negotiations in a different culture. Our hope is that the result of this research will be found relevant to those who prepare for doing business in China and Singapore.

In order to explore business principles and critical success factors for effective cross-cultural negotiations, we will review the literature on cross-cultural behavior in order to understand the concept and the cultural differences. This will help us to find out how it can be used to avoid misunderstanding in negotiations, and find success factors when dealing with different cultures.

We will also review the literature on negotiations in order to understand the principles that are related to negotiations, to understand the concept, and find the different success factors. Recommendations will be organized into a concise list of negotiation principles in order to help others be successful when doing business. Our results should be easy to understand, but not lacking depth when addressing common issues. We hope that when being as short and to the point as possible, we will catch the interest of people so that they will use their time finding and reading this research paper.

1.5 Research Context

Negotiation behavior is shaped by a complex set of factors, including individual personality, cultural values, and social context.Osman-Gani and Tan (2008) says the behavior also depends on individual's age, ethnic group, the other party's behavior, and the presence or absence of others. This is why culture is important inside borders as well, it iis a complex situation depending on a lot of different factors. According to Osman-Gani and Tan It is not just one simple culture inside one country.

The essence of negotiation may appear different to people belonging to different cultures. Even the process and definition of negotiation may be different for them. In many cultures, businessmen assume that negotiation takes place to develop relations between two or more parties. On the other hand, there are cultures who strongly believe that the ultimate objective of negotiation is to reach at the consensus and sign the agreement. Few people also believe that developing favorable relations is the ultimate goal of signing ag   ment, Shaul, (2012. p95). By understanding the culture you meet and do business with, you are easier prepared to understand what the opposite parts goal is, and to hopefully find a understanding of what a successful negotiation is.

And in an article by Paik and Tung (1999) we found that; “Unfortunately, too many American firms find it too risky to do business in Asia because of the dissimilarities.” This means that some Americans are missing out on a huge market both for import and export. Therefore we want to study Asia, in order to find these dissimilarities and difficulties that makes this a risky business partner.

In the next part of the chapter we will explain how, and why, we narrowed our thesis into focusing on exploring critical success factors for negotiating in China and Singapore, from a Norwegian perspective.

1.5.1 Context

Asia is a large continent with almost 50 countries, with the majority of the worlds population living there. In such a diverse area, giving general guidelines on how to do business in Asia could be useless given the many different cultures. We view it as somewhat irresponsible to present success factors to Asia as “one”, and wish to be more specific.

“The whole world’s gaze is fixed on China – not just because the country is fast and growing rapidly, but because it profoundly affects the fortunes of companies everywhere.” - The Economist in 2004.

Since the late 1980s and early 1990s, China has made great economic progress, and grown to be the world's second largest economy. They have had an inflation between 7% and 9% the last decade and a half, and seem to keep growing. A big income for the chinese government, is the export and import. A reform in the early 80´s which required foreign investors to form joint-ventures with chinese firms. In june 1999, China had approved more than 332,700 foreign-funded enterprises such as automobile, chemical, computer, electronics, food, beverage, retailing, banking and insurance, with foreign investments of more the $286 billion (Che, 1999. Cited in Zhao, 2000). In 2007, it was expected that around 60% of China's export and import came from foreign-funded enterprises. And in mid 2008 the foreign exchange reserves exceeded 1.9 trillion US dollars.

So while a new, market-driven China has been emerging fast in the global marketplace, numerous U.S and other western companies, large and small, have encountered problems when negotiating business ventures with their counterparts in China (Zhao, 2000).We find China, and the chinese culture interesting to explore because of their basic cultural values and ways of thinking. There are some important elements that can characterize the chinese culture. A chinese saying is that;

"Chinese trust in only two things; their families and their bank accounts."
- Graham and Lam, 2003.

It is interesting to explore China, because it is such a large country with a massive population. The chinese population makes up 20% of the entire world's population, and you will also find them outside of China (Top 10 Singapore). We do not wish to make a statement that every chinese person is the same person, but the chinese are known to be nationalistic. They are proud of their heritage and we believe this gives us a foundation to *somewhat* generalize to how they are raised and taught the same values

But on the other hand, a big part of the research in China is already done, so to widen our perspective we chose to take a look at Singapore; one of Asia's most dynamic economies. It has consistently been ranked one of the most competitive nations in the world, with a world class infrastructure and high standard of living that is comparable to developed countries such as the United States (Osman-Gani and Tan,2002). IFC and World bank's "Doing Business" have several years in a row ranked Singapore as the easiest country to do business in and trade across borders with.

We found this fact; A key factor in Singapore's economic success is its multilingual and multicultural blend of chinese (about 78%), and Malays (15%) and Indians (6%). Business people in all three ethnic groups speak English, which opens most of the world's markets to them. (EG. Osman-Gani and Tan, 2002. (92) and Gesteland, 2012)

Historically, Singapore used to be under the british empire for a long time and got their independence in 1965. With this background we think it will be interesting to explore the singaporeans culture and test the common assumption, or myth that; “Singapore is the non-western country in the world that looks most like a western country” is true!

Another factor that triggered us to explore Singapore is because of the ethnic groups; The majority of singaporeans are ethnic chinese, with 78%.

We understand that this conflicts with an earlier statement; We believe if we study the chinese, we can easier negotiate with chinese people all over the world. And Singapore, where 78% of the inhabitants are chinese. This is what we think makes this study really interesting. Exploring how much comes from our ethnic group, have much does the culture of the country borders shape us, and is knowledge about the cultural differences a factor you “must” to understand if you as a norwegian want to negotiate with these asian ethnic groups.

If we look at Gesteland (2012, p209), the culture of the 78% chinese in Singapore changes from a chinese culture into a national business culture. The english-language facility is not the only reason visitors find it easy to do business in the Island Republic: The evolution of Singapore’s business culture is another. While the national culture continues to emphasize traditional asian values such as the importance of family, concern for “face” and respect for authority, Singapore’s business behavior poses few problems for visitors from most parts of the world.

As mentioned there are many books and article on this subject, but very few of them are written from a Norwegian, and even a Scandinavian point of view. Henning Kristoffersen from the Norwegian Business School, is looked upon as the Norwegian “China-expert”, and wrote in 2008 the book “The New China” which explores a similar subject as ours. Other than that, most of the theory on the subject is written by US citizens and from a US perspective (Osman-Gani and Tan, 2002), and because there also is a difference between the US and norwegian negotiation style (Gesteland, 2012). This calls for an interpretation of the US - norwegian difference, before you can interprete the US - asian difference, and from there; the norwegian - asian difference.

1.6 Summary of Chapter

In the first chapter of the dissertation, we have made arguments for the motivation of this research. We saw that the theory on the subject, being cross-cultural negotiation studies from a norwegian perspective, is lacking. We also found that the theory often generalize Asia as one. But as one of the toughest/most difficult, and the easiest countries to do business in is Asia, the generalization can be misleading and not serve its purpose.
So to contribute, we want to explore the subject and find the critical success factors for doing negotiation in China or Singapore, from a Norwegian perspective.

2.0 Cross-Cultural Behaviour

This chapter Presents the concept of cross-cultural behavior, it will be used this further in this thesis.

2.1 Definition of Culture

Culture is a wide term which includes the behavior, the mind set and the communication skills of the people of different backgrounds. Different cultures are reflected by the ways under which individuals or corporations from diversified backgrounds deal with each other (Shaul, 2012).

The study of culture as we know it, started in the early mid 19th century and was first defined by the anthropologist Edward Tyler in 1871 as "... that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society"(Tyler, 1871), but by 1952, Kroeber and Kluckhohn had collected over a 100 different definitions of the word "Culture" (Colombia Encyclopedia 2000). Culture is also seen to be the range of human phenomena that can not be linked to our genetic inheritance, and Lagerlöf defined culture as "what remains when that which has been learned is entirely forgotten".

As both Lagerlöf, Shaul and Tyler write, culture is first learned, to then be forgotten; in that sense that we forget it exists, or that we even learned it one time. It is so integrated in our knowledge that it goes in to our unconsciousness. Knowing this, it is not hard to understand how The cultural differences of the countries can act as barriers in the negotiation process (Shaul,2012).

The following are some of the elements of culture that can have an impact on international business negotiations:

- Language and communications - how we build our sentences and what our thoughts is with what we are saying, body language and tone.
- Institutional and legal systems.
- Value systems.
- Time orientations.
- Greetings and eye contact.
- Conversation topics.
- Giving gifts.
- Relationships and Mindsets - Basic ways of thinking like egalitarian or hierarchical, individualistic or collectivistic (Usunier, 1996 and Graham&Lam, 2003).
- What we wear - clothes, among others, let us know how formal/informal the meeting is.
- Social status (Graham&Lam, 2003).
- Personal connections - In China this is called Guanxi. It is about placing a premium on (Graham&Lam, 2003)
- individuals social capital within our own group of friends, relatives, and close associates.
- Any hidden assumptions one culture has about the other.
- Missing knowledge about the need to understand other cultures (Shaul,2012).

2.2 Typologies of Culture

We focus on how culture influence the way we behave, and how culture affect our actions. The influence of cultural diversity on international business negotiation will continue to increase in importance as a result of the liberalization of markets worldwide and cross-border mergers and acquisitions (Osman-Gani and Tan, 2002).

The understanding of our behavior is a complex research. We used Hofstedes five dimensions to simplify it. While Hofstede's is the most well-known classification, this paper selects two other classifications as well to provide insight into culture and poses an alternative to Hofstedes theories. The following are Trompenaars and Triandis, whose writings draw upon psychology, cross-cultural psychology, and sociology respectively. In this chapter we will first focus on Hofstede, then move on to Triandis research, and at last Trompenaars theory.

2.2.1 National Cultural Typology by Hofstede

"Professor Geert Hofstede conducted one of the most comprehensive studies of how values in the workplace are influenced by culture"

He uses five different dimensions to explain culture, which relate to our basic drives. The five dimensions are;

1. Individualism
2. Power Distance
3. Masculinity/femininity
4. Uncertainty avoidance
5. Long/short - term orientation.

Hofstede give scores, and ranks the countries up against each other, from high to low. The countries score itself is not that important, according to Hofstede. What is important is the scores comparison to each other. We described the five dimensions in the following subsections, in order to help see how the different cultures think, and behave in a business setting (geert-hofstede).

2.2.1.1 Individualism

The high side of this dimension is called Individualism, and can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. Its opposite, Collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we " (geert-hofstede).

2.2.1.2 Power distance

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power (geert-hofstede).

2.2.1.3 Masculinity/femininity

The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material reward for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented (geert-hofstede).

2.2.1.4 Uncertainty avoidance

The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong uncertainty avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. Weak uncertainty avoidance societies maintain a more relaxed attitude in which practice counts more than principles (geert-hofstede).

2.2.1.5 Long term orientation

The long-term orientation dimension can be interpreted as dealing with society's search for virtue. Societies with a short-term orientation generally have a strong concern with establishing the absolute Truth. They are normative in their thinking. They exhibit great respect for traditions, a relatively small propensity to save for the future, and a focus on achieving quick results. In societies with a long-term orientation, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions to changed conditions, a strong propensity to save and invest, thriftiness, and perseverance in achieving results (geert-hofstede).

As earlier said, Hofstede's five dimensions have been criticized, so we found it useful to look at some other perspectives of culture. This will provide us with insights to an alternative culture typology than Hofstede's.

2.2.2 Triandis dimension of culture

"Culture is a set of human-made objective and subjective elements that in the past have increased the probability of survival and resulted in satisfaction of the participants in an ecological niche, and thus became shared among those who could communicate with each other because they had a common language and lived in the same time and place."- Triandis (1994)

Although the definition of culture is very broad, Triandis distinguishes objective elements of culture from the subjective ones. Objective aspects of culture include; tools, roads and radio stations, while subjective aspects include; categorisations, associations, norms, roles and values which form some of the basic elements effecting social behavior.

Triandis (1994) identifies three cultural syndromes which he suggests apply to all cultures:

1. Cultural complexity.
2. Cultural tightness.
3. Individualism and collectivism.

2.2.2.1 Cultural complexity

In complex cultures, people make large number of distinctions among objects and events in their environment. The ecology and history of a society determines its complexity, as does the number of occupations in a society where non-literate cultures have barely twenty occupations (Triandis, 1994). The contrast between simple and complex cultures is the most important factor of cultural variations in social behavior (Ember and Levinson, 1991).

2.2.2.2 Cultural tightness

In tight cultures people are expected to behave according to clear norms and deviations are likely to be punished with sanctions. Tight cultures exhibit such characteristics as: The corporate control of property, power, strong religious leaders and high tax. In tight cultures, if one does what everyone is doing, one is protected from criticism.

Loose cultures either have unclear norms or tolerate deviance from norms. Cultural heterogeneity, strong influences from other cultures and physical space between people can lead to looseness. Urban environments are usually more loose than rural ones. Looseness is caused by conflicting norms or is traceable to norms that are not especially functional.

2.2.2.3 Individualism and collectivism

Individualists are emotionally detached from their in-groups and emphasise self-reliance, independence, pleasure, affluence and the pursuit of happiness. Individualists do not switch their behavior dramatically when an out-group member becomes an in-group member, whereas collectivists do. The behavior of individualists tend to be friendly but non-intimate toward a wide range of people outside the family. The more complex the culture, the more individualistic it is.

Triandis (1994) presents a unique and interesting interpretation of cultural typology through his syndromes. The syndromes are rich with meaning and replete with pioneering insights, often drawn from deep knowledge of cultural-history. The syndromes are embryonic, and if developed fully offer fertile grounds for insights into culture.

2.2.3 Trompenaars dimensions of culture

Another perspective of explaining cultural behaviour comes from Trompenaars (1993) dimensions of culture. He views culture as a way in which a group of people solve problems, and identifies seven fundamental dimensions of culture;

1. Universalism versus particularism.
2. Individualism versus collectivism.
3. Neutral versus affective.
4. Diffuse versus specific.
5. Achievement versus ascription.
6. Attitude to time.
7. Attitude to environment.

2.2.3.1 Universalism versus particularism

Universalist cultures stand for rather strictly implied rule-based behavior reflecting a general mistrust in humanity while particularist cultures tend to focus more on the exceptional nature of present circumstances. This dimension find application in various aspects of international business including contracts, timing business trips, role of head office and job evaluation and rewards (Trompenaars 1993, p 40).

2.2.3.2 Individualism versus collectivism

Trompenaars recognises this dimension representing the conflict between individual and group interests. He describes individualism as a prime orientation to the self and collectivism as a prime orientation to common goals and objectives. In international management, negotiations, decision-making and motivation are affected by individualistic or collectivistic preferences. And like Hofstede, he views individualism and collectivism on a continuum which implies that collectivists have little individualism.Such conclusions is challenged by Triandis (1994) and Lipset (1990).

2.2.3.3 Neutral versus affective

This dimension includes the range of feeling expressed. Reason and emotion both play a role in relationships between people. Which of these will dominate depends upon whether members are affective(display emotion) or neutral(do not display emotion). Members of neutral cultures keep their feelings and expressions carefully subdued and controlled. People in affective cultures tend to be demonstrative (Chanchain and Theivanathampillai, 2002).

2.2.3.4 Diffuse versus specific

Diffuse (low-context) and specific (High-context) cultures explore the way in which individuals are engaged in specific areas of communication. In specific cultures, task-relationship are segregated from other dealings. This dimension appears to have particular significance to the issues of evaluation and assessment in an international setting, and does not appear to be relevant in a national context (Chanchain and Theivanathampillai, 2002).

2.2.3.5 Achievement versus ascription

Members of some societies are ascribed higher status than others indicating that unusual attention should be focused upon such persons and their activities. While some societies accord status to people on the basis of their achievements, others ascribe it to them by virtue of age, class, gender, education and such other factors.
This dimension which recognises ascribing status seems to be very similar to Hofstede's construct of Power distance (Chanchain and Theivanathampillai, 2002).

2.2.3.6 Attitude to time

Perception of time can range from sequential (linear series of passing events) to synchronic(interrelated past, present and future). This orientation of time from past, present and future is a central dimension of culture (Kluckhohn and Strodtbeck, 1961) enabling members to co-ordinate activities (Durkheim, 1960 cited in Chanchain and Theivanathampillai, 2002). This construct has implications for both individuals and groups since an agreed meeting time may be precise or approximate. Time allocated to complete a task may be critical or merely a guide. Thus depending on the individual's attitude to time, managers may plan for the next century or get obsessed by monthly-reporting (Chanchain and Theivanathampillai, 2002.)

2.2.3.7 Attitude to environment

Trompenaars identifies attitude to the environment as a major cultural variable. Societies have two major orientations towards nature: They either believe that they can and should control nature by imposing their will upon it, or they believe that man is part of nature and must go along with its laws, direction and forces. This idea is based upon Rotters(1969) 'locus of control' and in some ways seems to overlap Hofstede's cultural dimension of uncertainty avoidance (Chanchain and Theivanathampillai, 2002).

We know there are several other cultural typologies of culture we could have used in the theoretical research, but we chose not to. The reason we only chose to use three could be blamed on the extent and time limitation of our dissertation.

3.0 Negotiations

In the previous chapter, we researched the literature of the first objective in this paper; cross-cultural behaviour. In this chapter, the research will focus on achieving the understanding of the second objective of our research aim, negotiations. The aim of this chapter is to define negotiation, understand it as a process, and to explore its components.

3.1 Definition of Negotiation

A negotiation is when two or more parties with partially conflicting interests tries to find a joint decision (Rognes, 2008. p 14). It is the critical phase when doing deals, and the way the negotiations are handled is therefore essential for the results obtained. People negotiate to explore if there is a way to reach an acceptable deal, but the goal itself is not necessarily to reach a deal, but to explore the options that will create a better deal than the other options available. It is the process by which we search for terms to obtain what we want from somebody who wants something from us (Kennedy, 1998).

A negotiation is a confrontation (but not necessarily a negative or conflictual one) of divergent stakes and interests by parties, who are also interdependent and for that reason seek together a joint solution to their differences, rather than trying to achieve their objectives either by sheer force or by some form of unilateral action (Dupon, 1996).

The process of negotiation is defined by Tung and Paik (1999, p 106) as the dynamic process by which two parties, each with its own objectives, confer to seek a mutually acceptable agreement on a matter of common interests. It happens within a defined period and involves not only the use of data and intuition, but also the willingness of the parties to understands each other point of view.

The point of doing negotiations is to obtain the best possible outcome. The best possible outcome depends on the situation, and will change from one negotiation to another. The common denominator is to firstly protect your own interest, before getting to a win-win outcome.

3.2 The negotiation process

In this part of the paper, we have used three authors theories and definition of what a negotiation process is, and how it most commonly built up. The first author defines the process of international business negotiations. The second author writes about negotiations and international negotiations from a norwegian point of view. And lastly, the third process explores the situation to how one can attain a “win-win” outcome when doing negotiations with easter asians.

3.2.1 The negotiation process according to Pervez Ghauri

The process of international business negotiations is here divided into three stages, pre-negotiation, negotiations and post-negotiation. A stage in refers to a specific part of the process, and includes all actions and communications within the negotiations. A stage normally ends when the involved parties comes to an agreement, both on the negotiation subject and on moving forward to the next step. Or they can decide to abandon the process, when they can not come to an agreement or see no point in taking the negotiations further on.

Ghauri (1996) suggests that international business negotiation process consists of three dimensions. In addition to culture (Chapter 2) and the negotiation process (Chapter 3.2), it also includes strategy as a dimension, but will only be mentioned briefly in each of Ghauris steps. This is a conscious choice made because of the lack of findings in the literature on similar themes and subjects.

3.2.1.1 Pre-Negotiation

The pre-negotiation stage is where the first-contact of the involved parties in the negotiation happens. Here, the parties attempt to understand each others needs and demands, done through gathering as much relevant information about each other. This may not give you an advance, but rather *not* an *in* advance, where a factor critical to the negotiation might come on to you as a surprise during the process.

To reflect each others expectations, one should openly discuss and reflect on the parties objectives with the negotiations. Doing so increases the probability of achieving a positive problem-solving negotiation atmosphere. Ghauri (1996) suggests that the pre-negotiations is often more importance than the formal negotiations itself when it comes to international business negotiations. The relations build during this step can be of great help to the later steps in the process, where the gainment of trust and confidence plays an important role during negotiations and increases the likeability of a successful business outcome.

Another important preparement the parties should do, is to make an initial strategy that is based on the information gathered, and the expectations that have been made. Making a list of all the problems and issues, with a focus on the conflicting issues that might have been discovered is the first step. Then complete it with a thought out strategy and choice of possible solution to resolve the issues is what Ghauri (1996) suggested. Although this conflicts with previous findings; where you should not prepare too much as it will kill the creativity during the process (Rognes, 2008) Whether the parties wish to move to the next stage of negotiations is based on the perceived level of cooperations, which will often be based on the parties first informal meetings.

3.2.1.2 Negotiations

This is the stage where face to face negotiations happens. Both parties now believe they can work together to find a solution, and the main issue in this stage is to explore the differences the parties may have when it comes to expectations and preferences, so they can come closer to each other. A key factor to create a successful outcome at this stage, is to ensure that the atmosphere focuses on cooperation between parties. This is where the issues are resolved in such a way that both of the parties are satisfied, and attained a “win-win” outcome. This step often shows the biggest cultural differences in how negotiations is done in different countries, and international negotiations often inherently involves a discussion about the differences.

3.2.1.3 Post-Negotiations

Refers to the stage where the parties agrees on technical matters regarding the contract; language, format and signing. Here, the contract has been drawn up, and is ready to be signed. A good agreement is defined as one that leads to successful implementation, therefore the best agreement for some firms, might be the decision to have no agreement. A good outcome benefits both parties, and does not make either party feel as if they come worse of than the other. The agreement should foster the relationship development, and it is not a question of a “win-lose” outcome, but a “win-win” one.

3.2.1.4 Atmosphere

Defined as the perceived “milieu” around an interaction, how the parties regard other's behaviour and the properties of the process. In other words, the perception of the reality is more important than the reality itself. So when doing negotiations, each of the steps in the process could therefore be perceived as more successful if one is more conscious about the atmosphere that is being created. There are three characteristics of the atmosphere ((a)conflict/cooperation, (b)power/dependence and (c)expectations), and some are more dominant at one stage than others.

3.2.2 The negotiation process according to Kjell Rognes

Just like Ghauri (1996), Rognes chose to divide the negotiation step in the same three stages; pre-negotiation stage, the negotiation; and the post-negotiation stage. But in this process, the focus has shifted from the immense importance of preparing well, and over on working towards a successful outcome, and what defines a good outcome.

3.2.2.1 Pre-Negotiation Stage

This stage includes all the tasks the negotiator, or the organisation the negotiator represents, should have done and prepared before the negotiation starts, but in some cases, they may appear during the course of the negotiation itself (3.2.2.2) (Rognes, 2008).
One of the main tasks during this process, is to decide or plan which negotiation strategy the team should go by during the negotiation stage. The need of deciding on a strategy often arises when the negotiations is about to take place. In those kinds of situations there is a chance of that the teams could end up being more focused on the smaller details in the agreement than the bigger picture.

3.2.2.2 Negotiations

During this part of the process, there will be a direct contact with the other party. Even though every negotiation is different (Kennedy, 1998 and Rognes, 2008), there is some common steps, or challenges to go by.

- The need to establish contact: The first one is where one party decide to approach the other, and managing the first contact. They are both an important part of the process, as it gives the parties a first impression of each other, and correcting other people could be a tough problem to solve.
- Develop the procedures: The second challenge is to come to an agreement with the opposing team on how to conduct the negotiations.
- Explore possible solutions: The third common thing is explore the options the teams have. This part will most likely vary radically from negotiation to negotiation, as the teams have chosen different strategies and the problems differ from each other.
- Define an agreement: The fourth challenge is coming to an agreement. This could either be making an agreement to initiate something with each other, or an agreement to do not move on with the negotiation. If the parties cannot agree, or do not feel its a mutual relationship, agreeing or disagreeing could be the best and most mature agreement available.

As for cross-national and -cultural negotiations. Norwegians may not always be that good at putting themselves into the opponents mindset (Rognes, 2008), which limits how much we are able to control the negotiations as they proceed. In more masculine cultures, bargaining might be based more on “gamification” than what it would in Norway. And a negotiation based on this might feel uncomfortable for the majority of norwegians, and sometimes perceived as unethical and not serious to the common norwegian businessman (Rognes, 2008).

3.2.2.3 Post-Negotiation Stage

In the simplest buy-sale negotiation, the negotiations come to an end once they have met an agreement. But the more elaborate negotiations, this does not mean the end of a relation, but the beginning and initiation of the future collaborations. One could also say, that it is first after the contract has been signed that the ”real” work starts. Convincing and motivating the people internally in the organization, evaluating competence to deliver similar contracts in the future, and to do the actual delivery.

The contract itself can vary vastly from culture to culture, and negotiation to negotiation based on the nature of the exchange thats been negotiated on. In Asia, the contract is more focused on the relations between the two organizations, rather than the exact specifications of the deal. It should be noted that this contract-model has been adopted by many companies and organizations in the western world, and is becoming more common than the American model. The American model focus’ mostly on covering every aspect of the deal, and not so much on the intentions of further collaborations.

3.2.3 The negotiation process according to Tung and Paik

Like Ghauri and Rognes, Tung and Paik also split the negotiation process into three stages. Calling them the opening stage, the resolution stage and the final stage, they occur within a defined time period. The goal is to arrive at a mutually satisfactory agreement, and to do so one have to involve not only the use of data and intuition, but also the willingness of the parties to understand each other´s point of view (Tung and Paik, 1999).

3.2.3.1 Opening Stage

The two parties try to learn more about each others position and the willingness of each party to deviate from same. Most managers interviewed by Paik and Tung agreed that it was essential to the negotiation to arrive at the negotiations with as much information as possible on all aspects relevant to the deal at hand, including background information about the team members on the other side. The negotiator will also attempt to create favorable impressions of their own position and unfavorable ones of their counterparts. East asian managers is referred to as experts at finding information about their counterparts, and it gives them a strategic advantage.

For asian negotiators one of the more important parts of the opening stage of negotiations, is getting to know the other side better. As Rognes (2008) stated, contracts are seen from a different perspective in asian cultures, as to more state the beginning of a long term business relation. So before the parties engage in discussing the issues, they would like to have an understanding of who they are dealing with (Tung and Paik, 1999).

3.2.3.2 Resolution Stage

The emphasis at this stage is on bridging the gap between the parties to the point where a possible compromise can be identified by linking and trading specific issues. By making concessions, both parties will have moved away from their initial positions, and now focuses on exploring the main issues at stake.

As Ghauri (1996) mention, the two parties should make an agenda together, or at least come to an collaborative agreement to what the issues should be resolved. The issues are often (especially when americans are involved), organized in such manner that the most criticals go first. However, Eastern asians perceive time in a different way than what most westerners do, and are more likely to do things ad hoc than following the agenda at hand. This could have an impact on when and how the discussions of interviews take place during the negotiations.

Decisions are not made easy either. As often, Easter asian teams do not send the decision maker to take part in the initial negotiations, but sends a sub-level team of managers. Therefore a deal might take a longer time than expected, because the team needs consensus to take a decision, and they get that from their ordinate. It is common among the chinese to have their negotiating team report the results at each stage to higher authorities (who are often not present at the negotiating table). So a lack of prompt response to a proposal or a request does not necessarily mean they are uninterested, rather it means they are taking their time to consider and get consensus to act upon the offer.

During the middle, or end of the negotiations, the Easter asians are more likely to make concessions. The chinese are often resistant to dividing the agenda up in different issues or stages, because they see each issue in a broader and more holistic context. They are therefore less likely to withdraw previous concessions, but just wait until the end to make them. But this does not mean they are capable to change the terms of the agreement after signing of the contract.

3.2.3.3 Final Stage

The bargaining is made, and finalized. Here, the parties have achieved a mutually acceptable agreement, and now it will be summarized and recorded. A distinct difference between asian- and western organisations at the final stage, is the perspective they have on contract agreement. A typical american approach to an agreement, is the "closing of the deal", in other words, when the contract is signed, the stage is finalized. As to asian, and typically eastern asians, a contract is primarily a paper that states the future establishment and development of a relationship. So the final stage represents the beginning of a long and productive relationship, and a contract is merely a statement that marks the end of a final stage.

Tung and Paik (1999) , discuss the different perspective of a contract in Asia. It seems that the chinese and koreans have a very similar view of how a contract work. It can be cancelled if circumstances change or if a bad *guanxi* is developing. As for the Japanese, it seemed that they appreciated the binding force of the contract more than what the Koreans or chinese did. This approach would make it a bit easier for westerners, and especially americans (as the research is based upon), to understand and do business with.

3.4 Critical success factors in negotiation process

In this part of the paper, we wish to summarize the chapter by repeating and stating the critical success factors in the literature. We will present the success factors according to the negotiation process. The reason we chose to do so, is because the whole chapter is built up in the same manner, and we find it to be the most logical way of presentation at this point. Presentation of the other critical factors will be addressed as a final point located underneath the process oriented ones.

3.4.1 Critical Success Factors for Pre-Negotiations

- Invite the individuals of the opposing negotiation party to your country in an attempt to develop trust (Ghauri, 1996). This way you are more likely to understand each others choices and preferences towards doing negotiations. Sometimes, there might be a feeling of a conflict being present, without an existence of a real conflict, due to the misunderstanding of each other's behaviour, which can be explained by the unfamiliarity the parties are with one another (Ghauri, 1996). In high-context cultures, as the asian ones, there is a greater need for patience and time to build trust and lasting relationships (Rognes 2008 and Paik and Tung, 1999).
- Gather as much information about the other party as possible (Tung, 1982 and Ghauri, 1996). One could have excellent negotiations skills and high relative power, but this does not make up for poor preparations (Ghauri, 1996). Find out how many the opposing team are sending, to not be outnumbered (Pak and Tung, 1999) and not insult them by being too few or sending people without the same amount of "power", which can be seen as a lack of commitment or seriousness towards the deal.
- When making a strategy, do not try to "wing it", or do things ad hoc. Focus on the long term goals of the organisation you are representing, and try to anchor the strategy in

them (Rognes, 2008). There are negotiators who believe preparation eliminates creativity, but systematically working with the preparations gives you a stronger foundation to negotiate open and more creatively. A good way to catch the chineses interest in your product or service , is to emphasize the uniqueness of said product/service during the offering, as this seems to have a direct influence on causing a successful outcome.

- When deciding who should represent the company in the negotiations and how to build up a team, one should chose the person with the most integrated knowledge about the firm and the objective of the deal (Ghauri, 1996).
- The parties should also consider the number of representatives from each company, the best way to do so is to refer to the opposite party, and send a team with an equal number of members to the negotiations.

3.4.2 Critical Success Factors for Negotiations

- Discussing what should be further discussed, is a way to ensure success at this stage. One could do so by negotiate the contract step-by-step, discussing both the common interests and conflicts. Another way of doing so, would be to initiate the negotiation by discussing and agreeing on the principles that should be followed during this stage. It is advised to *not* prepare an agenda, as experience shows that the process often is controlled by the party or person who made the agenda, because it often emphasizes on their own strengths and the other parties weaknesses. This puts the opposing party on the defensive which can be counter effective to the point of this success factor, as it is supposed to create an atmosphere of cooperation between parties (Ghauri, 1996).
- As to agreeing on settlements, be careful to directly submit a "final offer or agree to settlements at once. A number of studies show that this could serve as a disadvantage to the negotiator (Ghauri, 1996). The chinese also see it as a sign of weakness to make concessions early on in the negotiations, and are more likely to either refuse or renegotiate the issue later on (Paik and Tung 1999).
- In an international business negotiation, it is difficult to adjust to each other differences in culture and traditions, but it is important to aware of the differences (Ghauri, 1996 and

Paik and Tung, 1999). Norwegians might want to prepare themselves on meeting a more strategically oriented, negotiating culture in asian countries considered as more masculine than Norway. These types of cultures are also more likely to “read” you as an opposing player, and in that way get the “upper hand” in the “game” that is negotiations. But at the same time, the purpose of the negotiations is “opening of a relationship”, in other words, convincing the other party you are able to work in a long term and developing collaboration (Rognes, 2008).

- Be aware that the East asians have a different logical process. They tend to analyze in a more holistic, circular and complex way than many asians do, which causes the decision making to take a longer time than what westerners are used to. Bot most Eastern asian managers are very aware of the westerns desire to arrive at quick decisions, and often use this tactically by spending a lot of time and stalling the negotiations, just to “wear” the opposing team down, and heighten the probability of getting their way (Paik and Tung, 1999).
- Before moving on to the post-negotiation, take some time to summarize the agreement, and negotiate on some technical matters surrounding the contract. This way you may avoid unnecessary delays in the project if there is a need for a renewed face to face meeting to agree on matters like contract language and recording of previous issues. A skilled negotiator will often test understanding by asking questions starting with things like “Do we understand correctly that if we agree on said terms, you will respond with....” (Gauri, 1996)

3.4.3 Critical Success Factors for Post-Negotiations

- The language and terminology you end up with using in the contract must be simple and clear, but still flexible enough to deal with expected or unexpected future changes (Ghauri, 1996).
- Beware that a contract might be viewed differently in asian countries like China and Japan. Do not focus too much on the exact specifications of the deal out of two reasons: (a) this can be perceived as micromanaging, which is a sign of the breach of trust between two partners in a business relation, and (b) as the surroundings and circumstances change, the asian party will most likely feel it is natural to change the

contract as well. In other words, micromanaging the contract might just be a waste of time (Rognes, 2008). It will also serve the Norwegian party an advantage if showing flexibility and leave room to renegotiate in the future, as this points towards the importance of developing and nurturing personal business relationship (Tung and Paik, 1999).

- Use simple and clear language in the contract. This way you avoid misunderstanding. (Gesteland, 2012)

3.5 Summary of Chapter

In this chapter we reviewed the literature on doing international negotiations. It achieved the second objective of the research aim, giving the further research insight in what negotiations is. This was done by first defining negotiation, how the negotiation process goes, and what the main goal of negotiation is. After that, we reviewed three different authors take on a negotiation process. Lastly, we addressed some critical success factors when doing international business negotiations. The next chapter main focus is to present the research method and design we have chosen for our study.

4.0 Methodology

This chapter will take a look at the process from our research aim and question, and evaluation of our interviews. By choosing the qualitative interview method of research, we hope to give a good analysis and interpretation of the interviews done, and from there, combine them with our findings in literature to reach our aim with this thesis; which is being able to give clear tips and best practices for norwegians on how to do negotiations in China and Singapore.

Although norwegian is our first language, we chose to write the dissertation in english because of its focus on doing international business. Like we mentioned in chapter 1.3, the personal motivation for this study was that it could open doors for us when searching for jobs abroad. English is also a important business language in Norway.

Another choice that had to be made was the language style, we chose to write this dissertation in a personal language, It is consistent with the use of words like “we” and “our”. This is because we would like for our thesis to be written in a simple language that could easily be understood by everyone.

4.1 Research Approach

4.1.1 Choosing the research approach

When doing research, one can have two different approaches to how the data is collected; *inductive and deductive*, and it is important to make a choice between these two, out of three reasons (Saunders, Lewis and Thornhill 2007; Easerby-Smith et. al 2002):

1. It enables you to take a more informed decision when it comes to your research design.

2. It will help you to think about the research strategies and the choices that will, and will not work for you.

3. Enables you to adapt your research design to cater for constrains.

The first of the approaches is the *deductive* one, where the researcher have some assumptions of what the data will say, and makes a hypothesis before collecting empiri (Jacobsen 2005). The other approach to collecting data is called *inductive*. The main difference between these two, is that the inductive approach let theory follow data, rather than vice versa (Saunders, Lewis and Thornhill 2007). Because the researcher is more interested in analyzing the data to find context, it is more appropriate with a small sample of subjects rather than a large number.

4.1.1.1 Disatvantaged to the inductive approach

The Inductive approach have gained some criticism from researchers who believe that it is impossible and naive to believe that a human being could have a completely open mind when collecting data. Modern research in psychology have found that humans simply do not have the brain capacity to register all the relevant information (Jacobsen, 2005). Either consciously or subconsciously, we already have an idea of what kind of information is important to collect, and what is not. This “pre-judgement” will highly influence the information gathered.

Another negative aspect of doing inductive research is that the time available, may not always be enough. As the inductive research is much more protracted than the deductive one. The data collection is much more often based on a long period of time, so the ideas and analysis emerge more gradually than it would in a deductive research approach, where the quantitative data collection is more often a “one-take” (Saunders, Lewis and Thornhill, 2007).

Lastly, Saunders, Lewis and Thornhill (2007) mention another pitfall when doing qualitative research, and that is the constant fear that you will not have any useful data patterns from the collected data.

4.1.2 Research Purpose

When doing research, one should first ask oneself what you want to get an answer on and your objectives of the research. And how you present these answers, would result in either exploring, describing or explaining how the world works through the data of your research (Saunders, Lewis and Thornhill, 2007). The difference in these types of methods is how well defined the key variables are for the study. Exploratory studies does not have defined key variables, descriptive studies have them defined. Lastly, the explanatory studies have the key variables defined, and the relations between these are also defined (Harvard).

	Exploratory Research	**Descriptive Research**	**Explanatory Research**
Degree of Problem Definition	Key variables not defined	Key variables are defined	Key variables and key relationships are defined
Possible Situations	"Quality of service is declining and we don't know why."	"What have been the trends in organisational downsizing over the past ten years?"	"Which of two training programs is more effective for reducing labour turnover?"
	"Would people be interested in our new product idea?"	"Did last year's product recall have an impact on our company's share price?"	"Can I predict the value of energy stocks if I know the current dividends and growth rates of dividends?"
.	"How important is business process re-engineering as a strategy?"	"Has the average merger rate for financial institutions increased in the past decade?"	"Do buyers prefer our product in a new package?"

Knowing how you want to present the answers gives your research a purpose, and works as a support to fulfilling your aim. For this paper, our aim is to explore the business principles and critical success factors for effective cross-cultural negotiations between Norway and Asia, with a particular focus on Asia and China. So to fulfill this aim, it is appropriate for us to choose an exploratory study.

An exploratory study focuses on finding out what is happening; seeking new insights; ask questions that shines new light on a phenomena (Robson, 2002). The research can serve as a contribution to seeing the world with a "fresh look", and its purpose is to explore phenomenons that are lesser- or unknown to the world (Johannesen, Tufte and Christoffersen, 2010).

If the researcher are not sure of the precise nature of the problem, they may find it useful to do an exploratory study to clarify the understanding of the problem and to identify interesting issues that lies unexplored. (Johannesen, Tufte and Christoffersen, 2010).

There are three principle ways of doing an exploratory research.
(a) One could search for the literature on the subject in order to get a better understanding of the phenomena. You could (b) interview `experts` in the subject, or one can (c) conduct focus group interviews. And one of it greatest advantages is its flexibility, how adaptable it is to change (Saunders, Lewis and Thornhill, 2007).

4.1.3 Research design

Designing the research approach is equally important as designing your research issue (Jacobsen, 2005). Choosing your design approach will have great consequences for the validity of your research. In other words, you want to simply ask yourself the question:
"Is the design we have chosen suitable to illustrate the issue we want to investigate?".
The choice of design will also affect our research reliability as to if the data collected and results found have been affected by our choice of design. A reliable research means that the researcher will not get different results if a different method had been chosen.

One of the decision one have to make when doing the research design, is deciding if you want to do intensive or extensive studies. So, do you want to get an in depth view of a/the phenomena you wish to study (*Intensive)* or do you wish to get a view of the width of your survey units (extensive) (Jacobsen, 2007).

The extensive research design is known to have many different units, but very few variables. This is the research design you want to use when your aim is to get a wide view when collecting empiri. The mixed research design is known to have relatively many variables and units, and is a mix, or compromise between the extensive and the intensive research design. The intensive research design have many different variables and very few units, and its goal is to get a close and depthly view of how the world is.

For the sake of the resources available, choosing between either intensive or extensive design is the ideal choice (Jacobsen, 2005).

When doing intensive research, and going in depth on a phenomena, it is a take on getting as many nuances, differences and details as possible, and understanding the individuals take on the phenomena is more important than finding out how many of the individuals have the same take on it. Choosing this type of design i the correct choice if you are (a) interested in understanding or be able to explain a particular situation or event, (b) do not wish to be generalizing in the findings,(c) have a somewhat unclear research issue. Though, these are just some general recommendations, Jacobsen (2007) even goes as far as stating that "the best empirical researches is often those who choose a surprising design, or combine designs in a creative way".

4.1.4 Qualitative Approach

Researchers that works with inductive methods to collect data, are more likely to work with a qualitative data, as it does not necessarily require a large amount of respondents, and it gives you an option to ask questions that are open (Saunders, Lewis and Thornhill, 2007).

There are several different methods of doing qualitative research, and amongst researchers there is a disagreement in what is the "best way" of doing said research. The abstinence of *one* correct analytic approach is what makes the qualitative approach so characteristic (Johannesen, Tufte and Christoffersen, 2010). But Johannesen et. al (2010) clearly warns against adopting an "anything goes" mindset when collecting data the qualitative way. If the researcher has made his choice of method, and moved on to the next step in the research process, he needs to stick the commitment of this choice and understand the restraints it causes.

Choosing the qualitative method is best suited for us because we have a rather diffuse problem issue and are interested in further clarifying a term or a phenomena.

As previously stated, doing qualitative research gives you an option to ask open questions. When asking questions in an open way, it gives the research subject a sense of freedom to respond the way they feel answers the question best. This differs from quantitative research, where the subjects will have to answer within predefined “frames”, and therefore have not been given the same trust to define a term, or answer what they feel is the best answer(Johannesen, Tufte and Christoffersen, 2010). So doing qualitative and not quantitative research, is a good fit when the researcher wants to embrace the possibility of getting findings he did not foresee (Jacobsen, 2005). One can say that doing qualitative research is like preparing to expect the unexpected.

4.2 Research Method

As stated in 4.1.3, qualitative research can be done in a number of different ways, and it is the abstinence of one correct way to do it that makes the qualitative approach so characteristic.

4.2.3 Why we chose the open interviews

An open interview is a conversation between a moderator and an informant. What the informant says in the interview, becomes data that the researcher registers.
When interviews are held in a physical presence/face to face there are several advantages and disadvantages:

Positive aspects	Negative aspects
• It seems that people are more likely to talk about sensitive issues in face to face situations. • You achieves personal contact. • Easier to created a climate of familiarity. • Easier to feel the atmosphere how far one can "dig" in a theme.	• Often it is more expensive to have an interview face to face, someone has to travel somewhere to meet to other part. • Takes more time because of the traveling (Jacobsen, 2005).

When the interviews are held physically separated, like through telephone or email there are other things to consider, we did not separated telephone and email in this thesis because they have a lot of the same advantages and disadvantages:

Positive aspects	Negative aspects
● Low cost. ● Less influence on the respondent.	● Some research shows that it may be easier for respondent to lie to the interviewer by phone or email interview. ● Lose the opportunity to see how the respondent appears. ● No body language or facial expressions. (Jacobsen, 2005)

In general, it seems that personal interviews involve fewer and smaller threats against both the validity and reliability than open interviews conducted by phone or email (Jacobsen, 2005. P 144). That is why we chose to have most of our interviews face to face. Two of our interviews was conducted through telephone/skype, and the follow up questions were done by email because of practical reasons.

4.3 Data Collection Process

In this part of the chapter we are going to explain how the process of gathering respondents took place. First we will explain how we selected out the people we interviews, second we will walk you through the recruitment and last how the interview process itself happened.

4.3.1 Sample Selection

When finding out how we were going to interview in our thesis we looked at our aim, we want this to be a research done from a norwegian perspective;
So the first requirement for our respondents was that they needed to be able to express themselves with confidence from a norwegian perspective.

Second, they must be familiar with the negotiation process taking place in China and/or Singapore, we would prefer both.

The last we wanted our respondents to have some experience doing business in China and/or Singapore.

4.3.2 Sample Recruitment

Recruiting informants is a crucial part of social research, as they are (with the already existing theory) the whole foundation you build your new theory on. One often sets a maximum to how many people one can recruit to the research. In many cases, the top amount is how many it takes to not get any new information. In smaller projects, it is usually ten to fifteen interviews, but as we did not have much time or financial resources during this project, we ended up with five respondents.

To ensure the internal validity of this research, we set up a few criterias as to who would be fit answering our questions. In method literature, this is called purposeful sampling.

We started the recruitment process by searching for people in our network that could be a qualified respondent to our thesis. We found three and sent them an email, hoping for a snowball effect, and thereby get more respondents. So we got two answers, but no snowball effect. This told us we needed to broaden the horizon, so we started to search the internet for Norwegian companies in Singapore and China and came across a website, who will not be mentioned, because of anonymisation. They had a list of people who was currently doing business in

Singapore or/and China, so we sent two of them an email direct. We got two positive answers, we sent them our questions and information about the thesis. One of the two possible informants decided that they were not fit to answer, and therefore fulfil the aim, and therefore decided to back out.

The last two informants came in as one of us had a talk with a co-worker, and aired her frustration of how difficult it was finding people who would like to help. The co-worker said she used to work with some people that had been in Asia a lot. She sent out a quick email on LinkedIn to these people, which ended up in five positive answers. After some email back and forth with them, we picked out two we found appropriate to give relevant and interesting information.

4.3.3 Interview Process

The qualitative interview can be more or less structured and planned before the interview takes place.
Here is a model to show the differences between the ways of conducting an interview.

Unstructured interview	Semi-structured interview	Structured interview
Is formal with open questions where the researcher prior a given topic, but questions are tailored to the individual situation.	Have a general interview guide as a starting point. While questions, topics and order can be varied. The researcher can move back and forth in the interview guide.	Here the researcher has set the theme and questions in advance, it is permanent alternatives to the answers, that the researcher just check off for.

(Johannesen, Tufte and Christoffersen, 2010 p 137).

In our research we chose to do the interview in a semi-structured way. This is the most common way of doing interviews, as stated by Johannesen, Tufte and Christoffersen (2010). This type of interview does not have preset questions, and therefore one can not expect to get standardized answers which are comparable to one another. The analyzation becomes more demanding than if we had chosen to do a structured interview, but the flexibility of having a semi-structured interview compensated these disadvantages.

We had made an interview guide with themes we wanted to cover, and a sequence of bringing up the different themes. The themes and questions in the guide were made from the bullet list in chapter 2.1 which defines culture, the critical success factors stated in chapter 3.4, and the conceptual framework in 3.5. The beginning of the guide starts with some key facts about the research itself, and what our aim is. We were clear on that we were after the critical success factors, and not just experience from the negotiations they have done. We ensured the informant that they had full anonymity, and could at any time withdraw some of their statements, or the entire interview if they had any regrets. More about this in chapter 4.6.

We documented most of our open interviewes by recording the conversations on our computer, and writing notes by hand. The recordings were always on our computers, which have personal passwords. They were used to transcribe the conversation, and deleted right after to ensure that no one else would get a hold of it.

Out of the five interviews conducted. Two happened face to face, one happened over skype and one was over telephone. The last one of them, we sent the interview guide to the informant, and asked him to fill it in with his answers and learnings. Later, we met up face to face to ask some follow up questions. So in our data collection process, we were able to register the subjects body language, and how the surroundings influenced the interview process in four out of five interviews. The interviews which did not take place in the same physical place, were not as easy to do. The distance made us rush through the interview, as phone fares etc. can be expensive. That the Skype interview happened on a saturday afternoon may also have contributed to us not being able to ask too shallow questions. All of the interviews took us about one hour to do.

4.4 Data Analysis Process

This dissertation is written in english but our interviews were held in norwegian, this means that the interviews are translated afterwards and that some word needed to be changed when we used them in the thesis. True the process we always kept in mind that the meaning would not change and the essence of the information gathered stayed the same. We did our best to translate directly and not leave anything out.

Analyzing qualitative data, is quite different than quantitative data. One of the more important differences from analyzing quantitative data, is that the person(s) who collected the qualitative data, also is the one(s) who analyzes and interprets them (Johannesen, Tufte and Christoffersen, 2010). “Words are fatter than numbers..” and therefore can have several meanings, the person who conducted the interviews have to be involved so he or she are able to put factors like; body language and atmosphere into the “equation”. Things that could be significant for the outcome of the research.

When starting out with analyzing the data, it is normal to have a feeling that everything is relevant, and it is hard to throw away material. But reducing the data is an important part of the process, and helps you to get to the essence and core of what you are studying. Reducing data can help the researcher to systematize the empiri into different themes, which gives a good foundation for analysation without losing important information. It also helps the researcher to get a defined perspective to view the information that the data holds. Doing it his way makes it easier to identify the themes and patterns that are important for the rest of the analysation process (Johannesen, Tufte and Christoffersen, 2010).

We chose to divide our data based on cross section and categories.The thought behind this, was that the we now could use this set of categories systematically and consequently throughout the data process. The main reason we chose this method was because we already had a feeling of how we wanted to present the findings, and already written an outline for this chapter which we wanted to fill in based on our theoretical research, and the interview guide.

Though, this method is not considered to be foolproof. The researchers that do it this way could risk ending up with too broad, or too preset categories, which would not help to contribute new knowledge, rather than repeating the old. But since we have used this sort of sectioning throughout the whole study, we hope to have gained a critical look of what is important, and can narrow the categories down to the appropriate size.

4.5 Quality Criteria

Any kind of research, that any researcher do, always have to fulfill certain criterias in order to make sure the results are good, and correct. In quantitative research, the data have set criterias, which are reliability and different types of validity(JTC 2008 after Yin, 2008). In qualitative research however, the data have some different criterias to fulfil. These are; reliability, both externally and internally credibility and objectivity. In this part of the chapter, we are will try to explain more closely, how we worked to ensure that our research fulfilled these quality criterias.

4.5.1 Reliability

This is a question of: how reliable are the data collected and the results presented? This is reflected through the entire process, what kind of data is used, how are they collected, and how are they being processed and analyzed. A common way of testing reliability, is to do a test-retest. If any other researcher would have done the same study, would they have ended up with the same type of data and results?

To strengthen the reliability of our research, we have given the reader a detailed description of the context being researched. (chapter 1.5), the data collection procedure (4.3) and the way it has been analyzed (4.4). By making it possible for other researchers to track his documentation, methods and decisions through the process, we have done it possible to do a test-retest, to make this an “honest” research.

4.5.2 Internal Credibility

“The extent to which our observations really reflects the phenomena or variables that interests us” (Johanssen, Tufte and Christoffersen, 2010 after Pervin 1984). In other words: “Do we measure what we should measure?”. According to these definitions, no qualitative research can fulfil the criteria, since qualitative data (words) can not be measured the same way as quantitative data (numbers). But credibility could also be about the method researches what it *should* research. Are the chosen methods the right approach to reflect the study´s aim, and does the empiri represent the real world (Johannessen, Tufte and Christoffersen, 2010).

To increase the internal credibility of this research, we will publish the transcribed version of every interview we have held. These can be found as attachment to the printed version of the dissertation. They are available to anyone who wants to analyze the results over again, to see if their results will be somewhat alike, or completely different.

4.5.3 External Credibility

A study’s external credibility can be described as the “transferability” and generality of the results. Do they apply to similar phenomena? A research can not be seen as an isolated collection of information. The empiri have to be closely analyzed and “picked apart”, to build up a new and constructed knowledge of the phenomena. The goal of any research, is to do the research so well that one can draw conclusions beyond the immediate information that has been collected (Johannesen, Tufte and Christoffersen, 2010). Ideally, the wish to generalize, does not just apply to quantitative research.

The research in this dissertation, is actually a sort of settlement with the idea of the generalization of negotiation in Asia. In chapter 1.2, we have mentioned that there is a common perception that Singapore might be one of the easiest countries in the world to do business and negotiations in, while China might be the toughest. Still, most of the literature on this subject, generalizes Asia, and are often unspecific when it comes to success factors that applies in just one country. However, the results we find, might be applicable in other Nordic or Scandinavian countries, since some cultural studies show that these have a somewhat similar set of values and mindset.

4.5.4 Objectivity

It is expected that a researcher brings in a new perspective into the studies they are conducting. But it is important that the results are not a product of the researchers subjective values, and attitudes. To ensure that a study presents objective results, is to get it confirmed by others. One can do it the same way one ensures credibility, by going back to the informants and ask them if this correctly represents the information they shared.

Another way of ensuring objectivity, is to closely explain to the readers, and give them insight to every decision made throughout the research process. In these explanations, it is important to show that one can be a bit self-critical, and comment previous experience, deviations, biases and perceptions that might have influenced the analyzation and discussions of the findings (Johannessen, Tufte and Christoffersen, 2010). The objectivity of this dissertation, will be discussed and grounded further, in chapter 5.

4.6 Ethics

A researcher is not free from responsibilities when doing research. He must submit to ethical principles and juridical guidelines to ensure that the work he does is not harmful to anyone (Johannesen, Tufte and Christoffersen, 2010). There used to be a kind of agreement in the earlier years of science, that research played a role in our society that was more important than the potential consequence it could have on the people involved. But fortunately, this is ancient and obsolete thinking. In this part of the chapter, we will discuss how the research done in this paper have followed the ethical principles and guidelines to ensure the safety of our subjects.

4.6.1 What is ethics?

Ethics is mainly about the relations between humans. what one can and can’t do to each other (Johannesen, Tufte and Christoffersen, 2010). It involves more than just the actions we do, but also the ways humans can directly and indirectly influence each other. And this is highly relevant to social research, as it directly involves individuals and the relations between humans.

Other humans are mainly involved in the research process during the data collection process. In other words, one can say that you only involve other humans as an aid in your research. This raise an ethical dilemma according to Immanuel Kant. As he stated in 1785:
"Act in such a way that you treat humanity, whether in your own person or in the person of another, always at the same time as an end and never simply as a means".

Breaking this norm, or "rule" could bring up embarrassing or intimate themes such as the subjects sexual orientation etc. Or that the subject gets so stressed during a tough interview that he or she feels that they are making a fool out of themselves, or sharing information they never intended, or later regret that they shared (Johannesen, Tufte and Christoffersen, 2010).

4.6.2 Guidelines to ethical research

The Norwegian comitè of ethical research in social science and humanities (Den nasjonale forskningsetiske komitè for samfunnsvitenskap og humaniora / NESH) have made the ethical guidelines for doing research in Norway. They are based on the relations between the researchers and the subjects, and are split into three "main rules" to be followed (Johannesen 2007). (Jacobsen, 2005?).

4.6.2.1 Informed Consent

The first rule, is the rule of consent, and its fundamental value is the subjects right to participate voluntarily. The subject shall be informed, and therefore know all the pros and cons of being a participant in that specific research (Johannesen, Tufte and Christoffersen, 2010).

This raises an issue for us, as some of the subjects personally know one of the researchers they may feel like they "have to" participate in order to not hurt the researchers feelings, or to tend the relations between the two. Another issue is the level of education many of the respondents have. They all have a bachelor degree, and some a masters degree point to that they might participate because they feel they are obligated to reciprocate helping students with finding subjects, as they might have been in the same situation themselves (Jacobsen, 2005).

4.6.2.2 Requirements for Privacy

Humans should be entitled to decide who they "let into" their lives, and what kind of information they give out. The individual should therefore be able to deny any researcher access to personal information about them (Johannesen, Tufte, Christoffersen, 2010). According to Norwegian law, personal information is any kind of information or reviews that could identify an individual (Law 2000-04-14-31, §2, section 1).

Researchers also have to evaluate how sensitive the information is to the subject, and to remember that what many might not see as sensitive, there are some that will. Sensitive information is any information about ethnicity, political views, sexual orientation or relations, criminal records and union membership (Law 2000-04-14-31, §2, section 8).

To ensure the privacy of all subjects in the research, one should do certain actions in order to anonymize the individuals involved. These could be actions like; deleting any data that could help identify an individual, generalize or make information less detailed; deliberately make "mistakes" in the data, like switching gender or age. When doing so, the researcher ultimately works towards the goal of making it impossible to identify an individual based on the information they share (Johansen, Tufte and Christoffersen, 2010 and Jacobsen, 2005).

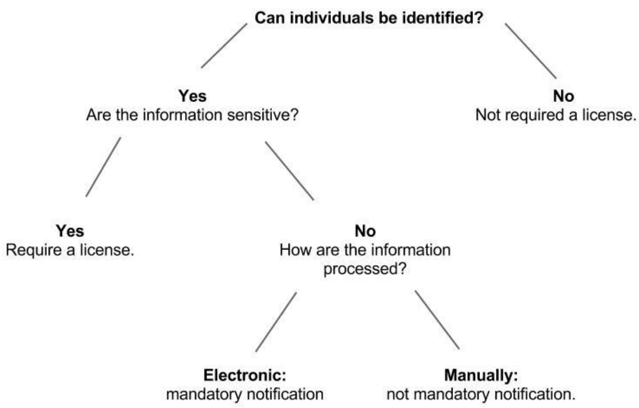
Unfortunately, no researcher can guarantee they can fulfil these demands, but they have to ensure any subject that they operate with full confidentiality, and that they will guarantee that they will never share anything the subject tells them (Johansen, Tufte and Christoffersen, 2010).
For further discussions on ensuring the privacy of the subject, see 4.6.3.

4.6.2.3 Correct Presentation of Data

As long as its possible, the researcher should try to present the results correctly and in its full context (Jacobsen, 2005). But presenting results in its entire context, could sometimes mean giving out the transcribed interviews (in qualitative research). Because of this, researcher should view this statement as an ideal, and something to work on achieving. As impossible and excessive this might seem, it avoids taking subjects statements out of context and therefore the findings presented will naturally be a more correct result of how the world is.

4.6.3 Duty and Concession Obligation according to the Personal Data Act

If the research process involves collecting personal information, the researcher must consider if this is something to notify.



(Johannessen, Tufte and Christoffersen, 2010)

This is a way to ensure that all information is being treated the best way possible. As the flowchart shows, and the law also states, notification requirement happens because of two reasons. 1) The projects includes information about individuals, and 2) some or all data is being stored electronically (Johannessen, Tufte and Christoffersen, 2010). We have not applied for licence or notified the research because our project does not comply with any these two reasons. But we have taken some precautions during the data collection process.

Because we had a qualitative approach, and therefore collected information from very few informants, we never had any problem to keep track of all the answers. We did not need to make an overview containing names, or any kind of personal or sensitive information, in order of to know who said what. In every interview that mentioned another individual or a place of work, we made sure to censor it directly, so it would never fall in the hands of any outsiders. The whole project was also saved behind at least one password protection wall at all times. Doing this, we did our fullest to ensure that everyone involved stayed anonymous, and that their answers could never be traced back to the person.

4.6.4 Consent Form

Before every interview to place, we sent out a written consent form (attachment x) to fulfil the Norwegian Personal Data Acts of written consent (Johannessen, Tufte and Christoffersen, 2010). The form stated information and intention of the study, and how we wished to present the results. The form also ensures that us researchers strive towards full confidentiality. To be able to use the information the respondents share with us, we needed their signature, and date of signature to show their consent (Johannessen, Tufte and Christoffersen, 2010).

5.0 Findings and Analysis

In the three last chapters, we focused on collecting the data explaining cross-cultural negotiations. In chapter 2 and 3, we focused on understanding what culture and negotiation is, and used the fourth chapter to explain how we collected the empiri through qualitative research. In this chapter, our focus will be on analyzing the five interviews we held, and through comparison expose the differences between said empiri and theory. How we analyzed the findings is explained in chapter 4.4.

5.1 Pre-Negotiation stage

In this part of the chapter, we will explain our findings during our interviews, regarding the stage before the negotiation takes place. If anything else is not mentioned, the following applies for the culture in both China and Singapore from a norwegian business perspective. Many of our respondents did not see a significant difference, and could not give advice or claim any success factors between the different countries. Because of this, we chose to not specify or categorize into countries, but mentioned the differences when found.

5.1.1 Interview findings

We found it reasonable to split our findings in this phase into the following sub sections; Introduction, planning, laws, old school vs. new school, meeting face to face and gift giving, as they were the main themes we found during categorization of the interviews.

5.1.1.1 Introduction

We asked our respondents how they usually get in touch with the asian business partner, customer, supplier etc. During the introducing stages of this study, our understanding was that having someone to make an introduction for you, makes it more likelier and easier for the opposing partner to trust you. This applies for the introductions, and "getting to know each other" phase. One of our respondents told us that he did not find it necessary to have that person when doing business in Singapore. But added that having someone to introduce you might make you more "worth" in China (respondent 2). Respondent 4 said she used a business contact the company had been affiliated with for the past ten years when searching for new partners in China, but others said they went through the different online networks . He or she seemed to be a very important component towards creating basic trust with the chinese early on in the process, but not always helpful *during* the negotiations.

5.1.1.2 Planning your trip and preparing for negotiations

Respondent 4 told us that when first deciding to travel to China or Singapore, you should make a plan in advance, and stick to it. Traveling to the other side of the planet could end up being a huge expense for your company, and the visit should be seen more as an investment, rather than a normal business trip. The more you plan, and get to know the risks and possible opportunities of the deal, the more likely you are to get a good return on the investment.

You should know how their industrial standards differs from the ones you are used to, but also do a thorough corporate analysis which includes; knowing the company values, getting information about the persons involved and their level of decision-making power. Learn how the market looks like today, and their role in that market. All of these are somewhat general (and should probably be done preparing for any form of negotiations), but still important (which will be explained further in 5.2.1.1 an 5.2.1.4), and could be critical information when doing negotiations.

5.1.1.3 Laws

The literature puts great emphasis on the importance of planning and preparing painstakingly for negotiations. This made us interested in asking our informants which topics they found essential to explore before doing negotiations, in order to reach a good outcome. All of the informants told us that one of the more important things they spent time looking into, was the laws of the country they visit.

"There are twenty different districts, just in Shanghai, and they all have different rules. The laws in China are just based on interpretations, so that makes it into a complex and hard country to do business in." - Respondent 2.

They said that having some insight in how things were done in that region you go to, made you a bit more aware of the potential pitfalls.

5.1.1.4 Old School vs New School

When it came to preparing and planning for the negotiations itself, the answers were more vast than what we had expected. During most of our interviews, we heard that preparing for the cultural differences was not that important. That looking for the differences, which could be blamed at culture, just contributed towards making stereotypes and could make you unable to see the actual cause or point.

Respondent 1 told us that before he did negotiations in a new country, he did a lot of research on the etiquettes and the basic “do's” and “don'ts” in the culture he was visiting. Some of the other respondents told us that they found preparing for “dos” and “don'ts” to be “old school”, and spent very little of their time reading up on it

According to respondent 5, logistics is a sector that is still in its initial stages in China. So some things are done very different than in Norway. In his case, this lead to a lot of misunderstandings and frustrations for both parties. His suggestions was to have greater focus on pinpointing the differences in industrial standards between China / Singapore and Norway, than looking for the cultural differences. Often, there are differences in use of machines and people, the rules, ethics and environment between Asia and Norway. A good solution for a Norwegian factory can not be always be adopted as easy as we might think, and vise versa.

“Business is not just business, it is important to remember that there are different ways of conducting business in different countries.” - Respondent 5.

But on the other hand, respondent 2 told us that a common mistake many people do when preparing for negotiations in Singapore, is actually being too laid back about it. They seem to be forgetting, or even suppress, that though Singapore is ranked as the easiest country in the world to do business in, it is still an asian country. Visiting an asian country and thinking it is going to be like any western country, might make you unable to see the traditional asian values that the “native/born and raised” population might have. In asian countries there is certain expectations on how to behave, created by the environment.

“The countries that are hardest to negotiate with and where misunderstandings occur all the time is when you are negotiating with a culture you believe is a lot like your own. The guard is set low and you do not notice all the small things.” - Respondent 1.

5.1.1.5 Meeting Face to Face

During our first interview, we asked respondent 1 if he saw any difference in outcome, when it came to doing the negotiations in Norway, as opposed to the other teams country. He responded that, as long as he had *a* phone - he had his office. The technology has come so far, that having a video conference with a person located on the other side of the world; for free, no longer impress. But respondent 3,4 and 5 told us that being available at all time, while still be on the other side of the world, was not always a key to success. They saw that meeting the chinese face to face during the whole process, created a much better outcome than what being available at all times did. Meeting each other physically was mentioned by respondent 4, as one of the main things that starts building trust with the chinese.

As respondent 3 told us; in China, you start from scratch, and must to *build* up a trusting relationship with each other. In Norway, it is the other way around. Here, you are first given trust as a formality. The opposing teams have to tend the trust in order to maintain a relationship and keeping it from breaking down.

Getting a face to a name, and being able to show you of and around, invite you to dinner, drinks etc. supposedly helps building a relationship the way the chinese likes it. This was explained by the respondents as their process of finding out if you are trustable partner, customer, buyer etc, and is critical part of building a relationship. According to respondent 4, travel to the other side of the world and meeting them, might reflect the company’s seriosity and effort put into the deal and relationship. It shows that you are willing to invest some time in them. This leads to security, which then again might lead to trust. All of our respondents agreed that being patient during the pre-negotiation stage, was something they saw as important, and critical towards reaching a good outcome in China.

There are different ways of approaching a negotiation; in Norway it is usually straight to business, which we were told is the way to do it in Singapore as well. In these countries, it might not be as necessary to spend much time doing introductions and getting to know each other as we were told it is in China. Of course, as they still are asians, it could be beneficial to properly introduce yourself and get to know them *somewhat* personally. Respondent 2 advice was to introduce yourself with your full name, and use the singaporeans full name when first approaching them. When the singaporeans starts using your first name, it is usually O.K for you to do the same.

5.1.1.6 Gift giving

Many of our respondents did not seem to care much for the whole gift giving process. One said that it is “nice”, and shows that you care and put some thought and effort into the first meeting. But since you need to be aware of not being mistakenly accused of trying to bribe or corrupt the other party, the gifts become so insignificant when compared to the potential bottomline of the negotiation.

Respondent 4 told us that they got the chinese agent a book about Norway, to not feel as rude as if they showed up barehanded. She said that the gifts should just reflect what the other party is giving you, but getting what is customary, or the “usual” and what everyone else is giving, works just as fine.

Respondent 5 told us they were once dealing with a ferrari lover, he had his whole office done in a Ferrari theme. They decided to give him some ferrari-pens worth about 50 Norwegian Kroner. The agent turned out to love the gift, but our respondent felt that giving a gift like that (although personal) was shallow, and insignificant to the outcome.

5.1.2 The theory

If we now bring back the critical success factors that we found in chapter 3, we can compare them to the success factors stated by our respondents, to see if there are some factors the theory earlier missed.

A short summary of the theoretical critical success factors from chapter 3.4.1

- Get to know each other well in the initial stages, to minimize the possible tensions or misunderstandings which may come from unfamiliarity.
- Do not travel to the other side of the world when your strategy is to “wing it”.
- Know as much as possible about the other party in order to come as prepared as they probably will.
- Present your product by making it unique, as it will catch the chinese party´s interest.
- Build a team with as many representatives as the opposing party will.
- The person with the most knowledge about the deal should be the team leader.

5.1.3 Discussions

Like the theory suggested, our respondents found that getting to know each other in the initial stages made it likelier for them to reach a successful outcome. Most of the respondents had involved a third party from China, in order to have them make an introduction. The endorsement the middle man gave both of the parties seemed to make the trust building process more effective by having someone they already trust to make the introduction both ways. But the thing that seemed to make norwegians the most trustable was by traveling to China. Meeting the chinese face to face seemed to escalate the level of trust the chinese gave the visiting party, but was not something we found when we did the theoretical research.

Compared to China, the initial stages do not have to be that long, and you do not need to be that formal when first approaching them. The need for building up a trust does not seem to be as present in Singapore as it is in China. On the first meeting, one can according to respondent 2 do the first introductions with your full names, but similar to Norway, it quickly feels natural to use just the first names.

According to theory, to not insult the opposing team, you should build your team with as many representatives as the opposing party are likely to send to the table. But as respondent 5 told us, this was not always possible because of the high cost of traveling to the other side of the globe. They usually send between 4 and 6 representatives, but to China, they limit the number to 1 or 2. As he told us, he was once in a negotiation with 15 japanese on one side of the table, and just him on the other side. This was possible in Japan, which focus more on the individuals than what China normally does. The level of power seemed to be more important in China, so just by making your title sound a bit more important than what it is could make the chinese respect you more.

We were interested in finding out if inviting the chinese party to do the negotiations in Norway, could create a better outcome is it was one of the theoretically claimed success factors. But, none of our respondents had any relevant experience with this. We could interpret this as a “no, it is not important”, as they probably would have done it if it were of any significance. But, as the theory put much emphasis on this point in particular, we do not want to exclude it from our list of criticals.

One of the success factors we found in the literature, was to make the product as unique as possible, so that it would catch the chinese interest. Although, we got little amount of information from our respondent which supporting this exact statement. Respondent 1 said that knowing who you deal with, and their position in the current market will give you an advantage. This is an advantage which will come from the knowledge you need to have, to make your product or service presentable and interesting, which kind of correlate to what the theory said. A factor that was fairly new to us came from our 5th respondent, (who we felt had good insight in how business works in present day China) was to prepare more for the industrial differences, and not focus that much on the cultural differences. His claimed that some of the company’s biggest blunders did not come from differences that were based on custom, but that they had mistakenly thought that the standard of their industry was the same in Norway as it was in south China.

We also found from our respondents that bringing gifts were not as necessary as one might think. You should bring one if you feel rude not bringing one, previously received gifts from the chinese or singaporean party, or if you simply like bringing gifts. According to respondent 4 and 5, the business world has become so global that you should not stress round the possibility of insulting them with your gifts. They will mostly understand that that was not your intention. What you should be aware of, is to not bring gifts that could mistakenly take you for attempted corruption. Respondent 4 chose to give a kind of bland gift, which represented Norway, while respondent 5 gave a small gift as a nod to his love for Ferrari.

5.2 Negotiation stage

In this part of the chapter, we will explain our findings during our interviews, regarding the stage when the negotiation takes place. As the last chapter, if anything else is not mentioned, the following applies and generalizes for the cultures in both China and Singapore, from a norwegian business perspective.

5.2.1 Interview findings

The negotiation stage is about the negotiation at the table. we found it reasonable to split it into these categories; Getting to the point, language, losing face, time, strategy and dress code.

5.2.1.1 Time and Importance of Getting to the point

When talking about time we wanted our respondents to explain how the different cultures relate to the aspects of time, how strict the lunch breaks hours are, how people react if you show up late for an appointment and further on. We asked about the structure of the meetings and how important it was to be on time we, found out from respondent 4 that meetings with companies from China or Singapore are usually not as structured as we are used to in Norway. In Norway, it is common to call in if you are running a couple of minutes late, but this did not seem to be important in China or Singapore.

Respondent 4 told us that she often was very surprised to see how “schooled” and well prepared the members of the chinese team seemed to be. They had often prepared elaborate presentations with power points, and memorized all their lines in advance. She thought it seemed very professional. During the interview with our second respondent, he told us that quite often Norwegians try to prepare in the same manner. They often make elaborate presentations, but miss getting to the point quickly enough. For the singaporeans he had talked to, they said it just looked like a poor attempt to look professional. A topic we touched ini 5.1.1.5, was that the singaporeans are seen as informal, and like our respondent told us, they like to get to the point quickly and do not appreciate having someone spending their time with insignificant things, such as presentations without conclusions etc.

“They don´t waste any time in Singapore. They are very straightforward, and very little formal in discussions..... When norwegians comes to Singapore representing their company in a call for clients, they are “good” at stalling. Bringing up irrelevant things that does not have anything to do with it.... This can lead to some irritation amongst the singaporeans....”
-Respondent 2

5.2.1.2 Language

Communication is a wide category, when we talk about communication we include the language itself, the body language, tone and what is actually being said. We wanted to know if there was something you can not say when negotiating with businessmen from China or Singapore. We asked our respondents about topics, behaviour, and if there were different rituals or matters that were useful to have knowledge about when doing negotiations.

Perhaps the most obvious things to ask our informants about, was about the possible barrier that the difference in language might create. Respondent 4 told us that her biggest “problem” was that the chinese were often pretty bad at english, and had to bring sub level managers to speak on their behalf. They were often students with english as their major, or had taken their MBA in the US or another english speaking country. But it often showed that their english was not as good as one might think.

“Language a the major problem, perhaps the hardest of all. Although they get what you are saying, they are not always that good at understanding english. They might not understand all the nuances in the language, and are often afraid telling you that they do not understand. Misunderstandings can then arise easily” - Respondent 4.

She had also been in a negotiation where the members of the team consisted of; her, a norwegian colleague (but with chinese heritage), and the company´s chinese agent/partner in China. They decided that they would do all negotiations through their agent, even though they had a norwegian at their team who knew chinese and could do the translation. They chose to do it in that way in order for him to maintain his position as the connection and link between the norwegian company, and the chinese company (maintaining face). At one point during the negotiations, the norwegian/chinese colleague to our respondent picked up that their chinese agent explained and translated things to the chinese that was wrong, taken out of context or made up. When they confronted him about it, they understood that their agent simply had not understood the essence of what the norwegian party wanted him to translate. Instead of him asking them “could you explain again, I did not fully understand the first time”, he pretended that he did. (The findings with the concept of “losing face” will be discussed further in subsection 5.2.1.3)

Respondent 2 told us that singaporeans are usually better at speaking english than what the chinese are. But often, the combination of “Singlish” (the singaporean/english dialect) and the norwegians distinct english “dialect”, might create many misunderstandings. It is often the case that they think they do understand each other, when they really don’t. But as both respondent 5, 3 and 2 made us aware of, is that poor communication rarely is caused by difference in language.

“Misunderstanding occurs because of body language, tone and not just because we speak another language.” - Respondent 2

A good example of this is how for norwegians, it seems like Indians (which make 9% of the people in singapore, and is the country's third largest ethnic group) can not *seem* to give a "straight" answer. A yes is not always a yes, and the same goes for no, which can be confusing for a Norwegian. Another source of confusion could be that indians shakes his/hers head to signal a yes or that they agree which is the opposite of what we are used to in Norway.

"No matter what culture or country to negotiate with, it is important to know the rituals, customs or signals sent without being said." - Respondent 3

Respondent 1 told us he had mostly done negotiations in a non face to face setting, and made us aware of the possible advantages that might bring, when it comes to communications.
Body language can often be revealing, but on the phone he almost found it easier to read other the recipients "body" language, without seeing them in person. When you do not see their body, you pay closer attention to the other things in their voice. So hearing if they were stressed, happy, getting angry, or finding themselves in a difficult situation became easier when communicating over the phone.

5.2.1.3 Losing Face

Respondent 4 told us that one of the greatest way of insulting a chinese person, was making them lose face. As we mentioned in the previous section, she and her team had chosen to have their negotiation go through their chinese agent, even though they had a norwegian on their team who fluently spoke mandarin. They did this to maintain his position as the link between the two parties, so it would not look like his expertise were no longer relevant to them, and caused him to lose his face. When he decided to make up his own version of what the norwegians tried to communicate, he did this because asking them to repeat what they had said would cause him to lose face. When the norwegians called him out on it, and said that he said the wrong thing, it caused him to lose face.

The story she told us shows how much the concept of "losing face" affects the communications and the whole negotiation process with chinese, and something that probably goes for other asians as well. But as respondent 5 previously stated, the chinese are able to stand being a bit insulted if there is a big sum of money involved. He was very clear about how old fashioned he viewed the concept of losing face and Guanxi in a cross-cultural business context. The most obvious way respondent 4 could have avoided the trouble they ended up with, would be to not bring their agent to the negotiations. It seems like their attempt to respect their agent, and the chinese business culture, made them end up with a less successful outcome than what the easiest solution had given them. And In the end, they *did* end up making a fool out of their agent (or him out of himself, *and* doing ineffective negotiations.

5.2.1.4 Strategy

Two of our respondents (1 and 4) told us that the chinese were tough negotiators, and knew what they wanted. Preparing for this and doing all the calculations in advance, often turned out to give them a great advance. Knowing when their back was against the wall, and at what price you could meet them at, often turned out to be an important preparation, strategically.

"It was almost like: I said a dime, and he said 50 cent. Consequently! I quickly learned to prepare a price that was way too high" - Respondent 1.

When bringing up trust and relations, respondent 4 told us she had noticed what she called a "shift" in generation, and how this had its influence on the chinese negotiation strategy. She had observed that the older generation was usually calmer, and took their time in the initial stages, as a way to build a relationship. But she explained that she and her team had tried to do business with a younger guy, who seemed more interested in the deal itself, and less in a business relationship.

She was later told by a senior at her company that this guy was a typical representative of the "new China", which was a tougher, more capitalistic and transaction focused. Respondent 5 agreed with this statement, and told us that when you are dealing with this young chinese generation, the customs become less relevant, and money more. When the price becomes the main discussion, the chinese businessman could not care less about customs such as accepting their business card with two hands and such. This influenced how they related to each other during the negotiations.Respondent 4 told us that at one point, the discussions got so heated that the norwegians saw no other solution than to leave.

“They can stand being a bit insulted if there is a big sum of money involved” - Respondent 5.

5.2.1.6 Dress code

According to respondent 1, the dress code is not always the first thing that comes to mind in a male dominated industry, but could be important. He told us how he, the owner of his company, and a colleague held a meeting at a well known and prestigeful restaurant in Oslo, and were meeting up with partners from Australia. Him being a shipbroker in Norway, he is used to a casual dress code at the office and a slightly stricter dress code when having meetings outside of the office. When three australians dressed like Crocodile Dundee walked in the front doors, they quickly understood that they should have taken their time to make sure the australians knew how to dress properly for the occasion. At first, it looks like an innocent mistake. But you never know if the Australians felt embarrassed about being so visibly underdressed for the occasion. Some might take it the wrong way and it could help ruin the business relationship.

A good rule of thumb in dress code, is to dress so you reflect how important the deal is, and how you might expect the opposing team to dress. Respondent 4 told us that the young chinese guy which represented the “new China” had a tailored suit, expensive watch and drove a nice car. In Singapore, respondent 2 told us that norwegians tend to either ‘overdress’, or ‘underdress’. He recommended to wear a casual suit and shirt, with a tie, as this seems to be the norm, even for meetings.

5.2.2 The theory

Short summary of chapter 3.4.3, the theory of the negotiations stage.

- Do not focus on making an agenda before the negotiations start, but rather make sure the parties work cooperatively together, and have an overall agreement of how the negotiations should take place.

- Wait till the end to make concessions.
- More masculine cultures are more likely to have a strategical gamification throughout the negotiations, which is important to prepare for.
- Be flexible and know that Eastern asians spend more time than what Westerners are used to.
- Spend time summarizing the agreement, and make sure to have the chinese recite it back to you.

5.2.3 Discussions

The first of the theoretical success factors at this stage suggests that you should not make an agenda prior to the negotiations, as this might put the balance and harmony of. When at the table, the perceived level of control and power should not be higher for one or the other. Ghauri (1996) instead suggests that you should spend some time to understand each others way of doing negotiations. This works well when cultural differences might occur during negotiations across country borders. As the empiri showed in 5.3.1.1, time is viewed quite differently in Norway to Singapore and to China. Having this agreement at first might give you a heads up to not prepare lengthy powerpoint presentations, or do anything that might look like you are stalling the time when doing negotiations with the singaporeans. When negotiate with the chinese, having this agreement could help you to find out what they expect to happen during the beginning of the negotiations. Knowing this, you could either act by making sure you do not come underprepared, and start making powerpoints, or to tell them you do not find it necessary spending your time that way in order to reach a successful agreement.

Like we mentioned in the pre-negotiation stage, traveling to China or Singapore could be costly for your company, and you should view it more as an investment rather than a normal business trip. The chinese are known to be very tough negotiators, and usually come well prepared in order to be so tough. Our respondents told us that the chinese usually come so prepared, that they are able to break down the cost structures and technical specs for you on the spot if needed. Not having prepared in the same manner might give you a disadvantage during the negotiations, where you lose focus to start calculating or looking something up in order to answer questions or concessions.

What greatly challenged the theory was how some of the respondents urged the norwegians to not be afraid doing it their own way. Respondent 5 told us that they can stand being a bit insulted if there is a great deal of money involved. Things like leaving the negotiation table is usually viewed as a big breach in trust, and known to be disrespectful. But if you feel insulted, you should not suppress that feeling but act on it. They are tough negotiators, and like respondent 4 told us; they can be irrational at times. Respondent 1 told us that he once hung up the phone when the guy at the other end was incapable of doing mature and relevant negotiations, and repeated a rate over and over again. His strategy when dealing with the chinese was to sometimes act angry. As they believe maintaining a good relationship is important, acting angry made them aware of that they had crossed a line, and it got them to do concessions or give in earlier in the process in order to fix the relationship. Respondent 5 told us he had a “why not” attitude towards some of the customs.Things like receiving business cards using both hands in order to be polite. But he seldom put much effort into being a “flawless” visitor, but tried being an international and polite businessman.

Like we saw with respondent 4, who told us they sometimes saw that communication happened on the wrong terms. They were not effective enough, in order to not insult their chinese agent. Normally, translating directly from norwegian to mandarin would be the easiest and most effective communication path. They could have done it this by using her coworkers knowledge in mandarin, but instead had to bring in another link. Ineffective communication can be frustrating, and like she told us, the outcome did not turn out to be “win-win” or successful.

When researching the literature and culture, we seeked out very little information about differences in dress code. But from what our respondents said, it could signal more than what you first think. The persons level of power often shows from how they dress. How well they dress could show how serious they are towards the relationship or the negotiation. It could also signal or show if you have an equal mindset of the deal and its seriosity. If one part show up in dark tailored suits, and the other in jeans, polo shirt and blazer, there could show that one or the other has misunderstood the social setting or context of the deal.

5.3 Post-Negotiation stage

We asked our informants if they had any advice regarding the post-negotiation. What should one do after signage of the contract, to create or help fulfill a good outcome. According to our two last respondents, who knew China well, they said that this was a part of the process where you needed to tend to the relationship and trust which had been earned from the chinese. The following part of the chapter, will focus on how and why you should be flexible on some terms, and the advantage of being specific on others.

5.3.1 Interview findings

The negotiation stage is about the negotiation at the table. we found it responsible to split it into the following categories; Being flexible, being specific and importance of maintaining a relationship.

5.3.1.1 "Being Flexible"

When it came to writing the contract, the chinese did not put much energy into writing the specifications of the deal on the contract. The contract might therefore lack some information. Respondent 1 told us that for him, this generality of the contract lead to a lot of insecurity for his company. Several times, he had experienced that the chinese party simply did not show up with their boat when they had agreed to, and stood there at the docks ready to load. He believed this might have been caused by some economic issues. His That they did not plan too far ahead, but decided to "blast on" and hope for the best. When it came to deals, respondent 5 told us that he had often been invited out to celebrate with his norwegian co-workers after the signage of the contract.

If they had gotten a good price, or stuff like that, they went out to celebrate with a bottle of Champagne or something like that... I mean, it´s a nice thing to do, but [the contract] does not mean anything yet" - Respondent 5.

He agreed that a contract *should* mean more than just a mutual agreement, but because of how the legal system in China works (which we also got confirmed from respondent 4), the challenge and huge expense it would be taking the case to court, he said it was better to not take anything for granted and hope for the better, but expect the worse. But, this gave the respondents a chance to act flexible on different aspects of the agreement, like being open to renegotiations and such. The chinese seemed to appreciate this, as they knew it was not the usual way of doing business in Norway. They seemed to gain trust from the chinese by doing it this way.

"In general, chinese people are nice people, and extremely productive, but the problem is that you're never quite sure if you really have a deal after signing of the agreement, anything can happen" - Respondent 1.

5.3.1.2 "Being Specific"

Though the chinese often believes negotiating contracts are appropriate, it seemed like they rarely felt the same way about going back on the specifications which they had mutually agreed on. Informant 4 and 5 said that being painstakingly specific was often necessary to properly communicate the important parts of the implementations, and doing so was one of the things they did to assure a successful outcome. This need for being very specific was often necessary when (in respondent 4 and 5 case, which was in the grocery industry) explaining things like looks, purpose and features of a product the chinese were producing. Doing so, they often included a very descriptive explanation, drawings, arrows, color codes etc. They sent it to for a readthrough, asked for a signed copy back, and then tested their knowledge by asking them to recite it back to them. This way, they could correct the misinterpretations that had arisen, and make sure to minimize the possible errors.

5.3.1.3 Importance of Maintaining a Relationship

All of our respondents confirmed what we already knew about the asian perspective on contracts. They agreed and had experienced for themselves that europeans might be more picky on contracts than what other nationalities are. And they said that have an attitude towards contracts as "We have an agreement, so we have a relation. Let us take things as they come."

Respondent 4 told us about why you might want to tend the relation extra carefully in China. She said that the relation with the other part would work like your warranty, the better the relation is, the more they will work to keep you happy as their customer or partner. China is historically known for their importance within the manufacturing market. But it is also known that they do not have an equal respect towards the concept of patents, as most western countries do. If your company want to produce an innovation, you need to know that you can trust your company to not sell the blueprints to the first bidder showing interest.

5.3.2 The theory

A summary of the theory of the post-negotiation stage, chapter 3.4.3.

- Write the contract in a tone and language easy to understand for both parties, and should be flexible so it can be changed when felt necessary.
- Do not focus too much on specifications in the contract, as it might aggravate the chinese thinking you do not trust them, and does not give them the necessary flexibility
- Use simple and clear language in the contract.

5.3.3 Discussions

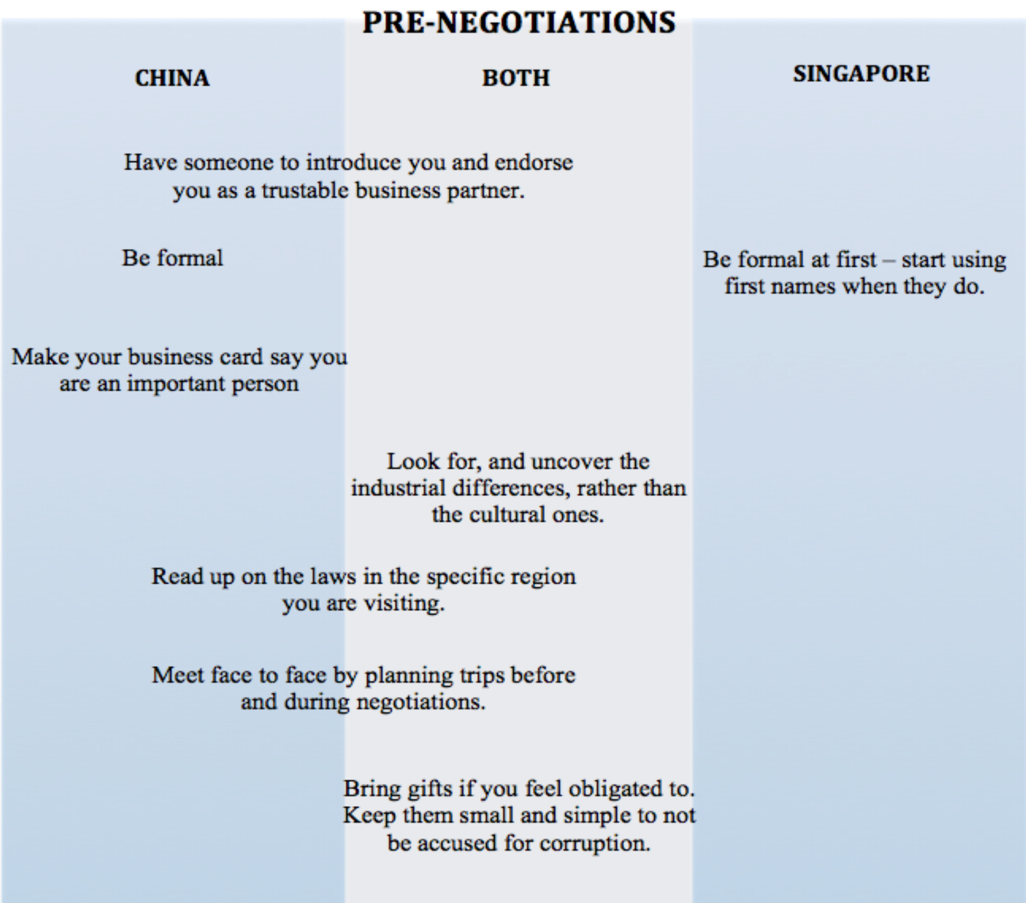
During the interviews we found many statements from our respondents which confirmed that you should write a contract that is flexible. According to the theory, most asians are very aware that westerners are usually stricter about the content and flexibility of the agreements. Our respondents unanimously agreed that the goal of an agreement is to achieve a “win-win” outcome, but firstly make sure you protect your own intentions. So when westerners show discretion and flexibility, and allow the contract to change when this is not something they normally do, they seem to appreciate this.

During the research, we found statements which challenged the literature and the success factor which said to no focus too much on the specifications of the deal. According to the theory, asians view micromanaging as a sign of distrust, and gets insulted when it occurs during negotiations. Our respondents on the other hand, told us that the big errors happened the times they were not specific enough. They had found that nitpicking was essential to correctly communicate the standard they expected from the producers. As previously discussed, language could often be a barrier, and the nuances in the english language is not always picked up in translation. When including drawings, color codes etc. nothing is left up to imagination or interpretation, and a successful outcome was easier to achieve. Another finding we found interesting, was that the chinese seemed to start slacking after a while. Respondent 5 said that the first delivery was often flawless, but the by the third delivery they had taken short cuts which often affected the quality. If you did not correct them, they would keep this going until someone commented on it.

As mentioned both by respondents and in the literature, having an insight in the different laws of that particular region could be very important to know if a twist appears. But protecting your patent or product in China is known to be a difficult task. There are laws to protect you, but the expense of taking your producer to court can be higher than the potential loss in market. Respondent 4 told us that one of the best ways to protect your product is to keep a good relationship with your producer.

As we mentioned several times in this dissertation, it seems like the asians focus more on the business relation than what we seem to do in Norway. A contract is not the end point of a discussion, but the start of a cooperation. So to keep your innovation a secret, it can be important to remember that even though you are the customer, and the producer is the seller, the producer have access to the blue prints. If a third party shows up interested in buying those blueprints and offers a higher price than what you offer, it might come down to how committed the producer feels he are to you and your relationship. Like stated earlier, the legal system in China is quite complex, and although breaking patents might give negative consequences for your business, the legal system makes it almost useless for a foreign company to take a chinese supplier to court.

5.4 Summary



NEGOTIATIONS

CHINA	BOTH	SINGAPORE
	Spend the initial part of this stage to understand each others way of doing negotiations, and explain what you expect of each other.	
		Be effective and get to the point quickly. Drop long presentations which misses getting to the point.
		Norwegians often overdress in Singapore. Keep it business casual
	Make sure you have done all business analyzations and calculations.	
	Meet face to face by planning trips before and during negotiations.	
	Be aware of language barriers, a yes is not always a yes, and the same goes for a no.	
Acting angry or irritated is sometimes Necessary to do in order to get what you want, or to make the chinese ”cut the crap”.		

POST NEGOTIATIONS

CHINA	BOTH	SINGAPORE
	Be flexible when writing the contract. Asians usually view it as the start of a relationship, and have an organic approach to what the contract says	
	Be painstakingly spesific in messages and spesifications regarding your agreement. Illustrate with drawings, arrows and color codes and leave as little as possible up to imagination	
Maintain a good relationship In order to protect your products from being resold or copied.		

These tables summarizes the findings and analysis and categorizes them into the three stages. The factors found has also been ranged from specific to one or both countries. The next subchapter first split the findings into the different countries, as our goal is to explore the critical success factors when negotiate in China or Singapore.

5.4.1 China

We looked at Hofstede's five dimensions and wanted to see where our respondent put China, they are committed to hard work and making money. They are driven by success and this characterizes a masculine country. China also falls under the long term oriented dimension because of the need to establish a long term relationship with their partners.

Hofstede has a power dimension which characterize how people in certain culture relate to people with a higher status. This is similar to Trompenaars dimension of Achievement versus ascription. In our interviews this theme came up and made it clear to us that there is a “new” generation of chinese people and the “old” generation. The “old” generation is committed to status symbols and personal relations, while the new generation is more committed to the business, hard work and making money.

If we take a look at Triandis dimensions of culture China can be characterized as a tight culture. Our impression after analysing the findings, is that people are expected to behave according to clear norms, which is a significant characteristic for a tight culture. Another point is that if they behave the right way the people in this culture will protect each other. An example of this is was found in the interviews when our respondent told us that even though the chinese company broke a clear rule, and it was obvious who was to blame, it was unnecessary to use time and money on a lawsuit, because norwegians would not win the trial anyway. The chinese people protect each other and corruption is common.

Trompenaars dimensions of culture also reflect some of what we found in our interviews; “Universalist cultures stand for rather strictly implied rule-based behavior reflecting a general mistrust in humanity”. Many of our respondent told us that in China trust is something you have to build up, you do not get trust from a stranger.

Trompenaars also focus on the dimensions of whether members are affective(display emotion) or neutral(do not display emotion). The chinese are good at using these to their advantage, our respondents told us that when negotiating in China, if they are not happy with you answer they will just stare at you, and be silent. We would therefore call the chinese culture bit of a neutral culture. We also found that they will avoid any form of confrontation and want to maintain harmony, as we saw with our respondents who just left in the middle of the negotiations.

5.4.2 Singapore

We then wanted to see where our respondents ranked Singapore on Hofstedes five dimension. The dimension that stands in our findings is the long term orientation, we would not draw the conclusion that Singapore is a short term oriented country, but our respondents told us that there is no need to be very formal, they do not care as much for the small talk and “getting to know each other" phase as they do in China, or Asia in general, but are more concerned about the business talk and negotiating.

The power distance dimension is also an important dimension to remember in Singapore, Respondent 2 told us that Singapore is an international country and when knowing all the different ethnical groups in the country we understand that this country are build on relationships that are based on mutual and complementary obligations. He also told us that for singaporeans it is important to be polite, and that they are used to many cultures inside their own country. Therefore they are quite tolerant.

Triandis wrote about the dimensions of cultural tightness and cultural complexity, Singapore is a what you might call a "loose" culture, it is a country with many different ethnical groups, so it would be natural to say that they have a culture that is strongly influenced by many different cultures, making it an urban culture.

When looking at Trompenaars theory and our finding we found that the dimension of achievement versus ascription, which is similar to Hofstede's power dimension, we found that Singapore has a relative ascripted community.

6.0 Conclusion

As the final part of the dissertation, we wish to make a conclusion and discuss the fulfillment of our aim;

"To explore critical success factors for effective cross-cultural negotiations between Norway and Asia, with a particular focus on China and Singapore"

We will talk about our theoretical and practical contributions and our goal with this thesis, making a short list of the critical success factors for negotiating in China or Singapore. At last you will find our suggestions for further research, and some personal reflections.

We initially criticised the idea of generalizing Asia as one, and mentioned Singapore and China as two opposite business cultures in our argumentation in chapter 1.1. One country ranked as perhaps the easiest country in the world to do business in, while the other is seen as one of the most difficult.

6.1 Theoretical contribution

In this chapter we will try to see this thesis in the bigger picture and consider what kind of a theoretical contribution it brings.

6.1.1 Creation of negotiation tool

In our first chapter we wrote that we found few books and articles written from a Norwegian, and even scandinavian point of view. We believe that when reviewing the literature already existing and then exploring through our interviews to see if any of these methods could work from a norwegian perspective, although it is written for a US citizen, it contributed with new ways to consider cultural differences.

We also believe that we explored and further developed a tool for norwegians to use when negotiating in China or Singapore. We hoped to achieve a short, to the point, list for critical success factors that could be used by any norwegian wanting to know more about the culture in Singapore and/or China. This list can be found later in this chapter.

We achieved to create a dissertation which discuss the different cultural dimensions. Our respondents helped us get a critical view on already existing literature and gave us a new perspective on what might be important when negotiating. Culture is always shifting due to immigration and globalization, but we now have some insights on what might be important to know right now, and what might be important in the future.

"Business is not just business, it is important to remember that there are different ways of conducting business in different countries." - Respondent 5.

As we wrote about in chapter 5, the focus on culture and personal relations might be less important in a few year as it seems that the culture is shifting to a transactional culture. It seems that the importance of knowing how a business is conducted is growing.

6.2 Practical contribution

In this part of the chapter we will write about what this dissertation contributed to in a practical way. In our research we found six new factors which can lead to success. We also found statements from our respondents which supported an already existing theory about creating a third culture. In this part of the conclusion, we explained how to use these contributions in a practical manner.

6.2.1 Creation of awareness

The following list is the six factors that we found to be the most important ones in our research. Some of them builds on already existing factors which we found through theoretical research and developed from what our respondents told us. Others are new to us, and challenge the already existing theory. All six of the are to be used during the entire process, and not in just one of the stages. The following six are:

6.2.1.1 Six over all success factors

1. Do not focus too much on the culture. Address the industrial differences instead.
The world is international, there are different people from different culture all over the world. All cultures have their own complex set of dimensions, and it is therefore hard to prepare for a specific culture when you are going to negotiate in another country. The success factor we found was to seek information which addresses the industrial differences, and how business is conducted in the region, or country you are visiting. This may be more important if you are

going to do a deal with Singapore or China, because as our respondent told us; the logistics industry there is very different from the norwegian. For example in China, which is a large country with several laws and regulations which differs between regions and counties. This have a significant impact on how business is conducted, as the “way of doing business” changes from one part of the country, to another.

2. Meet face to face

A business trip to an asian country often turns out to be expensive, and some companies may think that communicating through over the phone or a videoconference would not impact the outcome, and save them money at the same time. According to what our findings, the value of meeting face to face is greater. When you chose to invest time and money in a travel to to the other side of the world, you showing your negotiation partner that you take them and the deal seriously, and are willing to invest in them. This can help towards building trust and respect, which might be important for maintaining a long term relation. Another point, is that you can experience yourself how the standards are in the that country. This might reveal differences which will have an impact on the deal. You can see how the business work on a daily basis, and get knowledge about what a “win-win” situation will look like. A meeting also makes it easier to call them back when you get home, the bar is lower to call someone you have previously met face to face.

3. Be flexible with the contract and accurate with messages.

Different cultures may have a different view on what the contract is, some say it is a determined document that should not be changed. Others say that the contract is the start of a relationship, and it is a flexible document which can be changed if needed to. Showing you can break out of the typical western norm and perspective of contracts, and allow the chinese party to change the contract when appropriate, seems to be highly appreciated and can help maintaining a good relationship based on mutual respect. But being accurate with messages and specification you send to your chinese or singaporean partner is equally important in order to create a good outcome. By creating illustrations, drawings and explanations you make sure they understand. Leave as little as possible up to their own interpretation. The difference in the industry might lead this to errors occurring, and because of their fear of "losing face" they are less likely to ask you for further instructions if they do not fully understand.

4. Talk together in advance to understand each others way of doing negotiations.

When you are preparing for a negotiation you might want to keep the agenda loose, as preparing an agenda might put of the perceived power balance and harmony between the parties. It may be a success factor to work out a plan of how you want the negotiation process to be conducted, and understand each other differences in how you are conduct it. Then you avoid that one part is running the "show", that may be a difficult situation and misunderstandings and irritation may occur. It may be easier to get a "win-win" outcome when you have an agreement on how to proceed. This also shows that you want to communicate with them and this can be valuable later in the process also. Another advantage is knowing what the other party expect of you, and you expect of them. This makes you less likely to come over prepared to meetings (when the chinese party *do not* want to hear your twenty minute presentation of your companys focus on CSR), or underprepared (when the singaporeans are ready to start talking numbers already in the first hour).

5. Cut out the middleman when possible.

In order to keep the communication process effective, one should use and build the already existing competence within the company. The language can turn out to be a barrier which prohibits the communication flow to work effectively. By cutting out the middleman or a biased translator (whom also wants to protect his own interests in the negotiation), and be able to do most of the communication on your own, you might minimize the possibility of an error occurring. By doing it this way, there is a smaller chance that important information will get lost in translation, and there are fewer people which needs their "faces" maintained.

6. Do not focus on being a flawless visitor.

As the world has become more global and "alike", we also become more aware of our difference. Travel to China or Singapore with an open mind, and embrace the cultural differences. The people you meet in these countries are probably aware that you are in a new setting, and a long way away from home. Do the small costume based etiquettes which you feel natural doing (carefully handle business cards, go out to dinner etc), but do not spend your time reading up, and learning *all* of them. There are some advantages of not trying to fully integrate yourself in the culture you visit. One could be that if you try hard on being flawless, the errors you then make, becomes more visible than if you made them being "un-integrated". The "integrated-error" could almost look as it was on purpose, which becomes a greater insult than a "blue eyed, un-integrated error". Another advantage, is that when two parties with different background meet, the understanding of each others culture could collate and create a third culture, which is closer explained in the next subsection.

6.2.2 A Third culture

We found that just a few of the authors put a name to this phenomena. Some were talking about this is as a" best practice" but did not have a word for it. We put together this literature and what the respondents told us, and created our own view of the "third culture".

The literature explains it like this;
The cultures occur when the two cross-cultural business partners remain "strangers" to each other in the business relationship. Stranger, in this context, does not necessarily mean that these business partners do not know each other. They may or may not know each other personally. Instead, what it really means is that these business partners do not have a quality relationship with each other. It is also possible that members of both cultures may try to impose their own cultural values on each other.

In accepting cultural differences, members of each culture recognize that there are differences and accept the differences. However, each party may maintain their distinct cultural identity and practices without regard to accommodating the other culture (Graen and Hui, 1996).

The Characteristics of the third culture; Trust, Co-operate, Long term, Handshake, Mutual obligation and Win-Win. The third culture is adaptable to any of the cultures in the world, it is just a tool to use, and a mindset that can help you understand where the different characteristics can occur.

It is characterized by individuals becoming cultural “insiders” which appreciates other people’s cultural values, and refrains from judging another culture in terms of one’s own values (Graen and Hui, 1996).

Some of our respondent told us to that they did not use much time preparing for business trips and cross-cultural negotiations, because most of them saw it as old school to prepare for cultural “do’s” and “don’ts”. But when they got there, they observed what the other part was doing, what they said and got a picture of how they were expected to behave.

Their thoughts were; *what can i say or do when i want to avoid insulting anyone*. They are adapting parts of a different culture, observing and learning, until it becomes experience.

We can imagine a norwegian businessman going through this “ritual” on his first trip to China; but what about the other part? The chinese are welcoming a new business partner, a norwegian who is unknown to them, and who they know is unknown with their culture. We would assume that they would to the same as the visitors to their country, adjusting their culture some to not insult their visitor, showing their best sides and maintaining the harmony in the groups, which we also found was very important to the chinese.

So, when both are adjusting their culture, and behaving in a different way, it is at this point a third culture is created. It may be important to be aware of this and use it consciously, as it can help build up a good relationship and trust with the other party, which we read earlier could be a crucial factor.

6.3 Suggestions for further research

As this is a short thesis studying how norwegians can negotiate in China or/and Singapore, it did not stretch out over a longer period of time, and only a few numbers of respondents were interviewed. So there are still many questions which could be asked. As this research also has been explanatory, the results, or awareness of themes found, could also be used for further research.

When we are going to suggest further research, it must be to focus on the changing cultures and markets. Knowing that they are continuously changing, research need to be updated frequently.

As one of our respondents pointed out, there is a need to look beyond culture, as it may not be such an important factor as it once was. We need to focus on how people run their business, how they use people, what kind of technology they have available, how they spend money and which parts of the community development that has come longer or shorter than elsewhere in the world; such as logistic practices. Then based on this, come up with the differences and collect knowledge.

We also see the need to focus more on scandinavia. We thought that the norwegian culture is a lot like sweden or denmark, but it seems that these countries also are hard to negotiate with, maybe harder that any country in Asia because we expect them to be so easy. It would be interesting getting to the bottom of the inequalities between these relations.

6.4 Personal reflections

During this six month process, we have come to know each other quite a bit, and have developed through the process. We think that putting ourselves into people's understanding of culture, and examine how this affects negotiations in the world has been very exciting. The knowledge we have gained have given us a new perspective on the negotiating. When we at first thought this must be very hard and complicated; traveling to the other side of the world, meeting new people who live there, talk to them, get to know them and try to understand their way of thinking. We had assumptions about other cultures, and based on that assumption painted a picture in our minds on have a negotiating process would look like. We have now learned that it is not necessarily that hard. We live in an international world and need to expand the horizon and look beyond borders. We did and learn that other places in the world are just as adaptable as Norway, maybe more. And that they are used to people coming from all over the world, and making a few mistakes along the way.

One thing we agree on after writing this thesis; do not prepare to much. Do not strive to adapt to their culture. Because then, when/if you make a mistake, it will mean a much bigger deal. They are used to foreigners insulting them without knowing, and that is okey. If you mess up, apologize, do not worry about losing face in the eyes of a chinese, they will understand. Read about the extreme things that you can *not* do if you have no experience, and just be yourself, do your best, and they will appreciate that.

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Attachment I

Samtykkeerklæring.

Informasjon om undersøkelsen:

Vår bacheloroppgave utforsker området rundt det å gjøre krysskulturelle forhandlinger i Kina og Singapore, sett fra et norskt perspektiv. Vårt mål er å kunne gi anbefalinger til nordmenn som ønsker/skal gjøre forhandlinger i asiatiske land, slik at de er best mulig forberedt og at det øker sjansen for et godt resultat.

All informasjon du gir oss blir anonymisert og behandlet med konfidensialitet, det vil si at intervjuene blir lagret på pcer med passord og vi vil gjøre vårt ytterste for at informasjonen ikke vil være tilgjengelig for andre enn forskerne, som er nevnt under. Vi vil finne på fiktive navn for personer og selskaper. Byer/områder/steder, tidsrom og bransje/sektor anser vi som relevant, men vi vil gjøre vårt beste for å generalisere slik at det ikke kan bli sporet tilbake til deg som person.

Intervjuet ditt vil ikke være tilgjengelig for bruk i senere forskning av oss, eller andre forskere.

Ved å skrive under på dette bekrefter du at informasjon om oppgaven er lest og forstått, og at du samtykker til å delta i undersøkelsen:

Repsondent:

Dato:__________ Signatur:____________________________

Forskere:

Dato:__________ Signatur:____________________________

Dato:__________ Signatur:____________________________

Attachment II

Overall

Det med tapt ansikt, og at kulturforskjellen der er ekstrem, det viser seg i businessen. Jeg bodde sammen en i Shanghai som jobbet i (skurrer i bakgrunnen) og de hadde tapt ansikt, og det var et stort problem for selskapet. Å forholde seg til arbeiderne sine. De sa og gjorde en annen ting, og var ikke helt ærlige da.

Det var mye frem og tilbake altså, det var slitsomt, å jobbe med kinesere. Jeg er veldig glad jeg er ferdig med det.

Jeg tenker at sånne ting er liksom stedstypisk for nittitallet, eller åttitallet, men at de har blitt mer internasjonale de også, at de på en måte skjønner at ting er litt mer anderledes enn sånn det er her

Ja, eller europeiske, men ikke asiatiske. Jeg har gjort det med noen Danske, men det var jo helt forferdelig det og. Det er som regel ganske vanskelig med forhandlinger.

Jeg tror ofte det er sånn at man tenker at det er veldig enkelt, men det er jo ikke det, selv på enkle produkter. Man må investere mer tid enn det man tror, det er ikke bare å dra til Asia, som mange har sagt, det er ikke bare å dra til Asia for å få det billigere. Og asia er ganske spesielt, det er mye forrandring og, lønnskostnadene øker!

Jeg for meg, liker å tone det litt ned, fordi det hender at man bygger opp stereotyper å å sånn

mye av problemet med litteraturen på Kina og sånn da, i forretningsliteraturen, at det fremstilles som om det er et par sånne magiske løsninger og at man karakteriserer kineserne sånn, og sånn og sånn, og jeg synes det er kjempe problematisk som sagt. Det er en stereotypisering av en ganske stor og ganske komplisert kultur. Det finnes ikke noen magiske løsninger, som sånne...(dårlig forbindelse

Do og donts så er det mer til din egen holdning, enn det du gjør sier og gjør mot kineserne, synes jeg.

så det viser at det går ikke bare på kultur, men hva er det som er standarden i industrien.

når man går på en smell i Kina, så er det ofte ikke så enkelt som det man skulle tro. Har man blitt fortalt at det og det fungerer i kina, og noe går gærent, så tenker man at åja, jeg har hørt om det, jeg syntes jeg så noen signaler på det, og kanskje det var fordi at jeg bare tok i mot visittkort med en hånd, så han var kjip tilbake.

Stort land med store muligheter. I Kina ser de opp til suksessfulle bedrifter i Vesten, og man har høy status.

Before

Av min erfaring, fra Kina, så er det sånn at veldig ofte så tar man ikke lang nok tid i introduksjonsfasen. Man kommuniserer på engelsk, også tror man at de forstår det som er veldig klart i ditt hode. Også blir det veldig mange misforståelser, veldig mye kommunikasjonsproblemer. Selvfølgelig så sier de ikke nei, de sier alltid ja. For de så er det det å tape ansikt å vise at man ikke forstår. Sier man at man vil ha en prototype av det produktet, med de og de spesifikasjoner. Forstår de ikke spesifikasjonene, så leverer de bare et annet produkt, i stedet for å si “beklager, jeg forstår ikke hva du mener, kan du spesifisere mer”. Så de er litt redd for å vise at de ikke forstår.

Så går da kommunikasjonen fra de, til meg, over til engelsk, til den kinesiske agenten som skal omformulere til de. Så i ettertid, når man tenker på det i etterkant, kan man jo tenke at det er helt idiotisk, men vi tenkte at det var så enkelt, at vi gjorde det så enkelt. Egentlig det vi burde gjort, som jeg ser i etterkant, er jo å reise ned og vise, ta med og bruke litt penger da. Vi skulle jo spare penger, ikke sant.

men de hadde ikke fått forklart hva funksjonen til produktet var, så det er jo mulig at de kommuniserte det til *vår* agent, men han var jo også redd for å miste ansikt, så han ville jo ikke si det til oss.

jeg tror det begynner å gli mer og mer mot transaksjonsbasert business. Vi merket jo det med en av leverandørene våre. Vi hadde mange leverandører, det var èn leverandør som var veldig relasjonsbasert. Der var det veldig mye gi og ta, og det bygget på denne relasjonen hele tiden. Det var en helt annen type. Vi hadde fått en ny, ung leverandør. En tredveåring som hadde startet et selskap, og var ekstrem. Kjørte fin bil, det var mye mer den kapitalistiske tankegangen, tjene penger, sette marginer, være hard, tøffe i forhandlinger, ikke gi seg. Det som er med kinesere, den nye generasjonen har et sånt ekstremt selvbilde.

Det er typisk sånn, møtes på middag, de skal vise oss frem, vise oss rundt. Vi kom en kveld og skulle spise middag, da satt han og så på tv mens vi spiste mat. Da satt han å så på såpeserie. Og pratet om alt og ingenting

Det var veldig viktig det å ha middag i forkant og etterkant, og tok oss med på gode restauranter, og viste seg fra sitt beste.

Du drar liksom ikke til Kina og tar det som det kommer. Det er nok mye mer planlagt på sånne lange reiser da. Du reiser ofte ned for en grunn også, det er noe du skal sjekke, eller noe du skal løse.

Men noen av de andre leverandørene så var det en god plan å være litt large i kantene, og prøve å forstå hva de tenker og følte. Det er nok litt mennesker som ikke er så direkte som oss, og som man får en tillit av ved å være litt rund i kantene.

i Norge vil gjerne komme på møtet å si “ja dette er sakene”, du har gjerne ikke den introduksjonen, og myke opp, og hvem er du, og bli kjent personlig. Det er kanskje ikke så viktig i Norge, for her er det mer sånn, vi skal være effektive, vi skal på en måte nå et mål, vi skal dit. Mens jeg følte der var det sånn at du måtte bruke mye mer tid før man starter med forhandlingene da.

Ja, jeg tror nok det. Det som også er litt utfordring, som jeg tror kommer til å være utfordring fremover, er det at, eller det vi så på hos oss var at de må ha en relasjon for at ikke (i dagligvarebransjen da) så er det sånn at det er mange privatelabels. Og vi så at jo at en leverandør vi hadde, som ikke hadde en så god relasjon med, de produserte noe av det samme til en annen kunde. Ikke sant,

Jeg tror de kanskje har mer tillit om man kommer ned å besøker de, enn at man har sånne typiske suksess samtaler. Viser at man invisterer litt i de da, de er veldig glad i besøk og ta i mot og vise de frem, og vise seg fram, ta de med på middag og. De er veldig sånn, setter veldig pris på gaver og sånn, og setter veldig pris på besøk. Men jeg kan ikke se for meg, eller huske at vi gjorde noe som bare *knipser*, nå har vi det liksom.

Du skal være veldig forsiktig, slik at du ikke blir tatt for korrupsjon eller noe, men fortsatt, så hadde det vært mer frekt om vi ikke hadde hatt med noe. Så vi hadde med en bok om Norge, det var ikke mer enn det

hva er det man pleier å gi? Og hva er det man pleier å få, ikke minst, så man vet hvor mye man bør kjøpe. Så det var kanskje sånn at vi hadde han lett tilgjengelig gjorde det kanskje litt enkelt, men det kan være at andre gjør det, sjekker opp, handlesgaver eller hva som er vanlig

Klarer du å skape den relasjon og tillit ved at de har vært der lenge? For nordmenn så er det litt vanskelig, for vi er en veldig liten prosent av deres kundemasse. Så om de mister oss, så er det ikke viktig. Men jeg tror det med, vi ser det at den leverandøren vi hadde med best relasjon, der ordnet det seg alltid på en eller annen måte.

Kinesiske regler, eller lover, det er sånn tolkningsbaserte da, så det er ganske sånn, komplisert land å drive business i da, det er så mange forskjellige lover å regler fra de ulike, det er så stort land å.. Jeg tror man bør være litt bevisst på det.

.. menneskelig samspill. Du må lære hvordan andre folk tenker.

.. nei egentlig ikke, det eneste jeg egentlig har erfart når jeg har forhandlet er at alle... de vanskeligste å forhandle med er de som du tror du er likest. Ser du i Norge i dag, de store firmaene som egentlig får problemer her i Norge, er svenske firmaer.

det er en samhandling som ikke er der egentlig fordi svensker og nordmenn er ganske ulike. Og i en sånn samhandling ligger guarden veldig langt nede. Du fanger ikke opp ting som skurrer.

Den lærdommen folk tar med seg i dag ligger da mye basert på det de har hatt fra gammeltid, det er liksom folk som har kommet til Japan med sånne nydelige kniver, Peer Gynt kniver foreksempel. Her skal du liksom få norsk kultur, ikke sant. Det værste du kan gjøre til en Japaner er å gi bort en kniv, fordi det betyr at han er din fiende. Da har du jo ødelagt alt som heter forhandlinger. Kinesere er lettere å ha med å gjøre.

Med japanere må du jo lese litt om japan. Også litt om hva du *ikke* må gjøre, det er vell stort sett det det går på. Arabere viser du ikke fotsålen til, japanere snakker lite om ting som har vært. “Husker du” er ikke noe for japanere. Så er du høflig.
Men du leser mye om sånne “do´s and dont´s” innenfor det å møte noen. Etikk da?
mhm

Prosessen til å komme til enighet om et eller annet. Består av å gi og ta, og prøve å komme ut best mulig.

med nordmenn så må du sjekke mere, der bruker du mer tid på bakgrunnsjekk av firma.

når du skal inn på et nytt område må du lære deg ganske mye om landet og hvordan folk egentlig er. Men når du skal gå inn i, forberede deg for forhandlinger, så blir det jo å forberede seg helt spesielt opp mot det du skal forhandle med eller om. Skal du ha ut en båt og du kunne fortelle hva slags båt du har og kunne kartlegge motpartens behov og hva slags alternativer særlig, hva slags alternativer motparten har. Greier du å finne ut det, så leser du kortene hans, som han egentlig sitter mot brystet på. Så det er markedet. Og hvor stort behovet er, det er de tingene du må forberede deg på da. Så må du selvfølgelig drive med en del regnearbeid da, være forberedt på det slik at du slipper å sitte å fikle med computere og kalkulaterer når du sitter å forhandler.

hva slags posisjon de har i organisasjonen er jo ganske viktig. Men som regel vet du altså, allerede. For når du har kommet til en forhandligssituasjon, hvertfall når du møter de face to face, da har du pratet med de en stund. Men kommer du inn i et nytt firma, eller skal liksom gjøre anstvet ovenfor et nytt firma, så må du prøve å finne ut av de forskjellige personene og hvorledes de står i organisasjonen ikke sant. Alle prøver å.. ikke alle da men, ofte det at folk prøver å gjøre seg mer important enn det de er.

Har du pleid å legge en strategi på forhånd?
Ja, den var veldig situasjonsbetinget. Vet jeg at jeg har gode kort på hånden så har vi gått ut ganske hardt, har jeg ikke hatt gode kort på hånden har jeg vært som smør. Det har alt med å forberede seg da, for om det var mye av det du etterspør eller lite av det du etterspør. Eller om det var mye av det du tilbyr, eller lite av det du tilbyr ikke sant.Så prøve liksom å lese, lese hva den andre trenger er viktig. Lese hva han har, bløffer han eller ikke?

du kan gjøre omgivelsene behagelig for de du forhandler med så kanskje det vil ha litt innvirkning på situasjonen.

Ja, men det er generelt ja til alle. Prøver å føle de litt på tennene og prøve å komme innunder, men som sagt sånne kinesere er veldig hyggelige folk.

Jeg sitter jo å selger en del nå til kinesere, frimerker og sånt. Der er de jævla kranglete. Det er kanskje litt individuelt også, jeg må alltid si dobbelt pris når vi forhandler. Uansett hva jeg sier, sier jeg 1 krone sier han 50 øre. Det er liksom sånn, da forbereder du deg godt

Det er altså litt, kleskode er ikke det man alltid tenker på. Men tenker man på kleskode så blir det liksom sånne artige ting som atte før så brukte man ganske ofte hvite sokker, og reiste du til Amerika så gikk du ikke i hvite sokker, der skulle det være sorte sokker. Og så skulle du ikke vise noe hud mellom bukse og sokker, så du måte alltid gå med sånne høy sokker da.

ordentlig rettsinstitusjoner og lovene ikke alltid følger å sånne ting, så blir du mer avhengig av sosiale relasjoner og den tillitten som kommer igjennom det da. Men etter hvert som kina blir bedre på de tingene så mister jo det sin viktighet da, så like mye av de overfladiske tingene igjen som i en gave kultur da ikke sant, som du ikke kan bestikke folk. Det var en fabrikk eier som var veldig glad i ferrari og hans store drøm var å kjøpe det alt på kontoret hans var liksom ferrari, kalender, små miniatyr biler og han hadde sånne ferrari seter bak skrivebordet sitt å sånn ikke sant, så vi kjøpte et par ferrari pennger til han da, kostet en 50 lapp ellerno, så da ble jo han kjempe fornøyd da, det er jo en overfladisk ting som kan være helt ubetydelig,

Alle stiller helt likt og viktigheten av alle relasjonene forsvinner litt da. De er ikke helt borte, men jeg er helt enig i at det er et skifte så for meg så, når jeg snakker om kultur i Kina er det viktigere å nedtone de forskjellene.

Så de er vandt til å tilpasse seg til at folk er forskjellige å når man setter opp sånne overfladiske, kotyme baserte ting , sånn si etternavnet etter fornavnet å sånn faller helt bak i prioritet da.

Altså først og fremst så avhenger det av hvor viktig er denne transaksjonen, jo viktigere den er jo viktigere er jo dette med tillit.

Du kan ikke forvente et svar med engang det er ganske mange grunner til det. Du kan møte på en som ikke har rett til å ta beslutningen. Selv om han kanskje oppfører seg som han har det da. Den selve prate perioden, å bli kjent er liksom ikke så viktig men i den kommunikasjons perioden sender man signal om man er interessert. Så er det mye mail og tekstmeldinger å sånn da virker nesten litt sånn barnslig på en som kommer fra Norge, men det er sånt kinesere forstår da, så bare de får indikasjon om pris når jeg møtte de ved fabrikken, hadde lunsj eller begynner å snakke om at man hva man er interessert i så send meg en pris, så tok det et par uker hvor vi hadde sånn små kommunikasjon hver eneste dag før det liksom begynte å konkretisere en pris da. Jeg vil si det viktigste er å ha tolmodighet i den perioden

Altså de liker å få et ansikt på deg, likosm. Hvis det er veldig store, viktige ting, skikkelig viktige forhandlinger eller noe sånt, så er det en sånn periode med litt sånn tautrekking, litt sånn frem og tilbake med noe småkommunikasjon. Men bortsett fra det, så er det ikke noe særlig. Særlig viktig, synes jeg da, jeg synes den viktigheten av den tilliten ved disse tingene, er oppskrytt, som sagt.

Men greia er at du hvis du ikke er vant med Kina, og blir introdusert for literaturen og drar på de møtene først, og så drar og begynner å forhandle, så vil du skjønne hva de snakker om, for de klarer å plukke opp de tingene. Men jeg tror de legger mer viktighet i det enn det som faktisk er virkeligheten. Mest fordi du har blitt fortalt det på forhånd, og så begynner du å lete etter det når du kommer frem, ikke sant. Jeg synes det er de mest overfladiske tingene som nesten ikke har noe å si da (snakker om å ta i mot businesskort med to hender). Altså jeg gjør det alltid, jeg gir det alltid med to hender, men jeg vet at det ikke har noe spesielt å si.

man ofte tar for gitt er hvordan business foregår i utgangspunktet da. Vi har flere fabrikker i Norge, og snakker med flere fabrikker i Kina, og vi skulle tro at å drive fabrikk er å drive fabrikk, at folk snakker det samme språket. Men man gjør ikke det. Så logistikk er en sektor som er helt sånn i begynnelsesfasen i Kina. Så hvis du snakker "just in time" logistikk og sånn, så er det ikke alle som har det helt på plass da.

Noen gjør ting ved logistikk, andre gjør ting maskinellt. For meg så er det veldig mye viktigere enn kultur.

Man starter ikke med tillit, den må bygges opp (i motsetning til i Norge, hvor man mister tillit)

Hvordan gikk du frem/ville gått frem hvis du skulle ta kontakt med et firma i Singapore/ Kina?
Via kontakter

Tillit er ikke noe man har, men noe man bygger opp. Omvendt fra Norge

Uansett hvilken kultur eller land man forhandler med, er det viktig å kjenne til ritualer, kotymer eller signaler som sendes uten å sies.

Man skal alltid være obs på kulturelle forskjeller når man forhandler, men disse forskjellene tror jeg handler mer om forskjellige personligheter enn kulturforskjeller.

- 1. Forretningskultur - Hvilke verdier de setter høy/lav, etiske avgjørelser.

- 2. Ansiktsuttrykk - Du kan fort se det på de hvis du sier noe de ikke syntes er ok eller omvendt.

- 3. Hvordan man prater - Hvordan du skal ordlegge deg og hva du skal legge vekt på.
Man bør vite litt lokal prisnivå

1. Singapore er ganske vestlig, ganske enkelt å gjøre business i Singapore. Bør tenke litt på at man ikke bør tro at det er helt likt med Norge, for litt under overflaten kan det være ganske så

tradisjonelt asiatisk, man bør alltid ha kultur i bakhodet selvom alt virker veldig vestlig ved første øyekast.

I Singapore er det straight forward, de er ikke så veldig formelle. E post går på fornavn stortsett, men det er nok smart å være formell i Starten.

Ikke nødvendig å ha en slik mellommann i Singapore, men referanser som dette er nok mer verdt i Kina vil jeg tro.

Leser meg opp på internett, finnes nettsider hvor du har de fleste land i verden er representert. Men i tillegg føler man seg jo frem, ser hvordan de reagerer og hvordan de oppfører seg, men grunnleggende skikker er greit å vite om på forhånd. Så kan man se etterhver hvordan folk oppfatter det. Bør i allefall se etter hva man absloutt ikke bør gjøre.

Under
Det viser seg i etterkant at det var masse kommunikasjon mellom de, og frustrasjon fra den leverandøren, som hadde kommet til agenten, men ikke til oss. Agenten tapte ansikt på at vi ikke var fornøyde. Så det er mye på det å tape ansikt, og via ekstremt direkte kommunikasjon, det hadde ikke vi. Så vi ser det i etterkant, at det å reise ned, det å forklare hva ting skal brukes til, forklare funksjonen til produktet og skjønne at de skjønner, før vi kan starte. Det er kjempeviktig. følge opp og. Så komunikasjon er egentlig det.

Fra å være den ydmyke, relasjonsbaserte, så har den mye mer gått over til den transaksjonsbaserte, maktforholdet har forrandret seg. Før var de ydmyke for å få kunder, nå er det “take it or leave it”, jeg har mange andre jeg kan gjøre business med. Så det er mitt innblikk av Asia.

han som var tøff, han kunne ikke engelsk, så han snakket gjennom et team som kunne engelsk. Og vi snakket norsk mellom oss, så vi snakket taktikk på en måte, under møtet, samtidig, på hvert vårt språk. Men vi hadde satt opp veldig agenda på hva vi kunne gå ut med, hva vi ikke kunne gå ut med, hva som var “take it or leave it”, og det det endte med var at vi gikk fra møtet. Det ble skikkelig dårlig stemning. Han var steinhard og ville ikke si noen ting, men vi hadde en sak vi måtte løse med de, som de ikke var interessert i å løse. Og i etterkant, for de så var det veldig ille at vi gjorde det.

Jeg tror nok, at man tjener på å være litt soft, ikke være så hard som kanskje vi er, gjerne pakke inn ting litt. Være litt sånn forståelsesfull, veldig respekt og litt underdanig på en måte.

en selve forhandlingene følte jeg var.. Og de er veldig flinke til å ha... de er veldig skolerte! Det er veldig ofte Powerpoint presentasjoner og det er liksom grafer, de kan alt utenatt. De har lært seg det her ikke sant, stå forran her og og de skal ha besøk. Så de er liksom gode å skaffe fakta, det er ikke så mye synsing, du kan nesten dele opp kalkylen på produkter og innsatsfaktor. De har full kontroll. Så de er ganske sånn, faktabaserte, de er ikke så synsete. Men bare den relasjonsbiten i starten er viktig, da.

Og det kan ta litt tid?

Ja det kan ta litt tid ja! Og det er kanskje sånt nordmenn ikke tenker så mye på.

Det er jo alltid sånne som står i kulturbøker.. Ta alltid mot visittkort med to hender, så ikke ta den med èn hånd da. Og ikke fornærme de. Vær litt forsiktig med humor. Jeg kan ikke tenke på noen spesielt annet.

Kan man fornærme de ved å få de til å miste ansikt?

Ja absolutt, det at de mister ansikt er den største fornærmelsen du kan gjøre. Så, det er egentlig det værste man kan gjøre.

Innledningsvis så snakket vi litt om språk. Hvordan merker du at dette påvirker og evt. hemmer forhandlingsprosessen.

Det er kjempeproblem, kanskje det vanskeligste med alt. Selv om de skjønner engelsk, så er de ikke så gode i engelsk. De forstår ikke alltid nyansene av ting. Ofte så tror jeg ikke de tørr å si at de ikke forstår, så er det ofte at man snakker helt på tvers.

men vi lot han kjøre det, for at han ikke skulle tape ansikt, fordi han var relasjonen der nede.

de er så redde for å si at de ikke forstår, så kan det var veldig mye misforståelser. Og det er det jeg trodde skjedde i den prosessen at han, jeg skrev ting, og jeg trodde at det jeg skrev ville han bringe videre til kineserne, men det viste seg at han ikke forsto alt det jeg skrev eller hva jeg sa, men det hørte jeg aldri noe om. Så det var et stort problem, og det er også problem med kinesiske leverandører som kan engelsk men er for dårlige.

Det ene er jo å være der. Å se hva de faktisk gjøre. Du kan prøve å forklare det mer, så mye mer tilstedeværelse er tingen. Også tror jeg tegninger, illustrasjoner, spesifike tegninger som er universale, og få de til å repetere tror jeg er viktig, få det til å repetere for å se om de har forstått eller ikke forstått. Sende bilder. Jeg hadde bilder av produktet, og kommenterte og tegnet piler og, alt for å gjøre det så illustrativt som mulig.

Mange av de kunne ikke engelsk og så videre. Men det var en del kommunikasjonsproblemer, men jeg tror det var det beste alternativet, på en måte. Til slutt så begynte vi å bruke en annen agent også som nok kommunikasjonen gikk mer gjennom agent og leverandør. Så ….(bakgrunnstøy)....... kommunikasjonsproblemene, men for (selskap) måtte vi bare forholde oss til det. Og det lettet de kommunikasjonsproblemene. Jeg tror det var liksom det største problemene. Det som også var da, min sjef da, det gjelder (avdeling av selskapet) og så har du (annen avdeling av selskapet), som var der nede med en som kunne kinesisk, så de klarte å fange opp en del av de misforståelsene.

dette er den nye generasjonen kinesere", og han har peil liksom. Det var derfor jeg nevnte det.

Man ser en tendens til at de blir mye mer transaksjonsbasert, de blir mere en aktiv og er klare over sin rolle i økonomien. Så det rokker litt om på det

Og det var også grunn til at vi gikk bort fra den andre leverandøren da, fordi vi det var så mye jobb for oss å forholde oss til han, og kjempe og kjempe hver gang det var et eller annet feil. Og da ble totalkostnad mye mer, det ble en betydelig kostnad.

Veldig ofte så har de, det som er problemet var at managerne ikke kan engelsk, så de har jo de under seg som egentlig skal prate og gjør jobben, så gir de noen beskjeder på kinesisk. Så egentlig så drives forhandlingene av yngre mennesker som kan engelsk, som nok presses litt fra de over. Det er egentlig en fellesnevner, det var veldig sjeldent sjefer i forhandlingene, enten jenter og gutter som hadde engelsk som hovedfag, eller som, ja, kunne engelsk. Hvis ikke de hadde en oversetter!

vi snakket litt om hvor vi ville og sånn. Så var det ofte sånn at vi ikke tok beslutningene der og da. Mye så ble det tatt i ettertid, så da fikk vi luftet ting, og ofte at vi ikke kom til enighet der og da. Mye var jo leverandører hvor vi solgte inn et nytt produkt, hvis vi skulle ha produkt utvikling og sånt, så vi måtte gjennom tester og, det var ikke sånn at det var mye eller mindre av det.

I Norge så er det mer sånn at "ja, nå har vi møterommet fra 9 til 5". Der var det mer sånn, at man bare begynte. Var ikke så strukturert, nei.

Jeg tror nok den største forskjellen er det med at man ikke klarer å kommunisere på måte, det er mye lettere å kommunisere og forstå hverandre her, enn det det er der. Det er en stor barriere der borte. Det er veldig slitsomt og det er liksom. Og så er det ofte sånn at når du reiser ned dit da, så reiser du ned i flere dager. Det er masse møter, det er masse forhandlinger, du er sliten. Og du er litt hangover og alt det der. Det er veldig viktig det, en faktor, men jeg tror kanskje ikke påvirker utfallet, uansett. Men det med språk er liksom den største byrden. At man forstår ikke, man kunne ikke ha en god språklig kommunikasjon. Men rent sånn, altså, det er jo sånn i europa som andre steder i asia, relasjon er viktig, altså som jeg har forstått så er det alltid sånn at det er kunden som vil skape en god relasjon til deg, som leverandør.

kommunikasjon, er ekstremt vanskelig,

Jo jo, alle... en kineser anser sg for å være kineser, ubetinget.
Det er 50 forskjellige folkeslag i Kina, men det merker du ikke.

alle er individualister, men alle er individualister på forskjellig ståsted, eller utfra forskjellig ståsted

du vet stort sett hvordan folk reagerer når de er norske. Det er mer å lese personen i andre enden, hvis du forstår hva jeg mener? Er det en vanskelig type, er han lett å forhandle med eller, hva likern, hva synes han er morro, går det ann å spøke med han, ikke sant? Når du liksom er så med andre land da. Italienere de skal du alltid ha... når du er i forhandlingsituasjon med de, og du forhandler og nærmer deg en avtaleslutt så skal du alltid ha litt å gi til en italiener, for han kommer alltid med et innspill på slutten og da gir du deg og da får du faktisk en god venn, for å si det på den måten. En italiener kan du få som venn for livet. Altså i forretningssammenheng, hvis du oppfører deg ordentlig og liksom gir han inntrykk av at du gir littegranne mer enn det du egentlig hadde tenkt, ikke sant. Det er merkelig. Tysker da er du egentlig helt maskinell, for å si det på den måten. Da er det bare å gå gjennom detaljer, det er forsåvidt greit. Enten så gjør du det, eller så gjør du det ikke.

Det er vel egentlig tålmodigheten, og stayerevne når det gjelder å forhandle med en kineser, det synes jeg var den største utfordringen for de ga seg aldri, de skulle alltid prute, selv om de sto med ryggen mot veggen. Jeg husker jeg satt i bilen oppe på Røa sammen med en kollega og forhandlet på mobilen med (Stort industriselskap i Kina) da tror jeg de repeterte en *rate* tjue ganger til meg. Til slutt så måtte jeg bare legge på, så ringte de etter en halvtime og tok den.

de er beinharde, gode forhandlere. Men du tjener bra med penger på dem, du er egentlig nødt til det.

av og til må du bruke skuespill og late som du er sur, men du kan ikke være sur. Du må tenke rasjonelt fordet. Så når du later som at du blir sur og legger på, da vet du at han har repetert seg tjue ganger, da vet du at han trenger båten og da er det bare å vurdere hvor mye trenger han båten. Da vurderte de at de har ikke noe annet valg, så “we got him by the boats”, derfor kjørte vi den taktikken der.

det er lett å snakke med en kineser. Generelt er kinesere hyggelige mennesker, i Kina, eller kinesere som kommer hit er hyggelige mennesker, så er de utrolig flittige, og så er det det som er problemet med kinesere sånn foretningsmessig det er at du er aldri helt sikker på hvor du har en avtale, etter avtaleinngåelsen kan det skje litt av hvert. Med en japaner så skjer ikke det, jo mindre han har gått konk, altså forhold han ikke har kontroll over, så klikker og går det altså. Selv om de taper blod på det altså.

Så du kan sitte å prate og gnåle med folk i evigheter også finne ut at her kommer du ikke noen vei, så snakker du med nestemann litt høyt oppe i hierarkiet så er det gjort sånn, ikke sant. Så er det, det må du også lære at noen folk kan være veldig hårsåre, at du finner frem til det rette nivået å forhandle på. Og det er den største fellen du kan gå i synes jeg, det er å gå på for høyt nivå i en forhandlingssituasjon.

Hvertfall hvis du sitter å forhandler på telefon, å gå forbi en fyr i organisasjonen for å oppnå no, da kan du fort få en fiende. Altså hvis du og jeg sitter å forhandler om en båt, så kommer jeg ikke noe vei og så ringer jeg til sjefen din og sier kan vi gjøre det sånn og sånn? Så vil han antageligvis gå til deg og si at du må gjøre sånn og sånn, så må du fortelle til meg, og da vil ikke du snakke med meg senere ikke sant, da blir du sur på meg. Så sånne, slike ting må du også forberede deg på, og vite at du snakker med rette mennesker.

Du har sub-ricon, hvor ofte det blir forhandlet med, da holdt vi på på telefon så var det submanagament aproval, men det gjaldt på vår side også det. Vi kjørte alltid med sub-managament approval. Det var i grunnen greit det. Hadde jeg sluttet eller gjordt noe så gikk jeg inn og sa "nå har jeg tatt den og den båten, er det greit?" er det noen som har noen som har noen insigelser på det? var det ikke det så var det approval.

jeg husker sånn episode av da var at jeg dreit på draget da jeg var i Japan, for da snakket jeg om "husker du den gang", begynte å prate veldig mye om det. Fordi de jeg traff der hadde jeg pratet veldig mye med på telefon, hadde gjort en del forretninger på telefon, det hadde vært en stund tilbake og da vi begynte å prate om gamle dager, etter en stund så fikk jeg den beskjeden om atte "kan vi ikke heller prate om fremtiden" og ikke så mye om fortiden. Og da visste jeg at her hadde jeg tråkket feil, på akkuratt den der, så der lærte jeg *the hard way.* Ellers pleier jeg å være ganske godt forberedt asså.

Det er lettere å få en japaner til å betale for kvalitet. Kommer du med en båt til en japaner og han liker båten, sier du en pris så sier han ja, etter ikke så lang tid da. Men en kineser vil alltid trade da, så langt ned han greier.

Noen kommer du godt overens med, andre går du ikke godt overens med, og du gidder jo ikke kaste bort tiden på folk du ikke kommer overens med, så det blir jo til at du søker deg mot folk du føler du har en god dialog med og prøver å gjøre forretninger med de. Selvfølgelig bedrifter som kan tilføre noe positivt ikke sant, du gjør det ikke bare for kjatt.
ELLER, prøver å overlate det til andre i teamet.

I India gjør det det.Da gikk det jævla treigt. Kinesisk mentalitet det er bare "gå på, så planlegger vi senere". Skal de bygge vei i kina og sier at veien skal gå til oslo så starter de bare å bygge, og planleger etterhvert. Blir gjort ti ganger raskere.

Det er at du er forberedt, og kunne lese motparten. Kroppspråket kan ofte var avslørende, og på telefon er det nesten lettere å lese folk enn på kroppspråk, for da er det så masse inntrykk å forholde seg til. Sitter du med en fyr på telefon kan du fort høre at han er stresset, eller begynner å bli forbanna eller er i en vanskelig situasjon.

For jeg syntes jo helt ærlig at det er alt for mye snakk om kultur i kina, det er veldig mye kultur forskjeller men for meg så har det sjelden vært et problem å det er jeg har vært i mye forhandlinger hvor det har vært ganske krasse toner da mellom norske/vestlige og kinesiske for eksempel hvor sånn rent kulturelt sett så er det mye frekt som skjer og mye dårlig som skjer som ikke ville skjedd med to motparter fra samme land da, men samtidlig så har ikke det så veldig mye å si da, fordi det handler om å få inn en avtale hvor man skal tjene litt penger. Å det er bare en gang jeg har vært med på at vi har kuttet en avtale på grunn av at noen av mine kinesiske medarbeidere var så misfornøyd med en kinesisk leverandør som var frekk i tonen mot den vestlige leverandøren.

En sak som hadde vært ganske lett andre steder da. Dette er lenge siden, så det har sikkert forandret seg litt nå, men det er også poenger da at det blir bedre og etter sånn standardiseringen av i søke etter leverandører og en partner å sånn

Det er mye sånn god snakking før du starter å du må si sånn og sånn når man snakker om forretninger å sånne ting og det er viktig å ta imot visittkort med to hender å sånn, det kan godt ha noe for seg at det er sånn, men de vet jo det at vi ikke kommer fra samme land så det. Å er det en kultur hvor det har vært litt gnisninger rundt med kollegaer eller jeg vil sette opp et møte med mine beste kollegaer så fikk jeg veldig inntrykk av at ting falt veldig på plass når de var i norge da, men de skjønner jo ikke kulturen her heller, men med mine egne kollegaer så fikk vi litt sånn forståelse etterhvert men leverandørene å sånn, de eksterne kineserne de var veldig interessert i å få penger av oss, å da er det ikke så farlig å kun gi visitkortet med en hånd i stede for to eller at du sitter å bretter på det å sånne ting, et katastrofe eksempel er jo hvis du sitter å ruller et visitkort også går fra møtet eller sånne ting.

Noe av det viktigste er at de møter deg, ser at du er en ekte person og de skjønner at det er et selskap bak deg å sånn fordi det er veldig mye bekymring overfor å bli lurt da, i Kina. Så med engang de har møtt deg, satt et ansikt til navnet og fått det på stell og vet at du kommer fra et ordentlig selskap å sånn så er mye av tilliten bygd da

For det handler om å tjene penger, og de tåler å være litt fornærmet hvis det er snakk om å tjene penger.

Mellom for eksempel Shanghai og Beijing, så vil de gjerne snakke om noen faktorer. De snakker om seg som nord-folk og sør-folk, men det er ikke så himla mye forskjell. Det er litt dialekt på hvordan de snakker mandarin og sånn, så dialekten er litt anderledes. Men jeg synes ikke det er så særlig forskjell. Og altså i profesjonell sektor i Kina, så flytter folk så mye på seg at det, at man veldig ofte møter folk som ikke er fra den lokale provinsen når du drar til en fabrikk. Det er ingen som bor i nærområdene der fra før av, for å si det sånn. Alle flytter til disse fabrikkene, de kommer fra hele landet. Men når det kommer til Hong Kong så er det noe helt annet. Hong Kong er jo koloniby, tidligere koloni, med en veldig anderledes kultur. Det er også språklige forskjeller da, og det er det jo selvfølgelig i Hong Kong, men det kan snakkes i hele Guangdong provinsen, som er den største i forhold til fabrikkaktivitet som sagt. Og greia er også det at, selv om du har en del innflyttere, så har du kantonesisk som er arbeidsspråk. Og det kan være litt forskjell. Men igjen så er ikke forskjellene vært så gyldige for meg. Så ja, jeg vil si det er litt forskjell, men jeg vil ikke si det er så veldig mye mer anderledes enn folk fra Oslo og Nordlendinger liksom.

dårlig kommunikasjon går veldig sjeldent på språk.

Og du kan lage ting mye fortere hvis du deler det opp da, ikke sant. Og da var det bare det at det var et lite familiedrevet reir som aldri hadde blitt pushet på den type ting, fordi de har så billig arbeidskraft. For dem er det jo bare løsningen på problemet at de ansetter en til til å stå på samlebåndet. Mens for oss, fra Norge, så tar det alt fra folk som holder på med logistikk, til investering i andre typer maskiner og sånn, fordi det koster en formue og ansette folk. Det skjønner jo ikke kineserne på sin side.

Løsningen på det vil være å alltid sende med et type skriv, hvor vi hadde veldig detaljerte beskrivelser, og la med illustrasjoner og sånn. Så for eksempel at, sjampo korkene skulle lage klikk når de ble presset ned, fordi det hadde kommet frem i fokusgrupper at var viktig. Så det illustrerte vi med en liten note, for å vise at det var lyd. Altså ikke bare skrive det veldig klart, men ha med så det ikke er i tvil. Og dette er da noe som signeres, og sendes tilbake. Og gjerne etter at de har signert den, og vi er enige, så fikk jeg de til å si det tilbake til meg, hva vi var blitt enige om. Så spør jeg hvordan de har tenkt å gjøre det

- Vær rolig, ikke «mist hodet»

Ja. Ikke la den andre miste ansikt. Vær varsom, les mellom linjene, og «trust» må bygges opp over tid.

Forhandliger skjer ved middagsbordet, og gjerne med mye alkohol.

Lengden på forhandlingene varer mye fra land til land. Noen vil være effektive, hvor det ikke er så vanlig å starte langt fra hverandre, for så å komme til enighet på midten. Derimot, det kan være vanlig i andre land, slik at man må legge inn forhandlingsrom. Hvis man ikke har gjort det, kan man gå på en «blemme».

Ja, og jeg har alltid med meg en kineser (bodd i Norge, som jeg stoler på) ved reise i Kina. De kjenner relativt godt til vestlig kultur.

Kinesere i Kina, Thailand er også litt vanskelig. Det er de mest nasjonalistiske kulturene. Nasjonalistiske land generelt er litt vanskeligere. Land med dårlig utbredt engelsk også selvfølgelig. Når nordmenn kommer til Singapore kan de prate engelsk med det er en dårlig kombinasjon med Singlish og Norsk/Engelsk og da oppstår det misforståelser, da tror de jo også at de forstår hverandre når de ikke gjør det.

Ja, det vil jeg si. Nordmenn stoler kanskje for mye på den andre parten, nordmenn kan være naive og stole på alt som blir sagt. Nordmenn bør være mer mistroende i møte med andre kulturer.

I en Asiatisk kultur er det ofte de sier ja når de mener nei, så det er viktig å kunne lese og forstå kulturen. De kan ha fine måter å avvise deg på som nordmenn ikke skjønner at faktisk er avvisning.

Misforståelser, de oppstår hele tiden på bakgrunn av stortsett Språket og kultur, som nevnt tidligere.

Spesielt i Kina er det store kulturforskjeller innenlands også. Selv I Norge ville jeg nok tro det er forskjell på hvordan folk forhandler.

I Singapore kaster de ikke unødvendig bort tid. Rett frem og de er ikke så veldig formelle i diskusjoner.

Norge?

Når norske bedrifter kommer til Singapore for å se etter kunder, da er nordmenn veldig flinke på å dra ut tiden med mye uvesentlig ting uten å komme til poenget, det er litt negativt for nordmenn. De har flotte presentasjoner, men mye av det de presenterer er ikke vesentlig for handelen. Da kan det oppstå irritasjon, men det går som regel bra.

Min erfaring er at selv i de vanskelig kulturene, som kina, som er opptatt av å ikke tape “face” og dette og du gjør noe som fornærmer de og at du skjønner at du har gjort en feil og du unnskylder deg, og beklager så går det greit. I kulturer hvor man har face så skal man jo egentlig ikke innrømme feil, men når man har gjort en feil og beklager dette, så hjelper det. Det blir stortsett sett på som positivt er min erfaring.

After

det er et stort problem i Kina, det med patenter. I allefall kommer det veldig på hva slags relasjon det er, og om det er et innovativt produkt som du skal utvikle videre, eller om det er et standardisert produkt som, veldig mange av produktene er det mange leverandører som har, og da er det snakk om forskjell på farge eller.

Men hvis du har en leverandør som du ønsker å drive utvikling sammen med, eller må ha produkt som det kanskje kan være deffekt på så du må ha noe garanti på produktet. Så tror jeg det er noe helt annet, men den relasjonsbiten det er det ganske viktig i det forholdet her og.

når vi kommer med en kontrakt, så opplever jeg at europeiske er mer pirkete på kontrakter, mye mer sånn “nei det her det her kan du slette” og “du må gjøre det og det og det for meg, jeg vil ikke stå inne for det og det”, mens kinesere er mer sånn “nå har vi blitt enige, nå har vi en relasjon, nå tar vi det som det kommer” føler jeg.

da forholdt de ikke seg til kontrakten i det hele tatt, så jeg tror ikke kontrakt for de er like viktig som det det er for oss her i europa eller..

Med Japanere, når du gjør en avtale med en japaner så er du trygg på at avtalens tekst blir fulgt. Altså, sett ut i fra et norsk synspunkt ser du kulturforskjell, der sier vi atte gjør du business med en Japaner kan du stole på han at han gjør dealen, stikker aldri av.
Gjør du forretning, eller avtale med en Kineser så kan det godt hende han vil stikke av. For en kineser, i hans kultur så er det å gjøre avtale, det er starten på noe nytt. Som du kan da forrandre på etterhvert, det er mer en begynnelse. En avtale er en begynnelse når du skriver under.

Ja, selv på en fraktkontrakt kommer det masse innspill. Men med japaner, har du skrevet dette her så blir det gjennomført “to the letter”, gjennomført. Der er du i enden, kinesere er i begynnelsen. Men kinesere er lettere å forholde seg til enn en japaner.

i en internasjonal forhandlingssituasjon, så får du veldig mye kulturelt påfyll, det gjør en i grunnen ganske frisynet for å si det på den måten.

verden har blitt veldig internasjonal, så folk som har kontorer i Singapore har antagligvis i Beijing, i Oslo, vi.. Norge har jo mange kontorer i Singapore. Så egentlig er det ikke noe negativt med å forhandle med Singapore, du må bare vite å forholde deg til hvert firma du skal ha kontakt med, og aggere ut i fra hvem du skal snakke med. Så Singapore er egentlig litt sånt dumt valg for deg, for å være helt ærlig. For hvis du vil liksom ha litt sånn motsetninger rundt østen, så ville jeg heller tatt Tokyo og.. eller Japan og Kina, for de to er ganske forskjellige.

når du har en avtaletekst, underskrevet den, men de, altså en kineser vil vanligvis se den avtaleteksten med mulighet til å forandre på den, forrandre på avtaleteksten. Men gjør du spesifikasjoner sådan, tekniske spesifikasjoner og sånt, det tror jeg ikke de kan forrandre på. Men rater og opplysning av avtalevilkår kan kanskje ikke alltid være i henhold slik avtalen er gjort.

blir forbanna når de ikke stiller opp og når du har gjort en avtale med rater og båt og last og når båten skal være der, så skjer det ikke. Nei men asså..Men det har kanskje… noenganger tror jeg det kan være økonomiske årsaker, men andre ganger så kan det være…. nå bare gjetter jeg altså, men de rett og slett bare guffer på og ser om det går.

Du vet det at, har du forhandlet det frem til å tjene 15 millioner da har du gjort det bra, men har du forhandlet deg frem til et tap på 1 million på noe som eventuelt ville være et tapssluk på 500 millioner, så er det et mye bedre resultat synes jeg, sett ut fra et bedriftsøkonomisk perspektiv. Så resultatoppnåelse er ikke alltid lett å definere, for å si det på den måten da, det er vledig situasjonsbetinget.

men han var det veldig enkelt da for han var sånn for vi hadde klare juridiske rammer hvis det ble kontraktbrudd å sånn da. Mens i andre sammen henger så er det sånn uaktuelt å gå til sak fordi det er tidkrevenede og du vet ikke helt hvordan det går og det er veldig mye korrupsjon å sånn. Så kunde av en kinesisk leverandør vil storsett stille veldig dårlig hvis man går til sak mot en kinesisk leverandør da. Veldig sjelden så står den kinesiske leverandøren for noe erstatnings ansvar da hvis det noe sånn kritiske feil så, det har f.eks være tilfeller der kinesiske dekk leverandører f.eks har hoppet over eller kuttet ut sånne sikkerhets komponenter som er ganske dyre også har det vært en serie med uhell da i USA fordi folk har strøket med å sånne ting, når man da har en kontrakt på at de komponentene skal med å leverandøren ikke følger opp så blir det jo da at man går til sak andre steder vill man vunnet, men det nede så gjorde man ikke det

hvis de ikke ser verdien av en lang tids relasjon, så har min erfaring vært at en del leverandører som har tatt å gjort noen snarveier og levert produkter som ikke har vært til den standarden som vi har forventet

For det første så er ikke en kontrakt i og for seg juridisk bindende,

Også kan det godt hende at førsteleveransen var fin og andre leveransen var det kanskje noe som skrantet, og tredje leveranse så er plutselig alt gærent da. Forståelsen av å ha en kontrakt er nok litt forskjellig, fordi de regner med at det fortsetter å være en kommunikasjon hele veien. Og de regner med at man tar å tester, så hvis det er noe som skranter på et produkt så regner de med at man tar en gjennomgang av det

Men jeg tror hele greia går som sagt på det at det er ikke like mye viktighet i en kontrakt fordi det rettsystemet ikke fungerer sånn som det skal. Og da er det ganske logisk at viktigheten av en kontrakt forsvinner litt, ikke sant. Så jeg vil si at for meg så er kontrakt en sånn ganske ubetydelig formalitet i Kina. Alt det andre er sånt vi har klart å finner ut av underveis, som er viktigere. Vi har også hatt ganske mange episoder hvor liksom kineserne har hatt lyst til å reforhandle kontrakten fordi kontraktsforløpet har utløpt for eksempel. Og da har vi ganske mange ganger gått med på det da. Vi blir enige om pris, så sier de at det går ikke, okei men da ser vi på det i et lenger perspektiv og sånn. Så det er en blanding av å være å virkelig holde tunga rett i munnen på kort sikt, samtidig som du da også må huske å prøve å se en verdi, eller prøve å kartlegge hvor verdien er på lang sikt. Hva er det du vil med hver eneste leverandør liksom. Desto lenger man kommer i et sånt leverandørforhold, desto sikrere er man på at det går som det skal. Men igjen, så er det jo da, at hvis man har kommet til det punktet så er det på grunn av småkommunikasjonen over lang tid. Når de stoler på deg og er avhengige av deg og setter pris på deg og den businessen du representerer, så er ikke jeg noe særlig bekymret ovenfor kontrakter, fordi jeg vet at det stort sett går som det skal. Men til det er det viktig å være på ballen på småting

De bryr seg ikke om kontrakter, så om du ikke påpeker hver eneste ting, så tror de at du ikke bryr deg så mye. For å sette det veldig på spissen. Men når det er sagt, så vet jo alle sammen at det er en mening, alle vet hva en kontrakt betyr. Og det skal jo bety mer enn en understanding, det skal jo bety at det er bindende, så ja, det går litt begge veier.

En veldig viktig dont er jo hvis du drar ned, og liksom kommer tli en enighet om en kontrakt, så med mine norske kolleger, så har de signert en kontrakt og så har de gått ut og feiret, ikke sant. Hvis de har fått en god pris og sånne ting, så har de gått ut og hatt en flaske sjampanje eller på hotellet et eller annet sånt, ikke sant. Det er veldig hyggelig, men det betyr jo ingen ting, enn så lenge. Så det er en så kontinuerlig prosess da, og det er mye av problemet med de som kommer for det meste. De drar jo over og forhandler en kontrakt av gangen, og så har de ofte ikke ressurser til å følge opp underveis, eller at de bare ikke tenker på det. Så en do - dont er at det er mindre viktighet i en kontrakt der enn her, du skal ikke legge så mye i at du får en kontrakt.

. Men på den annen side så måten du viser det her på er å gå tilbake på og svare mer og være kineser, og påta seg deres kultur og sånne ting. Svaret på det er jo da, som disse, å klargjøre veldig spesifikt hva du skal ha, og gjenta hva du har sagt du vil ha, og få de til å gjenta så du vet at de vet.

Så det er ofte at vi har hatt en misforståelse på sånne rent tekniske ting, og så får vi noe helt annet enn det vi forventer oss, så blir skylden lagt på kulturforskjell, men det er ikke det som er forskjellen.

En ferdig forhandlet kontrakt, er ikke alltid ferdig forhandlet

Ja. Når man er ferdig forhandlet i Norge, så har man en avtale. I andre land / kulturer er det startet på samarbeidet, og avtalen kan forhandles etter signatur.

Ting tar tid, og det er mye politikk man må ta hensyn til.

Ja, det har jo hendt at man har sagt ting man ikke burde si. Det finner man kanskje ut i ettertid.

Attachment III

➪ Fokus: **<u>Suksesskriterier</u>** for å oppnå et godt <u>utfall!</u>

➪ Struktur: **<u>Forhandlings-prosessen,</u>** deles opp i tre.

➪ Husk: Skill mellom **<u>Norge</u>** og **<u>Kina,</u>** og **<u>Norge</u>** og **<u>Singapore.</u>** Styr unna generalisering i Asia.

1. Definere hva kultur er, hvordan påvirker dette forhandlinger og business.
2. Definere hva en forhandling er, hvordan deles forhandlings prosessen opp.

➪ Pre: "Vi skal nå først se på det som skjer *før* selve forhandlingene. Hva mener du er kritiske faktorer i dette steget for å oppnå suksess, eller et godt utfall?"
Stikkord: Informasjonsinnhenting, Agenda, Kontakt, Førsteinntrykk, Strategi, Opparbeide forhold

➪ Neg: "Jeg tenkte vi skulle titte nærmere på selve forhandlingene, det som skjer "rundt bordet". Hva mener du er kritisk å gjøre rundt bordet for å oppnå et godt utfall, eller suksess"
Stikkord: Gitt makt, Innrømmelser, Tillit, Fleksibilitet, Språk/kroppsspråk, Atmosfære.

➪ Post: "Siste tema er det som skjer etter at man har kommet frem til en avtale. Opplever du store forskjeller i hva som legges *i* dette steget. Vær spesifikk til hvilke land det er, og kanskje forskjellen mellom disse. Hva er kritisk på dette steget for å oppnå et godt utfall, eller suksess?"
Stikkord: Kontrakt, Forhold, Signering.

Question:	**Background for Q**
Pre-negotiaion	
STRATEGI i forhandlinger Når legges den i prosessen Hva forankres den i? Hvordan vil du beskrive den asiatiske motpartens typiske strategi? Som en nordmann, hvordan reagerer du på det? Har du opplevd å møte en motpart med “spillorientert” forretningskultur? Som en nordmann, hvordan reagerer du på det?	Rognes, Tung and Paik
Hvordan vil du beskrive prosessen med å ta kontakt med en kinesisk bedrift for å skape forhandlinger, er det avgjørende å bruke virkemidler om en mellommann, vise social status? I hvor stor grad tror du kulturen gir oss mennesker fordommer mot andre kulturer og hvordan påvirker dette forhandlinger?	Graham&Lam, 2003
Førsteinntrykk: Brukes det bevisst tid på å forberede et førsteinntrykk? Hvordan gjør man et godt førsteinntrykk med Kinesere? Hvordan gjør man et godt førsteinntrykk med Singaporere? Hvor viktig opplever du at et godt førsteinntrykk er for å gjøre forhandlinger, eller forretninger? Har du opplevd å komme galt ut?	Rognes, 2008
Er det stor forskjell på kinesere i Singapore og kinesere i Kina? Er det stor forskjell på kinesere i de forskjellige delene av Kina? - Er det så store forskjeller at det ville påvirket forhandlingsteknikkene dine?	
Negotiation	

DONT´S: Har du opplevd at noe har gått veldig galt under en forhandling, som kan skyldes en kulturforskjell du ikke var klar over eksisterte, eller ikke hadde planlagt hvordan du skulle takle - Hva gjorde du for å rette opp i dette?	
TILLIT: Er det vanskeligere å stole på forhandler parten hvis han/hun kommer fra en annen kultur? - Hva har du håndfast gjort for å bygge opp denne tilliten?I teorien står det mye om at kinesere ikke stoler så lett på folk og at det derfor trengs en mellommann, noen som kjenner noen som kjenner noen for å skape tillitt nok til å komme til forhandlingbordet. Hvordan ser du på dette? - Hvor mye tid er viet spesielt til å bygge opp tillit - Hvor viktig er det at tilliten er på plass	Ghauri:
På hvilken måte vil kinesere beskrive Nordmenns forhandlings strategi? *På hvilken måte vil "Singaporenas" beskrive Nordmenn forhandlings strategi?*	
Språket: 1. Er det forskjell på hvordan man bruker kroppsspråket utifra hvilken kultur man tilhører? På hvilken måte? 2. Er det ulike samtale emner som er bedre enn andre når du besøker kina? Singapore? Er Har du opplevd at noen samtale emner har skapt konflik, I såfall hvordan merket du dette? 3. Har du noen gang reagert på hva motparten har på seg av klær I et forhandlingmøte? 4. Tror du/har du oppfattet at noen har tenkt over hva du har på deg når du skal I et forhandling mote?	Spørsmål 1-4 er laget på bakgrunn av Rognes, 2008.
Agenda: Hvordan pleier forhandlingsprosessen å se ut? Hvordan foregår planleggingen av prosessen Hvem lager agendaen? Hvordan forholder den asiatiske motparten seg til agenda? Hvordan forholder du som nordmann deg til agenda? Er det viktig å lage den sammen? Hvor utslagsgivende er det?	Paik og Tung

Post-negotiation	
Kontrakt: Hva er beste måte å skrive en kontrakt med kineser.	
I hvor stor grad er det viktig for deg å opprettholde kontakten med en business partner etter endt forhandling. Hvordan opprettholder du kontakten med en business partner fra Kina etter handlen er avsluttet? (Det vil si kontrakten skrevet, produktet levert)	
Hvordan opprettholder du kontakten med en business partner fra Singapore etter handlen er avsluttet?	