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Impact of culture on international business negotiations

SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

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Entrepreneurs and C-suite executives of multinational corporations have been known to include international negotiations and meetings in their busy schedules. Companies have a wide range of options at their disposal to steer their operations in the right direction (future perspectives), and these will be implemented in accordance with the unique requirements of each. One such option is the Global Value Chain, which encompasses the sequence of steps required to bring a product from its inception to the hands of a satisfied customer. One of the most pertinent aspects presented by the current globalisation process is the internationalisation of the company, which is defined as the entry of companies into foreign markets with the clear intention of contributing to the expansion of your business, the creation of value, and the improvement of an economy. The primary goal is to illustrate the significance of cultural considerations for individuals who act or will act on a global scale through a discussion of the impact of culture on international negotiation. The researchers here utilised a logical strategy to piece together their findings. Bibliographic study on negotiation, international negotiation, and the role of culture in international negotiation informed the preparation of this book.

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1 INTRODUCTION

International negotiations and meetings are increasingly present in the agendas of entrepreneurs and executives of large companies. Failures in this type of negotiation can compromise the action of the interested party abroad. These failures can be attributed to several factors: instability and conjuncture changes, bureaucratic and governmental obstacles, currency fluctuations, legal and political pluralism, external shareholders with divergent interests, ideological differences, bargaining power and dependence, and levels of conflict before and during the negotiation, the desired result in the negotiation, negotiation style and, finally, the culture, which is the object of this work. The choice of this theme, a prominent factor in international negotiations, is justified because an international negotiation involves people from different cultures and in order to reach a compromise, the parties need to accept and seek to understand the cultural differences in evidence that at the same time shape the interests of negotiators and how to satisfy them. Thus, it is necessary to ask: how does culture influence international negotiation? Each culture presents distinct gestures, rituals, values and behaviours that challenge reality during the negotiation process.

1.1 What Is International Work Environment?

The options to properly channel the operation of the companies (future perspectives) are varied and will be applied according to the specific needs of each one, either by opting for the Global Value Chain; which involves the set of activities necessary to fully develop a product from its conception to its use and subsequent customer support. On the other hand, Outsourcing is the process of transferring activities so that they are carried out by others, and Offshoring involves the same process but outside the producer's country. Reshoring by its side can mean the future of Offshoring; the same is the phenomenon of bringing outsourced activities closer to a friendly environment similar to that of the company that develops it. That said, it is necessary that we have clear and solid procedures and/or guidelines on the search and analysis of information in international markets so that it allows us to have results and make decisions at the same speed as markets change and why no, also technology.

Sometimes information is considered as another input, not as a raw material of vital importance in the process of approaching the foreign market; the reality is that it allows us to take decisions that entail a business risk, so it has a great weight. There are scopes and limitations that both traditional and internet sources have. Knowing this helps us to correctly approach the search methods and the same sources of information. It is necessary to take into account the various levels in need of information to determine how linked they are with the information sources in order to have better results in the search. Prior to this module, people had a limited number of resources that allowed them to search for information; however, both the interaction of the forums and the content allowed them to learn tools that will be very useful in the future, taking into account that the specialized guides of Foreign Trade should always be the initial point of reference and then identify if it is necessary to use other search tools.

Considering various factors influencing the entrepreneurial activity of the region, it is possible to single out the main approaches to their grouping. Each of the above classifications has its advantages and disadvantages, and the use of one or another classification depends on the goals pursued. From the point of view of state regulation of entrepreneurial activity, it is important to understand which factors have the greatest and least influence on entrepreneurship because the resources for their regulation (financial, human, time) are often very limited. In this regard, a necessary condition for effective impact is the concentration of all efforts on a limited number of factors.

1.2 Purpose of the research

The current globalization process leads to the investigation of the new paradigms that govern companies, and one of the most relevant aspects presented in this globalization process is the internationalization of the company, recognized as the entry of companies into foreign markets, with the firm objective of contributing to the growth of your company, the generation of value and the economic development of a country. Given the growing internationalization of companies and the scarce literature on this subject for the Colombian case, one of the main objectives of this study is to resort to empirical evidence to identify the determining factors in the international business pertaining to culture. In general terms, It is necessary to try to analyze these companies

given their importance within the economy of a country and the challenge they assume by having to face international markets and face the complexity of staying in the market, as well as minimizing the events of the environment. Small and medium-sized enterprises (SMEs) constitute a fundamental and dynamic axis of its economic development. For this reason, SMEs are a central research field since all efforts should be focused on implementing internationalization processes guided to this type of companies that allow the country to have a better competitive performance with respect to external markets.

Among the outstanding works in the study of the internationalization of SMEs, Vaidya and others (2022) study the export behaviour of SMEs through an empirical study where it is found that variables such as the level of employment, the supply from abroad, investment in improving the product and average productivity are associated with a greater probability of exporting. On the other hand, Pidduck (2018), based on the study of internationalization theories, conceptualizes 4 types of exporting SMEs: capable, committed, disinterested and disappointed, concluding that obstacles to exporting are associated with disappointed and disinterested exporters, while reactive export strategies are associated with capable and committed exporters.

Continuing with the studies on exporting SMEs, Parmar (2022) studies the dynamics of the export behaviour of small and medium-sized companies in the United Kingdom by separating 3 different dimensions of the participation of companies in foreign markets: cost-induced companies, heterogeneous companies and macroeconomic instability. The results show that SMEs see exporting as an irreversible investment, with state dependency as the largest explanatory factor. On the other hand, firm characteristics such as size and ownership distinguish exporting from non-exporting firms. These are some of the most recent studies on the exports of SMEs, which argue for the search for characteristics that distinguish their internationalization process with respect to other types of companies. The case of the phenomenon is a new type of internationalization that usually occurs in SMEs and therefore is part of the study of export development in Colombia.

The emergence of new international companies has increased interest in studying a new business culture called Born Global, a type of new company that are born internationalized, characterized by not following the traditional route of internationalization that suggests a slow and gradual process, a particularity that has turned these companies into a new object of study that leads to questions about those characteristic elements that lead to these recently created companies towards the decision to enter foreign markets.

1.3 Research Problem

The main objective is to discuss the influence of culture in international negotiation and how it is affected, aiming to highlight its importance for those who act or will act internationally. The work seeks, more specifically, to define negotiation and its importance in administration, to identify the steps of international negotiation, the impact of cultural origin and how the understanding of this aspect helps the negotiator to reach the desired result and, finally, to reach a definition and concept of culture that is instrumental in negotiation processes. Companies need this knowledge to perform well internationally. Generally, the cultural origin is the second aspect observed by hosts, preceded only by the spoken language. The work seeks to generate knowledge in an area that has not received due attention from administrators who intend to act internationally. Concepts of negotiation, international negotiation and culture will be pointed out and discussed to enable the executive to act internationally. The work is divided into three parts: presentation of concepts, discussion of the same and final considerations.

2   LITERATURE REVIEW

The literature related to the concept of internationalization is numerous, making it difficult to have a single definition. Different theories have been used to explain the process of internationalization of companies. Initially, Song and others (2020) adopted the concept of the product life cycle (growth, maturity and decline) to explain the dynamics of production and international trade of goods and products from developed countries to less economically developed countries. Subsequently, Singh and others (2017) define internationalization as a gradual, sequential and progressive process of organizational learning. In the context of SMEs, Simpson and others (2020) define internationalization as a process of becoming aware of the direct and indirect influence of international markets on the survival and future prospects of the company. From the perspective of international markets, SHOAIBI (2021) defines the internationalization of companies as the set of operations that favour the formation of more or less stable links between them and international markets.

At the beginning of the 21st century, a new perspective of internationalization appeared with the appearance of the concept of international entrepreneurship as a new field of study, which arises from the convergence of 2 other fields of study: entrepreneurship and international business, which are derived from disciplines such as strategy and marketing. Under this new approach, internationalization is defined as an "act of undertaking" that involves a high level of risk and innovation, defined as a process of creating, integrating and adapting new business ideas within structures and networks in a global economy. The truly complex, dynamic and multidimensional nature of the company's international behaviour gives rise to many theories that attempt to explain this phenomenon. The first approach is made up of theories based on the economic perspective, focused on the analysis of the international operations of the multinational company through variables related to the economic costs and advantages of internationalization.

The second approach is made up of the theories of internationalization from a process perspective, which conceives said internationalization as a process in which learning is increased thanks to the accumulation of knowledge and the increase in resources that guarantee permanence in foreign markets. The third approach focuses on the strategic

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perspective and proves that the success of internationalization depends on the integration of company resources in networks, and their adaptation to international environments, explaining the above through network theory and organizational capabilities theory. The new approach to the internationalization of companies, on which this article focuses, is known as the Born Global phenomenon, which is recently created international companies which internationalize in the first 2 years of existence.

The phenomenon of Born Global companies, or new companies (nascent entrepreneurship) of rapid internationalization, consists of companies that have the peculiarity of entering international markets in their first 2 years of life. Simpson and others (2020) define Born Globals as new companies that have a limited international business and institutional knowledge and suffer from the risk of newness. The first concept of Born Global was introduced by McKinsey and Co (1993) and Rennie (1993), pointing out that the early internationalization of new companies is based on a new theory that integrates the approaches of international business, entrepreneurship and strategic management, from Of which 4 particular characteristics of these companies are proposed: trust in support of the government for the offer of financial resources, an organizational structure based on the internalization of transactions, competitive advantages abroad and control of scarce resources.

In general, Born Global companies have the following characteristics:

- They focus on very specialized global market niches.
- Its operations are rapidly expanding to various international markets.
- They manage to enter major markets faster than traditional companies.
- They have the ability to go through the different stages of internationalization.
- Some manage to skip certain stages in the development of their operating strategy.
- In many cases, they tend to use networks and alliances.

Schühly (2022) studies the usefulness of the network approach and economic evolution to explain the behaviour of a Born Global company. Based on the work of Schühly (2022), who identify new international companies as small organizations that implement international strategies from the beginning, they point out that there are significant

differences between companies already established in foreign markets and those that are just beginning. and that focus on the source of resources of these companies. It is important to highlight that in order to explain the phenomenon of Born Globals, the currents of research in the areas of internationalization and entrepreneurship processes must be integrated. SHOAIBI (2021) proposes a model that constitutes a theoretical framework of reference for future empirical work on Born Globals, where the experience of the founder of the company, his level of motivation, the history of the organization and the environment tend to consolidate as the factors that most influence the creation and development of a company of these characteristics. This last factor highlights the importance of studying institutions as a reflection of historical changes in the market, which allows for defining the nature of the product and determining whether the company's offer may be in demand internationally. Sanka and others (2018) expose the need to develop entrepreneurship by altering the environment by creating a constructive and competitive environment, providing incentives for entrepreneurs to be productive in different types of markets.

In this sense, there are several lines of research focused on the analysis of the institutional environment and entrepreneurship. The first is located in the works of Sadiku (2022) and analyzes the institutional profiles in different countries in the face of entrepreneurship through the differentiation between regulatory, normative and cognitive institutions of Pidduck (2018), classifying the different profiles through an analysis of the existence of support programs, shared cognitive schemes and innovative culture in society. Its main limitation is found in focusing solely on analyzing the profile of the country without dwelling on subsequent entrepreneurial development.

The second line of research is based on the economic institutionalism of Orhaner (2022)as a determining factor for the creation of companies. The third line of research is based on the use of institutional theory to study the factors that determine the different internationalization strategies of companies through the analysis of the influence of different institutional environments on the possible entry strategies in new markets or in new markets. The creation of new companies. This analysis has been carried out based on the formal environment through the existing rules and regulations in each country.

According to the study of the previous theoretical approaches, it is found that the Born Global variable is constructed from 3 factors:

- Technological developments in areas of production, transportation and communication.
- The entrepreneurial capacity of people, including the entrepreneur who founded the company Born Global.
- International networks.

The first factor that causes the appearance of the Born Global is the changes in technological processes, where small-scale production turns out to be more attractive in economic terms. From these changes, specialization, adaptation to the client and niche products are developed as viable alternatives in current markets, allowing greater access to markets and favouring the rapid internationalization of companies.

The second factor is related to the increase in skills and abilities that the entrepreneur possesses to exploit the opportunities offered by international markets, a characteristic that determines the emergence of Born Global companies. The third factor, related to international networks, is exposed in network theory, where it is established that a large part of the international success depends on the relationships that companies establish with a business social network made up of their customers, suppliers, competitors and institutions. For their part, Taiminen (2018) and others are the authors who have gone deeper into the application of network theory to the internationalization of the company and state that as the company internationalizes, the number of actors belonging to the social network increases. In addition, they highlight the importance of a correct choice of partners in order to obtain beneficial information reflected in a successful internationalization process.

On the other hand, Premarathna (2018) points out that the set of determinants of the export behaviour of SMEs varies according to the internationalization process of the companies. In particular, the determinants associated with Born Global companies they are at variance with the traditional conception of a small company and are more in line with the general behaviour found in large proactive exporters. These authors find that the sectoral characteristics and the technological trajectory are representative aspects

of the exports of SMEs, and although the size of the company can be considered an indicator of the availability of financial and non-financial resources, it seems to be an obstacle for exports, has no effect on the generation of the export capacity of SMEs, and therefore, the mobilization of resources is not presented as an impediment to the export development of Born Global companies.

2.1 Impacts of culture

Before the business cultures of different countries and the impact of the socio-cultural environment on international business are considered. First, the concept of national culture in management should be analyzed. National culture in management (more often called "corporate culture") is a set of spiritual values and the ways of doing business in business determined by them. Now let's move on to the concept of "cross-culture". This phrase consists of two words: "cross" and "culture", which in English means "crossing of cultures". Communication specialists and psychologists have a variety of definitions of "cross-culture" - this is communication, the interaction of representatives of different cultures, cooperation and communication "at the intersection of cultures", "at the intersection of cultures", "at the clash of cultures".

2.1.1 Cultural differences

Often perceived as a balance of power between two parties, negotiation is the basis of a commercial relationship. In the case of international negotiation, the stakes are often higher and the difficulties more numerous. This is due, on the one hand, to the high degree of anticipation and preparation necessary for international negotiations. On the other hand, cultural differences, as well as linguistic understanding, will play a decisive role in the development of a quality meeting. Keeping abreast of the customs of the country of the interlocutor is essential to carrying out a negotiation with a foreign interlocutor. What is a custom in one country that could be an affront to his? The example of punctuality is often taken in the media. This is why the example of the business card is essential. In Western countries, it is customary to give one's business card to one hand; this is also the case in India. While in Asian countries such as

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Singapore, South Korea, Japan and Hong Kong, but also in Israel, the business card must be given with both hands as a sign of respect.

2.1.2 Language barriers

In addition to the large expenditure of resources, internationalization can become a distant goal if there is not adequate investment in communication. A recent survey by the Economist Intelligence Unit with entrepreneurs shows that 74% of them believe they lose important business outside the country just because of language barriers. Fortunately, there are solutions in the sector for this barrier, such as a complete language service provider. By observing the export agenda, one can see that Mandarin has gained relevance and that English and Spanish already share space with French or German during negotiations. The objective is to support executives so that they have greater security and do well in an international meeting or make a sale to the foreign market. The company's pillars are translation and interpretation, in addition to offering free courses in Portuguese and foreign languages. It is essential to clearly communicate the mission, target audience, and the product one sells to companies in other countries in order to be successful abroad.

Walsh and Winsor (2019) also highlight that investing in specialized help, such as simultaneous, consecutive or Libras, the sign language, for a face-to-face meeting, a videoconference or an event with foreign representatives demonstrates dedication, zeal, respect and interest in the culture of the other, in addition to valuing the human element in negotiations. Using an automatic translation application or software in a conversation does not replace the performance of a professional who studied and is qualified to provide these services and who was carefully selected with know-how. The more trust that is passed, the more chances a partnership will work out, and communication is essential in this. The translation service most requested by the company is the double proofreading service, as it increases the grammatical and spelling quality of documents and technical and literary texts. The company's portfolio also includes auditing, consulting, dubbing, subtitling, voice-overs, reviews, transcriptions and localization (translation) of software, applications or websites. All processes were exclusively mapped and guided by ISO and ABNT, international standards for standardization. The

technology is also present and is in Instant, its own platform and 100% national, through which the client autonomously makes his own quotation and hires the services quickly through the website.

2.1.3 Time difference

Globalization has significantly brought markets closer, and the internet facilitates communication and trading between different countries. When trading in the international market, it is always necessary to be aware of several factors that may not seem to have a direct impact but often require an adaptation in internal operations. In this sense, one of the most important and common variables is time. Occasionally, different time zones between countries can seem to entrepreneurs to be a big impediment to closing international sales. However, there are tips to deal with the time factor in the best way possible.

First, if the objective is to arrange a video call or make a call with a foreign buyer, the initial step is to research the time zone between people and see if it coincides with the time of working hours for both, as some countries are not used to working after the stipulated six or eight hours. The idea is to know this information to be able to agree on a time in the best way, which will depend a lot on both willingness and the client's interest in closing a deal. Therefore, staying flexible as much as possible is the best way, as it is very important that one demonstrates a commitment to the negotiation with the buyer.

2.2 Social Factors

The influence of the socio-cultural environment on international business relations dates back to the period after the Second World War. Prior to this, business communication was based on the national worldview, national cultures and national economic mentality. Business behaviour has its own regional characteristics. At the same time, the manager acts both in the diversity of domestic cultures (between the federal districts of our country) and under the influence of external cultures, which are not always favourable for our being. The richer the cultural field of activity, the riskier intercultural differences

(in the sense of rooted stereotypes in a country), and the more critical the requirements for intercultural competence of managers. Therefore, awareness of managers about their own culture, as well as knowledge of the specific culture of their partners, employees and clients from other regions and countries, is important and timely today.

2.2.1 Behavioural factors

The expansion of the phenomenon of globalization, by making our planet a potentially integrated space, culminated in the emergence of a new historical context, with impacts and changes in all spheres of human life. In the economy, in particular, the possibility of organizing economic activities and their components on a global scale allowed the formation of a new reality, the global economy, which revolutionized the determinants of competition and economic growth. In this new economy, the paradigms are different. Countless and extraordinary opportunities are envisioned in the same proportion as unprecedented and complex challenges are faced. If, on the one hand, the Third Industrial Revolution, the institutional reforms of global governance initiated after the Second World War - such as the International Monetary Fund (IMF), the World Bank and the consolidation of a Multilateral Trade System - and the predominance of more liberalizing policies and regional integration trends in the 1990s, provided new material technological bases for transport, telecommunications and information technology that facilitated logistics and business, as well as new and more accessible markets and a greater degree of mobility of factors of production and financial assets, on the other hand, their inevitable corollaries. The organizational culture of a company engaged in international business is influenced by the following factors of the international environment:

• economic;

• sociocultural;

• political and legal;

• national.

Economic factors reflect the general economic situation in the country or region in which the enterprise operates Sociocultural factors represent the social processes and trends taking place in society. These include existing traditions, values, habits, ethical standards, lifestyle, people's attitudes to work, consumer tastes and psychology. This includes the social structure of society, and its demographic characteristics, such as the birth rate, average life expectancy, the average age of the population, the level of education, skills, etc. The current structure of the population determines the composition of the labour force, the level of demand, consumer preferences, and the choice of markets for products. At the same time, both consumers and members of organizations are increasingly diverse. The main modern global trends that determine the tastes and values of the population are a negative attitude towards smoking, drinking hard liquor, people's desire for a healthy lifestyle, consumption of low-cholesterol foods, and an increase in the purchasing power of children, etc.

Political and legal factors characterize the political system, state regulation of business and the main relationship between business and government. They are important for three reasons. First, the legal system establishes the norms of business relationships, the rights, responsibilities, and obligations of organizations, including restrictions on certain types of activities. The correctness of the conclusion and observance of contracts and the resolution of controversial issues depends on the knowledge and observance of the adopted laws. In modern conditions, the role of laws on environmental protection, consumer rights, food safety standards, and fair trade is increasing. Secondly, the government's choice of priority areas for development and industries that will be supported, the mood in the government in favour of or against entrepreneurship affects its business activity. These sentiments affect the taxation of enterprise income, the establishment of tax incentives and preferential customs duties, control of prices and wages, and regulation of relations between the administration and employees. In addition, it is important to know the lobbying groups and the possibilities of their influence on the adoption of certain laws.

Thirdly, political stability is taken into account when planning the activities of enterprises that have relations with other countries. At the same time, it is necessary to find out the following basic characteristics of the political subsystem: a political ideology

that determines the policy of the government; how stable the government is; to what extent it is able to carry out its policy; what is the degree of public discontent; how strong are the opposition political structures; what parties, blocs, movements exist and what are their programs; what is the criminal situation in the country. Researchers studying people's behaviour in different national cultures have proposed up to 30 parameters that allow analyzing the characteristics of different cultures and identifying their differences and similarities. In different national cultures, there is a different attitude toward nature. Conventionally, they are divided into three options.

Nature (environment) is considered as an object subordinate to man, as a source for satisfying needs. Interaction is often viewed as a struggle to obtain certain resources or material benefits from nature. This approach has historically been inherent in most modern developed countries. At present, intervention in nature, the desire to change it in accordance with the needs of man, appears mainly in a milder and more civilized form. However, many of the problems associated with human degradation of the environment continue to worsen. The second option characterizes a fatalistic, subordinate attitude to nature. People do not take any measures to cope with impending disasters. This approach is characterized by a sense of insecurity and fear of the elements. Typically, this approach can be found in developing countries with a low educational level and a low standard of living of the population. Man is a part of nature and must live in harmony with it. He should not change nature at his own discretion but adapt to its laws. This approach is most typical for Japan and some countries in Southeast Asia. Man's attitude to nature is reflected in the stereotypes of his behaviour and assessments of current events. Moreover, depending on how a person relates to the environment, assessments of the same phenomena or even material objects can be diametrically opposed.

Different business cultures treat time differently. It is obvious, however, that the successful management of an organization will be difficult if the employees employed in it have a different sense and value of time. Business cultures are divided into monochrome and polychrome. For representatives of monochrome cultures (Scandinavia, Great Britain, Germany, USA, etc.), an important psychological attitude in business is consistency and concentration on one thing at any given time.

Representatives of polychrome cultures (Asian, Latin American and Arab countries, Southern Europe), on the contrary, consider it normal to do several things at the same time. At the same time, some cases are not completed on time. Russia also gravitates towards polychrome cultures.

Representatives of monochrome cultures are usually distinguished by extreme punctuality; their slogan is: "Time is money." Being late, for example, for a business breakfast or a meeting, is considered a violation of business protocol. In negotiations, there is a desire to immediately focus on the main thing. Polychrome cultures refer to time more freely. Being late for 10-20 minutes for a meeting is practically part of the protocol and sometimes can even be considered as a statement of the significance of the position and position of the latecomer, the presence of a serious business. According to traditions, it is not recommended to start a meeting or a business breakfast with a business discussion in polychrome cultures. This is considered impolite. It is considered normal when the discussion of the case is, in fact, postponed to the second or third meeting. More important is the creation of a common context for cooperation: the establishment of informal ties through the search for common acquaintances and the identification of common interests and hobbies (sports, hunting, fishing, travelling, etc.). A close individual distance is 20-35 cm. It is typical for representatives of the Arab countries, Latin America, and South European states. If the partner establishes a significantly greater distance, then this can be perceived as a demonstration of superiority, coldness, unwillingness to quickly get close, etc.

Gestures, facial expressions, eye movements, touches, postures, intonation, pauses, distant proximity in communication, and greetings can be misinterpreted or cause confusion, as they have a different, opposite meaning in another culture. Interpersonal relationships. National culture, in many ways, has a significant impact on the system of values and stereotypes that determine relations between representatives of different countries, nationalities and ethnic groups. As already noted, researchers from different schools identify up to 30 parameters related to the behaviour of representatives of various national cultures and their relationships with other people.

2.2.2 Individualism vs Collectivism

Entrepreneurship is influenced by various factors, both internal and external. Internationalization increases uncertainty in decision-making. The external environment can be divided into macro and micro environments. Their formation can be influenced by socio-cultural, economic, trade, technological and other factors. Socio-cultural factors include changes in demographics, education levels, and health and welfare systems. Labour mobility, habits and hobbies of the population, lifestyle, values, and priorities also form socio-cultural factors that affect business. It should be noted that most of the values were formed as a result of historical, political and social events in the country. Climate, the length of the day, the change of seasons, and other factors that indirectly affect people's worldview can influence their behaviour. Trade is the relationship of sale and purchase that takes place between businesses. International business involves entities belonging not only to different economies but also to different socio-cultural spheres. Success in business largely depends on the reliability of relationships between actors, so understanding the intricacies of the cultural and social aspects of life is very important.

Most modern economies follow the mixed economy model. Most of the production operates according to the laws of a market economy, which implies economic openness of borders. Participation in the world economy brings a number of positive changes to the national economy. Among them, they stand out:

- Strengthening the process of reproduction.
- The emergence and development of mass production.
- Increasing the efficiency of the use of production factors and available capacities of the real sector.
- The growth of exports affects the improvement in employment rates.
- International competition stimulates the development of technology.
- Accumulation of export earnings, their redistribution in favour of national interests.

Not only states and large international corporations but also individual entrepreneurs can participate in international trade. The digitalization of the economy and the widespread use of the Internet has created conditions for the development of

international transactions in the "person to person" sector, where the sale and purchase are carried out by individuals.

International business includes all transactions of sale and purchase, as well as business transactions that require the crossing of national borders. Its distinctive features are the absence of territorial restrictions, high economic efficiency and global coverage. Forms of international business depend on the nature of the transactions concluded between the parties. Export-import trade in industrial goods and services and investments in foreign projects are the main forms of entrepreneurship in international practice. World-class enterprises contribute to technological globalization and strengthen ties between national economies.

2.2.3 Risk Taking

The modern concept of risk is based on the Hindu-Arabic number system, which became known in the West seven to eight centuries ago. The meaning of the interpretation of the concept of "risk" is reduced to a compromise of decisions made in business: the higher the risk, the greater the reward. It is this understanding of risk that is reflected in the hieroglyph "risk". The word "risk" is of Spanish-Portuguese origin and means "underwater rock," i.e. danger. According to the explanatory dictionary of the Russian language, risk is an action at random in the hope of a happy outcome. From this definition, it follows that:

1) risk is a course of action in an unclear, uncertain environment (at random);

2) risk should be taken only in cases where success is possible,

3) the expected positive result of the risk is natural, i.e. happy outcome.

It was the mysteries of gambling, and not global questions about the nature of capitalism or penetration into the mysteries of the future, that inspired Pascal and Fermat to make a revolutionary breakthrough into the sphere of probabilistic laws. Up to this point, throughout history, people have bet and gambled without using the system

we know today to judge the odds of winning or losing. The choice of the strategy of the game was purely intuitive and was not guided by any prescriptions of the theory. Risk in business is understood as economic risk, i.e. risk measured in monetary terms. Of the whole set of risk concepts in the field of economics and business, the following definition of economic risks is used. Risk in economics (economic risk) is the danger of direct material losses or failure to obtain the desired result (income, profit) due to random changes in external and internal conditions of production, as well as non-optimal management decisions that arise in any type of activity related to the production of products, goods (services), their implementation, commodity-money and financial transactions, commerce, the implementation of socio-economic and scientific and technical projects. So, economic risk is the possibility of an accidental occurrence of unwanted losses, measured in monetary terms.

In the field of foreign economic activity, the occurrence of economic risks is possible both in ordinary commercial transactions and in international investment and credit relations associated with the investment of capital and the placement of financial (currency) resources. Thus, the concepts of uncertainty and risk are superlatives in the sphere of national and international business. Managers of each company must make daily decisions about sales, purchases, organization of work of production and other departments of the company. At the same time, they are faced with changing market conditions, the actions of competitors, changing consumer preferences, environmental restrictions, traditions and peculiarities of doing business, the specifics of national and international legislation, and other factors. Moreover, the complication of business practices and expansion beyond national borders makes it critical to take into account the risk and uncertainty in the field of international business. So, the risks of international business are understood as possible adverse events that can occur and, as a result of which, it is potentially possible to cause losses and property damage for a participant in foreign economic activity. The risks associated with foreign economic activity are divided into two groups: internal or dependent on the activities of the enterprise and external or independent of the activities of the enterprise.

2.3   Technology Relevance

Modern technologies have firmly entered our lives, turning the development of many companies and fundamentally changing consumer habits. And it is clear that this is only the beginning. The impact of various innovative devices on daily lives will become stronger every day. Therefore, entrepreneurs should not only carefully monitor the development of modern technologies but also try to be at least half a step ahead of them. In fact, in the world of modern technology, an entrepreneur, like any other, has only two options - adapt to new trends and accept them, or become a kind of outcast and be left behind. As the English say, take it or leave it.

2.3.1   Still cautious but bolder

More than half or 51% of entrepreneurs believe that technologies have become too complex, and their implementation requires a lot of effort and time, according to the results of a study. At the same time, 64% of entrepreneurs are sure that the use of modern technologies would help them save time, and 25% of respondents think that technologists would reduce the risk of potential equipment downtime. This, in turn, allows us to conclude that the attitude of entrepreneurs towards technology is gradually changing, and more and more managers are starting to seriously think about introducing innovations in their companies. However, before one decides to implement new, technologically complex solutions, they need to carefully evaluate their feasibility and understand whether they will pay off. Perhaps, all the same it can be achieved with fewer resources.

Most small entrepreneurs dream of becoming medium-sized in the future, and medium-sized entrepreneurs dream of becoming large. However, if there are no such ambitions, it is important to be strong in the niche one occupies. At the same time, the use of modern technology by small businesses can be an even more important step since large companies tend to have more resources that allow them to advertise themselves in all traditional ways. Social networks have become one of the achievements of modern technologies that have radically changed the business environment. With their help, any entrepreneur can not only advertise their services or products but also quite

successfully engage in public relations. This means that SMBs can now eliminate the intermediate step of advertising and marketing agencies by engaging customers with Facebook, Twitter and Instagram. Experience shows that digital marketing campaigns run by entrepreneurs themselves are often not only effective but also innovative. The growing popularity of e-commerce has also made adjustments. Many entrepreneurs now offer their products on the Internet, and some of them have already completely switched to trading in a virtual environment. The Internet allows you to significantly expand the circle of potential customers, enter the international market and reduce costs. And some of them have already completely switched to trading in a virtual environment. The Internet allows to significantly expand the circle of potential customers, enter the international market and reduce costs and some of them have already completely switched to trading in a virtual environment. The Internet allows to significantly expand the circle of potential customers, enter the international market and reduce costs.

2.3.2 Profitable Investment

Among other advantages, modern technologies allow entrepreneurs to plan their time more flexibly. Examples include the latest accounting programs and modern terminals for accepting payment cards, which allow saving on cash collection, minimizing cash turnover, and reducing the risk of human error and theft. Not to mention that often customers do not have the necessary amount of cash with them, and they can only pay for the purchase with a card. In addition, the implementation of many technological solutions often costs less than it might seem at first glance, especially if the enterprise chooses standard solutions that do not require the purchase of any exclusive hardware and software. Therefore, the introduction of modern technologies should be perceived not as an expense but as an investment,

3 METHOD

The deductive method was used in this research. According to Orhaner (2022), in deductive methods, true premises inevitably lead to a true conclusion. Vaidya and others (2022) add that all information or factual content of the conclusion was already, at least implicitly, in the premises. Or rather, the deductive method has the purpose of explaining the content of the premises. This work was prepared based on bibliographic research on negotiation, international negotiation, and culture in international negotiation. According to Premarathna (2018), bibliographic research is developed based on material already prepared, consisting mainly of books and scientific articles. The books consulted were those of current reading that aims to provide scientific or technical knowledge. Periodical publications were also used; they are edited in fascicles, at regular or irregular intervals, with the collaboration of several authors, dealing with different subjects, although related to a more or less defined objective. Journals, especially scientific journals, according to Sanka and others (2018), nowadays represent one of the most important bibliographic sources. The matter of journals tends to be much deeper and better prepared. Schühly (2022), when discussing bibliographic research, mentions that its main importance resides in the fact that it allows the researcher to cover a much wider range of phenomena than he could research directly.

3.1 Theoretical Basis

Negotiation, international negotiation, culture and the influence of culture on international negotiations are the bases of this work. The definition of negotiation is given to clarify its meaning, highlighting its importance in an institution. Two negotiation processes characterized by distinct stages are discussed. A link is made between the two processes to create a more effective process. International negotiation requires a series of preparatory factors that are presented and discussed based on the ideas of Yusufov and Shiboldenkov (2020). Of the factors presented, culture was the factor selected to be explored. On culture, definitions and dimensions proposed by Simpson and others (2020) are presented, as well as cultural aspects that determine the behaviour of agents. A view of culture as a determinant in negotiations is consolidated. For this reason, understanding the culture should be considered an aid instrument that

is part of the preparation for a negotiation process. Examples of behaviours that enable a negotiator for international negotiation are also pointed out.

3.1.1 Negotiation

Communication is present, as a tool, in all possible forms of relationship. In institutions, negotiation is the most common communication tool. In the definitions of negotiation, the authors seek to emphasize the importance of the theme in the daily lives of people and organizations. According to SHOAIBI (2021), negotiation is the means by which people deal with their differences – whether they involve the purchase of a new car, a labour issue, the terms of a sale, a complex alliance between two companies, or a peace agreement between warring countries, resolutions usually go through negotiation. Negotiating is seeking agreement through dialogue.

Singh and others (2017) suggest an approach focused on the business world: negotiation is defined as a process in which two or more parties enter into an agreement regarding a matter of common interest. Businesses require considering a variety of transactions. These transactions involve negotiations with one or more parties regarding mutual securities and obligations. Another fundamental characteristic is addressed by Singh and others (2017), making a link between negotiation and communication. According to these authors, negotiation is a process of bilateral communication with the aim of reaching a joint decision. Simpson and others (2020) comment on this definition: there is a fundamental factor in the communication process (especially within an organization), that is, the fact that it must be bilateral, satisfying both sides involved, because one will always be transmitting a message (in this case, the sender), while the other side will be receiving it (this is the receiver); probably, in a subsequent moment, these roles are reversed, the receiver becoming the sender and so on. Bilateral communication already shows a greater concern with meeting the needs of both parties.

However, the following definition by Vaidya and others (2022) seems to establish a consensus on this definition: The negotiation process is a very complex social process, involving a complex structure of attitudes and opinions and social relationships – both

within and outside the company – as well as the way these attitudes, opinions and social relationships are changing. The process contains several elements of individual and organizational behaviour, influenced by the past and perceptions of the present and the future. It is made up of numerous decisions made by different people at different times. The final agreement resulting from the process depends on the acceptance of all stages and parts of the process. The negotiation process within an institution is evident in the sense that a simple change or disagreement requires an exchange of ideas to avoid conflict until an agreement is reached. Executives deal with situations like these on a daily basis; they engage in negotiations in the internal and external environment of organizations. There is a need to prepare for each negotiation, as the subjects addressed, the people present, and the environments are different.

3.1.1.1 Negotiation Process

In order to have a good performance in negotiation, some authors recommend the adoption of guiding processes that help the negotiator obtain the desired result. The authors Schühly (2022) present similar negotiation processes, but each one emphasizes a certain stage of it. Simpson and others (2020) divide the process into three steps, the first being to understand that negotiations can be related to strategic, tactical or operational aspects. According to the authors, negotiation at the tactical and operational level is less expensive because if there are failures, the company is not committed. All care is focused on negotiating at the strategic level, where each criterion has to be evaluated. In this context, the authors discuss: that the identification of the various negotiation levels and their relative importance is the starting point, as these aspects provide the necessary basis for the manager to provide the number of resources to be spent on every situation.

Sanka and others (2018), when presenting the six-step process, highlight the importance of personal control, a possible obstacle to negotiation. It is a process that involves tension, emotion, and sometimes aggressiveness (repressed or not), and these are factors that can lead a technically possible negotiation to an impasse. This control must be carried out throughout the negotiation, especially when the conviction stage is reached in which the tension is maximum and emotional control is fundamental for the

good outcome of the negotiation. This concern must be taken into account since the preparation, the first stage, basically consists of establishing the objectives to be achieved, collecting information, in internal negotiation and in their own preparation to negotiate.

Preparation is the first step of the process. According to the authors, this step consists of understanding that every negotiation is a process in which the negotiator prepares himself before the meeting with the other interested party, and, after the agreement is sealed, the decisions will be implemented. According to the authors, the preparation of any negotiation requires the use of a database. This must contain the history of previous negotiations on technical, economic, financial and legal aspects, in addition to information about the organization with which the negotiation is being carried out, its decision structure, its decision makers and the limits of authority. Information on beliefs, behavioural styles, values and even physical conditions of negotiators, as well as organizational culture, is also relevant. It is also highlighted when it comes to international negotiations the importance of knowledge of cultural differences and information about the country during the negotiation. According to Singh and others (2017), when the negotiation works, both sides win. That's the goal. For this to work in today's international trade, the successful negotiator is one who takes cultural factors into account. The subject will be addressed in detail in the course of the work.

The importance of team negotiation, another subject discussed in the second step, is reinforced by Vaidya and others (2022): it is impossible for a single person to master all relevant aspects. This is because the amount of technical, legal, economic and financial knowledge and information required is extremely significant. Furthermore, a person trading alone with a well-prepared team will be at a tremendous disadvantage. In order to negotiate well as a team, good preparation is essential, with a precise definition of roles, procedures and communication codes. Sadiku (2022) emphasizes preparation. Walsh and Winsor (2019) emphasize the tête-à-tête of the negotiation itself in its second, third and fourth stages of the process. The opening, the second stage for SHOAIBI (2021), is the first meeting between the parties; according to the author, we must work with double attention, as this first contact can interfere in all subsequent negotiations, positively or negatively. Some care must be taken not to make a bad

impression; in the words of SHOAIBI (2021), it is very important not to go straight to the subject of the meeting and avoid talking in numbers. Here the goals are to create a favourable environment, establish some relationship of trust and get in harmony with the other negotiator. Furthermore, SHOAIBI (2021) states that skilled negotiators use the opening phase to look for commonalities between them in order to create an initial harmony.

The author also suggests some tactics to help the negotiator during the opening: strengthen trust, reduce tension; exchange some information; make sincere and credible opening statements; do not be alarmed by possible initial aggression; if it happens, break it. Walsh and Winsor (2019) give the name of "test" to the third stage of the process, a step that precedes the central phase of negotiation, whose objectives are to discover possibilities of movement and the 'structure' of the other team, cause interest in your proposal and influence the other party. To achieve these goals, the author recommends: asking lots of questions, giving some information and showing the benefits of your proposal, product or service.) A capable negotiator uses this step to show assertively that the agreement will not be reached easily and that the other side will have to fight to reach it. In conviction, in the fourth and tensest stage, concessions are made and obtained. According to the author, the negotiator must obtain the maximum movement of the other party with the minimum movement on his part. To be successful, the negotiator must: defend and explain his position, showing the other negotiator that he cannot remain in his initial position; find alternatives, be creative to achieve unconventional results; use concession techniques; present facts, data, reports and evidence to support your arguments; do not ask for a concession without having reasons to do so.

According to Vaidya and others (2022), it is at this stage that the initial conditions of negotiation change, creating more anxiety in the negotiator, who often closes a deal without analyzing what is being agreed upon. The authors propose a resource, the MAANA tool – Best Alternative to Negotiating an Agreement – at this stage to prevent the negotiator from taking decisions contrary to what was initially foreseen is a standard against which any proposed settlement must be measured. It is the only standard that

can protect you from accepting terms that are too unfavourable and from rejecting terms that it would be in your best interest to accept.

The authors explore the tool's convenience: Its MAANA is not only a better measure, but it also has the advantage of being flexible enough to allow the exploration of imaginative solutions. Instead of excluding any solution that doesn't match the minimum floor, one can compare the proposals with MAANA and see if they best suit their interests. Schühly (2022) emphasizes the power of MAANA when describing that: the better the MAANA, the greater the ability to improve the terms of any settlement negotiation. Knowing what one will do if the negotiation does not lead to an agreement will give additional confidence in the negotiation process. It's easier to stop negotiations when one knows where they're going. The greater the willingness to stop negotiations, the more effectively they can present the interests and the terms on which they believe an agreement should be reached.

The realization of the negotiation is commented on by Sanka and others (2018)in the third and final step, the post-negotiation. The outcome of the negotiation is identified at this stage after the agreement has been implemented. Failure to follow up by both parties can lead to the wrong practice of what had already been stipulated throughout the negotiation process. SHOAIBI (2021) separates the post-negotiation into two stages: closing and implementing the agreement. According to the author, the agreement is closed when the negotiators perceive that the conditions are acceptable to all parties. The closing also includes the elaboration of a formal document that reduces the risk that the other person considers that the deal is not yet fully closed and has a tendency to cancel the agreement. Closing the agreement does not mean its fulfilment; the purchased product has to be delivered, and the service has to start. Negotiations after the contract closes are carried out to pressure the other party and adjust anything that has been left open. Taking into account the division of the process made by Walsh and Winsor (2019), unite important procedures of the negotiation itself in a single step. Less importance is given to the phase that involves direct contact with the other party. It can be seen that SHOAIBI (2021) emphasizes the importance of preparation as well as behaviour and procedure towards the other negotiating party. The standardization of a negotiation process guides the negotiator's behaviour in the face of the variables of

each negotiation. Preparation for negotiation avoids agreeing on issues not raised previously and that do not correspond to the interests of the companies. In order to bring results, negotiations must be well studied and planned; the organization needs this type of negotiation for its development.

3.1.1.2 Negotiation in the Administration

When it comes to large internal and external transactions, those responsible for the institution play the role of decision-makers. The administrator daily seeks to preserve the institution, defending its interests and seeking new business opportunities. The power of negotiation becomes a constant tool. According to Yusufova and Shiboldenkov (2020), negotiation: can be considered almost a way of life for managers, occupying most of their time because in many situations in the day-to-day, there are conflicts of interest. People disagree with each other and use negotiation to seek a form of joint action that can better serve both parties involved. When commenting on the importance of negotiation in administration, Parmar and others (2022) deal with the scope of the organization by stating that: negotiations in organizations often involve more than two sides. This is due to the fact that they are organizations composed of several areas, with several common interests and other conflicting ones. Sadiku (2022)goes further by saying that: the skill of a negotiator is essential for effective interactions between managers and subordinates, between different departments, between companies and their suppliers, customers and unions, and in many other situations.

Competence in these forums contributes to the success of the organization as a whole. The value of negotiation in any profession is highlighted by Singh and others (2017) when commenting that to be successful in a professional career, as well as to have good conditions for continuous adaptation to constant changes suffered in the environment; it is essential that professionals have good negotiation skills and that they use them as a powerful tool. Not only in any profession but also anywhere in the world, negotiation is present. Walsh and Winsor (2019) consider that negotiations at the international level have assumed, in recent times, increasing importance, especially with the globalization of the economy. In order to become effective, international negotiations must consider as basic ingredients the cultural aspects of each country involved, given

the great differences that exist and the enormous influence that these cultural factors have on the attitudes and behaviour of people in their country day-to-day. In addition to being aware of cultural differences, the negotiator must give importance to the analysis of the environment and the influences it exerts on negotiators, making their skills be used differently, depending on the characteristics of the country in which the negotiation takes place.

3.1.2 International Trading

It is the responsibility of a negotiator to know the factors that intervene during the international negotiation process. The host does not provide the other party with aspects that must be taken into account when negotiating in its country. The authors Yılmaz and Temizkan (2022) explore contextual factors that must be taken into account for a successful negotiation. To better understand them, the authors distinguish the external context (environmental context) from the immediate context of negotiation (immediate context) and according to them, at different levels, both influence both the process and the outcome of the negotiation. The external context concerns the political, social, legal, economic and cultural aspects that affect the perception of negotiators in advance and that vary according to their location. These factors shape the immediate context of trading. All negotiations have common characteristics; these, however, can be affected by external factors that surround the life of negotiators. In a globalized world, the interaction between negotiators from different external contexts is increasingly frequent.

Pidduck and others (2018) also highlight key contexts in international negotiation. The external context, process and disposition of negotiation are worked to develop what the authors call the architecture of global negotiation. This proposal differs from the model proposed by Taiminen (2018), first, because it takes into account the negotiation process, commented above; second, the authors add one more factor, called negotiation style; and third, it differs in the characterization of the immediate context. The external context is the first one addressed by Orhaner (2022) and includes legal and political pluralism, currency fluctuations, bureaucracy and foreign government control, instability and change, cultural differences, external stakeholders and

differences that are ideological. Premarathna (2018) points to the value of legal pluralism in international negotiation: An international negotiation must be in accordance with the laws of the countries involved. Negotiators must be warned of legal pitfalls that can turn a theoretically good deal into a nightmare if the legal implications of the deal are not carefully examined.

For lawyers whose practice is focused on international business, as well as lawyers in this sphere in general, negotiations represent an extremely important segment of professional activity. Negotiations, in the broadest sense, can be seen as a process of reaching a deal (deal making) and as a mode of alternative dispute resolution (problem-solving) (independently or as a stage preceding arbitration and mediation). Also, negotiations are a stage regulated by law that precedes the conclusion of a contract. Lawyers have their own specific role in each of the mentioned forms of negotiation - sometimes traditional and sometimes intensified by the development of alternative dispute resolution and the development of modern business in general. In the international context, negotiation acquires a specific characteristic that is a consequence of the contact of different cultures. The cultural factor in international business negotiations thus becomes a distinctive aspect of these negotiations, which attracts more and more attention. Understanding cultural differences and the ability to adapt to those differences are important elements in creating a valid negotiation strategy that leads to success in any form of negotiation. For this reason, this topic is becoming very popular in the business world, where the legal profession, for its own purposes, is watching developments in this area with increased attention. The literature thus includes a large number of empirical studies and an interdisciplinary approach to the problem.

The increased interest in understanding the role of culture in international business negotiations is not surprising, given that in 2015 the value of concluded international deals that touch several cultures reached 4.2 trillion US dollars. There are admixtures of different points of view - from organizational sciences and social psychology to cultural studies and law. Several major studies have shown that, in the negotiation process, culture affects negotiation goals, strategies, cognitive schemas, communication style, body position and movements, as well as the meaning of apology (taking responsibility).

There are ten ways in which culture affects negotiations. The conclusions are similar to those reached by one of the most famous authors in this field. However, certain differences exist.

It is reasonable to expect that he approached this topic through the prism of legal science and practice and that his conception can be close to the legal profession. It is necessary to be informed about aspects of culture which come from the other side, but that stereotypes should be avoided. It is essential to find a way to overcome the cultural gap. Research also shows that the distinction between the cultures of the East (characterized by collectivism, hierarchy, and high-context communication) and the West (characterized by individualism, egalitarianism, and low-context communication) is actually based on cultural values, which represents a simplified picture that does not take into account specific cultural norms, where greater regional differences are noticeable. Research also shows that the fact that negotiators come from different cultures does not necessarily lead to their negotiation strategies being opposed or that the agreement reached will be suboptimal. Nevertheless, it is clear that the cultural factor is something that every negotiator must take into account if he aims to succeed in the negotiation process.

Negotiators must be informed of legal aspects of the country relevant to the matter before the final agreement. This ensures that the final agreement does not contain clauses that cannot be implemented because they are legally prohibited. The political pluralism mentioned by Taiminen (2018) points to the disparity between governments around the world and the difficulty that executives face. "International executives are often caught in the crossfire of the conflicting foreign policies of two or more countries. According to the authors: knowledge and understanding of the requirements and limits imposed on this type of negotiation by the foreign policies of countries directly or indirectly affected by the outcome of the negotiation are of paramount importance. Sanka and others (2018)delve into the matter by stating that a bilateral agreement can be legally negotiated but politically implementable. The authors suggest a review of the country's political environment should precede the negotiation. A rich foreign market may not allow entry if the political environment is characterized by instability and uncertainty.

There are three ways to analyze a country's political perspectives: (1) visiting the country and meeting renowned people; (2) hiring a consultant to prepare a country report; and (3) studying political risk analyses. Changes in the value of the currency traded are another worrying factor, as they can lead to discord between the parties years after the agreement. It would be cautious if negotiators of both companies obtained real forecasts of the exchange rates of the currency in question through reliable sources such as international banks and speculators. Therefore, the contract must contain clauses to protect them from changes in exchange rates or agree in another contract on how to deal with future changes in the exchange rate. In addition to the idle exchange rate, each country has its own method and procedures for exchanging foreign currencies – usually developed by the central bank.

The authors also point out another problem that involves the exchange rate fluctuation that occurs as a result of the change in demand and supply of each currency. Control and bureaucracy in some governments prevent private negotiation. Government agencies may have the authority to control the production of industry. They can also have absolute control over the investments allowed to increase the productive capacity of the industry. Government influence in a negotiation surprises an unprepared negotiator. A government agency may not be present at the negotiating table, but its silent presence is felt throughout the process. Developing countries have when it comes to foreign investment, thus creating an additional impediment. Developing countries are often afraid of being dominated and exploited by foreign businesses. These nations legislate a variety of laws to stipulate the role of foreign investment in their economy. This control is done to protect national companies from the market leader of foreign companies. A country's government sometimes imposes market controls to prevent foreign companies from competing in certain markets. When dealing with instability and change, a factor that must be analyzed when it comes to international negotiation, to deal with volatility and risk, traders must be prepared with expert advice on the likelihood of political and economic risks in that country. The authors also emphasize the importance of knowledge of the opportunities and risks that exist worldwide is very useful, as it serves as a benchmark for the product, thus being able to evaluate the cost-benefits of doing business in that country.

In many countries, there are often unpredictable changes in their government. In this environment, a foreign company, when it thinks it is about to strike a deal, may find that the government it had first negotiated with has changed to one that does not accept what was previously agreed upon by the predecessor government. Consequently, it is important for international negotiators to examine, before making a deal, whether the current government will be ruling for a while. According to the authors, negotiators are often surprised, as they are not aware that there is a possibility of political changes without a change of government. It is important, therefore, that foreign companies analyze the mechanism of government change. The norms and cultural differences, a factor of study of this work, contribute to the performance of the negotiator in the negotiation. Most international negotiations never meet the expected potential because of cultural faux pas (gaffes) by one party or another during the negotiation.

Doing business abroad requires interacting with people who grew up in different cultural environments. Values that are important to a group of people may mean little to others. Some attitudes and perceptions of one nation can impress the people of another country. With the globalization of trade, more importance has been given to cultural forces. Naivety and inattention to culture can lead a person to make a costly mistake. Four cultural aspects are of fundamental importance to have a good performance in negotiation. They have spoken language, body language, attitude to time, and attitude to contracts. Stakeholders are defined as the shareholders, employees, customers, competitors, unions, chambers of commerce and industrial associations of an institution. Different stakeholders have different agendas depending on how they affect them; stakeholders go against or in favour of negotiating with a foreign company. When conducting a negotiation, therefore, the institution must question the possible reaction of each stakeholder. Stakeholders always maintain an 'invisible' presence at the negotiation table, observing the procedures and signalling their approval or disapproval of what is being negotiated. The last factor of the external context commented on by the authors is the ideological differences. These differences are pointed out as a problem by the authors because international managers can clash with ideologies – the basis of life – that they have always taken into account and that do not exist in other countries. Our translation).

Ideologies influence the behaviour of attributed people over time. The negotiator needs to be prepared and respect the values and ideologies they have in common. The external factors highlighted by the authors indicate part of the negotiation architecture beyond the reach of negotiators. All the factors mentioned are different in each country, so the study of the external environment before the negotiation is essential to achieve the results desired by the parties. In the second context, the authors frame limited control factors that permeate the negotiation process. These factors are bargaining power and the nature of dependency, levels of conflict, the relationship before and during the negotiation, the desired outcome in the negotiation, the impact of immediate stakeholders, and the style of negotiation. Bargaining power and the nature of dependence is the first factor pointed out by both authors. The importance of mutual dependence for a successful negotiation is undeniable. According to them, the degree of dependence determines the bargaining power of each party involved. Of course, the company that has the greatest bargaining power will adopt a more aggressive stance than the other; the strategies adopted by a company depend on the power it has in negotiation.

The conflicts are different in each negotiation, depending on the negotiating parties. When the parties agree on common points, the outcome becomes more friendly. In negotiations in which the parties disagree, the environment becomes hostile, harming the outcome of the negotiation. Simpson and others (2020) provide two distinct approaches: zero-sum and win-win, which occur in any negotiation. The win-win solution comes when the gains of one party have a positive impact on the gains of the other party. The zero-sum solution represents the opposite, where one party gains at the expense of the other, thus creating a hostile environment. The relationship before and during the negotiation, determined by the negotiating parties, has a significant impact on the series of negotiations that ensue. When past negotiations were resolved in a win-win situation, both sides showed up with a positive attitude to the future negotiation, hoping to negotiate in a win-win situation. However, when past negotiations were frustrated, a pessimistic climate prevailed for future negotiations. Previous relationships create expectations about the future of the relationship, influencing negotiation behaviour. When dealing with the desired result in the negotiation, there are possibilities of a tangible and intangible outcome. The authors give an example of

tangible results: profit sharing, technology transfer, royalty rate, intellectual property protection and others whose values are measurable.

Intangible results include the goodwill generated between the parties in a negotiation and the desire to offer concessions to enhance the relationship. The desire to obtain a win-win result through collaboration and commitment is another intangible result. The strategies and results of negotiations will be conditioned by the short or long-term relationship highlighted by the parties. For example, it would be rational to expect both sides to commit to tangible rather than intangible outcomes if the long-term relationship is indeed the parties' preeminent objective. On the other hand, if the short-term relationship is what is desired, negotiators are likely to aim for tangible results that do not require the goodwill of the parties to satisfy. The impact of immediate stakeholders, the last factor addressed by both authors, refers to negotiators and their characteristics. Their experience in global negotiation and their cultural perspectives on the outcome of the negotiation lead to conduct in the negotiation process.

The authors believe that experience also teaches rituals of the culture and the meanings of gestures, jokes and gifts. Such experiences are effective for planning strategic negotiation tactics. Choosing which paths and strategies work and which do not, in the context of a negotiation, is an art acquired through a long negotiation practice. It is interesting to point out that culture was the only aspect addressed twice, both in the environment and in the disposition of negotiation by both authors. The importance of culture lies in the fact that the negotiator's cultural experience has perhaps the most profound impact on the negotiation process. After all, not being able to have international trading without the interaction between at least two people from different cultures. And culture is a combination of a series of values, beliefs and norms that have been internalized by people in society; it has a definite role in how and why people behave as they do, even in the context of international negotiation. According to the authors, each negotiator has their own characteristics, and they adopt them in the negotiation process. There are some who adopt a more aggressive posture, while others prefer to avoid confrontation. Each trading style has its advantages and disadvantages. With regard to negotiation, the best style is the one that satisfies the needs of the parties. In other words, the negotiator must embrace the style that assists

him or her in a win-win outcome. Negotiators' patience is tested when it comes to international negotiation. It takes time to reach an agreement between the two parties due to the aforementioned complexities involved. Culture is the most evident factor and should be treated with more caution. It requires distinct and complex comparison patterns that take time to understand. When culture is at stake, you cannot make a judgment of what is right or wrong. Each culture has its values , and the negotiator must be aware of the influence of this factor in the negotiation.

3.1.3 Culture

Values deal with: Evil versus good; Clean versus dirty; Dangerous versus safe; Prohibited versus allowed; Decent versus indecent; Moral versus immoral; Ugly versus beautiful; Unnatural versus natural; Abnormal versus normal; Paradox versus logic; Irrational versus rational. Values are the first learnings of a being in any culture. According to them, human physiology allows for unconscious learning from the environment for 10 years. Gradually, the form of learning and awareness changes, starting to focus primarily on practices (symbols, heroes and rituals). The human being cultivates, throughout life, the values learned in the early years; after a certain age, the learning of new practices comes to dominate. Values are never lost sight of.

The way in which people perceive and interpret the world varies according to several cultural factors. After conducting a survey of 60,000 IBM servers in more than 40 countries, there are four dimensions that stand out when it comes to cultural differences in a business environment: power distance, avoidance of uncertainty, individualism versus collectivism, and masculinity versus femininity. Power distance refers to the degree of inequality acceptable to the people of a country's population (from relatively equal to totally unequal). The author categorizes societies into two groups: those that demonstrate great power distance and others characterized by small power distances. Great power distance refers to cultures, usually from underdeveloped or developing countries, where power is in the hands of a few; in societies with a short distance from power, inequality is lower and personal relationships are more egalitarian.

Simpson and others (2020) define uncertainty avoidance as follows: the degree to which people in a country prefer structured over unstructured situations. In societies with high uncertainty avoidance, planning years ahead is planned to minimize anxiety about future events. The concern is constant about the future; some actions are taken to control this future as much as possible. Societies that have low uncertainty avoidance are not stressed by future events. Nothing is done to find a more structured and planned future. Individualism versus collectivism is the third dimension highlighted, denoting the degree to which people in a country learn to act as individuals rather than members of cohesive groups. Individualistic societies present people who are self-centred and who depend little on others. Acting alone prevails over actions that would be better developed in a group. In collectivist societies, the group mentality prevails; members are interdependent and seek harmony within the group. Masculinity versus femininity, the last dimension, refers to the degree to which masculine values such as performance, success and competition prevail over feminine values such as quality of life, affective relationship, service, and solidarity.

'Masculine' cultures stipulate different roles for men and women. Song and others (2020) present four other cultural aspects that drive behaviour in a given culture. The four aspects: relationship, communication, time and space are called by him the 'Silent Language'. According to Song and others (2020), when it comes to relationships, the following question should be asked: "Is the culture focused on the business or on the relationship?" There are cultures where the relationship comes from a business, and there are others where the business comes from a relationship. Multicultural communication, the second and most commented aspect proposed by Song and others (2020), presents cultures as being of high context indirect communication and low context direct communication. According to Song and others (2020), these contexts distinguish cultures that use explicit language from those that use implicit language. High context cultures make extensive use of non-verbal cues and subtle situational cues in their communication. What is left unsaid can be more meaningful than words. On the other hand, low-context cultures essentially rely on words to convey their messages. Body language and social status are secondary to the spoken or written word.

As for the 'time' aspect, Taiminen (2018) distinguishes cultures that have a monochromatic conception and others that have a polychromatic vision. A monochromatic view sees time as a scarce resource that must be rationed and controlled through schedules and aiming to do one thing at a time. Polychromatic cultures see the maintenance of a harmonious relationship as important in the agenda so that the use of time is flexible and we do the right thing for the people with whom we have an obligation. Sadiku (2022)makes a link between the 'time' aspect of Hall and the dimensions of Schühly (2022). The monochromatic conception of time is characteristic of individualistic cultures and the polychromatic conception of collectivist cultures. The authors complement there are other attributes of culture that are also important in relation to time. For example, the uncertainty avoidance dimension is more linked to the degree to which we plan our time use carefully in advance. The last aspect commented on by Hall is space and how people in each society prefer it. In formal cultures, being too close to people creates tremendous discomfort. Informal cultures show the opposite; people try to get closer to others to demonstrate friendship and companionship. Culture is just one aspect being analyzed before starting a business in another country. The actions that most shock international negotiators are actions referring to cultural behaviours, behaviour that is not expected in one culture can be considered normal in another. An international negotiation involves a series of factors, and culture was the factor extracted from the external context to be debated.

3.1.4 Culture in International Negotiations

Multicultural negotiations are of great importance for globalized companies. This type of negotiation is quickly becoming an everyday activity in the development of these companies. The international negotiation process and cultural aspects mentioned above are fundamental for an international negotiator to obtain desirable success in negotiation. The successful international negotiator must try to adapt as much as possible to the culture in question to prevent cultural differences from becoming evident, thus creating another barrier. Taiminen (2018) shows how the four dimensions of culture mentioned above can affect international negotiation.

The dimensions of Yaseen (2018) analyze macro behaviours in a culture, that is, behaviours that cannot be immediately identified. The negotiator, to draw a conclusion about collectivism, for example, observes the conduct of the other party during several meetings. The same is repeated with power distance, masculinity, and uncertainty avoidance. The hasty observer identifies the other party's collectivism or individualism in single conduct, which may not be usual. Analyzing the set of behaviours adopted throughout the process proves the posture adopted by a particular culture, not only in international negotiation but in any other situation. According to Parmar (2022), the rules within each culture are detailed and complex, making them even more difficult to remember during a negotiation. Regional variations within the same country are another aggravating factor for negotiators. Sensitivity to ground rules allows the negotiator to show respect, avoid offence, enhance companionship, and strengthen communication. The author proposes a series of practical questions used to identify the distinct behaviours of each culture.

The negotiator who seeks to answer these questions before a negotiation identifies do's and don'ts in each situation. Executives used multicultural negotiations to understand and respect the other party that demonstrates behaviours different from their culture. A previous curiosity about the 'host' culture is enough to avoid admiration that leads to pauses in reconciliation, harming the course of the negotiation. The demonstration of knowledge of the culture causes instantaneous assimilation of the other party, facilitating the development of the entire negotiation process. Unlike Orhaner(2022), Onyusheva (2018) points out behaviours to be expected in different cultures. According to the - English, negotiators are very formal and polite and attach great importance to protocol. They also care about etiquette. - The French expect others to behave like them when doing business. This includes speaking French. - Protocol is formal and important to the Germans. Conservative attire, posture and good manners are mandatory. The way you dress and behave implies seriousness. - Swedes tend to be formal in their relationship; they don't like to bargain; they expect flawless professional proposals, and they are attracted to quality. - Italians tend to be extremely hospitable but generally volatile in temperament. When speaking, they gesture a lot and express a lot of emotion. - Japanese people often want to spend days or even weeks creating a friendly and trusting environment before discussing business. - In China, the protocol

followed during a negotiation must include gift-giving. As the Chinese do not like to be touched, bowing and a brief handshake are used by him in greetings. - Business is conducted in a formal but relaxed manner in India. Networking is important, and asking permission to smoke, come in or sit down is necessary. - Emotion and drama count more than logic for Mexicans. Mexican negotiators are selected for their rhetoric and acting skills. - Brazilians give more importance to the process than the final result of the negotiation.

Discussions tend to be lively, warm, engaging, eloquent, and witty. Businessmen like lavish hospitality to establish a good social climate. The behaviours indicated refer to behaviours adopted and expected by each culture within an international negotiation. Executives who already know the culture from having lived, travelled, and/or studied expect the type of behaviour pointed out. In general, it is known that Italians use gestures a lot, the English are formal, and the French do not accept to speak another language; that is, they are stereotypes of a culture that are taken into a meeting room. The questions suggested by Ojelade (2022) point out small behaviours that the negotiator can work on to adapt them in each negotiation; the behaviours pointed out by Premarathna (2018) are rarely worked on by negotiators, as they go against their form of conduct. It is not common to see Chinese behaviour like Italians or Germans behaving like Mexicans, or Brazilians behaving like French people. Changes in this type of behaviour can cause false and embarrassing trading environments.

Schühly (2022) is concerned with identifying the values of a culture. According to him, the value system affects many human aspects that are important in shaping the behaviour and economic performance of society. The author highlights values as an aspect of culture that influences different ways of looking at life. The perception of the world of each individual around is seen, to some extent, through a 'cultural' screen. The author exemplifies that in Latin America, it is important for the negotiator to show interest and concern for the families of others before discussing business. As for the Japanese delegations, it is usually the eldest who has the right to speak in the negotiation; the other members of the delegation have the right to express themselves in private discussions. The Chinese show a lot of patience, trust and ethical and moral principles. Scandinavians like a lot of space around them when they talk to people. The

values commented by Heiba (1984) configure another cultural aspect to be respected. Like the behaviour, the values should not be changed either. It is through behaviour that a culture expresses its values. The values , according to Hofstede and Hofstede (2005), are the first learnings of a person; that is, they are rooted in their formation, making it almost impossible to transform them. As they represent the essence of each culture, values cannot be judged as right or wrong but as applicable or not applicable to a particular culture. Values indifferent to the negotiator's culture must be accepted and respected for negotiation to progress.

4 DATA COLLECTION

There are techniques to collect data that will become information after being analyzed. The most common are documentary research, survey by questionnaire or interview, observation. The interview, particularly used in the social sciences, is also mobilized in other professions such as consulting, for example. The purpose of this document is to present the basic principles of the interview and more particularly of the semi-structured interview. However, many of the elements will be equally useful in other data collection situations such as questionnaire surveys or observation.

4.1 Data Analysis

The interview makes it possible to develop a qualitative approach and encourage the expression of personal points of view and opinions rather than a quantitative approach. It is a method that serves a comprehensive approach. The interview is useful when the interviewer is unaware of the respondent's world of reference or when he does not wish to decide a priori on the system of internal consistency of the information sought. The interview is appropriate if the study focuses on individuals or a small group. To carry out a series of interviews, it will be necessary to ensure that there is sufficient time for the analysis because the processing after the fact requires time so that the richness of the interview is exploited as well as possible.

4.2 Population and Sample

The interview from McDonalds and Burger King Employees designates a conversation between two or more people on different subjects. People can be friends, family members or others.

In the scientific sense, the interview from McDonalds and Burger King Employees is a method of research and investigation. Through this method, the investigator seeks to obtain information on the attitudes, behaviors and representations of one or more individuals in society. About this method Quivy and L. Van Campenhoudt point out that it allows "the analysis of the meaning that the actors give to their practices and to

the events with which they are confronted: their value systems, their normative reference points, their interpretations of conflictual situations or not, their readings of their own experiences (2011). The interview from McDonalds and Burger King Employees questions are prepared before it is set up. Indeed, before going into the field, the researcher develops a series of questions that will serve as a guide throughout the interview from McDonalds and Burger King Employees. Preparing for the interview from McDonalds and Burger King Employees also involves selecting the people to be interview from McDonalds and Burger King Employeesed. The researcher will only interview from McDonalds and Burger King Employees people who probably have information about his research object. In this regard A. Anger indicates that " the researcher questions such a person because this person has such a characteristic, because he belongs to such a social stratum, because he has known such a type of experience " (1997).

The directive interview from McDonalds and Burger King Employees: this type of interview from McDonalds and Burger King Employees is similar to the questionnaire method. Indeed, before going into the field, the researcher establishes a series of specific questions that he will ask the interview from McDonalds and Burger King Employeesees. In order to scientifically compare the data, the researcher will ask the same questions to all the interview from McDonalds and Burger King Employeesees. Admittedly, this type of interview from McDonalds and Burger King Employees is reassuring for the researcher. The latter comes with a series of pre-established questions. But, it leaves only a little room for maneuver to the interview from McDonalds and Burger King Employeesee. Because of the limits imposed by the interview from McDonalds and Burger King Employeeser, the respondent will not have much freedom to express themselves (Blanchet and Gotman, 2010).

4.3 The questionnaire

The questionnaire is a method of collecting information put in place to explain and understand facts. Contrary to the interview from McDonalds and Burger King Employees and the observation which are individual or collective methods, the questionnaire is only a collective method. Indeed, it is the quantity of elements collected that gives the questionnaire its validity and allows the data to be deemed authentic.

According to the supporters of this approach, the fact of developing a questionnaire makes it possible to avoid falling into the trap of subjectivity. The questionnaire method is based on a purely rational mathematical approach (Vilatte, 2007).

An open ende questionnaire has been used for this research. The open questionnaire: in this type of questionnaire, the order of the questions and their wording are fixed. However, the participant can speak for as long as they wish. The respondent has the possibility of reviving it (Combessie, 2003).

5   RESULTS

Interviews have been conducted and respondents were asked about the different cross-cultural aspects affecting the organizations in which they were working. It has been discovered that due to the expansion of international trade, technology, and the Internet, intercultural communication has acquired strategic importance for businesses. Understanding cross-cultural communication is vital for any firm that has a varied workforce or aims to conduct worldwide commerce. Understanding how individuals from various cultures talk, interact, and view the world is necessary for this form of communication. Intercultural communication in a company deals with comprehending diverse traditions, beliefs and commercial communication tactics. Differences in language, high-context cultures vs. low context cultures, non-verbal differences and power gap are the key elements that might affect intercultural communication. Different cultures use eye contact and gestures differently when expressing themselves nonverbally. Companies must teach personnel in the best method to handle non-verbal communication in order not to insult different cultures. For example, American employees prefer to wave their hand and use a finger to point while offering nonverbal guidance. Extreme gesturing is considered disrespectful in certain cultures. While pointing may be deemed suitable in some settings in the United States, Yamato would never use a finger to point at another person since such a gesture is considered disrespectful in Japan. Instead, he can gesture with an open hand, palm facing up, toward the individual. Another example of nonverbal communication is eye contact. Eye contact is encouraged in the US and is regarded as a sign of sincerity and openness. However, in several Asian and Middle Eastern cultures, extended eye contact can be considered as unfriendly or confrontational in many situations. The largest obstacle in dealing with intercultural communication is the difficulties produced by linguistic barriers. Power distance is related to how power is allocated within an organization. Typically, American organizations employ low-power distance and have more informal hierarchies that enable contact between CEOs and their subordinates. Managers converse with subordinates and even solicit their opinions. Firms with large power distance are often quite hierarchical in character and have major variances in authority. Some Japanese corporations can employ this power structure.

1. **Effect of Cross-Cultural Customs on Business**

Respondents were of the view that it is crucial to understand the cultural norms expected in a social or professional context in a specific market before conducting business there. There are many of websites to educate you on social conventions and business regulations to ensure you are courteous and respectful. If you are inexperienced with social conventions and business processes, you may behave in ways that might be viewed as disrespectful. To assist you remember how to act in a strange culture, a useful method is to compile a list of do's and don'ts. Some of the respondents from McDonalds think. "Knowing about social conventions and company regulations is a good start, but to be effective, research must go beyond do's and don'ts." This is why, examine the distinctions and similarities between your own culture and the host culture to discover where to change your conduct. Additionally, look into the most important social, political, and economic events taking on in that society. A war, revolution or recession may have a tremendous influence on the culture of a nation or area. Take the time to examine any pre-existing notions you may have about the host culture, as well as how your local interlocutors view Canadians. Respondents think, "Stereotypes are frequently not reflective of a culture, faced with this world of interchange, continual movement, but also with the rise of the Internet and new technology, the firm has had to adapt by also becoming a space of intercultural expression." The liberalisation of markets has given rise to the necessity for organisations to hire "more" mobile and varied profiles. Within the organisation, the adoption of an intercultural management policy is becoming more and more vital, not by suffering the differences but by attempting to make them a genuine strength.

2. **Effect of Cross-Cultural Mannerisms on Business**

Managers and other employees are often at a loss when faced with the questions of mannerism; moreover in certain situations where the tensions of civil society invite themselves into daily professional life. After interview, two schools of thought face each other on the subject: that of cultural neutrality and that of cultural adaptation. Interviewees believe, "the historical contexts of each company differ but also the vision of the human ambition of governance will direct the managerial strategy

towards this or that posture; experience shows, however, that we must be wary of fashion effects: the company is above all a professional place and not confessial; it is a secular place, hence the importance of structuring and sustaining a strong culture." The latter must know how to adapt when the social body is strongly influenced by various cultural origins. In this particular situation, it's crucial to carry out ethnocultural work rather than attempting to fit everyone into a perfect mould. According to respondents, "Once the employee is employed, he must be regarded as a strong link in the human organisation of the firm. Certain ceremonies, certain traditions, certain conventions cannot be left outside the corporation as they are part of the individual." It is therefore vital to assess the impact during recruiting without any discrimination but to allow both the company and the employee to be in peace. It is crucial to assist managers in deciphering the symbols and rituals of the many cultures engaged in active intercultural management; doing so is not superficial nor a waste of time; rather, it provides managers with the understanding-opening tools. Many stressful situations may be avoided by the cultural approach. Adopting this form of management encourages dialogue between employees, and helps the organisation to shine in terms of values and corporate culture

3. Effect of Cross-Cultural Gestures on Business

Interviewees believe that the world of work is today fluid and transversal; no organisation can avoid multicultural challenges which occasionally might also take on an intergenerational dimension. Since management is the key intermediary in any successful employer branding plan, the story's direction and the obstacles of employer branding are both directly related to the need to adjust management inside businesses. A respondent from Burger King believes, "The organisation must learn to respect the human wealth of each person with the aim of converting this diversity in advantage. Indeed, a company that has adopted intercultural management benefits from talents from all walks of life (experiences, cultures, values, etc.): a competitive advantage for companies." The key issues facing multinational firms, the organisation of work and multicultural management remain crucial and difficult to satisfy. On the one hand, all the company's available resources should be devoted to developing a lasting competitive edge, while on the other side generating

synergies amongst personnel from diverse cultures. In an intercultural context, it is necessary to attach particular importance to three fundamental dimensions: time management, space management and communication. Indeed, interactions with people from other cultures can confront individuals with these "hidden" dimensions of culture to use the expression. These elements are not always visible, but can have a considerable impact on the development of intercultural relations. First, we will explain the temporal orientations that may be present in national cultures.

4. Language Barriers' Effect on Business

According to respondents, it's about adapting effectively to the communication style of another culture. The communication style of each culture is strongly influenced by its history. Some cultures prefer direct communication with short, precise and explicit information and others prefer an indirect style of communication using subtle hints, metaphors and innuendo. Here active listening without prejudice is the key to success.

Language also plays an essential role, because it structures our thinking and acts as a filter for our perception. It is also important to be open, to be able to read "between the lines" and to understand the other person's body language. A respondent from McDonalds believes, "You should know that 55% of the message is transmitted by non-verbal communication and 38% by paraverbal communication." In conclusion, it is therefore more important to observe your interlocutor carefully and to be attentive to his gestures, facial expressions and intonation than to master his language to perfection.

In terms of intercultural communication, one of the first objectives is to take control of the symbolic space, and in particular of language, by communicating on an ambition that can appeal to the recipient of the message. To do this, he must choose a thematic congruence between the issuer and his target, with a view to building the relationship around common foundations. Once the action has been carried out, it is important in the case of intercultural relations that the Elie connection can have a positive and controlled character. It must indeed be clear that the message refers to stereotyped, critical or negative interpretations. Managers must also ensure that they

communicate internal and external consistency, showing the various stakeholders that cultural diversity is at the heart of the strategy .and constitutes one of the company's key assets. This is how the company can succeed in mobilizing and motivating its teams and promoting cultural differences. Finally, it aims to give a projective dimension to intercultural communication, by situating relations with others as the foundations of the Group's identity.

Giving a justification to his intervention a respondent from Burger King says, "an intervention must be explained and justified with regard to factual elements (news of the company, strategic decision, crisis management, resolution of a conflict)." Avoid the drift of stardom: the CEO's intervention should not overshadow the company, which should be the main beneficiary of communication (notoriety, image, reputation). Pay attention to the remarks and behaviors developed in the context of its interventions: any communication with the press (TV, radio, newspapers, and conference) can give rise to criticism and risk of being distorted (selection of certain passages). Adopt targeted and appropriate communication: communication only makes sense if it conveys a precise and understandable message.

5.   Importance of Tone for Business Communication

Respondents believe that the roof of the house is represented by the "cultural awareness" which is the common thread of the pillars. This is why it is very important for individuals to keep check on the tone of voice of a person. It is about understanding that we have all been influenced/marked by different norm and value systems. What we consider "normal" in our culture may have a completely different meaning in another country. "Cultural awareness" helps us to respect different ways of thinking and acting and to assess cross-cultural situations with great sensitivity. "Cultural awareness" can be understood as an empathetic attitude in interacting with people from another culture that allows us to search for what unites us. We can also interpret this roof as a basic knowledge of the existing cultural differences that help us to better understand other cultures. It's a kind of awareness, openness and tolerance for something that is strange to us. There is also talk of "cultural glasses" that filter how we perceive and interpret certain things. We look for what makes sense to us based on our experiences. A respondent from Burger King believes,

"Congruence refers to the fit between what a person appears to be saying and what their body language suggests they are feeling. For example, if a coworker says he's happy with the role he's been assigned but crosses his arms over his chest, it might be a good idea to ask more questions. Or strike up a private conversation to make sure he's being sincere." Context and culture are also important, as the same reaction can have different meanings in different contexts or cultures. For example, in some cultures, people are not comfortable sharing their opinions or disagreeing with senior employees publicly. Therefore, it is useful to ask your team members for their opinion in a private chat after the meeting.

A respondent from McDonalds replied, "The set refers to the set of gestures that appear together. For example, someone angry might frown, but also tense their shoulders and clench their fist." So, instead of judging someone's mood based on just a nervous hand gesture, you should look at the body language as a whole, so you understand how the person feels and what they are trying to communicate. In addition to all of this, you need to know a person's "baseline", that is, the way they usually act under normal circumstances. Thus, it is possible to analyze the consistency of that person's body language during a given interaction.

6. Intercultural Management

Interviewees are of the view that They actively or subconsciously ingratiate themselves into the multi-cultural community in real life. They commonly meet the foreigner or they are regarded the alien. Most of the time, man realises the sharing of lifestyles, traditions, tastes, experiences, values and beliefs through and via communication. This helps to build a cultural group. However, while we have the cultural membership, we will not be able to definitely realise the cognition of the cultural group to which we belong. For example, it is difficult for a Chinese to clearly explain what Chinese culture is, and the same is true for an American. A respondent from Burger King believes, "We are not able to affirm our own traits inside a cultural mapping framework unless we encounter and contact an individual from another culture. In this perspective, intercultural communication arises first of all from the cultural difference and the sensation of the unknown among people, that is to say that it is formed between persons who mutually possess a cultural gap." Cultural

communication at this time shows a greater desire for its own understanding of the human being, a need for the wonder of uniqueness and creativity, and a need for the depth of spiritual connections via the understanding of others' knowledge. These demands ultimately form a psychological pattern within a person and play a significant role in his ability to adapt across cultures. It is common for communication to also cause rivalry, stress, and anxiety, which in turn causes the cultural and social structure to become unstable. This quality is an integral component of itself. Today's great business leaders have realized that promoting diversity and inclusion is the key to building an effective and engaging organizational culture. Companies that cultivate an inclusive culture and have greater ethnic and cultural diversity are 33% more likely to outperform their peers financially. One of the reasons is the high creativity of these teams. According to a study carried out by the consulting firm Accenture, employees of diverse and inclusive companies are six times more creative and see fewer barriers to innovation.

It is also relevant to note that diverse teams tend to make better investment decisions. A respondent from Burger King responded, "Homogeneous teams lead to worse investment results, according to a study by the Harvard Business Review. Research suggests that success in investing, an unpredictable and competitive field, can also be explained by the greater creativity of diverse teams." Therefore, diversity in the company can drive performance, innovation and creativity, increase profits and improve decision-making. However, to enjoy the full benefits of cultural differences, you must also understand, accept and accommodate each team member's cultural needs. After all, diversity doesn't just require inclusive recruitment policies. To thrive, your organization must establish norms of communication based on empathy and mutual respect. And maintain these values as the pillars of your inclusive organizational culture. Intercultural communication skills are essential to build a multicultural work environment where all employees can feel comfortable and therefore able to deliver their best performance.

7.   Time Differences Affecting Business

Interviewees have felt that time management is highly essential for a business yet employees coming from different cultures have different tastes of working at different

times. Intercultural time management is a crucial idea in firms that encounter multiple cultures. This idea is a constant problem in modern business because of rising mobility and the globalisation of economies. According to a respondent from Burger King, "Cultural boundaries have not been lowered despite increased contacts. Large international firms might find their performance lowered owing to inadequate management of interculturality." This is where we see the need of integrating an intercultural management style to make the most of each culture and promote sustained collaboration with individuals from varied backgrounds.

You will be able to adopt the appropriate stance in the context of exchanges involving interculturality by implementing intercultural management in your organisation. We may use the example of a partnership, a merger, the acquisition of an overseas subsidiary, internal exchanges with companies from other countries, etc. The problem of multicultural management concerns all professions with global obligations. Faced with companies that have become multinational or global, the person will be put in contact with actors with varied cultural characteristics. These social and professional interactions, whatever their forms, are only made possible via a process of communication.

However, this communication is not self-evident, it takes an ability to grasp the patterns and norms distinctive to each culture in order to successfully learn from the interaction with others and turn the tensions that may develop into discussion. Many intercultural factors regulate professional connections within multiracial work teams. A respondent from MacDonalds stated, "Communication is one of these dimensions: negotiations, conversations between partners, business meetings or just the relationship between persons depend on their capacity to communicate. This section discusses the interest and problems of intercultural communication for organisations. The position of the worldwide manager appeals to her (line manager, team leader)."

In the fields of management, interactions can take place through the performance of tasks or activities in common and the use of different coordination systems (procedures, regulations, codification). But these organizational mechanisms are not enough to create an overall dynamic that is largely based on communication.

8. Role of Intercultural Politics in Business

Respondents think that people coming from different cultures try to pair up in organizations and are involved in organizational politics. To lead a multicultural team effectively it is essential to adapt to other styles and expectations in terms of management. Some cultures appreciate hierarchy and prefer a rather authoritarian and top down style of management. However, other cultures lean more towards an egalitarian and participatory style and like to have their say. These preferences are rooted in the history of our countries and are often influenced by a country's local predominant religion. The key skills of an intercultural manager are therefore flexibility, tolerance for being different and acceptance of ambiguity. According to a respondent from Burger King, "The art of giving constructive feedback in an international context is also part of the challenges of an intercultural manager. Here cultural differences also play an important role. There are cultures that like open and direct negative feedback and others have a preference for more subtle and indirect feedback under eyes." In order to avoid cultural faux pas as a manager, it is essential to know the cultural differences in your team and the resulting expectations. The best recipe is awareness and communication. The level of leadership commitment is vitally essential when it comes to making the most of diversity. Faced with the rise of multicultural teams, the description of the duties and missions of the leader is thus a vital priority for the success of diversity management. This is a sensitive task that relies on the manager's capacity to respond to the concerns and challenges connected to the variations in perceptions and expectations of the internal and external actors of the business. Communication consequently presents itself as one of the tools at the manager's disposal to impact the image workers have of themselves and the view they have of their organisation. It must make it feasible to develop confidence between the management and the other players of the organisation (workers, customers, suppliers) (employees, customers, suppliers). In this sort of circumstance, it is a question of supporting a type of communication - interactionist - to encourage a form of communication appropriate to the context of diversity which relies on trust and interaction. According to a respondent from McDonalds, "the manager must be able to articulate a clear vision and agreed objectives and broadcast them to his whole surroundings, with

some variances. The manager consequently has a vital responsibility in the formulation of an efficient communication policy directed at a vast audience with diverse features, expectations and motives It is proposed, to analyze its contribution at the level of interpersonal roles (roles of symbol, leader and liaison agent) and information roles (role of observer, broadcaster, and spokesperson)."

Role of symbol: the leader must here embody and represent the cultural diversity of his organization, by asserting strong values, accepted and accepted by all the teams.

Role of leader: the manager must, through his messages and remarks (speech, letter, intervention) A Be able to motivate his teams, by setting an example and showing that differences constitute a real asset for the success of the company.

9.   National Pride Hinders Business Communication

In general, intercultural communication is the interaction of people in the context of different cultures. However, people coming from different cultures always want to be associated with their own culture instead of being associated with the culture of organization in which they are working. The observation with regard to the role of the stranger is part of his general reflection on the relationship between individuals. By its own terms, communication is a vital component of social existence. Society is established by communication between individuals. A given kind of communication will become reasonably stable after a time and will thus create the cultural and social framework, which will impact the interaction of individuals. When a person joins a group, he or she is required to give up some of their uniqueness in order to continue adhering to the group norm, which enables the realisation of shared ideals and the formation of a specific system of cultural values. A respondent from Burger King believes, "This means that the cultural structure in which we find ourselves assigns positions to us in the group and that of "outsider" to another. The immigrant provides us an original advantage with his hindsight while examining the cultural and social system in which we find ourselves in a different way. He is less confined to preserve a freedom to access it and to get out of it when crossing the border and living on the boundaries of other groups." It is simple to look at the problem in the process of

communication with the cross-cultural aspect when he recognises some type of symbols. He could not quickly link them to a particular meaning. At the same time, when the action of the "stranger" turns out to be unclear and unexpected, there are always questions about the "stranger", the extreme results being xenophobia and conflict. It is simple to look at the problem in the process of communication with the cross-cultural aspect when he recognises some type of symbols. He could not quickly link them to a particular meaning. At the same time, when the action of the "stranger" turns out to be unclear and unexpected, there are always questions about the "stranger", the extreme results being xenophobia and conflict. It is simple to look at the problem in the process of communication with the cross-cultural aspect when he recognises any type of symbols. He could not quickly link them to a particular meaning. At the same time, when the action of the "stranger" turns out to be unknown and unexpected, there are always questions about the "stranger", the extreme repercussions being xenophobia and conflict.

10. **Trust building for Effective Cross-Cultural Communication**
    - Trust building is a management practise, aiming at developing and maximising relations between individuals of diverse cultures inside the same organisation. This form of management makes it possible, among other things, to minimise incidents amongst employees. According to this study, there are several critical competencies for managing a multicultural team, namely:
    - - Adaptation, which constitutes a success element in terms of multiculturalism. The manager must adjust to the cultures, customs, and values of each group, regardless of the scenario or environment.
    - - Self-control is crucial for a manager dealing with a difficult issue. He is "master of the ship" expected to guide his partners. He demonstrates "self-control" and constancy to staff, affirming a strong business culture.
    - - Respect for beliefs, in a multicultural context, should not be overlooked. It goes without saying that respect for the religious beliefs and political culture of employees is necessary. Taking an interest in the culture of its workers helps them to be considered and respected. Respect for others is what will

unify your teams around the same objective: the success and development of the firm.

- - Establishing enduring trust is the bond between employees. Within a multicultural team, this might be challenging since depending on the culture, the notion of trust vary. In a team, the entire decision-making process might be slowed down by a lack of confidence. Employees in the same company must cooperate to develop trustworthiness.

Different cultures—professional, social, political, religious, and generational—confront one another within a team. Employees from diverse universes are united by the jerseys they wear. To confront these new issues associated to universalization, the company must reinforce its culture, which is sometimes seen by some employees as a broad and imprecise notion. A company's distinctive and unique characteristics are represented by its corporate culture, which is a collection of shared ideals (rites, traditions, values, ethics, and conviviality).

6 ANALYSIS

The results of the methodology has shown that there are several factors which are responsible for the trade and nigotiations in different cultures. The term "environment" is used to describe conditions outside the control of a particular business. In order to better understand the factors that affect businesses, it is helpful to break the environment down into two categories: the general environment and the niche environment. It's possible that one industry, or businesses of a certain size or location, would be disproportionately impacted by a certain factor. PEST analysis (from its initials) is a common method of disentangling several aspects of a given environment. climate of politics and law, Consider the current economic climate. The Technological and Legal Political Sociopolitical Setting.

A.V. Busygin, an early textbook author on entrepreneurship, defined the entrepreneurial environment as "The socio-economic situation," which includes factors like economic freedom, the entrepreneurial corps, the dominance of the market type of economic relations, the possibility of forming entrepreneurial capital, and the availability of necessary resources. The factual and subjective elements of the region's business climate are discussed by Yusufova and Shiboldenkov (2020). The location of the enterprise's home region in the national territorial organisation, the region's economic and geographical position, its natural conditions and natural resources, population and settlement, structure, level of development, and features of the regional economy are all examples of objective factors. - the areas of making things, not making things, and making infrastructure. There is little doubt that the natural conditions for conducting business are a major representation of objective elements; these conditions have evolved historically and are governed by the terrain of the home region itself, making them impossible to manage by governmental authorities. Also susceptible to administration and control, subjective elements are frequently the end result of managerial decisions made by authorities. When looking at what has contributed to the growth of small businesses in the area, Ylmaz and Temizkan (2022) have come up with the following: Legislation, taxation, and resources are examples of basic factors; special state support, market infrastructure, social partnership, and self-organization of entrepreneurs are examples of complementary factors; and internal factors, such as

psychological and professional readiness for entrepreneurial acti, have a significant impact on the success rates of enterprises and largely depend on the human factor. Yaseen (2018) suggests thinking about the same issues in a different setting, but with a new slant: the conditions under which businesses can operate (the business and economic climate) and the incentives that exist for the economically active populace to try their hand at starting their own businesses.

The regulatory ("framework environment") and supplying (or "enabling") functions of environmental elements are another common way to categorise them (economic and business environment). Policy, legal circumstances, and administrative systems are all examples of regulatory elements that serve to encourage and facilitate entrepreneurial endeavours in their respective areas.

The realisation of entrepreneurial operations relies on a number of providing variables, all of which are objective in character. The first set of elements (regulatory factors) serves as a means to foster a corporate environment that is conducive to success thanks to the presence of enabling factors.

One more categorization places the variables that affect startup success into categories based on how likely it is that they will undergo radical shifts. factors that are either fixed (geographic location, natural resources) or slowly changing (environmental situation, population density and structure, sufficiency and availability of skilled labour, infrastructure development, production and innovation potential, social norms that promote trust in entrepreneurship) factors that are either rapidly changing (environmental situation, population density and structure, production and innovation potential, social norms that promote trust in entrepreneurship (the system of regional legislation, administrative barriers, the policy of the authorities in relation to business entities).

Yaseen (2018) classifies the several elements that shape a company's ecosystem outside and inside the office as follows:

There are three types of influences on an entrepreneur's work: 1) constant, or ever-present factors; 2) variable, or those that can be altered at the entrepreneur's whim

(such as when he develops new "tastes" for constant factors); and 3) general, or those that he cannot change due to its scope. [4].

External aspects of the business environment are broken down as follows by Walsh and Winsor (2019):

The nature and condition of market relations are direct impact variables. What customers want, how to improve our services, and how we do business. Suppliers of raw materials, materials, equipment, fuel, and energy; Workers with the Appropriate Skillsets; Financial Institutions, Creditors, Investors, Banks, Shareholders, Individuals; Labor Unions.

The indirect factors include the control of business ventures. business and economic conditions; the needs of the technological revolution; the situation of the economy;

Those who advocate an entrepreneurial mindset have narrowed down the external influences that influence entrepreneurship to seven basic categories: natural and demographic (climate and land quality, population, age and sex structure), socio-cultural (moral and moral norms, religious beliefs, educational level of the population, consumer demand, the specifics of business ethics), technological (industrial development of the country, science and technology, availability of technologies and their application), and economic (degree of development of markets, volume of a country's economy) factors all play a role. Political (stability of political institutions, means of making political decisions) (stability of political institutions, ways of making political decisions).

The following are some of the elements taken into account by the OECD-Eurostat project's Entrepreneurship Indicators Program as predictors of entrepreneurial activity.

1. Legal and regulatory structure (administrative barriers to starting a business, administrative framework for business growth, bankruptcy regulation, safety, health and environment regulation, product certification, labour market regulation and social protection, current legislation, tax regulation and taxation).

2. The state of the market (antimonopoly legislation, market competition, access to the domestic and foreign markets, the degree of public involvement, the presence of government orders).

3 Sources of Funding Currently Available (bank financing, leasing, venture capital, business angels, exchanges).

4. The rate of progress and use of technical advancements (investment in innovations, availability of research centres, intercompany technological cooperation, technology dissemination, patenting system, standards).Entrepreneurial Possibilities, Number 5. (business education and experience of entrepreneurs, entrepreneurial infrastructure, level of immigration, etc.).Sixth, societal biases (how people in general feel about taking risks, how they view entrepreneurs, how much they want to start their own business, how much schooling they've had).

Many business owners still use open drawers or other quick-access locations for sensitive paperwork. This increases the danger that important paperwork will go missing or fall into the wrong hands. All information may now be saved digitally, which is not only more cost-effective but also safer. And one need not spend a lot of money on exotic seminars abroad to restock one's knowledge. They can get an education without leaving the office; business owners have access to a wide range of recorded seminars, conferences, and lectures from which to pick and choose. All that's left to do now is fire up the computer and get to work on your education. The same holds true for employee education, which results in substantial cost savings for the business. Since the only way to determine the bounds of possibility is to exceed them, they should be ready to make use of the most appropriate possibilities.

7   DISCUSSION

In this section, a link is made between the theories presented, also putting the point of view of the author of this work. The cited authors, Ojelade and others (2022), present different negotiation processes. While one focuses on preparation, the others return to looking at the negotiation itself. Bringing the two approaches together creates a process that highlights both the preparation and the act of negotiating. A proposal is presented to Onyusheva (2018) when it comes to the influence of culture on international negotiation. The influence of culture is identified in all the factors mentioned above in the external context. Furthermore, Sadiku (2022)suggests the inclusion of a new type of professional in organizations. The definition of negotiation is presented to highlight its importance not only in the business environment but also in the day-to-day of professionals in any area. Negotiation is an instrument of communication; without it, the coveted cannot be obtained. The intention of all negotiations is to reach an agreement, which is only formed with the discussion and awareness of the parties. The authors point out different negotiation processes which have the same objective: to guide the negotiator to obtain the desired result through previously established steps. An efficient negotiation takes place when the negotiator studies the other party taking into account the probable behaviour of the adversary in each of the steps already outlined, which is a simple process when compared to the dimensions that involve an international negotiation. Preparation, a stage in the negotiation process, is indispensable when it comes to international negotiation.

Of the factors presented, culture stands out due to its influence on other factors. However, Ojelade and others (2022) point to cultural differences as another factor of the external context; that is, they do not identify culture as an influencer of the other factors. However, this author identified that culture influences all the factors mentioned: legal pluralism refers to the laws of a nation that are constituted based on the values of that society; political pluralism refers to the different ways of governing that are determined by history, values and practices (symbols, heroes and rituals) experienced by the country; currency fluctuation is often the way a culture deals with risks and volatility, related to the cultural dimension of uncertainty avoidance commented on by Sanka and others (2018); control and bureaucracy are affected by the cultural view of power

distance, which affects the degree of centralization of control, structure and decision making. As for instability and change, there are cultures that accept them while others try to avoid them, as it brings uncertainty and fear; the stakeholders, depending on the culture, have the power or not to influence a negotiation; ideologies, bodies of ideas, distinct in each society, as they develop based on values and practices. A new model is suggested, as the cultural influence is verified in all seven factors of the external context. Thus, authors, to highlight the culture, could enhance its ability within the external context or allocate a new cultural context encompassing the external context.

The new context division model was proposed based on the definition and analysis of culture made by Onyusheva(2018). The highlighted definitions present the general concept of culture, its formation and its development in society. The study carried out by these authors at IBM led to the identification of four dimensions: power distance, collectivism, masculinity and uncertainty avoidance; stand out in business environments where there are professionals from different cultures. Two dimensions, power distance and uncertainty avoidance are the ones that most influence the factors of the external context, which allowed the discussion to propose a new model of context division. Orhaner's (2022) approach differs from that of others, as the author points out aspects of the 'silent language' of cultures that include relationship, communication, time and space.

Culture is analyzed based on these aspects. The analysis of culture made from the point of view of the dimensions of Parmar and others (2022) requires time, as the behaviours cannot be identified immediately. The aspects mentioned by Parmar (2022) (are easier to identify through a business meeting. In the preparatory phase for a negotiation, negotiators should seek to understand the attitudes and behaviours of the other negotiating party. Pidduck (2022) presents pertinent questions regarding the form of greeting, degree of formality, gifts, physical contact, gaze, behaviour, emotions, silence, eating, body language and punctuality that must be answered by negotiators before attending a multicultural meeting. Yaseen (2018) chooses to indicate habitual behaviours of different nationalities. Premarathna (2018) suggests identifying the values of a culture, as values drive the negotiator's behaviour. The answers obtained by the negotiator for the three ways of analyzing a culture indicate the cultural aspects that

interfere in international negotiation. The cautious negotiator analyzes the other party from the three points of view presented. Choosing just one is not enough to draw conclusions about the culture in question. To solve the intercultural problem of companies, Simpson and others (2020) propose the creation of a new position, the corporate diplomat, in all companies with business abroad.

According to the authors, corporate diplomats may be those whose: background occupations may vary but have had the experience of living and working in different cultures. Corporate diplomats are essential in making a multinational structure work, liaising between national or regional headquarters, or as a temporary managers of new business. A corporate diplomat would be responsible for all the company's issues involving foreign relations, maintaining a good relationship with the foreigner and opening new paths for the company. Experience abroad and mastery of at least two foreign languages must be required of professionals who assume the position. A great barrier would be broken by companies if they had a professional like this, capable of adapting to different cultural environments.

It is a difficult task to define something as complex as the phenomenon of culture. Even when theorists embark on such work, it soon becomes clear that it is almost impossible to offer a short yet comprehensive definition. For the purposes of the subject of the paper, it was sufficient to take one generally accepted definition of culture as a starting point: the special nature of a social group, which concerns values, norms, habits and institutions. Of course, there are a handful of other definitions. In each case, the basic idea is the following: there is a certain set of values, attitudes and beliefs that are common to a certain social group and which further influence each individual member of that group by becoming, to a certain extent, a determinant in the behaviour of that individual.

German-American psychologist Kurt Lewin was among the first to notice this regularity. Levin claims that ideas and principles play an important role in the education of individuals. Thus, different types of social interactions are determined by the general cultural atmosphere, which represents the "background" of all these interactions. On the other hand, negotiation can be defined as interchangeable communication (exchange)

whose goal is to reach an agreement or as an interactive process of communication that takes place whenever we want something from someone else, or that other person wants something from us. In this sense, the question is the following: does the culture from which it comes influence the behaviour of the individual so that, consequently, it affects the outcome of international business negotiations? In the field of negotiation theory, Richard Shell suggests that the clumsy handling of cultural differences (language, customs or social expectations) can lead to disaster in the negotiation process.

In this sense, it is necessary to understand, for example, that abandoning the negotiation table in Lebanon is a sign that you are serious about the demands. Also, a potential deal can fail completely in Iran if an inadequate business presentation includes a map of the country with the Persian Gulf marked as the Arabian Sea. Schell further explains that culture can influence the rank of the negotiators participating in the process (in some cultures, it is possible to negotiate only when the negotiators are of the same rank) or the way the parties view the business relationship factor. After all, culture introduces a wide range of stylistic differences into negotiations. Nevertheless, Schell's view is that the issue of culture in business negotiations has more to do with form than content. In this sense, cultural aspects are unlikely to touch the main elements of the deal being negotiated, but without a doubt, they will affect the entire negotiation atmosphere and the way the negotiations are conducted. However, the absence of proper preparation can lead to the complete failure of the negotiation process. Therefore, Schell advises thorough preparation regarding the most important cultural aspects, hiring skilled translators, and engaging "inter-cultural" experts in order to avoid mistakes.

It is important to note that the inter-cultural environment is not the only place where culture plays an important role. This is essentially a form of the corporate culture. - a specific way of organizing and running companies. Also, corporate culture represents the way in which members of the corporation should function. In this sense, corporate culture can influence the way in which an individual conducts business negotiations. Also, the corporate culture of different companies can be, and often is, conditioned by the local culture in which the company operates. Thus, in the interplay of multiple

cultures in international business, the corporate culture of one (or both) parties may be shaped by the local culture. Close to the discussion about corporate culture is the observation of one of the research participants. Namely, his professional experience shows that there is a big difference in whether a negotiator comes from the private or public sector, where he assessed the latter as less flexible and ready to slow down or sacrifice the entire negotiation process by insisting on unnecessary guarantees and irrelevant details.

The opposite point of view on the role of culture in international business negotiations is represented by the authors of the well-known book Getting to Yes and the creators of the influential principled approach to negotiations (principled negotiation). Initially, these authors did not address the role of culture in their negotiation method. Only at the very end of the book, in the question-and-answer section, did they state that an individual should pay attention to differences in beliefs and customs but that stereotypes should be avoided. According to Fisher, Urey and Patton - people are similar in some aspects but also very different in many others. And one of the interviewees in the research conducted with this work noted that culture is only one of the factors that influence an individual and that element where clichés can do more harm than good. As in the negotiation process, we come into contact with specific individuals who as individuals represent a set of different ideas and beliefs, so making assumptions about someone based on the (cultural) characteristics of the group they come from is simply offensive and shows nothing but disrespect for someone's individuality. In order to remove all doubts - the conclusion of these authors is not that culture and belonging to a certain group is irrelevant. On the contrary, they claim that culture affects the individual - but in "innumerable unpredictable ways". This means that it is difficult to establish regularity and thus form a culturally determined "code" in the individual's behaviour. In this sense, culture as a factor in negotiations is a slippery slope, often nebulous and not at all easy to deconstruct, with a handful of shortcuts to stereotypes. However, understanding cultural differences and mastering the mechanisms for the easier overcoming of cultural barriers is necessary in the modern interconnected business world.

Lawyers are not exempt here, considering that protecting clients' interests internationally is hard to imagine without mastering these skills. The criticism presented

is one of the most important arguments and serious attacks on the justification of connecting cultural factors and negotiations in international business. Erin Meyer, the author of the influential book in this field, The Culture Map, is aware of the position expressed by Fisher, Urey and Patton. According to Meyer, regardless of where we grew up or where we live - all human beings are fundamentally the same. We are all driven by common psychological needs and motives. However, the culture we come from says a lot about our worldview: the perception of what is natural and what is strange is based on our culture - on the way we are conditioned to see the world. Globalization has transformed the way we work, created multicultural teams and brought negotiators from different parts of the world to the same table to close multi-million dollar deals. On the other hand, globalization did not erase cultural differences and introduced a unique - global business model. That's why business people of the 21st century must understand a wide variety of approaches to business and separate behaviours that are based on the individual characteristics of the individual from those that are the result of differences in cultural perspectives. Although globalization did not create a uniform model of behaviour, it brought the distant ends of the planet closer and people more than ever, enabling individuals to live, study and work in different parts of the world. For this reason, it can be difficult to determine the influence of a certain culture on an individual and to adapt strategies. So, for example, a negotiator coming from Egypt may have attended primary and secondary school in France, obtained a university degree at the American University in Cairo, and continued his postgraduate studies in the USA, where he spent the first years of his career. These circumstances significantly influence the determination of the dominant cultural milieu of an individual, especially the separation of cultural influence from individual characteristics.

8   CONCLUSION

Faced with the difficulties that entrepreneurs and executives have when it comes to a meeting with a foreigner, the work sought to discuss them by identifying the cultural domain in international negotiations and ways of facing this domain. The identification of the cultural domain in international negotiations was verified by the discussion created between several authors. Of all the factors mentioned, culture is emphasized by the power it has to intervene at any point in the negotiation. All the factors to be analyzed by an executive before an international negotiation are influenced by cultural aspects. The study of the same must precede the other influenced factors; this study includes the analysis of the dimensions of Sadiku (2022), the four cultural aspects mentioned by Yılmaz and Temizkan (2022), the questions proposed by Yaseen (2018), that the negotiator must identify the values of the culture in question. The general objective of this work was to identify the influence of culture on negotiation, which was achieved from the presentation and confrontation of the ideas of the aforementioned authors.

Globalization and the opening of new markets have facilitated the expansion of companies that have already developed enough in their countries and are now looking for new challenges. The global situation today makes evident a number of opportunities previously unexplored because of the restricted amount of cultural exchanges. Today's companies that want to participate in this business and cultural exchange need, first of all, to be prepared and adapted to the basic principles presented. The newly arrived foreigner is carefully evaluated by the host, so a small gaffe, especially in the cultural sphere, can compromise the company's action in a given country. Companies aware of the barriers to be faced prepare the ground in the host country, seeking to demonstrate the same behaviour and respecting it. 48 Negotiation is a communication tool that helps the administrator to get what he wants. It was presented to highlight its importance within companies. Everyone uses it, from the maid who negotiates her working hours and obligations to the president, who negotiates annual goals with the institution's shareholders. Negotiation is used only when the person is sure of what he wants and uses arguments in favour of what is desired. The work gave greater focus to international negotiation as it is a more complex negotiation process involving several aspects that do not exist in a regional negotiation. The work brought new points of view

and promoted a debate on an incipient topic in educational institutions. For expanding companies, it provides a warning about entering new countries. Why not introduce corporate diplomats to convey a good image of the company, a receptive person with attitude and experience ready to face any international negotiation? The intention is to turn this work into an article to be published. As it is an incipient topic in educational institutions, it can be used as a reference for those interested in the subject. Based on this work, little explored aspects can lead to works on, for example, external factors individually and comparison of the conduct of two cultures (one of high and the other of low context). The creation of an international conduct protocol based on an analysis of different cultures would also be a topic to be addressed. The limitation for the elaboration of the work was the lack of a field research, that is, interviews with executives and entrepreneurs who participate in international negotiations.

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10 APPENDIX

Name

Age

Gender

Organization

Position

- What is the effect of cross-cultural customs on business?
- What is the effect of cross-cultural mannerisms on business?
- What is the effect of cross-cultural gestures on business?
- How does language barriers' effect on business?
- What is the importance of tone for business communication?
- How can intercultural management be made effective?
- How is intercultural time difference affecting business?
- What is the role of intercultural politics in business?
- Does national pride hinders business communication?
- Is trust building necessary for effective cross-cultural communication?