



The impact of stereotype: Culturalism in B2B cross-cultural negotiations

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Abstract

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<p>This bachelor's thesis, specialized in professional business communication, explores the impact of culturalism in B2B cross-cultural negotiation situations. The impact of culturalism is focused on the aspects of culturally accurate business behaviour and communication styles executed by negotiators.</p> <p>The research applies only qualitative research methodology, specifically academic literature and reviews. The crucial insights and knowledge were gathered from the academic literature and reviews to generate results for the thesis.</p> <p>The core research question explores the impact of culturalism in B2B cross-cultural negotiation situations by analysing and identifying the significant aspects of Hofstede's and Hall's frameworks. These frameworks identified crucial insights regarding culturally accurate business behaviour and communication styles and contributed to highlighting the culturally valued business behaviour and communication styles in B2B cross-cultural negotiation situations.</p> <p>The impact of culturalism in B2B cross-cultural negotiation situations creates challenges and advantages when applied into negotiation situations. Culturalism is a complex phenomenon, which naturally impacts either on positive or negative aspects. These challenges and advantages have been analysed and identified with the utilization of SWOT- analysis.</p> <p>For negotiators, this thesis provides both a theoretical and practical approach to comprehend the impact of culturalism in B2B cross-cultural negotiation situations. Theoretical approach provides general insights and knowledge regarding the impact of culturalism in negotiation situations. The practical approach provides suggestion on culturally accurate business behaviours and communication styles strategically executed in B2B cross-cultural negotiation situations.</p> <p>This thesis concludes with suggestion on how negotiation ought to perceive, behave and communicate in B2B cross-cultural negotiation situations. These practical actions provide negotiators with a change to adapt and adjust to culturally accurate business behaviour and communication styles in B2B cross-cultural negotiation situations.</p>
Key words Culturalism, B2B cross-cultural negotiations, cultural stereotype, business behaviour, communication style

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1 Introduction

This is a research-based bachelor's thesis for the degree programme in Bachelor of Business Administration at Haaga- Helia University of Applied Sciences. The specialization of this research-based thesis is Professional Business Communication.

This research-based thesis will analyse and identify the impact of culturalism in B2B cross-cultural negotiation situations. The core objective is to profoundly comprehend the impact of culturalism in such situations, especially in business behaviour and communication styles executed by the negotiators, to gain insights into this complex phenomenon. This research-based thesis maintains an approach on the significant impact of culturalism in B2B cross-cultural negotiation situations, and the challenges and opportunities culturalism introduce in these situations.

Within this context, this thesis aims to bridge the connections between a variety of qualifications of culturalism in B2B cross-cultural negotiation situations, since majority of these negotiation situations are influenced by these various cultural aspects. Especially, negotiators who perceive these diverse business and communication styles utilized in such situations, ought to be able to analyse and identify the impact of culturalism to ensure effective negotiation situations.

With comprehensive insights and knowledge into the impact of culturalism on B2B cross-cultural negotiation situations, international businesses are more aware of cultural aspects and expectations, therefore enabling to acquire socially accepted and valued behavioural patterns as well communication styles to be employed in such negotiation situations.

With the accurate focus, this thesis will gain more in-depth and accurate data regarding the impact of culturalism on B2B cross-cultural negotiation situations, therefore providing more reliable, valid insight and knowledge into culturalism. This focus is profoundly crucial, since it does provide internalized perspective of culturally accurate business behaviour and communication styles in B2B cross-cultural negotiation situations, which ensures the effective process of negotiation situations.

This thesis only applies qualitative research methodology. With qualitative research methodology as approach to analyse and identify the impact of culturalism in B2B cross-cultural negotiation situation, this thesis will acquire more in-depth, crucial and accurate data. The author's focus is on gathering crucial academic data from academic references, such as academic literature and reviews as well as documents.

Artificial Intelligence has been utilized in this thesis. ChatGPT corrected the grammatical errors, provided academic references on Google Scholar and clarified unfamiliar concepts for the author.

However, ChatGPT has not been utilized as an information source or generating textual sentences for the author. This thesis is solely written by the author.

1.1 Background

The world is growing to be more international in the field of international business, providing further target markets for businesses to expand. Expanding to foreign markets is not introduced linearly; businesses are required to have more recent and diverse information regarding the target market's operational system, the biggest competitors, the possible entities and the preferences of the target audiences. The higher level of market knowledge leads firms to pursue opportunities (Mostafiz, Sambasivan, Goh 2022, 3). With increased knowledge of the target market, businesses can expand into foreign target markets more efficiently, establishing a firm grounding. Simultaneously, establishing a firm grounding on the target markets creates an opportunity to conduct business with other independent businesses in the field. With this notion, businesses need to identify the lingering stereotypes, especially culturalism in B2B cross-cultural negotiation situations.

These opportunities to conduct business with other independent businesses in the field lead businesses to utilize culturalism in such situations to comprehend the target market, other independent businesses and their cultures. Culture is one of the most crucial phenomena influencing international business and B2B cross-cultural negotiation situations. This is mainly because "culture" itself is a quite encompassing concept that is difficult to describe by one or two indicators (Li, Wang, Yang & Chu 2023). Culture determines the preferred and valued social norms and traditions in the specific country. With the correct comprehension of cultures and the impact of culturalism in B2B cross-cultural negotiation situations, enables businesses and negotiators to efficiently conduct international negotiations in such situations.

Especially in B2B cross-cultural negotiation situations, businesses ought to approach the target markets as well as the independent businesses by comprehending culture and the lingering stereotypes, especially culturalism in such situations. By comprehending culture and utilizing culturalism in B2B cross-cultural negotiation situations, businesses can analyse and identify culturally accurate social norms and traditions, particularly in business behavior and communication styles executed by the negotiators. Culturalism expected business behaviour and communication styles have always been impacting international business and B2B cross-cultural negotiation situations, but due to the ignorant or clueless attitudes, negotiators are not able to identify the significant impact that culturalism holds in B2B cross-cultural negotiation situations.

1.2 Research problem

This thesis explores the impact of culturalism in B2B cross-cultural negotiation situations by understanding the business behaviour and communication styles influenced by it. Therefore, the core research question of this thesis is framed as: How does culturalism influence B2B cross-cultural negotiations?

The intention of the research question is to identify the process of culturalism impacting B2B cross-cultural negotiation situations. While underscoring the situations in which culturalism is influencing the B2B cross-cultural negotiations and how it impacts the negotiation process. The core research question has been segmented into three (3) investigative questions.

- 1) **What causes culturalism to be included in B2B cross-cultural negotiation situations?**
- 2) **What challenges does the impact of culturalism introduce in B2B cross-cultural negotiation?**
- 3) **How can culturalism be utilized as an advantage in B2B cross-cultural negotiations?**

Table 1: Overlay Matrix

Investigative Question	Theoretical Framework	Research Method	Outcomes
IQ 1.	2.1, 2.1.1, 2.1.2.	Qualitative	4.1
IQ 2.	2.3	Qualitative	4.2
IQ 3.	2.1.1, 2.1.2,	Qualitative	4.3

1.3 Methodology & Research process

This thesis will employ only the qualitative research methodology, crucial for gaining in-depth insights and knowledge, considering the nature of the thesis topic. Qualitative research is defined as “the study of the nature of phenomena”, including “their quality, different manifestations, the context in which they appear or the perspectives from which they can be perceived”, but excluding “their range, frequency and place in an objectively determined chain of cause and effect” (Busetto, Wick & Gumbinger 2020, 1). By utilizing qualitative research methodology as an approach to

understand the impact of culturalism in B2B cross-cultural negotiation situations, ensures acquiring insights and knowledge of this complex phenomenon.

Since, qualitative research methodology is the only research methodology applied to analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations, it creates a possibility to recognize underlying reasons for this complex phenomenon. To discover reasons for observed patterns, especially the invisible or surprising ones, qualitative designs are needed. (Busetto, Wick & Gumbinger 2020, 1). Thus, due to the nature of this thesis, qualitative research methodology is suitable for analyzing and identifying the impact of this complex phenomenon in B2B cross-cultural negotiation situations, providing crucial data for the thesis.

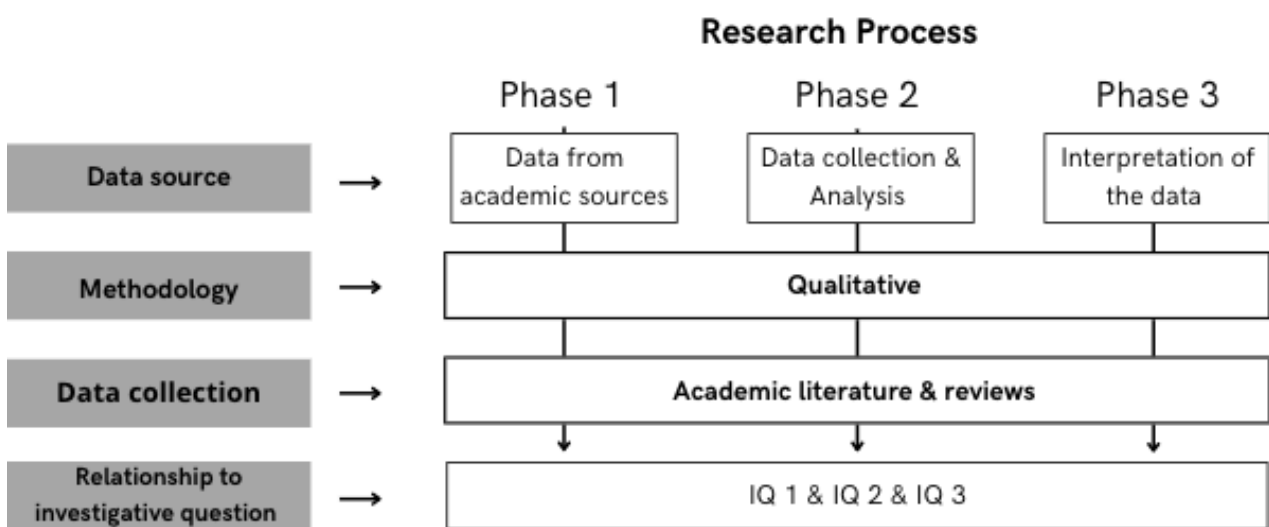


Figure 1: Research process

Since this thesis only applies qualitative research methodology, the process of gathering crucial insight and data to analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations is quite straightforward. By applying qualitative research methodology, the main focus will be placed on academic literature and reviews as well as documents, to gather data for this thesis.

As a practical approach to analyzing and identifying the impact of culturalism in B2B cross-cultural negotiation situations, SWOT- analysis will be utilized. With SWOT-analysis this thesis will gain diverse perspectives on the impact of culturalism in B2B cross-cultural negotiation situations and insights for negotiators to enhance comprehension of the impact of culturalism in such situations.

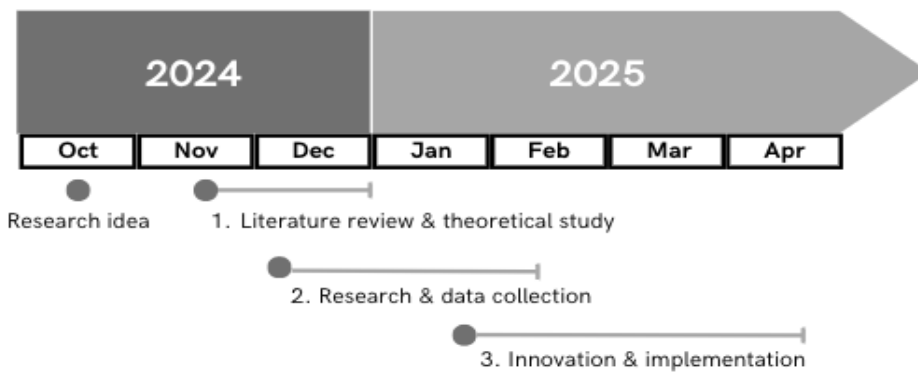


Figure 2: Lifecycle of thesis process

Figure 2 illustrates the lifecycle of the thesis process. It ensures that the author stays in a realistic mindset regarding the thesis process and time management plan. By utilizing lifecycle of the thesis process as an analytical tool, it will emphasize and highlight the significant key phases in analyzing and identifying the impact of culturalism in B2B cross-cultural negotiation situations.

The key phases are literature review and theoretical study, in which the significant academic literature and reviews were evaluated and studied. Research & data collection, in which the process of gathering data crucial, and innovation & implementation phase. Innovation refers to improving the existing perspective of culturalism in its impact on negotiation situations, while implementation refers to effectively executing culturalism in negotiation situations ensuring the quality and the scope of the thesis to be accurate and valid.

1.4 Objectives of the study

The core objectives of this thesis aim to address the formulated research question as well as the investigative questions. With a focused approach on the chosen objectives, the negotiation process enhances clarity, while maintaining on a professional grip of the thesis topic. The chosen objectives are segmented into four different aspects.

- **To identify the key factors of culturalism influencing B2B cross-cultural negotiation.**
- **To explore the role of culturalism in B2B cross-cultural negotiation settings.**
- **To analyze the expected business behaviour in the B2B international business context**
- **Comprehending the influence of cultures in B2B cross-cultural negotiations**

As these objectives implement the research process as well as determine the preferred outcomes to comprehend the impact of culturalism in B2B cross-cultural negotiation situations, they also segment the main research question to be analyzed and identified by four diverse aspects. With these

core objectives, the research data, insights and knowledge gathered can be identified to be more accurate, valid, and reliable considering the topic of the thesis, corresponding for a higher quality.

With the data, insights and knowledge, the results acquired from the core objectives will benefit B2B cross-cultural negotiation situations by providing crucial data of the impact of culturalism in such situations. Within this notion, the negotiators can adapt and adjust their own behavior and communication styles to be culturally accurate, valued and expected in B2B cross-cultural negotiation situations. Therefore, international businesses and negotiators can benefit from comprehending the impact of culturalism in B2B cross-cultural negotiation situations, especially in the process of trust-building and achieving greater success in negotiation situations.

1.5 Scope & Limitations

The scope and limitation lie in the formulated core research question, investigative questions and the objectives, for this thesis maintains to have a professional approach on culturalism. Since, culturalism is a complex phenomenon impacting on B2B cross-cultural negotiation situations, the focus is on culture and cultural background of the negotiators. Especially on culturally accurate business behaviour and communication styles.

Culturalism is crucial for B2B cross-cultural negotiation situations, since this complex phenomenon influences on significantly in negotiation situations. However, majority of the negotiators do not identify the impact of culturalism in B2B cross-cultural negotiation situations. Thus, challenges negotiators encounter in B2B cross-cultural negotiation situations can be analysed and identified by comprehending culturalism. This corresponds for negotiators to being able to adapt and adjust their business behaviour and communication styles to be more culturally accurate.

Therefore, the impact of culturalism in B2B cross-cultural negotiation situations, focuses on business behaviour and communication styles, since these are significant aspects to recognise. For negotiators, analysing and identifying culturally accurate business behaviour and communication styles, is crucial, since it does influence the process of negotiation effectiveness.

1.6 Key concepts

Culture: Culture is a social concept, emerging from the accepted and favoured norms and behaviour patterns of a specific social group. A sensible list of elements in that package, though neither nearly exhaustive nor likely satisfactory to all, includes values, norms, conventions, shared beliefs, customs, traditions, symbols, rituals, knowledge, ideology, identities, and shared mental models. (Gorton, Grennan & Zentefis 2022, 537). According to Krumov & Larsen (2013, 316) Culture does not only influence on the psychological level of individuals mindsets and behavioural patterns, but it also influences on the social group's laws and legislations. Therefore, comprehending culturally accurate norms and traditions ought to be considered and valued in the social culture.

Stereotypes: Stereotypes are the generalized and expected assumptions regarding specific communities, populations and societies. Shortly put, the specific social groups. Stereotypes may be defined as a mental image of the characteristics and behaviors shared by a group of people (Teresa-Morales, Rodríguez-Pérez, Araujo-Hernández & Feria-Ramírez 2022, 1). The mental image and including characters and behaviors originates from the culture, the social group is entitled to be a part of.

Culturalism: Culturalism is a methodology which stresses culture (human agency, human values, human experience) as being of crucial importance for a full sociological and historical understanding of a given social formation (Storey 2009, 67). Culturalism explores the culturally valued expectations of specific cultural human behavior. Therefore, creating an assumption of accepted behavior in specific cultural context, which influences on how individuals communicate and interact with other individuals.

B2B: B2B is described as the form of relationship with the company on the sidebehavior of supplier and another business company on the customer side (Kolis & Jirinova 2013, 22). Among these kinds of transactions, the businesses are primarily focusing on selling's goods, services or products to the customer business. B2B business differentiates significantly from the B2C (business- to customer) aspect, since the conduct of B2B business are frequently seen as significantly larger business transactions.

Cross-cultural communication: Refers to the act of exchanging information and ideas between individuals who come from diverse cultural backgrounds, utilizing English as the medium of communication (Farida, Supardi, Abduh, Muchtar, Rosmaladewi & Arham 2024, 5). This type of communication can be scheduled to happen in situational settings, such as physical or via remote communication solutions, such as Teams and Zoom. In cross-cultural communication, alternative languages can also be utilized; English is not the only one correct language.

Negotiation: Negotiation is the phase in the process of conducting business in which the business parties determine the foundation of the transaction. The discussion of two or multiple parties aims, to achieve a common goal and a common agreement, hence enabling the transactional operation to be successful. Sometimes negotiation is a relatively straightforward process, but at other times it takes months, or, in some extreme cases even years (Furnham & Petrova 2010, 150).

International business: Connections between supplies and markets results from the activities of international business, defined as all commercial transactions, including sales, investments, and transportations, that takes place between two or more countries (Daniels, Radebaugh & Sullivan 2015, 47). International business is the business perspective of the globalization of nations. With international business, countries can conduct business in global trade, ensuring the possibility to export and receive goods, products, and services from different suppliers.

2 Theoretical Framework

The theoretical framework of this thesis consists of four diverse constituents. Firstly, the focus of the thesis will be evaluating the background knowledge of cultures influencing on culturalism, including the concepts of individualism- collectivism and high-low context cultures.

Following, the second segment of the theoretical framework will analyse the expected business behaviour in a B2B cross- cultural negotiation situations. The second segment analyses the envisioned business behaviour and the impact of culturalism in B2B cross-cultural negotiation situations.

The third segment focuses on the communication styles in the B2B cross-cultural negotiation situations. It explores the impact of culturalism in business negotiation settings and the altered vision of the chosen communication styles. It provides an approach to the impact of culturalism and the alternative stereotypes, both positive and negative aspects. It also analyses, how these impact the chosen communication styles in B2B cross-cultural negotiation situations.

In the fourth segment, an analysis of SWOT will be conducted. SWOT- analysis analyses the impact of culturalism in B2B cross-cultural negotiation situations, also providing a practical approach for the negotiators to comprehend this complex phenomenon. The SWOT factors: strengths, weaknesses, opportunities and threats unveil the impact of culturalism, especially in the aspects of business behaviour and communication styles. Utilisation of SWOT- analysis uncovers new business behaviours and communication style differences, and tactics regarding the impact of culturalism.

2.1 Cultural background knowledge shaping culturalism

Culture plays a crucial role in influencing culturalism for specific communities, populations and nations. All folks “have” culture, which they acquire by virtue of membership in some social group – society (Spencer- Oatey 2012, 2). Culture does not only determine the accepted and favoured behaviour and mindset of the society, but also influences the continuous process of identifying the socio-economical aspects of the society. To really understand culture and to ascertain more completely the group’s values and over behaviour, it is imperative to delve into the underlying assumptions, which are typically unconscious but which actually determine how group member perceive, think and feel Spencer- Oatey 2012, 4). However, while underlying assumptions are crucial information to identify, they are not the main common factors in comprehending cultures. According to Kim (2020, 2), comprehending alternative cultural aspects influencing individualism and collectivism are the factors that impact the knowledge-sharing context between individual. Hence, identifying and analyzing diverse cultural aspects, such as communication styles, behavioural

expectations and comprehending other cultural stereotypes aspect, are as important as culturalism to comprehend. Therefore, it is critical to verify the impacts of cultural factors on knowledge sharing intention from individualism and collectivism viewpoints (Kim 2020, 2).

According to Lewis, (2002, 11), culturalism is an aspect of human behavior and social patterns, which can be discovered and analyzed by utilizing diverse textual forms and documented practices. Therefore, it can be analyzed that, because of the impact of culturalism, social groups and individuals are most likely to utilize predetermined behavior and communication styles that match their cultural foundation. Hence, it can be identified, that culturalism is shaped by specific cultures, and most likely categorizes individuals into diverse labels.

Individuals categorized into labels are expected to behave and perceive according to a specific cultural stereotype. These labels can encourage individuals to align their behaviour and perception with a cultural norms and traditions, enabling cultural expectations and assumptions to emerge. For example, individuals from China are expected to be good at math, and Chinese parents are extremely strict towards their children. However, the stereotype of Chinese people is not realistic, as not all Chinese people are good at math, nor are all parents are strict towards their children. According to Sherman, Sherman & Percy (2023, 551) labelling individuals into social groups plays an important role in two diverse aspects, developing those social groups and attributing the categories of the individual into groups. Sherman, Sherman & Percy argues that these two diverse factors is the foundation of strongly created stereotypes. Labeling individuals into social groups provides more generalized perspectives of specific groups, however labels do not fully predict behaviour and perception of an individual in unfamiliar situations.

2.1.1 Individualism & collectivism

The majority of cultures and countries can be categorized into two categories: individualism and collectivism. According to Klein, Bravo, Conway, Keough, Pilatti & Mezquita (2024, 2), individualism emerges in Western nations, while collectivism is found more in Eastern nations, however, due to varieties between individualism and collectivism, can be identified from within nation region or complex phenomenon, such as socioeconomic and religious differences. Individualism and collectivism differ from each other with significant distinctions. Communities and societies affiliated with either individualism or collectivism, develop socially accepted standards, which the communities and societies comply with. When interacting with others within a community, individuals can take two opposite directions: maintaining personal autonomy or entirely integrating into the community (Gong, Zhu, Gürel & Xie 2021, 2). Individuals raised in a culture will internalize and comprehend the accepted and preferred cultural norms and values, therefore ensuring that the cultural aspect of the two categories are strongly aligned with the expected behavior and valued assumptions

In individualism, personal autonomy is highly secured, accepted and valued. According to Triandis (2001, 9) individuals raised in individualism culture, stereotypically are more likely to be self-reliant, independent, assertive, curious, creative, competitive, pleasure seeking, self-assurance, efficient, initiative and direct. Therefore, individuals value one's knowledge, skills, and beliefs, reflecting not being dependent on another person or colleague. Individuals tend to be self-dependent and do not need emotional support from the community (Gong, Zhu, Gürel & Xie 2021, 2). Hence, individuals from individualistic cultures can encounter challenging situation in B2B cross-cultural negotiation situations but would be able to overcome these challenges by possessing a set of skills, knowledge and professionalism.

In B2B business cross-cultural negotiations, an individualistic person is more likely to have a strict pattern between work life and private life. Following this, individualistic employees value work and personal life to full extend, in which both are seen as extremely crucial segments for the individualistic person. Workers that are individualistic also savor challenges at work, freedom and initiative (Krumov & Larsen 2013, 322). According to Furnham & Petrova (2010, 184) The challenges with a support from the organizations and the colleagues, enables the individualistic person to challenge oneself, while performing and completing the assignment assigned with. Within this, the individual is viewed as a professional who can work in independent situations, while proving their knowledge and skills to be perceived as important tools for the organizations and colleagues.

They also showed that self-confidence mediated the relationship between individualism and propensity to voice (Volkema, Kapoutsis, Bon, & Almeida 2016, 6). In the process of international negotiations, individualistic culture enables individuals to be more engaged with decision-making, executing strategies, and choosing the best alternative result of the B2B business cross-cultural negotiation process, which is agreed upon all parties. An Individualistic person is rather considered to be an asset, since the expertise and professionalism they execute, can be utilized in the B2B business cross-cultural negotiations. An individualistic person is an advocate for the organization, rather than being seen as a member of a team that represents the organization.

In collectivism, the individual is recognized as a part of bigger society, such as, families, communities, organizations and parties. Personal identities are based on group membership, and groups are responsible for their members' well-being (Gong, Zhu, Gürel & Xie 2021, 2). Individuals are expected to make decisions and take actions, that are most beneficial for the party, with which individual is associated with. In collectivism, stereotypically favored traits are aligned with cultural expectations of the team. Attentiveness, respectfulness, humility, deference, obedience, dutifulness, reciprocity, self-sacrifice, security, traditionalism, conformity and cooperativeness (Triandis 2001, 9), are seen as valuable cultural traits in individual.

In B2B business cross-cultural negotiations, individuals from collectivistic cultures are expected to respect the negotiations policies based on the social norms and traditions. B2B cross-cultural negotiation situations, the negotiation process is strategically communicated from the perspective of social norms, traditions, values and expected behavior aspect. Harmony is valued in a collectivistic cultures, and individual workers often go along with management demands in order to preserve interpersonal relations (Krumov & Larsen 2013, 322). Interpersonal relations are seen as a beneficial asset for collectivist, since the cultural aspect of the collectivism values cooperation with the team members and provides work opportunities to enhance the work results.

However, individualism and collectivism are not only a surface-level perspectives influencing cultures and culturalism, but also include two an in-depth segments, also known as horizontal and vertical aspects. Some cultures emphasize equality (e.g. Australians, Swedes, Kibbutzim), and other emphasize hierarchy (e.g. Indian, highly competitive American who want to be “the best”) (Triandis 2001, 3). Cultures emphasizing on equality, are low in hierarchy, therefore highlighting on the horizontal aspect of the segments. Likewise, cultures emphasizing hierarchy, are low in equality, therefore highlighting the vertical aspect of the segments. According to Triandis (2001, 4) cultures can be divided into 4 categories HI (= horizontal individualism), VI (= vertical individualism), HC (= horizontal collectivism) and VC (= vertical collectivism).

Table 2: Diversities of individualism and collectivism (Triandis 2001, 4)

Type	Focus	Equality/ Hierarchy	Social measurement	Example country/ society
Horizontal Individualism (HI)	Individual autonomy	High on equality, low on hierarchy	Independent, self-reliant, self-assured	Australia
Vertical Individualism (VI)	Individual autonomy	Focus mostly on hierarchy	Competitive, goal orientated, assertive	Westernized America
Horizontal Collectivism (HC)	Team cooperation	Equality between group collaboration	Equal responsibility, cooperativeness	Israeli Kibbutz
Vertical Collectivism (VC)	Team cooperation	High on hierarchical structure	Dutifulness, self-sacrifice, work-orientated	Japan

Both individualism and collectivism are crucial for the establishment of culturalism. With both cultural phenomena, culturalism has had the opportunity to evolve and impact the B2B cross-cultural negotiation situations quite discreetly. While individualism and collectivism apply the phenomenon of individuals' business behaviour and communication styles in B2B cross-cultural negotiation situations culturalism can be analyzed and identified in such situations. Therefore, it provides negotiators with an opportunity to forecast the expected business behaviour and communication styles to accomplish more culturally accurate and effective of a B2B cross-cultural negotiation situations.

2.1.2 High & Low context cultures

High- and low context cultures are a framework created by Edward Hall. In which he stated that all cultures can be situated in relation to one another through the styles in which they communicate (Würtz 2006, 1). These cultures can be either situated in high or low context, depending on the communication styles and the power of direct and indirect communication influencing. Indirect communication styles, primarily refers to body language and cultural stereotypes impacting on communication. High-context and low-context communication refers to the degree to which speakers rely on factors other than explicit speech to convey their messages (Saqib S.A, 2).

The previously mentioned individualism and collectivism can be seen as the foundation of high- and low context cultures, since they provide crucial insights and knowledge about the cultures and individuals' culturally accurate and preferred social settings. Values prevailing in HC cultures are generally tied to collectivism and those in LC cultures to individualism (Saqib S.A, 6). High- and low context is a framework, which can be seen as the next continuum of the individualism and collectivism framework.

High- context cultures, such as China and Arabian countries, value both direct communication and emphasize the role of non-confrontational communication as well, such body language, eye contact and behavioral patterns. High context culture is characterized by high communication; most messages are implicit, indirect, and not straightforward (Mogea 2023, 7). Therefore, the hidden message and the stereotypes influencing it must be analyzed and comprehended by the receiver of the negotiation. In this case, negotiators can utilize culturalism as a starting point to adapt their communication styles and identify the distinctive features of high-context communication. Hence, in B2B cross-cultural negotiations, parties originating from high- context cultures experience more situational awareness than parties from low-context cultures. The non-confrontational communication through body language is also diverse. Such as, voice intonation, hand gestures, body posture, facial expressions, eye gaze and physical appearance Mogea (2023, 7).

In high-context cultures, hidden messages may carry more power and notable remarks in negotiations and in B2B cross-cultural business communication. Something that is not said may be more significant than something that is said (Mogea 2023, 7). Within this notion, utilizing culturalism to understand the individuals' business behavior or expectations can unravel the hidden messages. In B2B business cross-cultural negotiation process, parties from high-context cultures utilize more hidden messages, due to creating a long-lasting relationship. It implies trust in the other party (Mogea 2023, 7).

In B2B cross-cultural business negotiations, trust and the relationship between the parties are desired. According to Mogea (2023, 7) the high-context culture parties are more likely to hold conversations, which are seen as inconsequential, to build up trust and relationship between the parties in B2B business cross-cultural communication. Hence, parties from high-context cultures are more likely to be selective when choosing the opposite party to do business with. Relationship and trust are seen as some of the most important factors when collaborating with businesses originating from different cultures. The bonds between people are relatively stable and last for a long time (Bai 2016, 3), which can be identified as the reason for carefully choosing business partners. In this sense, the parties are not likely to betray each other, for their own operational success and benefit.

Individuals are given a level of respect according to age and experience (Chin & Kameoka 2019, 3), in high-context cultures. In B2B business cross-cultural negotiations, superior employees ought to be respected by the inferior employees. In hierarchical cultures, roles are dictated within a hierarchical structure, with older individuals as well as those in higher positions accorded higher status and respect and deferred to by younger and less experienced individuals (Chin & Kameoka 2019, 3). Hence, parties originating from low-context cultures need to identify the role and influence of hierarchical cultures to efficiently communicate with the superior employees and conduct effective B2B business cross-cultural negotiation situations. In this culture, a person's formal title, social status and reputation are important considerations in communication (Mogea 2023, 7).

Oral agreement means strong commitment in a high-context culture (Mogea 2023, 7). Oral agreements are valued and cherished, as they exhibit the relationship and trust already created between the business parties.

In high-context cultures, non-confrontational communication plays a crucial role in B2B cross-cultural business negotiations. However, with culturalism, negotiators can expect specific business behaviour or communication styles to emerge in the B2B cross-cultural negotiation situations. For example, situational awareness and respect towards superior individual are expected. The desire to create a strong, long-lasting relationship between business partners in B2B cross-cultural negotiation situations is cherished.

In low- context cultures, such as Finland, Sweden, and the Netherlands, direct communication styles are valued. Low-context culture is characterized by verbal and explicit messages, direct speech style, and being direct and frank (Mogea 2023, 7). In B2B cross-cultural negotiation situations are quite straightforward, since it favors direct communication style. Consequently, the need of non-confrontational communication styles is not seen as relevant comparing to high- context cultures. The low-context cultures communication styles are effortless, thereby making the B2B cross-cultural negotiation situations simpler and clearer.

Low- context cultures heavily rely on direct speech; therefore, in-depth and significant explanations are required if the necessary information is not clear, explicit or easy to comprehend. Participants are expected to explicitly state their point of view with a high degree of precision (Leotescu 2023, 3). If the precision of communication is not clear, miscommunications and misinterpretations are most likely to occur, thus delaying the process of negotiation. People communicating usually expect explanations when something remains unclear (Nishimura, Nevgi & Tella 2008, 3). Furthermore, by adopting an action-oriented approach, participants aim to interact with each other and encourage a linear communication style to allow for as many people to understand it as possible (Leotescu 2023, 3). Linear communication styles are preferred in low-context cultures, since they have been proven to be efficient, especially in individualistic cultures.

People with the low-context cultural background may lack common experience. This means that people of a low-context culture background require clearer procedures as the guidances to the work each time they work. (Tong & Yuqing 2020, 3.) Rules and specific working methods are required to determine, since individuals cannot utilize the most desirable and efficient working methods, if they are not known. However, individuals are expected to cooperate with business colleagues while maintaining a professional approach to the expertise presented, with proper guidance and procedures.

In a low-context culture, the relationship between people is much more flexible, it begins and ends quickly (Bai 2016, 3). Relationships in low-context cultures, do not hold such significant meaning, since individualism favors more independence and self-reliance. In B2B cross-cultural negotiation situations, individuals are merely focusing on relationships that are beneficial to the organizations for a short- term period. In low-context cultures, valid contracts will tend to be written, worded in detail, and legalized (Mogea 2023, 7), since the contract is established for short-time relationship rather than long-term relationships. Furthermore low-context cultures favor rules, procedures, and written agreements, which are the specific organizational standards.

Low-context cultures can be identified to be more transparent, and culturalism influencing is even more undemanding. Individuals from low-context cultures favors direct speech style, in which

expressions and thoughts are clearly performed and explained. In this sense, the linear communication styles are broadly utilized and more cherished. Individuals originating from low-context cultures, favors specific rules and procedures to comply with, providing a golden mean and guidance for the individuals to comply with. Relationships between individuals in low-context cultures are more flexible and short-term; therefore, it does not have the same strong impact likewise as high-context cultures. Since, relationship are more likely short-term, negotiators from low-context culture individuals prefers to have written agreements, in which the terms and conditions of the agreement has been identified.

Table 3: The characteristic of high & low context cultures communication

Perspective	High-context cultures (HC)	Low-context cultures (LC)	Culturalism impacting
Communication methods	Implicit, ambiguous & encompasses hidden messages	Clear messages & direct communication	Implicit (HC) Bluntness (LC)
Body language	Non-confrontational, expected & cherished	No emphasis on body language	Non-confrontational (HC) Non-gestural (LC)
Relationship building	Emphasis on strong relationship, long-term and trust-based	Short-term relationship, flexibility & temporary	Relationship-driven (HC) Organizational-driven (LC)
Procedures & rules	Utilizes rules & procedures, but not a strong emphasis on it	Valued, cherished and strong emphasis on clear rules & procedures	Trust-building (HC) Rule-abiding (LC)
Organizational culture	Hierarchical & superior respected	Equality & autonomy cherished	Bureaucratic (HC) Autonomy-driven (LC)

In high- and low context, business parties can adapt their verbal and non-verbal communication to be culturally accurate and valued in B2B cross-cultural negotiation situations. When business parties gain insights and knowledge regarding verbal and non-verbal communication, negotiators can

conduct more efficient and effective B2B cross-cultural negotiation situations. This allows culturalism to be utilized as an opportunity in B2B cross-cultural negotiation situations, by providing enhanced insights and knowledge on the differences between verbal and non-verbal communication and their correct utilization.

2.2 Overview of expected business behavior in negotiations

When conducting business in B2B cross-cultural negotiation situations, with negotiators originating from unfamiliar cultures, proper business etiquette and format ought to be considered as a crucial factor. Etiquette refers to manners and behavior considered acceptable in social and business situations. Protocol refers to customs and regulations dealing with diplomatic etiquette and courtesies expected in official dealings (such as negotiations) with persons in various cultures. (Chaney & Martin 2011, 161.) Negotiators are entitled to behave culturally accurately and show respect for cultures norms, traditions, and values to effectively conduct business with negotiators originating from unfamiliar cultures. With culturalism, negotiators can analyze and identify culturally accurate business behaviour, enabling them to adapt in B2B cross-cultural negotiation situations.

One of the most important differences in negotiating internationally rather than domestically is culture (Chaney & Martin 2011, 205). Culture is the main differentiating factor between negotiators when conducting business in B2B cross-cultural negotiation situations. Therefore, comprehending the opposite negotiators cultural background is extremely important for effective and efficient negotiation processes. Culture- the characteristic beliefs, norms, and values of a social group- influences the way people negotiate (Boothby, Cooney & Schweitzer 2022, 13). Cultural traits, stereotypes, and culturalism impact in the B2B cross-cultural negotiation situations. In B2B cross-cultural negotiation situations, negotiators are experiencing new situations, which may alter the business behaviour executed.

2.2.1 Iron Rules

In B2B cross-cultural negotiation situations, negotiators are expected to comprehend, respect, and execute the culturally accurate behavior by following the social norms, traditions and values, of the visiting culture. A correct comprehension of the cultures enables negotiators to be able to conduct business in B2B cross-cultural negotiation situations, while maintaining a professional approach in respecting the cultural norms, traditions and values. B2B cross-cultural negotiation situations and business behavior ought to be adapted by the negotiators; the visitor and the local host. According to Gesteland (2012, 22), there are two iron rules in international business settings, which are impacting the negotiations process of international transactions.

The first rule is “In international business, the visitor is expected to understand the local (host) culture” (Gesteland 2012, 22). The first rule emphasizes visitors’ effort to comprehend the local behavioral patterns and customs, thereby being able to respect and adapt to the business behavioral in the local culture. Since visitors are emphasized to comprehend the local culture (individualism or collectivism), communication styles, (high- and low context cultures), the preferred process of building the rapport between negotiators, the expected procedures and rules and the organizational culture (hierarchical or autonomy-driven, see table 2 & 3). Respecting other cultures and being sensitive towards other people with different cultures was mentioned as key to building trust (Koponen, Julkunen & Asai 2019, 11). Especially in collectivistic cultures preferring high-context communication styles, respecting and following the cultural norms, traditions and values and business behaviour enables visitors to create trust and build relationship. Thus, the collectivistic cultures are more likely to conduct business with visitors.

The second rule is “In international business, the seller is expected to adapt to the buyer” (Gesteland 2012, 22). Regardless of which negotiators is the seller or the buyer, the emphasis lies on the approach that seller ought to adapt their business behavior and communication styles to align culturally accurate social norms. In B2B cross-cultural negotiation situations, the negotiators need to adapt to increase the engagement and enhance the negotiation process to be more effective. Therefore, following and respecting the business behavior and communication styles to be culturally accurate to the buyer’s culture, establishes trust and relationships. These cultural settings (See table 2 & 3) must be comprehended by the seller negotiators.

Relationship-focus (RF) and Deal- focus (DF) refer to business transactional methods, in which the organization originating either from individualistic or collectivistic cultures approaches the business negotiations situations differently. Business negotiations usually take longer in RF than in DF cultures, for two reasons. First, it often takes more time to arrange an indirect approach. And then comes the lengthy process of building trust and developing a personal relationship. (Gesteland 2002, 28.) In B2B cross-cultural negotiation process, the relationship- focus approach is more time-consuming, allocates more resources and is more demanding. However, the relationship between the negotiators is long- term, providing a safer and more efficient B2B cross-cultural negotiation situations. Negotiators are expected to comprehend the resources demanded in the relationship-focus approach, which in some cases requires cultural and organizational comprehension regarding the local or visitor’s background culture.

Deal- focus approach, on the other hand, can be identified to be more direct. Because DF people are relatively open to dealing with strangers, export sales people can normally make direct contact with potential distributors and end-users in these markets (Gesteland 2012, 26). Since directness

of deal-oriented negotiators may operate in unfamiliar situations with unfamiliar colleagues, business deals ought to be verified and executed by all negotiators in B2B cross-cultural negotiation situations. Deal-oriented business people rely primarily on written agreements to prevent misunderstandings and solve problems (Gesteland 2002, 30). As identified in the sub-chapter 2.1.2, low-context cultures prefer direct communication styles and clear written agreements for beneficial situations for negotiators. Pursuit of mutually beneficial solutions that integrate the conflicting, compatible, and complementary interests of colleagues, clients, and other important stakeholders (Bowles, Thomason & Macias-Alonso 2022, 2). In short, the deal-focus approach is not as time-consuming nor does it demand more resources, as the relationship-focus approach does. Relationships between buyers and sellers affect how B2B negotiations unfold, and satisfaction with the negotiated agreement is a decisive factor in the development of future business transactions (Sigurðardóttir, Hotait & Eichstädt 2010, 3), negotiators ought to comprehend the cultural and operational aspects, while maintaining a clear focus on establishing either relationship-focus (RF) or deal-focus (DF) in B2B cross-cultural negotiation situations.

Culturalism's impact on the negotiation process differs in every B2B cross-cultural negotiation situations. Although you can learn a lot about how people in another culture negotiate, all negotiators from a country will not be the same (Chaney & Martin 2011, 205). Since not all negotiators negotiate with the same methods, they still originate from cultures. With culturalism, negotiators can prepare for B2B cross-cultural negotiation situations by comprehending the lingering stereotypes impacting on the specific cultural business behaviour and communication styles. Thus, the main stereotypes ought to be identified in communication styles, especially in the non-confrontational communication. Since the two iron rules requires negotiators to adapt either the visiting culture or the seller's input to align the buyer's culture, the negotiations settings require comprehension and patience from all the negotiators.

In B2B cross-cultural negotiations settings, all negotiators ought to be culturally sensitive. Cultural sensitivity facilitates mutual knowledge and reduces misleading messages (Akrouit & Woodside 2023, 7). In B2B cross-cultural negotiation situations, negotiators ought to utilize cultural sensitivity to conduct effective negotiations. Respecting and following the cultural norms, traditions and values will contribute to better business negotiations by displaying a comprehension of the cultural business behavior and communication styles expectations.

2.2.2 Business behavior mistakes in negotiations

Mistakes during B2B cross-cultural negotiations situations evidently happen, and they can be prevented by comprehending the culture, utilizing culturalism and implementing culturally accurate business behaviour and communication styles. A major mistake is to stereotype a national culture

(Chaney & Martin 2011, 205). By stereotyping the culture, negotiators do not become aware of the cultural factors impacting the B2B business negotiations situations, therefore negotiators may manifest decreased satisfaction with B2B negotiations and its effectiveness.

In negotiation situations, most of the time, negotiators are experienced and valued, thereby providing an important set of skills, knowledge and professionalism in B2B cross-cultural negotiation situations. Although effective negotiators are generally successful in their negotiation attempts, mistakes are sometimes made during the negotiation process that may have a negative impact on the outcome (Chaney & Martin 2011, 209). Some mistakes happen due to ignorance and disregard for culturally accurate business behavior and communication styles, and some mistakes happen accidentally. Negative outcomes can harshly influence the image of the organization and negotiators; therefore, their reputation can be diminished.

Cellich's (1997, in Chaney & Martin 2011, 209) research discovered possible mistakes in B2B cross-cultural negotiation situations, which can be caused by failure to identify the lingering stereotypes. Especially mistakes labeled by numbers, 2,3,6, 8 & 15, can be categorized either in individualism/collectivism or high/low context culture and stereotypes regarding the nature of the mistakes. (See table 4). However, with proper knowledge of cultural background and the correct utilization of culturalism, major mistakes can be prevented by comprehending the B2B cross-cultural negotiation situations, and negotiators cultural background.

Table 4: Cellich's business mistakes (Chaney & Martin 2011, 209)

1. Making a negative initial impression
2. Failing to listen and talking too much
3. Assuming understanding by the other culture
4. Failing to ask important questions
5. Showing discomfort with silence
6. Using unfamiliar and slang words
7. Interrupting the speaker
8. Failing to read the nonverbal cues
9. Failing to note key points
10. Making statements that are irritating or contradictory
11. Failing to prepare a list of questions for discussion
12. Being easily distracted
13. Failing to start with conditional offers
14. Failing to summarize and restate to ensure understanding
15. Hearing only what they want to hear

16. Failing to use first-class supporting materials

Negotiators' business behavior and communication styles are executed differently due to cultural norms traditions, and values in B2B cross-cultural negotiation situations. However, some negotiators have the tendency to generalize the opposite culture to have the same cultural norms, traditions, values and stereotypes influencing them. With culturalism, these generalized expectation of the opposite negotiator can lead to misunderstandings and misinterpretation. For example, negotiators utilizing culturalism to comprehend the opposite negotiator from an unfamiliar culture can either positively enhance the negotiation process by adapting to culturally accurate business behavior or communication style, or negatively mitigate the engagement of culturally accurate business behavior or communication style leading to a diminished effectiveness in B2B cross-cultural negotiation situations.

The Chinese consider small talk useful during initial meetings: appropriate topics include travel experiences and such personal topics as salary and marital status. South Koreans also consider asking personal questions to be appropriate. (Chaney & Martin 2011, 185.) As identified, China and South Korea are categorized as collectivistic cultures; however, the countries prefer different business behavior and communication styles in B2B cross-cultural negotiations situations. Therefore, when conducting business with negotiators originating from an unfamiliar culture, the specific cultural norms, traditions, and values ought to be familiarized to ensure an effective business negotiations situations.

Some negotiators primarily focus on driving the negotiations process to be most beneficial for their own parties and organizations, hence accomplishing organization's demands to regain important business partners in B2B cross-cultural negotiation situations. Therefore, negotiators can fail at identify the priorities or underlying interest of the opposite negotiator. They fail to investigative their counterpart's underlying interest, overreacting to initial demands, which may have been offered for tactical reasons or as a way of disguising real interest (Dinnair & Susskind 2018, 4). Mistakes occur when negotiators are too self-centered, being aggressive, and only focus on the success of their own business party. Additionally, not being able to identify the underlying messages nor the stereotypes impacting from the opposite negotiators and their cultural background, leads the negotiators to be unable to analyze the real message, leading to a possible decrease of beneficial settings for their own business organization.

Negotiators often make the mistake of thinking there is only one issue to resolve; therefore, they focus on one issue at a time, usually the most salient one. In reality there are often several issues that can be negotiated together; however, they can be "hidden" and only become known when efforts are made to uncover them. (Jeong, Minson & Gino 2020, 3.) Efforts to uncover hidden

messages and interests varies by cultures. In individualistic cultures, the hidden messages are typically noticed because of the direct communication style. Similarly, in collectivistic cultures hidden messages are utilized due to non-confrontational communication style. However, in both individualism and collectivism, the mistake of focusing on a single issue is possible due to the nature and communication styles of the negotiators in B2B cross-cultural negotiation situations.

B2B cross-cultural negotiation situations expect negotiators to prevent mistakes by comprehending and respecting the cultural norms, traditions, values and the stereotypes impact them. Mistakes are preventable, if culturally accurate business behaviour, communication styles, and stereotypes are acknowledged and respected, thereby demonstrating an effort to familiarize with the culture. Therefore, in collectivistic cultures, showing the effort to prepare for the counterpart's culture enhance the possibility of conducting effective B2B cross-cultural negotiation situations. In individualistic cultures, clear and linear communication styles are preferred and valued; hence, following and respecting cultural norms, traditions, and valued are not considered as necessary or required.

2.3 Communication styles in B2B negotiations

Culture plays a pivotal role in shaping communication styles and norms, and this relationship is crucial to understanding the dynamics of cross-cultural interactions (Ishchuk & Ishchuk 2023, 2). Culture and culturalism strongly influence business behaviour and communication styles utilized in the B2B cross-cultural negotiations situations. As identified in the previous chapters, culture forms the foundation of the business culture due to culturally accurate business behavior and communication styles. Meanwhile, culturalism influences the communication styles preferred and utilized in such situations. Since stereotypes also influences communication styles, the application of culturalism, enables negotiators to mitigate the impact of stereotypes in B2B cross-cultural negotiation situations by preventing miscommunication and misinterpretations.

Stereotypes are linked on communication styles, therefore complicating the process of communication in negotiation settings. As identified in the chapter 2.1 both individualism/collectivism and high-/low context cultures define the preferred and valued business behaviour and communication styles. Cultural norms and communication styles are dynamically linked, where an interdependent self-construal influences indirect, context-based communication methods that are deeply embedded in cultural behaviors (Ishchuk & Ishchuk 2023, 4). Cultural behaviors depend on the stereotypes expected and identified in B2B cross-cultural negotiation situations; therefore, the impact culturalism and its proper utilization must be executed correctly.

It may be postulated that dimensions of culture and interdependent self-construal have direct dynamic link to define the relationship of cultural norms and communication styles (Lick & Hoo 2016,

4), hence providing an interesting approach on communication styles in negotiation settings, cultural factors and the stereotypes define the negotiators' engagement towards B2B cross-cultural and negotiation situations. Therefore, this provides a personal approach to how negotiators' conduct negotiation situations in B2B field. Hence, if the relationship of cultural norms and the interdependent self-construal positive, it positively affects the communication behaviours. Likewise, if it is negative, it will negatively affect the communication behaviours. (Lick & Hoo 2016, 4.) Positive self-construal enables negotiators to utilize communication styles that are more beneficial for the business party in the negotiations; likewise, negative self-construal decreases the level of advantages in negotiation situations. Therefore, the importance of relationship between cultures and communication styles ought to be considered.

Due to globalization, communication styles are evolving to become more convergent compared to the past. The global economy has further impacted business communication, aligning it more closely with the low-context communication styles, emphasizing clarity and directness. Nevertheless, it is essential to recognize that within any culture, there is diversity in communication preferences, with some individuals favoring explicit and direct approaches even within high-context cultures. (Ishchuk & Ishchuk 2023, 4.) However, communication styles have emerged on cultures; with culturalism, negotiators can adapt their communication styles to be more effective in B2B cross-cultural negotiation situations. While the diversity between preferred communication styles in negotiation situations varies, negotiators ought to identify the impact of culturalism and utilize it as an asset to enhance the efficiency and transparency of B2B cross-cultural negotiation situation processes.

2.3.1 Stereotypes influencing on communication styles

Communication styles are based on the high- and low context cultures. As mentioned previously, high- context cultures rely on both verbal and non-verbal communication, whereas low- context cultures heavily rely on verbal communication. The communication styles that evolve in these context cultures determine the communication style negotiators will utilize in B2B cross-cultural negotiation situation. During the cross-cultural communication stereotypes can be both effective and inefficient. They are effective only when they are used as the first and positive guess about the person or a situation but are not considered as the only right information about them. (Pluzhnova & Stasyuk 2017, 1.) The first and positive guess refers to the utilization of culturalism in B2B cross-cultural negotiation situations.

Stereotypes have always impacted communication styles; however, some negotiators have not identified their impact. When conducting business with negotiators from unfamiliar cultures, negotiators are more likely to counter miscommunication or misinterpretation due to differences in culture

and communication styles. Stereotypes, in and of themselves, do not lead to miscommunication and /or communication breakdown (Zhang & Deng 2009, 2). However, expecting the opposite negotiator to have the same or expected characteristic traits and/ or communication styles leads to misinterpretation of the B2B cross-cultural negotiation process. Therefore, stereotypes by themselves do not lead to miscommunication, but when utilized, miscommunication occurs due to negotiators' ignorance and disinterest attitude.

Communication styles impacted by stereotypes are related to the negotiators' cultural background and ethnicity, providing diverse communication styles to the negotiators' advantage. Due to unfamiliar communication styles, some negotiators stereotypically categorize individuals as belonging to specific groups. When communicating with strangers, we might categorize them on the basis of one group membership (e.g., ethnicity) and assume that their social identities based on this category are influencing their behavior (Zhang & Deng 2009, 3). Since negotiators already stereotype other negotiators to have specific business behavior or communication styles, a clear negotiation process is not necessarily achieved in B2B cross-cultural negotiation situations. However, some negotiators differ in their comprehending of communication styles due to receiving cross-cultural education. These negotiators have received a multicultural education and are well acquainted with various cultural values and ideas. In addition, even within a relatively homogenous culture, not all negotiators have the same level of identification with cultural values, i.e. not all negotiators behave as expected by members of this unique culture. (Galín 2016, 182.) Since all negotiators have different personalities, education, cultural backgrounds, expectations, communication styles and stereotypes influencing behavior, the results of negotiation situations differ due to negotiators' abilities to conduct negotiations in such situations.

Stereotypes can introduce two types of communication styles, each with negative and positive impacts. Similarly to symbol or myth, stereotype is of ambivalent character and conveys both positive and negative meanings and references, relying on such factors as age, gender, race, religion, profession and nationality. According to Permyakova (2015), stereotypes cannot be identified as solely positive or negative. Rather, adopting a neutral approach, stereotypes are generally considered to be more negative than positive. Though negative linguistic stereotypes prevail, there are rare positive stereotypes, expressed through syntax (Permyakova 2015, 1.) Especially in B2B cross-cultural negotiation situation, linguistic stereotypes have been identified as negative. However, in some aspect of the linguistic approach, stereotypes can be identified as more positive than negative. In linguistic, syntax can be a significant asset, as it determines the complexity and formality of the language chosen. This can directly correspond to displaying intelligence and professionalism, which are seen as positive traits.

Positive stereotypes in B2B cross-cultural negotiation situations, typically empower the communication styles chosen. If negotiators receive positive and approachable stereotypes about the opposite negotiator, the necessary communication style can be adapted to be more specific. Positive stereotypes demonstrate positive assumptions and representations of negotiators originating from unfamiliar cultures. Given norms that emphasize and encourage at least superficial attempts to demonstrate inclusiveness, diversity, and multiculturalism at personal and institutional levels, there may be strong motivation to attempt to make positive (though perhaps stereotypic) statements about members of traditionally marginalized social groups (Czopp, Kay & Cheryan 2015, 2). With positive stereotypes in B2B cross-cultural negotiation situations, the possibility of an effective negotiation increases due to more emphasized and valued communication styles.

Some stereotypes can create a motivational aspect to change the communication styles, providing more culturally appropriate styles for social groups and negotiators in B2B cross-cultural negotiation settings. Therefore, negotiators may identify more with the opposite negotiators due to the differences in the communication styles. In this case, stereotypes play a positive role in encouraging social group to preserve and create positively valued differentiations (Suryandari 2020, 5), even when adapting communication styles to be more transparent, valued, and sincere, while maintaining focused approach on achieving effective B2B cross-cultural negotiation situations, positive stereotypes may motivate negotiators to negotiate more effectively. They also help identify cultural differences, providing an opportunity to reflect and adapt communication styles to be more respectful and emphasizing. Some positive stereotypes can highlight the beauty of cultural differences, creating B2B cross-cultural negotiation situations in which negotiators can identify and adapt the communication styles to be more culturally accurate.

Some stereotypes can indeed help navigate unfamiliar cultures, by providing generalized insights and knowledge regarding a specific social groups and cultures. However, stereotypes can also introduce a disadvantage to the B2B cross-cultural negotiations situations by occurring conflicts, as previously mentioned. Stereotypes can help us quickly classify and process complex social information. However, they can also cause prejudice and discrimination of certain groups, which may lead to serious social problems. (Ye, Zhao, Huang & Meng 2021, 1.) The possibility of prejudice and discrimination in B2B cross-cultural negotiation situations may arise, altering the communication styles utilized. If negotiators experience prejudice and discrimination, alternative communication styles should be utilized to empower the negotiator. As a result, negotiators need to adapt and utilize different communication styles due to prejudices and discrimination caused by stereotypes.

Some stereotypes can display a threat to the communication styles in B2B cross-cultural negotiation situations. If stereotype threat influences language use, the possibility emerges that the effects

of stereotype threat might reverberate throughout social systems, leading to outcomes that extend beyond the immediate targets of stereotypes. That is, if people speak differently as a consequence of feeling stereotyped, the differences in the way they use language could influence those who stereotyped them, and presumably others who did not stereotype them but were party to later interactions. These altered communications could then have a variety of consequences for everyone involved. (Von Hippel, Wiryakusuma, Bowden & Shochet 2011, 3.) When stereotypes pose a threat for language proficiency or communication styles, the process of effective B2B cross-cultural negotiation situations can encounter disadvantages due to alternative communication styles. If negotiators experience being stereotyped during a business negotiation, the possibility of decreased language syntax, and a mitigation of proper communication styles occurs. As mentioned previously, language syntax can enhance positive assumptions and conduct effective business in B2B cross-cultural negotiation situations. For example, women in or aspiring to leadership positions may be vulnerable to stereotype threat (Von Hippel, Wiryakusuma, Bowden & Shochet 2011, 3).

According to Ye, Zhao, Huang & Meng (2021, 2) various studies on stereotypes and communication have been conducted during the years. The impact of stereotypes on communication between nations, social groups, parties and even small amount groups has comprehended the influencing stereotypes in communication. These studies revealed that people were inclined to communicate more stereotype-consistent information than stereotype-inconsistent information. This selective sharing of stereotype-related information showed that communicators would adjust their communication content of stereotypes according to the social situation. (Ye, Zhao, Huang & Meng 2021, 2.) In B2B cross-cultural negotiation situations, if negotiators tend to communicate with the stereotypically accepted and valued communication styles, the impact of stereotypes can, and most likely will, alter the originally chosen communication style. Therefore, negotiators need to adapt to a new phenomenon that causes communication styles to differ from familiar expectations or assumptions. Communication facilitates the dissemination and maintenance of stereotypes (Ye, Zhao, Huang & Meng 2021, 2), even in B2B cross-cultural negotiation situations quite significantly.

All previously mentioned stereotypes are indeed examples and aspects of culturalism. While diverse stereotypes influence the communication styles utilized in B2B cross-cultural negotiation situations, with culturalism negotiators can predict certain business behavior or communication styles to emerge in such situation. Culturalism is not only an alternative method to comprehend influencing stereotypes but also to an opportunity to adapt and learn, enhancing the B2B cross-cultural negotiation process to be more resourceful and effective.

2.3.2 Cultural Intelligence (CQ) mitigating culturalism

Some negotiators have mastered the art of cultural intelligence. Due to globalization, there also negotiators who can be characterized as having “cultural intelligence”, which enhances their capability to successfully adapt to other cultural settings and enables them to make more accurate judgments regarding other cultures (Galín 2016, 182). Cultural intelligence (CQ) can be identified as an asset for negotiators, enabling them to comprehend opposite negotiators and identify the influencing stereotypes in B2B cross-cultural negotiation situations. Because cultural intelligence mitigates the impact of culturalism and provides an explanation of the unfamiliar cultural background of negotiators, the negotiation process would be more fluent, respectful and effective.

Alternative cultural factors, such as negotiators’ personality may alter the comprehension of negotiators’ cultural background. While cultural intelligence (CQ) creates an opportunity to comprehend and adapt to specific cultures norms, traditions, and values, the situational awareness shaped by culturalism provides more generalized insight and knowledge, which can introduce weaknesses and threats in B2B cross-cultural negotiation situations.

Since cultural intelligence (CQ) rotates the direction of negotiation process of B2B cross-cultural negotiations situations, it demands more effort to comprehend opposite negotiators’ cultural backgrounds. As cross-cultural interactions are embedded in ambiguity due to cultural differences, making sense of such an environment require extra effort and energy to structure; extra efforts which requires a certain level of motivation (Bücker, Furrer, Poutsma & Buyens 2014, 3). Because of the extra effort, negotiators need to adapt their communication styles to be more precise and culturally accurate to overcome the lingering stereotypes in communication styles frequently utilized. While extra effort is required to mitigate the impact of culturalism, it also provides more insight and knowledge about socially cherished norms, traditions, and values therefore, enhancing the opportunity to effectively conduct B2B cross-cultural negotiation situations.

With cultural intelligence (CQ), negotiators can adapt their communication styles concerning the stereotypes and the impact of culturalism in B2B cross-cultural negotiation situations. By adapting their communication style to be the culturally accurate, negotiators are more likely to conduct business with a professional approach, which pleases both parties and the negotiation situations will be more valued. CQ is an individual’s capability to detect, assimilate, reason, and act on cultural cues appropriately in situations characterized by cultural diversity (Van Dyne, Ang, Ng, Rockstuhl, Tan & Koh 2012, 3). Cultural intelligence (CQ) facilitates to comprehend the cultural background and the impact of culturalism in B2B cross-cultural negotiation situations. However, as identified previously, not all negotiators identify with the culturally accurate norms, traditions, and values. Therefore, cultural intelligence (CQ) provides general insight and knowledge regarding stereotypes and the

impact of culturalism, but does not profoundly predict, how negotiators behave and communicate in B2B cross-cultural negotiation situations. Therefore, cultural intelligence (CQ) mitigates the impact of culturalism in B2B cross-cultural negotiation situations by providing generalized insights and knowledge regarding business behaviour, communication styles and lingering stereotypes demonstrated by negotiators.

Due to cultural differences, some negotiators may experience uneasiness and stress in B2B cross-cultural negotiation situations, which can decrease effectiveness. Cultural intelligence helps in creating a peaceful and positive environment in diverse teams as people are adaptable towards the differences (Mangla 2021, 4). Cultural intelligence (CQ), equips negotiators to encounter B2B cross-cultural negotiation situations, thus increasing the likelihood of effectively conducting B2B transactions. In a peaceful and positive environment, negotiators are more likely to be more open and amenable towards opposite negotiators and their business behaviour as well as communication styles utilized. While positive environments enhance the possibility of an effective business transaction, they also mitigate the impact of culturalism by cultivating cultural differences. Cultural differences can be comprehended and identified more efficiently by the negotiators, and the chosen communication styles can be adapted, leading to positive results in negotiation situations.

Cultural intelligence (CQ) improves the efficiency of B2B cross-cultural negotiation situation, thereby leading to enhanced negotiation processes, in which the results are greater effectiveness and outcomes. Being mindful during intercultural interactions is very important as it allows one to consciously use their cultural knowledge effectively (Mangla 2021, 4). Effectiveness in B2B cross-cultural negotiation situations is valued and cherished, as cross-cultural negotiation processes and business interactions are time-consuming and demands significant effort. While being mindful in negotiation situation is required, the utilization of the four dimensions of cultural intelligence ought to be utilized as well.

According to Ang & Van Dyne (2008, 25-27), cultural intelligence can be divided into 4 sub-dimensions, which are metacognitive CQ, cognitive CQ, motivational CQ and behavioral CQ. All these dimensions are an asset in comprehending the impact of culturalism in B2B cross-cultural negotiation situations, as well as in business behavior and communication styles.

Table 5: CQ divided into 4 dimensions (Ang, Van Dyne 2008, 25-27)

Metacognitive CQ	Cognitive CQ	Motivational CQ	Behavioral CQ
Refers to negotiator's cultural awareness in	Negotiators know the culturally accepted	Negotiators can learn and interact in	Negotiator's ability to display culturally

cross-cultural communication	norms and traditions due to educational learning or experience	culturally characterized situation and their differences	acceptable and valued verbal and non-verbal communication
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By comprehending cultural intelligence (CQ) and utilizing all four sub-dimensions, negotiators can negotiate more effectively in B2B cross-cultural negotiation situations, by adapting their communication styles to be more precise. This mitigates the impact of culturalism in such situations, providing more intellectual and linear B2B cross-cultural negotiation process.

2.4 SWOT- analysis

When analyzing the impact of culturalism in B2B cross-cultural negotiation situations, the SWOT analysis can be employed. The SWOT analysis framework identifies the culturalism strengths (S), weaknesses (W), opportunities (O), and threats (T) in B2B cross-cultural negotiation situations, therefore providing insights and knowledge. SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is one of the oldest and most widely adopted strategy tools worldwide (Puyt, Lie & Wilderom 2023, 1). According to Benzaghta, Elwalda, Mousa, Erkan & Rahman (2021, 1), SWOT analysis has evolved into one of the key tools for business to conduct strategic planning. In this thesis, the identification of the impact of culturalism in B2B cross-cultural negotiation situations provides a practical approach for negotiators.

2.4.1 Strengths

In B2B cross-cultural negotiation situations, the impact of culturalism can be utilized as a strength, by providing beneficial insights and knowledge regarding conducting business more efficiently compared to previous interactions. One of the biggest strengths culturalism can introduce is cultural familiarity. Stereotypes reduce the uncertainty in the communication process and increase our confidence in predicting the behaviour of strangers (Braslauskas 2023, 3). With cultural familiarity, B2B negotiators can predict and adapt their verbal, non-verbal and communication styles to be culturally accurate and valued by the opposite negotiator. This directly corresponds to utilizing culturalism in B2B cross-cultural negotiation situations due to comprehending the fixed socially cultural accurate norms, traditions, and values.

Positive stereotypes are often perceived as charming characteristics. Positive stereotypes not only highlight the strengths of the target group, but also create active relationships between groups. (Braslauskas 2023, 4.) With positive stereotypes, negotiators can increase their personal performance due to positive and uneasy stereotypes. While displaying positive stereotypes, culturalism also gains importance due to positive expectations of opposite negotiators originating from unfamiliar culture. When negotiators display uneasiness, trust, and positive emotions during the

international business negotiation process, the rate of effectiveness increases. With the impact of positive stereotypes, the possibility to having a successful and effective business cooperation with the business parties originating from different cultures, is seen as a valued and crucial asset in international business field. Therefore, positive stereotypes enable the creation of valued business relationships between organizations in international target markets.

Positive stereotypes can also improve others' negative impressions of one's group (Czopp, Kay, & Cheryan 2015, 4). Positive stereotypes are valued due to their nature of influencing lingering expectations and assumptions to be more positive rather negative. When analyzing it through culturalism, positive stereotypes impact the expectations and business behavior of the opposite negotiator to display positive reactions and actions in B2B cross-cultural negotiation situation. When business negotiators experience positive emotions and display positive culturalism in business behaviour or communication styles, the negotiation process will be more straightforward, efficient, and valued.

In this sense, negotiations are not seen as time-consuming or requiring more effort. Following this, businesses are more likely to engage in negotiation situations with organizations originating from unfamiliar cultures, due to modified expectations and assumptions regarding the influencing culturalism and the altered communication styles in B2B cross-cultural negotiation situations.

2.4.2 Weaknesses

Since the generalized aspect of stereotypes and culturalism is seen to have a negative impact on B2B cross-cultural negotiation situations, negotiators ought to be careful and identify the weaknesses of culturalism. In B2B cross-cultural negotiation processes, generalized stereotypes and culturalism might lead to miscommunications and misinterpretations. Intercultural stereotypes often lead to misunderstandings or even cultural conflicts in communication, as they interfere with the rational assessment of individuals from one national culture and the products, perspectives and practices associated with them (Braslauskas 2023, 1). Negotiators need to identify culturalism in B2B cross-cultural negotiation situations to ensure miscommunication and misinterpretations would not arise.

Stereotypes are harmful when they are used as rigid prejudices and are applied to all members of a group or to a person over a period of time, regardless of individual differences (Braslauskas 2023, 4). The influencing prejudices may alter negotiators' personal performance in B2B cross-cultural negotiation situations, leading to decreased performance levels. Members of stereotyped groups may begin to pay less attention to their activities in the area of stereotype (Braslauskas 2023, 5). With an unambitious approach, the rate of successful negotiation situations will decrease.

A combination of prejudices and the impact of culturalism in B2B cross-cultural negotiation situations enables negotiators to be completely biased and non-realistic, weakening the B2B cross-cultural negotiation processes, and lowering the levels of significant transactions. It can be presented as a weakness in such situations.

Some negotiators can identify a reverse stereotyping to be a weakness in B2B cross-cultural negotiation situations. In these situations, negotiators acknowledge stereotypes to have completely different assumptions and perspectives compared to the individual's own culture. Although reverse stereotypes can also occur, when "not their own" culture acts as the opposite of the shortcomings of one's own culture and society (Hiyasova, Mustafaeva, & Mustafaev 2018, 5). While reverse stereotypes can be seen as a weakness due to their nature to completely rotate the direction of B2B cross-cultural negotiation situations, they may be utilized to justify predetermined business behavioral patterns and communication styles. Reverse stereotypes may bolster the concept of culture determining business behavioral patterns and communication styles, which is one of aspects of culturalism. With reverse stereotypes, negotiators may encounter unrealistic expectations for the opposite business negotiator, leading to a decreased level of cultural familiarity. This corresponds to distorting the process of negotiation and mitigating the effective negotiation expectations.

2.4.3 Opportunities

Culturalism can introduce opportunities in B2B cross-cultural negotiation situations. With culturalism, negotiators can complete trainings and courses to evaluate the negotiation processes by providing insight and knowledge regarding culturally accurate on business behaviour and communication styles. Intergroup contact and various intercultural awareness trainings can help (Braslauskas 2023, 5). With intercultural trainings, negotiators can increase the level of success in B2B cross-cultural negotiations by comprehending the lingering stereotypes in cultures, business behavior, and communication styles. However, as culturalism provides generalized expectations and assumption regarding socially accurate business behavioral and communication styles, negotiators need to adapt and adjust their business behavior and communication styles to be effective. This creates an opportunity for culturalism to identify cultural frameworks influencing on B2B cross-cultural negotiation situations.

Stereotyping creates a simplified view of the world around us, based on certain stereotypes that help us to classify different social groups and individuals according to preconceived expectations and to expect them to behave accordingly (Braslauskas 2023, 7). Especially, culturalism creates a more simplified view of the world and cultures, which can be utilized as an opportunity in B2B cross-cultural negotiation situations. With the correct utilization of culturalism, negotiators are able to prepare and adapt to upcoming B2B cross-cultural negotiation situations, therefore providing an

emotion of uneasiness and trust in one's personal professionalism and skills. With this notion, negotiators can enter the B2B cross-cultural negotiation process with culturally accurate business behavior and communication styles, thus being prepared to deal with business issues, if they emerge in such situations.

2.4.4 Threats

Discrimination in B2B cross-cultural negotiation situations is a major threat. Because of preconceived ideas, in cross-cultural communication people may behave differently towards the members of various groups (Gašpar, Podrug, & Aleksić 2023, 8). Due to discrimination, some business may avoid conducting business with specific business parties or negotiators', hence lowering the change of entering international target markets or to achieving a successful cooperation in B2B field. With culturalism, discrimination can occur before entering B2B cross-cultural negotiation situation. In negotiation situations, some negotiators may discriminate the opposite parties and negotiators', thus displaying negative emotions and behavior. They are reluctant to admit that they are discriminating against those groups by responding to the "other" in an abominable way (Braslauskas 2023, 5). Discrimination leads to neglected business cooperations and avoided business opportunities.

Some negotiators can display distress by being overwhelmed with an unmanageable information flow, before or during B2B cross-cultural negotiation situations. Overwhelmed with information, people protect themselves with stereotypes classifying events and phenomena in a more usable format (Hiyasova, Mustafaeva, & Mustafaev 2018, 5). Utilizing and/or comprehending more "usable format" can lead to decreased or biased communication styles, therefore displaying a threat in negotiation settings. When negotiators filter the communication to be easy to comprehend, the information can be altered due to straightforward or more simplified information process. Following this, negotiators filtering the information can damage or harm the negotiation process. Culturalism in this situation may alter the cognitive dissonance of negotiators, due to overwhelming information flow, which can create miscommunication, misinterpretations and personal tensions between negotiators in B2B cross-cultural negotiation situations.

Stereotypes sometime help to protect self-esteem or reinforce the perception of being a member of a superior group; therefore, an individual may be motivated to apply negative stereotypes to his or her perceptions and decisions in order to restore a sense of self-esteem (Braslauskas 2023, 5). Utilizing negative stereotypes to justify arrogant business behaviour or condescending mindset can be seen as a threat to B2B cross-cultural negotiation situations. If a negotiators experience threat, utilizing negative stereotypes to gain short-term delight to feel superior might cause the negotiation process to fail. Due to the arrogant mindset and business behaviour displayed in the negotiation

situations, may cause opposite business parties consider negotiators and organizations to be elitist and arrogant. As an example, culturalism in this situation is impacting on the negotiators' psychological mindset experiencing being superior compared to the opposite negotiators originating from unfamiliar culture. This can correspond to failed B2B cross-cultural negotiation processes and business cooperation due to arrogant and elitist business behavior and communication styles, which can be seen as unprofessional by the opposite business party.

By taking in information from the surrounding world and processing it through the prism of own perception, people tend to give more credence to fact that confirms conventional, established views (Braslauskas 2023, 5). With generalized expectations of culturalism, businesses might enter a B2B cross-cultural negotiation situations with false expectations. This can cause the negotiation process to be more time-consuming and enable negative emotions such as frustration or exasperation, therefore prolonging the negotiation process. Hence, business cooperation might fail because of the delayed negotiation process or decisions.

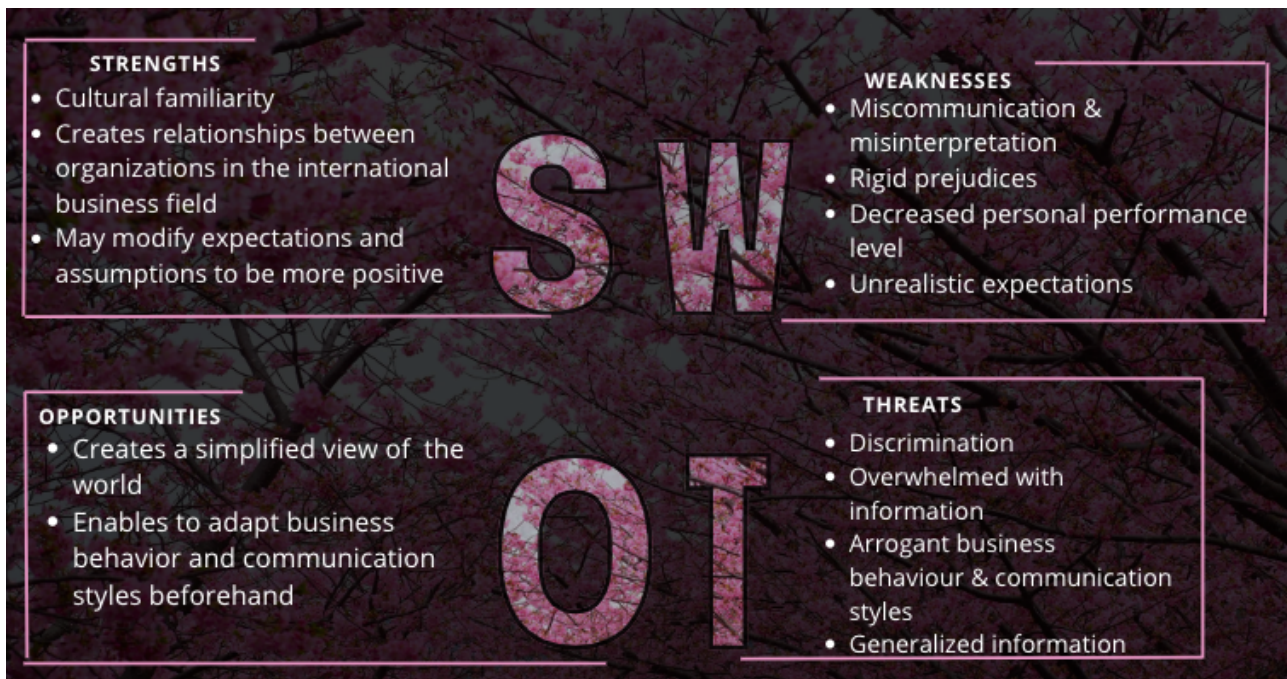


Figure 3: SWOT- analysis

3 Research Methodology

Since this thesis only relies on academic literature & reviews as well as documents, it employed a qualitative research methodology. The chosen research methodology was employed considering the author's resources and time management plan.

Qualitative research method was chosen due to its nature for gaining in-depth insights and knowledge regarding the thesis topic. The impact of culturalism in B2B cross-cultural negotiation situation, specifically on business behaviors and communication styles. And understanding these complex phenomenon requires more in-depth analysis of the insights and information (Lim 2024, 1).

3.1 Research Design & Approach

Since this thesis only employs qualitative research methodology to gather crucial insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations, the insights and knowledge were gathered from academic literature & reviews as well as documents. Due to gathering crucial insights and knowledge from academic literature & reviews as well as from documents, the research design is quite straightforward. By exploring academic literature & reviews as well as documents, this thesis acquired valid and reliable insight and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations.

Because of the author's time management plan, resources and the desire to comprehend of this complex phenomenon impacting B2B cross-cultural negotiation situations, the qualitative research methodology was the most suitable approach to gather crucial insights and knowledge. Qualitative research is characterized by its aims, which relate to understanding some aspect of social life and its methods which (in general) generate words, rather than numbers, as data for analysis (McCusker & Gunaydin 2014, 1). Qualitative research method aims to understand the "why", "how" & "what" (McCusker & Gunaydin 2014, 1). By comprehending the root cause of this complex phenomenon, negotiators in B2B cross-cultural negotiation situation, would be able to analyze and identify the impact of culturalism more efficiently. Also, for this thesis, it would offer more valid and reliable insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations, increasing the thesis quality.

Because culturalism can be identified as a complex phenomenon influencing B2B cross-cultural negotiation situations, the impact it holds is significant. Therefore, analyzing and identifying the impact of culturalism, specifically in business behaviour and communication styles, is necessary. To discover reasons for observed patterns, especially the invisible or surprising ones, qualitative

designs are needed (Busetto, Wick & Gumbinger 2020, 1). By utilizing qualitative research methodology enables the uncovering negotiators' business behaviors and communication styles influenced by culturalism in B2B cross-cultural negotiation situations. Thus, recognizing the observed patterns, specifically the invisible ones, is extremely crucial for negotiations that aim to enhance negotiation processes to be more effective. Therefore, employing qualitative research methodology provides the necessary valid and reliable insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations.

According to Strijker, Bosworth & Bouter (2020, 4), qualitative research method as an approach to the study will generate more generalized outcomes. For this thesis, generalized outcomes are highly valued. Since this thesis is targeted for negotiators in B2B cross-cultural negotiation situations, the author desired to offer these insight and knowledge to all negotiator's professionals in this field, not just for a specific negotiator aligning with specific culture. The desire to provide an overview of the impact of culturalism in B2B cross-cultural negotiations situations, will benefit more broad audience. Also, if the author decided to profession to the same international situations, the outcomes would benefit her as well.

With generalized outcomes, negotiators from all cultures can analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations. Therefore, being able to prepare and adapt to these situations to deliver higher personal performance and levels of satisfaction in B2B cross-cultural negotiation situations is valued.

The section on qualitative research is the view of the world with lenses (Hu & Chang 2017, 2). Analyzing the world through lenses provides diverse perspectives of complex phenomenon to be identified. Analyzing the impact of culturalism in B2B cross-cultural negotiation situations can deliver crucial insights and knowledge regarding the complex phenomenon from various perspectives. This corresponds to comprehending the impact of culturalism in B2B cross-cultural negotiation situations from diverse perspectives.

Since, comprehending the root cause of culturalism in B2B cross-cultural negotiation situations, the complex phenomenon requires to be analysed by various factors to answer the question "why", "how" & "what". To perceive culturalism through lenses, qualitative methodology offers an opportunity to answer these questions by providing various perspectives to analyze.

In summary, the qualitative research methodology is the most suitable approach for comprehending a complex phenomenon in B2B cross-cultural negotiation situations. It provides crucial insights and knowledge regarding the impact of culturalism, which are reliable and valid. However, since the author has not gathered any empirical data of the complex phenomenon in B2B cross-cultural

negotiation situations, this study only emphasizes and highlights academic literature & reviews and documents as an only source of academic information.

3.2 Data collection method

As identified previously, this thesis only employed qualitative research methodology, specifically academic literature & reviews and documents, therefore the data collection method is straightforward.

All crucial data were gathered from academic literature & reviews and documents, which delivered reliable and valued insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations.

For data collection methods, the only utilized tools were Google Scholar as a search machine for academic literature & reviews as well as documents, Canva to generate figures for the thesis, and Apple Notes to store the identified academic literature & reviews as well as documents.

4 Results

The core research question is “**How does culturalism influence B2B cross-cultural negotiation?**”. This core research question has been segmented into three investigative questions to gain more profound data and insights.

- 1) **What causes culturalism to be included in B2B cross-cultural negotiation situations?**
- 2) **What challenges does the impact of culturalism introduce in B2B cross-cultural negotiation?**
- 3) **How can culturalism be utilized as an advantage in B2B cross-cultural negotiations?**

In this chapter, the results of this research-based thesis will be analysed by the author to answer these investigative questions with data and insights provided by the theoretical framework.

4.1 The cause of culturalism

The cause of culturalism impacting on B2B cross-cultural negotiation situations is culture. Because of culture, negotiators execute culturally accurate business behaviors and communication styles in negotiation situations, which hold significant influence. Since every business and negotiator originate from specific culture, the culturally accurate business behavior and communication styles are embedded in these contributors, which causes the impact of culturalism to be displayed in B2B cross-cultural negotiation situations.

As identified in Hofstede’s cultural framework, the majority of cultures can be categorized either into individualistic cultures or collectivistic cultures. Therefore, businesses and negotiators originating from those cultures are embedded with culturally accurate cultural traits, norms, traditions and values. These aspects guide the perception, behaviors and communication of the negotiators in B2B cross-cultural negotiation situations.

As individualism emphasizes individual autonomy, negotiators are more likely to be independent in B2B cross-cultural negotiation situations. These negotiators are able to conduct negotiation situations utilizing more self-directed methods. Individualistic cultures support the idea of equality in the horizontal aspect and hierarchy in the vertical aspect. Equality in the horizontal aspect reinforces the idea that every individual is independent, self-reliant and self-assured in B2B cross-cultural negotiation situations. Likewise, in the vertical aspect, equality is of crucial importance; however,

hierarchy is required to be acknowledged, respected and more implemented by the negotiators. For example, negotiators from vertical individualism are expected to respect superior employees more than those from horizontal individualism.

In collectivistic cultures, negotiators are identified as a part of team, rather than independent negotiators. Collectivistic cultures emphasize on team cooperation, where major decisions are through the collaboration of a whole team. In horizontal collectivism, there is equality between the negotiators in group collaboration, ensuring that every member of the team has the same right to express opinions, behave, and communicate freely. The vertical aspect of collectivistic cultures also emphasizes on team cooperation, and the importance of hierarchy is highly expected and valued. Negotiators from vertical collectivism are more likely to have social measurements of dutifulness, self-sacrifice and work-orientation; the importance of respecting superior employee is expected.

Cultures causes culturalism to be included in B2B cross-cultural negotiation situations. These expectations and assumptions regarding culturally accurate social behaviour determines how negotiators perceive, behave and communicate in negotiation situations.

4.2 The challenges of culturalism

The challenges introduced by culturalism in B2B cross-cultural negotiation situations can be identified in Hall's high- and low context cultures framework and in communication styles, summarised in SWOT- analysis.

As identified in Hall's high- and low context cultures, communication styles vary depending on the culture and cultural traits, norms, traditions, as well as values displayed by negotiators in one's business behaviour and communication styles. High- context cultures communication is highly demanding since it values non-confrontational communication. This this communication style, indirectness, implicit communication, the impact of body language and "hidden messages" are typically. These aspects of body language and "hidden messages" provides cues and signs for opposite negotiators to comprehend. Therefore, to comprehend the communication profoundly, negotiators ought to be able analyse and identify the impact of it.

Likewise, low- context cultures value clear and linear communication styles. Communication styles rely primarily on verbal communication, in which explicit messages are valued. Linear communication styles should be the primarily mechanism to comprehend and interpret communication in B2B cross-cultural negotiation situations.

Because of these cues and signs to comprehend in B2B cross-cultural negotiation situations, the impact of culturalism creates a risk of miscommunication and misinterpretations. Thus, mitigating the efficiency in such negotiations.

As analysed in the SWOT- analysis, the impact of culturalism in B2B cross-cultural negotiation situations introduces weaknesses and threats regarding culturalism. The impact of culturalism can weaken the B2B cross-cultural negotiation situations by providing several perspectives to pinpoint. These weaknesses can be categorized into; miscommunication & misinterpretation, rigid prejudices, decreased levels of personal performances and unrealistic expectations. These weaknesses downgrade the B2B cross-cultural negotiation situations' effectiveness and efficiency, leading to decreased business negotiation situation satisfaction.

The threats introduced in the SWOT- analysis are; discrimination, overwhelmed with information flow, arrogant business behaviour & communication styles, and generalized information. These threats display major risks for B2B cross-cultural negotiation situations, since they aggravate the impact of culturalism, making the negotiation process more vulnerable. This can correspond to a failure in B2B cross-cultural negotiation situation if not identified prior of negotiation situations.

4.3 The advantages of culturalism

The advantages of the impact of culturalism can be identified by utilizing SWOT- analysis. The SWOT- analysis introduces culturalism's strengths and opportunities in B2B cross-cultural negotiation situations.

Culturalism can be utilized as a strength to comprehend business behaviour and communication styles executed by negotiators originating from unfamiliar cultures. This corresponds for negotiators' advantage, since the preparation process for the B2B cross-cultural negotiation situations is not as demanding. Thus, ensuring the negotiators are strategically prepared to encounter B2B cross-cultural negotiation situations with culturally accurate business behaviour and communication styles.

In addition, with the impact of culturalism in B2B cross-cultural negotiation situations, negotiators would be able to recognise culturally inaccurate business behaviours and communication styles, therefore avoiding displaying inappropriate social behaviour. Specifically, with Cellich's business mistakes (See table 4) negotiators can identify the inappropriate social behaviours, which can lead to increased personal performance executed by negotiators in B2B cross-cultural negotiation situations.

Culturalism can also be utilized in international trainings for negotiators. International trainings provide recent insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations. These international trainings allow negotiators to acquire and train important skills. With practical action negotiators can implement their skills to improve the social behaviour and situational awareness regarding diverse cultural preferences in B2B cross-cultural negotiation situations.

As identified in the SWOT- analysis, the impact of culturalism in B2B cross-cultural negotiation situations has its strengths and opportunities introduced. The strengths are; cultural familiarity, a strength to create strong relationship between organizations in international business field, and may modify expectations and assumptions to be more positive. These strengths provide utilization of the impact of culturalism to be used as an asset in B2B cross-cultural negotiation situations.

The opportunities are; a simplified view of the world and adaptation to culturally accurate business behaviours and communication styles. These opportunities enhance the B2B cross-cultural negotiation situations by proving simplified way of conducting business negotiation in B2B cross-cultural situations.

The core research problem:

- **How does culturalism influence on B2B cross-cultural negotiations?**

The impact of culturalism in B2B cross-cultural negotiation situations is significant. Culturalism does not only influence business behaviour and communication styles, but it also influences how negotiators execute strategical business behaviors, communication styles, and perceive certain situations.

Majority of negotiators often rely on cultural expectations and assumptions regarding business behaviour and communication styles in B2B cross-cultural negotiation situations. These cultural expectations and assumptions affect negotiators perception about unfamiliar cultures and reinforces the concept of culturally values, which ought to be respected and followed in B2B cross-cultural negotiation situations. With Hofstede's cultural framework, both individualistic and collectivistic cultures have preferences and values regarding culturally accurate business behaviour and communication styles in B2B cross-cultural negotiation situations.

With Hall's framework of high- and low context cultures, communication styles vary depending on the culture. These cultural aspects lead negotiators to either naturally choose an implicit or explicit communication style. By choosing the preferred communication style, negotiators can execute them in culturally accurate communication styles. Therefore, being able to expect and assume specific communication styles to emerge in B2B cross-cultural negotiation situations.

However, with culturally accurate communication styles, the risk of miscommunication and misinterpretation may occur due to differences in high- and low context cultures' communication styles. Therefore, negotiators need to have situational awareness and knowledge regarding the preferred communication style.

The impact of culturalism in B2B cross-cultural negotiation situations has its positive and negative aspects. These aspects can be identified in the SWOT- analysis. For positive aspects, negotiators can expect and assume specific business behaviour or communication styles to emerge in B2B cross-cultural negotiation situation, thus being able to fully prepare and adapt to these differences. This can increase the level of effectiveness and efficiency in B2B cross-cultural negotiation situations.

The challenges introduced by the impact of culturalism in B2B cross-cultural negotiation situations can also be identified from SWOT- analysis. These negative aspects of culturalism introduce risks and threats regarding the negotiation process leading to decreased levels of effectiveness and efficiency in B2B cross-cultural negotiation situations.

Overall, the impact of culturalism in B2B cross-cultural negotiation situations is significant. Therefore, negotiators ought to be able to analyze and identify the impact of culturalism to ensure effective and efficient business negotiations.

4.4 Summary of the results

The impact of culturalism in B2B cross-cultural negotiation situations is significant. The impact of culturalism influences the negotiation process, prior, during and after, and can either increase or decrease the level of effectiveness and efficiency in B2B cross-cultural negotiation situations.

The main factor shaping culturalism is culture. As identified in Hofstede's cultural framework, it reinforces the idea of culturally accurate and preferred business behaviours and communication styles in B2B cross-cultural negotiation situations. Both individualistic and collectivistic cultures embed negotiators with the culturally specific cultural traits, norms, traditions, and values, which influence business behaviour and communication styles displayed in the B2B cross-cultural negotiation situations.

The impact of culturalism also introduces some challenges in B2B cross-cultural negotiation situations. The challenges of culturalism can be identified in the SWOT- analysis, as weaknesses and threats. These negative aspects of the impact of culturalism in B2B cross-cultural negotiation situations may result as a decreased levels of effectiveness and efficiency. These weaknesses and threats aggravate the impact of culturalism, leading to possible negotiation failures.

Culturalism also has its own advantages in B2B cross-cultural negotiation situations. The strengths and opportunities, displayed in the SWOT- analysis, explore culturalism's positive aspects. These positive aspects enhance the B2B cross-cultural negotiation processes and provide crucial insights and knowledge regarding the impact of culturalism for negotiators. With these insights and knowledge, negotiators can prepare and adapt to certain negotiation situations, increasing the effectiveness and efficiency in B2B cross-cultural negotiation situations.

In summary, the impact of culturalism in B2B cross-cultural negotiation situations is significant. It does not only influence how negotiators perceive, behave and communicate in B2B cross-cultural negotiation situations, but it also influences expectations and assumption regarding the culturally accurate business behaviour and communication styles. Therefore, comprehending the impact of culturalism in B2B cross-cultural negotiation situations is extremely crucial, since it does affect, although it has not been profoundly analysed and identified by negotiators.

5 Discussion

5.1 Interpretation of the results

The results of this research-based thesis suggest that culturalism is a complex phenomenon and plays a crucial role in B2B cross-cultural negotiation situations. Culturalism does not only impact how negotiators behave, comprehend and perceive opposite negotiators originating from an unfamiliar culture, but it also creates expectations and assumptions regarding culturally accurate business behaviors and communication styles.

One of the main results is that culture holds a significant impact on culturalism. Culture shapes culturalism, creating expectations and assumptions regarding the culturally accurate business behaviour and communication styles. In B2B cross-cultural negotiation situations, negotiators often rely on those expectations and assumptions to comprehend unfamiliar cultural business behaviour and communication styles in negotiation situations. With the impact of culturalism, negotiators can prepare and adapt to culturally accurate negotiation situations.

As identified in Hofstede's cultural framework, individualistic and collectivistic cultures have their own preferences regarding valued business behavior and communication styles. While individualism emphasizes individual autonomy, and collectivism team cooperation, both influence B2B cross-cultural negotiation situations quite significantly. The impact of culturalism in B2B cross-cultural negotiation situations, enhances negotiators' opportunity to comprehend culturally accurate business behavior and communication styles, enabling the act of adaptation for specific negotiation situations. The impact of culturalism can be utilized as a tool to comprehend the relationship between culturally accurate business behavior and communication styles to Hofstede's cultural framework.

With Hall's high- and low context cultures framework, the communication styles can be either categorized as high or low context cultures. Communication styles vary according to culture, and these styles are significantly impacted by cultural traits, norms, traditions and values. As identified, high-context cultures value non-confrontational communication, where both verbal and non-verbal communication are valued. In contrast, in low-context cultures, the communication styles are clear and linear, where verbal communication is significant.

Because of these differences in high- and low context cultures' communication styles, the challenges are introduced. In high- context cultures, the communication styles have "hidden messages" and body language cues and signals, which hold an impact on B2b cross-cultural negotiation situations. Negotiators who are not familiar with non- verbal communication style, might fail to recognize

the intended communication. This may correspond to a risk of miscommunication and misinterpretation.

In the SWOT- analysis, the challenge of culturalism is explored quite profoundly. The weaknesses and threats demonstrate the chances of failure in B2B cross-cultural negotiation situations. The weaknesses introduced are: miscommunication & misinterpretation, rigid prejudices, decreased personal performance levels and unrealistic expectations. Because of these weaknesses, negotiators in B2B cross-cultural negotiation situations are not able to comprehend culturally accurate business behavior and communication styles, adapt to cultural differences, be receptive to cultural differences, adapt personal performance to be culturally appropriate and avoid setting unrealistic expectations regarding their own business behaviour and communication styles or the whole negotiation processes.

The threats are: discrimination, being overwhelmed with information flow, arrogant business behavior and communication styles and generalized information. Because of these threats, negotiators might avoid conducting negotiation situations, be overwhelmed with information, display arrogant business behavior and communication styles and acquire generalized information regarding the impact of culturalism in B2B cross-cultural negotiation situations.

Both weaknesses and threats decrease the level of effectiveness and efficiency in B2B cross-cultural negotiation situations. For negotiators, the challenges introduced are influencing on their personal business behavior and communications, which may lead to decrease level of satisfaction in B2B cross-cultural negotiation situations, if not acted upon. It may also result in a missed opportunity to conduct business in B2B cross-cultural negotiation situations.

The advantages are also identified in the SWOT- analysis, exploring the strengths and opportunities in B2B cross-cultural negotiation situations. These strengths and opportunities enhance the negotiators performance by conducting business negotiations in an appropriate manner. The strengths are: cultural familiarity, creating strong relationship between in international business field, and possibility to modify expectations and assumptions to more positive. With cultural familiarity, negotiators can expect and assume specific culturally accurate business behaviour and communication styles to emerge, enabling them to prepare for it. Strong relationships between businesses are valued, since it provides a safety net for the businesses in unfamiliar target markets. Positive expectations and assumptions create more receptive negotiators in B2B cross-cultural negotiation situations.

The opportunities are: a simplified view of the world and preparation to adapt to business behaviour and communication styles beforehand. With simplified view of the world, negotiators may not

over- analyze specific negotiation situations, leading to an increased effectiveness and efficiency in B2B cross-cultural negotiation situations. With preparation to adapt business behaviour and communication styles to be culturally accurate, negotiators can enhance their personal performance and negotiation processes to be more effective.

These advantages enable negotiators to have more situational awareness and an opportunity to enhance B2B cross-cultural negotiation situations.

5.2 Comparison with the theoretical framework

The theoretical framework is based on Hofstede's cultural framework, and Hall's context culture framework to ensure the impact of culturalism in B2B cross-cultural negotiation situations was analyzed and identified accurately, also ensuring the scope of the thesis is accurate, answers the core research and investigative questions.

In Hofstede's framework, the impact of culturalism in B2B cross-cultural negotiation situations was introduced by comprehending the culturally accurate cultural traits, norms, traditions, and values. While this framework can be applied to majority of cultures, it does not universally cover all existing cultures; therefore, the discovered results of the impact of culturalism can only be applied to these specific cultures. The discovered results of the impact of culturalism in B2B cross-cultural negotiation situations are supported by the Hofstede's framework, which suggest that cultures can be categorized into two major contributors, each having their own preferred negotiation styles.

The proceeding framework of Hall's context cultures emphasizes communication situations in B2B cross-cultural negotiation situations. With Hall's framework, the discovered results had similarities, however; some contradicts were also introduced. In Hall's framework, the high- and low context cultures differ in their perspective on how negotiators communicate in B2B cross-cultural negotiation situations.

The discovered results emphasize the fact that culturalism provides expectations and assumptions regarding preferred communication style but creates a contradict on a deeper level. As mentioned previously, not all cultures communicate similarly compared to Hall's framework. The communication styles of high- and low context cultures do indeed exhibit some similarities regarding Hall's framework, but due to its intangible nature, it cannot be analyzed and identified as precisely as Hall's framework displays. This creates a contradiction of Hall's framework regarding the impact of culturalism in B2B cross-cultural negotiation situations, since culturalism primarily provides generalized insights and knowledge about the specific communication style.

In summary, the result of this thesis primarily supports both frameworks, Hofstede's and Hall's. With Hall's framework of high- and low context cultures, some contradiction was introduced; however, the impact is not as significant enough, to diminish the applicability of the framework, by comprehending cultural foundations and the preferred communication styles associated with it. Likewise, both frameworks also aligned with the thesis results, by providing crucial insight and knowledge regarding international business field.

5.3 Research validity & limitation

To ensure validity and address limitations, a qualitative research methodology was applied for the thesis. Especially, the utilization of academic literature and reviews was the primarily method to gather credible and valid data regarding the impact of culturalism in B2B cross-cultural negotiation situations. While alternative qualitative research method such as interviews and observation could have been utilized to analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations, the author decided to primarily focus on academic literature & reviews due to time management, available resources and to ensure the limitation is clearly defined.

With discovered results, the insights and knowledge of culturalism impacting B2B cross-cultural negotiation situations can be identified to be transferable. The insights and knowledge gained from the results can be applied in B2B cross-cultural negotiation situations as well as in alternative context, such as in intercultural trainings and cross-cultural communication. While these insights and knowledge can be identified as results, it still provides an interesting approach to culturalism from general perspective, they also generate more accurate and efficient opinions and analyses regarding culturalism.

The dependability of this thesis's results might vary to some extent. If conducting same research with the same research methodology will most probably display same results, however with slight variation. The majority of the academic references utilized in this thesis are published and accessible to all individuals. However, certain academic references are inaccessible, since they require either Haaga- Helia ID or alternative ways to login credentials. These inaccessible academic references have provided crucial insights and knowledge regarding the results for this thesis. Otherwise, all accessible academic references are traceable, and can be found via Google Scholar, academic literature & reviews and academic books from libraries. These academic references are logical and well-documented for future research. Therefore, the dependability of this thesis's results is appropriate.

Confirmability has been applied by the neutral utilization of the academic references. To ensure mitigating the effect of the author's own biases or expectations, the majority of the academic

references are direct quotations from the academic references. With direct quotations, the thesis's textual form has gained valid and accurate data, rather than the author just paraphrasing academic reference, which may lead to accidental plagiarizing of the original authors. Therefore, ensuring that this thesis gains grounded and valid data from academic references, direct quotations have been utilized.

As the academic references were utilized, the transparency of the academic references ought to be noticed. As the thesis topic is related to stereotypes in international business settings, all the academic references are associated with the topic. By utilizing only accurate academic references, this thesis gained crucial insights and knowledge regarding the impact culturalism in B2B cross-cultural negotiation situations, delimitating unwanted insights and knowledge to be analyzed and identified. The majority of academic references utilized are from the recent years 2017-2024, providing up-dated and recent information, however older academic references were also utilized to ensure correct comprehension and utilization of the information, for example, Triandis' original academic reference to comprehend varieties of individualism and collectivism horizontal and vertical aspects.

As this thesis has been only applying academic literature & reviews as a method to gain data, no empirical data can be analyzed. In qualitative research methodology, empirical data refers to interviews and observations (Lim 2023, 2), including external participants and/or respondents to gain crucial insights and knowledge about the impact of culturalism in B2B cross-cultural negotiation situations. Since this thesis lacks the empirical data, the possibility to a generate more accurate and essential analysis of the results cannot be conducted. Therefore, the discovered results are primarily based on the academic literature & reviews as well documents.

Since the limitation was focused on Hofstede's cultural framework of individualism and collectivism as well as Hall's high-low context cultures framework, any specific culture was not analyzed and identified. Rather than scoping the limitation down to one culture, the key highlights of individualisms, collectivism, and high- & low context cultures were analyzed, hence providing crucial insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations. With this notion, the thesis provides insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations for more broader audiences, such as, for negotiators and in intercultural trainings. However, since this thesis limitation is on Hofstede's and Hall's frameworks, the global diversity of different cultures may not be completely represented. Therefore, the discovered results are only executable in B2B cross-cultural negotiation situations, utilizing the concepts of individualism, collectivism as well as high- and low context cultures.

One of the limitations, not as identified as other, is time management restrictions. These time management restrictions limited the thesis process by removing unnecessary aspects regarding the thesis topic, culturalism in B2B cross-cultural negotiation situations. While time management restrictions limited the topic down, it also mitigated the possibility to analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations from a different perspective, specifically from the empirical data. This thesis only analyses business behaviors and communication styles regarding Hofstede's and Hall's frameworks. With empirical data, the gained insights and knowledge would provide more valid insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations.

5.4 Implication & recommendation

In implications, the impact of culturalism in B2B cross-cultural negotiation situations can be utilized to enhance and comprehend negotiation processes more efficiently and effectively. This sub-chapter will provide theoretical as well as practical implications to enhance the accurate utilization of culturalism in B2B cross-cultural negotiation situations.

In theoretical implications, the complex phenomena of culturalism ought to be analyzed and identified from a broader perspective. As identified, culture plays a crucial role in shaping and highlighting negotiators' cultural backgrounds, especially in the aspects of business behavior and communication styles. Therefore, the amplification of culture-based B2B cross-cultural negotiation styles is appropriate. For example, in Hofstede's framework of individualism and collectivism, the negotiators are shaped by the business behavior and communication styles lingering in those cultural frameworks. Individualism emphasizes on individual autonomy and collectivism emphasizes on team cooperation. Both framework display distinct business behavior and communication styles in negotiators and in B2B cross-cultural negotiation situations.

As identified in Hofstede's framework, individualistic cultures do not emphasize trust-building process as collectivistic cultures do, complicating B2B cross-cultural negotiation situations and its processes. The impact of culturalism determines whether the trust-building processes can be established on transactional profitability or in personal relationship, and thus the expectations of effective B2B cross-cultural negotiation situations can vary depending on the framework. This theoretically concludes that culture and culturalism not only determine how business is conducted in such situations but also display how trust-building and relationships are preserved in the continuing process of B2B cross-cultural negotiation situations. Therefore, identifying the impact of culturalism in B2B cross-cultural negotiation situations, especially in trust-building processes, is crucial and ought to be identified as an enhanced opportunity for negotiators in such situations.

Since the impact of culturalism in B2B cross-cultural negotiation situations is not the only influence, alternative stereotypes as well influence on such situations. Culturalism itself can introduce B2B cross-cultural negotiation situations to alternative cultural stereotypes, therefore emerging new aspects and perspectives to analyze and identify. Depending on the B2B cross-cultural negotiation situations, culturalism and alternative stereotypes significantly influence how negotiators perceive, behave, and communicate in these situations. Therefore, biased expectations and assumptions can arise in B2B cross-cultural negotiation situations, highlighting narrow-minded perspective from negotiators' cognitive process, lowering effective business processes. In theoretical implications, the alternative lingering stereotypes and attribution of biases ought to be accurately analyzed and identified.

In practical approach, implications are actions adapting to a B2B cross-cultural negotiation situations with the discovered results. While theoretical implications introduce general perspectives of the impact of culturalism in B2B cross-cultural negotiation situations, the practical approach provides strategic actions to identify the impact of culturalism in B2B cross-cultural negotiation situations.

As identified previously, cultural intelligence mitigates the impact of culturalism in B2B cross-cultural negotiation situations. By providing cultural intelligence trainings for negotiators ensures that adaptation and adjustment skills to be properly executed in B2B cross-cultural negotiation situations. With cultural intelligence trainings, negotiators can comprehend the impact of culturalism more efficiently, as well as the alternative stereotypes lingering in B2B cross-cultural negotiation situations. These cultural intelligence trainings could include aspects of communication styles, business behavior, and mistakes and decision-making processes.

While communication styles are impacted by alternative factors, such as culture and personality, as identified, culturalism is not only a primarily factor influencing on B2B cross-cultural negotiation situations. In communication styles, the impact of culturalism creates an alternative perception of communication for negotiators to identify. This corresponds to an idea that communication styles are not globally fixed but rather culturally influenced by cultural traits, norms, traditions, and values. Accurate insights and knowledge regarding the impact of culturalism can be utilized as an advantage for negotiators to conduct business effectively and efficiently in B2B cross-cultural negotiation situations.

As for recommendations for future research, the impact of culturalism in B2B cross-cultural negotiation situations or any scenarios ought to be analyzed and identified. Culturalism is an influencing complex phenomenon, especially in international business situations; however, it has not been profoundly researched. Therefore, the generalized expectations of culturalism has been preserved in

the past, and consequently up-dated insights and knowledge regarding culturalism cannot be identified. For example, conducting mixed method research methodology, in which qualitative and quantitative research methodologies are utilized to gather crucial data regarding the impact of culturalism, could create new perspectives for researchers to analyze and identify this complex phenomena. Especially, with empirical studies, researchers would be able to explore real-life perceptions of the impact of culturalism, providing more accurate and valid insights and knowledge.

Establishing culturally diverse negotiation teams. With negotiators from diverse cultural backgrounds creates more balanced assumptions, expectations and perspectives regarding B2B cross-cultural negotiation situations. By comprehending diverse cultures and executing culturally accurate business behaviors and communication styles, negotiators can adapt and expect certain circumstances to occur regarding the impact of culturalism in B2B cross-cultural negotiation situations. This highlights the process of culturally invested negotiation situations, where negotiators can prepare and comprehend culturally accepted cultural traits, norms, traditions, values. This Reduces the impact of culturalism and cultural biases to ensure clear and efficient B2B cross-cultural negotiation situations.

With accurate cultural intelligence training, negotiators ought to be able to tailor their business behavior and communication styles to align with the cultural context. In individualistic culture context, negotiators ought to possess linear communication. Likewise in collectivistic cultures, negotiators ought to implement non-confrontational communication styles and comprehend body language cues. With the culturally accurate business behavior and communication styles, negotiators may achieve better results and trust-building processes.

A sufficient time management plan for B2B cross-cultural negotiation situations is crucial. With the previous notion, trust-building processes and conducting business, especially in collectivistic cultures, are rather time-consuming. An accurate and effective time management plan ensures B2B cross-cultural negotiation situation are realistic and time-conscious. This enables negotiators to expect and display situational awareness regarding time, trust and decision-making processes.

6 Conclusions

6.1 Restating the core research question

The core research question is, “**How does culturalism influence B2B cross-cultural negotiation situations?**”. This thesis studies on practicality of the impact of culturalism in B2B cross-cultural negotiation situations by introducing diverse negotiation situations, empowered by culturally accurate business behavior and communication styles.

6.2 The key results

Culture plays a crucial role in shaping the impact of culturalism in B2B cross-cultural negotiation situations. Negotiators are embedded with cultural traits, norms, traditions and values, which influence their ability to perceive diverse negotiation situations, as well as behave and communicate accurately.

Hofstede’s and Hall’s frameworks reinforce the idea of culturally accurate business behaviour and communication styles. Hofstede’s cultural framework emphasizes the diversity of individualistic and collectivistic cultures and its preferred business behaviour and communication styles in B2B cross-cultural negotiation situations. Hall’s framework of high- and low context cultures highlights the valued communication styles in negotiation situations. However, Hall’s framework introduced some challenges regarding the preferred communication styles in B2B cross-cultural negotiation situations.

The impact of culturalism also introduces advantages to be utilized in B2B cross-cultural negotiation situations. The impact of culturalism enables negotiators to prepare for negotiation situations by providing generalized insights and knowledge regarding culturally accurate business behaviour and communication styles. It may enhance the negotiation process and negotiators’ personal performance.

The impact of culturalism in B2B cross-cultural negotiation situations significantly influences culturally accurate business behavior and communication styles. The expectations and assumptions regarding culturally accurate business behaviour and communication styles guide negotiators to adapt in order to achieve effective and efficiency B2B cross-cultural negotiation situations. Culturalism may introduce some challenges in B2B cross-cultural negotiation situations, but if comprehended accurately, it can provide advantages for negotiators in negotiation situations.

6.3 Practical contributions

This study of the impact of culturalism in B2B cross-cultural negotiation situations is significant, since it provides both a theoretical approach and a practical approach to comprehend and mitigate the impact of culturalism, as well as can utilize culturalism as an asset in B2B cross-cultural negotiation situations.

Culturalism itself is a discreet phenomenon, which can be challenging for negotiators to recognize in B2B cross-cultural negotiation situations by the negotiators. However, with the correct insights and knowledge, culturalism can be identified and acted upon, ensuring the B2B cross-cultural negotiation situation to be more effective.

With the theoretical and practical approach, negotiators can analyze and identify the impact of culturalism in B2B cross-cultural negotiation situations. Thus, empowering the negotiation situations to be more efficient and resourceful. Within this notion, negotiators would be able to conduct international businesses, creating profitability, and adapt in challenging B2B cross-cultural negotiation situations.

6.4 Final reflection

This study supports the existing literature and reviews by providing profound insights and knowledge regarding the impact of culturalism in B2B cross-cultural negotiation situations. The discovered results reinforce the significant aspect of culturally accurate business behavior, communication styles, cultural awareness, and cultural intelligence to be utilized in B2B cross-cultural negotiation situations to ensure the negotiation process to be effective and efficient. The growing awareness of culturalism in B2B cross-cultural negotiation situations leads to better negotiation situations and allows negotiators to comprehend this complex phenomenon more efficiently.

As this thesis is only applies qualitative research methodology, specifically academic literature and reviews, this study lacks empirical data. With empirical data, this study would have gained more insights and knowledge regarding real-life experiences, expectations and assumptions of the impact of culturalism in B2B cross-cultural negotiation situations. As a future recommendation, empirical data creates an opportunity to gather more valuable insights and knowledge.

Reflecting on this study, it became clear that culture plays a crucial role in the impact of culturalism in B2B cross-cultural negotiation situations. The highlighted significance of culture enables negotiators to approach B2B cross-cultural negotiation situations with cultural awareness and adaptability, balancing negotiators' expectations and assumptions regarding the impact of culturalism in B2B cross-cultural negotiation situations.

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Appendices

Appendix 1. xxx