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Role of Internationalization on Finnish Companies Negotiation Process (Southern Ostrobothnia).

Thesis

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Thesis abstract

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Over the years, globalization has had many influences on the general operations of businesses and the business process including negotiation. Much of the studies on negotiation and internalization have been on the cross-cultural differences. In contributing to the pool of knowledge on internationalization and negotiation, this thesis explores the role that internationalization plays on business negotiation in Finland. (Southern Ostrobothnia)

The main objectives were to find out the changes and future perspective that has resulted due to international experiences and practices integrated into its business negotiations. Due to the nature of this study, qualitative methodology was used, and semi-structure interview were applied to collect data from SME's operating both Internationally and domestically. The outcome of the data analysis shows that, email is officially used as the beginning of negotiation process and it completed by face-face interaction especially in cultures where physical relationship building is imperative to the success of negotiation.

Also, different firms have different policies regarding to those who engage in international negotiation. For SME's agent and intermediaries are used especially in case where they are not operating directly in the region. A new trend in negotiation for SME's has been the introduction of small gift and engaging in small talks before the negotiation starts. This is seen as a way of building a strong relationship in order to promote trust which forms the basis for successful business negotiation and future transactions. Although, communication technology is enhancing negotiation and reducing physical contact like webinars and other forms of collaborative tools and channels in communicating, face-face interaction will not be entirely removed for business culture reasons and nature of the business deal.

Keywords: Negotiation, International, Relationship, Culture, Communication.

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Terms and Abbreviations

CEO Chief executive officer

SMEs Small and medium sized enterprises

1 Introduction

Negotiations are essential aspect of the business process which result in different outcome that shape the business process. Over the years different cultural behaviours and norms have affected negotiations in different business settings. The challenges of negotiation increase with the vast disparate of cultural practices peculiar to individual participating in the negotiations. A lot of academic articles and journals on negotiation have focus much on cross cultural International business.

In recent years, there has been an immense increase in International discussions, and this has become very common because of globalization, strengthening trade relation as well as economics and political incorporations, not only has International negotiations increase in the business environment but diplomatically it has become an integral aspect of building a strong political system.

Due to the heightened globalizations and the increase in free trade, there has been a shift in the general context in which negotiation takes place and this has brought also a new focus on research of cross-cultural aspect in business negotiation.

In contributing to the knowledge pool of negotiation and internalization, this thesis aims to identify the role of internationalization on Finnish company's negotiation process.

The thesis is structured as follows: Chapter one explores some background studies of International negotiations, definitions and explanations of some concept, chapter two deals with some literature review on international negotiation environment, thus Models of negotiations, cultures & negotiation and communication in negotiation process, chapter three deals with the information on the case companies, chapter four explores about the research methods. Chapter five deals with data analysis, reliability and inductive context analysis, chapter six deals with Empirical studies that involves the research questions, results and discussion, chapter seven explore the findings on the research questions, other finding, limitations and further area for future research& recommendation, and lastly conclusions, recommendations, references and Appendix.

According to Bülow, (2009). Negotiation is defined as the process of communication in an interactive manner among two or more parties or groups with aim of solving a conflicting interest in a way the outcome would be agreeable and accepted by the parties involved.

Firth, (1995,6) describe negotiation as a social way of making decision. The social aspect implies the humanistic attitudes and behaviours that plays a significant in the negotiation process. This makes, Raiffa, Richardson, & Metcalfe, (2002) also, describe negotiation as collaborative decision making. International negotiation cut across different cultures and geographical regions, International negotiation can occur among two distinct groups from different regions but operating in the same place.

(Mulholland 1991, 1; Raiffa 2002, 11) Opined that, Negotiations occurs in a variety of context and jurisdiction covering the settling of petty family conflict on issues such as, the distribution of work, discussion of issues pertaining to contract and handling issues and controversies on the use of natural resources or adherence to standard of environmental protection.

With regards to business negotiation major activities and issues discussed includes buying and selling, the transfer of technical knowledge, establishment of agency, sales marketing, labour negotiation, business management, foreign and domestic policy, contact of franchising and distributing, cooperation agreement, mergers and acquisition and joint ventures.

Most International negotiations are sentenced around this area mentioned as such they are the focal point of cross culture effect. (Dupont, 2002, 375), explained that the goal of business negotiation is to reach an economic benefit through agreement. This implies that, the central idea is for mutual benefit economically without a prejudice to the other party.

Most often International trade is as a result of International negotiations due to that fact that trade occurs among different cultures and regions agreement would have

to be made on some critical issues and for that matter negotiation is the tool for such decision making. The ideal of International trade does not mean that somethings are going on outside boarders, but it also implies that, crossing one boundaries of cultures to another culture. The mindset, behaviour and communications skills of people of different backgrounds plays an indispensable role in coming to an agreement on an issue and thus affect the way in which companies and cooperation's from diversifies backgrounds handle and deal with each other.

The culture differences of the countries can sometimes act as great barriers in the negotiations process. For instance, the culture difference existing between a Finnish manager and C.E.O of an American company can impede the negotiations process. Theimann et al., (2006) found that "when western human resource practices are implemented in cultures that have a different regard for people in organizations, these incompatibilities can result in a lack of motivation in the workplace". The implication is as a result of the different cultural and national difference. Studies have shown that due to the rise in globalization and the availability and scalability of skills that is growing in emerging markets, the number of western companies engaged in business in Africa is increasing (Kotlarsky, 2010)

The increase in the International negotiations have become so common now a - days that it has drawn attention to many scholars and not only that the difference in culture that has an adverse impact on International negotiations has also caught the attention of some scholars. (Lewicki et al., 2006)

1.1 Objectives

The objectives of this thesis are therefore to:

1. To identify how business negotiation is undertaken in Finland.
2. To identify the role on internationalisation on Finnish negotiation style
3. To identify some future perspective of International business negotiations in Finland (Mega- Trend)

2 International Negotiation Environment

Nicholas (2016) present six dimension of business negotiation which are presented in a chart beneath.

Figure 1: Shows the six dimension of business negotiation



The number of parties are important in determining the formality level of the communication, it may be many or few depending on what is at hand to be discussed. The communication method implies weather formal or informal. ideally, International negotiations are built on formal communication with an appropriate International language and some cases an interpreter.

The communication mode refers to either written or spoken, some agreement in negotiation are orally communicated whereas some are written and studied by the

parties involved and final consensus are given in a written form. The need for agreement can be either high or low depending on the outcome of the discussion on the negotiation table and the nature of resolution can be formal and informal as the communication method.

Depending on the issue to be negotiated the negotiation type can be distributive or integrative, by being distributive it implies a single issue to be negotiated, it also refers to us win-lose or fixed-pie negotiation because normally one person gains at the expense of other. Integrative negotiation is more of win-win negotiation whereby parties engage in discussion that will yield mutual benefits.

Alejandro (2016), explains that managing expectations is an important element in negotiation that parties should take into consideration, this implies that there should be adequate and effective communication between founders, managers and investors without any solid expectations. There is also likely to be problems between the founders and investors due to opposing ideas about what should be achieved within a period, this can bring about serious tension and confusion that can result in a lot of disagreement impeding the success of companies and other business ventures, the outcome is collapse of a good business relationship. Expectations serve as a guide for companies in knowing how they are performing in terms of schedules and growth.

The problem of lack of expectations affect the negotiation process in a manner where ideas and time frames are not clearly stipulated and in curbing the situation Alejandro (2016), explains that expectations must be stated, investors must be listened to and there should be some level, of basics compromise.

Over the years, cross-culture aspect of business communications has had a significant impact in International negotiation process. According to Planken, (2005), researchers in cross-culture aspect of business negotiation has identify four elements of culture which influence the negotiation process and practice. This are behaviour, attitudes, norms and values, this element is critical in the negotiation process and hence has drawn a lot of attention.

2.1 Views of Negotiation

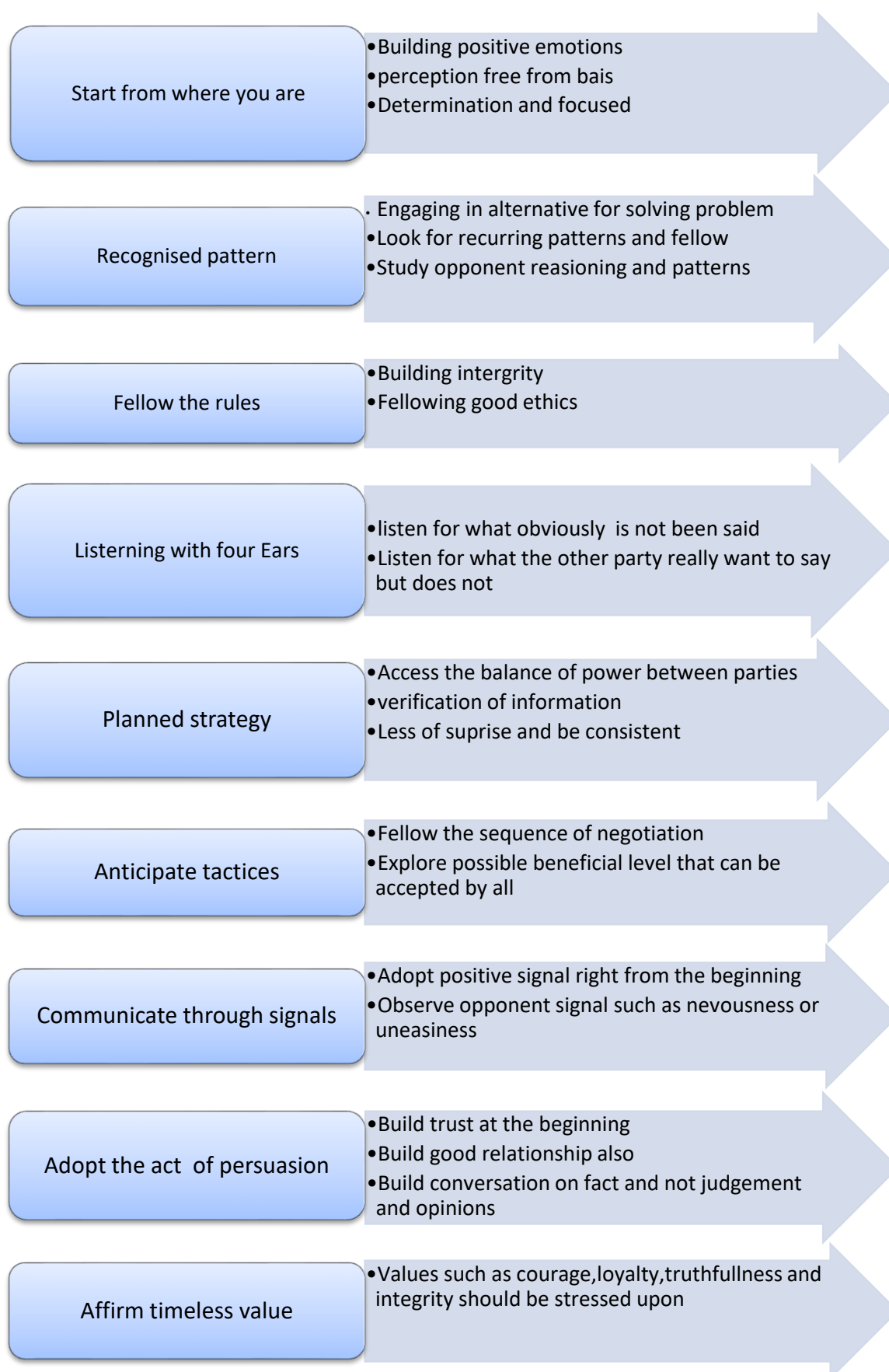
Leritz (1994), Identify two views or approaches to negotiations. One view posits that negotiation is how we prepare and use every means to defend our position or maintain our stand and the focus is to prove that we are right and should win. This means positioning ourselves in such a way that everything will work for us without thinking about the other party. The other view of negotiations asserts that negotiations involves practicing and process that lead to equal benefit and therefore creating a mutual understanding and accepting that both side wake away satisfied. The idea here is recognizing our needs and that of others and directing our conversation and discussion towards the creation of mutual understanding and acceptance.

2.2 The Models of Negotiations

Druckman (1997), has developed a model of negotiations in nine steps, the model outline solutions to both parties which provide a room for them to enter negotiation. The model is not based on rational or factual consideration but arise from views around the world in a peculiar process or socialization. The model begins from; Start from where you are (Figure 2).

Generally, perceptions affect how one sees reality of an issue and thus, it important that the negotiators thoughts and perceptions as well as their decision making, orientation are bias free therefore, there is the need to check out their emotions through the process of the negotiation, this is because emotion has powerful influences in how a person express his thought and the ability to reason in a clear manner. Positive emotions result in good relationships that promote the possibilities of problem solving. It requires determination and focused to stay on the path of reality thinking.

Figure 2: Shows the Models of negotiation (Druckman , 1997)



2.3 Background of International Negotiations Processes

Current approaches in bargaining process has led to the redesigning of political institution and constitutions because of the continues nature of the bargaining process (Doron et al.,2001). With this fact a lot of political entrepreneurs invest in the deliverance of collective goods.

This means the action of political entrepreneurs in bringing rules under implementation and expecting a reward of positive outcome from their political activities. The differences between the actions of present leaders and previous ones are seen on the path of the new ones having a positive attitude towards work and striving to gain benefit for themselves, the institution establish are the results of the bargain (Doron et al., 2001).

The differences between present leaders and previous leaders implies that negotiation style in the previous years will change with passage of time, how fast it has changed, and the new skills brought in the negotiation process may vary from country to country. Negotiations that take place in the International level occurs in much less institutionalized context and this means that adhering to principles and rules is not much guarantee.

The actors in the International sphere are concerned about the domestic and the International limitations (Bueno de Mesquita, 2003) the negotiation that takes place in the International sphere has less institutionalized context which means there is less commitment to rules. The existence of common interest among the parties promote effective negotiation process and brings about a likelihood mutual agreement and consensus building. Where there is common interest there is a higher tendency of positive feelings among the negotiators which will enhance positive moods (Zautra & Reich,1983; Zautra & Simons 1979)

2.4 Cultures

Over the years some researchers have argue against cultural difference effect on International business negotiation, the argument is that negotiation is just negotiation not withstanding where and the people involved. Zartman (1994), put it this way- "Culture is to be negotiating what birds flying into engines are to flying airplanes or at most what weather is to aero-dynamics practical impediment that need to be taken into account (an avoided) ones the basic process is fully understood and implemented"

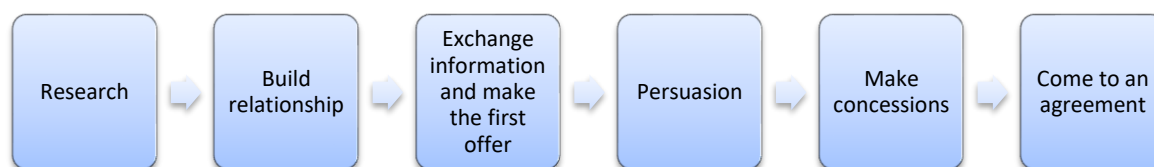
Despite this, a lot of empirical data supports the argument that culture has an impact on business negotiation, for instance (Adair et al., 2001; Adler, 2002; Wade-Benzoni et al., 2002). This implies that when negotiating business Internationally, the knowledge of cultural background and skills is indispensable to inter-cultural communication. Negotiations is not only understood or based on legal and business matters and other important facts which is seen as the main fact. However, it is also based on human and social relations.

Hendon et al., (1999) indicate that culture influence negotiation by ; positioning ones taught on what is reality, culture is also able to take out information that is not familiar with is culturally assumed, it also has the tendency of reading meaning into the words of the other party and lastly, culture is able to cause wrong interpretation of motive of the other party. These portrays how strong culture can affect International negotiation.

Each national culture may have its own rules and principles especially with regards to etiquettes and protocol which impact on the negotiation process. These may vary from culture to culture and it may be different in the eyes of the parties involved. Examples which may include entertaining, gift giving, dressing etc.

There are several definitions of culture (Matsumoto et al., 2008) defines culture as meaning and information system that handed from generations to generations. Also, Triandis (2007), explains culture as an interaction between humans and their environment which is adaptatively in nature and transmitted from time to time.

Figure 3: six stages of domestic and International negotiations (Capala, 2012)



Research- as the first is the basis for understanding the culture and the business environment in which negotiation is going to take place. The research also reveals the caliber of people, their communication style and their gestures during the negotiation process. A good research helps to prepare beforehand to meet the cultural demands of the negotiation process, it serves as the basis for a successfully re-searching on an agreement because it helps to understand all the element and the processes involved in the negotiation in the host country.

2.4.1 National cultures and Hofstede dimension of culture

National culture is part of our mental reasoning which is attributed to only our own people or compatriot who share the same ideas and values as oppose other people in the world, it defines our profession, regional background, sex, age group and associations or organizations we belong.

This leads to a pattern of thinking, feeling and reacting that may differ from one party during an International negotiation process. A core component of national culture is valued which first exposed by the family built on throughout their school stage and the society and reinforced at work place. Values determines what a group of people called good or evil, beautiful or ugly, rational or irrational, normal or abnormal.

Maude (2011), It is therefore important knowing the differences of national cultures since it affects negotiations styles.

Hofstede (1980), Is a pioneer for the theoretical basics for understanding national cultures and this has given a good platform for effective comparison across cultures? Earlier, the study came out with four dimensions on which national cultures differs, Power distance, uncertainty avoidance, masculinity, femininity and individualism, collectivism. A fifth dimension was added after the study was reproduce in China which was Confucian dynamism/ long time orientation.

National cultures in recent times, continues to be very important despite increasingly global and transnational values. This is seen in the form of giving a group of people identity and uniqueness, outlining how International business and project are to be carried out in different cultures, legal framework in which large co-operation and firms that operate across cultures undertake their operations and the national culture accordingly influences their negotiation style.

2.4.2 Hofstede cultural dimension in Finnish context

The Hofstede dimension as explained early put Finland in this context. Power distance - this refers to how the society accept the distribution of power. In Finland the power distance is very low which implies that equal rights and management facilitate and empowers. Power is disseminated among all and managers in a firm or business rely on the experiences of their colleague members or team members. Employees are included in the decision making and control is not accepted in this context. Relationship with managers is informal as they are been called by their first names without any tittle and interaction is direct and inclusive.

Uncertainty avoidance this refers to the level of tolerance of uncertainty in the society. It deals with trying to see if we can control the future or just let things happen because of this the cultures and institutions are structured in such a way as to avoid

future unknowns, there is therefore rigid codes of believe and behaviour and therefore chances may be resisted. There is a normal need for rules, and this is obvious during negotiation.

Masculinity vs. Femininity - Finland is considered as very feminine society implying that there should be consensus at public and work place, compromising and negotiations are used to resolve conflict, the underline focus is on the wellbeing rather than status. People in managerial position should possess the skill of been supportive and taking the interest of all employees in decision making. Caring for one other is the order of the day hence, every decision that must be arrived in negotiation should have the people in mind.

Individualism vs. collectivism - Finland scores high as an individualist society, this means that attention and focus is on the individual and not the group or the family. Individuals are accepted to Take care of themselves and the immediate families, there is low interdependences among the people as everyone strives to protect their own and live for their own.

Confucian dynamism vs. Long-time orientation. This describes how societies tries to maintain some aspect of their past whiles handling the challenges of the present and the future. Finland is a low term orientation society, there is great respect for traditions and relatively small desire to change the future. Activities are hence geared toward short term needs rather than future, there is a strong normative way of thinking (Hofstede, G. 2005).

2.5 Cultural and negotiation

2.5.1 Theoretical model of the impact of culture on negotiations.

This model was developed by Brett (2001), explained the impact of culture on negotiations. The model explains that cultural values has significant effect on the wellbeing of negotiation. The general conclusion from the model is however, unpleasing for the scholars' associated with it, this is because it has been argue that if it is the

situation that culture has significant impact on the fundamental factors on negotiation - interest, priorities, adoption of strategies and it has also been observed that this influence of culture is not planned or done intentionally then it can be generalized that all the differences in multicultural negotiations can be qualified to cultural differences between the negotiators.

The idea of negotiation may appear different to people belonging to different cultural background and not only that, the process and the definition of negotiation may also appear different too for them. In some cultures, businessmen think of negotiation as an avenue to developed good relations between two or more parties. Whereas, other cultures of the views that the main objective of negotiations is to reach a consensus and sign an agreement.

Quite few people have the notion that developing good relations is the final goal of signing an agreement. There are a lot of literatures and academics studies that support the presence of difference of ideas and opinions because of cultural diversity during negotiations. In theoretical and practical aspect of cross-culture and International negotiation lots of scholars have presented their views (Cohen, 2004).

In explaining the impact of culture in negotiation (Brett,2001). Has develop model for the explanation. The model explained that culture values significantly impact the negotiation wellbeing. The conclusion from the model is however, unpleasing to the scholars associated with it because of the fact that, culture has an impact on the basic factors of negotiations such as interest, priorities, or the selection of a strategy and it has been observed that the influence of culture is generally unintentional, then all the differences in multicultural negotiations can be attributed to the difference between negotiators.

There are also factors other than culture that has the same outcomes, the appearance of an individual who is exposed to variety of cultures that shapes his/her negotiating behaviour. Other factors also consist of the personality of the negotiator and process or essential variables.

(Avruch; 2000 Sebenius; 2002) indicate that all the physiognomies of culture are viewed in different angle by members of the same group thus a lot of diversities of behaviours in the culture. This is one of the setbacks in aligning culture and negotiation especially in relation to national negotiation research.

Weiss, (2003) has argued that despite the fact that, the element of culture has some influence on International negotiation it is important not to heighten their value, this was based on the results obtained by their research based on this (Dialdin et al., 1999), introduce a term called “cultural attribution error” which means the lack of knowledge or understanding of essential situational dynamics to support cultural behavioural explanations.

The essence of negotiation may be understood differently by people from different culture background, this also implies to the negotiation process and even the definition. In some cultures, businessman have a notion that negotiation is meant to developed build relationships between different parties for their mutual benefits whereas others are of the view that the main goal of negotiation is to reach a conscious and sign an agreement. There are also huge differences in perception by people from different backgrounds.

Cohan (2004), explains how many scholars’ have presented their views on the differences of opinions in the negotiation process because of cultural differences. There has been enough evidence to this effect of different perception on negotiations issues because of different culture background.

2.5.2 Communication in negotiation process

In preparing for negotiation, the negotiator must first, think on how to communicate effectively with each other thereby boosting the chance of a common understanding. Earlier preparations and strategies are important in getting the required information from the other side as well as making available information that would be helpful to the other partners.

Managers especially may not have much ideas about the culture of the other party, it is therefore imperative for managers to learn the element of another culture in relation to organizations, labour relationship and others. Learning implies going deep to understand the general cooperate culture and getting him or herself acquainted, this will help for better understanding and enable them to also communicate effectively based on their understanding. There is the need to close the gap between themselves and the other parties. Closing the gap implies distancing oneself from his own culture and opening to other cultures, this is what (Foster, 1995) explains as global mindset.

The term means that managers must first test their idea about the other company and ask questions on the kind of answers they hold about others and themselves. In that case, they will be better prepared to conduct themselves in an efficient manner throughout the negotiation process and reach a possible consensus. Deep understanding of the other party gives a pre-emption of what the whole negotiation process is going to be.

(Brett,2001; Thomson, 2005) argues that negotiators should do everything possible to avoid attribution errors doing negotiation. This error occurs when the environmental and social forces affecting an individual behaviour are overlooked and the person is judged based on his current personality or behaviour without looking at his original personality.

With this, it is imparity that we look at the effect that cultural norms and societal influence have had on the persons behavioural pattern. There should be a distinction between their original personality and their new behaviour. This will prevent some biases and reduces negative perceptions from the onset.

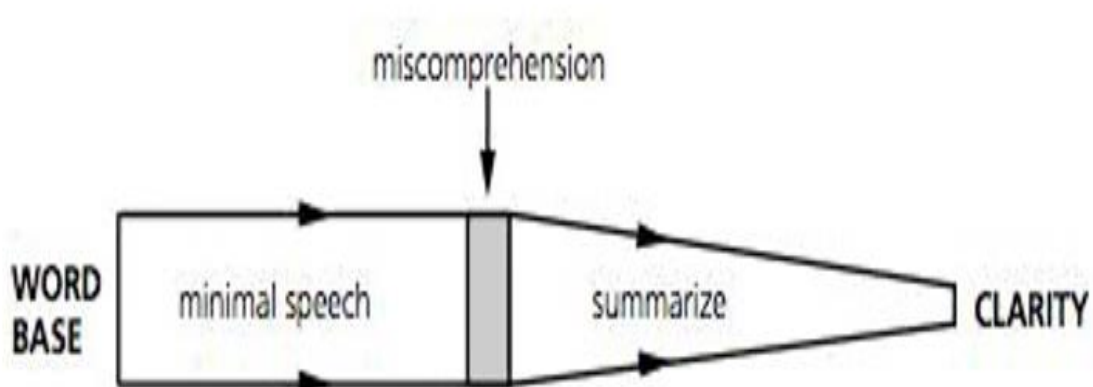
2.5.3 Finnish Business negotiation style

Generally, business negotiation in Finnish context starts with going straight to the point and taking about which is important in the negotiation, they do not speak a lot but only utter the word that is the centre of the negotiation. If there is an unclarity, they repeat what they have said in a summarized form for easy understanding, these

they think is the best way to clarify an unclear statement or misunderstanding that makes the Finnish negotiation style quite simple and straight to the point. There is no much gestures but all activities on the negotiation table are directed to the matter to be discussed. The diagram below depicts the Business negotiation style of Finnish (Lewis, 2008)

According to (Chua & Gudykunst, 1987) countries that have low context cultures generally communicate in a direct manner than countries of high context culture with example been United States, Germany, Switzerland, and Scandinavia.

Figure 4: Portrays the Finnish Business Negotiation style (Lewis, 2008)



3 The company and Industry Information

Company A

It was established in 2007, specialized in feed Milling business, granulation processes, silos, Grain handling, automation, Dispensing systems for powdered products and liquids, Biomass handling & process and all kinds of work related to that. It is situated in Southern Ostrobothnia with about 40 permanent working employees with experience in industrial process, Technology and equipment installation and a few temporary employees whose services are needed when the company have huge project undertaken like the installation team.

The company offers a wide range of solutions thus Agriculture solutions, production and industrial solutions. Its designs are always customized and tailored to the demand and satisfaction of their customers.

The manufacturing of the machinery is design in their machine shop and convey to their various customers with operating trainer's. Also, when delivery overseas the machinery is usually designed in a container at their machine shop for easy Transportation. Currently, the company has a partly owned business in Sweden.

Company B

Basically, it's a family owned business with three employees and they're well known and active in the Finnish market as Wind Farm developers. The company was established in 2013 and their business undertaken is mainly domestic, but the owner has been in International negotiation process for about 10- 15 years between China and Finland. However, her company has partners from Netherlands and soon it will establish a branch in Netherland and start operating Internationally. It's also sited in Southern Ostrobothnia.

Company C

The company is fourth generational family company since it started operating. It was established in 1917 with 30 working staffs and their main weaving Mill production is in Southern Ostrobothnia. The family's textile factory manufactures linen textures

and their design is geared to share vision of the nature and timelessness of the textiles. The company export almost 60% of our products to the International market all over the world. It has its own shop in Helsinki and stockists in Japan, Sweden, Germany, Austria etc.

Company D

The family company was founded in 1955 and their main business line is manufacturer of Biomass heating system for domestic houses, schools, hospitals etc. Other products also include environmental machines, thus tractor-driven V-Snow throwers, cross-screw snow throwers and sanders. Also, they manufacture Boilers, Feeding devices and sprayers. The company has 85 employees and it situated in Southern Ostrobothnia. Their main market is European and Scandinavia countries but also, in USA, New -Zealand, Japan, Australia etc.

Company E

The company manufactures all kinds of safety gloves in Finland and their product is design and use for all kinds of work for instances in the Chemical industry, Steel and metals, Construction industry, Industrial maintenance, Mechanical engineering, Public safety/Government, Mining industry, Sport and outdoor life, Cold and winter, Cleaning and washing, Sandblasting etc.

It's a family business started in 1960 and currently with 20 working staffs, located in southern Ostrobothnia and undertaking a lot of International operations in Russia, Sweden, Norway etc.

Company F&G

This is a city owned development firm owned by the city of Seinäjoki and partly by the Seinäjoki University of Applied Sciences. It was established in 2015 but before that it goes back to the year 2000 when Seinäjoki technology centre was first established. The firm is as a result of a merger of the Seinäjoki technology Frami Ltd centre and Seinäjoki business service centre earlier focusing on real estate development. The main operation currently is to help firms and companies to succeed and to grow their businesses and currently they have about 20 working staffs.

They have different services for start-up companies and for companies in different stages. They encourage start-ups to grow bigger and to find new markets outside Finland therefore Into Seinäjoki help these firms to certain degree of finding new export market. Another important area is investment promotion where by companies are also engaged to expand their operations in the Seinäjoki region.

4 Methodology

Qualitative research method is used in this study and Semi-structured interview questions were used to gather data. According to Hesse-Biber & Levy, (2011) in qualitative approach, there is a positive relation between the research problem and the literatures reviewed. The goal is more of theory generation and as such research questions are most framed in terms of hypothesis thus looking for causes and effect. (Bell & Bryman, 2007; Viisak, 2010) indicate that qualitative study allows for a deeper analysis of a problem or a phenomenon and therefore results and finding indicate more in-depth approach. Ideally, qualitative approach answers the question such as “how”. (Eisenhardt & Graebner, 2007). This shows the direct relationship between case study and a qualitative study as both answering “how” questions.

Daymon & Holloway (2011), explains case study as an intensive and in-depth investigation of an issue in its original or natural context. The approach integrates other methodological approaches and theories. They continue to explain that case studies are used to answer question about “how” and “why” things take place in a setting or situation and “what” is going on.

These are the basic goal when one intends to use this type of research and in this case, the how and the what is directly related to this study which seeks to find out the role of internationalization on Finnish companies' negotiations process in Finland. Creswell, (2014). Also explains case study as one of the ways of doing qualitative research.

4.1 Multiply Case Study

The use of two or more cases gives ability to identify common features by exploring the similarities and the differences between the cases this to some extent enables you to make generalization. (Creswell, 2007)

Although, there has been some criticism of case studies in terms of its limited generalizability. Example Gomm, et al., (2000) other researchers have argued that this can only be so, if the commitment to generalized become stronger to the extent that

the researcher attention is drawn away from the relevant features for understanding the case itself, Stake, (2005).

Case researchers are most often interested in looking at the area of the case that provide a deep description of the cumbersome process and influences in a context which is a great advantage to case study research.

4.1.1 Interviews

Interviews are appropriate when the researcher want to understand the form that interviewees use and the reactional behind their thoughts, opinions and believe about an issue or situation. Interviews are also used when a situation cannot be established through a step by step approach; when the issue at hand is very confidential or generally sensitive; when the interviewee may hesitate to tell the truth about a situation or an issue other than confidentially (Easterly-Smith et al., 2008). Moisandar & Valtonen, (2006) Also, present that interviews are used when the researcher is interested in understanding cultural knowledge about a situation such as a market place with this the interview is seen as a performance whereby both interviewer and the interviewee show some form of cultural meanings through their interaction.

4.1.2 Semi- Structured Interview

Semi - structured interview questions were used to collect data from selected respondent. Yin (2013), indicated that the use of semi-structured interviews questions affords the researcher to a deep knowledge of the subject matter as well as ideas and the perspective about the topic been investigated on the part of the respondents. Semi-structured interviews are necessary when conducting research on several characters which will be compared to ascertain Trends, differences and other similar features especially, in companies and firms where answers can be compared from each company to identify some patterns (Patton, 2002). Semi- structured questions are linked to the research objectives to be able to find answers to the research questions and this thesis is premised on the fact that, the interview questions were

on the basics of the research questions. According to (Bryman & Bell, 2015), semi-structures research questions can change or be extended during the interview process, this is because the questions can be asked from different angle based on the person been interviewed.

4.2 Criteria for selection of companies

The criteria for selecting respondents for the interview were based on SMEs who have been in the operation for more than 5 years and have undertaken negotiations in difference ways throughout the period. Both domestic and International activities were considered, and their headquarters were base in Finland. However, the firm selected cut across different industries as long as they are involved in active negotiation activities. To get the required respondents who fit these criteria, the South Ostrobothnia chamber of commerce and few people were contacted and with their help, these firms and individual were identified. Overall, seven individual companies were identified. The table below illustrate a summary of the interview process from the respondents.

Table 1: Summaries of the interview process

Respondents	Position	Category Domestic/In- ternational	Year of Expe- rience	Period of In- terview
A	Sales Man- ager	Domestic / In- ternational	10 years	28 minutes 48 seconds
B	Business De- velopment Management	Domestic	10-15 years	27minutes 54 seconds
C	Area Sales Manager	Domestic / In- ternational	20 years	15 minutes 19 seconds
D	Export Man- ager	Domestic / In- ternational	17 years	28 minutes 50 seconds
E	C.E. O	Domestic / In- ternational	10 years	27 minutes 34 seconds
F	Key Account Manager	Domestic / In- ternational	10-15 years	21 minutes 39 seconds
G	Business De- velopment Manager	Domestic / In- ternational	15 years	19 minutes 32 seconds

5 Data Analysis and Results

This data was analysed base on the criteria given by (Saunders, Lewis, & Thornhill, 2012), from their point of view, analysis start with transcribing the text, word by word, cross checking to see if everything was right. Then assigning codes and categorising into themes. Then it followed by interpreting the themes. This process was followed in the analysis of this thesis after I transcribe the interviews, I cross check twice to make sure that all that I have written was exactly what took place. Then I proceeded to code the text by identifying main characteristics in every paragraph of the whole interview. According to Collis & Hussey (2009), *“Codes are labels which enable the qualitative data to be separated, compiled and organized”*. They are only assigned after reading through the text severally and getting an overall idea of the whole text.

They are normally assigned to elements in the transcribed text after reading through paragraph by paragraph. Each code represents or says something about the particular element or text in the paragraph. After codes are generated, they are then grouped according to their similarity in the concept or frame work with respect to the study. Similar features pointing to the same context are put into one group. According to Morse & Richard (2002), coding is an important aspect of a qualitative study characterized by making decisions with regards to words and phrases that will be adopted to illustrate your ideas.

This decision on a code adopted has a direct bearing on the findings in the data collected as such, it is very critical in the quality of the total output of the results and the findings. It thus involves some creativity skills on the part of the researcher to enable the proper organization of the results. A topic coding is used in this thesis and by that, it is when the researcher creates a term to describe a phenomenon or something in the data, but the people used for the study may not be aware of the word used (Richards, 2005). The codes are organized in a hierarchical framework below:

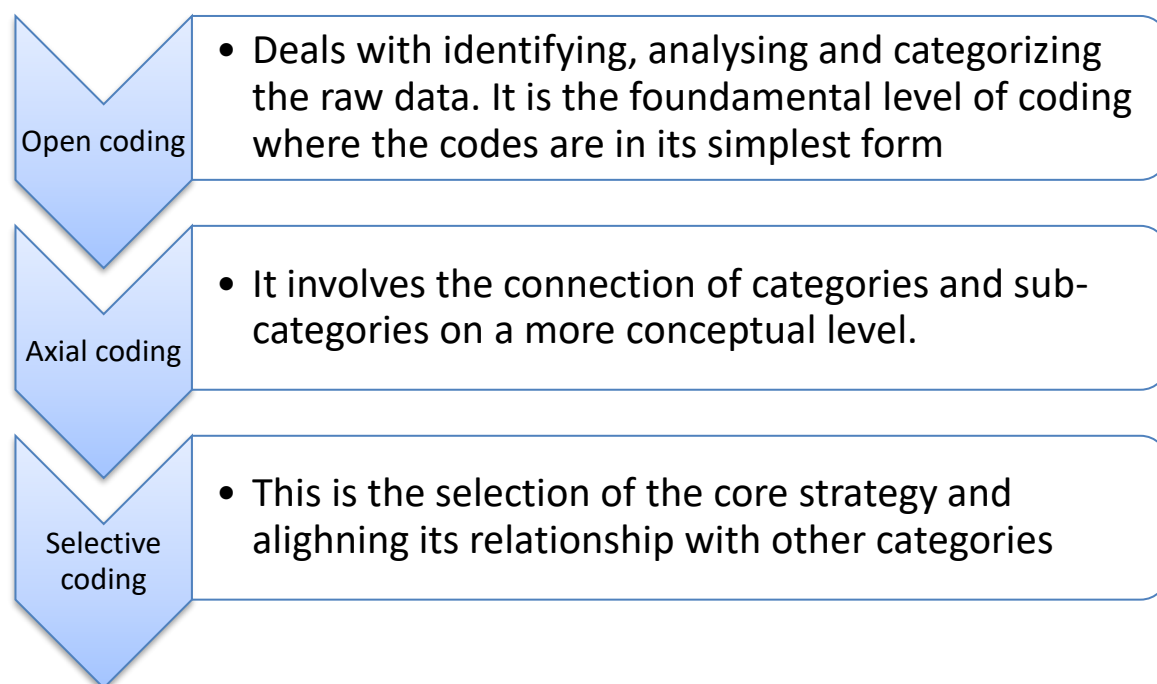


Figure 5: Hierarchical framework of codes (Collis & Hussey, 2009)

After coding, themes were developed by grouping the codes into similar characteristics and assigning a distinct name or title for each group. In all about 85 Codes were obtained from the text that was transcribe in relation to seven interviews. Theming is the process of bringing the fragmented codes together into a more stable, compact and understandable manner so that it can be easily be made sense of and it will have a direct bearing with the research questions. Themes are developed by identifying some central patterns in the codes and it also help in relating the findings to some of the concepts in the existing literature in the area of study. The themes developed had sub themes which in one way or the other, pointed to the main subject. Below are the Themes generated from the Codes and its sub themes.

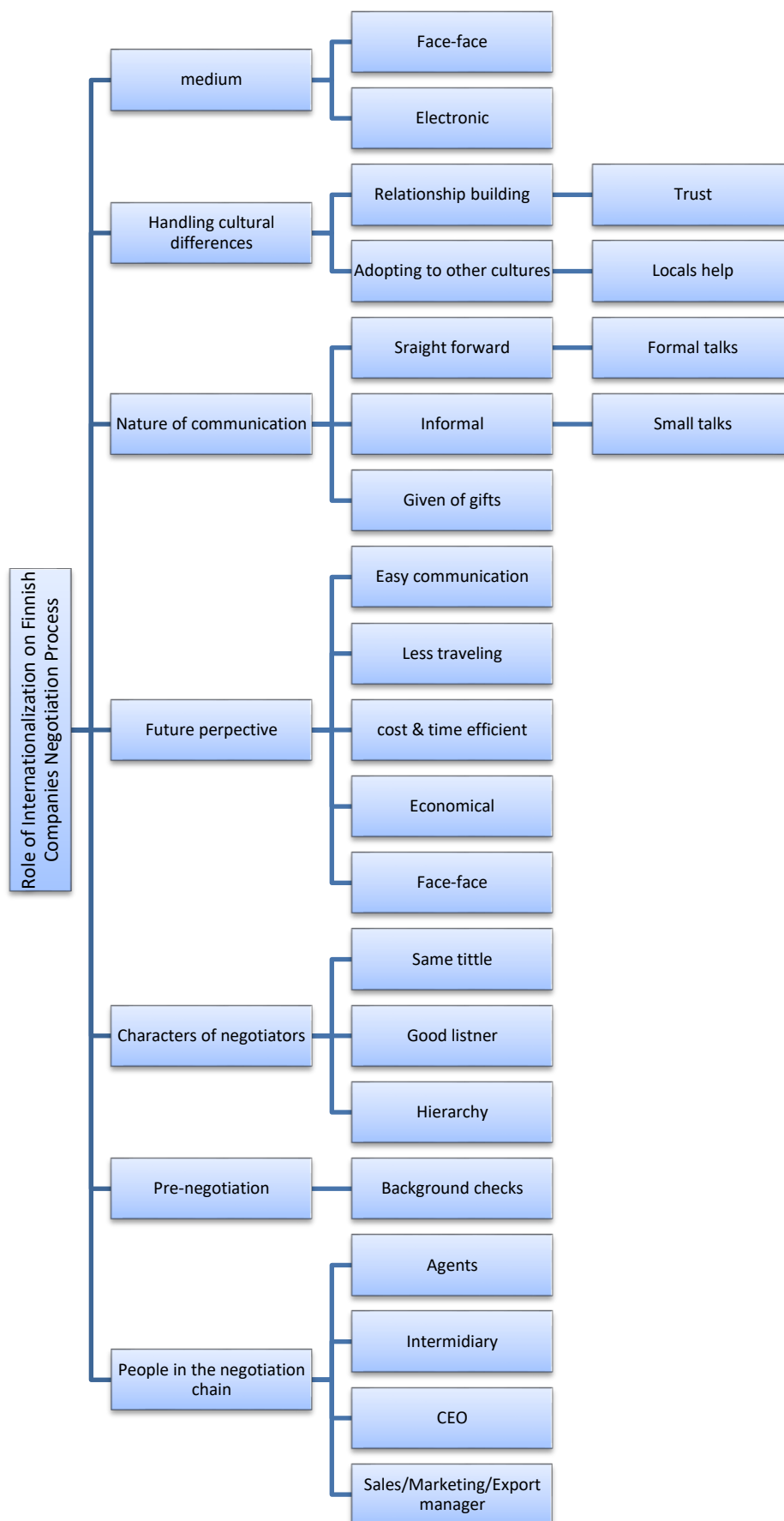


Figure 6: Themes generated from codes and its sub Themes

5.1.1 Validity and Reliability

Validity and reliability are used by researchers to demonstrate the soundness and the quality of a study (Daymon, C., & Holloway, I., 2011). Although the two terms are largely used in quantitative study Maxwell, (2005) advocate for the use of validity and reliability in qualitative research. The argument is that they are the most effective terms for measuring the quality of research. Both the reliability and validity are used differently in quantitative and qualitative research (Eriksson & Kovalainen, 2008). In qualitative studies reliability is quite hard to measure because it is often used in the quantitative study to indicate the replicability of same result or answer but for it to be used effectively, it involves detailing the steps taken in the research process to arrive at the finding and the conclusion. In this regard the following steps were taken to conduct the study and reach the findings.

- Conducting interview
- Transcribing interview
- Reading through transcribe text again
- Assigning codes to the transcribe text
- Identifying relationships and forming themes
- Discussion of themes in context of research question

These steps followed speaks well of the finding generated as well as the conclusions reached.

Validity on the other hand, in a qualitative study measures how rigorous the study was, it involves testing what the study was to cover, the research problems that the researcher intent to find answers for. Validity ensures that all the research processes are coherent with the objectives of the research. With regards to this work, the method used and the entire research process were designed based on the research question, semi-structured interview questions were based on the research objectives and the respondents were people who had had various experiences in

domestic and International negotiation and therefore information from them reflected what actually has been taken place, they are firms that are still undertaken negotiation therefore finding reflect the actual event in business world with respect to negotiation. Again, Hammersley, (1998) indicate that for a qualitative study to be valid, it must be relevant and credible. The relevance of this work is to help businesses to know the dynamism of International negotiation for them to keep abreast with changes in the world of business, it also gives some future perspective, and this is immense important to businesses as to how to prepare for future event.

The data generated are credible on the premise that respondents are those in-charge of negotiation in their various firms as such, results and findings were based on the information given by these experts.

5.2 Method of data analysis

Research begins from either a deductive or an inductive approach. By deductive it implies using an existing theory to guide the approach that is adopted in the qualitative research process into some aspect of the data analysis. Inductive approach is however premised on building a theory that is based on data collected, this thesis uses the inductive approach and by that it begins with starting to collect data and then going through the data to find themes or issues that came up and then concentrating on the themes (Corbin & Strauss 2008; Yin ,2009)

5.2.1 Inductive context analysis

When using inductive approach as data analytical tool one does not start with a clearly defined a theoretical framework instead, it is based on identifying the relationship among the element in your data and then developing hypothesis and propositions. Generally, theories are generated form the process of data collection and analysis (Yin, 2009). This analysis involved building of new concept, theories and ideas based on analysing data. The concept is specifically related to the themes that have been discussed.

6 Empirical Study

The Semi-structured interview questions used, is illustrate below in the table

Number	Questions
1	How do you conduct negotiation in your company?
2	Which people normally negotiate on behalf of the company?
3	How different is your current negotiation style different from the previous years?
4	Has international business negotiation had effect on your negotiation style?
5	What are the main challenges you have encountered during negotiations in previous years, presently and how have you handled it.?
6	Has negotiation been more of domestic or International and how it differs?
7	How do you forecast the future of International business negotiation (example is the Meg-trends?)

Table 2: illustrate the Semi- structured interview questions

6.1 Results and Discussion

Overall, seven themes were generated from the data analysed through interviews. These themes are analysed and discussed below, they represent the general ideas respondents gave in respect with interview questions and the research questions as well.

6.1.1 Mediums

face-face, questionnaires, emails, skype, phone calls

Currently the medium through which negotiation takes place is both direct and indirect. The direct which is primarily face to face is most often used at the first time of meeting with the other partner of the negotiation be it customers or suppliers. Face-face interaction is very critical for the first time because it is also a time to build business relationship which is seen as very important in establishing a lasting business relationship.

Where, the relationship already exist then other forms of communication are used. Phone calls, emails, and questionnaires are used to arrive at a conscious on a negotiable task. The face-face is highly needed in some specific cultures who establishes relationship before business activities are discussed without that, negotiation will be marred where the culture is similar.

“Normally, during the first meeting with the customers, questionnaires are given to them to detail their specification for the company to satisfy their needs and demand. Also, by email we forward some questionnaires to our various customer for clarification upon their quest or demand” (respondent A)

“But to find the right person, I did it through my employee in China or perhaps I have an existing relation with those customers, so I knew who they were already then after that, phones calls and through other communication tools, then followed by face to face.” (Respondent B)

“With our Finnish and foreign customers, suppliers, stockists, co-operate companies by e-mail, at fairs, face to face during arranged meetings, by Skype and phone.” (Respondent C)

In some instances, to avoid misinterpretation, email is used as an official medium to get a first-hand impression of the other partner and to know how the rest of the business negotiations are going to be carried out. Though during the email, the parties can then proceed whether to have a face to face interaction or whether the email would be appropriate thus the email is used to pave way to a culturally different party. Also, email has become important in today's business negotiation because of the differences in the time zones between the countries to be able to start an interaction, email is viewed as the most appropriate especially, when you are not aware of what the partner may be doing at a point in time.

According to (Taylor, Fieldman, & Altman, 2008) about 98% of business- business Negotiation globally use E-mail as their primary source of communication. According to them the biggest change with respect to medium of communication since the introduction of the telephone is the E-mail coupled with its numerous benefit such reduce cost, easy to use, free and quick to send vital information's. This according to (Hughes & Perrott, 2004) brings about overall effectiveness and high performance of companies and firms More hours are spent on this medium for work communication than any other communicating tool (Etchells, 2008).

Also, video conferencing is widely use today for distance communication and it allows employees to have meeting with other people in different locations who might not be able to meet physically to deliberate upon issues have opportunity to still participate. Communication technologies enable business expert and professionals to be able to work out off their offices and work premises. A study conducted by a Bureau of Labour Statistics (2010) indicate that approximately 24% of employees work from home in 2010, this promote strong family relationship, easing traffic and higher employee productivity with reduce operational cost.

According to King, (2007) about 42% of IBM employees work on the road at home or at a client location and this saves a company about \$100 million in real estate expenses every year. Other companies are also encouraging their employees to tele-communicate. (Robbins et al., 2009) The use of mobile phones as a medium of communication according to (Norris, 2007) brings about flexibility, convenience and

timeless in working activities. The different type of communicating devices on mobile phones enable business professionals to present information relating to product and services to client and customers in a stunning way and this client can view the product and services everywhere every time.

“We usually conduct negotiation by email most especially if the mother tongue language is not same as your potential customers. And to avoid misunderstanding of the language, it better to write and send it by email for the other party”. (Respondent D)

“We use more of email in business negotiation because in most countries we operate like USA, Japan and Australia the time between those countries and Finland varies much that when maybe it's night in those countries then probably morning in Finland which makes communication by Phone difficult. So, the most efficient way is sending emails.” (Respondent D)

As much as having face- face interaction is important, it is seen sometimes as the last stage before a negotiation is conducted. Partners are communicated with to find out more about the business processes and if there are enough grounds then there can be face- face meeting thus face- face meeting will only come especially in a very psychic distance after a lot of agreement has been made through emails and phone calls. The advancement of new communicating technologies has brought some challenges to face-face interaction within the business world.

However, according to (McQuillen, 2003) e-mails and video conferences cannot replace the feelings of a real handshake of a customer or a client or his/her presence. (Grenny, 2005) state that face-face communication should be used in the instance that non- verbal signals and actions are needed in explaining or understanding a message or when different opinions come out on the negotiating table. The debate is that face-face communication is very good but the ease and convenience of using other forms of high-tech communicating tools makes face-face less value.

“Firstly, we check from the internet and maybe through some exhibition to find out who are the main contact that we need to contact then we make some phone calls or emails and then organized some skype meetings and if there is enough reason then we go to meet our customers” (Respondent E)

6.1.2 Handling Cultural differences

One of the main challenges of international negotiations across regions is the differences in culture, culture affect the total being of the people and this affect their negotiation style. Due to this, relationship building is seen as imperative to the success of today's International business. The relationship building can be in form of a short interaction to know each other or a long time and long-term building of relationship. The important part in building relationship is on the foundation that mutual trust among the partners will be strong with everyone having faith that, whatever consensus agreed will be upheld by both parties (Abraham, & Priya 2015).

Trust according to Jiang et al. (2011) is a significant aspect of a relationship building but then it is much stronger between individuals than co-operation and that means that individual integrity plays an indispensable role in building a strong relationship among business, this however does not rule out the trust between co-operations but rather individuals engage on behalf of the company and they should have some level of character and behaviour that represent the true image of the company. Building trust also means communicating accurately relevant information to the other party (Jevons et al., 2000). When commitment by both parties increases, the business relationship becomes much stronger (Dwyer et al., 1987) and this leads to a much stronger trust between them (Blois, 2009).

Commitment plays a critical role in relationship building and the results of it brings about trust which leads to numerous benefits. Decrease in uncertainties, high performance and satisfaction as well as profitability are some of the advantages enjoyed in a good business to business relationship. (Shankar et al., 2010). The trust and satisfaction also bring about stability in business relationship. (Kleinaltenkamp et al., 2014)

For many cases, business relationship is needed to ensure a successful business operation between a business actor and its stakeholders like suppliers and customers which can lead to formation of partnership. When a firm wants to have a long-standing customer relationship, which is a guarantee of a regular sale, building a business relationship helps to achieve that (Humphries, et al. 2015). It is through

this medium of a relationship where there can be a successful negotiation and communication of other important business processes and operations which bring mutual benefits to the two parties. (Newman et al., 2005)

Trust which is seen as very critical issues in negotiation its often gained over a period and some people wants to build trust first before going on the negotiation table, this might take some time and that is why there is the need to build relationship in cultures where trust is a very sensitive issue.

Trust is also built when the other partner is known for some period. The cultural perception and the ideology of the other partner will form a basis for building such a strong relationship that will have future impact on the business operations.

“Additionally, there is a need to do some homework before going into negotiation maybe sending some presentations for icebreaking and it makes it easier before meeting” (Respondent E)

“For instance, in Russia and other African countries it very important to know the local people, their culture, norms and habit before negotiation can be commence and it takes long time to build a business relationship” (Respondent A)

“Certainly, because when you are travelling a lot, and having meeting with customers with diversified cultures, the way they talk and do business then it obvious that you adapt to that kind of style.” (Respondent A)

“Again, there is so much differences between Asia and Europe when it comes to doing business and negotiation because I found out that, in Europe if you have the need to buy, you can buy immediately but in China for instance, you need to sit, eat, drink, and spend much time so it’s totally different and most companies think it works the same way but it doesn’t. That is the reason why background information is extremely important, because the cultural differences of a company differ from each country so as negotiations” (Respondent B)

“I prefer the need to build a long-term loyal relationship between customer’s and not necessary been so straight forward that now I buy from you then tomorrow I buy from other customer”. (Respondent B)

“Business do not succeed because they just go to the new market without any help of the locals, or maybe they did not modify their product or modify the market and as well as language know how.”
(Respondent B)

As trust is important, reference given by other companies on behalf of a firm that is going into a negotiation has a significant impact in the success of a business transaction. Sometimes, the time is not there to build that long relationship before commencing a business negotiation and therefore, when recommended it gives opportunity and boost the chances of a successful business negotiation.

Not only is it important to understand the negotiation process but also understanding the advantages of building and maintaining personal relationships are equally important for the promotion of trust and mutual respect among the parties which goes a long way to affect the negotiation process. However, willingness on the part of the two parties to understand each other on the issue been negotiated is very important, this is because there are always differences in terms of language, cultural values, customs and other life styles which are most often different among the parties. Therefore, willingness to understand all these factors and to make it possible to arrive at a mutual consensus is very important (Ting-Toomey & Korzenny, 1993)

“In the case that those companies don’t know anybody from Finland then we the Finnish companies must build up all the image of Finland for them to believe and trust in what we can do whereas in Finland mutual trust or not trusting usually comes from our small sight. It’s always required from us to give reference for those companies to trust and believe what we can do.” (Respondent G)

One of the factors to a successful business negotiation is understanding and adopting to the cultural context of the partner like customers or suppliers. The reasoning is different and, the intent may not be clearly misunderstood if one does not put him/herself in the shoes of the other partner. Firms and companies going to different market and culture need to know how to influence and communicate in the context of that culture so that the host country will understand (Saeed, 2008). Culture differences affect how effective communication takes place between a firm and their partners and this can lead to misunderstanding (Maude, 2011). It is imperative to note

that cultural differences exist at the International level because, national cultures are very diverse in cultural dimension like power distance, individualism, collectivism, and uncertainty avoidance. Not only that, personal characteristics like communication style, facial expression and interaction and other factors plays significant role in cross- cultural negotiation and these need to be understood.

Therefore, it is important for the company to adopt to the culture of the country in which they are undertaken operations so that they can achieve mutual understanding which will contribute to building trust (Hollensen, 2014). The cultural values and believes influences the way in which customers and partner perceive information therefore, it is imperative to understand the reactional behind the decision they make regarding their values and norms.

This may implies having patient and going step by step and, getting to know before hand by learning from a resource person about the business culture of that region is essential, learning is very important before one goes to a negotiation table because by then the person will be ready to go through all the process since he/she is aware of what is actually involved.

The learning should be from someone who is from that culture and who knows much about the business process there. The role of the locals cannot be overlooked as they are in the context and know much about that area. Knowing beforehand helps you to prepare, to relax and to gather all the resources one needs, it also reduces stress and other cultural shocks.

“furthermore, during Chinese and Finnish business negotiations the understanding of the business cultures seems different for both parties and for that reason it took longer time for an agreement to be reached.” (Respondent F)

“Also, due to Internationalization, cultural differences are also another challenges to me and the only way to handle it is to adapt and learn from that cultures” (Respondent D)

“And personally, I prefer small talks in negotiation because it easier to know your customer and at the same to build a relationship.” (Respondent C)

“Certainly, each culture has different style and it always good to learn from different cultures because it helps you to adjust and adapt when negotiation Internationally. It always good to study the host country before you enter business with” (Respondent C)

6.1.3 Nature of communication

This study reveals that the nature of communication during international negotiation is of two main types; the straight forward and the small talks. Typically, the straight talk has been the original communication style of Finnish companies especially in the domestic market where parties goes straight to the point, and discuss the matter at hand, and it is their traditional business communication style however, due to globalization and internationalization of companies, the need to build a relationship has become an important trend hence small talks are now becoming an important part in the current way of communicating during the business negotiation.

The small talks are a way to reduce tension and to build relationship, keeping customers and suppliers is an indispensable factor in sustained sales and profitability and so, building a strong lasting business relationship has become an important issue with regards to international business.

The nature of communication is being influence to a larger extent by the quest to build relationship and that is changing the straight forward style to the small talk’s phenomena. The small talk is increasingly becoming part of the negotiation style of business in Finland due to International experiences gained by personnel’s and managers which is being transfer respectively to other domestic and International operations involving negotiation.

There is therefore, a gradual shift from the straightforward to the small talks in negotiation. However, the small talk is within the context of professionalism and the business transection to be conducted, people are précised in the basic things they say and then go straight to the point, so everything revolves around the business.

“After series of negotiations in African and with Chinese customers in Finland, with regards to our Finnish communication style I would say it has been straight forward though now it’s changing because the more you interact with foreign business investors, the more you adjust to your business communication style. It is changing because now many companies are going internationally and are learning different cultures and probably the straight forward business communication style must not work in other countries and for that reason most companies are now adjusting to other business communication style.” (Respondent F)

“But now companies are very busy all the time, so they always want to be more specific and straight forward. Although, I prefer small talks before business but still want to stay professional and be précised on what I negotiate with my customers.” (Respondent E)

Giving of small present like keyholder and other artefact is also becoming little gesture’s exhibited during negotiation, its main aim is to build a relationship with customers. This is also attributed to International experience where in some cultures and regions, giving of gift is an acceptable way of building relationships and not bribery per-say. This is brought to other jurisdiction when conducting business transactions. They are normally inexpensive gifts meant to build strong customer service relationship.

Mega change

A major trend of negotiation which are small talks and small gifts has been as a result of experiences gained while negotiating or handling businesses in the global stage. This obviously becomes part of the business skills of a person and therefore he/she may give some small gifts to customers or other party in the business transaction. International experiences shape the negotiation style of people especially if they have worked very long time in the International market. Day-in, Day-out small talks are gaining prominent in Finnish negotiation style and this is the responses from many respondents of the interview.

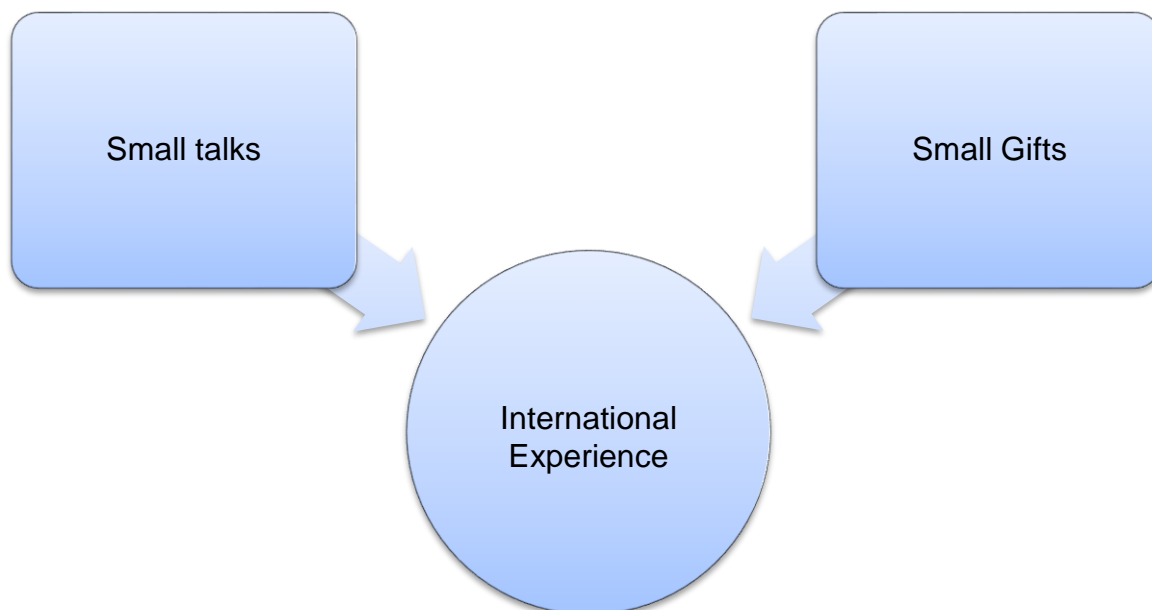


Figure 7: illustrate International experience on negotiation in Finland

As the figure above indicate, the current negotiation style in Finland has seen two major changes and that is small talk and small gift offering. Although, the small gift is not used in many instances it is a developing phenomenon adopted by managers and other employers who have had several experiences in International negotiation and International business operation in Countries and societies where small gift are allowed.

“Also, giving out small gifts to business partners is something I learnt during International business negotiation though, it not common in Finnish business negotiation but it’s always good to think about our business partners and present them some small nice gifts.” (Respondent E)

“I think it has always been small talks before the business, perhaps business talks can last for 30 minutes before the main business negotiation.” (Respondent E)

“Also, in International business negotiations there is a need of giving small gifts to your punter, so I will say that has affected my negotiation style in domestic negotiations as well” (Respondent B)

“Even though, I like it to be straight forward but still I want to have a loyal relationship with customers and to have business where both parties can win and at the same time come together to develop the business. Small talks and building a loyal relationship with customers are very imperative.”

“I will say presenting small gifts to customers have been part of me and my company because of the international exposures yet we are very sceptical of the gifts we give out to our customer’s because we don’t know if they might like it or it forbidden in their culture.” (Respondent D)

There is a view that, due to the small talks Finnish negotiation style is changing from been formal to an informal type.

“Personally, I think it’s not so formal anymore comparing it to Germans where its formal and hierarchy matters a lot when it comes to business negotiation. Nowadays, Finnish business communication style is more of small talks as compared to the previous years where business communication style is always straight forward” (Respondent D)

6.1.4 Characters of negotiators

In negotiating, there are some characters that should be exhibited by the persons involves in the negotiation process, this is due to the differences in culture from one market to another, culture shape the way of life of a group of people and this has a significant influence on the negotiation. Different market has different rules and people who are involves in the negotiation.

Hierarchy is very important in some cultures and this should clearly be understood because in such places the two negotiators should be at-par with them regarding their status, some cultures do not accept people who are with lower ranks negotiating with higher ranks or higher individuals in their community, some SMEs are aware of it so they send someone of equal rank to handle the negotiation process. This especially in high power distant society where the gap between managers and lower levels are clearly articulated and seen.

“For instance, in Russia finding the right person to negotiate with is very challenging, you must really know whom you are dealing with because the hierarchy level is high and important to them” (Respondent E)

The ability to be attentive and listen to the other party on the negotiation table is salient to discovering the real problem and the best solution. Although, it is good to learn about the other partner, the learning continues also during the negotiation table. Observing body reactions and gestures enable you to predict the next reaction so that one will also be able to be better prepared for such reaction. There should be an open mind on the negotiation table to learn to come out with the best deal in the business transaction.

Overall international negotiation especially goes beyond mere data gathering and information seeking but there should be an effort on the path of the negotiator in every aspect of the other party (culture, values, behaviours'). Effort is needed because values, beliefs are different however, one needs to understand the other party in context of these beliefs and values and it takes extra effort to do this. The extra effort put has a direct bearing on the success of the negotiation. (Karsaklian, E. 2014)

Figure 8: present the influence of effort in negotiation (Karsaklian, E. 2014)



“Listening is what I have learnt, in the beginning I went to negotiation situation thinking that I know it all, I know the solutions and what the customer’s need and that is not true but the ability to listen and try to find out what is the problem and to provide the solution is very significant”. (Respondent B)

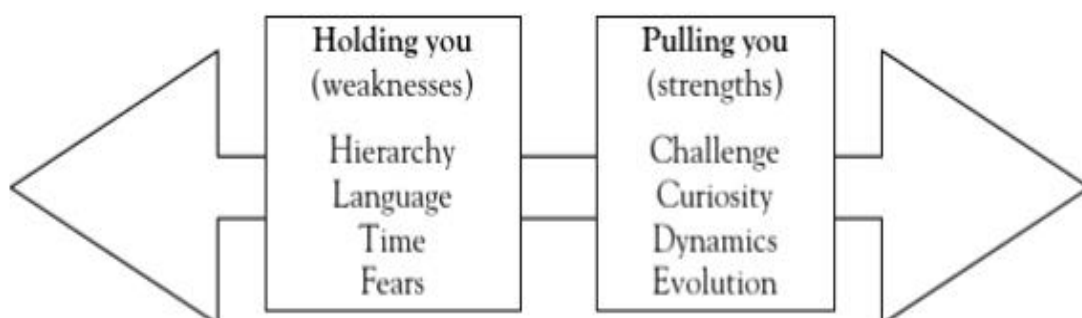
“Firstly, one challenge is to find the right people who are at the same Title with you that you can negotiate. In Finland and Europe, it quite easy because in Finland and Europe you don’t have to be with same titles with our business alliance before you can negotiate.” (Respondent B)

6.1.5 Pre-negotiation

Before negotiation begins it is essential to do a lot of background checks, this is helpful in predicting what to expect, the character of the other party and his/her motivation. The background information also gives an indication to the other party that you are convenient with issue to be discussed.

This makes a negotiation on point and discussions based on solid facts and reaching a consensus and therefore, become solidly on the fact. Backgrounds checks also give an indication of the right person to sit on the negotiation table looking at the status and the experiences of the other party. It is important to know the things that brings you down (weakness) and those that lift you up (strength) before going to negotiation table as this will give a better over view of the whole exercise. Knowing your weakness before the actual negotiation starts, helps you to prepare to work on the weakness before starting. Analysing the weakness and the strength is what is called the rubber band effect.

Figure 9 The diagram illustrates the rubber band effect (Krogerus & Tschäppeler (011)



With the example of factors in the figure above, one clearly knows what to work on or where to put much emphasis to effect better negotiation

Again, resources and or material that should be carried along to the negotiation table and which will add to the effectiveness of the negotiation.

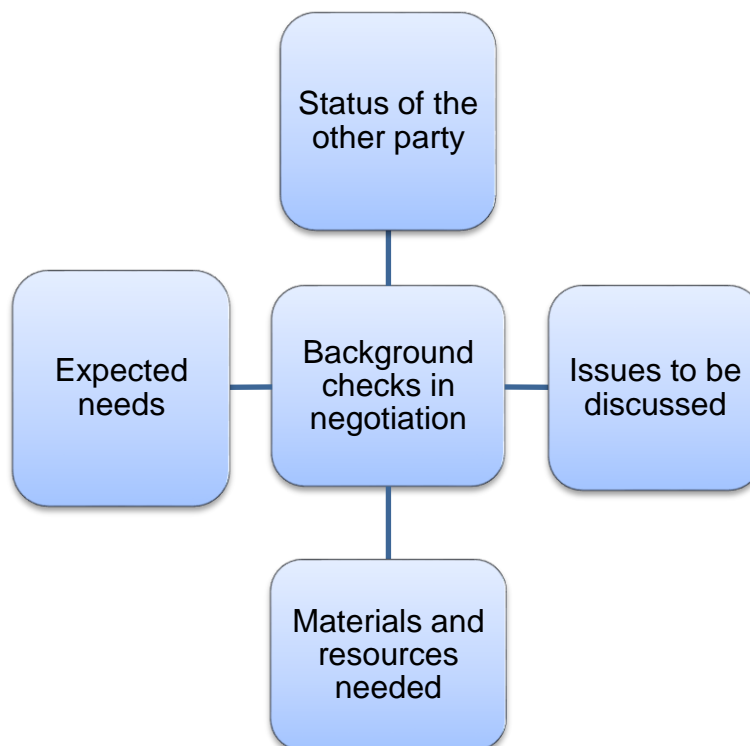


Figure 10: Shows background checks in International business negotiation.

Four main background checks are identified as essential step before going to the negotiation table - Expected needs, Issues to be discussed, Materials and resources needed, status of the other party.

“Business is always between two or more parties and if both parties could understand each other’s within an hour or more then I believe agreement can be made. And it’s always good to do the back-ground checks before any agreement is reached.” (Respondent G)

“I just offered list of different product and services to customers where I should have listened to the customers and to satisfy their needs. So, in my case, listening and background research is somethings I learnt through my negotiation style and experience.” (Respondent B)

“As mentioned earlier, the challenges are to find the right person, the background information and the motivation of the person if he/she is what he/she claims to be” (Respondent B)

“In China, I always have an employee who is a Chinese and works there. She researched on the background information on a potential customer for me, she finds out for me who is the right person, the background information of the person because it very necessary to know about the other person as much as possible before negotiation and in my point of view, Finns often make such a mistake in finding that background information.” (Respondent B)

6.1.6 People in the negotiation chain

International Negotiation requires individuals who have much knowledge and are in the helm of affairs of the firm so that they can effectively represent the firm in the negotiation process with other counterpart from the other region. This study reveals that depending on the issues to be discussed, calls for the kind of person to sit on the negotiation table, skills like language fluency also play an important role as to who to negotiate on behalf of the company.

In some cases, the person who has free time can represent. When dealing with cross culture negotiation some institutions and organisations employee the expertise of the other professionals to increase their changes of an effective negotiations, some of this professional are cultural expert, translators and financial advisers who are very conversant and at least familiar with the negotiating counterpart. In the case of Finland agent and intermediaries with very good knowledge of the other party are employed in some instances, they act of the behalf of the domestic company in the International level in terms of negotiating this According to (Hendon et al., 1999) will promote the chances for a successful negotiation.

Hollensen (2014), argues that, language different is one of the most important factors to consider when communicating across International borders. Language makes it easy to communicate relevant ideas and information in a manner that will be understood by the hosting country. When there is poor communication, customers and other interested groups may find it difficult to interpret issues like product

instructions or service, understanding the negotiation issue properly is likely to affect the outcome of the negotiation process. (Christopher, 2012).

Breaking language barrier is an important issue during global negotiation process. (Holter, 2006). There should be clarity in communication during the negotiation process and this will be enhanced if the language used will be clearly understood and interpreted and meaningful to their sense of judgement. Understanding the language of the host country helps to understand accurately what the other party is saying and what his/her demands are.

Firm engaging in International negotiation usually assign people overseeing operations in the foreign market and because of their understanding and knowledge on this market, they mostly negotiate on behalf of the company.

Agent are also used when the company do not have a branch in the said location and where the issues to be discussed is not much technical, they can stand in for the firm, depending on the situation, different personnel's in the firm can be assigned to negotiate on their behalf.

"There is no hierarchy or principles to whom should negotiate but it's about who have time and able to negotiate in English most especially when meeting with foreign investors. So, from that perspective the Marketing Manager, Project Manager, C.E.O or whoever have the time and able to, can negotiate" (Respondent G)

"Also, before those delegates travel, they will have some information emphasising on their goals and the companies they would want to see and which kind of negotiations they are ready to have, thus looking for a direct end customers, distributors, importers or wholesaler in that country." (Respondent G)

"In domestic we usually deal with the distributors to sell our product whereas in International market like Russia it more of end users which is quite difficult to sell our product." (Respondent E)

"Usually, through an agent who helps us for the market research." (Respondent E)

"If we need to make negotiation with new customer its usually the managing director but then when it comes to area of retailers then the export and sales director is in charge". (Respondent D)

“Managing Director, Marketing Director, Area Sales managers, and other sales persons” (Respondent C)

“Basically, the C.E.O, Sales director and the Area director who oversees Europe are mainly responsible for the negotiations in the company” (Respondent B)

“As previously said, it’s usually our intermediary who works and represent us in African” Respondent A)

“The company doesn’t have any branches elsewhere except in Sweden where we have a merging company partly owned by us and the only means of Internationalising is through distributors and agents.” (Respondent A)

Challenges in negotiation

During the negotiation process there are lots of challenges that are encounter, most often due to the cultural difference, culture affect the reasoning of people and this is visible during the negotiation process. Building trust and reaching agreement in some foreign market varies due to the cultural differences, it takes long time to build trust for instances in some cultures and that implies that a lot of time will have to be invested before reaching a consensus. It takes a lot of time to convince a local partner or a customer what the firm can do, and this would be establish over a time.

Understanding the culture provides the atmosphere for a good negotiation as one knows what to expect and how the other person understands. Agreement and consensus sometime come after long deliberation and that means the other party should be willing to go through a longer period of discussion.

Language difference although, now a days not so critical due to the use of translators during an event when the other party cannot understand the language, but it still has some significant impact.

Clearer communication, using of gestures and signs and other body language tells a lot in a negotiation process. There could be misconception and misunderstanding if there is not a clear articulation and explanation of issues to the level of understanding of the other party, it is therefore important that people know much about the language and the communication style of the other party to make the process smooth.

“The main challenges were the mutual trust when operating in China or elsewhere. The challenges are that, anytime Finnish companies goes Internationally, most often they consider Finland to be a small country and wondering if a company of 20 employees can deliver what is required from them” (Respondent G)

Emphasis placed on time varies across national cultures (Moustafa, 2002; Bluedom, Kaufman, & Lane, 1992) and this can have significant impact on the negotiation process. Some cultures, time is not seen as a valuable commodity thus it is in abundance whereas, other also, view time as very limited and very valuable. Punctuality, adhering to strict schedules and working in a specific time frame are typical characteristics of cultures that sees time as a valuable commodity. This brings conflicting issues during the negotiation process because the other party sees time as very plenty and not much valuable.

“I think, the difference between Finnish business and Africa’s business culture is probably the understanding of time. In Finnish business context we want to have everything agreed on, to be on time whereas in Africa’s context it is quite different.” (Respondent F)

“Also, I realised that when I was a negotiator for the Finnish and the Chinese companies, it was noticed that after signing an agreement or closing the deal with the Chinese means the start of negotiation process whereas to the Finnish companies it means the start of the work or implementation.” (Respondent F)

“Furthermore, in International market language and culture differs and somehow difficult to express yourself as compared to your home country and there’s always a need for a translator if necessary.” (Respondent E)

“I think the main challenges that I have encountered during and now in business negotiation is the language barriers.” (Respondent D)

“With Asian countries the cultural differences have effect on negotiations, but during the years we have learnt about the cultures more and understanding the situations better” (Respondent C)

6.1.7 Future perspective

With advent of technology, there are two divergent views on how future negotiation is going to be; First, skype meeting, emails, telephones and other more advance communication infrastructure is likely to ease communication between negotiators who are several miles apart, this will reduce the travelling cost of international business and also save a lot of time in doing business across cultures. Negotiating is going to be economical in coming years than in the previous years because of the easiness in communication coupled with the lower cost.

The internet has become a very relevant aspect in the growth of the business sector. (Fay, Celia, & Romm, 1999). It is been used nowadays as major and main platform where companies and smaller firms undertake business communication operations both domestically and Internationally. (Brett & Boyle, 2001) indicate the function of the internet to business as aiding in building a relationship and marketing of goods and services across the world and, serving as an important source of information for business operations. (Gindin, 1999) also present that the internet helps companies to monitor the dynamics of international competition and improve the communication efficiency with their employees and customers.

By effective communication, companies and firms can build trustworthiness in their operation with customers, suppliers, distributors and other stakeholders which in turn increases the profitability of business (Lorette, 2017). Internet has been playing very crucial role in effective communication through mediums like skype, emails, and other social media platforms. With all this, the mobile phone has played a crucial role and has made it easy in building strong relationship and keeping touch with who live several miles away (Katz & James, 2008)

Instant messaging and video which has been a growing aspect of technologically communication development has been describe by (Hui et al., 2008; Whitcomb,2016) as helping people from a wider geographical location to be able to communicate by hearing and seeing each other at the exact time whiles at the same time removing the cost for traveling and time. Although, this development is increasingly becoming part of business operation Internationally it still does not remove entirely face-face and physical interaction, this has made authors like (Cairncross,

2001; Govindarajan & Gupta, 2001) to indicate that physical distance is no more a significant factor in the internationalisation of businesses.

However, in some cultures the concept of face-face is very relevant and goes beyond mainly meeting one another and negotiating. Trust, loyalty, reputation, competences, obligation are all important concept that are related to “face” in some cultures. (Cardon & Scott, 2003), indicates that the Chinese have strong attachment and a good will to maintain long term relationship therefore they are highly sensitive to keeping “face”. This therefore, does not rule out physical presence and face-face interaction.

“Also, nowadays it’s easier and more common to arrange Skype meetings. For example, with foreign customers you can meet and negotiate more often, easily and without spending lot of money for the meetings in other country or many days. It’s also economical choice as compared to the previous years.”
(Respondent C)

“Digitalization will make International business negotiation in future shorter and more efficient in a scene that, due to the time restrain and busy schedules, there would be much need for online meeting and negotiation instead of travelling to meet customers and its very sustainable because it saves time and cost.” (Respondent C)

“I think with the advent boom of technology current days and in future, it will make communication easier but when it comes to negotiation it’s a bit tricky because using those communication tools as the only means is not the best but rather meeting your business partners face to face to build a relationship is ideally good and from that foundation those communication tools can fellow.” (Respondent A)

Other view of future negotiation with regards to communication technology

“However, I believe that world wide web (www) which is currently 30 years and perhaps it might face some challenges some few years to come in a scene that, there might be a smaller system of internet for each country for instance; Russia, Middle East, China may have their own system and connection and if that should happen, it will definitely make business communication and negotiations very complex.” (Respondent A)

Even though, International negotiation is likely to be easier because of easy communications based on effective communication technology, other development in the technological world with respect to internet will make communication complex and that will intend affect International negotiation. Countries such as Russia are building their own internet web and if this is replicated among other major economies like China and the rest it could cause lot of complicities which will in turn affect communication and thus International negotiation.

“Even though, personal contact is good because it helps to describe more about your product and get the human contact like during exhibition but now, the digital booming is taking so much space, for instance, we are doing much video calls and skype in this current business negotiations and not meeting face to face often because most businesses have busy schedules. Also, when you think of the time differences between some countries video calls and skype are preferably and it makes it easier to arrange meetings at all time.” (Respondent D)

“In future business negotiation would be much easier because of digitalisation. Thus, most people would be doing more business negotiation through the use of technology because the digital world bring people closer, easy to skype, chat, video call and it would be easy to present your product and discuss it at length and arrange meetings with a customer across the globe without the need of travelling often to meet the customer or maybe not at all.” (Respondent E)

“Also, technologies in International business negotiation in future would make it more effective but at point in time there would be the need for face-face contact before a business deal can be agreed upon and it really helps in relationship building and trust because in some culture’s relationship building and face-face contact is very important.” (Respondent F)

“Also, there would be more efficient ways of communicating when doing business because of technology. However, there would be the need of face-face contact in the scene that, there would not be a business deal that involves Billions of euros and still wouldn’t want to meet face-face at least ones then after, skype or other communications tools can fellow.” (Respondent G)

“I don’t think that digital devices will delate the need of face to face business negotiation. It helps make negotiation easier as compared to years back that you can only negotiate with other person by travelling all throughout the negotiation period.” (Respondent B)

The argument that face- face negotiation will be replaced by digitalisation is not entirely the case as the world economy becomes more complex, trust will become an important ingredient for International business as such, people would like to deal with trusted partners and that will implies meeting each other and developing mutual friendship to build trust.

Face-face negotiation will thus, not fade away but will continue to be an important of an International business negotiation. Domestically, it will also boost relationship and partnership among firms specially SMEs who are now forming consortium of enterprises to exploit opportunities together in other market.

7 Findings on the research questions

A. How business negotiation is undertaken in Finland?

In Finland different mediums of communication are employed in the negotiation process thus e-mails, skype meeting, face-face, phone calls, are all employed in the negotiation process. However, e-mail is often used to start initial conversation and to establish a firm relationship which is built on subsequently. In some firms, there are designated people who undertake negotiation and, in some instances, the C.E.O must be there before negotiations can be concluded. Some of these are Sales managers, Export managers, Intermediaries and Agents.

Personals who undertake International negotiation have competences and skills in cultural management. They can adopt to new ways of doing things in a new environment. Agents are used when there is a high level of trust in their experiences and the expertise on the part of the firm employing them, and this normally occurs in International negotiations and such people knows the dynamics of the new environment, the culture, values and the business systems. They act on behalf of the firms in all areas based on their deep knowledge on the operations of the firm.

Face-face as a medium in the negotiation process are used in different angels first, they are used in the early beginning of a business transaction and the main aim is to build relationship and trust, it occurs especially in International negotiation after preliminary exchange of emails and text. Also, some International business cultures prefer face-face interaction on a negotiation deal hence meeting them physically and discussing about business transaction is the only way to reach an agreement. Sometimes also, face-face is seen as a last stage after sending emails, skype meetings, and video calls. The concluded part is to physically meet with the client and therefore cement the newly establish business relationship.

Despite the significant of face-face interaction with customer or clients, the low cost, ease, and flexibility of emails and other electronic communication mediums put face-face interaction behind the electronic mediums.

B. What is the role of internationalization on Finnish company's negotiation process?

Currently there has a gradual shift from straight talk to involving small talk. The straight talk has been the original communication style of Finnish companies especially in the domestic market where parties goes straight to the point, and discuss the matter at hand, and it is their traditional business communication style however, due to globalization and Internationalization of companies, the need to build a relationship has become an important trend hence small talks are now becoming an important part in the current way of communicating during the business negotiation.

Firms that are operating globally in one way or the other are been shaped by their experiences in the international market, this their experiences impact on their negotiation style thus they accept this dynamism and it becomes an integral part of their operation. The advent of small talk is one out the many of adopted International practice especially by operating in cultures where is practices is highly values and considered as part of the business process. As smaller firms are co-operating in many ways to go the international market, basic small talk is employed for building relationship and trust which is very critical for Finnish business enterprises.

There is also giving of gift in a form of artefact, keyholders and other nationalistic object to clients and customers especially in the international environment where some cultures put much emphasis on gift given. This are used in placed of money and other financial benefit that may compromised the ethics of this firms, it is also a way of showing some form of friendliness and a good firm customer relationship. Gift giving are also used in a domestic market with aim to also establish good relationship.

C. What is the future perspective of International business negotiations in Finland? (Mega-Trend)

By looking at the future perceptive, we look at the mediums of communication like skypes, e-mails, phones. These technologies will be advanced and thus affect the whole communication infrastructure which will ease communication between two parties. Advance communication infrastructure will bring about lower cost and higher conveniences in transacting business across borders.

The assumption is that communication will be much economical in the years to come than that of the previous years. However, there is also likelihood of complexity in International communication among business, the reason been current development of countries trying to build their own internet web and an example is Russia and if this is replicated among the other major economies it could result in barriers and complex situations that can thwart the effectiveness of International communications as we are seen in this present times.

Again, as more firms goes International, practises are adopted into the domestic way of doing business specially if the practice does not conflict the ethical values of firms, this implies that globalisation is affecting domestic operations.

7.1 Other findings

Trust and relationship building

For a successful negotiation, trust is very foundational. Where there is mutual trust among the parties, lots of barriers and misunderstandings are removes. Trust enables each party to be tolerance and patient and to read the meaning of an unclear statement in an understanding manner without any prejudice. It takes time to build trust and therefore frequent communication and co-operation in the areas of interest are significant towards building a good business relationship.

Once trust has been built over a period, future negotiations becomes very easy and that brings about mutual consensus and benefit in each negotiation process. Building trust also involve establishing relationships as well as culture differences, relationships where each party will get to know of themselves in terms of their business processes. Long term relationship among business actors can lead to the formation of partnership and thus lead to a successful business ventures and undertaken.

Long terms relationships specially between customers and a firm guarantee regular sale and bring about successful negotiation and discussion of other relevant matters that will bring about mutual benefit to the parties. Relationship building is enhanced when there is commitment on each party towards the terms and condition and other

relevant matters affecting the relationship which leads to building strong trust. Reduction of uncertainties, improved performances and satisfaction are enhanced with good relationship building.

Characteristics of negotiators

Hierarchy has become an important issue in the International negotiation. In some cultures, where especially the power distance is high, negotiations requiring a higher-level manager also implies that, the representative of the other party is of the same rank, this means that negotiators should be on the same status. This specifies clearly who should sit on the negotiation table at a particular culture setting. The ability to also learn during the negotiation process is also important, been attentive and observing helps to know problems and the solutions. Learning is not about the background checks but in the process as well, observation helps to know the next action of your partner so that one can be prepare for that.

Negotiators should go on the table with an open mind to avoid bias and misinterpretation, this helps to bring the best deal in the negotiation process. There should be a deliberate effort to learn about the culture and values system of the other partner. Effort because there are differences in the values and culture systems and without little push to understand the context of these values and behaviours, negotiation will be marred with a lot of misunderstandings.

7.1.1 Limitations

The outcome of this thesis is limited to the negotiating process of SMEs, data were collected specifically from SMEs enterprises therefore limiting the results to this specific entity. A wider study on large co-operation or a combination of both SMEs and large enterprises will help to know if the findings are the same. Also, the firm selected cut across different industry, so result was more generalised across industries. Focusing on a specific industry could have made the research more robust so that we will be able to differentiate the negotiation process from one industry to another.

In some cases, language was a barrier, the language used for the interview process was in English but in some local firms communicating clearly in English was quite a challenge, sometimes respondents could not go deep or explain further because they were not much conversant with the English. There could be more vital information if respondents could speak clearly but the language seemed to be a barrier.

7.1.2 Area for further research

For future research investigating communication technology on International negotiation is very important as it came up that different countries are developing their own web systems. It is also important to investigate specifically how a firm's International negotiation experiences impact how they handle domestic ones.

7.2 Recommendation

Learning about the new market when the negotiation is taking place is very significant in the negotiation process due to differences of cultures. Negotiation process differs from country to country and it is therefore imperatives that, firms going to International market learn more about the cultural systems. This can be done by using an expert. An expert can be consulted to give advices to the firms going on negotiation or stand on behalf of the company in the negotiation.

Learning can also be done by reading about case studies of other foreign companies operating in this new market and how they have been going about their activities, the purpose is to learn about the success and the failures with regards to the negotiation activities and to adjust the firms internal resources so that they will be able to undertake effective negotiation exercise in the International market. Knowing much about the new environment also help to make adjustment with regards to how communicate is during the negotiation process. The Finnish communication style is very straightforward but, in some market, small talks are very important and forms part of the negotiation process, engaging in small talks is something that should be learnt in order to be successful in a market which value such small talks. This applies also

to gift giving, where some cultures see it as a cautious way of dealing with people in order to build a relationship.

Understanding this practice aids firms to judge what they think it ethical to present as a gift, to some stakeholders they may deem it fit. Whereas, in some cultures gift giving is not approved in some way, others see it as an ethical practice and it very significant to understand the dynamics of the business and the cultural relationship that exist in this society.

8 Conclusion

The study explored the role of Internationalization on Finnish company's negotiation process. The basic communication medium has been e-mails, Phone calls, skype and face-face interaction. The use of e-mails has become the most official means of beginning the negotiation process. In some regions or countries however, the negotiation is completed by a face-face interaction this is culturally motivated. Every firms have its own policy regarding International negotiations. In some cases, it is the personnel's in charge of the international operation of the firm, be it the sales manager, export manager or the C.E.O.

Agents and other intermediaries are also used especially when the firms are not operating directly in the region. The Agent normally have informed knowledge of the region as well as that of the firm. They are hired to represent the firm in all its business operations in the new region. A new development of negotiation of some Finnish enterprises is the advent of small talks and giving of gifts in the form of artefact. This is especially seen on firms that has engage in numerous International negotiations with cultures that are deep in small talks and exchange of gifts as important part of their business processes.

As relationship building is becoming an important aspect of business operations, small talks are been used to enhance this relationship. The same applies to giving of gifts in the form of artefact. Relationship building is to promote trust which is fundamental to successful business negotiation and future transactions, trust building takes a lot of time and resources because of its numerous benefits to firms especially to customers and partners. The two main shift (small talk and gifts) is primarily influence by firm's exposure to other International market which forms part of their negotiation practices.

Develop in the field of communication technology will enhance International negotiation by cutting communication cost, operational cost and maximum usage of time, the use of video call and skypes enable negotiation to take place as if in real life situation, these will increase in the future. However, face-face interaction will not be entirely removed especially in cultures where physical presence is the most ideal.

Some conclusions on negotiation will only be drawn if there's an ultimate physical presence, this shows that face-face will continue to be an important part of reaching a final consensus.

When looking at technology on the other hand, the study reveals some emerging complications and that is when countries like Russia and China build their own world wide web(www) it will mean that each country will operate its own web and this will cause some complexities in communicating across this region.

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9.1 Appendix 1

Company A	Company B	Company C	Company D	Company E	Company F	Company G
<ul style="list-style-type: none"> . Distributors/ . Agents/ . Intermediary . Prepared questionnaires . Emails Face-Face Skypes or phones . Cultural differences . CEO . Straight forward . Easy communication . Relationship Building . Locals help . Less traveling . Adopting to other cultures 	<ul style="list-style-type: none"> . Finding the right people . Having same titles . Good listener . Background checks . Customer satisfaction . Agent/Intermediary . CEO/sales manager . Cultural clash . Warm communication style 	<ul style="list-style-type: none"> Face-face Skype/E-mail/phone . Managing director/area sales manager/marketing manager . Straightforward . Economical . Busy schedules . Customer satisfaction . Cultural differences . Saves time/cost 	<ul style="list-style-type: none"> Emails/skype/phone . Managing director/export director . Hierarchy . Formal & informal talks . Small talks . Adopting to cultures . Language difficulty . Easy communication . Exhibition . Given of gifts . New generation 	<ul style="list-style-type: none"> Email/skype/phones . CEO/production manager . Exhibition . Small talks . Given of gifts . Hierarchy . Presentation/questionsnaires for ice-breaking . Agent/intermediary . Distributors . Translator . Easy communication . Less traveling . Face-face needed 	<ul style="list-style-type: none"> CEO/Any staff . Interpreter . Email/skypes/phones . Language barriers . Delegates . Understanding of time . Trust . Face-face . Relationship building . Implementation & agreement . Exhibition . Effective communication 	<ul style="list-style-type: none"> Delegates . Trade fairs& Exhibition . Direct customers/importer/wholesaler . CEO/any staff . Multi-cultural behavior . Mutual trust . Relationship building . Cost efficient . Email/skype/phone . Face-face agreement

	<ul style="list-style-type: none">. Relationship building. Email/skype/phone. Given of small gifts. Local help. Easier in communication. Face-face. Less traveling. Use of consulting companies	<ul style="list-style-type: none">. Sustainable. Less traveling				
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9.2 Appendix 2

Hello, my name is George and a masters student at Seinäjoki University of Applied Sciences and currently conducting my masters thesis research on international business negotiation in Finland, and i want to use your company as one of the case studies company to gather my data and i hope my research proposal would be considered. I got your information from Elizabet Kivimäki and below is the brief of my research and the possible interview questions that would be used for the research.

TOPIC:TRENDS OF INTERNATIONAL BUSINESS NEGOTIATION IN FINLAND

The main idea behind this thesis is to explore the trends of international business negotiations in Finland over the time and the objectives are therefore to identify the trends in international negotiations in Finland and also, to find out the impact of global business on international negotiations and lastly, to find out the future trends of international negotiations.

By virtue of that, a qualitative method of research would be administered to gather my data in a form of interviews to get an intensive and in-depth investigation and understanding on an issue and the use of two or more cases will give me ability to identify common features by exploring the similarities and the differences between the case companies.

Beneath are the interview questions that would be used for the research.

- How do you conduct negotiation in your company?
 - Which people normally negotiate on behalf of the company?
 - How different is your current negotiation style different from the previous years?
 - Has international business had effect on your negotiation style?

 - What are the main challenges you have encountered during negotiations in previous years, presently and how have you handled it.?
 - Has negotiation been more of domestic or international and how it differs?
 - How do you forecast the future of International business negotiation eg. megatrends?
-

Hello,

Please find below our answers.

We kindly ask that these our answers will be handled anonymously.

Have a nice day and good luck for studies!

Kind regards

Thank you very much for the mail, i wanted to come to Lapua for face to face interview but all the same the information you provided was very good just that i needed more information on some questions and fellow up questions as well. If only you have time, i could come to Lapua if not i would kindly ask you to clarify to me on this question? **how is the previous negotiations different from this current years negotiations, has there been any changes? And also if you can tell me a brief of the company.**

Hi,

I confirm this appointment, on 11th of April at 12 pm.

ok Thank you very much. My appointed with the other company is after lunch so i will try and come to you first before depending on time i will get to lapua but i will make sure i come to you first.

kiitos

Hi George,

I am Area Sales Manager.

Kind regards

Hello, my name is George and a masters student at Seinäjoki University of Applied Sciences and currently conducting my masters thesis research on international business negotiation in Finland, and i want to use your company as one of the case studies company to gather my data and i hope my research proposal would be considered. I got your information from Elizabet Kivimäki and below is the brief of my research and the possible interview questions that would be used for the research.

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 - How different is your current negotiation style different from the previous years?
 - Has international business had effect on your negotiation style?

 - What are the main challenges you have encountered during negotiations in previous years, presently and how have you handled it.?
 - Has negotiation been more of domestic or international and how it differs?
 - How do you forecast the future of International business negotiation eg. megatrends?
-

Hello, how you doing and hope you enjoyed your weekend? wanted to find out the time for our meeting tomorrow and the venue to meet.

kiitos

Hello, how you doing and hope you had a nice weekend? wanted to find out if its possible for us to meet today since you said you will be in seinajoki today, and if its possible what time and the venue?

kiitos

oh ok, no problem and i had a nice weekend as well.

Yes am around on Friday hopefully and would be travelling to UK on Saturday so i hope it would be good to meet on Friday. kiitos and enjoy the rest of the week until then see you on Friday and thanks so much.

ok Good.

kiitos and see you!

Hello, my name is George and a masters student at Seinäjoki University of Applied Sciences and currently conducting my masters thesis research on international business negotiation in Finland, and i want to use your company as one of the case studies company to gather my data and i hope my research proposal would be considered. I got your information from Elizabet Kivimäki and below is the brief of my research and the possible interview questions that would be used for the research.

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 - Has negotiation been more of domestic or international and how it differs?
 - How do you forecast the future of International business negotiation eg. megatrends?
-

Hello, please i was thinking if we could arrange for our meeting next week when you are free. Probably Monday, Tuesday, Wednesday and Friday.

Kiitos! for your time

Hi Essel

Ok, thank you and see you tomorrow.

Hello, my name is George and a masters student at Seinäjoki University of Applied Sciences and currently conducting my masters thesis research on international business negotiation in Finland, and i want to use your company as one of the case studies company to gather my data and i hope my research proposal would be considered. I got your information from Elizabet Kivimäki and below is the brief of my research and the possible interview questions that would be used for the research.

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 - Has negotiation been more of domestic or international and how it differs?
 - How do you forecast the future of International business negotiation eg. megatrends?
-

Hello,

Thank you for your call. We have some of our staff at the moment out of office because of the flu. I'll try to check if it is possible on Friday morning. I'll let you know on Wednesday 3rd of April. If it is ok for you.

Apology this.

Best regards,

Hello,

If we could meet on next week maybe on Thursday 11th of April?

Best regards,

Hello, certainly that would be fine by me. After launch is ok?

Hello,

Thank you for visiting us. Is everything ok? Remember that if there are things which are not clear, you can always ask.

Best regards,

