



Master's Degree: "Language and Management to China"

Cultural differences during international negotiation:

**Experiment, exploration and analysis of the possible differences between
Chinese and Italians**

Supervisor: Prof. Massimo Warglien

Student Name: Giambattista Sozzi

Co-supervisor: Prof. Franco Gatti

Matriculation N°: 862737

Academic year 2017/2018

Table of contents

Acknowledgements

Introduction

Chapter 1 – The negotiation process

1.1 The negotiation: definition and main features

1.2 Types of negotiations: Transactional and Dispute Resolutions

1.3 Negotiation approaches

1.3.1 Distributive approach

1.3.2 Integrative approach

1.4 Main biases in Negotiation: focus on cognitive biases

1.5 Conclusions

Chapter 2 – Cultural influence in negotiation: a general perspective

2.1 Concept of culture

2.1.1 Culture as: a learned behaviour

2.1.2 Culture as: shared value

2.1.3 Culture as: dialectic

2.1.4 Culture as: context

2.2 Cultural dimensions: Hofstede model

- 2.2.1 Individualism versus Collectivism
- 2.2.2 Small versus Large power distance
- 2.2.3 Masculinity versus Femininity
- 2.2.4 Strong versus Weak uncertainty avoidance

2.3 Richard Nisbett's analysis

2.4 Western negotiation style

- 2.4.1 The American style of negotiation
- 2.4.2 The European negotiation styles

2.5 Conclusion

Chapter 3 – The negotiation in Asia: Focus on the Chinese negotiation style and the Chinese culture

3.1 Main cultural features of the Chinese negotiation style

- 3.1.1 Confucianism and Taoism
- 3.1.2 Confucianism and Taoism: implication on the negotiation behaviour
- 3.1.3 The 36 stratagems: the strategic and warrior side of the Chinese negotiation
- 3.1.4 Chinese collectivistic mindset
- 3.1.5 Two other important cultural issues: 关系 and 面子

3.2 The Chinese negotiator profile

3.3 Conclusions

Chapter 4 – Sino-Italian negotiation: socio-cultural exploration and analysis.

4.1 The “exploration”

4.1.1 Exploration’s content

4.1.2 Set, time and participants of the experiment

4.1.3 Technology of the experiment

4.1.4 Point of Analysis

4.2 Pair analysis

4.3 General analysis

4.3.1 Profit and profit orientation

4.3.2 Number of words and disclosure

4.3.3 Holistic point of view

4.3.4 Contextualization

4.3.5 Rejections

4.4 Conclusion

References

Appendixes

Acknowledgements

If I look back, now that my academic path is coming to an end, I can swear it: I have always been infinitely lucky.

I have spent less than two years in Venice, a short but intense experience both for my emotional and professional growth.

I want to show my gratitude to my supervisor professor, Prof. *Warglien*, for his support and constant presence despite his numerous academic appointment and to the co-supervisor professor, Prof. *Gatti*, for his willingness to collaborate with me and Prof. Warglien.

A big thank you is deserved by all the students who have taken part in the experiment and by Miss *Tsirkuleva* for her technical support before the experiment.

Some special thanks go to *Virginia*, she is the one who has contributed the most to my personal growth. Because of her support, pieces of advices and all the attentions she gives to me everyday she really deserves more than just a thank you.

A special thank you is deserved by all my friends, old and new ones, they have always supported me during my path and they have made me feel good even on my off days.

Thank you to *Alessio, Manuel, Leonardo, Marco, Eugenio S., Martina, Giulia* and *Eleonora* for having supported me also in the last day of my academic path.

Thank you to *Armand, Narcis* and *Eugenio M.* for the help and support they gave to me. They have showed to me that true friendship can overcome time and space barriers.

My work and my achievements are all dedicated to my family, without them I would have never became the person I am. *Piero, Ada* and *Simone*, your support is inestimable. Thank you, Fam!

“You need a really solid foundation of friends and family to keep you where you need to be.”

(Lilly Singh)

Introduction

When two or more people are discussing something they are interested in, but their needs are not completely complementary, they start negotiating to find an agreement.

Usually, in people's mind a negotiation is only linked with commerce, but this is not completely true. Like in the commercial field, the negotiation is one of the most basic social interactions that people have in everyday life. In fact, we unconsciously made a lot of negotiations every day.

Most of the people simplify the process of negotiation in "bargain to death and get the best profit". But, for others negotiation is far more than just a way of getting the best profit. Sometimes, it functions like a social glue, it is a way to make new acquaintances, to enlarge the sphere of connections of an individual. The latter is the case of China.

Nowadays, the Chinese market is becoming a more and more attractive market for the Western businessmen, but there are also a lot of Chinese people who are going West in order to make business in our international markets.

As a consequence, international commercial negotiations are increasing. But, when two negotiators belonging to two completely different cultures bumps into each other, they have to take into account a larger series of issues than they usually do when negotiating with their fellow countryman or with people with a similar cultural background.

During my year in China as an international student and the classes I have attended during my master's degree in Venice, I have noticed how much the culture is important in business, and how often the neglect of cultural issues leads to disastrous results in commercial affairs or in business like joint ventures.

I have always been attracted by the commercial negotiations. What I like about commercial negotiations is, to see how the negotiators interact, the choice they made, the strategy they used and so on. In my mind it seems like an economic chess play, where one makes concessions in order to finally checkmate its opponent. And when negotiators from different cultural background are at the negotiation table, the process becomes even more interesting. It becomes more interesting because people with different backgrounds may attach different

value to different things, use completely different strategy and adopt completely different approaches.

Thus, the main topic of my dissertation is to study, find and eventually analyse relevant cultural differences that may have big influence during a negotiation with a Chinese counterpart.

I am not claiming to be an expert of Sino-foreign commercial negotiation, but I can affirm I am really interested in it and that is why I have chosen it as my final dissertation topic.

There is an already large literature about this topic, but most of the studies and experiments are mainly focused on cultural differences in Sino-American negotiation. In my dissertation I have tried to find and analyse differences between Italian and Chinese negotiators.

I have made a real bargaining experiment on this topic, also because I want to make something different from a usual theoretical analysis.

Chapter 1 of this dissertation is a general introduction about the commercial negotiation. I have explained the main theoretical components of a commercial negotiation, such as BATNA, etc. I have also introduced the main approaches to the negotiation. In addition, I have also listed and explained the main biases that can have a role of influence during the negotiation.

In chapter 2 the main core of the chapter is the culture and its role in the negotiation. In this chapter I pass through a simple analysis of different cultural models and theories in order to give a framework to the western negotiating style. As I have already said, most of the academic literature about this argument is about the cultural differences between Chinese and Americans. In the last part of chapter 2 I have tried to make a simple analysis about different negotiators coming from different countries.

In chapter 3 the main focus is on Chinese culture and all the culture-related issues that may have an influence on the negotiation process. In this chapter I have also outlined what is considered to be the profile of a typical Chinese negotiator.

In the last chapter, chapter 4, which is the core of the dissertation, I explain and discuss the experiment and the results I got from it. I explain every single detail of the experiment and its content, from the setting and the choice of participants to the plot of the experiment. Then, I have made an analysis of each single pair of participants (9 couple, each couple made of 1 Chinese and 1 Italian, 18 participants in total) and a general one. The main aim of the pair

analysis is to describe the behaviours of the single negotiator in details. The general analysis serves to compare all those different behaviours or common points in order to clarify some of the real differences between the negotiators of these two countries. Since the number of participants is not so big I cannot make any rigorous inference on this topic, but I hope it will be a starting point for further experiments and studies.

前言

如果两个或多人对同一个事情有兴趣的话，可是他们的要求和希望不完全互补，他们为了达成一致就一定得着手谈判。

一般来说，人们觉得谈判只跟经济贸易有关系，可是这一点不是完全正确的。谈判不仅在经济贸易方面，在日常生活中也是人们之间最基础的一个社交活动。大概每天我们都在不知不觉地进行很多的谈判。

有的人认为谈判的目的是通过谈判而获得最大的利益。但是也有人有相反的意见，他们觉得获得最大利益只是一个结果，所以他们更看重的是过程，特别是在中国人的思想中。对这些人来说，他们在谈判的过程中能接触到新的人，谈判成功的话，他们还能建立新的友好关系，会扩大自己的关系网。

目前中国市场不断地吸引来自国外的投资及想获得有利交易的外国人，不过中国的市场不再只是充满机会、投资易回报的市场了。中国的经济越来越强，并且有一些本土公司不仅在国内市场作为领头羊，而且也在国际市场和外国公司势均力敌。因此，现在也有很多中国人来西方做生意，市场竞争变得非常激烈。

随着中西贸易往来的加深，中国和西方国家之间的贸易谈判也有了变化。但是两个属于不同文化圈的谈判者开始谈判的时候，他们要考虑的事情很多，因为不同文化背景的谈判者之间的矛盾一定会有很多。

我在中国读书及在威尼斯读博士的时候，即使在全球化的扩张中我们对外国文化和习惯越来越熟悉，但是在国际贸易中文化也还扮演着很重要的角色。谈判者不重视他们不同文化的差异并不是偶然的，也正因如此，这种行为就会带来一定的后果，可能就是他们的贸易谈判陷入困境。

我一直对贸易谈判很感兴趣。最吸引我的是谈判者之间是怎么沟通交流，他们采取的战略，他们做出的选择，等等。在我的眼里贸易好像一种“棋赛”，对我来说，看他们怎么将死他们的对手是非常有意思的。并且，属于不同文化背景的人们开始谈判的时候，谈判的过程会变得更有趣，更激烈。这是因为文化不同，他们看重的东西也不同，可能他们会有相反的需求，而且他们对谈判采取的姿态也会完全不一样，比如有一些人更青睐于采用咄咄逼人的姿态，但是也有其他人喜欢采用一种较包容的态度。

我毕业论文的题目就是跟贸易谈判相关，特别是中国人和西方人之间的谈判。通过一个谈判实例/实验我希望能够发现、研究、及分析对谈判有影响的一些文化因素。

我不想说我是谈判的行家。之所以我选择这个题目是因为我对贸易谈判有很大的兴趣。

关于这个内容其实已经有很丰富的参考文献和研究，但是大部分都是关于美国和中国谈判者之间的文化差别比较。在我的毕业论文中，我想寻找和分析意大利和中国谈判者之间的不同点。

指导我毕业论文的教授建议我做一个实验，这样我积累的数据会更有科学依据。

在我论文的第一章我会介绍贸易谈判的主要点：什么是谈判、谈判相关规则？、谈判的双方表现/方式？、谈判者容易失误的地方。

第二章的核心就是文化怎么影响谈判。在第二章中我简单地分析一些文化分类理论，然后通过分析我大概介绍西方国家谈判者的主要特点、他们普遍的行为方式。

在第三章介绍中国谈判者的普遍行为和思考方式。因为中国文化不仅非常古老，而且在中国人的心里也很牢固，所以谈判者会受到本国文化的很大影响。我将介绍儒教、道教、孙子的战略和三十六计，这些文化因素在我看来都对中国谈判者的行为有影响。我也会解释中国社会不可忽视的一些特点，比如人际关系和面子观念。

在最后一章，第四章，我介绍实验的所有信息，包括实验地点、参加者、实验过程到实验数据的分析。实验参加者一共有十八人，2

人一组，共分为 9 组谈判。这章的核心就是我所积累的数据和数据的分析。我将做两种分析：第一是关于每组的谈判，第二个是总体分析。总体分析是为了探寻意大利和中国谈判者之间有什么样的差别或共同点。

遗憾的是，来参加我实验的人不多，所以影响了的分析结果的科学性，但是我希望本文作为起点，抛砖引玉，能为其他实验和研究提供思考。

Chapter 1 – The Negotiation Process

When two or more parties are going to take a joint decision or reach an agreement, they may also have different preferences on the possible final outcomes. This triggers a process called: **negotiation**.¹

In this chapter I will introduce the main aspects a negotiation process has, including approaches to negotiation, typologies and biases.

1.1 The Negotiation: definition and main features

Negotiation is, by definition, the most complex, but at the same time the most basic tool that humans have to interact. Every single person, for more than once in his or her life, has been a negotiator. So, a negotiation can start everywhere and at every time when at least two parties have to reach an agreement or take a joint decision.

However, a negotiation needs some basic characteristics in order to occur²:

- 1) **Two or more parties:** a negotiation happens between two or more parties, which can be individuals, groups of people or organisations. Sometimes people can also negotiate with themselves.
- 2) **A conflict of interests between the two parties:** each party wants to reach the agreement that brings the most positive set of outcomes to himself, usually the best set of outcomes for one party are not the best for the other one.

¹ Max H. BAZERMAN, Don MOORE, *Judgement in managerial decision making*, chap. 9-10, John Wiley & Sons, inc., Hoboken New Jersey, 2009.

² Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

- 3) **Willingness to find an agreement:** a negotiation starts because the parties think that it is better to find an agreement rather than fight openly. This happens because the parties are in a situation where there is not a third entity playing the role of the regulator if any dispute arises.

- 4) **Possibility to influence:** usually parties start negotiating because they think to have a sort of influence on their counterpart. This influence they have, may help them to reach the agreement or the solution with the best set of outcomes to them.

- 5) **The “give and take process” or mutual adjustment:** during a negotiation, parties are neither only concerned with how much they give or should give away, nor with how much they get back. In fact, negotiators usually do not think these issues separately. The most important question in their mind is: “According to the concession I have made or I am willing to make, am I obtaining a fair and reasonable outcome?”. This point is often one of the key causes of the “re-thinking” strategy during a negotiation. Parties know that they can influence the other's outcomes, but as a result, they also know that they can be influenced by their counterpart as well. So, when or before making an offer, the effective negotiator should try to forecast how his counterpart will adjust and readjust its position to that offer and try to evaluate if this can lead to the expected outcome or not.

- 6) **Tangible and intangible:** most of complex negotiations have, on one hand the so-called tangible factors, which are the real results that one person may achieve. On the other hand, intangible factors are all the psychological factors, like desires, emotions, moods of the moment, values, beliefs and so on. All these intangible factors must be always taken into account since they can influence both the processes and the results of a negotiation in a very significant way.

Points 5) and 6) are very important, especially when talking about cross-cultural communication and cross-cultural negotiation. Two or more people belonging to different cultures can easily have a different point of view on a common matter, or, according to the

culture they belong to, they can also attach more value to some issues rather than to others. In this case, if the parties want to find the best solution for both of them, they have to use different approaches to negotiation (which are explained later in this chapter) and try to make an effort to reach a mutual understanding.

1.2 Types of negotiations: Transactional and Dispute Resolutions ³

There are different types of negotiation: group negotiation, multi-issues negotiation, international negotiation and so on. But we can simplify that scheme by dividing negotiation in two main types: **transactional resolution** (with buyers and sellers) or **dispute resolutions**.

In both types of negotiations, the goals of each party seem to be mismatched or contrasting. Although goals are estimated to be incompatible, the negotiators involved in transactional negotiation try to figure out if they can get a better deal with the current negotiation, or if they should look elsewhere for an alternative buyer or seller to reach the deal.

Dispute resolution is also called conflict resolution. As the name suggests, there is an interference with goal achievement. The purpose of these negotiations is to figure out what can be done about this interference. Dispute is just another way to say conflict or rejected claim that shows the incompatibility of goals. A major difference between transactional and dispute resolution is the degree to which the negotiators bring emotion to the table.

Transactional negotiators often use either positive emotions and/or emotional irrationality of their counterpart to influence the outcomes of the negotiation. However, when a conflict is the primary reason for the negotiation, negative emotions usually precede the negotiation and will occur in and between all cultures.

1.3 Negotiation approaches⁴

During a bargaining process a negotiator can be influenced from both internal and external factors. Those influences may result in behavioural changes of the people who are negotiating the deal.

³ Christopher HOOPER, Maria PESANTEZ, Syed RIZVI, *Cross-Cultural Communication and Negotiation*, Spring 2005. MANA 4340, Section 00586.

⁴ Christopher HOOPER, Maria PESANTEZ, Syed RIZVI, *Cross-Cultural Communication and Negotiation*, Spring 2005. MANA 4340, Section 00586. Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

In negotiation we can distinguish two main approaches: the first one is called **Distributive**, the second one is called **Integrative**.

In this paragraph, I am going to make a simple analysis about the main features of the two approaches and the main consequences they may have on the bargaining process. Before describing the two approaches in details, I want to describe some basic features that every negotiation has: **target point**, **resistance point (BATNA)**, **bargaining zone**.

When we talk about **target point**, we simply refer to the point which a negotiator would like to conclude the deal at.

The resistance or reservation point is that point the negotiators will never go beyond. If passed, it will lead the entire negotiation to an unsuccessful end. Reservation point can be called **BATNA** (*Fig. 1*) as well, which means “Best Alternative solution To a Negotiation Agreement”.

The bargaining zone is the spread or the difference between the two parties’ resistance point. It is also called **ZOPA** (*Fig.1*) “Zone of Possible Agreement”. The boundaries of this zone are outlined by the respective BATNAs of the two negotiators.



Fig. 1 - BATNA and ZOPA

1.3.1 The distributive approach

Even some of the best negotiators sometimes can make some mistakes or can be conditioned by some factors that lead them to carry out the negotiation with an approach that is inappropriate to the situation.

The distributive approach is also called “**claiming value**”, “**win-lose**” or “**the fixed pie strategy**”. It is a competitive strategy to negotiation that usually occurs or is used by a negotiator when he or she thinks that the object of the deal is a fixed resource and cannot be expanded.

In this kind of situation each party looks at the other one as an adversary, so each negotiator puts its best foot forward in order to grab a bigger share of resources than its counterpart.

Briefly, during this kind of negotiation the idea the parties usually have is “the more the other gets, the more I lose”.

Along with that, it is important for the negotiating teams to have a good idea of the competitive position of the other negotiators, which means understanding their target point, their resistance or reservation point and defining clearly their bargaining zone.

I want to give an example in order to better understand what “fixed-pie” situation means practically.

Let’s imagine party A as a truck retailer and party B as a prospective customer who wants to buy a truck.

Party A wants just to earn the largest amount of money possible, while party B wants just to pay the least amount of money possible. In this situation, the focus on the individual interest is too strong and the pie seems to be **unexpandable**⁵. Giving something to the other party can automatically be translated in losing something for oneself, thus, we can refer to this situation as a typical “fixed-pie” situation.

⁵ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

1.3.2 The Integrative Approach

Differently from the distributive approach, the integrative approach is known as “win-win”.

It occurs when the two or more parties are so deeply involved and committed in the negotiation, that they do not just pay attention to the quantity they can get compared with the other party, but they give more value to how they can solve the problem and get the best possible agreement for all the parties. A crucial role in integrative strategy is played by a strong attitude to problem-solving which may help a negotiator to see a situation, initially considered as having only a win-lose outcome, as a win-win situation where all the parties can reach their goals. In other terms, switching from a distributive to an integrative approach.

In negotiation literature one of the most representative examples and cases of the integrative negotiation strategy, is the “**Ugli Oranges**” experiment.

In the “Ugli Oranges” experiment, we find two parties who are competing to buy a stock of oranges. They can buy the oranges only from that supplier and they need the whole stock of oranges in order to fulfil their needs. The most important thing to do is to identify what the two parties’ needs are.

So, we have one party that needs only the pulp of the oranges to make juice, while the other party needs only the skin of the oranges for other purposes. Thus, their needs are completely complementary. In this situation the two parties, since the very beginning of the negotiation process, should immediately understand that there is the possibility to work out a strategy that can lead them to reach a “win-win” solution without losing anything.

1.4 Main biases in Negotiation: focus on cognitive biases

Everyday our brain takes a huge amount of decisions. Since some of them are less important and crucial than others, we cannot stop and reflect on each single decision we should take. So, our brain has created some automatisms or mental short-cuts, called **heuristics**, to help us to take simple decisions and solve simple every day-life problem. But, as we perfectly know, human beings are not perfect. There is always a possibility that the choice we made or the decision we took was the wrong one. If it happens, two possibilities exist: the first one is that we have just made the wrong decision, the second one is that, maybe, the automatism, that our

brain has created in order to simplify our daily life, has lead us to do an error. When the second circumstance occurs, we can talk about **biases**, which are systematic errors occurring when we rely too much on our brain's heuristics, while the problem should have been analysed deeply before taking the final decision.⁶

Two main types of biases can be distinguished: **cognitive** and **motivational**.

Cognitive biases are those caused by relying too much on the above-mentioned heuristics.

Motivational biases are those caused by trustful thinking and emotions. These biases are completely irrational.

In the following paragraphs I am going to list the most important cognitive biases and give a simple analysis about their influence on the negotiation process.

Cognitive biases⁷

Since almost all the information can be distorted in the perception process, even the best negotiator tends to make systematic errors⁸.

Now we are going to see the main biases that can affect a negotiator decision making process, in this order: 1) fixed-pie myth, 2) reactive devaluation, 3) framing, 4) anchoring, 5) availability of information, 6) the winner's curse, 7) overconfidence, 8) endowment effect and 9) self-serving biases.

- 1 The **Fixed-pie myth**: it occurs when two or more negotiators see the object of the deal as an unexpandable pool of resources. As a consequence, they consider their interests to be in direct conflict. In this way, they enter in a mental status that I have already described

⁶ Max H. BAZERMAN, Don MOORE, *Judgement in managerial decision making*, chap. 9-10, John Wiley & Sons, inc., Hoboken New Jersey, 2009.

⁷ Tsay CHIA-JUNG, Max H. BAZERMAN, *A Decision-making Perspective to Negotiation: a review of the past and a look into the future*, Harvard Business School, 2009.

⁸ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

in the paragraph 1.3.1 and can be summed up as: “the more the other part gets, the more I lose”. The fixed pie myth can also lead to some accessory biases such as the reactive devaluation;

- 2 **Reactive devaluation:** it means that every concession the other party makes will automatically be considered as a low-value concession. This situation may happen because our thoughts sometimes follow a logical framework which is: “if our counterpart is giving us this concession, it is just because it is not very important to him or her.”;⁹
- 3 Another aspect that may deceive even the best of negotiators is **Framing**. Framing means “how things are given to you”. A frame is a mechanism by which people may evaluate and make sense of the situation. This mechanism can lead them to continuously follow the path they are already on, or change their mind and try to find other solutions or take different decisions. Thus, framing has an important role on how negotiators choose their strategies. Moreover, when the negotiation has two parties plus a mediator, who has the task of finding a compromise or a settlement between the two parties, assuming that a person usually anchors to positive frames, the mediator should always use the right frame when talking with one of the two parties in order to lead both sides to find a settlement;
- 4 While analysing the Framing, I have also used the verb to anchor, which is related to another type of cognitive biases, **Anchoring**. People usually are over-reliant, which means that people, most of the time, rely too much on the first piece of information they get. This information can be a price, a goal or even a simple opinion, and then they consequently adjust to it. Sometimes, a strategically-given anchor can make them change even their initial standpoint. In negotiation, if used wisely, anchoring and adjustment may serve to give an immediate direction to the negotiation process;
- 5 Another bias that may have some influence on the negotiation is the **Availability of information** or ease to recall. The clearer an information is presented, the easier it will

⁹ Max H. BAZERMAN, Don MOORE, *Judgement in managerial decision making*, chap. 9-10, John Wiley & Sons, inc., Hoboken New Jersey, 2009.

be to be recalled when taking some decisions. So, this kind of information became central and critical during the decision-making process;

6 **The Winner's curse**¹⁰ refers to the tendency of negotiators to settle quickly on an item, and soon after having reached this settlement they start feeling a sense of discomfort. This bias often occurs during auctions, but can also happen during a normal negotiation, if one party, at the very first stage of the negotiation quickly settles an agreement or agrees with its counterpart's proposal. After having formalized the agreement with the counterpart, he will surely ask himself "Did I make a good deal? Should I have insisted more? Have I conceded too much?". As a result, that feeling of partial loss starts arising, even if a quite good agreement was settled;

7 **Overconfidence**¹¹ : means the tendency to think that our capabilities are greater than they are, in other words we overestimate ourselves.

This bias is a kind of double-edged sword. On one hand, it can help the negotiator to support his own beliefs and positions, even if these seem not to be so solid. On the other hand, this can also lead the negotiator to eliminate any possible space for integrative strategies.

Some studies have also shown that overconfident negotiators are more concerned with their outcomes than negotiators who have a normal level of self-confidence.

Even if overconfidence may lead to some error in evaluation, if we are in a distributive situation, it can help us to support our theories, our ideas and maybe reach the best agreement;

8 **Endowment Effect:** describes the inclination to overvalue something that you already own. One of the most representative experiments of the endowment effect was made by

¹⁰ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

¹¹ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

Kahneman, Knetsch and Thaler in the early '90s. They have demonstrated the existence of this bias by conducting an experiment involving coffee-mugs.

The participants were divided into three groups: members of group 1 were asked if they preferred getting a sum of money (they could choose between different amounts of money) or retaining the mug. Most of them answered that they preferred to get the money and the average sum of money asked was around 3 \$.

People in group 2 have only the task to assess the value of the coffee mug. Also in this case the average price set was around 3 \$.

The last group, group 3, was directly given the mug and asked: "Assuming that the mug is yours and there is a person who is willing to buy it, what is the price of your mug?". This time the average price was up to 7 \$.

So, researchers realized that, the simple act of possessing something seems to induce people to elevate the perceived value of that object.

Endowment effect in negotiation may result in making inflated estimations and may interfere in trying to reach the best agreement possible;

- 9 The **Self-serving biases**¹² are those biases that make us see the fairness only in situations which favour ourselves. These kinds of biases result particularly heavy and influent during multi-party negotiations. In these situations, each negotiator may think that overestimating what he or she deserves, could lead to increase the chance of getting what he or she wants, which means to reach the best agreement.

¹² Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., Negotiation, Mc Graw Hill, New York, New York, 2003.

1.5 Conclusions

Since the negotiation is a process that can be easily influenced by many factors (both internal and external) and can also be subjected to different types of biases¹³, a negotiator should approach to a negotiation with an integrative strategy whenever is possible and should avoid biases as the fixed-pie myth.

A good negotiator should always seek for building trust with the other party. Another important component that let a negotiator being effective, is considering and trying to control emotion whenever it is possible.

In addition, a good negotiator should not be afraid of disclosing information. Sometimes, information disclosed in a strategic way (anchoring) may bring the negotiation from a blind alley to a new open road. But, while creating the anchor, the negotiator should also be able to manage anchors that can be eventually put by the counterpart.

Moreover, a negotiator should be able to negotiate multiple issues and making multiple offer simultaneously.

During a negotiation a negotiator should never be afraid of asking questions and afford the negotiation with an integrative approach. Questions may reveal that parties' needs are completely complementary. The negotiator should also be aware of the problems resulting from overconfidence and related-biases that may make the parties see only a partial truth.

Finally, one feature of the most successful negotiations, is to search for post-settle settlements. It means that, after having reached the agreement, negotiators should restart the process by analysing if it is still possible to make some improvements to the already existing agreement.¹⁴

¹³ The biases I have mentioned before are just a few of the whole amount of biases that can influenced ourselves.

¹⁴ Howard RAIFFA, John RICHARDSON, David MATCALFE, Negotiation Analysis “the science of collaborative decision making”, The Belknap Press of Harvard University Press, Cambridge, Massachusetts, and London, England, 2007.

Chapter 2 – Cultural influence in negotiation: a general perspective

Introduction

The globalization and the improvements in telecommunication and transports give to almost every person on the planet the opportunity to freely move outside their own country.

Move away from our national borders has other implications than simply enjoy new landscapes and taste new food: it also implies to get in touch with different cultures. But, before entering into the details of how culture can affect cross-cultural processes such as an international negotiation, how can we define culture?

“(…) the culture of a group consists of shared, socially learned knowledge and patterns of behaviour.”¹⁵ (Garrick Bailey, James Peoples)

“(…) the collective programming of the mind which distinguishes the members of one group or category of people from another.” (Geert Hofstede)¹⁶

Culture is part of us and, together with our own personality, it influences our behaviour. Even if some cultural differences among people coming from the same country still exist, when we talk about cultural differences between two people from two different states or continents the cultural gap is much more remarkable. Those differences have also quite a lot of implications not only between people, but also in government administration and organizations' management, design and so on.

The actors of commercial negotiation are those people in charge of representing the organization they are working for at the negotiation table. According to what I have said before about the cultural differences, we can assume that culture plays a critical role during the negotiation process. So, knowing how to manage cultural clashes may help negotiators to

¹⁵ Cit. Garrick Bailey, James Peoples, *Essentials of cultural anthropology*, 2nd edition, Wadsworth Cengage, USA, 2010

¹⁶ Gerard Hendrik (Geert) Hofstede (born 2 October 1928) is a Dutch social psychologist, former IBM employee, and Professor Emeritus of Organizational Anthropology and International Management at Maastricht University in the Netherlands, well known for his pioneering research on cross-cultural groups and organizations.

succeed in the so-called **international negotiations**, which are negotiations between two or more individuals or organisations coming from different countries or belonging to different cultures.

In chapter 2, I want to give an overview on: the concept of culture, how culture can influence negotiations and different specific features of different cultures, trying to link them to the negotiation process.

2.1 Concept of culture

Culture has always been a hotly debated topic, not only in the sphere of anthropology, but also in commercial negotiation.

Many negotiation experts assume that culture is a really important factor to be considered while negotiating¹⁷.

One of the main experts of cultural differences in business negotiation, Robert Janosik, has identified four main concepts of culture in the sphere of negotiation: culture as learned behaviour, as context, as shared value and as dialectic.¹⁸

2.1.1 Culture as: learned behaviour

Can we assume that people have some specific patterns of behaviour in a determined culture different from the ones of another culture?

When talking about learned behaviours, we do not have to attach much attention on why these behaviours occur, but we should pay attention on what these behaviours are. So, learned behaviours may consider acceptable some outcomes or concepts and the timing for certain bargaining behaviours. In negotiations, it outlines a sort of “**negotiation etiquette**” that varies from country to country and that should be at least accepted or understood by global

¹⁷ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., Negotiation, Mc Graw Hill, New York, New York, 2003.

¹⁸ Robert JANOSIK, Rethinking the Culture-Negotiation Link, Negotiation Journal 3, 385–395, 1987.

negotiators in order to know how to behave at an international negotiation table and succeed in reaching an agreement.

For example, before starting a real negotiation, Chinese negotiators will look for some ways for building trust or some sort of relationship. Then, they prefer to test if what they have built has or not some solid basis, and only after that, they will start the real negotiation process.

The reluctance of saying “no” typical of the Japanese culture or the “keep-nodding” way of listening of the Arabians, are just a way of expressing that they are just tolerating your point of view, but these behaviours do not implicate the fact that they may not agree with your suggestions.

The approaches seen above are totally different from those of Westerners and Americans, which are more direct in some way.

2.1.2 Culture as: shared value

If we discuss about culture as a learned behaviour, we analyse the etiquette and some typical behaviour a person coming from a precise place in the world or belonging to a specific culture may have.

But, when the topic is culture as a **shared system of values** everything is slightly different. In this case, what is to be recognized and analysed are all those pivot cultural values and norms that usually can have a strong influence on a negotiation.

Many researchers and experts, like Sebenius and Faure, have argued that, in a cross-borders trade, culture has a very critical role not only in the negotiation process, but also in the decision-making process. It means that all the parties can be influenced at every step of the negotiation.

In order to better grasp this concept of shared values and their influence, we just have to think about two main dimensions of culture: individualism and collectivism (I will give a better explanation of these two dimensions later on in this chapter).

Americans and most of Westerners are characterized by what we have called upwards, **individualism**. In this case, individualism means that they prefer taking individual decisions,

they are used to defend strenuously their point of view and it would be extremely hard to let them make some concessions on things they consider important.

On the other hand, we have Chinese, Japanese and many other eastern populations which have mainly a **collective** mind. It means, preference of undergoing group decisions, defending both group integrity and things that are considered important for the group rather than for the individual.

Some of these differences may result in specific issues and steps of negotiation. For example, since Americans prefer to take individual decisions their decision-making time is much shorter than the time needed by Asians in taking a decision, as they have to wait for the group approval.

2.1.3 Culture as: dialectic

Even in the same culture we can find some discrepancies on how people behave. Sometimes, they do not just follow the main system of values and they behave in some ways that are unexpected.

Considering culture-dialectic, it is just an approach which indicates that we are considering a culture as a non-completely homogeneous system, but that within the same culture can exist and coexist different dimensions and visions.

An example of this can be the coexistence in the Japanese culture of “value of cooperation” and its antithesis which is “the warrior ethic”. In the Chinese culture, we can both find the principle of “The harmonious society”, which encourages the cooperation and the integration, and its reverse side of the coin which is Sun Tzu’s¹⁹ “The Art of War”, a war strategies handbook to follow in order to get the victory during a battle, it is still used by many managers as a vade-mecum to succeed in negotiations.

In conclusion, understanding the level of homogeneity or knowing and evaluating the degree of heterogeneity within the same culture, may also be useful to build solid schemes to avoid stereotypes and interpret and predict our counterpart actions.

¹⁹ Sun Tzu (孙子) was a general of the Chinese Army and an estimated philosopher. He lived between VI – V century B.C. His book “The Art of War” is still considered one of the best war strategy handbook ever.

2.1.4 Culture as: context

As I said before in chapter 1, negotiation is, at the same time, one of the most complex and basic forms of human interactions. It is also possible to assume that culture, which is the focus of this chapter, it is also a fundament that a society needs in order to exist, to create sense of group belonging, to make people feel themselves as part of something bigger.

However, while negotiating, culture cannot be used as the sole explanation to evaluate differences and influences that may affect people from different countries.

No human behaviour is influenced by a single cause, so, in order to better understand how a negotiation can be influenced at an international table, we have to analyse the **context**.

The context includes all those variables such as personality of the negotiators, *forma mentis*, feelings, social context, environmental factors, education, etc. A context analysis can be useful to identify some guidelines to understand the negotiation, but as the negotiation becomes more complex we cannot rely only on that analysis in order to predict parties' behaviour.

2.2 Cultural dimensions: Hofstede model²⁰

As we have already mentioned before, Geert Hofstede was one of the most important researchers in the field of culture and anthropology. He also gave a big contribution in analysing culture in different dimensions of international business. He worked for a long time at IBM. There, he gathered an incredible amount of data he used to carry on his studies on culture. After a statistical analysis of the data, he individuated four main dimensions of culture: **Individualism versus Collectivism, small versus large power distance, masculinity versus femininity and strong versus weak uncertainty avoidance.**

In this paragraph I decide to describe Hofstede's four dimensions of culture in detail because they are usually helpful in describing existing differences among different cultural systems.

²⁰ Geert HOFSTEDÉ, *Cultures and Organizations and National Cultures in Four Dimensions*, 1983.

2.2.1 Individualism versus Collectivism

This dimension mainly describes to what extent a society is built around an individual or a group.

When a society is labelled as individualistic, it means that in the society there is a strong preference for a loosely knit social relationship framework. In this kind of societies an individual is supposed just to take care about himself and his family. Individualistic societies also encourage youngsters to be as much independent as possible.

Countries that can be considered as individualistic are: Great Britain, Australia and United States.

By contrast, a collectivistic society usually tends to group people in associations, organizations, or simply in groups or teams. All these groups should take care of the general welfare of everyone. In this case there is a very high level of interdependence among individuals. Within the group of collectivistic societies, we can find countries as: Japan, China, Indonesia.

Hofstede has also assumed that, to have an individualistic point of view rather than a collectivistic one can influence the negotiation process in different ways.

For example, in individualistic countries a negotiator is usually considered as an interchangeable figure and is chosen according to his competencies and capabilities. While in collectivistic countries, because of the high degree of interdependence and the presence of tight social knots, the choice of negotiators and the negotiation itself can be influenced by social relationships.

For example, a company after having negotiated few years with a collectivistic country, it decides to change the person in charge of negotiations. Even if it is not the first time the two companies negotiate, this will require a lot of time to re-build the relationship between the two parties from scratch. So, according to what I have said before, a further distinction can be made: countries where collectivism is a fundamental feature of the society usually seek for long-term relationships. On the contrary, in individualistic societies people and companies usually look for fast-to-achieve and short-term relationships.

2.2.2 Small versus Large power distance

Power distance is the extent to which the members of a society accept the unequal distribution of power among them and between them and institutions, organisations and other entities. If in a society power distance is large, the society has a very strong hierarchical pattern. In this kind of society, the core of decision-making process is often at the top level, and all the important decisions must be taken by few number of people, the so-called leaders.

In small power distance countries, we still find a hierarchical division where the leaders are respected as in large power distance countries, but the decision-making process is spread on all the levels of the organization and people within the organization can also express their dissent to the decisions taken by the leaders without being subjected to any kind of punishment.

At a negotiation table, a negotiator belonging to a small power distance country may not have the ability to finalize an agreement, and he will always look for the approval from his superiors. In multi-issues negotiation this implies a slower bargaining process.

2.2.3 Masculinity versus Femininity

Masculinity means that members of a society prefer achievement, heroism and material success. While femininity, in an opposite way, stands for a preference for relationship, modesty, caring of the weak, etc.

High masculinity countries are those like Japan and Austria, high femininity countries are, for example, Chile and Costa Rica.

According to Hofstede, if during a negotiation two masculine cultures meet they are more likely to fall in escalation of commitment, self-serving bias, or simply in a fierce competition.

On the other hand, a member of a femininity society is usually more likely to assume an integrative approach to negotiation, because of the empathy he or she usually shows toward the other party.

2.2.4 Strong versus Weak uncertainty avoidance

Uncertainty avoidance is the degree to which the member of a society feels uncomfortable with ambiguity.

Societies with a strong uncertainty avoidance are those where the fear of ambiguity and uncertainty is so strong that may lead a person to stuck on conformity or routines and believe in promising certainty. For instance, we can identify in this group countries like, Greece and Portugal.

Weak uncertainty avoidance societies present a more relaxed atmosphere, ethics practices count more than principles and a little degree of deviance is tolerated. In this group we can find countries such as Ireland and Sweden.

As we can imagine, negotiators who belong to a strong uncertainty avoidance society will seek for solid procedures and well-established rules during a negotiation.

On the contrary, negotiator belonging to a strong uncertainty avoidance society usually have more adaptability and they will feel less uncomfortable in ambiguous situations.

2.3 Richard Nisbett's analysis²¹

Richard Eugene Nisbett is an American social psychologist and writer. His works have always been subjected to discordant critiques by the academic world. One of his most controversial and important works is “The Geography of Thought: How Asians and Westerners Think Differently and Why” (2003). In this work Nisbett declares that Asians and Westerners have maintained very different cognitive systems for a very long time. Human cognition can differ according to the place where a person has developed its cognitive system. He claims that these differences can be also scientifically measurable.

²¹ Richard E. NISBETT, *The Geography of Thought: How Asians and Westerners Think Differently and Why*, London, Nicholas Brealey Publishing, 2005.

In my opinion the most interesting point in Nisbett's work are 4: **the collectivistic mind and the need for harmony of Asians people, their Holistic point of view, the importance they give to seniority and the practicality Asians have in their approach to life.**

The collectivistic mind and the need for harmony of Asians people

Nisbett gives importance to the fact that culture in the West and in the Asian continent has always been different. His analysis starts from a comparison between the Greek and the Asian (Chinese, Japanese, Koreans).

Even thousands of years ago Asians were more inclined to prefer what is harmonious and what is good for the community. In Greece, on the other hand, they seemed to afford everything by looking for individual freedom. To be free for a Greek philosopher or politician means to be able to express its own idea, to prove and disprove, to argue with people in order to support their personal ideas. While, in Asia people and philosopher have always tried to reach the right means, to avoid discussion especially in public and to work for the wealth of the community.

This tendency to individualism and seek for freedom of the Greek and the inclination to collectivism and harmony for the Asians population can be also seen in domains different from politics and philosophy, for example art and music.

In very ancient times, in Asia the good and harmonic music was monophonic, groups of instruments play together a single note. At that time, beauty was associated with harmony and conformism, everything was the same and so is beautiful. On the other hand, the Greek were the inventors of the polyphonic music, where instruments play a harmonious symphony by combining several notes, solo, etc. In Greece the pursuit of conformity seems not to exist.

In the sphere of graphic arts, while the Greek prefer to depict scene from legends, wars and heroes, in China there is a tendency to represent scene and stories from daily family life.

In Chinese there is not a word to express the concept of individualism while maintaining a positive meaning of it at the same time. The word with the closest meaning to individualism is 个人主义(*gèrénzhǔyì*), which most of the time can be also associated with egoism.

Nisbett gives also a more practical example about the strong sense of collectivism that Asian people have, especially the Chinese one, and how their Confucian culture gives importance to

the fact that man cannot exist as an individual, but its actions should be made to interact and linked to the others.

“Dick and Jane” is a book mainly used until the 60s to teach children to read. The book depicts very easy scenes of daily life of two children, Dick and Jane, and their dog, Spot. The scenes depicted in the book are very simple and their main aim was just to initiate children to their reading activities. In the English version of the book, one of the first scene was described as “*See Dick run. See Dick play. See Dick run and play.*”.

In the Chinese version the first scene was depicted in a completely different way, ““*Big brother takes care of little brother. Big brother loves little brother. Little brother loves big brother.*” In this case there is a completely different vision of the situation. This is an example of a strong collectivist content and all the actions are not individual actions, they are interactions between individuals.

The collectivistic mind of Chinese people can also be seen in how they prefer to avoid categorization. While European people usually are also able to look at things in an isolated way, Chinese watchers are usually more inclined to look at the whole context, or better, they prefer to stress the importance of relationship.

For example, during an experiment Nisbett has showed a picture containing three elements: a monkey, a panda and some bananas. Nisbett asked to participants of the experiment to make a connection between the elements in the photo, to link the most related elements together. Most of the Western participants link the monkey and the panda together, while most of the Chinese participants linked the monkey with the bananas. This show us how we are more inclined to group things in a broader category (animals) and explain our vision of the world organized by rules and categories. On the other hand, we can see how Chinese tend to connect things according to a cause-effect reason (monkey eats bananas) rather than a broad category.

Holistic vision of the world

Another thing that Nisbett has stressed in his work is that Asians have a holistic vision of the world. This theory has been postulated by most of the scholars studying cross cultural behaviours and social psychology. In Asia, and especially in China, people tend to consider

everything as a sole big entity. In all the aspects of the Chinese philosophy everything can be influenced and changed, everything is linked and non-isolated. Asians see the world as a complex environment made by connections and interactions of the things contained in it. If we take a sculpture as example and show it to Eastern Asians and Westerners, we will see that Asians look at it as a piece of marble while the Westerners will see the sculpture at first. This happens because Asians, since ancient times, were less used to look at the salient object and to have an analytic vision. They prefer to look at the substance first and only after they do it they will go to see the details. On the other hand, Westerners have always had an analytic vision of the world. We can see this phenomenon through different experiments Nisbett has done, for example, the newspaper one. Nisbett and his fellow students compared some newspaper reporting news about homicides in America. In all the cases the murder killed several people and then committed a suicide. In America, newspapers reported the news by focusing on the individual, his state of mind, his temper, his past etc. But the Chinese newspaper have a complete different approach. They focused their attention and analysis on the environment, the community and not on the individual. Their vision was more like that all the small influences and forces in the American environment have caused this accident.

Moreover, the Chinese holistic vision can be seen also in visual arts . If we look at a Chinese ancient painting we can see that most of the time, also when it is depicting a single person, it is not a portrait. Chinese painters were more likely to represent their subject by using a bird-view technique. In western art portrait are very common, and a painter in charge of painting a portrait of a person usually prefer to isolate that person from the context.

Importance of seniority in Asian countries

Another important difference between Western and Asian culture is what Hofstede has called power distance. The power distance in culture means to what extent a person is willing to accept an unequal distribution of power.

In Asians culture, especially Chinese and Japanese culture, people tend to overweight their superiors' decision. In most of the Chinese and Japanese companies' superiors have always been considered as untouchable and their decisions as incontrovertible, it is a sort of blind reverence that subordinates have to their superiors.

In this case Nisbett has argued that this strong power distance the Asians have is not only related to the job sphere, but it is a wider phenomenon extended also to all the domain of their life.

Nisbett has tested the difference in the degree of commitment that some children and elder students have when the subject of their work is given or whether they can freely choose the subject they will work at. He discovered that Westerners commit themselves more when they choose the subject to work at by themselves. When the subject of work is chosen by the teacher or the mom they feel less committed.

For the Asians students and children, it works completely in the opposite way. They prefer to have a “superior” to choose the subject rather than to choose it by themselves.

Practicality versus Neutrality principle

Another very important point touched by Nisbett is the practicality versus curiosity. Since ancient times, Chinese people can be seen as revolutionary inventors. Among the outstanding invention of the Chinese we can find the compass, gunpowder, printing and papermaking, but some scholars support the idea that even the wheel was invented by the Chinese first. However, Nisbett stress the fact that every invention or philosophy in China happened because of a practical need.

In the West people were more curious, people study to learn, to answer to question bigger than the daily life problems. During ancient times, Westerners have always tried to find a solution for problems, even practical, but also to give an explanation to that problem not just a mean to solve them.

I think that this conflict between curiosity and practicality exists, especially in China. Thanks to my year spent in China I have also had the possibility to observe Chinese people in their daily life. Now, I can assume that they try to solve the problem only when it occurs, they usually do not try to prevent it. Moreover, once the problem has been solved they do not questioned themselves on why that problem have occurred, they will wait for next time to see if the problem will happen again.

Considerations on Nisbett’s analysis

In my opinion this is a very valuable work for two main reasons. the first reason is: he does not focus his analysis and study only on the differences between Chinese and Americans, but he has brought a bigger sample to the table of analysis, Westerners and Asians. The second is that he made a very large number of experiments in order to prove scientifically his theory.

I agree with Nisbett's opinion, especially the one he express in the epilogue of his work. There is not a real convergence between culture, but a continuous influence, westernization and easternization now are coexisting. But, even if culture can be considered as a continually changing entity, we can notice that from Hofstede to Nisbett there are several points of difference that remain unchanged through the years.

Nowadays thanks to the growing number of Asians bilingual and bicultural experts of social studies we are going to see some real changes in the theories social psychology with a perspective different from the past western one.

“The Geography of Thought: How Asians and Westerners Think Differently and Why” is a very valuable work. The approach Nisbett has is completely different from before, it is both analytic and holistic while maintaining a scientific validity gained through the several experiments he made.

2.4 Western negotiation style²²

In chapter 2 I have analysed some of the main cultural aspects that may influence the negotiation process from a country to another.

Since in chapter 3 I will mainly focus on the Chinese negotiation style, the Chinese cultural factors that can influence the negotiation process and so on.

Therefore, a brief description about some of the styles of negotiation that some western countries have, would function as a benchmark in order to make some consideration and comparison with the content of chapter 3 later on.

As I said in this paragraph, I am going to outline the negotiation styles of different western cultures: American and European.

2.4.1 The American style of negotiation²³

When I talk about “American style of negotiation”, I am referring to the United States one, but this kind of restriction is still not sufficient. Even if people in United States live in a quite homogeneous environment compared to us (considering the language, holidays, some distinctive traits of American culture, etc.), there are still some aspects of the culture that may vary from one state to another, also influencing to some extent their behaviours in negotiation.

However, I am going to overlook these small differences and give a general description of what the main features of their negotiation style are.

Americans usually look at negotiation as something to be conquered and not as something to be shared or mutually earnable. They usually go into a negotiation with a completely **distributive approach**.

To the eyes of an American negotiator everybody looks the same, they do not rely too much on relationships, age or gender. Because of their strong result and task orientation they are

²² Elashmawi FARID, Heinemann BUTTERWORTH, *Competing Globally: mastering multicultural management and negotiation*, Woburn, Massachusetts, 2001. Lieh-Ching CHANG, *Differences in Business Negotiations between Different Cultures*, Dep. of Business Administration, Hsuan Chuang University, China, 2006.

²³ Roy J. LEWICKI, Bruce BARRY, David M SAUNDERS., John W MINTON., *Negotiation*, Mc Graw Hill, New York, New York, 2003.

concerned only with time and effectiveness. So, no matter who they are negotiating with, the only important thing is that he should be capable and preferably hold the power of taking the decisions. Moreover, a high level of **meritocracy** is a characteristic of the American society.

While negotiating, Americans do not have any particular ritual or process to follow. On the contrary, they are usually very **open** and **direct**. They really like to set the rules of the game, change them and rapidly adjust to the new ones. Moreover, they are fearless of saying “no” and even more dauntless in supporting and holding their lines even if sometimes this could lead to reach no agreement at all.

Another important aspect that should be considered is the value they give to time. Every culture gives a different value to time. This can be influenced by the weather (temperature, climate, natural environment, etc.), by the language, or just by the culture itself. Americans should be considered as belonging to the countries with a **monochronic approach**²⁴, which means that time is usually seen as a linear, sequential process. Countries with this kind of approach are likely to prefer discussing one thing at a time. Furthermore, Americans value time as an intangible asset with an inestimable value.

Another feature of America’s culture is the high level of **individualism**. They usually put a lot of emphasis on individuality, the value of independence, boldness and uniqueness. In an individualistic country, a single person is often responsible for the last decision, so, when they are engaged in a negotiation they are also the person in charge to take the final decision. Consequently, they prefer negotiating with a person who is in charge of taking the final decision too. They consider a group or collective approach in the decision-making process as time and effort wasting.

Since I started this description by outlining how a negotiation is intended by an American, I think that the last lines of this description should be devoted to how the word “agreement” is intended by them.

Americans usually tend to see an agreement as a result of a logical framework or process. They consider an agreement as a legal, valid and binding settlement to be respected, and it is the doorstep to the creation, or not, of a cooperative relationship that may be time-lasting. The biggest difference with the majority of the eastern countries is that, while in the American negotiators’ mind reaching an agreement usually means to put an end to the negotiations,

²⁴ Michelle LEBARON, *Culture-based Negotiation Styles*, July 2003, https://www.beyondintractability.org/essay/culture_negotiation, 21/10/2017.

eastern negotiators see the agreement as a starting point, a settlement that can always be adjusted.

2.4.2 The European negotiation styles ²⁵

In the previous paragraph (2.3.1), I have outlined some of the main features of the American negotiation style.

In this chapter I will try to give a general analysis on the main features of the European style of negotiation.

Talking about the features of the European negotiation style some problems arise since the beginning. If we consider the United States of America as a homogeneous and heterogeneous country at the same time, even bearing in mind all the cultural differences between states and the subculture of the people with different ethnicity, when moving to the European environment, differences between countries are much more evident than in the United States, even if most of the time it is usually intended as the European Union.

Imagine for a while to divide Europe in three main areas: **Western Europe, Northern-Central Europe, Southern Europe**; now, going through some sample countries of each of the three areas, I will try to design a framework of the main features in different styles and approaches of European negotiators.

Western Europe: France

France is the largest country of western Europe, just at the south of England. Civil services and businesses are dominated by the modern nobility, elite graduates of *grandes écoles* or *universités*, this dominance is supposedly based on meritocracy. In the French society, the private sector mistrusts the public sector because it often impedes initiative, creativity, and

²⁵ Elashmawi FARID, Heinemann BUTTERWORTH, *Competing Globally: mastering multicultural management and negotiation*, Woburn, Massachusetts, 2001. Pervez GHOURI et al., *International business negotiation* (2nd edition), Elsevier Ltd., London, UK, 2003. Robert T. MORAN, Philip R. HARRIS, Sarah V. MORAN, M.A, *Managing Cultural Differences*, Elsevier Ltd, 2007. Christopher HOOPER, Maria PESANTEZ, Syed RIZVI, *Cross-Cultural Communication and Negotiation*, Spring 2005. MANA 4340, Section 00586.

entrepreneurialism. The French market is mature and sophisticated, open to global suppliers, and foreign companies generally do not have to face too many obstacles to do business in France.

But the French culture and all the cultural-related features are strong influencing factors in business negotiations.

French people are usually considered to have a **polychronic** time orientation, which means that they do not feel uncomfortable in discussing more things at the same time. Moreover, French is considered as a **high context language**, which means that the way words are said is more important than the words themselves. For this reason, many things are left unsaid, relying on the context of the moment and the culture to impart meaning. Due to their language, French people are usually **past-oriented** which stands for the fact that they are used to rely a lot on past events in order to explain a present situation.

A different orientation is presented by American negotiators which are usually **future-oriented**. No matter of what had happened in the past, they will always try to forecast and control what is going to happen in the future in order to create a better one. Sometimes this approach is too exaggerated, especially by overconfident negotiators.

French people usually do not give the same high value to time like Americans do. Deadlines and schedules are usually set, but this does not mean that they are fixed and cannot be changed. So, when negotiating with a French person, one should know that punctuality is not a priority.

Even if French people are usually not affected by competition, as negotiators they are quite direct and aggressive. This can also have some historical roots and explanation. Because of the strategic position and appeal of their country, they are really used to conflict.

The individualistic dimension is stronger than the collectivistic one. The evidence of this can be found not only in business negotiations, but also in more common situations where French people tend to go against the others just to give prominence to themselves. This is their typical admiration-seeking behaviour which is followed by a high importance attached to integrity and personal honour.

The decision-making process is quite centralized, in fact, in the Hofstede's Low-High power distance graph they are in a position reflecting a **medium power distance**.

Northern-Central Europe: Great Britain and Germany

Great Britain with its fleet and its empire has influenced the international economic environment since the dawn of time. Even if the sun has already set on the British Empire, the English language is still the main linguistic tool used in cross-cultural communication, usually labelled as a “lingua franca”. This can also be an evidence on how much the English businessmen and the American ones have become lazy in interpreting and trying to understand a different language and culture. Although, British people usually prefer making business in English, fortunately, as negotiators they tend to be more tolerant and sympathetic with the counterpart than the Americans do.

Like Americans, they have a **future-oriented** time orientation, however, this orientation is not exaggerated because British people are quite risk-averse. Their language and culture make them to have a **monochronic** approach to time, and still due to their risk-aversion they prefer scheduling and discussing one point at a time. Moreover, they give to time a very high value, so if one thing is scheduled it must be respected in a strict and punctual way. Continuing talking about culture and language, English culture can be considered as a **low-context culture**, which means that communicators are always very explicit in order to be fully understood. The most relevant thing is that each word you say has a specific value and meaning, and the importance or the value of the word is not given by the context.

Like other Northern-Central Europe countries they prefer not to go too personal, but formality, privacy and appropriate distance are important to them.

Talking about power distance, like in the US, it is relatively low, and they have a more individualistic approach to life and negotiation as well as most of western countries have.

Germany is not too much different from Great Britain for what concerns cultural factors influencing the negotiation. Germans, like British people, also have a **monochronic time approach** and their culture can be labelled as a **low-context culture**. This can be used as an explanation of their methodical, meticulous and pragmatic way to approach to work, negotiation and everyday life. They usually feel comfortable in discussing in a democratic way because of the **small power distance** within the society. They give the privacy an inestimable value and they are also very title-conscious. In the German society meritocracy

also has a quite high value. While trying to achieve a goal, they use to rely much more on their personal skills rather than on connections and personal relationships.

Southern Europe: Italy

Italy is one of the most peculiar cultures of Europe, full of history and full of contradictions as well.

Italian language and culture have a huge influence on the behaviour of the Italian negotiators. First of all, Italians like French people have both a **polychronic approach** (they feel comfortable in discussing more things at the same time and engaging in multi-issues negotiations) and a **high-context culture** (the words are not evaluated only by the meaning they have, but also by the context they are said into). Communication is very expressive, and they usually give a lot of importance also to **non-verbal communication**.

Secondly, they are characterized by having both kinds of time orientation. Which means, even if they have a quite **past-oriented** orientation, the ability of working things out in a creative way when under-pressure (creative problem-solving), gives them also a little bit of the looking-forward approach of **future-oriented** countries.

In the Italian society **individualism** is not as strong as in other European countries. Even if competition is quite high, Italians sometimes are **collectivistic** and **group-oriented** as Chinese or other Asian people in general. Another thing that Italians and people belonging to Asian or Latin American countries have in common is the high value they give to two particular socio-cultural aspects: the **concept of face and reputation**, and the importance of **relationship and connections** within the society to reach the goals.

A negotiator who is going to sit at a negotiation table with an Italian should be aware of the following things: how important it is to have a good relationship with him, not only commercial but also personal, and how important it is to respect the other party title and ranking within the firm or the society.

Furthermore, we can refer to Italy as a high-power distance country, because Italian people usually love routines and they are usually risk-averse, but since we have also said that the Italian culture is a very controversial one, we can finally assume that Italians love routines and limits to some extent, but, they are, by nature, always trying to circumvent rules and impositions in order to reach goals.

2.5 Conclusions

As I said in the introduction, cultural differences cannot be overlooked when talking about international negotiation. Another thing that should always be considered is the different behaviours and characteristics that an individual may have and that can also be quite far from the average representative of a specific culture.

Thus, it is a priority for a good negotiator to be willing to make some efforts to learn something about the culture of its counterpart. In this way a person can have surely more chance of success, more room for managing all the things and the stages linked to a negotiation. For example, the occasion of the first meeting, the importance of time and how it should be managed, how to avoid arguments, etc.

But, even if a negotiator is considering himself quite conscious or aware of the other party's culture, a much more important issue is not to fall in the stereotypes trap.

As I said before, for both Americans and Europeans' negotiation styles, the pieces of information provided upwards are only general guidelines, since the environment of each culture is quite dense and complicated, with a huge amount of sub-cultures and a lot of branches of the mother culture.

Moreover, this chapter gives only an overview on the main features of cultural differences and peculiarities. This overview will be useful in order to make some comparisons with the content of chapter 3, which will be focused on the Chinese style of negotiation, and to interpret the data resulting from the bargaining experiment in chapter 4.

Chapter 3 – The negotiation in Asia: focus on the Chinese negotiation style and the Chinese culture

Introduction

China has experienced a tremendous growth in the last few years. The amazing price-cost competitiveness that Chinese factories have in relation to the ones of other developed countries and the attractiveness of some politics favouring foreign direct investments from abroad have led not only to the big economic growth of the PRC (People's Republic of China), but also to more and more frequent business, economic and diplomatic interactions between Chinese and Westerners.

In such a new economic panorama, where the turning point seems to be the Asian continent, in particular China, western businessmen have experienced that big cultural differences exist between them and their Chinese counterpart. These differences, especially cultural ones, sometimes are have been the main motivation of for the failure of commercial business activities or unsuccessful joint venture.²⁶

However, in other circumstances, when negotiators have recognized the importance of managing cultural differences and clashes in an appropriate way, these business negotiations have led to outstanding outcomes. the outcome of business negotiations have been outstanding.

Like in the previous chapter, chapter two, I want to go through a brief analysis of the Chinese culture to show you the main features a Chinese negotiator may have.

²⁶ N. Pervez GHAURI, Tony FANG, *Negotiating with the Chinese: A socio-cultural Analysis*, Journal of World Business, 2001.

3.1 Main cultural features of Chinese negotiation style²⁷

The Chinese words for negotiation, especially for commercial negotiation is “谈判” (*tánpàn*) which means “有关方面在一起相互通报或协商以便对某重大问题找出解决办法, 或通过讨论对某事取得某种程度的一致或妥协的行为或过程” (related parts inform or consult mutually in order to find a way to solve a disagreement, or through discussion they try to find a behaviour that allows to come to terms for something of common interest).

As I said in chapter one, negotiation is the most basic tool that people have to interact. According to this assumption, we make different kinds of negotiations every day and as a result, all of us have been a negotiator for at least once in our lives. Personally, I discovered that this assumption is even more true in China. I spent one year in China as an international student where I had the opportunity to immerge myself in the Chinese culture. And, among all the differences that still exist between the West and China, I noticed how much negotiation or bargaining is important and present in China everyday life. From buying things at the street market or in a hypermarket, to taking a taxi, you always have the possibility to make a deal if you have good negotiation skills.

But, the most important thing to understand is: Chinese people do not always negotiate only to get the best price or to make the best deal. In the Middle-kingdom the meaning of the negotiation process goes far beyond what we are usually expecting from a negotiation. It is a social process and the ping-pong style of the Chinese negotiation is the glue that fasten the relationship between two or more parties.

China and Chinese society went through a very heterogeneous evolution, alternating different stages of openness and closure, but as a population they have always been quite cohesive. Being cohesive and having solid cultural pillars make results in Chinese negotiators having some features in common. common features.

²⁷ John L. GRAHAM, Mark N. LAM, *The Chinese Negotiation*, Boston, Harvard Business Review Publishing, October 2003. Tony FANG, *Negotiation: The Chinese Style*, School of Business, Stockholm, Sweden, 2006. Pervez GHOURI, Tony FANG, *Negotiating with the Chinese: A socio-cultural Analysis*, Columbia, US, Journal of World Business, Volume 36, Issue 3, Autumn, Pages 303-325, 2001.

The main features of the Chinese negotiation style have some relations with some sociocultural aspects of China from its early stages to now²⁸: **Confucianism** and **Taoism**, **36 stratagems**, **the collectivistic mindset**, the concept of **关系** (*guānxi*) and **面子** (*miànzi*).

3.1.1 Confucianism and Taoism²⁹

Confucianism and Taoism are two philosophies which continue to influence the mind of the Chinese in every domain, from their daily life to more technical fields like business management.

Confucianism takes its name from its creator Confucius or **孔夫子** (*Kǒngfūzǐ*) a philosopher lived from 551 – 479 B.C. The Confucianism found acceptance from the reign of the fifth Han emperor, Wu.

The Confucian moral system is mainly made by a set of obligations which are distributed in the society accordingly to social ranks and hierarchy. In the Confucian philosophy we can identify mainly some basic elements, **三纲五常** (*sāngāng wǔcháng*) which are “the three cardinal guides and the five constant virtues”.

三纲, the three cardinal guides are: the governor guides the people, the father guides the son and the husband guides the wife. These are also a sort of simplified hierarchy that a society may have in order to be a stable and a harmonious one.

Confucius has always stressed the importance of the hierarchy within the society. He stressed this point so much that even now, in big Chinese companies, there is a solid respect for age and the people who are “above”, manager and bosses in general.

²⁸ SU YAN FANG 苏彦方, “*Zhong mei shangye wenhua dui guoji shangwu tanpan de yinxiang*” 中美商业文化差异对国际商务谈判的影响, (L’influenza delle differenze nella cultura commerciale nei negoziati commerciali internazionali), Guangdong waiyu waiyi daxue guoji shangwu yingyu xueyuan - Guangdong University of Foreign Language and Business, English department of International Business, 2017. WANG YONG LIAN 王永莲, “*Zhong xi wenhua chayi dui guoji shangwu tanpan yinxiang*”, 中西文化差异对国际商务谈判的影响, (L’influenza della Cultura Cinese e Occidentale nei negoziati commerciali internazionali), Heihe xuekan - Heihe journal, 12, 2015, pp. 20 - 22.

²⁹ Laurence JACOB, Guopei GAO, Paul HERBIG, *Confucian roots in China: A Roots for today's Business*, Emerald Insight, Management Decision, Vol.33, issue 10, pp. 29 – 34, 1995.

五常, the five constant virtues are benevolence, righteousness, etiquette, wisdom and fidelity. These five virtues resume the right behaviour a person may have in its private and public social life.

According to Confucianism, a person should be able to respect the hierarchies and to absorb the virtues in order to live a harmonious life.

Confucius and his fellow students also stress the importance on a concept called the “**rule by man**”, and not the “**rule of law**”.

The difference is just that the rule by man is mainly based on ethics and moral precepts whilst, on the other hand, the rule by law is mainly based on codes, rules and regulations. In his mind, Confucius thought that a man who goes against an ethical rule common to all other man, will suffer dishonour for all his life. That is also the main reason why Chinese people always tend to find some ethical and moral settlement before starting to fight openly by appealing or using other legal and commercial tools and risk losing their “honour” or “face”.

Taoism gives more importance to the search of the **道** (*dào*), which means “the way”, the way of living life, the right path to follow in order to have a satisfying and harmonious life. Differently from Confucianism, the Taoism does not give basic rules or hierarchy to build a society, it tries to give an explanation to the whole design of one’s life, where everything is linked together, and nor bad things neither good things happen without an aim.

In order to explain this concept of “a connection of the whole” I want to use a chinese folkloristic story called **塞翁失马** (*sàiwēng-shīmǎ*) or the old man who loses its horse, “(...) There is an ancient Chinese story, still known to most East Asians today, about an old farmer whose only horse ran away. Knowing that the horse was the mainstay of his livelihood, his neighbours came to commiserate with him. “Who knows what’s bad or good?” said the old man, refusing their sympathy. And indeed, a few days later his horse returned, bringing with it a wild horse. The old man’s friends came to congratulate him. Rejecting their congratulations, the old man said, “Who knows what’s bad or good?” And, as it happened, a few days later when the old man’s son was attempting to ride the wild horse, he was thrown from it and his leg was broken. The friends came to express their sadness about the son’s misfortune. “Who knows what’s bad or good?” said the old man. A few weeks passed, and the army came to the village to conscript tall the able-bodied men to fight a war against the

neighbouring province, but the old man's son was not fit to serve and was spared.” (Richard E. Nisbett, *The Geography of Thought, The syllogism and the Tao*).

So, the Chinese holistic view of the world, meaning that all the things are part of a whole, finds its roots in Taoist teachings. This mindset is different from ours, more so from the American one, which is more particularistic.³⁰

3.1.2 Confucianism and Taoism: implications on the negotiator's behaviour³¹

These two philosophies influence Chinese life in every domain, even permeating also commercial negotiation.

Taoism, as I said before, gives the Chinese negotiator the holistic view which allows them to feel comfortable in considering everything or more aspects of a negotiation at the same time, like the polychronic approach that we have discussed before in chapter 2. A typical thought of a Chinese negotiator usually is: it is impossible to fully understand every single part if we do not have a clear general picture first. According to this thought, a Chinese negotiator will prefer to discuss everything at first, or to jump from one argument to another in order to delineate the general frame of the deal and its adversary's preferences and needs.

The Confucian style of negotiation is much more concerned with the respect of hierarchy, position and etiquette, the research of harmony, the rule by man and mutual trust.

A lot of Sino-western business negotiations failed because of a non-observance of the **hierarchy** by the westerners. Sometimes, especially in the early stages, western companies sent to China a negotiator which is not in the top management of their company. Even if the person in charge of carrying out the negotiation holds in his hands the decision-making power, the Chinese part feels offended because they see him only as a subordinate and feel themselves as not worthy of the western companies respect and attention. This fact sometimes leads in a break up and in unsuccessful negotiation processes.

As **etiquette is concerned**, Chinese companies have always seen us as too direct and without good manners. We are too focused on reaching the goal and getting the deal done, while for

³⁰ Richard E. NISBETT, *The Geography of Thought*, Nicholas Brealey Publishing, London, 2005.

³¹ James K. SEBENIUS, Cheng QIAN, *Cultural Notes on Chinese Negotiating Behaviour*, Harvard Business School, Boston, MA, USA, December 24, 2008. Alfred D. Jr. WILHELM, *The Chinese at the Negotiating Table: Style and Characteristics*, National Defense University Press, Washington DC, USA, 1994.

the Chinese part a contract is just a tool for establishing a long-term relationship. The main aim of a Chinese company is usually to find a good partner for future business, but mutual trust and solid relationship are only built by passing through etiquette, hierarchy and the willingness of both to set a relationship.

The Confucianism concept of **society**, a society strongly tied in a hierarchical way, has a big influence on Chinese law. If an individual fights for its own civil rights, it is often considered like a manifestation of selfishness and evil individualism, which is completely against society and community. Presently things are slowly changing. China's law system is becoming more and more westernized and all the institutions and professionals related to law, are growing in importance.³²

In the commercial field the situation is quite the same as before. According to Confucius the presence of **harmony** within a society is fundamental, but how to reach the harmony and avoid petty conflicts? Now, it comes into play the **rule by man** and the conflict resolution typical of Confucianist utopia, which is the **mediation**. According to the mediation, two or more individuals should settle the conflict between themselves without appealing to a court and without losing their honour, or face, publicly. So, that is the reason why Chinese negotiators and businessmen view the contract as a tool without a real binding force. Even if nowadays Chinese companies are relying more and more on written contracts, like westerners do, during and even after negotiation is settled, if the Chinese party feels some kind of lack of asymmetry or harmony in the agreement, or some external forces are menacing the equilibrium of the deal, they will try to renegotiate the whole deal. This is one of the most peculiar features of the Chinese negotiator, which usually drives the western negotiators crazy.

3.1.3 The 36 stratagems: the strategic and warrior side of the Chinese negotiator

As I have said before in Chapter 1, since cultures are heterogeneous entities, the same culture can show different sides which sometimes are even at the extremes. Like the Japanese culture with its “concept of harmony” and “path of the warrior”, the Chinese culture also has the so-

³² Renzo CAVALIERI, Cristiana BARBATELLI, *La Cina non è ancora per tutti*, Milano, Edizioni Olivares, 2015, pp. 43-51.

called “other side of the coin” which is opposite to precepts of Confucianism, Taoism and others Chinese philosophies. The strategic and martial mindset of the Chinese businessman finds its roots in the “**孙子兵法**”³³ (*Sūnzībīngfǎ*) “**the art of war by Sun Tzu**” and “**三十六计**” (*sānshiliùjì*) “**the 36 stratagems**”.

But, why Chinese businessmen rely on war strategy handbooks to succeed in commercial negotiations? The answer is quite simple, since ancient times, Chinese have always considered the commercial environment as a hostile battlefield, so, to succeed in this kind of economic war they must adopt efficient war strategies. Nowadays, we can still find in different studies, experiments and sociocultural analysis that the Sun Tzu’s “Art of War” is mainly applied to business management in general. On the other hand, the 36 stratagems are mainly used in commercial negotiation because their scope is smaller than the treaty of Sun Tzu which encompasses all the stages and aspects of a war from the “usage of Spies”, “different kind of fields” to “how to move the war” and so on.³⁴

三十六计 or **36 stratagems**³⁵ are kinds of proverbs or folkloristic sentences which are strictly linked to the Chinese culture.

Many scholars suppose that the 36 Chinese Stratagems are derived from military tactics applied during the Warring States Period (403-221 B.C.) or during the Three Kingdom Period (220-265 B.C.).

Anyone who has “grown up Chinese” (I mean that they have grown up in a Chinese home that respects and teaches Chinese traditions) know these 36 Stratagems. The author (or authors) of the strategies are unknown.

The 36 stratagems are different tactics which can be applied in very different situations. The main aim of the 36 stratagems is to gain the victory through a psychological war, so, without personally engaging a fight. Sun Tzu and Chinese strategists thought that the best victory is

³³ 孙子(*Sūnzi*) was a general of the Chinese Army and an estimated philosopher. He lived between VI – V century B.C. His book “The Art of War” (*孙子兵法, Sūnzībīngfǎ*) is still considered one of the best war strategy handbook ever.

³⁴ Sorin Gabriel GRESOI, *Sun Tzu – the art of war interpretation for business*, Bucharest, Artifex University, 2014.

³⁵ Patrick Kim CHENG LOW, *Successfully Negotiating in Asia*, Springer Verlag Berlin Heidelberg, 2010.

the one obtained without fighting at all. This way you have not only gained the victory, but you have also spared your effort and resources.

The 36 stratagems are divided in two blocks: from stratagem 1 to n°18 they are considered offensive tactics, from n° 19 to n° 36 they are considered as defensive tactics.

Now I am going to list below all the 36 stratagems. To explain the relationship between the proverb and the expected behaviour of a Chinese negotiator I want to use the same model used by Tony Fang³⁶ in his essay about the use of the thirty-six stratagems during negotiations, the S-B model (sentence-behaviour model).

From 1st to 18th, offensive tactics:

1. 瞒天过海 (*mántiānguòhǎi*), Cross the sea without Heaven's knowledge:

To deceive. Using fake goals to achieve your real ones. Point west when you are going east.

In the field of negotiation this can lead to some specific behaviors:

- Chinese said, “No problem!”, but then you will discover that rarely they accomplished something without problems or discount.
- Change team members, so they can deny the knowledge of previous talks.
- Maybe they said, “yes, it could possible...”, but they will never express their real opinions, they are never too direct. So, even a confirmation can be subjected to last-minute changes

2. 围魏救赵 (*wéiWèijiùZhào*), Besiege Wei to rescue Zhao:

Attack your adversary on its weak points, avoid its strengths to gain some advantages from its weaknesses.

In the field of negotiation this can lead to some expected behaviors:

- Attack and stress the counterpart's points of vulnerability or its mistakes.

³⁶ Tony FANG, *Chinese Stratagem and Chinese Business Negotiating Behaviour: An Introduction to Ji*, paper submitted to the IMP 11th conference, Manchester, UK, 1995.

- Take surprising actions which may distract or upset the opponent: announce a deadline, change the negotiation team-members, suddenly stop the meeting.

3. 借刀杀人 (*jièdāoshārén*), **Kill with a borrowed knife:**

Attacking and damaging your enemy by using the strength of a third player.

Expected behaviour:

- Conduct parallel negotiation, try to play competitors off against each other.
- Usage of an “external third force” excuse to deal with the counterpart: excuses can be of the sort “the government will not approve this...”, or “this is our internal regulation”
- The persons who hold the decision power usually do not show up during the negotiation, so this can cause negotiations to last very long, simply because the person carrying on the negotiation for the Chinese part, is just acting on behalf of someone more important in the company.

4. 以逸待劳 (*yǐyìdàiláo*), **Await leisurly the exhausted enemy:**

Timing and place are two of the most important things in battle. So, wait until your enemy is exhausted, then, attack him.

Expected Behavior:

- Chinese usually prefer to hold negotiation in “home court”.
- When any disputes arise, the Chinese party will usually prefer to be arbitrated by Chinese legal organs.
- Make the negotiations last very long to tire the counterpart.

5. 趁火打击 (*chènhuǒdǎjī*), **Loot a burning house:**

Take advantages of an opponent’s crises or troubles.

Expected behaviours:

- Western companies in China usually feel very uncomfortable, especially if they are at their first experience on the Asian market. Chinese may get an advantage from this lack of preparedness and local knowledge.

6. **声东击西 (*shēngdōngjīxī*), Make a sound in the east, then strike in the west:**

N° 6 is just another way to deceive, to surprise the enemy. While the enemy is focused on one thing you will attack him on other points.

Expected behavior:

- The way Chinese state their interest. Most of the time, Chinese negotiators are concealing their real interests, and, if they give you a concession maybe it is something that is not so valuable to them.

7. **无中生有 (*wúzhōngshēngyǒu*), Create something from nothing:**

Create some effective illusion. Let the counterpart believe that there is something where actually there is nothing.

E. B.:

- If opponents are younger, Chinese may play the card of the “age means experience”. This could make the other part feel some sense of inadequacy.
- Sometimes this is the situation of the “too high price”. The Chinese negotiator, knowing that the price is low enough compared to prices of other suppliers, can start negotiating on that price by telling you that it is not a fair price considering China’s market conditions.

8. **暗度陈仓 (*àndùChéncāng*), Openly repair the gallery, but sneak through the passage of Chencang:**

Make some public maneuvers, some predictable moves against secret and less predictable ones.

E. B.:

- Take some surprising actions.
- Play parallel negotiations and keep in both or more counterparts the hope alive until the last stages of negotiation.

9. 隔岸观火 (gé'ànguānhuǒ), Watch the fire burning across the river:

Master the art of delay, wait until the opponents are really exhausted and then attack them,

E. B.:

- "We were asked to wait in the hotel rooms while the Chinese were believed to be dealing with the Chinese authorities to obtain the permission. But the time was on their side which they could use to wait us out"(T. Fang).³⁷
- Chinese will use this slowdown strategy in order to test foreigners' sincerity and heart.

10. 笑里藏刀 (xiàolǐcángdāo), Hide a knife in a smile:

Wait until your opponent trust you, then, when his guard is down you should attack him.

E. B.:

- This tactic gives an explanation to the double-sided personality of the Chinese negotiators, i.e. aggressive but conciliatory at the same time.
- Chinese people do business especially outside the companies or formal meetings. So, even in social occasions like karaoke, banquets, etc. they try to extort you some useful information and so on.

11. 李代桃僵 (lǐdàitáojiāng), Sacrifice the plum tree to preserve the peach tree:

Sacrifice something of small importance to get a bigger profit.

E. B.:

- This is the typical Chinese "give 'n take" approach. In general, a Chinese negotiator will never do something for nothing.

12. 顺手牵羊 (shùnshǒuqiānyáng), Lead away a goat while passing:

³⁷ Tony Fang, *Chinese Stratagem and Chinese Business Negotiating Behaviour: An Introduction to Ji*, paper submitted to the IMP 11th conference, 1995, Manchester, UK.

Being able, flexible and prepared to take advantageous opportunities when they arise.

- Always try to bargain more than what you have agreed, and sometimes bargain the same things even more than once. Maybe when you are bargaining something with another perspective you will see opportunities that did not seem to exist before.
- Accept and try to also get small profits like: employees training.

13. 打草惊蛇 (dǎcǎojīngshé), Stomp the grass to scare the snake:

Use indirect warnings and agitations.

E. B.:

- Exert pressure to test the opponents' reaction. Warning him. Wait until he discloses information first.

14. 节水还魂 (jiéshuǐhuánhún), Borrow a corpse to return the soul:

Make something "dead" revive again. Decorating or expressing something already discussed before in a new face.

E. B.:

- Sometimes Chinese business man have engaged in sino-foreign JV just to recover their own company's problem.

15. 调虎离山 (diàohǔlíshān), Persuade the tiger to leave the mountain:

Drive your opponent out of a comfortable and familiar position to another one which favours you.

E. B.:

- Play the home court and managing time and all the scheduling processes.

16. 欲擒故纵 (yùqínùzòng), Before capture you should let it go:

A person who feels threatened will surely try for the last desperate attack. You should give your opponent a chance to achieve freedom; only when he discovers your trick will his morale be crushed, and that is the time to attack him.

E. B.:

- Chinese use their hospitality in order to compel their counterpart to make unrealistic promises.
- Sometimes Chinese negotiators may also let you think you are in a leading position when you are actually about to be defeated.

17. 抛砖引玉 (*pāozhuānyǐnyù*), Toss a brick to attract a piece of jade:

Trade something of minor value for something of bigger value.

E. B.:

- Chinese usually make a lot of concessions (obviously this is their own point of view), so they want to get something back in order to continue the deal. In this occasion we can actually see the ping-pong negotiating style of the Chinese negotiators or “个让一步” (*gèràngyībù*) or “each party should make some concessions”.
- Sometimes they want to see foreigners’ reaction to a very trivial concession, just to measure their level of sincerity and credibility.

18. 擒贼擒王 (*qínzéiqínwáng*), To catch all the bandits, first catch their King:

Important problems should be solved before less important things.

E. B.:

- Usually Chinese negotiators want to negotiate only with their peers, meaning, people with the same level of importance in the companies’ hierarchy.
- They usually buy what they think is the “Best” and from who is thought to be the “Best”.

Now I want to introduce the second part of the 36 stratagems, the defensive tactics:

19. 釜底抽薪 (*fǔdǐchōuxīn*), Remove the firewood from under the pot:

It is a very indirect approach, instead of attacking your opponent on its strong points just attack its vulnerable parts.

E. B.:

- Focus on the opponent's "vulnerability": attack the price if the quality is high; attack the quality if the price is low.

20. 浑水摸鱼 (*húnshuǐmōyú*), Disturb the water to catch the fish:

Create confusion and through this unclear environment achieve your goal.

Take advantage of the opponent's inability to resist under difficulties.

E. B.:

- Renegotiating elements of the deal in a rapid and complex way to confuse the opponent.
- Engage a variety of programs and long negotiations to cause physical and mental stress to the opponent.

21. 金蝉脱壳 (*jīnchántuōqiào*), The golden cicada sheds its shell:

The negotiator masks himself, sometimes used to escape from an unfavourable position.

- If a Chinese part wants to get rid of you, he will just ask you something that you cannot accept. So, the Chinese part can leave the negotiation without losing its face.

22. 关门捉贼 (*guānménzhuōzéi*), Shut the door to catch the thief:

Recreate a favourable environment to you and then close off the opponent's escape routes.

E. B.:

- Propose a "deadline" by announcing that the signing ceremony, banquet, etc. with the presence of high ranking government officials have already been arranged on a certain date, then time-press the opponent.
- Initiate with agreements on some general principles (e.g. Letter of Intent), later press the counterpart to abide by those principles.
- Foreign firms, regardless of sellers or buyers, are often forced to use the "model" form contracts provided by the Chinese party.
- Chinese tend to demand the exclusive distributorship in selling the JV partner's products in China.

23. 远交近攻 (yuǎnjiāojìngōng), Befriend the distant states while attacking the nearby ones:

Deal with different enemies at different times. After the neighbouring state is conquered, one can attack the less distant state.

E. B.:

- Chinese firms may compete fiercely with themselves to obtain chances to do business with a foreign company.
- When they befriend you, trouble is probably approaching you.

24. 假途伐虢 (jiǎtúfáguó), Borrow the road to conquer Guo:

Use one's ally resources to conquer an opponents' ones.

E. B.:

- In establishing a joint venture, one of the Chinese motives is to utilize the foreign partner's proprietary technologies as well as marketing and sales network to export to international markets.

25. 偷梁换柱 (tōuliánghuànzhù), Steal the beams and change the pillars:

In a broader sense, this tactic is about using replacement tactics to achieve one's masked real purposes.

E. B.:

- Chinese are known for copying foreign intellectual properties.
- Chinese were suspicious of everything. They seemed to be worried all the time that the foreign part was trying to cheat them.

26. 指桑骂槐 (zhǐ sāng mǎ huái), Point at the mulberry tree but curse the locust

tree:

Convey one's intention, opinions in an indirect way.

E. B.:

- Never lose temper with his/her own team members in front the eyes of the foreign party.
- The Chinese way to be “angry”, may let the foreign partner feel like in a storm without thunder nor heavy rain. Just a quiet anger.

27. 假痴不癫 (jiǎ chī bù diān), Play a sober-minded fool:

Hide one's ambition in order to win by total surprise.

E. B.:

- Feign anger.
- Chinese negotiators usually are rather humble, reserved, formal, patient, unsophisticated, and indecisive.

28. 上屋抽梯 (shàng wū chōu tī), Lure the enemy onto the roof, then take away the

ladder:

Attract the enemy into a trap and then cut off his escape route.

E. B.:

- Take advantage of the adversary's time schedule: squeezing him out and signing the contract shortly before his scheduled departure for the airport.

29. 树上开花 (shù shàng kāi huā), Flowers bloom in the tree:

Something which is apparently weak or inane can be decorated to change completely appearance. If we apply it to the negotiation field, we can assume: someone lacking internal resources or points of strength may achieve his goal thanks to external forces.

E. B.:

- Use Guanxi. Feng Shui. superiors, translators, press, political situations, etc. to influence the negotiation.
- Use the counterpart to deal with the Chinese authorities. Chinese authorities in order to attract foreign investments sometimes give more concessions if are dealing with the foreign part directly.

30. 反客为主 (*fǎnkèwéizhǔ*), The Guest becomes the host:

Use a defensive strategy to ingratiate yourself with your enemy and then take control of the situation.

E. B.:

- Play the card of "the world's largest target market" when negotiating: it is the foreign counterpart who is asking for something from China.
- Use China's present economic weakness as a bargaining point.

31. 美人计 (*měirénjì*), The tactic of the beautiful woman:

Use temptation and espionage to overpower your opponent.

E. B.:

- Cultivate friendship, capture your counterpart's feeling of kindness.
- Use banquets, sightseeing, Karaoke bar, gifts, and even bribes to demoralize your counterpart.
- Go to great lengths to collect information on your counterpart.

32. 空城计 (*kōngchéngjì*), The empty-city strategem:

If you really cannot defend your position, just show your enemies your weaknesses. The counterpart will think you are preparing some traps and it can be confused by your strategy.

E. B.:

- Taking advantage of the adversary's stereotype about China (e.g., "cultural complexity", "political bureaucracy") to create favourable bargaining situation.
- The Chinese have the reputation of being skilled and hard-headed negotiators. However, this reputation may become a limitation because it causes others to expect trickery where none exists.

33. 反间计(*fǎnjiànjì*), The stratagem of counter-espionage:

If your counterpart is gathering information about you and you discover this situation, you should give him false information in order to let him arrive unprepared to the negotiation table.

E. B.:

- Influence friendship with and apply calculated pressure to the ethnic Chinese (or Chinese speaking persons) on the foreign team taking away an automatic advantage from the adversary.

34. 苦肉计(*kǔròujì*), The stratagem of the self-torture:

Display one's own suffering to win sympathy from others.

E. B.:

- "Frank" admission of China's backwardness (e.g., lack of foreign exchange).

35. 连环计(*liánhuánjì*), The tactics of the connected stratagems:

Combine more stratagems together. Chinese may use several interrelated stratagems in an action or during the whole negotiation process.

36. 走为上计(*zǒuwéishàngjì*), The escape stratagem:

Sometimes strategic retreat is useful. At times, losing one battle can help you to win a war.

E. B.:

- Avoid open conflicts. Discontinue and withdraw from negotiation when open conflicts emerge.

Chinese stratagems are still very important for what concerns Sino-foreign negotiation. However, it is very difficult to say when and how much a Chinese will use this kind of tactics during a negotiation. The stratagems are so ancient that of Chinese people have absorbed them unconsciously. But, I think that this model (S-B model) issued by Tony Fang is helpful to understand the presence of those tactics in the domain of commercial negotiation.

Thanks to my experience in China where a bargaining process can start in every moment and situation of the day, I can affirm that these stratagems really incarnate the real behaviour of the common Chinese negotiator. I think that they are the basis, the vade-mecum they have to start a negotiation.

Even if the society is changing, the youngsters still have these sort of values, maybe they are more open and flexible, but they will never forget where their roots are.

3.1.4 Chinese collectivistic mindset

From Hofstede and Trompenaars to more recent studies made by Nisbett, the Chinese population has always been labelled as collectivistic. What does it mean?

In a collectivistic society the entity of major importance is the group. The concept of “group” can be identified in the family, the clan or even society as a whole, and it is the centre of interest of any individual in the society. Any decision, any effort, any losses is made by taking into account the needs of the group. In such a situation no one strives for personal profit and success, people just want to protect and serve the group.

Many Asian countries, like Japan and China, are considered collectivistic societies. In these countries the family is usually considered the most important group. The collectivistic mind has also permeated companies and businesses; it makes teamwork practises having a more and more important role in the business. Moreover, employees tend to consider the company

like a group or a second family, so they will strive more in order to make their company succeed in its business.

Talking about China, this mindset is present at all the evolutionary stages of the Chinese population: from Qin Shi Huan Di, the emperor who first gathered the Chinese population under his control, to Mao Ze Dong and the communist party, which stresses the importance of the community and the socialist lifestyle.

Meanwhile in America capitalism spread. Everybody is encouraged to pursue their dreams and success expectations, but in China the situation is quite opposite. People are obliged to work for a common purpose, to make China become mighty and great in an international environment.

While America and Europe were experiencing the industrial revolution, China still had an agricultural-based economy. The main aim of such an economy was to produce more in order to feed as many persons as possible (since the Chinese population is the largest one in the world). So, Chinese never cared so much about their dreams and profits, they were more practical: first comes the family or the community then the rest.

Even now, the Chinese are very concerned with this group orientation. Even if nowadays China is becoming more and more international and its mindset is changing, the collectivistic attitude is still deeply rooted in their minds. The Chinese collectivistic mindset exists because of political and historical processes, and it will continue to exist.

This mindset together with a strong sense of hierarchy can be an important issue during negotiation.

Since the collectivistic mind is somehow linked to group orientation, during negotiations, the Chinese part sometimes prefer to discuss the deal using a panel of negotiators; they feel more comfortable when they are in a majority and they can also apply some stratagems to procrastinate or confuse the opponent's team members.

When negotiating with a Chinese, you should never be too sure whether the one you are negotiating with is the person holding the decisional power in his hands or not. There is a very low probability that a subordinate will take the initiative in a Chinese business environment. This is why negotiating with Chinese always takes a long time; you have to go through numerous stages, negotiations and people in order to finally get to the right person and close

the deal. So, a western negotiator should possess an iron patience and resilience in order to do business with Chinese negotiators.

3.1.5 Two other important cultural issues: 关系 (*Guānxi*) and 面子 (*Miànzi*)

At times, Chinese people may seem really different from us, like they are coming from another planet. Sometimes their decisions seem to be very rational and pondered, but in other situations their decisions sound quite irrational.

Most times when we think about how irrational Chinese are, we usually forget to consider some cultural issues. For example, 关系 (*Guānxi*) and 面子 (*Miànzi*). These two factors are linked to each other.

We can also find similar factors in western cultures, but the importance and the degree the Chinese are bounded to those factors is a Chinese uniqueness.

关系³⁸ (*Guānxi*) – talking about the Guanxi, we can merely translate it into English as “relationship, relation, connection”, but its significance is far more broadened. Guanxi are actually a network of social relationships that a person starts creating since the very beginning of his life. From the moment a person comes into the world, he starts creating a network made up of social relationships, passing to the family members, school mates, military companions, colleagues and so on. It still sounds quite normal, but the peculiarity of the “Guanxi” is the way Chinese use it. They try to create a dense guanxi’s network in order to reach some important resources with the help of another person. The main aim of guanxi is to succeed in reaching something out of your scope by asking the help of a third or a fourth, etc., person.

³⁸ Renzo CAVALIERI, Cristiana BARBATELLI, *La Cina non è ancora per tutti*, Milano, Edizioni Olivares, 2015, pp. 43-51.

Xiaoping CHEN, *On the Intricacies of the Chinese Guanxi: A Process Model of Guanxi Development*, Asia Pacific Journal of Management, 21, pp. 305–324, 2004.

But you should be aware of the fact that, in the future you must “pay” back the favour to that person.

The more influential a person is, the broader his guanxi network is and so the more probable it is for that person to achieve the “impossible”. Especially if there are some political figures of relevance within your guanxi network.

The importance of guanxi or relationship to achieve something difficult to get, in my opinion, is quite common everywhere, especially in Italy. But, the seriousness and the devotion Chinese have to the guanxi is only Chinese.

Such a powerful social tool can be also an economic weapon if it is used the right way. During commercial negotiation a Chinese partner may play the card of guanxi to persuade you to make some concessions and get back an access to some useful back-doors in China.

The role of guanxi is even more dangerous and complicated when everything is settled. Sino-western JV³⁹ or other types of contracts have experienced the importance of Chinese guanxi. In many JVs, the Chinese part has used its guanxi to make some pressure to the board of directors, especially the Chinese components, and get some approvals for something that maybe is profitable only for him and not for the entire JVs. Moreover, the Guanxi can always play an important role in the dispute resolution process. Assuming that, in China, the Chinese part will always be preferred to the Western one. If the Chinese part has also important guanxi, the result of the dispute resolution will definitely be in favour of the Chinese part. A lot of western negotiators who go to China to make some good deals feel disoriented when disputes arise. Why? Because they were sure to win that dispute without taking into account the importance of Guanxi.

However, since the line between guanxi and corruption is becoming more and more thin, so the Chinese government is now making some effort to solve this kind of problem.

面子 (Miànzi) – this is the so-called “Chinese concept of face”. This concept has mainly two different meanings.

³⁹ Renzo CAVALIERI, Cristiana BARBATELLI, *La Cina non è ancora per tutti*, Milano, Edizioni Olivares, 2015, pp. 91-94.

The first represents the integrity and reputation a person has within a society (is he a good or evil person? Does he respect others? Does he help others? and so on).

The second is about the prestige a person have within the society according to his role, guanxi and power in general. In addition, the “face” can be lost, acquired, altered, borrowed (when you are acting on the behalf of somebody else) and traded.

They seem not too far away from our concept of honour and dishonour, but one of the most important peculiarities of the Chinese concept of face is that, it can be collective-oriented.⁴⁰ If someone from a small village does something great, all the community of that village acquire some face or honours, even indirectly (people outside the family of the person who made the deeds). But, if the same person who in the past has made some big achievements turns out to be a very bad person, now the whole village will have some disappointment for him. Not only his relatives and family seem to suffer of his bad actions, but the whole community will be concerned with it. He has lost the respect of the whole community because with his bad action he has ruined the whole community “face”.

In individualist countries it is very rare. When somebody achieves something amazing, everybody supports and praises him, but when someone is in decadence or has committed something wrong nobody will care about him, they just became strangers. But, the community does not suffer from the results of that person’s actions.

The face is a crucial thing in business negotiation because of a mixture of factors: the hierarchy, the guanxi, the trust, the respect of the other part. A foreign negotiator should always know that there is a particular etiquette to follow in order to behave himself and let the other maintain its face.

For example, for a Chinese negotiator to negotiate with a foreigner which is not his peer in the company ranking is considered a way of losing his face, or better, the foreign part is making him lose his face. Also, not respect their privacy or the Chinese style of doing business is considered insolent.⁴¹ Or, behaving in a bad way in a Chinese context, especially when your Chinese is your guarantor, is considered disrespectful.

⁴⁰ Yvonne Yan Rong CHANG, *Cultural “Faces” of Interpersonal Communication in the U.S. and China*, University of Texas-Pan American, 2008.

⁴¹ Qiuming DONG, Yu-Feng L. LEE, *The Chinese concept of face: a perspective for business communicators*, New Mexico, New Mexico State University, 2007.

Foreign partners should always be forward looking and prepared in order to not damage the “face” of their opponent during the negotiation, or it will be quite impossible to get the deal done. 关系 (*Guānxi*) and 面子 (*MiànZi*) – are related to Confucianism.

The respect of hierarchy, the community, the relationship, the harmony, the rule by man are all features embedded in these two Chinese cultural aspects that should never be overlooked when doing business with the Chinese.

3.2 the Chinese negotiator profile⁴²

As in chapter 2, I want to outline a brief profile of the Chinese negotiator.

However, everything should be always reconsidered every time you are negotiating with a Chinese, because that person has also his own characteristics and personality that may influence the model I am giving now.

Since the centre of the world economic interest has moved to east, for international companies is quite impossible not to desire to exploit the world’s largest market, China. But, the exploitation of the possible profits of the Chinese market is not so easy to achieve. The Chinese negotiator, whose DNA contains the gene of bargaining, is a very tough adversary to beat at the negotiation table.

Thanks to high-context culture together with one of the most peculiar language in the world, the Chinese negotiator has developed a holistic and a polychronic approach to negotiation. This means that they prefer to discuss more things at a time, giving priority to crucial points. They think that only by having a general picture of all the possibilities they can be able to get a very good deal without falling in biases (like winner’s curse, escalation of commitment, etc.) or whatever.

As I have already said before in this chapter, The Chinese society has been influenced deeply by Confucianism, Taoism and Buddhism in every aspect of life, including the negotiation table. Chinese’s adversaries should never underestimate the importance of those philosophies.

⁴² Francesco DE SANZUANE, *L'arte della negoziazione nelle trattative con partner Cinesi e Giapponesi*, Bologna, Filodiritto editore, 2006. Davide DIAMANTINI, Davide PIETRONI, *La negoziazione in arene internazionali*, Milano, Università L. Bocconi, 2003.

The result of the philosophical influence is a strong sense of hierarchy outside and within the company. A western negotiator and his company should always be able to understand who they are negotiating with, because every Chinese is expecting a different kind of treatment according to his hierarchical position. Or, they should avoid treating the members of a Chinese negotiation group as they are all peers, they will feel extremely offended, especially senior figures.

The time schedule of a negotiation in China is usually very long. This happens not only because the Chinese negotiator usually looks for the counterpart disclosure, but also, because he wants to know if his counterpart is trustworthy and if a long-term relationship can be established with him or not. So, another reason to why negotiations with Chinese people always take a long time lies in the fact that in order to preserve the principle of harmony and enter in their circle of trust they want to avoid conflict as much as possible. Thus, their rejection or counter offensive is indirect most of the times. To negotiate with a Chinese, a Westerner should always arm himself with a huge amount of tolerance and should also possess good cross-cultural analysis and communication skills.

Finally, when negotiating with Chinese, western negotiators must be prepared to undergo several negotiation stages, even repetitive ones, if he wants to get the deal. I liked the name that P. Ghauri and T. Fang gave to the Chinese negotiation style, “**the ping-pong model**”⁴³.

The so-called ping-pong model is a very appropriate definition of the Chinese negotiation style, as we will see in the next chapter where I am going to show the result of my exploration/experiment. This “give and ask” negotiating style is always present during the negotiations. Also, in my year of study in China I had the possibility to observe the way most of all Chinese shopkeepers start with their counterpart this kind of battle for the best price.

But, the negotiation stage that makes a western negotiator go mad the most is: the post settlement stage.

Because of harmony, the principle of “rule by man”, the importance given to relationship and face, the contract is not considered by Chinese as possessing a real binding form. So, the Chinese negotiator will always prefer its ethical rules to legal action to find post-settlement agreements. Nowadays the Chinese legal system is quite advanced, but you should never be too sure that the closure of the deal coincides with the signing of the contract.

⁴³ N. Pervez GHAURI, Tony FANG, *Negotiating with the Chinese: A socio-cultural Analysis*, Journal of World Business, 2001.

3.3 Conclusion

From past to present days Sino-foreign negotiations need some special efforts in terms of mutual cultural respect, understanding and cross-communication skills from both parties.

The Chinese society is changing rapidly, it is becoming more and more international and open, but could such an ancient society abandon its roots? Is what most anthropologists and social studies experts say about the cultural convergence real? And what about the tendency of the western world to adopt eastern customs and consume their typical products? Are we becoming more easternized?

There is a partial truth in all the questions, but the only reliable point is: culture matters, will matter and should always be respected.

Chapter 4 – Sino-Italian negotiation: socio-cultural exploration and analysis

Introduction

During my year in China as an international student I noticed how much negotiation is an important part of Chinese daily life. Successively, when I enrolled here in Venice, the classes I attended helped me to change my mind and see everything from a more “commercial” point of view. In all the courses of the master’s degree I have attended, professors have always stressed the fact that cultural differences have a crucial role when two parties are trying to reach any kind of agreement. Especially during the bargaining class, I noticed a lot of differences between the approach to negotiation of our Chinese professor and our approach.

So, I tried to treat this problem in a different way, with an experiment, or better, an exploration. I should call it exploration because of the small number of participants: 18 students, 9 pairs.

4.1 The “exploration”

4.1.1 Exploration’s content

During the experiment⁴⁴ the participants should engage in a one versus one negotiation. They are supposed to be two managers of two different divisions belonging to the same company. In my case they were United States division and China division.

They should try to reach an agreement on three products in 30 minutes of time. They have to negotiate a price for Alpha, Beta and Gamma. They can choose between different prices for all the three products, but they must respect one rule: the price they want should be the same for both the divisions, so the manager of the other divisions should agree on the price also. The bargaining difficulty consists in the fact that choosing one price for Alpha may give a

⁴⁴ Elena ROCCO HAEBERLE, *L'organizzazione della fiducia: negoziazione e comunicazione mediata da computer*, Carocci, 2001.

profit for US division but a loss for the Chinese one. In addition, they have to respect profit constraint, thus, they start bargaining to respect this constraint and even make some extra-profit.

Since the anonymity of the participants was one of the basic requirements of the experiment, they have negotiated using Skype chat application, without using video-call or any other instrument aside from the chat.

The language that the participants used to negotiate is English, even if all the Italian participants could speak Chinese. I chose English in order not to favour one side or the other due to language.

The original script/story of the experiment was in Italian, but I have also translated it in Chinese in order to be certain that both parties (Chinese and Italians) fully understood the content and rules of the experiment.

The Italian version is listed below:

Stai per partecipare a un esperimento economico nel quale ti verrà chiesto di svolgere un'attività di negoziazione.

La negoziazione avverrà comunicando attraverso un computer, usando uno strumento di chat. Le coppie di negoziatori sono formate a caso e l'altro giocatore è destinato a rimanere anonimo. Non potrai usare strumenti video o audio o segnalare in alcun modo la tua identità durante l'esperimento, pena l'annullamento della tua partecipazione e della relativa ricompensa.

Al termine dell'esperimento saranno salvati i contenuti della chat, ma sarà mantenuta l'anonimità di ciascun giocatore. Non chiudete la chat al termine dell'esperimento! Altrimenti i dati andranno persi.

L'esperimento non è volto a valutare le tue abilità, e i dati saranno elaborati mantenendo l'anonimità di ciascun partecipante.

Dopo aver partecipato all'esperimento ti chiederò di lasciarmi il tuo indirizzo e-mail, in questo modo avrai la possibilità di partecipare all'estrazione di buoni Amazon.

Sei il direttore della divisione americana di una casa farmaceutica. Devi negoziare con il direttore della divisione cinese della stessa casa farmaceutica il prezzo di lancio di tre nuovi

prodotti: ALFA, BETA, GAMMA. Ciascun prodotto può avere un prezzo diverso, ma il prezzo **deve essere uguale per USA e CINA**.

A causa delle diverse condizioni di mercato nei vostri due Paesi, **lo stesso prezzo per un certo prodotto corrisponde a diversi profitti per ciascuna divisione**.

Nella tabella qui sotto troverai:

Il **PREZZO**, che è indicato da una lettera (**da R a Z**); ed il **PROFITTO** corrispondente, che è presentato a sua volta dai numeri indicati nella colonna sotto al nome del prodotto.

La tua divisione non può avere profitti inferiori a 22 punti.

Puoi negoziare liberamente con il direttore della divisione cinese attraverso la chat a tua disposizione. Potete scambiarvi qualsiasi informazione riteniate utile. Quando avrete raggiunto un accordo, dovete entrambi scrivere “OK” e i prezzi concordati (uno per ciascun prodotto). Non sono ammessi accordi parziali (che non specificano il prezzo per ciascun prodotto).

Puoi anche decidere di lasciare unilateralmente il negoziato, in tal caso il profitto di entrambi sarà pari a zero. Se decidi di lasciare il negoziato, scrivi “abbandono” sulla Chat ed aspetta senza parlare. Se non raggiungete un accordo entro 30 minuti, il negoziato sarà considerato non concluso ed otterrete entrambi 0 profitti.

	ALPHA	BETA	GAMMA
R	-4	18	-8
S	-1	16	-6
T	2	12	-4
U	5	7	-2
V	8	3	0
W	11	-2	2
X	14	3	4
Y	17	8	6
Z	20	12	8

The Chinese version (which is the one I translated) is listed below:

现在你在参加一种经济实验，实验的内容就是你要和另外一个人进行一种贸易谈判。

你们通过使用我们提供的软件进行谈判。因为这个实验是不记名的，你完全不要给你的对手透露你的身份。

实验时间结束以后你别把软件关上，因为我要记录及存下来你们谈判的内容。

实验的目的并不是评定你的谈判能力，所以你应该很轻松的参加谈判，因为结果并不说明你在谈判中的表现好不好。

我非常感谢你帮助我进行这个试验项目。

因为所有参加实验的人都参加亚马孙优惠票地抽奖，所以实验结束时请你留给我你的电子邮件，以后你会发现你是不是赢家。你是制药业中的跨国公司的中国分公司经理。现在跨国公司制造了三种新药品，这些药品的价格还没定好，所以打进世界市场之前还需要进行一点调整。你得跟在美国分公司的经理为这三个新药品的价格谈判。这三种药品的名字是：ALFA, BETA, GAMMA. **三种药品的价格可以不同，但是在不同国家同一个药的零售价格都应该是一样的，比如在美国销售 ALFA 的价格必须和在中国销售 ALFA 的价格是一致的。**

因为你们两个国家市场的情况是不同的，所以在定下一个药品的价格以后，在两个国家所得到的利润不一定相同。

下面表格表示这三个药品价格和利润的分成比例，价格由一个字母代表，如：R,S,T 等等，按照你选择的价格每个药品带来利润不一样。

你还记得吧！三种药品加在一起，你的利润不能少于 22 分的，如果小于 22 分你的分公司会破财倒闭。

通过我们提供给你的软件你可以自由地谈判。但是别忘，你们只可以写信，千万不要用视频电话或其他的多媒体的方式来沟通。达成协议以后，你们俩都要写“OK”加产品的名字和你在表格中选择的价格（比如，OK ALPHA R, BETA Z, GAMMA U。这只是例子并不表示最好的解决方法!）。如果协议不包括 ALFA, BETA, GAMMA 的价格就算是不完全的，说明你达不成协议。

	ALPHA	BETA	GAMMA
R	8	12	20
S	6	8	17
T	4	3	14
U	2	-2	11
V	0	3	8
W	-2	7	5
X	-4	12	2
Y	-6	16	-1
Z	-8	18	-4

如果你达不成协议的话，你会随时离开谈判，那时候你们谈判双方的利润都为 0 分。谈判的时间为半个小时。半个小之后你们还没有达成谈判协议就算是无效，在这个情况下你们俩的利润也为 0 分。

4.1.2 Set, time and participants of the experiment

The experiment took place in one room in the experimental economics department of the Ca' Foscari Challenge School, at Palazzo Moro. The room was equipped with computers which have been circled by big black panels in order to maintain the anonymity during the experiment and not let participants talk to each other. It took place on December the 1st in three rounds, from 14.00 to 18.00.

The participants are students aging from 22 to 26 years old. I have set up the pairs randomly, without any attention to gender, degree, previous experiences in negotiation or age.

The Chinese participants are international students both from China mainland and Taiwan. Their knowledge of commercial negotiation is heterogeneous. Not all of them are studying economics or related degrees.

As for the Italian students, some of them are my colleagues, others are studying political science and diplomacy at Ca' Foscari university.

Before they started bargaining, they were kept physically separated. Then, during their negotiation turn, I gave them a few minutes to read the script of the experiment, so they could feel comfortable with the setting and the script. Then, I sporadically notified them about the passing of time and how many minutes they had to conclude the deal.

I was present during all the 3 rounds of negotiation in order to fix any problems with the computer, to give them explanations if needed and to monitor that everything was going smoothly.

4.1.3 Technology of the experiment

The experiment is based on the concept of **CMC** or **Computer Mediated Communication**⁴⁵. CMC means that two or more individuals exchange some pieces of information or communicate through a computer and an internet connection. Elena Rocco Haerberle in her book "*L'organizzazione della fiducia: negoziazione e comunicazione mediata da computer*" gives importance to the commercial interactions in the globalization era. Nowadays the expansion of globalization is already a matter of fact. As a consequence, it influences our

⁴⁵ Elena ROCCO HAEBERLE, *L'organizzazione della fiducia: negoziazione e comunicazione mediata da computer*, Carocci, 2001.

daily life in numerous ways, for example, by making international communication easy, cheap and fast. It also has an influence on international businesses. If a multinational company wants to communicate with its subsidiaries, suppliers or costumers spreaded all around the world, it prefers to use a telematic channel rather than sending some representatives to communicate. So, two parties can also use telematic platforms to negotiate. The idea to use CMC in order to carry out the experiment comes from the work of E. R. Haeberle's.

As I said before, during the experiment, negotiators have to communicate by using Skype chat and type what they want to say in the bottom area of the screen containing the words “*Type your message here*”.

The exchange of any hypertextual file or the usage of video chat was forbidden. Skype was already installed on each computer, and I was provided with different pairs of accounts already linked to each other. *Fig. 2* is the screen as appears on the computer before each negotiator started negotiating. “*Negoziante*” is the fictitious name each account has in order to respect the anonymity principle.

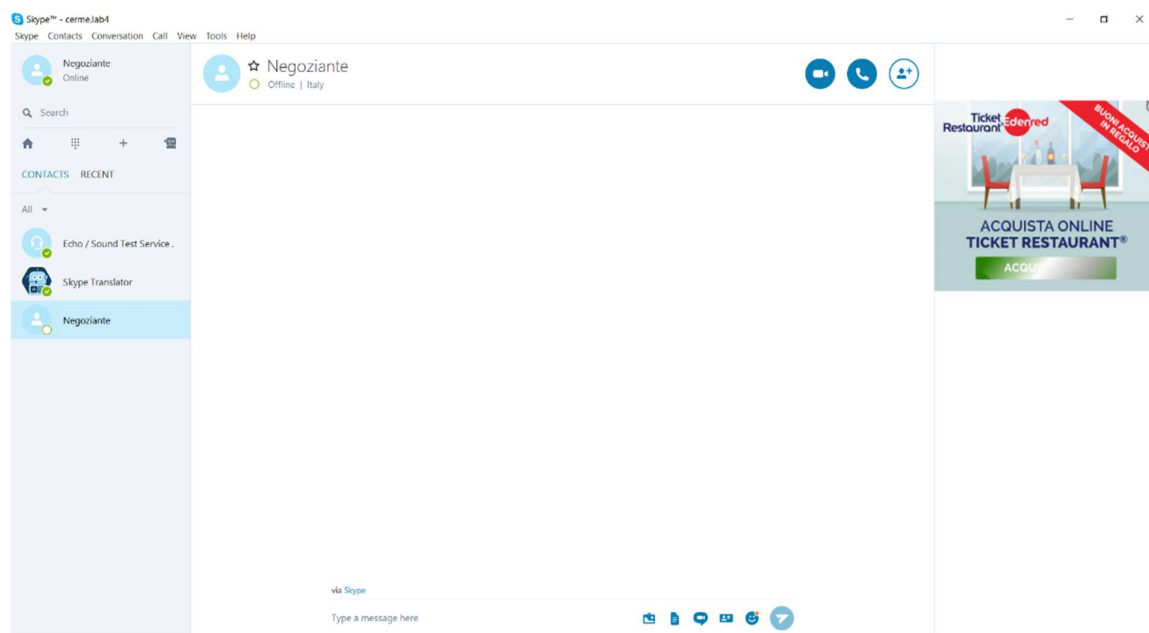


Fig. 2 - Skype's screen

Fig. 3 is a random screenshot from a chat of two negotiators, they are using English. During the experiment, as is evident from the contact list, each negotiator has only one counterpart to

communicate with. All Skype's accounts were randomly matched in pairs before the experiment.

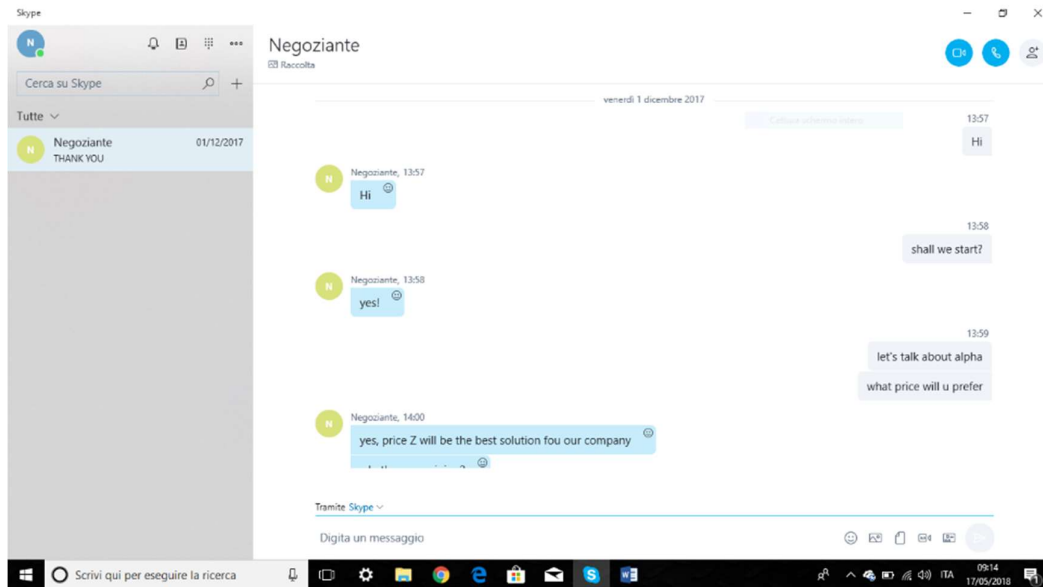


Fig. 3 - Skype chat

After each round I have exported the chat in .csv format. To export a chat, I went on *Tools>Options>Privacy settings>Export chat history* (Fig.4). I have done so for every single negotiation.

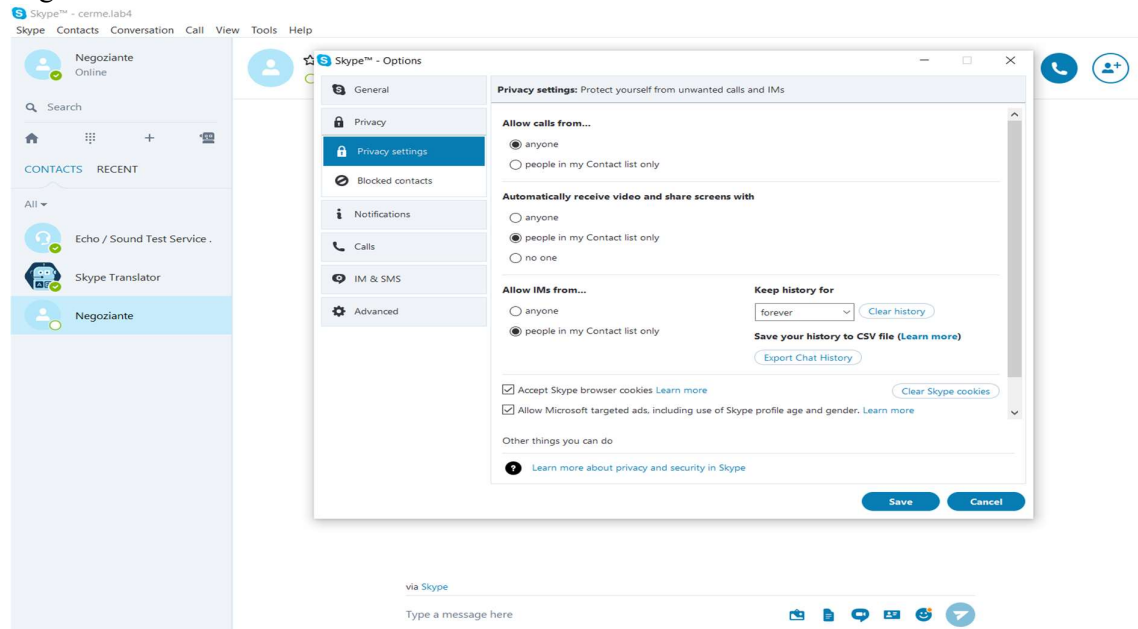


Fig. 4 - Chat exportation in .csv

Having saved all the chats in the .csv format (Fig. 5), gave me the possibility to open them in excel. With the chat opened in excel (Fig. 6), making considerations and going on with the pairs and general analysis was simpler and less chaotic.

Moreover, since these were Skype accounts created by the university, by saving all the chats I avoided the possibility to lose all the data if someone else had used the same account in order to do another experiment, etc.

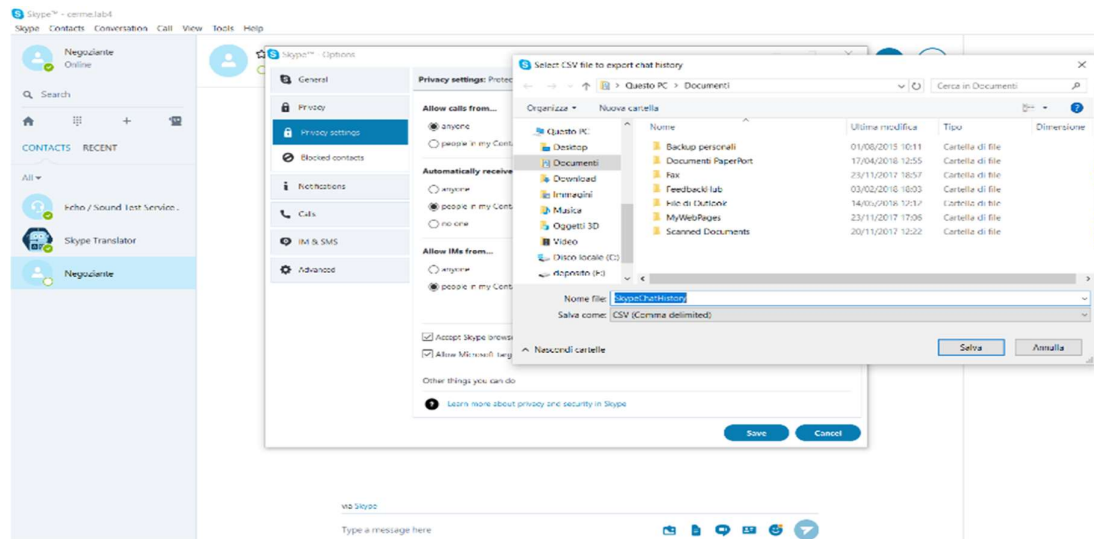


Fig. 5 - Chat saving procedure

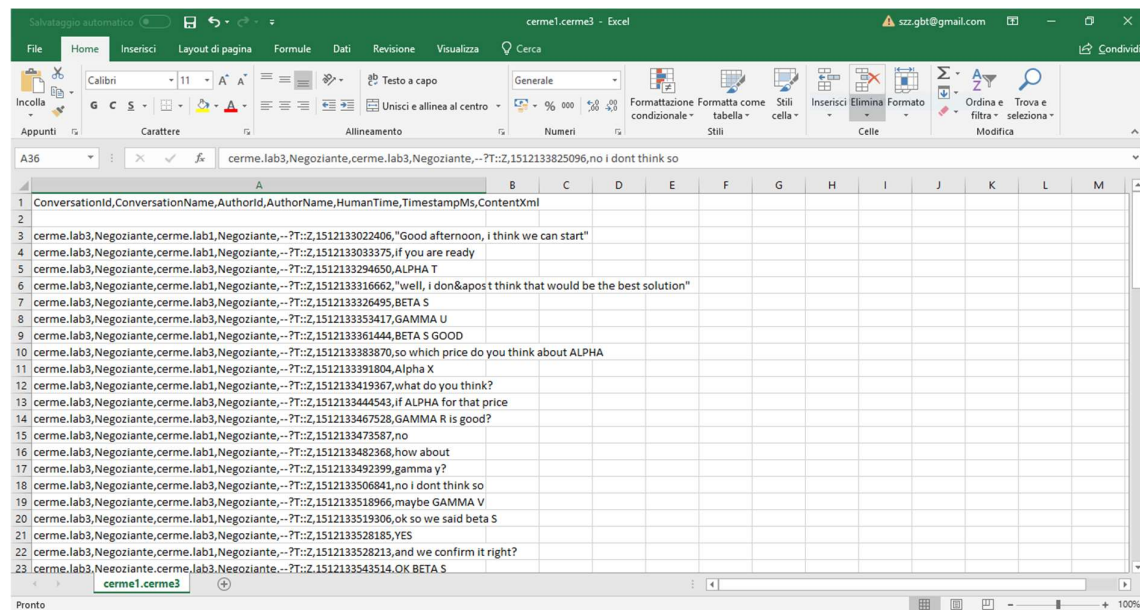


Fig. 6 - Negotiation chat in Excel

4.1.4 Points of Analysis

In this chapter, I analyse my results by making a description of all the negotiations made by each single couple and a general analysis in order to explain differences, similarities and points of interest.

My analysis will be more descriptive and qualitative rather than statistic, because of the small number of participants.

In order to go through with an efficient analysis, I delineated some points of analysis. The points would serve as keys of lecture for the negotiations. The analysis serves to pinpoint interesting behaviours or attitudes by the negotiators of one of the two cultures. It is a qualitative analysis, so I focused on making comparisons between the attitudes and behaviours of the Chinese and Italian negotiators.

The points are listed below:

1. Cheating;

- To cheat is a quite common behaviour during negotiations. It is a quite useful tool in order to hide the real interest of a negotiator and it can also be used to disclose in a strategic way information in order to see the reaction of the counterpart. During the analysis I took into account the disclosure of false information to deceive the other part in order to make some extra profit. In addition, I wanted to see which of the negotiators were cheating the most, the Chinese or the Italian ones. The question was: which negotiator is cheating the most? And how is he or she cheating?

2. Symmetry;

- Symmetry occurs when the two negotiators are not really concerned about their own profit, but they work to achieve a common goal which is to find prices that allow them to respect their profit constraint. There is no symmetry when at least one of the two negotiators makes only proposals which are favourable to him. So, are the agreement and the various proposals symmetric?

3. Leadership;

- There is always a person who takes the lead of the negotiation. This phenomenon can be measured by the quantity of words per subject, who starts, who takes more initiative.

4. Relations between leadership and highest profit;

- Sometimes the leading person in the negotiation is more likely to get some profit, especially if its counterpart is not profit oriented or if he is particularly passive.

5. Bargaining;

- I have already stated many times in my dissertation that we made lots of negotiations daily, but who bargains the most? I wanted to see which ethnical group was more inclined to negotiate a lot, and for example, who rejects the most and who makes more proposals.

6. Concession;

- As I have already said there are two main approaches to negotiation: distributive and integrative. By integrative approach I intend the willingness of the negotiators to sacrifice a part of their profits to reach an agreement, or at least to try to achieve a common goal.

7. Disclosure;

- During a negotiation the disclosure of information should be always made in a strategic way. By disclosing something which is not important, a negotiator can even fulfil its interests. But sometimes to disclose information is seen as a weakness, a way to favour the other part. In my case, I wanted to see who started disclosing information and if it was a strategic disclosure or not.

8. Average time of the negotiation;

- In this case I wanted to see the pace they had during the negotiation and how fast they got the deal, if they even did.

9. Degree of Avidity;

- The tendency to look for the highest profit and the tendency to look for a high profit but not the highest one.

10. Polychronic vs Synchronic;

- The Chinese negotiators are famous for their holistic approach while western businessmen usually prefer to discuss one thing at time. I wanted to confirm if this tendency was real or not, even in a small sample like the one of my exploration.

11. Context and framing;

- In the plot of the negotiation only a very general context is given. I wanted to see if they gave some context or frame to support their decisions, proposals and so on. And if they did so, I wanted to see who was giving more context between the two.

During the analysis I maintained the anonymity of each participant. Only the name of the account they used to do the negotiation Cerme + number will be divulged. Clear distinctions will be made only about the nationalities of the negotiators.

4.2 Pair analysis

In this paragraph, I will analyse what happened during each negotiation, in a descriptive and qualitative manner. I have also attached all the dialogues in the attachments part of this dissertation.

Round 1 – pair 1

Cerme1 versus Cerme3

Cerme1 (C1) is an Italian negotiator. Cerme3 (C3) was the Chinese (from Taiwan) counterpart.

C1 started writing just for melting the ice, but C3 directly gives all the three product prices in a row.

What is interesting is that the C3 negotiator has adopted a **polychronic approach**, typical of the Chinese. Moreover, the sum of the prices requested by C3 was just a little bit higher than the minimum profit allowed. From this angle we can see something that will also be present in other negotiations, which is: often **Chinese are less profit-oriented than us**. This can be explained by the fact that they see the counterpart as a division of the same multinational company and not as a real adversary, so their **collectivistic mind** wins over their usual profit seeking behaviour.

One of the three prices was rapidly accepted by C1 because it gives to its division a very good profit on that product (nearly the maximum).

After that, they started a “ping-pong” of proposals for both alpha and gamma. Moreover, C3 continues with the polychronic approach, they discuss alpha and gamma prices together.

Both parties seem to have the same **degree of avidity**, which seems not to be very high because they usually make fair proposals. But, they alternate this sort of integrative approach with a completely distributive one. In other words, they were willing to make a concession on one of the products only if the other party also accepted their price for another product, and usually they asked a very high price for the other one.

During the whole negotiation there was no **cheating** at all and **disclosure** was absent. C3 was looking for his counterpart disclosure in quite an obvious way, he rejected more than his counterpart and made few proposals, especially during the last part of the negotiation.

During this negotiation rejections were very direct, even when the Chinese negotiator was the one who rejected the offer, for example:

*cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133482368,how about
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133492399,gamma y?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133506841,no i don't think so
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133518966,maybe GAMMA V.*

and the rejections become even more synthetic, when they seem closer to getting the deal:

*cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134244587,i think gamma r Alpha x beta s are good
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134258509,gamma u?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134292978,no
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134298353,v?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134321354,no
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134325714,w?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134325729,just r*

C3 seemed like he was waiting to understand what the other part's BATNA is and see if he could get a good profit.

There was no context nor framing. They decided not to give particular motivations to their proposals and they were very quick in making them (ping-pong model). C3's rejections were usually quite direct, which is something really strange for a Chinese negotiator who usually tends to avoid open or direct conflicts.

The Italian part, C1 was trying to bargain the price of one of the three products even after he had already accepted the proposal of C3 about all of them. This is not a typical western way of doing things, but I suppose that it was just because C1 was not satisfied with the profit of its division (it was equal to the profit constraint they had to respect).

Their negotiation was one of the shortest, 23 minutes.

In this case point 4 is respected, the one who has the highest profit is also the one with the leadership, C3.

Round 1 – pair 2

Cerme6 versus Cerme5

Cerme6 is Chinese. Cerme5 is Italian.

In this negotiation the Italian part starts bargaining with a **synchronic** and **profit-oriented** approach. It asks for alpha the price with the highest profit.

Obviously, C6 was acting in the same way, it asked for the price which maximize its own profit on alpha.

They undergo few stages of bargaining on alpha product, both reducing the respective offer but still maintaining room for profit. But when at certain point the Chinese part give an ultimatum to C5, it starts changing its approach and starts giving some conditions. They have changed approach from synchronic to **polychronic** since they were discussing alpha and beta together.

Finally, C6 was willing to accept a small negative approach on alpha in order to get the highest profit on beta.

Even if they are still asking quite high prices on gamma, especially the Chinese part, the bargaining stages become less complicated. They rapidly came to the end by setting the agreement for gamma on the point of mean.

In my opinion, C5, the Italian, takes more the initiative. The Chinese part just limit itself in rejecting and make a new proposal.

In this negotiation there is a particular exchange where is evident how strategic concession works.

C5 asks for price W on Alpha which will give to its division a quite high on that product while the Chinese division will suffer a loss:

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133720536,what about we both come halfway and agree with the price W ? What do you think?

C6 seems to be inflexible:

cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512133914454,"For me, price T is the last option. If you do not agree, then we could not reach the agreement for this product"

C5 tries to accommodate C6, but it also tries to secure a good profit on Beta:

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134038760,"i agree for T price for the ALPHA product, only if you accept S Price for the BETA product, i also have to make some profit"

C6 chases the opportunity and gives the price C5 have asked. But, it is a strategic concession because C6. C6 will accept the price W for Alpha only if C5 accepts price Z for Beta (for C6 price Z represents the maximum profit it can gain on Beta):

cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134207442,"how about I change for the price W for the Alpha product, and price Z for the Beta product"

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134248045,Ok I agree

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134255483,W Alpha product OK

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134267171,Z Beta product OK

In this case the leadership was held by the Italian negotiator, even if the Chinese part has got the highest profit, so **point 4 is not respected** in this case. However, the symmetry is always respected in all the aspects the negotiation (proposal, rejection, etc.), even if they had a quite profit oriented approach.

The Italian part was less able to maintain its position. While C6 try to give ultimatum or try a way to fight to obtain the price it wants, the Italian party was more willing to make concession. Anyway, the symmetry between their results is quite respected.

The rejections were less direct than the previous negotiation and the sentences, especially the ones written by C5, were longer and more articulated.

Cheating also is completely absent.

this is the shortest negotiation in terms of words (C5 who has the leadership wrote less than 120 words), it is 24 minutes just because they have a very slow bargaining rhythm.

Round 1 - pair 3

Cerme7 versus Cerme2

Cerme2 is Italian. Cerme7 is Chinese, from mainland.

The Chinese part takes the initiative. C7 starts discussing all the three prices at the same time, adopting a **polychronic approach**. Its proposals are not too much profit-oriented, obviously with its first proposal it tries to make some extra-profits, but C2 has not accepted its proposal.

C2's rejections are less direct, it tries to justify its choice and give an explanation to C7:

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133642243,"how do you think of V ALPHA,S BETA,S GAMMA_ "

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133648337,?

(...)

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133810107,"according to my team and I, the most suitable price would be X Alpha, Y Beta and Z Gamma"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133913734,you can understand that your suggestion is not perfectly in line with the company's objectives and market value

At the beginning, C2 is even more profit oriented than C7, but I think that C2 is acting in good faith since the prices it gives are all quite fair.

From C2 statements and sentences it is possible to observe a cooperative dialectic, a kind of integrative approach:

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134821250,"it would be better for our company to keep the prices Alpha V, Beta Z and Gamma W"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134881954,It's important for our companies to cooperate

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134905126,but i cannot accept solutions which are not profitable for us

C7 is less argumentative in its answer, but it is still polite and not too much direct. Moreover, when C7, the Chinese negotiator, is rejecting a proposal of its counterpart, it usually never says "no" or "can't", it prefers to use words such as "it would be better for us to + a new proposal". Obviously, not all the rejections are indirect like that, but sometimes the Chinese tendency to prefer to avoid direct conflict is evident.

For the entire negotiation they discuss the three prices at the same time and until the end. They have not agreed upon any product's price until the end of the negotiation when the deal is settled. After few stages of bargaining both negotiators have lost their profit-orientation.

The **degree of avidity** is very low. As I have already said they start with quite a weak profit-orientation attitude, as a result their profits are nearly equal to the minimum profit required by the game.

Symmetry is quite present in all the proposal. No one of the two tries to cheat the other and also the disclosure of relevant information is quite absent.

Also, context is absent, but they try to give explanation and to motivate their choice most of the time.

The time of bargaining is quite long, 27 minutes.

If we look at quantity of words, the Italian negotiator has the leadership, so Point 4 is not respected, but I cannot say that the real leadership and rhythm of negotiation is completely settled by the Italian negotiator. The Chinese part also was quite reactive.

Round 1-pair 4

Cerme8 versus Cerme4

The Chinese (Taiwan) and the Italian negotiator are respectively Cerme4 and Cerme8.

C4 starts by asking which price would be preferred by C8 on product alpha. They have quite a big conflict on alpha, they have both a big profit orientation and in the very first stages no one of them was willing to concede too much to the other part.

Since they cannot reach an agreement on alpha, C4 moved the attention on beta. Even on beta they are quite profit oriented, especially C8. On beta C8 succeed in reaching an agreement that gives to it the highest profit. C8, the Italian negotiator cheats a little bit on beta to reach its goal. The way of cheating was quite elementary, which is, C8 answers to C4's proposals that were not profitable to its division until it reaches its goal.

When discussing about the price of the last product they are still very profit oriented, but now the Chinese part is less willing to make concessions.

Even if, they have adopted a synchronic approach during most of the part of the negotiation. Then, in the last part of it they started talking about the price of gamma and alpha together, switching to polychronic. In my opinion they feel obliged to switch, because of their profit-oriented attitude. If they have not change approach they would have never reached an agreement.

Leadership per words is of C4, the Chinese part, but the general rhythm and leadership is well distributed among both negotiators during the entire negotiation.

Disclosure is not so evident. However, the Chinese part is more interested in information disclosure, it makes a lot of question, it tries to understand the real goal of its counterpart.

There is no context nor framing, and even the rejections are quite direct, especially the ones of the Italian negotiator, for example:

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133275587,price R for us is not profitable!

(...)

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133826550,not too good for us! Price S?

(...)

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134125602,I think T for us is impossible!

But, both negotiators are proactive, a rejection always is followed by a proposal.

In my opinion who has the most integrative attitude was C4.

In this case point 4 is not respected. But the highest profit obtained by the Italian negotiator can be justified because of its strong profit orientation.

The negotiation time is quite long, they barely use the whole time, 30' more or less.

Round 2- pair 1

Cerme1 versus Cerme6

The couple was made by Cerme1 and Cerme6 (C1 and C6). C1 is Chinese and C6 is Italian-Austrian.

C1 has a quite proactive approach and usually takes the initiative, but she uses also a **sequential approach** that is not typical Chinese. Chinese negotiators in general, and even

some Chinese during other rounds of this experiment, approached to the negotiation by using a polychronic approach, that means they start considering the three products and relative prices together as a whole. During this negotiation, C1 and C6 since the beginning they have discussed one item at a time. C1 usually asks for prices that maximize the profit for her division. This is another quite unusual thing for a Chinese person, because C1 and C6 are supposed to be the managers of two divisions belonging to the same company, and in other negotiations Chinese participants are less inclined to ask for a price that maximizes the profit, since they are feeling to be part of the same entity and, so they have to get a fair agreement for both. It seems that this participant (C1) does not rely too much on the principle of harmony, typical of a Confucian approach and a core principle of the Chinese society.

Talking about the price that maximizes the profit, I noticed that C6 can even accept a negative profit on alpha if the other part (C1) is willing to make some concessions on beta. C1 does not want to accept a negative profit in any case.

C1 tries to adjust the price of beta even if C6 has already clarified its position, C6 says: *“Okay... so what about we take price Y for Alpha, if we take price Y for Beta as well?”* and C1 replies: *“perfect! Y is good for me (...),”* even if it seems that they have already agreed on both products, the Chinese part says again: *“How about Beta? What do you think?”*, this is a typical Chinese approach that sometimes has been stereotyped.

Many western businessmen in China usually complain the fact that for their Chinese counterpart everything is adjustable, even if they have already reached an agreement or signed a contract.

C6 during the negotiation is also using, or better, it is following the guidelines given by C1. The use of the sequential approach is typical of a European negotiator, so, maybe C6 feels more comfortable in doing things step by step. C6 is also more inclined to ask for medium-high prices that do not maximize the profit for the division.

The degree of avidity is higher for the Chinese part rather than the Italian negotiator. But, a good level of cooperation is still reached.

The Italian negotiator has the **leadership**, if we look at number of words. But as I said before, the Chinese is more active and takes the initiative.

Cheating is present, the only remarkable thing is that cheating is made mainly by the Chinese negotiator, which sometimes said that it cannot accept a price even if it was not so low.

In this case there is not **context**, but rejections are not too direct. Both parties try to be polite and try to reach a profitable agreement for both the divisions.

The time of the negotiation is quite long, 28’.

Round 2-pair 2

Cerme1 versus Cerme3

This couple was made by a Chinese from the mainland (Cerme1, C1) and an Italian student (Cerme3, C3).

C3 starts talking about prices starting from price of alpha (**sequential approach**).

The Chinese part, C1, asks to C3’s opinions on the price of alpha, maybe looking for **disclosure**. From the beginning of the negotiation, there are **not** very much **profit-oriented**. The Chinese part is also willing to accept a negative profit on the first product without bargaining it too much. Even if C1 gets a very high profit, one of the highest during the three rounds, the **degree of avidity** of the Chinese negotiator is very low.

As usual, the rejection by the Chinese part are less direct but frequent, and there is a higher tendency to look for the disclosure.

The attitude they use during the negotiation is mainly **integrative**, like:

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615541308,Shall we talk about the prizes?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615582885,"So, I want to listen your idea"

(...)

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615690858,"According to me, the best prize is Z. But I want also to listen what is the best solution for your division, so we can share our profits."

(...)

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615928988,"We need a fair agreement. So please, can you tell me which is the best price for you?"

Direct rejections, competition and clashes between the two negotiators are almost absent.

There is a very strong **contextualization** (*see tab.4, pp.106-108*) by C1, the Chinese part, in order to justify all its choices about pricing.

The point 4 is not respected. The leadership per words is held by the Italian negotiator; but in my opinion there is not a real leader who has set the rhythm and has been more proactive.

Even if the Chinese part has got a very high profit, so the symmetry seems not exist here, but the proposal and the attitude of both negotiator was really integrative, so I can affirm that: even if the result is favourable for the Chinese part, this negotiation was still a **symmetric** one.

Cheating is absent, only the Italian negotiator gives some false information on the lowest price it can accept, but nothing relevant. Moreover, the Italian negotiator is also using some pressing techniques like “*we are running out of time (...)*”, time pressure is mainly use by western negotiator and not by the Chinese part. It does not surprise me a lot, it confirms all the studies about the extremely tolerant side of the Chinese negotiator which uses its never-ending patience as a powerful weapon to defeat and offset enemies defence. Most of the times losing one’s patience can lead to make wrong decision.

This negotiation was the longest one, it exceeds the limits of 30’. but I have chosen not to interrupt them because of mine already small number of participant. The final duration of negotiation is around 43’.

Round 2-pair 3

Cerme8 versus Cerme4

Cerme8 (C8) is Italian, Cerme4 (C4) is a Chinese from the mainland.

This is the one out of two negotiations where the Italian negotiator uses a **holistic approach** talking about more than one item at time. C8 was looking both for disclosure or a nexus between their interests. During the whole negotiation C8 tries to talk about more than item at time.

The Chinese counterpart is a little bit **profit-oriented**, but its first proposals are not made by the maximum price for each product. The Chinese part is really reluctant to make concessions on alpha, where it has a littler bargaining power due to the small range of positive profit.

Italian is more proactive, it takes the initiatives. The Chinese part rejects the most. Both are profit-oriented, but the proposals are never absurd and always quite fair. However, C8, the Italian negotiator is cheating sometimes, saying that it has already made a lot of effort to accept one price; or saying that the price it has just accepted was not profitable for him, but actually was one of the best prices it can get. In addition, the Italian negotiator is the one who starts applying time pressure even if it is not necessary, only half of the time has passed.

In this case, the Italian negotiator has made some sort of strategic disclosure in order to create some favourable situation and make the Chinese part think that it has already made a lot of concessions to accommodate its counterpart request, like:

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961494042, "you said it was the best price for u"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961526527, "and i can accept it"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961536449, "even if it's not the best for me"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961552184, "but you have to make a step to help me as well"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961559543, "to understand i mean"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961580486,"yes, we are thinking the same thing"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961620888, "nice, so beta is best for you and not bad for me, lets find a deal to compensate in Alpha, what do you think?"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961633639, "i mean R in beta"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961708630,"yes, we have reached an agreement on beta, since i really cant lower my price for alpha below S, I'm thinking about maybe we can discuss about gamma"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961763438, "if you are not changing the price on Alpha you force me to accept only one price on gamma"

During this negotiation there is **no context** nor framing.

Point 4 is respected, since C8 holds the leadership of the negotiation in terms of words, proposals and initiatives. It really gives a rhythm to the negotiation.

The **degree of avidity** is not too strong. Both have started with a quite strong profit-orientation, especially C8, and also both of them were not willing to accept a negative profit on no one of three items.

Finally, the agreement is **quite symmetric**, and they succeed in reaching an agreement in the time limit, 30'. They have used all the 30 minutes.

Round 3-pair 1

Cerme1 versus Cerme3

The couple is composed by Cerme1 (C1) which is Italian and Cerme3 (C3) which is Chinese from the mainland.

In this case the Italian negotiator starts immediately by talking about all the three items at the same time, which is quite strange behaviour for a western negotiator who usually prefer a sequential approach. C1's negotiation style is also very direct and super active.

They are **profit-oriented**, but after the first stages of negotiation they change attitude and they start to negotiate price in order to get the deal done, without proposing unfair combination of prices.

The **polychronic approach** is used during the whole negotiation and the rhythm of the negotiation is very fast. It is a real ping-pong of proposals, this has happened because of the Italian negotiator's attitude.

The Chinese negotiator was less profit-oriented than the Italian. C1 seems to be more competitive. But both of them are not willing to accept a price which gives negative profit. Their approach is **not** really **integrative**, it is one of the few negotiations where the two parts do not talk about concessions or try to make concessions in order to get the deal done.

In this negotiation, it is possible to notice a typical behaviour of the Chinese negotiators, the patience. They are able to wait for a long time, until the last minute, they prefer to listen to the other's proposal and wait the moment their counterpart runs out of patience. At that moment, when their adversary is exhausted they make their offer. In the negotiation between C1 and C3, C3 has waited until the last time, then it puts together the information gathered during the negotiation and makes its final offer. C3's final offer is the highest profit reached among all the nine negotiations, 30 pt. of profit.

So, I can assume that a **symmetry** is present only in the proposals after the few stages of negotiation. The final result is not symmetric, but it is favourable for the Chinese part.

In this negotiation **context**, **framing** and **cheating** are absent. The leadership and the rhythm of the negotiation are apparently held by C1. In my opinion the reason why C3 seems to be less talkative and active than C1 is just that C3 is looking for disclosure of information.

Rejections are direct from both parties, C1 (Italian) and C3 (Chinese) :

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141879897,no sorry

(...)

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141977459,no sorry

(...)

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142021791,no sorry

(...)

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142801050,no sorry

(...)

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142865379,"the price I cannot accept ,sorry"

The duration of the negotiation is average, 26'. If we look at their attitudes it can be considered also a quite short time.

Round 3-pair 1

Cerme4 versus Cerme8

Cerme4 is Chinese, from the mainland. Cerme8 is an Italian student.

In this case is C8 who takes the initiative, its suggestion is to start talking about the price of alpha. They are **not profit-oriented**, their proposal on alpha is very fair. No one of them have tried to get the highest price, they have immediately offered a price which is a medium price, they have avoided just to go negative on the first product.

The Chinese negotiator, C4, tries to justify its request by giving a context or explanation:

(...)

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141767758,"this is a good product and a good sale, i think U,it is ok?"

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141827275,"U is too small as price, can we do V?"

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141938619,"i think this product is popular in developing country ,so ,could you give me U?"

(...)

The sequential approach goes on during the whole negotiation, they have discussed one item at time. Moreover, they seem to be **very collaborative**, and in my opinion the lack of profit orientation is because of the most relevant thing to them is that they are part of the same company even if they are manager of two different divisions. Talking about beta, C8 succeed in reaching the price with the highest profit in a very rapid way. The Chinese counterpart has given to him the price it has asked without any complain, rather C4 has also given **justification** to the price asked by C8.

(...)

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142051654,Now Beta

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142056418,ok

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142059405,I propose R

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142123950,i want to know what you think?

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142135419,could you please tell me ?

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142223532,I think that BETA is too important for our market so If you can't do R let's

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142283764,OK BETA R

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142336921,"I think the price is ok ,because it is so important to your market."

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142360676,thank you very much

(...)

The last price they have discussed is the gamma product one. In this case the Chinese negotiator asks for a price that gives to it a profit a little bit higher than the minimum. However, the Italian negotiator cannot accept that offer because it is very near the minimum acceptable profit. So, C8 gives to C4 the possibility to choose among all the solutions within the acceptable range. The Chinese counterpart has asked C8 to motivate its proposal, but it has not attempted to get another price or a higher profit. C4 has chosen among C8's proposals the best solution for its division.

The duration of the negotiation is not very long, 25'. The leadership is equally shared among both negotiators. Since the beginning of the negotiation they have opted for an integrative approach. Both negotiators give a lot of importance on cooperation and no clashes have

occurred. Moreover, in the agreement and in the various proposals **symmetry** is always present.

Cheating is completely absent.

C8, the Italian negotiator, is the one who takes more the initiative, makes more proposals and maybe has a slightly stronger profit orientation than C4. Thus, I can say that point 4 is respected.

4.3 General analysis

In the last chapter I have analysed each pair of negotiators according to the points of analysis I set before. Now, I want to outline a general analysis about the data I have collected during the experiment.

Because of a relatively small number of participants I cannot demand that my theories and ideas will be adopted for further studies or taken for granted. So, as I have already said before, the analysis is mainly a qualitative one and it is made on my considerations about the experiment.

4.3.1 Profit, profit-orientation and strategic concessions

During the negotiations something has been evident: in **6 negotiations out of 9** the Chinese part get a profit higher than the one obtained by its Italian counterpart. But only **3 of these 6 negotiations** the Chinese negotiator has reached a **profit much higher** than the Italian's one: two Chinese negotiators get a profit **6 point** higher than their Italian counterpart and the third one the Chinese part has obtained a profit **5 points** higher than the Italian.

In **5 pairs out of 9**, the profit obtained by the managers of the two divisions have **1 point** of difference. Only in **1 pair out of 9** the difference between the two divisions' profit is **2 points** (in favour of the Chinese division).

It is not the case that Chinese people are better than westerners in negotiations, they are just more accustomed to them.

As I have said in chapter three, during my year in China I have experienced by first-hand how important negotiation is in Chinese daily life. It functions like a social glue. Since Chinese people start going out and buying things from normal stores, fake-shops, outdoor markets, or even when buying their monthly-pass at the gym, they start experiencing fierce negotiation with shopkeepers and vendors. In Italy we have not such a possibility. If we try to start a negotiation in one of these places our behaviour can result annoying and even bizarre.

So, in my opinion Chinese people have just the right attitude to afford a negotiation, it is because in their mind the concept "everything is negotiable" sounds normal.

I have gone through different negotiations when I was in China. But, my counterpart was very profit-oriented and the approach most of the time was distributive rather than integrative. On the contrary, during my experiment/exploration I have not seen such an orientation.

Table 1- Negotiators' average profit

Average profit	
CN	ITA
25	23

However, I have noticed that in **7 pairs out of 9**, in the first stages of the negotiation (**5-6 minutes** on average), the Chinese part was less inclined to ask for the price with the highest profit. During the analysis of the experiment I have also noticed that Italian negotiators were more reluctant than the Chinese counterpart to accept a negative profit for a product, especially in the early stages of the negotiation. They usually try to get the price with the highest profit, **8 pairs out of 9**. On the contrary, the Chinese negotiators were less reluctant to accept a negative profit or a profit equal to 0 in the first stages of the negotiation. This is what we can call a **strategic concession**, they accept the price/profit requested by the counterpart in the first stages of negotiation (usually on product alpha), but then, that they adjust on the other two products by getting a price with a higher price-profit ratio on Beta and Gamma.

In the following page, I made a chart (*Table n.2*) to show in detail the results of each negotiation (profit per each product and total profit obtained per each negotiator). In the chart we can also see to some extent the phenomena of the strategic concession. In **6 pairs out of 9** the Chinese negotiator has accepted a negative or equal to 0 profit on Alpha, a cost that will be recap on Beta and Gamma. But what makes this concession on Alpha “strategic” is the fact that **5 pairs out of these 6** pairs have obtained a higher profit of the Italian counterpart, and **2 pairs out of these 5** Chinese negotiators are the two with the highest profit, (28 and 30 points of total profit, *see table 2*). In synthesis, the Chinese accept lower profit on alpha and then they “make a bomb” on beta and gamma.

Table 2 - Negotiators' profit (detailed)⁴⁶

R 1					
CN			IT		
Cerme3			Cerme1		
A: -4	B: 8	G: 20	A: 14	B: 16	G: -8
total profit: 24			total profit: 22		
Cerme2			Cerme7		
A: 0	B: 18	G: 5	A: 8	B: 12	G: 2
total profit: 23			total profit: 22		
Cerme6			Cerme5		
A: 0	B: 12	G: 11	A: 8	B: 18	G: -2
total profit: 24			total profit: 23		
Cerme4			Cerme8		
A: -2	B: 18	G: 8	A: 11	B: 12	G: 0
total profit: 23			total profit: 24		

R 2					
CN			IT		
Cerme1			Cerme3		
A: -4	B: 18	G: 14	A: 14	B: 12	G: -4
total profit: 28			total profit: 22		
Cerme1			Cerme6		
A: 17	B: 12	G: -2	A: -6	B: 18	G: 11
total profit: 27			total profit: 23		
Cerme4			Cerme8		
A: 2	B: 12	G: 18	A: 5	B: 18	G: 0
total profit: 22			total profit: 23		

R 3					
CN			IT		
Cerme3			Cerme1		
A: -8	B: 18	G: 20	A: 20	B: 12	G: -8
total profit: 30			total profit: 24		
Cerme4			Cerme8		
A: 2	B: 12	G: 8	A: 5	B: 18	G: 0
total profit: 22			total profit: 23		

⁴⁶ Table's captions are in the following page.

Captions of table 2

- **R** means **Round** (I have divided and allocated the 9 pairs of negotiators in three different rounds, 4 pairs in the Round 1 (R1), 3 pairs in Round 2 (R2) and 2 pairs in Round 3 (R3).
- **CN** means Chinese; **IT** means Italian
- **Cerme+number** is just the fictitious name of the negotiator.
- A, B and G are respectively the names of the three products Alpha, Beta and Gamma. A (alpha), B (beta) and G (gamma) are followed by some positive or negative numbers (e.g. A: -4; B: 8; G: 20). These numbers indicate the final profit the negotiator has got on that specific product; for example, if we have A: -4, it means that for product alpha the negotiator has accepted a price with a profit equal to -4. All the points of profit are referred to the final price the two negotiators have agreed on.
- **Total profit** is the final profit that each division obtains by the sum of the three products' profit they have agreed. It is not the total profit of the all negotiations nor the total profit of each round.

4.3.2 Number of words and disclosure

In the pair analysis (paragraph 4.2), I have used the **number of words** in order to find who is holding the leadership during the negotiation.

During the experiment, the leadership per words has been mainly held by the Italians. But, as I said before, most of the negotiations have finished with a result more positive for the Chinese part. In my opinion this lack of talkativeness is mainly because of one reason: **the strategic mind of the Chinese negotiator**.

Table 3 - Negotiators' average words

Total average words/negotiation	Average words (Chinese)	Average words (Italian)
181	155	172

When I have talked about Chinese strategies applied to the negotiation, the main focus of these strategies is to deceive, to tire the enemies and to wait for disclosure or for its false steps.

I have noticed that the Chinese negotiators seem to be more integrative, they seem to be interested in the other part point of view, but the questions they asked, the pieces of information they gathered are items that they will use to defeat their enemies in the future.

That is just what has happened during some negotiations: the Italian negotiators sometimes have fallen in the trap of the strategic concession of their Chinese counterpart. They take the bait given by their counterpart. But they are playing along with the Chinese part which was playing the role of a puppet master.

On the other hand, the Italians negotiators in general were more active, made more proposals and they were more anxious to get the deal done as fast as possible, which is a typical of the analytical mind of Westerners negotiators. The haste that Italians have, maybe make them fall in the trap of strategic concession.

4.3.3 Holistic point of view ⁴⁷

Richard Nisbett in his book “The Geography of Thought” (that I have already mentioned in chapter 2) has mainly talked about how important the Chinese holistic point of view is. **The holistic point of view** means that a person has a natural attitude for considering things together, or at least to consider them strictly linked together, as in a sort of “action and reaction” mechanism. Nisbett has made a lot of experiment, from the statistical to the visual ones, in order to support his thesis that one of the main differences between Chinese and Westerners is the way they see the world. Westerners’ particularistic view versus the Chinese (and Asian in general) holistic view of the world.

During the negotiations what I suppose to find is that all the **Chinese negotiators feel much more comfortable in discussing more than one product at the same time**. And, that Italian negotiators will prefer to approach the negotiation with a synchronic or analytic approach and discuss one item at time. But, I have not noticed such a remarkable difference between the approaches of Chinese and Italian negotiators. **5 Italians out of 9** took the initiative during the negotiation, and **2 of them** have started the negotiation by talking about all the three products in the same time (polychronic/holistic approach), the **other 3** negotiators have simply started discussing the price of alpha first and then go on the other products (analytic/synchronic approach).

⁴⁷ Richard E. NISBETT, *The Geography of Thought: How Asians and Westerners Think Differently and Why*, London, Nicholas Brealey Publishing, 2005.

4 out of 9 Chinese have taken the initiative. But, surprisingly only **2 of these 4** negotiators started the negotiation by talking about the price of the three products together.

Then, in quite every negotiation there is someone who starts talking about two items at the same time, but this has happened always on the go and never at the beginning of the negotiation. Most of the time available to negotiate is used just to get the desired price on one of the 2 products, and to try to adjust on the second one.

Why do some Italians seem to be comfortable with the holistic approach? I mean that they have never avoided to talk about three products together when it was proposed, but in two cases Italians were the first talking about three products at the same time. I think that it has happened because most of the Italian guys and the girls participating at the experiment have had an experience of study in China, or at least they have a quite deep knowledge on Chinese culture.

4.3.4 Contextualization

When I use the word contextualization I mean: the tendency of a person to give a context, to depict or imagine an artificial situation, story or motivation in order to feel closer to the task he is doing.

During the experiment some negotiators have tried to create a context, an artificial situation to justify their choices and to have a better understanding of what is going on. The fact that has left me quite surprised is that not only the Chinese negotiators have tried to give a context to the negotiation, but also the Italians have tried to give a real context to the negotiation. This can be explained by the fact that **Italians** are usually considered to belong to a **medium-high context culture**, so most of the words and behaviours of people are context-dependent. However, the Chinese part was more likely to unleash its imagination when it was trying to give a context to the negotiation.

One has imagined the present situation of the market; one other has imagined how much the sale of a product was important to their division and the Chinese market instead the sale of another one; Others have imagined to be discussing in team and he was the person in charge of speaking with the foreign negotiator (Italian part).

Pair	Negotiator	Context	Reason
Cerme 2 – Cerme 7; round 1	Cerme 2; italian	cerme.lab2,Negoziante,cerme.lab2,Negoziante,-- ?T::Z,1512133691792, <u>after a careful analysis of both the market conditions and the value of the products.</u> cerme.lab2,Negoziante,cerme.lab2,Negoziante,-- ?T::Z,1512133810107," <u>according to my team</u> and I, the most suitable price would be X Alpha, Y Beta and Z Gamma". cerme.lab2,Negoziante,cerme.lab2,Negoziante,-- ?T::Z,1512133913734,you can understand that your suggestion is not perfectly in line with the <u>company's objectives and market value</u>	This large preamble was used by the negotiator in order to justify his rejection and counteroffer to the proposal of the Chinese negotiator.
Cerme 1 – Cerme 3; round 2	Cerme 1; Chinese	cerme.lab1,Negoziante,cerme.lab1,Negoziante,-- ?T::Z",1511615997593,"ALPHA as our popular products it is best with low price ,I think W is my answer" cerme.lab1,Negoziante,cerme.lab1,Negoziante,-- ?T::Z",1511616250330, the popular product will with huge market demand cerme.lab1,Negoziante,cerme.lab1,Negoziante,-- ?T::Z",1511616604724," <u>In CHINA , with the development of MIDDLE CLASS, the middle product will be more popular in market</u> " cerme.lab1,Negoziante,cerme.lab1,Negoziante,-- ?T::Z",1511616646154,It is good chance to use B to open this market cerme.lab1,Negoziante,cerme.lab1,Negoziante,-- ?T::Z",1511616693037,and X will be good for this middle class demand	This negotiator has imagined a quite detailed market situation and a market strategy. Moreover, in this case the negotiator use the contextualization to justify its request
Cerme 4 – Cerme 8; round 3	Cerme 4; Chinese	cerme.lab4,Negoziante,cerme.lab8,Negoziante,-- ?T::Z,1512141574052,let's start from alpha (.....) cerme.lab4,Negoziante,cerme.lab8,Negoziante,-- ?T::Z,1512141660225,I would like to propose the price W cerme.lab4,Negoziante,cerme.lab4,Negoziante,--	In this case there is no a very huge contextualization or a complex one. But there is always an effort

		<p>?T::Z,1512141938619,"i think this product is popular in developing country ,so ,could you give me U?"</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512141767758,"this is a good product and a good sale, i think U,it is ok?"</p> <p>cerme.lab4,Negoziante,cerme.lab8,Negoziante,--</p> <p>?T::Z,1512141827275,"U is too small as price, can we do V?"</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512141938619,"I think this product is popular in developing country ,so ,could you give me U?"</p> <p>(.....)</p> <p>cerme.lab4,Negoziante,cerme.lab8,Negoziante,--</p> <p>?T::Z,1512142051654,Now Beta</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512142056418,ok</p> <p>cerme.lab4,Negoziante,cerme.lab8,Negoziante,--</p> <p>?T::Z,1512142059405,I propose R</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512142123950,i want to know what you think?</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512142135419,could you please tell me ?</p> <p>cerme.lab4,Negoziante,cerme.lab8,Negoziante,--</p> <p>?T::Z,1512142223532,I think that BETA is too important for our market so If you can't do R let's say at least S</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512142283764,OK BETA R</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p> <p>?T::Z,1512142336921,"I think the price is ok ,because it is so important to your market."</p> <p>(.....)</p> <p>cerme.lab4,Negoziante,cerme.lab4,Negoziante,--</p>	<p>to justify personal request and the ideas.</p>
--	--	--	---

	<p>?T::Z,1512142376859,"YOU ARE WELCOME, Now,GAMMA" (.....) cerme.lab4,Negoziante,cerme.lab8,Negoziante,-- ?T::Z,1512142562789,unfortunately for this product know I have strong borders so I can just propose V W X Y or Z cerme.lab4,Negoziante,cerme.lab4,Negoziante,-- ?T::Z,1512142601331,why? cerme.lab4,Negoziante,cerme.lab4,Negoziante,-- ?T::Z,1512142660675,"sorry ,i just want to konw the reason ?" cerme.lab4,Negoziante,cerme.lab8,Negoziante,-- ?T::Z,1512142711541,Because this product is strongly tied to the other two so in order to respect our profits we can just propose these solutions</p>	<p>What is quite interesting is: this is the only negotiation in which one of the two negotiators (the chinese one) ask to the other a justification for its request.</p>
--	---	---

Table 4 - Negotiators' contextualization

In *Table 4* I will show the context created by negotiators during the experiment. In **3 pairs out of 9** the negotiators have tried to give to their counterpart context to justify their request or refusal. In **1 of these 3** pairs the “contextualizator” was the Italian negotiator, while in the other 2 pairs only the Chinese negotiators have tried to create a context to support their decisions, their Italian counterparts just limit itself to follow the context received by the other.

In this table I have only pasted the crucial point of the contextualization process, if someone want to read the entire text of the negotiation dialogue I will put all of them in the attachments.

4.3.5 Rejection

The rejection is what keeps the negotiation fire alive, it is the trigger that makes the negotiation last longer. By rejection I mean to not accept the other proposal in a direct way, by saying “no”, or in an indirect one, “maybe this is not the best solution for me...”.

Chinese negotiators are famous indirect rejectors. Because of the principle of harmony, one of the pillars of the Chinese society, Chinese people always try to avoid saying directly what they really think, they usually prefer to dodge the issues and solve it in an indirect way. An attitude that sometimes can result as being time wasting, especially if considered from a western point of view.

Westerners are completely at the opposite pole. They are direct and time-savers, if there is something that does not fit their expectations, they will go straight to the problem and try to solve it.

So, in order to calculate the number of rejections I have taken into account how many times the negotiators have refused a proposal and which kind of rejection has been made.

For example:

(...)

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133294650,ALPHA T

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133316662,"**well, I don't think that would be the best solution**"

(...)

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133467528,GAMMA R is good?

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133473587,**no**

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133482368,how about

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133492399,gamma y?

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133506841,**no i dont think so**

(...)

this is just an example of rejection, the first one is more indirect and polite the second two are more direct and cold.

Generally, after having analysed the chats of the experiment there is not a group of negotiators whose members negotiate more than the other. Italians and Chinese are perfectly equal, in **4 negotiations out of 9** Italian are the ones who have rejected the most, and the same is for the Chinese (**4 out of 9**). In **1 negotiation out of 9** rejections and contrasts are completely absent (Round 3, cerme8 vs cerme4). I have obtained the same result when I was

checking who starts rejecting, Chinese and Italian are perfectly in equal: **4 negotiators out of 9** for both divisions.

However, the Chinese negotiators have made a higher number of rejections than the Italians.

Table 5 - number of rejections

Chinese	Italians
35	30

What have left me quite surprise is the way they rejected. My idea was to find a lot of polite and indirect rejections from the Chinese part, and only very straight rejections from the Italian one.

The reality of the facts is not like I have imagined, it is just completely mixed. During the experiment, the negotiators from both parties have never used one pattern of rejection. Sometimes, the indirect approach was used by Chinese and the direct one was used by the Italians (as I have expected). In other cases, the situation was completely overturned, Italians were using an indirect approach and the Chinese the direct one. Some other times both parties made direct and rigid rejections. But, it happened also that the situation was overturned again, and both negotiators were using an indirect approach.

For example, in Round 1- Cerme 5 versus Cerme 6 (*appendix no. 2*), both negotiators C5 (Italian) and C6 (Chinese) have a very direct way to make rejections:

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133323169,"hi. for the Alpha product I propose the initial price Z, what do you think?"

cerme.lab5,Negoziante,**cerme.lab6**,Negoziante,--?T::Z,1512133525418," **No, I don't agree.** I suggest price R ,what do you think"

cerme.lab5,Negoziante,**cerme.lab5**,Negoziante,--?T::Z,1512133558126,"**it's not ok for me**, what about the Y then?"

cerme.lab5,Negoziante,**cerme.lab6**,Negoziante,--?T::Z,1512133640201,"**No, I still do not agree.** I recommend price S"

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133720536,what about we both come halfway and agree with the price W? What do you think?

cerme.lab5,Negoziante,**cerme.lab6**,Negoziante,--?T::Z,1512133914454,"For me, price T is the last option. If you do not agree, **then we could not reach the agreement for this product**"

(...)

Or, like in Round 2 Cerme 1 versus Cerme 3 (*appendix no.5*), C1 (Chinese) and C3 (Italian).
In this case both negotiators made very indirect rejections:

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615997593,"ALPHA as our popular products it is best with low price ,**I think W is my answer**"

cerme.lab1,Negoziante,**cerme.lab1**,Negoziante,"--?T::Z",1511616089732,**can you accept this price?**

cerme.lab1,Negoziante,**cerme.lab3**,Negoziante,"--?T::Z",1511616108335,**What about Y?**

cerme.lab1,Negoziante,**cerme.lab3**,Negoziante,"--?T::Z",1511616133929,That would be better for my division.

(...)

cerme.lab1,Negoziante,**cerme.lab1**,Negoziante,"--?T::Z",1511616646154,It is good chance to use B to open this market

cerme.lab1,Negoziante,**cerme.lab1**,Negoziante,"--?T::Z",1511616693037,and X will be good for this middle class demand

cerme.lab1,Negoziante,**cerme.lab3**,Negoziante,"--?T::Z",1511616725847,**I think accepting X will be a little bit difficult**. Can we meet each other halfway?

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616744160,We all need to make profits.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616757879,And I think that you can fully understand this.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616788350,also X will help our company set up us image

cerme.lab1,Negoziante,**cerme.lab3**,Negoziante,"--?T::Z",1511616837599,**I already told you that accepting X is quite complicated.**

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616848568,What about U?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616930052,"ok ,we all take a step back"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616946536,how about w

cerme.lab1,Negoziante,**cerme.lab3**,Negoziante,"--?T::Z",1511616975836,**W is even more difficult to accept than X.**

In other cases, the Italian negotiator was the only one with an indirect approach to rejection.
For example, Round 1 Cerme2 versus Cerme7 (*appendix no. 3*), C2 (Italian) and C7(Chinese).

cerme.lab2,Negoziante,**cerme.lab7**,Negoziante,"--?T::Z",1512133642243,"how do you think of V ALPHA,S BETA,S GAMMA_"

(...)

cerme.lab2,Negoziante,**cerme.lab2**,Negoziante,"--?T::Z",1512133810107,"according to my team and I, the most suitable price would be X Alpha, Y Beta and Z Gamma"

cerme.lab2,Negoziante,**cerme.lab2**,Negoziante,"--?T::Z",1512133913734,**you can understand that your suggestion is not perfectly in line with the company's objectives and market value**

cerme.lab2,Negoziante,**cerme.lab7**,Negoziante,"--?T::Z",1512133962185,im sorry the price of ALPHA and GAMMA **for our company is not acceptable**

(...)

C7, Chinese negotiator, makes direct rejections during the whole negotiation.

(...)

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134325491,**Gamma Y is not suitable for you?**

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134370893,**yeah it is way to low we cant make any profit with it**

(...)

So, the way negotiators have made the rejections during the experiment is completely random and opposite to my expectations. Indirect and direct rejections have been used by both groups of negotiators in the same way. The only things that has emerged is that Chinese negotiators have rejected a little bit more than Italians (*see tab.5*).

4.4 Conclusion

I have always believed that culture is a very powerful tool and that can influence life in all its domains. So, the question that came to my mind was: Can culture have an influence on the negotiation process? If yes, how can different cultures influence an international commercial negotiation?

There is already a very large literature about these topics, but it is focused mainly on the cultural differences between Americans and Chinese negotiators. In the case of Americans versus Chinese negotiators the cultural differences and the approaches they have to negotiation seem to be on opposite poles. But sometimes the Chinese negotiation style has been stereotyped too much.

To check if these differences still exist in the case that a Chinese negotiator meets a western negotiator who is not coming from the US, I have decided to make a negotiation experiment with Italian and Chinese negotiators.

After the analysis of the various chats and negotiations, I have not found that all the Chinese have approached negotiation with a strong holistic mind. Surprisingly, what I have noticed is that also the Italian negotiators sometimes have. So, in some cases both Italian and Chinese feel at ease in discussing more items at time.

It has worked quite the same with the phenomena of “contextualization” which I have supposed it was typical a characteristic of the Chinese negotiation style. But, during the negotiations also the Italians have created some context to support their decisions and requests.

One feature of the Chinese negotiation style that I have found both in the books I read and during the analysis of the experiment is the “partial” integrative approach. I have named it “partial” integrative approach because of their strategic concessions, the polite way they used to play the negotiation game, the everlasting patience they have, all these features make them very tough negotiators who are striving for harmony with a hidden profit orientation. As a result, in 6 pairs out of 9 they got the highest profit. So, the Chinese negotiator is becoming more adaptable and unpredictable than before.

In addition, my expectations toward the differences on the rejection style of Chinese and Westerners have been dismantled. Chinese have not only used an indirect, polite and harmonious way of making rejection. On the other hand, the Italian negotiators have not used a completely direct approach when making a rejection.

In conclusion, I have not found very substantial differences in the two negotiation styles.

I should partially agree with the “Theory of Convergence” of cultures. The theory states that: thanks to more and more frequent economic, technological, social and cultural exchanges among different countries, our mind is subjected to new influences, and these exchanges can also influence the way we see and perceive the world.

We are getting more and more used to Eastern Asian's habits, but also Asians are more and more conscious about our cultures, habits and behaviours.

Talking about the Chinese society, it is undergoing some radical changes. Chinese people, especially youngsters or student with at least one experience abroad (for studying or working), they have started changing their mind, broadening their view and their horizons, they are becoming more and more international. But, I think that is impossible for a person to completely merge with a culture which is not his native one. People will always retain some features which are specific of its own native culture.

Thus, in order to play a fair negotiation game, I think that future generations of negotiators should be able to master a wide portfolio of cross-cultural skills. These cross-cultural skills will prepare them to afford any situation, to overcome any difficulties created by cultural clashes and to increase the possibility to get a favourable deal.

References

- AKGUNES, Asuman, CULPEPPER, Robert, *Negotiations Between Chinese and Americans: Examining the Cultural Context and Salient Factors*, Stephen F. Austin State University, USA, *The Journal of International Management Studies*, Volume 7 Number 1, 2012.
- BOMBELLI, M. Cristina, ARDUINO, Alessandro, *Comunicare fra Italia e Cina*, sviluppo & Organizzazione N.211, pp.101-112, 2005.
- CAVALIERI, Renzo, BARBATELLI, Cristiana, *La Cina non è ancora per tutti*, Milano, Edizioni Olivares, 2015.
- CASAVECCHIA, Giulia Stella, *L'approccio cinese al negoziato commerciale sino-occidentale: un'analisi culturale*, Venezia, Ca' Foscari, Tesi di Laurea magistrale, 2013.
- CATANIA, Giovanni, *Guanxi: quando la tradizione diventa corruzione*, Venezia, Ca' Foscari, Tesi di laurea magistrale, 2013.
- CHANG, Lieh-Ching, *Differences in Business Negotiations between Different Cultures*, China, Dep. of Business Administration, Hsuan Chuang University, 2006.
- CHANG, Yanrong Y., *Cultural "Faces" of interpersonal communication in the U.S. and China*, *Intercultural communication Studies*, 2008.
- CHEN, Xiaoping, *On the Intricacies of the Chinese Guanxi: A Process Model of Guanxi Development*, *Asia Pacific Journal of Management*, 21, pp. 305–324, 2004.
- CHENG LOW, Patrick Kim, *Successfully Negotiating in Asia*, Springer Verlag Berlin Heidelberg, 2010.
- CHIA-JUNG, Tsay, BAZERMAN, Max H., *A Decision-making Perspective to Negotiation: A review of the past and a look into the Future*, Harvard Business School, 2009.
- DAVISON, Robert M., OU, Carol Xiaojuan, *Guanxi, Knowledge and Online Intermediaries in China*, Emerald Group Publishing Limited, *Chinese Management Studies*, Vol. 2 No. 4, 2008, pp. 281-302, 2008
- DIAMANTINI, Davide, PIETRONI, Davide, *La negoziazione in arene internazionali*, Milano, Università L. Bocconi, 2003.

- DE SANZUANE, Francesco, *L'arte della negoziazione nelle trattative con partner Cinesi e Giapponesi*, Bologna, Filodiritto editore, 2006.
- DONG, Qiuming, LEE Yu-Feng L., *The Chinese concept of face: a perspective for business communicators*, New Mexico, New Mexico State University, 2007.
- FANG, Tony, *Chinese Stratagem and Chinese Business Negotiating Behaviour: An Introduction to Ji*, paper submitted to the IMP 11th conference, Manchester, UK, 1995.
- FANG, Tony, *Negotiation: The Chinese Style*, School of Business, Stockholm, Sweden, Stockholm University, 2006.
- FARID, Elashmawi, BUTTERWORTH, Heinemann, *Competing Globally: mastering multicultural management and negotiation*, Woburn, Massachusetts, 2001.
- GHAURI, Pervez, FANG, Tony, *Negotiating with the Chinese: A socio-cultural Analysis*, Columbia, US, Journal of World Business, Volume 36, Issue 3, Autumn, Pages 303-325, 2001.
- GHAURI, Pervez, et al., *International business negotiation (2nd edition)*, Elsevier Ltd., London, UK, 2003.
- GRAHAM, John L., LAM, Mark N., *The Chinese Negotiation*, Boston, Harvard Business Review Publishing, October 2003.
- GRESOI, Sorin Gabriel, *Sun Tzu – the art of war interpretation for business*, Bucharest, Artifex University, 2014.
- HENNIG-SCHMIDT, Heike, LI, Zhuyu, *On Power in Bargaining an Experimental Study in Germany and the People's Republic of China*, 2005.
- HENNIG, Alicia, *Confucianism as Corporate Ethics Strategy*, Frankfurt, Frankfurt School of Finance and Management, China Business & Research 2010, N0. 005, 2010.
- HOFSTEDE, Geert, *Cultures and Organizations and National Cultures in Four Dimensions*, Maidenhead, U.K., Taylor & Francis, Ltd., 1983.
- HOOPER, Christopher, PESANTEZ, Maria, RIZVI, Syed, *Cross-Cultural Communication and Negotiation*, Spring 2005. MANA 4340, Section 00586.
- IRWIN, Judith, *Doing Business in China: An overview of ethical aspects*, Institute of Business Ethics, London, England, 2012.

- LEBARON, Michelle, *Culture-based Negotiation Styles*, July 2003, from: https://www.beyondintractability.org/essay/culture_negotiation, 21/10/2017.
- LEWICKI, Roy J., BARRY, Bruce, SAUNDERS, David M., MINTON, John W., *Negotiation*, New York, Mc Graw Hill, 2003.
- LIANG, Guang Huang, *Cross-cultural Communication in Business Negotiations*, English Department, Zhenjiang Watercraft College of PLA, Zhenjiang, China, 2010.
- LI LI 李丽, “Wenhua xi suyu zai guoji shangwu tanpan zhong de tixian” 文化习俗在国际商务谈判中的体现, (Presenza delle convenzioni culturali nelle trattative commerciali internazionali), *Chengdu dianzi jixie gaodeng kexue xuejiao bao - Journal of Chengdu High and Specialist School of Electronic Machinery and Science*, Serial No. 222 No. 12, 3, 2005.
- LIPPIELLO, Tiziana, ORSINI, Raffaella, PITINGARO, Serafino, PIVA, Antonella, *Linea diretta con l'Asia: Fare business a Oriente*, Venezia, Edizioni Ca' Foscari, 2014.
- LI ZHANG HUA 李长华, “Qianxi guoji shangwu tanpan zhong de zhing xi yuyanwenhua chayi ji yuyan celüe” 浅析国际商务谈判中的中西语言文化差异及语言策略, (Analisi basilare delle differenze linguistiche e strategiche tra Cina ed Occidente durante i negoziati commerciali internazionali) Harbin, *Ha'erbin jinrong xueyuan – Harbin institute of finance*, 2016.
- LIU YAN LIN 陆燕林, “Wenhua chayi dui guoji shangwu tanpan de yingxiang” 文化差异对国际商务谈判的影响, (L'influenza delle differenze culturali nei negoziati commerciali internazionali), *Jiangsu daxue - Jiangsu University*, 2016.
- JACOBS, Laurence, GAO, Guopei, HERBIG, Paul, *Confucian roots in China: A Roots for today's Business*, Emerald Insight, Management Decision, Vol. 33, Issue 10, pp. 29 – 34, 1995.
- JANOSIK, Robert, *Rethinking the Culture-Negotiation Link*, *Negotiation Journal* 3, 385–395, 1987.
- KAO, John, *The Worldwide Web of Chinese Business*, Boston, Harvard Business Review, 2000.

MORAN, Robert T., HARRIS, Philip R., Sarah V., MORAN, Managing Cultural Differences, Elsevier Ltd, Oxford, UK, 2007.

NISBETT, Richard E., *The Geography of Thought: How Asians and Westerners Think Differently and Why*, London, Nicholas Brealey Publishing, 2005.

OSLAND, Gregory E., *Doing Business in China: a framework for cross-cultural understanding*, Marketing Intelligence & Planning, USA, 1990.

QIAN XIAO LONG 钱小龙, Wang Can Ming 王灿明, “Xieshang wenhua yu kaifang jiaoyu ziyuan fazhan de xiangguanxing shenjiu: jiyu meiguo yanjiuxing daxue de qishi” 协商文化与开放教育资源发展的相关性探究: 基于美国研究型大学的启示, (Studio sulle relazione tra cultura negoziale e lo sviluppo dei sistemi di didattica aperta: le intuizioni di un’università di ricerca americana), *Xiandai yuanjuli jiaoyu – Modern long-distance education*, 6, 2015, pp. 43-50.

RAIFFA, Howard, RICHARDSON, John, MATCALFE, David, *Negotiation Analysis “the science of collaborative decision making*, London, England, The Belknap Press of Harvard University Press, 2007.

ROCCO HAEBERLE, Elena, *L’organizzazione della fiducia: negoziazione e comunicazione mediata da computer*, Carocci, 2001.

SEBENIUS, James K., QIAN, Cheng, *Cultural Notes on Chinese Negotiating Behavior*, Harvard Business School, Boston, MA, USA, December 24, 2008.

SWEE-HOON, Chuah, HOFFMANN, Robert, LARNER, Jeremy, *Chinese values and negotiating behavior: A Bargaining Experiment*, International Business Review, Elsevier Ltd, 2014.

SU YAN FANG 苏彦方, “Zhong mei shangye wenhua dui guoji shangwu tanpan de yinxiang” 中美商业文化差异对国际商务谈判的影响, (L’influenza delle differenze nella cultura commerciale nei negoziati commerciali internazionali), *Guangdong waiyu waiyi daxue guoji shangwu yingyu xueyuan - Guandong University of Foreign Language and Business, English department of International Business*, 2017.

TJOSVOLD, Dean, SUN, Haifa F., *Effects of Influence Tactics and Social Contexts in Conflict: An Experiment on Relationships in China*, The International Journal of Conflict Management, Vol. 12, No.3, pp. 239-258, 2001.

TSUI, Anne S., WANG, Hui, XIN, Katherine R., *Organizational Culture in China: An Analysis of Culture Dimensions and Culture Types*, Blackwell Publishing Ltd., 2006

WANG KAI 王 恺, “Shangwu tanpan de kouyi jiqiao” 商务谈判的口译技巧 (Tecniche di interpretazione nelle trattative commerciali), *Overseas English - Haiwai yingyu*, 11, 2013, pp. 177-180.

WANG YONG LIAN 王永莲, “Zhong xi wenhua chayi dui guoji shangwu tanpan yinxiang, 中西文化差异对国际商务谈判的影响, (L’influenza della Cultura Cinese e Occidentale nei negoziati commerciali internazionali), *Heihe xuekan - Heihe journal*, 12, 2015, pp. 20 - 22.

WEBER, Elker U., HSEE, Christopher, *Cross-cultural Differences in Risk Perception, but Cross-cultural Similarities in Attitudes Towards Perceived Risk*, Department of Psychology and Department of Management and Human Resources, The Ohio State University, Columbus, Ohio, 2015.

WILHELM, Alfred D. Jr., *The Chinese at the Negotiating Table: Style and Characteristics*, National Defense University Press Washington, DC, USA, 1994.

WONG Y.H., Leung Thomas K.P., *Guanxi relationship marketing in a Chinese context*, Oxford, The Haworth Press Inc., 2001.

YING, Wei Ye, *Cultural Differences in Business Negotiation Etiquette Between China and U.S.*, China Academic Journal Electronic Publishing House, China, 2003.

YOU, Zi, *On Instructive Meaning of game theory in Business Negotiation*, China Academic Journal Electronic Publishing House, China, 2011.

ZHANG, Zi gang, *Cross-cultural challenges when doing business in China*, Singapore Management Review, China, 2004.

ZHANG, Ni, *Cultural Differences in International Business Negotiation*, *Overseas English - Haiwai yingyu*, 5, 2011, pp. 306-308.

Appendixes

Appendix no. 1 - Cerme1 Vs Cerme3 (Round 1, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133022406,"Good afternoon, i think we can start"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133033375,if you are ready
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133294650,ALPHA T
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133316662,"well, i don't think that
would be the best solution"
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133326495,BETA S
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133353417,GAMMA U
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133361444,BETA S GOOD
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133383870,so which price do you think about
ALPHA
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133391804,Alpha X
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133419367,what do you think?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133444543,if ALPHA for that price
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133467528,GAMMA R is good?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133473587,no
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133482368,how about
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133492399,gamma y?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133506841,no i dont think so
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133518966,maybe GAMMA V
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133519306,ok so we said beta S
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133528185,YES
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133528213,and we confirm it right?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133543514,OK BETA S
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133561432,Alpha V?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133592308,and maybe gamma X
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133592749,I think ALPHA U
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133604496,and gamma?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133617749,GAMMA T
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133637059,i dont think is the best solution
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133652672,GAMMA U?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133680919,only if we do Alpha z
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133697875,maybe Gamma u and and Alpha T

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133715719,NO I dont think Alpha z is good choice
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133754017,how about gamma v
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133760999,how about gamma w and Alpha w as well?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133825096,no i dont think so
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133841297,alpha w is good for you?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133847204,then we can make gamma u
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133890785,if i choice Alpha w i think gamma s is good for me
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133903316,what do you think?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133927299,how about gamma T?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512133949098,it is not good for me
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512133978362,and how about alpha x and gamma u?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134006318,both they are not good for me
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134031410,alpha v?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134034318,Alpha x and gamma r
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134053958,and gamma w?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134085444,i dont think so
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134104553,fine
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134113600,alpha x
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134116148,Alpha v and gamma t
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134118272,so we fix it
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134128397,good?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134145242,how do you think
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134145726,alpha x is good for you?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134153461,not really
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134158772,you said it
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134177695,yes with gamma r
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134188960,ok fine
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134190976,gamma r
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134194226,alpha x
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134198445,and beta s
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134222992,not gamma s?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134244587,i think gamma r Alpha x beta s are good
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134258509,gamma u?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134292978,no
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134298353,v?

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134321354,no
 cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134325714,w?
 cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134325729,just r
 cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134332354,can you accept?
 cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134334510,ok
 cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134339573,i accept the deal
 cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134364495,"so Alpha x beta s gamma r,right?"
 cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134366652,alpha x beta s gamma r
 cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512134372574,rightÃ!
 cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134383480,yep!
 cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512134399949,deal it

Appendix no. 2 - Cerme 6 vs Cerme 5 (Round 1, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml

cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133323169,"hi. for the Alpha product i propose the initial price Z, what do you think?"
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512133525418," No, I don't agree. i suggest price R ,what do you think"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133558126,"it's not ok for me, what about the Y then?"
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512133640201,"No, i still do not agree. I recommend price S"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512133720536,what about we both come halfway and agree with the price W? What do you think?
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512133914454,"For me, price T is the last option. If you do not agree, then we could not reach the agreement for this product"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134038760,"i agree for T price for the ALPHA product, only if you accept S Price for the BETA product, i also have to make some profit"
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134207442,"how about I chage for the price W for the Alpha product, and price Z for the Beta product"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134248045,Ok i agree
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134255483,W Alpha product OK
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134267171,Z Beta product OK
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134348772,"OK Alpha W, OK Beta Z"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134378032,"about the GAMMA product, i suggest price Y"
 cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134415179,"I don't agree with Y, I suggest price R"
 cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134466409,"no, i don't agree, what about price X?"

cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134510524,Then I suggest price S
cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134581551,"ok, my last option is price W"
cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134640760,"no, my last choice is price U"
cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134682850,what about we both come halfway and close the negotiation with price V?
cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134762464,"ok, I agree with price V"
cerme.lab5,Negoziante,cerme.lab5,Negoziante,--?T::Z,1512134777164,Gamma V price OK
cerme.lab5,Negoziante,cerme.lab6,Negoziante,--?T::Z,1512134809934,OK Gamma V

Appendix no.3 Cerme 7 Vs Cerme 2 (Round 1, 12/01/2018)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133478726,hi
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133547759,hello
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133590993,lets do the meeting
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133642243,"how do you think of V ALPHA,S BETA,S GAMMA_"
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133648337,?
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133648495,"well, as you know in today's meeting we need to fix the price for three products"
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133691792,after a careful analysis of both the market conditions and the value of the products
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133717682,"of coure,and I want both of us could get the best price for ourselves"
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133810107,"according to my team and I, the most suitable price would be X Alpha, Y Beta and Z Gamma"
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133913734,you can understand that your suggestion is not perfectly in line with the company's objectives and market value
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512133962185,im sorry the price of ALPHA and GAMMA for our company is not acceptable
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512133974501,since the prices you suggested don't determine an appropriate profit considering the related expenses
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134033080,"in the light of that, give me some time to rethink the prices for these products"
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134087987,if we keep the price of V Alpha that you suggested
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134094956,and Y Beta
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134127613,a possible price for Gamma could be Y as well
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134144750,yes and I hope you can understand we have different expense for the products

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134188348,It would be a suitable solution for us and a compromise among the two divisions

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134245583,"I totally understand we have different needs, but if you agree i'd say we have a deal"

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134251001,we can accept ALPHA as price V but the price of GAMMA should be a bit higher

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134267361,at least X

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134295142,"no im sorry ,at least W"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134325491,Gamma Y is not suitable for you?

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134370893,yeah it is way to low we cant make any profit with it

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134452587,"what about Gamma W, Beta Z and Alpha X?"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134536807,Keeping Gamma W as you need I don't have a big margin

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134621990,"if we keep BETA Z,GAMMA W,I need at least ALPHA V"

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134681000,"or we do ALPHA V,BETA X, GAMMA U"

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134772976,HOW DO YOU THINK OF THAT_

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134778242,?

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134813352,SUITABLE FOR YOU?

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134821250,"it would be better for our company to keep the prices Alpha V, Beta Z and Gamma W"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134881954,It's important for our companies to cooperate

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134905126,but i cannot accept solutions which are not profitable for us

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134932220,do we have a deal?

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134952572,"SO ARE YOU AGREED WITH THE Alpha V, Beta Z and Gamma W?"

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134962112,I agree

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134978659,is it suitable for you as well?

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134980666,FOR US ITS NOT A GREAT PROFIT

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512134989463,BUT IT IS OK

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512134996690,"sorry, but i cannot lower it"

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512135003932,FOR BOTH OF US AGREED?

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512135006128,this is the lowest profit we make

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512135016292,OK I UNDERSTAND

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512135039238,alright than

cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512135058761,OK IT IS THE FINAL DEAL

cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512135065582,ok
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512135067067,deal
cerme.lab2,Negoziante,cerme.lab7,Negoziante,--?T::Z,1512135096855,"OK ALPHA V,BETA Z GAMMA W"
cerme.lab2,Negoziante,cerme.lab2,Negoziante,--?T::Z,1512135103911,ok

Appendix no. 4 – Cerme 8 vs Cerme 4 (Round 1, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimeStampMs,ContentXml

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133056753,Hi
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133068146,Hi
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133080191,shall we start?
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133087896,yes!
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133141192,let&apos s talk about alpha
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133151849,what price will u prefer
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133203929,"yes, price Z will be the best solution fou
our company"
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133222180,what&apos s your opinion?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133232256,umm i think price z is not good for us
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133241756,how about R
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133275587,price R for us is not profitable
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133282181,Y?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133347571,umm that&apos s not profitable for us
ethier
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133366415,i think T will be good for both of us
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133371759,what do u think
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133453856,i think price T is not so god for us!
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133461432,ok i see
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133489778,Price X is a good option
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133517918,Maybe a good option for u but not for
me sorry
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133524637,how about U
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133534043,i mean price U
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133592436,i think that is not the best solution for
both of us sorry
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133614405,what do you think about price W?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133639545,umm i think we have quite a big conflict
on alpha
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133653701,may be shall we talk about beta first?

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133661797,i agree
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133669906,what's your proposal?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133681389,I will say price Y what do u think
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133717517,i think Y is not so favourable
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133721610,price R?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133787907,umm how about price Z?
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133826550,not too good for us! Price S?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133864736,then how about X? if not i will prefer R
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133906129,i think R is the best solution fot both of
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133910096,OK
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133913020,do you agree?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133923753,OK
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133932208,OK
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133941817,let's talk about gamma
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512133974724,my proposal is price Z
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512133997754,that's not possble for us
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134062398,what about price X?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134104475,i will say price T
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134125602,I think T for us is impossible
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134166413,OK how about we both give up a little
and choose U
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134194681,U for us is not profitable
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134207057,i'm already giving up a little
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134223198,price Y?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134304635,umm how about price V
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134324672,mmm not too good
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134326922,W?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134369323,I will accpet if you will accpet we have a
price S in Alpha
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134399376,I can't accept these conditions
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134422262,so do u have any proposal between these
two_
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134425293,?
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134467596,i can accept Gamma price V if you
accept price W for alpha
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134520842,how about price U for gamma and price
V for Alpha_

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134615427,i think we can consider this solution but we have some minutes to find the best conditions for both of the parties

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134631687,OK i am all ears

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134657412,W for gamma V for alpha

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134719173,No that&apos s not profitable for us

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134730220,our company will closed

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134751273,V for gamma and v for Alpha?

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134827128,we have two choice : one is U for gamma and V for Alpha : or V for gamma and U for Alpha

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134837738,or we both go home with nothing

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134878963,my decision is U for gamma and V for alpha

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134900083,Ok thank u so much today

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134904854,Ok

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512134907098,is fun i have to say

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134918995,Thank you

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512134923511,it was a pleasure

Appendix no. 5 – Cerme 1 vs Cerme 3 (Round 2, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615431800,Hi

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615471838,Hi

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615481834,Can we use ENGLISH

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615492792,Yes

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615541308,Shall we talk about the prizes?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615582885,"So, I want to listen your idea"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615614059,ok

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615620372,"OK, I will start from the first product, ALPHA"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615629608,ok

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615690858,"According to me, the best prize is Z. But I want also to listen what is the best solution for your division, so we can share our profits."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615799641,*which"

cerme.lab1,Negoziante,cerme.lab3,Negoziante,--?T::Z""",1511615895174,""OK, that&apos"

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511615928988,"We need a fair agreement. So please, can you tell me which is the best price for you?"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511615997593,"ALPHA as our popular products it is best with low price ,I think W is my anwser"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616089732,can you accept this price?

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616108335,What about Y?

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616133929,That would be better for my division.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616200949,really?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616250330,the popular product will with huge market demand

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616308998,if the price is so low which means the more we sell the more we lose

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616347511,"OK, anyway, I think that W is fair enough."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616357840,We can accept it.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616362098,thank you

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616466777,How about B

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616511655,"You're welcome

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",Yes. About BETA, the lowest price that we can accept is T."

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616604724,"In CHINA , with the development of MIDDLE CLASS, the middle product will be more popular in market"

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616642955,"Yes, we all know that the market is growing fast."

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616646154,It is good chance to use B to open this market

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616693037,and X will be good for this middle class demand

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616725847,I think accepting X will be a little bit difficult. Can we meet each other halfway?

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616744160,We all need to make profits.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616757879,And I think that you can fully understand this.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616788350,also X will help our company set up us image

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616837599,I already told you that accepting X is quite complicated.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616848568,What about U?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616930052,"ok ,we all take a step back"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511616946536,how about w

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616975836,W is even more difficult to accept than X.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511616991852,Y?

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617002196,I think we are also running out of time..

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617007568,Y IS OK

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617022134,"Great, thank you."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617040009,It is important to cooperate.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617050950,THANK YOU

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617062189,FOR G

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617069588,Yes

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617079646,I THINK R WILL GREAT

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617122886,"Uhm, R is really too low for us."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617141105,The lowest price that I can accept is X.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617189036,IT REALLY DIFFFICULT FOR ME

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617196325,OK

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617220385,HOW ABOUT U

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617222607,Y or Z?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617237428, AS YOU SAID

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617262383,EVEN MORE DIFFICULT

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617298845,"ok, let&apos s think about a solution."

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617303078,I THINK V IS MY LOWEST CHOICE

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617307142,We both need to make profits.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617325752,"V is fine, but we should adjust the price of A or B."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617339283,Is that fine also for you?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617372969,IT IS FINE FOR EVERY CHOICE WE HAVE MADE

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617397171,WHICH PRICE YOU WANT TO CHANGE

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617411847,"With Alpha W, Beta Y and Gamma V my profits are not enough."

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617440816,OK

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617444566,Maybe we can change A or B..

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617459942,"A could be X, Y or Z."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617478426,"Or Beta could be R, S, T or Z."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617495505,Tell me if we can reach an agreement that is fair for both of us.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617497801,I THINK X WILL GOOD FOR A

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617514287,"Ok, that&apos s great."

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617532771,That would be really perfect for our division.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617534476,CAN WE JUST LEAVE B

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617542566,OK

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617549568,"So, Alpha X, Beta Y and Gamma V?"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617593017,NO

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617625157,"G IS T,OK?"

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617649117,But haven't we talked about V?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617659737,IT IS WILL RUIN OUR COMPANY

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617694634,But before you told me that V was fine

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617712659,SORRY

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617727006,I LOOK WRONG NUMBER

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617768120,With the other prices my profits are balanced.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617770979,FOR ME G IS U OR T

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617798136,If G is U or T they are not balanced anymore.

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617802323,How can we fix this?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617844319,WE CAN CHANGE B FOR Z

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617859215,OK

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617866190,THANK YOU

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617882247,So G can also be T

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617897856,Is this fine for you too?

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617915214,OK

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617919841,"A: X, B: Z, G: T"

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617921803,IT IS FINE

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617933888,Great. Thank you very much.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617936940,OK

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617941957,THANK YOU¹

cerme.lab1,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1511617947029,It was a pleasure making business with you.

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617959545,ME TOO

cerme.lab1,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1511617989810,"A: X, B: Z, G: T IS OK"

Appendix no. 6 – Cerme 1 vs Cerme 6 (Round 2, 01/12/2017)

[14:10:14] Negoziante(CN): Hi~

[14:10:26] Negoziante(CN): hello

[14:11:07] Negoziante(CN): OK. Let's start from Alpha.

[14:11:17] Negoziante: sounds good!

[14:11:58] Negoziante(CN): How about price Z?

[14:12:49] Negoziante: hey?

[14:16:26] Negoziante: hello~

[14:17:35] Negoziante(ITA): ok~~

[14:18:18] Negoziante(ITA): Price Z would be really bad for me, I would rather go for price T

[14:19:25] Negoziante(CN): Well... But price T would be bad for me.

[14:20:29] Negoziante(ITA): Okay.. so what about we take price Y for Alpha, if we take price Y for Beta as well?

[14:20:51] Negoziante(CN): perfect! Y is good for me

[14:21:48] Negoziante(CN): yeah~ How about Beta? What do you think?

[14:22:21] Negoziante(ITA): I can only take price Y for Alpha if we take price Y for Beta as well, otherwise my losses would be too high!

[14:24:22] Negoziante(CN): Well, as for me. Price R,S,T,Z is better than Y for Beta. Y is really not a good choice.

[14:24:49] Negoziante(CN): Can you consider my suggestion? Price R,S,T,Z for BETA

[14:25:33] Negoziante(ITA): Z would be actually perfect for Beta!

[14:26:08] Negoziante(ITA): What about Alpha again, what are your best options there? for me R, S, T and U would be a lot better than Y

[14:27:04] Negoziante(CN): Sorry, I can not accept negative profit.

[14:27:20] Negoziante: which would happen in which case?

[14:28:28] Negoziante(CN): I'd like Y for Alpha, Z for Beta.

[14:29:24] Negoziante(CN): RSTU for A is not within my acceptable range. Sorry

[14:30:30] Negoziante(ITA): okay this is fine for me, but just that you know - Y means a loss for me in Alpha. But lets settle for Y for Alpha and Z for Beta.

[14:30:53] Negoziante(ITA): For Gamma I can offer R, S, T or U

[14:32:21] Negoziante(CN): U means the smallest loss for me. So, based on your options, I prefer U

[14:32:35] Negoziante(CN): U for GAMMA

[14:33:40] Negoziante(CN): otherwise, Z for GAMMA is the best choice for me, then Y X W.

[14:34:03] Negoziante(CN): I think we reached a consensus

[14:34:20] Negoziante(ITA): U would work for me then, then I would reach a good outcome for me!

[14:34:33] Negoziante(ITA): so U for Gamma and we're done

[14:34:48] Negoziante (CN): Y for Alpha,Z for Beta,U for GAMMA

[14:35:10] Negoziante (CN): Happy cooperation

[14:35:17] Negoziante (CN): haha

[14:35:45] Negoziante (ITA): sounds great - I think we now have to add the prices for our products as well here right?

[14:37:57] Negoziante (ITA) : OK Alpha -6 / Beta 18 / Gamma 11

[14:38:35] Negoziante(ITA): OK Alpha Y / Beta Z / Gamma U

[14:38:57] Negoziante (CN): that's right. Grazie ^^

Appendix no. 7 Cerme 8 vs Cerme 4 (Round 2, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960856686,hi there

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511960859780,Hello! Nice to meet you.

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960866655,nice to meet you

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960879702,can i start by asking

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960896531,which are the most fair prices solutions according to your needs?

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960915625,for every product of corse

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511960921078,course*

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961018659,"Ok, as for me, alpha should be R, Beta also R and Gamma for S,what about you?"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961050000,"i bet these are the best choices for you, right?"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961096083,You still there?

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961156442,"yep, connection issues, solved <ss type=""wink"">

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961166052,btw

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961192333,I'd like better some V on alpha

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961198334,what do you think?

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961244868,"I'm sorry, but R for alpha is the best price I can offer"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961263743,What DO YOU THINK ABOUT BETA?

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961314351,"i really can't accept R for Alpha, but i can help you by accepting R for beta if you accept at least W, X or Y for Alpha"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961448514,"I'm afraid that I can only accept S for alpha, that's the least price, while X or Y for beta will be okay"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961476433,"i think on beta we already agreed for R, isn'y it"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961494042,you said it was the best price for u

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961526527,and i can accept it

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961536449,even if it's not the best for me

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961552184,but you have to make a step to help me as well

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961559543,to understand i mean

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961580486,"yes, we are thinking the same thing"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961620888,"nice, so beta is best for you and not bad for me, lets find a deal to compensate in Alpha, what do you think?"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961633639,i mean R in beta

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961708630,"yes, we have reached an agreement on beta, since i really cant lower my price for alpha below S, I'm thinking about maybe we can discuss about gamma"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961763438,if you are not changing the price on Alpha you force me to accept only one price on gamma

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961794267,what's your price for gamma

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961797304,what it will be?

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961806298,i'd say Y

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961891769,we are already over the half of our disposal time

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961911385,I'm sorry but it'ss impossible. What's your best price for alpha?

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511961925042,i mean what price do you want

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961939051,a very good price for me in Alpha could be X

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511961961489,"or also V, same"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962017607,"T for alpha and u for gamma, will be bettere for us?"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962045537,"remember that on beta you proposed the R price and I agreed, it does not mean that it was the best for me"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962056569,"no, it's definitely not a fair price"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962076006,I'm sorry

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962095921,"it's also not the best price on beta for me, either. then V on gamma?"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962098694,on alpha I can exceed at max on U

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962130789,if you agree on V on alpha I agree on V al gamma

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962146289,on }

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962159899,on*

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962198330,u on alpha and v on gamma

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962206096,the least price

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962206915,btw at the beginning you answered that you wanted R on beta as the best price

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962280995,"ill give you my offer: V on Alpha, S or R on beta and V on gamma"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962337355,it's the minimum fair price for me and agrees with two of your requests

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962351068,but you've said youcan exceed on u for alpha

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962351652,so you have to admit that it's a good deal

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962373069,we are running out of time

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962379669,not if you want V on gamma

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962431591,"let's make it fair for the both of us, my last offer was considerable"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962443758,what about v on alpha and y on beta?

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962457373,nno way

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962473483,"stay there on beta, it's the only agreed we have"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962494249,since we are running out of time

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962502588,u for aplha is the lowest price

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962506968,it's better to close the deal in a way that is fair for both of us

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962507307,i'm sorry

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962525229,the rest part is good

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962536343,and V for gamma then?

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962548933,i'm afraid so

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962570453,"so let's recap: U for Alpha, R for beta and V for gamma?"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962590637,yes

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962606595,"i'd say ok right now if you agree on W on gamma, last offer, what do you say"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962651936,sorry i can't accept no more change

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962654736,"then OK for U for Alpha, R for Beta and V for Gamma"

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962667186,"okay, deal"

cerme.lab8,Negoziante,cerme.lab8,Negoziante,"--?T::Z",1511962691331,deal

cerme.lab8,Negoziante,cerme.lab4,Negoziante,"--?T::Z",1511962746891,do i need to do anything else?

Appendix no.8 Cerme 1 vs Cerme 3 (Round 3, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimestampMs,ContentXml

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141526984,hello

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141541328,can we start?

cerme.lab3,Negoziante,cerme.lab3,Negoziante,"--?T::Z",1512141564499,yes

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141569766,ok

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141643799,I desire to reach this Agreement: beta and Z gamma

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141667815,sorry : U for Alpha

cerme.lab3,Negoziante,cerme.lab1,Negoziante,"--?T::Z",1512141680987,Z for beta

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141734283,may be is not a dreamy price I want
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141740832,ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141761565,what do you think if
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141800021,"W for Alpha, Y for beta , Y for gamma"
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141840832,W Alpha S beta R gamma
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141856316,i think better
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141879897,no sorry
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141893257,gamma can be T?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141925476,if you can agree gamma we are ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141928036,on your basis?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141947602,yes
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141969805,listen
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512141977459,no sorry
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141980462,gamma can be S if you want
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141987853,gamma S ?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512141998650,I give you more profit
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142021791,no sorry
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142035635,is too less
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142076054,according to the situation of products
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142102195,if gamma R
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142120836,may be I can accept
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142122027,"Listen : W Alpha, T beta, V gamma"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142142137,Gamma r is too less for me
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142144871,sorry
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142154637,I can&apos
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142237869,S Alpha S beta V gamma
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142257213,it.s balance
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142282296,no sorry for me its impossible
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142283042,i average the price into three
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142298796,"maybe for your plan, but mine is different"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142307250,we ha ve different average
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142337918,tell me your new plan
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142342094,"i can agree W Alpha, Y beta, W gamma"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142373220,No sorry X gamma
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142389470,what do you think about ?

cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142414497,I will agree if u Alpha
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142450456,tahn S for beta
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142472159,its ok ?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142489936,you mean?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142548953,w Alpha s beta W GAMMA ?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142561224,"W Alpha, Beta S, S gamma"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142580365,gamma T sorry
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142605656,v ALPHA
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142625188,Others are ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142656985,"it,s my limit of profit"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142664304,than gamma is U
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142665960,ok ?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142674148,ok
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142685476,but can u reach u for gamma?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142689789,is my minimum
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142737580,if gamma U
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142737618,U gamma
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142742712,yes
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142746321,ok
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142766134,"Alpha V, Beta S, gamma U"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142770290,the final
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142790416,for me its ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142801050,no sorry
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142817831,you sell in which country
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142839917,us
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142865379,"the price I cannot accept ,sorry"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142878449,than make another offer
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142897176,another offer?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142917715,listen
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142934715,"Alpha Z, Beta Z and Gamma R"
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142936169,?
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142939841,its ok ?
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142957881,ok
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142961513,perfect
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142962841,ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512142974693,ok

cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512142981388,ok
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512143015147,cooperate perfect
cerme.lab3,Negoziante,cerme.lab1,Negoziante,--?T::Z,1512143039014,"ok Alpha Z, Beta Z, Gamma R"
cerme.lab3,Negoziante,cerme.lab3,Negoziante,--?T::Z,1512143066085,yes

Appendix no.9 Cerme 4 vs Cerme 8 (Round 3, 01/12/2017)

ConversationId,ConversationName,AuthorId,AuthorName,HumanTime,TimeStampMs,ContentXml

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141538614,hi
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141546333,hi
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141574052,let&apos s start from the ALPHA?
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141579818,is it ok?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141583833,ok
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141660225,I would like to propose the price W
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141767758,"this is a good product and a good sale, i think U,it is ok?"
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141827275,"U is too small as price, can we do V?"
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512141938619,"i think this product is popular in developing country ,so ,could you give me U?"
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512141989294,ok let&apos s say U
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142022542,"OK , ALPHA U"
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142026574,THANK YOU
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142051654,Now Beta
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142056418,ok
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142059405,I propose R
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142123950,i want to know what you think?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142135419,could you please tell me ?
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142223532,I think that BETA is too important for our market so If you can&apos t do R let&apos
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142283764,OK BETA R
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142336921,"I think the price is ok ,because it is so important to your market."
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142360676,thank you very much
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142376859,"YOU ARE WELCOME, Now,GAMMA"
cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142408567,what do you propose?
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142436001,I propose U
cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142447423,DO you think so?

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142562789,unfortunately for this product know I have strong borders so I can just propose V W X Y or Z

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142601331,why?

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142632269,i just want to the reason?

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142660675,"sorry ,i just want to konw the reason ?"

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142711541,Because this product is strongly tied to the other two so in order to respect our profits we can just propose these solutions

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142724182,V W X Y or Z

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142741401,V could be perfect

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142767552,OK GAMMA V

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142792255,I Think the price is perfect.

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142810762,Perfect! Thank you very much for the collaboration!

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142841381,THANK YOU

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142925069,could you please help me ? write the price and commodity

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142950889,ALPHA 5

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142957311,BETA R

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142960733,GAMMA 0

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142974695,sorry

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512142996359,Sorry I was wrong the prices are

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512142999430,"for example , OK ,ALPHA U"

cerme.lab4,Negoziante,cerme.lab8,Negoziante,--?T::Z,1512143012859,ALPHA U BETA R GAMMA V

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512143028493,YEAH

cerme.lab4,Negoziante,cerme.lab4,Negoziante,--?T::Z,1512143032243,THANK YOU