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MEĐIMURSKO VELEUČILIŠTE U ČAKOVCU
STRUČNI DIPLOMSKI STUDIJ MENADŽMENT TURIZMA I SPORTA

Sara Dania, 0313023440

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Hrvatskom**

Diplomski rad

Čakovec, rujan 2024.



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Mentorica: Marija Miščančuk, v.pred.

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MEĐIMURSKO VELEUČILIŠTE U ČAKOVCU

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Kratki opis zadatka: U uvodnom dijelu rada objašnjava se pojam pregovaranja uz pregled više teorijskih i

znanstvenih objašnjenja. Navode se dijelovi procesa pregovaranja i detaljno objašnjava svaki od njih.

Amerika kao svjetska sila uspješna je u svojim poslovnim poduhvatima što rezultira njenom pozicijom u poslovnom svijetu

na globalnom nivou. Pregovaranje je ključni preduvjet uspjeha. Na koji način to Amerika uspijeva i koji su specifični

načini koji se koriste. Uspoređuje se s hrvatskim pristupom pregovaranju i utvrđuju se sličnosti i razlike.

Na bazi nekoliko hrvatskih poduzeća, metodom intervjua, analizira se stvarna situacija o načinima pregovaranja u Hrvatskoj.

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Potpis mentora: Marija Miščančuk, v. pred.

SAŽETAK

Ovaj diplomski rad analizira pregovaračke kulture u Sjedinjenim Američkim Državama i Hrvatskoj, ističući ključne razlike i sličnosti koje oblikuju poslovne odnose u ovim zemljama. Pregovori u SAD-u karakterizirani su izravnim i učinkovitim pristupom, s naglaskom na postizanje konkretnih rezultata. Američki pregovarači preferiraju jasnu i otvorenu komunikaciju, dok su osobni odnosi često manje važni u usporedbi s poslovnim ciljevima. Proces donošenja odluka obično je hijerarhijski strukturiran, a sukobi se rješavaju izravno i pragmatično. S druge strane, pregovori u Hrvatskoj naglašavaju važnost osobnih odnosa i dugoročnih suradnji. Hrvatski pregovarači često prilagođavaju svoj pristup kako bi izgradili povjerenje i održali stabilne veze s partnerima. Komunikacija je također jasna, ali s većim fokusom na međuljudske odnose i razumijevanje kulturnih razlika. Intervjui s hrvatskim tvrtkama, poput Piteks d.o.o., Maraton usluge d.o.o., Videc Interijeri j.d.o.o., Tapetarija Videc i Sjever Sjeverozapad d.o.o., pružili su dublji uvid u njihove pregovaračke prakse. Svaka tvrtka naglašava različite aspekte pregovaranja, od fleksibilnosti i prilagodljivosti do izgradnje dugoročnih odnosa i učinkovitog rješavanja sukoba. Razumijevanje kulturnih razlika između američkih i hrvatskih stilova pregovaranja ključno je za uspješne međunarodne poslovne odnose. Prilagođavanje pregovaračkih strategija ovim specifičnostima omogućuje bolje rezultate i jača poslovne suradnje na globalnom tržištu.

Ključne riječi: pregovaračka kultura, pregovarači, poslovanje, tvrtke, odnosi, intervjui

ABSTRACT

This thesis analyses the negotiation cultures in the United States and Croatia, highlighting key differences and similarities that shape business relationships in these countries. Negotiations in the U.S. are characterized by a direct and efficient approach, with an emphasis on achieving concrete results. American negotiators prefer clear and open communication, and personal relationships are often less important compared to business goals. Decision-making is typically structured hierarchically, and conflicts are resolved directly and pragmatically. In contrast, negotiations in Croatia emphasize the importance of personal relationships and long-term collaborations. Croatian negotiators often adapt their approach to build trust and maintain stable connections with partners. Communication is also clear, but with a greater focus on interpersonal relations and understanding cultural differences. Interviews with Croatian companies, such as Piteks d.o.o., Maraton usluge d.o.o., Videc Interijeri j.d.o.o., Tapetarija Videc, and Sjever Sjeverozapad d.o.o., provided deeper insight into their negotiation practices. Each company emphasizes different aspects of negotiation, from flexibility and adaptability to building long-term relationships and effectively resolving conflicts. Understanding the cultural differences between American and Croatian negotiation styles is crucial for successful international business relationships. Adapting negotiation strategies to these specificities enables better outcomes and strengthens business collaborations in the global market.

Key words: *negotiation culture, negotiators, business, companies, relationships, interviews*

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1. INTRODUCTION

Negotiation is a key part of business everywhere, but how people negotiate can be very different depending on their culture. Understanding these differences is important for building successful business partnerships. This thesis looks at and compares how negotiations are done in the United States and Croatia, focusing on the most important aspects that affect business in these two countries.

The main issue is that cultural differences in negotiation styles can cause misunderstandings in international business. These misunderstandings can lead to conflicts or missed opportunities. This research focuses on the negotiation styles in the U.S. and Croatia, and how they affect business results.

The purpose of this thesis is to explain the differences between U.S. and Croatian negotiation cultures, helping businesses to better understand and adapt to these cultural differences as well as adjusting their negotiation strategies and styles.

The thesis gives an overview of business and negotiation cultures in the U.S. and Croatia. Then, it analyses how negotiations are carried out in each country. After that, real examples from interviews with Croatian companies are used to show how these negotiations work in practice. Finally, the thesis compares the two cultures and draws conclusions about their effects on business.

The data sources used in this research include books, websites and studies on negotiation cultures, as well as interviews with five Croatian companies: Piteks d.o.o., Maraton usluge d.o.o., Videc Interijeri j.d.o.o., Tapetarija Videc, and Sjever Sjeverozapad d.o.o. To gather this data, structured interviews were conducted, focusing on their experiences and strategies in negotiations. The data was analyzed to find common themes like communication, decision-making, and conflict resolution.

2. NEGOTIATION

Understanding how to negotiate is a critical skill to build, benefitting both personal and business life since we negotiate all the time, without even realizing it (<https://www.shapironegotiations.com/negotiations/the-stages-of-the-negotiation-process/>).

According to Cambridge Dictionary negotiation is „the process of discussing something with someone in order to reach an agreement with them, or the discussions themselves“ (<https://dictionary.cambridge.org/dictionary/english/negotiation>). Authors of the book “Getting To Yes” say that negotiation is „back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.” (<https://www.pon.harvard.edu/daily/negotiation-skills-daily/what-is-negotiation/>). There are a lot of different yet similar definitions of negotiation coming from different sources, one of them is also that negotiation is a strategic discussion intended to resolve an issue that both parties find acceptable (<https://www.investopedia.com/terms/n/negotiation.asp>).

Negotiation, or how it is also called, bargaining, occurs when two or more parties engage in discussions to reach a consensus on a shared goal that they cannot achieve individually. In this process, the outcomes are typically interdependent, meaning that one party's gain often results in the other party's loss. Negotiation is a complex, competitive, and interactive process, influenced by various factors such as cognition, perception, emotion, motivation, and interpersonal skills, as well as the context in which it takes place (<https://www.oxfordreference.com/display/10.1093/acref/9780198662242.001.0001/acref-9780198662242-e-619>).

Negotiation, at its core, is a dialogue between two or more opposing parties aiming to find a resolution to their issue. This process can occur at various levels, including personal, professional, or international settings. Instead of engaging in open conflict, the parties seek to identify common ground.

Negotiation involves both giving and taking, with the expectation of a respectful conversation that satisfies both parties. Effective negotiation occurs when one can make subtle concessions while providing something valuable to the other party. Despite differing interests, the approach should minimize misunderstandings. A successful negotiation typically leaves both sides

satisfied and open to future discussions (<https://economictimes.indiatimes.com/definition/negotiation>).

2.1 Types of negotiation

Very important part of negotiations is that the negotiation strategy may be influenced by the cultural background of the parties and their ethical standards. There can be a few types of negotiation like team negotiation, multi-party negotiation, positional negotiation, distributive negotiation and integrative negotiation.

Team negotiations occur when groups from two organizations come together to reach an agreement, such as during a merger. These teams are made up of skilled negotiators who aim to achieve the best outcome. Multi-party negotiations, involving three or more groups, happen when multiple stakeholders need to agree. In positional negotiations, each side sticks firmly to their viewpoint, often leading to a deadlock. Similarly, distributive negotiation focuses on dividing resources, like negotiating a price, where one side "wins" and the other "loses." Integrative negotiation is more collaborative. It involves both sides discussing multiple issues, aiming for a balanced solution that benefits everyone, making it a more effective approach (<https://economictimes.indiatimes.com/definition/negotiation>).

Apart from these, according to the Scotwork team (2024), there are other types of negotiation such as competitive, compromising, power-based, principled, adversarial, one-shot and repeated negotiations.

Negotiation is based on the concept of win-lose scenarios, where one side seeks to achieve the most favourable deal, typically at the other party's expense.

In compromising negotiation, both sides aim to find a middle ground, each trying to reach a solution that is acceptable to both. This strategy is often used while discussing salary, balancing the company's budget with employees' expectations.

Power-based negotiation involves one party using its position of strength to set the terms of the agreement. A large retail chain would use its bargaining power to obtain a lesser price from a smaller producer, since it knows the producer relies on their trade.

Principled negotiation focuses on shared interests rather than fixed positions, going for win-win outcomes. For example, two companies might form a joint venture, combining resources that benefit them both.

In adversarial negotiation, parties view each other as opponents, leading to a confrontational process. This is common in legal disputes, where each side wants to win.

One-shot negotiation happens when parties make a single deal with no future interaction expected, like buying a car from a dealer not planning to visit again, focusing only on getting the best terms.

Repeated negotiation occurs between parties with an ongoing relationship, focusing on long-term outcomes and trust. For example a long-term supplier agreements, where both sides want to keep their relationship.

Competitive strategies might be preferred for maximized personal gains, while principled or compromising negotiations aim for mutual benefits and sustaining relationships.

2.2 Steps in negotiation process

To get started, it is important to recognize five basic stages of negotiation. The first one is to prepare, probe and propose, the second one is to define ground rules and exchange information, the third one is clarification on both sides, the fourth one is bargaining and problem solving and the fifth and the last one is to conclude and implement.

The negotiation process begins with preparation, gathering information and understanding the issue from all perspectives. It is important to start early, as conflicts can arise unexpectedly. Instead of focusing on who is right, the goal is to be well-informed and propose solutions that work for both sides.

Next, setting the ground rules and exchanging information with the other party. This is the time to establish trust, get to know their goals, and ensure both sides are comfortable. Open communication helps create a positive environment for successful negotiations.

Clarification comes next. Before moving into formal negotiations, both sides need to confirm that they agree on how the process will go. Any remaining questions or uncertainties should be talked about at this point to ensure mutual understanding.

Once everything is clear, the actual bargaining and problem-solving takes place. The proposed solution is presented, and the other side's counteroffer is considered. The focus is on finding a compromise that benefits both parties, while paying attention to verbal and non-verbal cues throughout the discussion.

Finally, negotiations conclude with a formal agreement. It is important to ensure everyone understands the terms before moving forward with implementation. Following up ensures that the agreed-upon solution is effectively carried out and delivers the desired results (<https://www.shapironegotiations.com/negotiations/the-stages-of-the-negotiation-process/>).

2.3 Negotiation styles

A negotiator's style falls into one of top five categories. Those are accommodating, avoiding, collaborating, competing and compromising (<https://www.scotwork.com/negotiation-insights/top-5-negotiation-styles/>). An effective negotiator can identify which styles of negotiation will be most effective during a negotiation process and can successfully alternate between styles if needed (<https://www.masterclass.com/articles/negotiation-styles>).

An accommodating negotiator prioritizes maintaining the relationship, often using the “I lose, you win” approach. They focus on easing tensions, repairing relationships, and building rapport for potential future concessions and respect. However, this style can be problematic, as continuously agreeing or openly sharing information may make one vulnerable to more aggressive negotiators. An overly accommodating approach may also appear insincere or patronizing, leading the other party to distrust intentions.

The avoidance negotiation style aims to avoid conflict, often using the “I lose, you lose” model. It prioritizes neither the relationship nor the outcome and can sometimes come across as passive-aggressive. While it can help prioritize which conflicts to address and appear neutral, it may harm a company's interests and relationships. Avoidance often provides only a temporary solution, potentially leading to resentment and disconnection. This style should be used carefully.

Collaborators are valuable for working with others to find mutually beneficial solutions. They are good in problem-solving, creativity and using a "win-win" approach to meet everyone's needs without compromising their own interests. This style is ideal for overcoming challenges and building strong relationships but can require significant time and resources. If the other party is not open to collaboration, it may result in a poor deal despite the investment.

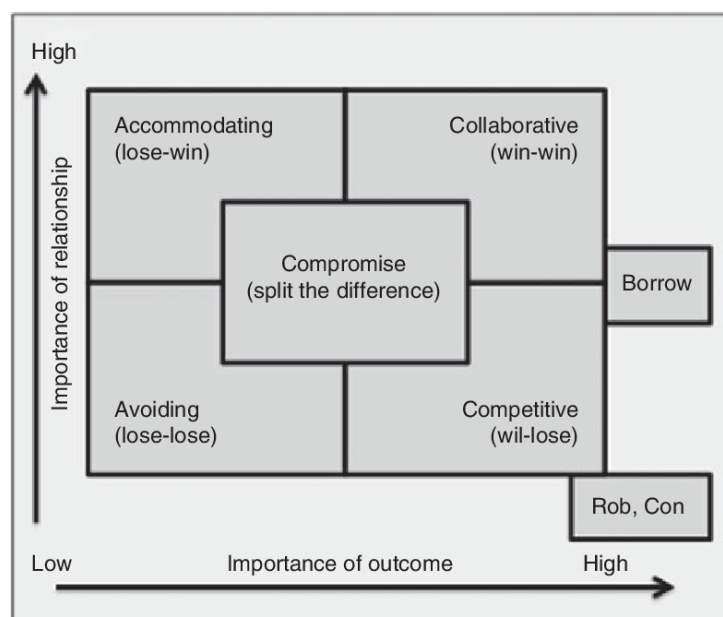
Competitive negotiators are focused on winning and often use an aggressive approach, which can harm relationships. With a “win-lose” mindset, they avoid compromise, leading to lost partnerships. This style is risky, as it may be seen as bullying. However, it can be effective for quick resolutions, short-term goals, or dealing with similar opponent. If this style is used,

training in other methods like collaboration should be considered to maintain relationships and achieve better outcomes.

The compromiser seeks mutually beneficial solutions by finding a middle ground, valuing both the relationship and the outcome. This approach works well with trusted partners and under time constraints and can resolve stalemates when other methods fail. However, it may leave everyone feeling dissatisfied and vulnerable to manipulation by competitive negotiators. Frequent use of compromise necessitates developing collaboration skills and integrating them into the negotiation style (<https://www.scotwork.com/negotiation-insights/top-5-negotiation-styles/>).

In Figure 1 below, 5 negotiation styles are shown. along with their importance of relationship and importance of outcome. There are also three additional styles lying “outside” the grid: borrow, con and rob. The borrower style in negotiation involves being outgoing, generous, and detail-oriented, but may not follow the rule of reciprocity and can be secretive with information, leading to potential mistrust by others. The "con" and "rob" styles are unethical approaches that prioritize outcomes over relationships, with the con style inflicting deliberate damage to achieve its goals and the rob style going even further in harming the relationship. These unethical styles should never be used, but it is important to recognize if the other party is employing them to stop the negotiation (https://www.researchgate.net/publication/323887285_Collaboration_in_a_competitive_healthcare_system_negotiation_101_for_clinicians#pf4).

Figure 1 Negotiation styles



source: <https://www.researchgate.net/profile/Andrew-Johnson-99/publication/323887285/figure/fig1/AS:632155260612608@1527728967846/Negotiating-style-preference-grid.png> (access 26th of August, 2024)

2.4 Negotiation skills

Negotiation is a process in which two or more parties collaborate to find a solution that satisfies everyone involved. It can lead to a formal agreement, such as a contract, or a more informal arrangement, like a verbal agreement. Developing an understanding of negotiation techniques and the necessary skills can help achieve a favourable outcome (<https://www.indeed.com/career-advice/career-development/negotiation-skills>). Effective negotiators communicate clearly, listen and comprehend what others say, and use critical thinking skills (<https://www.coursera.org/articles/negotiation-skills>). Several negotiation skills that can be helpful while negotiating are communication, active listening, emotional intelligence, expectation management, patience, adaptability, persuasion, planning, integrity, rapport building, problem-solving and decision-making (<https://www.indeed.com/career-advice/career-development/negotiation-skills>).

Key communication skills involve recognizing nonverbal signals and effectively expressing yourself through verbal communication. Experienced negotiators adapt their communication style to suit their audience. Clear communication helps prevent misunderstandings that might hinder reaching a compromise.

Active listening is essential for truly understanding the other person's perspective in a negotiation. Unlike passive listening, where you hear but do not preserve the message, active listening involves fully engaging with the speaker.

Emotional intelligence involves managing emotions and recognizing the feelings of others. Being aware of the emotional dynamics in a negotiation allows negotiators to remain calm and focused on the key issues.

Just as a clear objective is set for negotiation, the other party likely has its own expectations. If reaching an agreement is difficult, adjusting expectations may help. Balancing assertiveness with collaboration is key to effective negotiation.

Some negotiations take time, often involving renegotiation and counteroffers. Patience allows for thorough evaluation and the best outcome. Adaptability is also key, as circumstances

and demands can shift unexpectedly. An effective negotiator quickly adjusts and develops new strategies as needed.

Influencing others is a crucial negotiation skill, allowing for clear explanation of how a solution benefits everyone and gaining support. Along with persuasion, assertiveness is essential for confidently expressing opinions while respecting others' views.

Effective negotiation requires thorough planning to clarify goals and establish terms. It's important to know the best possible outcome, minimum acceptable offer, and backup plan with different scenarios if no agreement is reached.

Integrity, characterized by strong ethical and moral principles, is crucial in negotiations. Being respectful, honest, and considerate helps build trust with the other party. As a negotiator, honouring commitments and avoiding promises you cannot keep reinforces trustworthiness.

Building rapport establishes relationships where both parties feel supported and understood. Clear communication and understanding the other side's needs reduce tensions, encourage collaboration, and improve the chances of agreement. Respect and active listening are essential.

Negotiation requires strong problem-solving skills to address issues and find solutions. For example, if a price is too high, how can it be lowered? If a resource is scarce, how can availability be increased? Creative solutions are key to reaching compromises.

Effective negotiators make decisive choices during negotiations, as compromise is often needed. These decisions can have long-term impacts on the company, so options should be carefully considered without overanalysing (<https://www.indeed.com/career-advice/career-development/negotiation-skills>).

Enhancing negotiation skills for professional or personal situations involves focusing on key areas. Building confidence and communication abilities is a great starting point. Balanced confidence helps prevent exploitation while maintaining a positive and approachable attitude (<https://www.coursera.org/articles/negotiation-skills>).

The implementation stage should be planned by including milestones and deadlines in the contract to ensure commitments are met. Regular check-ins to review progress and adjust if needed may also be agreed upon. A dispute resolution clause, such as mediation or arbitration, can be added to handle any conflicts that arise (<https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/>).

3. CULTURAL INFLUENCES ON BUSINESS NEGOTIATION

„Culture is a term that refers to a large and diverse set of mostly intangible aspects of social life. According to sociologists, culture consists of the values, beliefs, systems of language, communication, and practices that people share in common and that can be used to define them as a collective.“ (<https://www.thoughtco.com/culture-definition-4135409>).

Business culture is the set of rules and behaviours within a company. It includes things like policies, values, ethics, how employees act, and the overall work environment (e.g., professional or casual). It shapes the company's personality and affects how people work together. Other factors include management style, company goals, employee benefits, chances for growth, and how the company handles discipline. It is influenced by both company practices and government policies (<https://www.indeed.com/hire/c/info/business-in-culture>).

International business deals not only cross borders, but they also cross cultures. Culture profoundly influences how people think, communicate, and behave. It also affects the nature of transactions and the negotiation process. Cultural differences between business executives can create barriers that hinder or completely obstruct the negotiating process.

These "top ten" elements of negotiating behaviour provide a foundational framework for recognizing cultural differences that may emerge during the negotiation process. By using this framework in international business negotiations, a better understanding of the counterpart can be gained and potential misunderstandings can be foreseen. (<https://iveybusinessjournal.com/publication/negotiating-the-top-ten-ways-that-culture-can-affect-your-negotiation/>).

1. Negotiating goal: Contract or relationship?

Negotiators from different cultures often have varying perspectives on the purpose of negotiation. For some, the primary goal is to secure a signed contract, while others prioritize establishing a long-term relationship between the parties involved. In such cases, the contract serves as a reflection of the relationship, but the true essence lies in the connection itself. Understanding how the counterparts view the purpose of negotiation is vital. If they value relationship-building, simply offering a cost-effective deal might not be sufficient. It must be demonstrated that a mutually beneficial partnership can be cultivated over time by the organizations. On the contrary, if the focus is purely on the contract, investing too much effort

in relationship-building may be unnecessary. In essence, recognizing these cultural differences is crucial to successfully navigating international business negotiations.

2. Negotiating attitude: Win-Lose or Win-Win?

Due to cultural and personality differences, businesspeople typically approach deal-making with one of two fundamental attitudes: they either view negotiation as a process where both parties can benefit (win-win) or as a competition where one side must win at the other's expense (win-lose). Win-win negotiators see negotiation as a collaborative, problem-solving effort, while win-lose negotiators perceive it as a confrontational struggle. When entering negotiations, it is crucial to identify which type of negotiator you are dealing with across the table.

4. Personal style: Informal or formal?

Personal style in negotiation includes interactions, titles, dress code, communication approach, and overall attitude, influenced by cultural norms. A formal negotiator uses titles and avoids personal topics, while an informal negotiator may start on a first-name basis and adopt a casual attitude. Each culture has its own formalities so when negotiating in foreign cultures, it is best to start formally and shift to a more informal approach if appropriate.

5. Communication: Direct or indirect?

Communication styles differ significantly across cultures, with some favoring direct and straightforward methods while others rely on more indirect and nuanced approaches. In cultures that value direct communication, like the United States or Israel, clear and decisive responses are typically given. In contrast, cultures that prefer indirect communication, such as Japan, may express reactions through subtle comments, gestures, or body language. A firm commitment or outright rejection might not be provided initially; interpreting the nuances of the interaction is necessary to understand their stance. When these contrasting communication styles meet in a negotiation, misunderstandings can arise.

Sensitivity to time: High or low?

When discussing national negotiating styles, cultural attitudes toward time often come into focus. For instance, Germans are known for their punctuality, while Latins may be more relaxed about time, the Japanese take their time with negotiations, and Americans want to close deals quickly. However, it is not that some cultures value time more than others; rather, they have different perspectives on how much time should be spent relative to the goals of the negotiation. For Americans, where "time is money," the priority is to reach a signed contract as quickly as

possible, so they tend to minimize formalities and get straight to business. On the other hand, Japanese and other Asian cultures, which prioritize building long-term relationships over just signing a contract, see value in a longer negotiation process. This time allows them to thoroughly understand their counterparts and determine if a lasting partnership is viable. From their perspective, rushing the negotiation might suggest that something is being hidden.

6. Emotionalism: High or low?

Descriptions of negotiating behaviour in different cultures often highlight a group's tendency to express or conceal emotions. Stereotypes suggest that Latin Americans openly display their emotions during negotiations, whereas the Japanese and many other Asians tend to keep their feelings hidden. Of course, individual personalities vary—there are reserved Latin Americans and passionate Japanese negotiators. However, cultural norms heavily influence how emotions are expressed and perceived as appropriate in negotiations. It is essential for negotiators to understand these cultural norms to navigate the negotiation process effectively.

7. Form of agreement: General or specific?

The outcome of negotiations, whether securing a contract or building a relationship, is usually formalized in a written agreement, shaped significantly by cultural factors. Some executives argue that preferences for detailed versus flexible agreements often result from unequal bargaining power rather than cultural differences. The stronger party may push for a detailed contract, while the weaker party may prefer a more flexible agreement to allow for adjustments. Thus, the context of the negotiation may be more influential than cultural factors in determining the agreement's form.

8. Building an agreement: Bottom up or top down?

The form of an agreement is closely tied to whether a business negotiation is approached inductively or deductively. The key question is: does the process start with an agreement on general principles that then guide the specifics, or does it begin with settling specific details—like price, delivery date, and product quality—that collectively form the contract? Cultural differences often influence which approach is favoured. For example, some believe that the French prefer to start with a consensus on overarching principles, while Americans typically focus on agreeing upon specific details first. For Americans, negotiation is seen as a series of compromises and trade-offs on points. In contrast, the French view the process as first

establishing principles, which then serve as the framework for shaping the rest of the negotiation and the resulting contract.

9. Team organization: One leader or group consensus?

In any negotiation, it is crucial to understand how the other party is structured, who holds the authority to make decisions, and how those decisions are made. Cultural influences play a significant role in shaping these aspects. Some cultures prioritize individual authority, while others emphasize group consensus, and these values impact how each side approaches negotiations. On one end, you have negotiating teams led by a single, authoritative leader who has the final say on all matters—an approach often seen in American teams. Cultures like those in Japan and China prioritize team negotiation and consensus-based decision-making. When dealing with such teams, it might not be clear who the leader is or who holds the authority to commit to decisions. Teams with a single leader tend to be smaller and more decisive, often able to make commitments quickly. In contrast, consensus-driven teams are usually larger, and the process of reaching a decision can be more time-consuming.

10. Risk taking: High or low?

In deal making, cultural backgrounds can significantly influence how negotiators perceive and manage risk. Cultural differences can affect a party's willingness to take risks, such as sharing information, trying new strategies, or embracing uncertainties in a negotiation. For instance, the Japanese, who prioritize gathering extensive information and rely on a complex group decision-making process, tend to be more risk averse. On the other hand, Americans are generally more inclined to take risks, often being more open to experimentation and dealing with uncertainty.

Faced with a risk-averse counterpart, how should a deal maker proceed? The following are a few steps that can be followed

1. Not rushing the negotiating process. A negotiation that is moving too fast for one of the parties only heightens that person's perception of the risks in the proposed deal.
2. Devoting attention to proposing rules and mechanisms that will reduce the apparent risks in the deal for the other side.
3. Ensuring that the counterpart has sufficient information about the company and the proposed deal.

4. Focusing your efforts on building a relationship and fostering trust between the parties.
5. Considering restructuring the deal so that the deal proceeds step by step in a series of increments, rather than all at once (<https://iveybusinessjournal.com/publication/negotiating-the-top-ten-ways-that-culture-can-affect-your-negotiation/>)

In “tight” cultures like Japan, India, and Turkey, people follow strict rules about things like littering, being on time, and noise levels. In “loose” cultures like the United States, Brazil, and the Netherlands, there is more freedom in how people behave. Generally, Asian, Middle Eastern, and Nordic countries are stricter, while English-speaking, Latin American, and Eastern European countries tend to be more relaxed. A person's home culture affects their thinking and behaviour, including how they negotiate. People from strict cultures usually follow rules closely, are punctual, disciplined, and controlled. They may be less open to new ideas and change, and more cautious with outsiders. On the other hand, people from more relaxed cultures are more likely to bend the rules and be creative. They adapt easily, take risks, and are open to new ideas and cultures, but they might also be less organized and sometimes make ethical shortcuts (<https://www.pon.harvard.edu/daily/international-negotiation-daily/unlocking-cross-cultural-differences-in-negotiation-nb/>).

4. NEGOTIATIONS IN USA

U.S. negotiators have a unique style: they are direct, assertive, focused on laws, and aim for clear results. They generally find silence uncomfortable and tend to overlook nonverbal cues. They typically operate within their own predetermined timeline, often pushing for a quick resolution, especially when the matter carries political importance domestically (<https://www.usip.org/publications/2002/10/us-negotiating-behavior>). Americans highly value efficiency and effective time management as well as using time wisely. In negotiations, discussions are expected to progress steadily, with timely decision-making preferred. Decisions are seen as flexible and open to adjustment rather than fixed (<https://www.lingualinkdc.net/blog/us-negotiation>). American communication may seem rude or aggressive to others, but being loud or interrupting is often viewed as a sign of passion and commitment in U.S. culture (<https://www.commisceo-global.com/blog/what-is-the-business-negotiation-culture-in-the-usa>).

4.1 General business culture in the USA

In business, Americans often create a friendly and informal atmosphere that encourages trust and openness. While they may appear warm and personable, this does not always extend to building personal relationships with business partners. Business is generally viewed as a professional matter, separate from personal life. As a result, it is important to be cautious about how much is shared in this relaxed setting (<https://culturalatlas.sbs.com.au/american-culture/american-culture-business-culture>). American business culture is very individualistic, with employees focused on their careers. There is less focus on age or hierarchy, and people value skills and performance over loyalty to the company. Also, Americans can be opportunistic in business, and they may be more inclined to take a risk if that risk has big payoffs.

In U.S. organizations, team members are often brought in for specific tasks and depart once those tasks are finished. The relationship between employer and employee is largely transactional, with personal interactions limited to basic greetings. This reflects the U.S.'s focus on a "doing" culture, where the focus is on action and efficiency.

In the U.S., management style reflects the individualistic culture. Managers are responsible for their decisions, and while open discussions are encouraged, the final call is often made by the manager, which can sometimes lead to frustration. Job titles can be confusing, especially for younger professionals, with titles like "Executive Vice President." Communications usually

start formally with "Mr." or "Ms." but often switch to first names over time. U.S. organizations separate management from leadership; strong leadership, which focuses on strategy and inspiration, is very valued at top levels.

The confrontational nature of American meetings comes from the nation's direct communication style, where it is common to openly debate any topic. This direct style might surprise cultures like Japan or India, which value diplomacy and harmony. Americans see this openness as a positive way to solve problems quickly. Time is important, so communication is usually short and to the point, avoiding long discussions. Meetings often include formal presentations, which are important for showing professional skills and making a good impression.

In the U.S., teams are made up of people who work together on a task or project. Everyone is expected to be dedicated to achieving the goals. Positive attitudes are important, because negativity can slow down the team. After finishing their tasks, team members usually move on to new projects, often forming new teams to repeat the process.

Americans prefer quick greetings and getting straight to business. Avoid using complicated language or being too detailed, as it can seem indirect or not honest. Though Americans might not focus much on building relationships at first, they may ask questions that seem personal. This reflects their open communication style. In summary, directness and clarity should be maintained, and speaking up in group settings is encouraged, regardless of the position (<https://www.globalbusinessculture.com/cultural-awareness/business-culture-in-the-u-s/>).

In the diverse U.S. business environment, different languages can be encountered, and many companies seek multilingual employees to enhance global communication and to better adapt to international markets. While English is the dominant language of business, it is common for companies to provide services and materials in other languages particularly in regions with significant non-English speaking populations (<https://www.berlitz.com/blog/american-work-business-culture-etiquette>).

Top 10 tips for working with someone from US:

1. Respect is earned through achievement rather than through age or background.
2. Self-deprecation is often misunderstood by Americans as a sign of weakness so showing strengths is welcomed.
3. Time is money– do not waste it.

4. Many Americans have never left the States so it is important to be mindful of a U.S.-centric mindset.
5. Americans work longer hours and take fewer vacation days than European counterparts.
6. Being punctual for meetings and apologizing if being late.
7. Change is constantly present and new ideas are welcomed.
8. Join the enthusiastic nature of business in America.
9. Focus on short-term results.
10. Despite the seeming lack of hierarchy, the boss is the boss (<https://www.globalbusinessculture.com/cultural-awareness/business-culture-in-the-us/>)

4.2 Characteristics of the US negotiation style

American negotiators follow the same basic rule in negotiation that applies to all business communication in the USA: Say what you mean and mean what you say. Experienced negotiators will clearly express the terms they expect for certain goods or services. There might be a firmer tone than usual, but the motto is still: Hard on facts, soft on people. Stick to the facts and keep calm (<https://crossculture2go.com/negotiations-in-the-usa/>). They value clarity in their discussions and often use direct language and express their ideas and demands. They do not like it when someone is wasting their time by not getting directly to the point (<https://www.lingualinkdc.net/blog/us-negotiation>).

4.3 Key trait of US negotiators

Americans are typically flexible and creative in negotiations. If a price agreement cannot be reached, they may suggest alternative options or additional services to make the deal more appealing. It is important not to dismiss these creative proposals too quickly, as they are often intended to create a mutually beneficial arrangement, not to dominate the negotiation.

Generally, U.S. negotiators aim for a win-win outcome, reflecting the American sportsmanship ideal of fairness in business dealings. However, there are exceptions where a "winner takes all" mentality might prevail.

In the U.S., successful negotiations depend on clear communication and strong presentation skills. Negotiators are expected to show confidence. Being too modest is generally not effective. It is important to explain how the product benefits customers with examples, highlighting specific advantages and value. Thorough research on the U.S. company's needs is very important.

When planning a negotiation strategy, Americans often focus on immediate results rather than long-term goals. They usually prioritize quick profits because "time is money. A final contract should not be aimed for initially; instead, a deal that can be built upon later should be sought. Quick gains may be preferred over long-term returns by Americans. (<https://crossculture2go.com/negotiations-in-the-usa/>).

American culture values efficiency and getting results. Negotiations are usually well-structured, with a clear schedule and milestones to track progress. The focus is on achieving goals and hitting targets, often more than on building relationships (<https://www.commisceo-global.com/blog/what-is-the-business-negotiation-culture-in-the-usa>).

Before a final decision is made, everyone is expected to be heard. In a U.S. company, opinions on the deal are often requested from each team by the boss. The timing of the decision should be inquired about, as Americans focus on the present and expect quick results, so waiting should not be prolonged. Decisions should be put in writing, such as in a letter of intent. However, even contracts can be changed later. If conditions change, renegotiation will occur. Future orders will still be based on the existing agreement.

In the U.S., contracts are very detailed and cover all possibilities. Everything should be discussed at the beginning. In the end, only what is written in the contract is considered important (<https://crossculture2go.com/negotiations-in-the-usa/>).

4.4 Negotiation Strategies and Approaches

Americans value thorough preparation and research and they expect negotiators to know a lot about the topic, industry trends, and the other party's background, which helps them argue their points well. Staying alert during negotiations with Americans is important, as their style often has a competitive edge.

Constructive criticism is considered crucial for improvement and progress in U.S. business culture. Americans typically provide feedback openly and directly, concentrating on the issues rather than making personal attacks, which promotes transparency and fosters continuous improvement. Additionally, Americans are generally open to adjusting their positions and exploring alternative solutions as new information or market conditions arise. This adaptability allows negotiators to navigate complex situations and achieve the best possible outcomes (<https://www.lingualinkdc.net/blog/us-negotiation>).

„Negotiations in the United States can be conducted by individuals or teams of negotiators. Both approaches have their distinct advantages. Since decisions are often made by individuals, meeting the decision-maker one-on-one may help get results quickly. On the other hand, a well-aligned team with clearly assigned roles can be quite effective when negotiating with a group of Americans. Owing to the high degree of individualism that characterizes the culture, U.S. teams are not always well aligned, which sometimes makes it easy to play one member against the other. “ Katz (2007). American negotiators gather information and discuss details before bargaining, causing only minor delays. They often share some information and are open to questions about sensitive topics, even if they do not answer. They ask many questions and prefer direct answers. Being honest about what you do not want to share is important as misleading information is seen negatively. General questions may become more specific if they are seriously interested in closing the deal.

Negotiations in the U.S. often happen quickly because Americans value speed and efficiency. They prefer action over planning and analysing and want to end negotiations and start making changes soon. Even complex deals might be settled in one meeting, with follow-ups done by phone or email. Americans usually work in a structured manner and do not like interruptions or changing what they previously agreed to. They prefer to handle each issue separately and might not come back to the items once settled. This approach can be challenging for those from cultures that are more flexible and view it as too fixed.

If this style is encountered, calmness should be maintained and individual points negotiated if needed. It should be made clear if the agreement depends on other factors. Delaying negotiations or creating time pressure may backfire, as Americans do not like to waste time and they may be less willing to make concessions. If no response is received for a while, continued interest in the deal might be lacking. In the Southern U.S., a direct “no” might not be given; instead, calls or messages might go unanswered.

Most Americans are okay with bargaining but do not like to negotiate too aggressively. They can be ambitious and tough, aiming for the best possible deal. It is important to appear confident and firm, as showing insecurity might make them negotiate harder. Clearly stating the position, being ready to stand firm, and making unique offers are important as well as highlighting what makes the offer unique. They often start with strong positions, but once they see the negotiators are firm, they might be more open to making deals. Prices can change by about 20 to 30 percent from the first offer to the final deal. During negotiations, they focus more on disagreements

than on what both parties agree on. While most Americans expect fair play, they might use tactics like pretending not to care, misrepresenting value, or making false demand (Katz, 2008).

According to Katz (2008), corruption and bribery are rare in the United States, but not completely unheard of. Both legally and ethically, it is advisable to stay away from giving gifts of significant value or making offers that could be read as bribery. If a bribe is suspected, the situation should be carefully checked to ensure the counterpart's intentions are not misinterpreted.

4.5 Cultural Dynamics and Negotiation Challenges

American negotiators possess a distinct set of characteristics that significantly influence their approach to international negotiations. One of the most noticeable traits is their impatience. Americans are often eager to move quickly and efficiently through discussions, which contrasts with the slower, more deliberate pace that is common in many other cultures. The American focus on results and fast progress often leads to misunderstandings during negotiations, particularly when time is perceived differently by other cultures.

4.5.1 Negative characteristics of U.S. negotiators

Another widely recognized characteristic of U.S. negotiators is their arrogance. This perception is largely tied to the country's status as a global superpower. This arrogance can manifest during discussions, giving the impression that American negotiators believe they know best. Many American negotiators are surprised when accused of arrogance, not realizing how strongly this trait comes across in international settings, which can create tension.

American negotiators are often poor listeners. Lack of strong listening skills is closely linked to their impatience and, in some cases, perceived arrogance. Because they are often focused on driving the conversation forward, U.S. negotiators may not give attention to alternative perspectives, which can lead to assumptions of not being interested. This weakness in listening can undermine the negotiation process, as it may cause them to overlook valuable insights from the other side.

Many Americans may have a narrow view because they have limited exposure to other cultures. This can lead to mistakes and misunderstandings in negotiations, as they might miss cultural details. This lack of international experience can also cause insecurity, which might come across as disinterest or a sense of superiority, making cross-cultural interactions more challenging.

Another defining feature of American negotiators is their legalistic approach. Many U.S. negotiators are lawyers by profession, and this is reflected in their negotiation style so they focus on the details of an agreement. Once an agreement is reached, Americans typically view it as final and not open to further negotiation. This contrasts with other cultures that may see agreements more subject to change. The win-lose mindset, often instilled in American negotiators through their legal training, can sometimes clash with the growing global emphasis on win-win, consensus-driven negotiations.

4.5.2 Positive characteristics of U.S. negotiators

Despite these challenging traits, American negotiators are also known for their friendliness and outgoing nature. Their ability to build rapport and inject humour into tense situations often works in their favour, helping to create a more relaxed and trusting atmosphere at the negotiating table. This friendliness, along with a genuine belief in fairness and honesty, has earned American negotiators a reputation for fair play in international dealings. These qualities help create an environment where all parties feel respected, which is beneficial for successful outcomes.

In addition to being friendly, American negotiators are often more flexible than their counterparts from other nations. They typically have greater authority to make decisions on the spot, which allows them to adapt quickly to new information or evolving situations. This flexibility is supported by the presence of subject matter experts within U.S. delegations, who can provide immediate answers and insights during negotiations. As a result, American negotiators are able to respond more fluidly to challenges and adjust their positions when necessary, helping to facilitate progress.

One of the most respected qualities of American negotiators is their willingness to take risks. U.S. negotiators are often open to putting forward bold, innovative ideas or compromises to move the negotiation process forward. They may suggest creative language or untested solutions without waiting for approval from their headquarters, demonstrating a willingness to take calculated risks in order to achieve consensus. This readiness to innovate is seen as a strength and is respected by other international negotiators.

U.S. negotiators are also known for their pragmatism. They tend to avoid flowery language or ideological debates, preferring to focus on the substance of the issues at hand. Their practical, no-nonsense approach is designed to drive discussions toward concrete outcomes, rather than

getting bogged down in lengthy theoretical discussions. This focus on practicality helps keep negotiations moving forward efficiently.

In terms of preparation, American negotiators are often among the best-prepared delegations at the table. Months of work go into developing detailed position papers, briefing documents, and strategies before negotiations even begin. This thorough preparation allows U.S. negotiators to anticipate potential issues and respond effectively during discussions, giving them a strategic advantage. The preparation process also involves extensive coordination among various government agencies, ensuring that all perspectives are considered and that the U.S. speaks with one voice.

Finally, American negotiators are highly cooperative. They recognize the importance of teamwork, both within their delegation and with other international parties. The U.S. negotiators work closely with other delegations, conference officials, and stakeholders, while maintaining respect for the authority of the head of their own delegation. This collaborative approach ensures that U.S. negotiators are able to build consensus and navigate complex, multi-party negotiations effectively.

In conclusion, U.S. negotiators possess a combination of positive and negative traits. While impatience, arrogance, and a legalistic mindset can sometimes hinder their effectiveness, their friendliness, fairness, flexibility, and pragmatic approach often outweigh these drawbacks. With increased awareness, training, and experience, American negotiators can continue to refine their skills and strengthen their reputation on the global stage, earning even greater respect and success in international negotiations (<https://americandiplomacy.web.unc.edu/2001/03/americans-view-of-the-u-s-negotiating-style/>).

4.6 Case studies and examples of negotiations in the USA

In this section, real-life examples of negotiation practices in the USA will be explored. These case studies will provide insights into common strategies and approaches used by American businesses during negotiations.

4.6.1. Ahold Delhaize negotiation

During a key negotiation at Ahold Delhaize¹, a major deal was struck with one of its top five suppliers. The deal involved multiple countries and categories, with up to 10 buyers and over 20 category managers, making it critical for both parties due to its size and complexity.

Before this, the relationship between Ahold Delhaize and the supplier had been difficult, marked by mistrust and a win-lose approach in negotiations. This strained dynamic led to a decline in revenue, market share, and margins for both parties, as well as a loss of customers. In response, Ahold Delhaize decided to change its approach, focusing on collaboration and rebuilding trust. Several steps were taken:

1. **Strategic sessions:** Regular strategic sessions were organized throughout the year, divided by country, category, and format. These sessions aimed to understand each other's interests, build trust, and regain lost customers.
2. **Negotiation Preparation:**
 - **Internal alignment:** Internal meetings were held to align the company's sourcing plan and gather input from stakeholders. Internal negotiations were sometimes difficult, as not all colleagues fully understood the supplier's limitations.
 - **Negotiation planning:** The team dedicated two full days for the negotiation at an external location. Having the right people at the table and keeping the office available for support was crucial to the process.
3. **The Negotiation:** With trust established and key decision-makers present, the negotiation progressed smoothly. Both sides worked toward compromises that benefited both, leading to a win-win outcome within two days, far quicker than usual.

The results were seen over the following year, as revenue grew, market share increased, and margins improved significantly.

Key takeaways:

- **Ongoing negotiation and trust:** Trust and preparation are built throughout the year through regular strategic discussions, which help ensure smoother negotiations.

¹ Ahold Delhaize- Dutch-Belgian multinational retail and wholesale holding company

- **Dedicated negotiation time:** Setting aside focused time for negotiations helped reach a complex deal in a fraction of the usual time.
- **Collaborative approach:** Offering concessions and working together led to better outcomes than a confrontational approach, a strategy that has since been maintained in future negotiations.

This negotiation demonstrates the value of preparation, trust, and collaboration in achieving successful business outcomes.

4.6.2 Deal Termination Between Kraft Foods and Starbucks

The termination of the deal between Kraft Foods and Starbucks also offers valuable lessons in both negotiation strategies and adapting to changing market conditions.

In 1998, Starbucks and Kraft entered into an agreement to distribute Starbucks packaged coffee in grocery stores. However, by 2010, shifts in the coffee industry, particularly the rise of single-serve coffee pods, prompted Starbucks to seek more flexibility to better align with these trends. They proposed buying out Kraft's contract for \$750 million. Kraft objected to this termination, leading to a standoff. Despite Kraft's objections, Starbucks moved forward, effectively ending the agreement.

Following this, Starbucks saw significant growth in the single-serve coffee pod market and grocery store sales, but the termination triggered a dispute that led to arbitration after the two companies failed to resolve the matter independently. In 2013, an arbitrator ruled in Kraft's favour, determining that Starbucks had breached the agreement and ordering them to pay Kraft \$2.75 billion.

This case illustrates the importance of flexibility, but it also sheds light on negotiation tactics. Had both companies been more proactive in renegotiating terms as the market changed, they might have avoided such a costly dispute. For businesses in rapidly evolving markets, periodic contract renegotiations should be built into agreements to ensure terms remain beneficial to both parties. This approach allows for ongoing adjustments rather than reactive measures when challenges arise.

Moreover, the inclusion of defined exit strategies in negotiations is essential. In this case, had Starbucks and Kraft negotiated clear termination clauses from the start—maybe involving compensation or penalties for early exits—the dispute could have been resolved more efficiently and without resorting to arbitration. In negotiation, anticipating change is crucial.

Negotiators should look beyond immediate gains and consider how the agreement will hold up in evolving markets. Being flexible in the negotiation phase, making long-term strategies, and agreeing on rules for future renegotiation or exit terms can prevent conflicts and help maintain strong business relationships.

In conclusion, this case emphasizes not only the importance of flexibility and foresight in contract creation but also the value of negotiating with a long-term and adaptive mindset. This ensures that agreements remain fair and sustainable, even as market conditions evolve (<https://procurementtactics.com/negotiation-examples/>).

5. NEGOTIATIONS IN CROATIA

There is a lack of detailed information about how negotiations are conducted specifically in Croatia. While there is some general research on business negotiations, there is not much insight into the unique practices and nuances of negotiations in Croatia. There is information about business culture in Croatia but none really about how they negotiate. This makes it hard to understand how Croatian negotiation styles compare to those in other countries. Basically, more focused research is needed to really understand how negotiations work in Croatia, how they might differ from international practices, and what that means for both local and global business interactions.

It may take several meetings for Croatian business partners to become more receptive and less formal. Therefore, it is advisable to invest time in developing a personal relationship with them to facilitate smoother business cooperation. A degree of cross-cultural adaptability is also necessary. Business in Croatia usually moves more slowly, and there are often many procedural steps to go through. Croatians are not always straightforward in their communication, often expressing things in a roundabout way. Due to politeness, many Croatians avoid giving a direct “no,” and phrases such as “It is difficult” or “We will see” are often indications of a negative response (<https://businessculture.org/southern-europe/business-culture-in-croatia/meeting-etiquette-in-croatia/>).

5.1 Business culture in Croatia

As with most countries, business meetings are accepted as a necessity of doing business in Croatia. Most Croatian businesspeople use the first meeting as an opportunity to get to know their partner they will need two or three meetings before they are able to decide if they are going to do business. These meetings are used as a form of bonding between the two people or group to gauge the level of trust between them before starting business arrangement (<https://businessculture.org/southern-europe/business-culture-in-croatia/meeting-etiquette-in-croatia/>).

“Croatia does not have a developed global business sector, still relying heavily on tourism. However, this is changing with a younger, highly skilled workforce attracting new cutting-edge industries like IT and green energy. Croatia’s business culture is informal, relying on large social networks, with little formality in terms of chic offices, impressive marketing materials, or strategic approaches to business” (<https://www.expaticroatia.com/business-culture/>).

Learning about Croatia's values does take time, but using these three tools can help adapting to a new culture more quickly:

1. Understanding Key Differences – Identifying the main areas where business cultures vary helps to see how different value systems can impact work life.
2. Spotting Potential Conflicts – Recognizing where your business culture might clash with Croatian practices.
3. Troubleshoot Issues – If encountering any negative signals, taking the time to investigate and address them.

Croatians are accustomed to uncertainty and are great at improvising, taking risks, and trying new things. They often rely on intuition, making decisions based on their gut feeling rather than plans. This means they might jump into new ventures without a detailed plan and adapt as they go.

In Croatian business culture, strong social networks play a crucial role. Status is less about projecting an image and more about contributing meaningfully to these networks. Many Croatians work from home or modest offices that do not reflect their level of professionalism—architects, for example, may design cutting-edge homes but work from outdated spaces.

Before engaging in business, Croatians will evaluate individuals based on how well they fit into their social network. They will assess whether someone is good company, kind, open to joining their network, and willing to share personal information. They may also consider one's approach to giving and receiving gifts. Building trust is key before committing to a business relationship.

Boasting and showcasing expertise through qualifications are generally not in line with Croatian values, although this is gradually changing with younger, more globally oriented generations. Croatians are very social, so an invitation to "get together" is often seen as a sincere offer, sometimes even on short notice. They may interpret American friendliness as a gesture of friendship, which could lead to discomfort if the American prefers to keep the relationship strictly professional.

If the personal connection is not well-established, a Croatian might decide against proceeding with a business relationship, regardless of the attractive terms. While Americans often prioritize work, Croatians value relationships and see them as essential to successful business interactions (<https://www.expaticroatia.com/business-culture/>).

It is a good idea to learn a few Croatian greetings to break the ice at the start of a meeting. The common way to greet someone is with a handshake and by saying ‘Dobro jutro’ (good morning) or ‘Dobar dan’ (good day/good afternoon). When greeting a man, ‘dobro došao’ is used; for a woman, ‘dobro došla’; and for a group of people or an older person, ‘dobro došli’ is appropriate. The host will generally extend their hand first, so when introducing, both first and last names are used with a handshake. Afterward, business cards are exchanged. Surnames are used until an invitation is given to switch to first names.

In conversation, Croatians often speak loudly and animatedly, which is seen as a sign of passion and expressiveness rather than anger. Being quiet might be interpreted as lacking confidence. While Croatians have strong opinions, they tend to express them diplomatically and respectfully, choosing their words carefully.

Croatian business people are usually multilingual, with English, German, and Italian (especially in coastal Istria) being common business languages in addition to Croatian. Humour is frequently used in conversations, and Croatians often laugh at challenging situations or personal weaknesses (<https://www.babelgroup.co.uk/resources/doing-business-in/doing-business-in-croatia/>). When conducting business meetings in Croatia, it is important to observe certain customs and practices to ensure a positive and respectful interaction.

Respect should be shown to everyone encountered, including strangers, as Croatians often acknowledge those they pass. When discussing business matters, it is beneficial to ask for Croatians’ opinions—they will appreciate the interest and be more willing to help, which can build trust. Additionally, translating one side of a business card into Croatian is a considerate gesture. While not mandatory, this shows respect and can leave a good impression on Croatian business partners.

A weak handshake should be avoided in Croatian culture, as it may suggest a lack of confidence. The handshake should be firm but not too strong, with direct eye contact. Overly friendly gestures like back-slapping, hugging, or cheek kissing, as well as hand-kissing, are inappropriate, especially during a first meeting.

If the Croatian company is hosting the meeting, some flexibility in the agenda should be expected. Meetings usually begin with small talk to build rapport, as Croatians value getting to know their business partners. Conversations are often expressive, and it is common for the meeting to deviate from the written agenda, allowing the conversation to flow naturally. Depending on the meeting's duration, refreshments may be offered in the office, or an invitation

to a working lunch at a nearby restaurant may follow. For all-day meetings, a dinner invitation is also common afterward (<https://businessculture.org/southern-europe/business-culture-in-croatia/meeting-etiquette-in-croatia/>).

5.2 Research about Croatian negotiation culture

To gain a better understanding of negotiation practices within the Croatian business context, a series of interviews with several Croatian companies was conducted. The aim of these interviews was to explore how negotiations are handled in Croatia, identify prevalent strategies, and examine the influence of cultural and contextual factors on the negotiation process.

Through these discussions, the specific approaches Croatian businesses use during negotiations were sought to uncover, as well as the common challenges they encounter, and how their negotiation practices are informed by local customs and values. The insights gathered from these interviews provide a view of how negotiations are conducted in Croatia, revealing both the similarities and differences compared to practices in other regions.

In the following section, the results of these interviews will be presented in detail. The results offer a perspective on the Croatian negotiation style, highlighting key practices, cultural influences, and practical considerations for anyone engaging in business negotiations. These data not only enhance understanding of Croatian business negotiations but also serve as a valuable resource for navigating and adapting to these practices effectively.

5.3 Results of research about Croatian negotiation culture

For this research, interviews were conducted with several Croatian companies, including Piteks d.o.o, Videc Interijeri j.d.o.o, Maraton usluge d.o.o, obrt Tapetarija Videc and Sjever Sjeverozapad d.o.o. Piteks d.o.o. is a textile production and trade company, Videc Interijeri d.o.o. is a a company engaged in the production of custom-made beds and mattresses, Maraton usluge d.o.o. is a company that deals with plumbing repairs and installation services, obrt Tapetarija Videc is an upholstery and furniture manufacturing company and Sjever Sjeverozapad d.o.o. is engaged in the production of television programs and distribution, the production of video films and live broadcasts. These companies shared their experiences and approaches to business negotiations, providing valuable insights into how negotiations are typically handled in Croatia. Each company offered a unique perspective, helping to clarify how Croatian businesses approach and manage negotiations. The interviews covered both domestic and international negotiations, highlighting how cultural differences and business customs can influence negotiation strategies. The input from these companies was essential in

understanding common practices in Croatian business and how businesses adapt their negotiation methods when necessary. In the following section, the results of these interviews will be presented. These findings highlight key strategies and ideas used by Croatian businesses, offering a clearer picture of the negotiation culture within Croatia.

Based on the responses from Piteks d.o.o., several key insights can be drawn about their approach to business negotiations, especially within the textile industry in Croatia. Their approach to negotiations is pragmatic, focusing on long-term relationships, the quality of collaboration, and adjusting to the specific needs of their clients, whether domestic or foreign.

One of the first steps in negotiations involves highlighting the company's history and its successful long-term partnerships with customers, which helps build trust with potential partners. Piteks d.o.o. recognizes that negotiations with domestic and international partners require certain adjustments. While cultural norms in the region are mostly similar, the key difference lies in the pricing achievable with foreign clients compared to domestic ones. This difference in pricing suggests greater profitability when working with foreign partners, alongside the need to adjust to various holidays and deadlines.

Regarding the key factors for successful negotiations, Piteks d.o.o. emphasizes the importance of assessing the client's interest and finding a compromise on pricing. Authority and hierarchy also play a role, but their significance depends on the size of the company being negotiated with and the experience of the person conducting the dialogue.

When it comes to measuring the success of negotiations, the company sees long-term relationships as a crucial component, as achieving a favourable short-term price does not bring long-term benefits. This approach highlights Piteks's strategic focus on stability and ongoing collaboration with partners, which is especially important in the textile industry, where it takes time to align production lines.

Conflict resolution during negotiations is primarily based on prevention – the company ensures production quality through trial batches, thereby demonstrating their ability to meet client demands. This is also a way to avoid conflicts and maintain constructive dialogue.

One of the challenges Piteks d.o.o. faces is the lack of specialized training and workshops for the textile industry in Croatia. Despite this, thanks to experience and adaptability, the company has managed to acquire the necessary knowledge through cooperation with foreign

clients and internal training. This flexibility and willingness to adapt are key lessons learned over the years of operation.

An interesting observation from their responses is the trend of larger clients shifting to Eastern markets, making it increasingly difficult to secure desired negotiation terms in Croatia. This further emphasizes the need for flexibility and the ability to adapt in a changing business environment.

The timeframe for negotiations depends on the complexity of the product – if it involves creating samples or trial batches, the process can take up to three months. This shows that detailed analysis is often necessary, especially when dealing with more complex production processes.

In their communication during negotiations, Piteks d.o.o. prefers a direct style, considering it the best way to assess the client's interest and ensure clarity in discussions. This straightforwardness helps avoid misunderstandings and allows for quicker decision-making.

A review of these responses shows that Piteks's approach to negotiations is focused on long-term goals, adapting to changing market conditions, and emphasizing transparent communication and reliability. Although they face challenges, especially with competition from Eastern European markets, the company relies on its experience and flexibility to remain competitive and maintain strong relationships with partners.

Next company that was interviewed was Maraton usluge d.o.o. In their approach to business negotiations, Maraton usluge d.o.o. shows a pragmatic and results-oriented strategy. They adopt a negotiation approach that focuses primarily on fast deal-making rather than prolonged relationship-building. This approach is more results-driven, reflecting their desire for quick and efficient outcomes. When comparing negotiations with domestic and foreign partners, the company does acknowledge differences, with strategy adjustments based on the credibility of the partner, the nature and volume of work, and the financial stakes. This flexibility allows them to navigate different market norms and partner expectations, depending on the country of origin.

Key to their negotiation success is the thorough understanding of their counterpart. This company places high importance on knowing the partner's position and intentions in the

market, as well as the personal traits of the individual negotiating. The better they know their partner and their own objectives, the more successful the negotiation are to be.

In terms of decision-making, hierarchy and authority play significant roles. At Maraton usluge, decisions are primarily made by the company's directors, with the hierarchy remaining unchanged throughout the negotiation process. The consistent involvement of top leadership in the negotiations ensures that decisions align with the company's long-term goals and allows for a more authoritative negotiation stance.

Success in negotiations is measured largely by the achievement of set goals, although the company acknowledges the importance of long-term relationships. They see strong relationships as a result of meeting objectives, not a starting point. Conflicts are prevented through compromise and flexible negotiation structures that allow for adjustments, reducing the chances of disagreements.

Training for negotiation is not formalized in the company. Instead, the necessary skills are developed over time through experience. The directors rely on their accumulated knowledge from past negotiations, along with the belief that each negotiation offers valuable lessons that enhance future outcomes. Maraton usluge has learned to approach negotiations with clarity, patience, and careful observation of their counterpart, as each negotiation requires a customized approach.

Regarding timelines, the company adapts its approach based on the complexity of the negotiation. Simple deals may be completed within a week, while more complex negotiations may stretch over several months. This flexibility allows for quick decision making and in depth analysis when necessary.

Finally, the communication style at Maraton usluge is direct and assertive. They value clear, straightforward communication, which they believe is the most effective way to understand the partner's intentions and drive negotiations towards a favorable outcome.

This analysis shows that Maraton usluge d.o.o. adopts a pragmatic and flexible approach to business negotiations, balancing quick decision-making with careful consideration of their counterpart's position and objectives.

Next company is Videc Interijeri j.d.o.o. Videc Interijeri focuses on quick and efficient approach to negotiations. From the start, they focus on clearly defining goals and desires, which helps in avoiding misunderstandings and speeding up the agreement process. Their

preparation involves a detailed presentation of their products, and they prioritize quick information exchange to facilitate faster deal closures.

When it comes to domestic versus international partners, Videc Interijeri treats all clients equally regarding service quality, communication, and fulfilment of agreements. The primary differences lie in logistical considerations, such as varying delivery procedures and customs formalities for international partners.

Key factors for successful negotiations, according to Videc Interijeri, include clear and effective communication, a strong understanding of their products, and honesty to build long-term relationships. Hierarchy and authority play a minor role in their decision-making process. Decisions are usually made together, focusing on a flexible and equal negotiation style.

Videc Interijeri measures negotiation success by their ability to keep long-term relationships, though they also acknowledge the importance of meeting specific goals. They avoid conflicts by recognizing disagreements early and maintaining open communication, resolving issues through mutual cooperation.

Skills that are crucial for successful negotiations include clear, precise communication and knowledge of Croatian business culture. Although they do not conduct specific training, they value experience gained through negotiation practice.

Key lessons learned from their experience highlight the importance of personal contacts and networks in Croatia. Building and maintaining good relationships is critical, as is understanding local cultural norms and business ethics. Negotiations can be long and complex, requiring patience and endurance for successful outcomes.

Regarding timeframes, Videc Interijeri prefers detailed analysis over quick decisions. They thoroughly investigate all aspects before making decisions, ensuring well informed and high quality negotiations. Their communication style is direct, which speeds up information exchange and reduces misunderstandings.

Tapetarija Videc also gave insightful information. Tapetarija Videc prioritizes relationship building as a foundational step before engaging in negotiations. They believe that establishing a strong relationship with the other party helps in addressing issues and finding solutions more effectively. Clear communication, strategic planning, and patience are

essential elements in their negotiation approach. They are satisfied when both parties reach a mutual compromise and feel good with the outcome.

In negotiations with domestic versus international partners, Tapetarija Videc finds that cultural and linguistic similarities with domestic partners facilitate smoother communication and understanding. Negotiations with international partners are approached with more formality due to differing business customs. They focus on achieving quicker agreements where possible, and meetings and business trips play a significant role in strengthening connections with international partners.

For Tapetarija Videc, key factors influencing successful negotiations include thorough research on the partner, having clear goals and strategies, effective communication, trust, and strong relationships. They emphasize the importance of understanding how hierarchy and authority function within both their own organization and that of their partners to adapt their approach and enhance the chance of success.

Success in negotiations is measured by achieving key objectives such as financial terms, timelines, and specific conditions. While they also value long-term relationships, they believe that achieving the primary goals is more crucial for defining the success of negotiations.

To address and resolve conflicts during negotiations, Tapetarija Videc aims to avoid conflicts by finding compromises and clarifying issues before finalizing decisions. They consider patience and understanding vital for successful conflict resolution.

Essential skills for successful negotiations in Croatia include good communication, cultural awareness, patience, and knowledge of legal aspects. Tapetarija Videc supports these skills through training and workshops to maintain long-term collaboration.

Key lessons learned from negotiations in Croatia include the importance of building relationships, patience, flexibility, adaptability, respect for authority, and resolving conflicts through compromise.

When it comes to managing timeframes during negotiations, Tapetarija Videc believes in setting realistic deadlines to avoid hasty decisions. They adjust to the circumstances and needs of their business partners to ensure optimal solutions for all involved. Their communication style in negotiations is typically direct and open, focusing on clearly defining interests and maintaining openness in expression.

The last company that was interviewed is Sjever Sjeverozapad d.o.o.. Based on the responses from the company Sjever Sjeverozapad, their negotiation approach focuses on long term relationships and flexibility, depending on the cultural and business norms they encounter. Building relationships in negotiations, especially with international partners, is central to their strategy, highlighting the importance of trust and understanding different communication styles and negotiation strategies. This focus on relationships is balanced with the need for efficiency and quick deal-making, particularly with domestic partners. This balance between short term goals and long term relationships shows a pragmatic and strategic approach to negotiations.

In terms of international negotiations, the company demonstrates a high level of adaptability. Examples such as slower negotiations with Japanese partners, where trust-building is key, or more efficient, results-driven negotiations with American partners, showcase how understanding cultural differences is crucial for success. This approach also shows the importance of research and preparation, which is one of the critical success factors in negotiations.

When it comes to key factors for successful negotiations, preparation, flexibility, emotional intelligence, and communication skills stand out, affirming the importance of a holistic approach that considers not only the goals but also the relationships and understanding of interpersonal dynamics. Through training and workshops, the company ensures that its employees develop the essential skills needed for successful negotiations, which is a critical strategic step toward ongoing success in business negotiations.

It is worth noting that hierarchy and authority are important elements in the decision-making process, emphasizing the structural aspect of negotiation organization within the company. However, flexibility and adaptability to different phases of negotiations also allow for adjustments according to the circumstances, which contributes to long term success.

The company also shows a high level of awareness regarding how they measure negotiation success, where both achieved goals and long-term relationships are equally important. This balance between results and relationships ensures sustainable business cooperation, which is crucial for lasting growth.

Lastly, the approach to resolving conflicts and managing timelines in negotiations shows a preference for problem-solving through clear communication, open dialogue, and

preventive measures, confirming their strategy of avoiding conflict and maintaining a constructive atmosphere.

All these characteristics point to a company that understands the importance of strategy, adaptability, and interpersonal relationships in negotiations and strives to maximize these factors to achieve success in both domestic and international markets.

6. ANALYSIS OF THE NEGOTIATION CULTURES OF THE USA AND CROATIA

Negotiation styles vary greatly between different cultures, reflecting their unique business practices and values. This analysis compares negotiation cultures in the USA and Croatia, focusing on key differences and similarities that impact business interactions.

In the United States, negotiations are typically direct and focused on achieving results. American negotiators value efficiency and tend to prioritize clear, straightforward communication. They often approach negotiations with a problem-solving mindset, aiming for quick and effective agreements. Building personal relationships is generally less emphasized compared to achieving business objectives.

1. **Communication Style:** American negotiators prefer direct communication. They value clarity and assertiveness, which helps in quickly identifying and addressing issues.
2. **Decision-Making:** Hierarchy plays a significant role. Decisions are usually made by senior executives, and authority is respected. This often leads to a structured negotiation process where the final decision rests with the top leadership.
3. **Negotiation Goals:** The focus is on achieving concrete, measurable outcomes. Long-term relationships are valued but are often seen as a secondary benefit rather than the primary goal.
4. **Conflict Resolution:** Disputes are addressed directly and pragmatically. American businesses often seek to resolve conflicts through straightforward negotiation and compromise.
5. **Cultural Considerations:** While Americans are open to international business, they expect a level of familiarity with their negotiating style. Understanding this style can be crucial for successful negotiations.

Negotiations in Croatia are influenced by a combination of personal relationships, cultural norms, and a pragmatic approach. Croatian negotiators place significant importance on establishing trust and maintaining long-term relationships. They are more likely to emphasize the importance of personal connections and cultural understanding in their negotiations.

1. **Communication Style:** Croatian negotiators often prefer a more personal and relationship-oriented approach. Clear communication is important, but there is also a focus on building trust and understanding through personal interactions.
2. **Decision-Making:** The role of hierarchy varies. Decisions may involve multiple levels of the organization, and understanding the internal dynamics of the partner company can be important.
3. **Negotiation Goals:** While achieving specific business outcomes is important, Croatian negotiators often prioritize establishing strong, long-term relationships. They value ongoing collaboration and are willing to make compromises to build trust.
4. **Conflict Resolution:** Croatian businesses often focus on preventing conflicts through proactive communication and compromise. They prefer to address issues before they escalate, maintaining a constructive dialogue throughout the negotiation process.
5. **Cultural Considerations:** Croatian negotiators are keenly aware of cultural differences and may adjust their approach based on the background of their negotiating partners. They place a strong emphasis on understanding and adapting to these cultural nuances.

Piteks d.o.o.: This textile company focuses on long-term relationships and flexibility. They highlight the importance of adapting to client needs and achieving a balance between domestic and international clients. Their negotiation approach includes emphasizing their history, managing expectations, and preventing conflicts through high-quality production.

Maraton usluge d.o.o.: Known for a pragmatic and results-oriented approach, Maraton usluge d.o.o. values swift deal-making and thorough understanding of their partners. They balance efficiency with a focus on achieving set goals and adapting strategies based on partner credibility and financial stakes.

Videc Interijeri j.d.o.o.: This company emphasizes clear communication and quick information exchange. They treat all clients equally in terms of service quality but recognize differences in logistical considerations. Videc Interijeri values long-term relationships and careful preparation in negotiations.

Tapetarija Videc: Prioritizing relationship building, Tapetarija Videc focuses on clear communication, strategic planning, and patience. They adapt their approach based on whether they are negotiating with domestic or international partners and emphasize achieving key objectives while maintaining strong relationships.

Sjever Sjeverozapad d.o.o.: This company demonstrates flexibility and adaptability in negotiations, highlighting the importance of understanding cultural differences. They balance long-term relationship building with efficient deal-making, using preparation and emotional intelligence to drive successful outcomes.

The negotiation cultures of the USA and Croatia reflect different priorities and approaches. American negotiators often emphasize efficiency and clear, direct communication, while Croatian negotiators focus on building trust and maintaining long-term relationships. Understanding these cultural differences is crucial for successful negotiations in both contexts, and companies must adapt their strategies accordingly to achieve optimal results.

6. CONCLUSION

This thesis provides a comprehensive analysis of the negotiation cultures in the USA and Croatia, highlighting key differences and similarities that shape business interactions in these regions.

In the United States, the negotiation style is characterized by a direct and results-oriented approach. American negotiators value clarity and efficiency, aiming to reach agreements quickly and effectively. Personal relationships, while acknowledged, are often secondary to achieving concrete business outcomes. American businesses tend to resolve conflicts through straightforward negotiation and compromise, and the decision-making process is typically hierarchical, with senior executives holding the final authority. This focus on efficiency and direct communication shows a pragmatic approach to business dealings.

In contrast, Croatian negotiations place a significant emphasis on personal relationships and trust. Croatian negotiators prioritize building long-term connections and adapting their strategies to fit cultural norms. Although achieving specific business goals remains important, the emphasis on maintaining strong relationships and understanding cultural nuances is more pronounced. Croatian negotiators often use a more personal and relationship-oriented approach, aiming to prevent conflicts through proactive communication and compromise. The decision-making process in Croatia can involve multiple levels of the organization, reflecting a less rigid hierarchy compared to the USA.

The research conducted with Croatian companies such as Piteks d.o.o., Maraton usluge d.o.o., Videc Interijeri j.d.o.o., Tapetarija Videc, and Sjever Sjeverozapad d.o.o. provides valuable insights into how these organizations navigate negotiations. Piteks d.o.o. emphasizes long-term relationships and flexibility, adapting their approach based on client needs and market conditions. Maraton usluge d.o.o. adopts a pragmatic, results-driven strategy, focusing on quick deal-making and understanding partner credibility. Videc Interijeri j.d.o.o. highlights the importance of clear communication and equal service quality for all clients, while Tapetarija Videc prioritizes relationship building and strategic planning. Sjever Sjeverozapad d.o.o. demonstrates adaptability and emotional intelligence in both domestic and international negotiations.

Overall, this comparison shows the importance of understanding cultural differences in negotiation styles. American negotiators should be aware of the Croatian emphasis on relationships and cultural sensitivity, while Croatian negotiators can benefit from recognizing the American focus on efficiency and directness. Adapting negotiation strategies to these cultural contexts is essential for achieving successful outcomes and fostering strong business relationships. By appreciating and accommodating these differences, businesses can navigate international negotiations more effectively and build enduring partnerships.

STATEMENT OF AUTHORSHIP

MEDIMURSKO VELEUČILIŠTE U ČAKOVCU

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ATTACHMENT

PITEKS D.O.O.

- 1. Kako biste opisali vaš tipičan pristup pregovaranju?** (npr. fokusirate li se više na izgradnju odnosa ili na brzu realizaciju dogovora)
Za početak pregovora istaknem povijest firme, zadovoljne kupce s kojima dugoročno surađujemo i sve pozitivne efekte ako započnu suradnju .Svakako za suradnju s novim kupcem utječe i informacija dali je početak suradnje inicirana od kupca ili nas jer prema tome se mogu postaviti bolji početni prijedlozi suradnje.
 - 2. Kako se u vašem poduzeću pristupa pregovorima kada se radi o domaćim partnerima u usporedbi s inozemnim? Postoje li značajne razlike? Možete li navesti konkretne primjere gdje ste morali prilagoditi svoju strategiju pregovaranja zbog različitih kulturnih ili poslovnih normi?** (prilagođavate li strategiju zavisno o zemlji iz koje partner dolazi?)
Početna razlika između domaćih i stranih kupaca je da se kod domaćih kupaca ne može postići ista cijena kao sa stranim pa se taj važni dio mora uzeti u obzir .Pošto mi surađujemo s kupcima iz Hrvatske ,Slovenije, Austrije, Njemačke većina kulturnih normi je slična ili ista samo su razlike u nekim praznicima koji se ne podudaraju s našim pa treba prema tome prilagoditi isporuke.
 - 3. Koji su po Vama ključni faktori koji utječu na uspjeh pregovora?**
Procjena kupca koliku želju ima za suradnju te procjena koja je maksimalna cijena za koju bi pristao da surađujemo.
 - 4. Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora?**
Nije u svim firmama isto nekad je bolje pregovarati s iskusnim pregovaračem, a nekad ne te ako je neiskusni treba odobrenje u hijerarhije da se potvrdi dogovor. **Tko u**
-

ne te ako je neiskusni treba odobrenje u hijerarhije da se potvrdi dogovor. **Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?**

Ovisno o firmi i veličini firme, iskustvu, želji za suradnjom.

5. Kako mjerite uspješnost pregovora? Je li uspjeh pregovora više vezan uz postignute ciljeve ili dugoročne odnose?

Dobar omjer obojeg ništa ne znači dobra cijena u kratkom razdoblju jer kad se linija pripremi i uhoda treba vremena te se dugoročno bolje isplati.

6. Kako se u vašem iskustvu tumače i rješavaju konflikti tijekom poslovnih pregovora u Hrvatskoj? (Kako pokušavate prevenirati konflikte prije nego što do njih dođe, i koje strategije koristite za održavanje konstruktivnog dijaloga?)

Ne zamarati kupce stvarima koji se moraju riješiti u proizvodnom procesu koji zna šta radi. Probna serija je uvijek dobar pokazatelj kupcu da znaš i možeš uraditi proizvod koji se traži.

- 7. Koje su ključne vještine ili osobine koje su potrebne za uspješne poslovne pregovore u Hrvatskoj?** (Kako vaša tvrtka osigurava da zaposlenici razviju ove ključne vještine? Provodite li specifične obuke ili radionice?)
- Nažalost više ne postoje obuke i radionice za Tekstilnu industriju iako mi smo s godinama skupili veliki dio znanja i iskustva sami jer da opstanemo trebali smo se prilagoditi različitim proizvodima i strojevima te smo većine specijalnih obuka radili kod stranih kupaca ili interno. To je jedna od pozitivnih strana pregovora da možemo istaknuti koje opseg proizvoda možemo raditi i imamo radnike obučene za to i strojeve.
- 8. Koje ključne lekcije ste naučili iz poslovnih pregovora u Hrvatskoj?**
- Sve je teže ispregovarati željene uvjete jer svi veći kupci su otišli na istok, a manji žele samo početi poslovati kod nas, a kad im poraste potražnja za većim količinama isto odlaze na istok.
- 9. Kako se u vašem poduzeću pristupa vremenskom okviru tijekom pregovora?** (stavlja li se naglasak stavlja na brzu odluku ili se preferira detaljna analiza? Koliko dugo obično traje proces pregovaranja u vašoj industriji u Hrvatskoj?)
- Ovisi je li u pregovore uključena izrada uzoraka, probne serije ili samo cijena. Maksimalno pregovaranje s probnom serijom 3 mjeseca.
- 10. Koji su najčešće korišteni komunikacijski stilovi u vašem poduzeću tijekom pregovora?** (koristite li više direktnu ili indirektnu komunikaciju?)
- Najbolje direktna komunikacija jer se tako najbolje može ispitati želja za suradnjom.

MARATON USLUGE D.O.O.

- 1. Kako biste opisali vaš tipičan pristup pregovaranju?** (Npr. fokusirate li se više na izgradnju odnosa ili na brzu realizaciju dogovora?)
- Više se fokusiram na brzu realizaciju dogovora.
- 2. Kako se u vašem poduzeću pristupa pregovorima kada se radi o domaćim partnerima u usporedbi s inozemnim? Postoje li značajne razlike? Možete li navesti konkretne primjere gdje ste morali prilagoditi svoju strategiju pregovaranja zbog različitih kulturnih ili poslovnih normi?** (Prilagođavate li strategiju zavisno o zemlji iz koje partner dolazi?)
- Postoje određene razlike za domaće-inozemne partnere. Strategija ovisi o kredibilitetu partnera, vrsti i količini ponude/posla, kao i o cijeni posla o kojoj se pregovara.
- 3. Koji su po Vama ključni faktori koji utječu na uspjeh pregovora?**
- Ključni faktori koji utječu na uspjeh pregovora su svakako poznavanje partnera kao osobe koja u ime partnera sudjeluje u pregovorima kako bi se utvrdio pristup, poznavanje položaja partnera na tržištu. Što bolje poznaješ partnera i svoj cilj, pregovori će biti uspješniji.
- 4. Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora? Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?**
- Hijerarhija i autoritet su vrlo važni u procesu odlučivanja prilikom pregovora jer osobe koje imaju veći autoritet uspješnije su u pregovorima obzirom na njihovo

4. Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora?

Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?

Hijerarhija i autoritet su vrlo važni u procesu odlučivanja prilikom pregovora jer osobe koje imaju veći autoritet uspješnije su u pregovorima obzirom na njihovo poznavanje cilja pregovora i druge strane s kojom se pregovara. U principu samo brat i ja kao direktori pregovaramo i donosimo konačnu odluku. Hijerarhija i autoritet se u različitim fazama pregovora zapravo ni ne mijenjaju, konstantni su.

5. Kako mjerite uspješnost pregovora? Je li uspjeh pregovora više vezan uz postignute ciljeve ili dugoročne odnose?

Uspješnost pregovora u globalu mjerimo postotkom postignutih ciljeva. Važni su dakako i dugoročni odnosi, no smatram da je to u velikom broju slučajeva samo po sebi posljedica postignutog cilja.

6. Kako se u vašem iskustvu tumače i rješavaju konflikti tijekom poslovnih pregovora u Hrvatskoj? (Kako pokušavate prevenirati konflikte prije nego što do njih dođe, i koje strategije koristite za održavanje konstruktivnog dijaloga?)

U svaki pregovor ulazimo s mišljenjem da u startu mora postojati kompromis i definiran prostor „za manevre“, tako da se vjerojatnost konflikata tijekom poslovnih pregovora na taj način svede na minimum.

7. Koje su ključne vještine ili osobine koje su potrebne za uspješne poslovne pregovore u Hrvatskoj? (Kako vaša tvrtka osigurava da zaposlenici razviju ove ključne vještine? Provodite li specifične obuke ili radionice?)

Ne provodimo nikakve radionice, jer s vremenom se kroz iskustvo steknu ključne vještine potrebne za uspješne pregovore. Ne postoji recept, već s rastom broja pregovora u kojima sudjeluješ, stekneš vještine za uspješno svladavanje istih.

8. Koje ključne lekcije ste naučili iz poslovnih pregovora u Hrvatskoj?

Treba biti jasan, razumljiv i strpljiv. Polazim od toga da ne funkcioniramo svi jednako. Nekome treba više vremena da „pročita“ sugovornika, nekome manje. Sve ovisi od osobe do osobe. Pažljivo procijeniti sugovornika i čitati između redaka. Nije svaki pregovor uspješan, daleko od toga, ali svaki nosi pokoju lekciju.

9. Kako se u vašem poduzeću pristupa vremenskom okviru tijekom pregovora?

(Stavlja li se naglasak na brzu odluku ili se preferira detaljna analiza? Koliko dugo obično traje proces pregovaranja u vašoj industriji u Hrvatskoj?)

Trajanje procesa pregovaranja ovisi o vrsti posla koji je predmet pregovora. Neki pregovori se završe u roku tjedan dana, dok se neki prolongiraju kroz nekoliko mjeseci, ovisno o vrsti i količini posla. Naglasak se također razlikuje od pregovora do pregovora, ukoliko više čimbenika igra ulogu, naglasak je na brznoj odluci, no u većini slučajeva je ipak na detaljnoj analizi.

10. Koji su najčešće korišteni komunikacijski stilovi u vašem poduzeću tijekom pregovora? (Koristite li više direktnu ili indirektnu komunikaciju?)

Uvijek je to direktna, asertivna komunikacija.

VIDEC INTERIJERI J.D.O.O.

1. **Kako biste opisali vaš tipičan pristup pregovaranju?** (npr. fokusirate li se više na izgradnju odnosa ili na brzu realizaciju dogovora?)

Pristup pregovaranju posla fokusiramo više na brzu realizaciju dogovora. Odmah na početku jasno se definiraju želje i ciljevi, to omogućava da se izbjegnemo nesporazumi i ubrza postizanje dogovora. Na dogovore o poslu dolazimo dobro pripremljeni, sa jasnim informacijama o proizvodima koje nudimo. Brza razmjena informacija olakšava bržu realizaciju.

2. **Kako se u vašem poduzeću pristupa pregovorima kada se radi o domaćim partnerima u usporedbi s inozemnim? Postoje li značajne razlike? Možete li navesti konkretne primjere gdje ste morali prilagoditi svoju strategiju pregovaranja zbog različitih kulturnih ili poslovnih normi?** (prilagođavate li strategiju zavisno o zemlji iz koje partner dolazi?)

Bez obzira na to jesu li klijenti domaći ili strani svi se tretiraju jednako u smislu poslovne suradnje, kvaliteta usluge, komunikacije i poštivanja ugovorenih obaveza.

Jedina razlika koja se javlja odnosi se na specifičnosti isporuke robe, koje mogu uključivati različite logističke procedure, carinske formalnosti duže rokove isporuke za inozemne partnere.

3. **Koji su po Vama ključni faktori koji utječu na uspjeh pregovora?**

Ključni faktori koji utječu na uspjeh pregovora su jasna i učinkovita komunikacija, dobro poznavanje proizvoda i usluga koju nudimo tako da precizno odgovorimo kupcu na upite i dileme. Iskrenost i poštenje da stvorimo povjerenje za dugoročne odnose sa kupcima.

4. **Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora?**

Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?

Nama hijerarhija ne igra neku veliku ulogu u firmi, volimo zajednički donijeti odluke, pregovori su većinom fleksibilniji i ravnopravniji, a odluke se donose kroz suradnju.

5. **Kako mjerite uspješnost pregovora? Je li uspjeh pregovora više vezan uz postignute ciljeve ili dugoročne odnose?**

Uspješnost naših pregovora uvelike je povezana s naglaskom na izgradnju dugoročnih odnosa. Naša firma je uvijek za trajni i kvalitetniji odnos sa partnerima, što doprinosi uspjehu i održivosti pregovora.

6. **Kako se u vašem iskustvu tumače i rješavaju konflikti tijekom poslovnih pregovora u Hrvatskoj?** (Kako pokušavate prevenirati konflikte prije nego što do njih dođe, i koje strategije koristite za održavanje konstruktivnog dijaloga?)

Konflikte tijekom poslovnih pregovora nastojimo izbjeći pravovremenim prepoznavanjem nesuglasica i djelovanjem kroz otvorenu komunikaciju. Ukoliko dođe do konflikta on se rješava mirnim putem uz obostranu suradnju i fokus na postizanje rješenja koje zadovoljava interese obje strane.

7. Koje su ključne vještine ili osobine koje su potrebne za uspješne poslovne pregovore u Hrvatskoj? (Kako vaša tvrtka osigurava da zaposlenici razviju ove ključne vještine?

Provodite li specifične obuke ili radionice?)

Jasna precizna i prilagođena komunikacija je od presudne važnosti. Poznavanje hrvatske poslovne kulture i običaja je vrlo važno. Pregovori u Hrvatskoj mogu potrajati, jer se često teži izgradnji povjerenja prije donošenja odluke.

8. Koje ključne lekcije ste naučili iz poslovnih pregovora u Hrvatskoj?

U Hrvatskoj kao i u mnogim drugim zemljama poslovni odnosi često ovise o osobnim kontaktima i mreži. Izgradnja i održavanje dobrih odnosa može biti ključna za uspjeh pregovora i poslovanja. Razumijevanje lokalnih kulturnih normi i poslovne etike može pomoći u izbjegavanju nesporazuma i izgradnji pozitivnih odnosa. Poslovni pregovori mogu biti dugotrajni i kompleksni. Strpljenje i upornost često su ključni za postizanje uspješnih rezultata.

9. Kako se u vašem poduzeću pristupa vremenskom okviru tijekom pregovora? (stavlja li se naglasak na brzu odluku ili se preferira detaljna analiza? Koliko dugo obično traje proces pregovaranja u vašoj industriji u Hrvatskoj?) U našem poduzeću pristupamo

vremenskom okviru pregovora s posebnim naglaskom na detaljnu analizu. Preferiramo temeljito istraživanje i razmatranje svih aspekata prije donošenja odluka kako bismo osigurali kvalitetne i informirane pregovore.

10. Koji su najčešće korišteni komunikacijski stilovi u vašem poduzeću tijekom pregovora? (koristite li više direktnu ili indirektnu komunikaciju?)

Direktnu komunikaciju jer ona omogućuje bržu razmjenu informacija i brže rješavanje problema jer omogućuje neposredan odgovor i odmah razjašnjenje nesporazuma. Direktna komunikacija može smanjiti mogućnost pogrešaka koje mogu nastati zbog prijenosa informacija kroz više slojeva i kanala. Sve ove karakteristike doprinose učinkovitijem i produktivnijem radnom okruženju.

TAPETARIJA VIDEĆ

- 1. Kako biste opisali vaš tipičan pristup pregovaranju?** (Npr. fokusirate li se više na izgradnju odnosa ili na brzu realizaciju dogovora?)

Prije pregovaranja bitna mi je izgradnja odnosa sa drugom stranom kako bi lakše otklonili probleme i pronašli moguća rješenja. Bitna je jasna komunikacija kako bi se izbjegli nesporazumi, taktika i strpljenje. Zadovoljan sam ako je i druga strana zadovoljna i ako smo pronašli zajednički kompromis.

- 2. Kako se u vašem poduzeću pristupa pregovorima kada se radi o domaćim partnerima u usporedbi s inozemnim? Postoje li značajne razlike? Možete li navesti konkretne primjere gdje ste morali prilagoditi svoju strategiju pregovaranja zbog različitih kulturnih ili poslovnih normi?** (Prilagodavate li strategiju zavisno o zemlji iz koje partner dolazi?)

Sa domaćim partnerima postoji bolja kulturna i jezična bliskost što olakšava komunikaciju i razumijevanje. Sa inozemnim partnerima pristup je formalniji zbog poslovnih običaja te se više fokusiram na bržu realizaciju dogovora ovisno o zakonskim zahtjevima. Bitni su sastanci i poslovna putovanja kako bi se uspostavila jača veza.

- 3. Koji su po Vama ključni faktori koji utječu na uspjeh pregovora?**

Ključni faktori za uspjeh pregovora su: istraživanje o partneru sa kojim pregovaram, jasan cilj i strategija, efikasna komunikacija, povjerenje i odnosi. Važno je biti odlučan i donositi odluke u pravom trenutku kako bi se ostvarili dugoročni uspješni dogovori.

- 4. Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora? Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?**

Hijerarhija i autoritet mogu značajno utjecati na proces pregovaranja, ako njihova važnost ovisi o kontekstu. Pregovarači koji razumiju kako hijerarhija i autoritet funkcioniraju unutar njihove vlastite organizacije, ali i kod njihovih partnera mogu prilagoditi svoj pristup i povećati šanse za uspjeh.

- 5. Kako mjerite uspješnost pregovora? Je li uspjeh pregovora više vezan uz postignute ciljeve ili dugoročne odnose?**

Ako su ključni ciljevi pregovora postignuti (finansijski uvjeti, vremenski okviri, specifični uvjeti) pregovori se mogu smatrati uspješnima. Smatram da je uspjeh pregovora više vezan uz postignute ciljeve iako su i važni dugoročni odnosi.

6. Kako se u vašem iskustvu tumače i rješavaju konflikti tijekom poslovnih pregovora u Hrvatskoj? (Kako pokušavate prevenirati konflikte prije nego što do njih dođe, i koje strategije koristite za održavanje konstruktivnog dijaloga?)

Ako do konflikta dođe tijekom pregovora pokušavam izbjeći sukobe na način da se nađe kompromis kako bi se situacija razjasnila prije donošenja konačne odluke. Važno je strpljenje i razumijevanje za uspješno rješavanje sukoba.

7. Koje su ključne vještine ili osobine koje su potrebne za uspješne poslovne pregovore u Hrvatskoj? (Kako vaša tvrtka osigurava da zaposlenici razviju ove ključne vještine? Provodite li specifične obuke ili radionice?)

Ključna vještina za uspješne pregovore u Hrvatskoj svakako je dobra komunikacija, kultura, strpljenje, poznavanje zakona. Timskim radom se sve može riješiti. Provodimo obuke i radionice za održavanje dugoročne suradnje.

8. Koje ključne lekcije ste naučili iz poslovnih pregovora u Hrvatskoj?

Ključne lekcije su: izgradnja odnosa, strpljenje, fleksibilnost i prilagodljivost, poštovanje autoriteta, rješavanje konflikata kroz kompromis.

9. Kako se u vašem poduzeću pristupa vremenskom okviru tijekom pregovora?

(Stavlja li se naglasak na brzu odluku ili se preferira detaljna analiza? Koliko dugo obično traje proces pregovaranja u vašoj industriji u Hrvatskoj?)

Za proces pregovaranja treba postaviti realne rokove čime se smanjuje rizik od donošenja ishitrenih odluka. Treba se prilagoditi okolnostima i potrebama poslovnog partnera kako bi se osigurala optimalna rješenja za sve uključene strane.

10. Koji su najčešće korišteni komunikacijski stilovi u vašem poduzeću tijekom pregovora? (Koristite li više direktnu ili indirektnu komunikaciju?)

U našem poduzeću su najčešće korišteni direktan i otvoren stil pregovora, precizno definiranje interesa, otvorenost u izražavanju.

SJEVER SJEVEROZAPAD

- 1. Kako biste opisali vaš tipičan pristup pregovaranju?** (Npr. fokusirate li se više na izgradnju odnosa ili na brzu realizaciju dogovora?)

Moj tipičan pristup pregovaranju fokusira se na izgradnji odnosa, jer smatram da dugoročni odnosi često donose bolje rezultate i više mogućnosti za suradnju u budućnosti. S druge strane, brza realizacija dogovora može biti važna u određenim situacijama, ali obično se trudim da osiguram da su sve strane zadovoljne i da dogovori budu održivi. Na kraju, uspješan pregovor zahtijeva ravnotežu između kratkoročnih ciljeva i dugoročnih odnosa.

- 2. Kako se u vašem poduzeću pristupa pregovorima kada se radi o domaćim partnerima u usporedbi s inozemnim? Postoje li značajne razlike? Možete li navesti konkretne primjere gdje ste morali prilagoditi svoju strategiju pregovaranja zbog različitih kulturnih ili poslovnih normi?** (Prilagodavate li strategiju zavisno o zemlji iz koje partner dolazi?)

U mom poduzeću, pristup pregovorima s domaćim partnerima obično je više direktan i fokusiran na postizanje brzih rezultata, dok se s inozemnim partnerima naglašava izgradnja odnosa i razumijevanje kulturnih razlika. Postoji nekoliko značajnih razlika u pristupu:

1. **Kultura i komunikacija:** S domaćim partnerima, komunikacija može biti otvorenija i manje formalna. S inozemnim partnerima, kao što su oni iz Azije, može biti važnije razumjeti neizravne načine komunikacije i postaviti temelj kroz osobne odnose.
2. **Pregovaračke strategije:** U nekim kulturama, kao što je skandinavska, pregovori često uključuju konsenzus i postavljanje dugoročnih odnosa, dok se u nekim azijskim kulturama može favorizirati harmonična suradnja, gdje je važno izbjegavati sukobe ili direktan pritisak.
3. **Prilagodba strategije:** Na primjer, kada smo pregovarali s partnerima iz Japana, usvojili smo sporiji pristup, više vremena smo posvetili upoznavanju i izgradnji povjerenja prije nego što smo prešli na konkretna pitanja. S druge strane, kada smo pregovarali s partnerima iz Sjedinjenih Američkih Država, strategija je bila fokusirana na efikasnost i brzinu, uz jasno postavljanje ciljeva. U svakom slučaju, prilagodavanje strategije zavisno o zemlji iz koje partner dolazi je ključno za uspjeh pregovora. Razumijevanje kulturnih normi i poslovnih praksi može značajno utjecati na ishod i kvalitetu odnosa.

3. Koji su po Vama ključni faktori koji utječu na uspjeh pregovora?

Ključni faktori koji utječu na uspjeh pregovora uključuju:

1. Priprema: Temeljna priprema je ključna. To uključuje istraživanje o drugoj strani, razumijevanje njihovih potreba, prioriteta i moguće alternative. Što bolje poznajete situaciju, veće su šanse za uspjeh.
2. Komunikacijske vještine: Jasna i otvorena komunikacija pomaže u izbjegavanju nesporazuma. Aktivno slušanje i postavljanje pravih pitanja također su važni za razumijevanje stajališta druge strane.
3. Izgradnja odnosa: Ulaganje vremena u izgradnju odnosa može doprinijeti povjerenju i otvorenosti, što može olakšati proces pregovaranja i rezultirati povoljnijim ishodima.
4. Fleksibilnost: Sposobnost prilagođavanja i kompromisa je ključna. Ponekad je važno biti otvoren za alternativne rješenja koja mogu zadovoljiti potrebe obje strane.
5. Emocionalna inteligencija: Razumijevanje osobnih i tuđih emocija može pomoći u navigaciji kroz delikatne situacije i u održavanju konstruktivnog tona tokom pregovora.
6. Značaj pozicije: Poznavanje vlastite pozicije i granica, kao i prepoznavanje snage druge strane, može pomoći u donošenju odluka tokom pregovaranja.
7. Sposobnost zaključivanja: Efikasno zaključivanje i finalizacija dogovora su važni kako bi se osiguralo da sve strane imaju jasno razumijevanje postignutog sporazuma i koraka koji slijede. Ovi faktori zajedno doprinose stvaranju konstruktivne atmosfere tokom pregovora i povećavaju šanse za postizanje uspješnog dogovora.

4. Koliko su hijerarhija i autoritet važni u procesu odlučivanja tijekom pregovora?

Tko u pravilu donosi konačnu odluku te kako se hijerarhija i autoritet mijenjaju u različitim fazama pregovora?

Hijerarhija i autoritet su bitni faktori koji oblikuju kako se pregovori odvijaju i tko će na kraju donijeti ključne odluke, a njihova uloga može varirati u zavisnosti od konkretnih okolnosti i faza pregovora.

5. Kako mjerite uspješnost pregovora? Je li uspjeh pregovora više vezan uz postignute ciljeve ili dugoročne odnose?

Uspješnost pregovora mjeri se kombinacijom postignutih ciljeva i dugoročnih odnosa. Na jednoj strani, važni su konkretni rezultati, poput postignutih dogovora, zadovoljavanja potreba i ispunjenja ciljeva. S druge strane, kvalitetni dugoročni odnosi, povjerenje i sposobnost buduće suradnje također igraju ključnu ulogu u uspješnosti

pregovora. Stoga, uspjeh se najbolje odražava kada su postignuti ciljevi u skladu s održavanjem i izgradnjom odnosa između strana.

6. Kako se u vašem iskustvu tumače i rješavaju konflikti tijekom poslovnih

pregovora u Hrvatskoj? (Kako pokušavate prevenirati konflikte prije nego što do njih dođe, i koje strategije koristite za održavanje konstruktivnog dijaloga?)

U mom iskustvu, konflikti tijekom poslovnih pregovora u Hrvatskoj često se tumače kao rezultat nesporazuma ili različitih očekivanja. Da bih prevenirali konflikte, ključno je imati jasnu komunikaciju, postavljati zajedničke ciljeve, izgrađivati odnose.

Kada do konflikta dođe, koristim strategije poput: pozivanje neutralne treće strane da pomogne u rješavanju sporova.

Održavam otvorenu komunikaciju, gdje se fokusiramo na rješenja umjesto na probleme. Na taj način se nastoji održati konstruktivna atmosfera koja olakšava pronalaženje zajedničkih rješenja.

7. Koje su ključne vještine ili osobine koje su potrebne za uspješne poslovne

pregovore u Hrvatskoj? (Kako vaša tvrtka osigurava da zaposlenici razviju ove ključne vještine? Provodite li specifične obuke ili radionice?)

Ključne vještine za uspješne poslovne pregovore u Hrvatskoj uključuju:

1. Komunikacijske vještine: Jasna i efektivna komunikacija je temelj pregovaranja.
2. Emocionalna inteligencija: Razumijevanje osobnih i tuđih emocija pomaže u izgradnji odnosa.
3. Pregovaračke strategije: Sposobnost razvijanja kvaliteta strategija i prilagodbe pristupa.
4. Aktivno slušanje: Razumijevanje potreba i stavova druge strane.

U mojoj tvrtki, osiguravamo razvoj ovih vještina kroz specifične obuke i radionice koje uključuju simulacije pregovaranja, analizu slučajeva i grupne rasprave.

8. Koje ključne lekcije ste naučili iz poslovnih pregovora u Hrvatskoj?

Iz poslovnih pregovora u Hrvatskoj naučio sam nekoliko ključnih lekcija. Temeljita priprema prije pregovora često čini razliku između uspjeha i neuspjeha. Poznavanje potreba druge strane je ključno. Dugoročni odnosi često su važniji od brzih dogovora. Povjerenje može olakšati pregovarački proces. Sposobnost prilagođavanja i otvaranja za kompromise pomaže u rješavanju nesuglasica. Razumijevanje lokalnih poslovnih običaja i komunikacijskih stilova može značajno utjecati na ishod pregovora. Održavanje otvorenog i konstruktivnog dijaloga, čak i u teškim situacijama, ključno je za uspješno rješavanje konflikata.

9. Kako se u vašem poduzeću pristupa vremenskom okviru tijekom pregovora?

(Stavlja li se naglasak na brzu odluku ili se preferira detaljna analiza? Koliko dugo obično traje proces pregovaranja u vašoj industriji u Hrvatskoj?)

U našem poduzeću pristup vremenskom okviru tijekom pregovora obično uključuje ravnotežu između brzine donošenja odluka i detaljne analize. Naglasak se stavlja na temeljitu pripremu i analizu kako bismo osigurali da svi aspekti budu dovoljno istraženi prije nego što donesemo ključne odluke. Ipak, svjesni smo važnosti vremena, posebno u dinamičnom poslovnom okruženju, te nastojimo da ne odugovlačimo proces. U našoj industriji u Hrvatskoj, proces pregovaranja može trajati od nekoliko dana do nekoliko tjedana zavisno od složenosti pregovaračkih tema i zahtjeva. Uvijek težimo tome da postignemo dogovore u razumnom vremenskom okviru uz očuvanje kvalitete pregovora.

10. Koji su najčešće korišteni komunikacijski stilovi u vašem poduzeću tijekom pregovora? (Koristite li više direktnu ili indirektnu komunikaciju?)

U pregovorima unutar poduzeća, najčešće se koristi direktna komunikacija. Ovo omogućuje jasno izražavanje stavova, potreba i očekivanja, što može pomoći u bržem postizanju dogovora. Međutim, ponekad se koristi i indirektna komunikacija, posebno u situacijama kada je potrebno održati dobar odnos ili kada se razgovara o osjetljivim temama. Odabir komunikacijskog stila često ovisi o specifičnoj situaciji i kulturi koja prevladava u određenom okruženju.