

Negotiation based on commercial indicators. Case study of a multinational company in the infant formula sector

Negociación basada en indicadores comerciales. Caso de estudio de una empresa multinacional del sector de fórmulas infantiles

Carlos Hernán González- Campo¹
Alexander Patiño-Serrano²
Janeth Buitrago-Botina³

¹Universidad del Valle (Colombia). Email: carlosh.gonzalez@correounivalle.edu.co;
orcid: <http://orcid.org/0000-0003-2120-8209>

²Universidad del Valle (Colombia). Email: alexander.patino.serrano@correounivalle.edu.co;
orcid: <https://orcid.org/0000-0003-1265-0361>

³Ingredion Colombia (Colombia). Email: yaneth.buitrago@correounivalle.edu.co;
orcid: <https://orcid.org/0000-0002-0672-6780>

Received: 19-06-2019 Accepted: 20-12-2019

How to quote: González-Campo, Carlos Hernán; Patiño-Serrano, Alexander; Buitrago-Botina, Janeth. (2020). Negociación basada en indicadores comerciales. Caso de estudio de una empresa multinacional del sector de fórmulas infantiles. *Informador Técnico*, 84(1), 78-99. <https://doi.org/10.23850/22565035.2237>

Resumen

El proceso de negociación en algunas empresas, al desarrollarlo se convierte dependiendo de la empresa, en un elemento que hace parte de la cultura organizacional, en un rasgo distintivo. Esta investigación tuvo como objetivo, diseñar un modelo de negociación basado en indicadores comerciales que permitieron potencializar las estrategias de una empresa en términos de liderazgo. En esta investigación descriptiva, el caso de estudio fue una empresa multinacional del sector de fórmulas infantiles (MFI), donde se utilizaron métodos cualitativos para analizar encuestas de liderazgo, históricos de ventas, indicadores comerciales y de desempeño. Aunque en los referentes teóricos se identificaron diferentes modelos de negociación existentes, en esta investigación se concluyó que es necesario desarrollar de manera colaborativa el método a utilizar, dado que al ser conocido por todos los integrantes del equipo desde la reflexión y la acción, puede convertirse en un procedimiento establecido para ser parte de la cultura organizacional.

Palabras clave: organizaciones; gestión del conocimiento; liderazgo; modelos de negociación; competitividad; estrategia

Abstract

In developing the negotiation process in some companies, it becomes, depending on the company, an element that is part of the organizational culture, i.e., a distinctive feature. The objective of this research was to design a negotiation model based on commercial indicators that would allow a company's strategies to be strengthened in terms of leadership. In this descriptive research, the case study was a multinational company in the infant formula industry (IFM), where qualitative methods were used to analyze leadership surveys, sales history, business, and performance indicators. Although different existing models of negotiation were identified in

the theoretical references, this research concluded that it is necessary to collaboratively develop the method to be used in the negotiation process, since, by being known by all members of the team through reflection and action, it can become an established procedure to become part of the organizational culture.

Keywords: organizations; knowledge management; leadership; negotiation models; competitiveness; strategy.

1. Introduction

Negotiation is a fundamental process that in companies determines their performance. The models, methods, or tools that are used by the people who make up the teams that are responsible for this process, in many cases do not correspond to the companies' own developments or are not known and used by all the team members, which generates different results, a diffuse perception on the part of the clients and, furthermore, does not allow the consolidation of an organizational culture that is specific to the companies.

The processes of globalization and the evolution of the markets have led companies to be more competitive in all aspects. In this context, the need arises both to define criteria for measuring the effectiveness of negotiations and to transform them into a professional practice activity. For a company, negotiation is a valuable activity that represents the different ways to reach a commercial agreement, this process has been acquiring a growing and central participation in the mechanisms to potentiate its indicators, under the premise that potential clients are different from many aspects.

From a theoretical point of view, it is possible to observe the existence of different perspectives, which, among others, have studied the differences in negotiation processes, which can be determined by organizational, social, economic, cultural, or political aspects. Although in principle there are similarities in the definitions of the concept of negotiation that are related to the action of negotiating, there are nuances that in practice have an impact not on the "what", but on the "how", the "when" and, especially, the "who". In this sense, companies may face the dilemma of whether or not to develop this process as one of the pillars of the organizational culture, but today's competitiveness and the search for efficiency is guiding them to follow this path.

It is also important to admit that in this consumer society it is not just about selling, as there are more competitors with similar "sales" and "profit" objectives. In this context, in many cases, the mechanisms for satisfying the needs of both consumers and companies are based on negotiation processes. To beat the competition, it is necessary to have a plan to satisfy consumers while respecting the benefits for companies, which is why it is necessary to develop or acquire different mechanisms that must be incorporated into the negotiation process.

In this context, the research carried out answers the question: What can be the negotiation method that allows companies to face these new challenges? A negotiation model adjusted to the requirements of the company is designed, seeking the fulfilment of its objectives when leading a negotiation, based on the experiences, criteria and lessons learned from the negotiations carried out by the people in the commercial area of the infant formula sector (MFI) multinational company. Positive and negative impacts of the negotiation process were identified at the time of the company's research. However, the negative ones were more evident, among which the following were recognized: the loss of benefits (employee, company), the possible loss of sales, the erroneous image in the eyes of clients, the loss of valuable knowledge from experience, and the non-empowerment of the negotiation skills of the people in charge of this process by relying on a methodology determined by the organizational culture.

It is for this reason that the descriptive research of the case study is the company MFI, where using qualitative methods leadership surveys, sales history, commercial and performance indicators were analyzed, to focus on finding a proposal to standardize the negotiation process in the commercial area, seeking to optimize response times, improve effectiveness and profitability. The added value consists in identifying the dominant factors of the company's business group, analyzing the main characteristics that help to improve the leader's performance, enhancing the skills that are already strong and developing those where there are weaknesses.

At the time of the research, there was no unified negotiation methodology, each individual exercised their own model according to their own criteria, which made it difficult to measure the effectiveness of the results obtained, given that there are no qualitative parameters considered important in achieving the objective, "the negotiation".

The structure of this article corresponds to the presentation of the results of the research carried out, and consists of a first part that represents the theoretical framework developed from the description of the fundamentals of negotiation and its theoretical evolution from different perspectives that result in the state of the art; in the second part, the research methodology is defined; in the third part, the results of the case study are presented and argued, focusing on the formulation of the proposed model. Finally, by way of discussion or conclusions derived from the research, several ideas are presented that include the limits of the research; on this aspect, it is important to recognize the theoretical limits, those of the chosen case study, the methodological and contextual ones, which will allow for new research challenges in the future.

2. Theoretical framework

The origins of negotiation are associated with the evolution of humanity, although it is possible to find different conceptual definitions, some associated with strategy, others with war, and others with conflict resolution. For this research, because of the process and the context in which it is carried out, there is a more oriented association by definitions such as the one identified in Pérez-Hernández (2003), "negotiation is the exchange through words, through language, which eliminates the violent form of transference" (p.19), this exchange requires a place (to negotiate), the subjects (of the negotiation), the end (that is pursued) and the means (to achieve the objective).

The context of this research is determined by commercial negotiations with international referents, where the center of the process is neither the place nor the end nor the means, but the negotiating subject. It is for this reason that the theoretical framework is limited to reviewing perspectives and models that from theory have been oriented to the study of the negotiator and his role in the exchange. This delimitation is important since, when conducting a search for the concept of negotiation in databases, such as Scopus (for having a reference of a quality database), more than 70,000 documents are found.

Table 1 presents the state of the art developed in the framework of this research, based on articles published in scientific journals with the greatest impact in the last 20 years, which are the result of research that has approached negotiation as a process that its center is the negotiator.

Table 1.
Studies on the negotiator as the center of the process

| Authors | Description |
|-------------------------------------|--|
| Jeive and Saner (2019) | The negotiation theory is applied to mergers and concrete acquisitions as negotiations, as well as to other forms of strategic alliance negotiations, e.g. between governments, private sector companies and cross-sector alliance negotiations, private sector actors and other actors such as governments. Particular attention has been paid to the analysis of business diplomacy and trust-building. |
| Sandvik; Croucher; Gooderham (2019) | Successful negotiation processes both within working groups as between groups and management are associated with positive organizational outcomes. Furthermore, while the clarity of objectives is necessary, it is not a sufficient condition for successful negotiations. While there is a history of successful negotiations identified by previous research, it is not essential for success. In addition, antecedents not observed by negotiation theory are evident: the need to achieve stable membership in the working group prior to group formation; the need to avoid large groups with disparate professional backgrounds; and the positive role of managers acting as organizational advocates of work group approaches. |
| 80Jang; Elfenbein; Bottom(2018). | Descriptive research conducted by academics in areas such as anthropology, law, and international relations converge in the characteristics required for a general theory. This includes a multi-phase process comprising planning, negotiation, and implementation, as well as a multiparty process between organized actors within a multi-level structure. Descriptive research conducted by academics in areas such as anthropology, law, and international relations converge in the characteristics required for a general theory. This includes a multi-phase process comprising planning, negotiation, and implementation, as well as a multiparty process between organized actors within a multi-level structure. |
| Gunia (2017) | Most people believe that negotiators should avoid making the first offer. However, decades of research have documented the effect of the first offer in which the person who moves first achieves a better result than the person who moves second. This gap between secular beliefs and research evidence may be due, in part, to the fact that studies on the effect of the first offer are found scattered in numerous articles and scientific journals. When reviewing many of the main articles on the effect of the first offer, it is concluded that the negotiators should generally strive to make the first offer for specific reasons, in specific situations in a specific way. |
| Ma; Dong; Wu; Liang; Yin (2015) | This study is to help better understand the business negotiation styles of ethnic Chinese by exploring the impact of the ideal personality in the commercial negotiation process in China. This study proves the effects of three key components of the ideal personality: benevolence (Ren), wisdom (Zhi) and courage (Yong) about their negotiation behavior in simulated exercises and on their negotiation results. |
| Rowe (2015) | Shows in his article the interpretation of the work of the ombudsman in negotiation theory terms in conflict management. |

Continued on next page

Continued from the previous page

| | |
|--|--|
| Fassina and Whyte (2014) | This article discusses how backtracking in negotiations refers to verbal or physical manifestations of shock, disgust, or disbelief in response to an initial offer. The impact of counselling negotiators who backtrack strategically in distributive bargaining using experimentation as a method was investigated. |
| Ribbink and Grimm (2014) | This study investigates the direct and moderating effects of the cultural differences in the dyadic buyer-supplier negotiations. The theory is developed regarding the impact of culture on joint earnings, juxtaposing the economy of transaction costs and the relational view. The theory is tested with a negotiation experiment. Overall, this study concludes that cultural differences, as found in daily commercial interactions in global supply chains, significantly impact the results of the negotiation. |
| Wilson and Thompson (2014) | In this study, the results of an empirical work on creativity in negotiation are presented, considering two general trends of research of creativity and its implications for the theory of the negotiation and empirical analysis. Negotiation experts advise that negotiators should be involved in creative problem solving to elaborate integrative agreements, and both negotiation theorists and professionals believe that the generation of creative ideas is necessary for a win-win negotiation. |
| Parola and Ellis (2013) | This document presents the perspective of the merger process and acquisitions and the classical negotiating theory, a framework is developed for highlighting the main components of the merger negotiation stage and acquisitions. |
| Mislin; Campagna; Bottom (2011) | According to the authors, the success of a negotiated agreement depends on the implementation and implications for future exchange between the parties. This document examines the structural, affective, and contractual factors that influence behavior when negotiating. The little conversations before hiring increased the willingness of employees to be financially vulnerable in the subsequent exchange with the employer. Implications for general negotiating theory are considered. |
| Jochemczyk and Nowak(2010) | Present a Dynamic Negotiation Network (DNN) model that links the result of the negotiation with the process to achieve that result. This model represents the negotiation process in terms of a network built dynamically of meaning interconnected nodes. The composition of the network and the dynamics of its creation determine the outcome of a negotiation. |
| Johansson; Elgström; Kimanzu; Nylund; Persson (2010) | Based on the theory of negotiation and using three explanatory approaches, the authors analyze 18 years of negotiations between an NGO, Vi Skogen (ViS), and its GDA, the Swedish International Development Cooperation Agency (Sida), to demonstrate how organizational structures, power relations and the context influence the outcome of the negotiations. |
| Kolb (2009) | The purpose of this article is to provide a structured overview of the existing literature that presents the relationship between gender and negotiation in the last 25 years. The article highlights how the construction of gender has changed the discourse of the essentialists on the differences between men and women, to see gender as a more complex dimension and changing of the individual identity that is shaped by the contexts in the ones that the negotiation happens. |

Continued on next page

Continued from the previous page

| | |
|---------------------------------|---|
| Densten (2006) | Examines the validity of contingent reward and its relationship to the additional effort and advance understanding of the reward ratio of leader/follower performance, in terms of transactional leadership theory, reformulated path-goal leadership theory and negotiation theory. Three new contingent reward factors were identified (i.e. frame, clarify and reward). The contingent reward (rewarding) supports the negotiation process by relying directly on the contingent reward (clarify). The negotiation process is completed with a contingent reward (clarification) that relies directly on an additional effort. |
| Cakravastia and Nakamura (2002) | This document refers to the development of a model for negotiations of price and expiration date between a manufacturer and its multiple suppliers, to fulfill a single order from a customer in a per order environment. The negotiating model developed incorporates several theories of established negotiation: aspiration level, limit level, natural forces that act on a negotiator and effective alternatives. By providing a set of alternatives, a degree of freedom is offered to incorporate the preference of the decision-maker when making offers and counter-offers during the process of negotiation. |
| Kuhn and Gu (1999) | When unionist-business pairs negotiate sequentially, and when unobserved components of firms' ability to pay are subject to correlated shocks, unions that bargain more forward in a sequence can gain valuable information by observing the results of previous negotiations in their industry. The authors derive the implications of this type of learning in an asymmetric model of salary negotiations and argue that the more solid implication is a lower incidence of strikes among "followers" than "leaders" in the salary negotiations. |

Source: own elaboration.

According to the table above, there is empirical evidence and theoretical developments in the last 20 years, where the authors have concentrated their efforts on studying the negotiator as the center of the negotiation process, in the study aspects are analyzed, such as gender, organizational culture, cultural traits, effects of the culture of the country of origin, leadership, the effect of rewards or limitations, some specific negotiations, or the effect of a dynamic process. It is important to recognize that in all studies there is a direct association between the possible outcomes of a negotiation and the behavior of the negotiator.

In this context, Table 2 presents, by way of synthesis, the review of research carried out where the main objective is the development of alternatives to improve the negotiation process in companies and other types of organizations.

Table 2.
Studies on improvements to the negotiation process

| Authors | Description |
|-----------------|---|
| Salacuse (2016) | Negotiation studies often overlook, or at least fail to account for, the important role that people who advise negotiators play. Often deliberately hidden from sight, advisers have a significant but unrecognized influence on the trading dynamics. In this article, the roles and methods of advisers in the negotiation process are explored, using role theory. |

Continued on next page

Continued from the previous page

| | |
|-------------------------------|---|
| Coleman and Lim (2001) | Negotiation training evaluation tends to be short-term and piecemeal. Evaluations often focus on one or two outstanding results of the training. This article presents a model for the evaluation of negotiation training that offers a broad conceptualization of the hypothetical individuals and group effects of collaborative negotiation training. |
| Watkins (1999) | Drawing on the literature on negotiation and conflict resolution, as well as research on international diplomacy, the author proposes a framework to understand the complexity in real-world negotiations, rejecting models of the process that are simplistic, sterile, or static, arguing the observance of the complexity that is inherent in the negotiation. |
| Calhoun-Wells; Liebman (1996) | The authors consider the changing role of mediation, driven by social forces of change from the late 1970s to the present, and speculate on the future of the agency and the expected expansion in the use of mediation. |

Source: own elaboration.

The previous table shows some of the developments around the importance of training for the negotiation process, the role of advisers, diplomacy and the role of the mediator, these mechanisms have been used in the last 25 years in companies and are identified by the authors as strategic actions to improve the outcome and efficiency of the negotiation.

From the literature it is possible to establish great cultural differences between negotiators from different countries, it is as Sakabani (2013) states that Latin Americans seek to achieve many benefits, but little by little they give way, although the most important concession goes to the end. This differs from what is observed in Germany, where the **most** important step is prior planning, in which the objective sought, the term and the viable results are determined. In other countries, pre-planning is not as exhaustive.

For Fisher; Ury; Patton (2011) there are differences in the image projected by Americans, Japanese, French and Mexicans. One of the main characteristics in relation to the Japanese is the link that exists between them and the company they work for, since it focuses on a relationship based on mutual loyalty and for life. For Tanehashi (2010), more than in any other country whose culture shows strong contrasts, the Japanese have used techniques and people who are specialists in working with the American way of making decisions, creating a bridge over the contrasts with the Japanese style.

In this sense, it is accepted that there are differences in the image projected by negotiators, according to culture, environment, social positions and education that influence the selection method and way of negotiating. Also, as Hofstede indicates; Jonker; Verwaart (2012), it is possible to state that the negotiation mechanisms that are determined in each culture, the negotiating parties are meticulous when structuring their strategies, taking into account national cultures. Negotiations are born from the differences between the actors, for this reason, it is the same actors who, seeking a solution, interact to obtain a positive result, around their own interests (Putnam; Jones, 1982). Thus, for Ma *et al.*, (2007) it is possible to identify the practices in the negotiation processes that determine cultural elements of the companies and that define their strategies to a high degree. Through the results of the negotiation, some cultural traits of the actors can be characterized (Román; Ruíz, 2003).

In this context, negotiation strategies are determined according to the culture in which they are developed, while remaining functional. Each negotiation strategy must be combined from the corporate strategy and for the indicators with which they are measured. With all of the above, in Figure 1 the theoretical approach of the negotiation concept is diagrammed to address the case study.

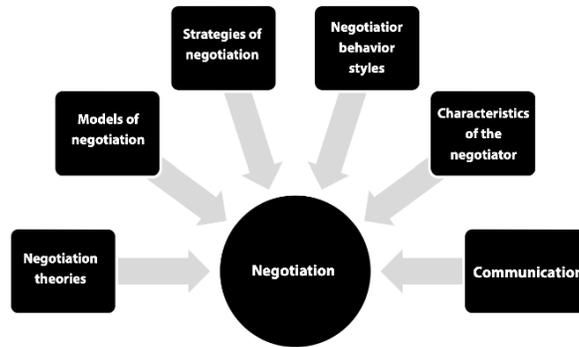


Figure 1. Outline of the theoretical approach to the concept of negotiation
Source: own elaboration.

At this point, it is important to recognize that there are different theoretical developments oriented from perspectives and trends that have given rise to different models. Among these negotiation models, some of the most used by people, companies and governments are the Harvard model, the competitive model and the 360 model.

- Harvard negotiation model: it is one of the most used in different negotiation processes, perhaps due to its ease of adaptation and use. According to Fisher *et al.* (2011) the interests of each actor determine the process, in this model we try to obtain the best result for each actor, which is possible to achieve through cooperation between the parties.
- Competitive negotiation model: according to Cohen (1980), this is the designation to win the negotiation at any cost.

It is characteristic of this negotiation that the sum of the results of the parties is zero, this implies that everything achieved by one of the parties will be lost by its counterpart, using the following premise: "A negotiator enters into conflict with other individuals in pursuit of a goal that only he hopes to achieve. Even if he succeeded in persuading the opposing party to play that game, he would run the risk of being the absolute loser rather than the winner" (Cohen, 1980, p.100). The conception of a cooperative negotiation model, according to Cohen (1980), consists of the parties of a negotiation process achieving a good arrangement for all and not just for one of them. Even more so when future negotiations may depend on them.

- 360° negotiation model: according to Malaret (2011) the negotiation process is a competence of human beings, this model is proposed with reference to concepts from ancient times, contrasted with some modern techniques of business management. In Figure 2 the scheme of the model is presented.

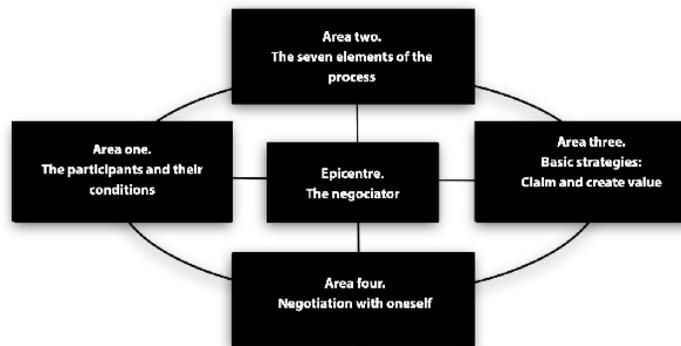


Figure 2. 360° negotiation concept map
Source: adopted from Malaret (2011).

With all the above, and when evaluating the implications for the company that is part of the case study and its context, the 360° model is selected, among other aspects, for its foundation, ease of use and integration with the different processes of the entire company. Table 3 presents some of the studies that have been carried out in recent years on the 360° model in companies and other types of organizations.

Table 3.
Studies on the implementation of 360° models

| Authors | Description |
|---|---|
| Corbi; Lejarreta-Errasti; Burgos (2019) | This document presents a standards-based methodology for extracting data and calculating the results of 360 feedback surveys. With particular attention to suitability in the educational and pedagogical field, where few studies had been done on 360° feedback (also known as multi-rater feedback) that provides a holistic view of an evaluatee's performance based on information and opinions gathered from the evaluators about the person being evaluated. |
| Marshall; Ashleigh; Baden; Ojiako; Guidi (2015) | In this article, the authors present corporate psychopathy (CP) as the most important threat to corporate ethical behavior worldwide. For that reason, they argue that Human Resource Management (HRM) professionals should formulate strategic solutions based on military metaphors that offer creative inspiration to help academics and practitioners theorize PC in richer, more thoughtful, and more balanced and complementary ways. |
| Longenecker; Ragland; Mallin (2014) | In this study, the development of sales management, the most critical practices for the learning and development of sales managers are identified. To explore the development needs of sales leaders. Developing sales managers want clearly defined performance expectations, as well as feedback from a wide variety of multiple sources, including coaching, mentoring, and 360° processes. Additionally, formal evaluations and career plan discussions, as well as the opportunity to participate in professional associations are desired areas of their development. |
| Battley (2012) | According to the authors, two pillars of leadership development are 360o feedback and the executive coaching processes. Coaching is growing rapidly as a follow-up activity to help 360 feedback participants interpret their results, facilitate goal setting, and achieve behavior change. The purpose and benefits of 360 feedback and coaching are identified, as well as the main ways in which they are used to advance in the organization's strategic talent and the performance management objectives. Best practices are covered, including how to maximize the effectiveness of feedback and coaching interventions. |
| Bracken and Rose (2011) | For the authors, 360° feedback holds great promise as a method for creating changes in behavior and in the organization. But for the achievement of the results an adaptation is required. To the high degree of variation in design characteristics in 360 processes, four characteristics of a 360 process are added that are required to successfully create organizational change: (1) relevant content, (2) credible data, (3) accountability, and (4) census participation. |
| Shipper (2009) | The purpose of this study is to investigate the sustainability of the improvement in managerial effectiveness from a sustained process 360. This study investigates changes in managerial effectiveness based on the qualifications of superiors, of managers who go through the 360-feedback process up to four times over an extended period of time. |
| Buchko (2007) | The purpose of this document is to examine the role of the organization's leaders, particularly senior managers, in creating support and developing behaviors that are consistent with values-based management, providing an empirical assessment of the effect of the superior leadership of an organization in the process of management based on values. The results indicated that the leader's value behaviors were significantly related to the subordinates' value behaviors. Subordinates of leaders who strongly demonstrated values-based management behaviors were more likely to exhibit the same behaviors. |

Continued on next page

Continued from the previous page

| | |
|--|--|
| Shipper; Hoffman; Rotondo (2007) | The authors argue that essential to an organization's capacity and sustainable growth is the ability of its managers to learn better skills to improve performance. Some companies have gone so far as to assume that the 360-feedback process will apply equally across cultures. Since different cultures have different values, it is necessary to examine the assumption. The 360-feedback process was found to be more effective in cultures with low power distance and individualistic values. |
| Bracken; Timmreck; Fleenor; Summers (2001) | The authors pose the following questions: How do you know if a 360 process has been successfully implemented? What are the factors that influence its success? How can those responsible for their implementation control those factors? Despite its popularity, there has been little effort to build a comprehensive model that addresses these fundamental questions about 360-feedback. In the search for such a model, they identify a number of key factors organized according to whether they exert their influence proximally or distally. They discuss how each factor contributes to a successful implementation. After identifying how the design features of a 360 process affect these key factors, they recommend how to improve the likelihood of successfully implementing 360 feedback and sustaining the process over time. |

Source: own elaboration.

The table above identifies studies on the positive impact of including 360-type mechanisms in different company processes, especially the developments that are generated on the people who execute these processes. These studies support the methodological decision to use as a basis for the proposed model of negotiation for the MFI company, a 360 based model.

From this orientation, according to Malaret (2011) for this model, four areas of negotiation are defined: 1) the participants and their conditions, 2) the seven elements of the process, 3) the strategies and 4) the negotiation with oneself. In these processes, some motivational intentions are evidenced in Table 4.

Table 4.
Negotiating tactics according to the objective being pursued

| Motivational Intentions | Tactical objectives |
|----------------------------------|--|
| Rational or instrumental aspects | Reveal to the other party that our proposal may be beneficial. Teach the counterpart that our objectives are very important. Convince the counterpart of the achievement of benefits for all actors. In addition to having the skills, the aim is to make positions more flexible. |
| Regulatory aspects | Appreciate the equity rationale for choosing between different possibilities. Prepare the deal between the parties. |
| Emotional aspects | Reduce errands that produce negative emotions among actors. Find an environment that provides a positive effect among the actors. |

Source: adopted from Munduate; Medina (2010).

Regarding negotiation strategies and techniques, Malaret (2007) points out the seven elements defined in the Harvard model that are common in all negotiation processes, and that can be articulated, they are presented in Table 5.

Table 5.
Seven elements of negotiation

| Elements | Definition |
|--|--|
| Express well and with ease | It is unavoidable to assume the skill of validly manifesting, disposition of a statement, is to communicate properly from the knowledge of the problem. |
| Have the capacity, analysis, and summary | It is being able to consider the utterances of the other actors, which favors their position, where they face their interests, and they determine the possibilities. |
| Be impersonal | The future of the actions in the negotiation process should not lead to personal situations. |
| Be patient. | The need for each actor to present their interests is decisive. |
| Empathy | It is necessary that each actor has the tranquility to consider and evaluate the different actor's points of view. |
| Tact | Maintain a posture of control to have a good understanding of human nature. |
| Humor | It is relevant to building future relationships |

Source: own elaboration.

Finally, in this journey through the literature, Malaret (2007) identifies different behaviors when observing different negotiators in action, the most relevant disagreements at the behavioral level are shown in Table 6.

Table 6.
Behavioral observations between an expert negotiator and an average negotiator

| Behaviors | Comparative observations |
|-------------------------|--|
| Planning | Skilled negotiators have an advantage over new negotiators. Among others, by the alignment with the organization, the experience on the recognition of the limits and the management of the planning tools |
| "Face to face" behavior | Skilled negotiators evade controversy and anticipate their conduct. They have mastery of the situation and can raise arguments in a better way, evade counter proposals, they ask a greater number of questions and interventions and express their feelings more, the above to control the process. |

Source: own elaboration.

Starting from the proposed theoretical framework, in the following section the elements that determine the methodology of the research carried out are presented, likewise, the limits derived from both the defined methodology and the elaborated theoretical framework are established.

2. Methodology

Taking into account that the general objective of this research was "to design a negotiation model based on commercial indicators to identify opportunities that allow to enhance the strategies of the company in this research", a case study is proposed as a method, given that among others, Kothari (2004) states that "the case study places more emphasis on the complete analysis of a limited number of events or conditions and their interrelations" (p.113). In this sense, for the case study of the MFI company, qualitative methods were used where, through interviews, the information was collected in a period and, later, the data analysis was carried out to present the results that are articulated in the proposal included in the last section of the article. Being a descriptive case study with a single unit of analysis, in terms of Yin (2003) cited by Baxter and Jack (2008, p.548). Table 7 shows a synthesis of the research objectives.

Table 7.
Methodology

| |
|---|
| General Objective |
| Design a negotiation model based on commercial indicators to identify opportunities that allow the company's strategies to be enhanced. |
| Specific goals |
| Examine the current scenario of the company in the context of negotiation. |
| Analyze the relationship between the behaviors of the leaders who are part of the process versus the indicators. |
| Propose a unified negotiation strategy that is consistent with the company. |
| Strengthen the indicators of the company. |

Source: own elaboration.

Based on adaptations made to those defined in Yin (2003) and Baxter and Jack (2008), in the design and implementation of the qualitative framework in this case study, and once the objectives and methodology of the case study have been explained, Figure 3 proposes the process for data collection, analysis and the actions of the researchers in the framework of a research with participatory action, at least in the development of the proposed model and the interaction with the team in the area studied.

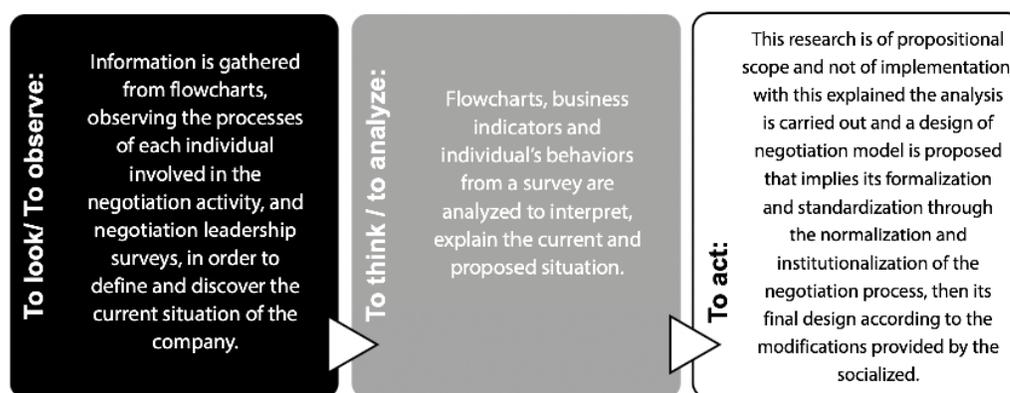


Figure 3. Research method
Source: own elaboration.

Regarding data collection, from Kothari (2004), the discussion between census and sample is approached, starting from the difference between “universe and population” (p.55), for this research the population under study is finite, since it was possible to collect the perception of 100% of the people who work in the commercial area (it was not necessary to obtain the sample size as it was methodologically treated in a census). The sources of information are specified in Table 8.

Table 8.
Sources of Information

| Primary | Secondary | Tertiary |
|-----------------------------|--|--------------------------|
| · MFI Sales General Manager | · MF company database | · Internet |
| · MFI HR Manager | · Sales history | Bibliographic references |
| · MFI Business Executives | · Bibliography on Negotiation and Leadership | |
| · Consultation of experts | · Statistical sources | |
| · MFI rules and procedures | | |

Source: own elaboration.

The census carried out was of the exact number of people who work in the company specifically in the commercial area, which corresponds to thirteen people, which are: a sales general manager, a field manager, ten commercial executives and a trade marketing executive. This means that it is not necessary to obtain the size of the sample, because it is constituted in a census.

At the instrument level, since Blake and Mouton (1964) theories and tools have been used to identify the characteristic traits of the leadership styles of people who work as commercial executives in MFI in six specific areas of Colombia, with representative participation of the company, during the period 2010-2013. Table 9 shows some characteristics of the executives who participated in the study.

Table 9.
Regional MFI - EXECUTIVES

| ZONE/BASE | SEX | AGE | ID |
|--------------|--------|--------------|-----|
| Cali | Male | 36 years old | CAL |
| Barranquilla | Female | 40 years old | BAR |
| Bogotá | Male | 44 years old | BOG |
| Medellin | Female | 27 years old | MED |
| Pereira | Male | 40 years old | PER |
| Bucaramanga | Female | 33 years old | BUC |

Source: own elaboration.

The methodology of Blake and Mouton (1964) is composed of three questionnaires that allow to identify the styles of negotiation, to also determine influential aspects of leadership at the time of carrying out the negotiations; These questionnaires are based on the variables Negotiation opportunity and Leadership, which are detailed in Table 10.

Table 10.
Variables

| Variable | Definition | Indicators | Dimensions | Items |
|----------------------------|--|---|--|---|
| Opportunity of negotiation | Opening new markets for the products and services through different strategies for doing business and generate commercial leads. | % growth of market by zones % clients % shareholding of the competition in the market. | New markets Strategies of negotiation Competency New customers | Are the strategies of negotiation in search of business opportunities? Is the strategy adequate for outperform the competition and to persuade consumers that the proposal is superior? |
| Leadership | Set of management skills that a subject has to influence in other people or in a group of people determined making this teamwork with enthusiasm, in the achievement of goals and objectives | % of sales made in established periods of study % of compliance % of growth in number of customers. | Management skills Managerial abilities Facilities of persuasion Teamwork Work with enthusiasm Goal oriented and objectives Resourcefulness | Do you develop managerial skills and has the facility to persuade in a conflict resolution? Do you enjoy working in a team and has the skills to orient a team or group of persons? Is it easy for you to have initiative in the decisions? |

Source: own elaboration.

Likewise, some tactics and added values are included that, as evidenced, correspond to the most predominant factors of the model identified from the theoretical component of the research (see Table 11).

Table 11.
Tactics and added value

| Areas | Factors | Tactic | Added value |
|--------------|--|---|--|
| Participants | Conviction | Joint design of processes and company policies | Give greater understanding and dynamics to the processes to make them more efficient. |
| | Sense of humor | Specific meetings, recognition public of achievements, training of stress management, rapprochement between bosses and collaborators. | Projection of professionalism and achievement orientation, improves teamwork, reduction of disabilities. |
| | Temperament | Joint design of processes and company policies | Taking advantage of the different characteristics of each individual. |
| Processes | Assignment to executives as responsible for the accounts. | Assign accounts by executive, according to regional according to regional location. Restructuring of zones. | Greater monitoring, presence and control, competition, and continuous improvement with commercial dynamism. |
| Strategies | Centralization of business in main cities. cities. | Distribute the main clients by city (Bogota, Cali, Medellin, Pereira, Barranquilla, and Bucaramanga. | Focus of attention and immediate response to the main customers, strategies developed, according to the region and specialization of the collaborator by client. |
| | Concentration of drugstore-type businesses undeveloped in the center of the country. | Expand coverage and improve frequency of visits in the center of the country (Cundinamarca), restructuring of zones. | Increase in product placement and product placement and, by default, increase in sales in the region, improvement of customer service. |

Source: own elaboration.

Within the framework of this research, the development of these instruments allowed to conclude that the commercial strategy leads to proposing the application of tactics to reduce uncertainty in the commercial viability of the business, and thus to identify which are the areas that favor or not the proposed model. In this case, and as an example from the methodological point of view, it was possible to identify important cultural factors in the participants that indicate where to go.

It is important to recognize the limits of this methodology which, as stated by Kothari (2004), are determined from the proposed design and by the criteria of the selection of the case. These methodological limits determine the scope and validity of the results obtained, but also establish the starting points for future research. In addition to the limits of the chosen methodology and those of the context of the case study, there are limits associated with the theoretical framework and the state of the art developed for this research (Baxter and Jack, 2008).

Based on the methodology proposed in the next section of the article, the components of the model based on the 360° negotiation system are defined, where four fundamental areas are proposed aligned with the company's strategy.

5. Results

Following the proposed methodology of the case study in terms of Yin (2003) and Baxter and Jack (2008), with the limits evidenced in the previous section, among others, from the theoretical framework, the definition of the design of the study case and the instruments, in this section an evaluation of the model is carried out, with the objective of constructing reasoning for improvement based on seeking coherence between the criteria proposed theoretically and the real practice findings, this evaluation process has the purposes identified in Figure 4.

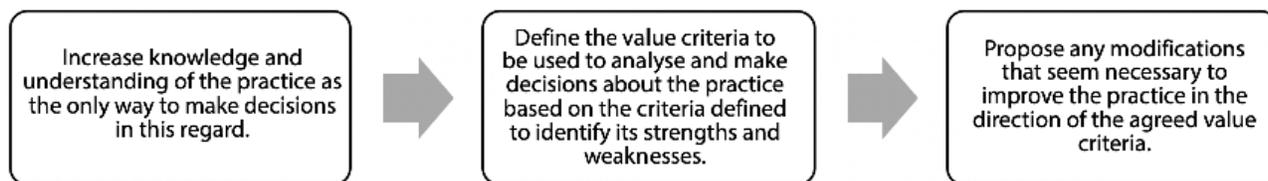


Figure 4. Purposes of the own elaboration

Source: own elaboration.

Next, the components used in the creation of the model adapted to the needs of the MFI company are defined. From the theoretical framework, the state of the art and the context of the case study, with the aim of proposing the dimensions of negotiation (given that in the MFI company there is no specific model for commercial executives), a model is required that allows stable and effective business to be done, through the analysis of the results obtained, the skills, abilities and tools that people have acquired over time; The 360° negotiation model of Malaret (2007) is proposed, from four main areas at the time of carrying out a negotiation, proposed in Figure

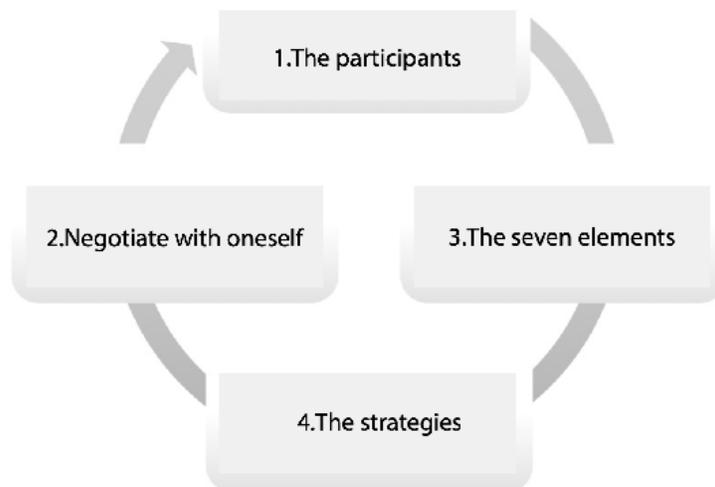


Figure 5. Diagram of main areas of negotiation

Source: adapted from Malaret (2007).

In relation to the four areas of negotiation:

Area 1: The participants and their circumstances. It seeks to analyze as much information as possible from all the parties involved in the direct and indirect negotiation, in the same way as all the present interests. The more information you can consolidate, you will have an undeniable advantage over the negotiators.

Area 2: The seven elements of the process. For the executives of the company, there is no defined protocol that guides and obtains satisfactory results in the negotiations and that are reflected in the sales, each executive uses the strategy that works for him. Figure 6 shows the seven elements of the process, which serve to prepare the negotiation, conduct it, review it and evaluate it once it is closed.

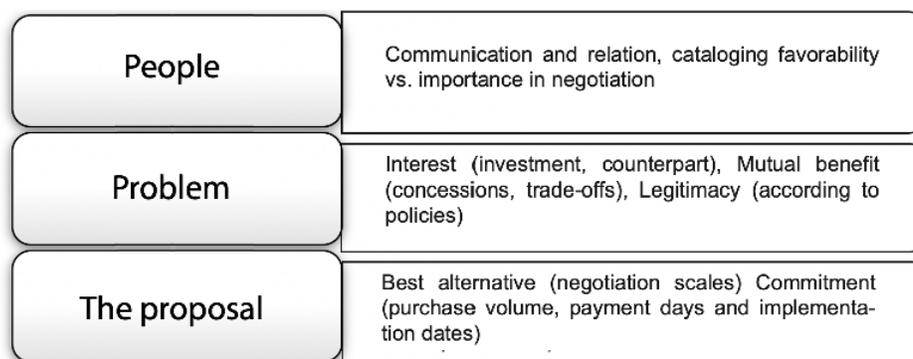


Figure 6. Elements of the process

Source: own elaboration.

In summary, being clear about the elements of the process is key to achieving an ideal order to optimize future negotiations, this determines a road map to achieve the proposed objectives and gives the guideline to implement commercial strategies.

Area 3. The strategies: The above produces the added value, then it must be requested, but in a greater quantity. These two strategies should always be applied to each other, the important thing is to know when the right time is to claim or negotiate.

Area 4: Negotiation with oneself. In the study case, for the MFI company, the negotiation area is exclusive to each individual, and, therefore, it is not being generalized, since each action is unique. Being such a broad concept that of “negotiating with oneself”, which can be studied from different perspectives, for this research an approach was made from the leadership styles Blake and Mouton (1964), previously raised in the theoretical framework on leadership.

In this context, without being an additional component, it is necessary to define that the “epicenter” is the negotiator, it is the most important figure in the negotiation process, due to their abilities, skills or knowledge acquired over time, negotiations are possible or the desired end, every good negotiator knows that each business is different and particular, from experience you learn, and even more from those where the best result has not been achieved, under the premise that you not only learn from success.

Taking into account the above arguments, the ideal considerations that form the basis of the business approach are presented below. Figure 7 represents the adoption of a methodological strategy for the resolution of the new model. In other words, it is the structure and plan to achieve better results, in addition, it establishes the conceptual framework for the analysis of the different variables. The motivational culturist approach is the fundamental element of the proposal, where interpersonal relationships are identified as prominent elements in the negotiation process.

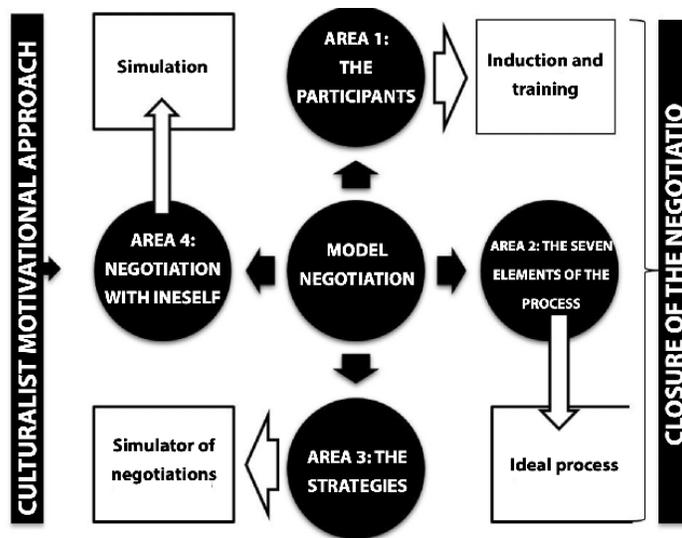


Figure 7. Proposed Model
Source: own elaboration.

In this model by areas, the aim is to arrive at a generalization consistent with the validity, objectivity, and reliability of the measurements. Area 1: promotes the determination of the rules of the game, such as: the economic environment, the objectives, the participants, the interests, and everything that affects the process in any way. In the Area 2. describes the process of preparing for, conducting, and reviewing the negotiation. It is possible to carry out a simulation exercise to highlight shortcomings and reinforce where necessary the simulation within the company, which can be at the logistical, financial and personnel levels to determine the capacity to respond to such negotiations. From the above, the training pursues as goals the improvement that is established in Figure 8.



Figure 8. Training Goals
Source: own elaboration.

The need for training is determined from the development of performance evaluations or from descriptions of the profiles for the positions or jobs related to the process. In this stage, the training and from the training needs, four phases were proposed that are identified in Figure 9.

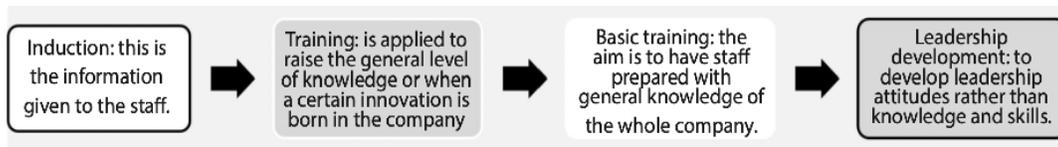


Figure 9. Training application
Source: own elaboration.

Returning to the analysis of the theoretical findings, in the description of an ideal model, it is proposed that the preparation can be 50% of the success in the negotiation, because it allows to study important variables that directly influence in the process of negotiation. Based on the above, and with the contracting of the analysis carried out in the case study, in Figure 10 displays the ideal strategy for a negotiation process and make decisions with the proposed adjustments, which they include aspects to take into account in order to carry out an excellent negotiation preparation.

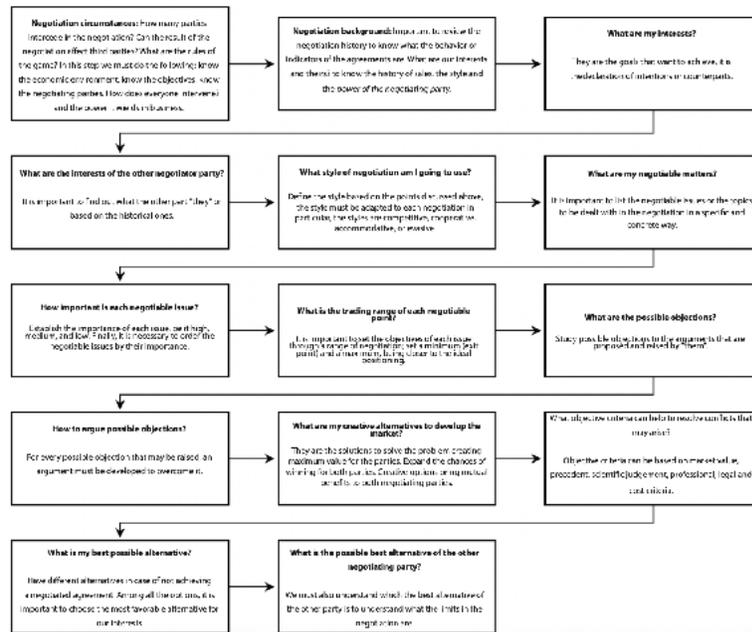


Figure 10. Ideal process
Source: own elaboration.

The research showed that in the case study the preparations for negotiation were carried out intuitively, after the theoretical review, data analysis and reflection it is important to adjust this process by means of methods such as the one proposed, where interests are identified, prioritized, imagined, or investigated. It is necessary to have objective criteria that can help to find common reasoning and devise possible solutions for the different objections that will be addressed. It is also essential to assess the current relational situation with the counterpart, and the benefit or otherwise of preserving and optimizing it, to visualize communication problems or create plans or ideas to improve communication with the other party and, finally, to review the form of possible agreements. The above is closely related to Cellich's (1998) statement on the importance of communication skills in negotiation. In conclusion, consider the alternative of the parties' negotiated agreement and perfect one's own if possible.

Based on the model described above and considering the outline of the ideal process, the following section shows, by way of reflection, elements for discussion, which, without being conclusive, may represent a summary of some of the elements of the ideal process of the important research findings.

6. Discussion and conclusions

This research approached the case study of the commercial negotiation process in a Multinational Infant Formula Company (MFI), from a theoretical framework and the state of the art, both developed to determine the theoretical focus of the research, which served to prepare the instruments and define the scope of the study carried out. The theoretical and methodological contributions and the resulting model are evident in this article, and the validity of the study means that it can be replicated in other companies in the same or in other sectors. The limits, which have already been stated, are given by the theoretical perspective, the methodology and the chosen case study.

It is important to recognize that nowadays, for companies, the negotiation process is becoming one of the most important processes in terms of its impact on their performance. In many companies, as with IFM, there is no agreed process or model for negotiation that is part of the culture of the organization, but rather it is up to the individual, with all the limits and problems that this creates. From the above, it is recognized that negotiation as a process must be managed, and it is the responsibility of the company leader or the area in charge to define a mechanism to achieve this purpose.

Companies, as well as individuals, are beginning to realize that their actions have a greater impact on what happens in their environment. For this reason, there is an increasing need for companies to manage business with ethical conduct, hence the need to generate more effective and inspiring leadership, which manages to change the "I" for the "we" when making decisions.

In this context, by evaluating the design of the negotiation process through different mechanisms with the commercial team of the case study company, and after analyzing different theoretical approaches to negotiation, it is concluded that by creating a clear guiding vision on how to carry out the process, reviewing the background, the negotiation can be better interpreted. Once the components are established, it is easier to choose the tools needed to determine the expected outcome, focusing on the problem, and avoiding deviations from the initial aspiration.

It is also vital to recognize that the theoretical perspective used for the design of the model allows for the extension and analysis of other processes in the company and can be implemented in other areas or departments. This model can also be used in other companies belonging to the same business sector, where negotiation strategies work, according to the organizational culture, while remaining functional.

This article proposes a structure of analysis and action that potentiates results in relationships at all levels, given that it allows to understand "how" to achieve the greatest benefit from the smallest details and provides a method to deduce and predict some situations, which generate an advantage to achieve the proposed objectives.

While demonstrating that honest dialogues and long-term relationships are important for negotiations, this leads those using the model to reflect on and deepen a feasible and far-reaching negotiation process for everyone, given that as evidenced throughout this article, mental frameworks and culture establish certain results in the business and determine its performance. New strategies are needed to internalize the new elements of the model more effectively. In this sense, the advantages of using negotiation simulators, not as a novelty, but as part of the day-to-day management of negotiations, are raised, given that it has been proven that they have a positive impact on the process and the results.

Simulators that are based on robust information systems should be designed to exercise how to achieve the objectives with concrete arguments successfully using communication skills, working with listening and different questioning techniques. In addition, elements that allow understanding non-verbal communication should be incorporated. It is also relevant in this process to understand the importance of training focused on an integral model with a cultural/motivational approach, following some of the recommended steps for negotiation preparation, and thus obtaining the expected result and optimal follow-up.

7. References

Battley, Susan (2012). *360-Degree Feedback and Executive Coaching*. The Oxford Handbook of Lifelong Learning. <https://doi.org/10.1093/oxfordhb/9780195390483.013.0079>

- Baxter, Pamela; Jack, Susan (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The qualitative report*, 13(4), 544-559.
- Blake, R.; Mouton, J. (1964). *The Managerial Grid, the Key to Leadership Excellence*. Houston, TX: Gulf Publishing Company.
- Bracken, David; Timmreck, Carol; Fleenor, John; Summers, Lynn (2001). 360 Feedback from another angle. *Human Resource Management*, 40(1), 3-20.
<https://doi.org/10.1002/hrm.4012>
- Bracken, David; Rose, Dale (2011). When Does 360-Degree Feedback Create Behavior Change? And How Would We Know It When It Does? *Journal of Business and Psychology*, 26, 183-192.
<https://doi.org/10.1007/s10869-011-9218-5>
- Buchko, Aaron (2007) The effect of leadership on values-based management. *Leadership and Organization Development Journal*, 28(1), 36-50.
<https://doi.org/10.1108/01437730710718236>
- Cakravastia, Andi; Nakamura, Nobuto (2002). Model for negotiating the price and due date for a single order with multiple suppliers in a make-to-order environment. *International Journal of Production Research*, 40(14), 3425-3440.
<https://doi.org/10.1080/00207540210147007>
- Calhoun-Wells, John; Liebman, Wilma (1996). New models of negotiation, dispute resolution, and joint problem solving. *Negotiation Journal*, 12(2), 119.
<https://doi.org/10.1111/j.1571-9979.1996.tb00085.x>
- Cellich, Claude (1998). Importancia de las dotes de comunicación en la negociación. *Informador Técnico*, 58, 46-52.
<https://doi.org/10.23850/22565035.1093>
- Cohen, Herb (1980). *Todo es negociable*. Barcelona, España: Planeta, Ed.97 Coleman, Peter; Lim, Ying (2001). A systematic approach to evaluating the effects of collaborative negotiation training on individuals and groups. *Negotiation Journal*, 17, 363-387.
<https://doi.org/10.1111/j.1571-9979.2001.tb00246.x>
- Corbi, Alberto; Lejarreta-Erasti, Iratxe; Burgos, Daniel (2019). A Scalable Approach for 360° Feedback in Cooperative Learning. *IEEE Access*, 7, 9105-9115.
<https://doi.org/10.1109/ACCESS.2018.2887272>
- Densten, Iain (2006). Negotiating extra effort through contingent rewards. *Leadership and Organization Development Journal*, 27(1), 38-49.
<https://doi.org/10.1108/01437730610641359>
- Fassina, Neil; Whyte, Glen (2014). "I am Disgusted by Your Proposal": The Effects of a Strategic Flinch in Negotiations. *Group Decision and Negotiation*, 23(4), 901-920.
<https://doi.org/10.1007/s10726-013-9360-8>
- Fisher, Roger; Ury, William; Patton, Bruce (2011). *Obtenga el si. El arte de negociar sin ceder*. Bogotá, Colombia: Editorial Norma S.A.
- Gunia, Brian (2017). To move or to wait? Everything you need to know about making the first offer. *Business Horizons*, 60(1), 15-18.
<https://doi.org/10.1016/j.bushor.2016.09.006>
- Hofstede, Gert; Jonker, Catholijn; Verwaart, Tim (2012). Cultural differentiation of negotiating agents. *Group Decision and Negotiation*, 21(1), 79-98.
<https://doi.org/10.1007/s10726-010-9190-x>

- Jang, Daisung; Elfenbein, Hillary; Bottom, William (2018). More than a phase: Form and features of a general theory of negotiation. *Academy of Management Annals*, 12(1), 318-356.
<https://doi.org/10.5465/annals.2016.0053>
- Jeive, Michael; Saner, Raymond (2019). Negotiating international strategic alliances: Success and failures - Some closing thoughts. *European Journal of International Management*, 13(5), 700-708.
<https://doi.org/10.1504/EJIM.2019.102007>
- Jochemczyk, Lukasz; Nowak, Andrzej (2010). Constructing a Network of Shared Agreement: A Model of Communication Processes in Negotiations. *Group Decision and Negotiation*, 19(6), 591-620.
<https://doi.org/10.1007/s10726-009-9165-y>
- Johansson, Karl; Elgström, Ole; Kimanzu, Ngolia; Nylund, Jan; Persson, Reidar (2010). Trends in Development Aid, Negotiation Processes and NGO Policy Change. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 21(3), 371-392.
<https://doi.org/10.1007/s11266-010-9131-y>
- Kolb, Deborah (2009). Too bad for the women or does it have to be? Gender and negotiation research over the past twenty-five years. *Negotiation Journal*, 25(4), 515-531.
<https://doi.org/10.1111/j.1571-9979.2009.00242.x>
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International Pvt Ltd Publishers.
- Kuhn, Peter; Gu, Wulong (1999). Learning in sequential wage negotiations: Theory and evidence. *Journal of Labor Economics*, 17(1), 109-140.
<https://doi.org/10.1086/20991598>
- Longenecker, Clinton; Ragland, Charles; Mallin, Michael (2014) Developing high performance sales managers: Key practices for accelerating growth. *Development and Learning in Organizations*, 28(2), pp. 10-13. <https://doi.org/10.1108/DLO-07-2013-0037>
- Ma, Z. (2007). Conflict management styles as indicators of behavioral pattern in business. *International Journal of Conflict*, 18(3) 260-279.
<https://doi.org/10.1108/10444060710825990>
- Ma, Zhenzhong; Dong, Weiwei; Wu, Jie; Liang, Dapeng; Yin, Xiaopeng (2015). Confucian Ideal Personality and Chinese Business Negotiation Styles: An Indigenous Perspective. *Group Decision and Negotiation*, 24(3), 383-400.
<https://doi.org/10.1007/s10726-014-9394-6>
- Malaret, Juan (2007). *Negociación en Acción*. Madrid, España: Diaz de Santos.
- Malaret, Juan (2011). *Negociación en acción. El Proceso 360*. Madrid, España: Diaz de Santos.
- Marshall, Alasdair; Ashleigh, Melanie; Baden, Denise; Ojiako, Udechukwu; Guidi, Marco (2015). Corporate Psychopathy: Can 'Search and Destroy' and 'Hearts and Minds' Military Metaphors Inspire HRM Solutions? *Journal of Business Ethics*, 128, 495-504.
<https://doi.org/10.1007/s10551-014-2117-8>
- Mislin, Alexandra; Campagna, Rachel; Bottom, William (2011). After the deal: Talk, trust building and the implementation of negotiated agreements. *Organizational Behavior and Human Decision Processes*, 115(1), 55-68.
<https://doi.org/10.1016/j.obhdp.2011.01.002>
- Munduate, L.; Medina, F. J. (2011). *Gestión del Conflicto, Negociación y Mediación*. (4 ed.), Madrid, España: Pirámide.

- Parola, Heather; Ellis, Kimberly (2013). M&A negotiation stage: A review and future research directions. *Advances in Mergers and Acquisitions*, 12, 33-57.
[https://doi.org/10.1108/S1479-361X\(2013\)0000012005](https://doi.org/10.1108/S1479-361X(2013)0000012005)
- Pérez-Hernández, Fernando (2003). Tópica de la negociación. *Cuadernos de Información y Comunicación*, 8, 17-38.
- Putnam, Linda; Jones, Tricia (1982). The role of communication in bargaining. *Human Communications Research*, 8(3), 262-280.
<https://doi.org/10.1111/j.1468-2958.1982.tb00668.x>
- Ribbink, Dina; Grimm, Curtis (2014). The impact of cultural differences on buyer-supplier negotiations: An experimental study. *Journal of Operations Management*, 32(3), 114-126.
<https://doi.org/10.1016/j.jom.2014.01.004>
- Román, Sergio; Ruíz, Salvador (2003). A comparative analysis of sales training in Europe: Implications for. *International Marketing Review*, 20(3), 304-327.
<https://doi.org/10.1108/02651330310477611>
- Rowe, Mary (2015). Negotiations Theory and Ombuds Practice. *Negotiation Journal*, 31(4), 419-423.
<https://doi.org/10.1111/nejo.12119>
- Sakabani, Bassam (2013). *Las negociaciones en el mundo*. San Vicente, España: ECU.99
- Salacuse, Jeswald (2016). The Effect of Advice on Negotiations: How Advisors Influence What Negotiators Do. *Negotiation Journal*, 32(2), 103-125.
<https://doi.org/10.1111/nejo.12150>
- Sandvik, Alexander; Croucher, Richard; Gooderham, Paul (2019). Negotiation and the alignment of knowledge workers with organisational goals. *European Journal of International Management*, 13(1), 69-87.
<https://doi.org/10.1504/EJIM.2019.096503>
- Shipper, Frank (2009). Investigating the sustainability of a sustained 360 process. *Academy of Management*, 2009(1).
<https://doi.org/10.5465/ambpp.2009.44265101>
- Shipper, Frank; Hoffman, Richard; Rotondo, Denise (2007). Does the 360 feedback process create actionable knowledge equally across cultures? *Academy of Management Learning and Education*, 6(1), 33-50.
<https://doi.org/10.5465/amle.2007.24401701>
- Sofer, I., Sarne, D. & Hassidim, A. (2016) Negotiation in exploration-based environment, Autonomous Agents and Multi-Agent Systems, 30(4), 724-764.
<https://doi.org/10.1007/s10458-015-9303-7>
- Tanehashi, Amadeo (2010). Factores culturales y negocios en Japón. *Información Comercial Española, ICE: Revista de Economía*, 586, 79-88.
- Watkins, Michael (1999). Negotiating in a complex world. *Negotiation Journal*, 15, 229-244.
<https://doi.org/10.1111/j.1571-9979.1999.tb00195.x>
- Wilson, Elizabeth; Thompson, Leigh (2014). Creativity and negotiation research: The integrative potential. *International Journal of Conflict Management*, 25(4), 359-386.
<https://doi.org/10.1108/IJCMA-05-2014-0033>
- Yin, Robert (2003). *Case Study Research: Design and Methods*. Thousand Oaks, California: Sage.