

BUSINESS NEGOTIATING TACTICS: MODERN APPROACHES AND INSPIRATIONAL REVENUE-INCREASING TOOLS

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Abstract: *This chapter analyses and evaluates the current situation during business dealing with customers in order to improve it. Modern approaches and negotiating tactics are used. The analytical part of the chapter defines concepts such as business negotiation, communication process, business negotiator, customer and negotiating tactics. The application part of the chapter interprets results of research on behavior of customers and sale representative. To collect and analyze primary and secondary data, the questionnaire survey, controlled interviews and observing were used including own experience of the author of the chapter in communication with key customer during business negotiation. Proposals, recommendations and measures to improve the current situation were submitted. This was made in order to strengthen the current situation with customers/clients and to support creation of new business partnership which is based on trust, loyalty, satisfaction and interest of newly asked customers/clients who participate in the increase in demand on product/service.*

Keywords: *Business negotiation, business negotiator, communication process, customer, negotiating tactics.*

1. INTRODUCTION

Due to globalization and dynamic development of economic relations, the international trade is developing too. Thanks to the accelerating pace of development of foreign trade, business contacts on international level are founded. Growth of global economies supports the promotion of domestic enterprises in foreign markets where there is a clash and a subsequent convergence of cultures. Enterprises, products and other market segments are suppressed at national level and become part of the global market.

The aim of the chapter is to analyze the current situation during business dealing with customers/clients in chosen analyzed enterprise. Based on studies of primary and secondary resources, modern approaches to customer/client and own experience of the author, the aim is to propose improvement of the current situation in order to strengthen the current situation with customers/clients and to support creation of new business partnership which is based on trust, loyalty, satisfaction and interest of newly asked customers/clients who participate in the increase in demand on product/service.

The purpose of the chapter is to propose alternative ways of behavior and business negotiation which supports customer loyalty to product/service and stimulates mutual relationships and alliances between contract parties (business negotiators/customers).

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In the analytical part of the chapter, there are characterized concepts such as business negotiation, business negotiator, communication process, customer and negotiating tactics.

The application part of the chapter interprets the results of the research on business negotiators and customers/clients. To collect and analyze primary and secondary resources of data, the questionnaire survey and own experience of the author of the chapter in communication process and business negotiation were used. The method of observing and controlled interviews were used to support satisfaction, loyalty and retention of current customers with the accent of getting new, loyal clients/customers addressing the proposals and recommendations of an improved business relationship in accordance with the stated aims of the chapter.

2. LITERATURE REVIEW

Author [5] perceives business negotiation as an interview in which the role of interviewer and interviewed person changes. Through interview, one of the partner parties tries to convince the relevant participant of the dialogue about different forms and ways of behavior in terms of having united interest in products/services with the possibility of exploring or exchanging business offers, claims [11]. Authors [2], [7], [8] and [40] see business negotiation as an interactive communication process which might occur whenever we want something from someone else or when someone wants something from us.

Nowadays, the information is the most demanded article of business negotiation because it significantly influences summary evaluation of facts and enables negotiator and customer to make decision based on obtained facts, factual views and strategic considerations, claim [1], [26]. The main factor of business negotiation is time; argue [21], which are used during planning process, preparation for business negotiation and organization during the negotiation itself, summarize [17] and [37]. Through balanced dialogue time is optimally managed and in the case of unequal dialogue, time is manipulated and pressure options of aggressive and purposeful negotiation are actively used [27]. In the case of gradual or slower pace, participants in the dialogue may consider all available alternatives or seek concessions or acceptable deviations. Slow pace during business negotiation is logically beneficial as it blunts emotions and supports rational, conceptual thinking which avoids rapid reflection and, in most cases, suppresses random, unreasonable, and often squeamish decisions, says [33]. In order to gain customer's/client's confidence, business negotiator uses abilities to persuade, negotiate and realize real ideas and to manage situations and people, as communication is a decision-making power, expresses [7] and [30]. "Those who learn how to effectively use it might change own view on the world and even the view through which the world looks at them" [6]. Authors [25] propose that verbal and non-verbal communication in communication process often leads to discrepancies between words and behavior of participated subjects because speaker's effort is to hide communicated information and to cause listener's embarrassment to statements that can be understood in many ways. Non-verbal communication might be considered as more credible form of communication than verbal, express [35], which were supported by other author's findings [36] and with which the author of the chapter espouses. Non-verbal communication is used through gesticulation, smiling, frowning, moving chair closer to the other, touching the other person, raising voice or on the contrary when no information is shared. The most commonly used signals are e.g. body movements - gestures, illustrators, affective signs (mimic signs, i.e. movements that stimulate the emotional stimuli of body); hand gestures; regulators which monitor, control, coordinate or maintain speech of the other participant; adapters, i.e. gestures that satisfy personal needs [20]; body appearance; mimics; vision; spatial intimate, personal, social and public distances; colors; clothes, ornaments, fragrances; room decoration;

smell; gifts; touches; silence; use of time. The advantage of verbal communication is immediate feedback, flexibility and specification of emotional and non-verbal signals. On the other hand, the disadvantages are influence of communication barriers and noise, degradation of oral speech, especially when mediating or reproducing it, as well as it is time-consuming. The success of verbal communication is a careful consideration of each appropriately chosen word, comment [31]. During business negotiation, negotiator is influenced by his/her skills, e.g. flexibility, creativity, professional and general overview, empathy, team work ability [15] and ability to cope with his/her age, add [48]. The appropriate and competent business negotiator is a person who has great knowledge about discipline, general and professional overview, reasonably argues, negotiates and convinces partner during a common business meeting, acts confidently, responsibly and encouragingly. Self-confident business negotiator believes in himself, accepts opinions of the other partners, behaves credibly, smiles, looks positively, remembers names of people with who he spontaneously converses and then addresses them, say [92] and [19] predicts that successful business negotiator has to have high-level communication skills including stress resistance, ability to assess a business partner and specify his/her real interests and needs. Necessary skills and abilities of a business negotiator include personality intellectual [4], innovative and realistic judgement and perception, planning [23], conceptual and organizational skills [12], flexibility, creativity and objectivity, emotional maturity, e.g. honesty, ambition, discipline, perseverance, result orientation, assertiveness, enthusiasm, but also interpersonal skills, i.e. willingness to persuade, listen and communicate actively and openly. Mutual communication between business negotiator and customer should be equivalent, effective, positive and professional, expresses [10] and [27]. Customer's positive evaluation is achieved when business negotiator asks questions, listens and recommends appropriate solution, add [23]. Author [45] proposes that "people who are in the world of managers, dealers and diplomats say that appealing and persuasive person should have a pleasant smile, nice appearance and self-confidence". Customer is more interested in business negotiation when negotiator is elegantly dressed, observes the rules of social behavior (etiquette) but also entertainingly and pleasantly articulates. The appropriate dress code and nice outer look so-called outfit support "brilliant" image of participated persons in public space whose intent is to gain favor and maintain loyalty of customer/client. Outfit might cause "halo effect" for customer/client because the overall look, hairstyle, cleanliness, body smell and smiling look induce a favorable atmosphere of business negotiation, comment [33]. The author of the chapter agrees with content of a song created by Jan Werich and adds that "clothes make man".

Negotiating technics, so-called tactics, are an important part of business negotiation process. The planning activity includes collecting adequate information, as well as identifying the best alternatives and negotiating tactics which are used secretly, often aggressively and manipulatively during business negotiations. Significant elements of negotiating tactics are the first impression and the final reaction. Through the first impression and the first move, the necessary authority for successful business negotiation or even the superiority over the counterparty might be gained. Author [46] claims that the concept of negotiation always has to be modified according to given situation and stated goal. Based on negotiating tactics and formulated task, business negotiators of consultative as well as of conventional type are selected. Consultative business negotiator prefers to achieve a "win - win" consensus when participated contracting parties are fulfilled and satisfied, comments [14]. The most experienced and successful negotiators try to satisfy counterparty so that it does not leave business negotiation embittered and wounded. Consultative business negotiator has to be considerate to people with who he/she negotiates, because tactics such as threats, extreme or absurd demands, as well as ultimate are almost excluded in business communication. Negotiators have to

dedicate sufficient amount of time to make situation analysis of counterparty. Consultative negotiator has to respect statements of contractor with respect to facts which will follow because they create necessary demands and desires of counterparty. Business negotiator of unfriendly type has all instruments to use counterparty in favor of maximizing personal profit, says [43]. Type of negotiation of this tough business negotiator is so-called “win-defeat” because his/her aim is to have publicity in mass media and high market return, claims [44]. Business transactions are perceived as a one-off activity regardless of future existence. A business partner is seen as an enemy who must be defeated by all available and pressure instruments to achieve desired goal. The losing party tries to withdraw from a disadvantageous agreement, not to accept it or to repay his/her defeat, therefore it does not always bring this style of negotiation a guaranteed success, comment [20].

According to [13], the attitude of counterparties is important within personal sale because attitude and its change are pillars of negotiating whose aim is to influence mental condition of business partner through appropriately chosen form of communication. Author [22] divides business dialogue into introductory, informative, argumentative, presentation and final part. Within the introductory part of business dialogue, business partners are welcomed and business negotiation is started in order to get a customer, express [16]. The first impression, so-called “halo effect”, is decisive. Creating an optimistic atmosphere from the beginning of dialogue is a crucial part of success in business negotiations. During the informative part, the needs of partner are found out and necessary information is provided in order to attract an interest in realizing business activity. The argumentative and presentation parts convince customer that a business contract is convenient, stimulate business talent and affect the self-confidence of interested subjects, claim [42]. The final part creates space for dialogue about contract prices, business margin or traditional habits related to standard purchases. The risk of misgiving and fear of inattention or failure are the most common causes of unsuccessful business negotiation which was influenced by emotions, communicate [39]. In order to increase profits, it is necessary to create a favorable atmosphere, to develop trust and partnership especially for paying customers because people spend money in different ways. Some customers chronically shop. They make up the smallest group of shoppers, about 15%, spend without hindrance and regardless of price because shopping is an attraction for them. It is very easy to sell anything to chronic shopper; their enjoyment is emphasized. Savers occupy 24% of the global market and belong to a population group which does not abuse purchases or spend money for their own pleasure because money is, in their opinion, a non-renewable resource. They almost do not spend money, loss of money is an internal wrong for them because of which they feel remorse before and after purchase, comment [50]. It is really difficult to sell this group anything because in most cases they disagree with purchase and answer in advance that they are not interested in offer. This group of shoppers might be convinced by factual argumentation of graphically presented data and statistical surveys based on e.g. professional comparative study which is focused on rational rather than emotional judgment or it is possible to choose another form of follow-up survey, e.g. best practice that compensates for potential losses. 61% of average purchasing shoppers respond to advertising spots because they spend their leisure time searching for necessary sources of information before making their own purchases. A decisive factor in shopping habits is time which they invest to collect and search for necessary information to make a purchase [49]. Considering these facts, it is appropriate to address this group of shoppers during regular shopping in order to motivate regular shopping habits and support traditions, express [38]. According to above-mentioned definitions, business negotiation is a structured communication which tends to change initial differences in viewpoints (identical or opposing opinions and interests) and to overcome obstacles which might or could make concessions through mutual transfer of information (getting acquainted

with the opinions and requirements of at least two partner entities or groups) with the absence of authoritative authority.

3. METHODOLOGY AND OBJECTIVE

The aim of the chapter is to analyze the current situation during business dealing with customers/clients in chosen analyzed enterprise. Based on studies of primary and secondary resources, own experience of the author and modern approaches to customer/client the aim is to propose improvement of the current situation in order to strengthen the current situation with customers/clients and to support creation of new business partnership which is based on trust, loyalty, satisfaction and interest of newly asked customers/clients who participate in the increase in demand on product/service.

In order to respond to a marketing-oriented survey, research questions were formulated with a methodical support by questionnaire survey and controlled interview with Customer Service Manager. This is followed by a discussion section which includes interpretation of proposals and recommendations based on own experience in dealing with key customers/corporations according to the defined goal of the chapter. Research questions were stated as follows:

Is verbal and non-verbal communication during negotiation a key factor of success in business and sales process?

Do customers perceive the appearance and personality of business negotiators/dealers as a key priority during business negotiation?

To create this chapter, collection and analysis of primary and secondary data of currently offered products/services were realized including studies of professional literature and gathered resources, creation of literature review and formulation of theoretical knowledge from branch of business and sales, analysis of the current situation and adoption of professional themes, formulation of methods of solution, summary of documents intended for the introductory part of the chapter, i.e. production of obtained knowledge from book sources, interpretation and empirical generalization of knowledge and issues of given problematics, preparation and specification of research question and statements according to given aim of this chapter. The analyzed enterprise operating in the tourism industry was selected in locality České Budějovice, Czech Republic. The author examined business methods and offer of products/services of the enterprise, defined specific methods – questionnaire survey, method of observing, controlled interviews – dealing with Customer Service Manager about possibility to realize qualitative and quantitative research – specification of research questions – elaboration on obtained data and available information.

Questionnaire survey was realized to obtain information about business negotiations of business negotiators/dealers. The questionnaire was divided into six circles which were specified by thematic sections. The first section was focused on factors of addressing and selecting a business negotiator - see Questions 1 and 2 and Statement 1 and 2. In the second section, three further statements were made dealing with behavior of business negotiators/dealers towards customers/clients and whether customers agree or disagree with this behavior - more specifically see Statements 3 to 5. Regarding creation of an atmosphere which is suitable for business negotiations the third section was compiled which contains two statements. In the fourth section, there is Statements 8 to 14 which include physical appearance of business negotiators/dealers in conjunction with Question 3. The reason for creating this section was fact

that customers interact with the first impression of person they would be dealing with. In the fifth section, there were created two questions (4 and 5) which are thematically based on non-verbal communication of business negotiators/dealers and observing the intimate distance between participants of negotiation. Only one question related to the respondents' age was assigned in the sixth section. The reason for stylizing this question was to avoid getting answers from people under the age of 18 who do not yet have experience with business negotiators/dealers in a large proportion especially in terms of concluding business contracts as under-age people are ineligible for legal acts according to the Czech Civil Code.

The questionnaire consisted of 6 closed questions and one open question including 14 claims according to Likert scale. Asked respondents chose one from following options, i.e. I absolutely agree, I rather agree, I do not know, I rather disagree, I absolutely disagree. The questionnaire was distributed to respondents personally but also electronically in order to extend the way of communication with possibility to answers for a wider portfolio of target groups in population. Time allocation to fill the questionnaire was 10 days. The questionnaire was distributed to 85 respondents in 20 copies of which 15 fully completed copies were returned, i.e. 100 respondents from the České Budějovice locality in the Czech Republic in April/May, 2018 answered. Results were then graphically displayed in spreadsheet or graphical expressions in Microsoft Excel, interpreting results and discussions in the appropriate chapter.

After processing the data from the questionnaire survey and their interpretation, the controlled interviews with the business negotiator/dealer followed including observing to verify the obtained results and answer the questions perceived by the customer's/client's eyes. Customer Service Manager from the analyzed enterprise located in České Budějovice, Czech Republic was asked to answer controlled interview. The manager was asked due to professional orientation, many years of experience and practical skills in dealing with clients/customers/subordinate employees. The question was formulated: "What do you think about success of negotiations with customers/clients in terms of improving relationship with them?". The questionnaire consisted of three questions focusing on argumentation, communication, negotiation and presentation skills applicable within personal dealing. The last question was open for the purpose of expressing the manager's own opinion aimed at the results of the questionnaire survey. Controlled interviews took place at the Customer Service Centre in České Budějovice in April/May this year. The empirical generalization of the results is commented in the Results and discussion chapter.

The method of observing was applied during statistical survey within qualitative and quantitative research in the same period of this year and its results were also interpreted in the Results and discussion chapter.

4. RESULTS AND DISCUSSION

We were pleasantly surprised with the result of the answers we acquired in the first section of the questions because our assumption was not confirmed. We assumed that people would rather prefer to deal with sellers of older rather than younger age because they prefer professional skills and practical experience in the field with emphasis on social behavior and diplomatic behavior to clients/customers. In the analyzed company, age is not a priority decision magnitude when selecting a consultant so the Customer Centre selects experienced employees of all ages including juvenile communicative individuals with basic experience in business and sales as well as with pleasant appearance and image. The main techniques, tricks, practices and methods of persuasion and argumentation are used by business negotiators/dealers who exploit different

forms of communication to attract clients/customers. Negotiators try to influence and persuade them so they believe in the conveniently presented purchase of product/service. The advantage of a product/service is its effort to point out positive values and advantages and to convince consumers that the product/service is exceptional, unique, and incomparable and does not have any competition in the surrounding environment. Advertisements point out range of attributes of expected values of products/services which are most commonly recommended by well-known people who express their opinions and satisfaction with purchased product/service with possibility to gain discounts, bonuses, gift vouchers as well as different types of rewards such as quantity discounts from the usual price. Technique of using humor is a popular and very common element of business negotiation as it assumes that if a client/customer smiles or laughs he/she will better remember a product/service which he/she will be able to remember with pleasant feelings or enjoyment, communicates [32].

Through argumentation means of effective negotiation, the asked company which operates in the tourism industry appeals for gained results and numerical findings based on graphical and table expressions of analyzed conditions. These conditions are based on professional studies and calculations with numerical data, e.g. cost savings of selected products but also of various researches on advantages of products/services in comparison with competitors who appeal to customer/client and guarantee fidelity to contractual partner with possibility to choose more suitable variant of existing products/services. Prolonged opening hours are one of the key criteria for choosing products/services for new customers as competing companies in the same industry and location have limited opening hours (only to 5 p.m. twice a week from Monday to Friday and there is closed at the weekend). Another argument is to make references to benefits which were interesting for a low percentage of respondents (18%). The Customer Centre Manager estimated a higher percentage value than the one which was found out in the survey. The Customer Centre Manager emphasizes personal experience and positive references in business negotiations as well as examples of practical use of products/services offered in his/her own family which is very satisfied with the portfolio and recommends its further use. One of the respondents said that this argumentation is inappropriate to be included in business negotiation process because, in his opinion, it points to unethical and amoral elements of persuasion which affect behaviors and attitudes of purchasers. In persuading, it is possible to use the fear factor by showing negative consequences of shoppers' actions in case they do not change their opinion/attitude which is advised according to our requirements. Restrictions, threats and any suggestions or recommendations should be appropriately identified for a given group of people.

In today's turbulent, digital age of the 21st century, when preference for purchasing products/services is appeal for rising price levels, it is presumable that business dealers will most likely prefer orders in terms of price as people with lower cognitive capabilities are better influenced. It is necessary to mention that we are surrounded by people who do not consider the price scale as a priority. Authors [2] recommend to actively use the method of social approval in the negotiation process because the more we know people or communities that are satisfied with the offered service/product, the more likely it is to transfer positive recommendations and references to potential customers and new users. Change in behavior, attitude, and persuasions or in the involvement of one or more people affects the mental state of an individual through communication that influences a person's attitudes, thoughts, opinions, or behaviors. Rapid pace of speech points to the fact that it is a sophisticated and self-confident person. On the contrary, slow pace of speech can create the impression of a calm, less confident and uncertain person. Ways to increase credibility of communicator include eye contact, adequate gesture, relaxed and open attitude, volume and pace of speaker's voice but also his/her

outfit. Psychological and social factors or physical attractiveness play an important role in communication as attractive individuals are perceived as more successful, smarter and more convincing. The popularity of communicator also rises by use of sincere compliments and willingness to listen. The main tactics include presentation of arguments - logical justification, explanation and proving, using questions and challenges, expressing agreement or disagreement, appealing for emotions - reason, emotion, not the use of promises or threats, non-verbal communication, i.e. use of tone and body language. If participants in the communication process are perceived as equivalent partners and not as manipulators than ethics of dialogue are spontaneous, non-violent with the absence of manipulation techniques.

Negotiator might be entitled as a person who has excellent knowledge in his/her field. Majority of respondents agree that dealers have to perfectly know products/services offered by them.

Smile is an important part of the negotiator's personality. Also, it is one of the priority habits during business dealings as it creates a sense of confidence and self-confidence, relaxation, personal peace and serenity. Author [6] claims that smile is part of non-verbal communication. According to opinions of analyzed enterprise's employees, smile and nod are prerequisites for successful business dealings and negotiations. 62 respondents approve this statement. 24 respondents are not willing to trust dealer immediately and smile at him/her too because they perceive ironic subtext in non-verbal communication.

Author [22] claims that appearance of dealers is the first step to have successful business negotiation. Dress code is emphasized because clean and undamaged clothes of dealer psychologically causes a pleasant impression in a business relationship with customers and evokes credibility and professional image. What business clothes do customers perceive? Based on the questionnaire survey which included a question about choosing a dress code, the opinions on suitability of clothing vary. Some customers, especially older generation clients, see black outfit of dealer as a suitable one for funeral. It stimulates negative emotions and customers believe that business negotiations will be affected by gloomy atmosphere of sadness, depression, fear or anxiety fear of tragic events in the context of darkness and night. Younger generation of respondents has opposite view which was confirmed by results of Question 10. Younger generation between 15 and 30 years sees black color in the dress as fashionable and symbol of defiance or precursor to search own identity. Increase in the number of inhabitants in given localities is reflected by interaction between number of inhabitants and percentage of black color which grows with density of settlement in urban agglomerations. Middle generation between 45 and 60 years prefer blue color that is more sympathetic to men than women (a symbol of a return to the early-childhood jeans that reminds them of more peaceful lifestyle). Women prefer red color but also purple and pink because these are girls' colors that symbolize brightness, innocence and purity of girls. As age increases, the tendency to re-allocate warm colors increase in favor of cold colors. Red color is associated with happiness, love, romance and even anger. Color saturation becomes a less important factor in comparison with shade as a determinant of color preference.

According to social etiquette, business and diplomatic protocol of business clothing in the analyzed enterprise, women are not required to wear a jacket or blazer in workplace. The internal guidelines of the company are in accordance with dress code does not require or prescribe employees to do so. However, the author of the chapter asked questions: "Do customers/clients require dress code as a necessary part of business negotiation?" "How do they perceive and evaluate willingness of women to stand on social etiquette rules?" Author of many well-known professional books, named Špaček, interested in the area of etiquette rules,

recommends women to use multi-layered social clothing, the last piece of it should be jacket or blazer. According to opinions and answers obtained from the questionnaire survey and the formal interview, customers/clients consider use of dress code for women as optimal in favor of dress, jacket or skirts of average value. The asked Customer Centre Manager said that women should be dressed in dresses or skirts in normal working hours at workplace. The Customer Centre Manager wishes that female workers wear heel shoes however through the questionnaire survey it was found out that almost half of the respondents did not prefer heel shoes. The author of the chapter thinks that client's/customer's opinion is influenced by ignorance of social etiquette of business and diplomatic protocol for sales representatives/negotiators/dealers.

According to etiquette, men also have to wear prescribed clothes, i.e. suit or pants with a jacket from natural material. In the analyzed company, there is not stated what clothes men should wear when doing business but jeans are not tolerated. Tribal employees most commonly choose dark-colored trousers from suits, shirts or social shirts with jacket or sweater. The Customer Centre Manager recommends men to observe rules of dress code because, according to the opinions of professional and laic public, dealer/negotiator or sales representative should be dressed tastefully because they represent company, their position, social rank and authority in accordance with fashion trends. Dark suit with white shirt and tie is the most widespread dress code of representatives of companies and enterprises. Although 2% of respondents think that dealers can wear jerseys during business dealings with clients/customers. This low percentage can be considered as negligible because the "halo effect", i.e. the first impression in the perception of social perception and evaluation of people, is based on external appearance and surface criteria. According to experiment of Edward L. Thorndike, who published in 1920 a study conducted in 1915 which took place in two large industrial enterprises, research in the form of questionnaire and subsequent evaluation of correlations of individual sections confirmed relations between evaluation of physical characteristics, intelligence, leadership skills, personal qualities and general values of individual work. Consequently, author named Salamon Asche made several experiments on "halo effect" by using principle of using identical words in a different order which were ranked in positive - negative scale or by changing one word characterizing personality rather than physical appearance. The results of experiment pointed to fact that simple words that did not relate to physical appearance can affect idea about given individual. In interpersonal relationships in political, judicial, business or pedagogical environment, "halo effect" have a negative impact on subject, e.g. a five-minute delay or inappropriately selected clothing can have an independent effect on failure of output. The atmosphere of work and business environment is perceived as an important part of the initial, preparatory and opening phase of the negotiation process. Based on these facts, it is appealed for cleanliness, hygiene, safety, temperature conditions, but also office facilities. $\frac{3}{4}$ of the respondents perceive nice smell in office as a pleasant addition, because the sense of smell, as one of the human senses, affects the emotional area of brain which is linked to the experiences, situations or specific places of action. With increasing age, smells are enhanced; fragrant associations are more clearly perceived as they are most often related to personal relationships or home. Nice smell of dealer/sales representative or negotiator is evaluated by $\frac{1}{2}$ respondents as an important, decisive factor in choosing a service/product. Surveys at the same time point to fact that distinctive perfume scent negatively affects olfactory sensations of individuals because the over-used perfume dose dampens emotions and emotional experiences. This was confirmed by research which was made at the Faculty of Biology, University of Liverpool, UK in cooperation with the AXE Company. Based on measures of self-confidence and perception of their own attractiveness through filmed short videos with tested men, women said that when using an active spray, men seem to be more attractive compared to the same male object in photo. Men preferred woody, sandalwood, cedar or pink smells enriched with oriental

ingredients, spices, citrus and flowers. Women preferred flower perfumes such as roses, jasmine, magnolia, violet and others. Perfume contained 15 - 30% of fragrance ingredients. It was the most concentrated smell which was produced only by a few renowned brands in a lower volume but a higher intensity that corresponds to price/quality. Both sexes also chose citrus scent consistency with lemon, lime or orange. For the Customer Centre Manager of the analyzed company it was surprising to find out that most respondents did not perceive smell of perfume as a means of inducing a pleasant atmosphere affecting the olfactory perceptions of individuals, they evaluated their opinion without interest and influence on their final decision. More than half of the respondents perceived flowers in corporate spaces, receptions or offices as part of corporate culture, business image and brand of regional market. People who were not interested in placing flowers in interior of office were mostly asthmatics or migraine sufferers because they were allergic to pollen and airborne molds. Therefore, they preferred ionizers or air purifiers to balance ergonomic working factors with respect to internal labor requirements for working environment.

In the theoretical and methodological part of the chapter it was found out that author [40] explains business negotiation as a communication process of communicating, sharing or exchanging information, argumentation, opposition, convincing, presentations and providing feedback that supports development of rhetorical skills with help of training, testing and repetition to achieve better business and personal results. This was most commonly supported by moderated discussion, brainstorming or videotaping method as non-verbal and verbal communication might in many cases represent each other but also contradict each other. During non-verbal communication, individuals are most aware of gestures and mimics of sales representatives/negotiators/dealers. Business negotiators, with regard to ergonomic layout of workplace and size of communicative spaces, often occupy a workplace in office at the desk against another employee. According to prescribed standards, workplace must have minimally 12 m³. Due to limited capacity of leisure time and business area, dealers have insufficient space for business negotiations, expression of movement, application of communication techniques and other inspirational tactics of business transactions during which mimic, fixed view, facial expression, gesticulation but also distance between speakers should be emphasized. Strangers perceive disruption of their intimate space at distance 15-45 centimeters as threatening, unsuitable for business meetings, negotiations with a superior or business negotiator/dealer. They prefer to arrange business meetings in social zone with min. 120 cm - 360 cm from body. Based on personal experience of the author and practical studies of individual distances of zones which are differentiated according to demographic, socio-economic structure of population living in urban agglomerations and villages, the inhabitants of rural areas are used to have more space and larger intimate zone than urban populations that are adapted to narrow spaces e.g. in urban mass facilities or other urban public spaces.

The above-mentioned examined facts are combined in all phases of the communication process and business negotiations. In the first phase of negotiations, the atmosphere of environment and the first impression of a business negotiator are important because each negotiator uses his own style of negotiation, business techniques and tactics to attract customer, gain his trust and convince him about uniqueness and value of product/service. Whole negotiating is based on mutual communication, trust and related models of social and diplomatic behavior which are non-violently applied to the business negotiation process.

During phase of sale, communication and interaction between dealer (negotiator) and customer/client are significantly important. Price for a business contract is increased proportionally to a high-quality product/service. Each customer/client has some concerns, fears

of ignorance or of making a mistake so atmosphere of trust and alliance is very important as it stimulates external conditions, good working and business relationships which persist and, at best, continue to evolve.

Based on professional studies, research reports, statistical survey and own experience of the author of the chapter, who is for a long time interested in issues of communication process and business negotiations, research questions were defined:

Is verbal and non-verbal communication during business negotiations prime factor in success rate of business and sales process?

Process of verbal and non-verbal communication between two or more partner subjects is very important during business and working negotiations with clients. Unfortunately, not all business negotiators/dealers are sufficiently equipped to negotiate at high level and effectively apply business, negotiating and sales tactics and techniques as shy or inappropriately chosen option of verbal and non-verbal expressions reduces value of negotiator's expected outcome. Therefore, it is essential for employees of the analyzed company to control their speech and body movements well and to perceive wishes and requirements of customers/clients which are often not verbally spoken but expected. It can be stated that verbal and non-verbal communication during negotiation is a primary factor in the success rate of business and sales process.

Do customers perceive the appearance and personality of business negotiators/dealers as a key priority during a business negotiation?

Majority of professional and laic public see the first impression of individual as an important factor. Especially those ones, who decide intuitively and perceive business partner visually, are more willing to accept required terms and conditions of business partners. In today's modern, digitized and especially virtual society there are individuals who do not see appearance, personality or smiles of business negotiators/dealers as primary, they do not perceive them as a key advantage of business and sales process of negotiation, they consider these rating criteria as passive. Respondents disagreed on type of social clothing that business negotiators/dealers should wear in work. Nevertheless, the influences of personality, visage and behavior have an impact on assertiveness, creativity, teamwork and participation.

The results of the controlled interviews with the Customer Centre Manager of the selected company based in České Budějovice, Czech Republic in April / May this year highlight following facts:

Demonstration and introduction of a product/service are key arguments which are most frequently communicated during business/customer negotiation. Through own recommendations based on proven experience, applicability in user practice and positive references, the customer/client obtains valuable information that can be more objectively judged and evaluated and customer/client is more easily able to select more appropriate alternative to presented product/service. Personal eye contact, mimics and gesticulation with a business negotiator/dealer is art that supports success rate of business with use of various business and negotiating tactics and techniques, concepts and strategies. A wide range of discounts and benefits can be offered through personal, business or working relationships, such as credit card bonuses and financial and non-financial benefits offered in portfolio of the selected company.

The purpose for using verbal and non-verbal communication in business, working and personal lives of individuals in a socialized society of shared multiculturalism is perceived differently. During non-verbal communication, advantages and benefits of presented products/services are enhanced by a sound record with an authentic, pleasant voice which creates atmosphere suitable for buying. This should be accompanied by loud laughter, nodding and lifting eyebrows, etc. The Customer Centre Manager expressed his opinion that some customers/clients imitate behavioral styles and movements, forms and ways of communication to share the same attributes of non-verbal and verbal expression by so-called mirroring. Signals that influence other people are most often used by older and experienced people who can control and reduce gestures during business, work, and personal meetings. With respect to the above-mentioned facts, an economically mature person (man) was chosen as the Customer Centre Manager according to his skills, knowledge, abilities and experience which he gained by practice in field. He has to be able to manage difficult or extraordinary business, work and personal situations and negotiations with customer/client, to respond to suggestions and factual comments, to reasonably and flexibly argue, to negotiate transparently and to disagree with objections to the presented product/service.

With regard to challenges of digital age and virtual world, competing enterprises in domestic and foreign regional market offer visualization and animation of products/services, simulation and optimization of web design in a digital age-based society with a higher share of applicability, usability, uniqueness and irreplaceability of products/services displayed through interactive televisions, audios and video recordings and advertisements. The analyzed enterprise has not used advantages of these new alternative and innovative possibilities of inspiration yet, although they have been discussed several times during working meetings with management of the company in spring and summer this year but has been postponed. The Customer Centre Manager expressed his attitude: “As the Customer Centre Manager, I would like to appeal for benefits and advantages of innovative ways of attracting and contacting a potential client/customer to increase number of new clients/customers and to maintain credibility and loyalty of existing customers/clients”.

Following question was asked: “With what do you have linked color?”. Respondents answered: Red color - joy, vanity, strawberries, unpleasant, kitchen door, aggression, brilliance, pungency, blood, carnations, luminosity; Grey color - seriousness, balance, moderation, calming color, accessory, shoes, wall, muddy water, house, wildness, nothing; Brown color – calming, seriousness, balance, sculpture, soil, painter, joy, nature, land, tranquility, chocolate; Green color - optimism, tranquility, nature, moderation, spring, cottage, garden, clothing; Yellow color - spring, garishness, vanity, accessories, dandelions, sunflowers, gems, warmth; Black color - peace, seriousness, sadness, funeral, good-bye, celebration, accessories, shoes, hair; White color - universality, indecision, sadness, unnaturalness, popularity, blouses, neutrality, satisfaction, wall, bride, wedding, joyful, purity, doctor, hospital, pigeon; Purple color - autumn, funeral table, uncertainty, nothing, neutrality, rainbow, rainy weather, priestly robe, Easter, church dignitaries, religion; Blue color - calmness, thoughtfulness, water, sky, pleasant color, river, brook, lake, clothes, utility, society, flowers; Pink color – baby, female dress, candy, old age; Orange color – sunny weather, joy, clarity, dandelion, nature, autumn, life, autumn leaves, sun, pleasant, temperament, orange. Colors directly and indirectly affect human psyche depending on age because we are surrounded by them and people of different age integrate into them in terms of experienced memories.

Based on the results of the questionnaire survey, controlled interviews with the Customer Centre Manager and own observation of the author of the chapter, it is stated that the current

situation during negotiations with customer/clients in the Customer Centre of the analyzed company which is located in České Budějovice, Czech Republic is on a very high level. With respect to this finding, I suggest to do appropriate precaution to improve and consolidate the current situation with customers/clients and to support creation of a new business partnership based on trust, loyalty, satisfaction and interest of newly addressed customers/clients who are involved in increasing demand for the product/service.

4.1 IMPROVEMENT OF VERBAL AND NON-VERBAL COMMUNICATION OF CUSTOMER CENTRE'S EMPLOYEES

Thanks to the literature part, I found out that open communication between two and more parties is an essential part of business negotiation but also of the personal life of each individual. It is necessary to articulate well, to use appropriate words and phrases but also to be able to control speech of own body because the ability to communicate has a significant impact on the success rate of negotiation process with partners/employees/customers/clients who are aware of the ways and styles of communication. Unfortunately, everyone does not have rich communication abilities so employees regularly attend training courses to improve their abilities and improvisation skills so that direct and open communication with customers/clients is trained and experienced. One of recommendations to eliminate shyness, to increase confidence of communicator and to support him/her in open communication is to start attending a training module which is aimed at application of communication, presentation and managerial skills to business negotiation through direct, personal contact. Prices of corporate courses, that focused on specific narrow profile topics, range from 3,000 - 5,000 CZK without VAT/participant. These days, a profile education course is not offered in the locality of the analyzed enterprise, the nearest educational institution, Top Vision, which is located in Prague, Czech Republic and offers a wide range of terms according to needs of the client. The course is mainly aimed at speech of body and adoption of techniques of non-verbal communication. Time allocation of the course is set at 4 hours in two working days according to client's choice. Price corresponds to the number of entrants. Due to the limited number of employees in the Customer Centre of the analyzed company, the employees split into two groups and chose two terms. Mainly specialists and assistants from Sales Department and the Customer Centre were chosen to attend the course.

4.2 IMPROVEMENT OF THE INTERNAL ENVIRONMENT OF THE CUSTOMER CENTRE'S BRANCH OFFICE

The first impression when entering the Customer Centre's branch office is one of the most important aspects of customer's/client's decisions about credibility of enterprise. Its environment should always be clean, safe, well-tidy and nice-smelling. The questionnaire survey proved that people like flowers in offices. At the branch office of the analyzed company, flowers are absent. The author of the chapter suggests to purchase flowers of smaller growth and to place them in the entrance areas in front of the Customer Centre. Decoration on walls, with a predominance of green color which stimulates tranquility, health, prestige and a fresh feeling, should be added to get live elements that will intensify moments spent with customers/clients.

Through tastefully selected scent, the olfactory sense can be activated which causes feelings of happiness and higher concentration for customers/clients. By using diffusors, which can be placed on tables, walls, ceilings, shelves or air conditioning units, a pleasant smell of offices can be achieved. Prices of fragrances, which might be placed in air conditioning units, are in a

monetary relation of about 300 CZK/set and can be used approx. for 4 weeks. Fragrances might be purchase via e-shop www.aromag.cz. The first application of fragrance is realized by supplier's service technician who also deals with cleaning and servicing of air-conditioning unit. During following months, scents are changed by maintenance service and service of the analyzed company.

A suitable solution to improve the environment would also be separation of entry zone from the main zone. For capacitive reasons, this branch office cannot be separated, even if it is a reasonable solution according to the author's opinion. If there is more than one customer/client at the same time, a discreet zone is not guaranteed because other customers/clients hear and perceive content of dialogue. A possible alternative to the proposed solution is to remove gifts and promotional items which are located in show-cases and entry area and to reconstruct a new layout including replacement of seats by new ones with modern design and easier handling. Another solution is to relocate the entire Customer Centre branch to other hired spaces that would be larger in size and friendlier to layout.

4.3 CORPORATE UNIFORMS FOR EMPLOYEES

Respondents' opinions on suitability of clothing for business negotiators/dealers differed. They suggested corporate uniforms for employees as an acceptable solution. Business negotiators/dealers will have to comply with dress code created in colors of the employer. The united uniform will help to differentiate from competition, to improve corporate culture and customers/clients will not be distracted by a diverse range of colors, shades, patterns, fashion accessories of randomly selected clothing. Considering fact that a dominant color in the analyzed company is a blue one, the author of the chapter suggests choosing different shades of blue clothing. Men should wear mainly blue trousers, jackets, two long-sleeved blue shirts (in the summer season with a short sleeve), two white shirts and one white shirt with a blue stripe. Women should choose between dark blue trousers, skirts and jackets. Dresses should have a pale blue color; two shirts should have white and a pale blue color. The length of skirt and dress is individual according to height of employee; however, the minimum length is above knees. Women's outerwear should be decorated by embroidered logo of the analyzed enterprise. Color of the font would depend on color of given piece of clothes. On dark blue clothes it is recommended to make a golden, light blue or white-blue sign.

Following Table 1 monitors corporate costs in CZK that were spent on partial pieces of clothes. Men's trousers should be allocated 3 pieces per an employee. Men, unlike women, do not have choice of wider range of clothes so women will get only 1 piece of trousers. The other parts of corporate uniforms for women are dresses and skirts per one piece. An important part of the men's clothing is shirt so the number of 5 pieces per a man is suggested. The other pieces of corporate clothes and their cost in CZK are shown in Table 1 below.

Table 1: Costs of corporate clothes (in CZK), Own creation

Corporate clothes	Price in CZK/piece	Number of pieces	Total price in CZK
Trousers – Men	2.400	9	21.600
Trousers – Women	2.400	4	9.600
Dresses	1.500	4	6.000
Jacket – Men	6.500	6	39.000
Jacket – Women	4.500	4	18.000
Shirt – Men	1.600	15	24.000
Shirt – Women	1.600	16	25.600
Skirts	1.200	4	4.800
Total price in CZK			148.600

The total price of the company's clothes reached a monetary amount of CZK 148,600. Due to fact that fluctuation of employees and seasonal workers is very low, frequent exchanges of tribal workers are not expected.

Part of corporate uniformity of men is also a tie of dark blue color. For women, I propose to wear trendy fashion scarf with the company logo. The choice of shoes is liberal but both women and men have to choose black shoes. The employer annually contributes 1.000 CZK/employee to buy shoes. For women, shoes with a heel of an ideal size of 5.5 cm are recommended and black shoes are suitable for men.

5. CONCLUSION

Negotiation is a process during which each interested subject has own goal, opinions, tries to find common solution which is acceptable for all participated subjects and leads to double-sided satisfaction. Person, who is professionally interested in negotiating is called negotiator. Good negotiator has to be self-confident and patient, have strong arguments and look at minds of the other partner with an outlook and objective view. He/she has high goals and tries to achieve them, looks for new opportunities but also concessions, continually summarizes key points of a controlled conversation and confirms mutual understanding, leads meetings in a positive spirit with humor and has trust of the other partner because the impact of buying processes on the economic results is direct and well measurable. Business workers are subject to double pressure, on one hand it is pressure of superiors to achieve optimal purchasing conditions, on the other hand they have to face arguments of business negotiators/dealers who are often well-trained experts in interpersonal communication, persuasion and negotiation. The expanding list of premium references, which is a result of long-term and diligent efforts to provide the best counselling and training in the field of business negotiating on the Czech and Slovak markets, guarantees quality, stable partnership, trust and loyalty of client/customer.

The relationship between colors and emotions can be explained by preference of colors and emotions, i.e. the preferred color is associated with a certain emotion and vice versa. Properly chosen colors affect the individual's psyche, they can make environment for business meetings more pleasant. It turned out that the association of colors and emotions is different by age.

Hairstyle should look well and should not give impression that a business negotiator/dealer is enemy of barber or comb. It is important to realize that what we often consider to be original

can be perceived by customer/client in a different way. Women should not wear too visible jewelry. Rather decent and elegant than luxuriant or extravagant jewelry should be selected. Men are not required to be always freshly shaved but three-day beard is not appropriate as it points to neglect of man's hygiene and cleanliness. Some banks, enterprises, insurance companies and authorities are subject to strict clothing regulations which all employees must observe. In some cases, it is required to have precise colors of clothes, in other cases, employees are advised to wear stylish clothes and to be dressed according to the protocol. Basic business clothes for men should consist of a suit that includes trousers and jackets. Classic colors are black, all shades of grey and dark blue. The suit is always worn together with a long sleeve shirt. During day, both colored and patterned shirts can be worn. Currently, tie is no longer part of suit. Laces, moccasins or suede shoes are always worn together with suit which a man can wear even when he has jacket and trousers made from another material. Moccasins are worn without socks. Color of socks has to match with shoes. Overcoat should be in line with clothing, i.e. a sleek coat for a men's suit, a sweatshirt for a sweater. Costume for women is a suitable solution to meet requirement that lady's business clothing always should be layered. Layers begin with underwear; continue with a dress or blouse, jacket, bolero or blazer. The underwear should not be visible, open buttons on blouse should not reveal the bottom layer of clothing. Dresses should have a reasonable length with a decent vent including upper or medium heeled boots. As men have to wear jacket, stockings are prescribed for women. Colors of women's clothes should be chosen conservatively, i.e. black, white, salmon, beige, pale blue, etc. Perfumes should not be heavy as well as makeup which should be less noticeable. Woman should choose decent accessories, i.e. a maximum of one ring, decent watch, discreet earrings and a simple haircut.

Smells affect lives of individuals but each individual can influence his own life. If no one in your immediate neighborhood has recently told you that you smell good, dress appropriately and act comfortably, nice and sympathetically, it's time to make a change, to make the exterior look more attractive, to improve dress code, to adapt to fashion trends, to accept and identify with the rules of social behavior including the rules of ethics.

Success of a soft negotiating strategy consists of creating a friendly atmosphere, sharing a common compromises or eventual concessions according to mutual agreement, supporting trust or threats of confrontation, easily changing position towards promises, etc. Soft negotiating strategy damages the quality of problem solving, leading to a loss. Good relationship is not created! Goodwill is interpreted as a weakness!

A hard-negotiating strategy is based on rivalry, victory, stubbornness, mistrust and confrontation in a way of so-called fortified position, threat and obstinacy in gaining profit which is a condition of success including use of pressure techniques. The hard-negotiating strategy damages mutual relations, encourages one party to win over another.

Barriers to cooperation are negative emotions, prejudice to enterprise, problem, person, situation, group, etc., style of negotiations, distrust of agreement, negotiating power including personal, offensive and irritated reactions. The natural reactions to difficulties during negotiations are accusations, e.g. ("The other party is responsible for everything", "You should be ashamed, ", "Why me, ", "Why it happened to me"), intimidation ("In order to get position in the future...", "If you continue like this, you will see", etc. If you find yourself in a difficult situation, do not think but act because it will often be necessary to behave oppositely than your natural reaction is!

The Czechs prefer type of communication in which they can deepen mutual relationships. They can appreciate sympathy of other people; an important part of interaction is a pleasant atmosphere. The specific features of the Czechs are mainly flexibility, inventiveness and adaptability. They like to improvise in business meetings, they are not limited to one field of activity, and they usually deal with several activities at the same time. Business etiquette is not distinct from European one. Women are usually dressed better than men. Business meeting habits do not show significant differences, they go for business lunches where they can show a sense of humor, and however, it is typical for Czech entrepreneurs that their commitments are slower. The Czech nation is not a nation of patriots, so they often express negatively or critically about the Czech Republic. They prefer personal commitments over general rules to avoid disturbing positive relationships with business partners that have already been created. The intent is not to get into conflict so it is recommended to eliminate or avoid problems. Self-consciousness of the Czechs fluctuates from one extreme to another; they often underestimate or overestimate themselves.

The author of the chapter recommends to have a healthy self-consciousness, to perceive importance of own presentation, professional and communication advantages etc., including weaknesses. Identifying needs of a business partner can be achieved by asking open questions to communicate own opinions, such as "What do you think?", "Why do you think that?" "What would you need?". It is a mistake to assume anything because your prediction may not be correct. Always monitor the partner's benefit, do not offer product parameters but their value. During complex formal negotiations, it is advised to write notes as you will have time to think about further negotiation steps. You should read between lines, keep thinking and promise only what you can accomplish as good and long-term business, working and personal relationships are based on promises which were fulfilled on both sides. If it is possible, you should try to arrange business meetings on your territory because you gain the advantage of home environment where you have things under control and where you are close to all sources of information.

Changing requirements for skills of negotiators, businessmen and dealers are affected by modern trends as range of knowledge and skills that essentially influence sales efficiency, is being transformed. Innovative changes influence modern forms and ways of education designed for corporate business which dynamically develop through meetings, explanations of benefits, discussions, demonstrations of illustrative practice examples, interaction with lecturer/trainer and participants of training where practical experience and training of lecturer/trainer is a necessary knowledge base for expanding and deepening knowledge in the field of education where the art of improvisation and direct response is growing in importance. The most demanded job positions are regional business consultants and representatives for key customers in sales, marketing, media, etc., development specialists, key account managers and other jobs and positions, such as post-marketing manager of progressive sales teams, regardless of recruitment of talents throughout year which, in the context of increasing pressure from dominant global market players, calls for investment in further product development and diversification of value added services that are most often outsourced for potential employer. The better sales team is, the better results are, because need to continuously expand knowledge of business team increases transfer of knowledge especially among new businessmen. It is most often made through individual training during employee's adaptation process as well as through other available forms of meetings, e.g. in thematic workshops, individual training, etc.

Potential for the future, in terms of service quality, is seen in digitization of marketing, e.g. optimizing search engines' websites and advertising campaigns by strengthening mobile

advertising and video, increasing programmatic purchases or special projects by comparing traditional forms of advertising with new innovative features such as native advertising including social network management and on-line communications. These changes bring a challenge to businessmen's thinking within presentations on ad channels and platforms, from printed to marketing ways on social networks, tablets, and mobile apps. For example, banking institutions and insurance enterprises as well as telecommunication and energy enterprises invest in auto insurance through internet sales which has grows by 5% a year. Existing clients/customers, regardless of how they get through distribution channel, automatically get the latest business terms as customer's/client's satisfaction and loyalty is a guarantee of a solid and stable partnership based on fairness. The future of the digital society includes advanced information and communication technologies and business and socially thinking, sophisticated users.

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