

HOW TEAMS' INDIVIDUALISM DRIVES DISAGGREGATED OUTCOMES IN MULTI-ISSUE BUSINESS-TO-BUSINESS NEGOTIATIONS

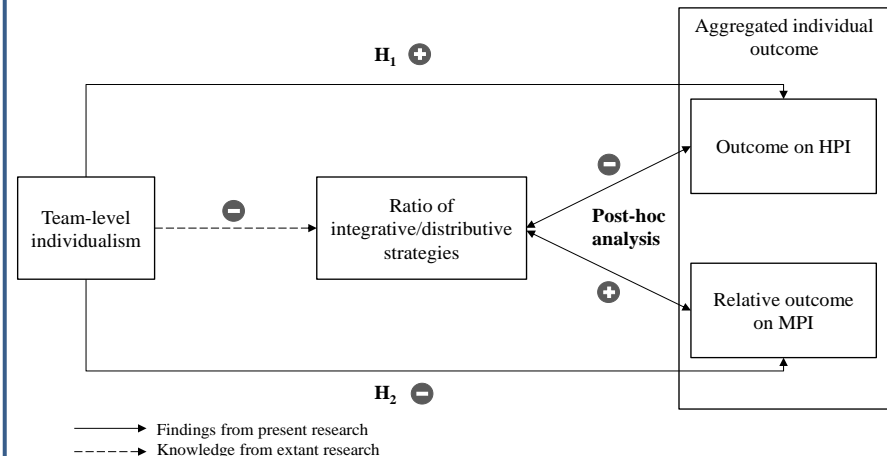
Theoretical background

- **Multi-issue** negotiations are standard forms of buyer–seller interaction processes in business-to-business (B2B) markets.
- **Disaggregated outcome measures** reflect different priorities; in multi-issue negotiations, a company likely has varying priorities regarding contract issues.
- As our **first contribution**, we investigate in more detail negotiation outcomes as they relate to different contract issues.
- As a **second contribution**, we develop and empirically test hypotheses about the link between negotiators' level of individualism and negotiation outcomes for high-priority- and for medium-priority-items.
- Hereby, we conduct a **team-level** (monocultural and mixed teams) rather than an individual-level analysis of negotiations because many modern negotiations frequently involve **bargaining teams**.

Data

- The data pertain to a **case study–based simulation**, in which 58 sales teams (175 participants) negotiated with a buyer on six issues with varying priority levels. The manipulation of increased levels of individualism relied on comparing French, German, and German–French teams.

Research model



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Results

- Increased individualism increases performance on high-priority- but decreases relative performance on medium-priority items.
- Highly individualistic teams favor a high-priority approach, whereas less individualistic teams adopt a more balanced approach.
- Culturally mixed teams combine both approaches and perform best on an aggregated outcome dimension.

Team members

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Publication

- Current status: in preparation