

You are sales representatives of Idgeti Hardware, a Widgetian computer manufacturer. You have been chosen to travel far away to the country of Gizmoland because your company has learned that Momo Marketing, Inc. in Gizmoland can distribute your computers in this region of the world for a much cheaper price than your current distributor, Chamacallit International. You have come to meet with Momo's representatives, and your goal is to close a deal with them, asking them to sell 10,000 units a year at a commission rate of 15%. (Chamacallit International only sells 5000 units at a commission rate of 25%.) Any deal that increases your sales volume and reduces your current commission rate would be an improvement and should be accepted.

You did not want to come on this trip, but your CEO still believes in the value of face-to-face encounters. You know very little about Gizmolandian culture but have heard rumors that the Gizmolandians are pushy and loud, don't give straight answers, and don't take business seriously. You value just the opposite – **calm, direct discussions and a focus on the negotiations at hand**. You arrived in the country late last night, and this meeting is your first real experience with the host culture. Fortunately, you know that Momo representatives speak your language, but from earlier communications, you get the impression that they are not well versed in Widgetian cultural norms.

Your plan is to start the meeting by **getting right down to business** and exploring whether Momo Marketing, Inc. can meet your needs. But before you can propose any deals, you need to confirm that Momo is growing and has a plan for continued expansion that will allow them to sell an additional 10,000 units a year.

Because you cannot afford to alienate Chamacallit International in case a deal with Momo doesn't go through, you would prefer not to mention who your current distributor is.

As you and your partners from Idgeti Hardware walk into Momo headquarters, you are amazed at the surroundings: ornate Gizmolandian office suites furnished with both traditional and modern fixtures. After making your introductions to the people in the outer offices, you are shown into a modest-looking room where Momo representatives await you. You approach them, ready to act in your most professional manner – and ready to close the deal in 15 minutes if at all possible. . .