

leave the negotiations to check if something is possible. They will invariably come back, apologize, and advise you that their superiors would not agree to it."

The spokespersons of the interviewed entities identified the following strategies as being useful in such negotiations:

"Break off the negotiations abruptly. The FTO's negotiators will have trouble explaining why the negotiations were terminated."

"Provide benefits to the East Bloc participants, such as presents, trips to the West, and so on. The best way is to include such 'benefits' in the bid as being technically necessary for the project's success."

"Since the negotiators have to justify the choice of deal to someone else who has to make the decision, it is important to help the negotiators formulate a good justification."

"The important thing is to determine what their real objective is. Generally, price is secondary since they have volume quotas that need to be fulfilled. Meeting their production goals results in bonuses being paid to them."

In-house countertrade units:

Responses to questions on this subject included the following:

"Too small of an exporter to have such specialization.

Management attention is too scarce of a resource to become too involved in such endeavours."

"Lack of depth to be highly proficient or specialized in countertrade pursuit or delivery."