

- (iv) negotiation teams can be completely and frequently changed at any stage in the discussions;
 - (v) the Soviet side will seek to establish price first and then introduce numerous additional demands. You should therefore never quote a final price until full agreement is reached on each point;
 - (vi) the buyer will often imply the awarding of an order much larger than is actually intended in order to reduce the per unit price and/or improve the terms;
 - (vii) the Soviet buyer will not shrink from simultaneously negotiating with your competitor, sometimes in the adjoining room,
- (p) How to Respond: Do not hesitate to make direct comparisons with your chief competitors. Be prepared to walk away from a deal. You must know your exact terms of price, delivery, training and installation before negotiations begin. Raise the most difficult points early to allow time to compromise and clear the obstacles. Begin with an agenda and note all names of those across the table. The buyer will often "leak" information on purchase requirements early in the year but prolong talks over many months in order to depress prices. Often the buyer will announce that funds must be spent and goods delivered by November/December, thereby implying "take it or leave it". Soviets are protocol conscious and at a certain point a high level Canadian executive should visit Moscow. A chief executive officer or vice-president can open doors and ease the shift to the higher decision-making level;
- (q) Stimulate Interest: Stage an event with Canadian government support (eg. during a ministerial visit) that calls for the signing of a protocol of co-operation, letter of intent, or preliminary agreement. Invite the proper Soviet official to company headquarters in Canada at your expense. Organize plant tours and business meetings with leading company and government officials. A program with as much business-related activity as possible should be included in a written invitation to the most senior levels for a one-week delegation visit;