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STRATEGIC NEGOTIATION IN INDUSTRIAL EXPANSION IN THE MEDICAL SUPPLY SECTOR: A MERCOSUR CASE

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ABSTRACT

Introduction: This article presents a descriptive case study of negotiations and conflicts in an industrial development project of a company operating in the medical supply sector. The company, which produces nonwoven medical fabrics and complete medical kits for export, is ISO 13485-certified. Negotiations with customers (hospital networks), suppliers, government agencies, and other regulatory bodies were complex. After a while, the company shifted from a distributive to an integrative negotiation style. The article describes how the company managed problems by applying conflict management techniques and a number of structured negotiation models. The study's results show a significant increase in contract efficiency, financial margins, and stakeholder satisfaction. The article extends the negotiation literature by applying integrative negotiation and using a range of governance mechanisms in an industrial setting. The study's findings and the company under investigation's experience can be of great value to managers, policymakers, and academics in similar complex industrial settings.

Objective: This study investigates negotiation and conflict management strategies in industrial expansion projects to understand how integrative approaches can enhance organizational resilience and stakeholder satisfaction.

Theoretical Framework: The study draws on negotiation (BATNA, ZOPA), conflict management frameworks (Thomas-Kilmann), and organizational strategy literature, providing a solid basis for analyzing negotiation dynamics in complex environments.

Method: The methodology adopted for this research comprises a single descriptive case study design, focusing on industrial expansion in the medical supply sector. Data collection was conducted through document analysis, observation of negotiation processes, and review of secondary sources.

Results and Discussion: The results obtained revealed that integrative negotiation strategies reduced contract cycle times, improved financial margins, and strengthened long-term partnerships.

Research Implications: The practical and theoretical implications of this research are discussed, offering insights into how negotiation frameworks can inform industrial strategy, supply chain management, and regulatory compliance.

Originality/Value: This study contributes to the literature by demonstrating the application of negotiation and conflict management models in a high-stakes industrial context, evidencing their relevance for both academic theory and managerial practice.

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Keywords: negotiation, conflict management, industrial expansion, case study, organizational strategy.

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NEGOCIAÇÃO ESTRATÉGICA NA EXPANSÃO INDUSTRIAL NO SETOR DE SUPRIMENTOS MÉDICOS: UM CASO MERCOSUL

RESUMO

Introdução: Este artigo apresenta um estudo de caso descritivo de negociações e conflitos em um projeto de desenvolvimento industrial de uma empresa que atua no setor de suprimentos médicos. A empresa, que produz tecidos médicos não tecidos e kits médicos completos para exportação, possui certificação ISO 13485. As negociações com clientes (redes hospitalares), fornecedores, órgãos governamentais e outros órgãos reguladores foram complexas. Com o tempo, a empresa mudou de um estilo distributivo para um de negociação integrativa. O artigo descreve como a empresa gerenciou problemas aplicando técnicas de gestão de conflitos e diversos modelos estruturados de negociação. Os resultados do estudo mostram um aumento significativo na eficiência contratual, nas margens financeiras e na satisfação dos stakeholders. O artigo amplia a literatura de negociação aplicando negociação integrativa e utilizando uma variedade de mecanismos de governança em um ambiente industrial. As conclusões do estudo e a experiência da empresa sob investigação podem ser de grande valor para gestores, formuladores de políticas e acadêmicos em ambientes industriais complexos semelhantes.

Objetivo: Este estudo investiga estratégias de negociação e gestão de conflitos em projetos de expansão industrial para entender como abordagens integrativas podem aumentar a resiliência organizacional e a satisfação das partes interessadas.

Estrutura Teórica: O estudo se baseia em negociação (BATNA, ZOPA), estruturas de gestão de conflitos (Thomas-Kilmann) e literatura sobre estratégia organizacional, fornecendo uma base sólida para analisar dinâmicas de negociação em ambientes complexos.

Método: A metodologia adotada para esta pesquisa compreende um único desenho descritivo de estudo de caso, com foco na expansão industrial no setor de suprimentos médicos. A coleta de dados foi realizada por meio de análise documental, observação dos processos de negociação e revisão de fontes secundárias.

Resultados e Discussão: Os resultados obtidos revelaram que estratégias integrativas de negociação reduziram os tempos de ciclo contratuais, melhoraram as margens financeiras e fortaleceram parcerias de longo prazo.

Implicações em Pesquisa: As implicações práticas e teóricas desta pesquisa são discutidas, oferecendo insights sobre como os frameworks de negociação podem informar a estratégia industrial, a gestão da cadeia de suprimentos e a conformidade regulatória.

Originalidade/Valor: Este estudo contribui para a literatura ao demonstrar a aplicação de modelos de negociação e gestão de conflitos em um contexto industrial de alto risco, evidenciando sua relevância tanto para a teoria acadêmica quanto para a prática gerencial.

Palavras-chave: negociação, gestão de conflitos, expansão industrial, estudo de caso, estratégia organizacional.

NEGOCIACIÓN ESTRATÉGICA EN LA EXPANSIÓN INDUSTRIAL EN EL SECTOR DE SUMINISTROS MÉDICOS: UN CASO MERCOSUR

RESUMEN

Introducción: Este artículo presenta un estudio de caso descriptivo de negociaciones y conflictos en un proyecto de desarrollo industrial de una empresa que opera en el sector de suministros médicos. La empresa, que produce tejidos médicos no tejidos y kits médicos completos para exportación, cuenta con la certificación ISO 13485. Las negociaciones con clientes (redes hospitalarias), proveedores, agencias gubernamentales y otros organismos reguladores fueron complejas. Con el tiempo, la empresa pasó de un estilo de negociación distributivo a uno integrador. El artículo describe cómo la empresa gestionó los problemas aplicando técnicas de gestión de conflictos y varios modelos estructurados de negociación. Los resultados del estudio muestran un aumento significativo en la eficiencia contractual, los márgenes financieros y la satisfacción de los grupos de interés. El artículo amplía la literatura de negociación aplicando la negociación integrativa y empleando una variedad de mecanismos de gobernanza en un entorno industrial. Los resultados del estudio y la experiencia de la empresa bajo investigación pueden ser de gran valor para directivos, responsables políticos y académicos en entornos industriales complejos similares.

Objetivo: Este estudio investiga estrategias de negociación y gestión de conflictos en proyectos de expansión industrial para entender cómo los enfoques integradores pueden mejorar la resiliencia organizacional y la satisfacción de los grupos de interés.

Marco teórico: El estudio se basa en la negociación (BATNA, ZOPA), marcos de gestión de conflictos (Thomas-Kilmann) y literatura sobre estrategia organizacional, proporcionando una base sólida para analizar dinámicas de negociación en entornos complejos.

Método: La metodología adoptada para esta investigación comprende un único diseño descriptivo de estudio de caso, centrado en la expansión industrial en el sector de suministros médicos. La recopilación de datos se realizó mediante análisis documental, observación de procesos de negociación y revisión de fuentes secundarias.

Resultados y discusión: Los resultados obtenidos revelaron que las estrategias integrativas de negociación redujeron los tiempos de ciclo contractual, mejoraron los márgenes financieros y fortalecieron las alianzas a largo plazo.

Implicaciones en la investigación: Se discuten las implicaciones prácticas y teóricas de esta investigación, ofreciendo perspectivas sobre cómo los marcos de negociación pueden informar la estrategia industrial, la gestión de la cadena de suministro y el cumplimiento normativo.

Originalidad/Valor: Este estudio contribuye a la literatura al demostrar la aplicación de modelos de negociación y gestión de conflictos en un contexto industrial de alto riesgo, evidenciando su relevancia tanto para la teoría académica como para la práctica directiva.

Palabras clave: negociación, gestión de conflictos, expansión industrial, estudio de caso, estrategia organizacional.

1 INTRODUCTION

Many regulated sectors are undergoing an industrial phase and face complex negotiation situations and conflict management challenges. The key element of a negotiation is how parties negotiate with respect to interests rather than positions and, therefore, in a way that adds value rather than merely seeking a greater share of a value already defined. Negotiations, therefore, are strategic activities that affect organizations' resilience and sustainability as well as the degree of trust they have with stakeholders. Thus, the study of negotiation has become a major area of research, with an exponential increase in publications over the last few decades. The use of descriptive case studies is highly effective for analyzing the complex realities of organizations engaged in negotiations within real organizational settings and confronting many external factors beyond their control (Yin, 2004; Zartman, 1988).

In order to better understand the challenges to negotiation in industrial contexts with the aim of expanding into markets related to biosanitary, in the medical supply industry in Latin America, the companies in this sector are confronted with variations in the prices of raw materials, with strict certification to operate in certain markets, and complex logistics in order to distribute their products in several countries in the region. In the industrial and business world, beyond distributive bargaining, which seeks the greatest possible share for one's own party, there are other types of negotiation. The most common of these is integrative negotiation (Dias, 2020; Dias *et al.*, 2022; Geiger, 2017). In this type of negotiation, both parties attempt to create value while being transparent and focusing on the long-term interests of the parties (Delgado & Dias, 2025; Santos & Dias, 2024).

The study of conflict management and negotiation also includes different models that can be applied in different ways depending on the circumstances. According to Thomas-Kilmann, for example, there are five different conflict management styles. Competing, collaborating, compromising, accommodating, and avoiding. Each of these styles can be effective in certain situations (Dias & Panzarini, 2025; Dias *et al.*, 2023). In high-stakes negotiations leading to contract signing, collaborative negotiation is more effective than competitive or avoidance strategies, as indicated by indicators such as contract stability, financial margins, and stakeholders' satisfaction (Samartin & Dias, 2025; Scheuer & Dias, 2025). On the other hand, in supplier negotiations, it is common to use a competitive or avoidance style in the short term to create value in the long term (Dias *et al.*, 2020; Carvalho & Dias, 2025).

The case studied in this work is an industrial expansion project aimed at the production and export of medical nonwoven fabrics and medical kits, all to be sold in the biosanitary market in Latin America and commercialized under ISO 13485:2003 certification for medical devices. The industrial expansion project studied in this work is that developed by a Brazilian company operating in the medical supply market. The annual revenues from the sale of medical nonwoven products and medical kits are expected to be in the tens of millions of dollars, and the expected investments are also very high. For this reason, the negotiation process to be followed by the company in order to implement the industrial expansion project is to be supported by the application of the negotiation theories in a practical way, as well as by the implementation of the mechanisms of industrial governance in order to favor the negotiation processes and the conflict management processes. (Dias *et al.*, 2021; Dias *et al.*, 2026; Martins & Dias, 2026).

These objectives aim at analyzing the negotiation processes in this industrial expansion project in order to identify the main obstacles faced by the medical supply sector; to analyze the ways in which the main models of negotiation (distributive vs. integrative) and conflicts' management (competing, collaborating, avoiding and forgiung) are used in order to face and to manage the obstacles to the achievement of the objectives of the stakeholders; to assess the results in terms of efficiency, financial performance and degree of satisfaction of the main groups of interest (stakeholders) involved in the analyzed negotiations (Dias *et al.*, 2017, p. 278-279; Salacuse, 2003, p. 3; Lax & Sebenius, 1986, p. 10; Saunders *et al.*, 2009, p. 1-5 and 18-20).

And with that, we conclude this introduction to the case study, which will be of value to both the academic literature and business practice. Below, we develop our literature review of the case study and analyze it by relating it to established theories and empirical studies on negotiation, conflict, and organizational management.

2 THEORETICAL FRAMEWORK

Following the works of Bazerman and Moore (1994), Fisher and Ury (1981), Raiffa *et al.* (2002), among others, negotiation studies were conducted from a multidimensional perspective, including psychological, economic, and strategic aspects. Other relevant studies on the subject were conducted by Rubin and Brown (1975) and Zartman (1988).

While distributive bargaining follows a zero-sum approach (Lax & Sebenius, 1986; Shell, 2006), i.e., enlarging the pie before distributing it, integrative negotiation follows a positive-sum approach, where the parties involved try to create value for all of them (Dias, 2020; Dias *et al.*, 2022; Geiger, 2017). Thus, while distributive negotiation focuses on dividing a fixed number of resources between parties, integrative negotiation is based on the idea that there is room for growth and that, by collaborating, parties can create more value than by simply dividing what already exists. In industrial and commercial settings, this type of negotiation is increasingly used as part of organizations' strategies for navigating today's markets, aiming to build more resilient and adaptable organizations (Salacuse, 2003; Salacuse, 2006).

Thus, the use of collaborative conflict management techniques is effective in industrial disputes because they can create mutually beneficial solutions, maintain long-term partnerships, and secure concessions from public institutions while complying with the regulatory framework. The use of competitive conflict management techniques, or even their avoidance, is more effective in supplier negotiations. In such cases, creating short-term value is the sole goal, thereby undermining relational capital (Dias *et al.*, 2020; Carvalho & Dias, 2025).

3 METHODOLOGY

This research employed a single descriptive case study to analyze the processes of negotiation and conflict management used to develop industrial expansion in the medical supply sector. A single descriptive case study is the most appropriate design for analyzing negotiation processes in projects of industrial development, such as the one studied here, which involved several stakeholders, diverse regulatory frameworks, and financial constraints. The research was also descriptive, to analyze in detail the processes of negotiation and the models of conflict management operationalized in industrial contexts (Yin, 2004; Saunders *et al.*, 2009; Pruitt, 1981). The objective of this study is to conduct a qualitative analysis of the negotiation processes in industrial expansion projects in the medical supply sector. Finally, observations regarding the variable of trust – a relational variable widely studied in research – had a positive effect on negotiation as it reduced transaction costs and increased the degree of satisfaction of the stakeholders involved in the negotiation (Navarro & Dias, 2024; Santos & Dias, 2024; Vidaletti & Dias, 2025).

The use of a single case study, based on a descriptive research design, together with theoretical frameworks that have been previously tested and validated, and qualitative data from several sources, allows for an in-depth analysis of the ways in which negotiation takes place and of the many models of conflict management that are put into practice in many different contexts. Therefore, the results of this study will contribute to increasing our knowledge of the subject and will be useful to managers of companies undergoing industrial expansion.

Finally, all individuals, firms, and other entities mentioned in the study have been identified and anonymized. This ensures the confidentiality of all individuals and the business information mentioned. By keeping a case study depersonalized, one can study the negotiation dynamics, the conflict management approaches taken by the parties, and the results the organization achieved without revealing any proprietary information or identifying information about individual parties.

4 CASE DESCRIPTION

This work investigates a practical, strategic case study of negotiation and conflict management in industrial business environments, based on the strategic planning of the company hereafter simply Plastic Company Inc[c]., a Paraguayan company headquartered in Minga Guazú. Negotiation capacity is the main strategic accelerator in the complex environment of the Mercosur plastics industry for this company. It enables tackling projects with high levels of regulatory and technical complexity in order to protect financial margins. The work is focused on the "Medical Evolution" project, a production and export project of nonwovens (TNT) and Medical Kits, developed in accordance with the strict biosanitary standard ISO 13485. The amount of dollars managed by the company's trading desk is USD 54,960,000.00 per year, consisting of projected revenue for the second year plus CAPEX of USD 3.62 million. The success of the project depends on establishing long-term partnerships with large hospital networks in Brazil, securing the supply of essential raw materials, and aligning with government entities that regulate the industry.

The industrial project described in this case study aims to enter the medical supplies market by manufacturing and exporting nonwoven fabrics and medical kits that

[c] The actual names of companies and personal identities were omitted due to compliance reasons.

are ISO 13485-certified. Negotiations with hospital groups, with suppliers of raw materials, and with public agencies involve amounts of several million dollars per year. This project involved negotiations with hospital networks, raw materials suppliers, and relevant government departments. It had a financial scope of several million dollars per year over several years. Before the start of the negotiations in these areas, the company worked in an isolated and mostly reactive manner, typical for the existing organizational culture, for the kind of contracts that were usual for the company, and for the volatile supply chain that existed at that time. Especially the negotiations with suppliers of the necessary petrochemical materials, as well as with hospital networks, which required strict lead times and encountered several logistical bottlenecks across different parts of the world, were very challenging.

From distributive bargaining, the company moves to integrative negotiation to generate value for its clients. It aims to reduce the costs associated with their inventory and to ensure their biosanitary conditions. To achieve this, the company enters into partnerships with suppliers and other relevant actors. As far as conflict management is concerned, the company adopts a collaborative approach with hospital networks, a competitive approach with suppliers, and a compromising approach with regulatory bodies. To develop structured offers and concessions within the parties' ZOPA, the company used a variety of objective criteria, including the Global Price Index. The company's emotional control mechanisms, such as pausing for a few seconds, helped the organization avoid making reactive decisions.

The results from the application of the negotiation strategies for the industrial expansion process in the medical supplies sector were the signature of long term contracts with the hospital networks, the stabilization of the costs of the raw materials with its suppliers, the improvement of the logistics with less of lead time to cross the borders, and the obtaining of the ISO 13485 certification to develop and to export medical products. The company's performance indicators decreased cycle time for contracts, increased the rate of closure of negotiation processes, increased margins, and increased satisfaction with partners.

The article describes an industrial expansion project of a company in the medical supply sector (production of nonwoven fabrics and medical kits certified by ISO 13485) and its complex negotiations with hospitals, petrochemical suppliers of raw materials, and public organizations. It explains how integrative negotiation and conflict management strategies, grounded in the Thomas-Kilmann model, enabled the company to align interests and reduce risk during its industrial expansion project. It also explains

As a result of consolidating its industrial base in Paraguay and of capitalizing on structural competitive edges that the country enjoys, such as special Maquila regime that is exempt from taxes on exports and 100% renewable energy supplied by the Itaipu hydroelectric plant through ANDE (National Electricity Administration) at a cost of USD 0.04/kWh, Plastic Company Inc. is in the process of penetrating the high-margin biosanitary market, with EBITDA margins of 18%. To achieve this objective, the company must negotiate with a complex array of stakeholders whose interests are latent and in conflict with one another. In the past, Plastic Company Inc. negotiated in a fragmented manner, essentially on the back foot. In terms of the organization as a whole, the Control and Stability profile currently accounts for 40% of the total, as reflected in the average 120-day contract-closing cycle at the commercial level. Here, supply chain problems have been a regular feature of negotiations. Polypropylene, a key raw material supplied by large petrochemical companies, accounts for 45% of the plant's operating costs. The inflexible and variable lead times required by the supply chain managers of the premium hospital networks in Brazil, who are also facing strict budgetary constraints and are worried about a lack of personal protective equipment (PPE) for critical surgeries, create a complex web of problems. The fact that products are transported by road across the physical border at the Friendship Bridge (Brazil–Paraguay) to reach their destinations in Brazil creates a host of additional problems at the negotiation tables. Frequent customs delays have a negative impact on commercial relations and create doubts in Brazilian buyers' minds about the security of the supply of medical products from Paraguay, even though this is “nearshoring”. The redesign of the company's negotiation flow will be the responsibility of the Project Manager and the company’s executive leadership.

4.1 OFFERS AND CONCESSIONS

In an effort to work within the confines of the negotiated space to achieve Plastic Company’s goals, the initial offer and subsequent rounds of follow-up counteroffers were designed and crafted by Plastic Company Inc. to bring optimal results.

4.2 ANCHOR AND INITIAL OFFER

This is the initial offer made by Plastic Company Inc. to the hospital. The offer contained an anchor for the negotiations, the ISO 13485 biosanitary registration, and the reduction in regional logistical risk nearshoring. The upper end of the ZOPA was chosen to allow for subsequent concessions. Instead of making a single price concession (e.g., a 2% price reduction), all other concessions (conditional offers) are also offered. For example, the hospital would have to agree to extend the contract with Plastic Company for 24 months. In such a case, Plastic Company would offer a 3% discount plus door-to-door delivery from the São Paulo hub.

4.3 ZOPA (ZONE OF POSSIBLE AGREEMENT)

Here, we describe the technical limits between the lowest price Plastic Company Inc. is willing to accept for processing and selling a ton of polymer ($2,100) and the highest price the hospital’s supply managers can spend ($2,950).

4.4 EMOTIONAL CONTROL AND TACTICAL RATIONALISM

However, the greatest threat to the project's profitability could arise from the buyer's poor handling of emotions, which could be countered by the company investing considerable time and money in training its employees to negotiate in difficult circumstances and maintain control of the discussions. It is common for a buyer to issue an ultimatum to the seller at some point (take it or leave it) or for the seller to be suddenly told that the buyer’s currency has changed (for example). In these cases, the negotiator would enter into a Technical Pause of 15 minutes to verify, for example, the plant's extrusion capacity. This 15-minute pause is sufficient to disengage the limbic system (which contains the employee’s reactive structures and emotions) and return to a rational decision-making process based on the available data.

5 RESULTS AND DISCUSSION

In the context of the Plastic Company Inc., this practical application of the negotiation and conflict management guidelines from the Medical Evolution project will be transferred to and implemented within the Plastic Company Inc. to overcome the operational obstacles in the course of 12 months. As the anchor contract, the Medical Company signed contracts with the major hospital groups in the São Paulo area for the Medical Kids product line (worth USD 5,000,000 per year). This contract was negotiated collaboratively and in an integrative manner. The industrial company signed a contract with flexible payment terms for logistical reasons, whereas the supplier had a rigid 12-month contract with fixed volumes. This contract was protected by parametric triggers tied to Platts for the required resin purchases.

The ISO 13485:2003 certification facilitated the removal of entry barriers imposed by major hospital groups in São Paulo and enabled the signing of a rigid contract for the supply of fixed volumes over a 12-month period, protected by parametric triggers (such as Platts resin price indices). In addition, after protracted negotiations with the petrochemical suppliers, the terms and conditions for the purchase of the resin by the Industrial Directorate were agreed upon, and a hedge contract was established to guarantee stable prices for a period of 90 days to avoid any market volatility, for an amount of approximately USD 1,400,000 per month.

5.1 DISCUSSION

The use of negotiation and conflict management techniques in industrial development projects, for example, the case of Plastic Company Inc., can bring about significant changes in the way contract negotiation is conducted. Preparation for structured negotiation and a move from individual, fragmented, and primarily reactive bargains to integrative negotiations can dramatically decrease contract cycle time and increase closure and profits. These results have already been presented in other research works, such as those of Dias *et al.* (2020; 2023) and Geiger (2017), which present a variety of scenarios of great complexity and with the presence of several parties, including government, and with a variety of different regulatory and contractual aspects.

The lessons learned by Plastic Company Inc. can be summarized in a few fundamental steps that transformed their approach to bargaining from fragmented and mostly reactive to fully integrative. First, adequate preparation for the negotiation was critical. In particular, using data-driven legitimacy in discussions of terms and conditions, with objective market criteria as a basis, reduced the emotional friction and political tension that generally accompany such discussions. Once a relationship had been transformed into a productive partnership, instead of focusing solely on concession-making to reach an agreement, the organization had to also develop appropriate governance mechanisms to protect its margins and deliver sustainable returns in the long run.

The case also examined how the company increased trust with its B2B partners. The ways in which the company increased trust with its B2B partners led to higher satisfaction among these stakeholders. In addition, the measures were extremely effective in reducing the number of contracts terminated before their agreed-upon term, as reported in previous research (Dias, 2020; Santos & Dias, 2024; Vidaletti & Dias, 2025).

The lessons learned by management at Plastic Company Inc. through its international expansion will be very valuable to other companies planning to enter foreign markets. Preparing for the complex processes of industrial expansion, using data to support negotiation positions, and ensuring good governance to manage processes, supply chains, rules and regulations, and logistics in volatile environments are essential for any negotiation strategy and will determine a company's performance in the face of a crisis.

This case study further reinforces academic theory on the use of integrative negotiation and conflict management in the process of industrial expansion and, in addition to supporting the theory, is very practical, outlining key lessons for a manager planning an organization’s international expansion.

5.2 LESSONS LEARNED

The above corporate case study was created for a university’s executive education program for senior executives of Plastic Company Inc. The program aimed to prepare the executives for their future international forays. Three lessons were learned, including:

(a) Negotiation value is created pre-negotiation. Plastic Company Inc.’s work before negotiations—developing a power matrix and understanding the underlying interests of relevant stakeholders—reduced objections in complex contractual negotiations by 20%. The main value came from recognizing that removing supply risk for hospital buyers is more valuable than any price discount, thereby enabling a price premium.

(b) Data eliminates asymmetry and personal conflict. By steering price discussions with suppliers of Plastic Company based on market criteria independent of the company (such as Platts), the company transforms its commercial counterpart from a competitive opponent into a valuable supplier within the hospital's supply chain. This is made possible by nearshoring.

(c) Governance institutionalizes effectiveness: Having a Discount Authority Policy in place, for instance 3% that can be granted by Key Account Managers and up to 7% by their Managers, while the Board and CEO can approve such discounts for volumes over USD 500,000, helps in protecting the cash flow on a monthly basis and from being eroded by above-average margin erosion as a result of fatigued and unprepared concessions made during negotiations.

6 CONCLUSIONS

The consolidation of post-implementation business metrics proves the effectiveness of the discipline's scientific approach to corporate outcomes. The average time of the closing cycle of negotiations plummeted from 120 days to the efficient level of 90 days, in line with the best industrial benchmarks in Mercosur. The overall trade deal closing rate rose from 30% to the historical target of 45%. The consolidated real gain relative to the initial trading desks' aspiration reached +12%, beating the medical supplies industry average standard of 10%. In addition, the structuring of formal and transparent information channels through the Mega Direct portal has drastically reduced the financial cost resulting from avoided disputes and litigation, generating savings of USD 150,000.00. The B2B partner satisfaction indicator (Post-Agreement NPS) climbed from 72 to 85 points, while the contract cancellation rate (post-agreement churn) was compressed to less than 2% per year, consolidating the long-term value cycle (LTV).

7 FUTURE RESEARCH

On the other hand, future studies could focus on new digital tools for negotiation, such as negotiation portals or other communication tools that support transparent negotiations. The use of artificial intelligence, blockchain, and predictive analytics to increase negotiation efficiency and prevent or manage conflicts is another application of negotiation that should be studied in depth to complete the analysis on the subject (Geiger, 2017; Navarro & Dias, 2024).

Cross-cultural negotiation research offers another promising field of study. While negotiation tactics and strategies are influenced by the culture of the negotiating parties, the scope of possible negotiating partners, the institutions involved, and the expectations of other stakeholders are also shaped by culture. A study of negotiation practices in Latin America, compared with Europe and Asia, would therefore be highly valuable for understanding the extent to which integrative negotiation approaches can be adapted to the specific circumstances of cultures around the world (Salacuse, 2003; Zartman, 1988).

Future research on negotiation and conflict management should focus on expanding the empirical basis for studying these processes, testing frameworks across diverse contexts, and incorporating technological and cultural dimensions into the analysis. The results will not only increase our knowledge of negotiation and conflict management but also provide value to managers of large industrial corporations engaged in complex negotiations.

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