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论文题目: Implications of Cross-Cultural Communication
between Chinese Suppliers and Peruvian Buyers in a Foreign
Trade Business Context

作者: Giacomo Ismael Cartolin Hurtado

导师: 杨澄宇

系别年级: 经济与资源管理研究院(新兴市场研究院)

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IMPLICATIONS OF CROSS-CULTURAL COMMUNICATION BETWEEN CHINESE SUPPLIERS AND PERUVIAN BUYERS IN A FOREIGN TRADE BUSINESS CONTEXT

ABSTRACT

The objective of this research is to explore the main implications caused by cross-cultural communication between Chinese suppliers and Peruvian buyers in a context of foreign trade business. Good communication between suppliers and buyers means achieving a correct understanding of the requirements that each involved has, which allows to keep a mutual understanding in order to maintain a long term business relationship. Many commercial relationships end up because of poor mutual understanding and many opportunities are lost. To know what are the main implications in this scenario, the following research questions were designed: What are the main implications caused by cross-cultural communication, between Chinese suppliers and Peruvian buyers in a foreign trade business context? To answer this question two sub-questions were established: What are the main problems caused by poor cross-cultural communication between Chinese suppliers and buyers Peruvian? and Problems caused by poor communication between Chinese suppliers and buyers Peruvian are solved? In order to build this research, qualitative research was designed using an abductive method and multiple case study. Research indicated that there are implications produced by poor cross-cultural communication that affect greatly trade relations between Chinese suppliers and Peruvian buyers. The research meets the purpose of generating knowledge that contributes to the improvement of trade relations between China and Peru. In addition, this research will be useful for companies involved in trade between China and Peru, because it explores and notes the existence of implications that affect their trade relations and proposes the practice of cultural adaptation as a way to improve cross-cultural communication and mitigate the implications produced by this phenomenon.

Implications of Cross-Cultural Communication between Chinese Suppliers and Peruvian Buyers in a Foreign Trade Business Context

KEY WORDS: cross-cultural communication, Chinese suppliers, Peruvian buyers, trade relations.

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Chapter 1 Introduction

1.1 Introduction

This research focuses on the study of cross-cultural communication in a foreign trade business applied for Chinese suppliers and Peruvian buyers. Therefore, in this chapter the author presents the background leading up to this research, also the research focus that will help to a better understanding of the subject. In addition, the research focus, the research questions, the importance of the study, expected contribution and the delimitations of this study are described in this chapter.

1.2 Research Background

The culture since long time ago was immersed in business, the trade crossed borders and began to interact with distant and different countries from its origin markets. According with (Hamilton and Webster, 2009) culture in business can be a problem when doing business with foreign markets.

When employers or employees working with people from different societies and cultures, the problems increase because they have to deal with cultural groups in each foreign market with different cultures and mode of operation.

Many times suppliers and buyers don't know the cultural characteristic and communication forms of their partners and considered their culture as the pattern to conduct business.

According with Ghauri & Usunier (2005) cross-cultural business should understand the vision and purpose of each part and contribute to the development of the business. However, cultural differences often are commonly imposed on business and end up affecting trade relations.

Peru and China come from different cultures with different ways of thinking. Often, at the time of interaction between Chinese suppliers and Peruvian buyers, each performs attempts to introduce their style and meets resistance by its counterpart.

According to Seligman (1990: 1) historically, the Chinese people had no need to adapt to different habits or western protocol, although they learned a lot about technological areas in West.

However, today Chambers of Commerce and trade-related institutions offer courses of assertive communication for Chinese professionals.

In Peru, there is not much research related to external organizational communication, so there is a gap that is reflected in communication problems with some companies and its foreign partners.

According Bosovsky (2012) in one of his interviews in Peru, he said that companies do not attach importance to the issues of internal and external communication are doomed to failure.

Also, (Fisher, 2011) think that a correct communication and understanding between business partners is an important issue, otherwise they can lose business opportunities. Have an assertive communication with the counterparty is the best way to conducting business conveniently and solve conflicts in the most effective and in a mutually beneficial way.

One of the biggest problems when doing business with foreign companies is believed to business communication is the same in all countries. However, that is something wrong, according with Harris and Moran (2007) the reason for the misunderstanding is the communication.

Currently, few companies care about improving communication with suppliers and consider cultural differences in order to maintain a correct relationship. According to Xu and Smith (2005) often companies that decide to trade with foreign companies have strong communication problems and don't know how overcome cultural differences in order to maintain business, so it is common that trade relations are broken by this problem.

1.3 Research Focus

Trade between China and Peru grows every year. Peru is one of the first Latin American countries to exchange products with the largest second economy in the world (China). Similarly, China is one of the main suppliers for the Peruvian market. After enter into force the Free Trade Agreement between China and Peru in 2010, the trade has increased reaching figures of US \$ 16 billion in 2015. Peruvian imports from China has great growth in recent years, since 2009 (before FTA) until 2015 Peruvian imports recorded an increase of 160%; this growth was made possible especially by the increase in the import of electronic products, mobile phones, telecommunications equipment, footwear, clothing and others. In the same way, the number of Peruvian companies

interested in doing business with China had increased; the National Tax Administration of Peru (known in Peru as SUNAT) registered about 12 thousand Peruvian companies importing from China in 2009 and 18 thousand companies in 2014.

Undoubtedly, the Chinese market is a major supplier of the Peruvian market and will remain so in the coming years.

As trade between both countries grows, cultural barriers becomes an important and primordial factor in order to maintain a good trade relationships and avoid break trade relations by the absence of mutual understanding between the trade partners who are doing business.

Therefore, it is important that the people involved in business between China and Peru consider intercultural communication as a key factor in order to maintain a correct understanding with partners, because this barrier can have negative effects on relationships.

There are different situations in which a bad cross-cultural communication can create problems between the partners. Specifically, in the relationship with Chinese suppliers with Peruvian buyers, problems may exist in particular issues such the procurement process, misunderstanding needs, failures, problems in product quality and others.

Therefore, this research focuses on analyzing the existence or absence of a real understanding between Chinese suppliers and buyers Peruvian, in order to improve mutual understanding and strengthen trade relations.

1.4 Research Questions

Effective communication is key to maintaining a good business relationship between supplier and buyer. Therefore, this research is trying to identify what are the implications for cross-cultural communication between Chinese suppliers and buyers Peruvian and determine whether cross-cultural communication problems affecting trade relations between Chinese suppliers and Peruvian buyers.

1.4.1 Main Question

- What are the main implications caused by cross-cultural communication, between Chinese suppliers and Peruvian buyers in a foreign trade business context?

1.4.2 Sub Questions

- What are the main problems caused by poor cross-cultural communication between Chinese suppliers and Peruvian buyers?
- Problems caused by poor communication between Chinese suppliers and Peruvian buyers are solved?

1.5 Importance of the study and Expected Contribution

The importance of this study focuses on exploring and know, what are the most important implications happening in cross-cultural communication between Chinese suppliers and Peruvian buyers in order to identify the main problems that happen caused by poor cross-cultural communication and in that sense guide the people involved in this context to minimize and manage the barriers caused by problems of poor intercultural communication.

In addition, the purpose of this research is to contribute to knowledge in business between China and Peru, cross-cultural communication between China and Peru, trade relations and cultural differences. Thus, this research will be an important tool for people involved in business between Chin and Peru.

With increased trade relations between China and Peru, I consider cross-cultural communication and mutual understanding are vital factors to maintain and improve trade relations. The greatest success of this research will be contribute to the improvement of Sino-Peruvian relations.

1.6 Delimitations of the Scope

The investigation is limited to review and analyze the implications that arise in cross-cultural communication between Chinese suppliers and Peruvian buyers. The analysis of this research involves only exporting / suppliers Chinese enterprises and importing / buyers Peruvian companies. The findings and conclusions of this investigation does not necessarily apply with the reality of all companies that are involved in this context.

Chapter 2 Literature Review

2.1. Introduction

At present foreign trade businesses are an important part of the economy of all countries and effective communication it is key to the success of these businesses. There are different theories about the right way of having an international communication. Authors like Kim Young Yun, Le Baron, Swallow D, Manohar and Gayle Cotton will be cited in this chapter and the different views related to this study will be analyzed.

Research questions raised key terms for this study which will be developed in this chapter. Therefore, this chapter is divided into topics related to "Cross-Cultural Communications in Business", "cultural differences in business communication", "Problems in Cross-Cultural Communications", "Possible Solutions to Solve Cross-Cultural Communication Problems".

2.2 Cross-Cultural Communications in Business

Cross-Cultural communication is one of the most important issues in the business world, people involved in business know that managing a good intercultural communication will give them an important skill to get advantages and successes in the global market. (Gibson, 2002).

Gibson says that while more different is a culture to our, communication barriers will grow. Language, verbal language, body language, ideas, and other factors will not have the same understanding for people who are interacting.

Intercultural communication is manifested through the exchange of ideas, feelings, thoughts, proposals, information through language between people who have different cultures (Xu, 2007).

According to Gayle Cotton, the ability to communicate effectively between people of different cultures can not be a factor rejected. She raises the following factors to be considered in the context of intercultural communication.

- Be proactive and adapt to a different culture to ours is key to have success in business.
- The formal, hierarchical structure and time factor are aspects of other cultures that we must include in order to minimize the impact of cultural differences in our trade relations.
- Time management is an important aspect to understand the counterparty. She says that planning and time management are not managed in the same way for all cultures.
- Self-centeredness is a mistake to understand other cultures. Many cultures focus their efforts on teamwork rather than individual work.
- Body language can be misunderstood because it is not perceived in the same way for all cultures.

2.3 Cultural Differences in Business Communication

Edward Hall defines culture as a way of life, he points out that culture is the result of different factors such as learned behaviors, attitudes, customs and others.

According to Hofstede (1997) there are two types of culture: organizational culture and national culture. He explains that the national culture is closely related to breeding we have at home that comes from the family or the values learned in our early years of education. On the other hand, Hofstede also points out that organizational culture is the result of working practices or relationships that people have in a social level.

In that sense, we know that each person has different cultural level depending on the type of education or influence in our personal life and work life. Then, in a context of business

communication, the question of how we can understand cultural differences in communication if each person has different characteristics and cultures influence.

Edward T. Hall (1976) said that a good way to understand cultural differences in business communication is the distinction of cultures of low context and high context. Edward T. Hall (1976) says that every utterance is not transmitted by words are interpreted through the context.

2.3.1 High Context Communication

Edward Hall (1976) points out that in this scenario, messages are best understood from the context and not from the information level. That is, a high level information detail is not necessary to understand the message, only to understand the context to grasp the message. Furthermore, Hall points out that words are not as important as the context, tone of voice, gestures speaker, behavior, posture, facial gestures are more important and say much more than words.

"Most of the information is either in the physical context or initialized in the person." Edward Hall (1976).

Some factors that can point in a high-context conversation according to the definitions of Edward Hall are as follows.

- Influenced by the traditions
- Long-term relationships for better understanding
- Influence of nonverbal language
- They are direct messages and no confrontations
- It does not require too much information
- It is a more collective communication
- Has high resistance, ie; It is difficult to change.

According to Edward Hall (1976) China Company is considered a high-context culture, because the messages that develop in this society's talks only can be understood in relation to the context in which they develop, in addition to considering the gestures, tone voice, social hierarchy, background of talkers among other forms of non-verbal language.

2.3.2 Low Context Communication

In a scenario of low context, the details and additional information are important factors for a correct understanding. The speakers are punctual with messages they mean and are straightforward to express their thoughts. In addition, it is a scenario in which misunderstandings are less, because in addition to the interaction of the speakers, information complements messages and avoid communication errors.

According to Edward Hall (1959) “context carries varying proportions of the meaning.”

Some factors that can point in a low-context conversation according to the definitions of Edward Hall are as follows.

- Short-term relationships.
- Explicit communication.
- Confrontational communication.
- Individualism
- It requires more information to complement the message.
- Low degree of resistance, you can change at any time.

Edward Hall (1976) suggests that there is another important factor in addition to the factors of high and low context related to intercultural communication, he calls this factor as perception of time. Hall tells us that high-context culture typically use a polychronic perception of time and low context cultures use a monochronic perception.

2.3.3 Monochronic Perception of Time

People who have monochronic perception see time as something sequences and they have a high programming level. That is, they have a high planning level to carry out their activities. Generally, they concentrate on one task at a time and continue with another at the end of the previous task, they move sequentially (Edward 1976). "M-Time" is the name chosen by Edward Hall for this factor and refers to perform only one activity at a time. People with monochronic perception programmed all their activities and concentrate on performing a task at a time.

2.3.4 Polychronic Perception of Time

People with polychronic perception feel that time is something fluid and think that programming time is not an important factor. They work performing multiple tasks at once and can combine activities.

2.4 Problems in Cross-Cultural Communications

This research is focused on cross-cultural communication between Chinese suppliers and Peruvian buyers. Therefore, in this subchapter the main problems that some authors cite in this context are explored here.

Personally in my professional life I had the opportunity to be involved in this context such a Peruvian buyer and managing business relationships with Chinese suppliers. Therefore, I express that trade process demands a high level of coordination and collaboration. From my experience I can say that relations with suppliers requires intensive communication in order to meet market requirements and meet the market access requirements that destination countries demand. Aspects such as product quality, technical specifications, shipping times and other specifications must be well understood. Moreover, providers also demand certain things concerning payments which must be considered and fulfilled to avoid prejudicing suppliers. In other words, according to my point of view I believe that mutual understanding between suppliers and buyers is an essential part of business success, because understanding the counterparty can resolve conflicts quickly and benefit each other.

"Perceptual patterns are culturally determined to and inaccurate" (Adler 1997).

Adler, N.S. (1997) tells us that the perception is determined by our cultural background, ie; people perceive messages according to the form of interpretation that each culture has and often messages can fall into misunderstandings result of a **misperception**.

In addition, Adler, N.S. (1997) indicates that the interpretation of messages within an intercultural communication is also an important factor when exchanging messages. The interpretation is strongly influenced by the culture of each person. To understand what Adler, S.N. want to point out in this aspect, we can imagine how the people perceive our way to greet people from different

culture to ours. That is, for example, in many countries it is common greeting with a kiss on the cheek, but for other countries that may mean a lack of respect or an invasion of personal space. However, each person interprets things according to their cultural background and **misinterpretation** can produce misunderstandings.

Also, Adler, N.S. (1997) indicates that the **evaluation of messages** in cross-cultural communication is a point to consider, especially if we have a bad evaluation of the counterparty actions. That is, if we have misunderstandings and evaluate them according to our own judgment then perhaps we can magnify misunderstandings rather than clarify them.

According to Gayle Cotton (2013), there are some cultural issues that may arise in business communication as the following:

- It is likely to have problems in business communication If we can not adapt to the culture of our counterparty.
- It is likely to have problems in business communication If we don't understand the formality, hierarchy and timeframes that our counterpart manage.
- It is likely to have problems in business communication if we are perceived as aggressive or impatient in the business context.
- It is likely to have problems in business communication if we focus on individual work and not in the group, because not all cultures work the same way.
- It is likely to have problems in business communication if we do not work in our nonverbal language, because it can be misinterpreted and lead to misunderstandings.

2.5 Possible Solutions to Solve Cross-Cultural Communications Problems

Gayle Cotton (2013) proposes five key factors for success in intercultural communications and are as follows:

2.5.1 Gayle Cotton – 5 keys to successful Cross-Cultural Communication

2.5.1.1 Create cross-cultural communication proactive

"We all want to avoid embarrassing miscommunication and misunderstanding. This is why it's so crucial to proactively adapt your style and approach in a way that is comfortable for the culture with which you are communicating. You need to understand what makes cultures so different from one another and become aware of what your work does due to preexisting cultural perceptions". Gayle Cotton (2013).

Gayle Cotton points out that proactivity is important to adapt to different cultures. Travel, interaction with the counterparty, knowing the language, know the customs and other particularities of the counterparty will help us to adapt to their culture and have better communication.

"In this day and age, very few people can claim to be from only one culture. Most of us are like a slice of the cultural layer cake, with cultures blended. Several one on top of the other." Gayle Cotton (2013).

Cotton indicates that most people currently have different cultural backgrounds because of the influences of our parents, grandparents and ancestors. In some cases, people are from different cultural roots, because the father is from a different country than mother or maybe the grandfather comes from a different culture. Therefore, we adopt our own culture to different cultures because the influences are great. In that sense cultural trends are changing and as we adopt other cultures to us by family, work or emotional reasons. Gayle Cotton (2013).

2.5.1.2 Rapport secrets to bridge the cultural gap

"Some cultures place a strong emphasis on what is said by the words we use, whereas others put closer attention to how we say something with our tone of voice and body language". Gayle Cotton (2013).

Gayle Cotton tells us that when we communicate with others, body language, tone of voice and the way we say things help us to create a good relationship with the other people, because that

provide us a friendly relationship and mutual respect. Part of the process of communicating with people from other cultures is create a friendly atmosphere and mutual respect in order to have a comfort zone for exchanging messages. Gayle Cotton (2013).

“If you have good rapport with someone and something goes wrong, that person will be more likely to blame the circumstance or situation. If you have poor rapport with someone, he or she will be more likely to blame you”. Gayle Cotton (2013).

2.5.1.3 Organize productive interactions

“Failing to develop an awareness of how formality, hierarchy, and timing can affect business and decision making will thwart even the most seasoned professionals”. Gayle Cotton (2013).

Gayle Cotton points out that for better interaction with people from a different culture to ours is important consider factors such as formality, hierarchy and time. That is, formality will help us to understand and choose the best way to communicate with the counterparty, the hierarchy will help us to understand the influence that each hierarchical position has in our communications and finally the time will help us to understand the way our counterpart manages time and planning.

2.5.1.4 Strategies for relationships

“Most cultures have their own unique business and social strategies. Some are more relationship-oriented, whereas others focus more intensely on outcomes. Some cultures prefer a direct approach, whereas others focus for an indirect approach”. Gayle Cotton (2013).

Gayle Cotton tells us that there are strategies that can be help us to improve intercultural communication. The strategies are related to the strategic management of cultures with high and low context also to adapt to the approaches work of our counterpart.

2.5.1.5 Success leaves clues

“You don’t need to reinvent the wheel to understand what people from various cultures appreciate and don’t appreciate. It’s a matter of learning what their expectations are and then understanding how they affect your expectations”. Gayle Cotton (2013).

Gayle Cotton proposes that in order to succeed in cross-cultural communications do not need to reinvent things, it is only a matter of understanding the counterparty and learn from failures. She invites us to practice cultural adaptation and learning from mistakes and successes in our cross-cultural communications.

Chapter 3 Methodology

3.1 Introduction

In the previous chapter the theories related to cross-cultural communication and its implications in business were developed. There is a lot of information on the subject and gives us a complete picture of the importance of communication business success. The literature review gave us the contextual framework for this research but still the question of research is not developed, so in this chapter will explain the methodology that will develop to continue the research and the perspectives of different authors that will support the methodology used.

3.2 Academic Approach

According to Bryman & Bell (2005) there are three ways to conduct an investigation, which are using an inductive approach, a deductive approach or an abductive approach.

The inductive approach is used when the researcher does not have information or previous theory and is in search of a new theory. Bryman & Bell (2005)

The deductive approach is used when empirical data are validated to test and analyze theories; that is, when you want to discard or refine a theory. Bryman & Bell (2005)

The abductive approach is used by mixing the inductive approach and deductive approach to upgrading existing theories. Bryman & Bell (2005)

The abductive approach allows us to use previous theories that support our research. Therefore, I consider it more appropriate to apply in this investigation.

However, Dubois & Gadde (2002) tells us that if an abductive approach is used is also necessary to apply an inductive approach in order to have better research, otherwise we will have a dimensional and static process.

3.3 Research Method

Having a proper methodology will help us develop research and will be a very useful tool to meet the objectives of the study (Worthen et al., 1993).

According to Patel and Davidsson (2011) to conduct a study we can use two types of research, qualitative research and quantitative research.

Quantitative research is more related to gather numerical data. Bryman and Bell (2007).

Qualitative research is related to the observation of scenarios and situations to understand the motives or causes of a context investigated. (Ghauri, Granhaug and Kristianslund, 1995).

In addition, qualitative research helps us see how the people involved interpret and act against different situation and it can analyze their behavior in the context that has this research.

“Qualitative studies provide a detailed account of what goes on in the setting being investigated”.
Bryman and Bell (2007, p. 418)

The objective of this research is not calculated numerically or statistically the implications of cross-cultural communication in business. Our goal is to analyze How the implications of intercultural communication in foreign trade business, affect trade relations between Chinese suppliers and Peruvian buyers. Therefore, I consider qualitative research as the best option to develop this research.

3.4 Research Strategy

According to Patel and Davidsson (2011) there are three approaches to conduct qualitative research, these approaches are observation, document analysis and case studies.

Meanwhile, Baxter and Jack (2008) notes that the case study is an approach that helps to better exploration of the phenomenon.

The case study limits the coverage of the investigation, so can only be applied to a person, a company or a behavioral condition. (Yin, 2011)

The case study generates close interaction between the interviewer and the interviewee (Crabtree and Miller, 1999).

Yin tells us that there are 4 designs for the case study. However, this research will focus on a multiple case study, because the area of research can be covered for people involved in the same sector, as in the case of this research focuses on related companies to the foreign trade sector from Peru and China (Yin, 2012).

In addition, Yin (2012) seals the credibility of the investigation will be higher compared to an investigation in single case.

With a multiple case study, the external validation and generalization increase and offers analysis from different viewpoints and we can have a general approach. (Merriam, 2009)

3.5 Data Collection

3.5.1 Primary Data

According to Yin (2012) the most suitable tool for data collection in a context of qualitative research method are the interviews.

Yin (2012) adds that the main characteristic of interviews is obtain subjective information on situations to be investigated.

Merriam (2009) tells us that the interview is the most effective tool when we want to know how people interpret a situation. In this case, the investigation is looking for information to understand the main implications in cross-cultural communication for Chinese suppliers and Peruvian buyers.

Therefore, the interviews are the most effective tool for gathering information.

There are three types of interviews and are categorized into: structured interview, semi-structured interview and unstructured interview. (Gill, P., Stewart, K., Treasure, E. and Chadwick, B. 2008)

According to Cooper and Schindler (2011) structured interviews are very formal and requires monitoring by the interviewer to pick up much detail as possible. The semi-structured interviews are more flexible and allows for better interaction with the interviewee, because the interviewee can tell us their experiences related to research and that will allow us to have greater range of research information. Finally, unstructured interviews are not specific and information gathering could be more complicated.

In order to know the experiences of interviewee and have more information about their own experiences, this research will use a semi-structured interview.

3.5.2 Secondary Data

Secondary information will be collected from written sources as articles, books, publications, previous studies and literature in general.

3.6 Sample

According to Creswell (2007) the right choice of people interviewed will be critical to have a valuable information to support the research.

Therefore, the primary information was obtained through interviews with people related to foreign trade between Peru and China. In addition, it was considered as an important factor that interviewee have previous experience in a context of intercultural communication between Peru and China.

Sample Interviewees List:

Name	Company	Position	Country
Tatiana Soto	MODIPSA	Buyer	Peru
Wen Wang	GUANGZHOU LITO ELECTRONIC TECHNOLOGY CO.,LTD.	Seller	China
Erika Zapata	CASSINELLI S.A.	Buyer	Peru
Jinyuan Li	VICTOR ELECTRONIC CO.,LTD	Seller	China
Hong Mei	JIANGU TAILI STEEL ROPES CO., LTD.	Seller	China
Clara Gonzales	GULDA & CIA. S.A.C.	Importer	Peru

3.7 Modality Interview

For geographical distance reasons the interviews will be conducted by telephone and e-mail. According to Hernandez (2003) telephone interviews are similar to personal interviews, the interviewer uses a questions list to interviewee, but not face to face, but through the use of a telephone line interview.

As limitations to this method. Eriksson Wiedersheim-Paul (2006) notes that telephone interviews are difficult to handle, because they lack body reading and can not follow the reactions of the interviewees.

3.8 Analysis Method

According to Merriam (2009), data collection through a case study generates a lot of information which is difficult to be analyzed, so the author must choose the best method to analyze findings.

Due to the large information's quantity gathered from interviews, according Kvale Brinkmann (2009) the information must be coded and categorized to know how often interviewees mentioned problems, advantages, features or similar situations related to the phenomenon investigated.

This research is looking for main implications in cross-cultural communication between Chinese suppliers and Peruvian buyers. Therefore, is very important to know what factors or situations are the most common in this context. Also, Yin (2009) points out that in a study of multiple cases the best alternative to find similarities between the different cases is to use a technique called "cross-case synthesis". To use this technique, first the research should focus on each case and identify keywords and then relate them to the other cases to find similarities.

3.8 Validity

This subchapter is to explain how the research will validate the findings obtained from interviews. In addition, validation contributes to the researcher to get findings that contribute to solving the problem of research (Eriksson Wiedersheim-Paul, 2006).

According to Merriam (2009) there are two types of validation such as external and internal. The internal validity to Yin (2014) is to explain, why a specific situation happened and analyze the causes. On the other hand, Yin (2014) notes that external validation helps to determine if the findings obtained from the case study can be replicated in general for other companies or individuals.

Within the external validation Merriam (2009) tells us that the investigator can use a triangulation method, which allows us to relate the findings with data analysis.

Chapter 4 Empirical Findings

4.1 Finding 1: Difference of Local Time

Communications are not flowing because of the time difference.

Tatiana Soto tells us that the time difference is an important factor to have good communication.

Peru and China have a time difference of 13 hours. Therefore, Tatiana Soto must respond emails at night and wait for the response from their suppliers the next day. In addition, she indicates that

appreciates when her suppliers respond her emails in the same day because she understands that her suppliers are working at night to solve the everyday problems. However, communication is not fluid and some things may be delayed due to the time difference.

Erika Zapata believes that her suppliers have a very fast response time and instead Peruvian buyers take longer to answer some emails.

Jinyuan Li believes that the time difference is a problem that affects communication, He say thank to his customers because sometimes they work at night to have communication with him at daytime in China.

Additionally, Hong Mei considers that the time difference delays the feedback from Peruvian buyers. *"Sometimes can't get reply ASAP even it is urgent here"*.

4.2 Finding 2: Oral Communication is not enough

Verbal communication is not a secure channel for proper understanding between Chinese suppliers and Peruvian buyers, they are required to use a written channel.

The communication channel most used by Tatiana Soto in communication with her suppliers is written through emails. She also makes video calls and phone calls, but she believes are not enough to make clear the requirements that she has.

"When I have important purchases I make calls and I also sent an email to make things clear"
(Tatiana Soto).

In addition, Tatiana Soto, use the WeChat app to have a written faster communication with suppliers and believes it is the fastest way to have a good communication.

According with Erika Zapata, written communication is more effective because you can send more information as attached documents that may support your requirements. However, when Erika Zapata wants to have a quicker response uses telephone calls.

According to Jinyuan Li, communication with Peruvian buyers is not very good verbally. He considers the written word as the best form of communication but often the Peruvian buyers are very impatient and send a lot of information every day that for Kim is very complicated to read all the information because they have many clients. *“Peruvian buyer must be more patient”*.

Wang Wen believes that the written communication complements oral communication. He's using the WhatsApp application to have better communication with his customers in Peru.

“The communication channel most secure to me is via email, because I can store and not miss any important information”. (Clara Gonzales)

4.3 Finding 3: Insufficient Knowledge of Language Used

Lack of language knowledge of each between Chinese suppliers and Peruvian buyers require them to use the English language that often is not effective for proper communication.

“I have to be specified and detail every request I have. I must be clear when I ask them something and tell them that they will work with a Latin American market and not with a European or American market” (Tatiana Soto).

Tatiana Soto say that often her suppliers do not interpret correctly the requirements that she has, her suppliers confused some technical specifications with other markets.

Tatiana tell us that when she has a communication with suppliers she must have the highest level of possible detail. All communications are in English language, but she believes that the level of English of her suppliers is an intermediate level and therefore she must be careful when has some kind of specific requirement.

Tatiana Soto also indicates that there are technical specifications that despite being translated into English language, it is difficult to understand the meaning for her suppliers. Therefore, Tatiana Soto must send emails with lots of information so that suppliers can answer her questions.

Erika Zapata believes that her suppliers have different types of English pronunciation and it is difficult to understand many of them. Many times it is difficult to explain the technical details of the products and with the deficiencies in the language is even more complicated.

Hong Mei notes that English language not being the native language of either party. Communication becomes complicated and difficult the process of buying and selling. *"Often the Peruvian buyers prefer suppliers who speak Spanish."*

"I consider that written communication is better than verbal, because having a written communication is irrefutable evidence for any eventuality". (Clara Gonzales)

4.4 Finding 4: Time-consuming and potentially costly problems

The problems caused by poor intercultural communication between Chinese suppliers and Peruvian buyers generates waste of time and possible extra costs for the settlement of misunderstandings.

Tatiana Soto indicates that because of communication problems there are several misunderstandings with suppliers. She uses pre-shipment inspections to ensure that the merchandise is correct. Costs because of technical inspections are to ensure that their communication was effective. That is, she in addition of her daily communication with suppliers and send a lot of emails, she is not sure about if her suppliers understand her requirements. Therefore, she incurs costs of inspections to ensure that the merchandise is correct.

Erika Zapata said that when she tries to explain some claims to her suppliers she spends much time to solve the misunderstandings. She believes it takes a long time to solve the problems of interpretation with her suppliers. *"Usually my suppliers get to understand my requirements after several explanations"*.

4.5 Finding 5: Cultural Adaptation

Interviewees consider that a cultural adaptation might be a solution to solve the problems of cross-cultural communication.

Tatiana Soto tells us that she believes that cultural adaptation is very important to have a better understanding. From the greeting form to the negotiation form, the Chinese suppliers and Peruvian buyers should be considered the cultural adaptation in a business relationship.

Also, Tatiana Soto considers her suppliers as friends and is very confident with many of them. She and her suppliers have communication by WeChat app, sharing pictures, sharing moments, and she considers them as friends that strengthens their work relationship.

"I had the opportunity to share good moments with my suppliers and enjoy their company"
(Tatiana Soto)

Erika Zapata said that she considers the cultural adaptation as the best way to improve the communication with her suppliers. *"I think that cultural adaptation would improve communication with my suppliers."*

According to Hong Mei, knowing the needs from her customers can help her to understand the right way to provide the best products. *"Try to think from the buyer's side"*. (Hong Mei)

For Wen Wang, the right way is to respect the counterparty. *"The best way is to respect their culture and tell them to respect yours"*.

4.6 Finding 6: Broken Trade Relationships

One of the most serious consequences caused by poor intercultural communication is when trade relations between Chinese suppliers and Peruvian buyers are broken.

Tatiana Soto indicates that often Chinese suppliers sent her sample products, but when making a purchase the communication is bad and suppliers end up delivering products that she did not ask, so she stops working with them.

"I stopped working with many factories for communication issues." (Tatiana Soto)

On the other hand, Erika Zapata indicates that she doesn't break any business relationship with her suppliers because of communication problems, but if the communication problems increase and her suppliers do not want to take responsibility, so she will break the relationship with them.

For Jinyuan Li, trust is one of the main causes of trade relations disruption, He feel that is very difficult to gain the trust of Peruvian buyers and that communication is a problem that prevents them gain confidence.

Hong Mei lost Peruvian customers because of communication problems, often she could not meet the requirements of the buyer or she shipped goods without meeting some buyer's specifications.

For Wen Wang sometimes is really difficult understand her customers because there are many complications with the communication. *“Sometimes we can not understand each other”*. (Wen Wang)

In addition, Wen Wang consider that for the Peruvian buyers the time horizon is not important, they just want make purchases for the moment. *I think Peruvian buyer don't consider about the time horizon*. (Wen Wang).

Chapter 5 Analysis

5.1 Difference of Local Time

According to the website: www.worldtimezone.com Peru has 13 hours less than China. That is, if in Peru is 11:06 pm MONDAY, MAY 16, 2016 in China is 12:06 pm TUESDAY, MAY 17, 2016.

According with María Inés Pierluigi (2012), the impact of the time difference in the communication process will be greater or less according to the customs and habits of the teams. It is possible that the culture inherent characteristics or accentuate mitigate the consequences of the large time difference, influencing the choice of communication channels.

Interviewees agree that the time difference is a problem when having communications. The difference 13 hours prevents a fluid communication, one of the party should use their free time to attend to the counterparty.

Jinyuan Li believes that the time difference is a problem that affects communication, He say thank to his customers because sometimes they work at night to have communication with him at daytime in China.

The time difference does not allow a quick response level between Chinese suppliers and Peruvian buyers, the answers usually are served the next day and in the worst way in the next week.

Hong Mei considers that the time difference delays the feedback from Peruvian buyers. *"Sometimes can't get reply ASAP even it is urgent here"*.

5.2 Oral Communication is not enough

Interviewees agree that verbal communication via calls, video, audio, are not enough to have a correct understanding of the requirements. They point out that written communication is necessary in order to avoid ambiguities.

Lewis (2006) notes that if the information is exchanged in writing format then it means that the issue will be firm and unambiguous.

Chinese suppliers and Peruvian buyers used daily e-mails to have communication, telephone calls are only used in emergencies. All interviewees agree that communication by e-mail allows you to leave the clear thing and to make corrections if necessary.

Erika Zapata believes that her suppliers have different types of English pronunciation and it is difficult to understand many of them. Many times it is difficult to explain the technical details of the products and with the deficiencies in the language is even more complicated. For this reason, she uses the e-mail to give her suppliers the most possible details and don't make mistakes.

However, when there are emergencies, most respondents argued that prefer using the phone, as long as the gap time difference allows, but anyway after having a telephone conversation, they leave in writing format by e-mails the points conversed by phone.

5.3 Insufficient Knowledge of Language Used

According to Ghauri and Usunier (2005) people who do not speak the same language can have complications to have a correct understanding. Therefore, the interpretation can be different between Chinese suppliers and Peruvian buyers.

All interviewees agree failure to speak the same language, forcing them to have communication in English language. However, all of them agree that the dominance of English is not the best, which makes a poor communication and mutual understanding.

Interviewees agree that in order to overcome this barrier, is very important to give as much information as possible and be reiterative to clarify the requirements.

Some Chinese supplier interviewees, are interested in learning Spanish language in order to better understand their customers. Also, some Peruvian buyers have interest in learning a little Chinese.

5.4 Cultural Adaptation

According to Hailén, Johanson and Deyed-Mohamed (1991) trade relations between two or more individuals generate an atmosphere of cultural exchange that promote adaptation between counterparts. This affirmation is evidenced by the testimony of all interviewees, because they agree that cultural adaptation is the right way to have a better relationship and mutual understanding. As Hong Mei says that to have an adaptation is important to be in the shoes of the counterparty. "Try to think from the buyer's side". (Hong Mei)

Beaton (2000) notes that cultural adaptation contributes to equality among those involved.

"The process of cross-cultural adaptation tries to produce Between source and target equivalency based on content" (Beaton et al, 2000, p3186).

According to Ghauri and Usunier (2005) the correct cultural adaptation is composed of the following key factors: having knowledge about the culture of the counterparty, manage relationships with our counterparts and take into account the customs and cultural differences in order to adapt to them.

In accordance by Ghauri and Usunir these factors have a high importance for cultural adaptation and some interviewees are practicing any of these factors in their trade relations, as in the case of Tatiana Soto, who has many friendly relationships with her suppliers and has come to share pleasant moments with them.

"I had the opportunity to share good moments with my suppliers and enjoy their company"
(Tatiana Soto).

5.5 Time-consuming and potentially costly problems

One of the major consequences because of the problems of intercultural communication are the expenses incurred by the companies involved.

Fisher, (2011) think that a correct communication and understanding between business partners is an important issue, otherwise they can lose business opportunities. Also, Fisher think that an assertive communication with the counterparty is the best way to conducting business conveniently and solve conflicts in the most effective and in a mutually beneficial way.

However, there are economic costs that are used in the services that Peruvian companies require in order to carry out inspections to ensure that the good meets all requirements before shipment. These inspections are carried out because buyers do not feel confident about Chinese suppliers are sending the correct merchandise.

Tatiana Soto indicates that because of communication problems there are several misunderstandings with suppliers. She uses pre-shipment inspections to ensure that the merchandise is correct.

Moreover, the Chinese suppliers are affected economically with hardships that Peruvian companies charge them for not meeting the specifications required in previous communications or for failing to meet the requirements.

5.6 Broken Trade Relationships

Adler, N.S. (1997) indicates that the interpretation of messages within an intercultural communication is an important factor when exchanging messages.

Additionally, Adler N.S. (1997) indicates that problems in intercultural communication are consequences that affect trade relations generating misunderstandings and misinterpretations.

Based on the Adler N.A. statements, I can support the findings in this research related to this issue, these findings indicate that the misinterpretations and misunderstandings lead to a break up business relationship.

As is the case of Tatiana Soto, who broke relations with many suppliers for these problems.

"I stopped working with many factories for communication issue." (Tatiana Soto).

Also, Wen Wang consider that sometimes is really difficult understand her customers because there are many complications with the communication. *"Sometimes we can not understand each other"*. (Wen Wang)

Hong Mei lost Peruvian customers because of communication problems, this greatly affects the revenue for her company and it is difficult to return to a lost business relationship with suppliers.

Chapter 6 Conclusion

6.1 Answer for the Research Question

The main objective of this research was to find the main implications caused by cross-cultural communication between Chinese suppliers and Peruvian buyers companies in their foreign trade activities.

Communication was the main protagonist of this research and different experiences were collected through interviews regarding this topic.

To answer the main question of this research is necessary to answer the sub-questions to get the main point of research.

The first sub-question is defined to know what are the main problems caused by poor intercultural communication between Chinese suppliers and Peruvians buyers and responses were collected through interviews and analysis with the use of secondary sources. Whereupon, this research concludes that both Chinese suppliers and Peruvian buyers experience problems caused by poor communication and these problems are related to misunderstanding, misinterpretations and time lost. All interviewees believe that the most common problem in their communications are misunderstandings which influences negatively on the entire supply chain, because if the misunderstanding is not solve then this will cause the production contain faults. So when the merchandise arrives to Peru, surprises arise because buyers are dissatisfied with the purchase and that directly affects the image of the company or sales.

Misinterpretations are another consequence of poor communication, and as Adler S.N. (1997) says, each person Interprets things according to cultural background and their misinterpretation can produce misunderstandings. Therefore, it is very common that both Chinese suppliers and Peruvian buyers interpret things their way and do not agree on mutual understanding, which generally misunderstandings as problems in supplying chain.

Finally, the research concludes that another problem caused by poor communication are the lost time used to solve the problems caused by lack of understanding. Is that, having a poor communication, those involved must be repetitive in their indications, not enough to say things only once, it is necessary to explain the indications more than once, which affects the time management from both parties, because they spend time doing the same activity (re-explanations) over and over again.

The second sub-question of this research was defined to see if the problems caused by poor intercultural communication are solved or not. Interviewees said they do their best to resolve conflicts properly. However, mistakes in business are paid economically, there is no "sorry" that can solve problems. Peruvian buyers asking penalties for faults committed by the Chinese suppliers. That is, mistakes are economically solved. Rarely Chinese suppliers take responsibility for the mistakes, but as Erika Zapata says she still did not break any relationship with a Chinese

supplier, but she believes that if they do not take responsibility then she would stop working with them.

Generally, suppliers who take responsibility and pay for the mistakes, are suppliers that want to maintain a long-term business relationship.

Finally, to answer the main research question it should be noted that the sub-questions to support the answer for the main question. Whereupon, the research concludes that the main implications caused by intercultural communication between Chinese suppliers and Peruvian buyers in a foreign trade business context are as follows:

The first implication is related to the time difference between China and Peru. It is concluded that the difference of 13 hours between two countries affects directly the communication between Chinese suppliers and buyers Peruvian. For this reason, communication is not fluid and thus delay coordination between the two sides. This implication is directly related to the commercial relationship between the two actors, but it is an implication that according to the interviewees said can be overcome with the cooperation of both parties and the commitment to maintain a good relationship.

The second implication is related to the communication channel used by the protagonists of this research, as it was found that verbal communication does not give the security that suppliers or buyers need. It is considered to communication writing as the surest way to exchange messages correctly and the better form to have a better understanding of the communication requirements.

Phone calls do not provide security to have adequate communication.

The third implication is related to the domain of a mutual language for communication. Generally, Chinese suppliers and Peruvians buyers have a communication in English language which is important and very useful for coordination. However, at the time Peruvian buyers ask for technical requirements, there are many complications because language proficiency is not enough. Therefore, the fact of not having the same native language requires Chinese suppliers and Peruvian buyers to use different tools such as translators, e-mails, applications to reach exchange messages correctly.

The fourth implication is related to the loss of time and cost overruns problems that are caused by communication problems. The loss of time is related with the continuous reiterations from both actors perform in order to clarify the messages and information exchanged. That is, if there is a correct understanding then no need to reiterate the messages and can devote time to other activities. Overruns refers to the expenses made to resolve the problems that arise or as in some cases interviewees noted these costs relate to pre-shipment inspections to ensure that messages are received in the right way.

The fifth implication is related to cultural adaptation and unlike the negative implications, this implication is positive because interviewees agree that cultural adaptation is the best way to improve communication between the two sides and it improve trade relations.

The sixth implication is related to the breakdown of trade relations as one of the major consequences of the effects of poor intercultural communication between Chinese suppliers and Peruvian buyers. Interviewees said the biggest consequence is to end business relations. This affects more to the Chinese suppliers because they lose sales and corporate image falls. Meanwhile, Peruvian buyer's companies may seek other suppliers and resolve the matter, but if the relationship with the supplier is for many years then this would affect Peruvian buyers because it would be difficult to find a new supplier and start again a relationship.

6.2. Contributions

The contributions of this research are aimed to improve trade relations for the Chinese suppliers and Peruvian buyer's companies in the foreign trade sector. The concern of the author is caused because he saw the end of many commercial relationships for poor communication reasons between the protagonists of this research. Whereupon, the author's purpose is to improve trade relations between the two countries. Cultural adaptation as a tool to combat the problems of cross-cultural communication is one of the best ways that stakeholders can use to have a better relationship. Also, I think it is not sufficient to meet the requirements of the counterparty but meet the needs from the counterparty. In short, I mean that the important thing is to "step into the shoes of the other party" and adapt to their need in order to have a better understanding and to maintain a mutual benefit relation.

The negative implications are findings that those involved should consider in their trade relations to prevent rupture of these relations. The purpose of the research is to provide knowledge that contributes to the improvement of relations between Peru and China.

6.3 Suggestions for future research

The biggest suggestion for future research is to concentrate research in a particular industry. The findings in this investigation are general and not necessarily apply to all companies. Therefore, I invite those interested in performing research on intercultural communication between China and Peru to emphasize in a particular industry.

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Appendix I: Interview Questions

Interview Questions

Name:

Company:

Years working in the Company:

General Questions

- 1.- What is your knowledge about the Peruvian Culture?
- 2.- Talking about personality. How would you describe to you Peruvian buyers?

Cross-Cultural Communication

- 1.- What is the most communication channel used in your communications with Peruvian buyers? (e-mail, videoconference, telephone calls, etc.)
- 2.- With your Peruvian buyers. Do you consider that written communication is better than verbal?
- 3.- What are the most common communications barriers when you have a communication with your Peruvian buyers?
- 4.- In verbal communication. What are the most common barriers?
- 5.- In non-verbal communication. What are the most common barriers?

6.- How would you describe the communication with your Peruvian buyers.

Problems in Cross-Cultural Communication

1.- What is the most common problems caused by cross-cultural communication with your Peruvian buyers?

2.- How the problems caused by Cross-Cultural Communications affect your trade relations?

3.- Have you ever been finish a trade relation caused by cross-cultural communication problems?

Conflict Solution

1.- How you solve the problems caused by cross-cultural communication problems with your Peruvian buyers?

2.- What do you consider the best way to solve the problems caused by y cross-cultural communication problems?

Cultural adaptation

1.- What do you do in order to overcome the cross-cultural communications barriers?

2.- Do you consider the cultural adaptation like a right way to overcome the cross-cultural communication problems with your Peruvian buyers?

3.- Do you have a friendship with your Peruvian buyers?

4.- Do you consider that if you do something for me, I need do something for you in order to return the favor?