

























































































## Appendix F: Coded statements for all interviewees



























The name of interviewee (coded): 1.MD.A						
<b>Critical Event:1</b>						
<b>Entering Syrian Market.</b>						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	My first experience with exportations 20 years ago was in the field of exportation of locally developed technologies.	GBA3	GM	GBA		
2	Automotive industry in Iran is the largest manufacturing sub-sector which has the potential of being internationalised.	GBA1	GM	GBA		
3	I have never been satisfied by only concentrating on domestic markets.	RM1	SF	RM		
4	Our strategies and competencies should be tested in foreign markets.	RM1	SF	RM		
5	We require a different set of managerial competencies to succeed in foreign markets.	GBA3	GM	GBA		
6	We must concentrate on R&D in order to develop products which could be marketed internationally.	GBA4	GM	GBA		
7	To succeed in international markets we must strengthen our value chain in R&D and technical documentation.	GBA4	GM	GBA		
8	I decided to enter into Syrian market because I felt we cannot learn any more in our domestic markets.	DM3	LB	DM		
10	We decided to create required competencies for internationalisation by involving ourselves in actual businesses.	DM3	LB	DM		
11	We utilised all leverages including economic commissions of two countries.	CT4	SF	CT		
12	We had very tough competition with group B.	AT1	SF	AT		
13	We started with exporting built up cars but market was not big enough.	AT2	SF	AT		

14	We decided to take the risk of investing in production plant in that country.	RM1	SF	RM		
15	We formed a JV with local investors.	NW1	LB	NW		
16	I took advantage of my prior experience in technology exports.	SA2	LS	SA		
17	We completed the civil work on time by utilising domestic resources and practices.	CT2	SF	CT		
18	We identified the best sources for needed equipments and machineries inside and outside the country.	DM3	LB	DM		
19	We implemented our project in two phases and used the cash flow generated by the first phase to execute the second one.	CT1	SF	CT		
20	In selecting our partner for cooperation we consider the possibility of our cultural adaptabilities.	C&CCA3	LO	C&CC A		
21	In order to reduce our cost of production we reviewed our entire value chain	ST4	SF	ST		
22	We carried out extensive studies on the preferences of potential customers in targeted markets in terms of options for cars.	AT3	SF	AT		
23	To develop airbags we formed alliance with Chinese firms.	NW1	LB	NW		
24	To understand the preferences of customers in Syria we employed Syrian experts to take the responsibility of gaining satisfaction of our customers.	CT4	SF	CT		
25	Since our brand is a national brand our products should meet the higher level of customers' requirements.	AT3	SF	AT		
26	We are enjoying a very good image in that market.	GBA4	GM	GBA		
27	Price negotiation is usually very sensitive and to succeed we must be able to gain the trust of our counterparts and convince them.	IO2	LO	IO		
28	I was able to resolve the deadlock on agreeing on prices which had lasted for a long time.	DM3	LB	DM		
29	We utilised the advantages of free trade agreement which was signed between Syria and Egypt.	CT2	ST	CT		





















Critical Event:2



























Entering China

	<b>Coded Statements</b>	<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>
1	Chinese market is very complicated.	AT2	ST	AT		
2	We capitalised on our connections that could facilitate our approach to the local authorities.	NW5	LB	NW		
3	To convince our counterparts in China we used reasoning and rational dialogues.	IO1	LO	IO		
4	My team was consisted of expert with varying backgrounds.	LT3	LO	LT		
5	When the team members with right capabilities are selected delegation of authorities is not so difficult.	EO2	LO	EO		
6	Team members should spend a good deal of time together to be able to perform efficiently.	LT2	LO	LT		
7	Team members need motivations. I usually judge their decisions and mistakes with regards to the context and conditions they were facing.	LT2	LO	LT		
8	After 1.5 year of negotiation with our partner in China we concluded that we must introduce a new version of our product.	DM1	LB	DM		
9	To speed up the process we utilised their own capabilities for development of the new product and making dies.	DM3	LB	DM		
10	To succeed in international markets you must know how to do tradeoffs.	AT2	SF	AT		
11	The best way to create the required competencies for internationalisation is learning by doing.	SD1	LS	SD		
12	In our last round of negotiations we spent 60 working hours.	RO2	LB	RO		
13	Key factors for success in international markets are marketing, technological, financial, and customer intimacy.	FA2	LB	FA		
14	We have reviewed the strategy of China for car industry and have adapted our strategy accordingly.	ST5	SF	ST		
15	To influence people one must know their abilities and traits well.	IO3	LO	IO		
16	Trust building is critical for influencing others	IO2	LO	IO		

17	We had clear delegation of authorities to the team groups for price negotiations.	EO2	LO	EO		
18	Chinese were demanding one of our sedans to be assembled but we needed the consent of our foreign supplier.	FA3	LB	FA		
19	This class of car is very popular in china so to meet their requirements we decided to develop a new product for that market	ST3	SF	ST		
20	We were able to develop our product with expenditures far below the earlier types, almost one tenth	DM2	LB	DM		
21	According to our internationalisation vision we needed to create our own brands	OA4	LB	OA		
22	To do this we should have been able to design body of our cars.	OA4	LB	OA		
23	Second step was to design and manufacture our own engine	AT3	SF	AT		
24	Design of complete platform was the next step.	AT3	SF	AT		
25	Design and manufacture of a new car on our own platform is the last stage.	AT3	SF	AT		
26	We had started to implement our internationalisation plan since 2005 and were able to increase our export volume till 2009	OA1	LB	OA		
27	We had adopted the Chinese strategy because before entering international markets we needed to prepare the infrastructures and solid foundations.	AT3	SF	AT		
28	To succeed in international markets a company should acquire competencies in technology, marketing, financing	GBA3	GM	GBA		
29	Understanding of the customers' needs and adaptation to those needs are critical for success in international markets.	GBA3	GM	GBA		

































Coded statements – 2.DMD.A						
The name of interviewee (coded)		2.DMD.A				
Critical Event:1 Evaluation of the performance of company in foreign markets.						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	My prior experience was mainly in procurement and logistics	FA2	LB	FA		
2	When export of cars started in 2004 the vice president for exports was an individual with experience in foreign countries with high degree of freedom and delegated authorities	OA1	LB	OA		
3	The noticeable jump in exports of 2006 was due to launch of new product developed jointly with our foreign licensor.	AT3	SF	AT		
4	We learned from this collaboration with our foreign partner	SD1	LS	SD		
5	I did an objective evaluation of the past performance of this company in foreign markets.	AT3	SF	AT		
6	We discovered that due to problems in our pricing strategy we were making losses on our export of this product	AT3	SF	AT		
7	In spite of these facts we were committed to our customers for our exports.	GBA3	GM	GBA		
8	Cutting losses amid the economic down turn since 2009 was not an easy task.	GBA3	GM	GBA		
9	To reduce our losses we set targets for cost reduction after months of hard work and review of our cost structure.	FA1	LB	FA		
10	I carried out detailed analysis of the positioning of our competitors and also comparison of our products with their products.	AT3	SF	AT		

11	One of the solutions was to change the product mix for export markets.	CT1	SF	CT		
12	To make decision on the prices of our products I started from pricing our base model with minimum options and then adding the prices of different options.	DM2	LB	DM		
13	Then we started to renegotiate our pricing schemes with our agents and customers.	IO1	LO	IO		
14	We utilised all instruments including the influence of politicians to convince our counterparts.	IO3	LO	IO		
15	I was under pressure to make decision on the discontinuation of exporting to certain markets which had demonstrated weak financial results for us.	SM1	LS	SM		
16	We had commitments to our customers and it was not feasible to withdraw from those markets.	ST4	SF	ST		
17	To maintain our market positions we decided not to stop our exports.	DM3	LB	DM		
18	I converted this pressure which was a great challenge into an opportunity.	CT1	SF	CT		
19	I was able to extend our product range for export by introducing attractive options.	CT1	SF	CT		
20	International operation in a company in the size and position of ours is monitored by a wide range of stakeholders.	AT1	SF	AT		
21	I knew that if I stop exporting to some markets, within a short period of time I would be under the same pressure to reverse my decision.	SM3	LS	SM		
22	Due to the sanctions imposed by some countries on our country, we have found innovative ways to continue our importation of needed parts and supplies.	CT1	SF	CT		
23	Building trustful relationships with our suppliers over years of doing business helped us to get support from our suppliers.	NW4	LB	NW		

<b>Critical Event:2</b>						
<b>Exportation of 206SD</b>						
	<b>Coded Statements</b>	<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>
1	On the basis of our financial analysis, we started to negotiate with our foreign partner for cost cutting.	IO2	LO	IO		
2	In my first meeting with our foreign partner they raised a number of issues which were caused by the world economic downturn.	GBA2	GM	GBA		
2	Governments in some of the large markets had increased rate of import tariffs to protect their domestic companies.	GBA3	GM	GBA		
3	I knew that our partner is very much sensitive to the continuation of this production line.	OA1	OA	OA		
4	We knew that our partner is making money on the aftermarket more than the product itself.	GBA3	GM	GBA		
5	We proposed them either to reduce their price for parts imported by us or sharing their aftermarket operations with us	DM2	LB	DM		
6	I delegated sufficient authorities to our teams to continue negotiations	EO2	LO	EO		
7	In some instances I have defended even the wrong decisions made by my team members.	EO2	LO	EO		
8	In addition to reduction of prices for CKDs we have proposed them to increase the price of export of the product, reduce the prices of parts , or otherwise we will not continue to export	DM2	LB	DM		
9	For the time being we have reduced the volume of exports of those products till our negotiations are finalised.	DM2	LB	DM		
10	Having a network is a valuable asset for success in exporting.	NW3	LB	NW		
11	One of the advantages of entering into export markets was creation of our personal networks	NW3	LB	NW		
12	Unfortunately having personal network has been misconceived in our culture.	AT1	SF	AT		



13	I do not believe in capitalising on your partner's lack of information.	V&E1	LS	V&E		
13	In one instance I was able to reconcile an old and disputable account with our partner through negotiations and in a win-win condition.	CM4	LO	CM		
14	My foreign and Iranian counterparts know me as one with integrity	V&E1	LO	V&E		
	<b>Critical Event 3</b> <b>Stoppage of our production line in Egypt</b>	BI Code	Categ ory	Compet ency		Type
1	Due to differences and misunderstandings between two parties the production line in Egypt had stopped operation in 2009.	OA1	LB	OA		
2	Our Egyptian partner had planned to travel to Tehran exactly when our managing director was being changed.	MU3	SF	MU		
3	I decided to meet him and discuss about problems	MU2	SF	MU		
4	Main problem was inability of our agent in establishing letter of credit for his purchases and as a result was expecting more flexibility in our side.	FA1	LB	FA		
5	They expected us to trust them and help them to improve cash flows.	NW3	LB	NW		
6	We negotiated with Iranian Export Development Bank to get their support	IO3	LO	IO		
7	I was able to get the support of the minister of industry	IO3	LO	IO		
8	I was able to get the approval of our new managing director for shipments of 300 sets on credit. We provided credit facilities for lots of 300 units each to our agent.	IO3	LO	IO		
9	Our Egyptian partner regained his confidence and continued to invest in his plant	AT1	SF	AT		
10	To solve the problems I took advantage of having good relations with an Egyptian engineer who was working with our European supplier	NW5	LB	NW		
11	I prefer transparency in negotiations.	V&E	LS	V&E		
12	I am well familiar with differences in the cultures of our wide array of customers and have never experienced problems	C&CC A2	GM	C&CCA		

13	To help our partner in Egypt to meet their emission standards we accepted to supply new type of engines.	DM3	LB	DM		■
14	In order to improve our pricing strategy we collaborated with our agent.	RD3	LO	RD		■
15	They expressed their gratitude for my colleagues' professional behaviours and cooperation.	SA1	LS	SA		▲





















**Critical event 4: Solving the problem of procurement of engine management system (EMS)**

































1	The problem had two reasons, foreign sanctions and inability of local banks to settle the payments	AT1	SF	AT		■
2	There were other sources besides our main supplier but the prices were higher and they were not cooperative	AT2	SF	AT		■
3	We decided to purchase on the basis of 45 days delivery time and advance payment in cash	DM3	LB	DM		■
4	We continued our negotiations with the CEO of our supplier in Europe and were able to agree on cash payment 60 days after delivery	IO2	LO	IO		■
5	The first payment deadline coincided with our new year holidays and was delayed for a few days, but they accepted our excuse	CM3	LO	CM		■
6	We could agree on the same conditions with other suppliers	IO2	LO	IO		■











		BI Code	Category	Competency	Stage	Type
<b>Critical Event 5 Over dues of debt from Venezuela</b>						
1	The delayed payments by our JV in Venezuela were mounting and reaching high amounts.	SM3	LS	SM		■















2	I decided to suspend shipments and was able to get the support of our vice president for finance	DM3	LB	DM		■
3	When their president was in Tehran they put pressure on us but we told them that they have reached their credit limits	SM4	LS	SM		▲
4	They believed that the problem was caused by banks and it was not due to their cash flow position.	CM3	LO	CM		■
5	In spite of continued pressures by politicians we were able to get the first installment paid and agreed to start shipments	SM2	LS	SM		▲
6	The bureaucratic system in Venezuela is awful and it is risky and problematic working with them.	AT1	SF	AT		■
	<b>Critical Event:6 Producing in Syria</b>					
	Coded Statements	BI code	Category	Competency	Stage	Type
1	When we entered Syrian market the import duties were 240% and their policy was to reduce it gradually till 2012	AT1	SF	AT		■
2	In 2008 they unexpectedly cut it down to 40% which eroded our competitive advantage	MU1	SF	MU		■
3	We expected to lose a lot on our operation	AT1	SF	AT		■
4	We analysed our cost of production and realised that various levies and fees collected by their government were considerable	AT1	SF	AT		■
5	Although we are under pressure to continue producing in that country we insisted on our position regarding gradual reduction of imports tariffs on CBU cars.	CM1	LO	CM		▲
6	The negotiations are still going on at high political level	IO4	LO	IO		■
7	It is important to know when you should agree when negotiating	CM4	LO	CM		■































Coded statements- 3.MD.Aa						
The name of the interviewee (Coded)		3.MD.Aa				
	Critical Event:1 Export of 350 city buses to Turkmenistan					
	Coded Statements	BI Code	Category	Competency	Stage	Type
1	My first experience for international operation was in parts producing group where we were exporting wire harnesses to Europe	SA2	LS	SA		
2	When I joined this company which is a large manufacturer of commercial vehicles I realised that I am in a totally different business environment	SA1	LS	SA		
3	Due to the size of operation and the nature of our customers I was involve in dealing with various issues including politics.	AD3	LS	AD		
4	Pricing policy in export is very critical.	FA1	LB	FA		
5	I do not believe that we can rely on only price competition to succeed in international markets.	GBA4	GM	GBA		
6	This industry is more labour intensive comparing to light vehicles	AT2	SF	AT		
7	We were able to get the approval of our foreign licensor to use their brand on our buses for export.	IO2	LO	IO		
8	We are producing a range of older version of heavy trucks developed by one of the most famous brand and these products were suitable for developing countries who did not require the modern versions	AT3	SF	AT		
9	Commercial vehicles are capital assets and the fleet owners are very keen about the aftermarket services and the time required to get their vehicles back in operation	AT3	SF	AT		
10	But critical issue for production and export of the older version was getting components from European suppliers who had stopped these lines.	FA3	LB	FA		
11	The industry is dominated by global manufacturers and to succeed in	GBA4	GM	GBA		

	international markets you need to have a renowned brand					
12	This contract was concluded before I join this company and I was committed to fulfill our obligations on time in spite of obvious problems.	AC1	LS	AC		
13	Although the export of these buses was initiated in ministerial sessions between two countries, time frame for delivery was not realistic.	FA!	LB	FA		
14	<b>We should know our competitive advantages and concentrate on them to succeed in foreign markets.</b>	AT1	SF	AT		
15	Formulating a long term pricing strategy is a critical factor for our success.	AT2	SF	AT		
16	Labour cost was one of our advantages.	AT3	SF	AT		
17	To export your products you must either be the owner of the brand or get the consent of your foreign licensor.	FA3	LB	FA		
18	Due to high level of local portions in our buses and trucks and long term cooperation with our German licensor we had no problem for exporting of our products.	FA3	LB	FA		
19	Changing the styles of buses is easier than for passenger cars.	FA2	LB	FA		
20	Our products are considered capital assets and hence the customers are very keen on delivery time.	GBA3	GM	GBA		
21	Opportunity costs should be considered when making decision on quoting prices.	AT3	SF	AT		
22	Balancing the interests of our stakeholders was very important.	AT3	SF	AT		
23	In some cases I resisted not to invest in countries insisting to have local production without having required market size.	RM2	SF	RM		
24	For the export of buses to Turkmenistan I was under pressure from authorities of both countries.	SM4	LS	SM		
25	Our suppliers were not prepared to provide us with parts and components needed for on time delivery of products.	MU2	SF	MU		
26	Our customer had planned to launch his fleet on the occasion of their national day.	SM1	LS	SM		
27	I held intensive talks to convince them to accept delivery of part of the contracted	IO2	LO	IO		



















	vehicles and to reschedule the remaining units.					
28	At the same time we started our second and third shifts of work to meet our obligations.	DM3	LB	DM		
29	We were able to finish delivery with merely 10 days delay which was caused mainly due to very cold weather.	RO3	LB	RO		
30	Transportation of trucks and buses are very expensive so establishing assembly line in foreign market sounds feasible.	AT2	SF	AT		
31	But to establish assembly line you must be able to reach the required minimum volume.	AT2	SF	AT		

<b>Critical Event:2</b>						
<b>Export of parts to Portugal</b>						
	<b>Coded Statements</b>	<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>
1	One of the obstacles for our success in foreign markets was our inability to deliver our consignments on time.	AT1	SF	AT		
2	Foreign companies usually require very tight schedules for delivery.	GBA3	GM	GBA		
3	When I felt that we are not able to provide the required quality& quantity within the deadlines set by a customer, I usually would not accept the order.	DM3	LB	DM		
4	Today, if you fail to deliver on exact time set by OEMs in the contracts or agreements you lose your creditability with customers for ever.	GBA3	GM	GBA		
5	For this contract we were relying on our past experience with other OEMs.	SA1	LS	SA		
6	In order to enhance our productivity and quality of the products, I set up a new production line with workers who were selected specially for export projects.	CT2	SF	CT		
7	In recruiting personnel and workers we paid attention to the nature of work and the required level of productivity	FA1	LB	FA		













8	Our plant was subject to regular audit by the customer.	AC3	LS	AC		
9	We knew that our products were supplied to one of the first class European car manufacturers through our customer.	GBA4	GM	GBA		
10	Cost control was crucial for our success.	AT1	SF	AT		
11	We started with small contracts and then gradually increased the volume.	DM3	LB	DM		

















Critical Event:3						
Urgent delivery of 700 oil tankers to the oil company						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	Oil tankers were ordered in October and delivery time was set for December in order to be used for winter operations.	SM4	LS	SM		
2	Because of good and trustful relationship developed between us and our German partner, they worked hard to increase their production to meet our requests.	RD1	LO	RD		
3	I think the economic downturn in industrial countries was a factor behind their cooperation.	AT1	SF	AT		
4	My company had in excess of 30 years of experience with German companies and their work culture.	OA1	LB	OA		
5	Germans were generally very generous in providing us with technical know-how.	C&CCA 2	GM	C&CCA		
6	By contrast, we should have been too careful when dealing with Chinese partners.	AT2	SF	AT		
7	We have learned that we should be familiar with the culture of other countries and to deal with them in that context.	C&CCA 2	GM	C&CCA		
8	For instance, I did not like Chinese food but when dining with chairman of a Chinese company I behave in such a way that they did not realise this.	C&CCA 1	GM	C&CCA		
9	When we have guests from other countries we try to learn about their favorite foods and eating habits.	C&CCA 1	GM	C&CCA		
10	When dealing with people from different cultures we should be prepared to be adaptive and flexible in order to succeed.	AD1	LS	AD		

















11	We usually keep in touch with our networks in order to facilitate our business.	NW4	LB	NW		
12	We had our networks in Europe and South East Asia.	NW4	LB	NW		
13	In some cases the people in our network in countries that we cannot speak their language helped us to solve this barrier.	NW4	LB	NW		
14	I decided to launch 3 new products since last year.	DM3	LB	DM		
15	According to my experience when you are honest in dealing with your foreign partners you would not face problems.	V&E1	LS	V&E		
16	Establishing trustful relationship with customers is an important factor for long term cooperation	V&E	LS	V&E		
17	In one of companies in the past I had cooperation with German companies and my counterpart had such a relation that even after retirement he used to follow up the developments in our company.	RD1	LO	RD		
18	But working with newly developed countries such as China one must be careful.	AT2	SF	AT		
19	When you are dealing with foreign countries you must be flexible particularly in terms of cultural issues.	AD1	LS	AD		







Coded statements- 4.DMD.Aa						
The name of interviewee (coded)				4.DMD.Aa		
Critical Event:1						
Entering Saudi Arabia market and establishing assembly line for city and inter-city buses						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	We assigned one of our market research teams to investigate the reason of our unsuccessful presence in Saudi Arabia	AT3	SF	AT		■
2	It was discovered that our agent was not suitable because he had no contacts with key decision makers for transportation and also influential bodies in government	AT1	SF	AT		■
3	My company had done the critical mistake of signing exclusive dealership contract with our agents in that country	AT2	SF	AT		■
4	Politically he was very powerful and as a result we had lost our initiations and freedom to make decision because according to regulations in that country the agents are exclusive.	AT1	SF	AT		■
5	A better strategy was to segment the market and entering segment by segment	AT2	SF	AT		■
6	Our agent did not agree to terminate the contract so we had to find a better solution.	SM1	LS	SM		■
7	We were informed by one of our contacts that our counterparts had been advised by their authorities not to collaborate with Iranian companies.	RD1	LB	RD		▲
8	The image of Iranian companies was very poor in that market.	AT1	SF	AT		■
9	We found another potential partner who was a large fleet owner. But our existing agent was not agree to terminate his contract,	CT4	SF	CCT		■
10	Ultimately we could convince him to accept one of the biggest fleet owners as his business partner.	IO2	LO	IO		■
11	I created a very close tie with our new agent.	RD3	LO	RD		■
12	I have good command of Arabic language and am familiar with their cultures.	SD2	LS	SD		▲































13	Our new agent was located on the road between Mecca and Jeddah, which is one of the busiest roads during hajj pilgrimage.	AT1	SF	AT		■
14	Our JV company had been registered and infrastructure for assembly been installed but operation had not started.	OA1	LB	OA		●
15	Most of the market information was collected by our partners.	RD2	LO	RD		■
16	We learned that the road transportation in that country was at peak only for three months a year.	AT1	SF	AT		■
17	According to regulations the operating life of busses was 10 years.	AT1	SF	AT		■
18	As a result, our competitors had introduced low quality buses with very attractive designs.	GBA4	GM	GBA		●
19	In Saudi Arabia, air conditioning is critical for busses which should be powerful and reliable.	AT1	SF	AT		■
20	After market is also considered a crucial factor and as a result our competitors had invested in workshops and parts inventories.	GBA4	GM	GBA		●
21	To define the characteristics of product we carried out a study of the business of our partner and the routes he was serving.	DM2	LB	DM		■
22	I put myself in the place of our customers and concluded that the right product has not been introduced by my company.	AT1	SF	AT		■
23	We should have selected a new version of bus for that market	AT2	SF	AT		■
24	We understood that through procurement of parts and supplies from the local market we could reduce the cost of production in that market	FA1	LB	FA		●
25	Unfortunately we lacked the required flexibility to adapt our product to the requirements of that market.	OA1	LB	OA		●
26	We learned that in that market the design and styling of buses are more important than the tough European standards for emission such as Euro II, or III.	AT3	SF	AT		■
27	We tried to be flexible and adapt the requirements of local customers instead of insisting on our own designs.	DM2	LB	DM		■
28	Road passenger transportation outside the Hajj segment is very busy.	AT1	SF	AT		■

29	This segment is under supervision of one of the ministries which was under the control of our original agent who could provide necessary supports for us.	NW4	LB	NW		■
30	At this stage the role of our local partner proved to be very important.	AT1	SF	AT		■
31	We decided to change our target market.	ST3	SF	ST		■
32	We try to treat all customers with ultimate integrity.	V&E1	LS	V&E		▲
33	If you are not honest with your customer your relationship will not last for long.	V&E1	LS	V&E		▲
<b>Critical Event 2 Entering Iraqi market</b>		<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>
1	One of our critical weaknesses is that we could not offer articulated city busses.	OA3	LB	OA		▲
2	If we act with dishonesty it would be known to our customers very soon.	V&E1	LS	V&E		▲
3	Iraq is also the closest market to us with good market potential.	AT1	SF	AT		■
4	We were able to increase our export volume and number of markets dramatically between 2003-2008	RO4	LB	RO		■
5	Due to the proximity of this market our transportation costs are very low as a result we are very competitive in that market.	AT1	SF	AT		■
6	Being aware of our strengths and weaknesses I am of the belief that we should be very honest with our customers.	V&E1	LS	V&E		▲
7	Transportation costs add no values to our products.	AT1	SF	AT		■

8	Iraq emerged as our largest export markets.	OA1	LB	OA		
9	Transportation and carriage cost is a key factor for exportation of heavy vehicles and hence Iraqi market has huge advantages for us.	AT1	SF	AT		
10	Renovation of fleets in Iraq created a very good market for our products.	AT1	SF	AT		
11	In Iraq the organisation which regulates the importation of automotives is under the chairmanship of one of the high ranking politicians with whom we have developed good relationship.	NW4	LB	NW		
12	We are planning to take advantage of the regulation which requires scraping one old vehicle as prerequisite for importation of new cars.	ST4	SF	ST		
13	Iraq is our largest export market at present.	AT1	SF	AT		
14	We should produce articulated buses for that market.	ST4	SF	ST		

**Critical Event:3**  
**Entering the market of West African countries.**

























	Coded Statements	BI code	Category	Competency	Stage	Type
1	We reviewed the markets of all countries in west Africa	AT1	SF	AT		
2	Researching the markets of West Africa we identified 5 potential markets consisting of one main and 4 peripheral markets.	GBA4	GM	GBA		

3	Based on our criteria for selecting target markets, and our advantages we developed our vision for this region.	ST1	SF	ST		
4	In our market study we reviewed political, cultural, and competitive environment as well.	GBA1	GM	GBA		
5	We learned that in Ivory Coast both private and public sector companies are active in transportation sector.	GBA1	GM	GBA		
6	Utilising the relationship we had developed with domestic players we sold a number of vehicles to Ivory Coast.	NW4	LB	NW		
7	In the meantime we made closer study in Senegal. We found Senegal as a potential market where there existed production facilities which could be utilised for assembly.	AT1	SF	AT		
8	We found that market suitable for entry in respect of regulations.	AT2	SF	AT		
9	One problem on the way of local assembly was that, in their regulation there was no provision for importation of parts and components for production.	AT1	SF	AT		
10	This country has signed free trade agreements with 6 countries in that region.	GBA3	GM	GBA		
11	Roads conditions are very poor.	AT1	SF	AT		
12	Our older versions of products were more suitable for that market.	AT1	SF	AT		
13	Our potential competitors have priced their products at a level which provided us good opportunities for competition.	AT1	SF	AT		
14	Our study revealed that we can utilise our second hand equipments to start production in Senegal.	DM2	LB	DM		
15	Emission standards in Senegal are low comparing with our own country.	GBA3	GM	GBA		
16	We found no problem for provision of after sales services because 90% of the population of this country is concentrated in close vicinity of the capital city.	AT1	SF	AT		
17	As an Islamic country we have developed close relations with many countries in Africa and have signed agreement with 6 countries in the region.	GBA3	GM	GBA		












18	<b>Our team members have clear authorities for negotiation on prices and terms of contracts.</b>	LT1	LO	LT		■
19	Our managing director promotes team building.	LT3	LO	LT		▲
20	I delegate authority to my team members on the basis of clear rules and procedures.	EO2	LO	EO		▲
21	Team members have very friendly relationships.	RD1	LO	RD		▲
22	I usually take the tough decisions myself and then get the support of the chairman.	IO2	LO	IO		■
23	In some instances I have decided to give big discounts to our strategic customers who were in critical condition in order to keep them loyal. I could get the support of our chairman for this decision.	DM3	LB	DM		■
24	I have developed an extensive network of close friends in many purchasing organisations who trust me.	NW3	LB	NW		▲
	<b>Critical Event4</b> <b>Our collaboration with Daimler Benz</b>	BI Code	Category	Competency	Stage	Type
1	In our negotiation with our German licensor I provided them with a comprehensive report on Iranian market which helped them to make decision.	IO3	LO	IO		■
2	They are very tough negotiators so usually I try to create a friendly environment for negotiation.	C&CC A3	GM	C&CCA		●
3	We leveraged the potential risk posed by Chinese producer to their position in Iranian market and convinced them to share with us our margin instead of giving discount on the prices of parts and components.	IO2	LO	IO		■
4	We were able to collect information regarding their strategic approach to our market and understood that Iranian market was twice the second largest market. This information gave us excellent advantage in our negotiations.	AT1	SF	AT		■



4.DMD.Aa	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	Total									
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Coded statements-6.DMD.B						
The name of interviewee (coded)			6.DMD.B			
<b>Critical Event: 1</b>						
<b>Entry into Syrian market-1999</b>						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	Our Iranian competitor had entered this market before we did but I believe with less success.	GBA4	GM	GBA		
2	We entered into this market 10 years ago	OA1	LB	OA		
3	We tried to find our agent through testing them in practice.	FA1	LB	FA		
4	Our third selected agent who is covering the entire market has proved to be successful	AT2	SF	AT		
5	We identified our potential agents during exhibitions in Syria.	OA1	LB	OA		
6	He approached us with creative solutions	AT2	SF	AT		
7	In that time we used to install 2 types of engines with 1300 and 110 cc capacity	OA1	LB	OA		
8	After testing two agents we found 3 <sup>rd</sup> one who had very good information about the Syrian market.	AT2	SF	AT		
9	Price of petrol in Syria was 8 times the price of petrol in Iran.	GBA3	GM	GBA		
10	Purchasing power of customers in Syria was on average less than half of Iranian customers.	GBA3	GM	GBA		
11	Suitable price, low fuel consumption, and affordable after market services were the main factors considered by Syrian customers	AT1	SF	AT		
12	Our main competitor was a car from Romania used for taxi fleets.	AT3	SF	AT		

13	We and our agent targeted the taxi fleet owners segment.	ST4	SF	ST		■
14	Our cars were fitted with 1100 cc fuel injection engines to meet the requirements of that market.	DM1	LB	DM		■
15	Our car was designed on the basis of our findings from the market and the required standards for taxis	ST5	SF	ST		■
16	Syrian government was pursuing the policy of renovating public transport in major cities.	AT1	SF	AT		■
17	Our agent on his own investment purchased 200 units and used it as taxi cabs to introduce the car to the market	NW5	LB	NW		■
18	We established our leasing facilities.	DM2	LB	DM		■
19	By eliminating some of the options we reduced our price for the base versions.	DM3	LB	DM		■
20	Our product achieved the top position in imported car segment.	RO3	LB	RO		■
21	We acquired 20% of market share for imported cars from 2004 to 2006.	RO4	LB	RO		■
22	We launched our full option car for family segment which was received very well by the market	ST4	SF	ST		■
23	We relied on the expertise and capabilities of our agent.	RD1	LO	RD		▲
23	Our agent extended the guarantee period on his own costs.	IO3	LO	IO		■
24	We must know our strengths and weaknesses and the requirements of the markets before entry.	FA1	LB	FA		●
25	In our strategic planning dept we have ranked the potential markets under 5 priorities .	FA1	LB	FA		●




26	We developed our strategies for each market and planned for developments of products.	ST2	SF	ST		■
27	More than 98% of our export was to Syria which posed us to a big risk.	AT1	SF	AT		■
28	We should be realistic about our capabilities and avoid unjustified ambitions in internationalisation moves.	AT1	SF	AT		■
29	Global economic downturn posed us and our competitors to very tough situation.	GBA2	GM	GBA		●
30	All of a sudden, the import tariffs were reduced dramatically and most of the customers suspended their decision for buying new cars.	SM4	LS	SM		▲
31	This caused a shock in Syrian market and for 6 months almost we could sell our cars.	SM4	LS	SM		▲
32	Customers are very price conscious and so we utilised our competitive position and targeted a new segment near the lower end of the market.	ST4	SF	ST		■
33	We entered the markets of cities besides the capital city .	ST4	SF	ST		■
34	We strengthened our position by expanding our geographical market and setting up our aftermarket facilities in large cities.	DM3	LB	DM		■
35	A team of 7-8 young experts under my direction were responsible to implement plans.	LT3	LO	LT		▲
36	We have planned to launch our left-hand drive cars by 2014	ST3	SF	ST		■













The name of interviewee (coded)

































6.DMD.B

Critical Event:2

Establishing assembly line in Syria

	Coded Statements	BI code	Category	Competency	Stage	Type
1	Due to high tariffs for importation of built-up cars (CBUs) exportation of cars was becoming impossible.	AT3	SF	AT		■
2	In order to target bigger segments at the lower end of the market we had to find ways to reduce our cost and sales prices	AT1	SF	AT		■
3	We had to review the cost structure of our product and to this end we carried out extensive analysis of our retail prices back to our production costs	AT1	SF	AT		■

4	The only solution we identified was to reduce the importation tariffs through local production.	AT3	SF	AT		■
5	We were in close contact with our agent and used his ideas.	NW1	LB	NW		■
6	We proposed to the government to give us the permission for establishing assembly lines.	ST4	SF	ST		■
7	We were aware that our plan would fit into the strategy of state to promote industrialisation of the country.	AT3	SF	AT		■
8	When the government suddenly reduced tariffs for CBUs we had just started our civil work and were shocked by this decision.	SM1	LS	SM		■
9	All advantages we were looking for by investing in assembly line were eroded. Reduction of the tariffs for imported cars was a blow to our plan to produce cars in Syria.	AT1	SF	AT		■
10	We were under political pressure to continue investing in our project.	SM1	LS	SM		■
11	We decided to postpone our investment and do more in-depth studies.	DM3	LB	DM		■
12	Meanwhile we officially raised our objection to this decision which was against our mutual agreement.	DM2	LB	DM		■
13	In the meantime we found an innovative solution to continue our exportation of cars.	CT1	SF	CT		■
14	We convinced the government to reduce the amount of tariffs on our products by applying tariff rates to only the value of physical parts and components of the car and not the CBU price.	IO1	LO	IO		■
15	Due to drastic reduction of tariffs on CBU cars our assembly operation was subject to risk.	AT1	SF	AT		●
16	Whenever necessary, we employed foreign marketing firms.	FA2	LB	FA		
The name of interviewee (coded)		6.DMD.B				
<b>Critical Event:3</b>						
<b>Entry into Iraq</b>						
	<b>Coded Statements</b>	<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>

1	Since 2004 we decided to diversify our export markets to reduce our risk	ST2	<b>SF</b>	ST		
2	We are a team and decision making is shared by my team members	LT3	<b>LO</b>	LT		
3	I have given the opportunity of growth to my team members	LT1	<b>LO</b>	LT		
4	I learned that in my team we do not have a professional engineer so employed one engineer with experience in a large company.	DM3	<b>LB</b>	DM		
5	In spite of growing demand in Iraq we were reluctant to enter this market at the beginning.	DM1	<b>LB</b>	DM		
6	We tested our products and identified its weaknesses.	AT3	<b>SF</b>	AT		
7	Our product was not suitable for Iraq market due to high humidity and warm climate of that country.	AT3	<b>SF</b>	AT		
8	We convinced our engineers to apply modifications to our products.	IO2	<b>LO</b>	IO		
9	We modified the cooling system and air conditioning of the car to satisfy our customers.	DM2	<b>LB</b>	DM		
10	Soon after entry, Iraqi market emerged as our largest export market.	RO3	<b>LB</b>	RO		
11	With collaboration of our agent in Iraq we were able to export the product of our JV with Renault.	RD1	<b>LO</b>	RD		
12	Our Iranian competitor was more successful in Iraq because they offer a more diversified range of products.	GBA4	<b>GM</b>	GBA		
13	We were able to create favourable condition in respect of importation policies in Iraq					
14	The government of Iraq has adopted the policy of replacement of old cars with new cars.	GBA3	<b>GM</b>	GBA		
15	We were in unfavorable situation because the cost replacement was the same for cars of any price	AT2	<b>SF</b>	AT		
16	We and our agent collaborated to convince the authorities to give concession on the cost of registration and we accepted to give discount and on time delivery	IO3	<b>LO</b>	IO		















17	We introduced our cars fitted with power-steering and shared the cost with our agent.	IO3	LO	IO		■
18	We offered this product with the same price, the policy which was welcomed by the market.	DM3	LB	DM		■
19	We added a few more items to our cars and this initiative was also successful.	DM3	LB	DM		■
20	For the time being the demand of this market for our product is growing	GBA4	GM	GBA		●
21	To export the new product produced under license of Kia motors we were facing disagreement from inside our company and also Koreans.	SM1	LS	SM		■
22	We could get the approval of Kia motors to give approval for 3 markets including Egypt and Syria for export of our products.	FA3	LB	FA		■
23	We were able to reduce the costs of registration of our cars through continuous negotiation with Iraqi officials.	IO3	LO	IO		■
24	I speak English, French, and Arabic languages.	SA1	LS	SA		▲
25	Due to the security issues in Iraq we cannot dispatch our experts to Iraq so our major sources of information are our sale agent and also Iranian commercial attaché.	MU2	SF	MU		▲







#### Critical event 4: Entry into Algerian market





















	Coded Statements	BI code	Category	Competency	Stage	Type
1	Since 2005 as a result of change in regulations, good opportunities for exportation of low-price cars to Algeria emerged.	GBA3	GM	GBA		●
2	One of our products was not suitable for the climate of Algeria.	GBA4	GM	GBA		●
3	By providing various options we were able to create specific variations and price differences up to 1000 Dollars	CT2	SF	CT		■































4	We adapted one of our products to meet the requirements of that market.	DM3	<b>LB</b>	DM		■
5	Customers in that market are very price conscious.	GBA3	<b>GM</b>	GBA		●
6	We offered a range of options to satisfy buyers with low purchase power.	CT1	<b>SF</b>	CT		■
7	The Chinese are offering an incredible range of products at attractive prices with attractive designs and options	GBA4	<b>GM</b>	GBA		●
8	The culture of Algerians is very much French and very different from other countries in Africa.	C&CCA 1	<b>GM</b>	C&CCA		▲
9	Customers in Algeria prefer French brands.	AT1	<b>SF</b>	AT		■
10	They are attracted by the finish and appearance of the product.	AT1	<b>SF</b>	AT		■
11	They do not pay too much attention to reliability and durability of the products.	AT1	<b>SF</b>	AT		■
12	We capitalised on our good relationship with Iranian chairman of committee for development of cooperation with our target country.	NW3	<b>LB</b>	NW		▲
13	We are very keen to utilise effective motives for our agents.	IO2	<b>LO</b>	IO		■
14	We face numerous obstacles specially in respect of the effect of sanctions on bank activities	MU2	<b>SF</b>	MU		▲
15	We were under pressure to find innovative ways to solve this type of problems.	MU2	<b>SF</b>	MU		▲
16	In Syria we established very close relationships with all influential organisations in order to solve our problems.	NW3	<b>LB</b>	NW		▲
17	For example for inauguration of new products and projects we invited officials to open the projects.	RD3	<b>LO</b>	RD		■
18	We are committed to our principles and ethics	V&E1	<b>LS</b>	V&E		▲



19	We never involve ourselves in unethical relations.	V&E4	<b>LS</b>	V&E		
20	I believe our success was not made possible only by our self but having good agents and their capabilities were critical factors.	RD1	<b>LO</b>	RD		
21	We never tried to lay the burden of mistakes and failures on the shoulder of our agents.	V&E3	<b>LS</b>	V&E		
23	I have started my career from the lowest level of organisation	OA1	<b>LB</b>	OA		
24	Having personal competencies is not sufficient organisational competencies are very important	AT1	<b>SF</b>	AT		
25	Environmental factors are among the important factors for success of organisations in internationalisation ,I think the impact of environmental factors should not be disregarded.	AT1	<b>SF</b>	AT		
26	We enhanced the ability of our team members in Arabic and French languages.	EO1	<b>LO</b>	EO		

6.DMDB	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	GM Sf			LS LB LO			Total				
	AC	AD	AT	CL	CM	CT	C&CCA	DM	EO	FA	GBA	IO	LT	MU	MY	NW	OA	RD	RO	RM	SA	SD	ST	SM	V&E	Total	GM	Sf	LS	LB	LO	Total				
																																				
	5							2	1		3	2				1							2			16	3	7	3	3	16	4	11	1	16	
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<b>Totals</b>	23				3		1	12	1	5	11	8	3	3	4	4	4	3	1	1	9	5	3	103	12	38	9	28	16	103	19	67	17	103		

































Coded statements- 7.MD.Ba						
The name of interviewee (coded)		7.MD.Ba				
<b>Critical Event:1</b>						
<b>Resolving deadlock with KIA motors</b>						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	I have BSc. and MSc in Engineering from Sharif University.	SA1	LS	SA		
2	When I was in Sapco I experienced a change in my view points. In Sapco we were working with Peugeot and their partners.	SD3	LS	SD		
3	I learned a lot from Mr. Viese. This opportunity was a training for me.	SD1	LS	SD		
4	My first experience with foreigners was 25 years ago in ICI.	SA1	LS	SA		
5	In meetings with foreigners I was focused on learning from them how they were solving problems.	SD2	LS	SD		
6	I worked in a glass project other assisting managers and learning how to approach issues and solve problems.	SD2	LS	SD		
7	I was focused not just on technical points but also on problem solving.	FA1	LB	FA		
8	I learned that Japanese bring in 2-3 level of people negotiators, consultants, and young people who were learning and taking notes.	GBA2	GM	GBA		
9	I used to play the role of a learner and tried to remembering those lessons.	SD3	LS	SD		
10	During those times I was learning how to negotiate with people from other countries	SD3	LS	SD		

11	In Sapco I signed many contracts with foreigners	SA1	<b>LS</b>	SA		
12	i created this potential for foreign negotiations before moving to other companies.	SD4	<b>LS</b>	SD		
13	Then I moved to IKCo development where I had numerous negotiations with foreign companies	FA3	<b>LB</b>	FA		
14	My first negotiation in IKCo was with seats producers in Korean.	FA1	<b>LB</b>	FA		
15	In 2003 I was vice chairman in Group B and responsible for negotiation with Koreans which was interrupted.	OA1	<b>LB</b>	OA		
16	Due to long term disagreements Koreans were cynic about negotiations.	AT1	<b>SF</b>	AT		
17	Koreans are very different from Europeans in showing their reactions they usually show their reaction promptly.	AT1	<b>SF</b>	AT		
18	It took one year to normalise the tarnished relationship.	IO2	<b>LO</b>	IO		
19	I have started work from low level in the hierarchy. During 27 years of experience I have had a smooth career path from down to up.	FA1	<b>LB</b>	FA		
20	Ultimately we organised a good team under my supervision and had series of negotiations till concluding the contract.	LT3	<b>LO</b>	LT		
21	My team travelled many times to Korea and in some cases they felt being assaulted by their counterparts.	LT4	<b>LO</b>	LT		
22	One should be familiar with the cultures of other countries in order to understand their behaviours.	C&CA1	<b>GM</b>	C&CA		
23	French and Japanese are very different in business contacts.	C&CA2	<b>GM</b>	C&CA		
24	My counterpart was selfish and wished to have the final say	SM1	<b>LS</b>	SM		
25	He used to turn back his chair in a bad manner	SM1	<b>LS</b>	SM		

26	We were focused on contract and used to forget about their behaviours	AD1	LS	AD		
27	Some words have different meanings in different cultures and we must be well familiar with these otherwise we cannot get results	C&CCA1	GM	C&CCA		
28	We should interpret their behaviour from their cultural background	C&CCA1	GM	C&CCA		
29	My first exposure to international business goes back to more than 20 years ago.	GBA3	GM	GBA		
30	I have learned to understand the behaviours of people from different cultures and their approach to negotiation.	C&CCA1	GM	C&CCA		
31	I concentrate on my higher level objective and am not negatively affected by my negotiating counterparts' behaviours.	SA3	LS	SA		
32	If we were not tolerant our cooperation with KIA motors had been terminated.	SM2	LS	SM		
33	One reason behind the success of this project was the trust which has been created between us.	RD1	LO	RD		
34	I established a very efficient project control and management system as a result of which the project was put into operation within 9 months.	RO3	LB	RO		
35	I think I have gained a good combination of knowledge and experience in the area of doing business with different companies from various cultural backgrounds.	GBA3	GM	GBA		
36	This project was a record breaking event for Koreans as well.	RO2	LB	RO		
37	I was project manager and we had many meetings with Koreans in Tehran and Seoul	FA1	LB	FA		
38	Koreans were satisfied with this performance	RO2	LB	RO		

**Critical Event:2**  
**Launching Megan simultaneous with L90**

Coded Statements	BI code	Category	Competency	Stage	Type





































1	I was managing director this time and directly leading the negotiations.	FA1	<b>LB</b>	FA		
2	I had full authority for this project from the board and also assumed full responsibility of the project.	AC1	<b>LS</b>	AC		
3	I structured a team and delegated sufficient authorities.	LT1	<b>LO</b>	LT		
4	Our target was a product priced around 30000USD	ST4	<b>SF</b>	ST		
5	I succeeded to implement the project which is now producing the cars.	RO4	<b>LB</b>	RO		
6	At the same time I was a team member in L90 and as a result I new our counterparts well.	FA1	<b>LB</b>	FA		
7	This project was in trial production when I leaved the company.	RO4	<b>LB</b>	RO		
8	I started test production but the project faced problems caused by the ministry.	SM1	<b>LS</b>	SM		
9	I had taken the risk of ordering 3000 units of cars to be tested in the market.	RM1	<b>SF</b>	RM		
10	But ministry was forcing me to connect two projects together in order to put pressure on our foreign partner.	SM3	<b>LS</b>	SM		
11	Ministry even ordered the custom and duties department to stop clearance of our cars.	SM3	<b>LS</b>	SM		
12	Unfortunately they were trying to stop the project at any cost.	AT1	<b>SF</b>	AT		
13	We were facing with people who could not register their cars and were putting pressure on us.	SM3	<b>LS</b>	SM		
14	These pressures frustrated us.	MY1	<b>LS</b>	MY		
15	Fortunately the managing director who took office after me could solve this problem.	OA3	<b>LB</b>	OA		
16	L90 was very complicated project.	AT1	<b>SF</b>	AT		

17	I was a member of the negotiating team but in my company I was responsible to set up a new plant for L90.	FA3	LB	FA		
18	We built assembly line in 2 stories with the latest technology.	FA3	LB	FA		
19	The most serious issue in this project was caused by politicians.	SM3	LS	SM		
20	I tried hard to separate two projects from each other in order at least to save one of them.	CT1	SF	CT		
21	The plate registry of sold cars was banned by the ministry and I was put under extreme pressure from the customers who had bought this car.	SM3	LS	SM		
22	Finally I succeeded to get the permits of the ministry to launch this car.	IO3	LO	IO		
23	These two projects saved my company which was in a critical condition when I joined it.	ST4	SF	ST		
24	In terms of the quality and speed of execution L90 project was a record.	RO4	LB	RO		
25	To be successful in international operations and negotiations one should have gained sufficient experiences through continuous process of learning and self development	SD4	LS	SD		
26	I set up teams consisting of a number of experts in order to complement my own experience and knowledge.	LT3	LO	LT		
27	I am now advising a company on takeover of a foreign firm and by experience I have learned that	AT1	SF	AT		

























### Critical Event:3

#### Dealing with various partners

	Coded Statements	BI code	Category	Competency	Stage	Type
1	Japanese have their own behaviours and business habits which are different from westerners.	C&CCA1	GM	C&CCA		
2	It is not easy to get the final agreement of the Japanese.	C&CCA1	GM	C&CCA		
3	During the negotiations, they say" yes" many times but it only means that they have heard your statements but not necessarily	C&CCA1	GM	C&CCA		

























	have agreed.					
4	They usually do not put forward all of their conditions in the first place, they reveal it step by step.	C&CCA	GM	C&CCA		
5	They are well organised and excellent in documentation.	C&CCA2	GM	C&CCA		
6	Germans are very straight forward.	C&CCA1	GM	C&CCA		
7	Different nations have their own way of negotiating and doing business.	C&CCA1	GM	C&CCA		
8	When I joined this company it was making losses and was under heavy overdue debts.	OA1	LB	OA		
9	It was producing old and outdated products and its facilities were mostly obsolete.	AT3	SF	AT		
10	I took the risk of increasing the volume of production.	RM4	SF	RM		
11	I convinced my holding company to provide us with advance payments and used this money to launch new assembly line.	IO3	LO	IO		
12	I was able to promote the culture of value creation in my company which is the oldest car manufacturer in Iran.	IO3	LO	IO		
13	I interviewed all ex-directors of this company and documented their experiences which are published in a book.	OA3	LB	OA		
14	We experienced a dramatic growth in this company, but were not successful in exports.	AT1	SF	AT		
15	We are producing cars under license of foreign companies and as a result should get their consent for exports.	FA3	LB	FA		
16	They usually offer different standards for different markets.	GBA2	GM	GBA		
17	In many cases they do not allow us to export our products because it doesn't fit into their strategy for that specific market.	GBA2	GM	GBA		
18	Their pricing strategy is different from ours.	GBA2	GM	GBA		
19	Our domestically branded products cannot compete with first class producers in terms of quality and options.	GBA4	GM	GBA		
20	Exportation of cars is very different from other industrial goods.	AT1	SF	AT		
21	Our parts producers have a better chance of internationalisation than auto makers.	AT1	SF	AT		











































22	I do not consider the present structure of boards in car industry suitable for excellent performance in international markets.	AT1	<b>SF</b>	AT		
23	One obstacle for exportation of under-license products is marketing strategy of the brand owner.	GBA1	<b>GM</b>	GBA		
24	If they are themselves exporting to the same market, so your presence will create conflict of interests.	AT1	<b>SF</b>	AT		
25	If they are not exporting to a specific market it is most probable that it is not their strategy to be represented in that market.	AT1	<b>SF</b>	AT		
26	I avoid putting myself in a situation which is against my ethical principles.	V&E3	<b>LS</b>	V&E		
27	I established my own network within the framework of my principles and based on my prior experience and knowledge of their characteristics.	NW4	<b>LB</b>	NW		
28	I usually avoid being involved in political debates.	SA1	<b>LS</b>	SA		
29	I still have kept my contacts with some of those people with whom we had business relations.	RD1	<b>LO</b>	RD		
30	Renault and Nissan have created an alliance in which Nissan takes care of quality issues and Renault looks after managerial issues.	GBA1	<b>GM</b>	GBA		
31	The best structure for the board in this industry in Iran is combination of very experienced non-executive members and a very energetic managing director.	AT2	<b>SF</b>	AT		
32	I usually set the guidelines and then delegate enough authority to my team members.	EO4	<b>LO</b>	EO		
33	I delegate authority but random check their performances.	EO1	<b>LO</b>	EO		



























## Coded statements- 8.EM.Bc





































The name of interviewee (coded)		8.EM.Bc				
Critical Event:1						
Exporting trucks to Sudan						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	We learned that Sudan was to import 50 heavy trucks.	GBA1	GM	GBA		
2	Through our sources in Sudan we collected sufficient information about the potential buyer of the vehicles.	NW4	LB	NW		
3	We collected sufficient information about Sudanese market and importation regulation through our Export Development Bank.	GBA1	GM	GBA		
4	We knew that we needed prior consent of our foreign partner for export of our product to other countries.	FA3	LB	FA		
5	We understood that there is \$30000 difference for each unit of product between our offered price and the budgeted price of the customer.	AT1	SF	AT		
6	We always try to demonstrate to the customers that we respect their viewpoints.	IO2	LO	IO		
7	We continued our negotiation with Sudanese customer with patience.	CM3	LO	CM		
8	Finally we succeeded to convince our customer to accept our offered price.	IO3	LO	IO		
9	We could establish direct contact with the CEO of Export Development Bank and raise the needed finance for this business.	IO3	LO	IO		
10	For successful internationalisation we should adapt our internal regulations to international rules.	AT1	SF	AT		
11	I consider win-win results in my business negotiations.	CM4	LO	CM		
12	I have good command of business and legal English which is necessary for negotiating contracts.	SA1	LS	SA		

13	Our customer required prior inspection of all products.	FA1	<b>LB</b>	FA		
14	Documentation is crucial in export business.	FA1	<b>LB</b>	FA		
15	I got the approval of inspectors for the vehicles for our customers.	RO2	<b>LB</b>	RO		
16	When vehicles were delivered due to long time delays in clearance from customs their tires were damaged The same problem was faced with batteries and we could replace both items to keep our customer satisfied.	DM2	<b>LB</b>	DM		
17	Due to low purchase power of people in Sudan we did not consider setting up assembly line in that country.	ST2	<b>SF</b>	ST		
18	When you deal with such markets you must adapt yourself to their cultures.	AD1	<b>LS</b>	AD		
19	Due to sanctions, collection of export revenue has become very complicated.	FA2	<b>LB</b>	FA		
20	I realised that our foreign partner and licensor did not view us as a partner.	AT1	<b>SF</b>	AT		
	<b>Event 2</b>					
	<b>Preparation for internationalisation</b>					
1	The technology in our company is now outdated.	FA2	<b>LB</b>	FA		
2	Introduction of Chinese trucks into Iranian market by our competitors created intensive competition.	GBA4	<b>SF</b>	GBA		
3	Corporate governance in our companies is not up-to -date	FA2	<b>LB</b>	FA		
4	Operation in international markets requires managers who are delegated with sufficient authorities.	AT2	<b>SF</b>	AT		
5	Alignment in the approaches of all functions is critical	AT1	<b>SF</b>	AT		
6	Motivation is very important for those who are responsible for international operations.	AT1	<b>SF</b>	AT		

7	Quality is a key factor for success.	AT1	<b>SF</b>	AT		
8	Continuous improvement is another key factor	AT1	<b>SF</b>	AT		
9	To become internationalised companies must go through evolutionary stages.	GBA2	<b>GM</b>	GBA		
10	Organisational knowledge is accumulated gradually and has important impact on the success of the organisation.	AT1	<b>SF</b>	AT		
11	The volume of production of commercial vehicles is low in Iran and as a result our unit cost of production is high	FA1	<b>LB</b>	FA		
12	As a result we are forced to install semi-automated production lines which results in high production cost per unit	AT2	<b>SF</b>	AT		



Coded statements-9.MD.C						
The name of interviewee (coded)			9.MD.C			
Critical Event:1						
Investing in assembly plant in Venezuela						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	Both groups A and B were interested to invest in Venezuela but I was not sure about the success of one of the products because it has been introduced by our foreign producer few years ago.	AT3	SF	AT		
2	Both groups had invested in separate plants in Syria which was not a rational decision.	AT2	SF	AT		
3	In the case of Venezuela my plan was to design the operation with high level of synergy and resource sharing.	ST3	SF	ST		
4	We planned to include this project in the protocol of industrial cooperation between two countries at presidential level.	DM2	LO	DM		
5	In my first meeting with ministry of industry in Venezuela I told him that we need to review all laws and regulations relating to this project,	FA1	LB	FA		
6	I had the experience of foreign investment by Daimler Benz in my previous company. It is critical to be well aware of the relevant laws and regulations when investing abroad.	SD2	LS	SD		
7	I realised that our counterparts are not so punctual and do not respect protocols so we should show tolerance.	SM1	LS	SM		
8	I was responsible to lead a team of experts from both groups of companies.	LT3	LO	LT		
9	I adapted myself to the culture of that country and tried to respect their habits.	C&CC A2	GM	C&CC A		
10	During the course of negotiations I took advantage of my prior experience with European companies.	SD1	LS	SD		
11	First, we concluded our master agreement based on which we drafted other contracts such as supply contract, technology transfer, etc.	FA1	LB	FA		
12	I had 35 trips to Venezuela each leg took more than 24 hours.	SM4	LS	SM		

13	Soon after reaching agreement on our master agreement, our counterparts in Venezuela were changed. and we were forced to renegotiate our agreements with new entrants.	MU1	SF	MU		
14	One of our problems was the insistence by their ministers on the location of our plant, which was not suitable for this project.	CM3	LO	CM		
15	I knew the proposed location and its disadvantages well.	AT2	SF	AT		
16	As a result of our disagreement, they changed their mind and proposed us to establish our operation in existing facilities near Caracas.	IO3	LO	IO		
17	I carefully reviewed their regulations for car industry and incentives for localisation of production.	AT1	SF	AT		
18	We knew that a number of big car producers have had established their local assembly lines in that country.	GBA4	GM	GBA		
19	I visited a number of plants which previously were built by other multinationals.	FA1	LB	FA		
20	Most of the visited sites had technical problems and were not suitable for our operation.	AT2	SF	AT		
21	We had considered three scenarios in our feasibility studies.	AT2	SF	AT		
22	We selected a plant which previously was used by an Italian car manufacturer and owned by a number of private investors.	DM3	LB	DM		
23	Our plan to purchase the selected site was prematurely revealed in an interview by one of the politicians.	SM	LS	SM		
24	The owners of the site suspended negotiations due to the pressure of Italian car manufacturer.	MU2	SF	MU		
25	We were under time pressure because the plant should have been in operation within 5 months.	MU3	SF	MU		
26	I was in a very critical position.	SM1	LS	SM		
27	We started searching for another suitable site.	MU1	SF	MU		
28	We found another site which belonged to a company previously producing home appliances, but we were reluctant to buy the shares of the company because I did not want to be involved in financial or legal complications of that company.	FA1	LB	FA		
29	I appointed auditors and a legal office to do due diligence.	AT1	SF	AT		
30	I had a very short time to start operation and make the plant ready for official opening.	SM1	LS	SM		



















31	We set up our JV company where we had 51% of the shares.	DM3	LB	DM		■
32	As soon as the operation started we faced another problem relating to the rate of import tariffs which was expected to be 30% but was reduced suddenly.	MU1	SF	MU		■
33	We had the headache of continuous turnover of senior decision makers in the organisation of our partner.	MU1	SF	MU		■
34	The process of decision making in respective authorities was slow and inefficient.	AT1	SF	AT		■
35	The last round of negotiations lasted until 3 in the morning and we did our best to be flexible to close the deal.	DM2	LB	DM		■
36	Our intention was to get our investment paid back in the shortest possible time because we saw risks relating to the change of administration in Venezuela.	ST3	SF	ST		■
37	One of the main obstacles on the way of smooth running of the company was the political approach of the government authorities.	AT1	SF	AT		■
38	We had 51% of the equity but they were insisting to increase their holding to 51% and I disagreed.	DM3	LB	DM		■
39	My intention was if they insisted on having 51% of the shares to reduce our holding to maximum 20% in order to have one seat on the board and concentrate on selling parts and engineering services.	ST3	SF	ST		■
40	Rapid turnover of our counterparts was a real challenge that we should cope with.	AD1	LS	AD		■
41	I had 35 trips to Venezuela during the course of project implementation.	RO2	LB	RO		▲
42	Solving the problem of registration of cars required continuous follow up through government authorities.	IO2	LO	IO		■













**Critical Event:2**











**Collaboration with Daimler Benz**

		BI code	Category	Competency	Stage	Type
	Coded Statements					
1	When I was appointed managing director of a JV with Daimler Benz the company was losing money.	AT1	SF	AT		■
2	There were large amount of payables to overdue to Benz since long time ago.	OA1	LB	OA		●
3	I started negotiating with our partner to resolve disputed accounts and was able to get good	IO3	LO	IO		■

























	concessions from them.					
4	I persuaded them to utilise their receivable balance to participate in capital increase which was badly needed by the company.	IO2	LO	IO		
5	To gain the trust of our partner I opened an account in Germany and transferred the installments regularly. This balance was utilised for capital increase according to the agreed plan.	CT2	SF	CT		
6	We assured the financial director of the Germans of our compliance with German laws and standards.	GBA3	GM	GBA		
7	I convinced the Iranian shareholders to participate in the needed capital increase.	IO2	LO	IO		
8	I initiated a project for manufacture of new generation of engines which was very risky.	RM1	SF	RM		
9	I established project control system and regularly provided the shareholders and our partner with progress reports.	DM4	LB	DM		
10	As a result, our partner agreed to dispatch 3 qualified engineers, free of charge, to expedite implementation of the project.	IO3	LO	IO		
11	I dedicated myself to the project and succeed to put it into operation on time.	RO3	LB	RO		













### Critical Event 3: Leading Iranian team to establish JV with Renault France











	Coded Statements	BI code	Category	Competency	Stage	Type
1	A great deal of coordination with two Iranian companies was needed before every meeting with Renault people.	LT3	LO	LT		
2	Closing the gap between the goals and intentions of two domestic parties was a real challenge which required too much tolerance.	CM3	LO	CM		
3	I convinced both parties that collaboration with Renault would be beneficial for them in terms of transfer of know-how and enhancement of the capabilities of parts and components producers.	IO1	LO	IO		
4	The negotiations were very complicated and required technical and legal awareness.	FA3	LB	FA		
5	I faced many barriers but tried to find a suitable way for removing them.	SM1	LS	SM		
6	I was focused on the expected results.	RO2	LB	RO		

7	When I faced disagreements with them on the issue of pricing of the parts, I benefited from good relationship between our ambassador to Paris with Renault top executives.	RD1	LO	RD		
8	I resolved the differences between two Iranian partners.	IO1	LO	IO		
9	I capitalised on my previous experiences in dealing with foreign companies.	SA1	LS	SA		
10	In drafting the contracts I bench marked previous successful cases.	SD1	LS	SD		
11	This contract was one of the best cases of collaboration with an international company.	AT2	SF	AT		



Coded statements-10.MD.D						
The name of interviewee (coded)				10.MD.D		
<b>Critical Event:1</b>						
<b>Establishing production plant for agricultural tractors in Venezuela</b>						
	Coded Statements	BI code	Category	Competency	Stage	Type
1	My company was founded for export of cars but I proposed to change its mission to export of industrial products.	ST3	SF	ST		
2	My first task was finalisation of the negotiations for production of agricultural tractors in Venezuela within one month .	RO3	LB	RO		
3	My contract with tractor manufacturing company in Iran was not yet signed but I should have acted quickly to meet the deadlines in Venezuela.	RM1	SF	RM		
4	I organised a team consisting of lawyers and people with extensive experience in international business.	LT3	LO	LT		
5	We had very tough negotiations because our counterpart was a governmental organisation who had a highly experienced lawyer.	AT1	SF	AT		
6	During 15 days of negotiations, in some instances we reached stages that I thought we ought to stop further talks.	SM4	LS	SM		
7	The main problem was how to put value on the land and buildings which were provided by our counterpart in that country.	AT3	SF	AT		
8	The other issue was evaluation of technical know-how provided by Iranian company.	AT3	SF	DM		
9	I told them that we have relied on their valuation of land and building and thus they also should trust us on valuation of the know-how.	CM4	LO	CM		
10	Another area for disagreement was our proposed cost for rehabilitation of the buildings to be suitable for production of tractors.	AT3	SF	AT		
11	Language barrier was another issue and we couldn't find reliable interpreters under time pressure.	AT1	SF	AT		
12	Iranian company had delegated all powers to me.	AC1	LS	AC		

13	Our last negotiation started at 7pm and lasted until 4 am next morning.	RO2	<b>LB</b>	RO		
14	At 3.30 am I gave them 30 minutes to take their decision and told them that we will close the case after that forever.	IO2	<b>LO</b>	IO		
15	By 7 am we signed the contract and left their office for the airport.	RO2	<b>LB</b>	RO		
16	The value of share of Iranian company in the JV is now estimated at more than USD 69 millions.	OA3	<b>LB</b>	OA		
17	This JV is serving regional markets in addition to Venezuela.	GBA3	<b>GM</b>	GBA		
18	The project was inaugurated on time and has been producing since that time.	RO4	<b>LB</b>	RO		















<b>Critical Event:2</b>						
<b>Entering Egyptian market.</b>						
	<b>Coded Statements</b>	<b>BI code</b>	<b>Category</b>	<b>Competency</b>	<b>Stage</b>	<b>Type</b>
1	Our political relationship with Egypt was not established and we did not have ambassador in that country. Thus getting visa for my team members was a headache.	MU1	<b>SF</b>	MU		
2	One major problem for exporting to Egypt was import tariffs which were high and as a result our product could not compete in that country.	AT1	<b>SF</b>	AT		
3	I found a very complicated way to reduce the burden of import tariffs.	CT1	<b>SF</b>	CT		
4	Since 15 years ago I had been involve with doing business in Egypt so I had my connections in that country.	NW4	<b>LB</b>	NW		
5	I could find a trading company through my network in Dubai to handle the business.	NW4	<b>LB</b>	NW		

6	We signed a contract for export of 500 units in the first step.	RO3	LB	RO		■
7	The engine of one of the first 6 samples we dispatched to be tested in Egypt was broken down and I dispatched a new engine free of charge.	DM2	LB	DM		■
8	When we dispatched the contracted cars, within a few days the ship was forced to get back to the port due to technical problems but I was able to find another ship to send the cars.	DM3	LB	DM		■
9	Delivery of our first party was delayed and all the batteries were flat, I got the approval of our Egyptian customer to burden the costs and promised them to compensate for it next shipments.	IO2	LO	IO		■
10	Our agent in Egypt was very active and solved the problem of spare parts himself.	IO2	LO	IO		■
11	Because of living in the US for 15 years, I have good command of English and it was extremely helpful for solving our problems especially when an Egyptian company brought an action against me.	SA	LS	SA		▲
12	I defended in the court and could win the case.	SM3	LS	SM		■

### Critical Event:3

#### Export of railway wagons to Cuba.

	Coded Statements	BI code	Category	Competency	Stage	Type
1	I have had very close relationships with Iranian authorities and was practically representing Iranian industries in ministerial meetings with other countries.	RD3	LO	RD		■
2	I visited transportation minister of Cuba in Tehran where he showed his interest on buying wagons from Iran.	IO3	LO	IO		■
3	The amount of export credit allocated to Cuba was not sufficient so I followed up the case with Iranian Export Development Bank and was able to increase the credit line.	IO3	LO	IO		■
4	Some authorities in Cuba were more inclined toward buying from China.	AT1	SF	AT		■
5	We had developed close relationship with high ranking officials in Cuba and were finally successful to conclude a contract for € 500 millions.	IO3	LO	IO		■

6	Cuban railroad is based on Russian standards and we should adapt our products to meet their requirements.	AT1	SF	AT		■
7	In order to facilitate the execution of this contract we provided an office in our company for Cuban team to be used when they were in Iran.	DM3	LB	DM		■
8	When the payment of first installment was delayed by Cuba I stepped forward to get the approval of Iranian bank for rescheduling.	IO3	LO	IO		■
9	This project was very important for Iranian manufacturer.	AT1	SF	AT		■
10	The experience gained in this project paved our way for export of wagons to other markets.	GBA\$	GM	GBA		●
11	I develop close ties with our foreign customers.	RD1	LO	RD		▲
12	I have travelled to 54 countries.	GBA1	GM	GBA		▲
<b>Event 4</b>						
<b>Preparation for internationalisation</b>						
1	I lived for 14 years in the US and have had friends from many nationalities.	C&C CA2	GM	C&CCA		▲
2	I can easily adapt myself to the local cultures in foreign countries.	AD1	LS	AD		■
3	I have long-term objectives for my business and try to sign long-term contracts with my customers.	ST2	SF	ST		■
4	I believe that our human resource was our key success factor. They can speak 2-3 foreign languages.	AT1	SF	AT		■
5	To be successful in foreign markets we should offer quality products.	GBA1	GM	GBA		●
6	My emphasis was on joint ventures and transfer of technology.	ST3	SF	ST		■
7	My vision was to see my company as one of the best performers in the stock exchange.	ST1	SF	ST		■



