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NEGOTIATION FOCUSES USED IN THE PURCHASING PROCESSES OF SMALL BUSINESSES IN THE PERIPHERAL AREA OF MANAUS

OS FOCOS DE NEGOCIAÇÃO UTILIZADOS NOS PROCESSOS DE COMPRAS DE PEQUENOS COMÉRCIOS DE ÁREA PERIFÉRICA DE MANAUS

ENFOQUES DE NEGOCIACIÓN UTILIZADOS EN LOS PROCESOS DE COMPRA DE PEQUEÑAS EMPRESAS EN LA ZONA PERIFÉRICA DE MANAUS

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Abstract

This study aimed to analyze the negotiation focuses used in the purchasing processes of small businesses operating in a peripheral area of Manaus. The survey method was used, with data collected through semi-structured interviews, all nominal, analyzed using semantic techniques and content analysis, organized in the form of synthesizing tables, and with results interpreted comparatively against the elaborated theoretical framework. The results showed a) eight

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negotiation focuses practiced, with price being the most common focus, b) they are used when buyers do not have money or feel some need, c) they are applied by strictly distributive and competitive means, and d) the benefits are mainly the exclusive satisfaction of the buyers' interests, to the detriment of the objectives of sellers and clients. The conclusion shows that the focus of the negotiations that small merchants in the periphery of Manaus engage in during their purchases is exclusively distributive, competitive, and selfish.
Keywords: Types of negotiation; Negotiation focuses; Negotiation process; Distributive negotiation; Bargaining distribution.

Resumo

Este estudo teve como objetivo analisar os focos de negociação utilizados nos processos de compras de pequenos comércios atuantes em uma área periférica de Manaus. Foi utilizado o método de levantamento, cujos dados foram coletados por meio de entrevistas semiestruturadas, todos de categoria nominal, analisados com técnicas semânticas e de análise de conteúdo, organizados em tabelas sintetizadoras e com resultados interpretados de forma comparativa à arquitetura teórica elaborada. Os resultados apresentaram: a) oito focos de negociação praticados, sendo o preço o foco mais comum; b) são utilizados quando os compradores não têm dinheiro ou sentem alguma necessidade; c) são aplicados por meios estritamente distributivos e competitivos; e d) os benefícios são majoritariamente a satisfação exclusiva dos interesses dos compradores, em detrimento dos objetivos dos vendedores e dos clientes. A conclusão mostra que o foco das negociações que os pequenos comerciantes da periferia de Manaus praticam em suas compras é exclusivamente distributivo, competitivo e egoísta.
Palavras-chave: Tipos de negociação; Focos de negociação; Processo de negociação; Negociação distributiva; Distribuição de barganha.

Resumen

Este estudio analizó los enfoques de negociación empleados en los procesos de compra de pequeños negocios ubicados en una zona periférica de Manaus. Se utilizó el método de encuesta, con datos recopilados mediante entrevistas semiestructuradas, todas de categoría nominal, analizados mediante técnicas semánticas y análisis de contenido, organizados en tablas de síntesis, y cuyos resultados se interpretaron en relación con el marco teórico elaborado. Los resultados mostraron: a) ocho enfoques de negociación, siendo el precio el más común; b) se utilizan cuando los compradores no disponen de fondos o tienen alguna necesidad; c) se aplican mediante estrategias estrictamente distributivas y competitivas; y d) los beneficios se centran en la satisfacción exclusiva de los intereses de los compradores, en detrimento de los objetivos de vendedores y clientes. La conclusión indica que los enfoques de negociación que utilizan los pequeños comerciantes de la periferia de Manaus en sus compras

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son exclusivamente distributivos, competitivos y egoístas.

Palabras clave: Tipos de negociación; Enfoques de negociación; Proceso de negociación; Negociación distributiva; Distribución en la negociación

1. Introduction

Purchasing is an essential business activity because customer satisfaction depends on it (Santos et al., 2025; Shafik, 2025). It is also what connects the organizational universe with the external environment, regarding supply channels, in the same way that sales do with the other external relational counterpart (Sowan et al., 2025; Chen et al., 2025), interconnecting the organization with distribution channels. Therefore, all production systems and their production lines depend on the quality of the products purchased, just as financial sustainability results from the negotiations that occur precisely in purchasing activities. As a result, it is the negotiation practices in purchasing activities that guarantee a large part of the success and organizational vitality, both from the perspective of the external environment and of its relationships with it.

This essentiality translates into scientific and practical importance. In 2025 alone, more than 2,300 studies on purchasing processes were published and made available on Google Scholar, bringing the total to almost 15,000 in the last five years. When searching for the generic term "purchasing," the number of published studies exceeds 850,000 technical, scientific, or technological publications. The reason for this is the constant search for new suppliers and supply channels to meet increasingly rigorous objectives of greater competitiveness and efficiency. Buying efficiently is a remarkable feat for obtaining the profitability that every enterprise needs to strengthen and progress. It is no coincidence that an old lesson says that profit is guaranteed in the act of purchasing. Thus, buying appropriately contributes decisively to the success or failure of enterprises, especially small ones.

In this sense, this study aimed to analyze the negotiation focuses used in the purchasing processes of small businesses operating in a peripheral

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area of Manaus. Specifically, the intended objectives were a) to identify the negotiation focus practiced, b) to know when these focuses are used, c) to describe how each negotiation focus is executed, and d) to understand the benefits that each negotiation focus brings. There were two justifications for conducting this research. The first was theoretical, aiming to contribute to science by mapping the negotiation focuses practiced in the city of Manaus, a gap that remained open when the study was planned. The second was practical, intended to determine whether the negotiation practices of small businesses on the outskirts of the city are in line with current times, so that a plan could be developed to update them to reflect these new times.

2. Types of Negotiation: Theoretical Architecture

The literature review showed that the predominant approach to negotiation is process-based (Pujadas; Pardo, 2024; Ness et al., 2024; Luong; Tran, 2024; Mohamedmahmoud et al., 2025; Idris et al., 2023; Bastos et al., 2024; Chech, 2023). This conception views negotiation as a sequence of steps aimed at achieving favorable outcomes or establishing common ground among two or more people. The recognition of the problematic situation is usually the first step, followed by the collection of data and information to create a cause-and-effect relational map, on which solution hypotheses will be developed and tested, as well as possible objections, which constitute the pre-negotiation stage. The next stage is the practical application of hypotheses in real-world negotiation situations, followed by the stage of execution, monitoring, and evaluation of the agreements reached in the previous stage.

The second most common approach found considers negotiation as a dialogical interaction (Kervalishvili, 2023; Ionut-Florin, 2023; Izevbuwa, 2021; Azmy; Safriyantini, 2023; Mukucha et al., 2024) between two or more individuals or groups seeking to reconcile interests or achieve a balance. The reconciliation of interests occurs when interactions aim to combine efforts, transforming the dialoguers into potential partners seeking to explore new ventures or obtain a shared advantage. Reconciliation, in turn, occurs when there is a conflict or

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situation with a negative externality for one or both individuals, so that the search for common ground can balance divergent interests and end the conflict.

Four other approaches converge to validate the conceptions of process and interaction. The first approach shows that negotiation is a kind of effort by two or more people (Sitohang et al., 2024), who study their attitudes to find an acceptable outcome for both; the second is embedded in the first, which perceives negotiation as a search for a satisfactory solution to something that is in dispute (Syuryansyah; Amalia, 2025); the third approach treats negotiation as the result (Nilou et al., 2024), which individuals have reached as a consequence of their efforts in reconciliation; and the fourth conceives of negotiation as a balance between disagreements and conflicts (Conklin; Karakurt, 2023), in such a way that empathy is obtained that will lead to agreements and resolutions of conflict situations.

Two other approaches were also identified. The first considers negotiations as meetings between people (Niare; Mariko, 2024), as events planned to deal with some conflict, structured around certain central aspects of the conflict situation. The second is the approach (Harmonis, 2024), which is a specific way in which two or more people act to dissipate their conflicts, which has as their great challenge the reduction of their differences, perceived or imagined, between supposed incompatibilities, so that an agreement is reached at the end of the meeting.

For this study, negotiation is defined as the process of resolving conflicts or collaborating through which two or more people reach agreements. This means that negotiation comprises stages that begin with the identification of the target situation to be negotiated and end with the intended or possible agreement. The targets of negotiation are conflict situations, in which there are divergent interests between the key actors, or desired future situations, in which the interests are divergent. The final stage of the process represents the possible solution to the conflicts or a scheme for uniting efforts to achieve the future situation desired by the negotiating parties.

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The literature review enabled us to identify 34 distinct ways in which negotiations are conducted. Distributive and integrative negotiations were the most common. Integrative negotiation is based on the joint pursuit of benefits and solutions, characterized by the achievement of the interests of the negotiating actors (Anuar et al., 2025; Golden, 2024; Saikia; Sharma, 2024; Bunea; Munteanu, 2024; Elrod; Fortenberry Junior, 2024; Diaz et al., 2024; Elgström; Sundström, 2024; Al Hemeiri, 2024). Distributive negotiation is the opposite of integrative negotiation because it seeks an individual solution on the part of the negotiating individuals, who seek to maintain their position or advance toward the other actor, considered a rival (Anuar et al., 2025; Golden, 2024; Saikia; Sharma, 2024; Bunea; Munteanu, 2024; Elrod; Fortenberry Junior, 2024; Diaz et al., 2024; Elgström; Sundström, 2024; Di Pietro, 2024; Al Hemeiri, 2024). Integrative negotiation is win-win, while distributive negotiation is win-lose.

Two other common negotiation pairs in the literature are collaborative and competitive. Negotiation is considered collaborative when all negotiators work together to understand their own needs and interests and those of others in search of a solution capable of satisfying everyone, as shown in studies by Votintseva et al. (2024), Yaman and Karayol (2024), and Di Pietro (2024), which is considered the most appropriate strategy for lasting relationships. A strategy is competitive when each negotiator focuses on winning at any cost (Votintseva et al., 2024; Yaman; Karayol, 2024; Małkus; Kozina, 2025), regardless of the other party, even at the expense of the opponent. The competitive strategy, in fact, is another name for the distributive strategy, centered on the idea that for someone to win, the other has to lose. Collaborative strategy is another name for integrative strategy, which appears in the scientific literature as cooperative negotiation, as seen in the study by Malkus and Kozina (2025).

Handelman's studies (2024a; 2024b) address three types of negotiation. Bargaining negotiation is essentially competitive and positional, like distributive negotiation, which aims to obtain the maximum possible value and focuses on a single issue, such as the price of a product. It is a zero-sum negotiation. The second type is problem-solving negotiation, in which negotiators jointly analyze

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the causes of conflict to find creative solutions that benefit them, such as integrative bargaining. It is a win-win negotiation. The third type is consensus building, in which the contenders collaborate to resolve complex, multi-party conflicts, often by reaching a global agreement, even if this leads one or more negotiators to support a decision that is not their initial preference. This negotiation seeks alignment to resolve the conflict. Multiparty talks involve three or more parties to establish an agreement (widespread in complex situations, such as company mergers, party alliances, and international conflicts, which pose the challenge of forging coalitions that lead to the resolution of their disputes or the formation of partnerships).

The studies by Fatehi and Choi (2025) and Čuhlová and Demel (2024) focus on negotiations of an intercultural and intracultural nature. Intercultural negotiation occurs between people or groups of different cultures, such as nationalities, genders, religions, preferences, and professional practices. The challenge is to adapt and consider cultural differences to build a solution to the conflict or develop a partnership for joint work. Intracultural negotiation occurs within the same culture, where the negotiating parties share the same values, beliefs, and worldviews, facilitating understanding and paving the way for the development of solutions and agreements.

As shown in Table 1, 24 negotiation types were identified, with only one occurrence. This suggests the multifaceted nature of how conflicts are resolved and agreements are reached. The study by Cao et al. (2025) shows that alignment-type negotiation occurs when agreements align with the negotiated terms; misalignment-type negotiation occurs when the agreed terms diverge from what was discussed; and irrelevant-type negotiation occurs when aspects of the contracts and negotiations are not relevant.

Table 1. Different types of negotiation

References	Types of negotiation
Anuar et al. (2025); Golden (2024); Saikia; Sharma (2024); Bunea; Munteanu (2024); Elrod; Fortenberry Jr. (2024); Diaz et al. (2024); Elgström; Sundström (2024); Al Hemeiri (2024)	Integrative
Anuar et al. (2025); Golden (2024); Saikia; Sharma (2024); Bunea; Munteanu (2024); Elrod; Fortenberry Jr. (2024); Diaz et al. (2024);	Distributive

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Elgström; Sundström (2024); Di Pietro (2024); Al Hemeiri (2024)	
Votintseva et al. (2024); Yaman; Karayol (2024); Małkus; Kozina (2025)	Competitive
Votintseva et al. (2024); Yaman; Karayol (2024); Di Pietro (2024)	Collaborative
Małkus; Kozina (2025)	Cooperative
Handelman (2024b); Handelman (2024a)	Bargaining
Handelman (2024b); Handelman (2024a)	Problem-solving
Handelman (2024b); Handelman (2024a)	Consensus-building
Fatehi; Choi (2025); Čuhlová; Demel (2024)	Intracultural
Fatehi; Choi (2025); Čuhlová; Demel (2024)	Intercultural
Cao et al. (2025)	Alignment Misalignment Irrelevant
Pan et al. (2025)	Emotional support Financial support Cognitive strategies Behavioral strategies
Novak et al. (2025)	Didactics Revealing information Analog learning
Liu (2025)	Conjugal Intergenerational
Huang (2025)	Self-affirmation Mutual learning
Golden (2024)	Compatible
Al Hemeiri (2024)	Multiparty
Bunea; Munteanu (2024)	Rational
Di Pietro (2024)	Transactional
Votintseva et al. (2024)	Compromise Evasiveness Compliance
Emir; Yangin-Ekşi (2024)	Personal Interactive Procedural

Source: data collected by the authors.

The study by Pan et al. (2025) presents negotiations of the emotional support and financial support types in relationships between parents and adult children to reach agreements that lead to the resolution of their conflicts, as well as cognitive negotiations, focused on the behavioral changes of the actors, and behavioral talks, focused on the actions of the people who provoke conflicts. The study by Novak et al. (2025) examines conflicts and identifies common partnerships in learning environments. It suggests didactic negotiations, which use teaching resources and strategies, information disclosure, an approach that combines information and anecdotes with real-life lessons, and analogical learning, which uses analogical reasoning and examples from multiple cases to obtain the desired agreement. Also, in the learning environment, the study by

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Golden (2024) presents compatible negotiation, a communication method in which negotiators strive to find a form of compatibility that structures the solution to their conflicts.

Marital and intergenerational negotiations appear in Liu's study (2025), where marital talks are those that take place between partners to resolve romantic conflicts or develop other partnerships, such as the creation of joint ventures. Intergenerational negotiations are structured through dialogues and interactions among individuals of different generations and age groups, such as parents and children, grandparents and grandchildren, and older people and adolescents, to resolve conflicts, exchange values and knowledge, and establish partnerships.

Huang's study (2025) presents situations in which two types of negotiation emerge. The first can be called self-affirmation, used by leaders to strengthen market relationships and devalue demands that were not considered convergent with the objective of the movement of certain farmers. The second type can be called mutual learning, as leaders developed a plan in which market actors linked their aspirations to consumers' desires. In both cases, there was conciliation and resolution of conflicts.

Rational negotiation, as described in the study by Bunea and Munteanu (2024), involves conflicting parties working to obtain concessions or consents based on objective factors rather than their desires and aspirations. It is a blend of subjective factors (emotional and behavioral) of the negotiators and objective factors of the undesirable situation. Transactional negotiation, in turn, prioritizes exchanges between individuals, mainly of products or services for money, and is intensely focused on the pursuit of efficiency and speed in the conclusion of a purchase or sale (Di Pietro, 2024). The challenge in this negotiation is to win over the client as quickly as possible, focusing on specific aspects such as price, promotions, and delivery speed.

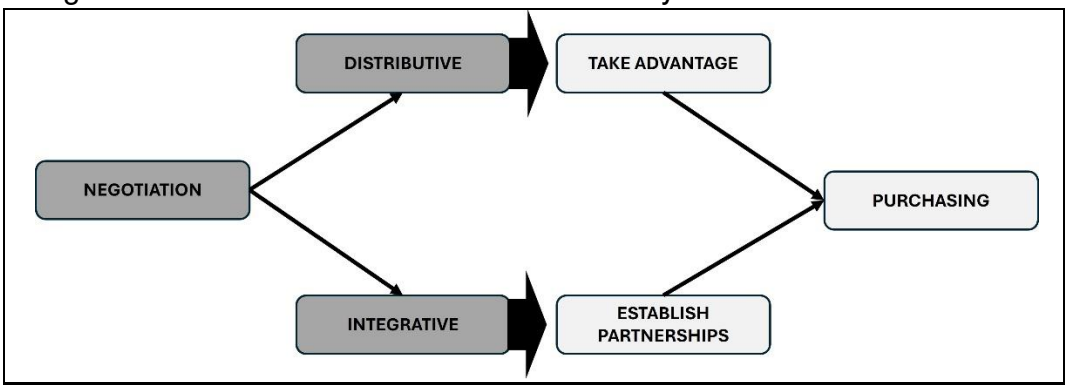
Compromise, evasive, and conformity negotiations appear in the study by Votintseva et al. (2024). Compromise negotiations are approaches in which both negotiators concede on some points, finding a middle ground that represents an acceptable solution, although not the ideal one, desired by both. Evasive

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negotiations are characterized by low assertiveness and cooperativeness, in which one party avoids conflict by postponing discussion or withdrawing from the situation, sometimes to buy time, sometimes because they consider the contentious issue trivial. Conformist negotiations are highly cooperative and not very assertive, in which one negotiator prioritizes the other's needs and desires over their own, as a strategy for maintaining the relationship, gaining social capital, or complying with established rules.

Figure 1. Theoretical architecture of the study



Source: prepared by the authors.

In the study by Emir and Yangin-Ekşi (2024), negotiations were classified into three categories: personal, interactive, and procedural. Negotiation is personal when it is based on human and emotional aspects, such as emotions, relationship building, and empathy; it is interactive when communication and the constant exchange of information stand out in negotiations, through the exchange of ideas, interests, and purposes; and it is procedural when a structured sequence of steps forms the basis of the talks, where it is necessary to overcome each step to achieve the intended objective.

Figure 1 presents the theoretical architecture of this study. The analytical plan considers purchasing activities to be distributive if the actors in the negotiation process focus on obtaining the maximum advantage, regardless of the means. It is a win-or-lose process, also known as a zero-sum game. When buyers and sellers intend to establish long-term relationships and deliver benefits to both sides, the negotiation is integrative, also called win-win. Intermediate positions will be considered integrative or distributive.

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3. Research Methodology

The qualitative procedures characterize the methodology used in this investigation because the data collected were in the form of phrases and sentences rather than numbers, as in quantitative studies. The unit of analysis was individual because the data were collected from people responsible for purchases in small neighborhood businesses operating in the city of Manaus. The level of analysis, which is the extent to which the research results are valid, was group-based, meaning that the explanations in this study only apply to the group of organizations surveyed and cannot be generalized or inferred to all small businesses in the city. The analytical perspective of the study, which is the time frame to which all research must adhere, was synchronous or cross-sectional, meaning that the answers are only valid for the present time and explain only the current reality.

4.1 Guiding Research Questions

The overall objective of this study was achieved through the development of four guiding research questions, as suggested by Nascimento-e-Silva (2020; 2021a; 2021b; 2021c). The first was "What are the two negotiation focuses you use to make your company's purchases?" to determine the primary focus in the purchasing strategy. The second question was “What are the two moments in which these negotiation focuses are used?” to determine when each focus is used. The third was “How are these negotiation focuses put into practice?”, to get an idea as close as possible to the reality of their negotiation practices. The fourth question was “What are the benefits that each negotiation focus brings?”, whose purpose was to ascertain whether buyers and sellers gain from the practice of negotiation.

4.2 Research Design

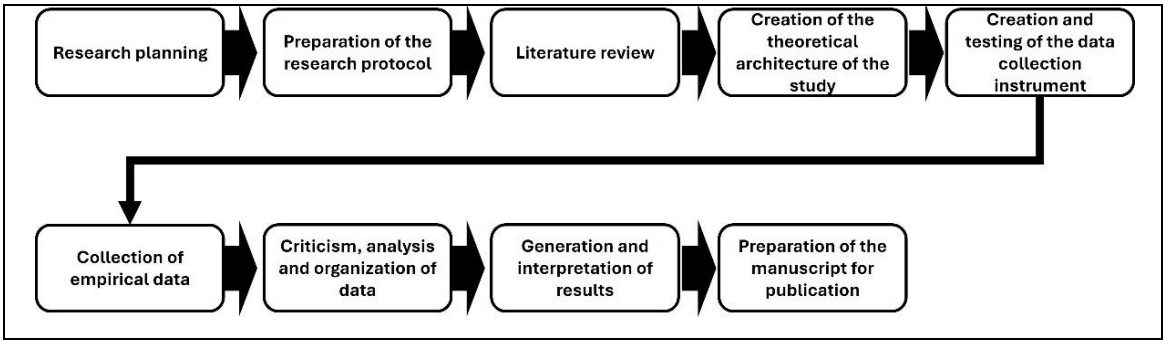
The operationalization of this research was carried out in nine stages, in

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accordance with the study by Santos et al. (2025). The first stage was the general planning of the research, including the literature review and fieldwork, during which the scope, the extent of the evaluation, and the likely fieldwork participants were defined. In the second stage, the norms for conducting the literature review and the practical surveys were established. The third stage involved conducting a literature review in the international scientific databases Google Scholar, Scopus, and Web of Science. The results of this review were used to carry out the fourth stage, the creation of the study's theoretical framework, and the fifth stage, the creation and testing of the data collection instrument used in the field survey. Figure 2 shows the procedures used.

Figure 2. Research design



Source: Santos et al. (2015).

The sixth stage was the collection of empirical data, during which numerous potential respondents were contacted, but only five were willing to complete the interview. In the seventh stage, the data were reviewed to ensure they conformed to the questions asked, transcribed to the computer, separated according to the questions they addressed, and organized into summarizing tables. In the ninth stage, the results were generated and then interpreted with the aid of the theoretical framework developed from the literature review. In the ninth stage, the general research report was written and then prepared for publication in an international scientific journal.

4.3 Sample Characteristics

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The sample consisted of owners of five micro-enterprises operating in a peripheral region of the city of Manaus. The age range of the survey respondents was 41-75 years. The average and median ages were 58 years, with a standard deviation of 15 years, indicating a significant range, including experienced professionals and others extremely experienced in purchasing activities. These results suggest the validity of the responses obtained, both in depth and breadth.

The respondents' educational level is considered high. This finding is due to three of them having higher education, one having incomplete higher education, and two having completed higher education, including one with a master's degree. Two others had completed secondary education. Education tends to be an essential factor in purchasing decisions because it enables the use of higher communication standards and an understanding of the various factors that influence buyer behavior. These results indicate that respondents' responses are more consistent with their more refined worldviews than those of respondents with low or no education.

4.4 Data: Instrument and Strategies for Collection, Analysis, and Organization

The data collection instrument was a script containing demographic and explanatory data. The demographic data were age and education level; the explanatory data were questions about a) the negotiation focus practiced, b) when the focuses were used, c) how these focuses were executed, and d) what benefits they generated. The data were collected from owners of small businesses in a neighborhood on the outskirts of Manaus in November 2024. Of the dozens of potential respondents contacted, only five began to finish answering the interview script. At the same time, a few gave up before the end, perhaps because the questions proved difficult to answer.

After collection, the data were entered into a word processor in the same format as collected. Then, the responses to each question were separated from the typed questionnaire and grouped. The grouping consisted

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of creating a three-column table: the first column identified the respondents by number (01, 02, 03, 04, and 05), the second column listed the negotiation focuses practiced, and the third column contained the summarized responses to the research questions. This procedure generated tables 3, 4, 5, and 6 in the results section. The data on education level and age were presented in two-column tables, with the left column listing the questionnaire identifications and the right column the responses. For this article, these tables were excluded. These procedures are in accordance with the guidelines contained in the study by Nascimento-e-Silva (2023).

4.5 Techniques for Generating and Interpreting Results

Organizing the data into summary tables allowed us to see the answers to each guiding question and each demographic question. The technique for generating the results consisted of describing the most important aspects of each table's content to compose the answer to the research question to which it belonged. Each description appears as text in the paragraph at the top of the table. The description included elements of semantic analysis, focusing on the meaning of each respondent's answers and seeking to be as faithful as possible to avoid distortions when comparing them with the theoretical framework. Often, elements of content analysis were also used, especially when the answers contained repeated elements, to understand the meanings to which each alluded so that the overall answer to the question could be understood.

The interpretation of the results involved explaining the answers to each guiding question. The answers sought to follow the following logic: what happened, how it happened, and why it happened. These procedures generated the texts found at the bottom of the tables, in accordance with the recommendations contained in the studies by Nascimento-e-Silva (2020b; 2021d). The interpretation of the results is also presented in the results discussion subsection, where the findings for each guiding question are compared with the study's theoretical framework. These procedures placed

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the research findings within the general context of the theoretical framework on negotiation typologies in the scientific literature, which, in turn, led to the generation of the study's answer.

4. Results and Discussion

This section presents the research findings as answers to its guiding questions. First, the negotiation focuses practiced by the respondents are presented; then the moments when these focuses are used are shown; next, the operational procedures of these negotiation focuses are described; and finally, the benefits the respondents said they obtained from using these negotiation focuses are listed and explained. The section concludes with a discussion of the results, where the empirical findings are compared with the theoretical framework developed through the literature review.

4.1 Focus of Negotiations Practiced

The respondents' negotiation practices are diverse. The most frequent focus is on price, as indicated by respondents B, C, and A, with respondent A negotiating price in conjunction with the products' expiration dates. Suppliers often reduce product prices near their expiration dates, which can be attractive to buyers, as shown in Table 3. Research also appears as an essential focus of negotiation for respondent D, aimed at gathering as much information as possible from as many suppliers as possible to make the most appropriate purchasing decision. Other focuses of negotiation are purchasing in large quantities, as indicated by respondent A; taking advantage of so-called promotions, when suppliers reduce product prices to clear out stock or to introduce new products to the market; ...and installment purchases, which, despite often having increased product prices, have become an interesting negotiation focus for those who lack working capital. Table 3 summarizes the findings from the field research on the respondents' negotiation-focused practices. Respondent E's focus is on acquiring inventory to meet their clients'

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needs, with a longer-term perspective. Table 1 presents these findings.

Table 1. Focus of negotiations practiced

Respondents	Focus of negotiations practiced	Buyer's Businesses
A	Wholesale purchase	Construction Materials
A	Price and expiration date	Construction Materials
B	Promotions	Fruits and Vegetables
B	Price	Fruits and Vegetables
C	Price	Beverage Distributor
C	Credit plan	Beverage Distributor
D	Telephone survey	Retail Trade
D	Physical survey	Retail Trade
E	Strategic acquisition	General Stevedoring
E	Inventory acquisition	General Stevedoring

Source: data collected by the authors.

These results indicate that practically all the negotiation strategies employed by the owners of the micro-enterprises surveyed are aimed at securing advantages for their businesses. This type of attitude is typical of distributive negotiations, which are also considered competitive, because negotiators act as if they were competing, seeking to gain as much as possible in this dispute, without regard for the other actors' situation. The credit search, indicated by respondent C, may signal the beginning of a partnership, albeit disguised, as a relationship with a longer-term focus than immediate gratification, in which the buyer wins (a longer payment term) and the seller also wins (increased sales). Negotiations based on competition are practices that, given the current rise in competitiveness, tend to be harmful.

4.2 When Negotiation Foci Are Used

The responses to the question seeking to determine when negotiation focuses are used indicate that focusing on credit and physical research are negotiation strategies used when buyers do not have cash for an upfront payment, or when the money is insufficient to purchase the desired quantity in full. Again, the wide variety of negotiation-focused uses was observed. Wholesale purchases are made when the buyer wants to sell the products as quickly as possible (Respondent A). Those based on price are distinguished

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by obtaining maximum profit (Respondent C) or maximum quality (Respondent B). At the same time, those focused on promotions cause buyers to spend a good part of their time searching for them. On the other hand, telephone research is carried out when buyers monitor stock reductions, as pointed out by Respondent D; and strategic acquisition is made when there are possibilities of purchasing from new markets, and asset acquisition is applied when there are suppliers with financial difficulties, both pointed out by Respondent E. Table 2 summarizes these findings.

Table 2. When the focus of negotiations is used

Respondents	Focus of negotiations practiced	When are they used?
A	Wholesale purchase	When the buyer wants to sell faster
A	Price and expiration date	Before running out of stock
B	Promotions	When have promotions
B	Price	When the buyer wants higher product quality
C	Price	When the buyer wants to maximize profit
C	Credit plan	When the buyer doesn't have money
D	Telephone survey	As the product is consumed
D	Physical survey	When the buyer doesn't have money
E	Strategic acquisition	When the buyer wants to buy from new markets
E	Inventory acquisition	When the supplier has financial difficulties

Source: data collected by the authors.

The situations in which negotiation focuses are practiced reveal once again the distributive nature of almost all of them. Nearly all the statements found can be considered extremely selfish, in which the buyer seems to take only their own position and needs into account, without caring about the other party. This is present in statements such as "when there is no money," "when they want to obtain maximum profit," and "when they want to sell faster." In none of the situations reported by the respondents are there statements like "establishing long-term partnership relationships" or "seeking to achieve our objectives and those of our suppliers." Perhaps this explains, for example, why all these ventures fail to prosper, increase in size, or increase in the number of

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commercial units.

4.3 How negotiation focuses are applied

The procedures for applying negotiation focuses are similar to those for working capital management. This can be confirmed by the explanations provided by respondents A, B, C, and D, which address extending payment terms to suppliers and purchasing at the most generous price possible, so that, at the end of the procedures, the net situation is favorable to the buyer. The extension of payment terms was mentioned by respondents A, C, and D. In contrast, procedures related to prices were cited by respondents A (buying at the lowest price and selling at the highest), B (planning the working capital of products with higher turnover and sales volume), C (practicing price marketing), and D (making cash payments to minimize financial outlay). The implementation of negotiation focuses by respondent E is more complex, as it uses procedures across several stages for both strategic requisition and asset acquisition.

Table 3. How negotiation focuses are applied

Resp	Focus of negotiations	How focus strategies are applied:
A	Wholesale purchase	Buying at the lowest price and selling at the highest possible price
A	Price and expiration date	Long-term negotiation on the website
B	Promotions	Through working capital planning
B	Price	Purchases based on the products customers are most looking for
C	Price	Through price marketing
C	Credit plan	Through long-term payment terms
D	Telephone survey	When payment is made in cash
D	Physical survey	When payment is made on credit
E	Strategic acquisition	Through integration, evaluation, development, financing, and negotiation processes
E	Inventory acquisition	Through inventory selection, market research, and contracts.

Source: data collected by the authors.

The data in Table 3 reiterate the distributive and competitive nature of the negotiation focuses used by the business owners under study. Almost all

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of them seek to obtain exclusive advantages at the expense of the sellers, the other side of the purchasing relationship. Some of these focuses, however, already signal concerns beyond self-interest, as is the unique case reported regarding meeting customer needs (Respondent B). The drafting of a supply contract, as described by Respondent E., thinking about others besides oneself and one's own business, is already an opening to the integrative nature, in which the interests of at least one other party are taken into consideration in the buyer's purchase decision. It is worth emphasizing again that Respondent E's business practices the most complex purchasing process, meaning it carries out a greater number of activities to replenish its stock.

4.4 Benefits of the Negotiation Focuses Used

The analysis of the relationship between the negotiation focuses and the expected benefits showed that nine of the 12 focuses expect benefits in the form of profit. The focus on profit can be singular, as noted by respondents A, B, and C, or it can be accompanied by other analytical dimensions, such as selling quickly (Respondent B), customer satisfaction (Respondent D), and competitive advantage (Respondent E). Other focuses identified included pursuing good customer service (Respondent A), achieving savings and greater discounts on purchases (Respondent D), and reducing acquisition costs, increasing logistical efficiency, and lowering transaction risk (Respondent E). The data contained in Table 4 portrays these findings.

Table 4. Intended benefits of the negotiation focus

Respondents	Focus of negotiations	Desired Benefits
A	Wholesale purchase	Quick profit
A	Price and expiration date	Excellent customer service
B	Promotions	Higher profit
B	Price	Fast sales and quick profit
C	Price	Profit in the short and medium term
C	Credit plan	Long-term profit
D	Telephone survey	Greater savings and discounts
D	Physical survey	Profit and customer satisfaction
E	Strategic acquisition	Competitive and financial advantages

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E	Inventory acquisition	Cost reduction, efficiency, and lower risk

Source: data collected by the authors.

The benefits that microenterprise owners seek when considering their negotiation focuses are direct profit, as shown in the responses from respondents A, B, C, D, and E. Some responses combine the pursuit of profit with other analytical dimensions, such as quick sales (Respondent B), customer satisfaction (Respondent D), and financial advantages (Respondent D). However, some responses already indicate openness to otherness and the integration of their businesses' interests with those of other actors, as in customer service, noted by respondents A and D, combined with profit. As the benefits are the intended outcomes of negotiations, shaped by the main focuses of these relationships, they more accurately reflect the distributive, competitive nature of bargaining in the purchasing practices of the researched organizations.

4.5 Discussion of results

The results showed that all the negotiation focuses practiced by the respondents are distributive. This type of negotiation is quite harmful to businesses because, whether veiled or explicit, it damages relationships with suppliers (Malkus; Kozina, 2025; Sanders et al., 2025). Often, the damage is irreparable, creating barriers to relationships that only dissolve after a long period of more integrative practices, because suppliers feel exploited and harmed. This feeling of loss leads to a loss of trust and dramatically reduces future willingness to collaborate. In addition, exploited suppliers tend to spread their exploitation to other supply partners, which can lead to a network of information with harmful consequences for selfish buyers who only want to take advantage of their negotiations.

The buyers of the organizations surveyed use their negotiation focus when they want to gain an advantage or when they have a need. Perhaps there is no commitment to a more lasting relationship, which hinders the development of loyalty and collaboration. Studies such as those by Ai et al.

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(2025) and Gaffal and Galvez (2024) associate loyalty with integrative practices, suggesting that its absence increases the likelihood of relational commitment. When loyalty is lacking, collaboration is reduced, which can have damaging consequences, such as the loss of special conditions, access to innovations, and supply priorities during product scarcity and crises.

The negotiation-focused practices are manifestations of selfishness in purchasing, understood as the search for suppliers only when they feel a need or wish to take immediate advantage in the short term. This type of action is typical of those who are focused almost exclusively on the short term, when they seek immediate victories, losing sight of the great potential for creating mutual value and the significant and lasting advantages that integrative relationships provide, as shown in the studies by Harkness (2025), Lin and Cheung (2025), and Kobiella et al. (2025). The image they convey is one of desperation in the face of a situation that needs to be overcome at any cost, including and especially at the expense of the purchasing organization's reputation, which hinders the attraction of new suppliers and the maintenance of a robust supplier portfolio. In addition, other suppliers are often aware of buyers' aggressive practices and are therefore reluctant to supply.

The focus of the reported negotiations gives the impression that they are practiced as if the buyers were going to battle, to war. Purchases are planned solely by the owners, without considering customers' specific needs or building lasting relationships with suppliers. The interests of the supply and distribution chains are disregarded, compromising not only the overall logistics flow but also, fundamentally, the achievement of organizational objectives and goals. This practice leads to the creation of stressful, conflictual negotiation environments, in which confrontation takes center stage, with each party using its most powerful means of pressure, generating unproductive outcomes and fostering a relational climate of mutual distrust (Kelly; Chicksand, 2024; Santos et al., 2025).

Finally, the benefits sought by the researched organizations through the negotiation-focused practices are exclusively self-beneficial. This is the essential

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characteristic of distributive negotiations: the almost complete absence of any vestige of otherness, and the openness to recognizing the needs of another actor. Openness to the other is one of the fundamental characteristics of collaborative negotiation (Warsitzka et al., 2024; Valle et al., 2025; Heunis et al., 2025), an integrative approach typical of contemporary times, in which digital platforms seek and encourage the sharing of practically all individual and organizational challenges. In the field of purchasing logistics, organizations have shared numerous aspects of their operations, production, and logistics, particularly their shared achievement of objectives. This shows, therefore, how much the small businesses studied need to evolve to align with the purchasing practices typical of digital societies.

5. Conclusion

This study analyzed the negotiation focuses used in the purchasing processes of small businesses operating in a peripheral area of Manaus. The results showed that all the focuses used fall under distributive negotiations, characterized by harmful relationships between suppliers and buyers, as the intention to take advantage in any way often leads to a lack of loyalty and collaboration on the part of suppliers. These selfish focuses are mainly used when buyers lack money or want to take advantage of suppliers, often with short-term objectives justified by the urgency of solving their immediate problems, while almost completely disregarding suppliers' circumstances and challenges. Quick profit was the most sought-after benefit with the use of the negotiation focuses employed.

These findings reveal a dissonance between the organizations studied's purchasing practices and current practices, characterized by a need for sharing. It is very common to seek partnerships throughout the supply chain, between buyers and suppliers, and between buyers and their customers, as well as alliances, even between competing organizations, which join forces, for example, to make their purchases, but maintain a spirit of competitiveness in their

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operational and business environments. This suggests that the organizations studied still have a long way to go to replace distributive negotiation practices with more collaborative and integrative ones.

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