

# ■ ■ Mozambique Cultural Briefing

Prepared for: Sales negotiation

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Deal context: \$250,000 pipeline

# ■ ■ Mozambique at a Glance

Region	Africa	Capital	Maputo
Language	Portuguese	Currency	MZN (Metical)

## Key Stat

Deals in Mozambique typically take 30–60% longer than the US average. Plan multiple touchpoints before close.

## Power Distance vs. USA



Mozambique is markedly more hierarchical than the US. Always address the senior person first.

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# The 3 Moves That Lose Deals

Specific to Mozambique · Sales negotiation

## × Mistake 1: Pushing for a same-day "yes" with direct close language.

**Why it fails:** Mozambique uses warm, polite, and indirect with seniors. portuguese-language documentation expected. direct refusals are rare — "vamos ver" often signals "no".. A blunt close reads as desperate or disrespectful.

✓ **Do this instead: Frame the ask as a draft for review. Let the counterpart raise the next step.**

## × Mistake 2: Talking past the senior person to the subject-matter expert.

**Why it fails:** Steep; the senior person sets the tone. State-linked counterparts maintain formal, hierarchical communication.. Skipping rank breaks the room.

✓ **Do this instead: Open and close with the most senior person. Ask experts to brief them, not you.**

## × Mistake 3: Opening with discount math before the room agrees on the problem.

**Why it fails:** Patient and relationship-led. Private cycles 10–14 weeks; state and energy-linked deals 6–12 months. Cabo Delgado security situation continues to delay LNG production timelines.. Leading with price erases your premium.

✓ **Do this instead: Anchor on the cost of the status quo. Bring price up only after they describe the gap in their own words.**

# Communication Style

## How they speak

Warm, polite, and indirect with seniors. Portuguese-language documentation expected. Direct refusals are rare — "vamos ver" often signals "no".

## Hierarchy and titles

Steep; the senior person sets the tone. State-linked counterparts maintain formal, hierarchical communication.

## Meeting norms

Visitors should arrive on time; locals may run 20–40 minutes late. Maputo traffic challenging. Multiple visits required for large deals.

## Email tone — get it right

✘ Wrong tone	✔ Right tone
Hi — circling back. Need an answer by Friday. Are we good to go?	Dear [Name], thank you for the time you have already invested in this discussion. I wanted to share where we are and ask whether end of next week would work to align on next steps. I appreciate your guidance.

# Trust-Building Timeline

## How relationships build

Patient and relationship-led. Private cycles 10–14 weeks; state and energy-linked deals 6–12 months. Cabo Delgado security situation continues to delay LNG production timelines.

## What signals trust

- ✓ Showing up in person at least once before the deal closes.
- ✓ Remembering personal context (family, past meetings, holidays) without being asked.
- ✓ Speaking measured, accurate words. Local audiences detect overpromising.

## What destroys trust

- × Switching contacts mid-deal without a warm introduction.
- × Promising executive sponsorship that does not show up.

## Gift-giving and etiquette

Modest gifts welcomed at second meetings — quality wine, specialty items, branded company gifts. Anti-corruption controls essential after the hidden-debt scandal.

## Face-saving and what to avoid

Avoid casual commentary on the 2016 hidden-debt scandal ("tuna bonds") and the Cabo Delgado insurgency. Tread carefully on RENAMO–FRELIMO political history.

# Your Next Steps

## 1. Practice this sales negotiation before the meeting

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