

should, or should not, be an after-shave lotion in Goa. The decision depended on the interaction between a number of different values and was the result of reaching an acceptable trade-off between them for each of the two parties concerned. Both parties benefited by the agreement, each accepting different risks: on the one hand, the Indian government risked not seeing a return on the tax incentives granted during the start-up of the new company, should the company fail to provide the 40 jobs envisaged; on the other hand, the international company risked not making a return on its investment in terms of the money and people needed to set up a viable business operation.

If the two parties had had different values and objectives they might have reached a different decision whether to go ahead or not. There was no way of deciding beforehand what the outcome would be. In that sense it was antecedently undetermined whether Indians should have a locally manufactured after-shave lotion or not.