

Negotiating Beyond the Product™

Negotiating Beyond the Product™ (NBP) takes the position that it is important to not only win the business in our customers, but to get a strong, solid decision that protects the margins and enhances the future business.

How do you gain such agreements?

By applying a repertoire of skills and concepts used by the most successful negotiators to gain agreement on the substantive issues and, at the same time, maintain the margin, and even possibly enhance the relationship.

By using this methodology, your sales teams will have their best chance at turning an adversarial situation into a problem-solving negotiation with our customers.

Every one of us negotiates with customers. Every deal we do involves a negotiation.

Negotiating Beyond the Product is based on research by the Harvard Negotiation Project, the Wharton Executive Negotiation Workshop, and our own work on planning complex, strategic negotiations in the face of the supply base management and procurement efforts inside of our customer base. You will learn proven techniques and concepts used by the best of the best.



Program Content

NEGOTIATION PROCESS

- Effectively and efficiently use a 5 step process in the negotiation preparation, discussion, and debrief and action planning phases.
- Identify the underlying interests behind the positions of both sides and explore options for mutual gain that satisfy the interests and incorporate give and take exchanges.
- Use marketplace standards to persuade or protect when making decisions about proposed solutions.
- Disentangle the people issues from the substantive issues so that you can make solid, sound agreements without damaging the relationship.
- Identify your alternatives to agreement (Best Alternative To A Negotiated Agreement or BATNA), improve your own BATNA, and estimate the other side's BATNA.
- Assess the leverage that exists for both sides and develop a plan to increase and/or capitalize on your leverage.

EFFECTIVELY TALKING PRICE AND GAINING CLOSURE

- Understand how to craft and present multiple offers (Multiple Equivalent Simultaneous Offers, or MESOs) that leverage our strengths and our competitor's weaknesses.
- Respond to aggressive price targets with strategies and tactics that preserve our margins.
- Effectively bring closure to the negotiation.

HANDLING THE HARDBALL NEGOTIATOR

- Handle the hardball negotiator effectively by identifying their tactics and developing a plan to counteract those tactics in a way that allows the other side to save face.
- Plan and implement a carefully planned concession strategy that leverages those 'elegant' negotiables that are low cost to us and high value to them.
- Understand what is going on "behind the curtain" with the customer negotiating team, and how to creatively structure our offers and options to create agreements that work to the future benefit of both parties.

OVERVIEW

No deal we do with our customers goes down without a negotiation.

One in which we are negotiating for the important elements of the deal with people who are in engineering, procurement or purchasing– some of whom are trained and experienced negotiators.

These people also are often independent from the people who directly derive value from our products and services.

The very best negotiators know that negotiating well involves a conscious methodology that typically takes years to develop.

Our best negotiators are continually honing their skills, observant of the dynamics of successful and unsuccessful negotiating practices.

They are conscious of their own particular negotiating style and the context of the negotiation situation; they spend time preparing for the negotiation, have strong interpersonal skills to deal with the many interpersonal conflicts that may arise and strong problem solving skills to deal successfully with the issues.

OUTCOMES

Upon completion of Negotiating Beyond the Product, participants will:

Be a more successful negotiator both in short term, day-to-day negotiations and longer term, complex ones.

Communicate more effectively with colleagues, customers, suppliers, and other business partners.

Reach satisfying, sound agreements good for yourself, your business units and for your company where the relationship is maintained and possibly improved.

Prepare for an actual current customer negotiation.

Be better able to deal successfully with the aggressive, "hardball" negotiator.

Develop skills for dealing with difficult pricing negotiations in a way that preserves both margins and market share.



PROGRAM SUMMARY

Negotiating Beyond the Product (NBP) is a two-day workshop designed to help the new or experienced business professional gain knowledge and skills to develop strong, sound agreements for us while maintaining or enhancing both the business and the relationship with the customer.

Negotiating Beyond the Product helps the business professional understand the value of preparation and teaches proven skills and techniques for reaching sound agreements that are sustainable and good for themselves, for the company, and for the customer.

The workshop consists of four interrelated modules that embody the negotiation methodology, with company-specific case material, examples and role-play exercises.

Become aware of the context of the negotiation and the likely implications of that context on the negotiation.

Identify the negotiating style that you are most likely to use and what that style implies about the importance of the substantive issues and importance of the business relationship.

Assess the negotiation situation and identify what style would be most effective for the situation.

Identify the other person's style and strategy.

PARTICIPANT MATERIALS

Participant guide, softcopy of Negotiation Notepad.

FIELD REINFORCEMENT

A self contained Manager's Application Module – with scripted Leader Materials, Participant Guide and PowerPoint – to support a Manager's reinforcement of their team's skill development, as well as the application to live negotiations after the session.



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