

# THE #1 SECRET TO SUCCESS IN NEGOTIATIONS

PREPARATION  
AND PLANNING



## *How to Strategically Prepare for Any Negotiation*

A SYSTEMATIC,  
TIME-EFFICIENT,  
RESULTS-PRODUCING  
APPROACH

A ONE-DAY SALES SEMINAR FROM **BNS**

# HOW TO STRATEGICALLY PREPARE FOR ANY NEGOTIATION

## A THREE-PHASED, TIME-TESTED APPROACH

Planning Grid – Complete

Rank	Negotiable Item	Quote	Mid-Point	Bottom Line
1	Price (per unit)	\$5525	\$5400	\$5250
2	Volume	All Units	All Units	80% of All Units
3	Service (labor)	6 Months Free \$1000/unit per year	9 Months Free \$950/unit per year	12 Months Free \$900/unit per year
4	Contract Length	3 Years	2.5 Years	2 Years
5	Freight	Buyer Pays	Split	Seller Pays
6	Terms	3% 15 Net 30	1% 10 Net 30	1% 10 Net 45
7	Warranty (parts)	12 Months	18 Months	24 Months
8	Delivery	6 Weeks	5 Weeks	4 Weeks

### PHASE 2 – THE PREPARATION AND PLANNING WORKSHEET

It's only an 8 1/2" x 11" sheet of paper, but our clients tell us it is one of the most powerful tools they have in preparing for a negotiation.

Some companies use it as a blueprint to help them build their negotiating strategy. Others use it as a checklist to make sure they have considered each vital area of the planning process.

In most companies where we've implemented this course, sales managers REQUIRE negotiators or negotiating teams to present their Planning Grid and Preparation Worksheet to them previous to critical negotiations.

### PHASE 1 – THE NEGOTIATION PLANNING GRID

The Planning Grid is really your “definition of success” for the negotiation.

It includes:

1. A list of all the items being negotiated
2. A ranking of the negotiable items in order of importance
3. The development of the “aim high” quote
4. The establishment of a bottom line for each negotiable item
5. The determination of a mid-point for each item

### SKILL-BUILDING

In addition to demonstrating how to develop the Grid, this session is a skill-building seminar in which participants actually develop a Grid. The class is divided into teams of 4-6 people, and using a case study, applies the 5 steps to complete a Negotiation Planning Grid. Then all teams return to the large group to outline and explain the reasons for the various positions on their Grid.

### PREPARATION AND PLANNING WORKSHEET

#### STEP 1 – Pre-Negotiation Fact Finding

- What are the questions that you need answers to PREVIOUS to the formal negotiation?
- What information or documentation will you need to take with you to the negotiation?

#### STEP 2 – Leverage

- What are your sources of leverage and how do you rank them (strongest through weakest)?
- What are the customer's sources of leverage and how will you deal with each of them?

#### STEP 3 – Comparison of your Planning Grid to the Perceived Seller's Planning Grid

Rank	Seller's Grid	Rank	Perceived Buyer's Grid
1		1	
2		2	
3		3	
4		4	
5		5	

Looking at the two grids:

- Do any additional sources of leverage occur to you?
- Do you see any potential trade-offs?

#### STEP 4 – Trade-Offs

- What do you see as potential trade-offs in this negotiation?
- Are there trade-offs that would have a high value to the customer—but a low cost to you?

#### STEP 5 – Critical Opening Minutes

- Who will play what roles?

ADDITIONAL “TAKE AWAY”

*Participants learn specifically how professional buyers are taught to prepare for and begin any negotiation.*



# HOW TO STRATEGICALLY PREPARE FOR ANY NEGOTIATION

## A THREE-PHASED, TIME-TESTED APPROACH

### SKILL-BUILDING

As in Phase 1 (the Planning Grid), this is again a skill-building exercise. The class divides into the same small group teams as it did in Phase 1 and then applies the Preparation and Planning Worksheet to the same case study. After the small group work is complete, the teams return to the large group to explain their findings and conclusions for each of the 5 steps of the Worksheet.

### PHASE 3 – REHEARSAL

For critical negotiations, this third phase, rehearsal, is a key element of success.

The course demonstrates how Rehearsal and Role-Play help to:

1. Seek out in advance what the other party might say so you have time to prepare the “right thing to say at the right time.”
2. See how your negotiators perform as a team.
3. Help your support people to understand the context of their roles – what to say and not say.
4. Understand why and how to rehearse if you’re negotiating as an individual rather than a team.

### SPECIAL SECTION – HOW TO FIND TIME TO REHEARSE

#### BEGINNING THE NEGOTIATION

This section is a vital ingredient in enabling individuals and/or teams to find the time to rehearse.

If there is a “time crunch” in which role-playing the entire negotiation is out of the question, role-playing the critical opening minutes can still provide significant results for any team or individual.

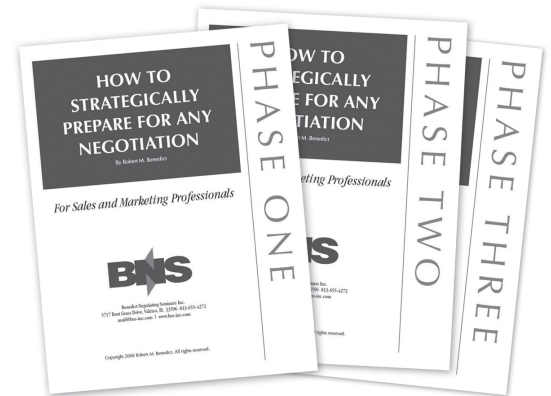
This section shows how and why.

### SKILL-BUILDING

The course enables participants to do a short but effective role-play of the opening minutes of the negotiation using the case study they have been working on throughout the day.

### CONCLUSION

This 1-Day Course provides participants with the opportunity to learn and implement a 3-phased, systematic, time-efficient approach to Preparation and Planning that they can use for the rest of their negotiating career.



*There are significant “take aways” for participants, documenting each phase of the Negotiation Preparation.*

## WHO SHOULD ATTEND?

1. **Anyone in sales who negotiates with customers.**
2. **Support people** – This is an excellent opportunity for support people to understand their important role in the negotiating process (it does not teach them how to negotiate, it teaches them how to professionally prepare for the negotiation – and a context for their role on the team).
3. **Sales management** – This fast-paced 1-Day Session enables sales management to understand the Preparation and Planning System being taught to their people. Once managers begin to request the Planning Grid and Preparation Worksheet from negotiators previous to the negotiation, the Preparation Process will start to become culture in your company. In addition, the meeting between managers and negotiators to discuss the Grid and Worksheet provides shared expectations about the outcome of the negotiation and a tremendous “forum for discussion” about any up-coming negotiation.
4. **Negotiating teams who are preparing for a specific negotiation.**

## About The Author



Since 1984, Robert M. Benedict has taught his Real World Negotiating™ Seminar to over 25,000 purchasing, engineering, and sales professionals for some of the world's largest corporations. He has also trained other trainers to implement his negotiation courses and they now serve as consultants for Benedict

Negotiating Seminars – teaching his course not only in North America, but also in Europe, Asia, the Middle East, South America, and Australia.

He has received public recognition from the Jaycees in being named one of Minnesota's Ten Outstanding Young Men and by the Sun Newspapers as Metropolitan Man of the Year. He has also been covered nationally by the Reader's Digest and ABC-TV.

Mr. Benedict's background includes being elected mayor of Minnesota's third largest city (Bloomington) at age 23. Two years later he was re-elected by the largest majority in the city's history. At age 26, he was elected as one of the youngest members of the Minnesota State Senate.

After not seeking re-election, Benedict was named at age 30 as Vice President and Division General Manager at National Computer Systems. Today he focuses his energies and expertise, as he has for many years, on the teaching of negotiation skills – while serving as President of Benedict Negotiating Seminars, Inc.



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## What Clients Say About BNS Training

*What we have considered an acceptable level of discount for years has improved by better than 50% as a direct result of your training course.*

—Donald C. Dickson, VP/Sales Operations, Computer Industry

*I was (reluctantly) enrolled in Benedict's Negotiation Seminar by my company. What a watershed event in my professional life! In the two years since attending, I have been the direct principle in the sale to two international customers, the value of these sales exceeding \$250 million. These results were a dramatic change from my previous performance. The seminar, especially the emphasis on team preparation for negotiation, has been a fundamental contributor to my personal success.*

—Paul R. Davis, VP/Marketing, Aerospace Industry

*What made the seminar especially valuable was the unique opportunity to see the negotiation process from the purchasing side of the desk as well as the sales perspective.*

—David Gray, VP/Sales Food Industry

*Based on the feedback from our field sales account managers, product managers, and contract administrators, Benedict's negotiating seminar has had a powerful effect. The skills are being applied and the results have been extremely successful.*

—Douglas J. Ripley, Manager/Training & Development, Telecommunications Industry

*Our company has used Benedict Negotiating Seminars since 1994. During our association, over 500 people globally have been trained. Unanimously, the participants have proclaimed Benedict negotiating training the single best training program every offered by our company.*

—George Kralovich, Director/Global Sales, Automotive Industry

*For seminar specific literature call 877.221.2805*