

# Negotiating for maximum impact.

Training by:



# Negotiating for maximum impact

Investment in negotiation competence and direct results.

Although most people tend to spend only a small portion of their time negotiating, the results of those negotiations are often crucial to their own success and the success of the organization. Yet surprisingly, most companies do have not standards when it comes to negotiation preparation and execution. This often results in inadequate negotiation preparation and a high level of uncertainty among their negotiators, as they are unsure about the expectations placed upon them. Logically this leads to undesirable, suboptimal results.

## **Training for Transformation**

With a wealth of experience in training and coaching Procurement and Sales teams within blue-chip corporations like Philips and Randstad, our courses are meticulously crafted to deliver a structured negotiation methodology. This versatile approach can be effectively employed in various negotiation scenarios, serving as the cornerstone for achieving exceptional negotiation outcomes.

The synergy of numerous real-world examples and engaging negotiation exercises guarantees sustained engagement. However, this isn't a mere feel-good workshop where the initial rush of dopamine and endorphins fades, leaving participants unchanged in their usual approaches. Our training materials and templates are directly actionable in your daily operations, yielding results that will leave you craving for more.

## **Investing in People and Performance**

Invest in our negotiation training to enhance your team's skills and boost your negotiation outcomes.



# Negotiation Navigators

## Who we are.

Negotiation Navigators was founded by Reinout de Schepper who before starting Negotiation Navigators, was co-responsible for setting up the 'Negotiation Excellence' team at Philips Procurement. He trained >250 Procurement professionals and coached them on several hundred negotiations in various services, bill of material negotiations and finished goods negotiations. Setting up competitive negotiations himself, he consistently more than **tripled the negotiation targets** set.

At Randstad Sourceright he, next to heading up the European Sales organization he set up another 'Negotiation Excellence' team, this time for the Sales side of the table. He and his team, successfully trained >545 individuals & coached cross-functional teams on how to **maximize margins and win rates** in new sales and contract prolongations.

In 2023, he founded Negotiation Navigators, where together with a flexible layer of committed freelancers navigates clients **towards break-through negotiation successes**.

We're of our international cooperation with leading brands in a variety of different markets.



*Reinout de Schepper*



# The training agenda

Combining theory and practice.

## Agenda

1.	<b>Value creation</b>	Value creation before value distribution.
2.	<b>Information</b>	Information collection and management.
3.	<b>Analysis</b>	Negotiation power, tradeables and commitment.
4.	<b>Storyline</b>	The negotiation script, concessions and argumentation.
5.	<b>The negotiation</b>	Useful techniques and pitfalls to avoid.
6.	<b>Auctions</b>	Important auction mechanisms & their underlying rules.
7.	<b>Award ceremony</b>	The winners of the training tournament.

## Delivery methods

- 2-day face to face event.
- Alternatively: 5 x 2.5-hour virtual sessions.

The following pages provide more information on the various chapters.

# Value creation before value distribution.

The importance of coordination between buyers and sellers.

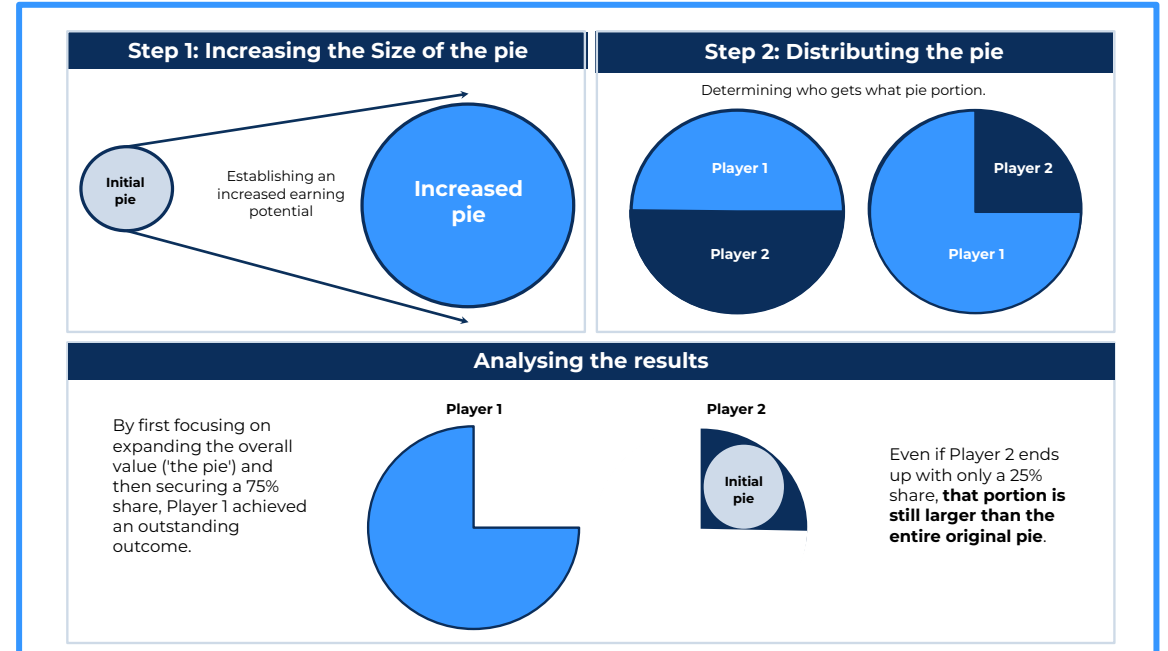
We will open this chapter by discussing the importance of increasing the size of the pie before discussing its distribution.

Unfortunately, this part of the negotiation process is oftentimes overlooked as many negotiators fall into the trap of launching straight into a competitive mode, resulting in undiscovered opportunities to increase the so called 'pool of profit'. They overlook a key element that could be a game changer:

## Understanding the underlying interests of the other party.

Instead of entrenching themselves in their positions, effective negotiators take the time to explore what really matters to their counterpart. This not only opens the door to creative problem-solving but also often leads to outcomes that are more satisfying for all parties involved.

After all, securing a smaller slice of a much larger pie could be far more rewarding than winning a larger piece of a tiny one.



# Information management

## Strategies for information gathering and building negotiation position.

Via a combination of negotiation games and theory, the participants will learn that knowledge truly is power and that they should therefore hold 2 rules of thumb close to their heart:

- 1. Never disclose anything** about your own interests and targets, unless it puts you in a better position.
- 2. Collect everything you can** get your hands on regarding the interests of different supplier stakeholders involved, their targets, incentives, their business and so on.

We will equip the teams with different tools to enhance their ability to get their hands on those game-changers in a negotiation; **Questioning techniques, Tactical Empathy, Perspective Taking Ability** and **Personality Profiling (using AI)**.

We also introduce the **negotiation guide** as the central document guiding you (and any stakeholder) through the negotiation preparation.

The collage consists of four overlapping slides:

- Information management:** A slide with two columns: 'OUR information' and 'THEIR information'. Under 'OUR information', it says 'Own information: Never disclose own interests, Identify what information to share, Consider trading information.' Under 'THEIR information', it says 'Other players' information'. A note at the bottom says 'Be cautious with what you hear'.
- How to collect information:** A slide titled 'The art of asking questions' with three boxes: 'Informative: Think about the specific goal you want to achieve', 'ONE question at a time: Otherwise only one part of the question is answered', and 'Short, precise: And easy to understand'.
- How to collect information:** A slide titled 'Tactical empathy' with a table:
 

	mirroring	labeling
do this	<ul style="list-style-type: none"> <li>Repeat 1-3 last words of the other person.</li> <li>After mirror, be silent!</li> </ul>	<ul style="list-style-type: none"> <li>Step 1: Being aware of your counterpart's emotions.</li> <li>Step 2: Label them via "It seems like", "It sounds like", "It looks like".</li> </ul>
effect	<ul style="list-style-type: none"> <li>Makes counterpart feel listened, encouraged, informed, diverse.</li> </ul>	<ul style="list-style-type: none"> <li>Triggers contemplation.</li> </ul>

 A note says 'Use them together: 1) mirror to grasp emotions, 2) label'.
- Tailoring your approach:** A slide with a table of 'Do's and don'ts' for Communication, Presentation style, Negotiation, and Don't.
 

	D-dominance	I-influence	S-steadiness	C-conscientiousness
Communication	Don't initiate small talk. Direct, straight-forward.	Engage actively in small talk. Casual, expressive. Positive momentum & excitement for future.	Engage actively in small talk. Calm, friendly, genuine way.	Don't initiate small talk. Businesslike, fact-based, serious.
Presentation style	High level and to the point. Efficient, brief and clear. Emphasize results and bottom line, don't go into too much detail. Focus on advantages & challenges.	High level. Interesting, conceptual ideas. Let them share thoughts. Focus on the experience & emotional impact. Impact on people around them.	Prepare & share agenda. Explain details to the point they feel secure. Explain impact on people. Focus on consequences & predictability.	Support arguments with facts & details. Clearly demonstrate your expertise. Focus on solution & service. Provide formulas, calculations, visuals.
Negotiation	Provide total pricing early (without too many details). Allow room to negotiate. Compare pricing to competitors. Show what's in it for them in the future.	Share pricing verbally first, then write it down without much focus on logic behind. Show testimonials & social proof.	Share individual components first, then total cost. Allow space & control ("where do you want to go from here?"). Stress security & trigger loss aversion. Provide options for long term commitment. Offer to review & policies.	First, explain logic of cost, then clear breakdown of details and specific pricing. Justifiable reasoning. Outline terms & conditions. Minimize risk for them.
Don't	Give in easily if they push. Be selective, precise. Bounce between topics. Give opinions no options.	Let them talk too much. Make them conform to process. Be too analytical, skeptical, inflexible.	Lead, emotional pitch. Shallow on facts. Too many decisions to make. Be too pushy or aggressive. Much focus on competitors. Try to close too fast / pressure.	Lead, emotional pitch. Shallow on facts. Overpromise and underdeliver. Throw out ballpark numbers.

# Analysis

Effectively assessing and utilizing your negotiation position.

We start with a game to demonstrate the significance of a well-prepared BATNA (Best Alternative to Negotiated Agreement) and its stakeholder alignment.

We delve into the '**Power matrix**', understanding how to tailor our negotiation approach based on the level of supplier-client dependency. This concept is further explored through the 'commitment-game', revealing the pros and cons of committed negotiations.

Participants will learn strategies to strengthen their negotiation positions. We introduce a negotiation case to examine the use of **tradeables** or 'bargaining chips', emphasizing their valuation in monetary terms for effective mandate setting and trade-off analysis.

Finally, we focus on **target setting**, emphasizing the importance of both a walk-away point and ambitious targets to avoid suboptimal negotiation outcomes.

**Power matrix**  
Understanding your position.

	High	Adaptive position	Relationship position
Supplier dependency on client:	High	Red box	Green box
	Low	Orange box	Blue box

**Not everything is a zero-sum game...**  
... Sometimes both sides can win.

**Positions**  
WHAT you should know  
Your position is so important you have decided to commit.

**Interests / needs**  
WHAT you should know  
Your interests and needs are important to you.

**Creating max value**  
Tradeables.  
Your 'bargaining chips'.  
Increasing the pie creates options for mutual gain.  
They ensure you know the size of the pie.  
Help you in the distribution by showing you how.  
You can trade off topics.

**Size of the pie**  
Buyer's valuation

**Tradeables**  
Step by step

- 1 Brainstorm create inventory
- 2 Importance scores
- 3 Best, fallback, walk away
- 4 Calculation methodology
- 5 Monetization

	Best case	Fallback concession	Walk away worst case
Payment terms	Diff in days * WACC * turnover / 365 * yr. 60 days EOM	€ 50k 45 days EOM	€ 50k 30 days EOM
Services included	Value for installation, transport, warranty, consultation. Level 4	€ 200k Level 2 or 3	€ 650k Level 1
Delivery date	Value saved by being able to move into new office sooner. Asap	€ 100k NA	4 months from now

Translate the value of each concession into euro's and it becomes easy to trade off concessions!

# Storyline

The negotiation script where structure and strategy come together.

This chapter covers four essential elements for crafting negotiation storylines:

- 1. Biases & Message Framing:** Understanding and leveraging biases like anchoring and loss aversion to shape negotiation narratives. We explore how biases influence decision-making and how framing messages as losses or gains can significantly impact negotiation outcomes.
- 2. Concession Management:** Focusing on the Reciprocity effect and the importance of linking concessions to counter-concessions. We introduce the Ackerman system for strategic concession sequencing and sizing, signalling we are reaching our negotiation limits.
- 3. (Counter) Arguments:** Preparing for supplier arguments by anticipating their questions and aligning responses in advance. This section emphasizes the advantage of understanding the supplier's perspective and being prepared for various negotiation scenarios.
- 4. Negotiation Team:** Defining roles within the negotiation team, including the Decision Maker, Observer, and Negotiator, and their respective responsibilities.

Additionally, we **introduce a storyline template** to assist negotiators in customizing their negotiation narrative and stay in control.

The image shows a stack of four overlapping presentation slides, each with a blue border. The top slide is titled 'Storyline' and describes it as 'A structured process of developing a clear and compelling narrative or argument.' The second slide is 'Anchoring', stating 'We think we are in control of our decisions, but often are not.' The third slide is 'Concession management', focusing on 'Playing tradeables' and the 'GIVE' strategy. The bottom slide is 'Negotiation team - Setup & roles', which details the roles of the Decision maker, Observer, and Negotiator.

**Storyline**  
A structured process of developing a clear and compelling narrative or argument.

**Anchoring**  
We think we are in control of our decisions, but often are not.

**Concession management**  
Playing tradeables.

**GIVE**  
Never give something away for free give & take.  
Label your concessions clearly it is costly to you and emphasize benefits for them.  
Define what you want to give/receive per tradeable (use "if, then").  
Concession size medium trigger reciprocity, but larger indicate that there is more to come.

**Visualize**  
Pictures tell more than 1000 words.

Word Picture

**Negotiation team - Setup & roles**

**Decision maker**

- Escalation limit.
- Taking decisions in case of surprises.
- Out of the line of visibility to supplier!

**Observer**

- Observes the goal achievement & tradeables discussed.
- Monitors emotion.
- Direct communication with decision maker.
- Manages the breaks.

**Negotiator**

- Focuses on the communication with the supplier.
- Has the decision power inside the room.

Negotiation Navigators



# The negotiation

## Useful techniques and pitfalls to avoid.

This chapter focuses on **effective negotiation behaviors**, contrasting skilled and average negotiators. It guides your team on impactful strategies like seeking common ground, gathering information, understanding verification, option exploration, emotion labelling, avoiding argument dilution, and steering clear of defend/attack spirals.

We explore vital **negotiation mindsets**:

- **Coordinative**: Essential in the initial phase for expanding negotiation potential and in mutually dependent scenarios.
- **Competitive**: Crucial in the later stages for pie distribution and when supplier dependency is low, emphasizing firmness on content while maintaining respect for individuals.

Additionally, we discuss establishing a strong presence in the first 180 seconds of negotiation and employing techniques like **power-posing** to maintain confidence under stress.

The collage consists of four overlapping presentation slides from 'Negotiation Navigators':

- Slide 1 (top left, page 145):** Titled 'Negotiation Mindset'. It features a table comparing 'Skilled' and 'Average' negotiators based on data from Rackham & Carlisle. The table includes categories like 'Looking for common ground' (38% vs 11%) and 'Seeking information / asking questions' (21.3% vs 9.6%).
- Slide 2 (middle left, page 147):** Titled 'Negotiation The first 180 seconds'. It lists key actions such as 'First impressions matter', 'Set tone and agenda', and 'Open on a positive note & build affiliation'.
- Slide 3 (middle right, page 148):** Titled 'Negotiation Confidence'. It features a photo of a man in a Superman costume and discusses 'Power posing', noting it increases Testosterone and reduces Cortisol.
- Slide 4 (bottom right, page 151):** Titled 'Negotiation Confidence'. It features a photo of Amy Cuddy and discusses 'Watch your posture' and its effects on confidence and hormones.



# Award ceremony

Gamification for an optimal blend of learning, practicing, and fun.

The negotiation training concludes with the announcement of **the winners** of the negotiation competition.

Based on the points accumulated by the participants throughout the competition, we now have the top 3 best participants. This training competition provides a wonderful combination of learning, practicing, and enjoyment!



# Templating

Post-training, participants get ready-to-use templates to immediately apply their new skills.

## DISC guide

Adjusting your style to target audience preferences.

Procurement  
Negotiation guide.

Supplier name:  
Category name:

Author:  
Date:

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## Negotiation guide

Supporting the negotiator throughout the negotiation journey.

### DISC guide

Tailoring your message to the preferred style of your target audience.

	D-dominance	I-influence	S-steadiness	C-conscientiousness
<b>Communication</b>	Don't initiate email talk. Direct, straight-forward.	Engage actively in email talk. Casual, expressive. Positive momentum & excitement for future.	Engage actively in email talk. Calm, friendly, genuine way.	Don't initiate email talk. Businesslike, fact based, serious.
<b>Presentation style</b>	High level and to the point. Efficient, brief and clear. Emphasize results and bottom line, don't get into much detail. Focus on advantages & challenges.	High level, interesting, conceptual ideas. Let them share thoughts. Focus on the experience & emotional impact / impact on people around them.	Prepare & share agenda. Explain details to the point they feel secure. Focus on commitment & predictability.	Support with facts & details. Quickly show your expertise. Focus on solution & service. Formula, calculations, visuals.
<b>Negotiation</b>	Provide total pricing early (without too many details). Allow room to negotiate. Competitor price comparison. Show what's in it for them in the future.	Share pricing verbally first, then write it down without much focus on logic behind. Show "seasonally" social proof.	Share individual components. Allow space & control "where do you want to go from here?" Show security & trigger loss aversion. Provide options for long term commitments. Refer to rules & policies.	First, explain logic of cost, then clear breakdown of details and specific pricing. Justifiable reasoning. Outline terms & conditions. Minimize risk for them.
<b>Don't</b>	Give in easily if they push. Be inductive, passive. Bounce between topics. Give options too options.	Let them talk too much. Make them conform to process. Be too analytical, skeptical, inflexible.	Loud, emotional pitch. Shallow on facts. Too many decisions to make. Be pushy or aggressive. Much focus on competitors. Try to close too fast / pressure.	Loud, emotional pitch. Shallow on facts. Overpromises and underdelivers. Throw out ballpark numbers.

## Storyline template

Pick and choose from our focal point, facts, summary and request templates.

### Tradeables

Calculating the value of each possible concession.

	Best case	Fallback	Walk away
<b>Payment terms</b>	90 days EOM	60 days EOM	30 days EOM
<b>Transport cost</b>	\$ 6k (supplier)	\$ 8k (supplier)	\$ 8k (buyer)
<b>Delivery time</b>	15 days	30 days	45 days

Translate the value of each concession into USD and it becomes easy to trade off concessions!

## Tradeables

Defining & monetizing entry, fallback & walk aways.

### Storyline template

Introduction purpose of call set score.

Focal point: Your share in this category has been declining.

Request: and we are further consolidating suppliers.

Request: you are not competitive in your role.

Request: And we found outliers that require correction.

Request: and I will give you access to new business.

Request: Adjust your pricing and performance.

Request: We see an improvement potential of 10%.

Request: Key cost drivers decrease.

Action plan & schedule.

# Commercial conditions

- 1. Price per participant:** €1.500 excluding VAT, €1.815 including VAT.
- 2. Payment:** The training must be paid in advance, no later than 10 days before the start of the training, to bank account NL22 RABO 0357 7591 33 in the name of Negotiation Navigators. Please include the participant's name in the payment description.
- 3. Cancellation Policy:** The customer has the right to cancel services by written notice. The following cancellation fees apply:

Cancellation timing	Fee
> 10 weeks	0%
5-10 weeks	50%
0-5 weeks	100%

- 4. Confidentiality:** All exchanged information must be treated confidentially, except for information that is publicly available or already known to the receiving party. Customer agrees to be mentioned on the Negotiation Navigators website & in Marketing messaging.
- 5. Intellectual Property:** All materials, tools, and techniques developed or used by Negotiation Navigators remain intellectual property. The customer has a non-exclusive, non-transferable license to use them for internal purposes.

# Training sessions

Session	Language	Dates	Location
1	English	16-17 Jan	Eschborn (GE)
2	Dutch	13-14 Feb	Eindhoven (NL)
3	English	6-7 March	Seattle (US)
4	Dutch	26-27 March	Arnhem (NL)
5	English	19-20 June	Eindhoven (NL)
6	Dutch	4-5 July	Amsterdam (NL)
7	Dutch	30-31 July	Eindhoven (NL)
8	English	1-2 Aug	Amsterdam (NL)
9	Dutch	21-22 Aug	Eindhoven (NL)
10	Dutch	10-11 Sept	Groningen (NL)
11	English	17-18 Sept	Eindhoven (NL)
12	Dutch	1-2 Oct	Amsterdam (NL)
13	Dutch	7-8 Oct	Eindhoven (NL)
14	English	16-17 Oct	Amsterdam (NL)
15	Dutch	4-5 Nov	Eindhoven (NL)
16	Dutch	11-12 Nov	Amsterdam (NL)

Should you be interested in in-company training options, please reach let us know via [Reinout.de.schepper@negotiationnavigators.com](mailto:Reinout.de.schepper@negotiationnavigators.com).

# What clients say.



**Joe Pendergast, Real Estate, Procurement & Energy, Americas Philips**

"Reinout's expertise led to over 26 million euros in savings, showcasing his exceptional negotiation skills."



**Hugo Sparidans, Chief Procurement Officer Versuni**

"Knowledgeable, structured and determined are his key ingredients for success. He delivers !"



**Ali Murat Dagli, Supply Chain & Procurement Leader**

"Reinout is a true expert in the field with profound knowledge of negotiation strategies."



**Paul Vincent, Randstad head of Global Services Procurement**

"Reinout's bilateral negotiation training is outstanding and highly recommended."



**Michel Bons,, Category Manager Sourcing & Contracting at SABIC**

"The best and most complete training I have experienced in the commercial field."



**Andrea Franco, Strategy Leader, ASML**

"Reinout consistently helped save tens of millions of euros, improving quality and commercial conditions."



**Michael Smith, Board Member Randstad**

" I'd highly recommend working with Reinout on any topics around commercial negotiation."



**Frank Dingen, Experienced Business Leader in Procurement**

"Reinout was Instrumental in establishing and succeeding in Negotiation Excellence at Philips."



**Rachid Schmitz, CEO Straight-line Leadership**

"With Reinout, every negotiation is a masterclass."

# Ready to up your Negotiation game?

## Reach out!



[www.negotiationnavigators.com](http://www.negotiationnavigators.com)



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