

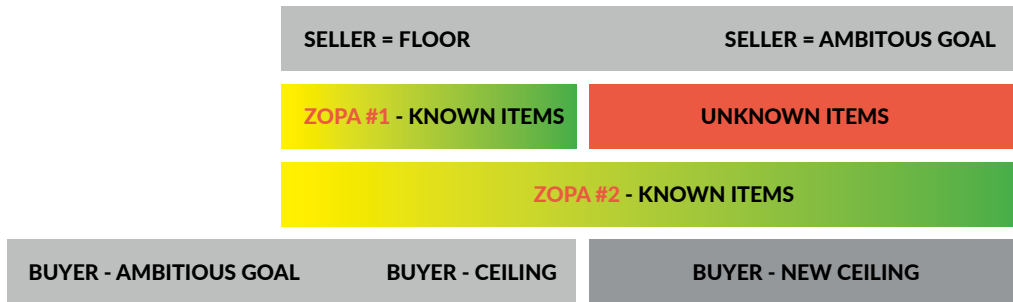


NEGOTIATE MORE AMBITIOUSLY*

In your last negotiation, how many items were you negotiating? If you say "duh...price" you have already failed. When we negotiate solely on price, we are "one item negotiators" and this leaves us no ability to create a larger pie and thereby provide more value to our clients AND claim more of that value for ourselves. As sellers, we must become collectors of items by asking lots of questions and then listening in order to identify as many items of value as we possibly can throughout our sales process. Why? Because more items expands the pie and creates value. The purpose of this tool is to help you create and then claim more value through better preparation and a more ambitious starting point for all of your negotiations.

CREATE VALUE

Collect at least 15 items that your client values about your solution, your company, your network and you. If this is a challenge, go back to discovery and ask more questions about your client's most critical needs. Ask colleagues what your company's other clients typically value most. For as many of these items as possible, assign a dollar value to each item. What you are doing is expanding the "zone of possible agreement" (ZOPA).



Value of items being negotiated

1. _____ \$	6. _____ \$	11. _____ \$
2. _____ \$	7. _____ \$	12. _____ \$
3. _____ \$	8. _____ \$	13. _____ \$
4. _____ \$	9. _____ \$	14. _____ \$
5. _____ \$	10. _____ \$	15. _____ \$

CLAIM VALUE

You have now expanded the pie by identifying at least 15 items that the client values. The hard work here is making sure that you are truly differentiated on as many of these items as possible. In other words, if your client does not do business with you, they will be either unable to get those items from elsewhere, or those items will be harder to source. Add these items together and then add a premium on top of that cumulative value. This premium should reflect the cost of your client having to cobble all of these hard-to-source items from other providers. Add all of the items plus the premium and you now have moved ZOPA #1 to ZOPA #2. This establishes the ambitious goal for your negotiation.

RULES OF ENGAGEMENT

- If you are only negotiating price, you've already failed
- Never establish your goal for the negotiation based on prior proposals or "how we've always done it"
- Be ambitious, not crazy
- In order to be ambitious, ask, listen and identify as many items of value as possible
- Make sure to "go first" by stating your ambitious goal as early as possible and thereby creating an anchor for the negotiation

*Based on the fantastic research and teaching of Dr. Victoria Medvec in her book; "Negotiate Without Fear"