VIDEO TREATMENT

TITLE

Negotiating for the Win/Win

TOPIC

Negotiating Skills

OBJECTIVE/PURPOSE

Follow three sales professionals as they prepare for a negotiation, negotiate with a customer and follow through on an agreement. One of the three (the principled negotiator) will ultimately win the business.

TARGET AUDIENCE

Health insurance company sales force

VIDEO SEGMENTS

1. Negotiating styles overview
2. Introduction to the mutual gains approach
3. Preparing to negotiate (3 styles)
4. Using win/win negotiation best practices and watching for pitfalls
5. Using win/win negotiation best practices and watching for pitfalls – hard negotiator
6. Using win/win negotiation best practices and watching for pitfalls – principled negotiator
7. Negotiation follow through (3 styles)
8. Negotiation debrief – who wins the business and why

TALENT/CHARACTERS

We are proposing to use four sales people to role play the customer role and the three styles of sales people. A voice over narrator will be used for the two overview segments and possibly for transition statements. We can change these roles but tentatively our sales people characters are:

- Customer – Robert
- Soft Negotiator – Julia
- Hard Negotiator – John
- Principled Negotiator – Chris
- Voice-over narrator: TBD T&D talent

LOCATION(S)

- Robert's office – has a door, walls that are not white, IT/tech boxes strewn about, large binders with training manuals, has a laptop with docking station and a monitor, perhaps a college degree framed on the wall, not a lot of personal items, a techie-office
- Chris's office – a cube, neat with a few client gifts on display (calendar, baseball cap, family photos framed on display, she works with a bluetooth headphone, very organized, membership in chamber of commerce framed on the wall, (other memberships?), incandescent lighting rather than fluorescent (little lamps?)
- John's office – Office with a door (non-white walls), LOTS of files in various stacks, also directories/yellow pages/reference books, a few awards on the shelves, clutter, old school
- Julia's office – a cube, framed photos from Peace Corp in Panama, framed thank you letter from the hospice, Lance Armstrong calendar?, Boston Celtics or Chicago Bulls sports pennant, other "people" photos in smaller frames (at sales meeting? With friends?)
- Robert's conference room – should be small, non white walls, round table with three chairs, artwork that we can lower or swap out for the shoot

STYLE(S)

Pseudo-documentary

TONE(S)

Matter-of-fact

CREATIVE TREATMENT:

Each of these video segments will be shot as though the sales people are "real" sales people. During the shooting, the talent will be given bullet points of content they should make sure to include during the negotiation. The guided pseudo-documentary process means that our sales people/talent will be guided in information they should convey, but the scenario/role play will be largely in their own words.

The final script will be delivered after the role plays have been shot, so the final script can accurately reflect what was actually said. It will be edited for time and content. Voice over narration may be added as needed to condense time.

1. NEGOTIATING STYLES OVERVIEW (ESTIMATED 2-3 MINUTES)

We will meet the three sales people in their offices in an interview format. We begin to learn about their negotiation styles by learning about them, their background, what makes them tick, and what they feel has worked for them in the past during negotiations.

We will meld Robert (the potential customer), Julia, John and Chris's real life with their pseudo life being created for training purposes. For example, when Julia says he is the middle child in a family of five, we could see a real life photo of Julia with four adults (who may or may not be his real life siblings). Or when Chris says she learned a lot about negotiating by sharing experiences with colleagues at a sales meeting, we see a real life photo of Chris at a health insurance company sales meeting.

Each of the participants will be asked to furnish photos (no rush, we can scan them) that will add a sense of reality to our pseudo documentary.

MEET THE POTENTIAL CUSTOMER.

Robert: the CEO of Security Installers Inc. The company has a nationwide network of service partners and technicians that are locally based but centrally managed. The company provides the design, installation, testing and certification of infrastructure cabling for stores in shopping malls across the country. Simply put, their major product and service is to install the door scanners that prevent shoplifters from making off with the goods.

The company has 6 employees locally, but has grown from 80 installers to 200 installers nationwide. Their current provider is BCBS. Since he has more than doubled the number of installers, and they work all over the U.S., Robert thought it was a good time to get some bids on healthcare.

MEET THE SALES PEOPLE.

Each of the sale people will answer the (fictitious) interview questions:

Tell us something about your background in your sales role.

Tell us about your personal background/family life.

How did you hear about the Security Installers Inc. opportunity?

Soft Negotiator: Julia has been with Best Insurance for 18 years. He's the middle child in a family of five, and is not a big fan of conflict. He self-describes his style "walk softly and carry a big dose of friendship." He got into sales because he's easy going and gets along with people and is truly interested in putting together a win/win deal for his clients. He says that he heard about the opportunity with Security Installers Inc. via word of mouth from a workout buddy.

The soft negotiator characteristics we learn about [we can add more if needed] are:

- He is well liked by customers/brokers/consultants
- Relationships come first
- He avoids conflict / insists on agreement

Hard Negotiator: John has been with U.S. Insurance for 3 years and prior to that she was in pharmaceutical sales. When the drug she was selling was recalled, she looked elsewhere for opportunities. Her favorite TV show is *House* and she agrees with his statement "everybody lies." She believes that potential clients tell you what they want from you, but they always hold something back. Her job is to dig to find out what the clients really want, not just what they say they want. She is the oldest sibling. She used to be a competitive swimmer/diver/track star and is not afraid of putting herself out there. She spotted the Security Installer's Inc. opportunity because she was scouring the help wanted pages and saw they were hiring multiple positions.

The hard negotiator characteristics we learn about [we can add more if needed] are:

- Victory is important
- Distrusts others
- Is hard on people (co-workers as well as potential clients)

Principled Negotiator: Chris has been with Nationwide Healthcare for 8 years when she moved over to sales from underwriting. Her family is a mix of died in the wool Republicans and union Democrats and she is proud of the fact that they can all sit down at a family dinner without fighting. She enjoys working with people and is a chronic volunteer because if you see a problem, you should work to fix it. Her secret hobby is that she is a scrap-booker. She loves the creativity of it, as well as the chance to reflect and take a trip down memory lane. She heard about Security Installers, Inc. opportunity through networking with the local Chamber of Commerce.

The principled negotiator characteristics we learn about [we can add more if needed] are:

- Acts as a problem solver
- Develops multiple answers (creativity a plus?)
- Separates the people from the issues

2. INTRODUCTION TO THE MUTUAL GAINS APPROACH (ESTIMATED 2 MINUTES)

We show cutaway clips of scenes from videos 3-7 to illustrate Prepare, Agree, Implement & Deliver. This can be narrated voice over interspersed with tips from the three sales people.

Tip examples:

- "I always make sure that I'm well prepared before going in to a negotiation."
- "I look for areas where our goals overlap."
- "I make sure I understand my potential client's overall goal – whether that is saving money, improving service or decreasing headaches."
- "I know what the maximum is that I'm willing to give away, and just how far I'll go."

Option: We can show a pre-negotiation call between Robert and the three sales people, as each one uses open ended questions to try and determine an area for mutual gains. Three styles of negotiation preparation (estimated 4-5 minutes).

Robert in his office answers the interview questions below. We will cutaway to snapshots of his stores or employees as needed.

What features and benefits are you happy or unhappy with from your current provider?

What do you look for in a healthcare insurer?

What are some of your "must have" features/benefits and "nice to have" features/benefits?

How important is cost?

THE ANSWERS WE EXPECT TO HEAR ARE:

- His employees are currently happy with the BCBS plan, but Robert needs some cost savings.
- National network of providers is a "must have" because his technicians are all over the U.S.
- All he is looking for at this point is medical.

- He expects an insurer to be responsive to his employees 24/7; they work all over the country, sometimes on off-hour shifts and need help during non-traditional business hours.

- Cost is very important, but he's not giving a ballpark price. He wants to see how they come in on cost.

Each sales person is interviewed in their office. During each of these interviews we can cut away to shots of them preparing the proposal, calling internal colleague for additional information, and conducting office work in general. They answer the following questions:

What differentiates this client from other clients of a similar size?

How have you prepared to negotiate with this prospective customer?

What are you prepared to offer that is unique or specific to this client?

What is your strategy to get to "yes" with the customer?

The answers that we hear will vary according to the type of negotiator. Answers we could hear include:

Julia: Client is a self-made man, so he's used to driving a hard bargain. Might have to give in. I'll try not to give away too much. I just need to get my foot in the door.

John: Client is in a service business and is used to selling service. I'll do the same thing – sell the service we provide and say that service is worth paying for. I know how far I can go and won't go any farther. I've got four more RFPs in the pipeline, so I'm not willing to budge too much.

Chris: Client needs flexibility because his employees are so diverse in terms of age, location, everything. I think I have a mutual goal worked out, but I'll present two options just in case.

We show the Chris doing a full ZOPA, the Soft Negotiator does a partial (his own info only) and the Hard Negotiator doesn't bother.

3. USING WIN/WIN NEGOTIATION BEST PRACTICES AND WATCHING FOR PITFALLS – PRINCIPLED NEGOTIATOR (ESTIMATED 3-4 MINUTES PER NEGOTIATION)

Scenes 3, 4, 5 take place in a conference room at Robert's location. They may need to be introduced via narration – or a simple title screen may work.

ROBERT NEGOTIATES WITH CHRIS.

- Chris sets a mutual goal

- Chris explores mutual options within ZOPA

- Makes two offers

- Does Robert throw in an emotional card?
- Chris is briefly thrown off by Robert's take-it-or-leave-it tactic
- Chris recovers and finds a creative solution
- Robert says something like "That's great Chris. Thanks for your time. I am looking at two other bids, but I promise I'll get back to you by the end of the week."

4. USING WIN/WIN NEGOTIATION BEST PRACTICES AND WATCHING FOR PITFALLS – SOFT NEGOTIATOR (ESTIMATED 3-4 MINUTES)

ROBERT NEGOTIATES WITH JULIA.

- Julia builds trust
- Spends time on the relationship (talk about working out and the mutual connection)
- Makes several concessions
- Gives high-value, low-cost add-ons to Robert
- Julia comes to an apparent agreement with Robert with relative ease
- Robert says something like "That's great Julia. Thanks for your time. I am looking at two other bids, but I promise I'll get back to you by the end of the week."
- They conclude with some workout chit-chat and Julia thinks he has a very good shot of winning the account.

5. USING WIN/WIN NEGOTIATION BEST PRACTICES AND WATCHING FOR PITFALLS – HARD NEGOTIATOR (ESTIMATED 3-4 MINUTES)

ROBERT NEGOTIATES WITH JOHN.

- John Is matter-of fact, focusing on problem
- She skips the chit chat with "You're busy. I'm busy. Why don't we just get down to business?"
- John misses a couple of customer relationships cues when Robert crosses his arms, gives a non-committal response and does not ask many questions
- She stays objective, doesn't allow emotions to come into play
- She catches herself using a sweeten the deal tactic
- John pushes back and gets a tentative commitment when customer uses Authority Limits tactic.

- Robert says something like “This looks good John. Thanks for your time. I am looking at two other bids, but I promise I’ll get back to you by the end of the week.”

6. NEGOTIATION FOLLOW THROUGH (ESTIMATED 4-5 MINUTES)

Recommendation: This scene can be done with voice over and little snippets of scene showing through. For example, we would hear Robert’s voice mail that he leaves with each of the sales people. His question is the same for all three: “My technicians work odd hours and are frequently in an urgent care center on weekends or off hours. I’m concerned about co-pays. Please call me to discuss.”

Each of the three sales people, in an interview format, answers the question:

What are the odds that you got the account? Why or why not?

Chris is at her desk, answering e-mails, reviewing missed calls, and going though to-do list. Sees missed call from Robert and picks up phone right away to call. She takes additional co-pay information from Robert and then calls her Implementation Manager to discuss Robert’s request.

She gives herself a 60/40 chance of getting the account.

Julia is at his desk, answering e-mails, reviewing missed calls, and going though his to-do list. He seems overwhelmed by tasks and looks at a new RFP that’s come in. He gets a phone call during which he tells a co-worker that he’s going to tackle the new RFP first, and then will follow up with Securities installation Inc. towards the end of the week when he isn’t quite so busy.

He gives himself an 80/20 chance of getting the account.

John is at her well organized desk. She is on the phone asking for details regarding an RFP from a new potential client (the same one as Julia received). She does not return Robert’s phone call, but instead sends him an email that clarifies the co-pays for Robert’s technicians. She provides clarification, but does not negotiate further. She dials a colleague and cancels a lunch date because she has to respond to a new RFP. “It’s been a good week. I think I just nailed a new account.”

She gives herself a 70/30 percent chance of getting the account.

7. NEGOTIATION DEBRIEF – WHO WINS THE BUSINESS AND WHY (ESTIMATED 2-3 MINUTES)

Robert picks up the phone and calls the winning sales person. He goes on a bit about why he selected this particular proposal, before the camera view cuts away to a smiling Chris, who has won the account. Chris firms up the commitment by setting up an appointment with Robert and the Implementation Manager.

In a debriefing style we talk to each of the three sales people tells what they think they did well in the negotiation, and what they may have learned.

Julia tells us that he probably:

- Caved too early
- Gave away too much
- Assumed he had the account and didn't follow up promptly
- Next time he will do it differently [need suggestion for this]

John tells us that she probably:

- More concerned about her bottom line that meeting customer needs
- Should not have assumed that a lack of questions meant acceptance of the offer
- Will have more than one option ready next time

Chris tells us:

- She is glad she prepared, got Robert to agree to a mutual gain, implemented and delivered after the negotiation.
- The reasons why Robert selected her proposal
- That the account puts her over the top towards her sales goals for the quarter/year
- That her boss was very pleased and asked her to share the customer negotiation feedback at the next team meeting
- She learned that this negotiation process worked very well for her this time, and she needs to remember to keep doing it.