

Strategic Negotiations - 2 Days

战略谈判 - 2 天

The Concept

When negotiating for a strategic or longer-term value, some of the key concerns negotiators face include:

在为战略或长期项目进行谈判时，谈判者面临的一些关键问题包括：

- Aligning internally before negotiating externally
在对外谈判之前先进行内部思想一致
- Identifying the “Hot Buttons” that the customer would be keen to get
识别客户渴望得到的“热键”
- Conducting a SWOT matrix to ascertain where your competitiveness with regards to the above “Hot Buttons”
进行 SWOT 矩阵，以确定你在上述“热点”方面的竞争力。
- Identifying who are the key influencers to win over in the negotiations
确定谁是谈判中需要争取的关键影响者
- Planning and re-calibrating your negotiations as you progress through multiple rounds
当你在多轮谈判中取得进展时，计划并重新调整你的谈判

Having these concerns in mind, the “**Strategic Negotiations**” programme is created as a result of 1-to-1 coaching with sales people from a variety of industries across 27 cities in Asia, based on the tried-and-proven Chinese military treatise that has been applied to many business situations worldwide.

战略谈判 就是针对对此类问题而开发的课程，它是一门建立在对亚洲 27 个城市各行各业销售人员所进行的“一对一”辅导的实践结果上。

Pre-workshop Preparation

There will be several interviews with key participants to gather actual negotiation cases that will be adapted as role play case studies throughout the workshop. Key stakeholders will then vet and give suggestions on how best to use the cases.

我们在课前将对关键学员进行几次采访，以收集实际的谈判案例，这些案例将被改编为整个工作坊的角色扮演案例。我们也将邀请，主要利益相关者将对如何最好地使用这些案例进行审核并提出建议。

Programme Outline

Time	Day One
9:00 ~ 10:30	<ul style="list-style-type: none">• Check-in: If you are in procurement, list down the challenges you face when negotiating with sales. If you are in sales, list down the challenges you face when negotiating with

procurement
如果您是采购人员，请列出您在与销售人员谈判时面临的挑战。如果你是销售人员，请列出您在与采购部门谈判时面临的挑战

- What is Negotiation?
谈判是什么？
 - o Getting others to give you what you want, by giving them what they want
通过给对方他们想要的东西以让他们给你所要的东西
 - o What exactly do you want? What happens when you can't get what you want? 你要什么?如果得不到会怎样?
 - o What do they want? 对方要的是什么?如果对方得不到优惠怎样?
 - o Key negotiation concepts e.g. BATNA, ZOPA etc.
主要谈判概念，如 BATNA、ZOPA 等。
 - o Exercise 1: Coconut Negotiation
活动 1: 椰子谈判

10:30
□
10:45

Break

10:45
~
12:30

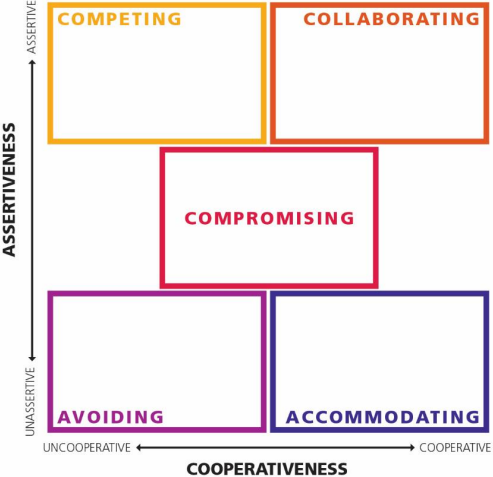
- Know yourself, your negotiating partner and the alternatives
知己知彼，百战不殆
 - o What are the Hot Buttons of the other party?
对方有哪些热键?
 - o How do you compare with the alternatives
你如何与替代品对比
 - o Mapping the strategies needed for to improve your position
如何按照上述分析改善你的谈判情况
- Exercise: Hot Button Competitive Analysis
活动：热键分析

Negotiations Matrix
谈判矩阵

#	Customers' Hot buttons 客户关注热点	Prospect's Weight 比重率	Us 我们	A 对手	B 对手	Discriminator 区别点
1	Specific Experience 相关经验	30	25	20	15	Positive: five identical projects in past year 优点：去年做过5个相同项目
2	Budget 预算	20	5	20	15	Negative: we are bigger, and therefore more expensive 缺点：我们规模大，因此成本较高
3	Familiarity with Manager Named 对相关负责经理的熟悉度、关系程度	20	11	10	9	
4	Ability to Meet Schedule 能否如期完成	30	25	21	15	Positive: our two projects for this client both came in on time 优点：我们为客户做的两个项目都如期交资
TOTAL SCORE 总得分		100	66	71	54	34

- o Group discussion: Based on the cases given, discuss from the perspectives of buyers and sellers and map out your

	<p>negotiations matrix. Compare your conclusions 小组讨论：根据给出的案例，从买方和卖方的角度进行讨论，并绘制谈判矩阵图.比较您的结论</p>
<p>12:30 □ 13:30</p>	<p>Lunch</p>
<p>13:30 ~ 15:00</p>	<ul style="list-style-type: none"> • How to handle objections effectively 如何有效地处理异议 <ul style="list-style-type: none"> o How to say “No” without going into an argument with the other party 如何在不与对方发生争论的前提下跟客户说“不” o 4 steps to resolve objections 化解反对意见的 4 个步骤 o Role plays: What are some major objections you face, and get someone else to resolve them 演练: 你主要面临哪些反对意见，然后让他人来处理 o Know when to walk away politely 知道什么时候应该悄悄走人
<p>15:00 □ 15:15</p>	<p>Break</p>
<p>15:15 ~ 16:30</p>	<ul style="list-style-type: none"> • Negotiation Frameworks: 谈判模型: <ul style="list-style-type: none"> o Using the Kraljic matrix to understand how procurement should categorize different types of sellers 使用 Kraljic 矩阵了解采购应如何满足不同类型卖家的需求 <div style="text-align: center;"> <p>The Kraljic Matrix</p> <p>From "Purchasing Must Become Supply Management" by Peter Kraljic, September 1983. Copyright © 1983 by the Harvard Business School Publishing Corporation; all rights reserved.</p> </div> <ul style="list-style-type: none"> o Discussion for procurement: how do you categorize your sellers? How should you readjust your negotiation strategy? 采购人员讨论：如何对卖家进行分类？你该如何调整你的谈判战略？ o Discussion for sales which category do you think you

	<p>belong to? How should readjust your negotiation strategy? 销售的讨论：你认为自己属于哪一类？应如何重新调整谈判策略？</p>
<p>16:30 ~ 17:00</p>	<ul style="list-style-type: none"> • Day One Wrap Up 第一天总结 • Summary of Key Learning Points 回顾主要学习点 • Prepare for Day Two 做好第二天的准备
	<p>Day Two</p>
<p>9:00 ~ 10:30</p>	<ul style="list-style-type: none"> • Handling Aggressive Negotiating Partners 如何处理咄咄逼人的对手 <ul style="list-style-type: none"> o Handling aggressive negotiations behaviors 如何处理攻击性谈判行为 o Understanding your Thomas Kilmann Instrument conflict management styles 了解你的 Thomas Kilmann Instrument 冲突管理风格  <p>The diagram is a 2x2 matrix with 'ASSERTIVENESS' on the vertical axis (ranging from UNASSERTIVE at the bottom to ASSERTIVE at the top) and 'COOPERATIVENESS' on the horizontal axis (ranging from UNCOOPERATIVE on the left to COOPERATIVE on the right). The four quadrants are: top-left (yellow border) is 'COMPETING', top-right (orange border) is 'COLLABORATING', center (red border) is 'COMPROMISING', and bottom-left (purple border) is 'AVOIDING'. The bottom-right quadrant (blue border) is 'ACCOMMODATING'.</p> <ul style="list-style-type: none"> o Debriefing of pre-work surveys 训前问卷点评
<p>10:30 □ 10:45</p>	<p>Break</p>
<p>10:45 ~ 12:30</p>	<ul style="list-style-type: none"> • Asking Questions in Negotiations (I) 谈判中的提问技巧 (I) <ul style="list-style-type: none"> o Why do you need to ask questions 如何提问以找寻客户的需求 o 5 key questioning techniques to find out hidden needs and gaps 5种提问方式以了解对方的隐藏需求及差距 o Listening to different signals 针对各种信号进行聆听 o Exercise: Making a list of the questions to ask based on the negotiation case study

	<ul style="list-style-type: none"> o 练习：按照案例需求，罗列你的提问清单 • Exercise: Hot Button Competitive Analysis 活动：热键分析
12:30 □ 13:30	Lunch
13:30 ~ 15:00	<ul style="list-style-type: none"> • Negotiating based on the case studies 按照谈判案例进行谈判 o Role Play: Questioning Skills to uncover needs and gaps 角色扮演：提问技巧对练以挖掘需求及差距 o Negotiate based on what you learn from the other party 根据从对方了解到的情况进行谈判 o Debriefing on Questioning role plays 提问演练点评
15:00 □ 15:15	Break
15:15 ~ 16:30	<ul style="list-style-type: none"> • Reflections and dialogues 反思与对话 o In breakout rooms: what are some reflections we have 分组: 我们对于这两天有什么反思 o Moving forward: what are some actions that you will take 展望未来: 你将采取哪些行动
16:30 ~ 17:00	<ul style="list-style-type: none"> • Day Two Wrap Up 第二天总结 • Evaluation 培训反馈

Objectives and Benefits

课程目标和学员收益

By the end of the training programme, you shall be able to:
在本课程结束后，学员将能够：

- 1) Plan and prepare your negotiations for optimal outcomes;
做足准备已获得最优谈判结果
- 2) Use competitive analysis to achieve better negotiation outcomes
利用竞争分析来取得更好的谈判结果;以及
- 3) Influence key customers in a multiple-round negotiations
在多轮谈判中影响、引导关键客户

Methodology

This workshop consists of a lively series of short participative lectures conveyed using plain uncomplicated explanations. Learning will be facilitated through exercises and case studies. Ample seminar materials will be given to participants

so that these will be a constant source of reference to them. Ample time will be allotted for group discussion.

本课程包含一系列生动翔实的参与性讲解，说明和解释通俗易懂，训练和案例贯穿始终，学员还会获得大量的讲座材料，作为日后的常用参考资料。讲座还将为小组讨论作出合理的时间安排。本课程让您能够把所学到的知识立刻运用在工作上。

Who Should Attend

This workshop is designed especially for sales and other people who face unique negotiation challenges in China or Asia, and are looking for practical ways to achieve better negotiating outcomes.

对自己此前所参加的所有谈判培训均感到不尽如人意、期望获得具有实效、切实可行结果的经理及员工。