

## Upcoming Virtual Event:



# Do Better Deals Workshop

Are You Begging or Negotiating?

## DAY 1

Time: 11:00 AM to 3:30 PM EST  
Break 45 minutes between 1:00 PM to 1:45 PM

### Your Challenge

- **Customer Environment—Eight** issues to address, including:
  - Low aspirations
  - Sense of urgency
  - Lack of executive support
- **Vendor Environment—Seven** considerations, including:
  - Highly trained
  - Very motivated
  - Team advantage
- **Relationship Dynamics**
  - Customer objectives
  - Vendor objectives

### The Solution — The Managed Acquisition Process

- **Form Team**
- **Why?**— *Seven reasons, including:*
  - Gains power
  - Reduces second guessing
- **Who?** — Just the people impacted, including representatives from:
  - Finance
  - End users
  - Legal/contracts
  - Senior management
  - Sourcing/procurement
  - Product/service expertise
  - Operational management
  - Others impacted by the deal
- **Structure — Two-tiered:**
  - Two-tiered
    - Advisory Team
    - Table Team

- Team size
- Roles
- Responsibilities
- **Assess Baseline/Marketplace**
  - Assess Baseline
    - Type of project
      - Something new
      - Modifications required
    - Documented successes
    - Areas for improvement
    - Concerns
    - Financial information
    - Business relationships
    - Internal expertise
  - Assess Marketplace
    - Conduct external assessment
    - Issue request for information
      - Benefits
      - Four main sections
    - Conduct additional research—**Six** key ways, including:
      - User groups
      - Research firms
    - Evaluate research
- **Decide: Results or Resources**
  - Contracting for Resources
    - Vendor responsibilities
    - Customer responsibilities
  - Contracting for Results
    - Key concepts
    - Vendor responsibilities
    - Customer responsibilities
    - Management tools

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## DAY 2

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### Collect/Prioritize Objectives

- **Collect Objectives**
  - Who?
  - What?
  - Benefits – **Five** key reasons, including:
    - Improve contractual protections
    - Refine project scope and improve focus
- **Prioritize Objectives**
  - Who?
  - Why?
  - Benefits – **Six** advantages, including:
    - Decide without pressure
    - Establish decision model
  - How?
    - Rate individually
    - Rank as a team

### Prepare Position Paper

- **Why?** — **Four** primary benefits, including:
  - Gain authority
  - Use as game plan
- **Sample Topics – Eight** major categories, including:
  - Negotiation considerations
  - Potential vendors' strengths and weaknesses

### Gain Management Approval

- **Why?**
- **How?**

### Develop Contract/RFP

- **Develop Contract**
  - Benefits — **Seven** advantages to using your contract, including:
    - Improve quality
    - Qualify vendors
  - Objectives — **Six** major goals, including:
    - Fit the transaction
    - Facilitate monitoring and enforcement

- **Enforceability** — Converting “vendorspeak” into meaningful language
- **Contract hierarchy**
  - Philosophy
  - Concepts
  - Details
- **Develop Request for Proposal**
  - Functions
  - Benefits – **Ten** advantages, including:
    - Results in better specifications
    - Proposals are more specific
  - Objectives — **Seven** important goals, including:
    - Increase control
    - Maximize competition
  - Content — **Six** sections, including:
    - General procedures
    - Your contract
- **Conduct Bidders' Conference**
  - What?
  - Who?
    - Customer personnel
    - Representatives from all of the potential vendors
  - Why? — **Eleven** advantages, including:
    - Increases competitive proposals
    - Offers additional clarifying opportunities
    - Reduces incumbent's overconfidence
  - Logistics – **Thirteen** considerations, including:
    - Meeting room size and layout
    - Review and manage the agenda
    - Coordinate arrival of the vendors
- **Evaluate Potential Vendors**
  - Who?
    - Options
    - Considerations
  - What?—**Three** critical concepts
  - How?
    - Selecting a methodology
    - Team orientation and tasks
  - Seven primary steps



## DAY 3

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### Conduct Competitive Negotiations

- **Overview**
  - Multiple vendors in the zone
  - Power shifts over time
- **Top-down negotiations**
- **Guiding principles** — **Twelve** thoughts, including:
  - Negotiate only when you are prepared
  - Don't rely on verbal promises or assurances
  - Competition is your strongest negotiation ally
- **Preparation**
  - Negotiation roles – **Seven** key roles, including
    - Observer
    - Emissary
  - Identifying and maintaining power
  - Developing the negotiation agenda
  - Conducting negotiation simulations
  - Meeting prior to negotiations
- **Ploys and tactics**
  - Offers
  - Counteroffers
  - Aspiration levels
- **Negotiating** – **Twelve** factors for success, including:
  - Strategy implementation
  - Asking questions
  - Linking concessions

### Select Vendor(s)

- **Select one or more vendors**
- **Execute the contract(s)**
- **Notify non-selected vendor(s)**

### Manage Contract/Vendor

- **Manage Contract**
  - Why?— **Six** critical reasons, including:
    - To ensure compliance
    - To enforce our rights
  - Who?
    - Options
    - Key Personnel traits
  - How?— **Ten** important concepts, including:
    - Contract management tools
    - Rolling estoppel
- **Manage Vendor**
  - Why?— **Six** benefits, including:
    - Gain flexibility
    - Improve relationships
  - Who?
    - Options
    - Factors for success
  - How?
    - Define roles
    - Assign duties
    - Select vendors
  - Tasks— **Ten** key concepts, including:
    - Conduct status meetings
    - Develop improvement plans

### Keys to Success

- **Thirteen critical factors, including:**
  - Information
  - Attitude
  - Alternatives
- **The Truths of Contracting**
  - **Ten** important principles to remember, including:
    - If it's not in the contract, it's not in the deal.
    - Contract and relationship management are critical.
    - It is NOT a relationship of trust; it is NOT a partnership.