

NEGOTIATING

with retailers

*‘Control the game,
and determine your own result’*



AccountManagementFMCG
a must for every sales professional

► Negotiating a new contract

Both the manufacturer and the retailer play by the same rules: an extreme opening, flinching, asking for compensation, searching for the 'walk-away point' of the other, opting for a best alternative without agreement etc. But how well do you play the game if both parties are equal to each other in terms of technique? How do you still maximise your own result in this case?

► A great deal is at stake!

There are only a number of parties that determine profit or loss. What if the required price increase is not achieved? What if innovations are not introduced in all stores? What if investments do not lead to the desired results? The process is therefore important and the relationship is key to this. For both parties there is great risk of loss. Maintaining a focus on mutual interests is paramount here.

► Negotiating is emotion!

Practice shows the outcome of the annual contract negotiations is often strongly influenced by emotions. The fear of losing is usually key in decision-making. This is understandable given that both parties have to continue to work with one another after the negotiation. So this makes annual contract negotiations a great deal more challenging than 'transactional' negotiations.

CONCLUSION: standard negotiating skills are not sufficient to survive at this level. This is also taking account of the fact the retailer has often had the same training and therefore also adopts an extreme opening position in the negotiation by default.

► The 4 core competences of negotiating

Our programmes focus on the four core competences of negotiating with retailers:



4) Mindset

What is the attitude you adopt entering into the negotiation? Fear of losing? Or are you fully convinced of your own proposal and added value?

Training and coaching geared towards practice

Every year, we offer our business contacts a number of programmes enabling them to maximise their results from the annual contract negotiations in the form of training, coaching and consultancy. Below you will find an overview of our programmes, which vary from training basic skills to full assistance with annual contract negotiations in practice.

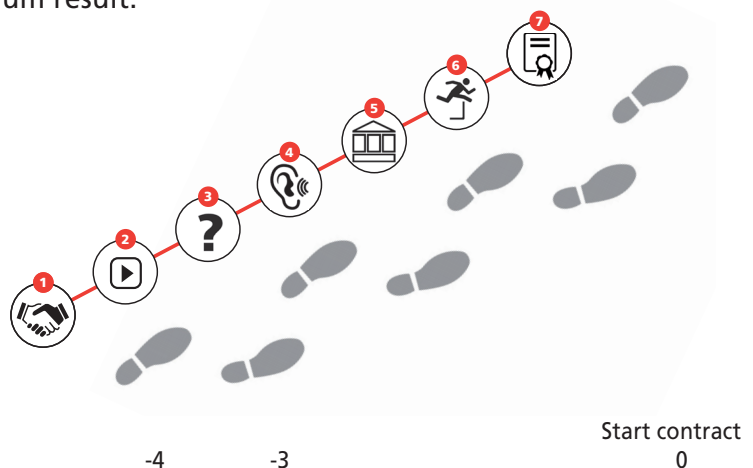
► 1. Kick-off session: towards the playing field in 7 steps

What: A customised in-company programme where participants develop a complete storyline with opening bid and the accompanying process steps during the training programme.

Why: Because a successful deal starts with a sharp vision of the various process steps to achieve maximum result.

Topics:

1. Climate control
2. Effective opening
3. Agenda
4. Evaluation of the past year
5. Message house
6. Common goal
7. Opening bid



Format: A two-day session.

Timing: months

► 2. Deep Dive Sessions

What: Custom-made sessions of approximately 3 hours in which the tactics to be deployed are practised in a specific way via practical simulations.

Why: Because practising the real conversation generates a great deal of information about tactics and the effect of somebody's communication style. Dealing with 'push back' will be practised as well.



Topics:

1. Structure of the presentation
2. Tactics
3. Body language
4. Mindset

Format: A morning or afternoon session.

Timing: months

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► 3. From A to Z

What: Individual coaching aimed on making the annual deal with one account a reality.



Why: The value of an annual deal runs into the millions. Continuous back-up, training, coaching and sound-boarding are possible in order to maximise the result from the negotiation. Until the contract is signed!

Topics:

1. Preparation
2. Tactics
3. Communication
4. Psychology and mind-set

Format: This depends on the situation. Morning or afternoon sessions, discussions in the interim, one-to-one training, consultation via e-mail and telephone.

Timing: months

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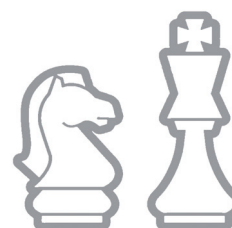


Programmes in the field of skills

In addition to customised assistance focused on closing deals, we also offer the training programmes below in order to be able to train the competences required.

► 1. Basic skills: The Negotiator

A two-day session with training on the fundamentals of negotiating. This is a good 'warm-up' to the annual contract negotiations and will bring the new people in the team to the desired level at the same time. After the training programme, everybody will be able to start with the preparations of the negotiation.



Topics:

1. What is negotiating?
2. Exchanging variables
3. The basic rules
4. Your opening bid
5. Practising at the table

Format: A two-day session. Consecutive or split with approximately two weeks in the interim.

Timing: months

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► 2. Preparation tool: The Dealmaker

A digital tool to prepare for the annual contract negotiations in a structured way.

Topics:

1. Negotiating objective
2. What drivers with what value?
3. Develop a message house
4. What investments with what variables?
5. Opening bid
6. Follow-up steps
7. Your alternative
8. Checklist

Format: A one-day session focused on the ability to work with the tool in the individual preparation.

Timing: months

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► 3. Quick Wins

Short, powerful 'pressure cooker' sessions in the morning or afternoon where one specific skill is practised in a focused way. We have developed QuickWin sessions for the following topics:

3.1 A positive 'No'

How do you convert 'extreme demands' into a constructive solution where the climate and the relationship are maintained?

3.2 Verbal judo

How do you deal with an 'ultra-tough' purchaser? How do you avoid being intimidated by a threatening counterparty? How do you deal with an 'angry' negotiator? With 'verbal judo' you will learn how to distinguish various styles and you are handed specific tools to deal with them.



3.3 Climate Control

How do you create a constructive climate? How do you create an atmosphere of trust where there is willingness to seek solutions? How do you steer clear of counterproductive comments such as 'I hear what you say'?



3.4 Power statements

Certain views and principles require clear and powerful phrasing. What principles do you want to phrase in a clear way?



3.5 Dirty tricks

Learn how to recognise the 'dirty tricks'. And even more importantly: learn how to deal with them in an appropriate way!



Format: Morning or afternoon sessions.

Timing: months

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Advanced skills: psychology during negotiations

For everyone who has participated in the annual contract negotiations before, and therefore has sufficient command of the basics. What techniques from psychology can you use to be able to negotiate 'in the head of your counterpart'?

► 1. Never split the difference



Inspired by this book by Cris Voss, among others, a former negotiator with the FBI who specialises in 'hostage-taking negotiations'.

What: A session in which you are taught to negotiate using a number of techniques from psychology.

Why: Having an understanding of the deeper motivations behind a negotiation will provide you with an enormous advantage and tools enabling you to actually remain in control.

Topics:

1. Creating 'rapport'
2. The 'what' and 'how' questions
3. Unconscious reflexes
4. The need for 'fairness'
5. Negotiating on the 'undercurrent'

Format: A session divided over two days.

Timing: months

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► 2. Dealing with dominant-aggressive behaviour

Aggressive behaviours may sometimes be consciously used by the other party to influence the 'Balance of Power'. Sometimes there may be emotions with the other party based on frustration and powerlessness. In this session, you will be taught how to recognise this and consequently deal with it appropriately.



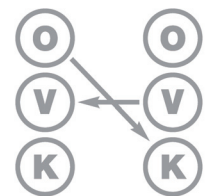
Vorm: A day session.

Timing: months -10 -9 -8 -7 -6 -5 -4 -3

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► 3. Transactional Analysis

What happens in communication when the other party becomes very angry? How is it you lose control when you 'accuse' the other person of something? In this session, you will learn how to recognise the three 'ego positions' from Transactional Analysis and to deal with them appropriately.



Format: A day session.

Timing: months -10 -9 -8 -7 -6 -5 -4 -3

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You want know more?

The quickest way is to call Mark van Beek. You can find more information about our programs on our website: thebetersalescompany.com
You can also send an e-mail to: mark@thebetersalescompany.com

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AccountmanagementFMCG

Based on the need for pragmatic sales skills for account managers in the FMCG sector, Mark van Beek and Henk Janssen started setting up and offering account management training courses geared towards practice.

This laid the foundation for AccountmanagementFMCG in 2012, an organisation that offers training courses for account managers within the FMCG sector in the form of the Practitioner programme (sales skills) and the Advanced programme (sales leadership). In addition, they provide various in-company programmes.

Henk Janssen

Henk Janssen is the founder and owner of Idee•Consult BV (1996) with the mission being to 'make companies more successful, doing so from the conviction 'a different mind-set will lead to different actions'. As a trainer and coach he specialises in developing and enhancing managers in a commercial environment. Clients include leading brand manufacturers in the food & drug sector. He gained his 'experience in success' in various marketing, sales and general management roles at Nutricia, John West and Wella; companies where his philosophy and method resulted in remarkable growth figures. After his training as an NLP practitioner and his master and trainers' course, he became an 'International certified NLP trainer' in 2008. Within his commercial training courses, he has specialised in assisting manufacturers with negotiations during annual contract negotiations. This coaching focuses on communication, psychology and tactics. Henk is author of the books 'Creatief verkopen' [Creative selling] and 'Tien tools voor anders denken in verkoop' [Ten tools to achieve a different mind-set in sales]. In addition, Henk wrote regular columns for the professional magazines Sales Management and Food Personality.

For more information see also:
www.ideoconsult.nl and www.quick-wins.nl



Mark van Beek

Mark van Beek is founder and owner of The Better Sales Company, an organisation with a passion for developing commercial talent. His mission: Unlock growth potential! Mark has been active in various commercial and management roles, including at PepsiCo from 1996 and at Beiersdorf from 2000.

'If you do what you did, you will get what you got!' With this motto, he inspires his participants during his training courses and programmes. 'Challenge yourself to develop new initiatives and be creative. Inspire your clients and colleagues to grow together with you. And if you do this with passion and fun, good results will follow'.

During his career at Beiersdorf, Mark tangibly converted the results of the Advantage report into a more customer-focused organisation. Within the space of three years, this led to a top 3 position within the category!

Mark is a certified trainer, strategic coach, One-Minute coach trainer and Insights Discovery trainer. Combined with more than 20 years of commercial experience, this is an ideal formula for his inspiring training courses that have a great deal of impact.

For more information see also:
www.thebettersalescompany.com

