

Work in groups of three or four. Read the flyer for Sola Holidays on page 119, then decide on your roles from the alternatives given. Study your File card information, the background information below and the agenda which follows. Spend ten minutes preparing for the meeting.

Decide who has which role:

Jan Lubitsch (Managing Director and Chair).

See File card 30.

Andrew / Andrea Eastman (Marketing Director).

See File card 31.

Fred / Freda Cavani (Director).

See File card 32.

Eric / Erica Whitehead

(Director).

See File card 33.


## Background

Sola Holidays is a resort company specializing in short domestic vacations (not abroad). The company owns a string of luxury hotels.

Sola ran a summer promotion in which any family booking a weekend vacation getaway in a Sola Hotel automatically qualified for a free balloon trip. (See the promotional brochure on page 119.) The balloon trips normally cost around \$300 and Sola had an arrangement with a balloon company, Blue Balloon, to buy 1,000 trips at \$125.

Unfortunately, the promotion was incredibly successful and instead of the forecast 1,000 balloon trips, over 4,000 customers applied and qualified for their free trips.

Here is the agenda for the meeting:



**Memo:** To Marketing

**Meeting:** Wednesday June 25th 20— 10.00 a.m. – 11.00 a.m.

**Place:** Sola Holidays Head Office

**Participants:** JL, AE, FC, EW

**AGENDA**

1. Report on Promotion for Sola Weekend Getaways
2. Insurance position
3. Action required
4. Any other business

## TRANSFER

Evaluate the Sola Holidays meeting and in particular how it ended.

Consider what you have learned from this unit and how it links in with the rest of the module.

Reflect on what you have learned from the entire Meetings module.

Identify areas where you think you have made progress and where you think more improvement is needed.

## Language Checklist

### Ending the meeting

#### Asking for clarification

- Could you be more specific?
- Can you explain that (in more detail)?
- What do you mean by ... ?

#### Clarifying

- This means ...
- What I mean is ...
- What I want to say is ...
- To explain this in more detail ...

#### Checking that the clarification is sufficient

- Is that okay? / Is that clearer now?

#### Referring to other speakers

- As Peter has already told us ...
- I'm sure Mr. Kowski knows about this ...
- Later we'll hear a report from Neil on ...
- Professor Gilberto is certainly aware of ...

#### Delaying decisions

- I think we need more time to consider this.
- I think we should postpone a decision ...
- Can we leave this until another date?
- It would be wrong to make a final decision ...

#### Ending the meeting

- *Summarizing*

- I think we should end there. Just to summarize ...
- We've covered everything, so I'd like to go over the decisions we've taken ...
- So, to conclude ... we've agreed ...

- *Confirming action*

- We'll contact ...
- John will ...
- We've got to ...
- We need to look at ...

- *Referring to next contact*

- We'll meet again next month ...
- We look forward to hearing from you ...
- It's been a pleasure to see you today and I look forward to our next meeting ...

## Skills Checklist

### Ending meetings

#### Two general rules

- Meeting should end on time!
- Decision making meetings should end with decisions!

The Chair should close the meeting with:

a restatement of the objectives

a summary of decisions taken

a summary of the action now required

reference to any individual responsibilities.

#### After the meeting

- A memorandum should be sent to all participants summarizing the decisions taken and the action required.
- The memorandum should be sent to any interested individuals who were unable to attend.
- The Chair should seek feedback on the meetings to try to improve future meetings.

#### Improving meetings

Motivation to change

Gather information on present situation

Identify specific areas needing improvement

Identify alternative courses of action

Practice new techniques

Improvement model.

Adapted from Marion Haynes, *Effective Meeting Skills* (London: Kogan Page Ltd., 1988).



## Quick Communication Check

### 1 Asking for and giving clarification

Complete the dialogue with words from the box.

understand	exactly	instance
example	specific	want

- A What (a) \_\_\_\_\_ do you mean?  
 B What I (b) \_\_\_\_\_ to say is all the costs are too high.  
 A Could you give an (c) \_\_\_\_\_?  
 B Yes, the advertising for (d) \_\_\_\_\_.  
 A I'm not sure I (e) \_\_\_\_\_.  
 B The figures show the costs are too high.  
 A Can you be more (f) \_\_\_\_\_?  
 B Yes, I think we pay about €5,000 too much for magazine advertising every month.

### 2 Delaying decisions

Suggest answers to the following questions using the prompts.

- Can we reach a decision today? (No / think / need / more time)
- Have we finished this discussion? (No / think / need / arrange / another meeting)
- Can you give us the information we need? (No / need / prepare / more details)
- Have we finished? (No / have / other important issues / talk about)
- Can we move to the next item for discussion? (Yes / but / cannot make / decision yet; need more time)

### 3 Ending a meeting

Finish the following sentences with the correct ending from the right-hand side.

- |                              |               |                                              |
|------------------------------|---------------|----------------------------------------------|
| 1 I'd like to                | _____ c _____ | a) happy with what we have talked about?     |
| 2 Can we arrange             | _____         | b) summarizing the meeting.                  |
| 3 Does anyone                | _____         | c) summarize what we have agreed on.         |
| 4 We'll contact              | _____         | d) from you again soon.                      |
| 5 We'll produce a report     | _____         | e) has been a good one. Thank you, everyone. |
| 6 We look forward to hearing | _____         | f) another meeting soon?                     |
| 7 Is everyone                | _____         | g) all for today.                            |
| 8 So I think the meeting     | _____         | h) have anything else to say?                |
| 9 That's                     | _____         | i) you again next week.                      |

<b>Key</b>
1 (a) exactly, (b) want, (c) example, (d) instance, (e) understand, (f) specific
2
1 No, I think we need more time. 2 No, I think we need to arrange another meeting. 3 No, I think we need to prepare more details. 4 No, we have other important issues to talk about. 5 Yes, but we cannot make a decision yet. We need more time.
3
1 c), 2 f), 3 h), 4 i), 5 b), 6 d), 7 a), 8 e), 9 g)

# MODULE 5

# NEGOTIATIONS



## 2 Preparation for a negotiation

When negotiations are involved in preparation, it is important to understand the other party's interests and to be prepared to negotiate effectively.

The first step in the negotiation process is to identify the interests of all parties involved. This involves understanding the needs and desires of each party and how they might be satisfied. It is important to listen carefully and ask questions to clarify the interests of the other party.

Once the interests of all parties are identified, the next step is to develop a plan for negotiation. This involves determining the goals of the negotiation and the strategies that will be used to achieve those goals. It is important to be flexible and open to different options and solutions.



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# Know what you want

## AIMS

- Types of negotiation
- Making an opening statement
- Preparation for a negotiation

## 1 Types of negotiation

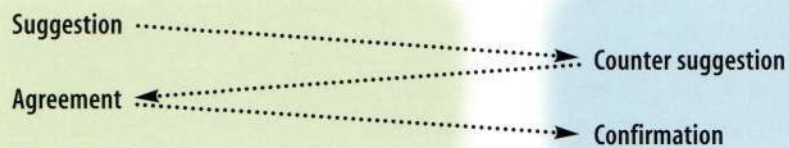
What do you understand by the term “negotiation”? In pairs, figure out a short definition.



1 Listen to the recording of a conversation between two friends. Identify:

- the first suggestion
- the counter suggestion
- the agreement.

2 Here is a representation of the typical structure of a negotiation. Compare this with the conversation you have just listened to.



In pairs, suggest a short business conversation with the above structure.



3 a) Listen to a recording of three extracts, each part of a different type of negotiation. Match each one to the correct picture, A, B or C.



b) Listen again. Match each negotiation to one of the three types described below, X, Y or Z.

**X** – A business negotiation is similar to a discussion between friends arranging a social engagement. Two parties have a shared objective: to work together in a way which is mutually beneficial. Proposals and counter proposals are discussed until agreement is reached. Both sides hope for repeat business. This is an **agreement-based negotiation**, sometimes referred to as a **win-win negotiation**.

**Y** – Two other types of negotiation are less founded on mutual benefit, but on gaining the best deal possible for your side. In the first type, both teams negotiate to **independent advantage**. This means that each team thinks only about its own interests. In this type, a seller typically seeks to sell a product but is less concerned about repeat business.

**Z** – A third type is the negotiation to resolve conflict, for example in a contractual dispute. Here, it is possible that each party regards the other as an opponent and seeks to win the argument. This is a **win-lose** negotiation.

## Discussion

Suggest other situations which match each of the three types of negotiations described here. Think of examples from your own experience.

## 2 Preparation for a negotiation

What considerations are important in preparing to negotiate? In pairs, suggest as many as you can.



1 Listen to the recording in which a Management Communications Consultant, Diana Ferry, talks about preparing for a negotiation. Mark the seven points below in the order in which she mentions them. The first is already marked as an example.

- Identify your minimum requirements.
- Prepare your opening statement.
- Decide what concessions you could make.
- Know your own strengths and weaknesses.
- Know your role as part of a team.
- Prepare your negotiating position – know your aims and objectives.
- Prepare any figures, any calculations and any support materials you may need.



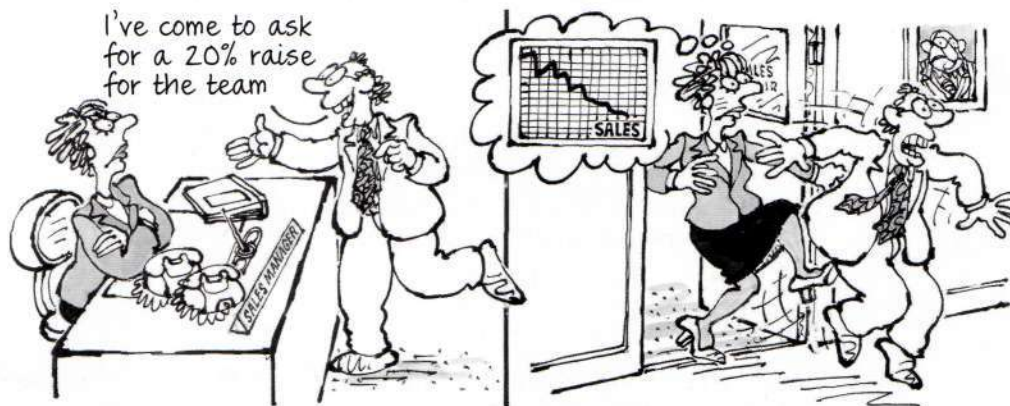
2 Match each of the four aspects of good preparation on the left with *why* they are important on the right. If in doubt, check your answer by listening again to the recording.

- |                                                            |                                                                          |
|------------------------------------------------------------|--------------------------------------------------------------------------|
| a) Knowing your aims and objectives                        | i) means you can support your argument.                                  |
| b) Knowing your own strengths and weaknesses               | ii) helps clear thinking and purpose.                                    |
| c) Preparing any figures, calculations and other materials | iii) creates reasonable expectations.                                    |
| d) Preparing an opening statement                          | iv) helps you to know the market, the context in which you want to work. |

## Practice 1

1 Look at the cartoon and think about these questions.

- How could the negotiation have been more successful?
- How would a sales representative need to prepare for a meeting in which he/she planned to ask for a raise?
- What would the sales manager need to think about?



2 Divide into two groups, A and B. Read the notes for A or B below. In groups prepare a negotiation position. Then choose a partner from the other group to negotiate with. Try to reach a better solution than the one in the cartoon above.

### Group A

You are sales managers in a large automotive components manufacturer. You are having a meeting with the leader of your team of sales representatives to negotiate new contracts. Sales have not increased in the past year and so you do not want to increase either the reps' pay or their commissions.

### Group B

You are the leader of a team of sales representatives. Your pay and commission have not increased for three years. You have a meeting with your sales manager to try to renegotiate your contracts.

When you have finished, report the results of your negotiation.

### 3 Making an opening statement

Most formal negotiations begin with an opening statement from each side. What do you think an opening statement should include?



**1 Listen to a recording of part of a meeting between a small Singaporean software company called LP Associates and a possible partner, Kee Ltd., in a joint venture. You will hear part of an opening statement from Stella Wang, the Production Manager at LP Associates. Check (✓) four of the eight statements below which best represent what she says.**

- LP Associates wants to reach a final agreement in this negotiation.
- These are preliminary talks.
- The two parties want to resolve a conflict.
- They want to agree on a name for the joint venture.
- LP Associates would like to consider joint product development.
- They would also consider license agreements.
- LP Associates wants to agree to a complete sale of their ideas.
- They want to consider working on a consultancy basis.



**2 Listen again. Complete the following phrases from Stella's opening statement.**

- a) Well, thank you \_\_\_\_\_.
- b) May I begin by \_\_\_\_\_...
- c) First of all, we see it very much as a first meeting, a \_\_\_\_\_ to \_\_\_\_\_ in which we can perhaps ...
- d) There are two, possibly three, ways in which we \_\_\_\_\_.
- e) I'd like to \_\_\_\_\_ these under three headings.

**3 Compare Stella Wang's opening statement with the suggestions you made at the beginning of this section.**

- What did she include that you also suggested?
- What other things did she include?

### Practice 2

**1 Suggest phrases for each of the following at the beginning of a negotiation.**

- a) Welcome the other side.
- b) Develop small talk (trip, weather).
- c) Mention plans for lunch – make your visitors feel welcome (see city center / local restaurant).
- d) Suggest you start talking about the main subject of your meeting.
- e) Introduce a colleague (Luke Fox, Marketing Department).
- f) Explain general aim or purpose of the meeting (preliminary / exploratory).
- g) Say what your side wants from the meeting. (Establish beginnings of a partnership/ learn about supply systems / price variations and supply costs.)

**2 Try to bring all the phrases above together in a single opening statement.**



## Practice 3

Choose one of the following two situations to prepare an opening statement in a negotiation.

Remember to include welcoming remarks and some general comments on your expectations for a successful meeting and an agreement which leads to a lasting partnership.



### *Situation 1*

Your company, Ultra Compo, is meeting representatives of OHTA Inc. from Tokyo. OHTA Inc. wants to set up an office in your country to distribute its electronic components.

#### **Objective**

Exploratory talks to:

- i) know more about the products
- ii) find out about OHTA's existing international distribution network
- iii) discuss in general the terms under which the two companies could cooperate.

Independent objective: to internationalize your own company's activities and extend your product range.

### *Situation 2*

You are interested in buying some land in a suburb of Lima, Peru, where you want to establish a distribution warehouse to serve the Andean Region of South America. You have a meeting with the lawyers acting for the landowner, Puertos Callao S.A., a port authority in Lima.

#### **Objective**

Exploratory talks to find out:

- i) more about the land, its exact location relative to the port, airport, city center, etc.
- ii) the cost of the land
- iii) the present condition of the land – existing buildings, etc.

Independent objective: to secure the land on the lowest possible terms, either by buying it now for cash, or getting a deal spreading costs over a longer term at low interest, or to lease the land.

## Role play

This role play has three parts: to prepare for a negotiation; to prepare an opening statement; to make an opening statement.

You will work in teams. Everyone should contribute to the first two parts and agree on one or two people to actually present the opening statement prepared by the group.

Divide into teams of up to four people, Team(s) A and Team(s) B.

In your preparation, you will need to think about how to establish a good working relationship with the other side from the very start.

Team A should look at File card 14A. You are representatives of Coen Brothers, manufacturers of prefabricated industrial buildings.

Team B should look at File card 14B. You are representatives of Fratelli Taviani, an Italian animal feed manufacturer.

## TRANSFER

*Either* think of any kind of negotiation that you may be involved in at work with colleagues, with your boss, or with another company.

- How do you need to prepare for the negotiation?
- What is your objective in the negotiation?
- Assuming you will not get everything you want, what is your best realistic alternative?
- What is the level at which you could realistically settle?

*Or* consider a negotiating situation in your private life, for example in negotiating with your bank or with a company trying to sell you a major consumer item, such as a car, a vacation, a house, furniture, etc. Consider the same four questions as above.