



case study

# **Strengthening Sales Teams**

*Financial Services Multinational in Asia Pacific*

Sales  
Director



*My Sales teams recently went through Value Negotiation training*

*We now need to:*

- Retain and **refine learnings** (“Keep negotiation top of mind”)
- Support **application** to real deals

*How can we better support teams **scattered** around Asia Pacific?*



1. **NegoWebinars**: online seminars to Sales teams in different countries and time zones

- Discussed general negotiation skills
- Shared customized company case studies



2. **NegoPrep**: assisted preparation for key deals, with geographically scattered teams

- *See example detailed in following slides*





**NegoPrep Case Study:** Coached a team to simultaneously renegotiate multiple contracts, while finding ways to save millions of dollars



Diagnosed negotiation challenges, based on the **Critical Moments** framework, and prioritized focus on two elements:

1. Mapping and analyzing key client **relationships**
2. Prioritizing a **communication** action plan



## 1. Mapped and analyzed key client **relationships**

I've been in this job for **6 months**. I **don't know** your company or your business well.



Big boss

I used to work for your **competitor** and never won any work. Though you just helped me with a project, I **awarded your competitor their first deal in years**.



Boss

I like **tenders**!



Does the work





## 2. Prioritized a **communication** action plan

### 1<sup>st</sup> Improve the relationship

Share the presentation to get quick **inputs** & **buy-in**, and assure **recognition**



### 2<sup>nd</sup> Improve the relationship



Pre-scheduled meeting: be **proactive** about the agenda

### 3<sup>rd</sup> Manage the competitor bias



Create **informal** environment to discuss (1-on-1) competitor bias

### 4<sup>th</sup> Negotiate the tender process

**Define** “partnership”





Established **stronger relationships** at all levels

- Showed appreciation for **junior personnel**
- Framed history positively with new **big boss**



Increased ability to apply **Value Negotiation process**

- Better understanding of **client needs**
- Increased **confidence** of teams in critical deals
- Developed **expert negotiators** and success **deal stories**
- Stimulated **best practice sharing** across teams



Generated **multi million-dollar savings** by challenging negotiators' assumptions

Improved ability to identify and pursue opportunities



needs

approach

value

*We engaged Pluris to retain our client's business without competitive tender, and work out a mutually satisfactory solution with minimal margin erosion for us.*

*They assisted us in **devising a strategy and map out an approach** to the negotiation. **Step by step support** as the negotiation journey unfolded, **was vital**. Pluris helped us re-strategize according to the stage we were in and how the negotiation was progressing.*

***They were our invisible secret weapon** that guided us along the **journey to a highly successful win-win outcome**. The result **saved us millions of dollars** in lost value and unnecessary competitive gesturing. We won the contract with no tender, extending it for a year longer than expected, with minimal margin erosion. **Such things are unheard of** in the normal course of such business bids and was **a landmark win for our company**.*

*My conservative estimate as to the impact on the bottom line would be a saving of approximately **US\$3.5 million per year over the 6-year period**. Thus the Return On Investment of using Pluris was extremely cost effective.*

***The client was also very satisfied** with the outcome, which is a true test of the success of this particular negotiation. We could not have achieved this without Pluris help.*







We are a consulting firm specialized in **negotiation, influencing and change management**. Our mission is to craft **win-win solutions** that maximize value and relationships (even when others deem it impossible).

## Client needs

We work with clients globally creating an **impact on business and society**.

We help you **challenge assumptions**, develop **value-creating solutions**, and make it happen through solid **influencing & change management**, while maintaining exemplary **ethics and social responsibility**.

### Practice areas

- Change Management
- Negotiation & Influencing
- Sales
- Procurement
- Mergers & Acquisitions
- Auctions & Game Theory
- Labor Negotiations
- Dispute Resolution
- Social Impact

## Our approach

### Strengthen the Team

We **develop the skills** of individuals & teams, through training and coaching.

Our **Immersion Program** engages participants in a series of experiential activities to effectively instill new habits and ensure real life impact.

### Facilitate the Process

We assist teams involved in **critical negotiations and change processes** to maximize value. We help map key stakeholders and relationships and strategize ways to influence decisions.

### Transform the Organization

We ensure the negotiation, influencing and communication standards are aligned with the **strategic objectives, culture & values** of the organization.

## Client results

### Increased value

- US\$10bn higher value vs. initial bid for large industrial takeover target
- US\$21 million gains in five contracts with a key financial services client
- 10% savings in mining supplier contracts worth 100s of US\$ million
- Fast growth and 5% higher EBIT with better retail supplier relations
- Profitable oil business acquired in a complex multi-round public auction

### Effective communication

- Smoother communication enabling 20+ parties in a global NGO to align interests and work together

### Enriched relationships

- Transactional supplier relationships transformed into solid partnerships, with a renewed negotiation culture