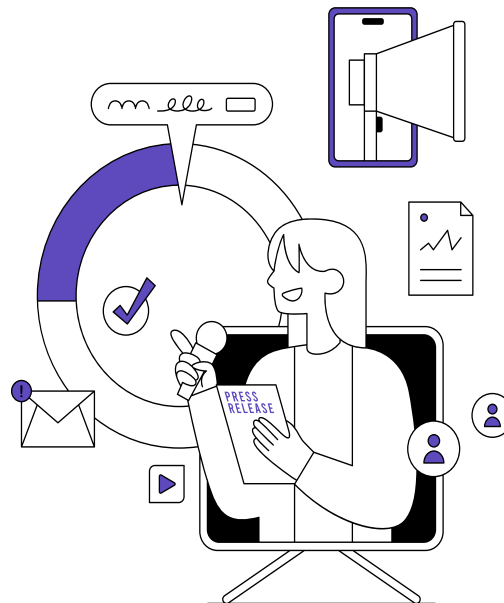




Team Up 2025

Negotiations skills (external)

September 11, 2025



Negotiations: difference between strategy and tactics

Fundamentals

Strategic

- Long term
- Why?
- Focuses on direction and vision
- Its at high level with broad goals
- Difficult to copy

Strategy tends to be high-level and abstract, providing an overall framework for decision-making. It doesn't delve into the specifics of every action but rather sets the context and guidelines for negotiators.

Tactical

- Medium term
- How?
- Focuses on implementing the strategy
- It' detailed, with specific objectives
- Easy to copy

Tactics are more detailed and specific. They outline the step-by-step actions, manoeuvres, and techniques that negotiators employ to execute the Strategy effectively.

Know your strategic options

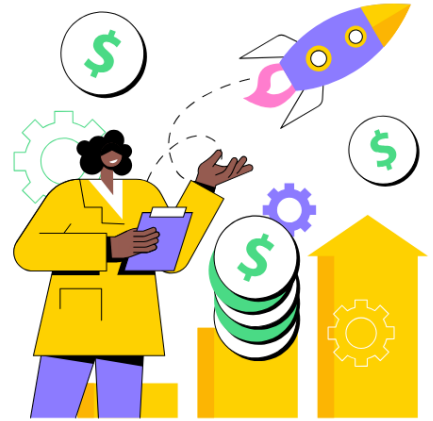
Fundamentals



Strategies



**Styles and
Tactics**



Practice

Negotiation strategies can be set via two dimensions

Negotiation strategies

Outcome

Relationship



Co-funded by the
European Union

Know your counterpart, be clear on objectives and analyse your relationship

Preparation

Outcome



How **important** is the agreement?

- Priorities and focus
- Life and death vs. nice-to-have?



How is **power** distributed?

- Who can enforce more?
- What are your strengths based on?



What is your **(personal)** relationship with your negotiating partner?

- Friend vs unknown business partner?
- Future trustful cooperation or unique opportunity?
- How should the relationship be after the negotiation?
- What are common interests?

Relationship



Core strategies for negotiation

Negotiation strategies

Outcome

Focus on the issue,
not winning at any price



Competing



Collaborating

Make both partners win.
Focus on commonalities



Yield

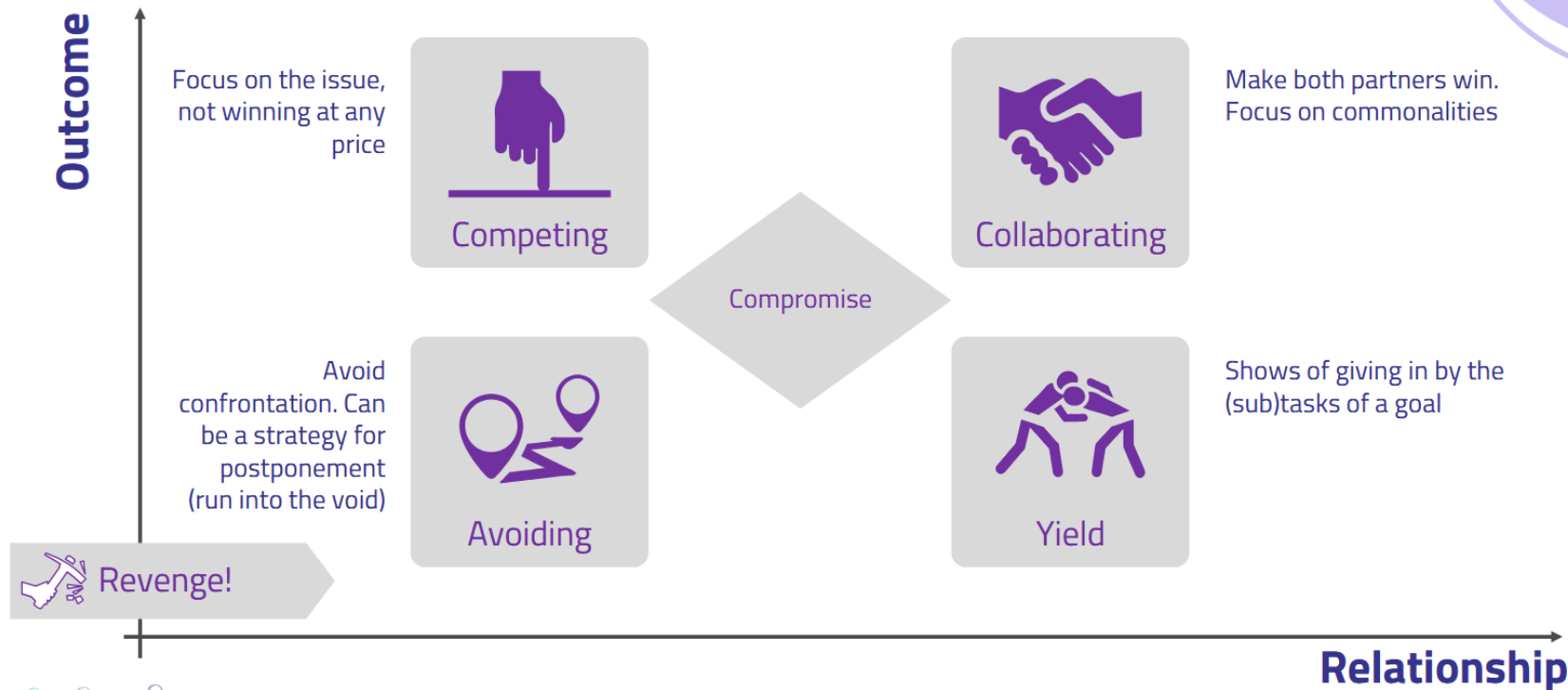
Shows of giving in by the
(sub)tasks of a goal

Relationship



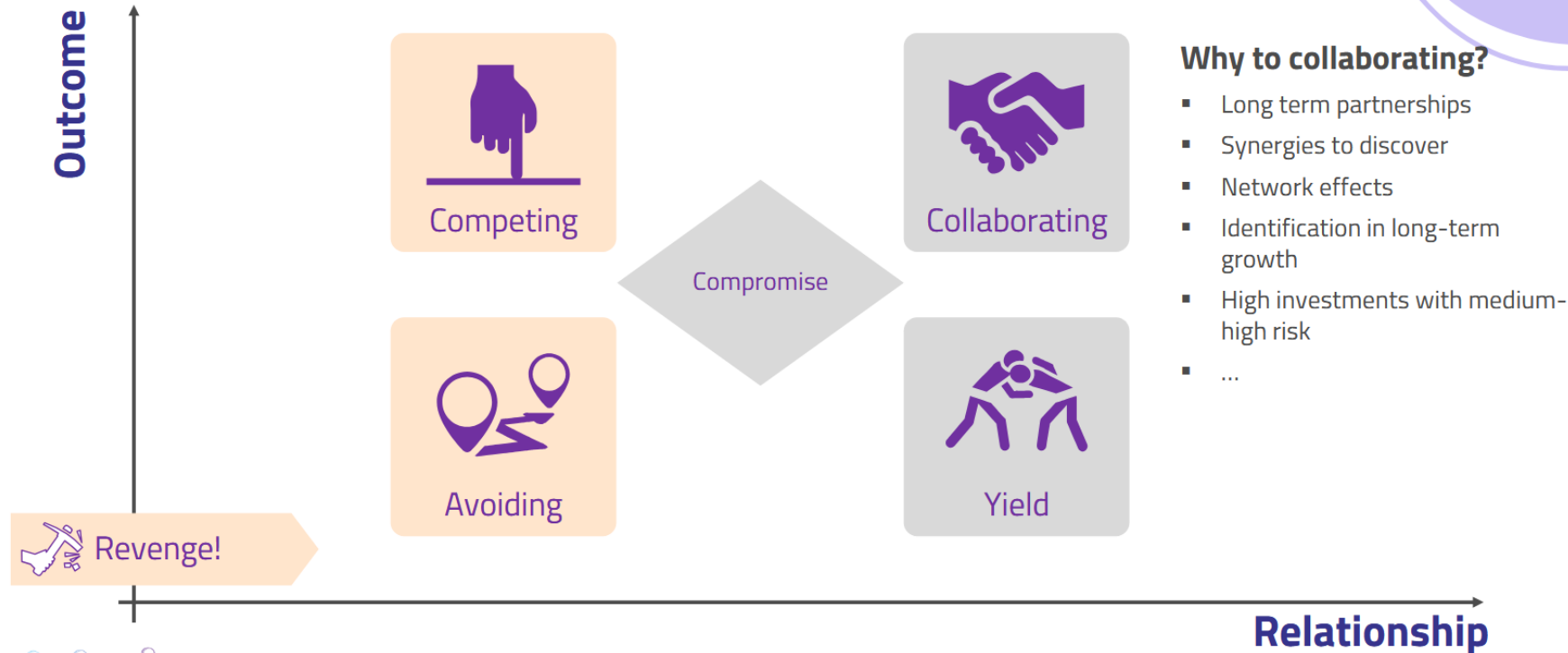
Core strategies for negotiation

Negotiation strategies



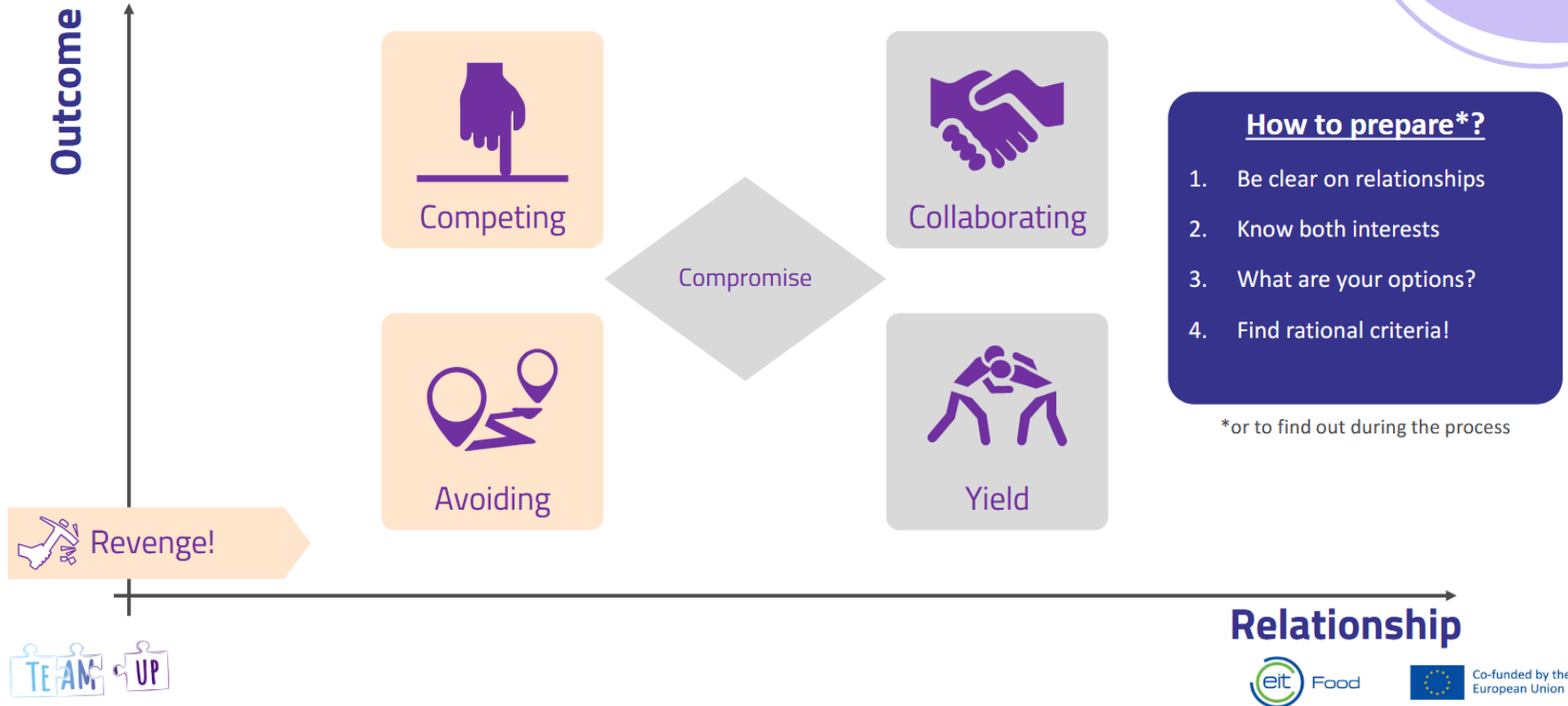
Relationship-based negotiations are more effective in the long-term

Negotiation strategies



Set up for trust-building long-term relationships

Negotiation strategies



Know your strategic options

Fundamentals



Strategies



Styles and
Tactics



Practice

Basic styles on how to influence the path and atmosphere of the negotiation

Examples for easy negotiation styles

Determine

Express opinions directly
and clearly

Avoid

Gain leeway and prepare
for arguments

Invite

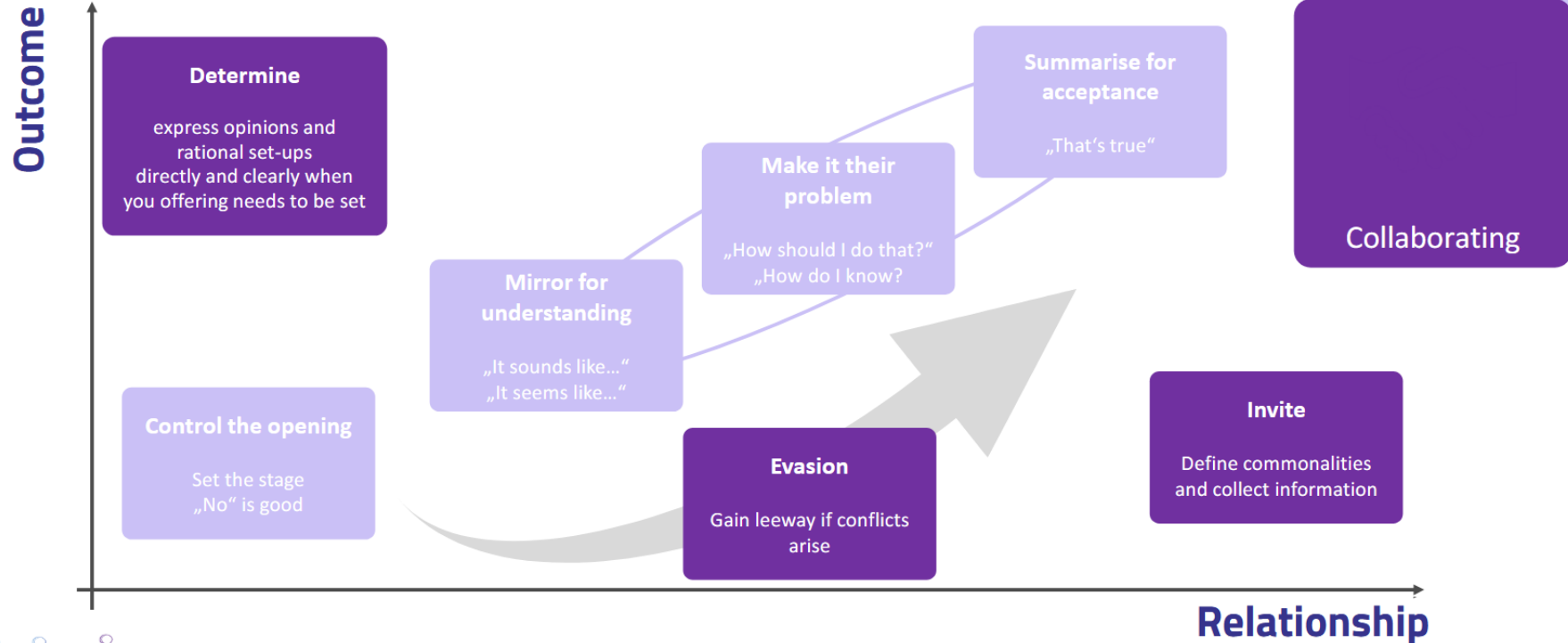
Define commonalities and
collect information

...



Example on how to use the styles to get towards collaboration during the negotiation process?

Negotiation towards collaboration



Tactics can help to set details

Be aware of tactics and use them for the details



Flattery

Gifts, recognition and compliments



Precedent

e.g. past comparability



Higher authority

e.g. my boss does not allow me to



Promises

No promises you cannot keep



Set boundaries

e.g. budget, or red lines

...



Nibble off

e.g. remove individual features



Good cop / bad cop

e.g. like in the movies



Meet in the middle

e.g. at the flea market



Time pressure

e.g. decision support



Seating arrangements

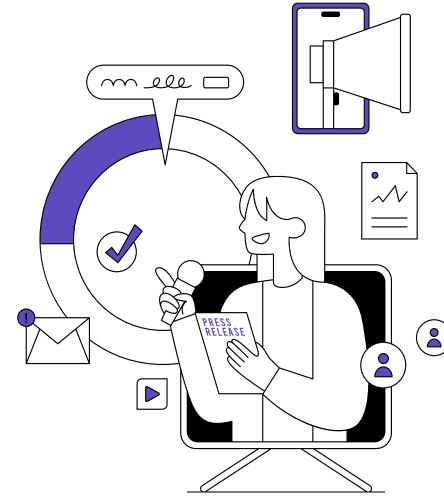
e.g. confrontation or harmony



DO YOU HAVE ANY QUESTIONS?

EXERCISE

Team work in breakout rooms



Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Propose

"My suggestion is to start with the overview."

"I have a proposition: We will..."

Justify

"The following reasons support my position: ..."

"This can be clearly derived from the following points..."

Disagree

"I completely disagree, because..."

"I would like to allow myself to doubt this, because..."

Demand

"This factual situation makes it necessary for us to act in this way..."

"I want you to do it like this..."

Evaluate

"That is not enough."

"Your approach is not reasonable."

Threaten

"Only if you meet me halfway can we find a solution."

"If you go on like this, then I'll have to..."



Determine



Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Agree

"I think that's a very good idea."

"That's right."

"You have my full support in this topic."

Enquire

"What is your opinion?"

"Could you please explain your position again?"

"I am interested in your ideas and how you would deal with it?"



Invite

Highlight shared ground

"We both have an interest in finding a solution."

"We all want as little inconvenience as possible."

Draft the future

"The solution will bring you great benefits."

"You will experience the positive effects very quickly."

Self-disclosure

"I don't feel comfortable with the progress we've made so far."

"I feel comfortable with that."



Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Liberate

"I didn't mean it as harshly as you are reacting to it now."

"Let us return to this point a little later."

"I don't want to get into that now."

Change topics

"The point here is quite different..."

"Couldn't we just talk about something else now?"

"What I find interesting in this context as well..."



Avoid

Distract

"Would you like a coffee too?"

"Can we open the window, please?"

"What a weather/football match/election result yesterday..."

"I need to make a call."

Story telling

"This reminds me of a similar situation I experienced..."

"The following story comes to mind. May I briefly share it?"

Different impact styles can be applied to convince your negotiation partner

Impact classes and styles

Moderate

“Holding once, we have the following positions...
Are there any comments on this?”

“Let's get an overview of what we already have...”



Explain

Summarise

“What do you think if we summarise what has happened so far?”

“If I may summarise your position, then you are in favour of...”

“In the meantime, we have agreed on the following contents...”

“You demand ... while I offer ... to you.”

Negotiating with a Consumable Supplier for Reduction of Price Due to Buying a Large Amount of Material

Scenario A

Initial situation: An agrifood startup, specialising in dairy products, has seen rapid growth in the last quarter and is looking to scale production. The founder has identified a consumable supplier who provides specialised organic feed crucial for the startup's operations

Subject of negotiation: Price reduction per unit for bulk orders of organic feed, minimum order quantity and payment terms

Negotiation objective and background for Startup Founders:

Negotiation objective and background for Supplier:

Confidential!

Agreed price:

Agreed payment terms:

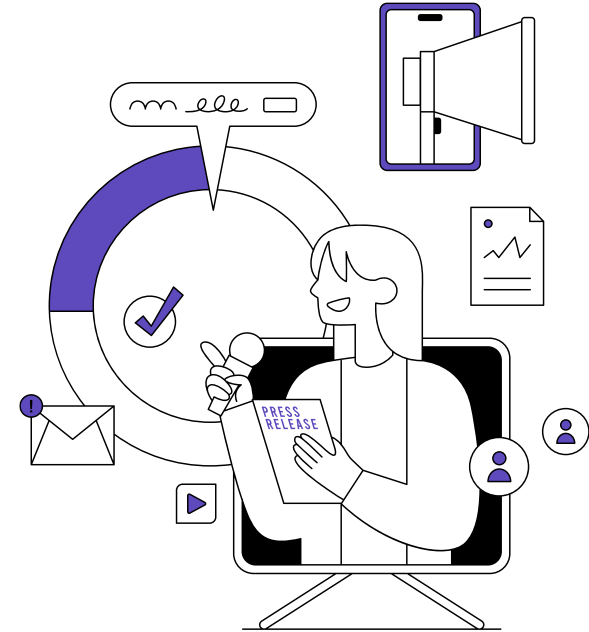
Agreed contract duration:

Other negotiation aspects:

EXERCISE

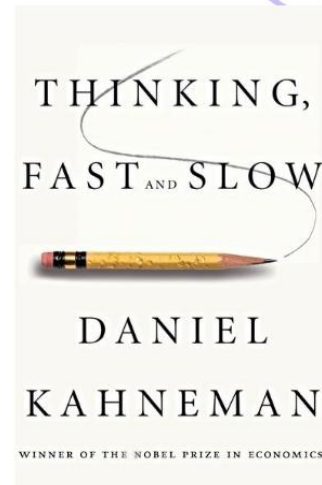
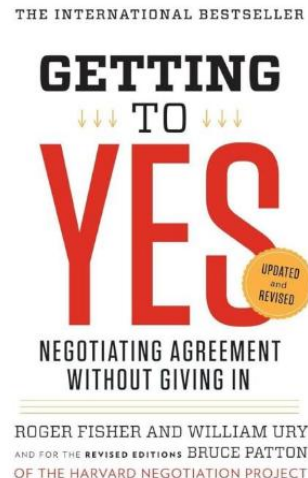
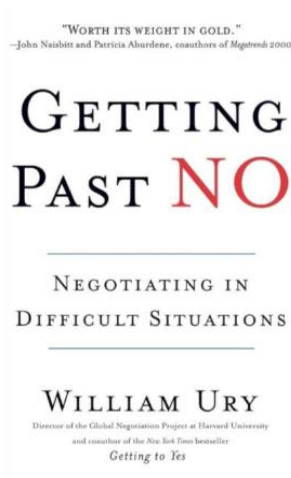
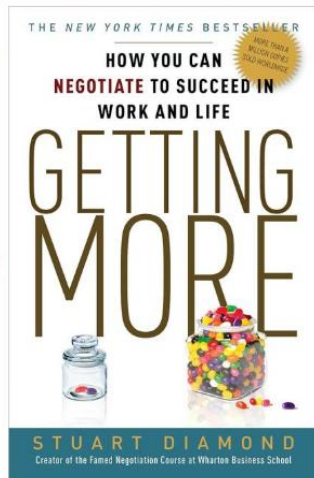
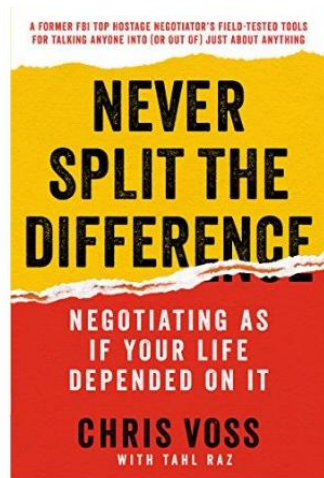
Team work in breakout rooms

We met again at 18:15h CET



Further reading

Books

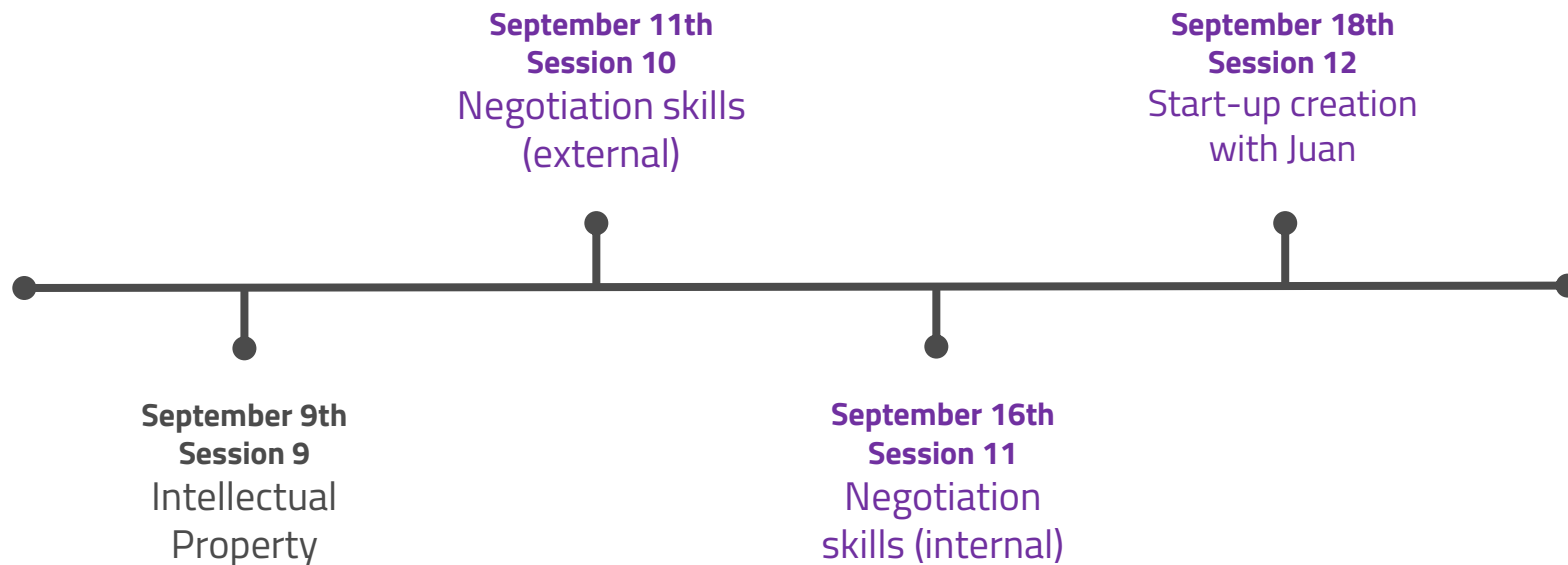


Next Steps



- ☐ Reach out to coaches and schedule appointments
- ☐ Prepare questions for the session with startups on 18th September

Sessions



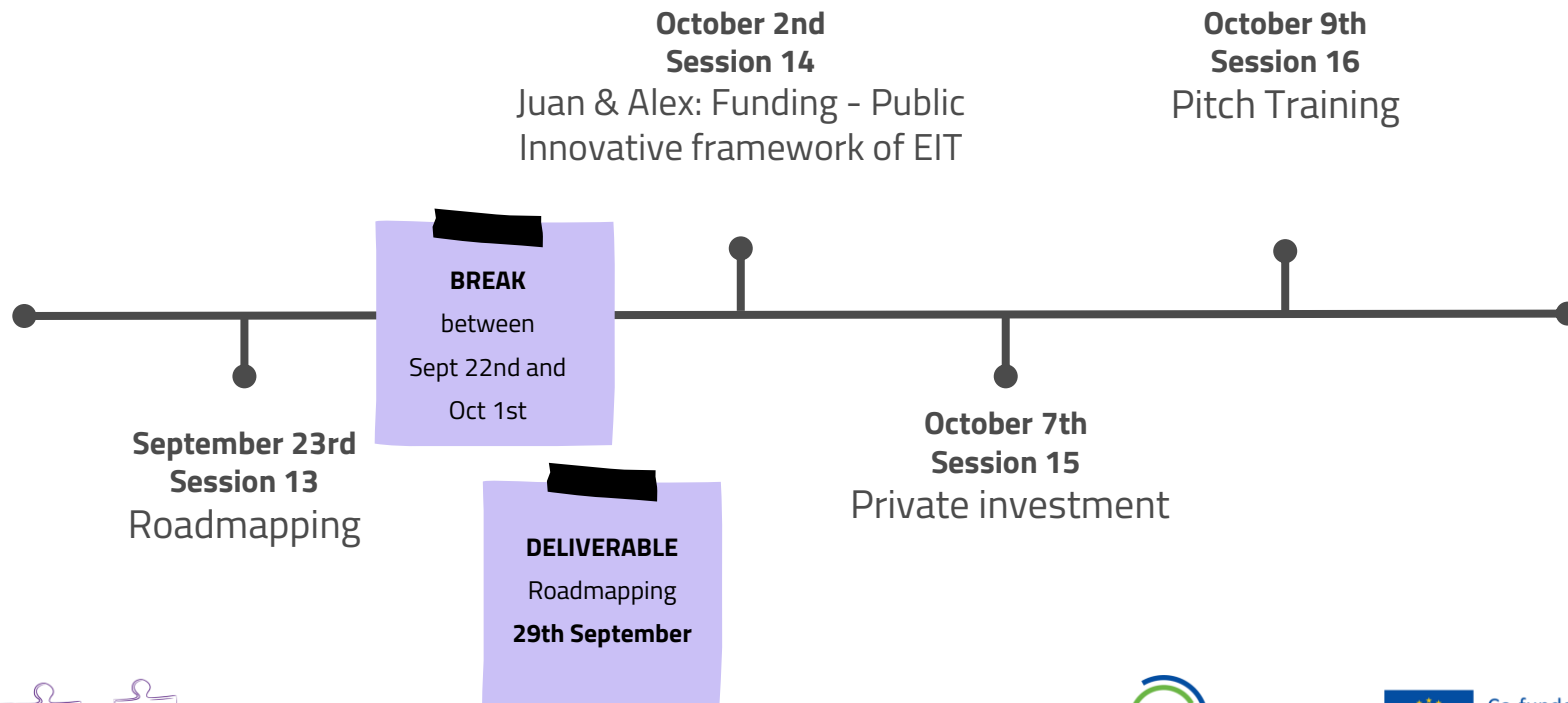
Contact Us!

Do you have any questions?

teamup@eitfood.eu



Sessions



Sessions



Graduation: Pitch competition

