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## ROLE-PLAY SIMULATION ON VEHICLE ACQUISITION: BUYER-SELLER NEGOTIATION

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### ABSTRACT

*This article addressed Brazilian buyer-seller negotiations. The contract objective was the acquisition of 20 utility cars intended to renew the purchasing company's vehicle fleet. After a bidding process, two out of four competitors deal with the company purchaser. The role-play simulation is a teaching material that is helpful to professors, instructors, scholars, and practitioners. Key findings pointed out the necessity of improving value creation, understanding underlying interests, and solving joint problems. Finally, a complete set of teaching notes compile the present case study.*

**Keywords:** Teaching materials, buyer-seller negotiation, integrative, Type III Negotiation

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### INTRODUCTION: -

This article presents a single case study that proposes teaching material regarding a Type II buyer-seller negotiation (Dias, 2020), including a two-party, multiple-issue, role-play simulation. A complete set of teaching notes is enclosed (see the Appendices). The names of the participants were changed to protect the identities of the involved due to ethical purposes.

The topic has been investigated in recent works (Dias, M. et al., 2021; Dias, 2020, 2019; Dias, Lopes, Teles, Pereira, and Castro, 2020; Dias & Lopes, 2019; Dias & Teles, 2018; Dias and Duzert, 2017; Dias & Navarro, 2017).

According to Rubin and Brown (1975), Negotiation is "a process in which individuals work together to formulate agreements about the issues in dispute. This process assumes that the parties involved are willing to communicate and to generate offers, counteroffers, or both." (p.461). Pruitt (1981), states that Negotiation is also a "form of decision making in which two or more parties talk with one another in an effort to resolve their opposing interests." (p. xi)

Negotiations have been addressed over the past decades (Susskind & Cruikshank, 1987; Raiffa, 1982; Ury, 2015; Fisher Ury and Patton, 1981; Salacuse, 2008; Dias, 2020, 2020b, 2019; Moore, 2003; Duzert and Zerunyan, 2015; Cohen, 1980; Sebenius, 1992; Susskind and Field, 1996). In this study, we adopted the Four-

Type Negotiation Matrix taxonomy (Dias, 2020) to classify the vehicle acquisition and buyer-seller negotiation case. Figure 1 shows the conceptual framework as follows:



Figure 1: The Four-Type Negotiation Matrix. Source: Dias, 2020. Reprinted under permission.

Observe in Figure 1 that the present case addressed a Type II negotiation, where two parties negotiate multiple issues (the acquisition of 20 vehicles, with options). In the next section, the research methods and limitations are presented.

#### **RESEARCH LIMITATIONS AND METHODS: -**

We combined an interpretive approach with an inductive rationale. Vehicle acquisition is the unit of analysis (Yin, 1988). We also compiled multiple methods approaches, such as (i) direct observation, (ii) direct participation, and (iii) case study. The dramaturgical theory also supports this article (Goffman, 1959, 1961). The case is limited to the Brazilian buyer-seller negotiations between two parties and multiple subjects under negotiations. Other countries and Types of Negotiation may convey incorrect understandings and should be investigated in separate studies.

#### **BACKGROUND: -**

The company is responsible for carrying out the inspection service in quarrying and construction of roads and railways, due to the nature of its activity, which company has a considerable fleet of vehicles of various types and natures, among them 200 pickup trucks with cargo transport capacity above one ton of weight, for operation in road environments with prepared and semi-prepared runways, under any weather conditions.

In order to maintain the high availability of this fleet and, following a guideline of the company's president to "invest in prevention not to spend on a correction," the pickup trucks are replaced after ten years of use so that 20 units are exchanged each year, that is, ten percent of the fleet is renewed annually. Therefore, the acquisition of 20 pickup trucks is the negotiation subject.

At the end of this year, it is planned to replace this portion of the fleet. The buyer received the determination directly from the owner of the company that the new unit is the model Mitsubishi L200 Triton Outdoor GLX 2.4 MT Diesel 4×4, which has a purchase value of R \$ 198,500.00 (one hundred and ninety-eight thousand and five hundred reais), reaching up to R\$ 220,990.00 (two hundred and twenty thousand nine hundred and ninety reais) per unit.

Thus, the price search process between Mitsubishi dealerships in the city and the region began to seek a better acquisition condition, considering the number of units involved in the transaction. In addition, facilities such as extended warranty, placation, and appreciation in exchanges in the coming years are items that should be explored with emphasis during negotiations. Therefore, the initial phase of quotations at the concessionaires included an initial offer request sent to them, with a total of four (4) authorized dealers interested in participating in the competition for the sale of the 20 (twenty) units of the pickup, as shown in Table 1:

**Table 1**  
**Companies' proposals**

| # | Company                   | (R\$)      | Qtd | Total (R\$)  | Total (R\$) cwith discount | Final |
|---|---------------------------|------------|-----|--------------|----------------------------|-------|
| 1 | EL PITÓN MITSUBISHI       | 198.500,00 | 20  | 3.970.000,00 | 3.810.000,00 (-4%)         | 1º    |
| 2 | JRR AUTOMÓVEIS            | 210.900,00 | 20  | 4.218.000,00 | 3.380.000,00 (-9%)         | 2º    |
| 3 | COSTA E DUTRA CAR         | 202.700,00 | 20  | 4.054.000,00 | 3.850.000,00 (-5%)         | 3º    |
| 4 | ROLIM-ANDRADE MULTIMARCAS | 218.500,00 | 20  | 4.370.000,00 | 4.060.000,00 (-7%)         | 4º    |

In the next phase of the acquisition process, a negotiation meeting was held (separately) with the two concessionaires that most closely approached the intentions of the company's president, i.e., EL PITÓN MITSUBISHI (lowest final price) and ROLIM-ANDRADE MULTIMARCAS (best after-sales guarantees).

The company ROLIM-ANDRADE MULTIMARCAS (a Seller competitor) has been in the market for more than 30 years and cobranded a large portion of the national territory, and it can cover offers from other resellers. However, claiming that the cost of guarantees was at the price limits, ROLIM-ANDRADE MULTIMARCAS declared that this was their final offer. Thus, the final phase comprised the negotiation to close the purchase with the concessionaire EL PITÓN MITSUBISHI (Seller), given that it submitted a more financially advantageous final proposal. This final step aims to persuade the Seller to cover the package of guarantees offered by the competitor.

It is, therefore, negotiation is integrative of Type II (two parts and multiple subjects s) because of the three subjects to be negotiated, respectively: (a) value of the vehicle; (b) extended guaranteed, (c) maintenance services, and (d) valuation of the used vehicle based on exchange. The acquisition process also ensures that the final negotiation is collaborative, where the two agents work to obtain solutions that meet mutual interests.

#### **DISCUSSION: -**

The buyer-seller negotiation process encompassed a Type II Negotiation (Dias, 2020). The case was likewise intended for vis-à-vis classroom teachings or instructional courses. In addition, it may also be used for virtual classes.

The present role-play simulation has implications in the following fields of study, such as (i) negotiations with agents (Araujo, C.; Dias, M., 2022; Correa, Teles, Dias, M., 2022; Dias & Navarro, 2018); (ii) mediators (Dias, M., 2018); (iii) civil aviation industry (Dias, M., Teles, and Duzert, 2018; Dias, M. and Duzert, 2018); (iv) NGOs negotiations (Paradela, V.; Dias, M.; Assis; Oliveira, J.; Fonseca, R. (2019); (v) buyer-seller, retail business (Dias, M. et al., 2015; Dias, M. et al., 2015, 2014, 2012); (vi) carmaker industry (Dias, M., Navarro and Valle, 2013, Dias, M. , et al., 2014; Dias, M. , et al., 2013); (vii) streaming video industry (Dias, M., & Navarro, 2018); (viii) Brewery industry (Dias, M. and Falconi, 2018; Dias, M., 2018); (ix) generational interactions negotiations (Aylmer & Dias, M., 2018); (x) two-party debt collection negotiations (Dias, M., 2019, 2019b; Dias, M. and Albergarias, 2019); (xi) succession issues on mining industry (Dias, M., & Davila, 2018); (xii) civil construction versus public projects (Dias, M., 2016); (xiii) internal negotiations (Dias, M., Pereira, L; Vieira, P., Pan, J., 2022); (xiv) interbank negotiations (Dias, M.; Pereira, L; Vieira, P., 2022); (xv) corporate entrepreneurship negotiations (Silva. G.B., Dias, M., 2022; Silva. G.B., Melo, R.C, Dias, M., 2022); (xvi) Vieira, P., Dias, M., 2022; Vieira, S.; Dias, M.; Silva, G.B.; Dias, L., 2022), for instance.

## FUTURE RESEARCH

For future research, we encourage the investigation of negotiations Types I, III, and IV. WE also recommend the study of other types of negotiations in other countries, such as governmental negotiations, for instance.

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## APPENDIX I - TEACHING NOTES

**Scenario:** the case illustrates a buyer-seller, targeting further developing the arrangement abilities of business, scholars, decision-makers and professionals through a two-party, multiple-issue, Type II, integrative negotiation (Dias, 2020) reenactmentnegotiation.

**Mechanics:** parties should take 40 min to 45 min to read the case and to prepare themselves to negotiate. Negotiation mapping is strongly encouraged to be used additionally to help planning the Negotiation—30 min to 1 hour of Negotiation plus 30 min to one-hour debriefing session. In total, one hour to two hours' total time for the present case.

**Major Lessons:** to create value in integrative negotiations; to map and focus on underlying interests; to rehearse sympathy towards one another; to better skills in creating mutual value to be distributed. To find solutions through cooperative behavior; to reach sustainable agreements.

**Objective:** this role-play was designed to discuss the role of the parties in a integrative, Type II negotiation, involving two parties and multiple issues.

| MAIN FEATURES          |                             |
|------------------------|-----------------------------|
| Time required          | 1 hour – 2 hours            |
| Number of participants | 2 parties, buyer and seller |
| Groups involved        | No                          |
| Agent present          | No                          |
| Third part present     | No                          |



## APPENDIX II

### PART 1

#### ◆◆ SELLER ◆◆

#### CONFIDENTIAL INFORMATION

You are the Seller, who is negotiating with the Buyer, the Chefe of the Procurement Section of a company responsible for performing the inspection service in the activity of quarrying and construction of roads and railways.

The buyer has a considerable fleet of vehicles of various types and natures, among them 200 pickup trucks of cargo transport capacity above one ton of weight, for operation in road environments with prepared and semi-prepared lanes, in any weather conditions.

In order to maintain the high availability of this fleet and, following a guideline of the president of the buyer company to "invest in prevention not to spend on correction", the pickup trucks are replaced after ten years of use, so that 20 units are exchanged each year, that is, ten percent of the fleet is renewed annually. Therefore, you will negotiate the sale of 20 pickup trucks.

At the end of this year, it is planned to replace this portion of the fleet of the company Buyer, which determined that the new unit is the model Mitsubishi L200 Triton Outdoor GLX 2.4 MT Diesel 4x4, which has purchase value from R \$ 198,500.00 (one hundred and ninety-nine thousand five hundred and five hundred years), reaching up to R\$ 220,990.00 (two hundred and twenty thousand nine hundred and ninety reais) per unit. You know that you can grant discounts for the desired quantity. Facilities such as extended warranty, placation and loyalty in exchanges in the coming years are items that should be explored with emphasis during negotiations.

The initial phase of quotations covered an initial offer sent to the Buyer, with a total of four (4) authorized resales interested in participating in the competition for the acquisition of the 20 (twenty) units of the pickup, as shown in Table 1:

Table 1

*Acquisition of pickup trucks*

| # | Empresa                          | Unidade (R\$) | Qtd | Total (R\$)  | Total (R\$) com desconto | Final |
|---|----------------------------------|---------------|-----|--------------|--------------------------|-------|
| 1 | <b>EL PITÓN MITSUBISHI</b>       | 198.500,00    | 20  | 3.970.000,00 | 3.810.000,00 (-4%)       | 1°    |
| 2 | JRR AUTOMÓVEIS                   | 210.900,00    | 20  | 4.218.000,00 | 3.380.000,00 (-9%)       | 2°    |
| 3 | COSTA E DUTRA CAR                | 202.700,00    | 20  | 4.054.000,00 | 3.850.000,00 (-5%)       | 3°    |
| 4 | <b>ROLIM-ANDRADE MULTIMARCAS</b> | 218.500,00    | 20  | 4.370.000,00 | 4.060.000,00 (-7%)       | 4°    |

The proposal of your company, EL PITÓN MITSUBISHI was the most advantageous from a financial point of view in relation to the competition. You offered the following conditions, in addition to the price illustrated in Table 1: (a) 3 (three) years warranty, with labor excluded; (b) no plate included and (c) without guarantee of appreciation of those used at the time of exchange.

However, you know that its main competitor, ROLIM-ANDRADE MULTIMARCAS, although with the highest price of all, offered a more attractive package to the Buyer, namely: (i) extended warranty of 5 (five) years (including labor), (ii) free plate of the fleet and (iii) valuation of used vehicles in the next exchanges by FIPE table. The conditions between the two competing companies are summarized in Table 2, as follows:

Table 2

*Competitors' proposals*

| # | Empresa                          | Garantia | Mão de obra | Emplacamento | Total (R\$) com desconto | Final |
|---|----------------------------------|----------|-------------|--------------|--------------------------|-------|
| 1 | <b>EL PITÓN MITSUBISHI</b>       | 3 anos   | Excluída    | Excluído     | 3.810.000,00 (-4%)       | 1°    |
| 4 | <b>ROLIM-ANDRADE MULTIMARCAS</b> | 5 anos   | Incluída    | Incluído     | 4.060.000,00 (-7%)       | 4°    |

In the next phase of the acquisition process, a negotiation meeting was held (separately) with the two concessionaires that most closely approached the intentions of the company's president, i.e. EL PITÓN MITSUBISHI (lowest final price) and ROLIM-ANDRADE MULTIMARCAS (best after-sales guarantees).

You know that the competing company, ROLIM-ANDRADE MULTIMARCAS has been present in the market for more than 30 years and cobrand large portion of the national territory, also having an ability to cover offers from other resellers. You know, however, that this is the final offer of the competitor, because the cost of guarantees was already at the pricelimits practiced in the market. Although its proposal is R\$ 250,000.00 cheaper in terms of price, the conditions offered by the competitor make its proposal more attractive and cheaper than yours, because the equalization of the proposal is equivalent to the increase of R\$ 350,000.00 in the final price, as shown in Table 3, as follows:

Table

3 Matching proposals

| # | Empresa                   | Garantia | Mão de obra | Emplacamento | Total (R\$) com desconto |
|---|---------------------------|----------|-------------|--------------|--------------------------|
| 1 | EL PITÓN MITSUBISHI       | 5 anos   | Incluída    | Incluído     | 4.160.000,00             |
| 4 | ROLIM-ANDRADE MULTIMARCAS | 5 anos   | Incluída    | Incluído     | 4.060.000,00             |

Figure 1 below illustrates the main steps involved in the acquisition process, culminating in the final negotiation:

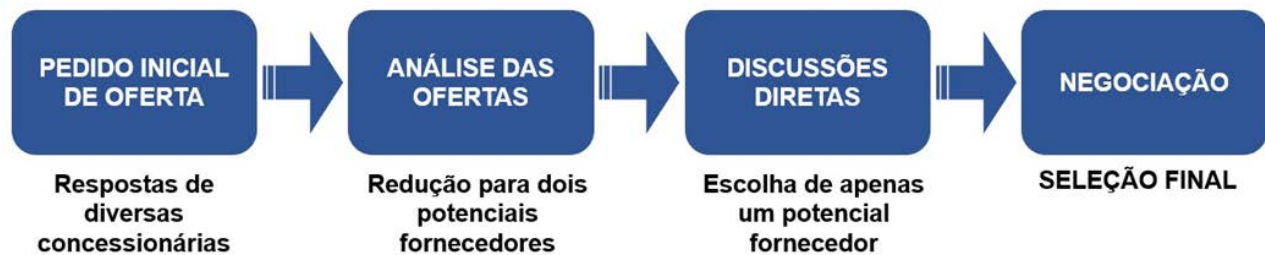


Figure 1 Procurement process for pickup trucks

This Negotiation is integrative, Type II (two parts and multiplesubjects), in view of the three issues to be negotiated, respectively: (a) value; (b) extended guaranteed, (c) labor and (d) valuation of the used vehicle based on exchange (see table below). The acquisition process also ensures that the final negotiation is collaborative, where both parties work to obtain solutions that meet mutual interests. Negotiation parameters:

**ZOPA:** between R\$ 3,810,000 and R\$ 4,160,000.00

**Options:** (i) guaranteed extended (3 to 5 years); (ii) labor (included or excluded) and (iii) Used vehicle valued or not in exchange (FIPE Table); (iv) include confidentiality clause in the contract.

**Alternative:** Sell the pickup trucks to another customer.

You know that the conditions offered by the competition are higher than yours when compared in its extension (see Table 3), although the customer is strategic and fleet exchange annually, that is, it is vital for you to keep this client in portfolio. For your company, the closer to the original conditions of the offer the better, that is, 3 years warranty, without plate and without appreciation of the exchange (your reserve price).

However, you negotiated with your director another option, that is, a special condition for the Buyer, consisting of the coverage of the condition offered by the competition, that is, in the last case you can close at R \$ 4.060,000.00, giving 5 years warranty, labor included and free plate. However, you are willing to give in, only as a last resort - after all your commission also depends on the final value of the transaction. Finally, in the case of concession (in order not to lose the sale), the director authorized the equalization of prices and conditions, but required the insertion of a confidentiality clause with respect to the price, provided for in the contract, to protect the special prices and conditions of his company in relation to the clientele itself. Prepare to negotiate with the Buyer.



**PART 2**  
**◆◆ BUYER ◆◆**  
**CONFIDENTIAL INFORMATION**

You are the Buyer of a company responsible for carrying out the inspection service in the activity of quarrying and construction of roads and railways.

Due to the nature of its activity, your company has a considerable fleet of vehicles of various types and natures, among them 200 pickup trucks of cargo transport capacity above one ton of weight, for operation in road environments with prepared and semi-prepared runways, under any weather conditions.

In order to maintain the high availability of this fleet and, following a guideline of the company's president to "invest in prevention not to spend on correction", the pickup trucks are replaced after ten years of use, so that 20 units are exchanged each year, that is, ten percent of the fleet is renewed annually. Therefore, you will negotiate the acquisition of 20 pickup trucks.

At the end of this year, it is planned to replace this portion of the fleet and you received the determination, directly from the owner of the company, that the new unit is the model Mitsubishi L200 Triton Outdoor GLX 2.4 MT Diesel 4x4, which has purchase value from R \$ 198,500.00 (one hundred and ninety-eight thousand and five hundred reais), reaching up to R\$ 220,990.00 (two hundred and twenty thousand nine hundred and ninety reais) per unit.

Thus, the price search process between mitsubishi dealerships in the city and the region began, in order to seek a better acquisition condition, considering the number of units involved in the transaction. Facilities such as extended warranty, placion and appreciation in exchanges in the coming years are items that should be explored with emphasis during negotiations. The initial phase of quotations at the concessionaires included an initial offer request sent to them, with a total of four (4) authorized dealers interested in participating in the competition for the sale of the 20 (twenty) units of the pickup, as shown in Table 1:

Table 1  
*Acquisition of pickup trucks*

| # | Empresa                          | Unidade (R\$) | Qtd | Total (R\$)  | Total (R\$) com desconto | Final |
|---|----------------------------------|---------------|-----|--------------|--------------------------|-------|
| 1 | <b>EL PITÓN MITSUBISHI</b>       | 198.500,00    | 20  | 3.970.000,00 | 3.810.000,00 (-4%)       | 1°    |
| 2 | JRR AUTOMÓVEIS                   | 210.900,00    | 20  | 4.218.000,00 | 3.380.000,00 (-9%)       | 2°    |
| 3 | COSTA E DUTRA CAR                | 202.700,00    | 20  | 4.054.000,00 | 3.850.000,00 (-5%)       | 3°    |
| 4 | <b>ROLIM-ANDRADE MULTIMARCAS</b> | 218.500,00    | 20  | 4.370.000,00 | 4.060.000,00 (-7%)       | 4°    |

El PITÓN MITSUBISHI's proposal was the best from a financial point of view, in relation to the competition. However, the Seller initially claimed that it did not have the capacity to offer advantages beyond those already offered by the factory, i.e.: (a) 3 (three) year warranty, with labor excluded, (b) without offering of license plate and (c) without guarantee of appreciation of those used in the exchange.

Note in Table 1 that EL PITON MITSUBISHI's offer is R\$ 250,000.00 cheaper than the main competitor in the region, ROLIM-ANDRADE MULTIMARCAS, which offered (i) extended warranty of 5 (five) years (including labor), in addition to (ii) free plate and (iii) FIPE table valuation of used vehicles in the next exchanges, therefore its BATNA. The best proposals are summarized in Table 2, as follows:

Table 2  
*Competitors' proposals*

| # | Empresa                          | Garantia | Mão de obra | Emplacamento | Total (R\$) com desconto | Final |
|---|----------------------------------|----------|-------------|--------------|--------------------------|-------|
| 1 | <b>EL PITÓN MITSUBISHI</b>       | 3 anos   | Excluída    | Excluído     | 3.810.000,00 (-4%)       | 1°    |
| 4 | <b>ROLIM-ANDRADE MULTIMARCAS</b> | 5 anos   | Incluída    | Incluído     | 4.060.000,00 (-7%)       | 4°    |

In the next phase of the acquisition process, a negotiation meeting was held (separately) with the two concessionaires that most closely approached the intentions of the company's president, i.e. EL PITÓN MITSUBISHI (lowest final price) and ROLIM-ANDRADE MULTIMARCAS (best after-sales guarantees).

The company ROLIM-ANDRADE MULTIMARCAS (competitor of the Seller) has been present in the market for more than 30 years and cobrand large portion of the national territory, also having an ability to cover offers from other resellers. However, claiming that the cost of guarantees was at the price limits ROLIM-ANDRADE MULTIMARCAS declared that this was their final offer.

Thus, the final phase comprised the negotiation to close the purchase with the concessionaire EL PITÓN MITSUBISHI (Seller), given that it submitted a more financially advantageous final proposal. The object of this final step is persuade the Seller a cover the package of guarantees offered by the competitor. A Figure 1 below illustrates the main steps involved in the acquisition process, culminating in the final negotiation:

It is, therefore, negotiation is integrative of Type II (two parts and multiple subjects s), in view of the three subjects to be negotiated, respectively: (a) value of the vehicle; (b) extended guaranteed, (c) labor and (d) valuation of the used vehicle based on exchange (see table below). The acquisition process also ensures that the final negotiation is collaborative, where the two agents work to obtain solutions that meet mutual interests. Trading data:

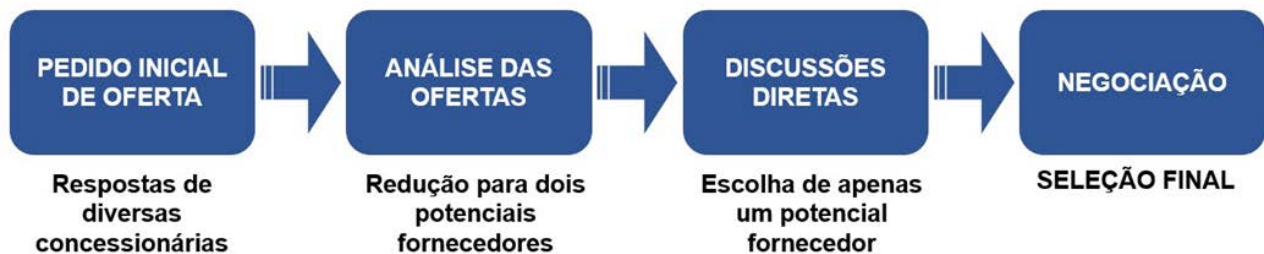


Figure 2 Procurement process for pickup trucks

**ZOPA:** total acquisition value between R\$ 3,810,000.00 and R\$ 4,060,000.00

**Options:** (i) guaranteed extended (3 to 5 years); (ii) labor (included or excluded) and (iii) Used vehicle valued on the basis of exchange (FIPE Table or zero valuation).

**Alternative:** Purchase the vehicles of the competitor ROLIM-ANDRADE MULTIMARCAS.

For you the ideal would be to have the discount and have the conditions offered by the competitor, but is prepared to make concessions. Prepare to negotiate with the Seller.

