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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:

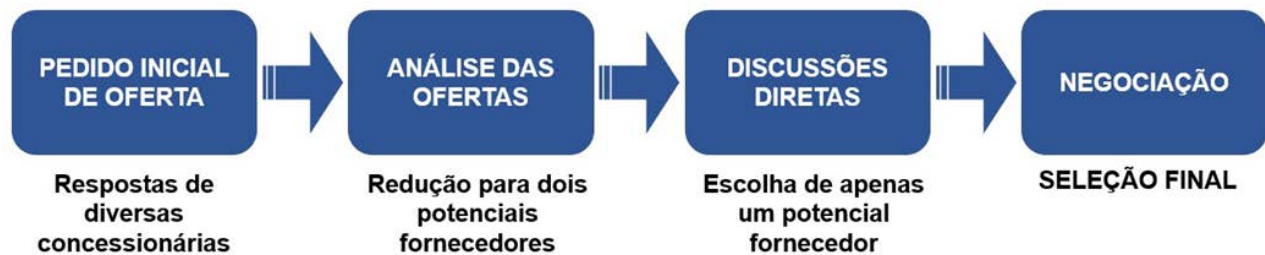


Figure 1 Procurement process for pickup trucks

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:

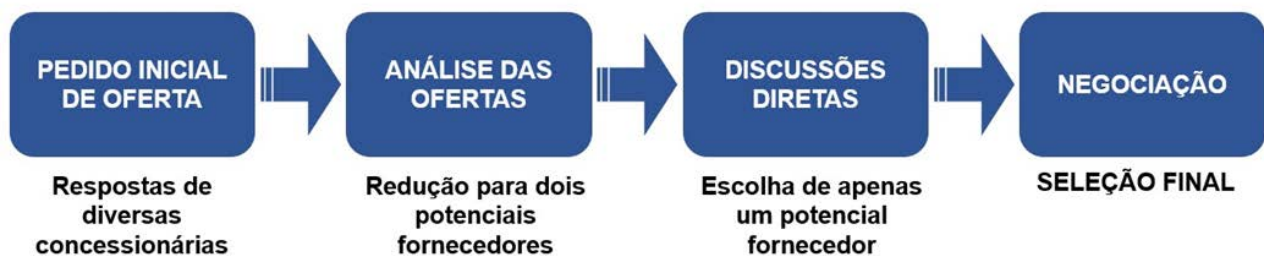


Figure 2 Procurement process for pickup trucks

**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.

