



BUYER-SELLER NEGOTIATION: MILITARY CARGO JET ACQUISITION

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ABSTRACT

This article addressed a Brazilian buyer-seller negotiation between Air Force Representative and a Military Aircraft Company aiming to acquire sixteen Military Cargo Jets. The seller is a private aircraft manufacturer, whereas the public agent (buyer) represents the federal government. The Brazilian Congress sanctioned the negotiation to renew the Air Force Cargo Jet fleet. Key findings pointed out the necessity of improvement of negotiation planning and underlying common interests' joint investigation. Discussion and future research complete the present work.

Keywords: Military Cargo Jet, buyer-seller negotiation, integrative, Type II Negotiation

INTRODUCTION: -

This work addressed a descriptive single case study on Military Cargo Jets acquisition by the Brazilian Federal Government to renew the Brazilian Air Force fleet due to the precarious situation of air transport authorized by the Brazilian Congress. In sum, a Type II negotiation (Dias, 2020) includes a two-party, multiple-issue process involving a governmental agent and a private company representative. The actual names of the involved were omitted to preserve the participants' identities due to compliance and ethical purposes. *Buyer-Seller Negotiation* has attracted scholars' attention over the past decade (Dias, 2020, 2020b, 2019; Moore, 2003; Cohen, 1980; Sebenius, 1992; Susskind & Field, 1996; Dias & Navarro, 2017; Dias, M. et al., 2021; Dias & Duzert, 2017; Dias, M. et al.,

2020; Dias & Lopes, 2019; Susskind & Cruikshank, 1987; Raiffa, 1982; Ury, 2015; Fisher Ury & Patton, 1981; Salacuse, 2008; Dias & Teles, 2018 Dias, M., 2018, 2020, 2019).

Negotiation, according to Carnevale & Pruitt (1992), involves "discussion between the parties to reach an agreement." (p.532), and is defined as "a process of combining conflicting positions into a common position under a decision rule of unanimity, a phenomenon in which the outcome is determined by the process" (Zartman, 1988, p.31).

In this work, moreover, we adopted the Four-Type Negotiation Matrix taxonomy (Dias, 2020) to assess the negotiation process, as depicted in Figure 1:



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

Figure 1 shows that the present case addressed a Type II negotiation, where two parties negotiate multiple issues (the acquisition of twelve aircraft). Finally, we present the research methods and limitations in the next section.

METHODS AND RESEARCH LIMITATIONS: -

We adopted a multiple-methods approach, combining a descriptive case study and some authors' direct participation. We also followed an inductive rationale and interpretive approach. The unit of analysis is the cargo jet acquisition. The dramaturgical theory supports this research (Goffman, 1959, 1961). Therefore, the case is restricted to buyer-seller negotiations between two parties in Brazil on multiple issues. Other countries and perspectives might convey incorrect understandings and should be addressed in future research.

THE NEGOTIATION FOR THE ACQUISITION OF A TRANSPORT AIRCRAFT:-

The Blue Air Force (FAA)¹ needs a new fleet of large aircraft to transport personnel and material, as its current vectors are deteriorated and cannot meet operational demands. The low availability and the constant cancellations of flights impaired the mobility capacity of human and material resources of the FAA, which provided the initiative to deactivate the current transport aircraft and the acquisition of new aircraft.

BACKGROUND:-

Due to the precarious situation of the FAA's air transport means, the Congress of the Blue country authorized an extrabudgetary expenditure for the Project for the Development and Acquisition of new transport aircraft over the next six years. Currently, the FAA has 12 transport aircraft (with an average availability of 4). According to national strategic planning, it would be necessary to have at least 14 aircraft to meet all requests for displacing personnel and material. Apolo Aeronautical Industry (AIA) is an aircraft manufacturer located in Azul and has the skills to produce an aerial transport vector that meets the needs of the FAA. The EIA specialized in providing small aircraft for executive aviation and manufactured a primary instructional aircraft for the FAA called Sparrow. This aircraft has sold hundreds of units to several countries around the world.

FIRST MOVES:-

The Sparrow's success was enhanced because the FAA took it to several Aviation Fairs, which aroused interest and subsequent sale to Green and Yellow (countries with borders with Azul). It can be said that the Sparrow was an example of a successful partnership between the FAA and the EIA. Many AIA pilots and mechanics are retired FAA professionals, which created a particular affection between the two entities. Apollo was growing and expanding its business. It had great success launching a remotely piloted aircraft (Aquarius), achieving unprecedented and considerable profits, which led to increased research and innovation activities. Company professionals exchanged in other countries and qualified in systems with high technological value, preparing the industry for future projects. Participating in the Development of a large aircraft would be a door that would put the Company in a specific group of industries.

The Blue Defense Policy encouraged the acquisition of military material by national companies. As there was no other aircraft supplier in the country, the EIA would undoubtedly be sought by the FAA

¹ Fictitious name

to develop and purchase this new air platform. The EIA would have costs with the Development of the new aerial vector (assembly line, research, purchase of aeronautical material, capture of qualified professionals). After initial contacts with the FAA and the analysis of the technical requirements of the new aircraft, The EIA engineers concluded that the Development and production of the new aircraft was a real opportunity to not only make financial profits but to acquire intangible gains by inserting itself in the world market of large aircraft. If the new transportation platform were a success, Apollo could launch itself into the production of large commercial aircraft, entering an aviation market that presented growth prospects in the world. The FAA and the EIA knew that green and yellow transport aircraft were in logistical trouble and could be exchanged in the coming years. As there are no aviation industries in these two countries, the new EIA product could be sold to both, as Blue, Yellow, and Green have good diplomatic relations. The survey of costs with the Development and production of the new aircraft carried out by the EIA showed that the Project would bring financial gains to the Company only if at least 16 aircraft were sold. If the FAA acquired more aircraft, it would be better for Apollo to justify investments in the new production plant.

THE RISKS OF THE OPERATION:-

The risk of developing the new aircraft was reduced, as the Company had partnered with experience in the aeronautical industrial sector. In addition, this new air platform could become a sales success with FAA advertising with friends' countries, as happened with the Sparrow.

After comparing the cost values with the Development and acquisition of the new transport aircraft with the budget authorized by the National Congress, the FAA concluded that it would be possible only to purchase 12 aircraft. However, there was the possibility of a parliamentary amendment additive to the purchase of 3 aircraft. The FAA had a history of getting investments outside the planned federal budget because it transports the country's politicians on its aircraft. Azul is going through a financial crisis due to an epidemic, which forced the government to direct its investments in health. Green and Yellow, on the other year, present a stable economic situation with GDP growth and increased military spending. The population of Verde has constantly been requesting the registration of its Armed Forces because they believe the country needs its border protection.

THE NEGOTIATION ENGAGEMENT: ONGOING PROCESS:-

The negotiation between the FAA and the EIA is related to the amount of aircraft that will be purchased because the costs of manufacturing and operating logistics of the aircraft, as well as the characteristics of the platform, are not under discussion for changes and have already been initially agreed between the parties. The FAA does not accept the withdrawal of any component or operating system from the aircraft design, just as Apollo does not admit to reducing the human and material resources involved in producing the new aircraft. Currently, negotiations are still ongoing, with a tendency to acquire 16 large transport aircraft by the FAA. Green and Yellow were interested in the Development and Acquisition Project of the new aerial platform.

CASE ANALYSIS AND DISCUSSION:-

The negotiation case is classified as follows:

(i) Type of Trade (if Types I, II, III or IV):

- Type I (Two Parts and One Subject), Distributive Negotiation

(ii) ZOPA (Zone of Possible Agreement):

- FAA (12 to 15 transport aircraft)

- AIA (13 to 20 transport aircraft)

(iii) alternatives:

- FAA (develop and buy the transport aircraft with another company outside of Azul)

- AIA (seek to make a Project with Green or Yellow)

(iv) options:

- FAA (advertise the new aircraft in Aviation Fairs, mainly in Green and Yellow)

- AIA (offer training of mechanics, training of crews, tools to support the aircraft on the ground, in addition to logistical support for a certain time)

LESSONS LEARNED:-

Unfortunately, lessons learned are discussed as follows: (i) FAA (exploring the successful partnership with the Sparrow aircraft, the possibility of selling the aircraft to Green and Yellow, inserting the EIA in a world market and the scenario of financial profit arising from the manufacture of the remotely piloted aircraft); (ii) EIA (exploit the negative operational situation of the FAA's current transport aircraft)

IMPLICATIONS AND DISCUSSION: -

The case has implications in the following fields of study, such as (i) Military negotiations (Dias et. Al, 2022); (ii) negotiations with governmental agents (Araujo, C.; Dias, M., 2022; Correa, Teles, Dias, M., 2022; Dias & Navarro, 2018); (iii) generational interactions negotiations (Aylmer & Dias, M., 2018); (iv) Brewery industry (Dias, M. and Falconi, 2018; Dias, M., 2018); (v) NGOs negotiations (Paradela, V.; Dias, M.; Assis; Oliveira, J.; Fonseca, R. (2019); (vi) business mediation (Dias, M., 2018); (vii) civil aviation industry (Dias, M., Teles, and Duzert, 2018; Dias, M. and Duzert, 2018); (viii) retail business negotiations (Dias, M. et al.,

2015; Dias, M. et al., 2015, 2014, 2012); (ix) industrial negotiations (Dias, M., Navarro and Valle, 2013, Dias, M., et al., 2014; Dias, M., et al., 2013; Dias, M., & Davila, 2018); (xi) streaming video industry (Dias, M., & Navarro, 2018); (xii) civil construction negotiations (Dias, M., 2016); (xiii) two-party debt collection negotiations (Dias, M., 2019, 2019b; Dias, M. and Albergarias, 2019); (xiv) internal negotiations (Dias, M., Pereira, L; Vieira, P., Pan, J., 2022); (xv) corporate business 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); (xvii) interbank negotiations (Dias, M.; Pereira, L; Vieira, P., 2022), amongst other fields of research.

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 private negotiations, for instance.

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