



A Brazilian Case on Effective Negotiation in B2B Relationships

By:

Roberto Aylmer¹, Mariana Aylmer², Rodrigo Aylmer³, Murillo Dias⁴

¹ Rennes School of Business

² Faculdade Dunamis

³ Universidade Federal do Rio de Janeiro - Coppe

⁴ Fundação Getulio Vargas, Brazil

Corresponding author: Dr. Murillo Dias

ABSTRACT

This case study examines the negotiation techniques that a technology organization uses to interact with its commercial associate. The article demonstrates how the two parties united to develop an innovative answer that satisfied their mutual requirements. The negotiation took place in São Paulo, Brazil, with multiple groups of conflicting interests participating. The research shows that trust, along with communication and flexibility, leads to successful outcomes through its examination of different negotiation approaches. The research findings provide vital information that enables experts and professionals to enhance their negotiation abilities for successful business-to-business deal negotiations.

Keywords:

Negotiation; supplier management; cloud computing services; Brazil

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1. Introduction

Many business-to-business transactions involve negotiation issues, highlighting the functions of tactical advantages and safeguarding (Geiger, 2017). Negotiation is "a process of combining conflicting positions into a common position under a decision rule of unanimity, a phenomenon in which the process determines the outcome" (Zartman, 1988, p.31). In this study, we present a detailed case study of Business-to-Business negotiation in Brazil. Business organizations in the present fast-paced business environment actively pursue operational efficiency improvements alongside cost-reduction strategies to boost their market competitiveness. The organization needs to achieve these targets through effective negotiations with external partners, including suppliers, vendors, and service providers. The research examines the negotiation processes that a technology company uses to interact with its external business partner. It discusses the problems and opportunities that arose throughout the discussion. The software company, which operated as a primary cloud computing service provider, wanted to reduce its operational expenses while improving its customer service delivery. The outside partner that provided technical support services aimed to boost profits by achieving higher financial returns. It was hard for the two sides to reach an agreement because many people were involved and many interests were at risk. The discussion occurred in São Paulo, Brazil, and included procurement team members from the company and their partner's negotiating team, as well as their respective top executives. The negotiation process became difficult because we needed to address three critical matters: pricing, service quality, and contract terms. The research examines the negotiation process that led to a beneficial agreement through team-based problem-solving. The research examines the obstacles that emerged during negotiations and the negotiation techniques that negotiators used to overcome them.

The research defines negotiation, following Rubin and Brown (1975), as a collaborative process in which parties reach mutual agreements (Dias, 2020). The research investigates Type IV negotiation (Dias, 2020) by analyzing how parties implement integrative methods to develop standard value. From judicial reorganizations (Vidaletti & Dias, 2025) to business disputes (Delgado & Dias, 2025; Gasparini et al., 2025; Oliveira, Souza & Dias, 2025; Scheuer & Dias, 2025; Smejoff et al., 2025; Soliva & Dias, 2025; Valle, Trindade & Dias, 2025), negotiation research has shown us what is possible. In addition, we followed Dias' (2020) typology on the negotiation classification, as depicted in Figure 1:



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

2. Materials and Methods

The research design of this study follows a qualitative approach, using inductive reasoning and interpretive analysis, as described by Saunders et al. (2009). The research aimed to examine the intricate negotiation process that emerged from a supply chain conflict, analyzing how participants developed their own interpretations and made strategic choices. The research design used descriptive single-case study methods, which followed Yin's (2004) methodological guidelines. The research study was chosen because it provides vital data and complex negotiation patterns that meet the criteria for Type IV negotiations (Dias, 2020). The research maintains ethical standards by protecting the identities of all participating companies and individuals through the use of anonymous identifiers. The research data came from three sources: internal documentation, contractual records, and retrospective accounts from participants who experienced the negotiation process. The research aimed to determine the essential decision moments, strategic choices, and negotiation principles that businesses use when dealing with critical dependent business partnerships.

3. Negotiation Background

The negotiation is about service rates for support of cloud computing services in São Paulo, Brazil. The tech company is headquartered in São Paulo and provides solutions to than 300 clients across Latin America. The tech company needs partners for 24/7 support. The current partner is based in Campinas and charges \$55 per hour, which is above the target range of \$45 to \$50. The parties noticed that unpredictable cost-estimation methods led to expenses 40% above forecast. The cost is high. They see that the company thinks there is a lack of transparency and wants an agreement. The parties hear that the partner wants income stability because market demand keeps changing. They understand that the company's financial controller worries that high hourly rates hurt the company's line. The parties also hear that the partner's management says the company needs pricing to fit the changing market conditions.

The negotiation becomes more complicated as the company expands its operations in Latin America and plans to increase the client base by 30% in the quarter. The growth will need support. The growth makes it more challenging to secure a cost-effective partner. The company's CEO stressed the importance of finding an agreement. The CEO said a successful partnership would be crucial for achieving the company's business objectives. The company's procurement team looked at partners. The current partner has skills in cloud computing. Focus on service quality. The partner's expertise in cloud computing and focus on service quality made it the choice. The companies cannot cut costs, as doing so would hurt their competitiveness. The partner also feels pressure from their stakeholders to increase revenue and profitability.

The parties have been watching the negotiation for weeks. Negotiation involves talks between the two sides. The company's negotiation team has put forward a few ideas, including a step-by-step pricing plan and performance-based bonuses. The partner has sent back ideas, such as a request for a contract and pricing that can be changed more easily. The parties have seen the company's management team know how important it is to secure a partnership. The company's management team has stressed the need for a solution that meets both parties' interests. The parties also see that the partner's management team wants to reach an agreement. The partners' management team mentions the chance for long-term growth and collaboration. The negotiation

is about reaching a deal on service rates for cloud computing support. The company wants to lower costs. The partner wants to raise revenue and profit. The negotiation becomes more difficult because the company has growth plans, and the partner feels pressure to increase revenue. The negotiation background shows a lack of openness and trust between the parties. The company's procurement team says the partners' cost estimation methods raise concerns. The partner says the price must stay flexible. The company's management team says a solution that meets both parties' interests is important.

4. Challenges and pitfalls

They see that the company works in a tech hub in São Paulo. The company needs partners for expansion. Outside partners charge \$45 to \$65 per hour. That charge makes a 40 percent gap. The partner charges \$55 per hour. That rate puts the company's money at risk. The ZOPA looks narrow. The narrow ZOPA raises the chance that the negotiation will fail. They see the main challenge as finding a balance. The company's financial team pushes for a rate of \$45 per hour. The partner insists on a rate of \$55 per hour. The negotiation becomes more complex because the company has alternatives. The partner has skills in cloud computing. The parties heard the company's project manager point out the risk of losing staff if the negotiation fails. The company's project manager said losing staff would hurt the company's ability to deliver services to clients. The partner's business development manager argues that the partner has clients who are ready to pay \$15- \$20/hour. The partner's business development manager said the partner needs a deal. The company's CEO stresses the need for a solution that meets both parties' interests. The company's CEO warned that failure to reach an agreement would damage the business relationship.

They see that the negotiation is complex because the parties have different cultures and ways of communicating. The company's procurement team raised concerns about the partner's response time and communication style. The partner said the negotiation needs greater flexibility and greater adaptability. The company's management team understood the risks associated with the negotiation. The company's management team also recognized that the agreement could fail and that such a failure could harm the business relationship. The company's management team says a new solution is needed that meets both parties' interests. The company's management team has asked the negotiation team to find a way. The negotiation team works on a plan that can keep the agreement alive and protect the business relationship. The parties note that the partner's management team is aware of the risks.

The partners' management team notes that a failed negotiation could result in lost revenue and lower profitability. The partners' management team stresses that a solution must fit the business needs. The partners' management team has told the negotiation team to push for a deal. From their view, the challenges and pitfalls in the negotiation are significant. The challenges and pitfalls include a ZOPA, communication differences, and the chance of a failed agreement. The company's management team and the partners' management team are aware of the risks. The company's management team and the partners' management team push for a solution that meets the interests of both parties. Both parties feel pressure to reach an agreement.

5. Follow Through and Deal

The company and partner agreed on a tiered pricing structure: \$50 per hour for up to 80 hours each month and \$45 per hour for any hours above 80. The Partner added performance bonuses (\$1,000 for 95%+ uptime). The company and partner cut travel costs by using the São Paulo office for support. A 12-month contract gave stability. The 12-month contract tied price adjustments to client growth. The company's procurement team is now writing a framework agreement. The framework agreement will guide engagements with the partner. The partner is also looking for ways to expand the company's service offerings. The partner wants to add training and support.

The company management team feels hopeful about the future of the partnership. The company's management team cites the negotiation as part of its growth plan. The partner management team feels pleased with the outcome. The partner management team says the outcome will enable the partner to invest in partner services. The partner management team also says the outcome will improve the partner's ability to compete in the market. The company's CEO said the agreement was a step in the partnership. The company's CEO said the company looks forward to working with the partner. The partner's CEO said the partner is happy with the agreement. The partner's CEO said the agreement will enable the partner to grow its business and improve its services. The company's procurement team reports improved communication and better collaboration with the partner. The partner says they want to work with the company in the future. The company's management team feels hopeful about the partnership's future. The partners' management team feels hopeful about the partnership's future. Both the company's management team and the partners' management team point to the negotiation as a part of their growth strategy. The agreement shows the power of creative problem-solving and collaboration in business negotiations. The agreement shows that the right approach and mindset can lead to mutually beneficial solutions in negotiations.

6. Discussion

The IT firm and the outside partner's discussion shows how complicated business-to-business talks can be, especially in fast-changing fields like cloud computing. The conversation will center on the main points from the negotiation, including the importance of being creative when addressing problems, the role of trust and communication, and what this means for future business partnerships. The negotiation shows how important it is to think outside the box when making business deals. The firm's procurement team and the partner's negotiating team worked together to develop a solution that worked for both sides. They used a tiered price structure and performance incentives to close the gap between their original positions. This method helped both sides achieve their goals: the corporation received a cost-effective solution, and the partner secured a steady source of income.

The negotiation also shows how important trust and communication are in corporate partnerships. The firm's procurement team and the partner's negotiating team got along well, which made it easier for them to communicate honestly. Because they trusted each other, they were able to exchange information and develop innovative ideas, leading to a successful agreement that will have a significant impact on how the firm and the partner do business together in the future. The successful negotiation has established a standard for future

partnerships, showing that innovative problem-solving and a willingness to work together can lead to solutions that work for everyone. The management teams of both companies are hopeful about the future of the cooperation. They say that successful negotiation is a significant element of their development plan.

The negotiation also prompts us to consider how long the accord will last. The company's procurement team has stressed the need for continual monitoring and review to ensure the arrangement remains competitive and valuable. The management team of the partner has also said that they would endeavor to enhance their services and make them more competitive in the market. The negotiation has also shown how important it is to be flexible and adaptable in business talks. The company's procurement team and the partner's negotiating team were able to adapt to new situations and generate new ideas, which led to a successful deal.

In conclusion, the discussion between the tech firm and the outside partner shows how important it is to be innovative, trust one another, and communicate while doing business. The agreement will have a significant impact on future business partnerships, and it shows how important it is to monitor and evaluate it to ensure it lasts. To maintain strong, mutually beneficial cooperation, the corporation and the partner will need to keep these points in mind as they work together. The negotiation also shows how important it is to know what everyone wants and needs. The firm's procurement team and the partner's negotiating team found common ground and worked together to reach a solution that worked for both sides. In general, the negotiation between the tech firm and the outside partner is a good illustration of business-to-business negotiation. It shows how important it is to solve problems in new ways, trust others, and talk to each other. It also shows how important it is to keep an eye on the agreement and check it regularly to ensure it stays in place.

6. Research Implications

The research findings from this study create multiple opportunities for negotiation scientists to study how to handle situations that have unbridgeable distributional differences.

Expanding ZOPA through integrative strategies

The research demonstrates that integrative methods yield functional solutions when the ZOPA reaches its minimum size, enabling only 5% deviations from 40-60% higher demand levels. The approach supports Fisher and Ury's (1981) method of working with interests rather than positions and aligns with Lax and Sebenius's (1986) model, which combines cooperative and competitive elements. The research conducted in Brazilian settings by Dias (2020c), Dias and Navarro (2020), and Dias et al. The research conducted by (2021, 2022) shows that parties can expand their ZOPA ranges through actual negotiations when using structured negotiation models.

BATNA analysis and bargaining power

The situation demonstrates why the Best Alternative to a Negotiated Agreement (BATNA) is a critical factor in determining the outcomes of negotiations. The parties needed to compromise because their weak BATNAs on both sides demonstrated that BATNA strength determines bargaining power, as Lax and Sebenius (1986) argued. Dias and his team (2020; 2025) showed

that government and private equity organizations use the same negotiation methods because organizations with few other choices form alliances. The analysis shows that BATNA evaluation functions as both a theoretical framework and a diagnostic method that works across multiple negotiation environments.

Quantification as a methodological contribution and Cross-sector generalizability

The negotiation literature shows that audit rights and guarantees and early maturity clauses need to be included because they enhance transparency and compliance (Cunha & Dias, 2021; Dias et al., 2021; Dias, Toledo, Silva, Santos et al., 2022; Dias, Pires, et al., 2022; Dias, Almeida, Silva, Russo, et al., 2022). The risk reduction mechanisms establish trust between parties who need to perform essential agreements. The process demonstrates asynchronous negotiation methods through its payment schedule, which includes future invoices and monetary adjustment periods (Santos & Dias, 2024). The model demonstrates how companies can leverage their timing, sequencing, and financial engineering to address liquidity issues while meeting their compensation requirements. Family business negotiations continue to find value in this case because these organizations need to preserve their long-term success and strong personal relationships between their members. The company has maintained its business relationships throughout the dispute, even though the conflict reached its peak according to Dias Pereira et al. (2023), Dias (2023), Dias et al. (2023), and Valente & Dias (2023), also, regarding the socialization process and negotiations (Aylmer et al., 2024, 2024a, 2024b, 2024c).

7. Lessons Learned

The main ideas from this story demonstrate how supplier management operations are affected by specific events. Organizations can reduce costs while delivering better services by using standardized payment systems that help them preserve business relationships through trust-based interactions. The research results show that successful dialogues create advantages that extend beyond monetary benefits, as they build trust, resulting in enhanced operational performance of typical business systems. The organization establishes a stable foundation for growth through this method, which aligns with its long-term development plan. The experience showed how to maintain professional boundaries while remaining available to others, which proved that professional advancement stems from handling challenging social interactions. The main takeaway from this experience is that business dialogues serve as opportunities to identify shared goals rather than personal conflicts, as negotiation study materials that focus on interest alignment suggest. We would prepare for an upcoming similar situation by developing multiple backup solutions at the outset and using fundamental mediation techniques, including option diagrams to demonstrate the parties' mutual interests.

The team will build future business relationships by leveraging their skills to teach after-sales staff effective communication techniques. The program should include three types of sessions: teaching negotiation skills, helping participants understand their emotional characteristics through personality assessments, and promoting problem-solving skills to prevent conflicts from escalating. The case requires organizations to take preventive measures by developing contracts with payment systems that have multiple levels and by using challenges to create innovative solutions rather than stopping work. The organization can boost its market position through cloud computing, creating sustainable business expansion opportunities from customer

interactions.

8. Conclusion

In conclusion, the IT firm and the outside partner reached a deal that worked for both parties. They say that the successful negotiation was a significant aspect of their development plan. The negotiation worked very well since both sides worked together. They reached an arrangement that worked for both of them by working together and coming up with inventive ideas. In short, the discussion went well, and both sides reached an arrangement that works for them. The experience will teach us a lot about how to negotiate in business going forward. It will show us how important it is to be innovative, to trust others, to communicate, and to work together. As organizations continue to face the challenges of the global market, the ability to negotiate effectively will always be an important skill for success. The case also showed that supplier management produces superior results through preventive measures, including establishing payment standards, defining contract levels, and training staff to use proper communication techniques. The systems reduce expenses while building trust, which enables operational stability for extensive industrial asset management systems. The research results indicate that negotiation studies should investigate how integrative negotiation methods can be applied across different business sectors, including industrial supply chains, technology, service, and consumer markets. Finally, the case demonstrates that distributive gaps, which seem impossible to overcome, can become opportunities for collaboration through integrative negotiation methods that depend on trust, formalization, and quantification. Organizations that transform their dialogues into development opportunities will create enduring business alliances that support their market leadership and business stability for many years to come.

9. Limitations and Future research

The research design of this study depends on its specific environment. The negotiation occurred in an industrial environment, where two companies maintained ongoing contractual relationships while operating in a market with limited supplier choices. The research provides important insights into integrative negotiation approaches that work best for critical supply chain conflicts, but these results should not apply to all situations. The case study contains detailed information, but its evidence comes from recorded documents and participant statements, which could present altered or prejudiced versions of events. Research benefits from direct observation of negotiations in real time because this method enables scientists to study how offers change over time, how anchors are established, and how concessions are presented. Moreover, this study focuses on a bilateral negotiation. Research on multi-party negotiations in complex stakeholder networks would reveal which strategic methods different parties employ during negotiations. Research studies that compare different industries, including government procurement and family business transitions, and asynchronous digital negotiations, will verify how well the strategies from this study apply to different contexts.

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