



Training for Export from Slovenia to French market
September 2021

Agenda Tuesday, the 7th of September – 2pm-6pm

- Introduction => Individual pitch
- Intercultural impact in negotiation and profiles differences between France & Others countries (**Levis Pyramid**)
- Cultural indicators management and buyers attitudes : decisional capacity and indirect communication (**Meyer Matrix**)
- French buyer specificities & some tips
- **Workshop** : Intercultural communication in management and negotiation. Negotiation between **MICROSOFT France** and one IT manager Free-lance based in Slovenia

- Stake definition and prospection objectives per target for a good French negotiation (CAB, SONCAS, ...)
- Negotiation strategies, technics and tactics with French buyers.
- Negotiations vs Sales : differences in France.
- **Workshop** : Negotiation with **VINCI Group** concerning one potential market about “Grand Paris” and subway line 16 construction



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Feedback from experiences & customers references

Administration and multicultural teams management based on 3 approaches :



1/ Mono cultural : Expatriation Est African subsidiary / Indian ocean – Purchasing factories Djakarta, Singapore and France



2/ Multicultural : Subsidiary and distributors management Spain/Portugal – Purchasing factories Belgium and Germany



3/ Intercultural : Hong-Kong subsidiary creation and China collaboration – Supply Chain China – India – South-East Asia



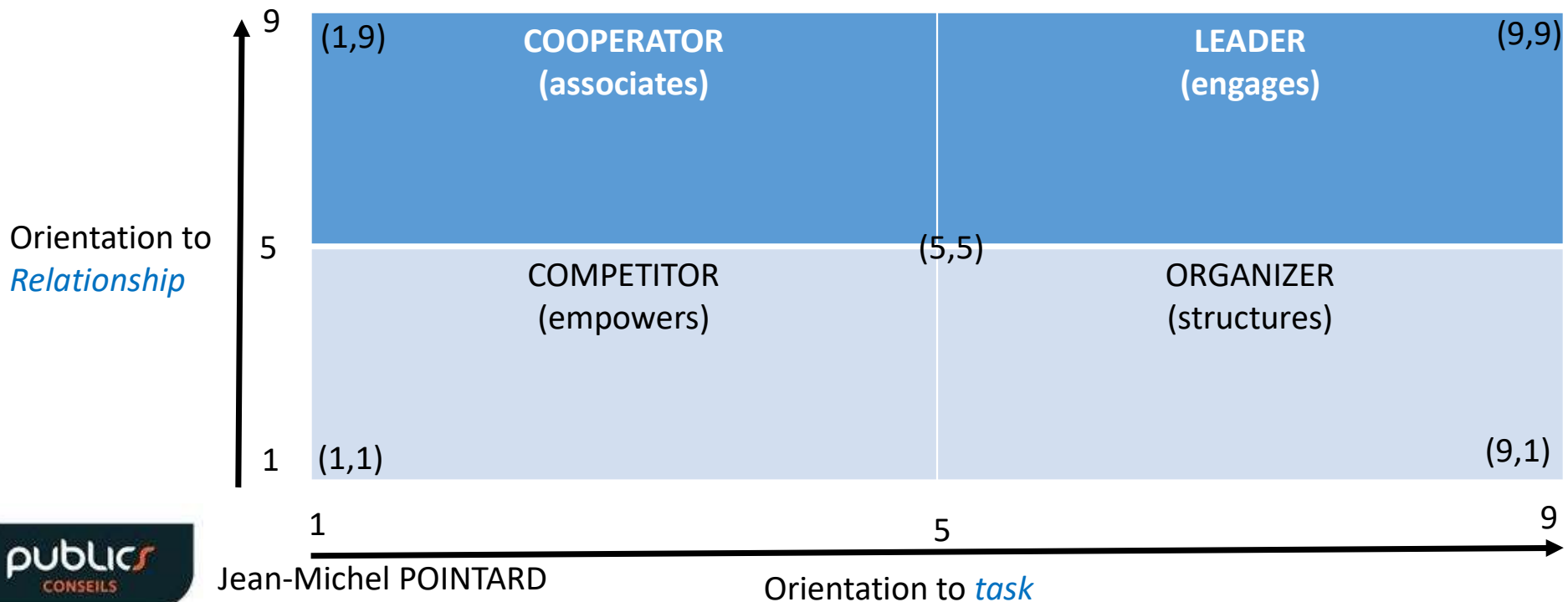
Jean-Michel POINTARD

The fundamentals of management => management styles

Management definition (Stephen Robbins Management 10^{ème} édition – 2017)

« the word management means process used for results obtained with efficiency and performance , through and with other peoples »

The charts bellow permits us to differentiate 4 management styles



The fundamentals of management => management styles

- Organizer style (9.1) : gives priority to tasks and structures activity
- Cooperator style (1.9) : gives priority to relations and associate his colleagues/employees
- Leader style (9.9) : gets involved and mobilizes his colleagues/employees
- Competitor style (1.1) : empowers his colleagues/employees and encourages autonomy

The balance style(5.5) takes in consideration all constraints and is flexible for different situations

The fundamentals of management => management styles

Main functions for a manager can be defined per :

- **To plan** : to define contributions for each team member, objectives and tasks planning
- **To lead** : to maintain the target, to advise and to coach all team members
- **To evaluate** : to control and analyze group & individual targets successes and to put evolutions useful

These 3 functions are repeated as one cycle, each evaluation means one new planning

One intercultural management intercultural includes more additional data....
But can't exist without these fundamentals

The fundamentals of management => management styles



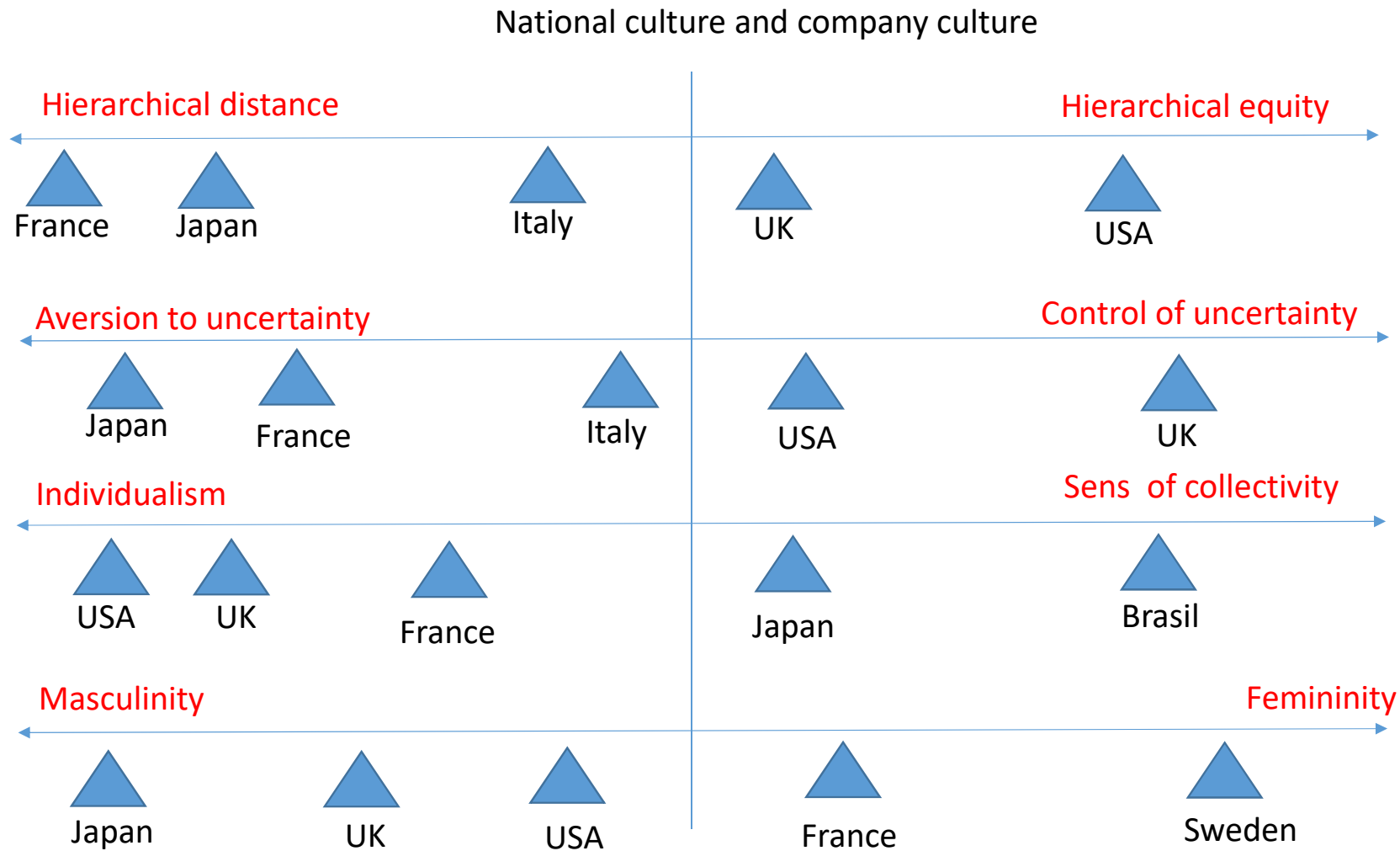
- Regional, national or continental culture must be integrated into the understanding of the corporate culture
- The Company cannot be separated from the culture of its country of origin or adoption
- It is essential to know the characteristics of national cultures that are often different

The fundamentals of management => management styles

4 cultural indicators make it possible to distinguish the national cultures of different countries:

- I. **Hierarchical Distance / Hierarchical Equality** = the relative importance of the hierarchy. This indicator measures the degree of acceptance of an unequal distribution of power
- II. **Aversion to uncertainty/ Control of uncertainty** = acceptance of uncertainty. This indicator measures the degree of impact of uncertainty and fear of risk
- III. **Individualism/Sense of community** = consideration of the group. This indicator measures the level of priority between the individual and the community
- IV. **Masculinity/ Femininity** = the distinction granted to both genders. This indicator measures the degree of distinction between the social roles and values of the two genders (yin) and masculine (yang)

The fundamentals of management => cultural indicators



The fundamentals of management => cultural indicators

Other cultural indicators may also be taken into account:

- I. **Short-term orientation/ Long-term** orientation = How long is our commitment?
- II. **Monochromy/ Polychromy** = focuses on one or more tasks at the same time? the acceptance of uncertainty. This indicator measures the degree of impact of uncertainty and fear of risk
- III. **Explicit/ Implicit** = do we say things very clearly or do we proceed by allusions?
- IV. **Focus task/ Focus relation** = is the priority the task to be accomplished or the human relationship?

The fundamentals of management => cultural indicators

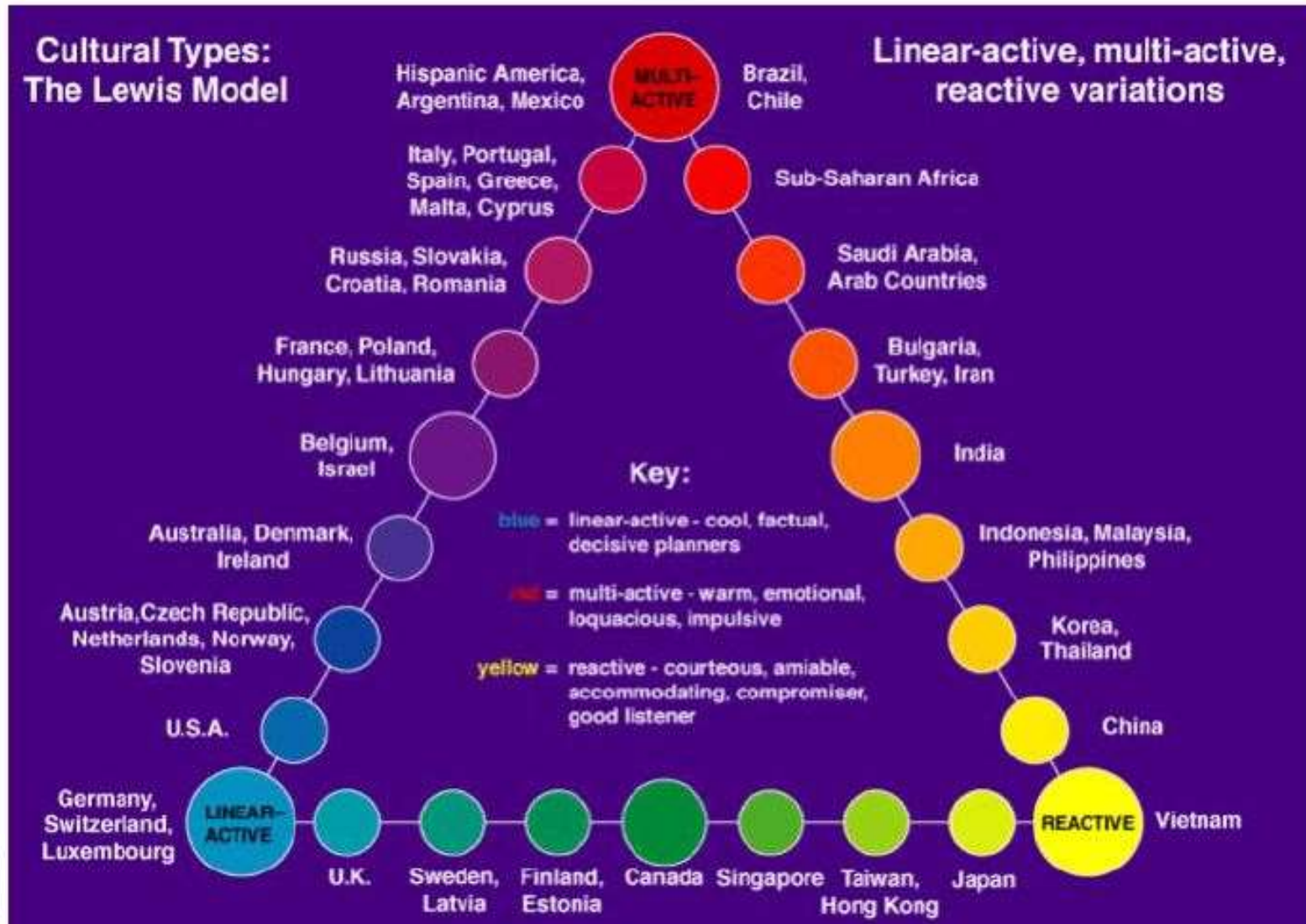
These indicators are a good first approach to cultural differences to negotiate abroad or manage multicultural teams

In order not to become a caricature, these notions must of course be qualified and deepened by a real knowledge of the countries in question

1. **French culture** wants power relations to be **distant**, abhorred uncertainty, is generally fiercely **individualistic** and is moderately «macho».
2. On We note the importance in France of **Cartesianism** (myth of rationality) and of **status** (signs of power) hence the attraction for bureaucratic organizations.
3. It is impossible to envisage, as in **Japan**, the salvation of the company flag, the morning gymnastics, the hymn to the company (Japanese symbolism of the company as community), and even less references to religion in the company, as in the **United States**.



- Implementation of effective intercultural communication (study case)

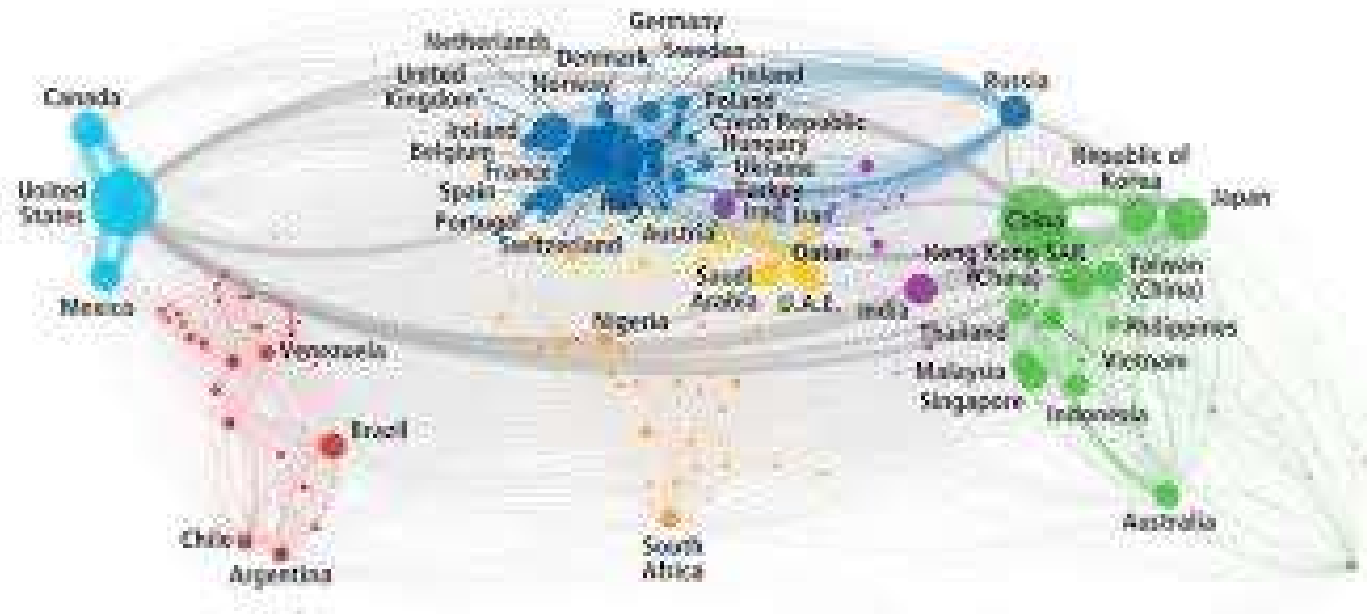


Confrontation and Emotions inside International negotiations

Erin Meyer matrix

The development of international relations and the impressive acceleration of cross-border mergers and alliances have led to **new constraints in the management** of people

In international negotiations one of the problems lies in **how to approach and manage the transaction** in order to obtain a convincing result



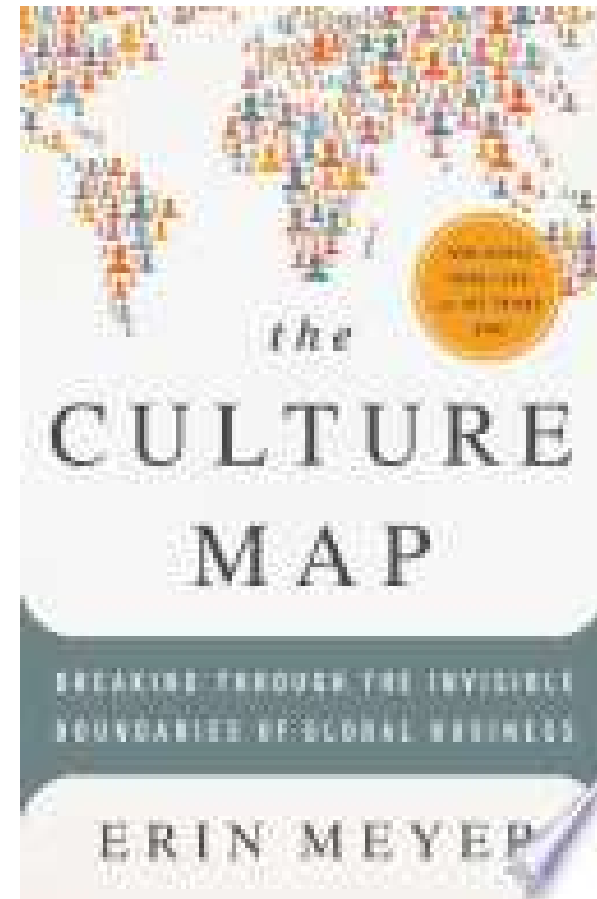
Confrontation and Emotions inside International negotiations

Erin Meyer matrix

In the context of negotiation it is interesting to divide national cultures into two major dimensions:

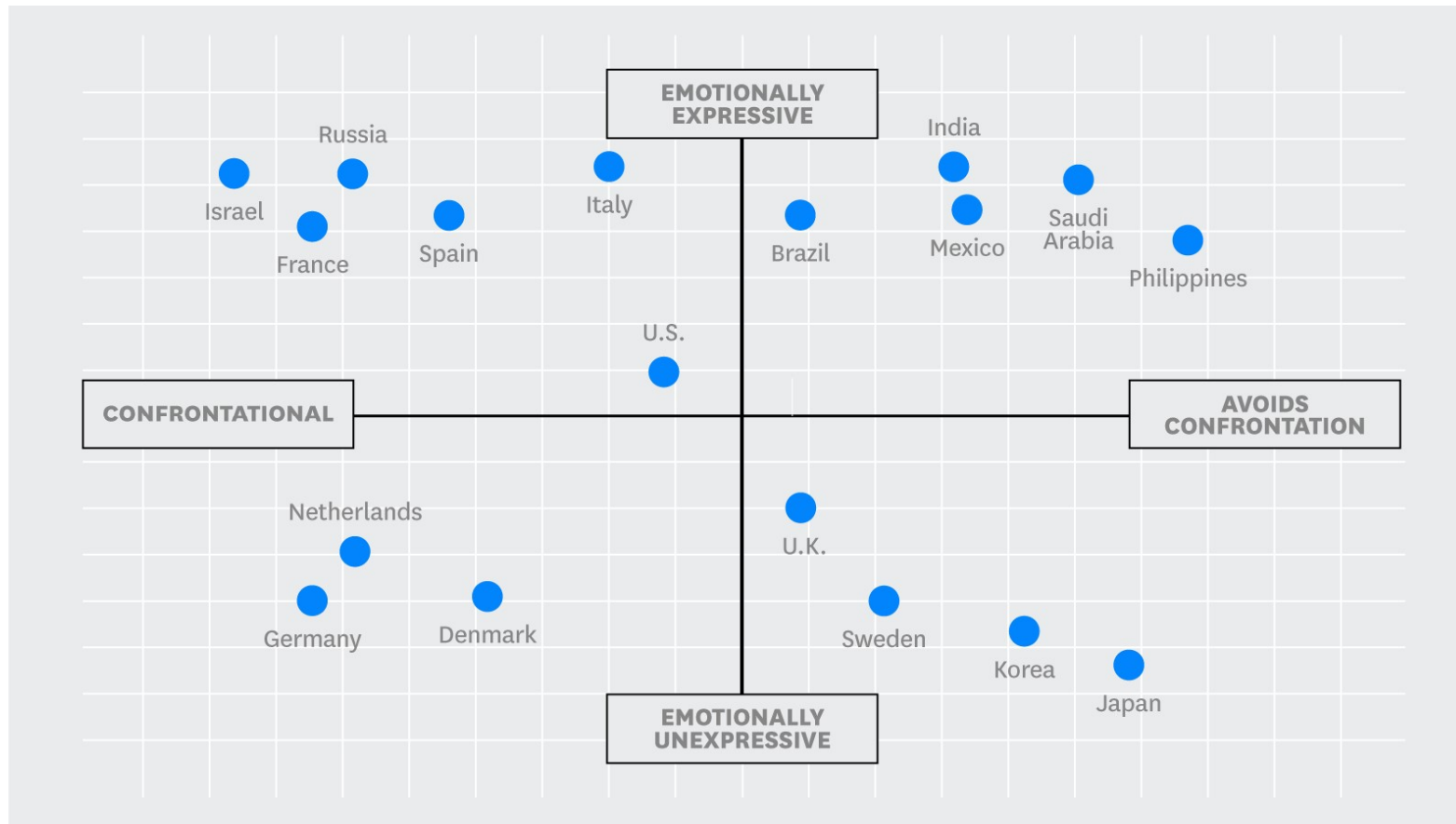
- acceptance of confrontation, on the one hand
- expression of emotions on the other hand.

Contrary to accepted ideas, these dimensions do not always go hand in hand and we see in the diagram following four specific cultural blocks



Confrontation and Emotions inside International negotiations

Erin Meyer matrix

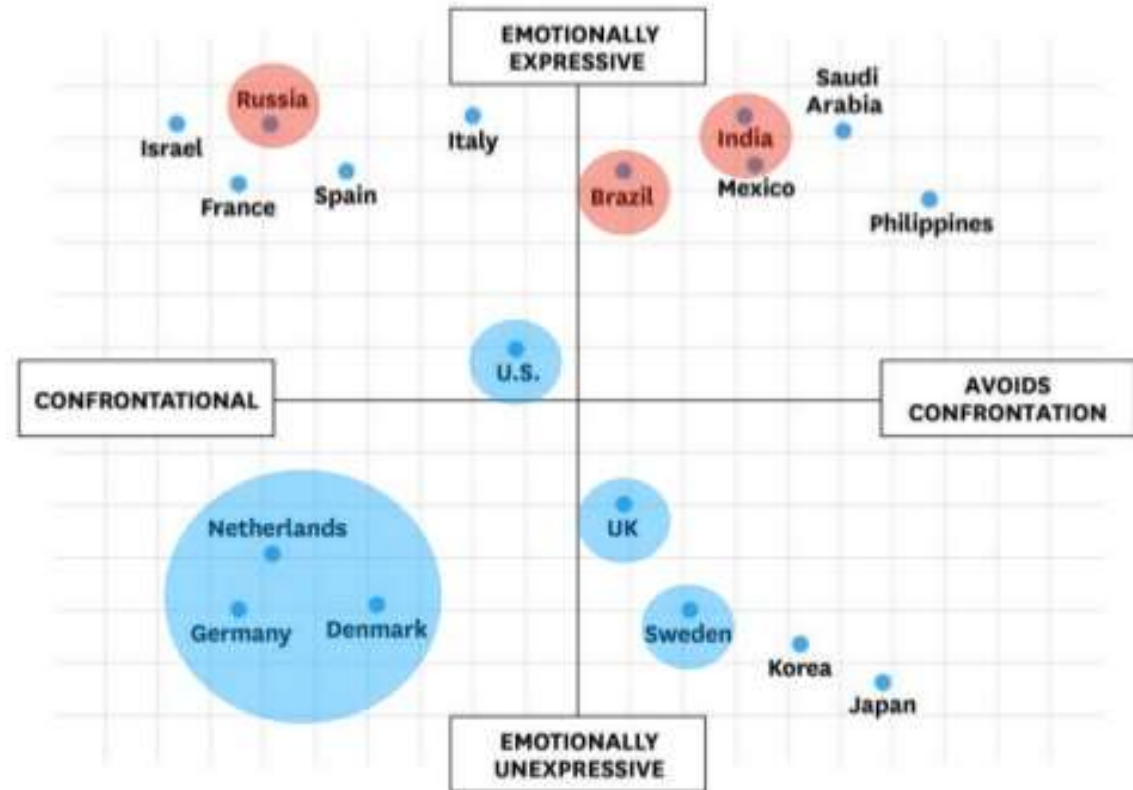


Confrontation and Emotions inside International negotiations

Erin Meyer matrix

Preparing to Face Your Counterpart

The map below sorts nationalities according to how confrontational and emotionally expressive they are. Although negotiators often believe that the two characteristics go hand in hand, that's not always the case.



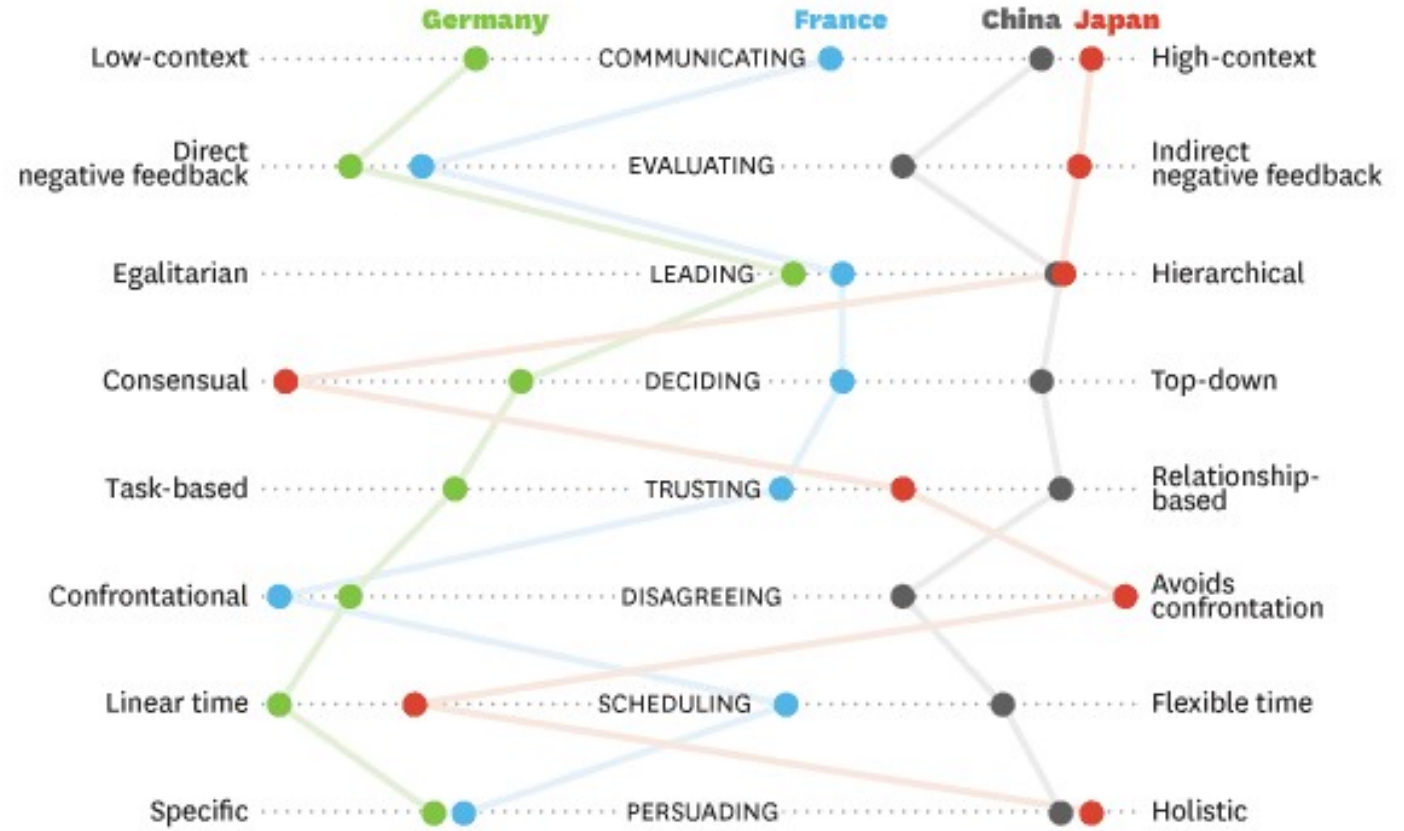
SOURCE: ERIN MEYER
FROM "GETTING TO SI, JA, OUI, HAI, AND DA," DECEMBER 2015

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Confrontation and Emotions inside International negotiations

Erin Meyer matrix

MANAGEMENT STYLES ACROSS FOUR DIFFERENT CULTURES



SOURCE ERIN MEYER

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Confrontation and Emotions inside International negotiations

Erin Meyer matrix





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French buyer specificities

3 characteristics of the French negotiator :

- The institutional basis of the initiative and risk-taking abroad
- The difficulty of putting oneself in the shoes of others
- The pressure of time

French buyer specificities

characteristics of the French negotiator	French cultural dimensions
<p>Impatience. Pressed into his ending by nature and for his society.</p> <p>Starts the negotiation with the impression of being able to win the contract because of the unfamiliarity of the difficulties but also the negative impact on the decision-makers if the negotiation is announced long.</p> <p>Fear of rejection in this case</p>	Control of uncertainty
The pressure of the hierarchy plays a harmful role	Power distance
No personal risk taking (supervision of the state or large companies)	Control of uncertainty
Requires guarantees	Control of uncertainty
Must constantly justify himself in front of his hierarchy	Power distance
Does not take into account the needs and interests of others	Individualism
Claims preferential treatment	Power distance
Very direct in open confrontation	Individualism

French buyer specificities

5 tips useful for your negotiations about French buyer profiles

TIP N° 1

Typical of French People

Limited Time Management Skills

**Book more time
in your agenda**

To adapt to their delayed
starting time and extended
sessions

French buyer specificities

5 tips useful for your negotiations about French buyer profiles

TIP N° 2

Typical of French People

Very Talkative and Need To Be Listened To

The Process itself
often counts more
than **the Result**

**Do Not Soften
Your Messages**

French people don't hear
nor deliver subtle messages

**Be Patient
and Good Listener**

The more you listen,
the more your French
interlocutor is satisfied
with the process

French buyer specificities

5 tips useful for your negotiations about French buyer profiles

TIP N° 3

Typical of French People

Need a confrontational approach in the discussion

Express Your Differences of Opinion Loudly

So your French interlocutor can understand both your message and your determination

French buyer specificities

5 tips useful for your negotiations about French buyer profiles

TIP N° 4

Typical of French People
Give and Require Direct Feedback

TIP N° 5

Typical of French People
Fascination for Their Culture and History

Use Flattery Tactical Play

French people will be grateful to any compliment about their past or recent cultural achievements.



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Workshop

Intercultural communication in management and negotiation

IT manager from Slovenia (free-lance) in negotiation with a customer based in Paris. French buyer but American group (**MICROSOFT**). Several cultural inside his IT development team.

<https://www.hofstede-insights.com/product/compare-countries/>



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Export diagnostic remind – 7 steps for your prospection

STEP N°1 : IDENTIFY AND QUALIFY ITS TARGETS

- Strategic Positioning Analysis
- Country targeting: risks/opportunities

STEP N°2 : ASSESSING RISKS IN ITS TARGET MARKETS

- Identify potential risks/countries – target markets
- Risk analysis, criticality and probability levels
- Competition

STEP N° 3 : CHOOSING YOUR MARKET APPROACH STRATEGY

- Compare possible strategies: competitive, relational
- Define strategic resources
- Comparison of input method
- Define the degree of market control, selection criteria
- Compare solutions and selections

Export diagnostic remind – 7 steps for your prospection

STEP 4 : QUALIFY THE EXPORT OPPORTUNITY

- The main export support schemes
- The role of economic diplomacy
- The use of BPI France's
- Prospecting Insurance support system

STEP 5 : QUALIFY THE EXPORT OPPORTUNITY

- The method for evaluating and qualifying opportunities (criteria grid)
- Manage the opportunities / target market cycle
- Responding to tenders: securing your pre-qualification

STEP 6 : QUALIFY THE EXPORT OPPORTUNITY - IDENTIFY THE CUSTOMER'S DECISION-MAKING PROCESS

- Map the client's internal and ecosystem organization (status/influence)
- Indicators for measuring the influence of decision-makers
- Influencing your client and measuring the effectiveness of your influence
- Implement an appropriate relationship strategy

Export diagnostic remind – 7 steps for your prospection

STEP N° 7 : FROM PROSPECTING TO NEGOTIATION

- Identify the context and issues
- Know and establish relationship with prospects
- Identify their business practices: commercial, financial, logistics, legal
- Define the negotiation process and associated action plan.

Build a business case – CAB or FAB method

The two most popular sales or purchase tools in France are CAB and CAP-SONCAS.

The **CAB method**, French acronym for **Caractéristiques, Avantages, Bénéfices** called in English **FAB (Features, Advantages, Benefits)**

Using the features, advantages and benefits (FAB) technique when communicating with the client is one of the simplest and most effective ways to show the many features and benefits your offering can have, and how it will help the client. It is ideal for any situation where the end benefit is not clear or there are multiple features and benefits.

- What are your key Features?
- What are the major Advantages of these features?
- What Benefit does this give?

Using this in **conjunction with a proof** will provide a solid foundation for a great sales presentation.

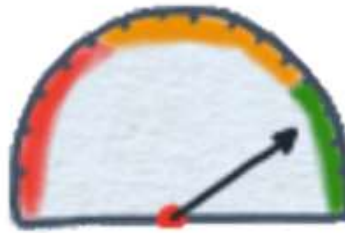
Build a business case – CAB or FAB method

F
Feature



1. Collect
product properties

A
Advantage



2. Note one to three
advantages for each
property

B
Benefit



3. Note one
or two benefits
to each advantage

How to convince with the argument/method SONCAS ?

To improve your business efficiency and increase your closing rate (conclusion), the SONCAS sales method is frequently used in France

This acronym is used to describe why people make purchases. Well known in France, this system was invented to know what motivates a person to buy a product. ... This technique is used by sellers to find what motivation a buyer requires to make then buy the product.

The letters stand for the following:

S = sécurité / safety

O = orgueil / pride

N = nouveauté / novelty

C = confort / convenience

A = argent / price

S = sympathie / sentiment

How to convince with the argument/method SONCAS ?

A new motivation needs more and more to be noted as buyers comportment from CSR (CORPORATE SOCIAL RESPONSIBILITY) company policies

The letter E as Ecology or Environment !





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Negotiating : Definition and Principles

Negotiating is an art

Negotiation is a means of communication between two or more parties that should allow a problem to be solved, so find a compromise, a consensus by appealing to means and techniques appropriate.



Negotiating : Definition and Principles

Effective negotiating is not a substitute for effective selling skills.

Many sales people believe that they need to be better negotiators, when what they really need is improved sales skills - prospecting, qualifying, presentation, disarming sales resistance and closing the sale.

Let's define the requirements for effective and successful selling:

- 1. **Maintaining** a positive outlook and enthusiastic and passionate demeanor.
- 2. **Finding and identifying** good prospects (those who have a need, desire and sense of urgency for a solution to a problem that your products and services will give them).
- 3. **Positioning** your products and services in the mind of the prospect as the best possible solution for their available resources.
- 4. **Presenting** the characteristics (features and customer benefits) of your products and services to the prospect in such a way that they easily see how these solutions will be achieved.
- 5. **Disarming** any unspoken sales objections during this process and then asking for the business. (That's called closing, folks - in case you are unfamiliar with the term.)
- 6. **Servicing** your clients to ensure repeat and referral business as well as satisfied customers.
- 7. **Maintaining** effective and accurate sales records.

Negotiating : Definition and Principles



- **Negotiating begins where selling leaves off.** It is finding those areas between the customer and the salesperson where there are differences or a need for compromise in:
 1. Features (what they can or cannot live without)
 2. Delivery terms (what they need and what you can give them)
 3. Financial terms (again, what they need and what you can allow)
- **Negotiating is finding a way to reach a meeting point** or common ground where you and your prospect can agree with each other's circumstances and still have a win/win relationship.
- **The close of the sale is the beginning of the client relationship**, not the end of something. The process of negotiation is both parties giving up something so that you can have a mutually beneficial relationship.
- Selling is about developing and maintaining positive ongoing relationships. **Negotiating can be a one-time issue** that only comes up in the beginning of a new relationship or when there are new ingredients added to the relationship puzzle - such as a new product introduction, new policies on the part of your organization or your client's, or when a competitor is knocking on your customer's door. Both skills - selling and negotiating - are necessary if you are to have any degree of sales success.

Five Key Principles in negotiation

When negotiating in sales, you can achieve better results by keeping these 4 key principles in mind:

1- Separate Your Relationship from The Problem

2- Prioritize Interests

3- Manage Your Emotions

4- Make Your Counterpart Feel Appreciated

5- Stay Calm and Relaxed

Sales Negotiation strategies

According to Chris Voss, author of Never Split the Difference and former FBI hostage negotiator, **negotiation is a collaborative process in which several parties are faced with different aspects of the same problem.** Your job is to work with the other party to solve that problem together.



Sales Negotiation strategies

Here are some of the most valuable sales negotiation strategies to use

1- How to negotiate using the good cop/bad cop strategy

The good cop/bad cop negotiation strategy is mostly used in justice interrogation and has been depicted in countless movies. It's a **psychological tactic** that involves two interrogators, taking opposite approaches to extract information from a suspect. However, that doesn't mean it can't be applied to your sales process.

The **bad cop takes an aggressive approach**, trying to intimidate the suspect, while the **good cop is using a collaborative approach**, protecting the suspect from the bad cop. Therefore, this allows the good cop to build rapport and use it to extract information, based on collaboration.

This might sound extreme but **in a business sales negotiation**, the core concept is similar.

The idea of this strategy is **to work as a team, often including the sales rep and his manager**.

In this duo, **one of the participants will systematically refuse any compromise** asked by a prospect, typically a discount

The second participant will be more open to the negotiation, be willing to listen to the point of the prospect, and try to find a compromise where both sides can benefit.

Sales Negotiation strategies

How to negotiate using “I need to ask my manager”

The “I need to ask my manager” negotiation strategy is **sometimes useful but also dangerous** .

The idea is to put the decision regarding a **compromise in the hands of a third party**.

The goal here is to frame the situation to your advantage and take control of the sales process by giving yourself **more time to create a game plan**.

Sales Negotiation strategies

2- How to negotiate using Mirroring

The mirroring negotiation strategy has been formalized by Chris Voss.

Mirroring consists of repeating the last 1 to 3 words of a prospect with a downward or upward intonation.

As simple as it looks, this technique is one of the most powerful communication tools you can use in sales negotiations.

It helps your prospects open up, find other words to explain a situation and paint a clearer picture.

When these prospects further elaborate on the topic at hand, it is easier to understand what they are thinking, what they want, and what they really need.

With these areas cleared up, you are easily able to find a compromise or a way for both you and the prospect to get what you want.

This sales negotiation strategy can also be used with open-ended questions like “What do you mean by that?”.
However, it is more powerful than asking a direct question, because it is hard to detect. It is therefore very convenient to use with seasoned buyers.

Sales Negotiation strategies

Mirroring example:

Prospect: "I think your solution is too expensive."

Sales rep: "Too expensive?"

Prospect: "Yes, we don't have the budget for this software."

Sales rep: "Just for this software?"

Prospect: "Yes, we typically use free solutions."

Sales rep: "Only free solutions?"

Prospect: "Yes, Google Hangout is enough for us."

Of course, this is a very basic example of mirroring but you could go on forever like this. Observe how much information you have gathered by simply repeating the last 1 to 3 words of your prospect. In this example, you can see it went from "It's too expensive" to "Our free tools do the job for us".

This technique allows you to get additional information, which can be used to build other use cases and find another angle to the problem.

Sales Negotiation strategies

3- How to negotiate using labeling

Labeling is another negotiation strategy developed by Chris Voss.

It is a great way to diffuse a tense situation. The strategy has you describe the situation and address the elephant in the room. Sometimes the best way to deal with a difficult situation is to address it upfront.

Lead into this technique with “It sounds like” or “It seems like” and then describe the conflictual situation.

If you start labeling with a more accusative phrase, like “You are” or “This is”, there can be more backlash since you are making an outright statement.

If you structure it with an assumed point, they are much more likely to react more calmly and give you the reasoning behind the situation.

Sales Negotiation strategies

4- How to negotiate using Non-monetary offers

We often forget that a deal doesn't have to always be negotiated solely in monetary terms.

When negotiating a contract, try to think of valuable items you could exchange with your prospect.

This can act as a compromise but still keep the revenue rolling in.

We used to call these offers "Bonbons".

The idea is to use a technique similar to the one used in retail when you get two items for the price of one.

Sales Negotiation strategies

Non-monetary offer examples:

- More of the product/solution for the same price
- A better SLA (Service Level Agreement)
- Longer contract duration
- A free trial of another product you are selling
- Etc.

Sales Negotiation strategies

5 - How to negotiate in a nutshell

As a best practice, you will get more out of your sales negotiations if you really know your prospect.

This means you should use the time in your discovery calls and product demos to learn as much as possible about them.

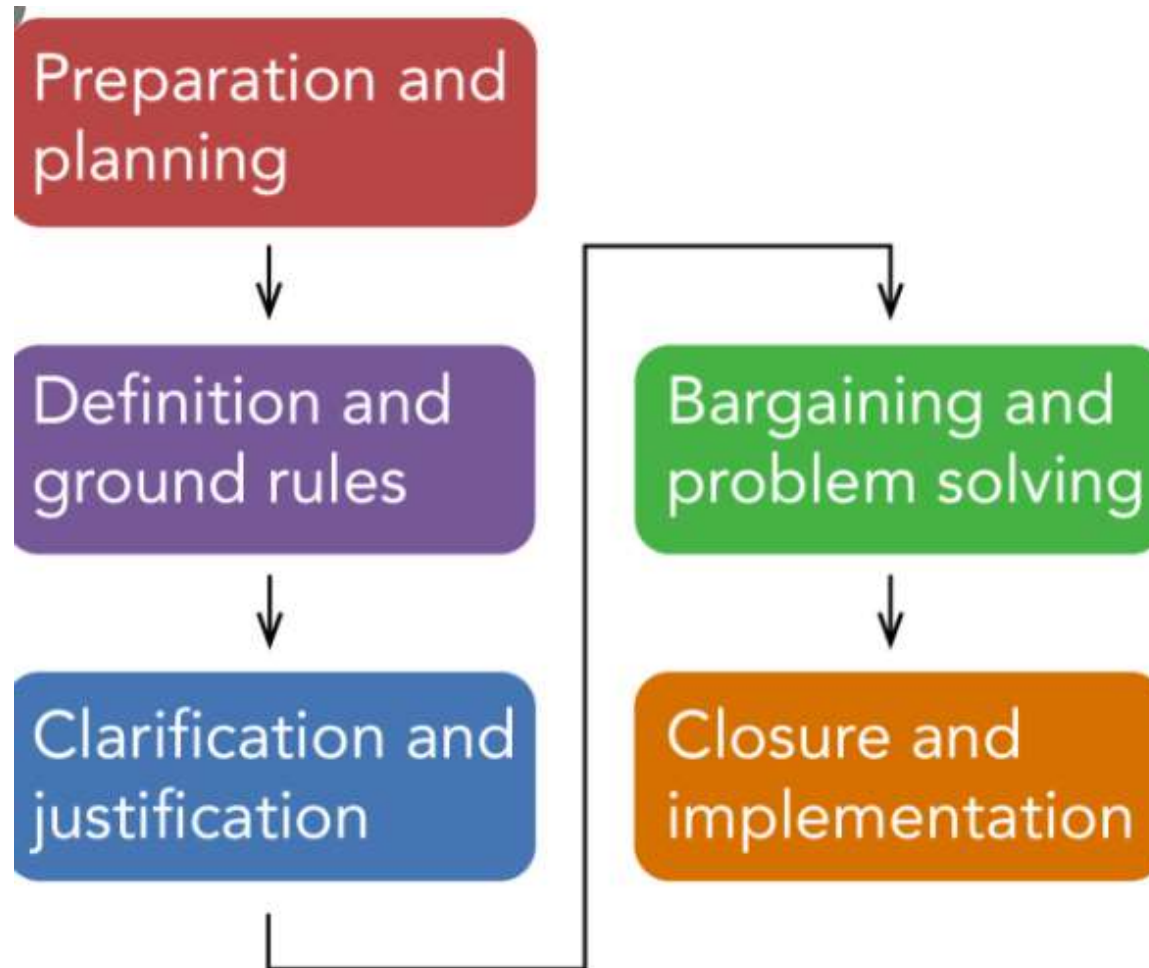
Then, when you go into sale negotiations, you will already know what to expect.

Sales negotiations are a collaborative process with your counterpart.

You are both trying to solve the same problem, just different aspects of it.

If you use the 5 sales negotiation strategies I have shared above, you will know how to negotiate better with your counterparts, allowing you to **make greater decisions and find scenarios** where both parties win.

Negotiation Techniques – Working process



Negotiation Techniques – Working Process

Negotiation Lifecycle



- Identify the issue
 - Define the problem
 - Decide whether to negotiate, dominate, acquiesce or avoid
- Understand the problem
 - Define goals
 - Build relationships
 - People/roles
 - Use standards
 - Define your BATNA & improve it
 - Define their BATNA & worsen it
- Generate alternatives
 - Evaluate alternatives
 - Select
 - Reiterate agreements
 - Capture agreements in writing
 - Create an action plan & timeline
- Congratulate the other parties (never gloat)
 - Follow up to assure the action plan is implemented
 - Carry out the agreed upon solution
- Nurture relationships
 - Check compliance (build this into the agreement!)

Negotiation Techniques – 9 steps

1 – Preparing an Agenda

An agenda helps to ensure you will cover all important aspects of the negotiation and should be shared agenda should be shared

2 – Making Initial Demands

The result of a negotiation is often closer to what the first mover proposed than to the number the other party had in mind

3 – Questioning Techniques

Be aware that some cultures find multiple questions intrusive so be conversational and work the questions into the first part of the negotiation where there typically is some casual talk

4 – Assumptions Testing

An assumption is something that is believed to be true without proof.

5 – Responding to Questions

In a compromise negotiation, be careful not to provide information that can help your opponent!

Negotiation Techniques – 9 steps

6 – Making Concessions

The person who makes the first concession and/or the largest concession typically ends up on the losing end of the negotiation

7 – Using and Dealing with Power

Power is defined as the ability of a negotiator to influence the behavior of an opponent

8 - Handling Threats and Deadlock

A threat is the expression that something unpleasant is going to happen unless certain conditions are met

9 – Using Time

Unfortunately, many people in a negotiation are impatient.



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Negotiation Tactics

1 - When You Collaborate: Both-Win Negotiation

When both negotiators are fully dedicated to finding common ground, they can use the Both-Win strategy to find a mutually

2- What Are You Willing to Trade Off For?

By simply asking What-If and Would-You-Consider, you can better understand the position of the other party. From there you can build stronger agreements.

3- Responding to "What-Ifs"

Respond with another question to see where your counterpart is heading

4 - One More "No"

5 - Find the Pressure Points

Understanding the central pressures of your counterpart is vital.

6 - Expectations and Achievements

Negotiation Styles

1 – Bogey strategy

The Bogey is, in essence, telling your counterpart, “That’s all I got!”. The larger the expenditure, the more necessary the Bogey becomes.

2 - Breaking an impasse

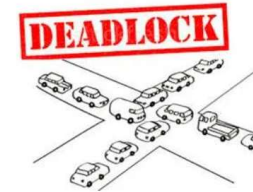
There are various ways to break an impasse :

- Change the negotiators, either the team leader or the whole team.
- Call a mediator.
- Change the time-scale of the contract.
- Change the shape and flow of payments.

3 - Deadlines work

Deadlines are powerful because they force action

Negotiation Styles



4 – Deadlock

Given how negotiators fear deadlock, they will go to great lengths to avoid it. Therefore you may not feel at ease using it as a negotiation tactic. It's powerful, it's uncomfortable. So use it sparingly.

5 – Last and final offer

When you hear an ultimatum in negotiations, you can never know if that really is the last and final offer. It's important to understand what the final offer is for. Content, consequences and firmness. Final offer also called BATNA



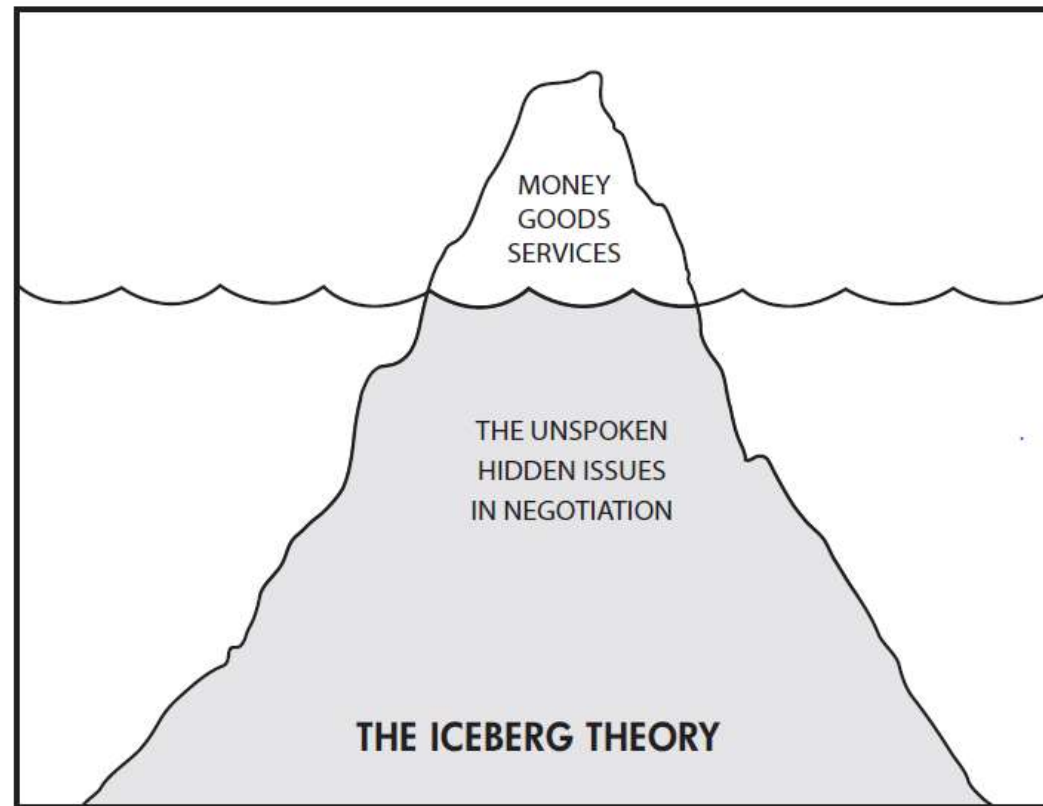
6 - Take it or Love it, a tough negotiation spot

There are some places where take it or leave it is not an alternative, like labor negotiations.

Negotiation Styles

7 - The Iceberg theory of negotiation (Power motivators)

The iceberg represents the needs, wants, and motivators of your negotiation counterpart.



Negotiation Styles – The 5 best traits for a negotiator

These are a few negotiating traits that have the highest probability of making a lasting impact on a contract's bottom line:

1. **Good business judgment** and the ability to spot the real bottom-line issues.
2. **Being comfortable** and keeping a cool head in ambiguous and conflicted situations.
3. **The ability to negotiate effectively** with members of their own organization and win their confidence.
4. **The willingness and commitment** to plan carefully and to know the product, the rules, and the alternatives.
5. **Having the courage to probe** and check information.



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Negotiating vs Selling

Which is the difference between selling and negotiating?

Is a negotiator necessarily a good salesperson?

To be a good seller, do you have to know how to negotiate?

Do you personally carry out sales actions?

Do you personally carry out trading actions?

Do you ever turn a negotiation into a sale or vice versa?



Negotiating vs Selling

What are the qualities needed to be a good salesperson and a good negotiator?

good salesperson: has to be persuasive, listen, have good interpersonal skills;

good negotiator: has to listen, be persuasive, be patient.

The results after this investigation show there is confusion between the notion of sale and that of negotiation.

Negotiating vs Selling

If you ask to a certain number of persons the answer to question what is the difference between selling and negotiating here some answers

- selling is having a product that you sell, even if the person does not need it;
- to negotiate is to sell a need;
- the seller is passive, he waits for the customer, the negotiator goes to meet the customer;
- negotiation is part of the sale;
- we negotiate before the sale;
- in sales, you exchange money for something;
- we negotiate when we don't have to make a sale or purchase;
- to sell is to conclude, this is the step final;
- sell is when the conditions are set; to negotiate is to determine these conditions;
- negotiation is done before a sale;
- there can be a sale without negotiation;
- to sell is to convince;
- selling is always linked to money;

Negotiating vs Selling

The sale is a result of negotiation.

Selling and negotiating are different concepts, but at the same time they are similar concepts.

Selling is a consequence of negotiation.

Good negotiation leads to «good sales»

Negotiating vs Selling

- Negotiation is a phase of the sale during which **a win / win relationship** is sought
- Where sale and profit are the key words, **negotiation is perfectly integrated and necessary** for the success of the sale
- Negotiation is the phase prior to the act from a business point of view. There can be a sale with or without a negotiation, just as there can be a **negotiation with or without a sale.**
- In other words, the two are neither incompatible nor magnetized (one does not necessarily lead to the other). **The sale is the final act**, the signing of the contract; it therefore constitutes an end in itself.

Negotiating vs Selling

- Recent and **upcoming developments affecting the commercial function** – globalization and e-commerce - is another part of the explanation; a deep mutation is taking place before our eyes, characterized by **structural changes** of a still unsuspected scope.
- Trade will change and, as a consequence, the role, the **commercial representation and the attractiveness of the commercial**; and perhaps also, the job titles.
- The proliferation of networks (dealers, resellers) and the recent emergence of e-business are leading to a **profound reorganization of the sales department** and generating the emergence and the creation of new positions.

Negotiating vs Selling

The evolution of the profession of business negotiator can be explained by several factors;

- **increasing complexity of the market and competition**
- especially **more intense international**;
- **better knowledge of competing** offers by the seller and of the cost structure by buyers;
- **development of strategic approaches**, both for the seller and for the buyer;
- **development of new forms of distribution** by mail order, direct marketing type networks, tele-shopping, etc.

These developments affect both the buyers and sellers

It is also necessary to take into account the fact that while in large companies the functions are clearly identified, this is not the case in medium and small companies, where the negotiator, **very often the head of company**, is **located alternately in buy or sell position**

Negotiating vs Selling

The profession of seller (and that of buyer) has evolved into a profession of negotiator due to the evolving **complexity of commercial distribution, whether local or national or international.**

We mean by confusion the mixture genres, such as:

"The negotiation begins when the sale failed "

to the assertion :

"The sales process creates a need (a desire) and to satisfy it, he must use sales techniques that are sufficient in many situations.

Negotiating vs Selling

Certainly these two activities have **in common the search for an agreement**, that is to say, by final, an order taking or a contract.

One of the fundamental characteristics sales techniques is that they are based on the importance of the argumentation and on behavioral aspects, often considered in a way unilateral.

In the negotiation, the protagonists focus much more on **interdependencies**, on the strategic dimension and on the common search for a solution (which goes beyond the simple command) and on a finer **differentiation techniques and tactics**.

It is it's regrettable that too often we associate negotiation with bargaining then that the process is much broader;

if it appears difficult to negotiate without sell, that is to say without convincing and obtain the support of the other, one can perfectly sell without negotiating.

These lines were written with the sales and business negotiations, but they apply perfectly to the sale of ideas and / or other negotiations than commercial.

Negotiating vs Selling

Selling is to convince my interlocutor that the idea, service or product that I offer responds to the best to its

- **ideals,**
- **values,**
- **interests** (issues),
- its (material) **needs.**

Negotiating consists of analyzing together a situation where there is

- **a minimum of interest common** although the interests of each part seem opposites and that each seeks to "sell" something to the other,
- **using concessions** and / or proposal original not originally planned,
- in order to reach a **satisfactory agreement** of on both sides.


Skills in Negotiation

NEGOTIATION IN SALES

Skills and Tips


Active Listening Skills

Listen carefully and observe behavior.
Poor listeners miss opportunities.




Problem Solving Skills

Basic analytical skills are imperative for problem-solving situations.




Persuasive Skills

Verbal, nonverbal persuasive skills are critical.




Communication Skills

To successfully negotiate in sales, you must learn to communicate clearly and effectively.




Maintain Professionalism and Control Your Emotions


Losing control of your emotions could lead you to make irrational decisions.



Be Patient and Respectful

Tact and diplomacy will help you make a great first impression.





The Sales Coaching Institute
Productivity Training for Sales and Sales Management

One of the primary goals of negotiation is to establish trust and build relationships.



CCI PARIS
PARIS ILE-DE-FRANCE

Workshop

Negotiation with **VINCI Group** concerning one potential market about “Grand Paris” and subway line 16 construction

Interview with buyer using tactics negotiation tools.

Target to obtain this small market (but nice image) in one strong competitive environment with other European actors



CCI PARIS
PARIS ILE-DE-FRANCE

Thank you very much for your attention
All my best for your future business in France



Who are we ?

Publics Conseils (Kids communication Eurl) created in 2010

Based in Paris with local customers & European/Asian partners

Flexible structure depending to mission and customer

Company values focused on

- Business solutions Upstream or Downstream
- Operational transition management
- Partners relationship
- International & Multicultural management

<https://www.linkedin.com/in/jean-michel-pointard-4a241739/>

Our activities

Publics Conseils (Kids Communication Eurl)

Design & Product
development

Leather goods lines
for kids – Women
and Men

(Benchmark,
Mapping,
Moodboard,
Collection Plan, Raw
material selection,
Prototypes &
Samples)

Outsourcing &
production process
implementation

Factories selection
(Asia or Europe)

Audit & Quality
control (AQL, SRL)

Norms &
certifications
(Reach, ISO,...)

Sourcing &
importation
logistical flux

Master Agency

Key Account
Management

Wholesale
salesforce

E-commerce
Management
(Market place &
Drop Shipping)

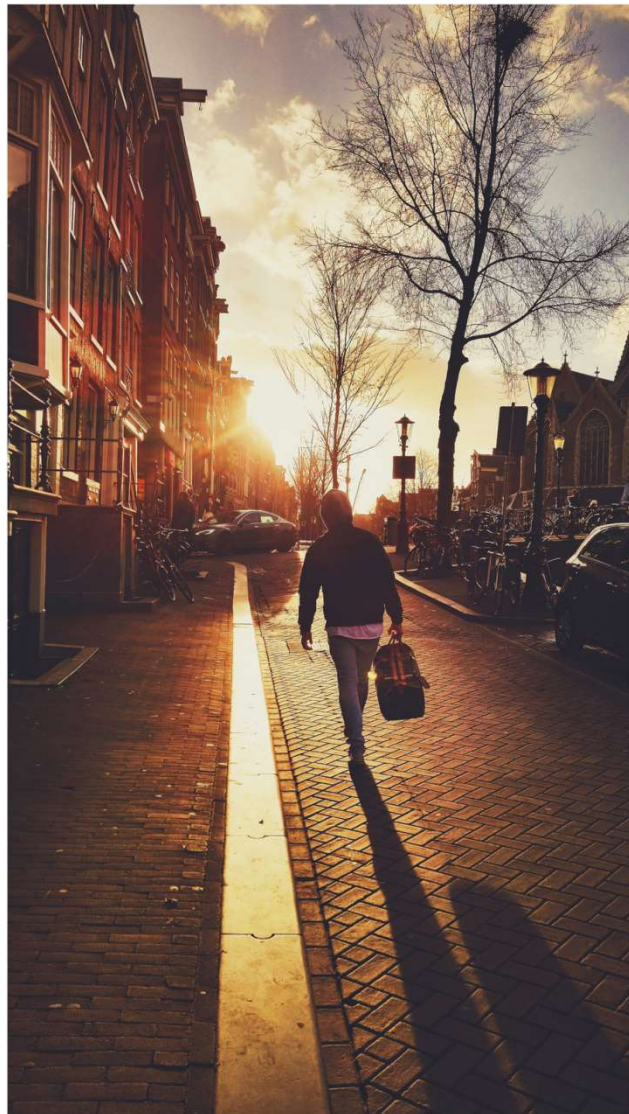
Shop in Shop or
temporary stores
management

Training &
International
Business School

Master Degree II
Teacher & Jury

Intercultural
Management
Sales & Mktg

Sourcing
Supply chain &
Lean Management



Contact Information



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