



# Executive Book Summaries®

www.summary.com

## B2B Street Fighting

### Three Counterpunches to Change the Negotiation Conversation

#### THE SUMMARY IN BRIEF

Based on six years of research and 14 years of practical application and consulting on more than 20,000 business to business negotiations in nearly 50 countries, *B2B Street Fighting* will redefine how you think about negotiation.

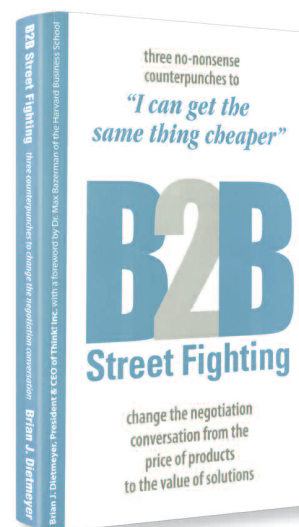
Negotiation has long been thought of as merely a soft skill or a series of random verbal tactics. No more! Gone are yesterday's long lists of tactics and countermeasures. *B2B Street Fighting* finally reveals that, despite all its apparent moving parts and players, negotiation is a highly repeatable, predictable process. By embracing the inherent complexity of B2B deals, this book's three counterpunches train you to find and analyze the data you need to anticipate, prepare for and neutralize 97 percent of buyer negotiation tactics.

Once and for all, *B2B Street Fighting* shows you how to change the negotiation conversation from the price of your products and services to the value of your solutions, and build value for you and your customers in every deal.

Author and negotiation expert Brian Dietmeyer's new work offers unique insights that are relevant to all businesses as we enter the second decade of the new millennium.

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to concentrate on the fact-based data that give you more control.
- How to prepare, predict and deflect the negotiating punches that have kept you from winning at the negotiating table.
- How to combat 97 percent of what today's market is currently dishing out.
- How to use three no-nonsense negotiation counterpunches to achieve unfair advantage over the competition.



by Brian J. Dietmeyer

#### CONTENTS

**Negotiation Tactics Are 97 Percent Predictable**  
Page 2

**Problem #1: Commoditization Pressure**  
Page 3

**Problem #2: Price Pressure**  
Page 4

**The How and Why of Professional Buying (And Why It's So Dangerous)**  
Page 5

**Problem #3: Selling Value Then Negotiating Products and Services**  
Page 6

**You Can Be Trained to Expect the Unexpected**  
Page 7

# THE COMPLETE SUMMARY: B2B STREET FIGHTING

by Brian J. Dietmeyer

**The author:** Brian J. Dietmeyer is the CEO of Think! Inc., a global negotiation consultancy he founded in 1996 with Dr. Max Bazerman of the Harvard Business School. Prior to that, he was VP, National Account Sales for Marriott International. He is also the author of *Strategic Negotiation*.

*B2B Street Fighting: Three Counterpunches to Change the Negotiation Conversation* by Brian J. Dietmeyer. Copyright © 2011 Brian J. Dietmeyer. Summarized by permission of the publisher, Think! Inc. 181 pages, \$15.95, ISBN 978-0-615-36830-6.

To purchase this book, go to [www.amazon.com](http://www.amazon.com).

Summary copyright © 2011 by Soundview Executive Book Summaries®, [www.summary.com](http://www.summary.com), 1-800-SUMMARY, 1-610-558-9495. For additional information on the author, go to [www.summary.com](http://www.summary.com).

## Introduction: Fight Back Against the Economic Meltdown

To get what he or she wants, our B2B street fighter must do three things:

- Fight for his or her company as its representative at the bargaining table and change the conversation from the price of the products and services to the value of the solutions.
- Fight against his or her competitors and their reactive instincts to behave irrationally and give away portions of their value proposition.
- Negotiate with his or her customers to find the optimal solutions to their business problems.

Just like the triumphant ultimate fighter who starts training long before a victorious beatdown, the B2B street fighter starts preparing for a negotiation well before he or she suits up and strides into the room with all those charts and graphs. This means being a lean, mean, data-collecting machine: starting to gather data weeks, even months, in advance of the actual sit-down and using that data for a specific purpose. Our street fighter is more geek than Goliath; his or her strength comes from the accumulation of well-documented data that can be used to form rational, non-emotional responses when the time comes. ●

## Negotiation Tactics Are 97 Percent Predictable

Despite the prevailing belief that negotiating is “random and can’t be predicted or planned for,” research clearly reveals that verbal negotiating tactics from all

over the world follow very predictable patterns. When you look at the tactics buyers use to keep the seller reacting at the negotiating table, 97 percent of them fall into just two categories:

- They reference an alternative to accepting what you offer: I will build it myself, I will buy from a competitor, etc.
- They leverage this alternative to bargain (that is, to ask for a concession) for something in return, such as a lower price, better terms, faster delivery, an extended warranty, additional products or services, etc.

By understanding what these 97 percent of buyers are doing during negotiation, we can begin to change the dynamics of negotiation. So what are they doing?

### Commoditization Pressure and Price Pressure

First, buyers approach the negotiation by treating your product or service as a commodity. Although not necessarily stated as such, most verbal tactics clearly communicate that buyers are approaching the negotiation as if all products are the same. Whether they really believe this is true or not, it effectively signals sellers to begin the battle for lowest price or most robust offer. We call this applying **commoditization pressure**.

Next, whether they’re bargaining for price or other concessions, buyers are constantly applying pressure to lower the price or deliver more value for the price paid. Whether you’re making an offer or you’ve already signed a contract, buyers are constantly applying **price pressure** to ensure they get both the best deal and the best price possible.

Now that we’re wise to their tactics, it’s time for a sound and simple negotiation strategy that changes the



1-800-SUMMARY  
service@summary.com

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2011 by Soundview Executive Book Summaries®

**Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at [www.summary.com](http://www.summary.com). Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O’Neill, Graphic Designer; Chris Lauer, Contributing Editor

## Summary: B2B STREET FIGHTING

nature of the fight: one elegant, highly effective “counterpunch” for each punch the buyer dishes out.

1. To neutralize commoditization pressure, we’ll reframe the negotiation into one in which it’s clear that all products being sold *are not* the same. To do this, our first counterpunch, **consequences of no agreement (CNA) analysis** helps you change the conversation about “alternatives” to an apples-to-apples comparison of what’s really being sold.

2. To handle the never-ending price pressure, a second counterpunch, **trade analysis**, moves and keeps the focus away from price so you can have a more productive discussion about the value of what is being sold.

3. And finally, to keep you from reverting to a price-based negotiation after successfully selling value upstream, the third counterpunch, **multiple equal offers (MEOs)**, shows you how to tailor a deal that optimizes customer value — for the buyer and all of his or her internal customers — and gives you price premiums for the value you offer. ●

### So What Are We Doing Wrong?

A Strategic Account Management Association (SAMA) study benchmarked the current state of negotiation against other professional skills and practices in the selling and account management fields. Many of the respondents provided valuable quotes that were both disturbing and enlightening.

When asked to describe the current state of negotiation at his or her company, one respondent explained, “We are giving a whole lot of value [away] for free because of the threat to lose what we’ve got right now.”

Another said: “We allow situations to become explosive before we react. By the time we begin to address the issue, it is seldom viable to resolve.”

And finally, “Because we continue to see prices erode, which tells me that part of our problem is in negotiating, we tend to either concede way too much and end up with a one-sided contract, or we fail to concede enough and lose the opportunity.”

The range and familiarity of the quotes proved that not only are many companies working without a consistent and driving philosophy of negotiation, but they are also offering scattershot solutions to what is basically a constant. In short, lacking the right data and reacting with **panic**, loss of **power** or **paralysis** is irrational and it obliterates any opportunity companies might have to effect a successful negotiation.

You can learn to anticipate about 97 percent of what’s

### Start Collecting Data Earlier in the Sales Process

I can’t emphasize enough the importance of starting data collection well before you get to the negotiating table. The earlier in the sales process you start, the easier it will be to catch people off guard because they’re much freer with data. As you get closer and closer to negotiating a deal, they become more cautious and put on their poker faces. So if you start collecting data early, when the other guys are vulnerable, the information flows naturally and freely.

A successful negotiation strategy is about preparing farther upstream by grabbing more data and building the courage you need to handle issues well before they appear. This is all part of being meaner: collecting and thinking about data and how to use it long before anyone else does.

coming your way, to expect the unexpected and to control the uncontrollable. But you must be open to a new solution that isn’t 135 tips, tricks, etc., to cover every potential situation. ●

### Problem #1: Commoditization Pressure

As a refresher, *commoditization* means that everything being sold is essentially the same (at least from the buyer’s perspective). You and your competitors are offering the same thing: the same type of technology, the same types of e-learning products, the same types of running shoes, etc. This doesn’t mean you don’t make the best darn running shoe in the universe, but, from the buyer’s perspective, it’s just another running shoe, so why should yours cost more?

The short answer, from your perspective, is that your running shoe is just like a Ferrari. Technically speaking, a Ferrari is just a car. But would a sane person walk into a Ferrari dealership and balk at the sticker price? Hardly. He knows he’ll get more than just a car; he’ll get state-of-the-art engine technology, cutting-edge comfort, blistering style, out-of-this-world performance and an incredible rush just hearing the engine roar to life. He wouldn’t dream of comparing the price of that Ferrari to the price of a Ford Escort, would you? Of course not, because even though the Ferrari is a car, you know it’s not a commodity. Yet, in the situation we sellers often

## Summary: B2B STREET FIGHTING

---

face, our buyers approach the negotiation table as if our product is a commodity.

### Value: The Great Commodity Buster

Viewing supplier companies side-by-side to see which provides better wrap-around services and support, etc., often reveals a differential that clearly separates the product offerings. Value, then, must be mapped against the customer's needs and viewed from the perspective of the total ecosystem.

Now if you look at the total relationship between your firm and your customer and it is, in fact, exactly the same as your competitor's relationship, then you don't have a negotiation problem, you have a non-existent value proposition. For now, we will assume there is some value in what you offer, whether that value is inherent in the product features or design, the ecosystem your company can offer (services, support, delivery times, etc.) or the relationship you bring to the table.

The bottom line? Expect buyers to attempt to commoditize; it's what they're paid to do. And it's the job of the B2B street fighter to combat commoditization at all costs. ●

---

### Counterpunch #1: Consequence of No Agreement (CNA) Analysis

Counterpunch #1, CNA analysis, neutralizes virtually all of a buyer's attempts to commoditize and paves the way for productive and more collaborative discussion about what is really being bought and sold. It guides you through developing your total value proposition and mapping that value to the customer one deal at a time.

A CNA statement simply describes one alternative a buyer has if the deal with you falls through. It's any reason (or tactic) he or she presents for not accepting your offer, whether it's true or simply an opening to bargain. Our research on verbal negotiating tactics tells us that in addition to the most common CNA, "I will buy it cheaper from someone else," there are many other common examples of CNA-related tactics you've likely heard over the years, for example:

- "I found someone who can do it faster."
- "You know, your competitor's available if necessary."
- "Oh, we do all of that in-house."

The buyer is essentially saying that if our deal doesn't close, he or she can get what he or she wants elsewhere. The consequences of not reaching agreement with you (hence the name "consequences of no agreement") are, in fact, better than your offer.

### CNA Analysis

In reality, if the two parties don't reach agreement, there will be consequences for both buyer and seller. Notably, you will lose the sale and the buyer loses the opportunity to receive the full value of what your product or business relationship had to offer.

As a modern-day B2B street fighter, your job is to keep this from happening. This is where CNA analysis will come in handy. You can use this extraordinarily powerful tool to research and analyze the CNAs for both sides of a specific deal so you can bring a full understanding of your company's unique deal-specific value to the negotiation table. It gives you the ability to provide answers *before* questions are asked.

A world-class negotiator researches, analyzes and understands — in advance — the consequences for both sides of not reaching an agreement, including the soft costs, hard costs and even the possible benefits, both short- and long-term. By determining what will happen should the two sides walk away, the negotiator ultimately gains more power. The side with the better CNA — that is, the one that has less to lose if the deal falls through — naturally has more power.

A thorough CNA analysis neutralizes virtually all of a buyer's attempts to commoditize and paves the way for a productive and more collaborative discussion about what is really being bought and sold. ●

---

### Problem #2: Price Pressure

Price pressure is the second most common negotiation problem facing modern businesses today. In fact, it is so pervasive that it has become a kind of self-fulfilling prophecy. The more you hear the word *price* from people who want you to focus on it (to the exclusion of just about everything else going on at the bargaining table), the more you consciously and unconsciously start to think about one thing and one thing only: price.

So why are we knocked back on our heels every time this happens? I believe one reason is that we have blindly accepted the notion that we can never know what's going to happen in negotiation, so we don't even think about how to prevent these scenarios from happening in the first place.

By far, the most common form of concession pressure, price pressure, occurs anytime you're asked to give *something* away for free. Typically it begins when a buyer focuses on one aspect of a deal, then ends up parsing that one thing into smaller components and asking for concessions on each component. It might be a price

## Summary: B2B STREET FIGHTING

---

reduction or a request to give away something for free — a service, a specific contract term, legal terms or a condition in which the buyer is asking you to take on all the risk in a deal. For the seller, this is a zero-sum game. The buyer has not only lost track of the big picture of the deal but, in doing so, stopped considering the potential value of other components of the deal.

### Evaluate Business Deals on All the Data from Both Sides

If one thing can be pounded into your street-fighter head, let it be this: Business deals should be evaluated by both sides based on all the data for both sides. We can't take one piece out of context; it just doesn't make sense.

Counterpunch #2, trading, is asking for something in return when a buyer makes a demand of you. It is the key, now more than ever, to bringing the price of what you are offering back into context.

If we, as negotiators, made this simple but highly effective change to our negotiation strategy, profit margins in our companies would skyrocket while actually providing some benefit to our customers. Just as we have to change the way we're negotiating, buyers also have to recognize that, for most of us, margins are down. Demanding that we give away more margin simply does not fly anymore. ●

---

## Counterpunch #2: Trading

Counterpunch #2, trading, helps you keep all the pieces of a deal in context so you can keep the conversation away from price alone. Put simply, trading is the art of asking the buyer for something in return when he or she makes demands of you — whether for a lower price or other concessions.

Trading is the heart and soul of negotiating. Done well, it combats pressure from the buyer to reduce the price of a deal or give away all manner of “stuff” for free, and sometimes less. If you think of CNA analysis as defining *It*, then trading analysis is getting clarity on what total economic costs, risks and benefits the buyer will pay and the seller will accept for *It*.

Most buyers are also looking for solutions to problems or enhancements to their value chain. Trading enables you to assist these buyers in solving problems or improving processes, creating value for both sides.

It's important that you not let this next stage, a discussion of terms, become an oversimplified discussion of price. Even when price is a buyer's singular focus, there is just too much value at stake for both sides to ignore the other interdependent, moving parts of this deal.

**Trading analysis** is basically just what it says: an analysis of what each side wants from a deal, what each side wants to keep out of the deal, what each side is willing to trade to close the deal and the priority of all the items in question.

One of the important tasks accomplished through trading is managing the economic and risk elements associated with *It*. This could include pricing on all relevant products, services, volume, length of contract, type of service and support, warranty, terms and conditions, and more.

### Creating Value for Both Sides

Trading helps you fight back against the business problem of price focus when the other side of the table throws the c-word (cheaper) around.

Your closest competitor may, in fact, seem cheaper at first, so you have to dig deep to see what you're willing to trade in order to level the playing field, then tip the scale in your favor.

Thorough trade data collection and analysis leaves you with very few weak spots because you're always creating leverage in the deal by finding ways to trade things *other* than price. In fact, *many* items can be traded to optimize the deal for price and provide value across the board; the key is to think them through in advance. ●

---

## The How and Why of Professional Buying (And Why It's So Dangerous)

Selling to a buyer's internal customers is your most effective negotiating tool. The more you know about their needs, the more you can help the buyer meet those needs, beyond just low price.

### Data Keep Sellers in Control

Both CNA and trade analyses cover most tactics that professional buyers use in negotiations. But not all buyers do these kinds of analyses, so the salesperson who does has a decided advantage. In fact, buyers who haven't done this analysis haven't properly prepared for the negotiation and, as a result, they may not completely understand their own side's position or realize what could happen if the deal falls through.

For example, a buyer believes (and behaves as if) the goods or services on the table are better, available faster or cheaper elsewhere. And remember, just because the buyer believes this doesn't make it true. If the seller hasn't done the analysis, he or she is likely to call HQ

## Summary: B2B STREET FIGHTING

---

and say, “We’ve got to lower our price.” This is not the road to sales greatness.

A world-class negotiator knows a buyer’s CNA better than the buyer does, and he or she rarely, if ever, is surprised by any value claim the other side brings up in the course of the negotiation. So when a buyer throws a new item on the table late in the negotiations, the seller can determine from the proper trade analysis how important the item really is and whether it’s being demanded as a ruse. The seller knows how to put the new item into the proper context of the deal, diplomatically educate the buyer and refocus the conversation to the total value being negotiated.

The point is that professional buying tactics can be quite effective, but they are rendered much less so when you are armed with the facts. Sifting tactics through CNA and/or trade analysis enables you to analyze them and respond appropriately — both early and late in the negotiation. When tactics can be placed in the context of the overall deal, they can, in effect, be neutralized. This sounds simple, and it is, but only if you’ve done the proper homework.

It’s not up to the professional buyer to recognize and understand all the moving parts in the deal; it’s up to you. ●

---

### Problem #3: Selling Value Then Negotiating Products and Services

So far, so good. CNA and trade analyses have helped us move buyers away from a price-only comparison and toward the opportunity for joint value creation, ideally in exchange for price premiums or more equal risk sharing. But even if we’ve done a great job of creating real business value at multiple levels upstream, when it’s all said and done, when all the business lunches are over and we’ve been awarded the contract, the customer may still say, “Ahem, you need to lower your price.”

So what was all the groundwork for? Why spend so much time building a foundation for value creation if it’s just going to crumble once the paint dries and the dreaded price issue rears its ugly head?

In the traditional sales process and opportunity management scenario, professional salespeople are taught to call on multiple buyers in the client organization. They are generally very effective at uncovering client needs, then using their company’s total value proposition to provide those products and services, or help clients solve problems and achieve business objectives.

The problem arises when all this value is positioned up front — or when the marketing department tries to communicate a company’s value proposition — without finding the *It* that truly addresses the client’s needs in a deal. At the back end of this negotiation, this non-specific value is all but forgotten and the actual negotiation easily slips back to being all about price.

We need a way to close this huge gap between what goes on early in the sales process and what happens near the end — after all the niceties are over and the gloves have come off — when price becomes an issue once again. ●

---

### Counterpunch #3: Multiple Equal Offers (MEOs)

We use the next counterpunch, MEOs, to shift perspective from one fixed-price offer for your products and services to a choice of different business relationships, each of which focuses on value and problem solving in a slightly different way. So instead of showing up with a hard, firm line in the sand with a fixed price wrought from thoughtful trading, you show up with three MEOs that are equal in value to you, but vary in value to the customer or, more accurately, to different influencers in the customer’s organization.

MEOs make negotiation significantly more collaborative by moving everyone involved to the same side of the table. They work because they offer true variety — burger or soy, fries or fresh fruit, soda or juice — not just the illusion of variety.

MEOs help you combat the disconnect between selling value and then negotiating prices of products and services by enabling you to come to the table prepared with something for everybody. Your thorough analysis of the real facts of the deal combined with knowing what all the influencers need from this deal makes you the only seller capable of offering the customer exactly what he or she needs. Your offers and the value they represent can no longer be compared to those from “someone else.”

### Designing MEOs

It’s imperative to use thoughtful, well researched CNA and trade analyses when preparing and presenting MEOs. A complete CNA analysis takes the pressure off commoditization and helps both sides agree on what’s really being sold (i.e., the one, two or perhaps three things that differentiate you from the competition, given the client’s needs in this deal).

## Summary: B2B STREET FIGHTING

---

Trade analysis gets all the moving parts on the table so you can determine what the ideal terms look like for both buyer and seller. Now we can use that information to build strong MEOs tailored for this deal; CNA analysis helps you title them and trade analysis helps you populate them.

It's also crucial to take into consideration the needs of multiple buying influencers at the buyer's company. This means working upstream and preparing carefully to create three offers that, if designed specifically for the client in question, can change the conversation for good from the price of your products to the value of your solutions. ●

---

### Negotiating Like a B2B Street Fighter: Quick Review

With CNA and trade data ready, and MEOs prepared, you can take control of the conversation, change the relationship and build value for everyone. Now, let's review those moves one more time before we take this fight to the streets.

**Step #1:** Your first counterpunch for combating commoditization pressure is CNA analysis. It helps you get the facts about the client's real alternative to you, as well as the facts about all aspects of your value proposition on the table.

Why is this necessary? People tend to take a deal when it is better than the alternative. People also view offers as a plus or minus according to how they perceive the alternative. Ultimately, showing the customer how your deal meets his or her needs better (not cheaper) than his or her CNA is how everyone gets to win-win. Overall, the result is better decisions by all parties, so both sides end up with something better than the alternative. This is the first step in creating value.

**Step #2:** Counterpunch #2 (trading or trading analysis) helps you combat price pressure by collecting *all* the facts about all the terms that need to be agreed upon, in addition to price, then trading those things to provide more value than they cost.

Remember that trades are a method of designing a deal in which everybody gets something equally valuable. In publishing, the book is never really finished until all the rewrites have been done, and both the publisher and the author agree that the book is in the best possible form. Trades are the rewriting you do at the bargaining table.

**Step #3:** Finally, counterpunch #3 helps you avoid the problem of selling value then reverting back to

negotiating price by "packaging" the value created during trade analysis into three unique MEOs. These MEOs describe three different business relationships — often targeting the priorities of different buying influencers — that exceed both sides' CNA and trade analyses on as many items as possible.

MEOs keep the value expansion going and help you keep the focus off of price. This explanation ties the concept of *how* to the goal of *what*.

If you pursue this goal, there will be a radical shift in how you act as a negotiator. Buyers on the other side will also need to be re-educated because of their self-limiting beliefs about what negotiation really is. ●

---

### You Can Be Trained to Expect the Unexpected

In the end, the problem is not that the buyer is saying tough things, such as "I can get the same thing cheaper from someone else," nor is the solution learning how to say even tougher things back. In fact, the problem was never with the buyer at all.

You are not and should not be fighting your customers. We make money by negotiating *with* them, and they use our valuable assets to solve problems in their companies. The challenge is with not knowing enough — about your company and what it offers, about the competition and what they offer, or about the total economic scope of the deal — so you can proceed with confidence and skill.

The real "street fight" is with the buyer's alternatives to us (CNA). We are just geeky, rational, fact-based street fighters working on behalf of our company *and* our customers. The most common problem, simply stated, usually comes from a lack of data:

- 1. Not knowing enough about the *Its* that you and the competitor are offering**
- 2. Not recognizing all the trades that exist within the deal, outside of price**
- 3. Not preparing three offers**

The solution is collecting or using better data in three key areas: collecting and analyzing CNA data; collecting and analyzing trade data; and MEOs, an amazingly lethal (competitively speaking) way to present the data and analysis results.

### Bigger Pies Mean Bigger Pie Pieces

If you want to build value-based, collaborative relationships with buyers, every negotiation is a good opportunity to practice. And if you want to work with

## Summary: B2B STREET FIGHTING

this company in the future, don't set out to take advantage of them or take cheap shots in fighting language.

Most people (especially tough, old-school buyers) think of negotiation as a pie-eating contest; that is, they want to get as much as they can to win the prize and screw the other guy. This is an extremely near-sighted strategy that may work in the short term, but these buyers will always be looking for new customers because they've burned so many bridges.

Conversely, *real* negotiation is about making the pie, and thus the pie pieces, bigger. You need to go in thinking about both the competitive and cooperative aspects of working together to create more value for both sides. And the three-step blueprinting process you just learned lets you achieve this with clients while being ruthless with your competitors. ●

### Using the Blueprinting Process in a Large and Complex Negotiation

Now it's time for the rubber to meet the road. Let's try out our process on a live deal.

It's April 1st and you've just been told by a potential new global customer that after all the months of trying to sell some of your machines to them, it's finally down to a choice between you and your closest competitor. The customer wants to see your best-foot-forward proposal by May 15th (six weeks). He has hinted that your competitor is aggressively pursuing the business, is being quite creative on price and has a pretty good product fit.

At this point in this negotiation, you have already completed your pick box to determine your company's value proposition. So first, we do a CNA analysis to determine the *It* relative to this deal.

**Complete Your CNA.** Start by asking yourself: What are the consequences to my company of not closing this deal?

**Complete Your Customer's CNA.** Start by asking yourself: What are the consequences to the customer of not closing this deal with me? It's sometimes helpful to reframe this question; how will the customer meet his needs in this deal if he does not close this deal with me?

**Blueprint the Trades for Both Sides.** Prepare wish list — your side. Prepare wish list — the other side. Prepare CNA and wish list questions for customer. Meet with customer to validate and refine assumptions.

**Design and Deliver Three MEOs.** Start by asking yourself: What three problems am I solving, what risk-sharing alternatives am I offering or what creative part-

nerships are possible with this customer?

Your CNA analysis revealed two or three ways you solved this customer's needs better than their alternatives, so you create and name your MEOs in ways that describe each of these solutions.

It's May 7th, a full week before the customer's due date, and you're ready to make a presentation. You invite the customer's head buyer, the vice president of manufacturing and the vice president of finance, and bring along product and technical support people from your side.

- **Open the presentation.**
- **State client's CNA.**
- **Review the three MEO titles and briefly summarize the solution each MEO provides.**
- **Review the trades in each MEO.**
- **Rank the MEOs:** You ask everyone present to rank the three offers in terms of their preferences.
- **Continue trading:** The client quickly agrees that the short-term option is the least preferable, but there's a lot of internal negotiation among them over which of the remaining options is better. It's obvious that neither is quite right. At this point, you begin trading to come up with one solution that fits their needs. They keep telling you that you're more expensive; you keep going back to total costs. They try to push you for concessions; you continue to trade using both wish lists.

In the end, you settle on this deal:

#### Final Agreement

**Length:** Three years

**Price:** \$255K per machine

**Volume:** Three machines

**Service:** Five days x 24 hours

**Upgrades:** 25 percent discount

**Installation Support:** 300 hours ●

#### RECOMMENDED READING LIST

If you liked *B2B Streetfighting*, you'll also like:

1. ***A Seat at the Table* by Marc Miller.** Best-selling author Marc Miller offers a new sales approach designed to help salespeople earn a seat at the table — the place reserved for those select people who set the direction and the budget of an enterprise.
2. ***The Ultimate Sales Machine* by Chet Holmes.** Holmes provides 12 key strategies to turn any business into what he deems "the ultimate sales machine."
3. ***Snap Selling* by Jill Konrath.** Konrath offers four SNAP rules to win more sales, and she teaches us that sales is an outcome, not a goal.