

TYPES OF NEGOTIATION TACTICS

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Abstract Team cooperation consists of psychological factors, the experience of each team member and the leaders coordination mode of individual members and for each gesture or mimicry on the face of team members. Small transactions are among partners with companies that are poorly listed on the stock exchange or with a small capital. Big transactions, even between states, are at a very high level of training and experience. Good long-term relationships do not consist of the domination that one of the partner has over the other but in the honesty of the trade, traditional commercial relationships based on trust and mutual benefit. Negotiation strategies and tactics comprise all the objectives included in the negotiation process, ways and means to achieve these objectives, the means available, such as: conjuncture, possible actions, own resources; and the strategies most commonly used are: stimulus - response, and have the following objectives: awakening attention, stimulating attention, desire to own the product, determine the client to buy or sell. Necessity - satisfaction has the following objectives: motivation of the prospective client, sell what the customer wants (buying), resolving the high objectives the client raised and maintaining friendly relations and exchange of goods. There is a need to develop a strategy with which you want to buy or sell a product - active (rapid acquisition of the product), passive (where to buy in stages, based on necessity) and mixed (which combines the two by purchasing products in cyclical periods with the following elements: circumstances, goals and techniques by dosing and lagging). Negotiation strategies in both the sale and purchase of a product, we can enumerate the following: rapid decisions, waiting, when, where, apparent withdrawal, simulation. As a negotiating tactic there can be: offensive, defensive tactics yes ... but, contrary-question, straw, interruption of the negotiation, partner fatigue.

When we talk about negotiation tactics and conclude that they can be in both pre-negotiated so you can direct the partner where you want (Busted) and during the negotiation to attract the partner to some arguments regarding price negotiation and all other details that agree to the negotiation that may influence the negotiation and the signing of the contract. Some techniques are really necessary on the entire pre-negotiation, negotiation and even post-negotiation period, such as: delay, excessive politeness and flattery, transforming objective in the subjective, appeal to the senses, willful misconduct, reproaches linked to omissions and even intimidation; all related to the art of negotiation.

Key words: negotiation, tactics, technique

INTRODUCTION

Work methods placing the team in advantage, the rule of small steps onwards or backwards, rules accepted by partners, gestures, mimics, verbal conversation, para-verbal conversation)

MATERIAL AND METHODS

The negotiation tactics can be divided into offensive and defensive tactics. Both types of tactics deal with issues such as:

The order in which these issues are to be approached:

- the topics upon which pressure is to be exerted;
- the degree of intensity of the pressure to be exerted;
- the arguments for each issue to be negotiated;
- the time available for presenting the arguments and the counter-arguments.

Offensive tactics

These tactics use certain test questions meant to reveal the weak points of the opponent's defense in his/her endeavor to start the attack. Consider the following example: the buyer asks 'We have analyzed your offer and we kindly ask you to explain to us how come you have increased the price as compared to that on the market'. The dealer should not answer in a straightforward way that would enable the partner to ground his/her attack, but s/he should ask a counter-question, such as 'We believe that the market is insignificant as compared to the superior quality of our product. What do you consider more important, in fact: the price or the quality?'

By acting this way, the buyer is made to give additional information, thus revealing certain hidden aims and taking a defensive position.

The following rules should be observed when using 'attack' questions:

1. the questions should be brief and of the 'why-question' type;
2. their content should not disclose all the aspects included;
3. they should not suggest the answer.

The 'attack' questions may be ordered as follows:

1. questions that ask for information
2. questions that rely on known data and that require an acknowledgement on the part of the partner
3. 'attack' questions that rely on the partner's previous acknowledgement and that require a concession

Types of 'attack' questions:

1. Why do you consider this to be true?
2. What justification do you have in this respect?
3. What facts come to support this point of view?

Defensive tactics

These tactics are used in order to make the partner repeat the exposition s/he has already done, on the pretext that 'Your answer was rather brief and we did not understand it entirely'. Thus, the second time the partner might not be as convincing as s/he was for the first presentation. While this will probably wear the partner out, the other team will enjoy a more quiet moment providing it with extra time to analyze the partner's argument more accurately.

Another defensive tactic is to say only what is strictly necessary, so as to make the other party talk. The more the negotiators talk, the more they feel the need to disclose more and more aspects in order to seem more convincing. People may very often be condemned more easily by their own explanations than by the evidence brought by others.

The 'yes...but' tactic

This tactic is widely used by Asian negotiators. Using 'no' as an answer, and thus risking to offend the partner, is almost inconceivable to the experienced negotiator. While 'no' allows no other variants, 'yes' does allow several variants: one meaning 'yes', one meaning 'maybe', and one meaning 'no'. Therefore, when the negotiator does not want to give a 'no' answer to a straightforward question, he can use the 'yes...but' answer.

The counter-question

It is used when the negotiator wants to change the course of the argumentation. This kind of question allows one to maintain the initiative and places the partner in a defensive position, thus making him/her explain things again.

'Straw' issues

These issues have no real value, but they are raised in order to compensate for certain real concessions. The beginner negotiator will agree to the issues s/he considers of little

importance, but granting a concession, as small as it may be, 'for free' can be of utmost importance for the other party.

The tactful interruption

This tactic is to be used when the course of the negotiations proves unfavorable to the desire to gain time and to reconsider the position one has reached. This can be done by:

a. advancing an excuse in order to leave the negotiation room during the partner's argumentation

b. bringing in coffee, tea, drinks, etc. at the very moment

c. asking for a break

Wearing the partner out

Negotiations are usually a tiresome process since the negotiator cannot relax after having finished the argumentation, being compelled to prepare the next moves according to the partner's new arguments.

This is sometimes doubled by distance from home, by different climate conditions, differences in time zone, etc.

There are also certain artificial ways of wearing the partner out, which s/he should prevent as much as possible, such as: the deliberate prolongation of the negotiations, no relaxation moments, a late chat at the bar after supper, etc.

Relations of confidence between the partners

In some cases, it has been proved that it is more effective to show one's difficulties in meeting certain requirements in an open way, rather than to hide them. However, there is no precise answer as to being completely open or not under any circumstances.

Adverse tactics and ways of counteracting them

Certain negotiation partners may also appeal to the following tactics:

Tergiversation - the partner tries to avoid making any decision, on the grounds of lacking information, of the health conditions, leaves, urgent departures, etc.

If that is the case, the partner should be talked into carrying on the talks. The negotiator will express regrets for not having concluded the business, as well as the intention to conclude it with a rival company.

Exaggerated politeness and flattery - they are used on the premise that 'no wish can be refused to a polite person'.

This tactic may screen disdain or despise. Flattery usually highlights real or imaginary merits; the faker the compliments, the more substantial the requirements probably are. If that is the case, a similar position of exaggerated politeness is to be adopted by the other team in order to determine the partner to give up.

Turning the objective into the subjective and using certain words out of their context - the partner uses certain words taken out of the context in which they have been uttered.

The partner will be told that that certain statement has been uttered into another context, having another meaning, and s/he will be reminded of the exact position of the statement in that context, for a better understanding.

The appeal to the senses - it is used when reason does not give in to a certain argument. The partner appeals to former cooperation, to national and personal pride, to past moments spent in an agreeable atmosphere (e.g. dinners, performances, etc.). The partner will be reminded of similar occasions based on mutual relationships to which s/he has been invited, while the negotiator will focus on a way of getting back to the main issue.

Reproaching the partner with former omissions or mistakes - if that is the case, the answer will point out that the reproaches refer to a former situation having nothing to do with the issue under discussion. Does the partner try to intimidate by the tone of voice, the situation

will be kept calm and the discussions will continue as before. The question 'You don't want to hurt my feelings, don't you?' may also be used as long as it is uttered in a polite manner. Other approaches would be to use humor in dealing with the situation, or to raise the voice for a moment and then make a suggestion: Wouldn't it be better to talk more calmly? We do understand each other, don't we?'

Intimidation - it is used by the partner when no convincing arguments are available or when pressure is exerted. In extreme cases, negotiations will be postponed and the partner will be invited to suggest another date for a future meeting, when he is more willing to resume discussions.

General techniques of negotiation

These general techniques include the totality of the procedures used by negotiators; the following are the most frequent, world-wide used techniques:

The technique of the limited proxy - the inflexibility it implies is meant to decrease 'the aspirations' of the partner and to increase his/her cooperation spirit

The technique of the limited possibilities - the negotiator who sells the product is informed that the budget is smaller than his/her claims

The technique of increasing the competition - by organizing simultaneous negotiations with several partners

The technique of 'rigid' negotiations - it is possible to apply this technique when negotiating high-technology products

The 'bypass' technique - it consists in 'avoiding' a difficult negotiator by raising the level of the negotiations

The technique of 'false concessions' - consists in 'inventing' serious objections and big obstacles, which are 'sold' later on to the partner as concessions

The technique of cutting in on negotiations (time out) - it is used in order to mitigate an irritated partner, to disorganize his/her argumentation, or to urge him/her to grant certain concessions

The technique of asking for certain variants which should have in view the duration of the contract, the guarantee area, the supply of materials and components by the partner, the variation of the technical specification, the volume of the order, etc.

Techniques of distracting the attention of the partner by changing the subject, by postponing certain decisions, by creating confusions, etc.

The technique of 'sterile' negotiations - it is usually used when no agreement is in view and when the conclusion of the contract with another partner is preferred. In this respect, impossible concessions may be required or different interdictions may be invoked, such as: the authorities, force-majeure, etc.

The technique of the false competition - it consists in cheating on the partner as to the number and the power of the competitors, by presenting some certain offers at a discount (which have been obtained for small lots or at prices that are asked on coming onto the market), by simulating discussions with other dealers, etc.

The technique of false sample orders - it represents the request of a 'sample order' at a discount (without having any further intention to order additional considerable quantities or to use the invoice on negotiating with other partners), justifying it on the grounds of certain promotion expenses in order to put the product on the market.

The technique of 'spiral' negotiations - negotiations are resumed each time at a higher level, the new terms to be agreed upon every time

The technique of the apparently appealing offer - the offer advanced at the beginning gradually changes its terms, requesting more complex technical features, better delivery and payment conditions, etc.

The technique of the 'disappearance' of the decision-making person - the partner's aspiration level is thus reduced and he is urged to consent to the required discounts

The technique of the accomplished fact - the delivery of raw materials, of spare parts, etc. is stopped and negotiations are resumed under the given circumstances in view of a raise in price

The technique of the 'hostage' - machines with no spare parts, no service, etc. are offered, the latter becoming thus the subject of separate negotiations

The technique of wearing the partner out - this can be done by placing the partner's chair so as to face the sun or strong light, by choosing a noisy negotiation room or uncomfortable chairs, by prolonging the talks, by providing inappropriate accommodation, by not turning on the central heating during winter, by making the partner drink too much alcohol, by lengthy visits of warehouses, etc.

The technique of alternating the negotiators - accountants, engineers, jurists, etc. are gradually invited to take part in negotiations; their tough standpoints are meant to make the team-leader look milder to the eyes of the partner, and thus induce the latter to show more willingness in considering the propositions advanced by the former

The role-play technique - the negotiator deliberately expresses certain very strong emotions, so as to gain the initiative, to impress the partner, to display his/her hopelessness, etc.

The technique of complaining to the partner's superior - it represents an attempt to gain new concessions when all the other possible concessions have already been obtained from the negotiator

The technique of the ultimatum - it consists in advancing certain propositions which, if not accepted by the partner, could lead to the failure of the negotiations

The bribing technique - it consists in offering the partner expensive gifts or even considerable amounts of hard currency in order to gain maximum concessions

Techniques of negotiating the price

Requesting the internal structure of the price - it aims at obtaining information about the real production and marketing costs

Requesting the alternatives to the initial offer - it aims at obtaining the internal structure of the price

Equally sharing the difference - one of the negotiators suggests a compromise solution: dividing the difference into two equal shares

Exploiting the experts in the opposite team - it consists of an attempt to attract 'allies' among those who are going to use the product and who are less concerned about costs

The negotiation technique - it consists of a request for a new offer to be put forward

The technique of false sample orders - the partner requests 'special' prices for a small amount, with the promise of some more substantial future orders

The question technique

Questions play a very important part in the negotiation process, as they hold different functions within the argumentation and within the use of various tactics. Their main purpose is to acquire information, but they can also aim at:

1. overcoming the tension at the beginning of the negotiations
'Have you ever visited our country before?'; 'How was the travel?'
2. maintaining the mental comfort of the partner

- 'How could you achieve such performance?'
3. overcoming certain moments of dullness that may come up during the talks
'Have you ever used this kind of product before?'
4. gaining time to prepare one's speech
'Would you be so kind as to detail your point of view?'
5. avoiding or delaying an answer
'May I answer your question later?'
6. getting the partner's confirmation of the point of view under discussion
'Don't you think that container transport is more effective in this case?'
7. checking whether the message transmitted by the partner has been well perceived
'So the engine does work in a polluted environment as well, am I right?'
8. skillfully developing the talks towards the desired issue
'Now that we have agreed upon packaging, shall we pass on to quantity?'
9. finding out the precise reasons for buying the product
'Which are the technical aspects you are particularly interested in?'
10. acquiring information that could come in useful for one's own argumentation
'What are your objections to our product?'
11. informing the partner of something
'Did you know that our firm holds the 10th place in the world for this product?'
12. stimulating the partner's thinking
'Have you thought about how much you could save up if you buy this product?'
13. gaining time for reflection
'May I ask which area you will us it in?'
14. stirring the interest of the partner
'Do you know what happens if I increase the rotation speed?'
15. challenging the partner
'Considering your age, don't you think that your arguments may lack experience?'
16. strengthening the argumentation by asking rhetorical questions
'The advantages of the final product are obvious, aren't they?'
- The following types of questions are also common during negotiations:
- a) informative questions, trying to reveal the needs of the partner
'What would be the production capacity of the equipment you intend to buy?'
- b) questions that avoid a straightforward answer 'This is an important issue. May I resume it later?'
- c) questions that acknowledge the fact that the partner has retained the ideas presented
'Do you think the same about the ideas I've been presenting to you so far?'
- d) questions that direct the talks towards the right purpose
'If the delivery date suits you, shall we pass on to discussing the payment terms?'
- e) questions supporting the contractual terms
'Our terms are similar to those of firm X, and in many ways even better.'
- f) 'boomerang', counter-blast questions, for instances when the partner states something without being able to support it
'Are you sure that our project is so expensive?'
- g) questions whose purpose is to make sure that the partner has understood the argumentation
'I hope this issue is clear now. Shall I explain something again or shall we pass on to transportation?'
- h) clarifying questions

'Why do you prefer the lever system to the push-button one?'

i) questions that aim at revealing the reasons for the purchase

The partner will be encouraged to express his/her point of view, his/her experience in the domain, his/her needs and his/her difficulties.

j) questions that stir the interest of the partner

'You probably know already that this device is superior to that assembled by firm X - your rival on the market Y.'

k) questions asking for reflection on the part of the partner

'I think you already know that this device saves X \$ every eight hours, which means Y \$ within a month.'

l) 'why' questions - these questions aim at clearing up certain issues and they cannot be easily eschewed by the partner

CONCLUSIONS

- Professional training of the negotiation team
- Coordination made by the leadership
- Methods that support a good negotiation

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