



Strategies for Being A Better Negotiator

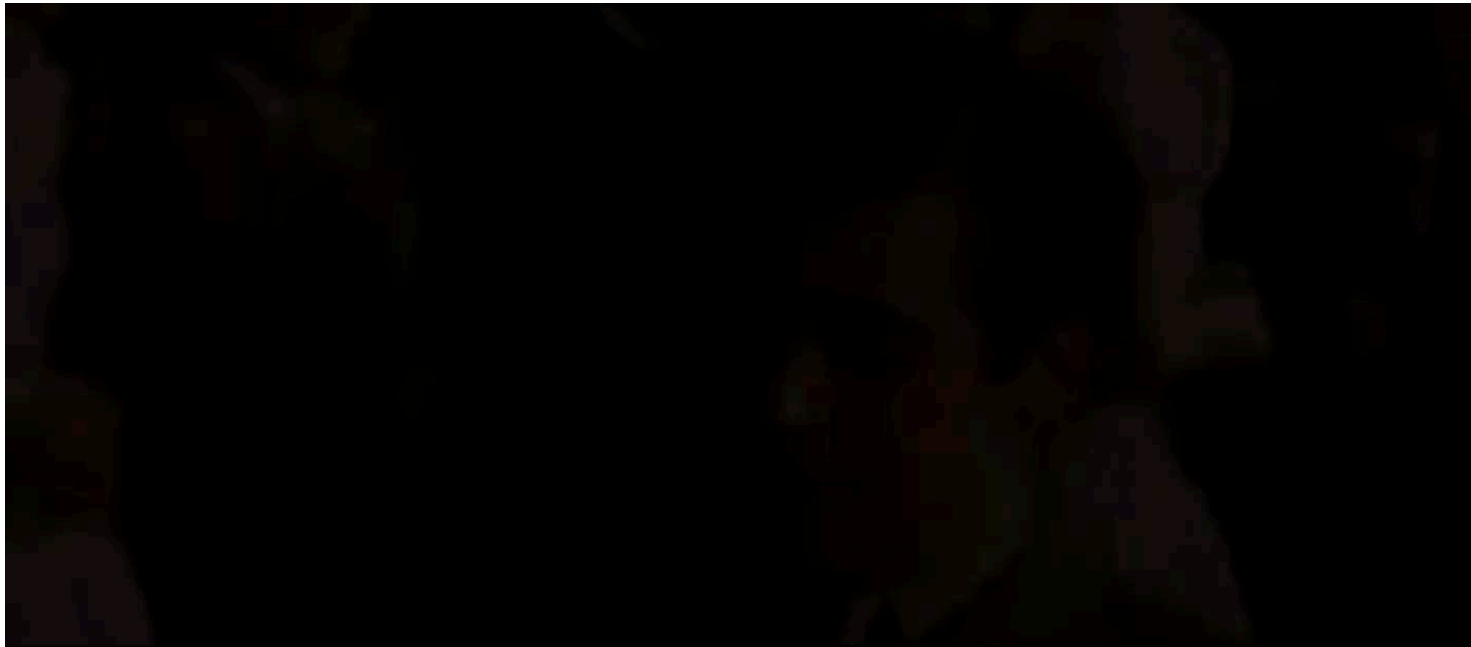
Howard Givner
Founder + CEO
Event Leadership Institute



Overview

1. Big picture concepts
2. The 5 Negotiating styles
3. Negotiating with venues
4. Tactics & techniques
5. 50% off discount code

Big Picture Concepts



Avoid Zero-Sum Approach

“The adversary is not the person across the table; the adversary is the situation”



Chris Voss
Former FBI Hostage Negotiator

Write the Other Side's Victory Speech



Widen the Lens | Case Study: 2011 NFL CBA

2006 CBA



Players: 50%
Owners: 50%

Widen the Lens | Case Study: 2011 NFL CBA

2011: Owners Want



Players: 47%
Owners: 53%

2011: Players Want



Players: 50%
Owners: 50%

Widen the Lens | Case Study: 2011 NFL CBA

Broadcast \$



Players: 55%
Owners: 45%

Local \$



Players: 40%
Owners: 60%

NFL Ventures \$



Players: 45%
Owners: 55%

BATNA - “Walk Away Power”

1. **B.A.T.N.A.:** Best alternative to a negotiated agreement.
2. Be prepared to walk away.
[Have options.]
3. **Whoever needs the business more, or needs to close sooner, has less leverage.**

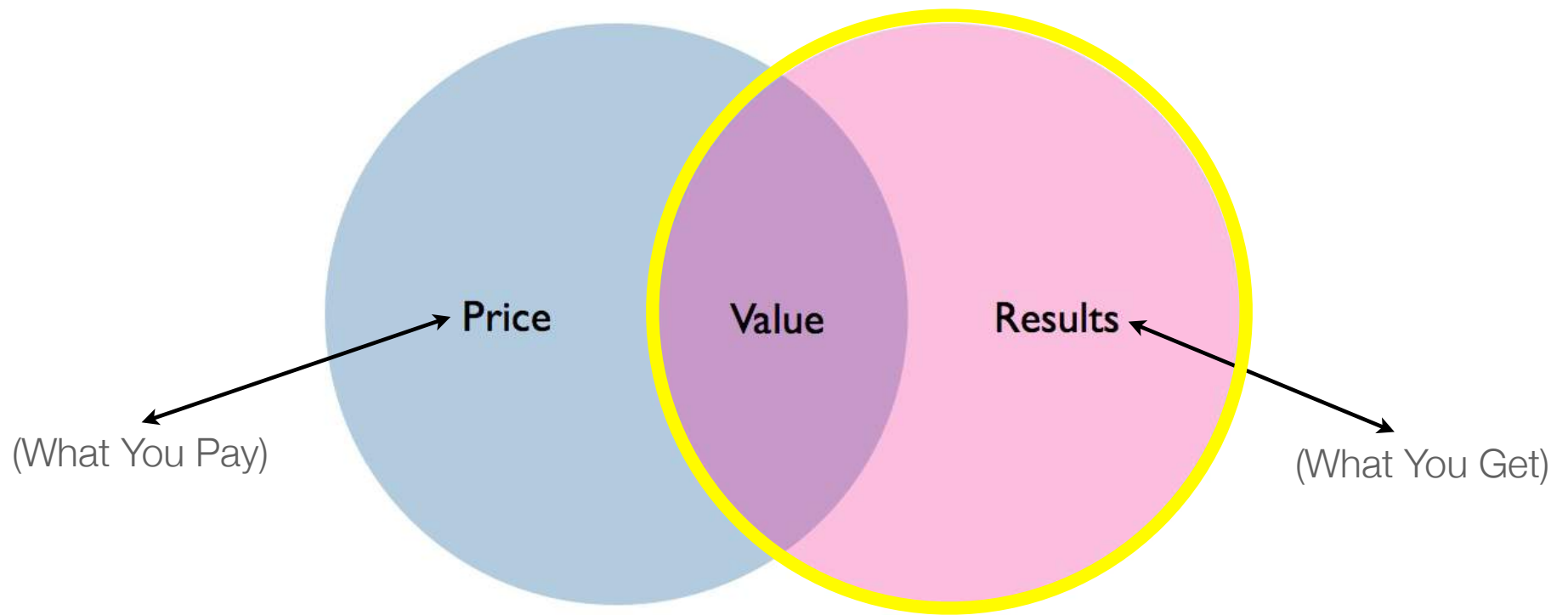


Know Market Pricing

1. Get a sense of pricing of the market.
2. Get a sense of pricing of your target venue. Ask which surrounding dates are available.
3. Advise you'll be doing your due diligence. You appreciate a good price right off the bat.



The Value Confluence



Words of Wisdom

*Asking for something **BEFORE** you sign the contract is called **NEGOTIATING**.*

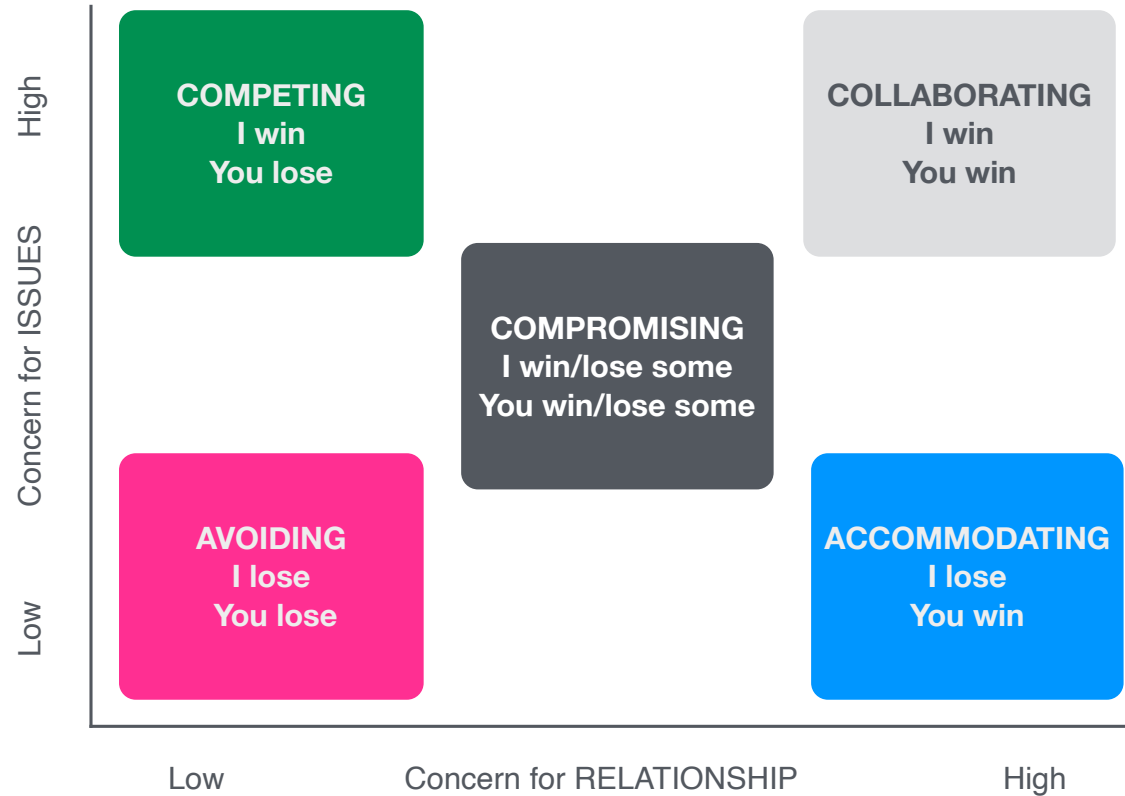
*Asking for something **AFTER** you've signed the contract is called **BEGGING**.*



Attorney John Foster

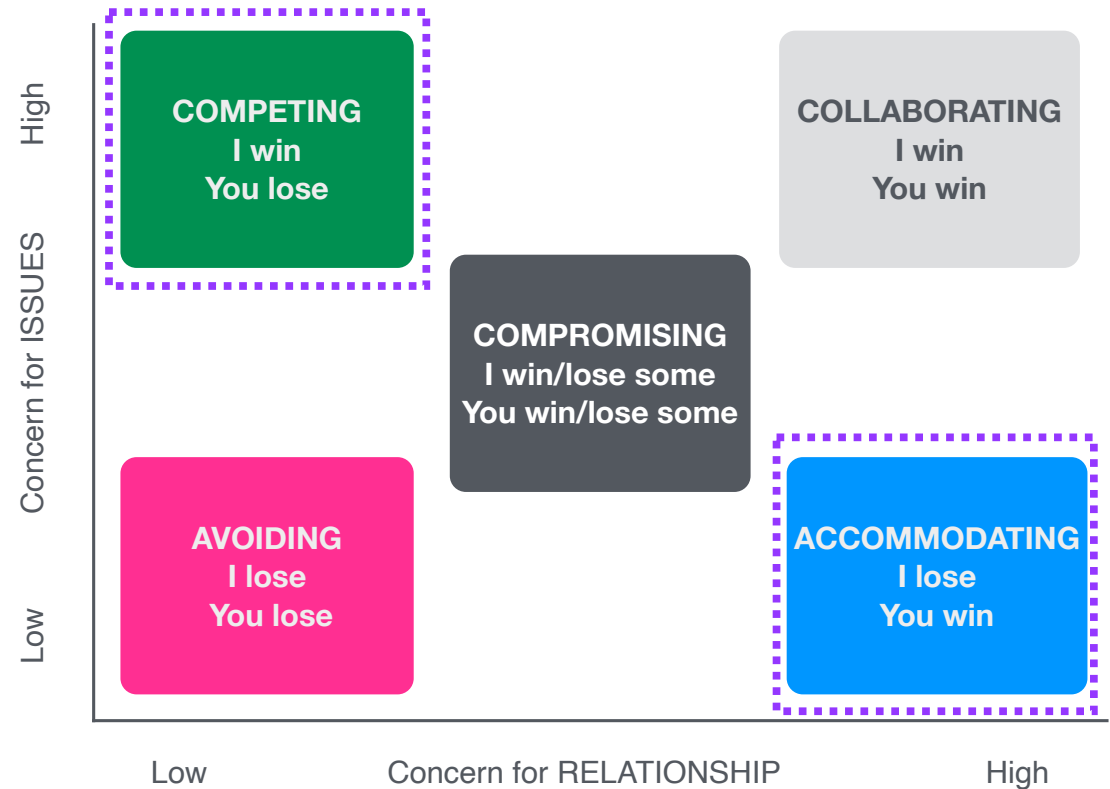
5 Negotiating Styles

Negotiating Styles



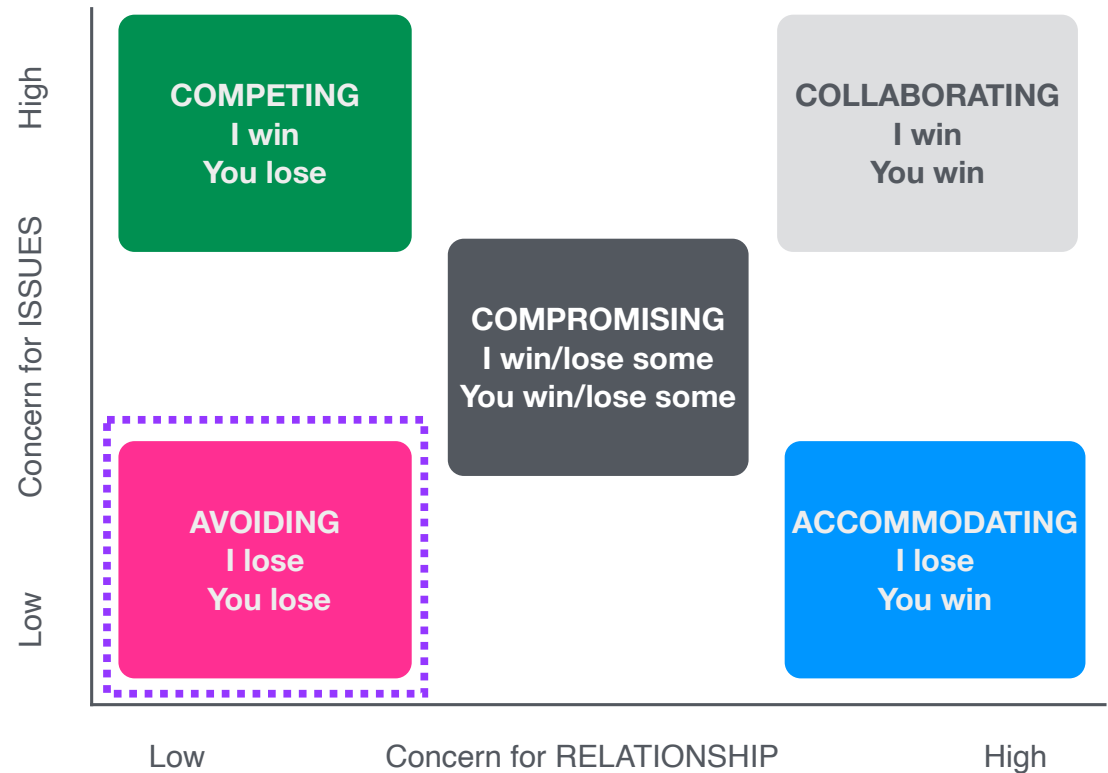
Accommodators & Competitors

1. Usually well-liked.
2. **Accommodators** think if they give in, the other person will like them, and they'll get a deal.
3. Concessions don't create good will with competitors.
4. **Competitors** don't care about the relationship, & will keep pushing for more.



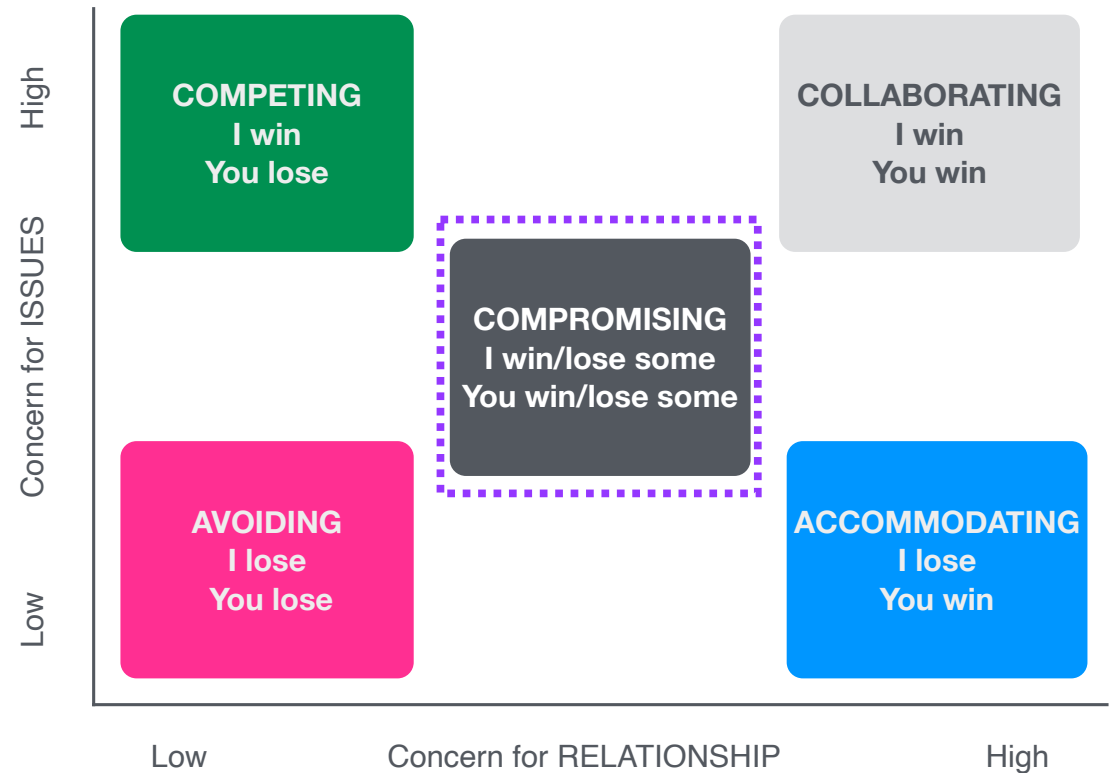
Avoiders

1. With **avoiders**, the other side has to guess why they're being avoided. May assume you're not interested.
2. When issues finally aired, conflict is worse, because issues have festered, & other side is frustrated.
3. **TIP:** Set clear deadlines early on, and what actions will take place if not met.



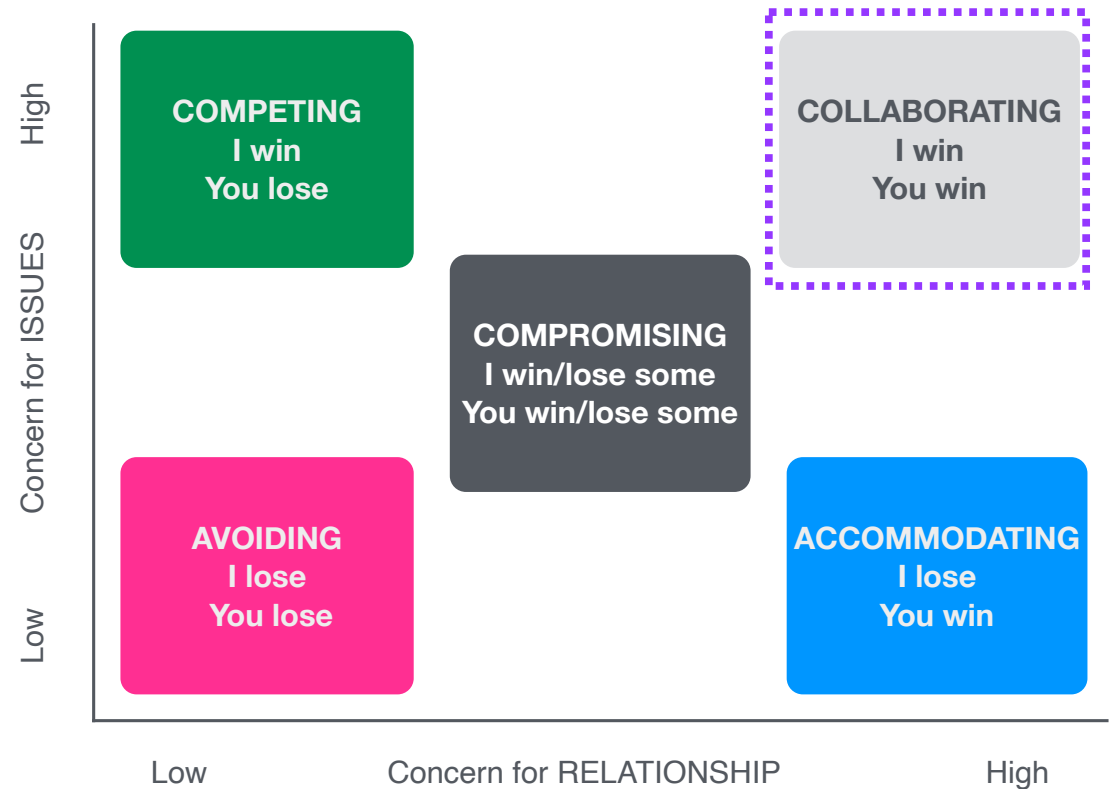
Compromisers

1. Seems most fair. What most people think of as negotiating.
2. Really just haggling, splitting the difference.
3. People who take the most extreme opening position (e.g. **competitors**) gain the most with compromisers.
4. Good when you trust the other side, and are short on time.
5. **TIP:** Make sure you win the right things (for you).



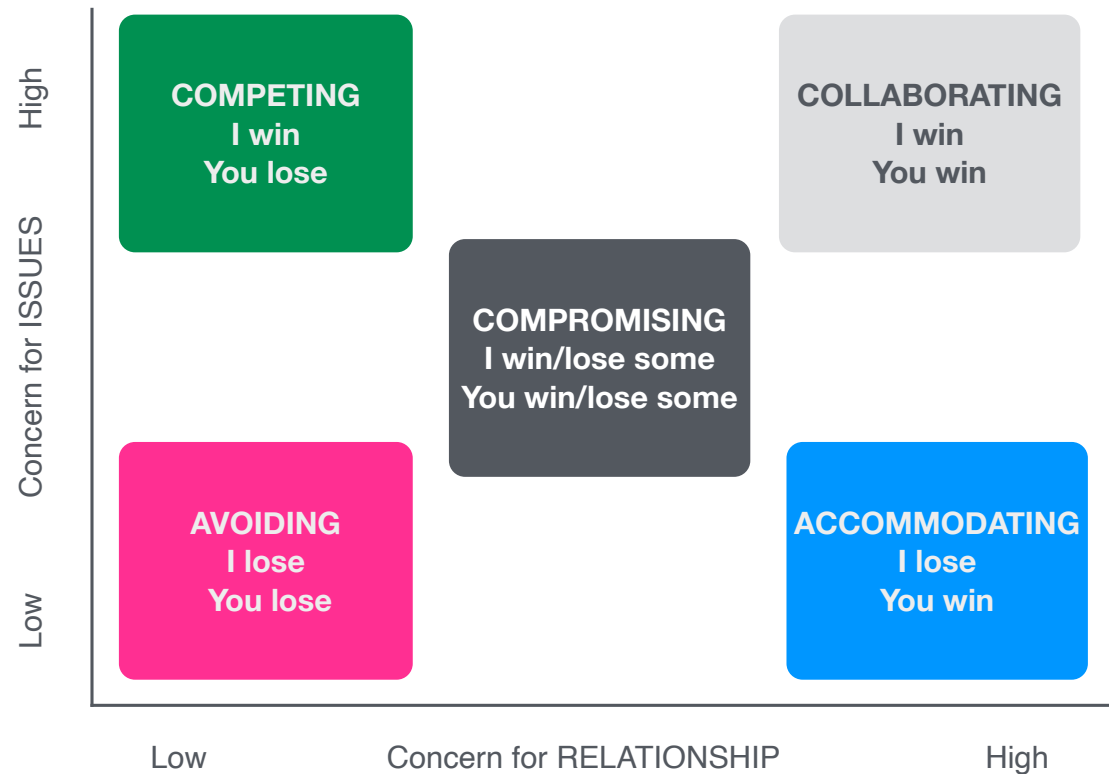
Collaborating (Expanding the Pie)

1. Each side focuses on making sure the other side gets what they need.
2. **TIP:** Ask WHY they need something. Could be alternative solution.
3. Requires more time.
4. **TIP:** Be up front that you're using a collaborative style.



Self-Reflection

1. Which negotiating style are you?
2. Which other styles might give you the most trouble?



Negotiating with Venues

It's Business, Not Personal

1. Venues will drop planners for higher paying clients.
2. Planners will drop venues you for lower cost venues.
3. If you want loyalty . . .



The Stacked Deck



	Planner	Venue Sales Manager
Training	Logistics, creativity, strategy	Selling, negotiation
Judged by	Successful event	Sales #'s



Leverage 3rd Parties



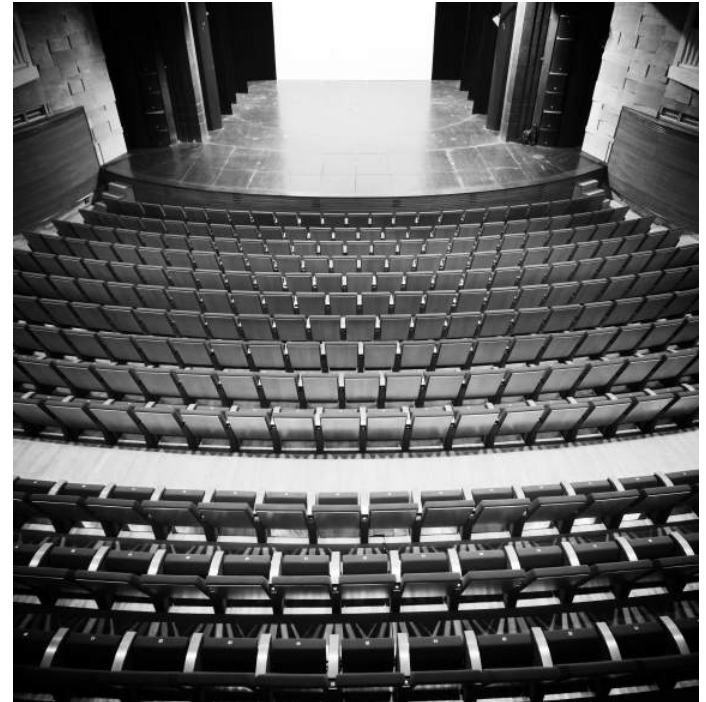
Things That Cost **Clients** Little, But Are Valuable to **Venues**

1. Repeatability of programs
2. ***Ability to go to contract quickly.**
3. ***Your recommendation to client/ boss.**
4. Ability to use venue's contract forms
5. Strong history of exceeding guaranteed minimums. [show proof]
6. Distribute RFP's to a small group of suppliers, & tell them that.
7. Raise your guarantee (only if it gets you something)
8. Aggregate as much spend as possible
 - a. Within your organization
 - b. Within your event: keep many ancillary events on property

Things That Cost **Venues** Little, But Are Valuable to **Clients**

Size Dynamics

1. Look for venues where your guest count is as close as possible to their capacity.
2. Guarantee the highest # possible.



Exceptions to Supply/Demand

1. Venues with **fixed pricing**; less effected by supply/ demand.

- Universities
- Cultural facilities

2. **New venues**

- Looking to fill calendars quickly.
- Risk: not fully finished in time.



Compare Apples to Apples

1. Include all event costs when comparing venues.
2. Look for venues that include additional equipment or services.
 - a. Lighting, staging, audio visual, electric, etc.
 - b. Do you need additional decor, or is it built in?
 - c. Transportation?
 - d. Union?

AV Costs

1. Negotiate AV **before** contracting with venue.
2. Know your needs:
 - Audio inputs & outputs
 - Display inputs & outputs
3. **Piggybacking**



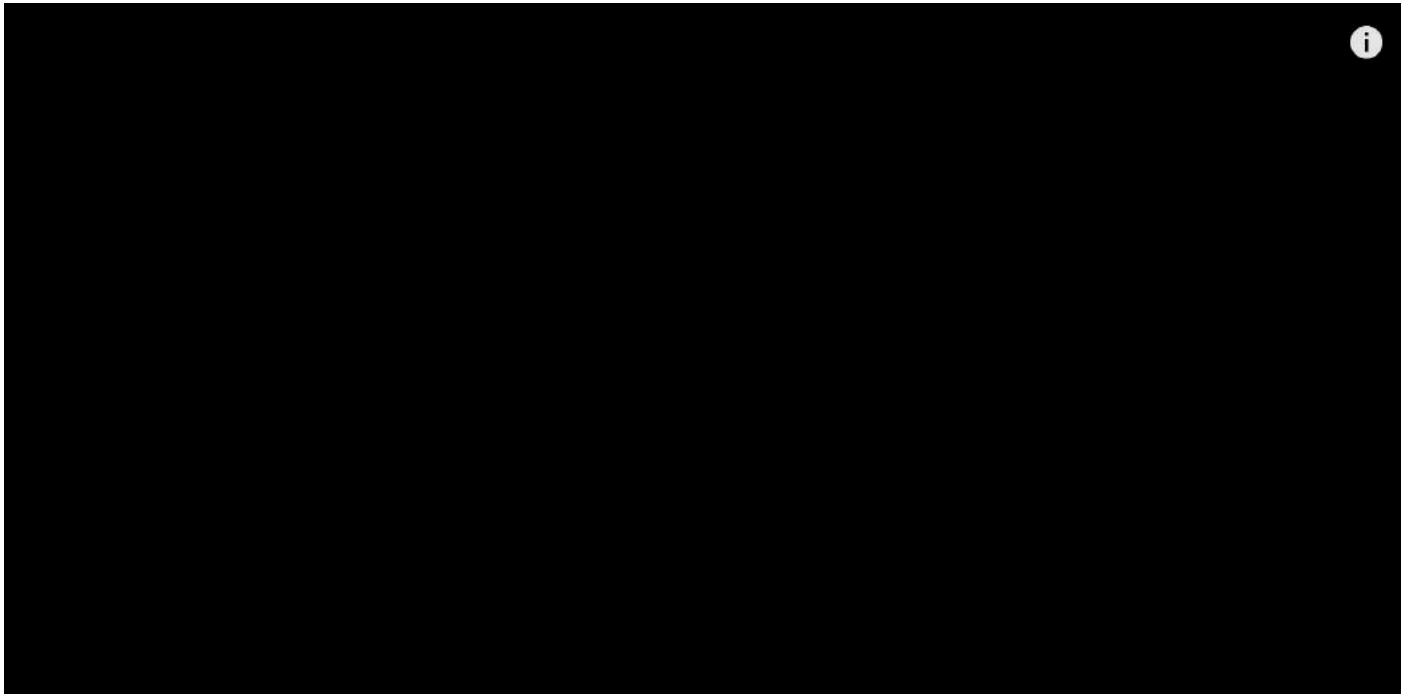
Food & Beverage Tips

1. Ask for lunch-size portions for dinner
2. Remove dessert from lunch menu > pm break
3. **Piggyback** on menu of another group
4. Let chef suggest cost-effective menu



Tactics & Techniques

The First Offer



Don't Split The Difference

- Benefits person with more extreme opening offer.
- Split number becomes new opening offer.



Good Cop / Bad Cop

Advise you'll attribute bad cop's comments to both of them.



Don't Negotiate Against Yourself

Do not present a 2nd offer without getting a counter from the other side.



Nibbling

Remove current & previous offer.

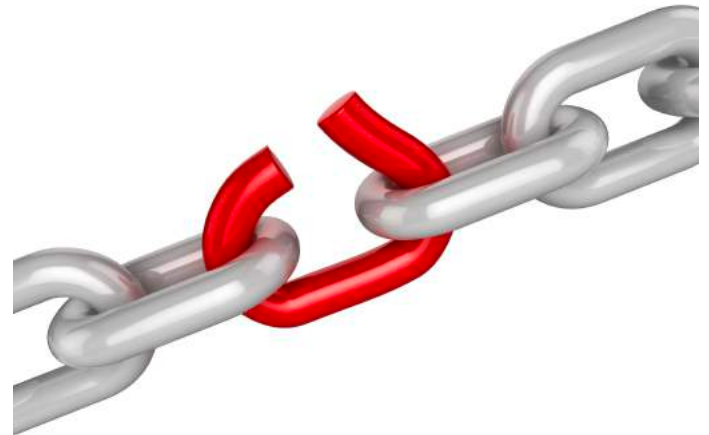


Save Some “Guarantee Room”

- Reserve ability to raise guarantee (# guests, room nights, etc.) in exchange for better deal.

Mention A Venue's Weaknesses

“I have to convince my boss / client to overlook the _____.”



Don't Say "Let's Negotiate" If You've Already Decided

Don't let the other side know you're committed, and *then* try to negotiate.



Make 'An Unreasonable' Request

I need _____.

Would it be unreasonable
of me to ask for _____?

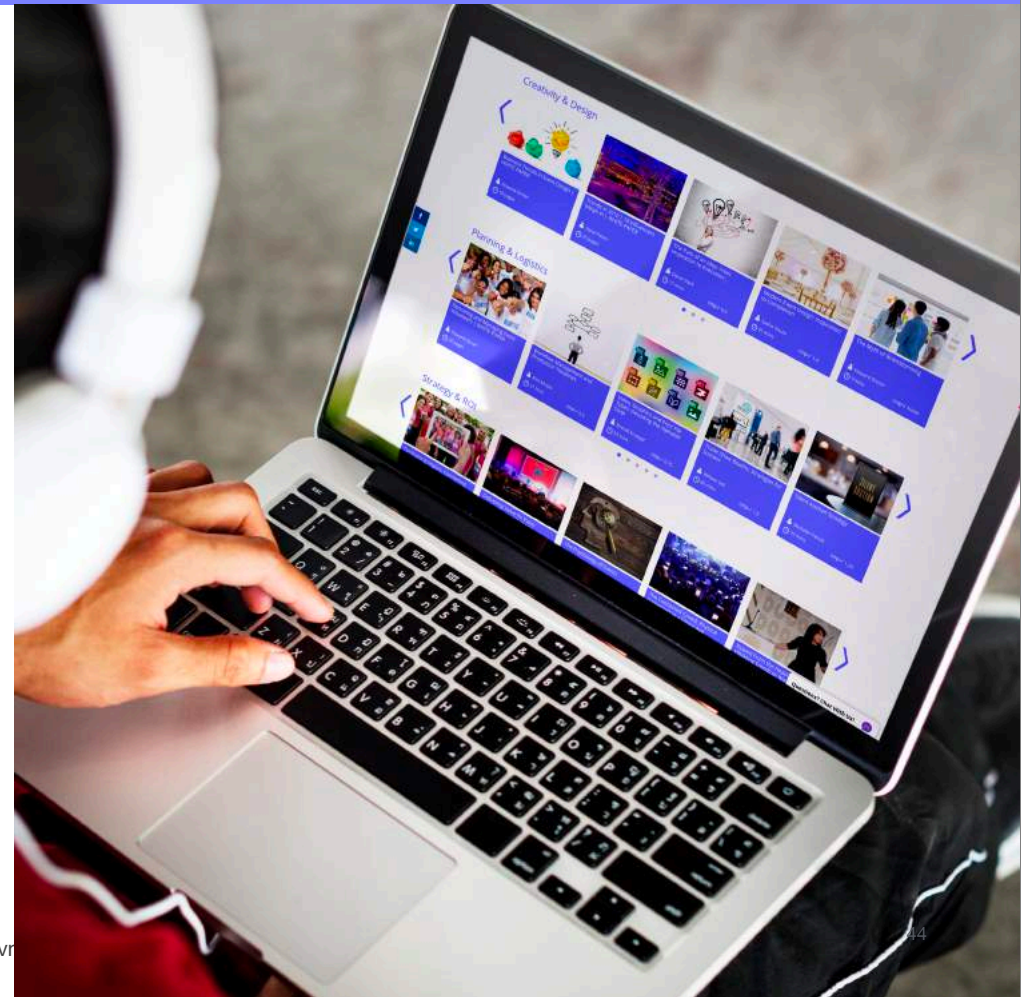
Labeling & Mislabeleding

- Labeling (validating the other party's priorities)
 - Repeat what you've heard
 - “What I'm hearing is . . .”
- Mislabeleding (backing off)
 - “It sounds like this might not be the right fit . . .”
 - Give them a chance to correct you

To Learn More . . .

Membership

1. 180+ instructional videos & resources
2. Snackable: 30 min avg video
3. Micro-learning format: 5-10 min chapters



NEW: Sep 21 | Event Measurement & Analytics | 5 weeks



INSTRUCTOR
Joe Colangelo

Co-Founder & CEO
Bear Analytics



Sep 13 | Hybrid & Virtual Event Director | 4 weeks



INSTRUCTOR
Heather Sharpe

Chief Event Technologist, Sherpa Group



Sep 15 | Advanced Event Design & Strategy | 6 weeks



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Tammy Kockaya CMP, CMM

Chief Strategy & Growth Officer, ELI
Former Director, KPMG



Sep 20 | Event DEI Strategist | 7 weeks



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Zoe Moore, CDP

Co-chair for MPI 2021 Global Diversity,
Equity & Inclusion Advisory Committee



Sep 22 | CMP Course | 12 weeks



INSTRUCTOR

Carolyn Browning, CMP, CMM,
HMCC

Chief Solutions Strategist, MEETing Needs, LLC



Sep 27 | Technical Meeting & Event Production | 5 weeks



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Brandt Krueger

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Kevin White

Founder, XPL Agency



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