

Think! Inc.

business negotiation, redefined

Redefining
Procurement Negotiation



THE THINK! 3-PHASE APPROACH

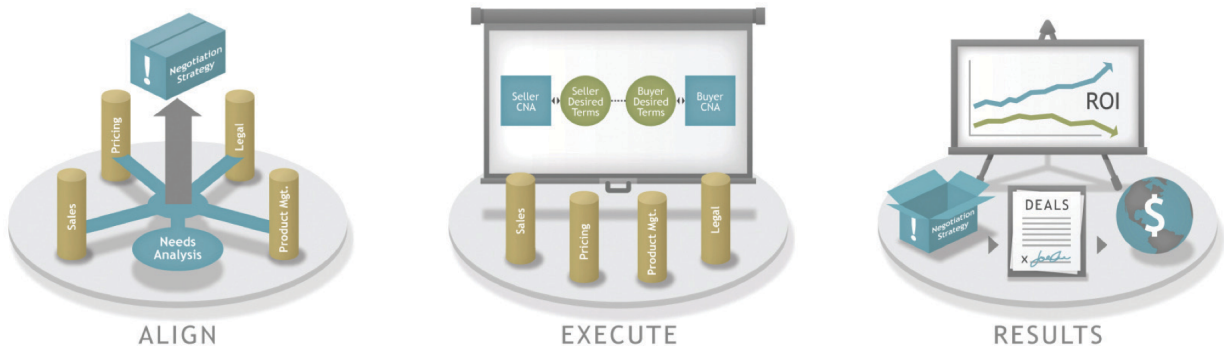
The Think! 3-phase approach to driving training adoption and ROI is based on our primary research. We ventured out to identify the key drivers of world class execution, organizational adoption and returns from organizations’ training investments. We surveyed 20,000 executives, human resources managers and performance improvement consultants to determine if they had been involved with a training initiative that went beyond training and was successful in becoming deeply “embedded into the DNA of the organization.”

We found 150 companies that had done so and studied them further with surveys and focus groups. We identified many factors that contributed to adoption but, the three drivers which consistently rose to the top were:

1. Aligning the initiative to enable the higher level go-to-market strategy
2. Securing cross-functional executive sponsorship
3. Enabling coaches who measure and are measured in relation to the desired new behaviors and actions

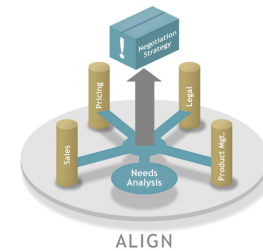
We also know from this research that the quality of the IP itself also drives adoption and ROI. It needs to be simple with recognizable benefits for the team and the organization that are both immediate and easily measurable.

Our 3-phase approach is based on this research.



PHASE I: Organizational Alignment and Customization

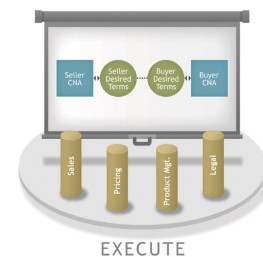
Think! solution adoption and implementation begins the moment we engage with your firm. Our first efforts involve surveying and interviewing key cross-functional leadership. This early effort to understand their current state, desired future state/ROI and potential barriers to success around negotiation begins the process of gaining their buy-in and sponsorship of our joint efforts, such that “post workshop” we have their attention, commitment and support to using and enforcing the process. This is the beginning of adopting a common negotiation language and process that promotes organizational negotiation alignment and accelerates time-to-proficiency at the individual level.



Our Solutions Team customizes the workshop training content and builds our proprietary Negotiation Value Blueprint to reflect the realities of your marketplace, integrate with your existing sourcing process and align with your desired success metrics.

PHASE II: Workshops and Training of the Field and Coaches

We know that coaching from cross-functional leaders and field coaches drives adoption. As such it must be enabled and measured. “Volunteer Armies” do not work for adoption. Buyers and coaches must have both rewards and consequences for using or not using the “new” process and tools. The simplicity of the Think! core solution, with 3 negotiation concepts (CNA, Trades and MEOs) and only 2 key coaching questions promotes understanding, execution and adoption.



PHASE III: Staying Connected

After the organizational alignment in Phase I and training for buyers and coaches in Phase II, we stay connected to help you sustain cross-functional management alignment and focus on the initiative. We ensure the coaches are enabled to coach effectively and to measure and report on success metrics/ROI. Additionally, provisions are made to integrate new field coaches, new cross-functional leaders and new buyers into the system. Furthermore, an intranet-based virtual community is developed as the central place for all things negotiation. This community helps buyers understand who their cross-functional executive sponsors are, how to obtain deal coaching, post difficult problems etc.



PHASE I			
	Due Date	Responsibility	Completed Date
Organization Alignment and Leadership Engagement			
Identify executive sponsor			
Identify Cross-functional leaders			
Conduct Executive overview including identification of roles and responsibilities			
Define leading and lagging indicators of success			
Conduct cross-functional and buyer e-survey/ benchmarking			
Identify coaches			
Embed coaching into performance appraisals			
Embed blueprinting into field performance appraisals			
Identify key national and global suppliers for account specific negotiation strategy			
Customization			
Identify 4–5 interviewees for customization interviews and for case Study co-development			
Customize tools: Consequence of No Agreement and Trade “thought starters”			
Populate the Blueprint software			
Finalize cases for Blueprinting Process Workshops			
Populate Negotiation Virtual community Website			
Integrate Blueprinting Process into sourcing process and methodology and tools			

PHASE II			
	Due Date	Responsibility	Completed Date
2-Day ILT Value Blueprinting Process Workshops with up to 24 participants each			
Coaching Workshops			
Supplier specific negotiation strategy sessions			

PHASE III			
	Due Date	Responsibility	Completed Date
Year 1			
Live Deal Coaching Calls			
Key suppliers: consult on negotiation strategy and alignment			
Key deal reviews, face-to-face			
Quarterly Management Reviews (virtual)			
Quarterly Coach-the-Coach calls (virtual)			
Manage negotiation virtual community website			
Measure leading and lagging indicators of success			
Update the Blueprint			
Year 2			
New Executive Overviews			
New Managers/Coaches Negotiation On-boarding			
Key deal reviews, face-to-face			
Quarterly Coach-the-Coach calls (virtual)			
Quarterly Management Reviews (virtual)			
Manage/Update Virtual Negotiation Community Website			
Ongoing Organization alignment and leadership engagement (From Year 1 into Year 2)			
Refresh of benchmarking and needs analysis			
Cross-functional interviews and alignment consulting			
Revisit and define leading and lagging indicators of success			
Survey field and leadership			
Compare movement from Year 1 to Year 2			