

Unit 37: Pitching and Negotiation Skills

Unit code K/618/5125

Unit level 5

Credit value 15

Introduction

This unit gives students a comprehensive overview of the essential pitching and negotiation skills required to win new contracts on agreeable terms. Good pitching skills for a new product or service will generate sales and networking opportunities, while negotiating with different people and in different business transactions will secure more favourable deals. These transferable skills can be applied in various contexts to add value to a business.

These skills are essential for the managing and running of a small business or for being part of a dynamic and innovative workforce. Individuals and groups working in key sales, tendering and contracting roles benefit from developing their skills further to increase and maintain a competitive edge within its markets.

This unit aims to give students a knowledge base and tools that will help them to develop these skills. Topic areas that they will investigate include analysing context prior to negotiation, information management prior to and during negotiation, the process of developing and presenting a case and being able to assess the successes of a new pitch.

Learning Outcomes

By the end of this unit a student will be able to:

- LO1 Evaluate the context of a negotiation and identify the key considerations to prepare for a negotiation
- LO2 Manage information and documentation relevant to tenders and contracts
- LO3 Develop a pitch to achieve a sustainable competitive edge
- LO4 Assess the outcome of a pitch and negotiation.

Essential Content

LO1 Evaluate the context of a negotiation and identify the key considerations to prepare for a negotiation

Context for negotiating:

The rationale for negotiation and the importance of negotiating skills in the workplace.

Generating new business and winning new deals.

Key negotiation tactics and strategies for group and individual negotiations.

Preparing to negotiate and the Request For Proposal (RFP) process.

Ethical behaviours in negotiation versus unethical

Closing a deal e.g. creating and finalising a contract.

The value of understanding the context and behavioural factors that influence individuals in a negotiation, including cultural awareness and differences in international business negotiations.

The value of forming and building long term negotiation relationships

Collapse and recovery when negotiating.

LO2 Manage information and documentation relevant to tenders and contracts

Context for tendering:

Key sources of information required during a negotiation, contextual information, client data, new solution information and contingencies.

The key elements of an RFP document.

The contractual process for both personal and classified information.

The key elements of master agreements and statements of work.

Contract law and compliance of processes, bribery and corruption, conflict of interest.

Amending contracts and breaches of terms and conditions.

Defining procurement and the different types of procurement processes.

Online bidding and tendering.

LO3 **Develop a pitch to achieve a sustainable competitive edge**

Developing a competitive strategy for pitching:

The benefits of having a sustainable competitive advantage.

The types of sustainable competitive advantage e.g. cost, value focus.

The structure of pitching with emphasis on the value of brand loyalty, innovation and networking and partnerships, fit-for-purpose steps and stages to consider.

Building the bridge of trust during a pitch and the importance of providing realistic solutions to problems, opportunity focus and partnership approaches.

Importance of relationship building during negotiation.

Methods for managing a negotiation team versus individual

Determining key outcomes and the pursuit of value.

Dealing with rejection and asking for referrals.

Tactics for avoiding misunderstanding

Summarising and follow-up.

Stages of negotiation process:

Preparation and planning

Discussion and defining ground rules

Clarification of goals

Negotiate and bargain towards a Win-Win outcome

Agreement

Implementation of a course of action

Pitching and presentation skills:

Audience awareness, research and sensitivity.

Competitor research.

Business and product narratives.

Structure and time.

Verbal and non-verbal communication to meet audience requirements.

Communicating and persuading internal and external stakeholders.

Strong negotiation and sales skills, e.g. persuasion, strategising, compromising and co-operating.

Presentation, behaviour and conduct of presenter, e.g. attire, attitude, professional conduct, suitability for audience, preparation and organisation.

LO4 **Assess the outcome of a pitch and negotiation.**

Outcomes of a pitch and negotiation:

Determining key outcomes and tangible success indicators for negotiation.

Contingency planning for dealing with rejection.

Contractual implementation and fulfilling obligations, on-going monitoring/review of contracts.

Managing relationships and generating incremental revenue.

Terminating contracts.

Record keeping and analysis for future tender development.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate the context of a negotiation and identify the key considerations to prepare for a negotiation		D1 Critically evaluate the steps of the negotiation process and present valid solutions for dealing with issues that can arise.
<p>P1 Determine what is a negotiation, why it occurs and who the key stakeholders are during a negotiation process.</p> <p>P2 Evaluate the key steps and considerations required for negotiating and generating deals.</p>	<p>M1 Present a concise rationale for the negotiation process, including detailed steps that organisations go through during a negotiation process.</p>	
LO2 Manage information and documentation relevant to tenders and contracts		D2 Critically evaluate the competitive tendering and contract process and make recommendations for completing a successful tender with minimal risk.
<p>P3 Examine the RFP process and the relevant types of information and documentation required.</p> <p>P4 Discuss the contractual process and how relevant documentation is managed and monitored.</p>	<p>M2 Evaluate the RFP process in an organisational context, outlining the key documentation and information required, and consequences of breaching the terms of an agreement.</p>	
LO3 Develop a pitch to achieve a sustainable competitive edge		D3 Pitch a dynamic and creative strategy that is both concise and persuasive, to achieve a sustainable competitive advantage.
<p>P5 Deliver an appropriate pitch, applying key principles that achieve a sustainable competitive advantage.</p>	<p>M3 Present a structured pitch that focuses on sustainable competitive advantage and maximises the opportunities for success.</p>	
LO4 Assess the outcome of a pitch and negotiation.		D4 Recommend ways in which an organisation can fulfil their post-pitch obligations, highlighting any potential issues.
<p>P6 Assess the potential outcomes of a pitch, using specific success indicators.</p> <p>P7 Determine how organisations fulfil their obligation from a pitch, identifying potential issues that can occur.</p>	<p>M4 Critically evaluate the pitch and post-pitch outcomes to determine potential issues and risk management.</p>	

Recommended Resources

Textbooks

CASTLE, T. (2018) *The Art of Negotiation: How to get what you want, every time.* I_AM Self Publishing.

CREMADES, A. (2016) *The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know.* London: Wiley and Sons.

COUGHTER, P. (2016) *The art of the pitch: Persuasion and Presenting Skills that win Business.* New York: Palgrave Macmillan.

VOSS, C. and RAZ, T. (2017). *Never Split the Difference: Negotiating As If Your Life Depended On It.* 1st Ed. Random House Business.

Websites

www.gov.uk	UK Government Tendering for public service contracts (General reference)
www.hbr.org	Harvard Business School How to pitch a brilliant idea (Article)
www.mindtools.com	Mind Tools Essential Negotiation Skills (General reference)
www.skillsyouneed.com	Skills You Need What is Negotiation (General reference)

Links

This unit links to the following related units:

Unit 6: Managing a Successful Business Project (Pearson Set)

Unit 49: Sales Management

Unit 53: Planning for Growth