The Aha! Advantage

Negotiating, influencing and Deal Making

Phone: +64 4 499 6770 | Mobile: +64 21 452 256 | Email: harry.mills@ahaadvantage.com

Who are we?

Training Workshops

The Aha! Advantage team are experts in the art and science of persuasion. We use our know how on how to influence and persuade to train clients' staff in:

- Negotiation
- Influencing
- How to design and craft messages that deliver persuasive punch
- Persuasive business writing

Consulting Services

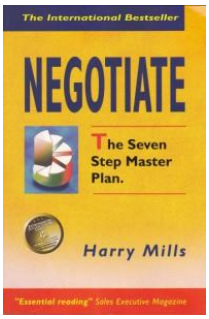
We provide high-level consulting support to help clients tackle their toughest persuasion and negotiation challenges.

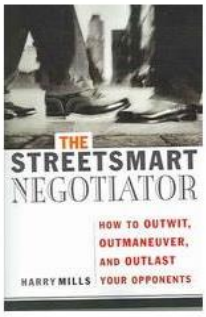
We help clients:

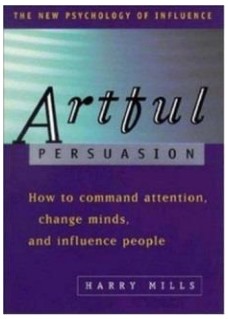
- Negotiate large sales
- Negotiate alliances
- Negotiate mergers and acquisitions
- Negotiate outsourcing and procurement deals

Deal Execution

Our tools include our proprietary system: **Deal NaviGater®** which helps clients design and execute large, complex deals.







Training Workshops

Negotiation Workshops

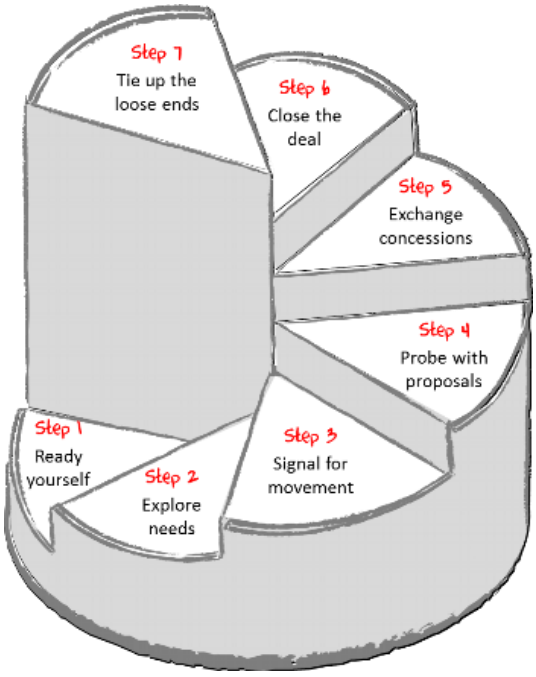
Our suite of negotiation and persuasion skills workshops includes:

1. The Art of Negotiation – How to negotiate favourable agreements that last.

The Art of Negotiation is a two day, hands-on practical workshop to train professional staff in the art of negotiation.

The Art of Negotiation shows professionals how to:

- Negotiate fees and other clients services
- Negotiate complicated contracts
- Negotiate within your firm
- Bargain with suppliers
- Turn conflict into agreement
- Build good working relationships
- Identify client needs
- Form win-win agreements.



The Seven Steps to Agreement RESPECT Model

Negotiation Workshops

2. Dovetailing Your Differences- How to negotiate profitable sales

Dovetailing Your Differences is a practical, two day workshop designed for salespeople and executives who negotiate with customers.

Negotiating Profitable Sales will show you how to:

- Improve profit margins
- Negotiate complicated deals
- Close more sales
- Turn conflict into agreement
- Build good working relationships
- Identify customer and client needs
- Outflank major competitors.

3. Negotiating With Government - How to negotiate with local, state, national and foreign governments.

Negotiating with Government is a practical, three day workshop that uses real life simulations and case studies to dramatically improve the odds of success with government agencies at all levels.

Negotiating with Government shows you how to:

- Negotiate with local, state, national and foreign government agencies
- Influence bureaucracies
- Overcome the power advantages government agencies have
- Recognise the special interests that drive government negotiators.

4. Negotiating High Stakes Deals - How to negotiate large, complex deals.

Negotiating High Stakes Deals shows you how to design, navigate and negotiate complex deals that involve high risks and usually multiple parties.

Negotiating High Stakes Deals shows you how to:

- Prototype your Best Possible Agreement (BPA)
- Avoid settling for a Barely Acceptable Deal (BAD)
- Sequence the optimal set of moves you need to reach agreement
- Design a value-optimizing strategy
- Align your relationship strategy with your deal goals
- Maximize your leverage at the negotiation table.

Influencing and Persuasion Skills Workshops

1. Leading With Influence – How to command attention, change minds and influence others

Part 1: How Persuasion Works

- Thoughtful persuasion, mindless influence: the two routes to successful persuasion
- The persuasion effect: the four patterns of influence
- Measuring your Persuasion IQ

Part 2: Thoughtful Persuasion

- Persuasion starts with credibility: how to build trust and sell your expertise
- First impression, best impression: the art of image management
- Reading the other person: how to use personality type to persuade
- Powertalk! How to give words added impact
- Framing people's minds: the power of metaphors and analogies
- Packing a persuasive punch: how to make your messages seductive, convincing and irresistible
- Power pitches: how to persuade with graphs, charts and video
- The astonishing power of self-persuasion: how to eliminate or reduce resistance
- Put on your SCARF: the five surprising non-monetary motivators that make people say yes

Part 3: Mindless Influence: the seven triggers of automatic influence

- Persuasion trigger one: contrast – the power of a benchmark
- Persuasion trigger two: reciprocation – the law of give and take
- Persuasion trigger three: commitment and consistency – getting one foot in the door
- Persuasion trigger four: authority – the influence of position
- Persuasion trigger five: scarcity – the rule of the rare
- Persuasion trigger six: social proof – everyone is doing it
- Persuasion trigger seven: liking – friends won't let you down

2. Win them over – How to use your influencing and negotiation skills to build a powerful coalition of supporters

Politics is an inevitable, legitimate and even beneficial aspect of corporate and organisational life.

Hard work and good ideas are not enough to ensure success – your ability to win allies and head off resistance is what really matters in today's corporate and government environments.

If you can't mobilise support for your ideas and convert sceptics, your could become an organisational casualty.

Win Them Over shows you how to:

- Assess allies and resistors
- Build coalitions
- Negotiate support
- Understand and leverage the agendas of others.

Message Design and Management Workshop

1. Packing a Persuasive Punch – How to make your messages seductive, convincing and irresistible

Persuasive punch is what makes marketing, sales and service messages seductive, convincing and irresistible.

Messages with persuasive punch have five elements:

Simple: One idea, easy to grasp and picture

Appealing: Different, valuable and motivating

Unexpected: Surprising, intriguing and urgent

Credible: Transparent, credentialed and verifiable

Emotional: Warm, arousing and plot-driven

Packing a Persuasive Punch

1. **Is your message SIMPLE?**
   - How to distil your message down to one central truth
   - How do you make your message crystal clear and easy to grasp?
   - How do you make your message concrete, vivid and easy to picture?

2. **Is your message APPEALING?**
   - How do you differentiate your message from others?
   - How do you position what you offer as having high perceived value?
   - How do you successfully appeal directly to your audience's "self-interest"?

3. **Is your message UNEXPECTED?**
   - How do you grab your audience's attention?
   - How do you sustain their attention?
   - How do you generate urgency to take action?

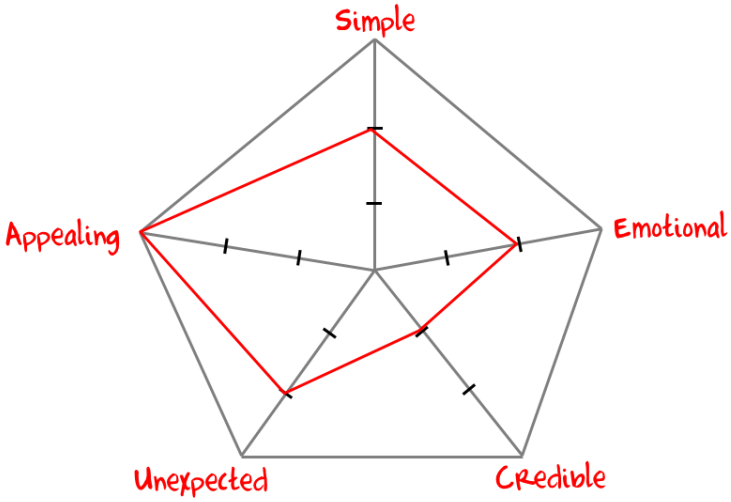
4. **Is your message CREDIBLE?**

- How do you communicate you are open and transparent?
- How do you establish you have testable credentials?
- How do you communicate you do what you say?

5. **Is your message EMOTIONAL?**

- How do you communicate you are engaging and warm?
- How do you generate high emotional arousal?
- How do you give your message a plot-driven storyline?

A Message's Persuasive Punch can be Pictured as a Radar Chart



Business Writing Skills Workshops

1. Persuasive Business Writing: How to write persuasive letters, memos and reports.

Persuasive Business Writing is a two day writing workshop that takes writers beyond the basics. It gives writers the techniques that do make the critical difference when it comes to getting the reader to say yes.

The Principles of Persuasive Writing

- Writing from your reader's point-of-view.
- Establishing your credibility.
- Energizing your writing with the active voice.
- Improving readability with short, varied sentences.
- How to organize your selling points.
- Stream-lining sentences by cutting out necessary words.
- Increasing clarity by using specific concrete words.
- Using effective headlines to help your readers locate information.
- Choosing an effective tone for your communication.
- Designing for maximum visual impact.
- Selling the benefits behind your message.
- Closing with a call for action.

Persuasive Words

- The vocabulary of persuasion.
- How words interact with our minds and emotions.
- Positive words that sell.
- Negative words to be avoided.
- How to give words added value.
- Power phrases and statements that strengthen your documents.

Applying the Principles of Persuasion to Your Documents

By revising each other's live documents writers get direct feedback on the strengths and weaknesses of their own style, and see effective writing principles from the reader's point-of-view.

- Memos
- Letters
- Reports
- Proposals

2. Persuasive Business Proposals: How to write sales and business proposals that convince, captivate and win more customers and contracts.

Winning Business Proposals is a two day workshop that takes writers beyond the basics of clear communication. It gives writers the techniques that do make the critical difference when it comes to getting the reader to say yes and clinch that difficult sale.

The Principles of Persuasive Writing

- Writing from your reader's point-of-view.
- Establishing your credibility.
- Energizing your writing with the active voice.
- Improving readability with short, varied sentences.
- How to organize your selling points.
- Stream-lining sentences by cutting out necessary words.
- Increasing clarity by using specific concrete words.
- Using effective headlines to help your readers locate information.
- Choosing an effective tone for your communication.
- Designing for maximum visual impact.
- Selling the benefits behind your message.
- Closing with a call for action.

Words That Sell

- The vocabulary of persuasion.
- How words interact with our minds.
- Positive words that sell.

The Six Parts of a Persuasive Proposal

1. Your buyer's or client's needs.
2. Your recommendations.
3. Why your firm?
4. Your guarantee.
5. The rationale behind your pricing.
6. Your current clients/endorsements.

The One-Read Test

The final test for a persuasive proposal.

Consulting Services

Negotiating With and on behalf of clients

For over 25 years we have regularly negotiated large deals on behalf of government agencies, corporates, private firms and individuals across the world. Our areas of deal-making expertise include:

1. Negotiating Large Sales

Large sales invariably involve tough negotiations over price. The failure to negotiate well can be catastrophic. Discounts come straight off the bottom-line. A 1% price cut on average reduces deal profits by 12%.

When we negotiate with or on behalf of sellers we show them how to sell the value of their offering, before they start discounting. We also negotiate for buyers who often find themselves facing monopoly suppliers.

2. Negotiating Alliances

Alliances have become a core part of modern business strategy. Yet 50% to 70% of alliances fail to come close to expectations. We work with clients to:

i. Negotiate new alliances
ii. Fix up broken alliances
iii. Maximise the performance of underperforming allies.

3. Negotiating Mergers and Acquisitions

Over 60% of mergers and acquisitions destroy rather than create value for the buyer. Yet there is an elite group of companies who consistently achieve superior results by following a rigorous, disciplined process.
In acquisitions we follow a three phase process that involves:

i. Preliminary evaluation
ii. Analysis of the business
iii. Due diligence and contract negotiation.

4. Negotiating, Outsourcing and Procurement Deals

Outsourcing and procurement deals often turn toxic because of mismanaged negotiations. To work, long term outsourcing and procurement relationships have to be mutually profitable.

Our value innovation methodology allows both parties to agree on an approach which creates lasting value for both sides.

i. We work jointly or individually with buyers and suppliers to launch new outsourcing and procurement relationships.
ii. We help put procurement and outsourcing agreements back on track.

Negotiating Large Complex Outsourcing Agreements

Outsourcing agreements of vital business functions can last up to ten years and can involve a client spending hundreds of millions of dollars.

To ensure clients get a highly competitive offer we typically invite bids from four to seven suppliers. We then reduce the number of bidders to two and negotiate with them in concert.

We might negotiate with Party A on Monday and Tuesday and Party B on Wednesday and Thursday. Negotiating in parallel allows you to fairly compare bidder's strengths and weaknesses.

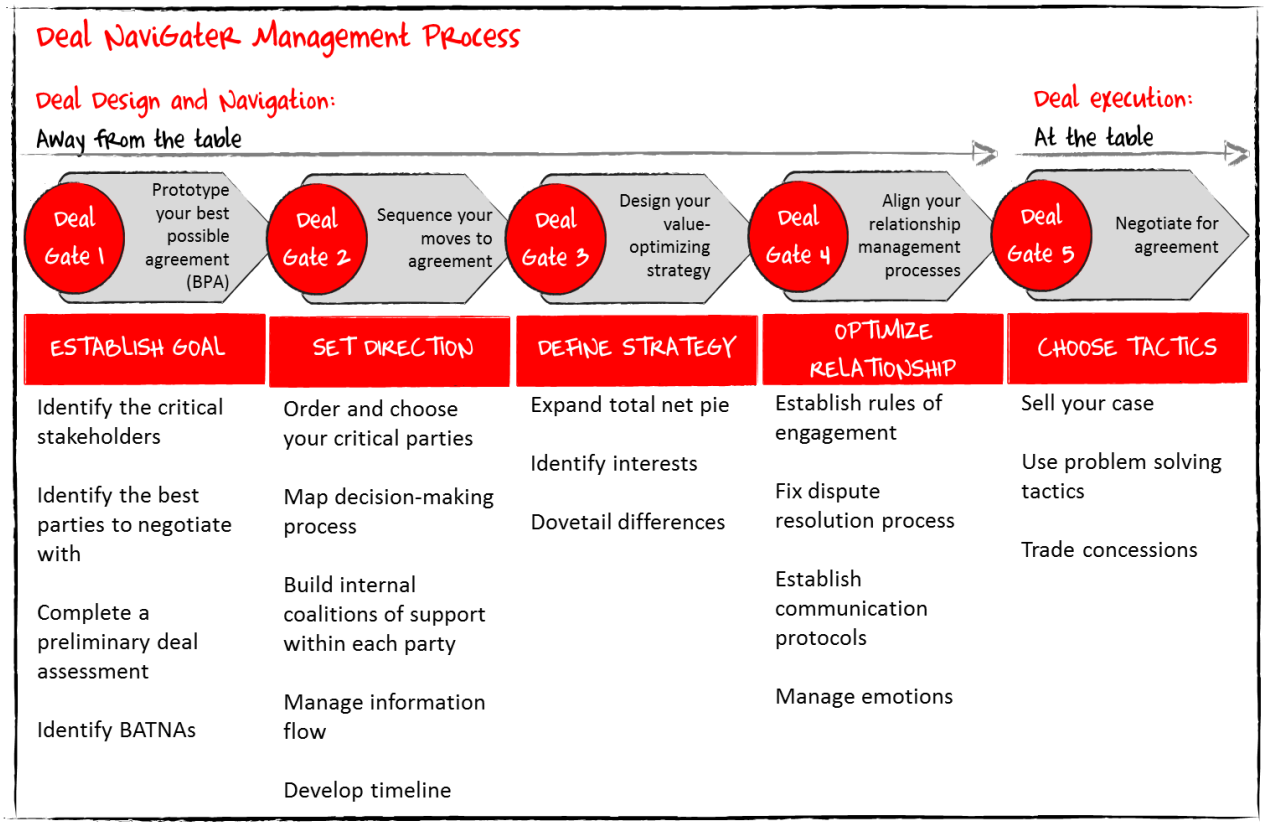
When we have negotiated all the critical issues, the client selects their preferred supplier. We then negotiate the loose ends.

Designing and executing large complex deals

Large complex deals are difficult to negotiate. Large complex deals are usually:

1. **High stake -** the costs of failures are high.
2. **High risk -** because of the inherent complexity and the number of parties involved.
3. **Hugely time consuming -** because of the on-going arguments over what appear to be the competing goals and priorities.

Because of the high failure rate in large complex deals, we developed the **Deal NaviGater deal design and management process**. Deal NaviGater shows you how to design, navigate and manage your way through the most complex of deals – dramatically improving the odds of success.



The Deal NaviGater management system consists of six components

1. The Deal NaviGater Playbook

Consists of a 200 page accessible strategy and tactical playbook and forms the heart of the Deal NaviGater system.

2. The Deal NaviGater Toolbox

Includes 22 deal-shaping, value-optimizing tools. These tools have been developed and tested over 25 years with clients such as Toyota and Unilever.

3. The Deal NaviGater "Traffic Lights" Deal Tracker

Allows senior executives to manage track and evaluate progress in high-stakes deals, plus it allows delays, cost overviews and relationship issues to be solved while small.

4. The Deal NaviGater Tactical Field Guide

Includes Harry Mills' acclaimed book, *The Streetsmart Negotiator*. This field guide gives negotiators the practical tips and tactics they need when bargaining face-to-face plus a disciplined seven step face-to-face process which can be actively managed and audited.

5. Customized Training

Our experiential, simulation based training upskills your team so they can negotiate with skill and confidence and make negotiation skills a core competency and firm capability.

6. Deal-Making Coaching and Advisory Support

Our 25 years of practical deal-making experience means we can advise and coach on:

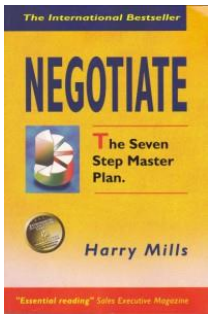
- Resolving disputes
- Acquisitions and mergers
- Joint ventures and alliances
- Major sales
- Procurement and outsourcing deals.

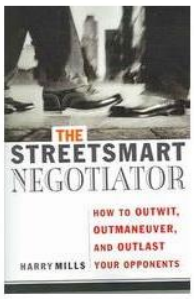
Negotiation and persuasion publications

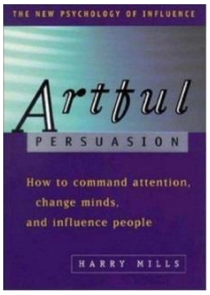
The Aha! Advantage negotiation and persuasion books have been translated into 18 languages. Our negotiation books are designed to act as practical field guidelines. Our books on persuasion show readers how to change minds and win people over with persuasive arguments.

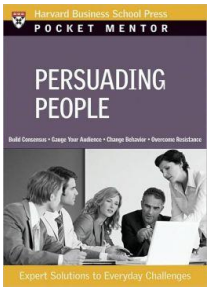
Our negotiation and persuasion book titles include:

- *The Streetsmart Negotiator: How to outwit, outmanoeuvre and outlast your opponents* (AMACOM, 2006)
- *Negotiate – The Seven Step Master Plan* (Gower, 1998)
- *The Dealmaker's Handbook: A field guide for smart negotiators* (MG Press, 2002)
- *Artful Persuasion: How to command attention, change minds and influence people* (AMACOM, 1999)
- *Persuading People* (Harvard Business Press, 2009).

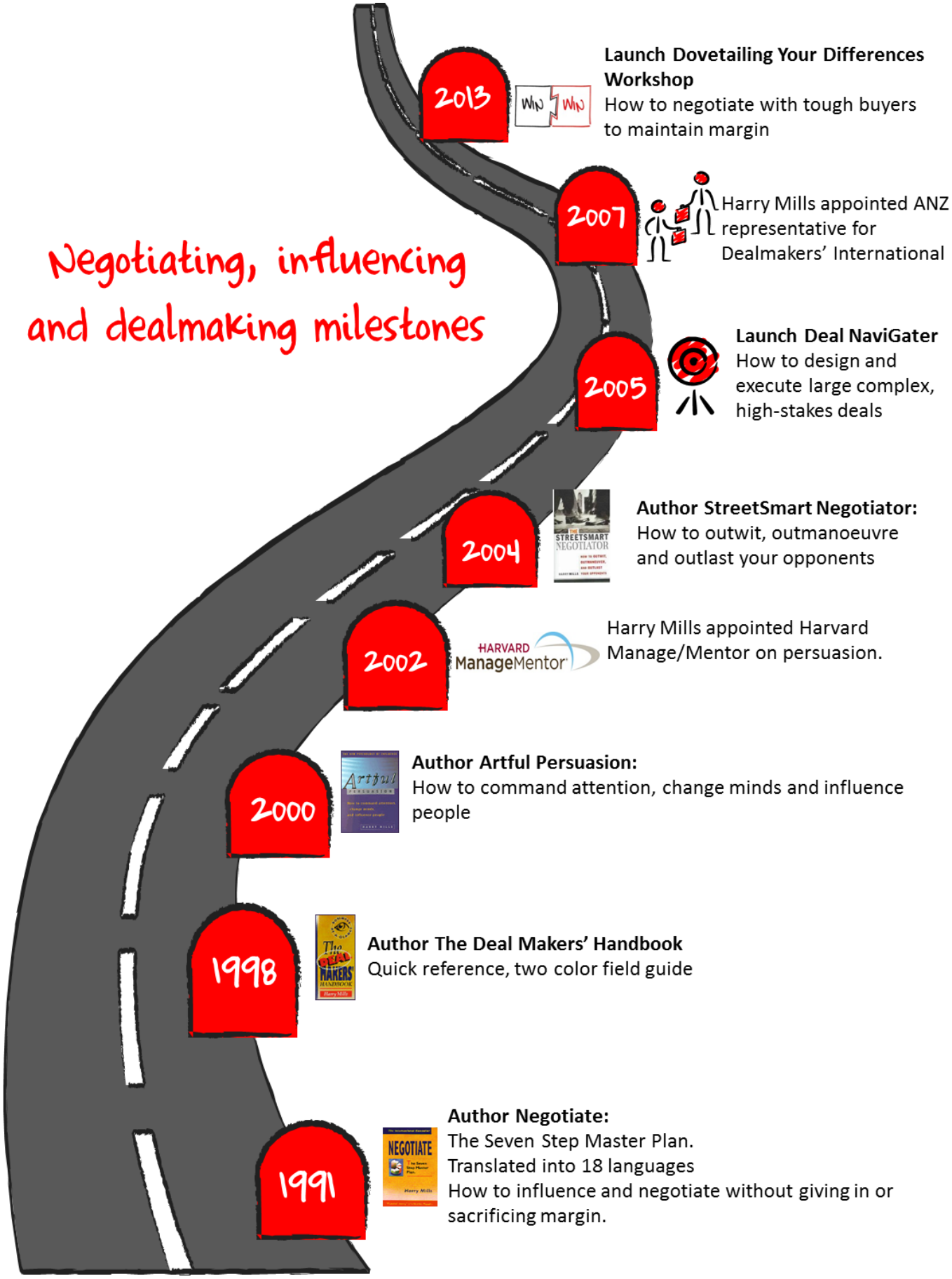








Negotiating, influencing and dealmaking milestones



Specialty industry expertise

Professional Services:
- PricewaterhouseCoopers
- KPMG
- Ernst & Young
- Deloitte
- A J Park
- Cap Gemini
- Crowe Horwath
- Grant Thornton
- Cameron &Partners
- CPG
- Gillespie, Young & Watson
- Arup
- Damwatch
- Aurecon
- Bell Gully

Banking:
- Westpac
- BNZ
- National Bank
- ANZ
- St George
- ING Bank
- SBS Bank

Telecommunications/IT:
- Oracle
- Ericsson
- Unisys
- NEC
- Chorus
- Vodafone
- IBM
- EDS
- Telecom

Pharmaceuticals:
- AstraZeneca
- Boots Pharmaceuticals
- Life Pharmacy Group

Automotive:
- Toyota
- Lexus
- BMW
- General Motors

Consumer Goods:
- Kimberly Clark
- Unilever
- Cadbury
- Goodman Fielder
- Effem Foods
- Pernot Ricard
- Fonterra

Power:
- PowerCo.
- Meridian Energy
- Mighty River Power
- Contact Energy
- Origin Energy
- Energy for Industry

Mining:
- BHP Billiton
- BMA Coal
- Rio Tinto

Finance and Insurance:
- AMP
- Prudential
- Tower Group
- Esanda
- GE Finance
- Toyota Financial Services

Government:
- Inland Revenue Department
- Treasury
- Reserve Bank of New Zealand
- Ministry of Health
- Ministry of Economic Development
- Audit New Zealand
- State Government South Australia

Harry Mills

CEO of the The Aha! Advantage Harry Mills, has spent over 25 years helping companies build negotiation capability and negotiate large complex deals.

Harry Mills is the author of 27 books including three on negotiation: *Negotiate: the Seven Step Master Plan*, *The Dealmaker's Handbook*, and *The StreetSmart Negotiator*.

Harry Mills is also the designer of the Five Step Deal NaviGater system which gives negotiators the tools they need to manage high-risk, complex deals.

Harry Mills has conducted, coached and strategized billion dollar takeovers, purchases and alliances, plus helped clients negotiate with governments and regulatory authorities.

Harry is the Manage/Mentor on persuasion for the Harvard flagship Manage/mentor Program. The Harvard manage/Mentor Program goes out to 6.5 million managers in ten languages.

Harry's thinking has featured *in Entrepreneur Magazine*, *Sales & Marketing Magazine*, *Business Today*, *Selling Power*, *Bottomline Business* and *USA Today*. Harry's work is underpinned by 25 years of practical deal making experience working with clients such as Toyota, GE, PwC, Kimberly Clark, Rio Tinto, BHP Billiton and ANZ.

In 2007 Harry was appointed the Australia and New Zealand representative for *Dealmakers International* – a European based group which provides high level support for large companies and government agencies negotiating in foreign countries and unfamiliar environments.

Contact

Harry Mills

CEO, The Aha! Advantage

Phone: +64 4 499 6770
Mobile: +64 21 452 256
Email: harry.mills@ahaadvantage.com
Website: *www.ahaadvantage.com*

