



Imagination is more important than knowledge, because knowledge is limited.
—Albert Einstein (1879–1955)

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Summary

Chapter 13 includes tools and forms for successful negotiations: the Manuscript, Priority Matrix, 5-Forces Analysis, SWOT Analysis, Argument and Counterargument Form, A-6 Negotiation Concept, PESTEL, Balance Sheet, Profit and Loss Statement (P&L), and Demand Matrix.

13.1 Annex 1: The Manuscript

1. Negotiation title:		
2. Scope	Quality:	Cost:
Delivery:	Technology:	Alpha (others):
3. Analysis of negotiation opponents: Roles & responsibilities (alpha, beta, gamma, omega, delta and kappa):		
4. Strategies and tactics: Potential strategies and tactics:		
5. Objectives	We:	They:
6. Motives	We:	They:
Argumentation:	Negotiation opponent:	My reaction:
7. Intercultural aspects		

Scope

Personalities

Strategies & Tactics

Objectives

Motives

Intercultural aspects

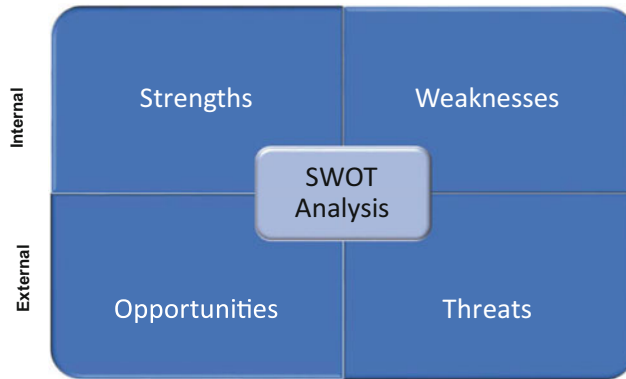
13.2 Annex 2: Priority Matrix

No.	Negotiation Category	Very high Priority	High Priority	Medium Priority	Low Priority
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

13.3 Annex 3: 5-Forces Analysis



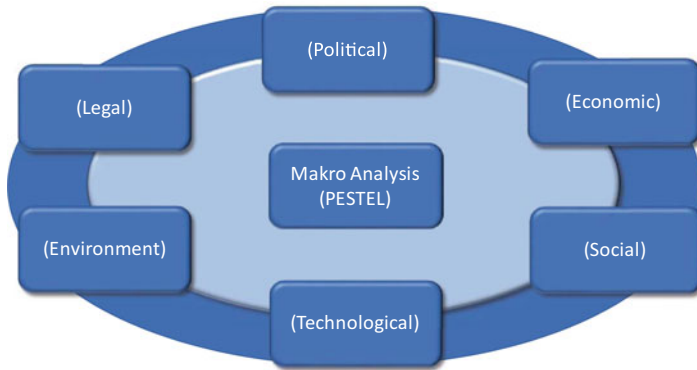
13.4 Annex 4: SWOT Analysis



13.5 Annex 5: Priorities and Arguments

Priorität:	Meine Argumente: Argumente für die Verhandlungsführung	Mögliche Gegenargumente und Reaktion
1.		
2.		
3.		
4.		
Priorität:	Verhandlungsgegner: Argumente für die Verhandlungsführung	Schwachstellen der Argumente
1.		
2.		
3.		
4.		

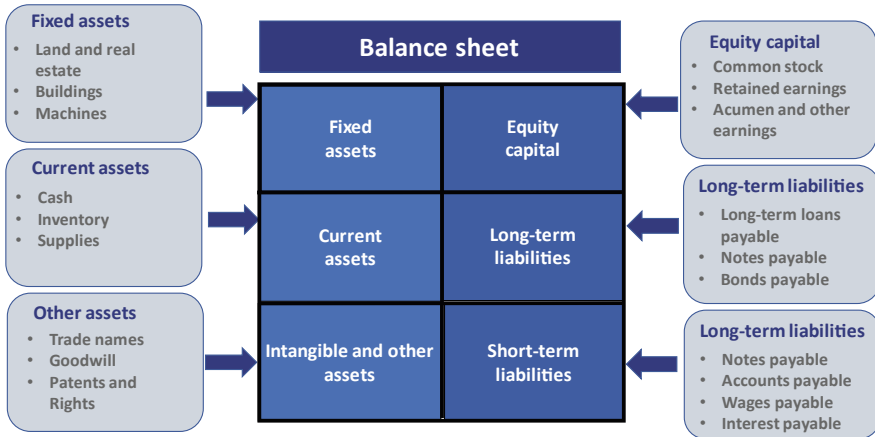
13.6 Annex 6: A-6 Model by Dr Marc Helmold



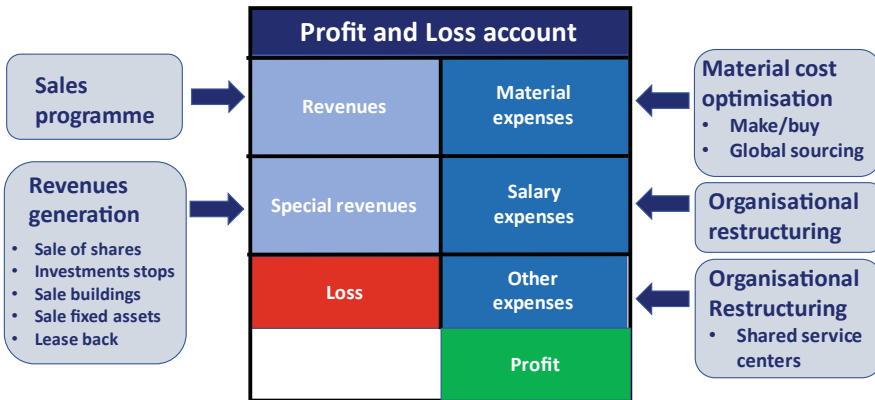
13.7 Annex 7: PESTEL Analysis



13.8 Annex 8: Balance Sheet



13.9 Annex 9: Profit and Loss Account (P&L)



13.10 Annex 10: Demand Matrix

Claim Nr.	Amount	Reason	Minimum-Claim	Maximum-Claim	Probability	Negotiation Strategy
1.						
2.						
3.						
4.						