KOENIG
step forward

KOENIG SOLUTIONS · COURSE OUTLINE

Supplier Negotiation: BATNA, TCO & SLA Clauses

Focus: Value creation, power dynamics, risk mitigation, long-term supplier partnerships, and complex negotiations

40 Hours	7	62	6
DURATION	MODULES	TOPICS	HANDS-ON ACTIVITIES

COURSE OVERVIEW

This course covers the strategic foundations of supplier negotiation, including the shift from transactional to strategic partnerships and supplier power and dependence analysis. It addresses commercial intelligence and pre-negotiation preparation, covering cost and value intelligence, BATNA and ZOPA frameworks, and data-driven negotiation, before moving into advanced techniques such as anchoring, concession strategy and handling hard buyer tactics. It then examines contract, SLA and risk negotiation, including payment terms, liability clauses, performance metrics and risk allocation, along with multi-stakeholder and cross-cultural negotiations, escalation and deadlock resolution. The course closes with balancing relationship and leverage, ethical and sustainable negotiation, renegotiation and recovery, and a capstone simulation with feedback and a personal negotiation playbook.

WHO THIS COURSE IS FOR

- **Procurement & Strategic Sourcing Managers**
- **Supply Chain Heads & Operations Leaders**
- **Vendor Management & Contracting Teams**
- **Manufacturing / FMCG / Pharma / IT / Infrastructure Supply Chain Professionals**
- **Senior Individual Contributors & People Managers**

LEARNING OBJECTIVES

By the end of 40 hours, participants will be able to:

- Negotiate beyond price—total cost, risk, innovation & continuity
- Handle power-imbalanced negotiations with large buyers
- Defend margins under cost pressure
- Negotiate contracts, SLAs, penalties & escalation clauses
- Manage conflicts, deadlocks & multi-stakeholder negotiations
- Build strategic supplier relationships without losing leverage
- Apply advanced persuasion, anchoring, and concession strategies

COURSE SYLLABUS

7 Modules, 62 Topics

01

6 hours | Activity

Strategic Foundations of Supplier Negotiation

NEGOTIATION IN MODERN SUPPLY CHAINS

- Evolution from transactional → strategic partnerships
- Supplier vs Buyer mindset differences
- Why most suppliers lose negotiations (and how to avoid it)

NEGOTIATION TYPES IN SUPPLY CHAIN

- Spot buying vs long-term contracts
- Single-source vs multi-source negotiations
- Global vs local supplier negotiations

SUPPLIER POWER & DEPENDENCE ANALYSIS

- Dependency mapping
- Volume, switching cost & risk leverage
- When suppliers actually hold hidden power

02

6 hours | Activity

Commercial Intelligence & Pre-Negotiation Mastery

COST & VALUE INTELLIGENCE

- Cost structure decoding (materials, labor, logistics, risk)
- Total Cost of Ownership (TCO) vs Unit Price
- Identifying negotiable vs non-negotiable cost elements

ADVANCED PREPARATION FRAMEWORKS

- BATNA, ZOPA, Walk-Away points (supplier version)
- Scenario planning for best / likely / worst case
- Preparing counter-demands strategically

DATA-DRIVEN NEGOTIATION

- Using market benchmarks & indices
- Fact-based persuasion vs emotional selling
- Avoiding information asymmetry traps

03

8 hours | Role Play

Advanced Negotiation Techniques for Suppliers

HIGH-IMPACT NEGOTIATION TECHNIQUES

Anchoring & counter-anchoring · Framing offers for maximum acceptance · Issue-linking & value trade-offs

CONCESSION STRATEGY (CRITICAL MODULE)

Why most suppliers concede too early · Planned vs reactive concessions · “If–Then” concession logic

HANDLING HARD BUYER TACTICS

Take-it-or-leave-it · Artificial deadlines · Competitive bidding pressure · Silent treatment & intimidation

04

6 hours | Activity

Contract, SLA & Risk Negotiation

CONTRACTUAL NEGOTIATION FROM SUPPLIER LENS

Payment terms & cash flow impact · Liability, indemnity & penalty clauses · Exit clauses & renewal leverage

SLA & PERFORMANCE METRICS

Negotiating fair KPIs · Avoiding one-sided penalty structures · Incentive-linked SLAs

RISK ALLOCATION NEGOTIATION

Supply disruptions · Force majeure clauses · Price escalation & currency risks

05

6 hours | Simulation

Multi-Stakeholder & Cross-Cultural Negotiations

INTERNAL STAKEHOLDER ALIGNMENT

- Sales vs procurement vs operations conflicts
- Negotiating internally before external negotiations
- Presenting unified positions

GLOBAL & CROSS-CULTURAL NEGOTIATIONS

- US, Europe, Middle East & Asia negotiation styles
- Cultural traps suppliers fall into
- Managing virtual & hybrid negotiations

ESCALATIONS & DEADLOCK RESOLUTION

- When and how to escalate
- Saving face while holding ground
- Deadlock-breaking strategies

06

5 hours | Case Study

Relationship vs Leverage – The Balancing Act

STRATEGIC SUPPLIER RELATIONSHIPS

- Partnership without dependency
- Innovation & collaboration as negotiation currency
- Managing long-term contracts smartly

ETHICAL & SUSTAINABLE NEGOTIATION

- ESG pressures & supplier responsibility
- Ethical persuasion vs manipulation
- Reputation risks in negotiation

RENEGOTIATION & RECOVERY

- Renegotiating bad contracts
- Post-conflict relationship repair
- Handling price revision conversations

07

3 hours

Capstone Simulations & Mastery Lab

END-TO-END NEGOTIATION SIMULATION

- From preparation → negotiation → contract closure
- Real-time curveballs introduced

FEEDBACK & COACHING

- Power language analysis
- Concession tracking
- Behavioral feedback

PERSONAL NEGOTIATION PLAYBOOK

- Individual negotiation style diagnosis
- Personal improvement roadmap

HANDS-ON ACTIVITIES

Practise What You Learn

#	MODULE	ACTIVITY
01	**Strategic Foundations of Supplier Negotiation**	**Activity:** Supplier Power Mapping – participants analyze their real suppliers/customers
02	**Commercial Intelligence & Pre-Negotiation Mastery**	**Activity:** Build a Negotiation Dossier for a real supplier contract
03	**Advanced Negotiation Techniques for Suppliers**	**Role Play:** Hard-nosed buyer vs strategic supplier (video-recorded feedback)
04	**Contract, SLA & Risk Negotiation**	**Activity:** Redline a buyer-favoring contract and rebalance it
05	**Multi-Stakeholder & Cross-Cultural Negotiations**	**Simulation:** Multi-country supplier negotiation with conflicting interests
06	**Relationship vs Leverage – The Balancing Act**	**Case Study:** Supplier renegotiates after 15% cost surge

WHAT IS INCLUDED

Everything You Need to Succeed

- Koenig course material for every module
- Delivery by certified instructors and subject matter experts
- Hands-on exercises throughout the course
- Course completion certificate from Koenig

ABOUT KOENIG

Who We Are

Established in 1993, Koenig Solutions is a globally recognised training provider with 35+ technology partnerships, 5,000+ training programmes and a network of certified instructors and subject matter experts, supporting individuals and enterprise teams worldwide.

FLEXIBLE DELIVERY

Learn the Way That Suits You

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