

CASE STUDY

BUSINESS CHALLENGE

Give mid- and senior-level vendor managers a structured, methodical framework for negotiating critical relationships.

SOLUTION

Direct training in K&R's fundamentals of negotiation

BENEFITS & RESULTS

- Improved value of outcomes
- Better relationships with critical vendors
- Negotiation impasses solved even before training ended



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Global Asset and Wealth Management Innovator Employs Negotiation Training to Get More from Vendor Relationships

SEI (NASDAQ: SEIC), a leading global provider of asset management, investment processing, and investment operations solutions for institutional and personal wealth management, relies on the entrepreneurial autonomy of several distinct business units to maintain a pedigree of innovation and performance that began in the late 1960s, when SEI developed the first computer-simulated training technology for loan officers.

With that dynamic autonomy comes reliance on a universe of vendors. As SEI's director of vendor management, Peter Quinn's oversight extends to every business and operational unit in the company, including the technology and private trust business units, where 80-85% of SEI's critical vendor relationships are concentrated.

Over the years, Quinn and the SEI team saw several instances that highlighted the absence of a systematic, disciplined approach to negotiating with vendors. While these critical relationships were owned internally by a wide array of people, everybody was negotiating without a structured approach. With everybody applying what they thought was best practice on a case-by-case, person-by-person basis, Quinn and the team saw the opportunity to build stronger vendor relationships by giving these relationship owners the tools to negotiate in a more structured manner.

K&R Brings Ordered Negotiation Approach, Immediate Breakthroughs to an Appreciative Audience

SEI engaged with K&R to deliver negotiation training to mid- and senior-level vendor relationship owners across the organization over a three-year period (2007-2009).

"The lessons we learned can have a profound effect, not just on vendor account performance, but on the quality of the relationships. With a critical vendor, forging a good long-term relationship and getting started on the right foot can have immense implications.

Peter Quinn, director of Vendor Management

SEI attendees benefited in particular from gaining practical understanding of principled concessions (making a concession only for credible business reasons, usually in exchange for something of value), K&R's MID™ tool (which helps a negotiator structure and prioritize their negotiation issues and goals), and the elements of preparation that would help balance the playing field between SEI leaders and their counterparts on the vendor side, who were often experienced negotiators.

Multiple times during the negotiation programs, attendees approached K&R's Tim Delaney and others to discuss current difficulties in negotiations with vendors, often reporting back before the end of the session that the techniques and tips provided had resulted in positive outcomes in their favor even before the two-day session had expired.

"We knew that we had engaged with the right negotiation trainers when we saw the active participation, even from the initial skeptics, and read the anonymous exit interviews," said Quinn. "I know that our people took a lot away and there was very

good value. The lessons we learned can have a profound effect, not just on vendor account performance, but on the quality of the relationships. With a critical vendor, forging a good long-term relationship and getting started on the right foot can have immense implications.”

“The only negative feedback we received was questions asking why the sessions weren’t longer,” added Quinn.

About K&R

K&R Negotiation Associates, LLC, is a consulting firm specializing in structuring and negotiating business transactions around the world. Our consulting, negotiating, and training firm is comprised of professional negotiators, sales executives, and business lawyers. Our professionals have an average of 20 plus years of professional negotiation experience. Applying our methodology changes your negotiation behaviors and improves your negotiating success.

K&R provides your team with skills they can immediately apply to build positive and profitable long term relationships with their clients. K&R’s clients include Fortune 200 companies such as IBM, EMC and Xerox, as well as smaller companies such as Bristol Technology, Priceline, SEI and others.