Negotiation file — Halbrand

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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Three costed levers, one walk-away point · fictional document

Fictional document — demonstration example
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Fictional document, produced for demonstration. **Every figure comes from the company's systems** — ERP, framework contracts, goods receipts — and each one points to the order numbers behind it. **No outside data is used**, and nothing in this file leaves the company.

Your position, to be stated first

Fact	Value	Why it opens the discussion
Volume placed in 2025	**€2.9M**	Across 6 purchasing categories
Three-year growth	**+ 34 %**	**A growing account negotiates differently from a flat one**
Share of the quarter's plan	29 %	Volume that can be committed immediately

Their record, to be put next

Measure	Value	Source
Service level	**89.4 %**	3 years of goods receipts
Lines delivered late	**141**	Order numbers listed
Average delay	**6.2 days**	Promised date against recorded date
Line stoppages attributable	**3, that is 7 hours**	**Dates and works orders listed**

The three levers, and what each is worth

Lever	Ask	Costed effect
Volume rebate	**− 3 % on €2.9M**	**€87,000 over the quarter**
Service-level commitment	**95 %, with a contractual penalty**	**Brings stoppage risk from €47,000 down to €12,000**
Consignment stock	2 critical parts	**3 weeks of cover, with no cash tied up**

The walk-away point, and the effect on the plan

Scenario	Effect	Reading
Switching to the 2 referenced alternatives	**+ €46,000 a year**	**Real, costed room to move**
− 3 % obtained, plan B retained	**€4.58M → €4.49M**	**The gap with plan A falls to €70,000**
− 3 % obtained, plan A retained	€4.42M → €4.33M	Saving cumulated with the tightening

> **During the meeting, every counter-offer is costed against the live plan in under a minute.** Procurement negotiates knowing the exact effect of what it accepts, at the moment it accepts it.

Objective for the meeting set by procurement: ______

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