



10.5281/zenodo.8359959

Vol. 06 Issue 08 August - 2023

Manuscript ID: #01011

ROLE-PLAY SIMULATION ON LOCKSMITH BUSINESS

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ABSTRACT

The present research focuses on a case study of a locksmith business negotiation in Brazil. Its objective is to enhance the negotiation abilities of business negotiators, academics, and practitioners through a role-play simulation involving two parties and many issues. The present legal matter pertains to a government-owned enterprise and a privately-owned software producer, occurring within one month before the expiration of their contractual agreement spanning two years. The key results underscored the need to enhance integrative tactics, including the comprehension of the underlying interests of the other party and the production of value to attain mutually beneficial agreements. The potential ramifications of this study indicate the possibility of replicating the findings in many different commercial contexts, particularly those characterized by an imbalance of power. This study paper concludes with a discussion and provides recommendations for further research.

KEYWORDS

Negotiation, Locksmith, retail business, Asymmetry of Power, Teaching materials.



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INTRODUCTION: -

This article addressed the one single case on the locksmith business negotiation contract between two private companies, as the unit of analysis (Yin, 1988).

The negotiation occurred at Vitoria, a city in the southern state of Espírito Santo, Brazil. To ensure compliance with confidentiality requirements, the names of the firms involved in the study, as well as the identities of the participants, were modified. Nevertheless, it is essential to acknowledge that the situation, as mentioned earlier, is authentic, and the negotiation process reached its conclusion in the latter part of 2023.

The article includes a comprehensive collection of instructional materials and guidelines (see Appendices I and II). We aimed to develop a comprehensive collection of instructional resources about software contract negotiation to assist educators, researchers, legal professionals, professors, trainers, mediators, policymakers, and industry professionals.

Despite role-play simulations have attracted scholar attention recently (Dias et al., 2020; Dias, 2020, 2019; Dias & Lopes, 2019; Dias & Teles, 2018; Dias & Duzert, 2017; Dias & Navarro, 2017), there is no business negotiation involving a locksmith retail business, at this moment called Seller.

In this article, negotiation is defined as a “process of communication by which two or more parties seek to advance their interests or those of the persons they represent through an agreement on the desired future action” (Salacuse, 2003, p. 11).

In this study, we used the Four-Type negotiation matrix Dias (2020) proposed. In summary, the present scenario entails a discussion between a seller and a buyer, including various difficulties. This negotiation may be classified as a Type II negotiation, as seen in Figure 1 below.



Figure 1: The Four-Type Negotiation Matrix. Source: Dias, 2020. Reprinted under permission.

The Four-Type negotiation matrix offers a comprehensive framework for categorizing negotiations, drawing upon extensive scholarly research in the field (Dias, 2020; Raiffa, 1982; Fisher et al., 1981; Sebenius, 1992; Ury, 2015; Susskind & Field, 1996; Salacuse, 2008; Rinehart & Page, 1992; Pruitt & Rubin, 1986). In the subsequent part, we will outline the methodologies used and

discuss the constraints inherent in the selected cases. In Figure 1, the red quadrant emphasizes the Type II negotiating situation.

METHODS AND RESEARCH LIMITATIONS: -

We followed the inductive rationale and interpretivistic approach, adopting a descriptive single case study including the retail business negotiation as the unit of analysis (Yin, 1988).

ROLE PLAY SIMULATION: SOFTWARE CONTRACT NEGOTIATION: -

The negotiation takes place between a buyer who wants to set up a commercial shed and one of the largest locksmiths in Espírito Santo, southeastern Brazil. The buyer informed us that he needed this material, including bars, tiles, and angles, to build a shed with all the budget assembled and an affordable price for delivery in 15 days. The buyer said he would like to pay from \$ 185,000.00 to a maximum of \$ 190,000.00. The buyer needs the parts for 15 days from now, but the buyer can wait up to 20 days. He is a returning customer after a prolonged period without buying from Casa do Serralheiro. Both parties receive a complete set of instructions containing Tables with the order information to be negotiated.).

DISCUSSION: -

This case is a particular case of buyer-seller Negotiation, designed for face-to-face classroom interactions or executive training sessions. Due to the COVID-19 pandemic, it can be adapted to virtual classes too, in which parties should engage remotely in the Negotiation.

This teaching material has applications and implications in many fields and subfields of research, such as (a) Non-governmental organizations (Paradela,; Dias, M. O.; Assis; Oliveira, J.; Fonseca, R. (2019); (b) carmaker industry (Dias, M. O., Navarro and Valle, 2013, Dias, M. O., et al., 2014; Dias, M. O., et al., 2013); (c)) aircraft manufacturer industry (Dias, M., Teles, and Duzert, 2018; Dias, M.O. and Duzert, 2018); (iii) public agents (Dias, M. O., 2018); (d) copier manufacturer industry (Dias, M.O., 2012); (e) non-market forces (Dias & Navarro, 2018); (f) retail business (Dias, M. O., et al., 2015; Dias, M. O. et al., 2015, 2014); (g) Craft beer industries (Dias, M.O. and Falconi, 2018; Dias, M. O., 2018); (h) social mediation (Dias, M. O. & Teles, 2018); (i) governmental business relations (Dias, M. O. & Navarro, 2017); (j) generational interactions (Aylmer & Dias, M. O., 2018); (k)) e-business negotiation (Dias & Duzert, 2017); (l) streaming video industry, such as Netflix (Dias, M. O., & Navarro, 2018); (m) mining industry (Dias, M. O., & Davila, 2018); (n) civil construction (Dias, M.O., 2016), finally (o) debt collection negotiations (Dias, M.O., 2019, 2019b; Dias, M.O. and Albergarias, 2019).

One weakness of the case study is the simulated classroom environment, whereby participants tend to exhibit higher levels of cooperation compared to real-life circumstances. Hence, the facilitator needs to consider these contexts and establish a connection between the simulation and the real-life context during the briefing and debriefing sessions.

Ultimately, it should be noted that although the focus of this discussion has been on the Brazilian context, it is essential to acknowledge that other nations may possess distinct regulations about government procurement. Hence, it is essential to tailor the legal framework to suit the specific context of each nation.

FUTURE RESEARCH AND CASE LIMITATIONS

The present study examined a software contract negotiation that took place between two parties within the context of Brazil. Future research could explore more circumstances, cultures, and regions. In future studies, exploring tactics to enhance the consensus around the Four-Types negotiating matrix is essential.

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APPENDIX I

Teaching notes

Scenario: The case exemplifies the challenges encountered by the parties in their efforts to prevent a software contract from being terminated, resulting in a loss. When examining other nations, it is essential to consider their distinct legal frameworks and specific concerns, such as variations in negotiating procedures.

Mechanics: It is recommended that the involved parties allocate 30 minutes to 1 hour to thoroughly review the case and adequately prepare themselves for the negotiation process. Negotiation mapping is highly recommended as an extra tool to aid in the preparation of negotiations. It is suggested that a negotiation session of 30 minutes to 1 hour be conducted, followed by a debriefing session of 30 minutes to one hour. The workout requires a total time commitment ranging from one and a half to three hours.

Major Lessons: The objective is to transition from distributive to integrative negotiations, emphasizing identifying and addressing underlying interests. It is vital to cultivate empathy towards one another and to prioritize the timely creation of mutual value, which may afterward be dispersed.

Objectives: This exercise aims to examine attorneys' involvement in a distributive, Type II negotiation. Negotiating should be seen not as an intrusive endeavor to foster disruption but as a means to facilitate consensus-building between two distinct groups. One essential purpose pertains to the control of processes.

MAIN FEATURES	
Time required	1 hour – 2 hours
Number of participants	2 parties, buyer and seller
Groups involved	No
Agent present	No
Third part present	No

APPENDIX II – PARTIES' ROLES

PART 1

CONFIDENTIAL INFORMATION FOR THE

◆◆ BUYER◆◆

You are the Buyer who has issued an urgent order for materials, as shown in the table below, for the implementation of the shed in your city. You requested the utmost urgency for the acquisition of the items shown in Table 1, as follows:

Table 1 - List of Buyer's items obtained from the competition

Description	Qtd	unit	total
150 x 50 x 17 GAL	200	230,00	46.000,00
Cantoneira GAL - 1 1/4 x 18	120	90,00	10.800,00
75 X 40 sm GAL (14)	80	150,00	12.000,00
Telhas pré-pintadas - cor branca (0,43 mm): 20 pc de 7m, 15 pc de 6m, 20 pc de 4,5m, 7 pc de 2,8m	400 m ²	267,50	107.000,00
ACM 20 peças ouro escovado 1,5 x 5	20	630,00	12.600,00
Barra redonda GAL 3/8"	30	80,00	2.400,00
TOTAL			190.800,00

You informed that you needed this material, including bars, tiles and angles, to build a shed, with all the budget assembled and affordable price for delivery in 15 days.

You said you would like to pay \$ 185,000.00, but you have a budget for \$ 190,000.00. You need the parts for 15 days from now, but you can wait even up to 20 days (don't tell the seller yet).

You said that you had already bought with Casa do Serralheiro a long time ago and were well attended, therefore, you thought you would be well served now.

You were a customer of a preferred salesperson in the competition, but he left the company and you were never well served again. However, you were alerted by a customer that the company was failing deliveries, but you didn't believe it. He decided to go on his own, after all: "One request is not the same for everyone," he said.

You are willing to do anything to close this request and please your boss, who has entrusted you with the mission of building the shed in order to inaugurate it on the birthday of the boss's daughter, in a short time.

At the same time, you accept suggestions for improvement of the order by the seller if they are clear, concise and that will help you in the task, either including optional items, or in the matter of delivery and forms of payment. Therefore, trading involves (1) Prices; (2) Items, (3) form of delivery and (4) forms of payment.

Prepare to negotiate with the Seller.



PART 2

CONFIDENTIAL INFORMATION FOR THE

◆◆ SELLER◆◆

You are the Seller of the Locksmith's House. As shown in the table below, you have received an urgent request for materials to implement the shed in your city. The client requested the utmost urgency for the acquisition of the items shown in Table 1, as follows:

Table 2 - List of Buyer's items obtained from the competition

Description	Qtd	unit	total
150 x 50 x 17 GAL	200	230,00	46.000,00
Cantoneira GAL - 1 1/4 x 18	120	90,00	10.800,00
75 X 40 sm GAL (14)	80	150,00	12.000,00
Telhas pré-pintadas - cor branca (0,43 mm): 20 pc de 7m, 15 pc de 6m, 20 pc de 4,5m, 7 pc de 2,8m	400 m ²	267,50	107.000,00
ACM 20 peças ouro escovado 1,5 x 5	20	630,00	12.600,00
Barra redonda GAL 3/8"	30	80,00	2.400,00
TOTAL			190.800,00

The Buyer informed us that he needed this material, including bars, tiles, and angles, to construct a shed, with all the budget assembled and affordable price for delivery in 15 days.

The Buyer informed us that he would like to pay R \$ 185,000.00. The Buyer does not disclose but implies that the competition has proposed this discount for cash payment. You need to calculate how much you could make for the Buyer, but you need to know if this value is actual. However, you know that the competitor can only deliver these parts in ten days, and you would be able to deliver in 15 (fifteen) days, according to the Buyer's request.

The Buyer said he had already bought with Casa do Serralheiro a long time ago, which was well attended. Therefore, he thought he would be well served now.

This type of customer reveals an opportunity for loyalty because the Buyer had his preferred seller in the competition, but he left the company and needed to be better served. However, he was alerted by a customer that his company was failing to deliver but did not believe it. After all, he decided to come on his own: "One request is not the same for everyone," he said.

You know the importance of this customer to your portfolio and think that if you make a great deal, you can have a great customer for future sales. You have been losing some sales to the competition, and this order came at the right time. You will do anything to close that order and please the customer. You can count on the support of your supervisor. Because you are a good prospect, you may not get an exceptional condition in order to serve you.

At the same time, you know that you can improve your customer's order, either by including optional items or in the matter of delivery and forms of payment. Therefore, trading involves (1) Prices, (2) Items, (3) forms of delivery, and (4) forms of payment.

Prepare to negotiate with the Buyer.

