



Negotiation Strategies in Marketing Activity to Improve Company Performance

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Abstract: This article examines the significance of negotiation techniques in the marketing endeavors of firms, emphasizing how inventive and cohesive negotiating methods may enhance organizational success. **The purpose of the article** is to analyse and find efficient negotiating techniques in marketing, in order to ascertain their potential for enhancing corporate success. **Methodology:** The study employed quantitative methods, primarily utilizing a questionnaire to collect data. The questionnaire was distributed to a representative sample of marketing professionals and managers to gather information on trends, preferences, and perceptions related to various negotiation tactics. Additionally, qualitative methods such as comparative analysis, synthesis, deduction, and observation were employed. **Conclusions:** offers valuable analysis of the most efficient negotiating tactics employed in marketing, emphasizing the connection between distributive and integrative methods of negotiation and the financial prosperity of companies. **Originality:** enhance the development of conceptual approaches to negotiations by using marketing tactics, providing organizations functioning in a highly competitive business climate with a contemporary and contextualized viewpoint.

Keywords: negotiation; marketing negotiations; negotiation stages; and negotiation strategies

JEL Classification: M31; F51; L1

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1. Introduction

In today's interconnected world characterized by heightened intricacy, cultural variety, and economic vitality, the skill of negotiation is seen as a practical and efficient instrument that is crucial for allocating resources, reconciling conflicting interests, and resolving differences of any kind. Managers, marketers, attorneys, political leaders, decision-makers, and customers all have a shared desire and necessity to comprehend how to effectively handle and maximize the results of the negotiations and disputes they encounter. In today's society, the ability to negotiate is not only necessary, but also a crucial aspect of professional and personal efficiency. It is a significant factor for success in all areas of activity.

The study of negotiation, which has been important since ancient times, began to be approached systematically in the realm of marketing and corporate performance in the 1950s and 1960s. During this time, there was a notable advancement in the field of marketing due to the influential work of researchers like Philip Kotler, who characterized marketing as an intricate process of negotiation, and Neil Rackham, renowned for his research on consultative selling. Subsequent advancements in negotiation methods placed significant emphasis on the significance of efficiency and effectiveness. Noteworthy contributions include Robert Cialdini's insights in the field of persuasive psychology, as well as the "Win-Win" negotiation model developed by William Ury and Roger Fisher. Researchers, including Alexandru Stratan, Lilia Șargu, Liviu Ilieș, Vasile Dinu, and Adrian Micu, have been motivated by the recent focus on sustainable business performance and the need to adapt to digitization and globalization. Their research interests range from negotiation planning and improving negotiation management to understanding negotiations in the context of international business and applying analytical approaches to strategic decision-making in the business environment. Adrian Micu specifically emphasizes effective negotiation strategies in business. Nicolae Al. Pop focuses on the behavioral and strategic components of company negotiations in order to incorporate technology into negotiation techniques and effectively react to changes in the business environment.

2. Results and Discussions

Negotiation is a fundamental and widespread aspect of human relationships, occurring in many situations, from ordinary personal choices to intricate conflicts in business or diplomatic settings. People often negotiate to decide the venue for a dinner party among friends, choose which television programmer children will watch, buy materials and promote products for businesses, resolve legal claims with lawyers before potential lawsuits, engage in discussions with non-state actors to secure the release of hostages, and participate in inter-state talks to promote trade

liberalization. These behaviors demonstrate that negotiation is not restricted to the exclusive realm of skilled diplomats, wealthy businesspeople, or attorneys involved in organized lobbying. Instead, it is a ubiquitous practice that occurs in everyday life. While talks may not always have the same impact as peace treaties or major business mergers, they are a common occurrence in various situations, ranging from securing employment to assigning responsibilities for domestic waste management.

As per Lewicki, Saunders, and Barry, negotiation may be defined as a process of decision-making when many parties engage in communication to address their conflicting interests.

The existence of negotiations is driven by many key necessities:

- Deciding how to distribute or allocate scarce resources like land, funds, or time;
- Creating novel solutions that would not have been achievable via the independent actions of the concerned parties;
- Resolving newly arising differences or conflicts amongst involved entities.

Simultaneously, it should be noted that the essential aspect of the negotiation is the exchange of offers and counteroffers, which is employed to achieve a mutually acceptable agreement. While negotiation is a crucial process, it is also highly intricate. Many key factors that influence the outcome of a negotiation do not take place during the actual negotiation itself. Instead, they occur prior to the commencement of negotiations or shape the surrounding context of the negotiation.

Failure to identify negotiating chances might result in failure to accomplish objectives, incapacity to fulfil specified requirements, or inefficient issue resolution. The lack of capacity to recognize negotiation scenarios or the flawed approach to the process because of a misunderstanding highlights the need to have a thorough grasp and proficient implementation of negotiation tactics to maximize outcomes (Lewicki, Saunders & Barry, 2015, p. 2).

Similarly, Malhotra and Bazerman contend that bargaining facilitates the generation of value by reaching agreements that leave both parties in a more favorable position than if no agreement had been reached. However, to what extent does either side experience an improvement in sensation? This is contingent upon which side has been able to assert a greater portion of the value generated. For instance, when a buyer successfully negotiates a significantly reduced price for an item, they claim a greater amount of value. Conversely, the seller claims a greater amount of value (established by mutual agreement) when the price is set at a higher level (Malhotra & Bazerman, 2007).

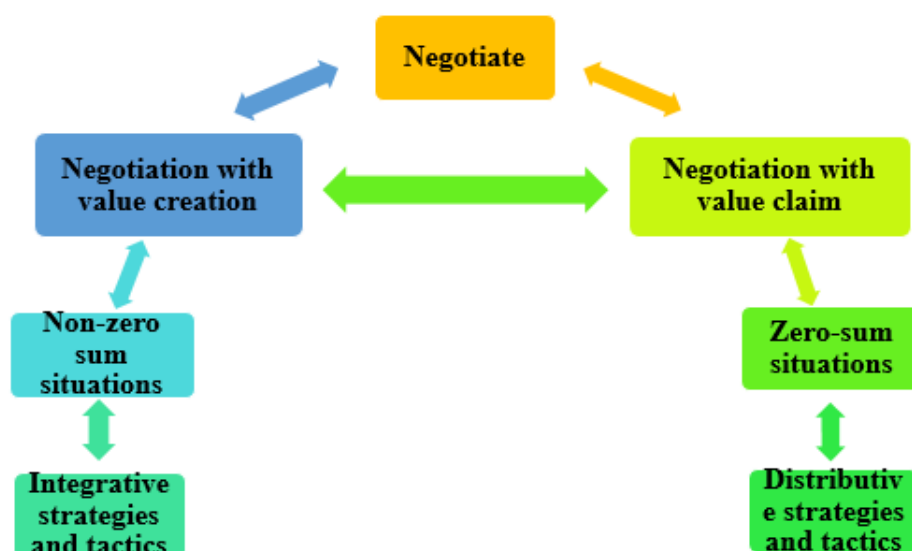


Figure 1. Creating and Claiming Value in the Negotiation Process.

Source: Developed by the authors based on (Lewicki, Saunders & Barry, 2015, pp. 15-17)

Next, we will examine the two categories of interdependent scenarios: value claiming and value creating - zero-sum and non-zero-sum.

Zero-sum or distributive scenarios occur when there is a limited resource, such as raw material, money, or time, and the parties involved are competing to get a bigger portion or share of that resource. In these situations, there can only be one winner.

On the other hand, non-zero-sum, integrative, or win-win circumstances refer to scenarios where several individuals can successfully attain their desired goals and objectives.

The configuration of dependency influences the approaches and techniques negotiators employ. During distributive scenarios, negotiators are driven by the desire to emerge victorious in the competition and outperform the other side, or to obtain the most possible share of the limited resource. In order to accomplish these objectives, negotiators commonly employ win-lose methods and techniques. The method of negotiation known as distributive negotiation acknowledges that, in a given circumstance, there can only be a single winner and actively seeks to secure that position.

The objective of bargaining is to assert one's entitlement to value, which entails employing whatever necessary means to secure the reward, obtain the majority portion of the prize, or acquire the largest feasible part. An instance of this form of

discussion may be seen while purchasing a pre-owned vehicle or acquiring a second-hand refrigerator at a sale of discarded items.

Instead, in integrative settings, negotiators should employ mutually beneficial methods and approaches. The technique of negotiation known as integrative negotiation aims to identify solutions that satisfy the interests and objectives of both parties involved, resulting in mutual satisfaction. The objective of negotiation is to generate value, which entails enabling all parties involved to accomplish their objectives. This may be achieved by either discovering additional resources or by finding innovative methods to distribute and coordinate the use of current resources. An illustration of this form of bargaining may be planning a wedding to ensure the contentment and fulfilment of the bride, groom, and both families, while also ensuring the enjoyment of the guests.

It would be far more straightforward if we could categorise all negotiating issues into one of these two categories and determine the suitable approach and tactics for each situation. Regrettably, the majority of actual discussions include a blend of asserting one's position and generating mutual value. The consequences of this are substantial:

1. Negotiators need to be able to identify situations that require a greater emphasis on either distributive strategies and tactics or integrative strategies and tactics. Distributive negotiation is often suitable when there are constraints on time and resources, when the other party is expected to be competitive, and when there is no expectation of future involvement with the other party. It is advisable to adopt an integrative technique in most other cases.

2. Negotiators should possess adaptability in their proficiency and use of both primary strategic methodologies. Negotiators must possess the ability to not only identify the most suitable tactic, but also to employ both ways with equal adaptability. There is no definitive or universally accepted approach to negotiation. The selection of a negotiation strategy depends on the specific circumstances, which will be further elaborated in the subsequent section on conflict. Furthermore, in negotiations, when the majority of issues or challenges include both asserting claims and creating value, negotiators must possess the ability to employ both techniques simultaneously during the discussion.

3. Negotiators often have a biased vision of situations, tending to view matters as more distributive or competitive than they truly are. A precise understanding of the interdependence between the parties is crucial for achieving success in negotiations. Regrettably, the majority of negotiators do not appropriately assess these scenarios. Individuals carry several factors into a negotiation, including previous encounters, personal traits, emotional states, preconceived notions about the other side, and convictions on negotiating strategies. The interdependent situation is significantly influenced by these variables, which in turn have a profound impact on the negotiation that follows. Moreover, studies have demonstrated that individuals are

susceptible to several systemic biases when seeing and evaluating interdependent circumstances. It is vital to note that there is a general tendency to see situations of interdependence as more distributive or competitive than they truly are. Consequently, there is a tendency to presume that a negotiating issue is more zero-sum in nature than it actually is, leading to an overuse of distributive techniques to resolve the problem. Consequently, negotiators frequently fail to recognize the potential for creating value and hence leave valuable chances untapped at the conclusion of their agreements.

Fisher and Ury, provide an alternative methodological approach, which outlines the negotiating process through a set of principles and methods:

1. Distinguishing between individuals and the issue: Highlight the significance of directing attention towards the matter being discussed, rather than focusing on personal attributes. Through the act of isolating individuals from the subject at hand, negotiators may effectively tackle difficulties in an unbiased manner while still preserving amicable relationships.
2. Emphasize Interests, Not viewpoints: Rather than being stuck in inflexible viewpoints, negotiators should instead identify the fundamental interests at play. Gaining insight into the interests of both parties enables the development of innovative solutions that effectively address the demands of all individuals involved.
3. Encouraging the Invention of Win-Win choices: The process of brainstorming and examining different choices is supported in order to discover solutions that are advantageous for both parties involved. This requires transcending conventional patterns and embracing inventive strategies for resolving problems.
4. Advocating for the Utilization of Objective Criteria: Instead of exclusively depending on subjective assessments or power dynamics, negotiators should employ objective criteria to assess alternative solutions. This aids in guaranteeing equity and authenticity in the process of negotiation.
5. BATNA (Best Alternative to a Negotiated Agreement): According to researchers Fisher and Ury, it is crucial to be aware of your BATNA, which refers to the alternative course of action you would take if an agreement cannot be achieved. Gaining a clear comprehension of your Best Alternative to a Negotiated Agreement (BATNA) offers benefits and enhances your ability to make well-informed choices in the course of negotiations.
6. Utilizing equitable criteria: The suggestion is to employ impartial standards as the foundation for negotiation. Adherence to well recognized standards or past examples prevents random outcomes.

In “Getting to Yes”, Fisher and Ury, promote a negotiating style that emphasizes collaboration, problem-solving, mutual benefit, and relationship preservation. The

objective is to identify resolutions that meet the interests of both parties, rather than relying on aggressive strategies (Fisher, Ury & Patton, 2011, p. 15).

Through an exploratory examination of information resources focused on negotiation, we have identified five essential domains of negotiation research:

1. Negotiations related to marketing strategies and campaigns;
2. Negotiations involving political matters and policies;
3. Negotiations pertaining to business deals and agreements;
4. Negotiations concerning legal disputes and the process of arbitration;
5. Negotiations focused on interpersonal relationships and interactions (Jehoshua, Gary & Nam, 2012, p. 2).

Our focus will be on marketing negotiations, which involve the interaction and agreement between parties involved in marketing activities, such as companies, customers, distribution partners, and suppliers. These negotiations aim to achieve mutually beneficial agreements on various aspects related to the marketing of products or services. The discussions may encompass several subjects, such as price, contract conditions, placement and promotion methods, as well as new product development and launch. Marketing negotiations in a specific environment demonstrate the negotiator's ability to reach agreements, with an emphasis on problem-solving, achieving mutual benefits, and maintaining relationships.

It is important to highlight that in the context of business-to-consumer (B2C) operations, negotiation is a different and independent element, distinct from marketing and sales. Marketing aims to enhance the visibility of items, services, or enterprises, whereas selling aims to convince consumers to acquire certain offerings. Discussion often takes place post-sale, as it encompasses the process of settling specific aspects such as pricing, payment terms, delivery methods, and quantity, all of which are up to discussion. An instance of encountering an advertising for a new TV set in a newspaper might be considered a marketing campaign. Subsequently, engaging with a salesman who provides a comprehensive explanation of the TV's characteristics and practicality forms the sales phase. After expressing the intention to purchase the TV, talks often commence over price modifications, payment arrangements, delivery timelines, and any supplementary incentives.

Thus, negotiating often occurs after the process of selling, which in turn comes after marketing activities. Although there are suggestions to bypass discussion in order to expedite the transaction, this concept is not practical. Trying to avoid discussion denies clients the satisfaction linked to the purchasing process, which may result in them requesting concessions. Businesses could consider including incentives or concessions to enhance customer happiness.

Conversely, in business-to-business (B2B) commercial partnerships, the activities of negotiating and marketing overlap. Prior to engaging in transactions, commercial entities regularly assess many factors of possible partners, including the trustworthiness, integrity, financial stability, and ethical practices of their firms. Financial stability is the main element that affects credibility, although other variables such as ethical conduct and the behavior of organizations also arise from the preceding negotiating process.

In the ever-changing corporate environment, maintaining credibility is crucial. However, younger generations place a higher value on ethical behavior and equitable procedures. For aspiring entrepreneurs, bargaining is a strategic tool used to enhance the value of transactions and foster enduring connections, while also including marketing components.

Positive word-of-mouth recommendations frequently stem from prior negotiations marked by honesty and professionalism, highlighting the mutually beneficial connection between negotiation and marketing in driving corporate success.

By examining the aforementioned methodologies, we may identify the fundamental components of marketing discussions, which include:

- **Pricing:** Engaging in pricing negotiations for items and services, either between producers and merchants or directly with consumers. This may entail debating potential reductions in price, negotiating favorable payment conditions, and formulating effective techniques for setting the price.
- **Distribution Agreements:** Engaging in the process of discussing and finalizing the specific terms and conditions that govern the distribution of products across several channels, including physical retail outlets, internet platforms, and third-party distributors. The talks may encompass agreements pertaining to exclusivity, distribution areas, and stock levels.
- **Partnerships and Collaborations:** Creating strategic alliances to engage in joint marketing initiatives, such as collaborative promotional campaigns, sponsorships, or co-branding opportunities. Negotiation entails the process of harmonizing objectives, distributing expenses, and defining the obligations of each person involved.
- **Promotion Terms:** Engage in discussions and reach an agreement for advertising campaigns, including the distribution of budgets, choice of communication channels, and scheduling.
- **New Product Launch:** Engaging in negotiations with various partners and stakeholders engaged in the development and introduction of new goods. Topics of conversation may encompass research and development, market testing, launch strategy, and budget allocation.

- **Supplier Negotiations:** Engaging in discussions with suppliers of raw materials or services in order to get advantageous terms, which might influence manufacturing costs and eventually the selling prices of the products.

Considering the intricate and varied nature of negotiations, which involve several stages, each with its own distinct tasks, we find it essential to emphasize the three primary stages of the negotiation process:

1. **Preparing for Negotiations.** Thorough preparation is essential to guarantee effective discussions. The prelude to this stage starts well in advance of the physical gathering and has two primary facets: organizational and content-related. Regarding the aspect of negotiation preparation, we can observe in the article by A. Stratan, which emphasizes the importance of a deep understanding of personal goals and those of the opposing party, focused on thorough research that reveals mutual interests and points of discrepancy, providing a strategic advantage (Stratan, 1999, p. 17).

- **The Organizational Aspect:** During this phase, the parties involved must reach consensus on procedural matters, such as determining the meeting's place and time, establishing the agenda, and assembling the negotiating team. Selecting the meeting venue and establishing the topic are crucial in order to create a favorable climate for discussion.

- **Content Aspect:** This entails examining the issue at hand and the desires of the involved parties, assessing other options to the negotiated agreement (Best Alternative to a Negotiated Agreement), establishing the negotiating stance, and creating offers. This feature demands a profound comprehension of the subject matter being discussed and the ability to foresee potential issues.

2. **Engaging in Negotiations.** This stage occurs when the parties meet to discuss on the topic at hand. The process involves adjusting interests and perspectives, and the discussion itself which implies the exploration of different alternatives and developing the final agreements.

- **Disclosure of Interests and Views:** It is crucial for each party to clearly express their interests and views, while also actively listening to and comprehending the perspective of the other side.

- **Developing Solutions:** The parties want to find creative and mutually beneficial solutions by collaborating well and communicating well. They strive to avoid deadlocks and instead seek compromises or innovative alternatives.

3. **Evaluation of findings and execution of agreements.** The last stage of the negotiation process is assessing the outcomes of the negotiations and executing the agreements that have been achieved.

- **Result Analysis:** Upon the end of negotiations, it is crucial to assess the efficacy of the process, the attainment of objectives, and derive valuable insights for future endeavors.
- **Implementation of the Agreements:** This entails executing the agreed-upon acts and overseeing the completion of the obligations by both parties. To guarantee compliance with commitments, it is advisable to incorporate an action plan and a monitoring mechanism into the agreement (Osobnosti podgotovki i provedeniya delovyh peregovorov v reklame, n.d.).

The monograph “Negotiations Between Method and Process in Atypical Conditions” by L. Şargu addresses the theme of negotiations under atypical circumstances, exploring negotiations not only as an economic or legal process but also as a socio-cultural and psychological phenomenon, reflecting its complexity and dynamism in modern society (Şargu, Coman, Bularca & Gîdilica, 2020, p.26). Emphasizing that negotiations are omnipresent, the author has discussed how they manifest in typical and atypical economic situations, including in political crises or institutional reforms. The monograph has distinguished various types of negotiations, from economic to political, and discusses the importance of factors such as information, power, and time in negotiations. The analysis provides perspectives on how geopolitical and social contexts, as well as technological evolution, influence the dynamics of negotiations. Essentially, the work has offered authors a comprehensive perspective on the role of negotiations, serving as a methodological basis in organizing the quantitative research of marketing specialists’ behavior in the business negotiation process.

The negotiating process occurs at two distinct levels. Negotiations include two levels of consideration: substance and process. Substance refers to the actual content being discussed, while procedure refers to the technique taken to handle the topic, often without being explicitly stated. The comparative examination of the negotiation process stages, under the framework of the “soft” and “hard” levels, reveals a dynamic and intricate link between the negotiating tactics and their efficacy. The “soft” strategy emphasises cooperation and fostering connections, whereas the “hard” approach prioritizes attaining a competitive edge.

Table 1. Soft and Hard Levels of the Negotiation Process

The problem?	
Positional Negotiation: What Game Should Be Played?	
Soft	Hard
Participants are friends.	Participants are opponents.
The goal is agreement.	The goal is victory.
Make concessions to nurture the relationship.	Ask for concessions as a condition of the relationship.
Be lenient with the people and the problem.	Be firm with the problem and the people.
Trust others.	Don't trust others.
Change your position easily.	Dig into your position.
Make offers.	Make threats.
Reveal the bottom line.	Mislead about the bottom line.
Accept unilateral losses to reach an agreement.	Demand unilateral gains as the price of agreement.
Look for only one answer: the one they will accept.	Look for only one answer: the one you will accept.
Insist on agreement.	Insist on your position.
Try to avoid a clash of wills.	Try to win a battle of wills.
Yield to pressure.	Apply pressure.

Source: (Fisher, Ury & Patton, 2011, p. 9).

The table outlines the disparities between the soft and hard methods to positional negotiations, demonstrating how each approach proposes a distinct array of negotiating behaviors and techniques. Success in negotiations is not exclusively decided by choosing one style over the other. Instead, it depends on the ability to adapt aspects from both methods to the unique circumstances and objectives of the negotiation.

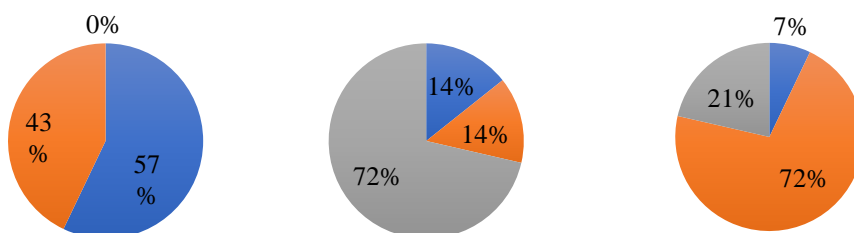
A questionnaire was created to assess and gain a deeper knowledge of the negotiating abilities that marketing professionals possess in the field of marketing. The input from the experts was crucial in finding patterns, advantages, and areas for enhancement in the negotiating methods employed by marketing managers, with the aim of formulating effective negotiation strategies to optimize organizational performance.

A total of 52 professionals from various economic units took part in the poll, with 64.3% being women and 35.7% being males. The respondents' age divisions are as follows: 35.7% are under 25 years old, 7.1% are between 26 and 35 years old, 50% are between 36 and 45 years old, and 7.1% are above 46 years old. The majority of these professionals possess a higher education level, with 57.1% holding a bachelor's degree and 28.6% holding a master's degree. This indicates their dedication to formal education and further specialization, implying a strong foundation of knowledge in the subject. The marketing expertise is extensive, with the majority of

individuals having over 6 years of engagement in this field. A significant amount of experience (42.9% over a period of 10 years) indicates a profound comprehension of market dynamics and trends. The range of industries in which they have worked, including IT, financial services, health, and education, demonstrates their capacity to adapt and their comprehensive understanding of many business contexts. The responsibilities held in various industries vary, with a substantial portion being occupied by marketing managers, accounting for 50%. The respondents' preferences for types of negotiations were as follows: 57.1% indicated negotiations with consumers, 27.8% said negotiations with suppliers, and 14.3% mentioned internal discussions with colleagues or other departments.

Upon analyzing the motivating elements in the respondents' present professional job, it is evident that professional growth is the prevailing component (64.3%), indicating a strong inclination towards self-improvement and career advancement. The job is motivated by intellectual difficulties (14.3%) and concrete outcomes (14.3%), which contribute to a diverse range of sources of motivation. Marketing professionals are driven by both internal and external incentives, ranging from personal fulfilment to public acknowledgment.

Regarding preparation for essential marketing negotiations, it was found that professionals in this field fall into two main categories: more than half of those interviewed (57.1%) choose to base their preparation on a detailed analysis of market data and the experience of partners, which suggests an appreciation of the systematic and research-oriented approach, the other part of the respondents (42.9%) focuses on discussions with the team to develop a common strategy, possibly indicating greater confidence in their own plans or perhaps a focus on autonomy in preparation (Figure 2. a).



a) Preparation and planning in negotiation b) Application of marketing strategies in negotiation c) Active communication and listening

Figure 2. Results of the Application of the Questionnaire

Source: Prepared by the authors based on the research report

During the training stage, negotiators do not feel the need to work together with internal teams. This might indicate a preference for making decisions alone or a belief that individual training is more important than group training. This fact

highlights the importance of autonomy and faith in individual talents in a professional culture, which may lead to success in negotiations. However, this emphasis on individualism may come at the expense of collaborative or consultative techniques.

These findings emphasize the need of personal training and staying in line with market changes in the marketing industry. While certain marketers may depend on their analytical and strategic abilities, others may prioritize flexibility and individual objectives. These findings offer valuable information for organizations when designing training programmes and adjusting negotiating techniques to align with these varied perspectives.

Another significant area of research has been dedicated to comprehending how marketers leverage their subject expertise to impact negotiations. An examination of the replies indicates that a substantial majority, 71.4%, support an approach that is based on the utilizations of data and marketing analytics. This trend highlights a shift towards making judgements based on reliable and current information, indicating a strong preference for arguments that are backed by market facts. Conversely, a small percentage of 14.3% choose to use current trends in their arguments or rely on their own acquired personal experience. This highlights the significance of personal abilities and intuition in negotiations, as seen in Figure 2.b. Nevertheless, these methods are significantly less favored compared to the data-driven approach, indicating an acknowledgment that in the current ever-changing landscape, decisions based on targeted marketing research and analysis have significant value.

Another emerging pattern in mapping the communication process of marketers in negotiation scenarios emphasizes the inclination towards adaptability and flexibility. Hence, a significant majority of respondents, amounting to 71.4%, indicated that they adapt their communication style based on the person they are interacting with. This finding highlights the development of a distinct framework that acknowledges and appreciates diversity in communication, as well as a tendency towards empathy and establishing genuine connections - all of which are crucial elements in the practice of negotiation.

21.4% of the other respondents demonstrate a proactive approach to enhancing their communication abilities by actively utilizing feedback from colleagues and clients. This highlights the significance of regularly evaluating and modifying one's communication strategies to ensure they are still successful and appropriate in the context of negotiation. Only 7.1% of the total participants consistently maintain a static communication style, regardless of the setting. This indicates a conviction in the "proven and reliable strategy", but unlike most of their colleagues, it signals a reluctance to adjust their communication style to the changing requirements of the negotiating scenario.

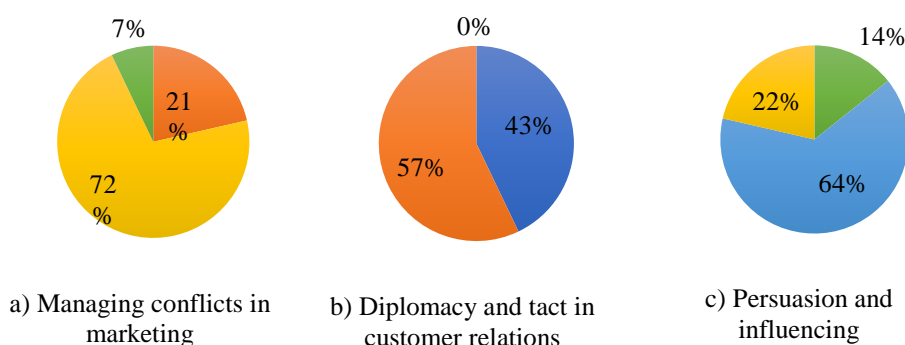


Figure 3. The Results of the Application of the Questionnaire

Source: Prepared by the authors based on the research report

The survey findings indicate that a significant majority of respondents (71.4%) prefer utilizing teamwork and agreement as strategies for resolving conflicts in negotiations (Figure 3.a). A majority of respondents, specifically over two-thirds, exhibit a distinct inclination towards pursuing mutually agreeable solutions and reaching compromises. This indicates a preference for resolving conflicts in a constructive manner and avoiding heated circumstances. This exhibits an awareness of the significance of interpersonal connections and the necessity of a mutually beneficial result.

Conversely, a significant number, namely 20% of participants, want to avoid conflict whenever they can. This may indicate the use of a proactive approach, with the goal of maintaining harmony and preventing unnecessary disagreements. These specialists aim to preserve equilibrium and mitigate any potential barriers that may impede the seamless progression of negotiation procedures.

A minority of respondents, less than 10%, maintain their initial views, indicating a strong emphasis on set goals and a potential inclination towards more authoritative and maybe competitive negotiation approaches. Therefore, it may be inferred that these marketers may priorities individual outcomes over interpersonal dynamics.

The poll examined how marketers retain ties with clients in challenging negotiating situations and found that they priorities diplomacy and the preservation of a harmonious relationship. The discovery that a majority of participants (57.1%) support a strategy that combines diplomacy with goal attainment indicates an approach that prioritizes maintaining the connection rather than prioritizing rapid negotiating success. This equilibrium displays a profound comprehension of the significance of upholding a productive discourse in which both parties may achieve success, and where the value of commercial partnerships is paramount. 42.9% of participants priorities keeping a strong relationship with the customer, even if it means making some tactical sacrifices. This suggests that they highly value the long-term relationship (Figure 3.b). This may entail a purposeful approach to foster

allegiance and establish confidence, recognizing that such interpersonal investments may yield significant benefits over an extended period.

It is noteworthy that none of the participants chose to use a straightforward and explicit approach during negotiations. This implies that they believe that using such techniques might lead to confrontation, which is seen as unfavorable for establishing and sustaining positive business partnerships.

Figure 3.c shows that a large majority of marketers (64.3%) rely on data and factual evidence to back up their claims. They favor persuasive tactics that are based on logical reasoning and verifiable information. In corporate communication, they prioritize employing influential and believable speech. This approach indicates a recognition of the importance of logical thinking and the skill to provide strong evidence to support the argument being made. It reflects a mindset that values clarity and confidence more than the actual content.

The utilization of examples and narratives to elucidate arguments, while favored by a minority of experts (14.3%), underscores the acknowledgement that stories possess the capacity to enhance the accessibility of information, thereby facilitating a more profound comprehension and improved retention of the conveyed message. Utilizing narratives in communication may be a powerful strategy in complex negotiations, where emotion and personal story play a strategic role.

21.4% of respondents acknowledge the importance of establishing an emotional connection, which demonstrates the capacity to form a personal bond and sway judgements by appealing to emotions. This awareness acknowledges the role of human emotions in the decision-making process, in addition to logical reasoning.



a) Adaptability and flexibility b) Self-assessment and continuous improvement

Figure 4. The Results of the Application of the Questionnaire

Source: Prepared by the authors based on the research report

An examination of how marketers respond to unforeseen discussions uncovers a scenario in which flexibility and adaptation are crucial. These experts clearly recognize the need of adapting their strategy to properly address changing market volatility. 50% of the respondents demonstrate their willingness to adapt and adjust

their approach as necessary, which is a crucial ability in a workplace characterized by persistent uncertainty (Figure 4.a).

Similarly, a nearly equal percentage (42.9%) of individuals priorities the discovery of shared interests and the adoption of a collaborative approach. This tactic acknowledges that successful negotiations often hinge on the capacity to identify and align with converging interests, enabling ongoing dialogue and preventing deadlocks.

Merely 7.1% of participants are firmly committed to the original techniques, despite the fact that this approach can be efficient in some circumstances. The predominance of the prior responses indicates that in the field of marketing, the capacity to be versatile and adaptive holds greater significance.

The survey on self-assessment and skill improvement among marketing professionals indicates that 50% of respondents engage in regular self-assessment and actively seek ways to enhance their skills. This demonstrates their awareness of the evolving nature of the skills required for successful negotiations (Figure 4. b).

An additional observation is the inclination towards cooperation and readiness to acquiring knowledge (35.7%), as shown by the comments collected from colleagues and clients. This suggests a recognition of the value of external viewpoints and a commitment to enhancing positive relationships and exchanges.

Conversely, 14.3% of participants show that they seldom reassess their negotiation methods, suggesting either a deep-rooted sense of familiarity or a chance for organizations to promote and enable a more robust culture of feedback and introspection.

3. Conclusions

To summarize, the research and survey results indicate that in order to enhance company performance through effective negotiation strategies in marketing, it is essential to:

- adopt an integrated approach that combines a deep understanding of market dynamics with the strategic implementation of negotiation techniques;
- cultivate the ability to adapt and engage in continuous learning in response to the rapid changes in the business environment;
- develop strong communication skills, tactics, and diplomacy, which are crucial components of any negotiation strategy, enabling effective interaction and fostering enduring relationships with partners and clients.

Effective negotiation methods need a comprehensive examination of industry data and trends, enabling marketers to bolster their arguments with specific and pertinent facts. Within this framework, digital technology and data analysis are crucial instruments, offering a strong foundation for well-informed choices and tailored negotiating methods.

An integrated strategy aims to find mutually beneficial solutions and is proven to be the most advantageous for all parties concerned. This demonstrates the discovery and utilisation of areas where both parties have shared interests, as well as the creation of innovative solutions that meet the goals of each side. Furthermore, adaptability and receptivity to change are crucial in promptly modifying negotiating tactics in response to the ever-changing market environment.

Enhancing corporate performance via marketing negotiation techniques requires a harmonious blend of analytical and emotional aptitudes, including both technological and human methodologies, with a focus on cultivating connections and discovering mutually advantageous resolutions. By using these tactics inside a well-designed and flexible framework, businesses may effectively navigate through the intricacies of marketing discussions, therefore fostering sustainable development in organisational performance.

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