



Client Results (ROI) and Testimonials

Ruth Shlossman / Castle Negotiations Consulting Group

Selected Client Feedback, Results and Success Stories

Executive Leadership & Senior Leaders

Tony Reynolds

Procurement & Transformation Consultant

Ruth offers a unique perspective... her training is better than dozens of other courses I've attended. The ROI was rapid, my team's approach changed immediately, and the results followed.

David Peck

Head of Supply Chain, Dunes Point Capital

Hundreds of employees trained... both sales and procurement functions improved outcomes by a large margin. ROI in Ruth is extremely high.

Stephanie Lind

Founder & CEO, ESA (ex-Impossible Foods)

Ruth trained a cross-functional, cross-generational group in conflict management. Everyone---from Associate to SVP---uses her tools now. There's even a waitlist for the next round.

Michael Rose, M.A.

Motivational Speaker (40+ years in business)

Ruth has an uncanny grasp of the negotiating process. Even though I have been in business over 40 years, I turned to Ruth to help with a particularly troubling negotiation. She understood the central issues immediately, and was able to make suggestions that allowed me to conclude the negotiation successfully. I wish I had turned to her earlier.

Paul McGoldrick

Global Category Manager Metals, Chart Industries

Your course gave me critical tools: BAM, anchoring, preparation frameworks, probing/listening, and debriefing. Thank you for being a great teacher.

Brett Meyer

Partner at AlixPartners

Ruth does an excellent job of distilling the important principles of negotiation into a package that is enjoyable to learn from. The sessions require participant interaction which makes the impact stick. I have hired Ruth as a 3rd party to train clients my firm is working for because she does such a good job.

Randy Schafer

Consultant

I first met Ruth in a class on negotiating skills. I was very impressed with Ruth's passion for the subject, and her perspective from years as a front-line negotiator for companies as well as a consultant to large companies about to enter into complex negotiations. Her classes were so well-received that DTCC brought her in at least three more times.

Larry Adelson

Senior Pharma Executive, CEO at Juvenile Diabetes Research Foundation (JDRF) Israel

Ruth Shlossman worked with me on various negotiations trainings and she provided a highly professional service. She studied and understood the needs of the client and built a specific program around these needs. The program was well-accepted by participants and integrated into daily business routine.

Tom Jacobson

Managing Director, Accenture

Ruth is a deep expert in negotiating strategy, and what is truly special about her, beyond all those things you would expect in any senior professional, was her ability to effortlessly "customize" on the fly her material to the needs of the specific (and in most cases in my use of her difficult) people and situation.

Procurement & Supply Chain Managers

Michael Hellenkamp

Sales Director Beverage Can, Speira GmbH

This really helped our team get motivation to go out and re-negotiate with suppliers. We had a mixed group of seasoned negotiators and some that were brand new. Everyone still got a lot out of the training.

Taylor Buff

Americas Procurement Director, Chart Industries

I learned new ways of negotiating across cultures and contexts. Great courses.

Ross Macpherson

Global Category Manager, Howden Group

Ruth provided great energy for a topic that she is truly passionate about and that passion is infectious! Great structure and methodology on how to approach and execute negotiations, but delivered in a manner where the sessions were interactive. This training was very instructive and informative. With lots of interactive group work, it never gets boring. Ruth spreads a good mood with her heartfelt artistry and humor. The two days passed quickly and were so full of new ideas that I still have to let this sink in for a few more weeks and

study her documents more closely. I would say that I learned a lot and am looking forward to applying the techniques in real negotiations.

Joaquin

Sales Manager Key Accounts, Life Fitness

I thought the two day session was very useful and has definitely helped me with some key techniques to use like the use of probing questions when the supplier gives you a hard no, the idea of recognizing your counterparts emotional triggers and your own to try and keep control of the situation and your emotions. Felt very engaging for the full 2 days which is quite rare with a full 2 day training session.

Alisa Hsu-Young

Logistics Professional

Dear Castle Negotiations Team, Thank you again for the great workshop in Neuss/Germany beginning of June '23! It was two great days. Some topics I refreshed and others I learned new. More than 25 years of experience in logistics, this seminar has helped me very well in my current position to negotiate with monopoly suppliers. I have attended some negotiation seminars in Europe. This one was particularly interesting because it had an international touch. American negotiations have a different dimension. Ruth Shlossman is a very impressive personality and an experienced negotiator! Best regards.

I thought that I usually ask a lot of questions, but I realize that I need to ask more well-formed questions and actively listen in order to discover the best negotiation direction that fits the person and the situation.

i.V. Monika Schucht

Category Manager Direct Materials, Speira GmbH

I enjoyed every second of the training. Ruth is extremely enthusiastic negotiator and her attitude is really catchy, which made the whole 2 days very joyful. For me that is one of key factors that helps me to take the maximum out of training. The quality of materials presented and presentation itself, including the games focused on practicing new skills and attitude in the negotiation were very well prepared. There was one exercise which revealed flaws of our own negotiation style. Many of us realized that we indeed do also negotiate with ourselves. Moreover it was really interesting to see a huge variety of outcomes of the same negotiation case, but by different people in the group. It clearly demonstrated the crucial the role of creativity and curiosity in the negotiation and how different characters and tactics influence the outcome. There were many "aha" moments, but my main take away for me would be the importance of nurturing our own curiosity and keeping the suppliers emotionally involved in all the discussions we have. I also enjoyed testing my own negotiation strategy by being on the sales side. It gave me a new perspective.

Alexandra Kvackayova

Category Buyer, Howden Thomassen Compressors B.V.

Very informative and interactive session, with useful exercises.

Jo Jackson

Sales Manager, UK, Eviosys

2 strategies: "Probing Inquiry" strategy and How to switch to a potential yes.

Lukas Kwiecien

Purchasing (Technical) Manager, Howden Turbo GmbH

I thought it was definitely useful. Negotiating is an art, and the process is like a chess game, always feeling out the others next move.

Francisco Romero Diaz

Logistics and Trade Compliance Manager, Lufkin

I felt that Ruth's seminar was very valuable. She gave me many approaches that I feel I can implement in my working life. I work in a development environment where I need to be flexible and try to preserve relationships. She helped me think of ways to take a firmer stance and still preserve these relationships.

Sales Leaders & Professionals

Kevin Fort

Vice President of Sales, Axle BU, Dexter Axle

Ruth is spectacular!! If you are lucky enough to get an invite to this seminar jump on it. It will be time well spent and will certainly improve your negotiation skills and tactics.

I thought that I gained valuable insight. As a person that took Conflict and Negotiations as part of my MBA studies I learned some things that I hadn't learned previously.

Brooks Johnson

Briggs and Stratton

We have always loved working with Ruth from Castle Negotiations. She has done speaking for us, as well as working with our sister company to create lessons that helped support the live programs. Very knowledgeable, and always very professional. She was great at connecting with our learners and provided an in-depth understanding of negotiation strategies and how they could be implemented even in difficult negotiating environments.

Jeff

VP of Sales

Phenomenal training. We are continuing to develop the negotiation skills you taught. We meet regularly to debrief as you suggested and continue to set negotiation goals.

Ezra Wanetik

Solutions Architect

After Ruth's coaching session, I was no longer nervous about negotiating. She showed me a logical, easy to follow system. I also saw that negotiating is a lot more creative than I thought.

I went from nervous to confident. Negotiating is more creative than I thought.

John

IT Developer

They figured out how to make the course fun, and informative. The days flew by. The debrief of the role-plays were the highlight for me. I really saw clearly what it looks like to be a better negotiator. Thank you.

The debriefs of the role plays were the highlight. I saw clearly how to be better.

Greg Wurgler

Electrical Components International

I have been using “Yes, if” to the point of coaching leaders a level above me to not slam down a difficult customer request with a “Hell no because of a, b, c” which was the temptation of my colleagues. Most specifically this was with our #1 customer target. We met the initial demand of “x” if we can also agree to “y.” The customer agreed initially though they have yet to follow through and that is still a win for us. We avoided maybe \$20K in the prior example and still looked cooperative. Best case is we get the full “yes, if” agreed to in verbal and that would add a couple million \$ award on annual revenue basis.

Amanda Leland

I am a HUGE fan of Ruth! She’s engaging, she makes the subject of negotiating interesting, she provides real world examples that are relevant and it’s a true pleasure learning from her. Highly recommend attending this workshop if you are afforded the opportunity to do so!

Sales & Procurement with Hard ROI Results

Cyndi Speidel

Electrical Components International

With these strategies, I was able to work with the customer to push out most of the demand. Instead of daily OT and expedites, which would probably have cost \$us 20-\$30k, we were able to minimize to 2 expedites for around \$6000 and a small amount of OT (total impact less than \$10k).

Dan Wright

Impossible Foods

During a recent negotiation, I was able to put together a BAM list of additional marketing concessions that the distributor agreed to saving us about \$4000 in fees. I’ve replicated this approach in two other marketing negotiations with identical results.

Automotive Procurement Lead

Auburn Hills, MI

After 7 rounds of negotiation, I sourced above my BAM by 1.5%. This was worth \$3.7M in piece price when comparing the most competitive 1st round quote to where I finished.

Kent

B2B Sales Manager

Tripled a sales deal, turning a 250K sale into a 750K deal.

Transport Procurement Lead

Michigan

Saved roughly 3.5% and about \$25k annually.

Purchasing Professional

Automotive Industry

Three months after attending a *Negotiate Smart™* workshop: After 7 rounds of negotiation, I sourced above my BAM by 1.5%. This was worth \$3.7M in piece price when comparing the most competitive 1st round quote to where I finished.

Steve

General Manager

I was surprised by how much I learned from this course. I consider myself a seasoned negotiator. The instructor confirmed what I knew, and also showed me new ways to turn a 'no' into a 'yes'. She also gave me insight into what I was doing wrong. It was a practical workshop.

Magda

District Sales Manager

I feel this is one of the best workshops my company has had. It was relevant to my job and it will be very helpful in how I deal with both internal and external issues in the future.

Small Business Owners & Entrepreneurs

Toby Klein Greenwald

Artistic Director

I had a great experience learning and working with Ruth. Ruth empowered me to be more creative and assertive during the negotiating process! The interaction with other participants and lecture visuals were very helpful and pushed me to learn more and be more comfortable in a negotiation setting.

I enjoyed it very much and used what I learned soon afterwards!

Amber Lynne Azelton

Azelton's

I had a wonderful experience with Castle Negotiations! I learned so much about how to successfully negotiate my way through everything, not just in business.

Jorge

Organismo de control autorizado (OCA), Chemical Engineering

It was good training that gave me the tools to feel confident and knowing where to start negotiations and how to be realistic.

Misty Crouse

I really enjoyed, I learn a lot more about negotiation and leadership. It clarify things that I didn't understand and know. It helped me a lot.

Advanced Workshop & Case Study Participants

Polly Weng

Global Purchasing Manager, Taylor Made

Capacity negotiation with a vendor. They stipulated that we did TMG could not gain back lost capacity due to lack of timely deadlines. Through extensive preparation and probing, I received 20% buffer over bottom line and agreed to let them work with assembler for product mix.

Bernd Holzinger

VP Procurement, DexKo Global

We have a sole sourced product without a short-term alternative supplier available. Supplier informed us that they intended to close the production site and offered to relocate production to France if we doubled the price. By establishing common ground and reversing hardball tactics, I ended up with a price increase below what we stipulated based on raw materials current pricing. Instead of agreeing to double the price, we secured a price increase below 50%, saving approximately 800k€ plus avoiding all the costs for going through qualification/testing/traveling.

Chenqui Miao

AI-KO Vehicle Technology

Supplier increased price over 20%. We explored phasing them out. Through identifying all issues, background checks, finding true interests and creating trades, I discovered the supplier's interest was to get more orders. We were able to change his mind to get rid of the trade company and start direct business with us. The savings by phasing out the supplier was estimated to around 250k€ p.a. with necessary investment of 160k€. If working direct with him, savings would be around 200k€ p.a. without any new investment.

Kevin Fort

Director of Sales Eastern Region, Dexter Axle

Materials pricing had been plummeting over the last 12 months. A new procurement director demanded 25% roll back. Through extensive data gathering, charting true costs, leveraging value of services, using silence to counter hardball tactics, and linking concessions to reciprocal concessions of exclusivity, I opened at 3% reduction. Customer agreed to 6% reduction. Net difference of 19% to the good when comparing customer's first offer and final agreement.

General Workshop Feedback

Kai B

Castle Negotiations provides a solid foundation on understanding negotiations, preparing, how to proceed, pitfalls to watch out for, and closing them out. Their workshops are very fun and provide a great mix/cycle of

negotiating theory and then actual application via peer based activities. When you leave the workshop, you have practiced the process and feel very confident going forward. They also provide great reference and guide materials for post training that can be used in ANY negotiation from buying a used car to a multi-million dollar piece of equipment. I can't say enough positive things about castle negotiations as their methodology not only will set you up for success, but delivers time and time again.

Wayne Swiecicki

Global Sr. Buyer

I was very much impressed with the *Negotiate Smart™* Workshop. The training was straight-forward, informative, and immensely helpful. I can't wait to continue to implement what I've learned!

Cheryl Efedje

Creative Director, Blvk Market

It was informative. Learnt the importance of the use of persuasion when trying to drive home a point.

Tobias Lorbach

Purchasing and Logistic Manager, Flow Instruments & Engineering GmbH

After the workshop I feel much more confident in negotiations.

Raffaele Corleto

2 strategies: "Probing Inquiry" strategy and How to switch to a potential yes.

Kim

I thought it was definitely useful. Negotiating is an art, and the process is like a chess game, always feeling out the others next move.

Amanda Hollenbeck

MES, Safe 4 Life

Good it was awesome.

Kate Ogden

Negotiate Smart™ Workshop was so helpful for my needs. I learned the key ways to stay calm, use research and logic to get ahead in any negotiation. Especially loved the tips on strategy and tactics. Enjoyed it very much.

JOHN PEVSNER

Analyst, Atos

It was great. Nice staff. Very knowledgeable.

Whitney Renea Slatter

Helped me a lot.

Virtual Training Feedback

- “This was my first experience using Zoom for training. I found it extremely effective! I am not sure that I want to ever attend a training in person again.”
- “I will be using these strategies in an upcoming freight negotiation I have scheduled to complete in the next 3-6 months.”
- “I really enjoyed working with members of the sales team - and understanding the tactics that have been used against me from the buyer’s point of view.”
- “I am looking forward to applying the probing and silence strategy to improve my supplier contract negotiation.”
- “The added skills and techniques the instructor was able to teach us, like opening with your BAM, gives a clear direction and starting point during a negotiation that may not have been clear enough before.”
- “Coming up with multiple negotiation plan options during a deal, seeking out more trades (more give and gets), improved awareness of a negotiation strategy.”
- “Be prepared, but friendly and plan to have alternatives to the customer saying ‘no.’”
- “I will be focusing more on background research, listening more attentively, and asking probing questions.”

Metals Manufacturing Workshop

I found this workshop to provide valuable tools I will be able to use in my daily negotiations. I would like to implement the following:

- Use more probing and open ended questions
- Lay out ground rules for negotiations

The workshop was what I expected going into it. I work with IT suppliers and find myself in challenging negotiations frequently. I liked the balance, it made the day go by quickly and kept me engaged.

Interest: Negotiating when you have no leverage.

ROI Results Summary

KPS Delhi, India

1. I started identifying all the issues and true interest of the customer... “Yes, if...” With a *Negotiate Smart*TM training, settled the RMI settlement issue with Renault and closed the dead lock issue with the gain to company worth \$38,461.00.
2. By adopting above said strategies, I could save \$18950 for three projects in total. (Project 1 - \$2150, Project 2 - \$3800, Project 3 - \$13000)
3. Probing into the matter, I realized their true interest was to reduce their excess thread. Expected incremental sale would be an additional \$25k - \$30k per month.
4. We asked for the quote and we received 4.6M BDT...we finalized at 3.2M BDT. Both parties are agreed on the total agenda as well.
5. Began with an attractive opening offer (BAM) and offer is 10% more... made trades, that will save \$25,000.00.
6. I have been using the learning in day-to-day dealings with my staff, cross-functional discussions, and outside parties.

Additional Comments:

- Training has helped to open the third eye to sharpen the negotiation skills by observing the methods in day to day life like in movies which give new strategies to apply at work.
- Investigating the stakeholders helped change our approach.

KPS Shanghai, China

1. When I got a target price from customer, I found margin and payback was not good at target. I asked a probing question and found out they gave a better price to a company with volume for another region, they gave all regions volume to us at the meeting target price.
2. I request to get scenario quotation when do a second source, also the additional productivity. It got savings compared with current supplier, also get additional \$80,000/year.
3. By using counter-by-half, I probably did \$1/pcs better, which is about \$100k better for the whole project life.
4. In the negotiation with Di motor supplier of 3,500 pcs motor sample, I've built a trust relationship with the supplier, and deeply probed the production arrangement, finally convinced supplier to reduce the sale price from 6x to 2x serial production price, the saving us \$60,000.
5. I started the price negotiation with the customer and used the tactics and skills I learned in the training for background check to find the true information.
6. Before final nomination, agreed supplier to adjust the packaging price based on actual crazy market price, but request payment term extension and discount for copy tooling cost.

Additional Comments:

- The *Negotiate Smart*TM training is really helpful.
- First important thing for myself is I need to keep all these principles / skills in mind. Then, when I coming to a negotiation case, I could think about how to use these methods to help me improve the negotiation outcome.

General ROI Results Summary

1. Being confident in my BAM has enabled me to negotiate contracts with more assertiveness and suppliers take you more serious after research and confidence in numbers is shown. I have saved over \$500,000 in contract spend using this.
2. Instead of asking for a best price, I used a BAM methodology to ask for a price and reason as to why I felt it was an appropriate ask. The result was that my BAM was not met, but the supplier improved their offer by \$97,000.
3. I was able to negotiate for more testing vehicles of choice with higher test priority by identifying the issues and opening at BAM. This saved me about \$600,000 in testing.
4. Whenever I see an opportunity I engage my buyers with probing questions and understand why they made a particular decision.
5. I've been able to garner support from Engineering on purchasing initiatives by considering the engineers as stakeholders and thinking about what it is that they want out of our interactions. I then was able to use that knowledge to foster quicker, more effective communication with Engineering and other functional groups.
6. I request to get scenario quotation when do a second source, also the additional productivity. It got savings compared with current supplier, also get additional \$80,000/year.

7. By using counter-by-half, I probably did \$1/pcs better, which is about \$100k better for the whole project life.
8. In the negotiation with Di motor supplier of 3,500 pcs motor sample, I've built a trust relationship with the supplier, and deeply probed the production arrangement, finally convinced supplier to reduce the sale price from 6x to 2x serial production price, the saving us \$60,000.
9. I started the price negotiation with the customer and used the tactics and skills I learned in the training for background check to find the true information.
10. Before final nomination, agreed supplier to adjust the packaging price based on actual crazy market price, but request payment term extension and discount for copy tooling cost.
11. When I got a target price from customer, I found margin and payback was not good at target. I asked a probing question and found out they gave a better price to a company with volume for another region, they gave all regions volume to us at the meeting target price.

Additional Workshop Feedback

Amberlynn Ramirez

The training in spring 2022 was very inspiring for me. In the following negotiations, we had a lot of fun by experiencing some of your major tactics:

- BAM
- Silence
- Best negotiation preparation based on facts -- Introduction of a new pricing model with the target to forward the maximum cost pass-through for unpredictable costs like energy, alloy hardener, lacquers and transport rates for all new contracts -- acceptance of the NPM as a pre-requisite to sign a deal.
- Creating trust at the customer, by selling the bad messages with a maximum of transparency and a BAM approach for smaller customer.

All negotiations were also supported by an excellent set of explaining PowerPoint presentations.

Dominique Miss Allen

Howden

Great structure and methodology on how to approach and execute negotiations, but delivered in a manner where the sessions were interactive.