

<i>Title:</i>	THE FISHER HOTEL	Role Play #9
<i>Time:</i>	Twenty minutes	
<i>Objectives:</i>	<p>To practice the six-step method of negotiation.</p> <p>To practice negotiating with a co-worker when commitments have been made.</p>	
<i>Trainer Notes:</i>	<p>This role play is particularly useful when you are dealing with internal negotiations. However, it can easily be used as a good example of position bargaining. In this role play, people frequently become very focused on their positions and get annoyed with each other, thus limiting their ability to find a creative solution. If this happens, lead a discussion about which solutions are available after you have debriefed the negotiation. The same can be accomplished by comparing settlements among groups and trying to identify why some groups get a deal and others do not.</p>	
<i>Industry:</i>	Magazine publishing	

ROLE PLAY #9

TOM BLACK Advertising

You have worked with *New Age Honeymoon* magazine for the past five years and worked with its parent company for close to ten. You are one of the company's top salespeople, responsible for bringing in significant dollars on an annual basis. One of your accounts is the Fisher hotel company, which owns a chain of small, romantic hotels in the Caribbean and South Pacific—all called "The Fisher." You've been after the Fisher people for the past ten months to increase the number of pages the company buys for advertising, but you have not been able to get them to increase their ad space more than a few pages. They've placed their biggest ads with another publication—*Modern Honeymoons*. However, The Fisher was recently purchased by New Destinations, a very large hotel chain. New Destinations is already a client, and they've placed a good number of pages over the past several years. Now it looks like the prospects for increased business will be even better.

Someone at New Destinations contacted you last week to ask if the magazine is planning any articles on Bali. They are interested in promoting The Fisher-Bali as a honeymoon spot.

You remembered a memo from Sue Lyons several months ago announcing an upcoming issue on Bali, so you told them that you are sure that something can be worked out. The Fisher would be perfect for this issue; it's one of the most attractive spots in Bali. You stayed there on your honeymoon, and found it fabulous. When you spoke further with The Fisher, your contact told you that management has offered to supply all the hotel rooms and even dinners during the shoot. They clearly want to get the word out about The Fisher. You called Sue and told her that you have the perfect hotel to be featured in the issue. She hesitated before telling you that The Regency has already been selected as the featured hotel, and that all arrangements have been made. Regency is also a big account for the magazine—not one of yours, but an important one to the company. Sue agreed to meet with you to discuss it further, but offered you no real hope of changing hotels. This Fisher deal is especially attractive to you, since many of the hotels run by this chain are located in great honeymoon spots. It's a big opportunity—one that could lead to a lot of business. This is an opportunity to make a current client real happy, which would probably increase the business they give us. We shouldn't pass it up.

You have ten minutes to prepare your case.

ROLE PLAY #9

SUE LYONS
Travel Editor

You are Sue Lyons, Travel Editor for *New Age Honeymoon* magazine. Three months ago, the decision was made to feature Bali in an upcoming issue. You sent out a memo advising all staff of the decision, and have been deliberating about the photographers and the resort you'll feature for the past three months. You settled on The Regency, an old, established hotel in central Bali. You contacted them, and they offered to supply at least some of the hotel rooms for the shoot. The photographer you hired is Marcy McLaren, who lived and worked in Bali for several years. Marcy is very familiar with the Regency, having used it several times for fashion shoots. She thinks the Regency is far and away the best choice for this issue, since it is physically spectacular and romantic—the ideal honeymoon retreat.

You have just spoken by phone with Tom Black in Advertising. Tom kept you on the phone for what seemed to be an eternity, and then talked you into meeting with him to discuss something you told him can't happen. Tom wants you to give up The Regency Hotel in Bali, in favor of another resort. You sent a memo to staff three months ago, advising them of the Bali issue. That was plenty of notice. But now that all the plans have been just about finalized, Tom wants you to shoot at The Fisher, a hotel he says is new and beautiful. It's where he recently went on his honeymoon. He also says that the location and beaches around it are beyond comparison. The fact of the matter is that Tom wants to get The Fisher as an important account. You can see his point, since The Fisher was just purchased by a huge hotel chain, New Destinations, and they could potentially be a very large account. Tom is no fool—getting the Fisher as a client would make a real difference.

This isn't the first time that Advertising has done this. You do everything in plenty of time, and then they spring something on you at the last minute. You could change hotels at this point, but it would be a lot of work. All arrangements have been made with The Regency and they've made a real effort to accommodate us. This isn't how you do business. It's not right. We wouldn't be happy if someone did this to us, and it is clearly bad business. Others will find out, and it will have an impact. In this business, everyone knows everyone. It would be embarrassing. In your mind, it is almost unethical.

You spoke with your boss about the problem, and she suggested that you try to work something out with Tom. She will support whatever you decide, but she reminded you that the Regency group also operates a big chain of hotels. Tom is going to have to do some fast talking.

You will meet with Tom in ten minutes.