

Project Name (INSUREUS)



Group Number (6023)

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Introduction:

Insurance is a way of managing risks. When you buy insurance, you transfer the cost of a potential loss to the insurance company in exchange for a fee. We are a new digital platform (INSUREUS) specialize in digitizing the traditional way of conducting the Insurance business to be able to compete in Saudi Arabia digital growing market. With the new technology available in the market, websites, smart devises and platforms will make it easier for the customers to digitally compare and buy insurance with Competitive price, and coverage with minimum effort to show our customers that **We Care**.

Section 1: Strategy

1. Vision Statement:

To be the first Provider delivering excellent service with Competitive price by high protection and care in Saudi Arabia.

2. Mission Statement:

Deliver protection to our clients through reliable, affordable, and innovative digital solutions.

3. The project objectives in a SMART model:

Diversify the customer base by covering multiple areas of insurance types by contracting with insurance companies specializing in different fields to increase the spread and expansion Profits are made within two years of launching the project by contracting with 2 different insurance companies each year.

- **Specified by:** contract with 8 insurance companies.
- **Measurement method:** By a number of insurance Providers added per year.
- **Can be achieved:** By contracting with the top insurance players in the market.
- **How much Important goal for the organization:** Covering the largest number of customers, which means increasing profits and spreading in the region
- **realizable time frame:** 2 years so that each year is added 2 different insurance Providers.

Smooth customer journey by using the software will make it easy to increase the number of users who are well-known for the project by contracting with technical solutions to support updates and development on a regular basis and to measure user satisfaction and take their views on the first six months of the program.

- **Specified by:** User survey.
- **Measurement method:** The number of users using the website Service's.
- **Can be achieved:** By contracting with a solution company that is technical to support updates periodically.

- **How much Important goal for the organization:** To increase the number of clients.
- **realizable time frame:** In the first six months of the program's work.

Increasing the rate of successful issued policies to more than 70% by providing insurance coverages compatible with the client's needs during the first year, by an agreement with a team of qualified experts to study the market in the region and provide the reasons for failure and develop appropriate solutions; to raise the quality of outputs and increase the reputation of the service provided.

- **Specified by:** Development of complete financial studies.
- **Measurement method:** Tracking the successful issued policies reach 70%.
- **Can be achieved:** A specialized Benchmark team for the labor market during the past two years, and finding out the causes and developing solutions for it.
- **How much Important goal for the organization:** Raising the efficiency of work, increase the quality of insurance coverage and increasing the reputation of the services provided through the Platform.
- **realizable time frame:** 1 year from the date of launching the program.

Increase the number of users by 20% per month for the first six months of e-marketing and competitive prices for the service provided.

- **Specified by:** Increase users and convert them to new customers.
- **Measurement method:** A 20% monthly increase in users.
- **Can be achieved:** Through digital marketing and competitive prices for the services provided.
- **How much Important goal for the organization:** Increase the annual profits.
- **realizable time frame:** Five months from the start of the platform, so that the monthly increase is 20%, meaning that in the next five months the number of users of the platform is twice that of the first month of launch.

4. The project performance measurement indicators (Lead/Lag):

Performance indicators are quantifiable values that determine the effectiveness of the project in achieving its goals. In (INSUREUS) platform project KPI leading the previous measurement indicators were chosen as a way of measuring the reach of the project compared to the desired targets. KPI leading focuses on measuring and optimizing performance before you connect to the goal to ensure that the goal is achieved in the appropriate way and time.

Target goal	Time frame for achieving the goal	Repeat a measurement	Equation
contract with 8 insurance companies	2 years	Every 6 months	Must add 2 insurance companies per year
Smooth customer journey	6 months	Every Month	Negative customer reviews must be less than 10% of the total number of comments
Increase the rate number of issued policies by 70%	1 year	3 months	track all number of issued policies, so that percentage of successful policies reaches 70%.
Increasing the number of users 100%	1 year	Every month	The number of users must increase on a monthly basis by 20% over the previous month

Table 1 performance measurement indicators

Looking at the table at the top of the equation column, is the main point that I have to get to, but in the event that it fails to achieve the equation, it is supposed to be necessary for the monitoring task force to make recommendations to make errors and ensure that they are achieved in the next period.

5. The project charter model:

It is a project sponsor document that grants formal project authorization and full authority to the project manager to use the organization's resources for project activities.

Project title	insureus	Starting date	2-02-2022
Project manager		Completion date	1-08-2022
Project budget	550,000 SAR		
Project profile			
Build, Design and Providing a smart digital platform, that gives the customer the freedom to compare and choose Among the many insurance products of insurance companies			
Project master list			
Agreement on the project charter		02-02-2022	
Planning phase of the project		05-03-2022	
Kickoff meeting		27-03-2022	
Experimental tests on application		06-06-2022	
Launch of the platform and project closedown		01-08-2022	
Risks			
Quick load of the platform		Refusal of the permit by the government authorities	
Natural disaster 'corona'		Delay the submission of the requirements by vendors	
Appropriation			
Obtaining the necessary licenses from the communications and information technology commission			
Obtaining the necessary licenses from the ministry of commerce			
Attachments		Working group	
The sponsor		Project manager	
Finance director		Cast members	

Table 2 project charter

Section 2: Governance, Structure and process

1. The project organizational structure for the teams and units:

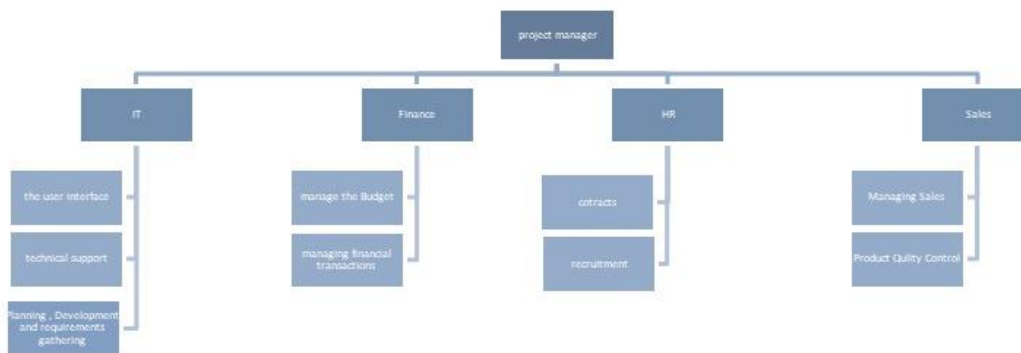


Figure 1 Organizational structure for the teams and units

2. The practical and scientific bases adopted in developing the structure:

The organizational structure of the project's work has been developed according to the SDLC system normally applied in projects for operating systems or electronic applications, as well as on the nature of the platform work, which requires the provision of legal matters for the drafting of contracts between experts working temporarily with (Insureus) or between insurance companies and clients.

3. The most appropriate PMO office to manage the project and the reason:

The Project Management Office program for this project is a wave called Directive PMO and is characterized by a high level of project control. **“Compliance, Standards and regulars”**

Section 3: Compliance, standards and regulations

1. The compliance model before delivering the project outputs:

A miniature of user access test UAT has been adopted. This is a model used in closing stages and ensuring compliance with requirements in electronic applications or operating systems.

To measure compliance	Conformity assessment		
	Excellent	Acceptable	Needs improvement
The Fills loading speed measure			
Quotation speed measurement.			
Platform performance			
The program support in clearly Arabic and English			

Table 3 compliance model

2. Check List model for the project stages (Start– Plan– Achieve– Close)

Verification lists by project life cycle were divided into four stages:

- Verification lists in the "start" phase:**

To Be Verified		Yes	No
1	Dose the project objectives Align with the vision and mission of the organization.		
2	Is the budget clearly defined?		
3	Is the feasibility study realistic for the project?		
4	Have all team members agreed to the project charter		
5	Have all legal limits been clarified for the project		

Table 4 Verification lists in the "start" phase

- Verification lists in the "planning" phase:**

To be verified		Yes	No
1	Was the WBS done for the project?		
2	is the closing time of all the activities align with the date specified in the project charter?		
3	Is the allocated budget the same as the budget considered?		
4	Are the human resources for the organization sufficient for the project?		
5	Have the scope of the project been approved by the top management?		
6	Has the project charter been prepared and approved?		
7	Were the previous lessons learned from previous projects been used		

Table 5 Verification lists in the "planning" phase

- **Verification lists in the " implementation" phase:**

To be verified		Yes	No
1	Have the necessary permits been issued from the Ministry of commerce.		
2	Have the necessary permissions been issued from CITC communications & information technology commission		
3	Has the crisis approval been taken over the operating systems for platform		
4	was the risk response plan effective?		
5	Are the number of risks encountered in implementation comparable to the number monitored in planning?		
6	The amount of change between planning and execution		
7	Is the projects existence compatible with the global codes of quality		

Table 6 Verification lists in the " implementation" phase

- **Verification lists in the "closing" phase:**

To be verified		Yes	No
1	Has all the required project outputs been delivered?		
2	Has the risk log been updated periodically to include all risks?		
3	Have the lessons learned been recorded?		
4	Has the platform requirements been reviewed by the product management		

Table 7 Verification lists in the "closing" phase

Section 4: Power and Interest

1. Stakeholder register and groups:

The stakeholder registry has been divided to two main groups:

Internal group	External group
CEO	CITC
IT department	Ministry of commerce
Finance department	Platform (Vendor)
HR department	Client
Sales department	Legal office

Table 8 Stakeholder register and groups

2. Strength / Interest and Influence / Strength networks:

- | | |
|----------------------|------------------------|
| 1 CEO | 7 CITC Authority |
| 2 IT department | 8 Ministry of commerce |
| 3 Legal office | 9 Platform (Vendor) |
| 4 HR department | 10 Client |
| 5 Sales department | |
| 6 Finance department | |

(Manage closely. Keep informed. Satisfied. Monitoring)

A. Strength and Interest matrix:

Given the matrix in the corresponding form, all stakeholders were distributed in numbers according to their strength and interest in the project.

Manage closely 2-3-4-6-7-8

Keep informed 9

Satisfied 1

Monitoring 5-10

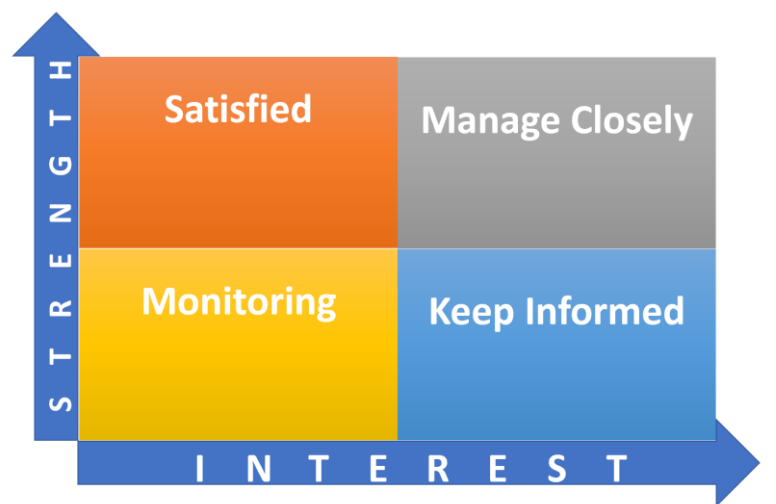


Figure 2 Strength and Interest matrix

B. Strength and Impact matrix:

Given the matrix in the corresponding form, all stakeholders were distributed in numbers by their strength and impact on the project.

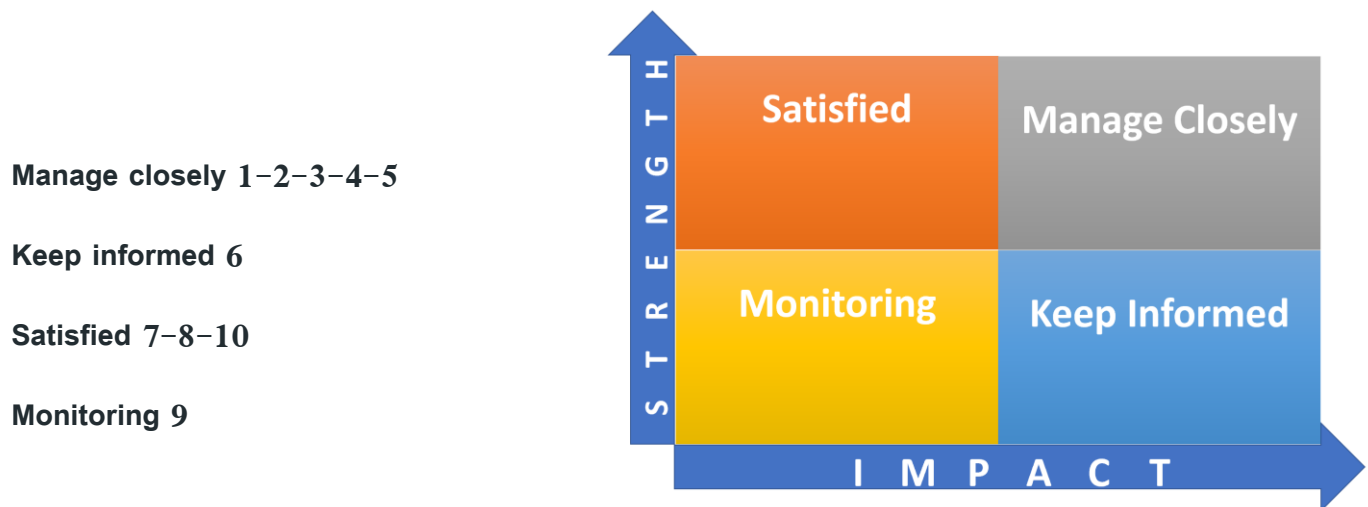


Figure 3 Strength and Impact matrix

3. The logical diagrams for the stakeholder registry:

position	Contact information	Contact person	External Internal	Impact	Interest	communication method
CEO	CEO@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
IT department	IT@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Legal Office	Through the MOJ legal offices registry	Project manager	External	High	Low	Email Direct contact Official contact
HR Department	HR@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Sales Department	SALES@INSUREUS.com.sa	Project manager	Internal	High	High	Email Direct contact Official contact
Finance Department	FINANCE@INSUREUS.com.sa	Project manager	Internal	High	Low	Email Direct contact Official contact
CITC	0114618000	Legal department	External	High	Low	Direct contact Official contact
Ministry of commerce	920000667	Legal department	External	High	Low	Direct contact Official contact
Platform vender	Team&vender.com	IT project manager	External	High	Low	Direct contact Official contact
Customers	Social media	Client service	External	Low	Low	Informal communication

Table 9 Logical diagrams for the stakeholder registry

Section 5: Culture and Values

1. The culture of the organization:

An economic organization's culture is based on teamwork, encouraging initiatives and motivating its members through career stimulation, providing scientific and practical courses, hosting resource persons, working workshops aimed at sharing science and utility and raising the scientific value of members of an economic organization.

2. Proposed adopted values of the organization:

Developing the workplace and making it a fertile environment for productivity by providing entertainment techniques, scheduling workshops on a weekly basis to increase learning and efficiency, and applying ISO quality to increase the quality of business within the project.

Section 6: Self-reflection and self-management

1. Personal behaviors that can influence the project:

Miscommunication at work will negatively impact the psychological state of the team and their productivity, which will have negative consequences for the project objectives and in the worst cases will lead to project failure.

Some of the negative behaviors that could affect the project:

- Individual work.
- Poor communication.
- Low level of training.

2. Personal behaviors study reasons and how to be eliminated:

Individual work: Individual work is one of the most common causes in the working environment. Methods to dispose this kind of behavior include giving tasks to two or more individuals to insure group work. Another

method is to use a leadership approach to stimulates collective action insuring the participation of all working groups.

Poor communication: After going back to the book of PMbok6, it describes the communication within the project, whether it's between the project manager and the task force or between the project manager and the stakeholders, if the communication fails, it will lead to the failure of the project by default. Including and not limited to: misidentification of stakeholders, lack of clear formulation of the communications management plan and failure of the Action Team to comply with the communication plan.

Low level of training: Proper training solves the lack of expertise of the Task Force. And by assessing the level of expertise of the Task Force and developing a training plan for each member will ensure that the required information and skill is available to them.

3. Self-professional assessment using SWOT model:

Factors to be analyzed	Points to be analyzed	Description of the points to be analyzed	Supporting advantages/ Challenges	Recommendation /Objectives
Strength	Diversity of the working teams	The project team diverse Culture, Behavior and Backgrounds	A supportive feature through which you can look at the project from different angles and achieve integration	Supporting the diversity of the team and enhancing its shared culture
	Limited products	Product range and provided service are limited	A supportive feature through which you can recognize the best for our clients.	Focus on product variety and bring it up to quality standards

	Effective communication	effective communication with smooth & modern technology	A unique Feature to support and enhance communication & information exchange between the teams	Maintaining and strengthening effective communication and taking advantage of the diversity of communication methods
	Organizational chart	Clear organizational structure and specific functions	A supportive feature through which you can determine responsibilities and reduce conflicts	Maintaining organizational structure and detailing tasks more in detail
Weakness	Lack of business experience	Lack of suitable or comprehensive business experience among team members	Lack of understanding the market leads to a low level of presence and customer satisfaction	Providing the task force with various courses in market studies
	Commitment, cooperation and discipline	Lack of discipline and team cooperation to complete the task & comply with the time limit	It's a problem of failing to deliver business on time leads to low-quality deliverables which will affect client satisfaction	Constant motivation and follow-up of the agenda and the use of diverse methods of problem solving
	Geographical locations of the teams	Members of the global team are from different cities and geographical regions	Causes a problem in communication which affect the time needed to work on the project between team members	Project schedule, meetings, delivery, use of flexible work and appropriate leadership style

Opportunities	Increasing business activities in the market	The number of sold policies will indicate whether there is a high turnout or not.	A supportive feature that needs to be invested	Intensifying advocacy and partnerships with engineering offices to bring in clients
	The statistics and digital data	Providing open-source data and information sources	A supportive feature that enhances the relevance and accuracy of the studies to be invested	Partnerships and contributions to information and statistics organizations
	Information technology	Providing modern communication systems helps communicate and reduces costs	A supportive feature that needs to be invested in client service	Connect with tech companies to design a business model that serves the client everywhere
Threats	Loss of trust in the handling of electronic sites by some clients	There are a number of clients concerned about dealing with electronic sites and questioning their credibility and output	Dealing with the threat and registering in MAROOF service of the ministry of commerce to raise the level of trust	Submission of documents required to register in 'MAROOF' service
	Electronic virus attacks	The possibility of an attack or a cyber threat affecting privacy and confidentiality or loss of information	Dealing with threats increases client confidence	Involvement with information technology companies that are strong and privileged in support and data protection

Table 10 self-professional assessment using (SWOT) model

Section 7: Personal integrity and reliability

1. Some behaviors that challenge moral integrity:

- Accepting bribes.
- leaking work data to a competing company.
- Presenting false reports on the project progress

2. The analysis of the financial, social, and technical influence:

Accepting bribes: Acceptance of bribes from suppliers, vendors or the company responsible for data protection in order to accept incomplete or non-compliant work which will result in financial loss. since after the transition to the operational phase, defects will start to appear in the software, increasing the cost of upgrading the program, resulting in ongoing financial losses. And in terms of social morality, it runs counter to the Islamic morality and to the values that every Muslim must have, making the person who accepts bribes an unwelcome member in the working environment and a person whose honesty and morality are questionable.

• **leaking work data to a competing company:** The process of leaking work data clearly harms the quality of work and also creates quality and experienced competitors in the labors market, which clearly affects the profits of the program as well as the number of clients. For the technical part, it creates a constant and strong rivalry with competitors requiring updates to the program and changes at the level of the Group of Experts.

• **Presenting false reports on the project progress.:** The project manager presents false project progress reports to cover up a problem. It could be about schedule, quality or budget. This delays the resolution of said problem, and it might lead to the failure of the project or an increase in the budget. For the technical

part, Acceptance of these reports could clearly affect the quality of the work and the provision of all requirements to be found in the project.

Section 8: Personal communication

1. The stakeholder registry:

Position	The data for communication	Internal / External
CEO	CEO@INSUREUS.com.sa	Internal
IT Department	IT@INSUREUS.com.sa	Internal
HR Department	HR@INSUREUS.com.sa	Internal
Sales Department	SALES@INSUREUS.com.sa	Internal
Finance department	FINANCE@INSUREUS.com.sa	Internal
Legal Office	Through the MOJ legal offices registry	External
Ministry of Commerce	2944444 – 1900	External
CITC	19966	External
Customers	Social media	External
Platform Vendor	Team@vender.com	External

Table 11 Stakeholder registry in the project

2. The personal communication and the effective communication:

personal communication: It is the process of exchanging ideas, opinions and information through communication channels for some purpose. It requires the presence of two or more parties, the sender on one side, the receiver on the other.

Effective communication: It's the productive communication between the sender and the receiver, and the interest in feedback, which means that the receiver receives the right information at the right time from the right person through the various communication channels

3. The shapes, models, and channels of personal communication:

stakeholders	Form No1	Form No2	Form No3	Form No4	Form No5
Internal Group					
CEO	Committees meeting	Official letter			
IT Department	Committees meeting	Email	presentations		
HR Department	Committees meeting	Email	workshops	presentations	
Sales Department	Committees meeting	Email	presentations		
Finance Department	Committees meeting	Official letter			
Legal Office	Committees meeting	Official letter	Remote meetings.		
External Group					
Ministry of Commerce	Committees meeting	Official letter	1900		
CITC	Committees meeting	Official letter	19966	workshops	presentations
Customers	Declarations social media	Email	SMS	Unified number	
Platform Vendor	Committees meeting	Email			

Table 12 The shapes, models, and channels of personal communication

4. The communication matrix:

Stakeholders	Purpose of communication	Contact time	Communicate with	Communication style
Executive Director of the Organization	Report on the status of the project –Guidance	Monthly	Project manager	Email Direct contact Official contact
IT Department	Update project status and give notes	Weekly	Project manager	Email Direct contact Official contact
HR Department	Employment & Benefits	Monthly	Direct to the employee	Email Direct contact Official contact
Sales Department	Reporting & discussing opportunities	Monthly	Project manager	Email Direct contact Official contact
Finance Department	Expenditure	If needed– Monthly	Project manager	Email Direct contact Official contact
Legal Office	Taking legal opinion, Regulations and laws	If needed	Project manager	Email Direct contact Official contact
Ministry of Commerce	Taking permits and requirements	When needed	CEO	Direct contact – Official contact
CITC	Taking permits and requirements	When needed	CEO	Direct contact Official contact
Economic Experts	Agreements and notes	If needed	Project manager	Email
Customers	Study of needs and expectation	when needed	Customer service	Informal communication
Platform Vendor	technical & IT requirements	when needed\ weekly	Project manager & IT department	Email –Official contact

Table 13 The communication matrix

5. Communication flier scenarios:

- Submitting incorrect report to the CEO of the organization with inaccurate information of the project status.
- the projects manager gives informal guidance that affect the project operation or change objectives.
- Delay in giving instructions or reporting in time.

6. Stakeholder assessment matrix:

Stakeholders	In command	Support	Neutral	Opposed	Unaware of
Executive Director of the Organization		D	C		
IT Department		D		C	
HR Department			C		
Sales Department	D	C			
Finance department		D		C	
Legal Office			D		C
Ministry of Commerce			D		C
CITC			D		C
Customers		D			C
Platform Vendor	D	C			
The current status of stakeholder's "C"					
The stakeholder Planning statues "D"					

Table 14 Stakeholder assessment matrix

Section 9: Leadership

1. The leadership model used in the project leadership:

Democratic leadership style

2. The reasons for choosing this model:

Because we have high functional team with vast experience therefore empowering team collaborative work and group decision to get high quality work.

3. The proposals for motivation methods:

- Best employee of the month.
- Creating collaborative work place, with high transparency in decision making.
- Giving the team confidence and the appreciation needed for their ideas and creativity.
- Organizing periodic gathering to deepen the team relationship and harmony.
- Using flexible working time and implement one day every week working remotely.

Section 10: Teamwork

1. RACI model for some administrative measures in the project:

Action	CEO	Project manager	IT
Agreement on project plan	R	A	C
Requirements gathering	I	C	R
User interface design	I	C	A
R: Responsible – A: Accountant – C: Consulted – I: Inform			

Table 15 Administrative measures using RACI model

Section 11: Conflict and crisis

1. The project conflict and crisis:

Conflict occurs between project team members or between the stakeholders result from miscommunication, doubt, or uncertainty. On the other hand, crisis is an event that challenges the team members or the project resulting in a change or an adjustment on the team level or the project level.

2. Scenarios of conflict events in the project:

- A conflict occurred with the IT department and the vendor implementing the platform because miscommunication on IT requirements which caused the IT to reject the package because the package did not match the IT requirements.
- A conflict between the finance and IT on project budget for additional software licenses.
- High management requesting new changes in the platform design in the platform resulting in possible delay or budget increase.

3. The strategies to deal with each conflict and the reason for preference:

The first scenario using the Win – Win “collaborating” strategy: The project manager will conduct a workshop between IT and the vendor to clarify all the project requirements to both parties.

The second scenario using the Win – Win “competing” strategy: The project manager will review the project budget and the project requirements if the emergency budget can be used to cover the needed license or the project manager will conduct a meeting with IT to find inhouse solution as alternative plan if the first solution can't be implemented.

The third scenario using the Win – Lose “accommodating” strategy: The project manager will review the project time line and try to avoid the situation by encouraging cooperation and share the status of the project and what effect will accrue if this change has been implemented while explaining to high management the needed support if this change will be implemented.

4. The root Cause Analysis

The first scenario:

- **Why was the output rejected?**

The platform layout is different than what in the IT requirements.

- **Why did the vendor get the wrong idea?**

The lack of effective direct communication with the IT only written requirements was provided.

- **Why there was no effective communication?**

Because the vendor did not request any meetings or workshops.

- **Why did the vendor request communication sessions (workshop, meetings, calls)?**

Because they believe that written documentation meets their requirements.

- **Why did not the vendor follow the written requirements document?**

The document was written as a high-level requirement document there was no request for technical requirement document.

In conclusion, closing the gap between the IT and the vendor will result in decreasing the number of defect packages delivered by the vendor and in the same time the IT will be updated with the progress of the project deliverables with this more harmony will be between the teams.

The second scenario:

- **Why the software licenses were not paid by the IT?**

Not included in the project budget.

- **Why the software licenses were not included in the project budget?**

the software licenses at that point weren't needed but after reevaluating the project and the deliverables the IT discovered the need for additional licenses.

- **Why there is a conflict with the IT?**

Because the lack of effective communication and poor evaluation of the project taking in consideration the project requirements.

- **Why there is no effective communication with the Finance?**

The project manager anticipates that adding the software licenses to the IT requirements without considering the software licenses as a part of risk plan.

- **Why there is no effective communication with the IT?**

Because there is no periodic updating of the project's risk plan with the IT.

In conclusion, it is necessary to update the project risk plan regularly during the project lifecycle to avoid any conflicts and keep the project teams updated.

The third scenario:

- **Why did the high management request the new changes?**

To fill a competition window in the digital market.

- **Why did this change did not include in the initial project plan?**

The digital market changes by the minuets so unexpected changes can accrue.

- **Why hasn't the detail of the budget that have been assigned to the technology company for the IT section?**

Because they didn't share the budget files and the details of the contract to the communication administration plan inside the project

- **Why did the communications plan was not shared with higher management with the breakdown of the plan?**

High management usually get informed about the status of the projects in high level.

- **Why did the higher management get informed only in high level without going in details?**

reports get summarized every time the reports get too higher in the management line.

In conclusion, higher managements need to be onboarded in the project plan and the milestones of the project stating the risk involved in every milestone to keep the management matrix inform and updated.

Section 12: Resourcefulness

1. The Distribution of human resources on functions:

No	Human resources HR	Mission 1	Mission 2
1	CEO	CEO of the company	• Negotiation • Create a business plan and strategy
2	IT manager	TI department	• Technical support • Planning, development and requirements gathering
3	Finance manager	Finance department	• Budgeting • Managing financial transactions
4	HR manager	HR department	• Contracts and procurement
5	Seals manager	Sales department	• Managing Sales and product quality control

Table 16 Human resources functions Distribution

2. The influence of conducting Crashing and Fast-tracking process:

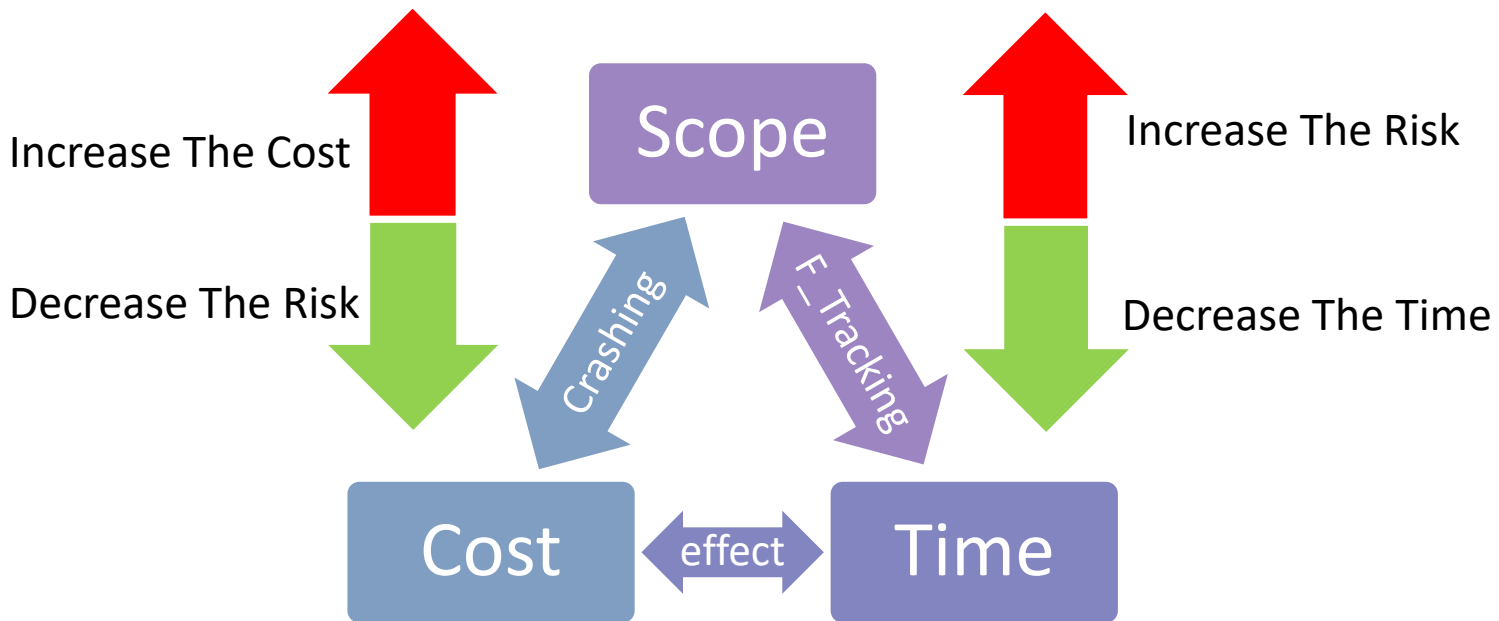


Figure 4 The influence of conducting Crashing and Fast-tracking process

Section 13: Negotiations

1. The general rules for the negotiation process:

One of the things that business leaders have to do is to develop the negotiating methods so, there is a need to make sure that the gains are realized, negotiating in a balanced and unrushed manners does not affect the relationship in both sides so, to summarize the negotiation rules:

- Research the other party before the negotiation.
- Prioritize your interests and consider the goals for your negotiation while setting a clear objectives & goals.
- Consider a win-win outcome and the offers with the most favorable results for both parties.
- The other party should feel the understanding of their perspective by being Nurture-honest-respectful and clear lines of communication.

2. The negotiation plans:

- **First negotiating plans:** Our strategy, is to show our capabilities and maturity with strong market studies and the diverse expertise within our team.
- **Second negotiating plans:** Using BATNA, (by using plan B) is the path to be taken by the negotiating party if they don't reach a satisfactory agreement. To make our deals much stronger and our principled strategies will embrace guidance.



Figure 5 ZOPA

References

<https://cropwatch.unl.edu/2018/gold-star-negotiations-zopa> Figure 5 ZOPA

<https://www.shapironegotiations.com/the-most-important-rules-of-negotiation/> Section 13: Negotiations