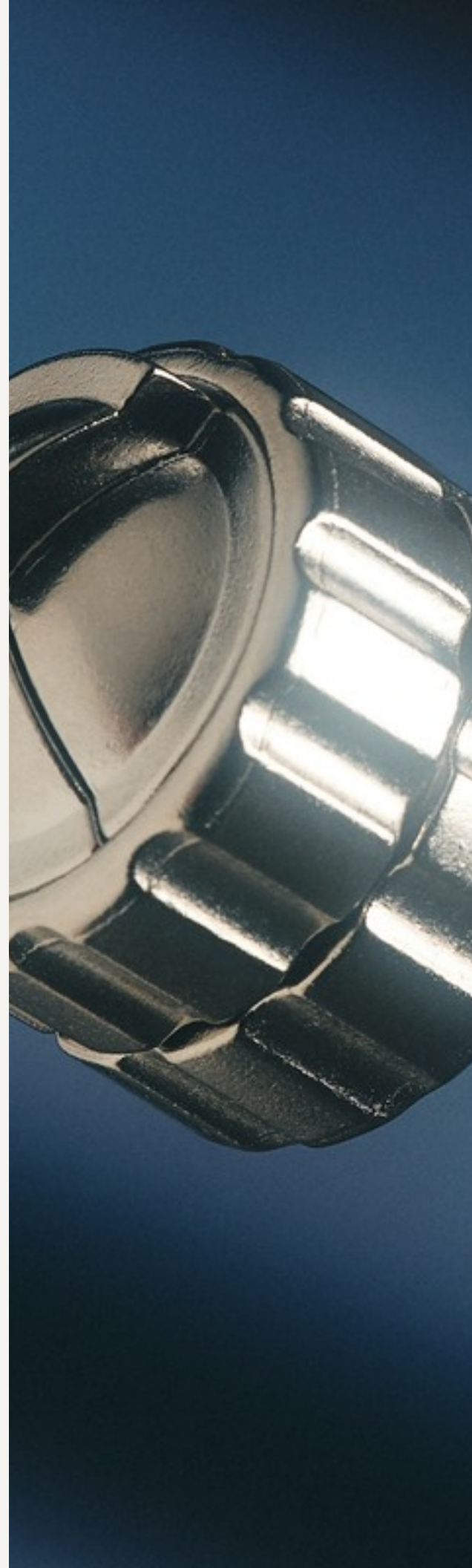


A MANUFACTURING CASE STUDY

The \$11M turnaround:

What changed when
this firm got *Aligned*.

Aligned.



MANUFACTURING CASE STUDY

Aligned.

ONE MOMENT THAT CAPTURED THE SHIFT

**\$3M loss →
\$11M multi-year
award**

A deal that initially looked like a potential \$3M contract loss, but ultimately became an \$11M multi-year award.

The turning point was disciplined preparation, knowing when to walk away, and staying anchored to value.

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Read the full story

We interviewed the leader who came to Aligned with these challenges. Read the full Q&A on the next page.



Customer snapshot

A fast-growing industrial manufacturer serving complex, high-stakes programs. Negotiations showed up as cross-functional decisions with real implications for capacity, margin, and long-term positioning.

The problem before Aligned

Negotiation was happening everywhere, but it wasn't being treated as a company capability. As the client put it:

“Everyone thought they knew how to negotiate. But in practice, styles varied widely – some pushed hard, others avoided conflict, and many conversations were reactive instead of strategic.”

After Aligned, what changed?

“Confidence went up. Drama went down. Negotiation became a team effort, not a silo exercise of one person.”

After training, negotiations became more disciplined and strategic. Preparation became structured and cross-functional:

- ✓ Clear walk-away positions
- ✓ Defined trade variables
- ✓ Alignment across stakeholders in advance

The approach

Aligned's training landed because it mirrored reality:

- ✓ Behavioral focus, not abstract theory.
- ✓ Simulations under pressure, with conflict and incomplete information.
- ✓ Practical and immediate



Q&A WITH VP at a Global Manufacturer Aligned.

INTRO

We interviewed a senior leader at a leading manufacturer about what negotiation looked like in their organization, what led them work with Aligned, and the impact they've seen since.

Q Before Aligned, how did negotiation feel inside your organization?

A Everyone thought they knew how to negotiate... In practice, styles varied widely – some pushed hard, others avoided conflict, and many conversations were reactive instead of strategic. Sales pushed to win. Operations worried about capacity and complexity. Finance guarded margins.

That misalignment showed up with customers as slower decisions, mixed messages, and harder-than-necessary deal execution. We were negotiating constantly... we just didn't recognize it.

Q What was the moment you realized something had to change?

A Two things: we treated major program opportunities like routine quotes, without fully understanding value or customer strategy. At the same time, we carried underwater legacy contracts and delayed tough conversations.

As we scaled – new facilities, acquisitions, larger L&D programs – negotiations started affecting capital, capacity, and long-term positioning. Negotiation had to become a company capability, not just a sales activity.

Q What surprised you most about how Aligned teaches negotiation?

A The behavioral focus. No theory slides – real simulations with pressure, conflict, and incomplete information, just like our world.

The biggest shift was mindset. We stopped over-planning scenarios and simple give-and-take trades. Instead, we focused on value vs. pain, made objective decisions in the moment, and stayed clear on what mattered most.

Q How did the training affect confidence and alignment across your team?

A Confidence went up. Drama went down.
Negotiation became a team effort not a silo exercise of one person.



Q&A WITH VP at a Global Manufacturer

Continued

Q After the training, what changed in real conversations?

A Negotiations became disciplined and strategic. We prepared better:

- Clear walk-away positions
- Defined trade variables
- Cross-functional alignment

We moved from reactive bargaining to value-led discussions. On price and scope, we stopped conceding to keep momentum. We anchored on value, risk transfer, and long-term partnership – driving price gains, margin recovery, and program wins at a premium to incumbents. We also got comfortable with silence instead of filling it with concessions.

Q Do you have any specific examples?

A In one instance, what initially appeared to be a potential \$3M contract loss, ultimately evolved into an \$11M multi-year award, and positioned us with program leadership tied to a multi-billion-dollar, funded DoD program.

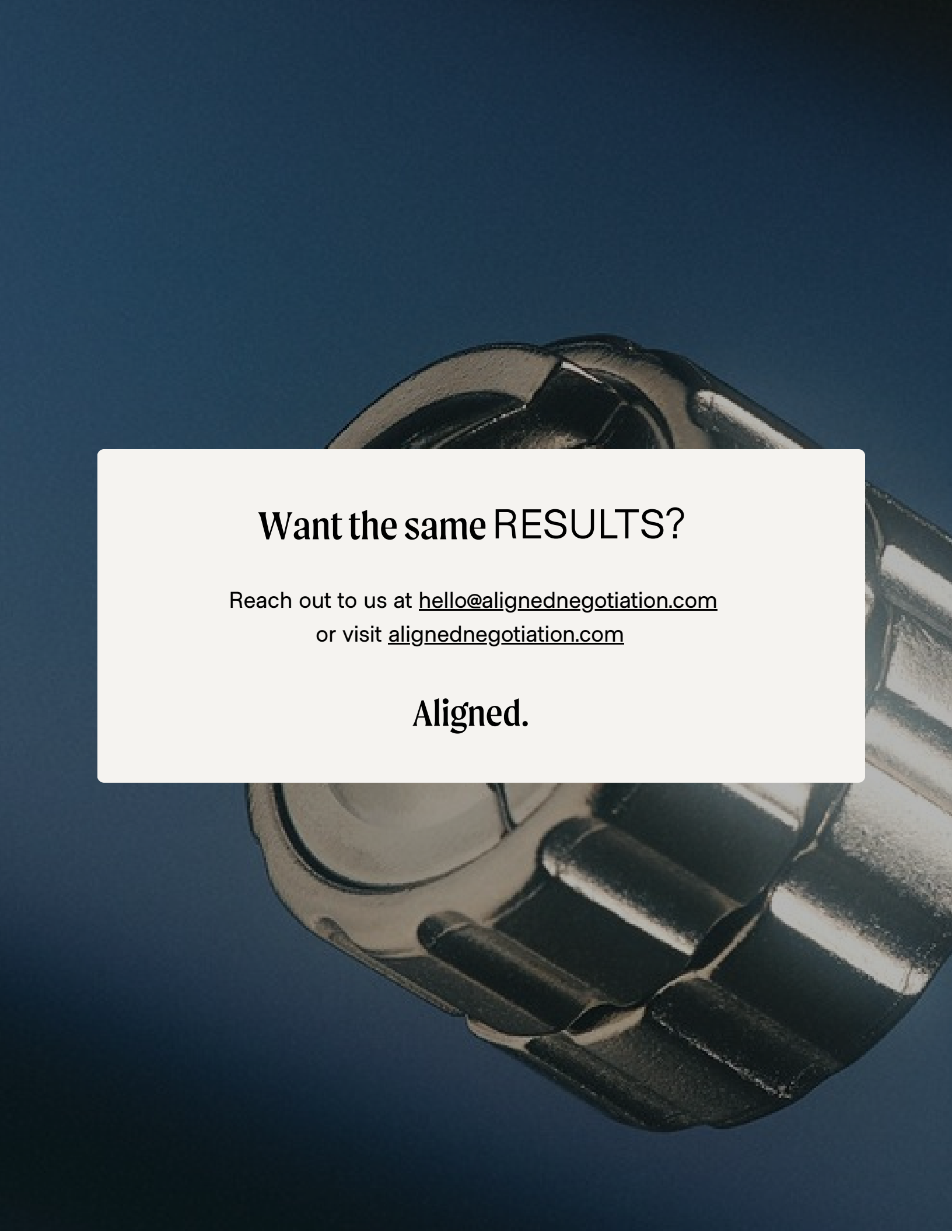
While experience and situational awareness played a role, achieving that multi-year outcome required a much more disciplined negotiation approach, including knowing when to walk away. That decision ultimately worked in our favor as the competitor overpromised and underdelivered, allowing us to secure a strong result for both us and the customer.

That same program has since positioned us as a strategic partner, working directly with the engineering leadership team on initiatives that could organically triple the business.

Q If another leader asked whether Aligned was worth it – honestly?

A If negotiation affects your revenue, margins, supplier relationships, or alignment, it's worth it. This isn't sales training. It's leadership training.

Aligned sharpens awareness in high-stakes moments – when a small comment anchors a position, when silence creates leverage, or when a routine meeting is actually a multi-million-dollar negotiation. It changes how you show up when it matters most.



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