



EXCELSIOR LEARNING

NEGOTIATE MORE PROFITABLE AGREEMENTS

**A NEGOTIATION
STRATEGY
WHITE PAPER**

This material was created and is owned by
Excelsior Learning.™ Users are prohibited from
copying, altering, or reusing these materials unless
receiving prior written permission from Excelsior
Learning © 2024.

Why is Negotiation Performance so Critical?

Negotiation is a powerful tool to drive profitability for selling organizations. And in today's highly competitive marketplace, too many negotiations end unsuccessfully.

Sellers compete globally with customers wielding tremendous power and leverage having numerous options to choose from and viewing many products and services as commodities. They can take services for granted, demand improved products and services, reduced costs, and shorter cycle times. The assault on operating margins is intense, and the impact of key customer defections that can be crippling.

Buyers are under unrelenting pressure to reduce their annual spend without reducing their requirements for product quality, service levels, and availability standards. Additionally, they are vulnerable to disruptions of mission-critical materials in their supply chains as well as volatile fluctuations in raw material costs.

This confluence of factors force buyers and sellers to perform optimally in conducting high-stakes negotiations. Negotiations are

pivotal factors that impact business results, demanding a high level of sustained performance. Given this backdrop what skills are mission critical to achieve consistent high negotiation productivity?

When you pull negotiation apart and look inside you find a select set of skills of successful negotiators that that include preparation; building credibility, trust and relationships, discovery and advocacy; creative-problem-solving; influencing and competing, and financial acuity. Second, successful negotiators establish and implement a flexible, and repeatable negotiation process to include that includes the following steps (see figure 1).

- Prepare
- Open and foster a positive climate
- Establish credibility, trust and likeability
- Discover and clarify key interests, issues and priorities across the issues
- Invent options for mutual gain
- Negotiate and secure agreement
- Conduct post-negotiation follow through

First, 80% of negotiators see the process as a fixed zero sum pie-slicing game—determining who gets what piece of a fixed-pie. A negotiator afflicted with this flawed mindset believes the size of the pie

cannot be expanded and does not invest the time to generate multiple alternatives. As a result, the negotiator remains blind to potential pie expanding alternatives, and increased profitability. **Second, many negotiators believe all issues are in conflict.** With this bias, the negotiator does not look for “sweet” tradeoffs between the issues—those that could result in a mutually profitable solution. **Third, majorities of negotiators assume that the issue set is fixed** – it cannot be extended, modified, added to, and/or substituted. With this assumption, a full set of potential solutions is rarely explored.

The good news is that most negotiations present opportunities to expand the pie and increase value for all parties. Once expanded, the pie slicing is always competitive, but can be less contentious since there is more available to share. The central point is that successful performance lies in the hands of the negotiator – the preparation, skills, processes, and tools they bring to each negotiation. **Creative-Thinking Behaviors**

Negotiation and creative- thinking are synergistic skills—providing the high-test combination required for successful performance. With a creative-thinking approach, the negotiator uses a combination of divergent (broad focus) and

convergent (narrow focus) thinking processes, skills, and tools.

Creative-thinking is the ability to produce novel, valuable and feasible ideas. The following summarizes effective creative-thinking behaviors (Parnes, 1992):

- Remain open to potentials and original thinking; break connections and habits; make new connections
- Generate a quantity of ideas and alternatives; suspend current assumptions and judgments
- Experiment with varying problem-solving methods; be deliberate and give all ideas a fair hearing
- Align ideas with objectives; gain momentum and take action; refine solutions and adapt as required



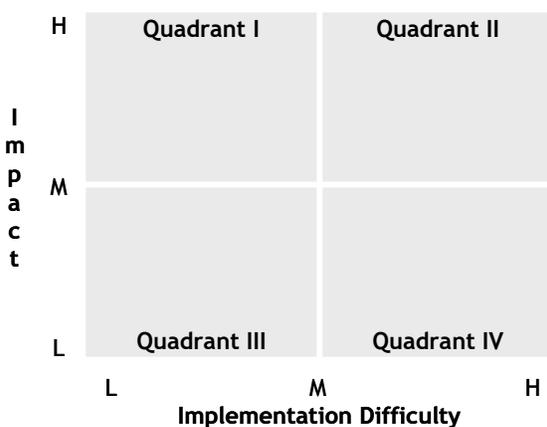
Prioritize Negotiations & Set Goals

The negotiator uses this strategy to identify the negotiations with the greatest impact potential. Renegotiating agreements with all suppliers or customers is not feasible. *Prioritize Negotiations*

Target the negotiations that have the juice and are worth the squeeze – e.g. a solid reduction in spend; a significant increase in revenue, operating margin, or productivity. Then assess the resources needed; the degree of difficulty in negotiating a

new agreement. Weigh that against the probability of success to gauge if it will provide a sufficient return.

An opportunity matrix is a useful tool to use to prioritize negotiations (Kanji and Asher, 1996). Plot *Impact* on the vertical axis and *Implementation Difficulty* on the horizontal axis. Negotiations plotted in Quadrant I are the best opportunities because of high impact potential and low implementation difficulty. Quadrant II's negotiations are good opportunities because of high impact potential; however they also have high implementation difficulty. Quadrant III negotiations are moderate opportunities if the impact is at the mid-point. Finally, eliminate Quadrant IV negotiations because of low impact and high implementation difficulty.



Set Goals via the Three-Goal Game Plan

The next step is to set goals for each negotiation. People are motivated by challenging goals and will dig deep within when they know

a successful outcome is vital to the organization, and they have an active role in shaping it. The goals need to be aggressive to fully tap the team's capabilities, and within reach of what they are capable of attaining.

Establish the game plan with three specific goals for every negotiation: *Aspiration Point*, *Reservation Point*, and the *Best Alternative to a Negotiated Agreement (BATNA)*.

The *Aspiration Point* represents the perfect agreement – including price, terms, conditions, etc.; and is grounded in reality (Thompson, 2001). Identifying the *Aspiration Point* helps focus the negotiator on what may be attainable versus focusing on the minimum that is required.

The *Reservation Point* is the minimum combination of price, terms, and resources the negotiator will accept before saying no deal, because a better alternative is available (Fisher, Ury, and Patton, 1991). Accepting an agreement at the *Reservation Point* slightly improves a position. The goal is to secure an agreement *above* the *Reservation Point*.

The *BATNA* is the negotiator's best option if an agreement cannot be reached (Fisher, Ury, and Patton, 1991). The *BATNA* is the standard any negotiated agreement should be measured against. It protects the negotiator from accepting an agreement that does not improve current position, and from rejecting

an agreement that is in the negotiator's interest to accept. If the terms of the proposed agreement are worse than the *BATNA*, accepting it will worsen the situation. If the terms are better than the *BATNA*, accepting it will improve the negotiator's position. With a game plan based on priorities and focused goals, the negotiator is ready to move forward and negotiate.



Provide Strategic Direction & Operational Autonomy

It is management's role to provide the strategic direction and goals for priority negotiations. Once determined the negotiation team must have operational autonomy to determine the best approach to achieve the goals—within agreed upon commitments of resources. Well-defined goals liberate the team's creative-thinking capacity because the direction is clear, and the thinking does not become diffused among competing alternatives.

Operational autonomy does not mean paying lip service to it and then micromanaging the negotiations. It also does not mean changing the goals or timeline unless unforeseen issues arise that legitimately cause a change in direction. A negotiating team requires consistency to channel

their creative energy to meet a difficult negotiation challenge. The goals and timeline need to be stable.

The Heart of a Negotiation - Interests, Issues, & Priorities

At the heart of a negotiation are interests, issues and priorities. Interests are what the negotiator wants, and are extremely important drivers (Fisher, Ury, and Patton, 1991). They consist of factors that are behind and drive the negotiation issues. Interests can be emotional or rational depending on the lens of the negotiator (Blazerman and Neale, 1992). The interests of your counterpart may be different or similar, however, they are seldom identical. Interests are often not expressed explicitly, sometimes not at all. It is vital to understand your counterpart's interests, because these are driving his/her negotiation issues. When the parties have countervailing interests, it is still possible to reach agreement - however it is quite difficult to strike an agreement without understanding their underlying interests.

Issues are the elements that are negotiated - e.g. price, terms, delivery and fall into three categories—opposing, collaborative, and variable sum (Thompson, 2001). With certain issues, the parties will be in opposition - one party wants to pay a low price, the other wants to sell at a high price. On other issues the parties can be collaborative, wanting

the same thing (but possibly disagreeing on best way to achieve it) The remaining issues are variable sum falling between opposing and collaborative. Both parties may want the same items however each party values these items differently.

Having identified all the issues, the next step is to establish priorities among them. One easy method is to “grant” your counterpart 100 points and ask him/her to allocate them across the issues. By clarifying the priorities, the negotiator is then in position to bundle, unbundle, and/or make tradeoffs among them (Froman and Cohen, 1970). The negotiator looks to make tradeoffs on issues that are less costly for ones that are more important to his/her counterpart—in exchange for issues that are more important. This provides both sides with room to be creative and bridge the collective interests, issues, and priorities of the parties.

With clear goals and the operational autonomy to strike an agreement, coupled with a solid understanding of the interests, issues, and priorities across the negotiation, the negotiator is in position to foster an idea friendly climate.



Foster an Idea Friendly Negotiation Climate

In a negotiating climate that is closed to fresh thinking, people are

discouraged to generate new ideas and solutions. In this climate, ideas are judged harshly and dismissed prematurely - by pointing out what is wrong with them without identifying first what is good about them. Additionally, diversity of thought is frowned upon. The outcome is an exchange of old, tired and re-treaded ideas and solutions.

The negotiator will be more successful in finding a good solution if first working from a palate of many ideas (Osborn, 1953). What are needed are structured and free-flowing practices to produce them. The negotiator wants to foster an idea-friendly climate between the parties, where new ideas are expected, listened to appreciatively, and affirmed (Ekvall, 1983). This is especially true when ideas run counter to prevailing wisdom.

Minimize Risk

People often do not put forth new ideas because of the risk in doing so. They are cautious because they do not want to be perceived as unsupportive of previous ideas, idealistic, unrealistic, or out of step. To counter this, establish (by modeling) an environment that encourages people to take modest risks by putting forth a healthy number of counterintuitive ideas. Also, decouple the processes of idea generation, idea selection, and decision-making by allocating a set

amount of time to each process (Noller, Parnes, and Biondi, 1976). Affirm that neither party has made any commitments during idea generation; making commitments takes place during the idea-selection and decision-making processes

Prime the Pump & Frame the Proposals

Waiting until the night before a negotiation to prepare limits the options and approaches available to frame the most effective proposals. Well in advance of a game-day negotiation; assemble a small, diverse, knowledgeable, and energized group focused on identifying alternatives for the upcoming negotiation. This group should have complementary communication and collaboration skills; differing creative-thinking styles; unique backgrounds and frames of reference; and a penchant for action (Amabile, 1995). Provide the team with an idea quota of at least 50 ideas—70% pragmatic, and 30% “imaginative” ones. Take the output and whittle it down to the ten most powerful ideas by synthesizing, combining, breaking them apart, and rearranging them. With an idea friendly climate in place, the *next best ideas* will keep coming – one after another.

Case Study:

Increase Profitability with Negotiation and Creative Thinking Skills

Introduction

A major distributor of maintenance, repair, operating (MRO) and industrial fasteners was determined to gain market share and aggressively increase operating profits. To meet these challenges they focused on revising key processes between their global commodity sourcing, sales and product management teams. Negotiating a new team approach would be critical to achieving their overall goals.

Background

As a full service international industry leader in the MRO marketplace the company aligns with high-quality suppliers and holds them accountable for sourcing products that meet industry standards. To gain market share and increase operating profits, change needed to come from how products were sourced and, how agreements were structured and negotiated.

Key to accomplishing these goals was to bridge the operational gaps between the global sourcing, product management and sales teams. Sourcing drove the process by securing suppliers to obtain optimal pricing. Product Management ensured that product selection guidelines met specifications and industry standards. Sales was responsible for client relationships and were not ready to change suppliers at the rate Sourcing was proposing.

The company hired Excelsior Learning to develop a tailored, focused plan to identify and bridge the differences between the teams. The result was the implementation of three strategic objectives to achieve the goal. This case details the objectives and action plan taken by the management team.

Strategic Objectives

The following strategic objectives were developed to address three critical issues across the three teams:

- Identify a shared purpose - goals, interests, issues and priorities.
- Pinpoint where the goals weren't aligned and conflict existed. Generate concrete ideas and solutions to bridge the differences between the teams and to secure alignment
- Implement the solutions and measure performance against the shared goals, interests and priorities.

Key Actions:

Team Alignment

The product management, global commodity sourcing and sales teams held an offsite meeting to better align priorities, and develop a short-term sourcing action plan for all the major strategic products and projects. The meeting succeeded in strengthening the three groups' working relationships and trust levels. Each manager identified specific goals, priorities, and action plans, and reported out to the larger group. The offsite event marked a new beginning for the teams, allowing them to successfully work together on the same side of the problem, identifying

joint sourcing, product and sales goals and action plans.

After bridging the communication and planning gaps between the three teams, they focused on prioritizing products to be sourced from different suppliers and on identifying their top 20 existing suppliers with contracts that could be aggressively renegotiated. This approach succeeded in ensuring product, commodity and sales managers had accurate information and were gaining alignment with each other.

Negotiation Planning & Skill Development

A key enabler for the process was the design and implementation of a joint negotiation planning and execution process where the parties identified the following components for all key negotiations:

- 1) Aspiration and Reservation Points, Best Alternative to a Negotiated Agreement (BATNA) and Bargaining Space.
- 2) Goals, Interests, Issues and Priorities across the Issues.
- 3) Sticking Points, Opposing Views and Risks.
- 4) Ideas and Solutions to bridge the differences and gaps.
- 5) A Rapid Traction Implementation Plan.

Additionally, the teams strengthened their negotiation and creative thinking skills via a series of intense negotiation skill practice sessions. The sessions centered on a comprehensive approach to negotiations that included **Collaborative Strategies** to "grow the pie" for all parties, **Competitive Strategies** "compete for a larger slice,

and **People-Centered Strategies** to strengthen trust and relationships with key people. The skills practice allowed managers to develop specific plans to negotiate upcoming, real-world supplier and customer negotiations.

Negotiation War Room

To anchor the gains of the new negotiation processes and skill development, the teams created a 'Negotiation War Room' that served as the central point for managing key negotiations. Here the teams review with each other their upcoming initiatives - e.g., potential new supplier negotiations, existing supplier's negotiations, prospective and existing client negotiations. Ideas are generated, feedback is provided and negotiation plans are updated. This review process enables the teams to learn from one another, make timely adjustments, maintain focus and alignment...with the primary goal to Negotiate More Profitable Agreements!

Integrated Team Goals and Measurement

Each manager received a set of tools to calculate data-driven analytics on current annual spend. These tools assisted in identifying which products contributed positively to operating profits, and those that negatively affected it. Managers gained valuable insight about each product, allowing them to know which products to focus on. This analysis provided the team with a thorough understanding of the commodity marketplace, how best to manage inventory and optimize the supply chain.

Next Steps

These actions enabled the joint product, commodity management and sales teams to make significant contributions to improving operating profits. Going forward they will build on this foundation through ongoing process improvements, continued skill development, and the use of refined analytical tools. Long-term goal achievement will require periodic course corrections to ensure the teams remain aligned and focused on providing superior products and services to key customers at an operating income that satisfies all major shareholders.

Dan Coleman,
Founder
Excelsior Learning
dancoleman@excelsior-learning.com
330-284-5446

Use Versatile Negotiation Methods

When confronted with a challenging negotiation, many negotiators stick with the process they know rather than trying new approaches using a more versatile approach. This mindset is valid if the situation does not demand fresh thinking. No innovation takes place when the same formula is applied repeatedly.

A fertile area is to discover and nurture opportunities where there are differences with the other party (Lax and Sebenius, 1986). This at first seems counterintuitive. Differences cause discomfort and a typical response is to ignore and sweep them under the rug. The potential often lies in seeking out the differences in order to find creative ways to make tradeoffs among them. The following three approaches are effective in hunting for and capitalizing on differences.

Ask Insightful Questions, Exchange and Update Information

During a negotiation, stay open to information, signals, options, and tradeoffs that might lead to mutually beneficial solutions (Bazerman and Neale, 1992). Information can help to assess your counterpart's BATNA, and provide insight to the value he/she places on the issues. Listen to what he/she says; ask pre-planned diagnostic questions to clarify and ensure understanding. Take accurate notes, and keep track of all information - especially any concessions that you have secured to avoid negotiating for the same concession a second time.

If your counterpart is not sharing information, initiate a process for both parties to exchange information (Ury, 1993). Each side could take turns by asking and answering questions. This builds trust, and uncovers items

that are valued differently. This does not require the negotiator to answer every question that is asked of him/her, especially if it would disclose information that would hurt their negotiating position. Deflect problematic questions or answer a question that was never directly asked. If pressed to give a direct answer, the negotiator can state that he/she is not prepared to answer that question. Be mindful about being too secretive because opportunities are missed when we act on incomplete or incorrect guesses.

Shake up the Set of Issues

Many negotiations offer pathways to develop new alternatives – however, barriers exist to seeing them. One fertile pathway is to explore where the parties have differing perspectives on the issues and where the priorities are not aligned. A second pathway can be opened up by minimizing the barrier of the fixed-pie bias. In addition, a third pathway can be mined by leaning forward and refining the negotiation by extending, combining, subtracting, or adding to the range of issues.

The practice of using checklists to generate ideas has been used for many years (Osborn, 1953), and provides the negotiator with a new lens to look differently at a situation. Eberle (1972) refined the checklist concept by categorizing a set of

questions with the mnemonic **SCAMPER**, which stands for **S**ubstitute, **C**ombine, **A**dapt, **M**odify, **P**ut to other uses, **E**liminate, and **R**earrange. Applying the SCAMPER

checklist gives the negotiator a new lens, and a versatile way to address the issues.

<p>Substitute</p> <ul style="list-style-type: none"> • What can you substitute? • Who else can be included instead? • What other process can be used? 	<p>Combine</p> <ul style="list-style-type: none"> • How can you combine issues? • How can you combine purposes? • How can you combine applications?
<p>Adapt</p> <ul style="list-style-type: none"> • What other thoughts does this suggest? • What else is like this? • Does the past offer a similar situation? 	<p>Modify</p> <ul style="list-style-type: none"> • What can you add? • How can you increase value? • What can you subtract? • What can you streamline?
<p>Put to other uses</p> <ul style="list-style-type: none"> • What else can it be used for, as is? • What might other uses be, if changed? • What other applications might work? 	<p>Eliminate</p> <ul style="list-style-type: none"> • What can you get rid of or omit? • What can you do without? • What can you give away?
<p>Rearrange</p> <ul style="list-style-type: none"> • What other patterns might work? • What can you transpose? • What if you reverse it? • What can you interchange? 	

Contingency Agreements

Another barrier to reaching agreement stems from a negotiator's belief about what is going to happen in the future. Impasse can occur when negotiators have differing viewpoints of potential future scenarios. In these situations, compromise is not always possible as each party holds steadfast to their beliefs, and is reluctant to change their views. Contingency agreements offer a way out of this problem

Contingency agreements offer negotiating parties a way to bet on future scenarios, rather than to argue about them (Bazerman and Gillespie,

1999). They are betting on their differences. A common example of this is how CEOs tie their compensation to future stock prices. The benefits of contingency agreements include (Thompson, 2001):

- Negotiators have room to build on their differences, replacing debates about future events with bets on them.
- Negotiators gain room to manage their risk and decision-making preferences and gain insight to those of their counterpart.
- The playing field is leveled if one party has more information than the other does.

- Risk is reduced through risk sharing.
- An incentive is created to meet and exceed the terms that are specified in their agreement.

By using versatile negotiation methods, and divergent thinking as a springboard, the negotiator identifies, explores, and leverages all feasible options and alternatives.



Converge on the Best Alternatives

The purpose of this strategy is to converge on the best alternatives and make selections. First, identify the criteria to use to select the alternatives prior to commencing the selection process, and then compare the alternatives using a decision grid (such as the opportunity matrix). When selecting use the following converging principles to keep the process moving forward and prevent a sudden detour (Osborn, 1953):

- Be affirmative, stay open and flexible to potentials
- Give all ideas a fair hearing and use a deliberate process
- Take temperature checks to ensure the ideas being considered are aligned with original objectives
- Bolster ideas by taking the time to strengthen the most feasible
- Make ideas actionable

Once the parties have selected and reached agreement on who gets

what, it is time to identify the key implementation actions for joint success. Once agreed upon, the implementation plan must be revisited and adapted throughout the implementation period.

Conduct a Post-Settlement Settlement

A post-settlement settlement is a process to improve an agreement that was just negotiated (Raffia, 1982).

Pressure exists in all negotiations, and as a result, not all potential ideas are floated. After an agreement is secured, and the pressure from the negotiation is lifted, it is possible to reopen the final agreement to improve it for both parties – when there are legitimate alternatives that the negotiator believes will do so. This has to be broached authentically, and not as a tactic to gain additional concessions. The negotiator must convey that he/she stands by the agreement the parties negotiated, and believes additional ideas exist to improve it for both parties if mutually agreed to explore them. This serves to reassure a counterpart and makes it easier for them to engage. If the new ideas do not warrant modifications, then the parties abide by the original agreement.

Some negotiators do not have positive intent to pursue a post-settlement settlement – rather they attempt to grab an add-on concession when everyone is relaxed and in a

celebratory mood. When this occurs, a temptation is to not want to make waves and to give an additional concession. Resist this temptation.

Quicksand Avoidance and Contingency Plans

Inherent in developing effective implementation plans is to identify the quicksand (Kepner and Tregoe, 1981). Rather than falling into a quicksand hole, it is smarter to anticipate and plan for them—thereby minimizing the likelihood that the agreement will end up in one. Quicksand holes are synonymous with “Murphy’s Law” which states, “everything that can go wrong will go wrong.” In looking for ways to avoid the quicksand holes, the parties may come to realize they are not all avoidable. Asking the following questions will help shine a light on them: (1) What is the probability of stepping in one? (2) What is the impact if we do? (3) If the down-stream problems cannot be minimized or eliminated and the impact is severe, what elements of the agreement need to be modified to compensate for these issues?

Conduct a Negotiation Review and Anchor the Gains

In a negotiation review, identify those elements, processes, etc. of the negotiation that worked well, and those that need improvement while the experience is still fresh in everyone’s mind. Every negotiator

can improve their skills, and all processes can be improved regardless of the quality of the negotiated agreement. Once identified, take steps to anchor the improvements in processes, systems, and culture (Pande, Neuman, and Cavanagh, 2002).

This practice ensures going forward negotiation performance does not slip backwards.

Conclusion

Identifying priority negotiations, interests, issues, priorities, Aspiration and Reservation Point, and BATNA helps a negotiator focus on key goals. Conducting research, exchanging information, and asking diagnostic questions provides the negotiator with insight to understand a counterpart’s goals and priorities. Providing operational autonomy, using creative-thinking and versatile negotiation practices, and fostering an idea-friendly climate will stimulate fresh thinking to expand the pie and value for all parties. Making smart tradeoffs will ensure each party gets their fair share. Looking upstream will stop problems before they happen and taking steps to anchor the gains will ensure a successfully negotiated and implemented agreement.

By applying innovative negotiation strategies, you will continue to grow, hone your skills, and significantly improve the

profitability of your negotiations.
Upward & Onward!



References

- Bazerman, M. H., and Gillespie, J.J. (1999). Betting on the future: The virtues of contingent contracts. *Harvard Business Review*, 77(4), 155-160.
- Bazerman, M. H., Neale, M. A. (1992) *Negotiating Rationally*. New York: Free Press.
- Coleman, D. (2008). *Bursts of Fresh-Squeezed Ideas*. Dewittville, NY: Chautauqua Press
- Eberle, R. F. (1972). *SCAMPER: Games For Imagination Development*. Buffalo, NY: DOK.
- Ekvall, G. (1983). Climate, structure and innovativeness of organizations. A theoretical framework and an experiment. Stockholm, Sweden: The Swedish Council for Management and Organizational Behaviour.
- Fisher, R., Ury, W., and Patton, B. (1991). *Getting to Yes* (2nd ed.). New York: Penguin.
- Froman, L. A., and Cohen, M. D. (1970). Compromise and logroll: Comparing the efficiency of two bargaining processes. *Behavioral Science*, 30, 180-183.
- Kanji, G. K. & Asher, M. (1996). *100 Methods For Total Quality Management*. London: Sage.
- Kepner, C. H. & Tregoe, B. B. (1981). *The New Rational Manager*: Princeton, NJ: J. M. Publishing.
- Lax, D. A. and Sebenius, J. K. (1986). *The Manager As Negotiator*. New York: Free Press.
- Noller, R. B., Parnes, S. J., & Biondi, A. M. (1976). *Creative Actionbook*. New York: Charles Scribner's Sons.
- Osborn, A. F. (1953). *Applied Imagination*. New York: Scribner.
- Pande, P., Neuman, R., Cavanagh, R. (2002). *The Six Sigma Way Team Fieldbook: An Implementation Guide For Process Improvement Teams*. Princeton, NJ: McGraw-Hill.
- Parnes, S. J. (1992) *Visioning*. Buffalo, NY: Creative Education Foundation.
- Raffia, H. (1982). *The Art and Science of Negotiation*. Cambridge, MA: Belknap.
- Thompson, L. (2001) *The Mind And Heart Of The Negotiator*. Upper Saddle River, NJ: Prentice Hall
- Ury, W. L. (1993) *Getting Past No*. New York: Bantam Books

EXCELSIOR LEARNING™

WWW.EXCELSIOR-LEARNING.COM

330-284-5446