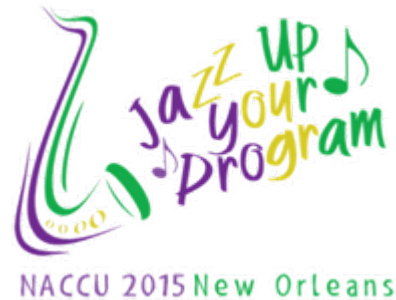


# Learn How To Negotiate

## ... With Vendors!

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Presenter

**Robert C. Huber, CMC, CPCM**  
Campus Card Business Consultant  
Robert Huber Associates  
Scottsdale, Arizona  
March 9, 2015



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# Learn How To Negotiate ... with Vendors!

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## Synopsis

Everyone negotiates something on a daily basis! Negotiation is a lifelong skill that everyone should understand and can improve. This session will explain fundamentals of business negotiations, differences between Traditional and Principled Negotiations, why “Hard” and “Soft” tactics are unrealistic, and how to achieve Win-Win-Win outcomes with a simple six step Strategic Negotiations Checklist.

You will also learn about common tools, tips and traps of negotiations, and how both men and women can improve their respective negotiation skills, vendor negotiations tips, and how smartphones can jeopardize successful negotiations.

This fast-paced stimulating educational session is conducted by a Campus Card Business Consultant and professional negotiator of over \$200 million of vendor agreements during his extensive business career.

# Learn How To Negotiate ... with Vendors!

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## Presenter

**Robert C. Huber, CMC, CPCM**, is a certified business consultant, 30-year Campus Card Business Consultant, Hall of Fame recipient, and President of Robert Huber Associates - a vendor-independent business consultancy (since 1991). Mr. Huber has negotiated over \$200 million of vendor agreements during his extensive business career.

Bob developed the "All-Campus Card" concept in 1985, has implemented over 150 campus card systems, opened and managed 50 Burger King® restaurants and established over 200 businesses in the educational, healthcare and corporate environments.

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## Today's Goals ...

- Negotiations Primer
- New Tools
- Paradigm Shifts
- **T-H-I-N-K**



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## Agenda

1. What is Negotiations?
2. Traditional Negotiations
3. Principled Negotiations
4. Top Ten Negotiations Rules
5. Top Ten Negotiations Tips
6. Strategic Negotiations Checklist
7. Vendor Negotiations Tips
8. Audience Questions

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# Excellent Negotiations Books...

**The National Bestseller**



**Second Edition with  
Answers to Ten Questions People Ask**

# **GETTING TO YES**

**Negotiating Agreement  
Without Giving In**

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**Roger Fisher and William Ury**  
& for the Second Edition, Bruce Patton  
of the Harvard Negotiation Project

Now revised and updated!  
Practical, proven strategies for getting to "yes"

# Negotiating FOR DUMMIES<sup>®</sup>

2nd Edition

Real-world tips  
to get better deals  
and more money

**A Reference  
for the  
Rest of Us!**<sup>®</sup>

FREE eTips at [dummies.com](http://dummies.com)<sup>®</sup>

**Michael C. Donaldson**

Entertainment lawyer and lecturer

Foreword by David Frohnmayr,  
President of the University of Oregon





HARPER



AUDIO

*The New York Times* Bestseller

**MEN ARE  
FROM MARS,  
*Women Are  
from Venus***

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A Practical Guide for  
Improving Communication and  
Getting What You Want in Your Relationships

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**JOHN GRAY, Ph.D.**

READ BY THE AUTHOR

THE BOOK ON ONE CASSETTE

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## Negotiations Films

- “Dog Day Afternoon”
- “The Taking of Pelham One Two Three”
- “A Few Good Men”

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# Who Has Negotiated TODAY ?

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**Everyone**  
**Negotiates Something**  
**On A Daily Basis!**

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# Negotiations Is Voluntary

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Negotiations  
Can Be  
**Transparent**

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Negotiations  
Can Be  
**Self-Empowering**

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**People**  
Prefer To Deal With  
**People**  
Rather Than Companies



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**People**  
Reach Most Decisions  
With Others Via  
**Negotiations**

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**Don't Negotiate**

With Those Not Interested  
In Negotiating

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**Only  
Do Business  
With Someone You  
Trust**

**11<sup>th</sup> COMMANDMENT**

Learn How To Negotiate ... **with Vendors!**

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# NEGOTIATIONS Is Simply...

???

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# What is NEGOTIATIONS?



## What is Negotiations?

**A PROCESS .... during which one or more parties attempt to reach an agreement.**

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## Classic Negotiations Case Studies

- Paris Peace Talks
- Major League Baseball
- UAW vs. Auto Companies
- President vs. US Congress

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## Top Personal Negotiations Events

- Buying A Car
- Asking For A Raise
- Purchasing A Home
- Planning A Wedding



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## Top Personal Negotiations Events

- Divorce Settlement
- Childhood Duties
- Elderly Medical Care
- Funeral Services

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## Negotiations Goals

**WIN**

**WIN**

**WIN**

**WIN**

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## Negotiations Venues

- Telephone
- e-Mail
- Internet
- Chat Rooms
- Conferences
- In-Person
- Facsimile
- Letter
- Newspaper
- Bars

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# Types Of NEGOTIATIONS?



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**Traditional**

**vs.**

**Principled**

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# Traditional



# NEGOTIATIONS

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## Traditional Negotiations Traits

- Haggling
- Tactics
- Tactics
- Posturing
- Holding Out
- Power
- Weakness
- Guilt
- Tricks
- Exhaustion

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**Hard**

**VS.**

**Soft**



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## Traditional Negotiations

### **HARD Style**

- Winning
- Contest of Wills
- The Enemy
- Damaged Relationships
- Victory
- Win At Any Cost

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## Traditional Negotiations

### **SOFT Style**

- Compromise
- Anxiety
- Concessions
- Alienation
- Exploitation of Others
- Bad Feelings

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## Traditional Negotiations

### Summary

**Getting What You Want**

**VS.**

**Giving Up Something**

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Principled



NEGOTIATIONS

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“You Have The  
Power...”

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Paradigm Shift –

## Negotiating Agreement Without Giving In

Getting To YES

Harvard Negotiations Project

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## "Principled" Negotiations

A **process** ...

during which all parties exchange common interests, diverse viewpoints, creative ideas, and positive solutions ... in order to develop an **equitable agreement** for the benefit of all the parties.

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Traditional vs. Principled Negotiations

Summary

Locker Room Tactics

VS.

Problem Solving



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## "Principled" Negotiations

### GOALS

- Set Positive Tone
- Utilize Fair Standards
- Promote Understanding
- Develop Creative Options
- Promote Merit Evaluation
- Build Productive Relationships
- Promote Shared Accomplishments

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## "Principled" Negotiations

### Focus

- People
- Interests
- Options
- Objectivity

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## "Principled" Negotiations

**Fight**

**vs.**

**Compromise**

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## “Principled” Negotiations

**Aggressive**

**vs.**

**Assertive**

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## "Principled" Negotiations

**Concessions**

**vs.**

**Equitable Results**

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## "Principled" Negotiations

**Taking Sides**

**vs.**

**Forming Teams**

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## "Principled" Negotiations

**Decisions**

**vs.**

**Possibilities**

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## "Principled" Negotiations

Don't Confuse ...

**Symptoms**

with

**Causes**



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## "Principled" Negotiations Statements

- "Since our objective is fairness for everyone..."
- "I am confused..."
- "Let me see if I understand..."
- "Can I ask a few questions?"

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## “Principled” Negotiations Statements

- “Would a fair solution...?”
- “Can we agree on this point..?”
- “What do your suggest?”
- **“I feel...”**

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"Principled" Negotiations

Summary

Shared  
Problem Solving

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"Principled" Negotiations

**An Effective  
Business Tool**

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"Principled" Negotiations

**A Philosophy  
Of Life**

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# Top Ten Negotiations Rules



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## Strategic Negotiations Rules

- #1 – A **bad relationship** cannot be resolved by a **good contract**.
- #2 – Successful negotiations require **mutual commitment** to an **equitable** agreement.
- #3 – All contracts must **first** be negotiated.

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## Strategic Negotiations Rules

- #4 – A legitimate negotiations process only begins when the parties are **willing to commit** to a possible agreement.
- #5 – Your **reputation** is your most important negotiations tool.
- #6 – Serve **FOOD!**



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## Strategic Negotiations Rules

- #7 – **Room layout** has a direct effect on meeting productivity.
- #8 – Adoption of the “**X=Y**” factor increases negotiations success.
- #9 – At some point both parties must **trust each other**.

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## Strategic Negotiations Rules

#10 – You **always** have **other choices**.

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**Only  
Do Business  
With Someone You  
Trust**

11<sup>th</sup> COMMANDMENT

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**Deal ... or ... No Deal?**

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You Should Always  
**Be Prepared**  
To  
**WALK AWAY**  
From An  
**Inequitable Agreement**

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## Negotiating Strategies

**B.A.T.N.A.**

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## Negotiating Strategies

**B**est  
**A**lternative  
**T**o a  
**N**egotiated  
**A**greement

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## Negotiating Strategies

**T.I.N.S.T.A.A.F.L.**



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# Top Ten Negotiations Tips



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## Strategic Negotiations **Tips**

- #1 – “**Frame**” all negotiations meetings.
- #2 – Determine in advance who should and **who should not be** included in negotiations meetings.
- #3 – Use your “**Secret**” Negotiations **Tools**.

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## Strategic Negotiations **Tips**

- #4 – Ask “**Open-Ended**” vs. “Leading” questions.
- #5 – Keep all options **OPEN** for all parties.
- #6 – Be alert to “**Quicksand**” and “**Elephant**” issues & situations.

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## Strategic Negotiations Tips

- #7 – **Body language** speaks volumes.
- #8 – **Cultures** can be worlds apart.
- #9 – Surgery should be delegated to trained **Professionals**.

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## Strategic Negotiations Tips

#10 – **Men** are (still) from Mars and **Women** are (still) from Venus.

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## “Open-Ended” Questions

- “Do you like...”
- “What do you think...”
- “Tell me more about...”
- “How would you feel about...”

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## “Leading” Questions

- “We all know...”
- “Don’t you think...”
- “How do you like...”
- “Isn’t it true...”

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## "Quicksand" Issues

- Financial
- Politics
- Related Employees
- Financial Relationships
- Impending Reorganization



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## **“20-Ton Elephant” Issues**

- Funding
- Politics
- Administrative Attitudes
- Hidden Agendas
- Past Relationships

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## “Secret” Negotiations Tools

- Breaks
- Sidebars
- Lifelines

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## "Active" Listening

- Eyes
- Ears
- Tones
- Expressions
- Inflection
- Emotion
- Pauses
- Body Language
- Telephone Calls
- Email Messages

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## Cultural Issues Typical

- Regional
- National
- Public vs. Private
- Generational

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## Cultural Issues International

- Eye Contact
- Handshakes
- Crossing Legs
- Touching
- Shaking Heads

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All  
Organizations  
Reflect  
**"The Personality"**  
Of Its  
**Leadership**

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# Strategic Negotiations Checklist



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## Negotiations Formula For Success

1. Visualize
2. Prepare
3. Strategize
4. Empathize
5. Commit
6. Follow-up



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# Negotiations Tips

## Men



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## Negotiating Styles

### **MEN**

- Logic
- Rationale
- Talking
- Focus Carefully
- Agreement
- Generalizations

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## Negotiating Strategies

### MEN

- Share Before Decision
- Be Humanistic
- Avoid Condescension
- Avoid Emotional Displays

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# Negotiations Tips

## Women



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## Negotiating Styles

### WOMEN

- Feelings
- Intuition
- Patience
- Listen Carefully
- Acknowledgement
- Details

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## Negotiating Strategies

### WOMEN

- Avoid Apologies
- Be Brief
- Don't Hint
- Avoid Emotional Displays

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# Vendor Negotiations Tips



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## Negotiating Strategies

**Warning!**

**Selecting A Vendor  
Is A ...**

**Dating Process**



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## Negotiating Strategies

**Warning!**

**Vendor Negotiations  
Commence ...**

**Before**

**An RFP Is Written**

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## Negotiating Strategies

**Warning!**

**One Vendor's  
Industry Standards ...**

**May Not Apply**

**... To Other Vendor's  
Industry Standards**

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## Negotiating Strategies

**Warning!**

**NEVER** ... Use A Vendor Provided  
RFP

or

**Your Neighbor's RFP!**

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## Negotiating Strategies

### RFPs

- Avoid Committees
- Use TASK Force
- Appoint V.E.T.
- Avoid “Fishbowl” Process
- Avoid Vendor Boilerplates
- Avoid Pre-Bid Conferences

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## Negotiating Strategies

### RFPs

- Single Author
- Use Industry Terms
- Avoid Vendor Terms
- Use A Spell Checker
- Plagiarism Is Problematic
- **CUSTOMIZE**

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## Negotiating Strategies

**"40 Vendor Presentation Tips"**  
(For Institutions)

**"40 Vendor Presentation Tips"**  
(For Presenters)

[www.AllCampusCard.com / library / tips](http://www.AllCampusCard.com/library/tips)

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## Negotiating Strategies

**Warning!**

**Don't  
"Fall In Love"  
With Your Vendor**

**Before**

**You've Done Your  
Due Diligence**

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## Negotiating Strategies

**Warning!**

**“We Must Conduct A Site Survey  
Before We Can Provide You  
An RFP Response ...”**



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## Negotiating Strategies

**Warning!**

**“Please Come And Visit Our  
Company Headquarters ...”**

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## Negotiating Strategies

### Warning!

**“We Are The Only Vendor ...”**

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**We Didn't Know  
What  
We Didn't Know**

**If In Doubt ... Seek Professional Advice**

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**Only  
Do Business  
With Someone You  
Trust**

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**NEGOTIATIONS**  
**Is**  
**About...**  
**RELATIONSHIPS**

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**NEGOTIATIONS**  
**Is**  
**An Evolving...**  
**PROCESS**

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**Strategic**  
**NEGOTIATIONS**  
**Require...**  
**PREPARATION**

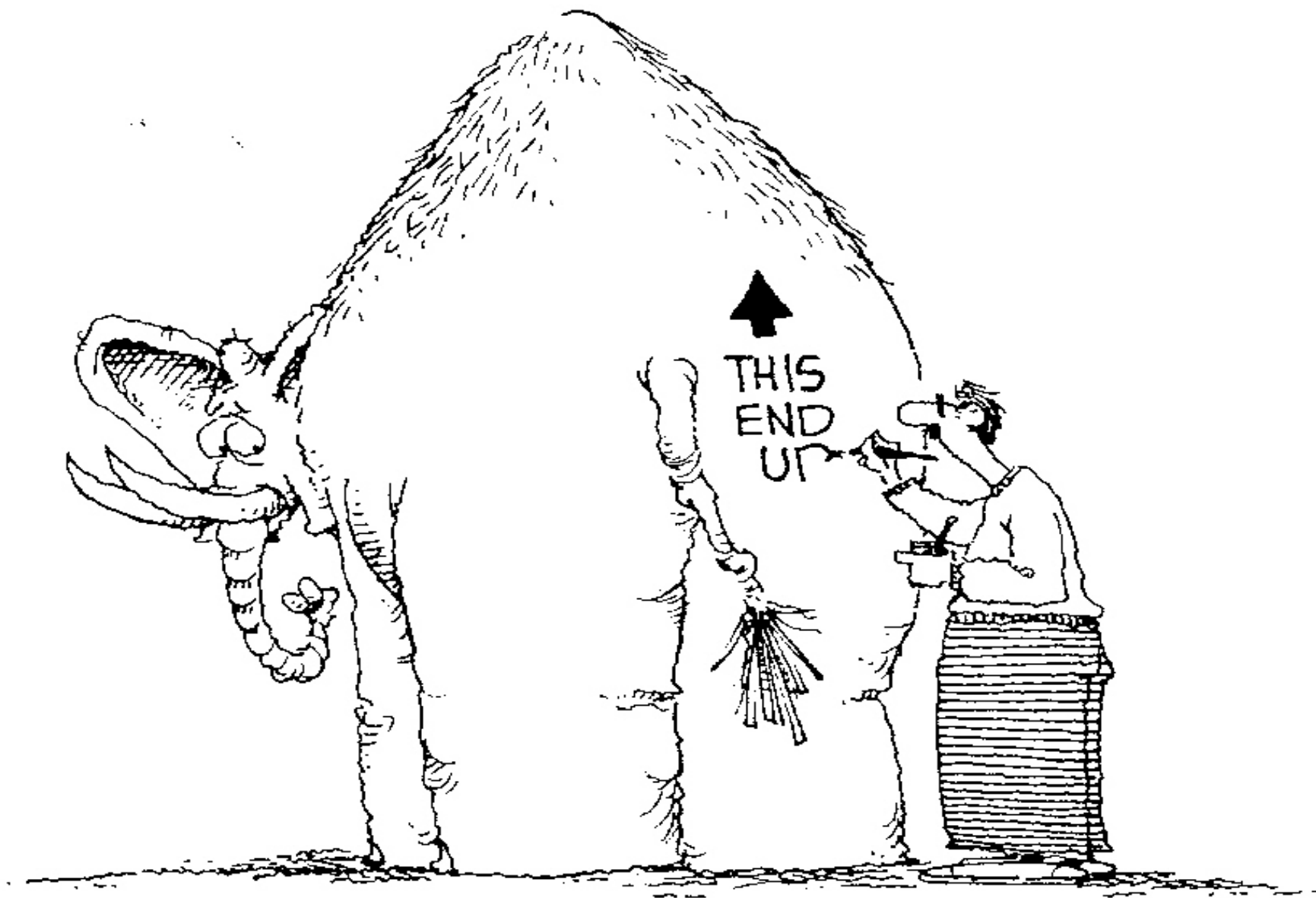
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**If In Doubt  
Seek  
Professional Advice**

**We Didn't Know ... What We Didn't Know**





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**“Let Us Never  
Negotiate Out Of Fear,  
But Let Us Never  
Fear To Negotiate.”**

**President John F. Kennedy  
The United States of America**

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# NEGOTIATIONS Is Simply...

???

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# NEGOTIATIONS Is Simply...

Big Kids Playing  
In Sand Boxes

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I think you  
misunderstood  
me.



I said  
I'd like to  
seal the deal.

# Learn How To Negotiate

## ... With Vendors!

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# Thank You!



Presenter

**Robert C. Huber, CMC, CPCM**  
Campus Card Business Consultant  
Robert Huber Associates  
**[www.AllCampusCard.com](http://www.AllCampusCard.com)**  
(480) 551-0520



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## Robert Huber Associates

- **Robert C. Huber, CMC, CPCM**  
President & CEO  
Campus Card Business Consultant
- **Robert Huber Associates**  
9446 East Jenan Drive  
Scottsdale, Arizona USA 85260
- **huber@AllCampusCard.com**
- **(480) 551-0520** Direct  
**(888) 277-3118** Toll-Free  
**(480) 551-0521** Fax
- **www.AllCampusCard.com**