



HARVARD NEGOTIATION PROJECT

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HARVARD LAW SCHOOL

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Frits Philips, Jr.
Frits Philips Jr. & Partners B.V.
Dorint Hotel, Vestdijk 47
5611 CA Eindhoven
The Netherlands

Ulrich Egger
Egger, Philips & Partner AG
Fraumunsterstrasse 19
CH 8001 Zurich
Switzerland

Dear Frits and Ulrich,

It is now more than fourteen years since we began to teach together. I want to take this opportunity to share my thoughts about our work together.

For us, this relationship is unique. The Harvard Negotiation Project has never licensed any other group to represent itself as using our techniques or practicing at the same professional level that we try to achieve. Many other groups from around the world and in the United States have requested a similar association, and we have declined to extend the same relationship to anyone besides FP&P and its sublicensee EP&P.

The reason we are willing to license you is because of our complete confidence in your abilities as negotiators and as teachers. You have both made important contributions to our field in the development of theory and teaching methods, and through intervention in real-world conflicts.

Having worked with you here at Harvard (in the Program of Instruction for Lawyers' Negotiation, Mediation, and Advanced Negotiation Workshops) and in Europe, I know that I can rely on you both to uphold the highest standards in your knowledge of negotiation theory and your skill in pedagogy. I know that your clients will receive negotiation advice and training of the highest caliber.

I am delighted that we decided to work together over a decade ago, and I am pleased that our association will continue.

Yours,

Roger Fisher