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STRATEGY on a PAGE

SoaP Basics & Examples

WHAT IS A SoaP?

Purpose

- A Strategy on a Page (SoaP) is a one-page summary that visually displays the organization's strategy.
- Effective SoaPs are often the preferred tool for communicating a strategy throughout the organization and to stakeholders.
- The idea is to condense all the salient concepts of the strategy down to its simplest form so the strategy can be conveyed simply and succinctly.
- This simplest strategy format promotes laser-sharp focus on the organization's plan, priorities, and direction.

WRITING A SoaP

Elements

- The structure of the Strategy on a Page is designed to give your team a quick overview of your organization's core purpose, where you're going, and how you intend to get there.
- SoaP plans vary greatly from one another but may include these core elements:
 - **Mission:** The organization's purpose or reason for being.
 - **Vision:** The future of the organization.
 - **Values:** The principles and philosophical ideals that drive the organization.
 - **Focus Areas:** The largest and distinct segments of the strategy.
 - **Objectives:** Statements of what you must do well to achieve the strategy.
 - **Initiatives/Activities:** Actions an organization takes to achieve objectives.
 - **Metrics:** Key Performance Indicators (KPIs) that indicate progress/success.

WRITING A SoaP

Tips

- Reevaluate your strategic plan to begin to think about the most important strategic elements that you should include in your one-page document.
- If your organization has a balanced scorecard, the most important elements from the scorecard should be reflected in your SoaP.
- Decide what focus areas best tell the story of your organization's strategy.
- Decide what objectives are critical to the organization's success.
- Some organizations also include key initiatives in their SoaP.
- If you have major transformative initiatives which span across focus areas or across the organization, these can be shown in their own area on the SoaP.
- In general, break longer sentences into their core meanings to reduce the number of words used to describe objectives and initiatives.
- Weed out repetition and overlap from the list.
- Once the strategic plan is distilled to its essence, create a layout that expresses the plan in a simple and memorable way.

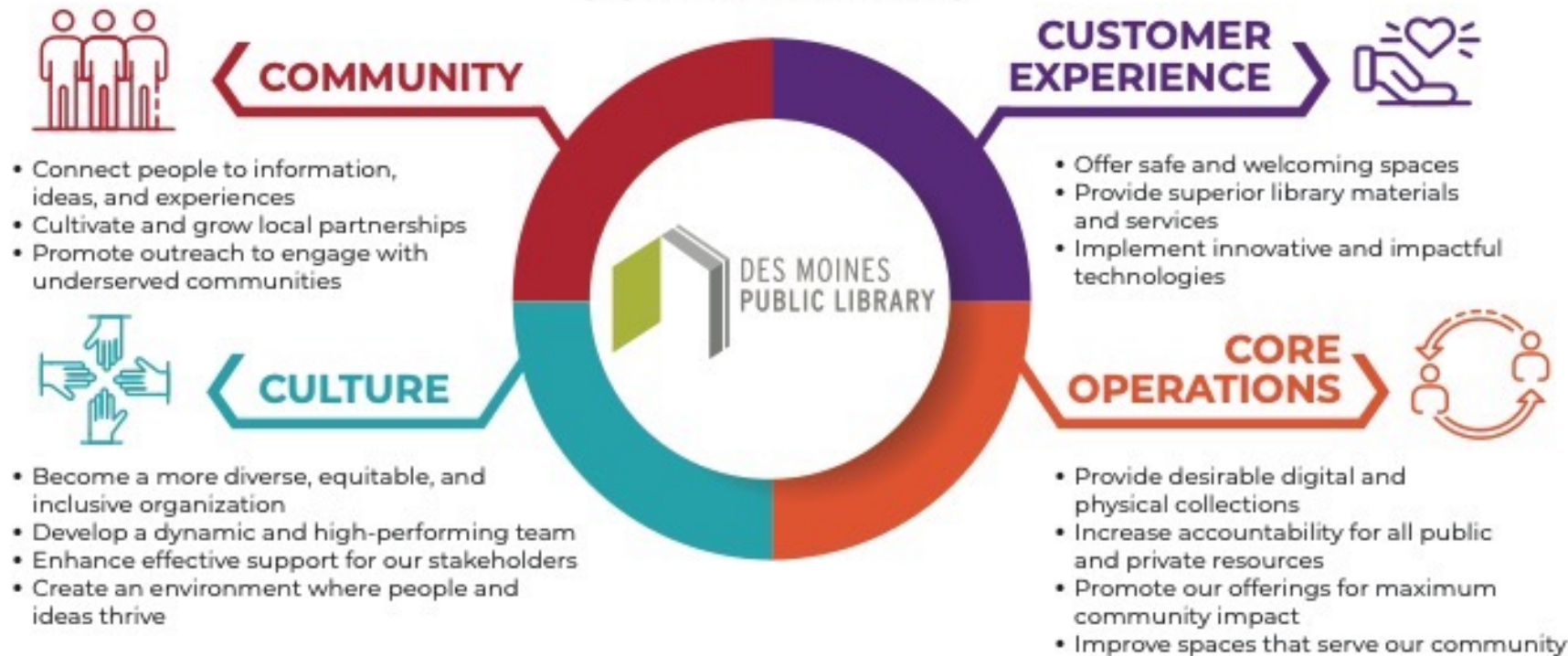
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EXAMPLES

DES MOINES PUBLIC LIBRARY

WE INFORM AND INSPIRE THE CURIOUS
STRATEGIC PLAN 2021-2023

COMMITMENTS



HIGH-LEVEL INITIATIVES

- Increase information and digital literacy.
- Become a more diverse, equitable, and inclusive organization.
- Expand reach to underserved populations through outreach and partnerships.

MISSION

To strengthen our community by connecting people with ideas and the tools they need to enrich their lives.

VISION

To create a stronger, more dynamic Des Moines where everyone's potential is realized.

SoaP Reflections

Overall

- Intended for public, government and internal audiences
- Elegant design

Pros

- The most important elements of the strategy are shown
- Commitments are prominent
- Goals start with verbs

Cons

- No metrics to define success
- Logo doesn't stand out

STRATEGIC PLAN 2019-2022

VISION

Healthy and sustainable rural,
regional and remote
communities

PURPOSE

Advancing better health and
wellbeing for rural, regional and
remote communities through
collaborative partnerships

VALUES

- Equity
- Inclusiveness
- Integrity
- Sustainability
- Evidence-informed policy & practice

STRATEGIC PRIORITIES



ADVANCEMENT

Lead efforts to:

- Improve access to high quality, affordable and integrated healthcare
- Champion models of care and service delivery options that are adaptable for different communities
- Increase recruitment and retention rates of a highly skilled, flexible health workforce
- Promote the expansion of training options, career pathways and support mechanisms for the health workforce
- Bolster funding opportunities for rural health research.



COLLABORATIVE PARTNERSHIPS

- Harness the collective intelligence of members, consumers and other stakeholders to build healthy, sustainable and adaptable communities.
- Grow the research and evidence base of rural health through collaborations.



CAPACITY BUILDING

- Facilitate collaborative decision-making and action between member organisations.
- Leverage the collective capacity of member organisations to support and strengthen the skills and competence of rural health practitioners.
- Safeguard the financial sustainability of the organisation.
- Strengthen organisational governance, policies and processes.

SoaP Reflections

Overall

- Intended for partner organizations and internal stakeholders
- Clean appearance

Pros

- Left to right flow is easy to read
- 'Purpose' in place of 'Mission'
- Commitments are prominent

Cons

- Vision and Purpose are similar
- 'Advancement' is busy

GOALS

SMALL BUSINESS

Position the Chamber as the hub for small business



- Enhance the Chamber's value proposition for small business members
- Ensure access to high quality programming for networking, education and visibility

KEY METRIC:

86% membership retention

TALENT

Accelerate the engagement of talent in the region



- Collaborate with other organizations to engage and retain talent
- Provide expanded opportunities for leadership development
- Leverage W to engage young professionals in the Chamber and the community

KEY METRIC:

2,100 people engaged in talent initiatives

DIVERSITY, EQUITY & INCLUSION

Inform people, policies and practices that strengthen access and opportunity



- Improve minority business growth
- Establish a network of practitioners to increase DEI knowledge within local businesses, and provide them with tools to achieve DEI goals
- Advocate for racial justice

KEY METRIC:

765 people engaged in DEI initiatives

PRIDE-IN-PLACE

Increase engagement in pride-in-place efforts



- Increase the visibility of the Wichita Flag and #ILoveWichita movement
- Execute on the Riverfront Legacy Master Plan

KEY METRIC:

22,575 Wichita Flag followers

ADVOCACY

Expand the Chamber's influence at all levels of government



- Increase member engagement in government activities
- Develop and advocate for pro-business policies at all levels of government
- Support the election of pro-business candidates for public office

KEY METRIC:

50% policy wins

SUSTAINABILITY

Maintain financial integrity and achieve long-term sustainability and business continuity



- Develop a plan to grow new revenue streams and operating reserves
- Develop membership recruitment and retention strategies
- Invest in human resources

KEY METRIC:

\$1.6 million operating reserve balance

SoaP Reflections

Overall

- SoaP for an organization with a broad mission
- Attention grabbing design

Pros

- 'Key Metrics' help define goals
- Clear 'Purpose' statement
- Easy left-right / top-down flow

Cons

- Busy on the top-right

Continuous Improvement



Drake's mission is to provide an exceptional learning environment that prepares students for meaningful personal lives, professional accomplishments, and responsible global citizenship. The Drake experience is distinguished by collaborative learning among students, faculty, and staff and by the integration of the liberal arts and sciences with professional preparation.

Our inspiration is that together we transform lives and strengthen communities.

Teaching & Learning

Providing exceptional learning opportunities and programming to fulfill Drake's mission by meeting the needs of those we serve, including students, alumni, and the many communities of which we are a part.

[+ expand](#)

Innovation & Reflection

Building on our successes and seizing opportunities for improvement through the pervasive assessment of Drake's educational and operational effectiveness in achieving its mission.

[+ expand](#)

Execution

Implementing and executing administrative processes in order to deliver on Drake's mission efficiently and effectively.

[+ expand](#)

Stewardship

Developing and sustaining our resources – human, financial, and material – in order to fulfill the commitments of Drake's mission.

[+ expand](#)

University Initiatives

Expand to learn more about current University initiatives that support our continuous improvement efforts.

[+ expand](#)

SoaP Reflections

Overall

- Strategy on the **Web** format
- Great depth from high-level focus areas to metrics to key initiatives to examples

Pros

- Simple focus areas (one or two words)
- Online format provides expanded information
- Outcomes & initiative examples (in expanded level)
- Key metrics (in expanded level)

Cons

- Not on a single page
- Mission & Inspiration are wordy and lack prominence
- Text heavy without graphics or metrics on top page

[Drake.edu/continuous-improvement](https://drake.edu/continuous-improvement)

Support and Grow a Network of Local Government Innovators

- **Enhance the value** of participating in the Alliance network.
- **Expand membership** in the Alliance, targeting local government trailblazers and those hungry to transform.
- **Engage thought leaders** through networking, sharing and collaboration.

Leverage Research to Identify Leading Practices and Emerging Issues

- **Build and map agile processes** to execute research in a timely manner.
- Develop robust **partnerships**, including funding, to **prototype** solutions with communities.
- Design practices to **commercialize** and **implement** research solutions.



MISSION: The Alliance for Innovation grows and inspires a community of innovators to advance local government.

VISION: The Alliance for Innovation is a catalyst for vibrant communities through local government innovation.

VALUES: Innovation, Future Focused, Inclusive, Trustworthy, Results and Evidence Driven, Learning & Sharing, Relationship Focused.

STRATEGIC PLAN FY 2017–2020

Inspire Innovative Cultures and Practices in Local Government

- Educate local governments on **building an innovative culture**.
- Provide support and ensure access to **state-of-the-art learning**.
- Focus **content** and increase awareness on **trending topics** facing local government.

Be a Major Force in the Innovation Space

- Form strategic partnerships to **expand reach, increase impact** and facilitate content exchange.
- **Establish recognition** of the Alliance and increase relevancy in the innovation conversation.

SoaP Reflections

Overall

- Emphasis on the organization (front and center)

Pros

- 3D effect
- Includes web address

Cons

- Mission, Vision and Values is hard to read
- Many identified Values lessen impact/focus
- Commitment logos are faint and become distracting

Custom size
building block

Vision

- Become the leading provider of pharmaceutical services in the world

Mission

- We offer the most innovative pharmaceutical services with a quick and reliable solution

Strategy

- 2010 - 2020: Product leadership
- 2015 - 2020: Operational excellence

Assessment of current situation

- Heterogeneous and complex product offerings
- Lack of insight and anticipation
- Product maintenance is expensive
- Non-uniform way of billing customers
- Difficult to comply in time with new and changing regulations due to complex landscape
- Multiple and inconsistent CRM databases

Current selection

Capability heat map

Graphical format
building block

Related concept

Objectives to address assessments

- Improve product offering
- Minimize operational costs
- Eliminate local variations
- Facilitate resource sharing
- Improve information sharing

One type of
concept

Initiatives to realise objectives

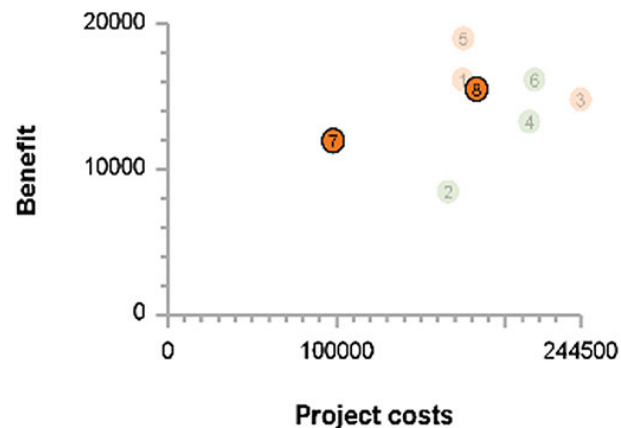
- Professionalise sales & marketing
- Professionalise management
- Consolidate applications
- Harmonise processes
- Centralise information

Textual format
building block

Business outcomes

- Improved customer experience when administering their insurance
- Reduced operational costs of product maintenance
- Improved way of billing customers
- Increased business agility and adaptability to new regulations
- Improved administration of customer information

Related concept



Legend

- 1 Application rationalization
- 2 Harmonize billing process
- 3 Homogenize information & data
- 4 Improve global accessibility databases
- 5 Installment of APM process
- 6 Product rationalization
- 7 Professionalize market
- 8 Revision of PPM process



Project costs

Legend

- Application rationalization
- Harmonize billing process
- Homogenize information & data
- Improve global accessibility databases
- Installment of APM process
- Product rationalization
- Professionalize marketing
- Revision of PPM process

Soap Reflections
next page

Vision

- Become the leading pharmaceutical provider in the world

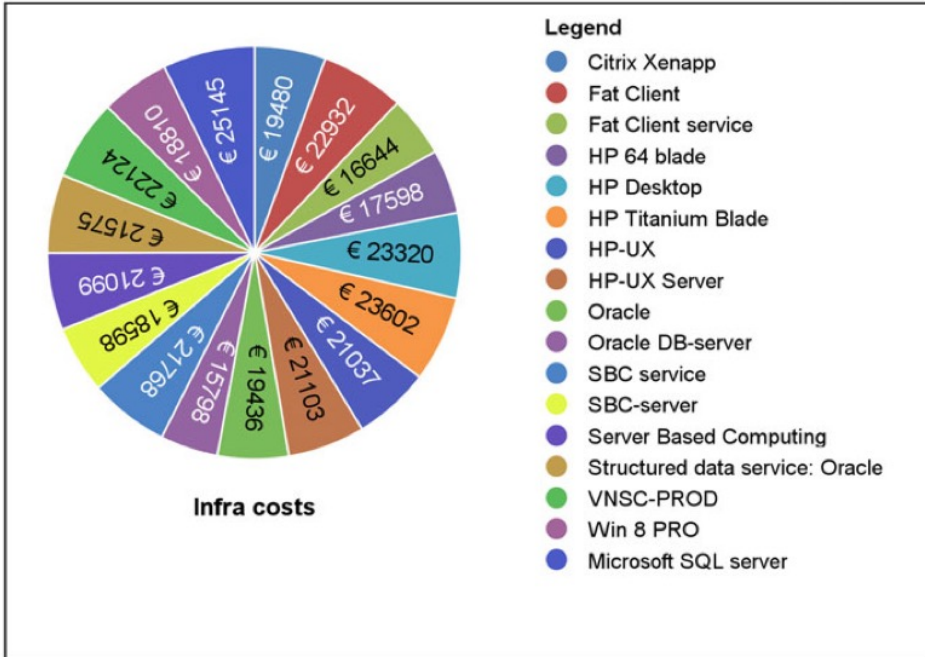
Assessments

- Poor customer data management
- Many decentralised customer databases
- Unstandardised and incompatible systems
- Low switching costs for customers

Initiatives

- Eliminate local variance
- Facilitate resource sharing
- Improve information sharing

Infrastructure costs



Goals



Key capabilities

- Customer billing and collection management
- Financial reporting

Key resources

- Customer-facing applications
- Financial applications

Project costs

Object	Project costs
Analyse billing process variance	€ 23000.00
Analyse heterogeneous data sources	€ 1500.00
Analyse heterogeneous information sources	€ 2500.00
Choose, develop, test and run global financial application	€ 75000.00
Consistent data model development	€ 15000.00
Data cleaning	€ 23000.00
Data mapping	€ 50000.00
Design data architecture	€ 27500.00
Harmonize process variants	€ 47000.00
Information cleaning	€ 25000.00
Information harmonization	€ 50000.00
Information mapping	€ 50000.00
Phase out Amsterdam billing applications	€ 7000.00
Phase out London billing applications	€ 9000.00
Phase out New York billing applications	€ 5000.00

From
SoaP example
previous page

Soap Reflections

Overall

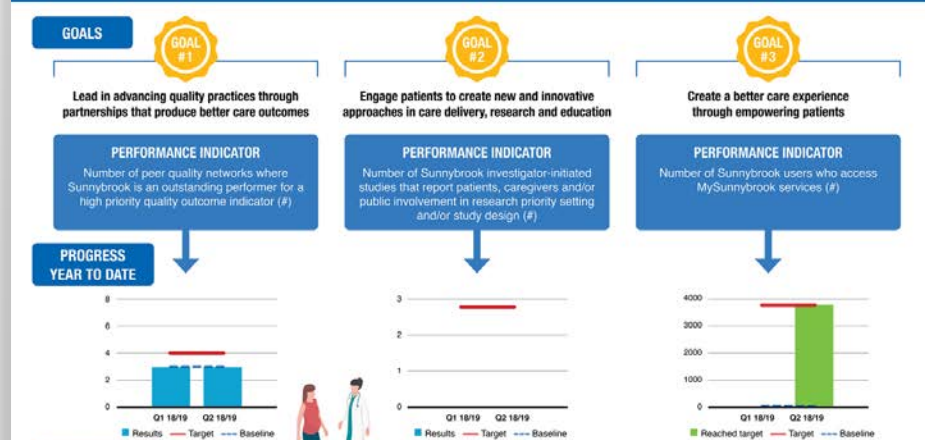
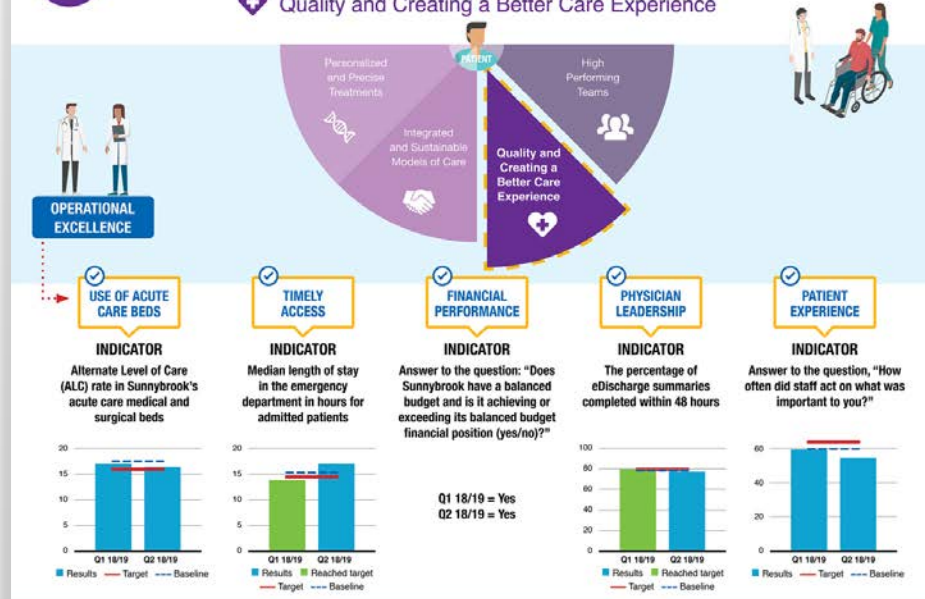
- Internal SoaPs intended for operational decision making that aligns to the strategy
- Great tool to keep focus and maintain perspective

Pros

- Includes situational assessment (a.k.a the "Why")
- Provides critical data

Cons

- Requires continuous updating
- High information density



ILLUSTRATING PROGRESS



► Daphne Schibler remembers having a lot of questions. "I was at rounds every day and didn't hesitate to pipe up," says Daphne, whose daughter was born at 24 weeks. "I was really curious about antibiotics – what was she taking, why, and how long would she be on the medication."

A new data-driven quality improvement initiative is ensuring parents like Daphne are part of the discussion on antibiotics use. The neonatal antimicrobial stewardship program aims to ensure antibiotics are used the right way at the right time in the unit.

The team behind the program includes physicians, nursing and pharmacy staff, as well as families. "I really appreciated being part of the conversation with Violet's care plan," says Daphne. The initiative has reduced antibiotic use by over 25 per cent.

Often antibiotics are discontinued after the team conducts a thorough discussion – focusing on what has been reported about the antibiotic each baby is receiving, the intended plan for the medication, and other possible ways to determine if the baby is under threat of infection.

Sunnybrook is recognized by the Vermont Oxford Network as an innovator in neonatal antibiotic stewardship. As a result of the hospital's leadership, antibiotic use has not only been reduced in Sunnybrook's NICU, but strategies are being shared to help micro-preemies across the globe.

Strategy Report Reflections

Overall

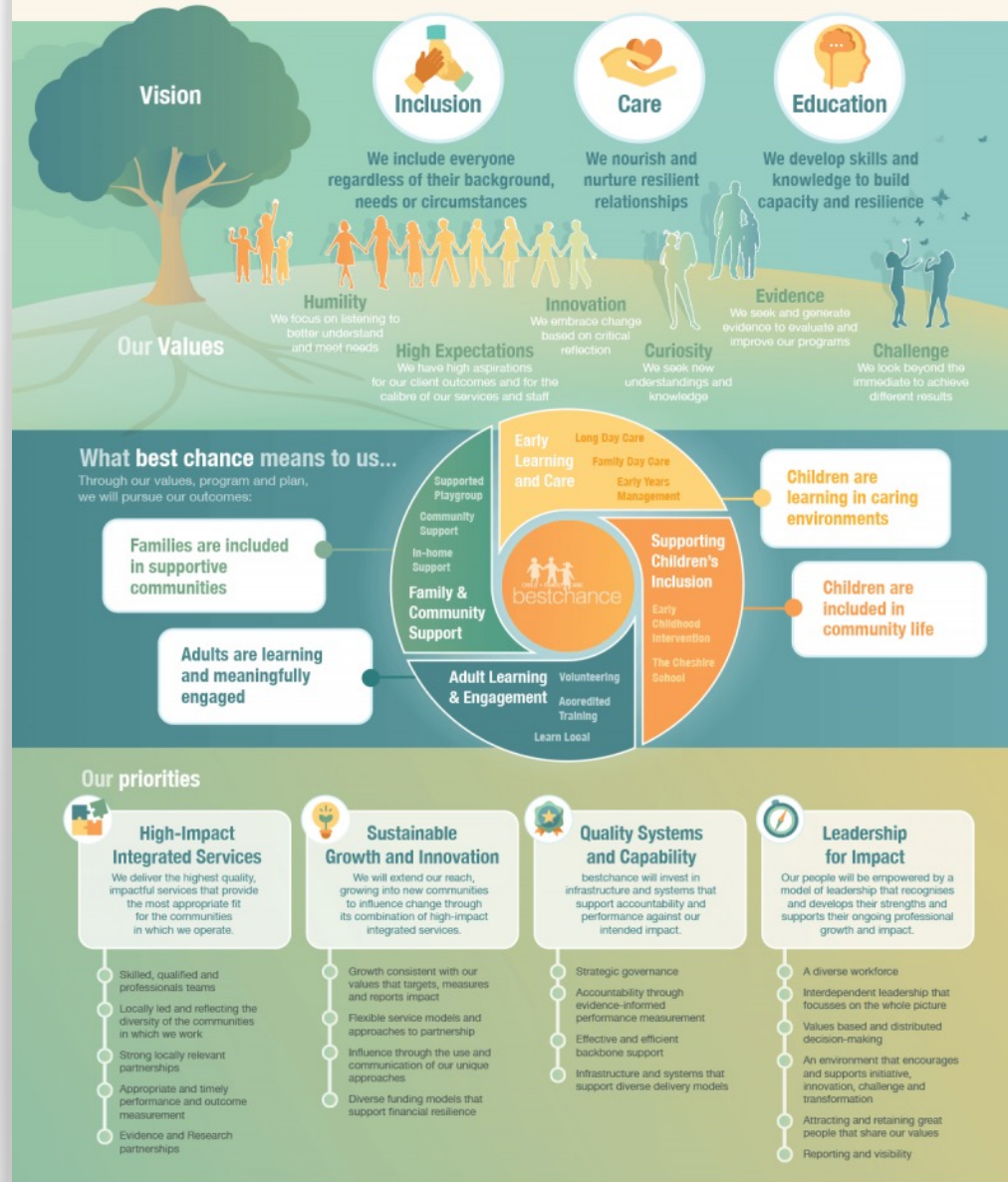
- This is a strategy performance report (#3 of 4 Directions)
- Intended for internal and external stakeholders

Pros

- Highlights one key "Strategic Direction" in depth
- Includes performance, trend and target data
- Photo brings the Mission to life

Cons

- Information intensive and text heavy
- The flow from top to bottom is not clear



What drives us day-to-day: **get in early to change life trajectories** through **inclusive** and **relationally-based education**

SoaP Reflections

Overall

- A SoaP which engages the audience into the Mission
- Good for an external audience including donors

Pros

- Provides the 'Why'
- Tells a story

Cons

- No metrics to define success
- Some text is difficult to read

An independent not-for-profit organisation
Supporting children and families

Inclusive and holistic approach

Flexible and integrated services

Reflective practice and ongoing quality improvement

TODAY

We are one of Victoria's most respected and innovative children's services organisations, positively impacting the lives of thousands of children and families

ESTABLISHED IN 1895

EARLY LEARNING AND CARE

Family Day Care

Kindergartens

18 local government areas and growing

Long Day Care

120+ Volunteers
590+ Educators
3,200+ Families
5,800+ Children

SUPPORTIVE INCLUSION

Multi-disciplinary team
Speech Therapists
Occupational Therapists
Educational Advisors
Physiotherapists
Psychologists

Early Childhood Intervention

NDIS provider

The Cheshire School

Primary School for children with significant social, emotional and behavioural challenges

42 Students

ADULT LEARNING & ENGAGEMENT

Volunteer program

3 Qualifications

880+ Trainees

67% CALD (Culturally And Linguistically Diverse)

Higher education courses:
Certificate III in Education Support
Certificate III in Early Childhood Education & Care
Diploma of Early Childhood Education and Care

75% attained employment (state average 64%)
22% went on to further study (state average 12%)

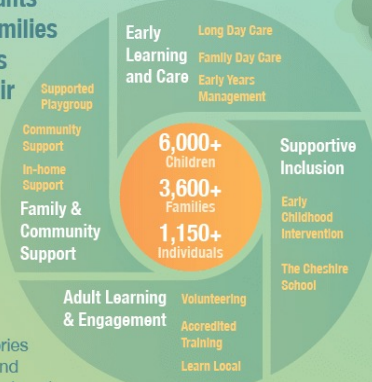
Learn Local provider

Children develop within the context of their families and this is our starting point: a holistic, integrated service environment is paramount to give the best outcomes to children, families, staff and the wider community.

Our strategic purpose

bestchance wants all children, families and individuals to thrive in their community.

Early years are the building blocks for later life. Because of this we are driven to get in early to change life trajectories through inclusive and relationally-based education.



For more information, visit bestchance.org.au

SoaP Reflections

Overall

- This describes what the organization does and why
- This one-page document is useful to help the audience understand the organization

Pros

- Shows a framework for success
- Includes metrics that add clarity and demonstrate outcomes
- Imagery

Cons

- Not necessary for all organizations

MEMBER SERVING

2012 Focus:

- Personal and Corporate
- Clear value proposition
- Managers at all life stages and cycles
- Stature of postnominals
- Preferential role in all activities and opportunities

Through:

- Young Manager Advisory Board (YMAB)
- Diamond Circle
- The Exchange
- Ambassador/Patron
- National and Divisional research on membership drivers
- Grow membership base and increase retention
- Corporate Agenda

REGION SERVING

2012 Focus:

- Expanded regional footprint supporting managers wherever they reside
- Increased regional visibility
- Consistent and tailored experiences
- Leveraging strength of Regional Committees
- Presence and connection to Asia/Pacific

Through:

- Engagement and interaction through technology
- Board/Committee/Executive Team meetings across Qld & NT
- Regional administration structure – Southern, Central, North
- Induction and support of Committees
- AIM Open House Road trip
- Develop ties with AAMO (Asian Association of Management Organisations)

PROFESSION SERVING

2012 Focus:

- AIM as the Voice of Management
- Visibility and importance of an evolving profession
- Practitioner research and advocacy
- Power of internal and external networks

Through:

- Brand awareness
- Public policy analysis and interpretation
- Green Papers and White Papers
- Influencing eg "advocating" a point of view
- Public profile of Institute and its capability
- University and Professional Association collaboration
- Revitalised Management Excellence Awards extended nationally
- Scholarships

CAREER SERVING

2012 Focus:

- Responsive management education
- High quality accredited training VET/Higher Ed
- High quality non accredited experiences
- Leveraging transition points
- Thought Leadership
- Career development of all stakeholders

Through:

- Suite of existing and new programs
- Partnering with exceptional third party IP
- Piloting new experiences with members for input and engagement
- Presenting national and international Thought Leaders to provoke new perspectives
- Staff career and professional development

FUTURE SERVING

2012 Focus:

- Communication and information systems to serve the future
- LeaderSpace
- Induction Services
- Sustainable futures/corporate resilience
- Mobile learning resources for managers of today and tomorrow

Through:

- Identification and implementation of an ERP
- Strategic communication infrastructure to support our ambitions
- Ramp up and roll out LeaderSpace
- Leverage Induction capability
- Maintain Ecobiz rating through the efficiencies it requires
- Develop mobile learning programs, beginning with new managers

WHOLE OF ORGANISATION APPROACH

Guiding Principles

Respect

We respect and serve internal and external customers equally.

Commitment

We believe in ourselves, each other, our services and our organisation.

Professionalism

We model best practice and ethical behaviour in business, management and governance.

Responsibility

We all own our actions, promises and professional behaviours.

Innovation

We value innovation and creativity as it helps to reinvent ourselves and our business.

BETTER MANAGERS FOR A BETTER SOCIETY

SoaP Reflections

Overall

- Detailed SoaP showing how Focus Areas will be addressed

Pros

- Simple top-down design
- Abundant detail (maybe too much)
- Including the motto (bottom) which explains the 'Why'

Cons

- Some outcomes are vague
- Lack of metrics

Inclusive Digital Transformation Strategic Plan

Current State:
Baltimore City
Information
Technology



Decentralized IT Operations

No standard City-wide IT policies and practices

IT Budget

City of Baltimore invests proportionally less on IT than most of its peers

IT Staffing

City has less than half staff needed to properly support IT functions

Change the IT Culture and Improve Customer Service



One IT Enterprise

Centralize various IT operations and functions to reduce cost, improve efficiency and streamline operations

Human Capital Investment

Improve training and IT professional staffing levels

Governance & Administration

Establish a structure that promotes cross-agency collaboration, strategic alignment, and continuous change for IT initiatives

DevOps

Integrate software development to strengthen enterprise IT operations and service delivery

Support and Secure Critical IT Operations and Infrastructure



Cloud Services

Utilize cloud services to rapidly deploy platforms and software without the need to build physical infrastructure

Data Telecommunications

Invest in next-generation network infrastructure to connect the City with high-volume, high-velocity data communications

Enterprise Resource Planning (ERP) modernization

Procure a modern and integrated system to streamline the complexities of the ERP landscape

Build IT Partnerships and Increase Community Engagement Around Technology



Data and Analytics Hub

Expand the City's capacity to combine data residing in different sources and provide users with the ability to access, use, and benefit from the data

IOT-Enabled Smart City

Deploy new technology that improves the quality of life and service delivery for all city residents, businesses and visitors

Baltimore Tech Center

Create a space for people to view and experience immersive technology environments

P3 Partnerships

Partner with external stakeholders to leverage technology resources for the betterment of all city residents and businesses

SoaP Reflections

Overall

- SoaP for an organization having trouble and seeking change

Pros

- Clearly shows poor 'Current State' and provides a compelling vision for a 'Future State'
- Provides a clear business case for change

Cons

- Could potentially be viewed as a list of excuses

VISION

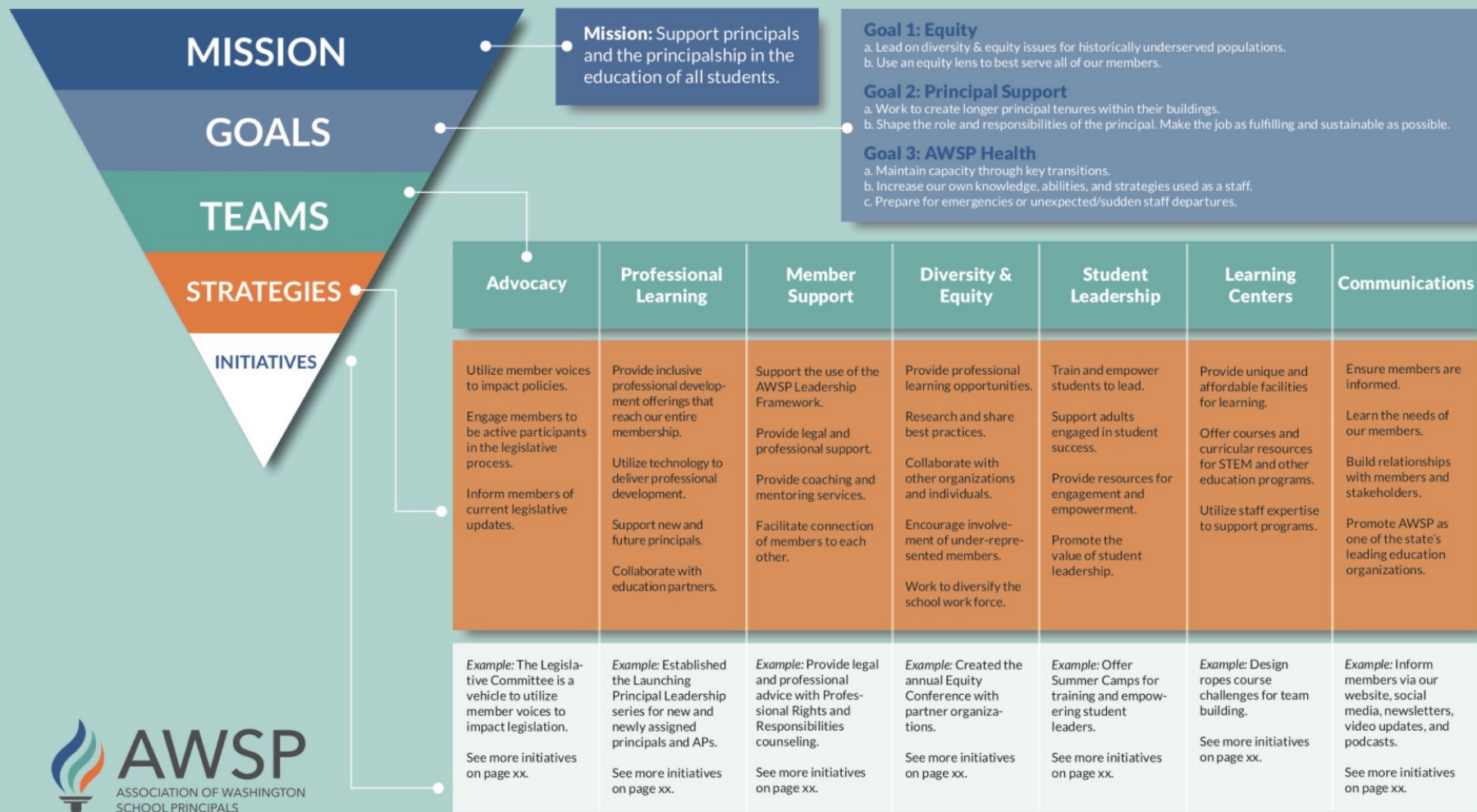
Over the next decade engage all City departments, businesses and citizens to design, build and implement technology that creates a safe, thriving and smart city.



The Baltimore City Office of Information & Technology will provide sustainable infrastructure and technology to support and enhance City departments, communities, businesses, and mayoral goals.

MISSION

AWSP STRATEGIC PLAN



SoaP Reflections

Overall

- A SoaP for an association
- Great graphical representation of strategy elements

Pros

- Logical layout
- Examples for clarity
- Mission is first

Cons

- Non-standard strategy terminology
- No metrics to define success
- Not complete (see page xx along the bottom).

STUDENT AFFAIRS MISSION	Assisting students to achieve their goals and potential.			
STUDENT AFFAIRS MOTTO	Making it happen.			
STUDENT AFFAIRS VALUES	<ul style="list-style-type: none"> • Student success • Partnerships • Innovation • Meeting students “where they are” • Employee potential • Service 			
UPSTATE STRATEGIES AND RESULTS	INTEGRATION Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.	INNOVATIVE LEARNING AND DISCOVERY Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.	COMMUNITY IMPACT Upstate will be a collaborative and trusted partner in service to our communities.	EXECUTION AND GROWTH Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.

PERSPECTIVE	STRATEGIC OBJECTIVES AND STRATEGY MAP	STUDENT AFFAIRS PERFORMANCE MEASURES	STUDENT AFFAIRS INITIATIVES
LEARNERS, PATIENTS, COMMUNITY & OTHER STAKEHOLDERS		<ul style="list-style-type: none"> • Number of applicants and matriculants from URM backgrounds • Number of applicants and matriculants from rural communities • Completion of mobile-friendly websites • Production of reinvigorated recruitment materials • Number of applicants and matriculants via new admissions pathway programs 	<ul style="list-style-type: none"> • Explore cultural humility training for students • Website: Colleges/academic-focused website and mobile-friendly website • Partner with alumni for mentoring, recruitment, etc. • Improve social media presence
FINANCIAL STEWARDSHIP		<ul style="list-style-type: none"> • Number of financial literacy programs offered • Student satisfaction with financial literacy education • Data driven budget requests and staff actions 	<ul style="list-style-type: none"> • Financial literacy workshops and resources for students
INTERNAL PROCESSES		<ul style="list-style-type: none"> • Execution of One University Commencement • Number of community-building programs offered across colleges 	<ul style="list-style-type: none"> • Increase interactions with all Deans/Colleges and better communicate student affairs Efforts Campus-Wide • Better use data for planning and assessment • One University Commencement • Explore single academic calendar and all inclusive orientation
ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)		<ul style="list-style-type: none"> • Actions taken in response to climate surveys • Offerings and evaluations of staff development initiatives • Offerings and evaluations of programs re: Cultural Humility and Climate 	<ul style="list-style-type: none"> • Assess climate for students from marginalized identity groups • Explore campus-wide learning communities • Increase professional development for staff & students

SoaP & Strategy Map Combo Reflections

Overall

- Detailed departmental strategic plan that aligns to an over-arching plan
- Primarily for an internal audience
- The strategy map shows the strategic dependencies

Pros

- Shows interconnectedness
- Shows connections to higher level (Tier 1 UMU) objectives
- Includes measures and initiatives

Cons

- Many elements (Mission, Motto, Values, Strategies, Perspectives, Objectives, Measures, Initiatives)
- No KPIs or quantifiable targets

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The world is changing, are you?

Bâton Global is driven by a desire to bring together the best of academic research with cutting-edge technologies and leading global business experience.

Our mission is to provide strategy, innovation, leadership and research services for solving our clients' most complex challenges, transforming organizations and communities worldwide.



Learn more and schedule a free consultation at: www.BatonGlobal.com

ADDITIONAL STRATEGY RESOURCES

- [How To Write Mission, Vision, and Values Statements - 100 Examples](#)
- [Developing Strategic Objectives and Focus Areas](#)
- [Introduction to PESTLE Analysis: Why a Systemic Approach is Best](#)
- [Free Strategic Planning Template](#)



Let's discuss where you're at and where you want to go.

Schedule a free consultation
www.batonglobal.com

Contact us anytime
bg@batonglobal.com

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