1. **Summarize Endothon’s outsourcing needs and expectations for the outsourcing vendor, based on the attached “Sourcing Plan Case Study” and “Request for Proposal.”**

To begin, Endothon requires its outsourcing vendor to develop a new Enterprise Resource Planning system. The goal is for the system to be compatible with customer systems. All customers have systems, applications, and products (SAP) in data processing that are provided by the ERP. Overall, Endothon seeks to install the ERP system to retain current clients while also expanding and obtaining new clients for Endothon’s subsidiaries.

Endothon expects its vendor to complete and implement the ERP system in 10 months. Initial configuration, implementation, maintenance, and support of the system must be handles by the vendor for the first 2 years. After this time period ends, the ERP system will transition to the hands of Endothon’s employees. This is to ensure the continuity of ERP services after the contract expires.

1. **Identify the project sponsor, stakeholders, and steering committee based on information in the Endothon corporate profile, using the attached “Sourcing Plan Case Study.”**

The project sponsor is Endothon Inc. This is because Endothon issues the Request for Proposal (RFP). As a result, many applications were submitted to become the vendor for the project. So far, the selection process has reduced the number of eligible applications to two in the final stage.

The stakeholders include the company CEO, Senior Director, the Board of Directors, employees and clients. The configuration of the ERP system will mostly affect these individuals. The steering committee is comprised of the CEO, Board of Directors, and the Senior Director of IT. These personnel developed idea and initiated the project of updating the current ERP system. The previous initiative focused on enhancing compatibility with the customer’s system. This is taking into consideration that the company is expanding its services to different parts of the world.

1. **Summarize the strengths and weaknesses of the proposal from Bullzai Ltd. (Bullzai), noting any gaps in the vendor’s response to requirements specified in the attached “Request for Proposal.”**

Bullzai has multiple strengths to its advantage that make it a strong candidate to take on the ERP project. First, Bullzai Ltd. Has over 10 years of experience that is required for the project. In addition, Bullzai is a completely independent organization; not requiring commissions from any organization that may be contracted to supply hardware or software to Endothon. Also, over the last 5 years, Bullzai has completed 3 strategic IT Plan Projects. A testament to their ability to complete multiple big projects on an almost annual basis.

Another strength that Bullzai has is that it adheres to policies of worker’s compensation. A detail that will work to their advantage from the perspective of talent acquisition. Over the years, Bullzai has developed a strong reputation of completing projects on or ahead of time. Lastly, the organization has a massive network to be utilized. With many subsidiaries located around the world, this fulfills the requirement set by Endothon to connect to the capital base with new locations.

On the flip side, Bullzai does have a hand full of weaknesses. First, despite its excellent reputation of completing projects in a timely fashion, Bullzai may not be able to complete the ERP project using Endothon’s projected timeline of 10 months. Instead, Bullzai is aiming to complete the project over one year’s time. A major issue for Endothon’s clients that rely on the ERP system and for Endothon itself. Next, Bullzai’s total budget is noticeably lower than Endothon’s budget. This is a problem because the pricing strategy is fixed meaning Endothon can’t negotiate this factor. As a result, this may lead to Endothon selecting the other vendor that has reached the final stage of the application process. Lastly, there don’t seem to be any gaps in Bullzai’s response to the RFP.

Bullzai does a great job of directly addressing each of the requirements listed by Endothon in their RFP. However, there are a couple of sections that Bullzai did seem to disregard in their response. First, Bullzai did not provide any references of past clients that they’ve worked with. Endothon asked for this information to see what similar companies Bullzai has provided services for, but this information was absent from the response. Secondly, Bullzai doesn’t provide examples of past work. Endothon would’ve used this see if their past results are comparable to what they’re looking for, but that’s not possible since Bullzai didn’t provide any examples.

1. **Summarize the strengths and weaknesses of the proposal from Synesthor Ltd. (Synesthor), noting any gaps in the vendor’s response to requirements specified in the attached “Request for Proposal.”**

Synthesor also has its strengths and weaknesses, but to a lesser degree in both categories. Regarding strengths, Synthesor has American-based, English-speaking representative to assist customers. This important to make sure that productivity in hardware and software stay stable and increasing. Also, Synthesor has reported continuous growth in recent years. This suggests they’d be an advantageous selection to complete the project.

As far as weaknesses, Synthesor and Bullzai have a common issue. Synthesor will also take one year to complete the ERP project. Next, Synthesor has no clear budget that has been set for the project. More importantly, Synthesor normally works with medium-sized companies. This poses a big issue when it comes to resources. Endothon is a multinational corporation; possibly leading to a tough time developing a stable working relationship between the two parties. Lastly, Synthesor has a reputation for not completing their projects on time. This is big juxtaposition when compared to Bullzai’s strong reputation of punctuality. To reiterate, Synthesor has only worked with companies smaller than Endothon due to their lack of resources.

1. **Identify which vendor you want to award the outsourcing contract to, justifying why that vendor was chosen.**

Bullzai Ltd. would ultimately be awarded the outsourcing contract for the ERP project for the following reasons. First, Bullzai has an established and great reputation for completing projects on time or early. Second, they’re a multinational organization with resources and subsidiaries established in multiple countries. Next, Bullzai has worked with multiple medium to large-sized companies in this past. This will help establish a long-term relationship with Endothon for future projects since they already have the experience and track record. Companies they’ve worked with before include Airbus and American Telephone and Telegraph (AT&T).

1. **Recommend modifications to the chosen vendor’s bid, amending key weaknesses and oversights in the selected vendor’s response to the RFP (i.e., the “Synesthor\_Response to Request for Proposal” or the “Bullzai\_Response to Request for Proposal” attachment) and justifying how the recommended modifications will benefit your company.**

The only major weakness with Bullzai Ltd. is their inability to complete the project in the projected 10-month timeframe. Delay of the project will lead to inconvenience of the clients’ operations. A potential game-changer that could lead to Bullzai’s competitors taking the top spot in the market if Bullzai’s brand takes a major hit by not producing deliverables on time. In addition, if this were to happen, it would take time for Bullzai to bounce back from this kind of blow.

It’s been established that Bullzai has a long list of resources, so it should be possible to adjust the time frame a bit to accommodate them while also keeping clients and stakeholders satisfied. If the time frame can’t be adjusted, then the cost of the project should be adjusted to satisfy both parties. This is due to the fact that Endothon will have to ensure payment for the extra time it will take to complete the project.

1. **Summarize how a problem-solving negotiation strategy could be used to renegotiate the weaknesses and oversights identified in part F.**

A problem-solving strategy could be pivotal to keeping both parties satisfied while correcting the weaknesses noted in the previous section. The pricing strategy that’s been presented leaves room for renegotiation. To start, Endothon should adjust the price to better fit the budget while also adjusting the proposed timeframe to accommodate Bullzai and provide enough time to complete the project. If it’ll take one year for Bullzai to complete the project, then extend the amount of time and give them that year. This allows Bullzai to complete the project comfortably, maybe ahead of time as they’re known to do, while also granting Endothon the opportunity to decrease the price for Bullzai to complete the project since they’re accommodating them. If both parties want to get creative, they can setup a deal where Endothon will pay Bullzai for fulfilling the contract based on how long it takes them to complete the system. This all provides an opportunity for Bullzai to provide a high-quality system that will satisfy Endothon’s clients, and both parties will leave the table satisfied with the finalized details of the master agreement.

1. **Recommend training to mitigate misunderstandings in cultural communication that may arise between Endothon and the chosen outsourcing vendor.**

Bullzai is an Indian-based company, so needless to say majority of the population will not speak English fluently if at all. This creates a language barrier that may hinder communication between the two companies since Endothon is a US-based corporation with English-speaking representatives. First, Endothon should see if they have representatives that speak India’s native language, and Bullzai should do the same within their company. This will help bridge the communication gap. In addition, Endothon’s employees should go through a kind of cultural training that will help avoid miscommunication or disrespect while interacting with each other.

It’s important to emphasize that Endothon takes the initiative to do this because 1. They’re initiating the project hence contact with the outsourcing vendor, so it’s considered a courtesy to do this, and 2. Americans are known for being harder to disrespect or offend to the point it’s common knowledge that American customs are disrespectful to many different parts of the world, so it’s paramount to remain cognizant of that and to not play into those stereotypes. The goal is to increase understanding and clarity of communication between the involved parties above all else. Lastly, it’s important that employees should be trained on problem-solving mechanisms to be applied by both companies. This should be used with the intent to enhance working relationships and to keep communication clear or misconceptions.

1. **Explain technical and security challenges related to the country where your chosen vendor is located, including IT security, physical security, and the protection of intellectual property.**

With Bullzai being based in India, there’s an inherent set of challenges to consider when partnering with this company. First, there’s no national security architecture that unifies resources of India’s different agencies to assess the nature of any threats and how to handle them effectively. While the Prime Minister has created a position towards this cause, India still has a long way to go until a stable structure is in place.

The lack of capital in India for the company to install the recommended infrastructure serves as a potential threat. If Bullzai is ever the target of an attack, they’ll have to pool all of their resources together to solve a single problem. Now one problem is solved, but you’ve left the remainder of the company open to attack with no coverage or capital to protect it. Lastly, cases of loss of original work are rampant in India. This is due to the fact that India remains one of the most challenging places with respect to protection and enforcement of intellectual property. India didn’t announce its first National IPR Policy until 2016, and while the Indian Government attempted many initiatives, developments have been few. This means it leaves a huge risk and likelihood that competitors will copy what Bullzai develops and not be reprimanded for it.

1. **Explain how Encryption and Export Administration Regulations (EAR), Category 5, Parts 1 and 2 apply to communications between your company and your chosen vendor.**

Needless to say, Endothon and Bullzai, respectively, are located in very far and different places. Again, communication is emphasized here, but for security not clarity. The communication between the two parties must be secure at all times. EAR will provide data encryption to ensure that unauthorized individuals will not be able to access proprietary information or pretend to be one of the two involved parties (spoofing). The Encryption and Export Administration Regulations will be key in the success of this project and will grant both companies peace of mind when it comes to their data being protected.

1. **Acknowledge sources, using APA-formatted in-text citations and references, for content that is quoted, paraphrased, or summarized.**
2. Tiwari, R., Tiwari, G., Rai, A., &amp; Srivastawa, B. (2011, January). Management of intellectual property rights in INDIA: An updated review. Retrieved March 30, 2021, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3312695/>
3. 1. (n.d.). India - protecting intellectual property. Retrieved March 30, 2021, from <https://www.trade.gov/knowledge-product/india-protecting-intellectual-property>
4. Cyber-security challenges in India. (2021, February 19). Retrieved March 30, 2021, from <https://www.jigsawacademy.com/cyber-security-challenges-in-india/>