TO: Myself

FROM: Kaushik M Rao (MSIS Student)

DATE: Sept 12th, 2021

SUBJECT: **NORMAN NICHOLLS AT SEATLE CONSULTANTS**

Scrutinizing the entire process if I was Norman Nicholls, I would address each situation separately.

**Iberola:**

* Had a prior relationship with Damotel since the beginning.
* Most preferred bidder compared to TEE due to continuous support from Reynolds and Vincent Kebby.

**TEE:**

* In a recent year’s TEE was suffering from financial loss due to the economic bubble and economic downturn after the 9/11 attack.
* There also had a prior good relation to Damotel and were also a competitor for bidding.

**Damotel:**

* A mobile operator company located in Denmark was looking for cutting down the costs and was looking for consultants for outsourcing the projects so that they could focus on marketing, customer services and sales.
* They were in confusion in giving a contract between TEE and Iberola.
* There was partiality and favouritism for Iberola despite having a negative experience like being more expensive compared to other competitors.

**SMC Consultant:**

* Two of three consultants like Reynolds and Vincent Kebby supported Iberola and one was neutral.
* Considered Teleco operators like TEE more promising customers than Damotel since Damotel was small and had less market share.

If I was Nicholls, I would have removed Reynolds and Vincent Kebby from the project for being impartial and supporting Iberola the second time despite having problems with them regarding pricing issues. I would set up a team of unbiased consultants for the project. I would let Damotel select which company should be given a contract job. Regarding TEE’s Jesper I would set up a meeting with him when he said that “If you don’t change your recommendation on the outsourcing job you are doing for Damotel, our business relationship might suffer in the future.” I would tell him that it was unethical of doing that and has to be done in a fair process. I would also tell him that TEE was as important as Damotel.