

Music Studio

Business problem: wanted to make contract process more standardized

Info System building: royalty system that calculates and tracks payments to performers

Results:

No end date in sight

Over budget by 3 million

Mistakes made....

... by I.T. people:

They didn't demand a clear direction for the project

.... by management people (us):

Assigned a person in charge who did not have the expertise to do this and gave him too much power

Designer given power to make too many decisions without talking with stakeholders; info not shared with team

Too many stakeholders wanted a say in the project

Lawyers were not supportive of the system that was automating them

Culture conditions made it difficult to make decisions – it became a screaming match

No one raised the red flag when things started going downhill

California Pharmaceutical Company

Business problem: needed to shorten the time to bring a product to market

Info System: global knowledge sharing system

Results:

- 8 months late

- \$1 million over budget

- Lacked the functionality they needed

Mistakes made...

- by I.T.

 - I.T. left Infrastructure group out of the project until too late

 - System wasn't designed to run over a WAN

-by management (us):

 - No single person was accountable for project

 - T&M wasn't managed well which lead to scope creep

 - No specific goal/plan for the project