

Music Studio

Information System: Royalty system to calculate and track payments to performers and avoid lawsuits over contracts

Problem they were solving (why did they build this): avoid legal problems, improve revenues and streamline process

Result:

\$10 million with no completion date in sight

Executive in charge replaced with a less competent one

Mistakes made....

... by management (people like us)

No one to mitigate problems; couldn't agree; team work wasn't there

Designer had a power trip and wouldn't communicate well with others, especially for requirements gathering

Wasn't getting a clear direction from the individuals who wanted the system

The executive in charge had no experience

When things started going badly, no one spoke up and raised the red flag

All the stakeholders wanted a say in how the system would be built

No strong business sponsor in place

Time and cost estimates were way too low

... by I.T. people

None

California Pharmaceutical Company

Information System: global knowledge sharing system

Problem they were solving (why did they build this system)? Shorten the process of getting a drug to market

Results:

8 months late, \$1 million over budget

Lacked the functionality it was supposed to have; pieces of the system stripped out to improve performance

Mistakes made....

... by management (people like us):

No one person was accountable for the project; mgr of pharmaceutical company and manager of contractor were arguing and finger-pointing

Paid by T&M—this is not a problem but the fact that it wasn't well managed is—this led to scope creep

Leaving the infrastructure group until the end—should have done infrastructure planning at the beginning

... by I.T. people:

Wasn't designed for a WAN