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6-1 Activity: Addressing Project Challenges

1. Case Study Analysis

Quibi, Panorama, and Police Scotland's i6 project all failed for similar reasons, including poor planning, poor communication, and overestimating what they could deliver. First, **Quibi** is a video streaming service. They wanted to target their audience to "consume professionally made video content on the go." They had money and celebrity backing, but their narrow focus on short, 10-minute videos didn't connect with its audience, especially during the COVID-19 pandemic, when most people were home watching longer content on YouTube or TikTok. Second, **Panorama** started with a good goal to unify Canada's health data after SARS, but it then fell apart from poor leadership, confusing design, and thousands of software defects that made it unreliable. Lastly, **Police Scotland's i6** project had issues from the start, including contract confusion, constant disagreements between the police and Accenture, and a system that turned out to be way more complex than they expected. Time made things worse for all three projects, as constant delays led to frustration, missed deadlines, and higher budget costs. Budget problems hit just as hard as **Quibi** burned through billions of dollars too fast, **Panorama** couldn't afford fixes for its defects, and **Police Scotland** lost millions while gaining nothing useful.

2. Case Study Approach

From reviewing the example projects I chose, each organization handled a few things well. First, Quibi accepted its fate of failure early and shut down before losing more money, from the example project “By December 20th, the plug was pulled and the concept joined the ever-growing “app scrap” yard in the sky.” (Calleam, 2020) Second, Panorama tried to fix their mistakes by switching from commercial software to custom development after realizing the first plan didn’t work. It noted that “the strategy was then dropped” and “pivoted to a solution based on custom software development.” Lastly, Police Scotland ended their failed contract and recovered most of its money when “the SPA and Accenture mutually agreed to terminate the i6 contract.” All three example projects had issues with poor leadership, planning, and communication that led to the organizations' shutdowns. In my opinion, all three projects could’ve avoided many of these problems by starting small, testing early, and keeping project goals clear from the beginning.

3. Application

From these three example projects, I have now learned to plan realistically, communicate clearly, and stay flexible when things go left. Quibi showed that even with a lot of money and excitement, a project can still fail dramatically if it doesn't understand its audience. According to the contributor factors report that the “Target market too narrow to support massive production and investment costs.” Panorama on the other hand reminded me how important it is to have strong leadership and testing since “the project lacked a leadership team” and they ended up with “more than 11,000 defects.” The Police Scotland project had poor coordination with its vendors and how it can destroy trust and progress, as the project mentioned “Police Scotland and Accenture disagreed over the interpretation of the contract.” To prevent scope creep in my projects, I would focus on three key areas: people, process, and technology. For **people**, I would

ensure that everyone understands their responsibilities and maintains regular communication. For the **process**, I would adhere to well-defined project objectives and evaluate any changes before incorporating them. In terms of **technology**, I would conduct early testing and document each update to maintain control.

Resources

- Calleam. (2020, December 25). *Quibi – USA*. <https://calleam.com/WTPF/?p=9328>
Calleam. (2020, April 26). *Panorama* – <https://calleam.com/WTPF/?p=9352>
Calleam. (2020, May 4). *Police Scotland – i6 system (UK)*. <https://calleam.com/WTPF/?p=9150>