**A Hybrid Approach to Netflix Live-Streaming Project**

For Netflix's ambitious live-streaming launch, our team wants to ensure we have the best chance of success while also delivering on expectations. Hence, after reviewing all the project documents and brainstorming meetings, we’re sure that a pure Waterfall or Agile methodology won't be ideal for such a complex undertaking.

We need the structure and discipline of Waterfall planning given the massive scale and budget of $1 Billion. Stakeholders will want to see a well-defined roadmap and controls in place. But the unknowns around user behavior and technology mean we must be agile to respond to what we learn. A hybrid approach is the best and a balanced solution in this situation.

**Initial Development:**

In the initial months, we'll follow a Waterfall process for the critical groundwork. This includes designing the core infrastructure, assessing content partnerships, and nailing down functional requirements. Having cross-functional teams work sequentially will help ensure these complex foundations are robust before building upon them.

At the same time, we won’t wait too long to start experimenting. We'll use Scrum to rapidly develop some early pilot features in parallel. This will allow engineering to begin addressing risks and refining assumptions through real-world testing, while marketing can start gauging user interest. The insights from these pilots can then influence our baseline plans.

**Iterative Development:**

Once the critical planning is complete, we'll transition most of the project work into a series of two-to-four-week Agile sprints. Teams will focus on the highest priority features identified through our pilots and stakeholder discussions i.e., precisely with the product team to continuous prioritization and management of product backlog. Daily stand-ups will keep work synchronized, and sprints will end with demos to collect feedback.

We will make use of a Kanban board to optimize resources across teams. If blockers arise, work will be re-prioritized to keep developing. And if our assumptions need adjusting, sprint plans can be adapted on the fly.

This agile approach will serve us well as uncertainties are resolved through real user experiences and their feedback is prioritized and implemented in every way possible to provide the best possible experience.

**Progress Reviews:**

At regular intervals like every two months, we'll conduct sprint reviews at both the program and team levels - are we delivering features on schedule? Have we hit our milestones? Are priorities still aligned? Is engagement meeting expectations so far? What insights are we gaining from user research and pilots?

By presenting our work and diving into the data/numbers, we can see if our overall strategy or focus needs adjusting. The individual teams will also demo their sprints so stakeholders can identify any technical or partnership issues building up. On the team side, reviews will help us improve continuously. Each team will reflect on what succeeded, the challenges faced, and the next steps. This allows the program managers to address emerging obstacles.

By blending retrospective meetings from Agile with Waterfall's stage gates, we can evaluate objectives and make go/no-go decisions on the project's direction.

**Adapting our Approach:**

Depending on review outcomes, our project team may choose to:

* Readjust upcoming sprints if we're learning certain areas like content deals that need more emphasis due to lower-than-hoped user engagement.
* Adjust timelines if targets look different based on new information and what's proven feasible.
* Reevaluate assumptions underpinning our plans, such as resource allocation or priority of features to build.
* End or pause initiatives not working out and shift those resources elsewhere, since an agile mindset means we can course-correct quickly.

By regularly evaluating our progress and adapting our approach when needed, we’re confident we'll stay on track for a successful live-streaming launch using the hybrid approach.

**Articles:**

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