ICE Task 3 INSY 6212: 2B

Project Failures

1.Denver International Airport (DIA) Automated Baggage Handling System (1995) – IT Project.

The Denver International Airport baggage system failure was supposed to be a solution for the cutting down on flight turnaround times (Consulting, 2008). The automated baggage handling system was created to completely change and improve airport operations, but it had serious technological problems, poor planning, mechanical failures, and software bugs. After years of delays, the project, which was initially estimated to cost 34% of what they ended up spending on this project which ended up being $560 million and only take up too two years to complete, and the project was abandoned.

Lessons learned:

The project failed for a couple of reasons, The planning, communication and readiness were the reasons behind it failing (PDHengineer.com, 2019). Before a major release of a big project, it should be planned in such a way that there are gradual integration and continuous iterations of the projects and testing those iterations on small groups to gather information of performance and satisfaction. DIA attempted to deploy a system throughout the airport rather than introducing it gradually. Due to a lack of understanding and communication between airlines, engineers, and airport administration, there were competing demands and irrational deadlines, so due to lack of communication there was no understanding between all the stakeholders and teams. Only stable and proven advanced technology should be employed. Large-scale reliance on unproven systems raises risk (PDHengineer.com, 2019).

2. FBI Virtual Case File (VCF) System (2000s) – IT Project.

To modernise traditional procedures and digitise case management, the FBI spent more than $170 million creating the VCF system. However, there were never-ending delays due to unclear leadership, poor/weak contractor management, and frequent changes in specifications. Without creating a useful product, the project was abandoned (Impact, 2017).

Lessons Learned:

Stability is needed in any project but more especially in one of such importance. Progress is interrupted by frequent modifications of what is needed for and/or in the system requirements that are not properly assessed and discussed (Impact, 2017). Setting a clear project scope before clearing the beginning of the project is important to best avoid walking in blind or unsure. Another important lesson is that it is necessary to keep a tight eye on vendors who are contracted to work and importantly one needs to set specific goals.

Resource waste occurs due to blind dependency. Waterfall projects are big and inflexible, so it is risky. The likelihood of total project failure is decreased by using agile approaches with incremental delivery.

3. Sydney Opera House Construction (1957–1973) – Architecture & Infrastructure Project.

The Sydney Opera House had serious project management issues before being an iconic destination. The initial budget was 7% of the project total cost of $102 million. Due to improper planning, design modifications, and political disruptions, it was finished ten years later than expected (Perez, 1973). Disagreements with government authorities caused the architect to resign in the middle of the project.

Lessons Learned:

Stability in any project is threatened by leadership conflicts and political pressure. Effective governance frameworks are crucial. Exciting and grand designs are cool and all, but they must be supported by reasonable cost and time assumptions (Perez, 1973). And the integrity of the project is harmed when important talent, such as the original architect, is pushed out. Respect for knowledge and effective communication are essential; resources must be managed effectively.

4.Boeing 787 Dreamliner (2003–2011) – Engineering & Manufacturing Project.

It was believed that the Dreamliner would be a revolutionary aeroplane with cutting-edge materials and fuel economy. But due to poor management, Boeing outsourced significant portions of its supply chain, which resulted in delays, poor quality, and cost overruns of billions of dollars (Mayerowitz, 2013). The introduction of the plane was years behind schedule and damaged Boeing's image, even though the aircraft eventually went into service.

Lessons Learned:

Delegating important tasks without keeping an eye on timetables and standards increases the likelihood of delays and poor work. Vulnerabilities grew due to complex global outsourcing (Mayerowitz, 2013). There must have been a more robust risk assessment procedure. Too many innovations at once (new electrical systems, composite materials) raised the risk. Innovation ought to be implemented gradually.

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