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## Unit 2: Study: Why Projects Fail and Gathering Requirements Exercise

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### Peer Response 3:

#### Collaborative Discussion 1: Project Failures Study

##### In reply to Zukiswa Tusso

by Andrius Busilas - Friday, 9 August 2024, 10:02 AM

Hi Zukiswa,

your post provides valuable insights drawn from your real-world experiences with CRM software implementations. Your perspective as someone who has worked closely with these projects, despite not being in IT, adds a unique dimension to your analysis. Here are some observations and suggestions to further enhance your discussion:

1. Real-World Experience:

Your inclusion of personal experiences from various organizations adds significant value to your analysis. It would be beneficial to expand on these experiences with more specific details about the projects, such as the size of the teams involved, the complexity of the CRM systems, and the organizational context. These details can help others better understand the challenges faced and the lessons learned.

2. Organization and Planning-Related Failures:

You've identified key issues such as unrealistic scheduling and the challenges of implementing significant changes all at once. To strengthen this section, you could explore how project management methodologies like Agile or Waterfall could address these issues. For example, Agile's iterative approach might mitigate the risks associated with implementing large-scale changes all at once.

3. Managing the Project-Related Failures:

The emphasis on communication and collaboration is crucial, especially in large projects. It might be useful to discuss specific strategies or tools that can improve collaboration among team members and stakeholders. For example,

how can project management software or regular stand-up meetings help in maintaining alignment and preventing misunderstandings?

4. Estimation-Related Failures:

Your points about time and cost estimation are well taken. To add depth to your analysis, consider discussing estimation techniques such as Function Point Analysis (FPA) or Planning Poker, which can help improve the accuracy of time and cost estimates. You might also explore the impact of these estimation failures on the broader project scope and deliverables.

5. User Adoption Challenges:

The example of the sales staff member resigning due to the CRM migration highlights the critical issue of user adoption. This is a common challenge in software projects, and it might be helpful to delve deeper into strategies for managing change and encouraging user adoption. For instance, how could better training programs or involving users early in the project have mitigated these issues?

6. Examples and Case Studies:

The examples you provided, particularly the Avon and FAA projects, are highly relevant. You might consider including more details on how these projects could have been better managed, perhaps by comparing them with similar projects that were successful. This could provide a more balanced view and offer concrete takeaways for improving project outcomes.

Overall, your post effectively combines personal experience with broader project management principles. By expanding on some of these points and integrating more detailed analysis and theoretical insights, you could further enhance the depth and relevance of your discussion. Your unique perspective is a strong asset, and with some additional refinement, your analysis could be even more impactful.