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**Table of Contents**

[**Executive Summary** 2](#_Toc103204465)

[**Company History:** 3](#_Toc103204466)

[**Proposed IT Project:** 4](#_Toc103204467)

[**Project Manager Role and responsibilities** 4](#_Toc103204468)

[Qualification 5](#_Toc103204469)

[Responsibility: 5](#_Toc103204470)

[**Proposed SDLC** 5](#_Toc103204471)

[**Project Charter** 7](#_Toc103204472)

[**Project stakeholders** 7](#_Toc103204473)

[**Project Description:** 8](#_Toc103204474)

[**Background** 8](#_Toc103204475)

[**Description of the challenge or opportunity:** 9](#_Toc103204476)

[**Overview of the desired impact:** 10](#_Toc103204477)

[**Measurable Organizational Value (MOV):** 10](#_Toc103204478)

[**Project Scope:** 10](#_Toc103204479)

[**Scope Management Plan:** 10](#_Toc103204480)

[**Project Schedule:** 12](#_Toc103204481)

[**Project Gantt Chart:** 16](#_Toc103204482)

[**Resources Required** 16](#_Toc103204483)

[**Project Budget Summary:** 18](#_Toc103204484)

[**Total project budget:** 18](#_Toc103204485)

[**Budget broken down by phase:** 18](#_Toc103204486)

[**Quality Issues** 19](#_Toc103204487)

[**Quality Management Plan** 19](#_Toc103204488)

[**Assumptions and Risks** 19](#_Toc103204489)

[Assumptions used to develop estimates 19](#_Toc103204490)

[**Key risks, probability of occurrence, and impact** 19](#_Toc103204491)

[**Constraints** 20](#_Toc103204492)

[**Dependencies on other projects and areas within or outside the organization** 20](#_Toc103204493)

[**Outstanding issues** 20](#_Toc103204494)

[**Project Administration** 20](#_Toc103204495)

[**Communication Plan:** 20](#_Toc103204496)

[**Change Management Plan:** 21](#_Toc103204497)

[**Human Resources plan:** 21](#_Toc103204498)

[**Implementation and project closure plan:** 22](#_Toc103204499)

[**References** 24](#_Toc103204500)

# **Executive Summary**

## **Company History:**

Reed Hastings and Marc Randolph’s decision to start a business of both selling and renting DVDs by mail in 1997, turned into a multi-million-dollar streaming media corporation. When creating the company, the founder’s inspiration came from one of the now biggest eCommerce websites in the world, Amazon.com. Netflix produces extremely high revenues year after year, they dominate the streaming industry with a worldwide presence, and they have proven to be able to dominate the film and TV production industry with multiple Netflix original award-winning movies and TV shows. The company went public in 2002 and continued to rise in popularity throughout the years. It became one of the world’s top streaming platforms and one of the most popular platforms in the United States. Netflix strived to make their subscribers happy, but they have been keeping stockholders pleased with their constantly increasing stock prices and revenues.  
 In 2003 co-founder Marc Randolph decided to leave the company. As they started out   
Netflix found their only competition to be video rental stores and Blockbuster. However, to keep afloat they had their prices around $19.95 a month. They decided on being different from those competitors by going away from the industry norms, such as not charging late fees and the number of movies a customer can check out. However, in making the decision to stray away from the common practices in the industry they found themselves partnering with movie studios to have the upper hand when needing to distribute movies.

One of the biggest shifts for Netflix came in 2002 when the company invested in   
Cinematch. Cinematch was an algorithm for the company website that allowed user to have a  
personalized experience when trying to select movies. They found with the implementation of   
Cinematch around 70% of the movies they rented were from the recommendations of Cinematch. As the years went by Netflix found itself in competition with the likes of Blockbuster. Where the two would compete to have the lowest price while growing the number of users. But that quickly changed when Netflix decided to implement its streaming services. In 2007, Netflix began its streaming implementation. The company allowed for an allotted time its users were able to stream movies. At the time, this was limited to only 18 hours. There were major setbacks for the use of streaming such as bandwidth, hardware incompatibility, and the development of streaming platforms by other companies. A year later in 2008 Netflix decided to further invest in the streaming idea. They configured their membership rates to incorporate streaming hours and the amount of accessibility it had. It began to partner with movie studios for licensing rights and Roku which at the time was a startup which promised to allow Netflix to stream directly to user’s televisions. When in 2011 as technology advanced so did the view on streaming. Netflix saw the loss of interest in DVDs and the growth in streaming. With the changes   
came issues companies did not yet know how to face.

Netflix began to change its pricing yet again requiring users to pay for a new membership to access its streaming. A major upset was seen as soon as the change was made. Users felt as if they were being charged extra and not receiving full benefits. While Netflix changed its memberships it also lost corporation licensing deals which came as a setback to the company. CEO Hastings had to make a video to sympathize with users and apologize for the abrupt changes in the company.

This did not stop Netflix’s plan to continue its changes which would become a sizeable problem. Netflix lost around 800,000 customers and its share price declined by 75%. In the next couple of years, Netflix would find it recuperated its subscribers and began its growth of original content. Netflix made a couple of hit shows, but it was not enough to keep users enticed. Netflix began to look through data to analyze shows and metrics to view its strengths and weaknesses. The corporation wanted to find out what shows were keeping users on the platform and why. Data analytics became a major part of the company and the development of cinematch continued. Netflix continued to grow and develop its library and platform throughout the years. Competing with new streaming services and companies to stay number one. With the recent Covid19 pandemic Netflix subscribers and revenue only grew. But a new question came to be about streaming fatigue and the next steps for the company.

## 

## **Proposed IT Project:**

What IT Project are you proposing to help the company and why?

The purpose of the IT project is where we would implement a way for Netflix users to seek more care for their mental health and wellness. We were considering adding a new tab to the application where it would be possible to meet a licensed professional to help oneself with their physical and mental help. The application would take a record of your medical record and medical insurance to ensure that every session would be paid for by the insurance company. The user would be able to meet the licensed professional virtually or make an appointment to see them in person, which the user chooses. This would help the company because it would be unique and stand out from competitors as we would be taking extra care of the users. Our team felt that many subscribers experience issues with their personal lives and binge-watch to cope with themselves. Our team felt that Netflix needs a way to help their community and have a social responsibility to those in need.

# **Project Manager Role and responsibilities**

## Qualification

|  |  |
| --- | --- |
| Education | * Requires a bachelor’s degree in Business Administration, Computer Information Systems, or related field. |
| Required experience | * Minimum 5-10 years of experience in Project Management. Exceptional skills in writing and making technical presentations. Proven Skills in managing Large and Complex projects. Ability to manage multiple fast-paced technical projects. Programming experience needed. Healthcare field experience needed. |

## Responsibility:

* The Project Manager, under the supervision of the Director of BI Program Operations, will lead and oversee major concurrent complex projects from Initiation through Implementation.
* This includes acquiring resources and coordinating the efforts of team members and third-party contractors or consultants to deliver projects according to plan.
* Lead the project team throughout trials and development of the project.

# **Proposed SDLC**

**Agile Method**

We will employ the Agile methodology for this project. It will aid us in project management by dividing it into phases. It will necessitate ongoing cooperation with stakeholders as well as continuous development at each level. Our work will begin with a Pre-Design Wellness Tab, Design Wellness Tab, and Maintain and Support Wellness Tab phase.

**Diagram

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Figure 1.1: Netflix Care System Development Life Cycle (SDLC)

* **Requirements**

The requirements for this project will include a team of 21 people including a project manager, Software engineers, Network Engineer, Systems Analyst, Network Specialist, Software developers, Software Engineer, and 12 additional team members. A special facility will be required for the employees in order to develop this project. We will also need software capable of designing, developing, and testing the application.

* **Pre-Design**

In this stage, we will plan how our system is going to look like in order to enter the platform of Netflix. The qualifications that we need and the possible cons and pros of adding a new feature to Netflix.

* **Design**

We will design how our tab will look during the design process. Our team will need to work together and collaborate during this time. The newly incorporated software must be capable of producing the desired results, and we must also pick how it will appear, as all Netflix primary tabs must seem comparable.

* **Development**

The creation of the tab will take the longest because it will require a large amount of input to match the many criteria that we want to add to it. For example, we must find out how to accommodate consumers by adding their own insurance and selecting their own professionals. It is vital that we take our time during this phase since one small error might cause major issues for Netflix and the corresponding firms and experts who will be involved.

* **Testing**

Testing will take place with the introduction of the design-wellness tab. We will recruit testers for a beta app that will incorporate the newly developed functionality. We will also contact them for comments and evaluate any issues they may have encountered while using the program. The main goal of this is to guarantee that the software can function without major issues so that it may be updated and maintained.

* **Maintenance/Support**

We will examine how effectively the system is functioning, as well as faults and potential modifications. To keep the system up to date, the new features will need to be updated on a regular basis. The new improvements will be available to all Netflix subscribers.

# **Project Charter**

### **Project stakeholders**

|  |  |  |  |
| --- | --- | --- | --- |
| Names | Title(s) | Phone Number | E-mail address |
| Kevin Anaya | Project Manager | 323-413-5293 | [kanaya8@calstatela.edu](mailto:kanaya8@calstatela.edu) |
| Noe Arguera | Senior Software Engineer | 213-531-6740 | [njimen47@calstatela.edu](mailto:njimen47@calstatela.edu) |
| Fernando Esquivel | Software Engineer | 323-385-7869 | Fesquiv4@calstatela.edu |
| Jason Jewett | CIO (Project Sponsor) | 111-222-3333 | Jjewett@email.com |
| Deborah Black | Network Engineer | 111-222-3333 | Dblack@email.com |
| Reed Hastings | CO-CEO (Project Sponsor) | 111-222-3333 | Rhastings@email.com |
| Ted Sarandos | CO-CEO (Project Sponsor) | 111-222-3333 | Tsarandos@email.com |
| Spencer Neumann | CFO (Project Sponsor) | 111-222-3333 | Sneumann@email.com |
| Jocelyn Lopez | System analyst | 111-222-3333 | Jlopez@email.com |
| John Doe | Network Specialist | 111-222-3333 | Jdoe@email.com |
| Jane Doe | Customer Service Manager | 111-222-3333 | Jadoe@email.com |
| Dominique Jones | Software Developer | 111-222-3333 | Djones@email.com |
| Jeffery Williams | Software Engineer | 111-222-3333 | Jwilliams@email.com |
| Sergio Kitchens | Software Engineer | 111-222-3333 | Skithcens@email.com |
| Fox Mulder | Cyber security specialist | 111-222-3333 | Trust\_No1@mail.com |
| Dana Scully | Software Developer | 111-222-3333 | Dscully@mail.cpm |

To correctly implement the project through all development cycles the titles listed in the above table have been selected. A project manager is especially needed to ensure the completion of the project through all development cycles. Allowing for the project to be managed without the hindrance of other issues. The executive titles such as CEO, CFO, and CIO are needed to sponsor the project and allow for the correct budget to go towards the project's development. Another title required for the project is Senior software engineer and software engineer. The two-work hand in hand, however, having the expertise of a senior on the project will allow for an easier work balance and collaboration between the software engineers. The software engineers as well as software developers' main focus is to create Netflix Health and implement it into the existing Netflix. A Network Engineer was added to ensure that Netflix Health was compatible with the amount of traffic it may see as well as connection between consumers and medical professionals. An important role of Cyber Security Specialist was added because they will oversee that all information pertaining to the user is confidential following certain standards to protect ourselves and users from malicious activity.

### **Project Description:**

### **Background**

As a once rental platform and now streaming platform since 1997 Netflix has found ways to keep relevant with continued potential to grow its clientele. Netflix has been ahead of the competition by implementing newer technologies within the company. Now the multibillion-dollar company has amassed around 11,000 employees. The plan for this project is to implement telehealth into Netflix’s current platform, creating a complete system for users to interact with licensed professionals who can help with their physical and mental health. Once executed all aspects will be assorted into Netflix’s current database, keeping track of medical records, insurance, and billing. Although this project will take Netflix in a new direction it will require inter-enterprise collaboration, particularly with medical agencies to find licensed professionals.

The number of employees we need specifically for this project would be around 10 employees according to Semeney, A. (2022, May 3) this would be around them number to develop an app. This would include Software Engineers, Software Developers, Network Administrator, a Project manager, Systems analysts, and cyber security specialists.

Streaming platforms have only continued to grow, and Netflix is no different. Netflix paved the way for many streaming platforms who differentiate themselves with licenses for shows. During the COVID –19 pandemic, streaming platforms benefited from the mass amount of people who were stuck at home according to Faughnder, R. (2021, March 18). From 2016 to 2020 the subscribers of online streaming platforms almost doubled year over year while traditional entertainment has stayed stagnant (Figure 1)

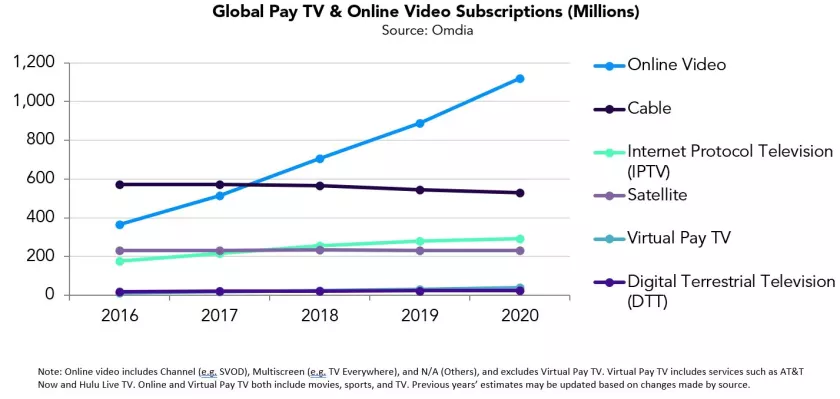


Figure 1.2 Global Subscriptions  
Note: *Streaming milestone: Global subscriptions passed 1 billion last year*. Los Angeles Times. Faughnder, R. (2021, March 18)

With the trends following so many online platforms, specifically streaming platforms, a distinguishing feature is what sets apart providers. Netflix has lost a lot of its licenses to competitors as stated by Sweney, M. (2022, May 2). “Rival Disney, which owns assets including Disney+, Hulu, ESPN+ and the ABC TV network, is spending $33bn in 2022.” Companies continue to compete for the distinguishing factor, pouring billions into completing that objective. Netflix would benefit from its implementation of Netflix Health allowing it to make up for its loss in licenses. When correctly implemented, Netflix Health can have the biggest telehealth platform in the world. This would encourage users to subscribe to the platform and as a bonus have access to Netflix’s entertainment services. According to *Top telehealth companies by market share*. Definitive Healthcare. (n.d.), the only company to dominate telehealth is Zoom with 31.54% of the market share. This allows other companies such as Netflix to use their facilities and contribute to the telehealth market share.

### **Description of** **the challenge or opportunity:**

Our vision for this project is to show Netflix’s corporate social responsibility. Netflix accumulated around 190 million subscribers, all of which may require medical needs. With Netflix's current platform we are placing medical help within the homes of users and at their fingertips. Not only are we allowing direct access to medical attention, but we are opening Netflix to a wider audience.

### **Overview of the desired impact:**

The desire for this project would be to have a system implemented into Netflix’s streaming platform that allows users to get into contact with medical professionals for mental and physical help within a matter of minutes all from a remote location.

### **Measurable Organizational Value (MOV):**

The project will be successful if we work as a collaborative effort to bring this new concept to life. The goal of the project is to have easy access for customers to see a licensed professional for mental wellness needs. The mission is to provide care for all Netflix users that need someone to speak to at any given moment. Many people have never seen a licensed professional because many feel they do not need it or have no time. But with an application as popular as Netflix, that can be very possible with a click of a button. The goal would be an increase of 30 million users and expect an extra 90 million in revenue for the first quarter of the launch. The quarter that this project will be launching will be Q4 of the fiscal year of 2024. Success will be achieved when at least one user provides positive feedback on a session with a licensed professional. The value that this project will bring is a lifelong lesson that counseling provides.

### **Project Scope:**

Inside the project scope

* Pre-design and Design the wellness tab and its features
* Developing the wellness tab
* Software maintenance will be included in our scope

Outside the project scope

* Netflix will not have its own licensed specialists; instead, they will require contracts outside of the project
* Medical firms are likewise outside of the scope of our project unless they contact us

### **Scope Management Plan:**

Project Scope Description

* The project will include the creation of a health tab for all Netflix-enabled devices, which might include smartphones, computers, and streaming media players. This application will be capable of assisting those who desire to seek mental health assistance but do not know how. Access to this new tab guarantees the user the greatest possible assistance from medical specialists who will be available whenever they need it.

Project Deliverables

* Within our project, the project deliverables will be divided into many categories. Among these are our pre-design, design, and execution areas. We will provide a model of how the program might look if it were to be implemented. Our team will present this concept to the Netflix company's stakeholders.

Project Acceptance Criteria

* To make this project a success, we need to see an increase in users of 30 million and revenue of 90 million dollars in the first quarter. A minimum satisfactory target of more than 1 million evaluations from pleased consumers would also be required.

Project Exclusions

* The medical specialists and medical corporations will not be involved in the initial phase. To be a part of this project, they must be able to sign a contract or reach an arrangement with Netflix.

Project Limitations

* Because the development of the new tab will take time, stakeholder satisfaction may become our most critical restriction. Another limitation that we may face is the number of elements that may be included in the wellness tab. Furthermore, the material created should comply with the Netflix company's ideals.

### **Project Schedule:**

Table

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Figure 1.3 Netflix Work Breakdown Structure and Project Using Agile Methodology

### **Project Gantt Chart:**

Graphical user interface, table

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Figure 1.4 Netflix Project Gantt Chart

### **Resources Required**

When planning the construction of our product we must consider all possible resources we may require. For this project, we will be using assets from Netflix for the design, development, and analysis of the Netflix Health program. Due to the scale of the proposed project around 21 employees will be needed for the design and development. These employees will come from different departments within the company for the product's development. With, the 21 employees designated will all need their own suite of software and tools necessary to complete their work (such as computers, and software licenses).

**Needed Personnel:**

1 Project Manager

1 Senior Software Engineer

1 Software Engineer

1 Network Engineer

1 Systems Analyst

1 Network Specialist

2 Software Developers

1 Software Engineer

12 Team members

* **Technology Required:**

Software: Java, MySQL

Computers that have high capabilities and with the latest hardware installed and fully updated

A facility where it can be designed and tested

|  |  |
| --- | --- |
| **Resources** | |
| **Resource**  **Requirements** | Cost |
| **Staffing** | * 1 Project Manager * 1 Senior Software Engineer * 1 Software Engineer * 1 Network Engineer * 1 Systems Analyst * 1 Network Specialist * 2 Software Developers * 1 Software Engineer * 12 Team members |
| **Software/Hardware** | Java, MySQL  13 Laptops  1 Workstation |
| **Facilities** | Main Facility   * In here the team will be developing, testing, and launching the app’s feature |
| **Misc.** | Office Supplies that might be needed such as:   * Paper * Printers * Pencils * Etc. |

Figure 1.5 Netflix Resources Allocation

### **Project Budget Summary:**

### **Total project budget:**

This project will have a budget of $3 million and an execution period of 8 months. Our budget will mostly consist of wages and resources used to establish Netflix's health tab. Our budget will be presented in the table below, with the amount for each Phase underlined. There will be six phases to complete, each with its own time frame and staffing requirements. We intend to recruit a total of 21 individuals; however, some stages may not need particular personnel, enabling us to save more money on staff costs and redirect those funds to research and innovation.

### **Budget broken down by phase:**

Figure 1.6 Budget Broken Down by Phase

* Project Manager = $91,000
* Senior Software Engineer = $110,000
* 1 Software Engineer = $78,000
* 1 Network Engineer = $68,000
* 1 Systems Analyst = $47,000
* 1 Network Specialist = $74,000
* 2 Software Developers = $150,000
* 1 Software Engineer = $54,000
* 12 Team members = $97,200
* MySQL, Java = $80,000
* Office Supplies = $10,000
* Rental facility per year = 160,000
* Total = $1,019,200
* Monthly = 127,400
* Total project length = 270 days

### **Quality Issues**

* Specify quality requirements.
* IT artifact must be consistent.
* Application errors like glitches and bugs.
* IT artifacts must be performed and maintained regularly.

### **Quality Management Plan**

**Project Name:**

Netflix Health

**Quality Standards:**

* Focuses on the IT artifact and how the project's quality will be controlled throughout the project's lifespan.
* Prevention will assist in detecting problems before they occur to avoid mistakes and assist the team in resolving them.
* The system must perform well for customers to be satisfied.

**Metrics:**

* Surveys from consumers will not only allow real-time feedback but give us a chance to correct any issues that may arise. The surveys will also allow for constant improvement of the product and different iterations to continue to build/improve.

**Problem Reporting and Corrective Action Process:**

* All reports will be sent to the Software engineer team to solve bugs/glitches with the new system.

**Supplier Quality and Control**

* Each licensed professional will be interviewed and reviewed before getting access to clients.
* Credential reviews such as degree/certificates and experience.

### **Assumptions and Risks**

### Assumptions used to develop estimates

* Project team members and all staff are required to complete this project.
* Funds needed to support the project, from investors.
* Timeline on the project given, to be completed by Q4 of the fiscal year of 2024.

### **Key risks, probability of occurrence, and impact**

|  |  |  |
| --- | --- | --- |
| **Keeping Budget control** | Not likely | Will upset investors if the project goes over budget. |
| **Low user count** | Not likely | It will be a new concept and will be brand new for some users to experience. |
| **Timeline inaccurately depicted** | Likely | Most expected cause delays in release and updates. |

### **Constraints**

* + Project constraints would be the budget, and the time we would have for the project to get done.

### **Dependencies on other projects and areas within or outside the organization**

* Depending on Health care provider to provide quality professionals.
* Budget is stayed under control and not go overboard.
* IT department to translate the business plan to executives for Health Care and Netflix.
* Depending on IT to handle any issues that have to do with the project.

### **Outstanding issues**

* Monitor any issues/bugs with the software.
* Make sure everyone knows their roles in this project.
* All parts of the project must be done within the right due dates.
* Testing of the software before releasing the final version. All technicians need to be comfortable with the software they are putting out.

### **Project Administration**

### **Communication Plan:**

During the evaluation of the project phases, there are multiple stakeholders who need to be informed of the updates and project information. These stakeholders are the following:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stake Holder | Communications Name | Delivery Method/Format | Producer | Due/Frequency |
| Project Manager | Weekly Status Reports | Meeting and Formal report | Development/Implementation Team | Monday Mornings at 11:00am |
| CEO | Monthly Status Report | Meeting and Formal report | Project Manager | 1st day of every Month |
| CIO | Monthly Status Report | Meeting and Formal report | Project Manager | 1st day of every Month |
| CFO | Monthly Status Report | Meeting and Formal report | Project Manager | 1st day of every Month |
| Software Engineers | Weekly Status Reports | Meetings | Development/Implementation Team | Monday Mornings at 10:30am |
| Cyber security specialist | Weekly Status Reports | Meetings | Development/Implementation Team | Monday Mornings at 10:30am |
| Network Analyst | Weekly Status Reports | Meetings | Development/Implementation Team | Monday Mornings at 10:30am |
| Network Engineer | Weekly Status Reports | Meetings | Development/Implementation Team | Monday Mornings at 10:30am |
| Software Developer | Weekly Status Reports | Meetings | Development/Implementation Team | Monday Mornings at 10:30am |
| Employees | Important Announcements | Email and Department memo | Project Manager | As needed |

Communication Objectives  
The key objectives for having a communication plan for our project are:

* Successfully set meeting goals for the completion of our project
* Make communication between stakeholders and the project management team easier
* Provide accurate and timely project information
* Provide formal opportunities for stakeholder feedback
* Provide stakeholders with the information they require for our proposal to be approved

### **Change Management Plan:**

Sponsor—There are multiple sponsors with the creation and ability to make change available. However, the main person to approve such a request would be the Chief Information Officer who would approve any major changing factors to the project's implementation as they manage the budgets and resources of the department.

Change Agents— Change agents who are involved with the project's overall direction include us, the project management group, the executive board, the chief information officer, and shareholders.

Targets—There are two main targets that demand the need for change: those being the consumer/customer and the developer team who oversees creating the final product.

A project of this size will ultimately go through different iterations. However, the person to approve the project changes must come from the project manager. All requests for changes to the project’s design, reach, and scope will be revised and approved by the project manager. Major changes of the project including and not limited to project design must go through both the project manager and the executive committee which includes the CEO, CFO, and CIO.

### **Human Resources plan:**

* All team members must adhere to the Netflix company's standards and rules. Each team member must also be accountable for all work done on their own and exhibit appropriate behavior in order to demonstrate professionalism in the workplace.
* To ensure that the project is finished, team members must collaborate. If the project isn't finished or requires additional time, it should be brought up during meetings with stakeholders. In addition, all team members must show why the project is being delayed.
* Any employee must follow the criteria set by the Netflix corporation. Failure to do so will result in a meeting with the human resources department, after which appropriate action will be taken.
* In addition, the human resources department will be in charge of holding meetings with all employees in order to enhance work output. Team members may also request frequent checkup meetings.

### **Implementation and project closure plan:**

· Individual performance review

Individual performance reviews will be performed by respective supervisors and will be conducted every 2 quarters to have a full understanding of individuals' accomplishments.   
  
An example Performance review would be as follows:   
Kevin Anaya has shown significant improvement in his role as Senior Software engineer. He is constantly able to help manage and facilitate the needs of junior software engineers in the project. Kevin is also helping the efficiency of the design of Netflix Health by improving the code.

Kevin still, however, needs to lead by example and meet project deadlines. As a Senior Software engineer, Kevin has the responsibility of managing short deadlines within his team, which he lacks. Nonetheless, Kevin has been a great advantage to the team by increasing his workload and staying within the company budget.

· Team close-out meetings

Team close-out meetings will be held by project leads and our personnel overseas the project direction (Project Manager, CIO). It will be conducted at the end of the project after implementation and will review the project as whole with those involved in its creation.

· Project audit

The audit will be conducted internally by the project manager who will schedule time to review the projects and assess the cost of each stage to make sure we are within the budget/scope of the project.

· Evaluation of projects MOV

Project’s MOV or measurable organizational value will be evaluated by the executive committee as well as the CIO. The MOV can be considered beneficial if with the implementation of Netflix Health there is an increase in revenue for the company and or an increase in subscribers.

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