Answers

1. I believe it was a technical problem because as per the case study Oracle did not have the right professional experience that is required to manage a project of this scale.
Oracle had only done viable customer service systems with a small portion for billing purposes but never a water billing system which requires substantial modification of off-the-shelf components which is a complicated and time-consuming task. The water billing system was huge and very complicated with a vast variety of unique features and with limited experience of Oracle in water billing system it was an arduous and daunting task.

2. Multiple factors contributed to the problems related to Project Ocean like:
    a. One reason is that they picked a company that had never done a water billing system. Oracle had only done viable customer service systems with a small portion for billing purposes. Municipal billing systems tend to be tremendously complex. The off-the-shelf components of such systems have to be heavily modified, a complex and time-consuming effort.
    b. Two The project managers did not have much to lose if Project Ocean failed because the city's Finance Department was in charge of the project—not the Water Department, which is the main operator and user of the system.

3. The MOIS will have strict views regarding the huge amount of money invested in the project and will expect a promised deadline from Oracle to finish the project as soon as possible. While Oracle might ask for some more resources are they are already late on the timeline, but more resources will be required to continue the project.

4. The project can be saved, but it will take more time and resources. An experienced team of managers is required to finish the project. This will be a win/lose situation because if the city of Philadelphia does not continue this project they will end up losing all the money and time they have invested in the project but if they continue the project they have to invest more, but after the completion of the project they will have an efficient billing system which will generate more money for them. Overall after the project completion, it will take lots of time for the City of Philadelphia to recover all the money they invested.