

## **Objectives:**

1. Launch “Green Meters” project by September 5<sup>th</sup>
2. Integrate all aspects of the company value chain (marketing, ordering, manufacturing, shipping, service etc.)
3. Integrate with IT information management renewal (IMR) project

## **Constraints:**

### **1. Personnel limitations**

- There is not enough staff to complete each project detailed in the IT plan within the promised timelines.

### **2. Skill set**

- McCann would need to go elsewhere to hire the necessary technical skills needed for the project.

### **3. Time constraint**

- The “Green Meters” project is due in 12 months, which Oscar McCann believes is not enough time for successful completion. He notes that it is likely that this schedule may place significant pressure on his team.

### **4. Software issues**

- Web-4-U is based on outmoded technology. It was chosen as the front end of the project, but it will take a lot of work to integrate with MM’s outmoded back-end systems. The industry has agreed on a new standard and continued use of Web-4-U will put them out of date before “Green Meters” hits the street.

### **5. Corporate politics**

- An IMR issue has arisen that is affecting the status of McCann’s “Green Meters” project. It is noted that this problem has come about due to corporate politics.

### **6. Communication**

- Linda, the usability designer working from home, is upset because the product team has been making changes without consulting her. As well, she has also voiced an issue regarding her benefits package. The issue was brought about after an HR rep left the company.

## **Underlying Problems**

The expedited launch of MM's new project has revealed several underlying problems the firm has neglected to address. The first problem pertains to organizational culture. On several occasions McCann expresses discontent over company politics. He notes that he will not be able to deliver his mandate unless he is able to overcome "huge political challenges with regards to the IMR project." With three months to launch date corporate politics issues seem to intensify and McCann asserts that unless Tompkins switches to a new data dictionary for IMR his new "Green Meters" project will fail. In addition to this, it should also be noted that MM is fairly disorganized both in terms of corporate values and structure. Linda, an at home worker, has been denied several health benefits to which McCann attributes to an unreceptive attitude in HR. The HR rep for IT has left the company over 8 months ago and MM has yet to hire anyone to fill this void.

The next issue pertains to IT infrastructure. The software package that was chosen for the front end of the "Green Meters" project is outmoded. Over the last year, the industry has developed a new standard, which would make the current Web-4-U outdated. MM has taken no steps to update their software, and it is likely that at the current point in time they do not have the necessary resources to update or alter their current software. As well, McCann noted that successful completion of the product would require outside IT skills. This means that either there is no one within the company that has the necessary IT skills for this project or they simply do not have enough IT employees.

## **Ranking of Problems**

1. Outmoded IT Infrastructure
2. Poor/inefficient organizational culture

## **Ranking Justification**

I ranked the poor and outmoded IT Infrastructure as the key problem because it is likely the main reason why McCann feels he may not be able to complete the project on time. Updating the software will likely require both sufficient financial resources as well as a rescheduled launch date. McCann's Senior IT advisor has made it clear that they will either need to remain using outdated software or reschedule in order to allow time for a successful update. While it may be costly to update, the bigger issue at play here is the launch date. The executive panel has lauded this project as the company winner and has provided full scholarship. They are counting on a successful and timely launch in order to help boost company performance. A lot is banking on this project launch which includes company stock price, profitability and perhaps most importantly, McCann's credibility. Thus, the outmoded IT infrastructure poses as the biggest issue that could potentially sidetrack a successful project completion.