**Peer Response to Andrey Smirnov**

**Context:** <https://www.my-course.co.uk/mod/hsuforum/discuss.php?d=300250>

Hi Andrey,

I enjoyed reading your insightful commentary. Sadly, there are other cases similar to the EDS/BSkyB scenario, which shows how important it is for stakeholders to get the fundamentals right. One interesting example is the battle between mining company De Beers, and a software development company, Atos- I think this case also validates your ideas on what the three most common causes are for software project failure.

In short, De Beers required a new software system to support offshoring some of its operations, and Atos won a bid to develop and deploy this software. Atos failed to meet development milestones and wanted to delay the release by a few months, however, De Beers was unwilling to pay for the additional time. This led to a legal battle which Atos lost: Atos argued that De Beers significantly increased the scope of the project, however the court ruled that the additional requirements were in scope, and also argued that Atos only obtained a very high level set of requirements, despite them having done initial analysis (Pinsent Masons, 2011).

Interestingly enough, BSkyB adopted an agile development approach around the same time the EDS debacle happened, and one of the people responsible for this shared his thoughts on agile development, saying that agile leads to more controlled development because of iterative delivery (Swabey, 2010). Some commentary suggests that EDS followed an iterative delivery strategy (Linklaters, 2010), but I think EDS implemented it as an afterthought, as a desperate attempt to achieve their unrealistic promises. For these scenarios, how do you think scoping should have been done and how should it have been integrated with development?

**References**

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**Peer Response to Alice Villar**

**Context:** <https://www.my-course.co.uk/mod/hsuforum/discuss.php?d=299940>

Hi Alice,

Your overview on the reasons for the failure of the FoxMeyer Drug ERP system were interesting to read- it's an intricate case, and due to it involving ERP software, there is some useful academic research available.

Kiran & Reddy (2019) discuss factors which influence the failure and success of ERP software within the context of small to medium sized enterprises, and although FoxMeyer is a much larger enterprise than this, the authors' findings were similar to yours: they found that some of the most significant contributors to ERP software project failures are poor scoping and requirement definitions, along with a failure to adjust business processes to accommodate the new software. More recently, Prasetyo et al. (2019) verified these findings in a large scale enterprise, and found that ERP implementation failures are largely influenced by technical variables, managerial ones, and human resource ones.

A solution might be to adopt a more formalised risk management strategy: Kiran & Reddy (2019) recommended enforcing risk management according to standards such as Risk Diagnosing Methodology (RDM), Standards Australia 1999, SAFE Methodology or PMI 2001. What are your thoughts on integrating risk management frameworks with more popular development practices such as Agile, especially considering that the previously mentioned frameworks might be too slow and heavy to implement as part of modern agile development? Tavares et al. (2017) found that scrum masters see some benefits to adding more structured risk management processes, so there may be a good opportunity to restart conversations around these frameworks and update them to fit modern software engineering practices.

**References**

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