

paradigm, where online consumers could talk with a customer service representative of an eCommerce portal without having to shift their frame of reference from the website to a telephone. Luis Machuca, the COO of eFusion, looked at this overwhelming innovation as the “defining signature” for the company. Changes in the underlying market conditions caused the product to go through a series of ownership and management changes – from eFusion, Inc. to ITXC Corp to strata, Inc. During the early stages of its evolution, early adopters and potential customers were companies that were “born online”. The prevailing project structure was unique; it was functional within the organization and matrix structure within the company. The “intel development culture” was prevalent; this, in combination with the fact that there was significant product learning that was still needed, resulted in a space shuttle methodology and solution—a highly over-engineered product design approach was adopted

Key challenges

- Rapid change in the market needs and conditions.
- Layoff happens during the midway of the project.
- Very low user adaptation of the software.
- Project was not organized in a typical way.
- Organizational problems like relocation, adapting to a new paradigm, change of roles, change of management members, and so on.

IV. COMPANY ANALYSIS

SWOT ANALYSIS

	FAVORABLE	UNFAVORABLE
INTERNAL	Strengths - WBS followed the traditional extreme programming model--breaking down the project into several small stories - Operation manager presented buffer time to reduce the risk of deployment. - Risk mitigation achieved - Consideration of a campaign to educate customers about their software.	Weaknesses - Unorganized Project - Very low user adaptation - Problems with relocation, adaptation to a new paradigm, changing of roles and management members, and so on.
EXTERNAL	Opportunities - Vendors were treated as extraneous to the project. - The information technology (IT) sector is poised for another strong year, 5.0 percent growth projected. - Global information technology spending will top \$4.8 trillion in	Threats - Extremely high risk - Unstable new market - Lack of customer interest in their sophisticated design.