**Instituto Superior Técnico**

**Gestão de Projetos Informáticos**

**DM4iRetail – 6ª Entrega – 11 de Dezembro de 2015**

**Turno: 5ª 17h30 – Prof. Alberto Silva**

**Grupo 2**

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**Project Summary**

The purpose of the project is to develop an information system on top of a customized platform, provide it to iRetail and prepare them to use the system.

The client company will use the information system to solve the limitations of physical documents that the client company faces, increase the efficiency in the workflow and correct flaws such as document loss.

Our company will manage the start-up, control and closing of the project, the conception, development and deployment of the information system, the creation of support and training materials, and provide support to other activities such as training, testing and the warranty.

**Project Success Analysis**

The project was completed mostly with success.

Due to risks that occurred, there were severe delays that made the system go live only 2 months after planned. In order to assure the quality of the product and that its scope was fully developed, some compromises were made regarding cost (on the supplier side) and time.

The labor cost of the project to the client was increased to match the additional work performed, and that value was discounted from the risk management fund.

Comparing with the original success criteria, most requirements were met. The quality and scope were verified, the costs to the supplier were increased but stayed under the € 400.000 limit, but we exceeded the five month period to get the system live.

**Project Objectives Revision**

**Time**

The extra development sprint, the interfaces specification and the development of the extra ERP module made the Implementation phase end 6 weeks after initially planned (31st March instead of 16th February). This exceeds the five months given from the approval of the project plan until the operability of the system.

The delay in having the iRetail equipment ready caused the Transition phase to begin only on 21st April 2016, delaying the go-live of the project until 16th June 2016 (around two months).

The ERP equipment was available so late that the extra sprint and module implementation did not affect the project significantly, because the Implementation phase finished three weeks before the Transition phase.

**Scope**

The scope was expanded as requested, by adding the additional ERP module. This caused an increase in the costs to the supplier. The rest of the scope of the project was unchanged.

**Quality**

The quality of the product was maintained. The acceptance tests were performed as planned, but with a three week delay (due to the late equipment installation).

**Costs**

The extra ERP module, interfaces specification and development sprint increased the labor costs to the supplier from € 89.848 to € 106.020 (total cost: € 135.148 to € 151.320). This increase of € 16.172 was discounted from the € 100.000 in the risk management fund. The € 400.000 budget limit was not exceeded and the client did not pay more. The supplier kept € 83.828 instead of € 100.000 from the risk management.

**Risk Evaluation**

**Risk Plan vs Issues Occurred**

Aa

**Risks Treatment Effectiveness**

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**Lessons Learned**

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