**Instituto Superior Técnico**

**Gestão de Projetos Informáticos**

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

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

**Grupo 2**

Tiago Nascimento, nº70493

Artur Fonseca, nº 75456

Miguel Cruz, nº 76102

**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, Risks Treatment Effectiveness**

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| **Issue** | Kick-off meeting postponed |
| **Risk involved** | Risk 9 - The defined schedule may be delayed by some incidents |
| **Risk Measure** | Delay the dependent tasks or use the slack times |
| **Effectiveness** | **Medium** – the whole project was delayed 3 days |

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| **Issue** | ERP interfaces detail specification; Additional ERP module |
| **Risk involved** | Risk 2 - Badly formed Requirements |
| **Risk Measure** | Meetings with TeamLeaders and PMs from both companies until they reach agreement on the level of detail |
| **Effectiveness** | **Low** – Despite the meetings, requirements were incomplete and they had to be changed |

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| **Issue** | Equipment delay |
| **Risk involved** | Risk 14 -Delay in equipment acquisition |
| **Risk Measure** | Make a contract with the company that supplies equipment making them pay for every day of delay |
| **Effectiveness** | **Medium** – We received the money, but the measure didn’t prevent the project to be delayed |

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| **Issue** | Finance Team Leader and Pilot coordinator on vacation |
| **Risk involved** | R15 - Finance TL and Pilot Coordinator not available |
| **Risk Measure** | Schedule the meetings having in account their vacations period |
| **Effectiveness** | **High –** Integration development activity was adjusted according the vacations schedule |

**Lessons Learned**

**What went well:**

Allocate a part of the budget for Risk management.

During recruitment, team members’ skills were assessed to make sure we had a skilled team.

Make contracts to prevent members from leaving during the project.

**What should be done next time:**

Order the equipment as soon as possible. Ask for a partial deliver, so that some parts of the system can go live even in case of delays.

Dedicate more days to the Requirements specification, involving users, to make sure the requirements are closer to the final version as soon as possible.

Ask when members are planning to be unavailable (e.g. holidays), as early as possible, to avoid rescheduling.