Project Close-Out Report

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Report Date: November 15, 20XX

KEY INFORMATION	
Project Name	**AHI Real-Time Marketing Analytics App**
Division/Department	Marketing
Project Sponsor	Mary Smithers
Project Manager	Cary Manning

PROJECT GOALS
Document the original goals from the project charter.
1. Develop a real-time marketing app
2. Ensure access to product and pricing info
3. Enable secure invoicing and ordering
4. Deliver accurate market insights and analytics
5. Complete development within 90 days and budget

PROJECT GOAL SUCCESS ANALYSIS
Highlight the success or failure in meeting the project goals from the original plan and explain deviations. (Success, Partial Success, Not Accomplished)
1. Real-time marketing app developed – Partial Success
2. Product/pricing access & ordering secured – Success
3. Secure invoicing implemented – Success
4. Some market reports and data feeds not included – Partial Success
5. Completed in 90 days with minor cost overrun – Partial Success

SCOPE REVIEW
Call out any variances to the original scope plan and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

Some reporting features and two data feeds were not completed due to early requirement gaps. These will be added in Version 2. Improved early-stage requirement gathering is needed for future projects.

SCHEDULE REVIEW

Call out any variances to the original schedule plan and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

A third sprint was added to meet goals, but the overall schedule (90 days) was met. Earlier identification of scope gaps would have avoided late rework.

COST REVIEW

Call out any variances to the original budget plan over or under and briefly describe why they happened. Can these variances be prevented in future projects? If so, how?

The final cost was $7,000 over the original budget due to missed equipment needs and inflation. Better initial estimation would prevent similar issues.

RISK ANALYSIS

Call out anticipated or unanticipated risks that impacted the project. Could these risks be prevented in future similar projects? If so, how? Refer to the Risk Register to review or link to register directly.

- Scope gaps and requirement changes affected delivery
- Hiring challenges impacted IT staffing
- Equipment over-provisioning occurred due to unclear user assumptions. Most could be prevented with clearer early requirements and role preparation.

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OUTSTANDING ITEMS

List any outstanding project-related follow-up items, how they are being addressed, and who is responsible.

Issue	Planned Resolution	Assigned To
Complete remaining interface fixes	Resolve by Nov 15 using IT sprint resources	Priya Service
Add remaining reports and data feeds	Include in Version 2 planning	Cal Hamer / Dev Team
Fill second IT support role	HR hiring in progress, target Dec 1	HR & IT

LESSONS LEARNED

DID WELL

Note what aspects of the project went well or better than expected, and share your thoughts on how this positive outcome could be replicated in future projects.

ITEM	NOTES
Team collaboration	Team communicated and adapted well
Customer engagement	Focus group provided valuable early feedback
Mixed methodology approach	Scrum + predictive helped balance priorities

DO BETTER

Note what aspects of the project went poorly or worse than expected, and share your thoughts on how this less than desirable outcome could be avoided in future projects.

ITEM	NOTES
Requirements gathering	Important items were missed in early planning
Scrum training	Team lacked initial Scrum knowledge
Story point estimation	Velocity assumptions were not based on history

RECOMMENDATIONS

Note any recommendations for future project managers managing similar projects.

- Conduct full backlog validation with stakeholders before Sprint 1
- Ensure new Scrum teams get training before project starts
- Use shorter sprints for tighter feedback and faster adjustment
- Review infrastructure/user needs more carefully before purchase

PROJECT ARCHIVES

Note where those wanting to reference documents related to this project in the future will be able to find them.

All project documentation is stored in the AHI shared drive under:

Projects > AHI Real-Time Marketing Analytics App > Final_Docs

PROJECT CLOSEOUT

- Lessons Learned Conducted: Nov 10, 20XX
- Closeout Review Complete: Nov 15, 20XX