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| Project Close-Out Report | |
| **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 |

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| **Project Goals** |
| Document the original goals from the project charter. |
| 1. Develop a real-time marketing app |
| 1. Ensure access to product and pricing info |
| 1. Enable secure invoicing and ordering |
| 1. Deliver accurate market insights and analytics |
| 1. Complete development within 90 days and budget |

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| **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 |

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| **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. |

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| **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. |

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| **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. |

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| **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 |

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| **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 |
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| **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 |
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| **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 | |

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| **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 |

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| **Project Closeout** |
| * Lessons Learned Conducted: Nov 10, 20XX * Closeout Review Complete: Nov 15, 20XX |