Lessons Learned Report: example

Illustrative example, not customer data. The same report, blank, is on the next page.

1. Project details

Project	Peak week: Black Friday to Cyber Monday
Dates	28 Nov - 1 Dec 2025
Project lead	Head of e-commerce

Team	E-commerce, logistics, customer service, marketing, IT
Review held on	10 Dec 2025: 90 minutes, 11 people
Report by	Operations analyst

2. Goals and results

Goal	Target	Actual	Result
Orders	12,000	14,300	**Met**
Delivered on time	95%	81%	**Missed**
First reply to support tickets	Under 4 hours	19 hours	**Missed**
Customer satisfaction (CSAT)	85%	71%	**Missed**
Site uptime	99.9%	100%	**Met**

3. What went well (keep doing)

What went well	Why it worked
The site stayed up at three times normal traffic	Load test two weeks before; the slowest part (site search) was fixed in time
Orders beat the target by 19%	Early-access email to past customers two days before
92% of orders were picked the same day	An extra warehouse shift booked a month ahead

4. What did not go well

What happened	Why it happened	Impact
2,300 orders waited two to four days for carrier pickup	Carrier capacity was booked for the 12,000-order forecast, with no fallback carrier	On-time delivery 81% instead of 95%
Support tickets rose to four times the normal volume	Staffing was planned from order volume (+50%), not from last year's tickets	First reply took 19 hours
223 orders were taken for items already sold out	Shop stock synced with the warehouse only every 6 hours	223 cancellations and refunds
A discount code did not apply to sale items	The stacking rule was not tested with real baskets before launch	149 complaints; codes applied by hand

5. What customers said

Ticket theme	Tickets	Share
Delivery delay or "where is my order?"	570	46%
Item out of stock after ordering	223	18%
Discount code not applied	149	12%
Other	298	24%

1,240 support tickets in peak week (310 in a normal week), tagged by theme. The top three themes match the three planning gaps above.

6. Lessons and recommendations

#	Lesson	Recommendation	Category	Owner	Due	Status
1	Carrier capacity is the bottleneck when orders beat the forecast	Book capacity for the forecast plus 25%, and sign a fallback carrier before the peak	Logistics	Logistics manager	31 Jan 2026	In progress
2	Support volume follows tickets, not orders	Plan staffing from last year's peak tickets; add an automatic delivery-status reply	Customer service	CX lead	15 Feb 2026	Not started
3	Stock that syncs every 6 hours oversells in a campaign	Sync stock every 15 minutes during campaign weeks	Technology	E-commerce manager	31 Mar 2026	In progress
4	Untested discount rules reach customers	Test every discount rule in a staging checkout with real baskets before launch	Marketing	Marketing lead	31 Jan 2026	**Done**
5	The load test worked	Keep it: load test two weeks before every peak	Technology	IT lead	15 Nov 2026	**Done**

Write each lesson as something the next team can do. "Communication could be better" is an observation; "book a fallback carrier before the peak" is a lesson.

7. Sign-off

Shared with	All team leads; added to next year's peak planning checklist
Check the lessons again on	1 Oct 2026, when planning for the next peak starts
Approved by	Head of e-commerce

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Lessons Learned Report

Hold the review within two weeks of the end, with everyone who did the work. Write lessons as actions, not as blame.

1. Project details

Project		**Team**	
Dates		**Review held on**	
Project lead		**Report by**	

2. Goals and results

Goal	Target	Actual	Result

3. What went well (keep doing)

What went well	Why it worked

4. What did not go well

What happened	Why it happened	Impact

Lessons Learned Report (continued)

5. What customers said

Ticket theme	Tickets	Share

6. Lessons and recommendations

#	Lesson	Recommendation	Category	Owner	Due	Status
1						
2						
3						
4						
5						

Write each lesson as something the next team can do. "Communication could be better" is an observation; "book a fallback carrier before the peak" is a lesson.

7. Sign-off

Shared with	
Check the lessons again on	
Approved by	

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Lessons Learned Review: 90-minute agenda

The four after-action review questions, then who does what by when.

Time	Question	What to bring and how to run it
5 min	What did we set out to do?	Goals and targets from the plan, not from memory
15 min	What actually happened?	Facts and numbers: results, timeline, tickets, reviews and survey comments by theme
30 min	Why was there a difference?	Causes in the plan or the process, not in people. Ask why until you reach something you can change
25 min	What will we keep, and what will we change?	Each lesson becomes one recommendation with an owner and a date
15 min	Who does what by when?	Read back the actions and agree when to check them

Ground rules

- No blame: talk about the plan and the process, not about people.
- Invite everyone who did the work, not only the managers.
- Bring data: results, tickets, reviews and survey comments.
- End with owners and dates, or the lessons will be forgotten.

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