



# Chapter

# 4

## FEASIBILITY STUDY

### 4.1 INTRODUCTION

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Once the need for the Software and its business requirements have been defined, the approval committee may authorize the Software s analyst to prepare a more detailed business case to better understand the proposed information Software project. *Feasibility analysis* guides the organization in determining whether to proceed with the project. Feasibility analysis also identifies the important *risks* associated with the project that must be managed if the project is approved. As with the Software request, each organization has its own process and format for the feasibility analysis, but most include techniques to assess three areas: technical feasibility, economic feasibility, and organizational feasibility. The results of evaluating these three feasibility factors are combined into a *feasibility study* deliverable that is submitted to the approval committee at the end of project initiation. You might wonder at the omission of the element of time as a risk factor for the project.

Although we will discuss feasibility analysis now within the context of project initiation, most project teams will revise their feasibility study throughout the SDLC and revisit its contents at various checkpoints during the project. If at any point the project's risks and limitations outweigh its benefits, the project team may decide to cancel the project or make substantial revisions.

#### Technical Feasibility: Can We Build It?

- Familiarity with application: Less familiarity generates more risk.
- Familiarity with technology: Less familiarity generates more risk.
- Project size: Large projects have more risk.
- Compatibility: The harder it is to integrate the Software with the company's existin, the higher the risk will be.

**4.2****Economic Feasibility: Should We Build It?**

- Development costs
- Annual operating costs
- Annual benefits (cost savings and/or increased revenues)
- Intangible benefits and costs

**Organizational Feasibility: If We Build It, Will They Come?**

- Project champion(s)
- Senior management
- Users
- Other stakeholders
- Is the project strategically aligned with the business

**4.2 WHAT IS FEASIBILITY ANALYSIS ?**

A feasibility analysis is then used to provide more detail about the risks associated with the proposed Software , and it includes technical, economic, and organizational feasibilities. The technical feasibility focuses on whether the Software *can* be built, by examining the risks associated with the users' and analysts' familiarity with the application, familiarity with the technology, project size, and compatibility with existing Software s. The economic feasibility addresses whether the Software *should* be built. It includes a cost-benefit analysis of development costs, operational costs, tangible benefits, and intangible costs and benefits. Finally, the organizational feasibility analysis assesses how well the Software will be accepted by its users and incorporated into the ongoing operations of the organization. The strategic alignment of the project and a stakeholder analysis can be used to assess this feasibility dimension.

**4.3 SOFTWARE PERFORMANCE DEFINITION**

A Software 's required performance be defined by describing its output in a user-acceptable format and at a higher level of detail than what was described in the initial investigation This involves three steps:

1. Statement of constraints.
2. Identification of specific Software objectives.
3. Description of outputs.

This phase builds on the previous phase in that much of the work may already have been done.

**4.3.1 Statement of constraints**

Constraints are factors that limit the solution of the problem. Some constraints are identified during the initial investigation and are discussed with the user. There are general constraints that might have a bearing on the required performance of a candidate Software . Let's consider safe deposit billing Software to illustrate these points. The current billin Software and the department handling billing and customer payments face problems.

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The result of the fact-finding phase of the initial investigation revealed the following general constraints:

1. The president views safe deposit billing as a low priority. He has a false impression that computers are not needed as long as customers can have access to their boxes.
2. The senior vice president is worried that a billing Software might require the transfer of safe deposit staff to other departments. Considering Florida's level of unemployment and the cost of retraining, a candidate Software has to do more than produce reports.
3. The accounting department has been pushing for installing a computer-based general ledger application for months. The vice president of operations, bogged down with auditing and operations problems, continued to shelve the request.
4. Management has a limited knowledge of computers, although it has several applications on the computer: checking and savings, installment loans, commercial loans and trusts. The president, in his early sixties and interested in "the bottom line" of the financial statement, is traditionally reluctant to spend money on computers.
5. Safe deposit, while doing better than breaking even, is not projected to grow as fast as it did in the early 1980s. The community's recent success in controlling burglaries had an adverse impact on the demand for box rentals in general.
6. If an online Software is to be installed, it must interface with the existing checking/savings application to allow for the automatic payment of box rentals.
7. A proposed design must be compatible with the bank's Burroughs computer Software.

### **4.3.2 Identification of specific Software Objectives**

Once the constraints are spelled out, the analyst proceeds to identify the Software's specific performance objectives. They are derived from the general objectives specified in the project directive at the end of the initial investigation. The steps are to state the Software's benefits and then translate them into measurable objectives. In our scenario, the candidate Software's anticipated benefits are as follows:

- |                                  |                               |
|----------------------------------|-------------------------------|
| 1. Improved collection schedule. | 2. Cost reduction.            |
| 3. Physical space reduction.     | 4. Improved customer service. |

Each benefit is analysed and translated into measurable objectives.

1. Collection is improved by billing 30 days in advance of the box renewal date, and one more notice is sent within two weeks. It also improves the account receivables payment "float."
2. Cost reduction is realized by reducing the payroll by two employees. The new online billing Software requires less than two hours of labor per day, compared with six hours under the current Software.
3. Placing the microcomputer in the place of one of the four existing desks reduces physical space requirements. The remaining desks are removed, allowing an extra cubicle for customer use.
4. Placing master cards and rental information online improve customer service, thus reducing the waiting time of entry from 3 minutes to 30 seconds.

These objectives are effective in comparing the performance of the candidate Software with that of the current Software. The information oriented flowchart, input/output analysis sheet and data flow diagram produced in the initial investigation lead to the conclusions that (1) the current Software is inefficient and (2) a new online, terminal - oriented Software would be the solution. This conclusion was reflected in the general project directive submitted to the user for approval. This information is used as a basis for preparing specific objectives for the candidate Software :

1. To establish a billing Software with six five-day cycles per month.
2. To mail customers no later than the close of the billing cycle and no later than 25 days prior to the box renewal date.
3. To mail customers a reminder two weeks after the initial statement for box renewal.
4. To speed collections and reduce the "float" by 40 percent.
5. To examine the availability of boxes by size, rental fees and location.
6. To evaluate the ratio of rented to available boxes at all times.
7. To produce periodic reports to management on the performance of the safe deposit department.

#### 4.3.3 Description of output

A final step in Software performance definition is describing the output required by the user. An actual sketch of the format and contents of the reports (layout) as well as a specification of the media used, their frequency and the size and number of copies required are prepared at this point. Specifying exactly what the output will look like leads to an estimate of the computer storage requirements that form the basis for the file design to be undertaken in the design phase of the life cycle. The analyst is now ready to evaluate the feasibility of candidate Software s to produce these outputs.

### 4.4 FEASIBILITY STUDY

Many feasibility studies are disillusioning for both users and analysts. First, the study often presupposes that when the feasibility document is being prepared, the analyst is in a position to evaluate solutions. Second most studies tend to overlook the confusion inherent in Software development-the constraints and the assumed attitudes. If the feasibility study is to serve as decision document it must answer three key questions:

1. Is there a new and better way to do the job that will benefit the user?
2. What are the costs and savings of the alternative (s)?
3. What is recommended?

The most successful Software projects are not necessarily the biggest or most visible in a business but rather those that truly meets user expectations. More projects fail because of inflated expectations than for any other reason.

An important outcome of the preliminary investigation is the determination that the Software requested is feasible. The feasibility of a project for the Software development process is thoroughly examined during the Software investigation stage. The objective of the feasibility study is to assure with the Software worth solving ?

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The study should be alternative Software so that the most feasible Software for the development process can be proposed.

The feasibility study can be addressed by answering the following questions:

- Can this Software meet the required business needs ?
- Is the Software development process suitable/useful ?
- What are the risks involved in this Software ?
- Is the problem associated relatively brief as the purpose of this stage is only to get an idea of the scope of the project. After the feasibility study of the project, the result can be presented to the user management. The presentation which is based on the feasibility study marks a crucial decision point in the life of the project. Therefore feasibility study provides an overview of the problem and acts as an important check point that should be completed before executing other resources.

### 4.4.1 Feasibility Considerations

Three key considerations are involved in the feasibility analysis: economic, technical and behavioral. Let's briefly review each consideration and how it relates to the Software's effort.

Following are the six major categories that are required to access the feasibility of the proposed Software :

1. Organisational/Behavioural feasibility
2. Economic feasibility
3. Technical feasibility
4. Operational feasibility
5. Legal feasibility
6. Schedule feasibility

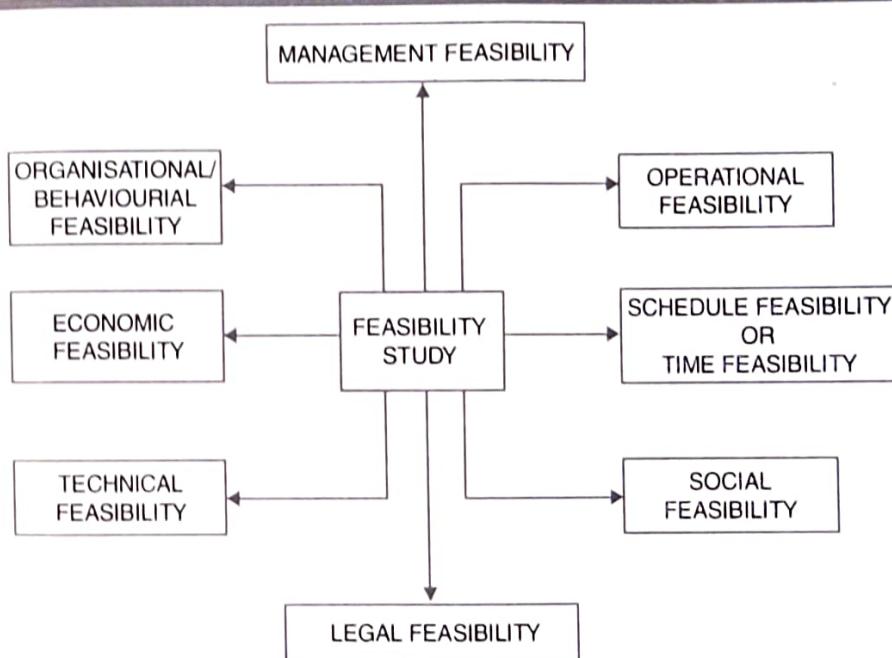


Fig. 4.1. Types of Feasibility Study

### 4.4.2 Economic Feasibility

Economic analysis is the most frequently used method for evaluating the effectiveness of a candidate Software. More commonly known as cost/benefit analysis, the procedure is to determine the benefits and savings that are expected from a candidate Software and compare

them with costs. If benefits outweigh costs, then the decision is made to design and implement the Software . Otherwise, further justification or alterations in the proposed Software will have to be made if it is to have a chance of being approved. This is an ongoing effort that improves in accuracy at each phase of the Software life cycle.

The economic feasibility study deals with the economy of the Software project. The cost and returns are evaluated and therefore, it is determined whether the returns justify the investment, which were planned, in the Software project or not. The questions raised by the Software analysts in the Software investigation stage resolve the following issues :

- The cost of conducting Software investigation on the complete Software .
- The cost of hardware and software involved in the application of the project.
- The benefits such as reduced costs, improved customer service or improved resource utilisation.

#### 4.4.3 Technical Feasibility

Technical feasibility centers around the existing computer Software (hardware, software etc.) and to what extent it can support the proposed addition. For example, if the current computer is operating at 80 percent capacity-an arbitrary ceiling- then running another application could overload the Software or require additional hardware. This involves financial considerations to accommodate technical enhancements. If the budget is a serious constraint, then the project is judged not feasible.

The major concern of technical feasibility is to observe whether the reliable hardware and software of the organisation meets the needs of the proposed Software or not. It also determines the requirements that can be developed in the required time.

In this study the following points are taken into consideration :

- Does the necessary technology acquire the proposed suggestions ?
- Is the proposed technology capable of managing the data acquired by the new Software ?
- Does the proposed Software provide sufficient responses to the queries irrespective of the number of locations and users ?
- Can the Software be expanded or is it flexible ?
- Does the proposed Software provide technical security such as accuracy, reliability, accessibility and data security ?

#### 4.4.4 Organisational/Behavioral Feasibility

People are inherently resistant to change, and computers have been known to facilitate change. An estimate should be made of how strong a reaction the user staff is likely to have toward the development of a computerized Software . It is common knowledge that computer installations have something to do with turnover, transfers, retraining and changes in employee job status. Therefore, it is understandable that the introduction of a candidate Software requires special effort to educate, sell and train the staff on new ways of conducting business.

In safe deposit example, three employees are more than 50 years old and have been with the bank over 14 years, four of which have been in safe deposit. The remaining two employees

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are in their early thirties. They joined safe deposit about two years before the study. Based on data gathered from extensive interviews, the younger employees want the programmable aspects of safe deposit (essentially billing) put on a computer.

Two of the three older employees have voiced resistance to the idea. Their view is that billing is no problem. The main emphasis is customer service – personal contact with customers. The decision in this case was to go ahead and pursue the project.

In other words The organisational or behavioural feasibility as the name indicates, determines the feasibility of the Software in terms of the organisation and behaviour of the employees. The strategic plan of an organisation for information Software determines the organisational feasibility of the Software . The behavioural feasibility reflects the behaviour of the employees of an organisation. Behavioural feasibility on a borrowed platform incorporates the successful execution of the organisational plan, which involves teamwork and harmony among the employees with no space for discrimination and hatred among them. Behavioural feasibility leads to the smooth functioning and implementation of the organisational plan. The information Software must be taken as a subset of the whole organisation. This means that there is a lot more to study other than the organisational feasibility.

### 4.4.5 Operational Feasibility

The operational feasibility is responsible for the operations of management, employees, customers and suppliers involved in a project it determines. The use and support of the proposed Software is that the operational feasibility examines the Software 's operation while developing and installing the Software . The operational feasibility includes the following questions.

- Will the implementation of the project be done smoothly ?
- Will the management, employees, customers and suppliers provide the adequate support of the project ?
- Will the existing business methods be acceptable to the users ?
- Have the users been involved in the planning and development of the Software project ?

**The proposed Software is assesed on the basis of the following categories :**

1. Is Software being developed as per the rules, regulations, law, organisational culture and union agreements ?
2. Are the users actively participating in the development of the project ?
3. Is the Software legally feasible ?
4. Is the Software schedule feasible ?

### 4.4.6 Legal Feasibility

Legal feasibility of the Software refers to the viability of the Software . In other words, legal feasibility verifies whether the Software abides by all the laws and regulations or not.

### 4.4.7 Schedule Feasibility

The scheduled feasibility of the Software evaluates whether the Software finishes its task within the provided time of development or not. It is recommended for a Software to complete all the tasks well before the requirements.

**4.8**

#### 4.4.8 Social Feasibility

The fact that social feasibility is a determination of whether a proposed project will be acceptable to the people or not. The determination typically examines the probability of a project being accepted by a group or directly affected by the group or directly affected by the proposed Software change.

#### 4.4.9 Management Feasibility

It is a determination of whether a proposed project will be acceptable to the management or not. If the management does not accept a project or gives a negligible support to it, the analyst will tend to view the project as a non feasible one. A project can be considered feasible only if the project proposal passes all the tests. In this stage, the infeasible projects are discarded unless these projects are resubmitted as new proposals.

#### 4.4.10 Handling Infeasible Projects

It is not necessary that all the projects which are submitted for evaluation and review will be accepted. In general, requests that do not pass all the feasibility tests are not pursued further, unless they are modified and re-submitted as new proposals. In some cases, it so happens that a part of a newly developed Software is unworkable and the selection committee may decide to combine the workable part of the project with another feasible proposal. In still other cases, preliminary investigation produces enough new information to suggest that improvements in management and supervision, not the development of information Software s, is the actual solution to the reported problems.

### 4.5 STEPS IN FEASIBILITY ANALYSIS

Feasibility analysis involves eight steps:

1. Form a project team and appoint a project leader.
2. Prepare Software flowcharts.
3. Enumerate potential candidate Software s.
4. Describe and identify characteristics of candidate Software s.
5. Determine and evaluate performance and cost effectiveness of each candidate Software.
6. Weight Software performance and cost data.
7. Select the best candidate Software .
8. Prepare and report final project directive to management.

**1. Form a project Team and Appoint a Project Leader :** The concept behind a project team is that future Software users should be involved in its design and implementation. Their knowledge and experience in the operations area are essential to the success of the Software . For small projects, the analyst and an assistant usually suffice; however, more complex studies require a project team. The team consists of analysts and user staff - enough collective expertise to devise a solution to the problem. In many cases, an outside consultant and an information specialist join the team until the job is completed.

Projects are planned to occupy a specific time period, ranging from several weeks to months. The senior Software s analyst is generally appointed as project leader. He/she is usually the most experienced analyst in the team. The appointment is temporary, lasting as

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long as the project. Regular meetings take place to keep up the momentum and accomplish the mission - selection of the best candidate Software. A record is kept of the progress made in each meeting.

Regarding the safe deposit case, since the whole user area consists of five employees, the analyst handled most of the work.

**2. Prepare Software Flowcharts :** The next step in the feasibility study is to prepare generalized Software flowcharts for the Software. Information-oriented charts and data flow diagrams prepared in the initial investigation are also reviewed at this time. The charts bring up the importance of inputs, outputs and data flow among key points in the existing Software. All other flowcharts needed for detailed evaluation are completed at this point.

**3. Enumerate Potential Candidate Software s :** This step identifies the candidate Software s that are capable of producing the outputs included in the generalized flowcharts. This requires a transformation from logical to physical Software models. Another aspect of this step is consideration of the hardware that can handle the total Software requirements. In the safe deposit case, it was found that virtually any microcomputer Software with more than 128k - byte memory and dual disk drive will do the job. It was also learned that a microcomputer can be designed to interface with the bank's mainframe. In this design, actual processing is handled by the microcomputer, whereas information such as payments and credits are transmitted to the main computer files for proper adjustment through the customer's checking account. The question here is: which microcomputer (IBM, Apple, Digital etc.) should be selected?

This is taken up in step 6 of the study. An important aspect of hardware is processing and main memory. There are a large number of computers with differing processing sizes, main memory capabilities and software support. The project team may contact vendors for information on the processing capabilities of the Software available.

**4. Describe and Identify Characteristics of Candidate Software :** From the candidate Software s considered, the team begins a preliminary evaluation in an attempt to reduce them to a manageable number. Technical knowledge and expertise in the hardware / software area are critical for determining what each candidate Software can and cannot do. In the safe deposit example, a search for the available microcomputers and safe deposit billing packages revealed the information summarized in Table 4-1.

**Table 4.1 Safe Deposit Billing package and Selected Characteristics**

| Characteristics            | IBM PC             | HP 100             | Apple III          |
|----------------------------|--------------------|--------------------|--------------------|
| Memory required (K bytes)  | 128                | 64                 | 264                |
| Source language            | Oracle             | VB                 | VB                 |
| Source Code Available      | No                 | Yes                | No                 |
| Purchase terms             | Purchase (License) | Purchase (License) | Purchase (License) |
| Purchase price             | ₹ 99500            | ₹ 80000            | ₹ 1,09500          |
| Number installed to date   | 200                | 30                 | 50                 |
| Date of first installation | 2002               | 2001               | 2000               |

These packages were the result of a preliminary evaluation of more than 15 other packages - all purporting to meet the requirements, of the safe deposit billing Software.

When the number is reduced to three key packages, the next step is to describe in some detail the characteristics of each package. For example, the first candidate Software runs on an IBM PC with a minimum of 128K-bytes of memory. The software is written in Oracle, a relatively new language. In case of enhancements, change has to be made through the software house, since the source code is not available to the user. The first package was installed in January 2002. More than 200 packages have been installed to date.

The next two candidate Software s are similarly described. The information along with additional data available through the vendor highlights the positive and negative features of each Software . The constraints unique to each Software are also specified. For example, in the IBM PC package, the lack of an available source code means that the user has to secure a maintenance contract that costs 18 percent of the price of the package per year. In contrast the HP 100 package is less expensive and offers a source code to the user. A maintenance contract (optional) is available at 18 percent of the price of the package.

**5. Determine and Evaluate Performance and Cost Effectiveness of Each Candidate Software :** Each candidate Software 's performance is evaluated against the Software performance requirements set prior to the feasibility study. Whatever the criteria, there has to be as close a match as practicable, although trade-offs are often necessary to select the best Software . In the safe deposit case, the criteria chosen in advance were accuracy, growth potential, response time less than five seconds, expandable main and auxiliary storage, and user-friendly software. Often these characteristics do not lend themselves to quantitative measures. They are usually evaluated in qualitative terms (excellent, good, etc.) based on the subjective judgement of the project team.

The cost encompasses both designing and installing the Software . It includes user training, updating the physical facilities and documenting. Software performance criteria are evaluated against the cost of each Software to determine which Software is likely to be the most cost effective and also meets the performance requirements. The safe deposit problem is easy. The analyst can plot performance criteria and costs for each Software to determine how each fares.

Costs are more easily determined when the benefits of the Software are tangible and measurable. An additional factor to consider is the cost of the study design and development. The cost estimate of each phase of the safe deposit project was determined for the candidate Software (IBM PC). In many respects, the cost of the study phase is a "sunk cost" (fixed cost). Including it in the project cost estimate is optional.

**6. Weight Software Performance and Cost Data :** In some cases, the performance and cost data for each candidate Software show which Software is the best choice? This outcome terminates the feasibility study. Many times, however, the situation is not so clear - cut. The performance / cost evaluation matrix at times does not clearly identify the best Software , so the next step is to weight the importance of each criterion by applying a rating figure. Then the candidate Software with the highest total score is selected.

**The procedure for weighting candidate Software s is simple:**

1. Assign a weighting after factor to each evaluation criterion based on the criterion' effect on the success of the Software . For example, if the usability criterion is twice as important as the accuracy factor, usability is assigned weight 4 and accuracy is assigned weight 2.

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2. Assign a quantitative rating to each criterion's qualitative rating. For example, ratings (poor, fair, good, very good, excellent) may be assigned respective values (1,2,3,4,5).
  3. Multiply the weight assigned to each category by the relative rating to determine the score.
  4. Sum the score column for each candidate Software .
- Thus, the weighted candidate evaluation matrix is prepared using these steps, which in it self helps in the next step.

**7. Select the Best Candidate Software :** The Software with highest total score is judged the best Software . This assumes the weighting factors are fair and the rating of each evaluation criterion is accurate. The criterion of growth potential is generally given the maximum weight, thus the greatest effect on the total score. Additionally, Software development and user training are also given high weights.

Most feasibility studies select from more candidate Software s than we have mentioned in our example. The criteria chosen and the constraints are also more complex. In any case, management should not make the selection without having the experience to do so. Management cooperation and comments, however, are encouraged.

**8. Feasibility Report :** The culmination of the feasibility study is a feasibility report directed to management; it evaluates the impact of the proposed changes on the area(s) in question.

The report is a formal document for management use, brief enough and sufficiently non-technical to be understandable, yet detailed enough to provide the basis for Software design. There is no standard format for preparing feasibility reports. Analysts usually decide on a format that suits the particular user and Software . Most reports, however, begin with a summary of findings and recommendations, followed by document details.

Starting with summary information highlights the essence of the report, giving management the option of reviewing the details later. The report contains the following sections:

1. Cover letter formally presents the report and briefly indicates to management the nature, general findings and recommendations to be considered.
2. Table of content specifies the location of the various parts of the report. Management quickly refers to the sections that concern them.
3. Overview is a narrative explanation of the purpose scope of the project, the reason for undertaking the feasibility study and the department(s) involved or affected by the candidate Software . Also included are the names of the persons who conducted the study, when it began, and other information that explains the circumstance surrounding the study.
4. Detailed findings outline the methods used in the present Software . The Software 's effectiveness and efficiency as well as operating costs are emphasized. The section also provides a description of the objectives and general procedures of the candidate Software . A discussion of output reports, costs and benefits gives management a feel for the pros and cons of the candidate Software .
5. Economic justification details point-by-point cost comparisons and preliminary cost estimates for the development and operation of the candidate Software . A return on investment (ROI) analysis of the project is also included.

6. Recommendations and conclusions suggest to management the most beneficial and cost-effective Software . They are written only as a recommendation, not a command. Following the recommendations, any conclusions from the study may be included.
7. Appendixes document all memos and data compiled during the investigation. They are placed at the end of the report for reference.

Disapproval of the feasibility report is rare if it has been conducted properly. When a feasibility team has maintained good rapport with the user and his/ her staff it makes the recommendations easier to approve. Technically, the report is only a recommendation, but it is an authoritative one. Management has the final say. Its approval is required before Software design is initiated.

**Oral Presentation :** The feasibility report is a good written presentation documenting the activities involving the candidate Software . The pivotal step, however, is selling the proposed change. Invariably the project leader or analyst is expected to give an oral presentation to the end user. Although it is not as polished as the written report, the oral presentation has several important objectives. The most critical requirements for the analyst who gives the oral presentation are: (1) communication skills and knowledge about the candidate Software that can be translated into language understandable to the user and (2) the ability to answer questions, clarify issues, maintain credibility and pick up on any new ideas or suggestions.

The substance and form of the presentation depend largely on the purposes sought. Table 4.2 suggests a general outline. The presentation may aim at informing, confirming, or persuading.

1. **Informing:** This simply means communicating the decisions already reached on Software recommendations and the resulting action plans to those who will participate in the implementation. No detailed findings or conclusions are included.
2. **Confirming:** A presentation with this purpose verifies facts and recommendations already discussed and agreed upon. Unlike the persuading approach, no supportive evidence is presented to sell the proposed change, nor is there elaborate reasoning behind recommendations and conclusions. Although the presentation is not detailed, it should be complete. Confirming is itself part of the process of securing approval. It should reaffirm the benefits of the candidate Software and provide a clear statement of results to be achieved.

**TABLE 4.2 Oral Presentation – Suggested Outline**

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Introduction           <ol style="list-style-type: none"> <li>(a) Introduce self</li> <li>(b) Introduce topic.</li> <li>(c) Briefly describe current system.               <ol style="list-style-type: none"> <li>(i) Explain why it is not solving the problem</li> <li>(ii) Highlight user dissatisfaction with it.</li> <li>(iii) Briefly describe scope, objectives and recommendation of the proposed system.</li> </ol> </li> </ol> </li> </ol> | <ol style="list-style-type: none"> <li>2. Body of presentation.           <ol style="list-style-type: none"> <li>(a) Highlight weaknesses of current system.</li> <li>(b) Describe proposed system. How is it going to solve the problem?</li> </ol> </li> </ol> |
|---|--|

- (c) Sell proposed system.
    - (i) Specify savings and benefits, costs and expenses.
    - (ii) Use visual aids to justify project and explain system.
  - (d) Summarize implementation plan and schedule.
  - (e) Review human resources requirements to install system.
3. Conclusion.
- (a) Summarize proposal
  - (b) Restate recommendations and objectives of proposal.
  - (c) Summarize benefits and savings.
  - (d) Ask for top-level management support. Solicit go-ahead for project.
4. Discussion period- Answer questions convincingly.

3. **Persuading:** This is a presentation pitched toward selling ideas- attempts to convince executives to take action on recommendations for implementing a candidate Software .

Regardless of the purpose sought, the effectiveness of the oral presentation depends on how successful the project team has been in gaining the confidence of frontline personnel during the initial investigation. How the recommendations are presented also has an impact. Here are some pointers on how to give an oral presentation:

1. Rehearse and test your ideas before the presentation. Show that you are in command. Appear relaxed.
2. Final recommendations are more easily accepted if they are presented as ideas for discussion, even though they seem to be settled and final.
3. The presentation should be brief, factual and interesting Clarity and persuasiveness are critical. Skill is needed to generate enthusiasm and interest throughout the presentation.
4. Use good organization. Distribute relevant material to the user and other parties in advance.
5. Visual aids (graphs, charts) are effective if they are simple, meaningful and imaginative. An effective graph should teach or tell what is to be communicated.
6. Most important, present the report in an appropriate physical environment where the acoustics, seating pattern, visual aid technology and refreshments are available.

The most important element to consider is the length of the presentation. The duration often depends on the complexity of the project, the interest of the user group and the competence of the project team. A study that has company wide applications and took months to complete would require hours or longer to present. The user group that was involved at the outset would likely permit a lengthy presentation, although familiarity with the project often dictates a brief presentation. Unfortunately, many oral presentations tend to be a rehash of the written document with little flare or excitement.

Also, when the analyst or the project leader has a good reputation and success record from previous projects, the end user may request only a brief presentation.

# POINTS TO REMEMBER

1. A feasibility study is conducted to select the best Software that meets performance requirements.
2. A Software required performance is defined by statement of constraints, the identification of specific Software objectives, and a description of outputs.
3. The analyst is ready to evaluate the feasibility of the candidate Software s to produce these outputs.
4. Three key considerations are involved in feasibility analysis are economic, technical, and behavioural feasibility. Feasibility analysis involves eight steps:
  - (a) Form a project team and appoint a project leader.
  - (b) Prepare Software flowcharts.
  - (c) Enumerate potential candidate Software s.
  - (d) Describe and identify characteristics of candidate Software s.
  - (e) Determine and evaluate performance and cost effectiveness of each candidate Software .
  - (f) Weight Software performance and cost data.
  - (g) Select the best candidate Software .
  - (h) Prepare and report final project directive to management.

## EXERCISE

1. Elaborate Software Performance.
2. Explain Economic, Technical & Behavioral feasibility.
3. Explain the importance of Oral Presentation.
4. Briefly discuss the various steps in Feasibility Analysis.
5. What is the importance of Feasibility Study.
6. What are the default types of Feasibility studies ?
7. Define feasibility study. What is its importance ?
8. What steps should be followed in Feasibility analysis ?
9. What question are to be answered during Feasibility study ?