

3. Alternative Analysis

Based on the results of the first two phases, application software packages were assessed and evaluated. Cost estimates and implementation time frames were then developed for short list packages and a custom build approach.

In addition to the specific alternative solutions, several other factors (including LRSP and organizational impact) were observed and noted in the assessment report.

4. Recommendations

All facts, perceived risks and other factors were reviewed with MFR (the project authority), MFS, B. Lapine (OCG) and M. Eastman. Based on these reviews, and the criteria established during Phase III, recommendations are put forth in this report as to the choice of alternative and implementation strategy which will effectively and efficiently meet the needs of both operational and corporate users.

2.3 Critical Success Factors

To meet the objectives of corporate management, the FMS must take the lead role and establish a solid framework upon which to build. The system must have the following attributes to ensure success.

- A. It can be built or modified to meet all identified requirements with minimal risk of delay or cost overruns.
- B. It is acceptable to Senior Management in terms of implementation timeframe, cost and future potential.
- C. Its architecture is sound and can form a foundation for the overall information model.
- D. It should not preclude packaged alternatives for Pernet, Inventory, Fixed Assets and Corporate Information systems or modules.