

**MARKET FEASIBILITY STUDY AND
BUSINESS PROJECT SUCCESSION IN SOUTHERN PROVINCE OF RWANDA**

A Thesis

Presented to the College of Higher Degrees and Research (CHDR)

Kampala International University

Kampala, Uganda

In Partial Fulfilment of the Requirements for
Master's Degree in Project planning and management

By:

MUGENI UJENEZA Patricie

MPP/31036/102/DF

SEPTEMBER, 2012



DECLARATION A

"This thesis report is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

MUGENI UJENEZA Patricie

Name and Signature of Candidate




18/09/2012

Date

DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".



Dr. Abuya Mokino Isaac

Name and Signature of Supervisor

Name and Signature of Supervisor

18.09.2012


Date

Signature

APPROVAL SHEET

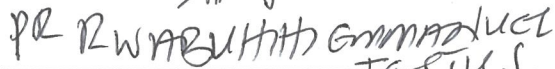
This thesis entitled "Market feasibility study and business project success in Southern Province of Rwanda ", prepared and submitted by **MUGENI UJENEZA Patricie** in partial fulfilment of the requirements for the award of a Master of arts in Project planning and Management; has been examined and approved by the panel on oral examination.

Name and Sig. of Chairman


Dr. Abuya Mubano Isaac

Name and Sign of Supervisor

Name and Sign of Panelist


R. WABUJITH GEMADUCI

Name and Sign. of Panelist

Name and Sign. of Panelist

Date of Comprehensive Examination: _____

Grade: _____

Name and Sign of Director, SPGSR

Name and Sign of DVC, SPGSR

DEDICATION

To Almighty God who has guided me from birth up to now

To my beloved mother Niyonagira Marie Thérèse, my brothers and sisters who not only funded me but also encouraged me to expand my horizons and be that I am.

I dedicate this research study.

ACKNOWLEDGEMENTS

I express my heartfelt gratitude to almighty God for protecting me from birth up to now.

This research is the result of combined efforts from a number of people whom I wish to express my gratitude.

First of all, I would like to express my heartfelt gratitude to my Supervision Dr Abuga Isaac for his positive criticism, encouragement, and guidance throughout the study that have been of great importance towards the completion of this work. I am very grateful to him, he have been available whenever I needed his help. This made me more confident and encouraged to accomplish the study with high morale.

I want to thank all the Lectures and administrative staff of the SPGSRP especially those for Project Planning and Management department, Dr Mwaniki Rosean for her advice and help whenever the researcher got academic problems, Rwabuhihi Ema Festus for his advice and everyone who supported me in one way or another during this course.

Secondly, my thanks go to my beloved Mother Niyonagira Marie Thérèse, brothers and sisters for the financial burden, encouragement and prayers that I have imposed on them yet they were always willing to face it.

Thirdly, I would like to express my thanks to all personals of Rwanda Development Board for their support and provision of necessary information for this study. I thank all business projects that provided me the very important data to my research.

Finally, I wish to appreciate the efforts of my colleagues and special friends' classmates for their great help and inspiration because we shared constructive ideas. Everyone, whatever her/his contribution to this study finds here my gratitude

TABLE OF CONTENTS

PRELIMINARIES

Declaration A	i
Declaration B	ii
Approval sheet	iii
Dedication	iv
Aknowledgements	v
Table of contents	vi
List of Tables	viii
Acronyms	ix
Abstract	x

CHAPTER

ONE: THE PROBLEM AND ITS SCOPE	1
Background of the study	1
Statement of the problem	2
Purpose of the study	2
Research objectives	2
Research questions	3
Scope of the study	4
Significance of the study	4
Operational definitions of key terms	5
TWO: REVIEW OF RELATED LITERATURE	7
Concepts, ideas, opinions from Authors/Experts	7
Related studies	19

THREE: METHODOLOGY	21
Research design	20
Research population	21
Research instruments	24
Validity and Reliability of the research instrument	24
Data gathering procedure	25
Data analysis	27
Ethical Consideration	27
Limitation of the study	28
FOUR: PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS	29
Profile of respondents in southern province of Rwanda	29
Market feasibility study's elements in southern province of Rwanda	31
Level of business project success in southern province of Rwanda	33
Relationship between MFS and business project success	35
FIVE: SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS	36
Summary of major findings	36
Conclusion	39
Recommendations	40
Suggestions for further research	41
REFERENCES	42
APPENDICES	
Appendix1: Questionnaire	I
Appendix2: Summary of focused interview with officials of RDB	VI
Appendix3: A schematic diagram of feasibility study	VII
Appendix 4: Research Budget	VIII
Appendix 5: Curriculum Vitae	IX
Appendix 6: Introduction letter	XIII
Appendix 7: Appointment letter	XIV

ACRONYMS

BP	: Business Project
CHDR	: Collage of Higher Degrees and Research
ETC	: Et Cetera
KIU	: Kampala International University
MDGS	: Millennium Development Goals
MFS	: Market Feasibility Study
MVP	: Minimum Viable Product
RDB	: Rwanda Development Board
RRA	: Rwanda Revenue Authority
SPGSR	: School of Postgraduate Studies and Research
SPSS	: Statistical Package for Social Scientists
4Ms	: Business Marketing, Management, Manufacturing and Money

ABSTRACT

It is realized that many business undertakers in Rwanda become bankrupt because they fail to predict some future risks that can happen to their business projects. Some business projects fail because they do not conduct market feasibility study before they implement their business projects. Many times, they didn't know that they will share market with strong competitors. There are other business peoples who replicate business projects that are working in other country or other place without proper study, then after starting their project they realize that they brought products or services that are out of client's needs . This research is aimed to study at what extent the MFS influences the success of business projects. The research has been conducted in Southern Province of Rwanda and the sample size was one hundred seventy nine (179) established business enterprises have been selected. Questionnaires and interview were instruments used in collecting primary data which were then presented and analyzed using Statistical package for social science software (SPSS). Remarkably, the research revealed that it is very important for any business undertaker to draw MFS for his/her business project before its implementation in order to facilitate the implementation of the business project and reducing the probability of business projects failure. This facilitates also the business project evaluation and identification of possible market risks that can happen in the future towards their successfulness. It was found out that the objective of market feasibility study is not only to take a decision on whether to accept or reject an investment proposal but also to make recommendations as to how it should be reformulated when risks comes so as to ensure better market viability of your business project. Finally, conclusion and recommendations have been provided to the business undertakers and others to the government of Rwanda in order to improve business activities in Rwanda.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the study

Feasibility studies are preliminary studies that are undertaken to determine and document a project's viability. The term "feasibility study" is used to denote both the process of the study and the resulting document itself. The results of feasibility studies are used in a variety of fields to make decisions about whether or not to proceed with a project. If a feasibility study leads to a project approval, it is also be used to ascertain the likelihood of the project's success before the real work of the project begins. A feasibility study is useful for providing alternative solutions to problems and recommendations on the best choice for resolving the issue. This research is focused on the relationship between market feasibility study and business project success.

During the market feasibility study, you think more on how you will create customers for your products or services in enough numbers and rapidly you can make your business successful and profitable (DAVID H. Bangs 1995). A great market feasibility study helps you to know what you can do to have a good products/ services and know your customers better than your competitors do. Once you know your products/ services, your customers and what your competitors are up to, you can develop effective strategies to achieve your business project goals.

Actually, every business projects owners have to be both to succeed their business. They have to make market feasibility study before they implement their business projects, but working without a market feasibility study is just so much a random activity. If you want to increase your business project profit, increase and improve your market feasibility study. Hire an expert if you can't do it yourself. But don't do what too many business projects owners do: "Stop market feasibility study because is a wasting of time and money" That will put you out of business.

The main part of market feasibility study, is a careful examination of your business project on those 3 points:

1. Product and services analysis
2. Analysis of your markets and your position in that market
3. Analysis of the strengths and weakness of your business (DAVID H. Bangs 1995)

Statement of the problem

The Government of Rwanda attaches great importance to the development of business projects because it recognizes the fact that business is a powerful tool for transformation of society at all level.

It is realized that many business undertakers in Rwanda become bankrupt because they fail to predict some future risks that can happen to their business projects. Some business projects fail because they do not conduct market feasibility before they implement their business projects. Other business peoples who are ignorant of market feasibility study; they invest a lot of money without carrying out market feasibility study. Many times, they didn't know that they will share market with strong competitors. There are other business peoples who replicate business projects that are working in other country or other places without proper study, then after starting their projects they realize that they brought products or services that are out of client's needs .

Purpose of the study

This study intended to explore the impact of market feasibility study on business project success and other different advantages of carrying out market feasibility study of business projects before its implementation.

Research objectives

The objectives of the research are divided into general and specifics objectives.

General objective

This study was determined what extent market feasibility study affects business project success.

Specific objectives

Towards the fulfilment of the research general objective, the following specific objectives were delineated

1. To determine the profile of respondents in southern province of Rwanda
2. To determine the specific market feasibility study elements in southern province of Rwanda.
3. To examine the level of business projects success in southern province of Rwanda.
4. To determine if there is a significance relationship between market feasibility study and business project success in southern province of Rwanda

Research questions

1. What is the profile of respondents in Southern province of Rwanda?
2. What are the specifics market feasibility study elements in southern province of Rwanda?
3. What is the level of businesses projects success in southern province of Rwanda?
4. What is the relationship between MFS and business project success in southern province of Rwanda?

Scope of the study

Geographical Scope

This study covered 6 districts of southern province of Rwanda. The names of these districts are follows: Kamonyi, Muhanga, Ruhango, Nyanza, Huye and Nyamagabe.

Time scope

The time scope mainly covers the period from 2005 to 2012.

Content Scope

This study focused on determining whether conducting a project market feasibility study before its implementation contributes to the business project success. It determined different elements such as MFS elements; level of business projects success and relationship between MFS and business project success in southern province of Rwanda.

Significance of the study

The findings of the study are beneficial to many different categories of people and in many different ways:

- The result of this study will be of great importance, because it is designed to seek information that is meaningful to all project planners. This study will help to provide knowledge in research studies specifically for market feasibility studies of the business projects.
- The findings of this study will shed light to the business projects policy makers and planners in developing market feasibility studies for business projects working in Rwanda.
- This study will provide recommendations and advices to different business undertakers and the government that can be useful on the improvement of business projects success through the MFS.
- At the end of this study, one of the research report copies will be given to the KIU library thus acting as a reference to other students having interest in the field of project studies.

- The future researchers will utilize the findings of this study to embark on a related study

Operational definitions of key terms

For the purpose of this study, the following terms are defined as they are used in the study:

Market Feasibility study

A feasibility study is a preliminary study that undertaken to assess whether a planned business project is likely to be practical, profitable, successful and to estimate its cost (Microsoft Encarta dictionary 2009).

Market feasibility study involves collecting information about a potential market that can be used in deciding how a product or service should be designed, delivered, priced, and marketed.

Project

A project is a set of activities that must be coordinated and managed to achieve a specified objective. The project is a set of activity that is planned from beginning to end, bounded by time, resources, and required results. It has defined outcome and "deliverables", deadline and budget that limit number of people, supplies, and capital.

Business project

The business project is a set of activities tries to earn a profit by providing products/ services satisfy people's needs. The outcomes of its efforts are products/services that have both tangible and intangible characteristics that provide satisfaction and benefits.

Business project success

The business project success is when the desired outcomes and results listed in the business project agreement are achieved, the client's problem is solved, all the

project activities are finished on time and within budget, you and your client sustain a high-quality of working relationship.

Your client learns to address similar problems by themselves in the future, you get paid in full and your client says that they would hire you again.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts of Business projects

Project: A project is a task or planned program of work that requires a large amount of time, effort, and planning to complete (Microsoft Encarta dictionary, 2009).

A project is a one-shot, time-limited, goal directed, major undertaking, requiring the commitment of varied skills and resources. It is also described as a combination of human and non-human resources pooled together in a temporary organization to achieve a specific purpose (Choudhury, 1999).

A project can be defined as a non-repetitive activity. This needs to be augmented by other characteristics:

- It is a goal-oriented: It has being pursued with a particular end or goal in mind,
- It has particular sets of constraints, usually centred around time and resources,
- The output of the project is measurable,
- Something has changed through the project being carried out. (Harvey Maylor, 1999)

From the above definitions of a project, I can define it as a set of interrelated planned activities designed to achieve specific objectives within time and resources constraints.

Before an effective management of a project, there are needs to be a shared understanding of that project, its purpose, objectives, scope, sponsorship, funding and mandate.

Types of projects

They are commonly five types of projects which are the following:

- Construction projects produce artifacts,
- Research projects produce knowledge,
- Reengineering projects produce change,
- Procurement projects produce business relationships,
- Business projects produce working processes.

([www.users.globalnet.co.uk/project management/project types](http://www.users.globalnet.co.uk/project%20management/project%20types))

The difference between the above types of projects is shows:

- ***Construction project***

A construction project produces an artifact. The value generated by the project is embedded in the artifact. The artifact may be a complex system with human and mechanical components.

- ***Research project***

Research project produces knowledge. The knowledge may be formally represented as models, patterns or potents. Or the knowledge may be embedded in a working process.

- ***Reengineering projects***

Reengineering project produces a desired change in some system or process.

- ***Procurement projects***

Procurement project produces business relationships contractually based with selected supplier for a defined product or service based on a fixed specification and/or a defined specification process.

- ***Business projects***

Business implementation project produces an operationally effective process. The value generated by the project is embedded in the process.

Project feasibility study

The Feasibility study is an analysis of possible alternative solutions to a problem and a recommendation on the best alternative. It can decide whether a process be carried out by a new system is more efficiently than the existing one.

The feasibility study should examine three main areas;

- Market feasibility study
- Technical feasibility study
- Financial feasibility study

(http://en.wikipedia.org/wiki/feasibility_study)

Market feasibility study

Market feasibility study is concerned primarily with two questions:

1. What would be the aggregate demand of the proposed product/service in future?
2. What would be the market share of the project under appraisal?

To answer the above questions, the market analyst requires a wide variety of information like:

- Product/ Service : The products or services to be marketed are identified together with corresponding producers,
- Production possibilities and constraints,
- Imports and exports,
- Structure of competition,
- Marketing and selling prices,
- Elasticity of demand,
- Consumer behaviour, intentions, preferences and requirements,
- Distributions channels and marketing policies in use,
- Administrative and legal constraints.

Technical feasibility study

The important aspects which have to be looked into, while conducting technical feasibility study are:

- Location factors or accessibility: The project site must be as near as possible to transportation lines and be secured,
- The availability of raw materials, power and other inputs ,
- Whether the production process chosen is suitable,
- Whether the equipment and machines chosen are enough and appropriate,
- Whether the technology proposed to be employed is appropriate from the social point of view,
- Whether work schedules have been realistically drawn up.

Once the technical feasibility is established, it is important to consider the monetary factors also. Since it might happen that developing a particular system may be technically possible but it may require huge investments and benefits may be less.

Financial feasibility study

Financial feasibility study seeks to ascertain whether the proposed project will be financially viable in the sense of being able to meet the burden of servicing debt and whether the proposed project will satisfy the return expectations of those who provide the capital. The aspects which have to be looked into, while conducting financial appraisal are:

- Investment outlay and project cost,
- Source of financing,
- Projected profitability,
- Break-even point,
- Cash flow of the project,
- Projected financial position: Operating expenses, income, balance sheets, capital expenditures,

- Level of financial risks.

The results of feasibility study are used to make a decision whether to proceed with the project or not. If it indeed leads to a project being approved, it will before the real work of the proposed project starts be used to ascertain the likelihood of the project's success.

A feasibility study should provide management with enough information to decide:

- Whether the project can be done;
- Whether the final product will benefit its intended users;
- What are the alternatives among which a solution will be chosen (during subsequent phases)?
- Is there a preferred alternative?

A feasibility study is a preliminary study undertaken before the real work of a project starts to ascertain the likelihood of the project's success. It is an analysis of possible solutions to a problem and a recommendation on the best solution to use. It involves evaluating how the solution will fit into the corporation. It, for example, can decide whether an order processing be carried out by a new system more efficiently than the previous one.

A feasibility study is defined as an evaluation or analysis of the potential impact of a proposed project or program. A feasibility study is conducted to assist decision-makers in determining whether or not to implement a particular project or program. The feasibility study is based on extensive research on both the current practices and the proposed project/program and its impact on the selected organization operation. The feasibility study will contain extensive data related to financial and operational impact and will include advantages and disadvantages of both the current situation and the proposed plan.

(http://users.globalnet.org/global.feasibility_study)

Why prepare market feasibility study?

Developing any new business venture is difficult. Taking a business project from the initial idea through the operational stage is a complex and time-consuming effort. Most ideas, whether from a cooperative or investor or owned business, do not develop into business operations. If these ideas make it to the operational stage, most fail within the first 6 months. Before the potential members invest in a proposed business project, they must determine if it can be economically viable and then decide if investment advantages outweigh the risks involved.

Many cooperative business projects are quite expensive to conduct it. The cooperative projects involve operations that differ from those of the members' individual business. Often, cooperative businesses' operations involve risks with which the members are unfamiliar. The study allows groups to preview potential business project outcomes and to decide if they should continue. Although the costs of conducting a study may seem high, they are relatively minor when compared with the total project cost. The small initial expenditure on a market feasibility study can help to protect larger capital investments later.

Market feasibility studies are useful and valid for many kinds of projects. Evaluations of a new business venture both from new groups and established businesses, are the most common, but not the only usage. Studies can help groups decide to expand existing services, build or remodel facilities, change methods of operation, add new products, or even merge with another business. A market feasibility study assists decision makers whenever they need to consider alternative development opportunities. Market feasibility studies permit planners to outline their ideas on paper before implementing them. This can reveal errors in business project design before their implementation negatively affects the project. Applying the lessons gained from a

market feasibility study can significantly lower the project costs (http://www.racdc.com/pdf/sal_market_analysis.pdf).

Some market feasibility study's mistakes

It is imperative to show your idea is feasible to attract investor and fund the project; you need to convince other people to finance your ideas.

I provide some market feasibility mistakes which serve as guidelines to your study (<http://epubl.ltu.se/mistakes/1659-0187/2008>).

- ***Doing market feasibility study without doing research.*** It is a wasting of time and money without preliminary research on validity of the idea. It is necessary to conduct initial research or pre-feasibility study before the start on of a full market feasibility study.
- ***Incorrect data interpretation.*** Sometimes, the writer overestimates the market size as well as the opportunity for the new venture. For example, you will observe that the product has a large market place, but not realized the strengths of competitors and their customer's loyalty.
- ***Incorrect cost estimation.*** Make sure to detailed the project cost to avoid over-estimation or under estimation. Also, cost estimates should be studied carefully.
- ***Overlook indirect competitors.*** Make sure to investigate all products and services that deal to customers' need.
- ***Surveys dependence.*** Don't over rely to survey because people tend to answer "yes" for new product but when it comes to purchasing, they say "no".
- ***Without expert Assistance.*** It is important to get expert views regarding the product, idea or services.

Rules in preparing good project feasibility study

A project study or feasibility study contains several chapters. The proposed project must be financially, financially, technically and socially feasible.

A consultant or researcher must possess not only the technical expertise on the project involved, but also the right analytical, interpretative and writing skills to be able to produce the desired studies. He must know all banking, institutional, and governmental rules and regulations on the particular projects he is to work on. (<http://knowproject.wcu.edu/pdf>). Those rules are:

- ***Know well the nature of the proposed project:*** If you are not familiar with the topic or project, you must obtain the technical expertise from qualified experts to help you in researching the basic required technology and other sensitive aspects of the project,
- ***Research well:*** Explore all resource related to your study. Your project study must be included with statistics, data documents, and all information needed from all available resources,
- ***Must be a good analyst:*** You must know how to analyze, evaluate, interpret, use and discard unnecessary data,
- ***Data must be accurate:*** Your estimates and projections must be close to realities. Avoid making guesses and statistical improbabilities,
- ***Organize study:*** You must know how to put in order your study,
- ***Write it well:*** You must know how to write it properly.

Four Key Elements that Lead to the business project Success

If you are in a startup or planning to start a new business, do you know what skills you need to succeed? The answer is simple, but the execution can often be challenging. There are four major elements that every successful business needs to understand and effectively address on 4Ms: Business Marketing, Management, Manufacturing and Money (Ewing Marion Kauffman Foundation, 2010).

1. The Market: If you don't sell something, you don't have a business. But, before you can even begin to sell a product, you need to develop a clear picture of your potential market. Ask yourself: "Who would buy this product? Why would they buy it? What would they pay for it? If you really understand your market, ask yourself this simple question, "Who would buy my very first product, and how would I sell it?" Answer that question honestly and many of your market issues might take on a clearer perspective.

2. The People: Normally, the wrong people can make a great idea fail. The right people can make a mediocre idea succeed. Without experienced people, no one will invest. Investors invest in people 95 percent of the time. On occasion you may see someone investing in a new idea with "great" potential, but generally investors want to know that their money is managed by people who have done it before and can do it again. As you grow your business, you will need a wide variety of skills to successfully move your business toward a sustainable position. Don't be afraid to admit that you need others to complement your team. If you don't know who you need, talk to one of your advisors. Then, go find that key person and build your team with people who have experience in your industry.

3. The Product: Manufacturing a marketable solution. Of the 4Ms, this one is normally the easiest but highly critical for the delivery of the long-term goals of the company. Often in an early-stage company, building the product can be cost effectively

accomplished through numerous contract packages. As a good investor, put more effort to produce something that will be highly appreciated by your customers.

4. The Money: Money is something every business needs. From your business plan, you will forecast your financial needs. You need to hire people, rent space, buy equipment and cover expenses such as telephone, Internet, supplies, desks, chairs, etc. These all require capital. Without it, and without careful management, your business will not grow. When your implementation stage is good done, of course your business will receive a lot of money from your customer. (<http://www.nnbw.com/articleread>)

Most important elements of a business project

It's made up of nine key points that are important to complete any business (The Start up Owner's manual, 2010)

1. Value Proposition: the product/service, its features and benefits or uniqueness vs. competition; size of the market opportunity; and the MVP or minimum viable product that best illustrates the product as quickly as possible to elicit customer feedback early

2. Customer Segments: who your customer is and what problems the product solves

3. Channels: how you'll distribute and sell your product

4. Customer Relationships: how you'll create demand

5. Cost Structure: the fixed and variable costs required to operate your business

6. Key Activities: the tasks the company must perform to succeed

7. Key Resources: suppliers, commodities, or other essential elements of the business

8. Key Partners: other enterprises essential to the success of the business

9. Revenue Streams: revenue and profit sources and size (<http://www.inc.com/steve-blank/9-most-important>)

Key success factors for business project

Your business preparation must contain a list of key success factors for your business:
Below are some of them:

1. Sell each unit at a profit. Evaluate each and every product that you sell and determine if you are selling them profitably. If not, you may need to identify how to make its current sales profitable, whether by reducing your costs for that product or increasing its price.

2. Continue to reduce overhead costs. A lower overhead should be a continuing objective for your business. You can cut costs by evaluating your insurance needs, reducing your reliance on outside consultants and service providers, or cutting down unnecessary supplies and equipment.

3. Develop new products while maintaining the high quality of existing products. Ensure that your products are created or chosen in response to the needs of your customers. Ask for customer feedback through surveys or direct interaction with them to find out what are the items that they need and expect from your business.

4. Find and retain high-value customers. It is therefore critical that you exert the extra effort to ensure that you retain the business of your top customers.

5. Create and maintain the highest level of customer satisfaction. A very important success factor needed to sustain your business is to provide the best service to your customers. Satisfied customers are more likely to come back to you. Better yet, give your customers more than they expect.

The above are but a few of the key success factors that you can use for your business. Your key success factors must encompass all the important areas of your business, from finance, marketing and product development, sales and customer service, and human resources. (Jan B. King, 2010)

Reasons given to not do a Feasibility study

The project leaders may find themselves under pressure to skip the feasibility analysis step and go directly to building a business. Individuals from within and outside of the project may push to skip this step. Reason given for not doing a feasibility analysis includes:

- We know it's feasible. An existing business is already doing it.
- The market analysis has already been done by the business that is going to sell us the equipment.

The reasons given above should not dissuade you from conducting a meaningful and accurate feasibility study. (www.epmbook.com/projdefwhy.htm)

RELATED STUDY

Market feasibility study and business project success

Market feasibility study is the key element for the business project success because it analyses many important market elements that lead to the success of the business such as: product/ service, client's needs, distribution channel, your competitors, etc.

Conducting market feasibility research early in your business is very important for everybody for any age, sex, educated or not because it can provide a reality on your idea as well as help defines product/service development to ensure its appeal for your customers. This type of market research is used to determine:

- How much of a demand is there for the product or service you are considering?
- What are your potential customers' needs and price expectations?
- Who are your competitors?

- What are the strengths and weaknesses of your competitors from your potential customers' perspective?
- How can you design your product or service most effectively, given the needs of your target market and the competitive environment?

The MFS is an important part of planning of your business entails knowing the key things that can tell you when you have reached your goals and help determine how well you are progressing towards your goals and objectives. In every business, having profit is an asset and you can not become business person without selling product/service on profit. So you must sit down and think well about market concept to make your dream business a success. The process of setting up your key success factors need not be tedious or difficult. Simply ask the question: "What are the key things that, if you do them well, will ensure your success as a business?" Then fill in the blanks of the sentence: "If I then I will be successful."

Normally, every business undertaker face same market's challenges, but the only way to succeed is to conduct MFS before running your business activities and determining your key success factors and determine risks and propose same solutions to implement when your business meet same market risks.

From the above reasons, drawing MFS before is of great importance to lead the business project success as it follows: when done MFS before carrying out business activities you save time and money, you formalize your business, you have a reference document (guideline) to know how well you are progressing towards your objectives and you facilitate risks management.

By MFS it's easy to meet customers' demands and use the needed technology, you are well localized, you develop the weakness of your competitors and you become competitive. When you draw MFS before the implementation you develop your distribution channel system and you are sure that you bring products/services that are socially and administratively acceptable and you have facilitations on loan.

CHAPTER THREE

METHODOLOGY

The third chapter deals with the methods that were used in obtaining the needed data and the data analysis techniques to be used in order to come up with the findings. According to the Longman Dictionary of contemporary English dictionary (2003), methodology refers to the set of methods and principles that a researcher uses when studying a particular subject or doing a particular kind of work. It further discusses the research design, the sampling procedure, the sample, the research data collection instruments, and the data analysis techniques.

RESEARCH DESIGN

A research design is a logical and systematic plan prepared for directing a research study. It specifies the objectives of the study, and the methodology and techniques to be adopted for achieving the objectives. It constitutes the blueprint for the collection, measurement and analysis of data. (Shajahan, 2006). The type of research is descriptive correlation design in nature.

RESEARCH POPULATION

The population is the complete collection (or universe) of all the elements (units) that are of interest in a particular investigation. (Amin, 2005)
This study population comprised of 174 business projects, and 12 other projects in 6 districts of Southern province of Rwanda.

Table 1 : Targeted population

CATEGORY OF RESPONDENTS	TARGETED POPULATION
Business projects	174
Others	12
TOTAL	186

Sample size

Sloven's formula below used to determine the simple size

$$n = \frac{N}{1 + N \times (e)^2}$$

Where

n= Number of sample

N= Total population

E= Level of significance 0.05

Table 2 : Sample size and Sampling procedures

Category of responded by District	Targeted population	Sample size	Sampling procedure
1. KAMONYI			
Business projects owners	12	12	Purposive
Business projects managers	6	6	Purposive
Others	2	2	Random sampling
2. MUHANGA			
Business projects owners	35	33	Purposive
Business projects managers	5	5	Purposive
Others	2	2	Random sampling
3. RUHANGO			
Business projects owners	18	17	Purposive
Business projects managers	6	6	Purposive
Others	2	2	Random sampling
4. NYANZA			
Business projects owners	18	17	Purposive
Business projects managers	6	6	Purposive
Others	2	2	Random sampling
5. HUYE			
Business projects owners	28	27	Purposive
Business projects managers	6	6	Purposive
Others	2	2	Random sampling
6. NYAMAGABE			
Business projects owners	28	26	Purposive
Business project managers	6	6	Purposive
Others	2	2	Random sampling
TOTAL	186	179	

Source: Author, 2012

Sampling Procedure

The researcher used purposive sampling and simple random sampling to give the same chance to each category that is capable of providing the most appropriate information on the subject matter to be selected.

RESEARCH INSTRUMENTS

The main data collection instrument of the researcher was questionnaires. The researcher designed questionnaire in closed and open-ended questions. For closed questions, a respondent was supposed to pick responses from a list of questions. In most cases the researcher use questionnaires as to collect relevant information from relevant respondents in a shortest time possible.

The researcher organized and conducted face to face interviews with respondents and records the findings. The interview is the method helped the researcher to collect information from purposively respondents who would not have enough time to complete the questionnaire such as RDB personals. Not only that but also the interview method was enable the researcher to gather detailed information from the respondents since this instrument involves face to face interactions.

VALIDITY AND RELIABILITY OF THE RESEACH INSTRUMENTS

For the instrument to be accepted as valid, the average index should be 0.7 or above. To ensure validity of questionnaires and interviews guides, the researcher presented them to 10 academic experts including the supervisor. The validity of instrument approved at such a way content validity index (CVI) = Number of judges declared item valid/total number of items. I.e. $9/10=0.9$. In this case, 0.9 is superior than 0.7, the validity of instrument was confirmed.

With reference to the above technique, after constructing the questionnaire and interview schedules, a pre-test conducted to ensure the clarity of questions, their effectiveness and the time required to complete the questionnaire, and to make sure

that the questionnaire measured what it was intended to measure, the researcher assessed its content validity and reliability.

To improve the validity of the data collection instruments, (mainly the questionnaire), the number of relevant questions divided by the total number of questions, and the outcome was above optimal.

$$V = RQ/TQ = 23/27 = 0.85$$

Where by, V= Validity

RQ= Relevant questions

TQ= Total number of questions

The above expression indicated that, the number of questions on the questionnaire was above the required 0.7 scores. Hence, the instrument was valid. (Amin, 2005).

The test-retest technique will be used to determine the reliability (accuracy) of the researcher devised instruments to ten qualified respondents from Rwanda. These respondents will not be included in the actual study. In this test- retest technique, the questionnaires will be administered twice to the same subjects. If the test is reliable and the trait being measured is stable, the same answers were obtained. (Daniel, 2007).

DATA GATHERING PROCEDURES

The researcher collected both primary and secondary data relevant to the study using questionnaires. Primary data is the original information that carefully collected from the respondents through questionnaire or interview. For the secondary data; the researcher used data which already exists, necessary and related to study like project document, reports, and other documentary.

The data collection process organized and conducted in three stages:

Before the administration of the questionnaires

1. An introduction letter obtained from the School of Post Graduate Studies and Research at Kampala International University, for the researcher to solicit approval to conduct the study from the respective office of Rwanda Development Board.
2. The researcher determined a list of respondents. This involved seeking permission by the researcher from RDB to protect respondents from harm or harassment and their confidentiality and superiors' sensitive information.
3. The respondents had enough explanations about the research and reproduced enough questionnaires for distribution.
4. The researcher oriented the respondents in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

1. The respondents requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher emphasized retrieval of the questionnaires within ten days from the date of distribution.
3. On retrieval, all questionnaires returned and checked if all are answered.

After the administration of the questionnaires

1. The researcher collected and organized the data in more meaningful and interpretive way to answer to the study objectives of research questions.
2. The researcher attributed numerical codes and analyze data by using frequency, percentages, tables ,by putting similar findings in one category and dissimilar in another by using SPSS program.

DATA ANALYSIS

The data analysis was carried out based on the research instrument. From the response to the questionnaire, the researcher was able to quantify data using frequencies; percentage, tables, mean, and correlation were drawn for logical analysis. The researcher analysed the data by using SPSS computer package.

The following mean range was used to arrive at the mean of the individual indicators and interpretation:

Mean range	Responses Mode	Interpretation	Rank
3.26-4.00	strongly agree	Very satisfactory	4
2.51-3.25	Agree	Satisfactory	3
1.76-2.50	Disagree	Poor	2
1.00-1.175	Strongly disagree	Very poor	1

Further still, significant relationship between the two study variables (MFS and BPS) will be determined by the Pearson's Linear Correlation Coefficient at 0.05 of the level of significance.

When the level of significance (Sig.value) is ≥ 0.05 the hypothesis is accepted

When the level of significance (Sig.value) is ≤ 0.05 the hypothesis is rejected.

ETHICAL CONSIDERATIONS

The researcher needed to use professional and ethical standards to plan, collect and process data.

The researcher was objective and use objective methods in data collection.

The researcher interpreted data according to general methodological standard and make sure that elements that are irrelevant to data interpretation excluded from the report.

The researcher reported accurately what she founded out in the study; and she explained properly the methods that she used and reasons for doing.

The researcher kept very confidential all information that have been provided to him and use it only for academic purposes.

LIMITATIONS OF THE STUDY

A major barrier to this study was the language. Because some of the respondents cannot express themselves in English, it has been necessary for the researcher to translate the questionnaire into Kinyarwanda.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

This chapter presents analyses and interprets the data collected from the field by the researcher. It is in fact from this chapter that the tangible results of the research problem will be obtained. As indicated earlier in the research methodology, the study used a sample of 179 respondents selected from the business projects operating in southern province of Rwanda.

Table 3 : The profile of respondents

Categories	Frequency	Percent
Gender		
Male	94	52.5
Female	85	47.5
Total	179	100
Age		
19-30	57	31.8
31-40	65	36.3
41-50	32	17.9
51-above	25	14.0
Total	179	100
Marital status		
Single	88	49.2
Married	91	50.8
Total	179	100
Experience in business		
0-2year	75	41.9
3-5 years	68	38.0
above 5years	36	20.1
Total	179	100

Source: Primary data

The information given in the table above shows that 94 respondents (52. 5%) out of 179 were male; while 85 respondents or 47.5% were female. This indicates that women entrepreneurship is low in the southern province of Rwanda. But there is no remarkable difference.

As indicated in Table 3, the ages of respondents were divided into four categories; 57 respondents were aged between 19–30 years (representing 31. 8%), 65 respondents were aged between 31–40 years (representing 36.3%), 32 respondents were aged between 41–50 years (representing 17. 9%), 25 respondents were aged between 51 years and above (representing 14%).

In terms of marital status, the table above shows that 91 respondents or 50.8% were married, the single were 88 or 49.2%.

In terms of experience in business, 75 of respondents or 41.9% are in business for years between 0-2. For the category of 3-5 years of experience there are 68 or 38% of respondents. Finally, 36 or 20.1% of respondents are in business for the period above 5 years.

Table 4 : Market Feasibility study's elements in Southern Province of Rwanda.

MFS's elements	Mean	Interpretation	Rank
Enough knowledge about MFS	2.35	Poor	1
You drawn MFS before the implementation of your BP	2.14	Poor	2
Enough knowledge about client's needs	2.32	Poor	3
You have enough production possibilities	2.61	Satisfactory	4
Access to the international market	2.05	Poor	5
You price your products and services according to the market prices	3.08	Satisfactory	6
Good distribution channel system	2.44	Poor	7
You are geographically well positioned that customers access your goods	2.68	Satisfactory	8
Good elasticity of demand	2.65	Satisfactory	9
You have enough skills on consumers' behaviour, preferences and requirements	2.47	Poor	10
Your products/services are socially and administratively acceptable	3.30	Very satisfactory	11
Average Mean	2.52	Satisfactory	

Source: Primary data

The results from table 4 indicate that respondents have poor knowledge about MFS (mean 2.35. This confirms lack of enough skills to the business people in southern province on feasibility study. The level of drawing MFS before the implementation of their business projects is also poor (mean2.14). This number shows that a number of entrepreneurs that conducted MFS before running their business still low. This can be the main cause of failure of many business projects in southern province.

Business projects undertakers in southern province of Rwanda have poor knowledge about client's needs (mean2.32). The same sampled population has enough production

possibilities (mean 2.61) but it is not sufficient to produce without studying the market of your products/ services.

In terms of the international market, respondents have poor access on it (mean 2.05). This suggests that many of respondents are working locally.

Business projects undertakers in southern province of Rwanda satisfied that they price their products and services according to the market prices (mean 3.08).

Respondents used distribution channel system (mean 2.44) because many of them use to wait customers to their shop instead of approaching clients in different side of the country and outside country in possible case.

Geographic position is an asset for the success of the business project. Respondents are satisfied on that point (mean 2.68). In the southern province of Rwanda there is a good elasticity of demand because respondents are satisfied (mean 2.65). That is an opportunity to the business undertakers that are working in that area.

The results of the table above show that business undertakers in southern province disagreed that they have poor skills on consumers' behaviour, preferences and requirements (Mean 2.47). This can be a hindrance to the success of the business projects because same business peoples trying to sell products/services that are out of clients preferences and requirement. The reason why is an asset to them to conduct a study on client's needs before running their business in order to meet client's satisfaction.

Business entrepreneurs are very satisfied that their products and services are socially and administratively acceptable (mean 3.30). This suggests that the government of Rwanda controls day to day business activities that are working in the country. On the overall, respondents agreed that the elements of MFS are very important to decide before the implementation if their business are profitable or not (average mean = 2.55).

Table 5 : Level of Business project success in Southern Province of Rwanda.

Business project success factors	Mean	Interpretation	Rank
You have partners whom you share your business together	1.70	Very poor	1
Is your business successful?	2.59	Satisfactory	2
You are good positioned in competition	2.36	Poor	3
You sell each product/service at a profit	3.45	Very satisfactory	4
You make marketing of your products/services	2.39	Poor	5
Your goods are appreciated by your customers	2.78	Satisfactory	6
Do you use the technology that makes a difference for your business?	2.68	Satisfactory	7
Your customer care is high	2.93	Satisfactory	8
Customers appreciating your prices	2.78	Satisfactory	9
You approach customers in different sides as distribution channel system	2.28	Poor	10
You think global, even if your business is strictly local	1.83	Poor	11
Your business is supported by RDB	3.11	Satisfactory	12
Your business profit per month is above 500 000 RWF	2.37	Poor	13
Average Mean	2.55	Satisfactory	

Source: Primary data

The findings from the table above reveal that business projects in the Southern Province of Rwanda had a very poor partnership with others business entrepreneurs (mean 1.70). Respondents are satisfied with some doubt that their businesses are successful (mean 2. 59). Competitiveness is the key element for the success of the business project. The competition in southern province of Rwanda is poor (mean2. 36). The same respondents were very satisfied that they sell each product/service at a profit (mean 3. 45). On the concept of marketing, the same respondents had a poor marketing system for their products /services (mean 2. 39).

Table 5 also shows respondents' responses on the customer's appreciation of their products/services. Respondents satisfied that their goods are appreciated by customers (mean2. 78). The same respondents also satisfied that they use technology that makes a difference for their business projects (mean2. 68). They also satisfied that their customer care is high (mean 2. 93). Respondents improve customer care system and technology in order to capture the market.

On the concept of prices, respondents also satisfied by their customers appreciation on their prices (mean2. 78) because the government of Rwanda is strict on prices increasing especially for food and transport activities.

Distribution channel system is very important for business project competitiveness. But in Southern province of Rwanda, respondents had poor distribution channel system (mean2. 28). The same respondents had poor thinking on global market (mean 1. 83). They think that their goods are only needed by local population.

The table 6 shows also how RDB support business projects. Respondents satisfied by the support that they receive from RDB (mean3. 11). Because RDB is responsible for the registration of every business project that working in Rwanda. Almost all business projects are registered and others taking advantage of different training offered by RDB.

The same respondents confirm that their business profit per month is less than 500 000 Rwf (mean2. 37).

On the overall, respondents satisfied by the level of business project success (average mean = 2.55) in Southern Province of Rwanda.

Table 6 : Significant Relationship between Market Feasibility Study and business project success in Southern Province of Rwanda.

Variables Correlated	R-value	Sig	Interpretation	Decision on Ho
Market Feasibility Study Vs Business Project Success	.077	.308	No significant Correlation	Accepted

Source: Primary data

The fourth specific objective in this study was to determine if there is a significance relationship between market feasibility study and business project success in southern province of Rwanda.

The result from the table 6 indicates that ($r=0.077$) there is no significance correlation between market feasibility study and business project success in Southern Province of Rwanda. This is because Sig. Value was greater than 0.05 which is the level of significance considered in social science. So that hypothesis is acceptable.

The main cause of the above result is because the researcher worked on one type of feasibility study (MFS) among many other types such as technical and financial feasibility study. The research revealed that, MFS is an important element that leads to the business project success, but it is not enough for the success of business because there are other factors (studies) that contribute to the success of business. Hence, the three studies (Market, financial and technical feasibility study) are complementary to each other.

From the above results, the independent variable and dependent variable (MFS and BPS) are correlated to each other. Means that, for business entrepreneurs who need to succeed their business is very important to them to conduct market feasibility study before they implement their business.

CHAPTER FIVE

SUMMARY OF THE MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

SUMMARY OF MAJOR FINDINGS

This chapter summarizes the findings of the study which helped the researcher to draw conclusion and recommendation based on the findings. The study used both qualitative and quantitative methods of analysis.

Summary of findings on profile of the respondents

These results show that all age groups are considered when hiring employees, and also that most respondents are in their youthful ages where they are most effective at work. The study revealed that the majority of our respondents were male (52, 5%) and most of them had the age between 19-40 years old. For the marital status concept, married respondents were more than single respondents. The research revealed that most of respondents had experience in business that is between 0-2years. It's means that in the southern province of Rwanda, there were a big number of new business entrepreneurs.

Summary of findings on the market feasibility study factors in the Southern Province of Rwanda

It was revealed from the findings of the study that business entrepreneurs in southern province of Rwanda have no enough knowledge about MFS that might be done before running a business project. This study is of great importance for the success of the business project especially MFS. Unfortunately, most of sampled population didn't drown MFS before the implementation of their business projects. So that can be the main cause of failure to many business projects in southern province.

Same sampled population confirmed that they have enough production possibilities (mean 2.61) but it is not sufficient to produce without studying the market of their products/ services because they can't meet client's needs without skills on customers' preferences and requirements. Respondents are also working locally because the international market requests a lot of money for transport, taxes, etc. so they use to produce only for local peoples. In addition, they had a poor distribution channel system because most of them use to wait customers to their shop instead of approaching clients in different side of the country and outside country in possible case. When they want to touch a big number of clients they use rather to be well positioned that customers access their products/services easily.

On the concept of prices, business projects undertakers in southern province of Rwanda agreed that they price their products and services according to the market prices (mean 3.08) because the government of Rwanda put more effort in prices management and controls day to day business activities that are working in the country in order to sell products and services that are socially and administratively acceptable. In addition every business project must be registered in RDB and their activities are known by the government.

In the southern province of Rwanda respondents agreed that there is a good elasticity of demand (mean 2.65). That is an opportunity to the business undertakers that are working in that area and others want to invest in the same area.

From the results above, where respondents disagreed with MFS factors it's the results of not conducting MFS before running business project, so that institutions in charge must do something to improve business entrepreneur's skills on MFS through trainings.

Summary of findings on the business project success in Southern Province of Rwanda

As said union make force, in Rwanda is better and easy to conduct a business together but they can't be formed without MFS in order to ensure its success and even banks or other institutions can not provide loans or gift without this document.

The problem is that the results shows that many of business undertakers don't have partnership with others so they are using and managing their own money as they want even in the way out of business plan. This can be the one of the causes of low level of the success of the business projects (mean2. 59).

As the competitiveness is the key element for the success of the business project, the research revealed that only few respondents were good positioned in competition because of many reasons such as: Lack of MFS before running business, lack of marketing of their products/services, insufficiency business technology, poor distribution channel system, thinking and working locally instead of thinking globally. So, most of respondents were not in position to achieve 500 000 Rwf business profit per month.

The research revealed that respondent's goods and prices are appreciated by customers (mean2. 78) and they sell each products/services at a profit. So they developed their customer care in order to capture the market.

Almost all business projects are registered and others taking advantage of different training offered by RDB

Summary of findings on the relationship between market feasibility study and business projects success in Southern Province of Rwanda.

The findings of the study concluded that there is a very important relationship between Market feasibility study and business project success in southern province of Rwanda.

The result revealed that the independent variable and dependent variable (MFS and BPS) are complementally each other. This is because Sig. Value was greater than 0.05 which is the level of significance considered in social science. So that hypothesis is acceptable.

Means that, for business entrepreneur who need to succeed business his/her is better to conduct market feasibility study before they implement their business.

CONCLUSIONS

Based on findings, a number of conclusions were drawn.

The market feasibility is the key element to the success of business project because it is concerned primarily with two questions:

1. What would be the aggregate demand of the proposed product/service in future?
2. What would be the market share of the project under appraisal?

To answer the above questions, the market analyst requires a wide variety of information like:

- Product/ Service
- Production possibilities and constraints,
- Structure of competition,
- Selling prices,
- Elasticity of demand,
- Consumer behaviour, intentions, preferences and requirements,
- Distributions channels and marketing policies in use,
- Administrative and legal constraints, etc

The above elements of market feasibility study should be known before the business project itself is implemented.

From the study, the researcher discovered that market feasibility study is an important element of business project success. It was found out that the objective of market feasibility study is not only to take a decision on whether to accept or reject an investment proposal but also to make recommendations as to how it should be reformulated when risks comes so as to ensure better market viability of your business project.

RECOMMENDATIONS

In order to solve the business projects problems or challenges revealed by the research, the researcher came up with suggestions and recommendations to the business projects undertakers and the government.

The recommendations provided to business projects undertakers are following:

- ✚ The business entrepreneurs should obtain first training on how to prepare and manage business projects before they implement their business projects,
- ✚ Any business project should be implemented after being sure that is practically feasible and socially acceptable. Hence, market feasibility study for a business project,
- ✚ In order to be well positioned in competition, any business undertaker should obtain enough skills about innovation or introduce a new way of doing something for fighting against business duplication and capturing the market,
- ✚ It is also recommended to the business project undertakers, after making market feasibility study to check on periodically the business process in order to see whether there are no deviations from their plans,
- ✚ For the market success of business projects, it is recommended to the business project undertakers to develop their distributions channels to approach customers of different places as much as possible.

The recommendations provided to the government are following:

- ✦ The government should try to reduce heavy taxes as this was major complaint of business investors in southern province. However, as the government wants to increase in revenue from taxes can motivate peoples to invest in business and facilitate investment process in order to augment the number of business undertakers then Rwanda revenue authority (RRA) can receive enough taxes from many business peoples.
- ✦ The government should increase training and seminars for everybody who need to become a business undertaker on business success. The government also should increase training about working together so that the increased number of partnership because as it has been revealed by the research that number still low even it's a very good way to succeed as it said that union make force.
- ✦ The government should also working with banks in order to facilitate the access to loans especially for youth and others who have no collateral in order to increase the capacities and the number of business project investment.
- ✦ In order to wide the market for business projects undertakers in Rwanda; the government should facilitate the access to the international market especially in Easter African Community.

Suggestions for further studies

The research should extensively be done on business project success in the whole country (Rwanda) in order to come up with recommendations that can help in the drive to ensuring sustainable socio-economic development as it's indicate in MDGs. The researcher suggests to the future researchers to conduct their research on other types of feasibility study such as technical and financial feasibility study and business projects success or with other types of projects.

REFERENCES

WORKS

AMIN E. (2005), *Social science research*, Kampala: Makerere University Printery

CHOUDHURY (1999), *Project management*, Tata Mc Graw-hill publishing

DAVID H. Bangs (1995), *The market planning guide*, A plan to successful market of your business, product and services, fourth edition

Ewing Marion Kauffman Foundation (2010).

Harvey Maylor (1999), *Project management*, second edition

JACK R. Meredith and SAMUEL J. Mantel (1995), *Project management*, a managerial approach, third edition

Jan B. King (2010) "*Business Plans to Game Plans: A Practical System for Turning Strategies into Actions*"

PRASSANA Chandra (1995), *Project planning, analysis, implementation and review*, fourth edition

RORY Burke (1995), *Project management: Planning and control techniques*, third edition, John Wiley and sons limited

SHAJAHAN S. (2006), *Research methods for management*, third edition, New Delhi: Jaico publishing house

DICTIONARIES

Microsoft® Encarta® 2009. © 1993-2008 Microsoft Corporation. All rights reserved

Longman Dictionary of contemporary English dictionary (2003),

Wikipedia, free Encyclopedia, (2008)

ELECTRONIC REFERENCES

<http://managementhelp.org/mise/defining-success>, accessed on 16/06/2011

<http://michaelgreer.biz/p=125>, accessed on 07/08/2011

http://en.wikipedia.org/wiki/feasibility_study, accessed on 02/07/2011

http://users.globalnet.org/global.feasibility_study, accessed on 16/06/2011

http://www.racdc.com/pdf/sal_market_analysis.pdf, accessed on 16/06/2011

<http://epubl.ltu.se/mistakes/1659-0187/2008>, accessed on 16/06/2011

<http://knowproject.wcu.edu/pdf>, accessed on 16/06/2011

www.epmbook.com/projdefwhy.htm, accessed on 21/06/2011

www.users.globalnet.co.uk/project, accessed on 21/06/2011

<http://www.nnbw.com/articleread>, accessed on 31/08/2012

<http://www.inc.com/steve-blank/9-most-important>, accessed on 31/08/2012

APPENDICES

Appendix 1 : QUESTIONNAIRE

Dear Respondent,

I'm **MUGENI UJENEZA Patricie**, a student at Kampala International University (KIU), pursuing a **Master of Arts Degree in Project Planning and Management**.

I am conducting an academic research entitled **"Market feasibility study and business project success in Southern Province of Rwanda"**.

You have been selected as one of respondent to participate in this study, and therefore you are kindly requested to answer the questions below. The answers provided will only be used for academic purposes and will be treated with utmost confidentiality.

Your contribution, opinions and experience will be highly appreciated.

Questionnaires about the profile of the Respondents

1. Gender

☐

Male

☐

Female

2. Age of the respondent

☐

19-30

☐

31-40

☐

41-50

☐

51-above

3. Marital Status of the respondent

☐

Single

☐

Married

University

☐ Secondary

Primary

☐ Not educated

☐ 0-2year

3-5 years

☐ above 5years

☐ Proprietorship

☐ Partnership

Direction: Please respond to the questions following with your choice. Kindly use the written guide codes as:

SA: Strongly agree **4**

A: Agree **3**

D: Disagree **2**

SD: Strongly Disagree **1**

Respondent's code in a questionnaire: SA= 4

$$A = 3$$
 $D=2$

SD=1

What are the market feasibility study elements in your business?

Market feasibility study elements	Respondent's responses			
	SA	A	D	SD
Enough knowledge about MFS				
You drawn MFS before the implementation of your BP				
Enough knowledge about client's needs				
You have enough production possibilities				
Access to the international market				
You price your products and services according to the market prices				
Good distribution channel system				
You are geographically well positioned that customers access your goods				
Good elasticity of demand				
You have enough skills on consumers' behaviour, preferences and requirements				
Your products/services are socially and administratively acceptable				

What is the level of your business project success as a result of MFS?

Level of business project success	Respondent's responses			
	SA	A	D	SD
You have partners whom you share your business together				
Is your business successful?				
You are good positioned in competition				
You sell each product/service at a profit				
You make marketing of your products/services				
Your goods are appreciated by your customers				
Do you use the technology that makes a difference for your business?				
Your customer care is high				
Customers appreciate your prices				
You approach customers in different sides as distribution channel system				
You think global, even if your business is strictly local				
Your business is supported by RDB				
Your business profit per month is above 500 000 RWF				

Thank you very much for your cooperation. If you are interested in the findings of this research, please give your Email address here:

.....

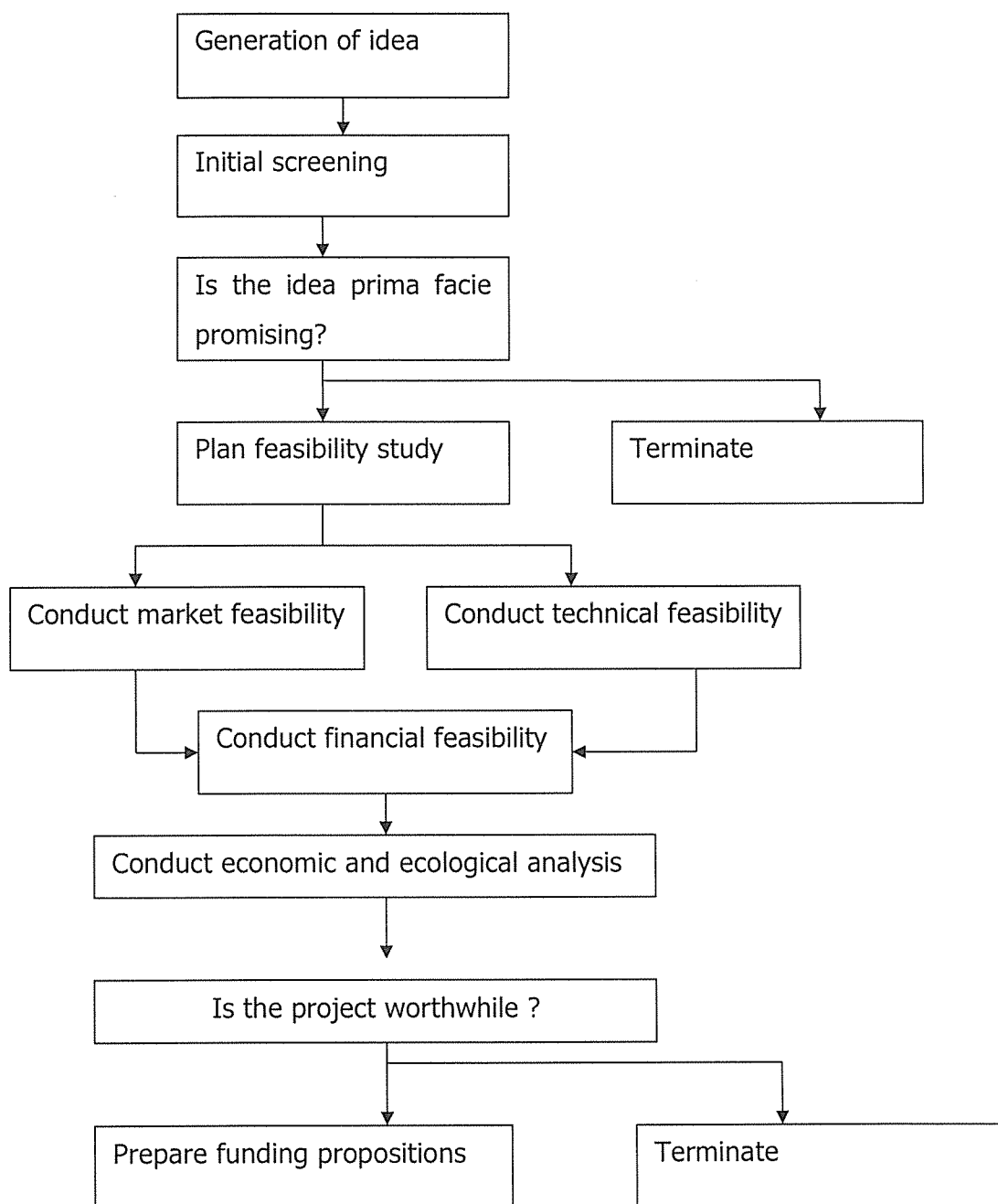
Interview guide addressed to the personnel of DB

1. What is the mandate of RDB?
2. What are the business projects requirements for being supported by RDB?
3. How do you see the performance of business projects that you support?
4. Do RDB deliver successfully?

Appendix 2 : Summary of focused interview with officials of Rwanda Development Board (RDB)

Questions	Responses
What is the mandate of RDB?	The mandate of RDB is to support business projects by providing non financial services including: Trainings, market information, link them with different sources of funds, networking events, business registration. The aim is to grow their businesses.
What are the business projects requirements for being supported by RDB?	The new business owners must present to RDB their business project document shows that it is successful and other required documents
How do you see the performance of business projects that you support?	The officials agreed that performance was good considering new businesses being registered and new jobs created. A good number of BPs have shifted from informal business into formal businesses.
Do RDB deliver successfully?	The officials agreed that there were problems that affecting services delivery. The poor funding system and lack of capacity affected the delivery of services by RDB.

Appendix 3 : A SCHEMATIC DIAGRAM OF FEASIBILITY STUDY



Source: Prassana Chandra (1995), *Project planning, analysis, implementation and review*, fourth edition, page11

Appendix 4 : RESARCH BUDGET

No	Item/ Activity	Total cost (US\$)
1	Communication	50
2	Transport	250
3	Photocopying and binding	100
4	Secretarial services	150
5	Equipment and stationery	100
6	Miscellaneous	100
7	Others	100
	Total	850

Appendix 5 : CURRICULUM VITAE

Name: MUGENI UJENEZA Patricie

Date of birth: 1984

Marital status: Single

Nationality: Rwandan

Residence: Muhanga

Email: mugeniujeneza@yahoo.fr

I. PROFILE

Professional in Project Planning and Management, Proven leadership skills, project planning and management skills, developing and motivating teams to achieve their objectives, team conflicts resolution skills, and able to work under pressure.

II. SKILLS AND ACHIEVEMENTS

- Cooperative management
- Professional skills in projects planning
- Professional skills in monitoring and evaluation
- Competency skills
- Excellent professional and technical skills in training, mobilization and sensitization activities
- Professional skills in networking and collaboration
- Professional skills in decision making
- Excellent in innovation and creativity
- Excellent interpersonal, verbal and written communication skills with team work spirit
- Able to live wherever in Rwanda and outside country

III. EDUCATION BACKGROUND

Period	Institution	Award	Course
From August 2010 to May 2011	KAMPALA INTERNATIONAL UNIVERSITY (KIU)	Master's degree	Project Planning and Management
2005-2009	INSTITUT CATHOLIQUE DE KABGAYI (I.C.K)	Bachelor's degree	Development studies
2002-2004	COLLEGE APPEC REMERA-RUKOMA	Professional certificate of secondary education	Teacher training
1999-2001	COLLEGE ADVENTISTE DE GITWE	Ordinary level Certificate of Education	-
1992-1998	KABGAYI PRIMARY SCHOOL	-	-

IV. WORKING EXPERIENCE

From May 2007 up to July 2010: Voluntary Technician at Centre des Services aux coopératives. (UGAMA/CSC)

Major tasks and responsibilities:

- ♦ Train UGAMA/CSC beneficiary cooperatives
- ♦ Project Planning;
- ♦ Monitoring and evaluation of different projects of UGAMA/CSC beneficiary cooperatives;
- ♦ Socio-economic survey of household;
- ♦ Technical support in strategic plan elaboration;

V. TRAININGS, SEMINARS ATTENDED

Period	Course	Organized by	Content
From 1-4 March 2011	Consulting Skills	Kampala International University/Uganda	<ul style="list-style-type: none"> • Exposure to professional skills in management consulting, • Competency, • Technical expertise, • Defining expectations, • Consultant-client relationship, • Marketing and sales of professional services, • Guidelines to creating powerful proposal for clients.
From 12 October to 17 November 2007	Cooperatives management	Centre des services aux coopératives (UGAMA/CSC)	<ul style="list-style-type: none"> • Cooperative initiation, • Cooperative management, • Marketing and sales of Cooperative productions /Services, • Cooperative conflicts resolution. • Working in team, • Working with a minimum of supervision.

VI. LANGUAGES

Language	Speaking	Writing	Reading	Comprehension
Kinyarwanda	Excellent	Excellent	Excellent	Excellent
Français	Excellent	Excellent	Excellent	Excellent
English	Very Good	Very Good	Very Good	Very Good

VII. OTHER KNOWLEDGE AND SKILLS

Computer literate in:

- Microsoft Word;
- Microsoft Power Point;
- Microsoft Internet;
- Microsoft Excel;
- SPSS

Driving License: Class B

I, MUGENI UJENEZA Patricie, do hereby confirm that the above information is true to the best of my knowledge and belief.

Ms MUGENI UJENEZA Patricie

Appendix 6: Introduction letter



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE ASSOCIATE DEAN, SOCIAL SCIENCES
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

August 17, 2011

Dear Sir/Madam,

**RE: REQUEST FOR MUGENI UJENEZA PATRICIE MPP/31036/102/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Project Planning and Management."

She is currently conducting a field research of which the title is "**Market Feasibility Study and Business Project Success in the Southern Province of Rwanda.**"

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

**Dr. Roseanne Mwaniki
Associate Dean Social Sciences, SPGSR)**

Appendix 7: Appointment letter



Kigali, of 09/01/2012
Ref: RDB/REG/000511/12

Mrs. Patrice MUGENI UJENEZA
Tel: 0788736108
Muhanga,

Dear Madam,

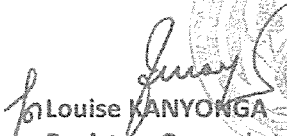
RE: Company search

In reference to your request, we hereby inform that the Office of the Registrar General offers a free online service which provides among others the information on the companies registered in Rwanda. Therefore, the updated information on all companies and enterprises registered is available on www.org.rdb.rw (information services - business register).

You are requested to request an e-signature on the aforementioned website in order to have access to our database.

Thank you for your cooperation.

Yours sincerely,


Louise KANYONGA
Registrar General

