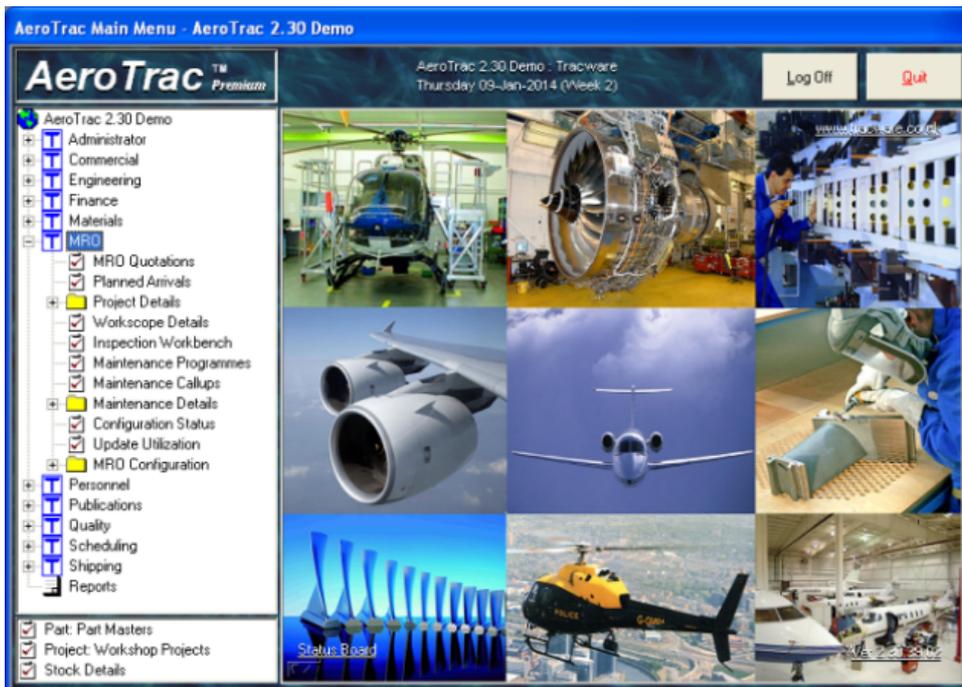


Methodology for Implementation of AeroTrac Premium Plus

Aviation MRO Process Control Software

TW14037



1 Introduction

TracWare has an excellent track-record of success with regard to software implementation. There are a number of factors which contribute to this. The purpose of this document is:

- To define what constitutes a 'successful' implementation
- To highlight the key ingredients for success
- To outline the methodology employed by TracWare

2 Defining a 'Successful' Implementation

The following factors are benchmarks for a successful implementation of AeroTrac™:

- The customer agrees that the software meets the aims and objectives that were initially prescribed (in most cases we exceed the customer's expectations)
- The customer can see tangible, measurable improvements to the business and processes
- The customer can see a return on investment within a short period of time, but certainly within the first year
- The software improves discipline, regimentation and control within the organisation
- The Project Plan was realistic, achievable and has been followed
- The Project has been delivered on time - no 'Project Creep'
- The Project has been delivered within budget
- The customer is happy!

3 Key Ingredients for a Successful Implementation

There are a number of key factors which are recognised as contributing to a successful implementation:

1. Executive Support
2. User Involvement
3. Clear Business Objectives
4. Emotional Maturity
5. Optimizing Scope
6. Agile Process
7. Project Management Expertise
8. Skilled Resources
9. Execution
10. Tools and Infrastructure

Source: *The Standish Group Inc. - "CHAOS Report" - 2013*

The two most important contributors - 'Executive Support' and 'User Involvement' are essential. If you do not have 'buy-in' from the key stakeholders the project is almost certainly doomed to failure. Conversely, if you do have buy-in, then almost anything is achievable.

The size of the site has no bearing on this: a site with 5-Users is just as likely to fail as one with 500 if senior management are not committed to the project and if the end-users are not asked for their input. It is through collaboration with management and end-users that factors such as 'Clear Business Objectives' and 'Optimizing Scope' are achieved.

The most important and influential stakeholders in any software implementation are the client's staff – not the software provider. Analysts of major implementation catastrophes often point to the lack of involvement by the implementer. This is attributable to many factors, but the most common theme is that of the users being too far removed from the implementation. As a result, the software does not meet the expectations of the users and does not match the processes.

TracWare usually take all of these factors into account during the sales process.

4 TracWare Implementation Methodology

TracWare's primary approach is that of a 'self-implementation'. Responsibility for the success of the implementation lies as much with the client as with TracWare. Whilst this is (conveniently) a practical approach for TracWare, it is in reality the only practicable approach for any organisation looking to implement a complex software solution in a very process-led industry.

There are major advantages in TracWare's approach:

- Ensures immediate 'buy-in' at Senior Management Level
- Ensures involvement of key individuals in the business who understand the business processes and the 'personalities' of some of the most influential users
- Ensures that key members of staff are empowered to make changes to processes and make requests to TracWare for adjustments / enhancements in functionality to meet the requirements of the business
- Complete confidence that AeroTrac™ will deliver at Go-Live and beyond
- The best way to understand how a software application works is to train others: it helps when you personally know the strengths and weaknesses of the trainees: it also engenders 'buy-in' and consistency from the end-users who know what is expected of them by their line management
- Major cost savings

TracWare clearly have a major part to play in the implementation too. Your success will be our success also. Therefore our implementation and support staff have detailed knowledge of all aspects of the software and also hands-on experience of having worked in the Aviation MRO industry. TracWare have forged close relationships with many of our customers: this is reflected both in the software functionality and in our approach to the implementation.

A typical implementation will be as follows:

4.1 Assign a Project Manager

The Project Manager role is a key one, and can be filled either by someone within the business, or by an experienced independent Project Manager. Ideally the Project Manager will have (or will gain) a sound and thorough understanding of all aspects of the business and will be involved in using the software on a day-to-day basis. They are the central contact point for any support issues and ideally are empowered to make decisions that may affect the business. They are going to champion the product during the implementation phase and frequently beyond.

TracWare will also appoint a staff member to lead the implementation on our side. Their expertise of AeroTrac™ and knowledge of Aviation MRO are of paramount importance and will play a major factor in the success of the project.

4.2 Build a Project Team

The Project Team should be assembled from the key members of staff who are experienced or will be using the system on a regular basis. Typically there will be staff from Tech Records / Production, Stores / Purchasing, Commercial and Finance (depending on the nature of the business). The Project Manager may well be one of these people. After the implementation they will have a basic understanding of all of what AeroTrac™ does, and detailed knowledge of their own particular areas. One of their key roles is in determining how AeroTrac™ will be used within the business and supporting other users during and after Go-Live.

4.3 Build a Project Plan

TracWare will produce a template of a Project Plan based on how they perceive the software implementation is likely to proceed. This will establish basic milestones for the major events. The Project Manager may adopt this or create their own. Building an achievable, realistic plan is a crucial part of any successful implementation. The Project Plan will almost inevitably be subject to change throughout the process, but sticking to it as closely as possible is important.

4.4 Project Team Training

TracWare will install a Test Company database. The Project Team are then given overview training (approx.1 week) on all aspects of the software, including areas they may never personally use. AeroTrac™ is a fully-

integrated solution: data entered by a user will have ramifications elsewhere, and it is important for the Project Team members to appreciate this.

The Overview Training session should achieve a number of key objectives:

- Help the team members understand what AeroTrac™ does and why
- Determine (broadly) how it will be used within the business
- Define who will take ownership of the various functions
- Agree what specific tasks the members of the Project Team will undertake (data-building)

Following the overview session, training is then delivered to individual members of the Project Team (and anyone else considered as relevant) in their particular area of expertise.

4.5 Data Building

A key part of any successful implementation is data migration and data cleansing. The more you put in, the more you get out. The success of this stage is almost entirely down to the Project Team. TracWare can and will assist with the importation of data (plus AeroTrac™ has its own 'Data Importer module'), however we cannot validate it. In some instances (particularly aircraft set-up) we regard this as an opportunity to audit the aircraft and strongly recommend that some parts of this process are done by hand. One advantage of the data-building process is that it gives the user an opportunity to start testing and understanding how the system works and can be applied.

4.6 Pre Go- Live Training

There will be a succession of visits in the period between the initial Project Team training and Go-Live. The purpose of these sessions should be to go through the functionality step by step leaving no stone unturned. The better the team understand the software the better they will be able to apply it to how the business operates. It may be that people's roles will change and that processes will be worked differently, but it is of paramount importance that the Team determine who should do what in this phase.

Immediately before Go-Live, TracWare and Project Team Members will deliver training to the end-users, frequently supported by written training material which is customised to mirror the processes and frequently reflects the capabilities of the end-user.

4.7 Go- Live

Occasionally TracWare's customers will attempt a 'dry-run' Go-Live, but this is not always essential, particularly if the Project Team feel they have tested the software sufficiently. TracWare staff members will always be onsite at a Go-Live (usually for two weeks), providing back-up and assistance wherever this is required. No matter how meticulous the preparations have been a curve-ball will frequently appear, and we aim to be there when it happens.

TracWare have only very occasionally postponed a 'Go-Live' date, and we have never cancelled one immediately before it was due to happen.

4.8 Post Go- Live

TracWare continue to engage with the customer on a regular basis after the Go-Live through the back-up work provided by our Support Team members. Occasional site visits are required to explain the nuances of certain functionality and provide additional training. All sites are different, depending on factors as diverse as language, staff-turnover and even shift-patterns. Sometimes the site visits may be covered by support or charged additionally depending on their nature.

Thank you for your time and interest.