

KEY PLAYERS AND ORGANIZATION

Setting up the maestro* implementation project

*The success of a project, such as the **maestro*** implementation, is based on establishing solid foundations. Identifying the employees involved in the implementation and their respective responsibilities, work organization and training are just some of the aspects that need to be considered.*

Drawing on its past experience in this area, Maestro provides roles and recommends a number of tried and tested actions. This advice and instructions are the client's responsibility – it greatly impacts the implementation of maestro and helps make it a positive and optimal experience.*

GUIDELINES

Identifying the project's key players – a Pilot and Co-pilots

To manage the project, follow its evolution, and see to the efficient implementation of the software, it is important to carefully target and appoint employees who will be accountable for success. The “Pilot” is the main person responsible for the project. They must also be able to rely on their Co-pilots, who may differ depending on the software modules implemented, to benefit from their expertise and/or experience. Pages 4 and 5 of this document give a more complete description of the characteristics and functions of this role.

Reduce the workload of the Pilot and Co-pilots during the implementation phase

Whether it be to discuss or decide on the processes to modify, the actions to take, to set up, train, and practice, time must be reserved to this effect. By failing to anticipate a slowdown in the work of the key players, an overload of work could impact the transition, and the acceptance of the change, and cause delays in the implementation plan. In fact, scheduling time specifically for work on the implementation project is strongly suggested.



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Plan for change management and investigate possible impacts



Anticipating changes and differences in employee work habits is very important. Indeed, the implementation of new software in a company can generate a lot more anxiety and resistance from the impacted employees than we would believe. Too often the human aspect linked to this change is neglected. However, it is a key factor in the success of a new project. It is important to plan and support employees in the unknown that is a new ERP and the possible repercussions. Some actions that can help the transition and lessen the negative effects of this change are:

- Highlighting and recognizing previous work done – recognizing the importance of employees' contribution to the old system is a positive way to make sure they will be more open to change.
- Giving precise information about the reasons motivating this change.
- Providing an honest, positive, understandable, and convincing overview of the expected results, despite the potential difficulties – presenting a clear vision of what the work will look like once the transition period is over encourages the understanding and acceptance of the change while reducing the apprehension that comes with uncertainty.
- Linking the change to a similar and positive one that happened in the past.
- Break down this change, presenting it in steps – it's easier to think in terms of achieving successive, gradual results rather than a single, huge goal.
- Listening to employees, involving them, reassuring them about their real concerns, and adapting to the change process.
- Giving your employees time – a change such as this cannot be made in the blink of an eye. While the managers of a company have been able to foresee this change and think ahead, the same cannot be said about most employees.



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Develop an internal communication plan

As is the case for change management, communication plays a key role in the success of every project. The more employees know about the game plan, the decisions and what is being done, the lower the risk of things going wrong. Employees need information on the project before, DURING, and after, otherwise commitment could be reduced. There must be transparency about the project's objectives, milestones, benefits, difficulties encountered, impact, etc.

Document internal processes, guidelines, and user work methods

The internal processes and work methods that precede the implementation must be accessible and known in order to facilitate the implementation and knowledge of the internal processes by Maestro's representatives, to ensure that no element is forgotten, to maximize and optimize the tasks with the software, and to identify what needs to be changed.

Plan internal training

New knowledge and skills cannot be developed and mastered simply by mentioning or demonstrating them. Learning requires practice and trial and error. Training must be provided if employees are not directly involved in Maestro training and are required to perform tasks in **maestro***.

Identify a Pilot, Co-pilots, and their responsibilities

Assigning roles and responsibilities to key individuals is necessary for the success of an implementation project. In all cases, the leaders must be positive, have credibility within the company, be good communicators, and be aware of the implications and magnitude of the task.

It should be noted that the company president must also sign and apply the terms set out in the learner commitment form (Training Sessions - Software Package Implementation Process) and perform the necessary follow-ups with the Pilot. They will receive reports from Maestro's Projects Office.

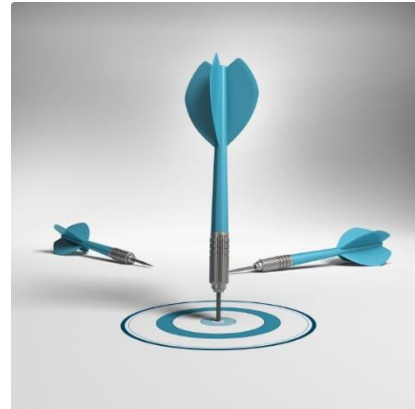


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THE PILOT

Profile

- Must have the leeway to make certain decisions and a certain credibility among their peers.
- Must have access to ALL company and employee data (salaries, financial statements, etc.).
- Must know how the company operates and its high-level processes.
- Good at explaining and a good communicator.
- Good at managing priorities.



Responsibilities

- Ensure that the terms set out in the learner undertaking form (Training Session – **Maestro*** Software Implementation Process).
- Act as an interlocutor and contact person with the Maestro Projects Office.
- Participate in meetings with the Maestro Projects Office.
- Transmit to implicated employees all information pertaining to the date, time, and place of meetings and training sessions with Maestro to ensure their availability.
- Actively participate in ALL training sessions.
- Make decisions about **maestro***'s operations, processes, and configurations.
- Add/modify/eliminate internal processes and communicate these changes.
- Perform regular follow-ups with Co-pilots.
- Be accountable for any project delays.
- If applicable, act as an internal trainer.



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THE CO-PILOTS

Profile

- Must be able to have access to ALL company data linked to their department.
- Must have in-depth knowledge of the department's operations and processes.
- Their in-house expertise, in their sector of activity, must be recognized by all.
- Be good at explaining in a broader and more general way.
- Have an eye for detail.

Responsibilities

- Ensure the application of terms outlined in the learner undertaking form (Training Session – **Maestro*** Software Implementation Process).
- Work closely and collaborate with the Pilot.
- Take part in the meetings with Maestro's Projects Office.
- Transmit to implicated employees (and under their leadership) all information pertaining to the date, time, and place of meetings and training sessions with Maestro and ensure their availability.
- Actively participate in ALL their department's training sessions for which they oversee the activities for the project.
- Take part in decisions concerning **maestro***'s operations, processes, and configurations linked to the activities they oversee.
- Add/modify/eliminate internal processes of activities they oversee and communicate these changes.
 - Perform regular follow-ups with employees in their team.
 - Be accountable for any project delays in the department for which they oversee all activities for the project.
 - If applicable, act as an in-house trainer/reference for activities they oversee (for example, a "purchases" Co-pilot in charge of in-house training on procurements).



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