



Implementation Methodology

Introduction

Achieving a successful implementation of your HighJump™ supply chain solutions is key to maintaining competitive advantage for your business. And while software and supply chain best practices are our area of expertise, no one knows your business as well as you. As far as the implementation goes, you want the project to be predictable. You want to know what you're going to get for your money—and when. You want a quality system that fits your budget and time constraints. You want to rely on HighJump Software resources as little as possible after go-live, and therefore would like to become more familiar with the system throughout the implementation, not just at the end. Ultimately, you want no surprises.

HighJump Software's objective is to deliver your project on time, to a defined scope, and on budget. To accomplish this, we follow a proven implementation methodology that is a roadmap for success. This requires a teamwork approach between your company and HighJump Software to help ensure your project meets your expectations at every step. This enables all participants to clearly communicate and make each phase of the project progress as smoothly as possible.

Our People	Our Methodology	Our Methodology Advantages and Tools
<ul style="list-style-type: none"> • Rich domain, industry and product expertise: Our teams incorporate leading practices from within and beyond HighJump Software • Dedicated project teams minimize the need for numerous knowledge transfers and unfamiliarity with your environment • We take pride in the success of our clients and focus on your ongoing satisfaction 	<ul style="list-style-type: none"> • Detailed responsibilities are communicated for your team and the HighJump Software team: Helps ensure clear expectations for how all participants will work together throughout the project • Commitment to being on site whenever necessary: Helps ensure greater learning and understanding across the entire project team • Project administration: A way to share and measure progress 	<ul style="list-style-type: none"> • Balance traditional software implementation techniques with “agile” techniques to improve speed and quality • Our implementation methodology leverages the power of Lean Six Sigma • Our integration tools provide proven, seamless integration to ERP and host systems • HighJump University gives you options for online and classroom training • Customer Central provides online access to product documentation and support call status

The HighJump Software implementation methodology provides direction, milestones, checklists and answers to questions such as ‘who,’ ‘what,’ ‘when’ and ‘how.’ This methodology has been established to:

- Balance timeline, scope and budgetary requirements
- Clearly define activities, roles and responsibilities for each participant
- Identify critical milestones and project gates
- Provide detailed project status and communications at regular points
- Leverage tools for project acceleration

In addition, the HighJump Software Professional Services provides you a well-planned, well-executed implementation based on the following key elements:

- Dedicated project teams
- Domain expertise
- Product expertise
- On-site commitment
- Disciplined flexibility
- Solution design quality assurance
- Unit test plan pre-approval
- Cyclical quality reviews of the configured solution
- Volume testing
- Performance testing and tuning
- Knowledge transfer



team

Our People: HighJump Software Roles and Responsibilities

HighJump Software dedicates an individual project team to every implementation project and divides responsibilities to accommodate each skill set. The typical make-up of the project team consists of: (a) one Project Manager, (b) one Senior Consultant, and (c) one Staff Consultant, with roles defined below. Other resources are added as necessary depending on the scope, complexity and timeline for the solution.

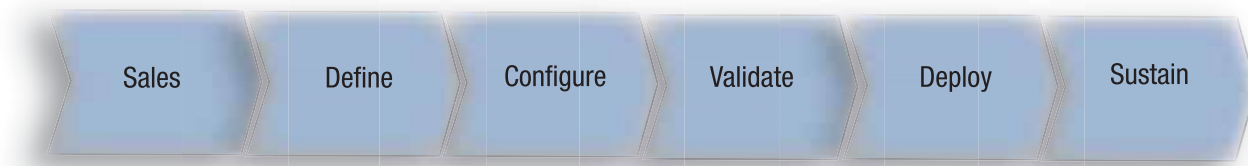
- **Project Manager (PM):** Responsible for all facets of your implementation. This is not an administrative role at HighJump Software. Our PMs are responsible for the overall solution design, resourcing, risk mitigation and issue resolution. They bring to the project years of warehouse expertise and experience from multiple WMS implementations. They drive team members to on-time and on-budget completion. They are the “no surprise police” and have the final say in quality assurance prior to anything being delivered.
- **Senior Consultant (SRC):** Assists in the overall solution design and moves to the lead position during the Configure phase. The person in this role brings detailed technical and application expertise to the project and is instrumental in helping to ensure the final build runs efficiently.
- **Staff Consultant (STC):** Assists the project team throughout the implementation, performing personalization, application configuration, documentation and training services.
- **Director PSG (DIR):** Each new client is assigned a primary escalation point of contact for the project. At HighJump Software, our Directors average more than five years of HighJump Software implementation experience and have full decision-making authority in an effort to streamline the issue-resolution process. They sit on all senior committees for each of their projects and provide visibility to the entire HighJump Software Executive Team on a weekly basis.
- **HighJump Software Management:** Provides executive-level oversight to all projects and sits on Executive Steering Committees for each implementation.
- **HighJump University Trainers:** Provide classroom and e-Learning training for your team.

Your Roles and Responsibilities

Ultimately, the availability, knowledge and authority on your project team will largely determine scope and cost control. Timely decision-making, operational expertise and technical understanding are all extremely important factors in a successful implementation.

- **Project Manager (PM):** Your appointed Project Manager and the HighJump Software Project Managers will work in tandem to help ensure a successful delivery within an approved schedule, budget and scope of effort. With guidance from HighJump Software, your Project Manager will oversee your project resources, activities and deliverables against the project plan. This person will also be the primary point of contact for HighJump Software resources and will assume an active role in managing potential risk and issues impacting project delivery.
- **Subject Matter Experts (SME):** These individuals provide the operational expertise necessary to merge the diversified experience of the HighJump Software team with the unique requirements that make your business run effectively. They include experts in: a) inbound operations (receiving, put-away, etc.), b) outbound operations (picking, shipping, etc.), and c) other critical processes (value-added services, cycle counting, replenishment, returns, etc.) that are required to get to your ROI as quickly as possible.
- **IT Specialists:** IT Specialists from your organization will assume a myriad of roles. HighJump Software assumes IT Specialists familiar with the host solution will be actively involved in the design and development of integration points between the HighJump and host systems. IT Specialists will also assist with the configuration of the network infrastructure, RF devices, PCs, printers, servers and database environments required to support the implementation. HighJump Software assumes one or more IT Specialists will be trained on the administration aspects of the HighJump solution, including HighJump Software system maintenance procedures, user management, and back-up and recovery. The alignment of key IT Specialists to the HighJump Software project is critical to minimizing downtime often associated with environment creation, back-up, data object migration, and system access.
- **Project Sponsor (PS):** This is the project champion and final decision-maker in all disputes during the implementation. The Project Sponsor also serves as the chairperson of the HighJump Software Executive Steering Committee.

Our Methodology: The Six Implementation Phases



1. **Sales.** HighJump Software views the sales process as the beginning of the implementation. This phase includes taking a site survey and determining resource requirements, and may include developing a preliminary services proposal document. The site survey gives the HighJump Software team an opportunity to tour your facility and gain an understanding of your unique business and integration requirements. It also facilitates a streamlined transition to your on-site project team. The preliminary services proposal provides you with a clear, written overview outlining the project—what’s in scope, what’s out of scope, key assumptions and an estimate.
2. **Define.** (4-6 weeks typical) This phase is centered on the System Design Workshop where the full project team collaborates to detail exactly how the system must perform to help you achieve the results desired. A detailed analysis of each “to-be process” and interface requirement is completed and agreed upon. The outcome of this analysis is a series of design documents that become the manual for completing the project.
3. **Configure.** (8-11 weeks typical) During this phase, the HighJump Software implementation team (with your resources, if desired) configures the application to meet the agreed-upon solution design. Events such as facility preparation and HighJump University training occur in parallel with your application configuration effort. HighJump Software provides Web-based (or on-site) demonstrations of each “silo” of functionality as it is completed to help ensure the solution is on track with expectations.

4. **Validate.** (6-8 weeks typical) The HighJump Software team installs the configured, unit tested HighJump Supply Chain Advantage (SCA) solution. A Functional Application Review (FAR) is conducted to demonstrate that high-level requirements have been met. Following the FAR, the collective project team participates in full integration and system testing.
5. **Deploy.** (2-4 weeks typical) Deployment covers activities leading up to the go-live, such as end user training, day in the life scenarios, dry runs, a completed physical inventory and go-live checklist review.
6. **Sustain.** This phase includes transitioning the system to HighJump Software Worldwide Support, post-implementation support and ongoing services. These include performance tuning, upgrades and enhancements to the delivered solution.



Note: the time estimates above can vary based on factors such as client requirements, number of sites, project complexity and modules implemented.

1. Sales

During the Sales phase of the project, the HighJump Software Professional Services Group (PSG) works with the Sales team to gain an understanding of high-level requirements and to produce the preliminary services proposal. This effort may include a site visit by a PSG representative. This visit gives PSG visibility to your unique challenges and requirements, allowing for the most accurate estimate possible in the preliminary services proposal. The following are key events during this phase.

- Conduct Site Survey
- Define Resource Requirements
- Develop Preliminary Services Proposal
- Sign End User License Agreement
- Assign Project Team

2. Define

In the Define phase, the combined project team identifies: (a) what the final solution will look like, (b) how it will work and, (c) any functional enhancements to be made to meet your business requirements. This effort involves mapping your business requirements to the HighJump application and applying supply chain best practices to arrive at an optimized solution. The following events will take place and tasks will be completed as part of the Define phase.

- Conduct Project Kickoff and Discovery Visits
- Conduct System Design Workshop
- Perform Interface Design Sessions
- Create Client-Specific System Specification and Functional Flows
- Complete System Design - Review and Approval Session
- Create Client-Specific Preliminary Project Plan
- Create and Approve Statement of Work



Conduct Project Kickoff and Discovery Visits

The Project Kickoff is preferably held at the facility where the HighJump solution will be installed. Objectives of the kickoff include:

- A site tour to help team members become familiar with your facility and operations
- An opportunity to introduce team members from both sides of the project
- A brief overview of the HighJump Software implementation methodology
- A session on what to expect in the initial phases of the project
- A review of the workshop agenda
- A walkthrough of a sample process to help prepare the team for the upcoming workshop

Conduct System Design Workshop

The key event in the design of the solution is the System Design Workshop. This workshop is a focused design session which brings together your functional requirements, the supply chain best practices offered in the HighJump solution, HighJump Software subject matter experts (SMEs), and your functional and technical SMEs.

This HighJump Software team comprises individuals with years of experience and expertise not only in HighJump solutions, but also in facilitated session leadership, project management, requirements gathering, gap analysis and systems design. Your team comprises the individuals who know your business well and are empowered to make decisions on solution design. The single most important factor in ensuring an effective workshop is to have the right people in the room. These are the ones who have both the knowledge of the business and the proper backing within the organization to make decisions regarding future-state business processes.

The focus of the workshop is on mapping your “to-be” business processes to the functionality provided in the HighJump solution. Being mindful of budget, timeline and risk, the HighJump Software team will drive designs toward base functionality that takes advantage of best practices. Where this cannot be accomplished, the HighJump Software workshop team will help ensure that there are legitimate business reasons for making changes to base processes. Taking this approach allows HighJump Software to minimize the application configuration effort and maximize speed to your ROI.

Perform Interface Design Sessions

Field-level interface requirements both to and from the HighJump application will be defined in these Interface Design Sessions. These definitions are driven from the interface specifications delivered by HighJump Software as well as any new requirements derived from the workshop.

Create Client-Specific System Specification and Functional Flows

After the System Design Workshop and Interface Design Sessions are complete, HighJump Software will deliver a Functional Specification Document, Process Flow Documents and Interface Design Documents.

Complete System Design - Review and Approval Session

A joint design approval session with your team and the HighJump Software project team will be conducted. During this session, any gaps that remain or any adjustments required to the solution will be addressed and resolved.

Your approval of the solution design will give HighJump Software the go-ahead to start building a project plan and begin updating the preliminary services proposal based on the agreed-upon solution design. Solution design approval allows HighJump Software to give the best estimate possible relating to the specific solution.



Create Client-Specific Preliminary Project Plan

Once the design has been approved, the HighJump Software team will finalize all estimates relating to future phases of the project, including the Configure, Validate, Deploy and Sustain phases. The HighJump Software Project Manager is the major contributor during this phase of the project. The outcome will be a detailed Project Plan based on the agreed-upon scope and solution design. The Project Plan will be formatted in Microsoft® Project® software.

Create and Approve Statement of Work

The last major task in the Define phase is to create and approve the Statement of Work document. This task will finalize all deliverables from the Define phase and provide a stake in the ground from which to move the project forward. The Statement of Work will outline all included functionality and processes. It will also identify assumptions, project risks and other project policies and procedures to be followed during the remainder of the project.

Your approval of the Statement of Work will constitute a legally binding agreement from which the project will be managed going forward.

3. Configure

The Configure phase consists of tasks performed in parallel to prepare your business environment and the software to work together. Using the requirements identified during the Define phase, parallel activities are put into motion:

- Perform Server Configuration
- Establish Configuration Environment
- Configure the HighJump Application
- Develop Client Host Interfaces
- Develop Reports and Labels
- Perform Incremental Online Reviews
- Perform Quality Assurance (QA) Reviews
- Complete Facility Preparation
- Complete Test Plan and User Acceptance Script Generations
- Deliver Configured and Tested Application

Perform Server Configuration

HighJump Software's Technology Services group specializes in the specific, optimal server and database configurations required for the HighJump solution. The production, development and test servers are configured with the HighJump Supply Chain Advantage platform (runtime components and adaptability tools), base application files, 3rd-party applications, and the Advantage Application Database (AAD). Configuration of servers can take place at HighJump Software or at your facility. The hardware is shipped to you at the completion of the server configuration.

Establish Configuration Environment

The HighJump Software implementation team creates a centralized development environment consisting of the HighJump Supply Chain Advantage platform, base application files, 3rd-party applications, and Advantage Application Database. Once established, the centralized development environment is accessible to the HighJump Software implementation team regardless of the physical location of the team.

Configure the HighJump Application

The HighJump Software implementation team performs the application configuration and unit testing of the business logic associated to each functional process. Business logic consists of a series of logical steps (screen prompts, input validation, state management) associated to a specific functional process, such as receiving. The implementation team is able to make necessary configurations to the business logic using the HighJump adaptability tools Advantage Architect and Page Editor without modifying the product's underlying source code. In addition to the functional processes, the implementation project team also configures any reports, labels and Web pages identified in the System Specification. A set of base data is utilized initially as a basis for application configuration and testing until data specific to your business can be procured.

HighJump University Training Options

Built on a "train-the-trainer" philosophy, where knowledge transfer is directed to a core set of resources, key functional owners (i.e., "Super Users") and system users (i.e., "Administrators") can choose to attend instructor-led training at HighJump University. This HighJump Software application training consists of day-to-day system administration, 3rd-party products, application configuration tools, and system performance tuning. Specific training on your solution can be provided later in the project during the Validate phase.

While the application configuration is primarily a HighJump Software activity, the effort can be supplemented with your resources trained on the HighJump adaptability tools. This approach requires additional time and cost in this phase, but reduces overall cost of ownership by accelerating your ability to be self-sufficient.

Develop Client Host Interfaces

The client interface team develops processes and functionality to support import and export interface requirements.

Develop Reports and Labels

The adaptability of the HighJump suite extends to reports and labels. As an outcome of the Define phase, your reports and labels will be designed and validated. Members of the HighJump Software implementation team or trained members of your staff will develop these items as part of the Configuration phase.

Perform Incremental Online Reviews

As your project progresses, the HighJump Software team will initiate online review sessions so that deadlines and deliverables can continually be evaluated.

Perform Quality Assurance (QA) Reviews

Throughout the application configuration, quality assurance audits are performed by the HighJump Software project team to verify that the solution conforms to the functional design and internal coding standards.

Complete Facility Preparation

Your team is responsible for completing facility preparations related to the implementation. These activities may include technical and network infrastructure, application of location bar code labels, installation of material handling equipment, physical warehouse reconfiguration, determination of zoning requirements, put-away class setup, as well as travel path and other solution-specific data setup requirements.

Complete Test Plan and User Acceptance Script Generations

HighJump Software believes the success of a go-live is often measured by the quality of the integration testing effort. To this end, HighJump Software resources will work with your team to develop a comprehensive integration test plan, covering the positive and negative scenarios you might expect to see in your production environment. Ultimately, your team is responsible for completing the testing efforts.

Deliver Configured and Tested Application

A configured and successfully system-tested application serves as exit criteria for the Configure phase.

4. Validate

In the Validate phase, your team and the HighJump Software team convene at your site. The HighJump Software team installs the configured and unit-tested application on your servers. During this phase, the project teams work together to validate the delivered solution and transfer ownership of the HighJump Supply Chain Advantage application to your team in preparation for the Deploy phase.

The major activities of the Validate phase consist of the following:

- Install the HighJump Application
- Conduct the Functional Application Review (FAR)
- Complete Train-the-Trainer Activities
- Perform System, Integration and User Acceptance Testing
- Complete Data Conversion

Install the HighJump Application

The Validate phase begins with HighJump Software installing the configured and unit-tested application onto an established testing environment. The system administrator(s) from your team will 'shadow' HighJump Software during the installation process. HighJump Software will provide specific documentation covering installation procedures and will confirm that those procedures are followed.

Conduct the Functional Application Review (FAR)

The purpose of the FAR is for HighJump Software to demonstrate that the HighJump Supply Chain Advantage system has been configured to perform according to the Functional Specification created during the Define phase. The FAR is a scripted demonstration of the configured functionality and is conducted by the HighJump Software project team.

Any new functionality or requirements identified during the FAR will be documented and provided to the steering committee. The committee will review changes, taking into account potential impact on the go-live date, as well as other schedule and budgetary constraints.



At the conclusion of the FAR, you will be asked to acknowledge acceptance of the demonstrated functionality and provide approval to move into system testing.

Complete "Train-the-Trainer" Activities

The FAR provides "Super-Users" the foundation for the "Train-the-Trainer" activities. The "Super-Users" are individuals who will conduct end-user training and execute the full system test. The HighJump Software team uses a classroom format to demonstrate your application and instructs these individuals on system functionality.

Perform System, Integration and User Acceptance Testing

At this point in the project, your team will execute the predefined test scenarios to fully "exercise" the system. These scenarios represent the required business cases that need to be validated prior to production deployment of the solution. The HighJump Software team provides on-site testing support and resolution of any issues that may occur during this testing cycle.

HighJump Software provides tools to help identify and track issues to ensure resolution through additional training, system set-up or technical modification.

Integration testing between the HighJump solution and any external systems (e.g., host, material handling equipment (MHE), manifesting systems, label and report printing servers, etc.) is performed to verify communication between systems, validate data, and confirm the correct processing has occurred on each side of the interface.

Additional tests you may elect to run include volume, load and back-up/disaster recovery testing.

Complete Data Conversion

Migrating data from your current system to the HighJump solution occurs as part of the Validate phase. Your team will be provided with detailed file formats as part of the Define phase, and HighJump Software resources will assist you in completing this task. To simulate a significant number of scenarios as part of the integration testing effort, it is important to have a significant representation of production data for validation purposes.

5. Deploy

In the Deploy phase, activities are finalized to prepare your business to go live with the new system.

The major activities of the Deploy phase consist of the following:

- Conduct End User Training
- Complete Day in the Life Scenarios
- Finalize Production Environment
- Conduct Go-Live Dry Run
- Complete Physical Inventory
- Perform Go-Live Checklist Review
- Complete GO-LIVE!



Conduct End User Training

The Deploy phase begins with your team conducting end user training. This enables users to understand the system and how processes will be carried out on a daily basis.

Complete Day in the Life Scenarios

'Day in the life' activity involves testing daily processes and verifying that all scenarios complete successfully before go-live. It is important to validate that all daily activities will be achievable after the new system is implemented. It is critical to look at all tasks throughout a full year to include month-end activities, along with physical inventory fiscal requirements.

Finalize Production Environment

This begins by loading the necessary system data into the HighJump Software production environment, including items, locations, employees, reason codes, etc.

Conduct Go-Live Dry Run

This allows you to perform a 'go-live dry run' of what is planned during actual go-live and verifies everything is ready. It also verifies all tasks are documented and assigned appropriately. This test involves simulating everything that needs to take place on the day of go-live, and should therefore include a test with a significant amount of data.

Complete Physical Inventory

This is the point at which your team enters the entire inventory into the HighJump application. This involves populating the HighJump system inventory with the actual item quantity associated to each location. The physical inventory can typically take one or more days based on the amount of inventory in the warehouse and the number of resources conducting it. During the physical process, no other activity can take place that impacts inventory.

If available, the item/location-level inventory quantities could be downloaded from the host or legacy system rather than through the completion of a full physical inventory, but this assumes near 100 percent accuracy of data in that host or legacy system.

Perform Go-Live Checklist Review

Prior to go-live, you will review a prioritized checklist with the HighJump Software implementation team to ensure that all tasks required for go-live have been completed. Any outstanding items are reviewed to identify the impact on go-live for each item that is not complete.

Complete Go-Live!

The go-live event is the transition of operational processes to the HighJump Supply Chain Advantage solution. This transition may occur as a one-time event encompassing the full solution or as a phased roll-out of select pieces of functionality.

At go-live, the new system becomes the system of record for inventory in the warehouse. Go-live is a process, not a single point in time. The HighJump Software implementation team will be on site providing support and issue resolution assistance throughout the duration of the go-live.

The Deploy phase is complete when your system is live and there are no outstanding high-priority issues.

6. Sustain

The Sustain phase includes transitioning the project to HighJump Software Worldwide Support, post-implementation support and ongoing services. Ongoing services include performance tuning, upgrades and enhancements to the solution delivered.

- Transition to Worldwide Support team for ongoing technical support
- Assignment of a HighJump Software Account Manager
 - o New products/upgrades
 - o Add-on functionality
 - o Operational review and assessment



Transition to Worldwide Support for Ongoing Technical Support

The transition begins with the knowledge transfer from the HighJump Software implementation team to the Worldwide Support team. After this transition, Worldwide Support becomes your primary contact regarding any questions or issues related to the system.

You may view the number and status of questions logged with Worldwide Support at any time by visiting HighJump Software’s online client support site (www.highjumpsoftware.com/clients).

Assignment of a HighJump Software Account Manager

You will be assigned an Account Manager to help you proactively identify areas of additional opportunities that can be leveraged through your existing investment in HighJump solutions. The Account Manager also assists by exploring additional offerings from HighJump Software that could apply to your business model based on evolving business needs.

Advantages of the HighJump Software Implementation Approach

Tool	Project Improvements & Benefits
Software Configuration Tools	<ul style="list-style-type: none"> • Configurable HighJump solutions adapt to power today’s unique business process; meet the latest regulatory, customer or supplier mandates; and enable new approaches as your business changes. • Advantage Architect and WebWise Page Editor provide a framework for rapid application configuration of your unique processes during the Configuration and Deploy phases. With training, you are able to use these tools to configure the application yourself.
Lean Six Sigma	<ul style="list-style-type: none"> • Our implementation process may utilize Lean Six Sigma’s best practices, methodologies and tools. This helps teams make decisions based on data and proven processes.
HighJump Advantage Link Module	<ul style="list-style-type: none"> • This integration layer between HighJump applications and other business systems provides seamless integration to reduce implementation risk and help ensure real-time system updates. Supports multiple business systems simultaneously.
HighJump University	<ul style="list-style-type: none"> • Deep functional and application training, provided via online and classroom-based courses, streamlines the knowledge transfer process during all phases of your project.
Customer Central	<ul style="list-style-type: none"> • HighJump Software’s client-only extranet helps you locate technical information about your system. You can also open, update, close and view support call information and obtain product update information.

About HighJump Software

Forward-thinking companies entrust HighJump Software to power their supply chains. HighJump Software simplifies the art and business of creating, selling and moving products across global networks. HighJump Software helps more than 1,300 clients worldwide drive growth and manage change.

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