Tradeshift

Tradeshift Shiftology - Project Implementation

Tradeshift Professional Services has prepared this document to provide an overview of the standard implementation model that is employed for the delivery of the Tradeshift solutions

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1 Introduction

This document provides a detailed overview of Tradeshift's Implementation Methodology, the "Tradeshift Shiftology". Tradeshift's Shiftology is a robust blend of best practices well-known methodologies including PRINCE2©, PMI's PMBOK©, Scrum and Half Double, supplemented by the assessment of institutions like Technology Services Industry Association (TSIA) and input from Tradeshift's experienced Project Managers (Engagement Managers) and Solution Architects and Consultants. As a result we have a methodology that adapts and embraces change as required by forces such as Tradeshift vision, dynamic supply chains and market conditions.

Our Project Management Office works closely with our Professional Services and Customer Value teams globally to gather feedback and lessons from previous projects to ensure there is continual process improvement. This ensures we are building maturity in our approaches and capability to deliver successful projects with our Customers. Recent iterations have resulted in a focus around process excellence and scalability which are correlated with improved results from our Customer Satisfaction Surveys (CSAT) across our ongoing projects.

Below we will describe in more detail our Shiftology with a focus on the release strategy, phases, roles, deliverables, governance, and activities carried out over the course of a successful deployment.

1.1 Audience
The primary audience is potential and existing customers (understood as the company that uses Tradeshift Platform and Solutions) with an interest to learn more about how Tradeshift delivers successful projects. The secondary audience is Tradeshift's partners and Tradeshift teams outside the customer-facing teams.

2 The Shiftology Way

Tradeshift Shiftology focuses on delivering real value with impact within your organization while balancing speed, quality, and risk. With this approach Tradeshift Professional Services can:

- Deliver initial value within first few weeks
- Fulfill business case in manageable releases
- Prioritize value, speed & quality over scope
- Reduce focus on deliverables and enhance focus on impact
- Provide production experience early & keep forward momentum
- Build success and confidence strategically within your organization
- Run multiple releases simultaneously and provide best practices leadership

2.1 The Tradeshift Shiftology Core Principles

Our Shiftology is aligned with key principles that drive our Professional Services strategy, represented by the following four main pillars:

- Project & Process Excellence
  - Promoting standardization and aligning expectations across different regions, projects and Customers by using best practices and continually challenging the status quo.
  - Demonstrate strong project leadership, and focus on the people to ensure valuable impact is achieved.
- Scalability
  - Adding value quicker, with greater consistency and achieving improved outcomes by leveraging existing knowledge and optimizing tools & templates from previous successful implementations.
  - Maintain project flow through clear and frequent interaction.
- Visibility
  - Collaboratively reviewing and discussing results, risks & issues as early as possible internally as with Customers.
  - Align the outcomes with the business objectives so results are visible to the stakeholders.
- Success
  - Nurture the feeling of accomplishment, ensuring that the teams are successful in what they are doing and that project outcomes and objectives are achieved and celebrated.

2.1 Project & Process Excellence

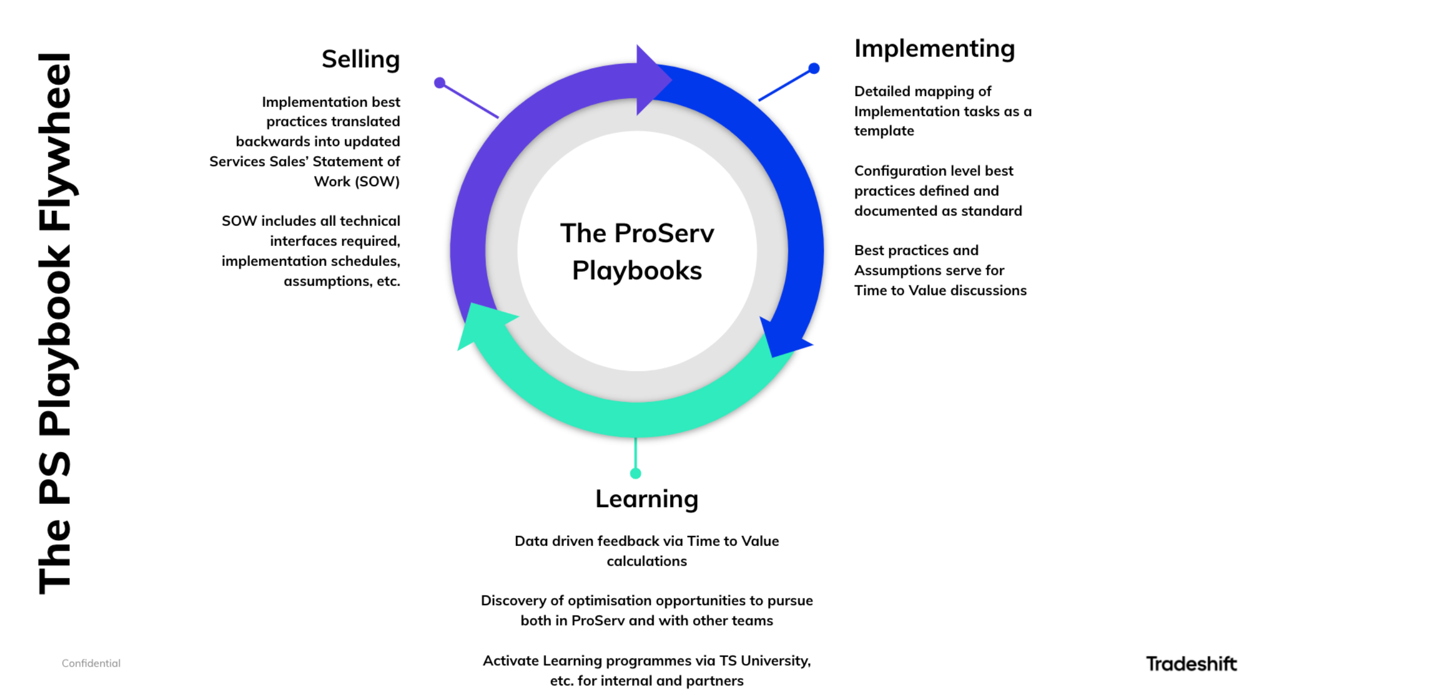
Our concept of excellence is represented by how much we are capable of bringing a positive impact to our customer, quickly. We want to drive behavioral change and business impact by understanding (and sometimes challenging!) the current business processes. To reduce focus on just deliverables and enhance focus on outcomes is part of our philosophy. To gather a project team that can bring the right mix of leadership and business expertise to the field is a vital part of building a successful project.

In this line, Tradeshift recommends focusing on simplifying and standardizing processes as much as possible across your organization to truly support supplier adoption and train users in the value of Tradeshift as early as possible. With this there is opportunity to provide improved experiences and help to boost digital change.

As an example and to support and standardized delivery, Tradeshift has developed implementation playbooks that serve as a detail-oriented recipe for implementation success. They comprise all configuration and integration tasks and follow our best practice recommendations. Our Playbook approach puts focus not just on achieving a successful Go-Live of the solutions, but is also a key building block to support forthcoming Time-to-Value in operations. Time-to-value is a measure of our capability to truly engage with your suppliers via the Tradeshift Network and smartly collaborate with them to drive network success.

2.2 Scalability

While the Tradeshift Shiftology provides the project controls and rigor required to manage success projects, the Tradeshift Implementations Playbooks are the work breakdown structure that drives our delivery. These have been positioned as project artifacts that our Professional Services teams will tailor to your implementation ensuring key details of the design and configuration considers the best practice recommendations and document where any required or chosen deviations that might exist in the design. These playbooks allow us to efficiently and concisely step through the design and configuration ensuring the consistency and predictability of projects and their outcomes.



In addition to our playbooks, Tradeshift will leverage an extensive catalog of project templates, which are maintained by Professional Services following Customer implementations. Project templates are regularly shared and reviewed across our global professional services teams to ensure the content and approaches support and promote project success across the regions we support our Customers in.

During Customer projects, the Tradeshift Professional Services will maintain a Lesson Learned document capture insights gained during the project that can be usefully applied on to our project approach, tools, documents to better support future roll-outs. The Lesson Learned document is in most cases created, shared and discussed with our Customers before we close a Release.

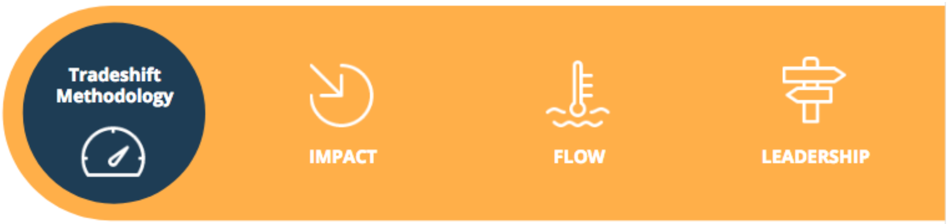
2.3 Visibility

Throughout the project the Tradeshift Project Manager (Engagement Manager) will work closely with your Project Manager to ensure good visibility of the progress of the project with specific focus on costs and progression and deliverables and the plan. Weekly meetings and supporting status reports provide a consistent and timely view of project progress and ensure that any risks or issues are identified and mitigated or resolved in a timely manner.

To further support these project status reports, Tradeshift utilizes a Professional Service Automation (PSA) tool - built on top of Salesforce - which enforces high project excellence and maintains the key project data elements to provide visibility to all project stakeholders. Project financials, project tasks, resources and timelines are entered and managed within the tool so that at regular intervals, the Tradeshift Engagement Manager will analyze the budgeted costs (based on estimated number of hours for scoped tasks) with the actual costs (based on the actual hours spent on the project). A cost to completion forecast can then be calculated based on remaining scheduled activities and their associated cost estimate for each activity.

2.4 Success

Firstly, we believe that project success is highly correlated with personal and team success. From Shiftology we encourage our project team members to “own their shift”, in other words, to show ownership and leadership no matter the role in the project organization. Every voice in the team matters and we invest in empowering our project team members by giving them the elements to succeed in their project execution, from learning and developing opportunities to the availability of scalability tools. We strive to have them engage every day and love what they do, and be vocal about their project successes and challenges.



Secondly, Project success is best determined through measurement of outcomes against the goals of the project. Often this success might come in stages where phases or releases implement the system in new regions or expands the breadth of features available to users. Therefore it is important to be able to track progress against these outcomes over time as the project progresses. To support this the Tradeshift Shiftology leverages our Value Ladder to represent your organizations digital journey and align the available business outcomes associated with each step of the ladder.

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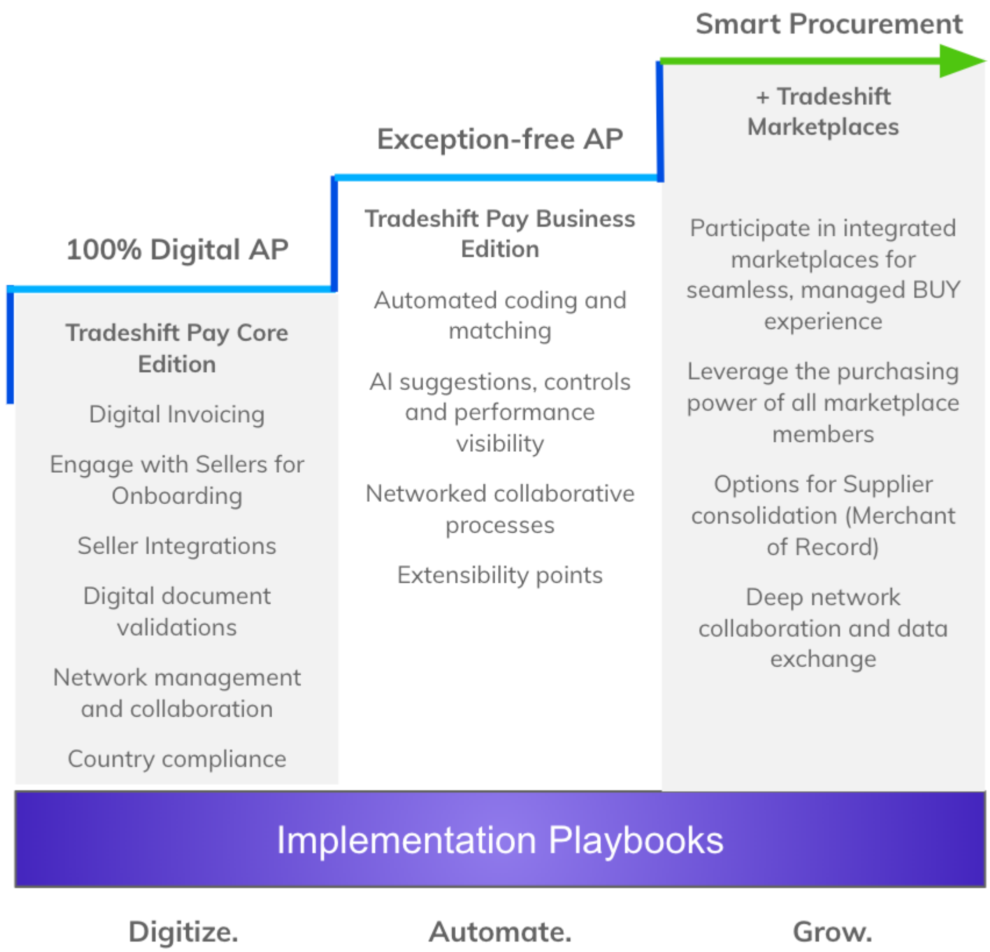


2.3 Implementation Releases

Since the philosophy of Tradeshift Professional Services is to establish a forward progression and deliver impact as quickly as possible, the complete scope of functionality and solutions may be segmented into Releases. A Release can be composed of certain modules, countries, or solutions, but the general concept is to deliver and focus efforts on a subset of the entire solution into smaller chunks.
Any proposed release strategy would be collaborated and agreed jointly between Tradeshift and the customer. The Release strategy is closely related to the business value and outcomes contained within the business case and your position on the Value Ladder. In all cases, the implementation of the Tradeshift Engage Core Release marks the project starting point.

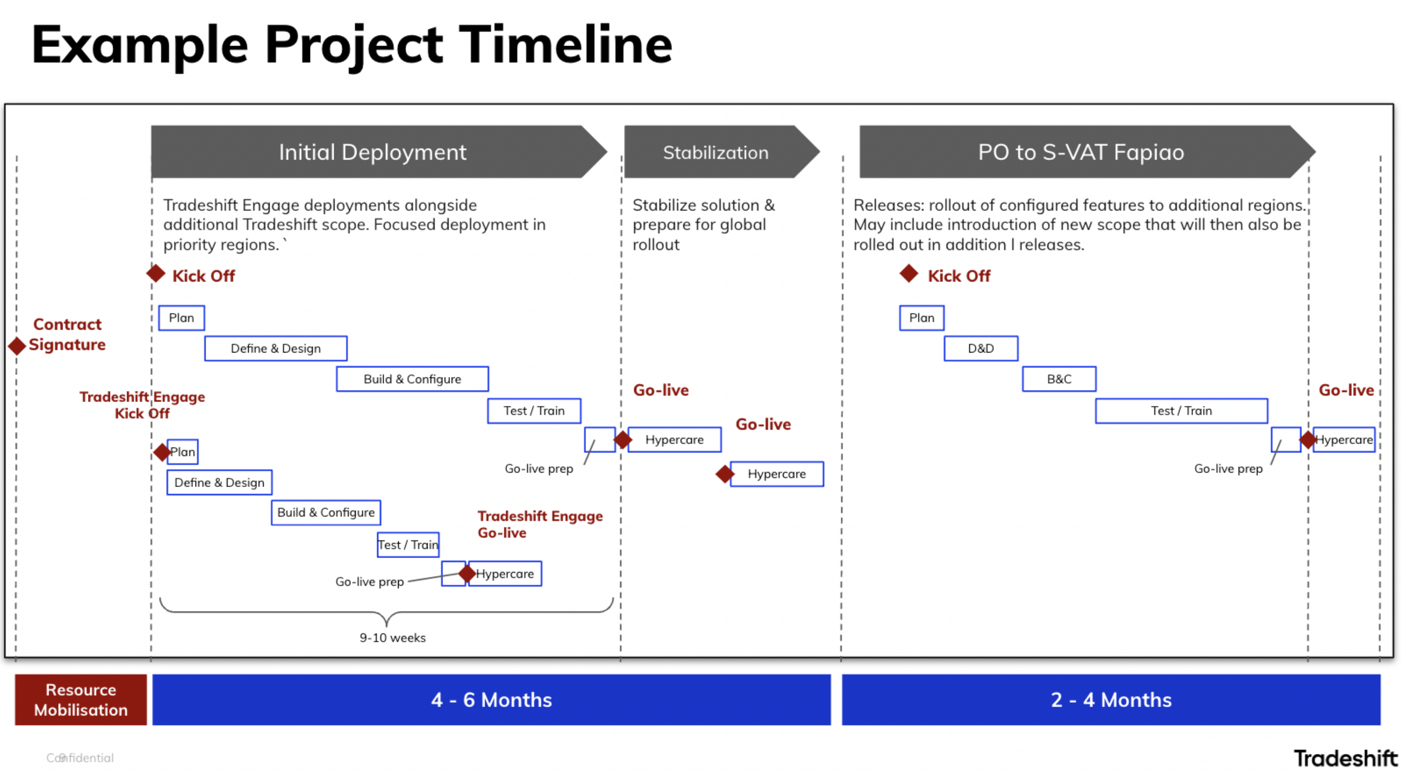
2.3.1 What does this really mean?

If for instance the entire scope of delivering a Tradeshift Pay (Payment Automation) solution spanned multiple countries and regions, a certain release strategy may be agreed as of to group, order and prioritize countries that have high volumes and business readiness to use the solution, after deploying the value of Tradeshift Pay (Engage functionality) globally first.

- Release 1 - Tradeshift Pay (Engage functionalities) - Global outreach
- Release 2 - Tradeshift Pay - European Countries
- Release 3 - Tradeshift Pay - North America
- Release 4 - Tradeshift Pay - Asia Pacific
- Release X ...

Each implementation is tailored to you since the overall goal is to align the implementation plan to your organization's requirements and goals.

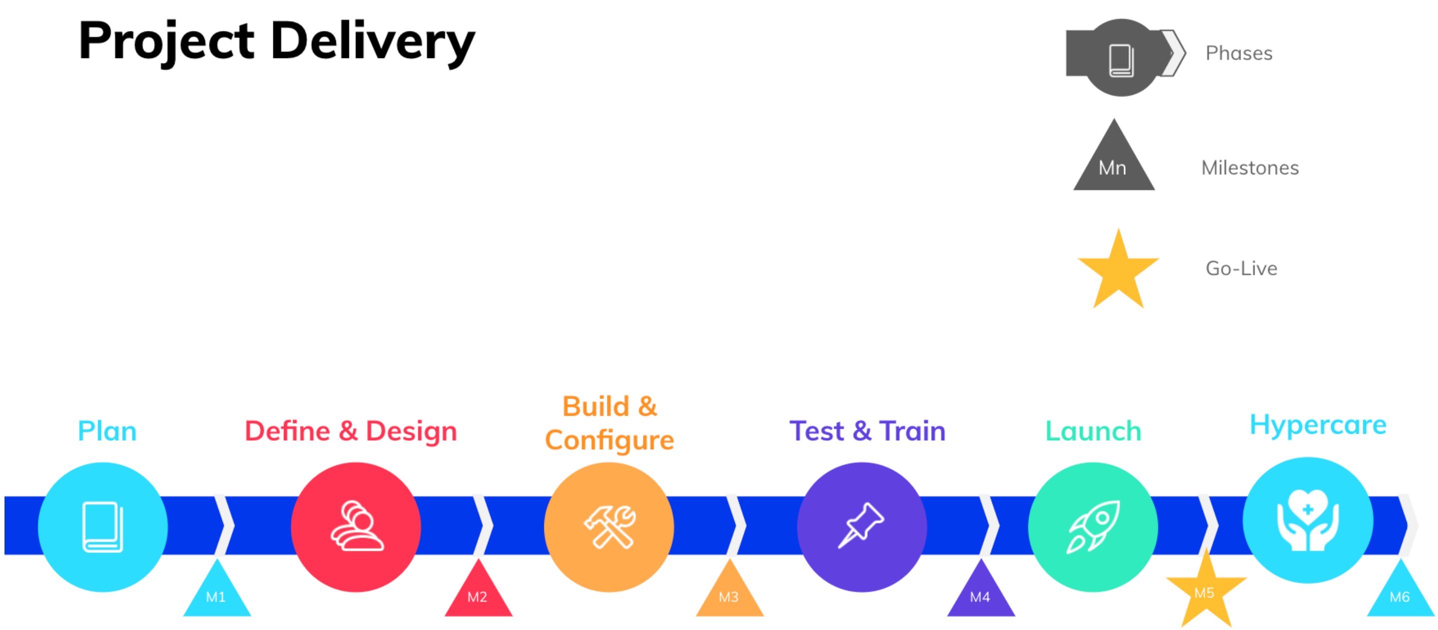
Our releases are in turn divided by phases, which are completed by milestones. As we progress in our solution implementation journey, we phase it in a way it is methodologically compliant and more importantly, brings value to your network first. For example, we deliver our core PAY release (featuring the Engage functionality) in an accelerated manner via a fast track wave. In parallel, we make space to accommodate the following regular releases to fulfill their scope in the smarter way possible.



2.4 Implementation Release - Phases & Milestones

Every defined Release within the Tradeshift implementation will contain a structured methodology to properly plan and collaborate regarding the proposed functionality for production usage. The phases follow a typical project approach and consist of the following phases:

- Plan
- Define & Design
- Build & Configure
- Test & Train
- Launch
- Hypercare



Within these Phases, every project will have pre-defined milestones. Key milestones are signed off by Tradeshift and Customer and will secure alignment, expectation management and documentation to build the foundation for a successful project.

The process for sign off is preceded by a review meeting. We would usually take one of our weekly meetings to celebrate it. During this meeting all phase deliverables are reviewed and assessed for completeness. Where anything is outstanding the respective project managers would agree a plan to resolve. This might result in one of 2 outcomes:

1. Project delay and a focus on resolving the outstanding work. In which case, we would not be submitted any deliverables for sign off.

2. Project proceeds with the outstanding deliverables subject to a work off plan agreed between the parties.

So come the time for sign off, either through successful completion of all deliverables or through #2, both parties will understand what is being signed off and what is not.

These milestones also serve as an important internal tool to articulate Customer and Sellers implementation project plans, leverage knowledge and prepare other parts of Tradeshift - like Tradeshift Support, Network Value, Customer Success as well as the product teams - once the project is live and moved into operation.

Tradeshift uses these Milestones:

Milestone	Description	Acceptance Criteria
M0	Release Start - Sales Handover	Statement of Work (SoW) is signed. Commencement of Project Release and mobilization of project teams after internal Hand Over
M1	Release Kicked Off	End of Mobilisation is signaled by the Kick-Off Workshop
M2	Release Defined and Designed	Customer Sign-off of Solution Description. Completion of Define & Design Phase
M3	Release Build & Configure Completed	Completion of Build & Configure Phase
M4	Release UAT and Training Completed	Customer Sign-off of User Acceptance Test (UAT)
M5	Release Go-Live	Production migration and readiness completed Customer Sign-off of Release Go-live (1st. production transaction is Live)
M6	Release Closure	Customer Sign- off of Hypercare period ended and Release completion sign off by Customer.

2.4.1 Plan

Upon execution of contracts and commencement of the project, the assigned Tradeshift Engagement Manager will start the basic framework of planning the structure of the solution delivery. Within this phase initial preparations of kick-off dates and resource plans will be aligned by both Parties. Any necessary team introductions, project tools, documents, and frequency of meetings will be established and confirmed for the project duration. Additional data collection or project prerequisites may be collected during this planning and preparation period if necessary.

Key activities:

- Appointment of project sponsors, steering group and project team
- Develop detailed project plan
- Initiate risk assessment process

Deliverables:

- Expected project plan
- Project kick-off

Your contribution:

- Provision of sufficient Customer project resources
- Availability of management resources for Steering Group secured
- Preparation of data and scope review

Main Objective: Introduce team members, plan the project structure jointly, and start the project.

2.4.2 Define & Design

The Define & Design phase of the release focuses on specifying the detailed configuration structure that will be established to achieve the desired business results. Within this phase, our team activates our ***Implementation Playbooks*** that, in accordance with the value proposition and solutions we are working on, follow a recipe-like model that pursues implementation accuracy and repeatability. There will also be recurring integration meetings to discuss file formats, mappings, and connection options. The end result of the conversations will be documented in the core solution and integration deliverables. Additional impact on any project scope, resourcing, or timelines will be jointly assessed by the respective Project Managers. Sign-off and approvals are mandatory for the solution and integration design in order to proceed to the next phase within the release.

Key activities:

- Finalize implementation design
- Complete final version of solution description document
- Review and agree on project plan baseline
- Create Test Plan (SIT & UAT)

Deliverables:

- Execute Design Workshops
- Signature on solution description documentation
- Setting the final project schedule as baseline for project
- Share standard Test scenarios

Your contribution:

- Provision of sufficient phase project resource
- Clear internal alignment and decision-making process to guarantee Design

Main Objective: Validate scope, and identify action and execution list, Finalize open items, document solution & integration(s), obtain sign-off of M2 Milestone and, in certain cases, as when implementing Buy, start Supplier Onboarding.

2.4.3 Build & Configure

In the Build & Configure phase, Tradeshift and the Customer will execute the agreed-upon tasks in the project plan to configure the solution and integrations. Any technical configurations or setups are established while the Customer functional teams prepare any relevant test scripts for execution in the testing phases. Throughout this period, the respective teams may establish certain checkpoints to validate the configured solution against the approved documented specifications. After successful completion of the defined work activities, the system will have the necessary data loaded to prepare for testing in the next phase.

Key activities:

- Implementation of agreed design documented in the solution description document
- Preparation of test plan, test documents and testing team

Deliverables:

- Implementation on Tradeshift and customer side completed
- All systems and components ready for testing
- Shared test plan finalized

Your contribution:

- Provision of sufficient phase project resources
- Complete and approve set of test data provided
- List of test team users

Main Objective: Deliver a Test system per the documented, signed-off specifications and sign-off of M3 Milestone.

2.4.4 Test & Train

As part of Test preparation, Tradeshift and the Customer will go through the scope of testing and Tradeshift will provide suggested test cases (also referred to as scenarios) to the Customer. The test objectives will be defined based on the agreed project deliveries out of the Statement of Work and for the defined Release.

Within the Test phase of the project, there are several types of testing that will occur. The first type of testing that is performed by Tradeshift and the Customer is referred to as Unit Testing, that happens during the Build phase. During the Unit Testing period, the Tradeshift team will test the individual components of the solution to ensure the desired business result is captured and documented. In the event any bugs are found, the Tradeshift team will follow the bug process defined in this document.

After the completion of Unit Testing, the Tradeshift Integration Architect along with the Customer ERP Subject Matter Expert and/or Technical Lead will perform the identified integration tests against the test plan. During this period of Systems Integration Testing (SIT), connection and data transfer will be validated against the documented specifications. The completion of Unit Testing and System Integration Testing then marks the system readiness and initiation for training to occur.

Training will be given as indicated by the scope of work either on-site or remotely for the modules included in the release. The users will gain the knowledge and experience needed to execute the last period of testing which is User Acceptance Testing or UAT.

During User Acceptance Testing, the Customer will be able to test the system and validate test cases. In this period, the Customer UAT users will report any issues to the Tradeshift Engagement Manager by adding them to a shared issue log where the Engagement Manager can track open items. The Engagement Manager will then report on the progress of these items in the UAT meetings so that resolution dates, workarounds, and risks can be jointly tracked. After items are resolved there will be a short period of regression testing required by the users to validate functionality. Successful completion of UAT is then initiated by Customer sign-off so that the preparations for production cutover can commence. A UAT signed milestone represents then the official “Definition of Ready” - the system is cleared to be migrated to Production

UAT Issue Severity:

The table below describes the issue severity that will be assigned to issues related to implementation that are raised during UAT, in the event we find **implementation defects** to solve. Note that **Product Bugs** and **Product Feature Requests** are not implementation defects by nature, thus will be handled via their respective processes and times.

Severity Level	Description	Examples*
Critical / Blocker (S1)	A defect that prevents the accomplishment of an essential system capability. Jeopardizes / breaches security. It can imminently cause	- Integration channel broken, no protocols transmission or

	economic loss or commercial damage to the customer. There is no workaround available to guarantee normal operations or with a workaround, but with an unacceptable additional cost of ownership. The defect causes total failure of the implementation or unrecoverable data loss. **Go Live justification:** The existence of just one (1) of these issues prevents M5: Go Live sign off.	documents flow - Broken App, App logic failure or feature that affects all documents flow - Mandatory document information not mapped correctly in all scoped business documents - Platform security breach - Product Bug that impairs critical function - Product Feature that provides critical function
High (S2)	A defect that does not prevent the accomplishment of an essential system capability. It has a known accepted workable workaround. The system is functional but a major component or function is missing or fails to function. **Go Live justification:** An accumulation of these issues might prevent Go Live and/or require a Mitigation plan.	- Mapping failure, with a workaround. - Non mandatory business firewall rules validation, with a workaround - Some documents fails to integrate, with a workaround - Product Bug that impairs major function - Product Feature that provides major function is not available
Medium (S3)	A defect that does not affect the system operation but is required to be fixed. In general a workaround exists and if not, the impairment is slight. **Go Live justification:** There is no association with preventing Go Live	
Low (S4)	None of the above. A “nice to have” addition that is required to be logged as it can resurface down the road and could add additional business value.	

	Go Live justification: There is no association at all with preventing Go Live	

* For illustration purposes only, not an exhaustive list.

Important notes to consider:

- Issue severity to be applied to the issues resulting from approved UAT test cases only.
- Severity is not applied unilaterally. It demands an agreement between Customer and Tradeshift.
- Resolution times provided are aligned with the issue severity and the proposed resolution plan. These discussions and any prioritization of focus will be agreed between Customer and Tradeshift.
- Issues that turn out to be identified as Product Bugs or Feature Requests are subject to be treated by their correspondent processes.

Finally during this phase, preparations for handing over to the Tradeshift's post-implementation teams are intensified.

Key activities:

- Enablement of test teams
- Training and test team handover
- Tradeshift support user acceptance test utilizing Tradeshifts agreed cooperation platforms
- Preparation of system cutover/launch

Deliverables:

- Successful completion of all test cases
- Signed UAT test acceptance based on agreed test plan
- Post Implementation teams official intro (Customer Success / Support)
- Agreed Cutover Plan and Hypercare Plan
- Completion of Milestone M4

Your contribution:

- Availability of test team
- Sharp eye to perform any relevant business case to be included in this release

Main Objective: Internally test the system, train the identified users, and execute and sign-off on UAT and the M4 Milestone.

2.4.5 Launch

After the completion of UAT, both Parties will identify any configurations or data that needs to be migrated to the production environment(s) and agree on a cutover date. Upon successful migration of the items, the business will be enabled for production usage of the system. As an example for PAY, the go-live milestone is signaled by the first successful end-to-end transaction created in Tradeshift and interfaced to the Customer's ERP.

Key activities:
- Sandbox to production Migration
- Go Live

Deliverables:
- Successful system launch
- Signature of project launched (Go Live)

Your contribution:
- Move your internal components to production
- Sign Go Live

Main Objective: Go-live and process transactions in the system

2.4.6 Hypercare

During the period of Hypercare, the Tradeshift Project Delivery team will remain engaged alongside Tradeshift Support and Customer Success teams to resolve any reported issues. In addition, Hypercare ends automatically after the agreed period in the Statement of Work (typically 4 weeks for the First Release - Global Solution, but can be modified upon agreement during project execution and signed off together upon Cutover/Go Live). At that time the solution is expected to be stable, transactions flowing and also expected that the post-implementation teams have obtained full ownership and control of the relationship with our customer. The Project team will also disengage when this happens.

Key activities:
- Hypercare issues handling
- Handover to Tradeshift post-implementation teams while professional services accompanied project hypercare
- Customer is assisted on Tradeshift support and customer success processes

Deliverables:

- Hypercare monitoring documentation log, with no blocker / critical issues identified (according with same definitions presented in table **UAT Issue Severity**)
- Handover to post hypercare / operations mode
- Sign off hypercare end

Your contribution:

- Post project process owner and main contact persons
- Close a project release

Main Objective: Technical solution is stable according to use cases implemented, Operations teams take control and the project release is closed

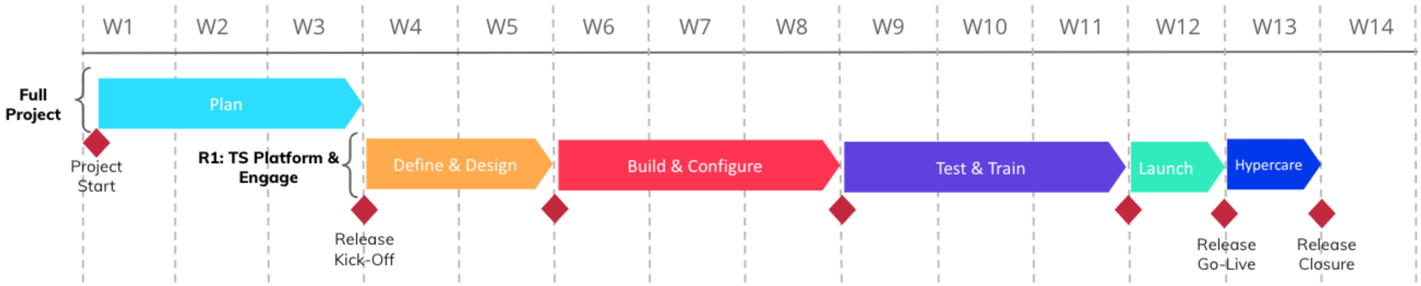
2.5 Tradeshift Engage as our first Implementation

We start every Tradeshift project implementing Tradeshift Engage.

Our aim is to bring Engage live as early as within 9-10 weeks from project kick off, as depicted in the indicative project timeline below. Note that this timeline considers that the 3 first weeks are devoted to a Full project (multiple releases/multiple products) Plan phase.

The timeframe will however depend on several factors such as:

- The Project Plan modeling, where Engage is part of a multi-product mix implementation
- The Customer chosen Integration method,
- The Engage related topics and assumptions stated in the Statement of Work (SoW),
- The accurate project governance, and
- A strong Customer executive mandate to drive Engage as priority.



The TS Engage fast track delivery accelerates within our Shiftology phases, encompassing the following elements:

Phase	Key Activities	Deliverables	Expected Impact
Plan - Kick Off	Tradeshift and Customer Appointment of Project	Kick Off Preparation call	Project kicked off

	team Tradeshift draftProject Plan Tradeshift draft Solution description with Integration Requirements, mappings and system architecture Tradeshift Receive and review Customer SMD Data	M1: Kick Off session (remote when only Engage is in Scope) Solution Description v1 Customer SMD v1	Customer SMD in good shape Proposed Tradeshift Standard Solution is feasible and without critical roadblocks
Define & Design	***Customer Integration Self Serviced Model:** Design Workshop Customer Produces Mock up files in Tradeshift UBL Tradeshift offers Solution Design Advisory / Q&A Tradeshift Prepare Sandbox Environment and start account setup creation Customer to start build integrations ***Tradeshift as Integrator Model** Design Workshop Collaborating and Completing the Integration Specs Customer's Sample files verifications	5 design sessions (Up to 4 hours each) M2: Solution Description signed off	Solution is defined so builders can build Expect to see interface validation beginning in 2 weeks
Build & Configure	Tradeshift to setup application configurations Customer to complete integrations Tradeshift marks System	M3: System (Integrations and Configurations) ready	Solution is built and business can now test

	configuration complete in sandbox		
Test & Train	Tradeshift and Customer team to test the end to end connectivity SIT Complete UAT and Cutover activities Customer to provide cleansed historical data and SMD Data Tradeshift to Conduct “Train the Trainer” Session	System Integration Test (SIT) signed off “Train the Trainer” delivered M4: User Acceptance Test (UAT) signed off	Transactions with real business data flow end to end in Sandbox environment First suppliers contacted
Launch	Moving System to Production Complete upload of historical data in Production Campaigns are sent	M5: Go Live!	1st Supplier adopts Engage (clicks email in Campaign and has access to the product)
Hypercare	Project team to provide support for Hypercare period Network team execute Supplier Onboarding Plan	M6: Release Closure Engage Release handed over to operations	Suppliers using Engage ramping up No showstoppers related to the Business Cases included in Signed Off UAT.

In order to successfully deliver TS Engage, we allocate the right resources mix to our dedicated Engage workstream during the project set up. Moreover, we will guide your team using our Playbook collateral - Engage Edition, specifying the implementation tasks, resources to consult and recommended practices, from both the project management and the technical perspectives.

2.6 Project Deliverables

For the defined project, the following deliverables are documented and utilized for executing during the course of the implementation and ultimately transitioned to the relevant teams for support of the solution.

2.6.1 Project Plan

The project plan will contain the specific work breakdown and task details for both Tradeshift and your organization, for your Tradeshift implementation. Initially, a draft project delivery plan is utilized as a basis point for discussion, planning, and estimating. Once the project starts, the respective project leaders will work to finalize the plan with the specific dates and tasks that each party needs to execute. The level of detail will depend on the mutual agreement and we will always strive to focus on business case impact instead of only plain deliverables. The project plan will be a living document throughout the implementation since tasks may need to be added, changed, or updated. Being said that, the overall Milestones and scope are locked by the agreement in the M2 Milestone, including the Baseline plan.

2.6.2 Solution Description Document

One of the main artifacts that outlines the functional, technical and business processes is the Solution Description Document (SDD). The SDD will provide essential solution information to Tradeshift Support, Tradeshift Seller Onboarding, Tradeshift Customer Success team and for you.

During the Define and Design phase, the SDD is updated at each milestone, shared with the customer and signed off. Once the project has been delivered successfully and moved to operations, the SDD is updated once again and shared with all relevant stakeholders. The ownership of the SDD will then move from Tradeshift's Professional Services Team to Tradeshift's Service Delivery Managers.

The SDD consists of core information on how the solution is configured and what are the processes, validations, and rules. The SDD will hold essential information on the following areas:

- Installed apps and modules in scope
- Account Setups
- Business firewall rules
- Configurations and Coding
- Documents in scope, e.g. invoices, purchase orders, goods receipts, etc.
- Error handling processes
- Supplier onboarding and information
- Reporting
- The technical specifics for data mappings, formats, and transfer protocols. This is the guide for both Tradeshift and your organization to document and agree for building integrations between the in-scope Tradeshift solution and your business systems.

2.6.3 Training Materials

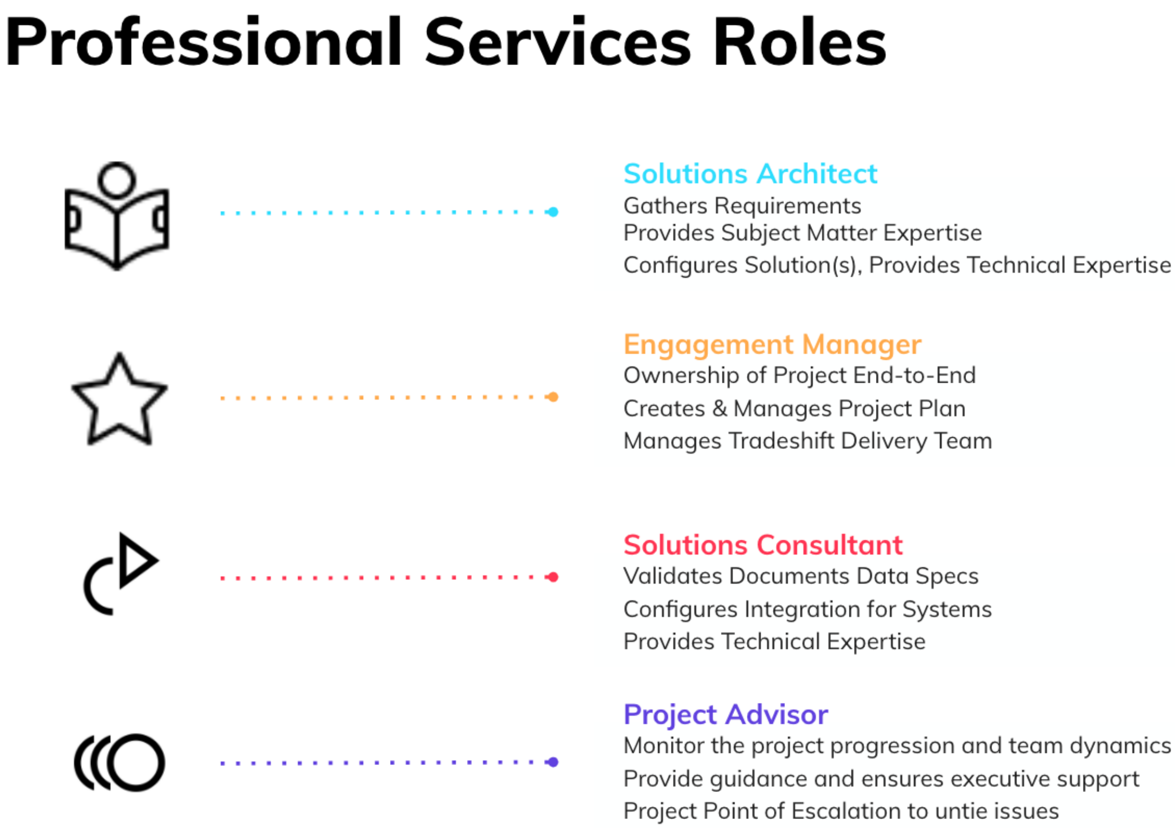
Tradeshift typically utilizes a "Train -the -Trainer" approach and standard training materials for the delivered solution. This training content is reviewed jointly in advance of training with the Customer Project Management team and updated as agreed. The specifics will be listed with the issued Statement of Work. We will also heavily rely on our Tradeshift University courses (TSU) to be made available within your Tradeshift platform account. Other Training options are available based on your organization's needs.

2.6.4 Sign-off Documents

Selected milestones will include a sign-off document explaining the deliverables and signed by Tradeshift and Customer. This secures alignment in the project and documents the momentum and the flow in the project.

3 Tradeshift Project Team

The Tradeshift Professional Services' project team consists of a core group of people who deliver the in-scope solution.



3.1 Project Delivery Team

The assigned Project Delivery Team is focused on delivering value to the Buyer side applications and functionality. These functions include providing project management, solution design, configuration, testing, and data integration as applicable for the solution scope. The details of each of the roles and responsibilities of this team can be found below.

3.1.0 Project Advisor

With each project, Tradeshift provides a Project Advisor (PA) - typically with many years of experience in the industry as well as Tradeshift - who is assigned to monitor the project progression and team dynamics. The identified individual will be involved in any Steering Group meetings and additionally act as an escalation point if there are any concerns or issues that need to be raised. The Project Advisor will partner with your identified stakeholders to ensure alignment on executive support, leadership, and overall confidence with the solution deployment.

3.1.1 Engagement Manager

The provided Tradeshift Engagement Manager (EM) maintains overall responsibility for ensuring successful delivery and deployment of the project scope. The Engagement Manager will manage the Tradeshift Project delivery team resources, focus on project execution, and communications with your assigned Project Manager.

Additional responsibilities and deliverables are listed below:

- Plan and prepare material for the Kick-off workshops
- Prepare communications and discussions with Customer assign project team members
- Present status and progress to stakeholders and process owners
- Setup and define meeting cadences for project team meetings
- Manage Tradeshift resources and coordinate activities between team(s)
- Guide and report results from the testing cycles
- Obtain proper approval and sign-offs for documented solution and change orders
- Identifies risks, bottlenecks, or concerns through the course of deployment
- Facilitates the process and discussion in any raised Change Requests
- Facilitates and supports Tradeshift education sessions
- Ensures project deliverables, milestones, and objectives are met
- Deliverables:
  - Workshop Agenda(s)
  - Project Plan
  - Production Cutover Plan
  - Risk and Issue Log
  - UAT logs
  - Status Reports
  - Sign Off documentation

3.1.2 Solution Architects

The Tradeshift Solution Architect (SA) provides process and solution subject matter expertise for the functional and business teams. Their role is to provide solution options, facilitate conversations on matters related to business outcomes, and architect the configuration and integration elements for the Tradeshift solution. Furthermore, the SA will lead implementation technical conversations related to security, architecture, or authentication protocols.

Additional responsibilities and deliverables are listed below:

- Provide best in class solution options and knowledge for business processes
- Prepare solution material for any defined workshops
- Document any required data mappings required for implementation
- Provides training education services based on the solution set in scope
- Facilitates and remedies any reported defects during UAT
- Deliverables:
  - Design Workshop presentation(s)
  - Solution Description Document
  - Integration Documentation

3.1.3 Solution Consultants

The Solution Consultants (SC) supply systems integration and configuration expertise for the data and parameters required to support the business solution. This role provides direction in configuration, mapping, conversions, and extraction of data to or from the Tradeshift platform. In addition to supporting integration discussions, the Solution Consultant is also prepared to be involved with any surrounding technical conversations related to security, architecture, or authentication protocols.

Additional responsibilities and deliverables are listed below:

- Engage in necessary technical conversations to enable data flows
- Perform Unit tests and System Integration testing to validate data fields
- Enable and configure integration configuration for the approved data specification(s)
- Configures the solution(s) to the documented and approved specifications
- Resolve configuration, data or integration issues reported during UAT
- Promotes and migrates solution configurations for the defined go-live(s) and releases
- Deliverables:
  - Solution Configuration(s)
  - System Integration(s)

4 Your Project Team

4.1 Project Sponsor

The appointed Customer Project sponsor will be engaged to oversee high-level progress of the deployment, attend steering committee meetings as defined, and help reduce any identified risks or challenges within the Customer's organization. The identified individual(s) will partner with the Tradeshift Project Sponsor to jointly solve any escalated items or concerns.

4.2 Project Manager

The appointed Project Manager will be the primary point of contact for the project operational tasks and management of the Customer engaged resource(s). The Tradeshift Engagement Manager will work closely together with the identified individual to review the project plan(s), report on status, and obtain any necessary approvals.

4.3 Business Subject Matter Expert(s)

The appointed Business Subject Matter Expert(s) will help validate and refine the scope of the future state processes and provide the Tradeshift Project Delivery team the necessary direction for the desired business outcome(s). These individuals will answer any presenting questions by the

Tradeshift team and may be involved with creating test scripts or ultimately testing the solution as jointly documented.

4.4 Seller Workflow Owners

The Seller Workflow Owners will help provide data and information to the Tradeshift team for any related vendor processes or relations that are relevant for implementing or enrolling the suppliers to the Tradeshift platform. Activities may include providing Supplier Master Data, assisting with requested webinars or communications, and providing support based on suppliers that do not respond to any communications.

4.5 ERP Subject Matter Expert(s)

ERP Subject Matter Expert(s) provide system knowledge either functionally or technically to enable solution decisions raised throughout the course of the implementation. These resources will validate the business scenarios and ensure data availability from or to the respective system in regards to business rules or processes that need to be established. These resources may be identified during the testing cycles to validate the integrity of data within the ERP or business system.

4.6 Technical Lead(s)

Technical Lead(s) provide information related to architecture, security, user provisioning, or any other type of technical expertise that would be needed to validate a process, integration, or question that was identified or raised. Depending on the solution scope and your departmental structure, this role may be part of a previously defined role.

5 Responsibilities, Governance, Risk & Budget Management

Tradeshift Shiftology delivers real value while ensuring that all project costs are kept under control and that risks are identified, logged, monitored and/or managed effectively. This is established with the following models listed below:

5.1 RACI Matrices

The matrices below provide the typical, informative, high-level **example** of responsibilities between Tradeshift (Project Implementation Team) and our Customer. Other arrangements and discussions around these areas will be further discussed when planning the implementation. Notably, the RACIs below do not explicitly include delivering via our Partners. In the cases Tradeshift works together with partners for a Customer delivery, the Customer will be provided with its specific breakdown of partners' roles and responsibilities during the sales and implementation cycles.

The acronym RACI stands for:

- **Responsible:** The person who does the work to achieve the task. They have responsibility for getting the work done or decision made. As a rule this is one person; examples might be a business analyst, application developer or technical architect.
- **Accountable:** The person who is accountable for the correct and thorough completion of the task. This must be one person and is often the project executive or project sponsor. This is the role that responsible is accountable to and approves their work.
- **Consulted:** The people who provide information for the project and with whom there is two-way communication. This is usually several people, often subject matter experts.
- **Informed**: The people kept informed of progress and with whom there is one-way communication. These are people that are affected by the outcome of the tasks, so need to be kept up-to-date.

RACI - Project Professional Services Team - Activities and Deliverables

Phase	Activity/ Deliverable	Activity / Task	RACI			
			R	A	C	I
Plan	D	Governance Model and Terms of Reference (Tradeshift)	T	C	C	C
	D	Governance Model and Terms of Reference (Customer)	C	C	T	T
	D	Establish Project Management Tools, collaboration means and document repository	T	C	C	C
	A	Establish cadence of meetings	T	C	C	C
	A	Coordination and ramp-up of Customer project team	C	C	T	T

	A	Coordination and ramp-up of Tradeshift project team	T	T	C	C
	A	Prepare Kick-off agenda and slide deck	T	T	C	C
	D	Organize and staff project team- Tradeshift	T	T	C	C
	D	Organize and staff project team - Customer	C	C	T	T
	A	Draft project plan - Tradeshift Solution related activities	T	C	C	C
	A	Team Introductions & Kick Off Agenda review	T	T	C	C
	D	Creation of Risk and Issue Log	C	T	T	T
	A	Initiate change management and communication activities for transition from current processes to future	C	C	T	T
	D	Share standard Tradeshift integration specifications	T	T	C	C
	A	Prepare process & integration requirements documents (Customer)	C	C	T	T
	D	Sandbox environment available	T	T	C	C
	A	Customer Team review Tradeshift documentation	C	C	T	T
	A	Customer Internal Communications of program	C	C	T	T
	D	Share Current “as is” business flows	C	C	T	T
	D	Kick-off project with a Kick-off workshop	T	C	C	C
	D	Project Release Start/Mobilization Milestone Sign Off	T	C	C	C
Define & Design	D	Project Change Control execution (Customer)	C	T	T	T
	A	Conduct Design & Technical Integration Workshop	T	C	C	C
	D	Creation of Solution Description (including Integration Interface Specification and Configuration sheet) Documents	T	C	C	C
	D	Solution Description Design and Execution	T	C	C	C
	A	Review Solution Description and provide feedback	C	T	T	T
	A	Collect and provide completed Master Data for Account Design	C	T	T	T
	A	Develop Future-State Company system set-up and configuration	T	C	C	C
	A	Design Future-State approval rules and authorization levels	T	C	C	C
	A	Define integration design and detailed setup	T	C	C	C
	D	Updates to Change Management Transition Log	C	C	T	T
	D	Updates to Risk & Issue log	C	T	T	T
	D	Definition of performance levels & Go Live success criteria	C	C	T	T
	D	Approval of Change management transitions	C	C	T	T
	D	Create Test plan strategy and sign off	C	T	T	T
	A	Solution & Integration Sign-off - Solution Description finalised	C	T	T	T

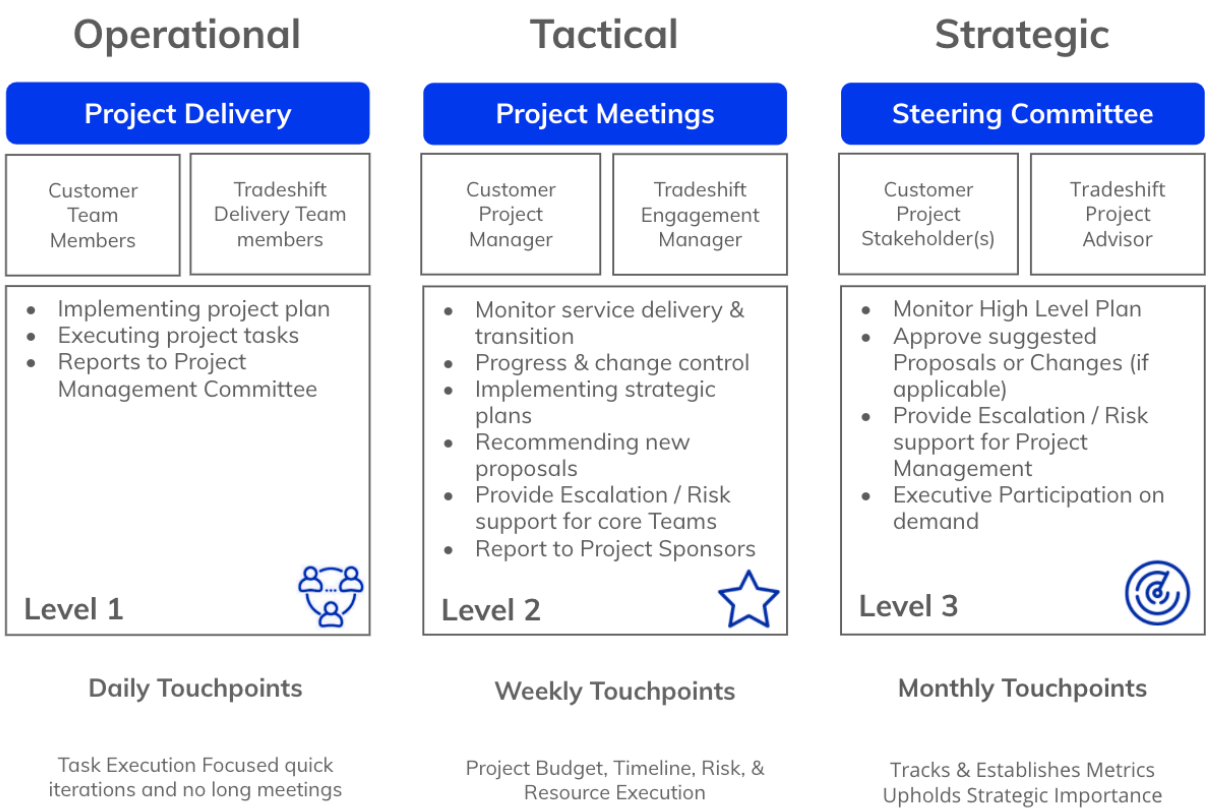
	D	Training plan and strategy sign off	C	T	T	T
	D	Baseline Tradeshift Solution Project Plan Sign Off	C	T	T	T
	A	Execute Design Exit Steering Committee	T	C	C	C
	D	M2 Milestone Sign-off	C	T	T	T
Build & Configure	A	Set-up of Tradeshift Test environment	T	T	C	C
	A	Prepare and execute Early Hand Overs sessions (when applies)	T	T	T	C
	A	Configure of Tradeshift according to Signed Off Solution Description	T	C	C	C
	A	Setup data integration processes per specification within Tradeshift	T	C	C	C
	A	Setup data integration processes per specification within Customer Environments	C	T	T	T
	D	Provide standard test scripts	T	T	C	C
	A	Provide complete list of User Acceptance Test UAT test cases and final UAT test plan	C	T	T	T
	A	Setup integrations Customer (where applicable)	T	T	C	C
	A	Internal Tradeshift Unit Test	T	T	C	C
	A	Define and Plan Systems Integration tests (SIT)	T	C	C	C
	D	M3 Milestone Sign-off	C	T	T	T
Test & Train	D	Provide master data for test scenarios	C	T	T	T
	A	Validate Training and Testing Scenarios	T	C	C	C
	A	UAT Cases confirmed	C	C	T	T
	A	Systems integration testing (SIT) conducted	T	C	C	C
	D	Conduct "train-the-trainer" training	T	C	C	C
	D	Localised End User Training Materials	C	T	T	T
	A	End User Training Delivery	C	T	T	T
	A	Own User Acceptance Test (UAT)	C	T	T	T
	A	Support UAT in Issue Resolution	T	C	C	C
	D	Business Readiness Checkpoint	C	T	T	T
	A	Creation and validation of production migration plans	C	T	T	T
	D	Hypercare and Business as Usual (Operations) Plan	T	C	C	C
	A	Operations (Support and Customer Success) organization introductions & transitions	T	C	C	C
	D	M4 Milestone Sign-off	C	T	T	T
	A	Migration of Tradeshift configurations to production	T	T	C	C
	A	Migration of Buyer system configurations to production	C	T	T	T

Launch	A	Tradeshift Internal HandOvers	T	T	T	C
	A	Production data loads for go-live	T	C	C	C
	A	Confirm readiness for Go Live and Hypercare (Tradeshift)	T	T	T	T
	A	Confirm readiness for Go Live and Hypercare (Customer)	C	C	C	C
	A	Smoke Test in Production: First dummy document	C	T/C	C	C
	A	First Production transaction confirmed	T/C	T/C	T/C	T/C
	D	M5 Milestone Sign-off	C	T	T	T
Hypercare	A	Support during hypercare	T	C	C	C
	A	Finalize project documentation	T	C	C	C
	A	Evaluate success of deployment and Lessons Learnt	C	T	T	T
Wave Rollouts	D	Wave Planning revisited and Project Plan updated	T	C	C	C
	D	Project Team Resource (Tradeshift)	T	T	C	C
	D	Project Team Resource (Customer)	C	C	T	T
	A	Business Gap analysis versus Core Model, requirements gathering	C	C	C	T
	D	Updated Functional & Design Specification *including output of gap analysis	T	T	C	C
	D	Updated Solution Description Sign Off	C	C	T	T
	A	Build (Configure and Integrate) according with Updated Solution Description	T	C	C	C
	A	Supplier onboarding kick off	T	C	C	C
	A	Updated Solution Configuration Complete	T	C	C	C
	D	Test materials updated	C	C	T	T
	D	Training materials updated	C	C	T	T
	A	Integration configuration and tests completed - Tradeshift	T	T	C	C
	A	Integration configuration and tests completed - Customer	C	C	T	T
	A	UAT materials updated	C	C	T	T
	D	Release Sign Off	C	T	T	T
	A	Cutover plan and release hypercare executed	T	C	C	C
	A	Communications as per Communications & Change Management plan	C	C	T	T

5.2 Governance Model

The typical governance model established for Tradeshift projects implementations is based on three levels which provide the necessary support, perspective, and hierarchy to execute and adapt during the course of the delivery and beyond. These levels are:

- Level 1 - Operational
  - Project Delivery Team members with a specific role or task (Functional, Technical, or Hybrid)
- Level 2 - Tactical
  - Project and/or Program Management
- Level 3 - Strategical
  - Sponsor level that helps drive key changes or resolve escalated issues.



5.3 Tradeshift Risk Management

Tradeshift proactively manages Risk throughout the project lifecycle. All projects (including Tradeshift) experience events that may cause unexpected and unanticipated effects. These may be both positive or negative. These events are logged, tracked, monitored and controlled on a risk register - built into Tradeshift's project management tool.

This risk register is made available to the customer project team to be reviewed and updated during project meetings.

We classify risks based on Likelihood and Impact, in a scale from 1 (minimum) to 5 (maximum) and ranked by the summatory of them

5.4 Tradeshift Project Budget

Great project financial / budgetary control starts with accurate estimates centered on clearly defined scope and assumptions. All Tradeshift Professional Services projects are carefully estimated using tools and calculators that have been refined and tuned based on the deep experience of our Professional Services team and delivery of other Tradeshift projects. Once professional services have been purchased by a Customer, a project is created in our Professional Services management tool.

From within the tool, project financials, project tasks, resources and timelines are entered and managed. Throughout the project, at regular intervals, the Tradeshift Engagement Manager will analyse the budgeted costs (based on estimated number of hours for scoped tasks) with the actual costs (based on the actual hours spent on the project). A cost to completion can then be calculated based on remaining scheduled activities and their associated cost estimate for each activity.

6 Change Request Process

Change is a natural course of a project or after the successful deployment of the solution to further organizational efficiencies and/or maximize return. As part of Tradeshift's methodology a formal process exists to request changes to the solution or scope.

The process in summary is as follows, while in Project mode:

1. When a Customer has a change to what is stated scope or previously delivered solution, the Tradeshift Engagement Manager and the Customer will fill out the Change Request (CR) Form
2. The Tradeshift Engagement Manager will then talk to relevant resources within Tradeshift, fill the information in the request and then jointly decide to move forward with the request or not.
3. If the Request is accepted and Customer accepts the associated effort and any applicable impact to the timeline, budget and scope, both Parties will execute the Change Request Form and schedule the necessary deployment. A PSO (Professional Service Order) will be required to define the legal and cost terms associated with the CR.
4. The Change Request effort is included in our Professional Services management tool to trigger resourcing and control on execution.

7 New Product Feature Process

Any change requests for Product Enhancements will be raised to the Tradeshift Product Change Request Portal and will be subject to review by Product for fit with the longer term Tradeshift strategy. Such change requests are not guaranteed to be implemented/accepted. The Tradeshift Release process includes the following processes and phases:

- **Customer Ideas Portal Ideation Phase:** This covers the input mechanism of requests initiated externally via the Customer Ideas Portal
- **Product Change Request Ideation Phase:** This covers the input mechanism of requests initiated internally via the Product Change Request portal
- **Release Process Input & Prioritisation Phase:** This covers the aligned / centralised Strategic and Prioritisation activities applicable to both input mechanisms (the Customer Ideas Portal and the Product Change Request portal) that feed the backlog delivery planning and Go-To-Market activities.
- **Release Execution**
- **Release internal Training** and **Communications** to Customers

Starting 2021, Tradeshift is conducting 2 major releases per year. Please reach out to your Tradeshift Representative for information on major release dates and Product official release information, for the release that impacts your implementation.

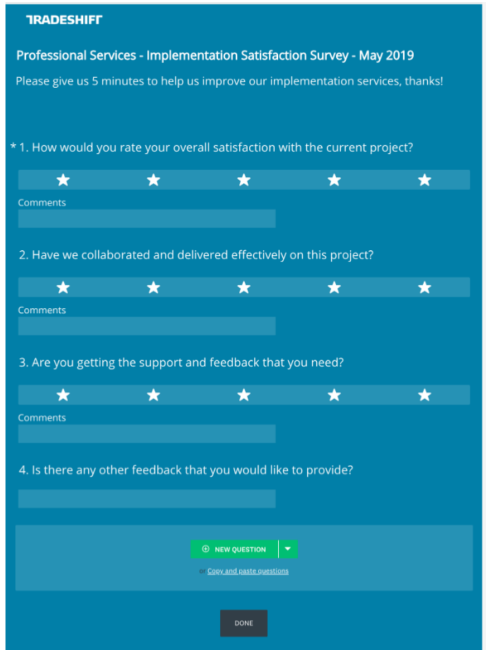
8 Bug Process

When a Tradeshift bug is identified during the project test cycle, the Engagement Manager will enter the bug in the Tradeshift ticketing system. If a bug is found post go-live in production, the Customer should create a ticket with the Tradeshift Support team through the agreed ticketing process. The support team will then follow the same process of creating a bug in the Tradeshift ticketing system. As part of the bug process, the Professional Services, Customer Success and Support teams meet on a weekly basis to review and prioritize all bugs. The next day the same teams meet with the Product team to review all prioritized bugs and receive updates.

9 CSAT Process

Although we will have regular project meetings, technical meetings, supplier onboarding meetings, steering group meetings etc. through the project implementation phases, it is still important for Tradeshift to receive structured feedback from our customers during implementation.

We approach you in a simple survey with four questions sent out at selected milestones. The key benefit with the CSAT is that it is based on a “here and now” reaction to a customers’ satisfaction with the implementation. Measuring CSAT allows us to understand potential risks before they turn into Issues. This also gives valuable insight into how we can improve. Expect to receive one CSAT every quarter, providing a key milestone has been accomplished.



10 Lessons Learned

As default in Tradeshift's Shiftology, Tradeshift Professional Services will create a Lesson Learned document with the purpose of bringing together any insights gained during the project that can be usefully applied on future roll-outs. The Lesson Learned document is in most cases created, shared and discussed with our Customers before we close a Release.

11 Collaboration with other Customer facing teams

During the sales and project implementation, you'll be introduced to our different other Tradeshift teams (for example Customer Success, Support, Network) and be guided in their roles and responsibilities during project execution. This will also include the different documentation assets they provide as well as their expected collaboration with your Professional Service team. Please reach out to your contact in Tradeshift in order to get more information about the topic.

12 Questions

If you have any questions about this document, please reach out to your contact in Tradeshift and you will be directed to the right person or team.

Thanks for reading,

Your Tradeshift Professional Services Team.