

RFP Warehouse Management System (WMS)

Contents

- Introduction
- Russell Services
- Project Vision, Objectives and Scope
- Warehousing Sites Overview
- Current Processes
- WMS Scenarios
- System Architecture & Technical Requirements
- System Master Data
- Methodology & Delivery Expectations
- Proposal Submission Guidelines & Timescales
- Appendices & Supporting Documents

Introduction & Background

This RFP provides:

- An overview of John G Russell Transport Ltd.
- Current warehouse operations
- Project scope and requirements

It enables solution providers to submit proposals covering:

- Solution approach
- Capabilities
- Implementation timeline
- Suppliers must complete the Commercial Response Template provided in Appendix A

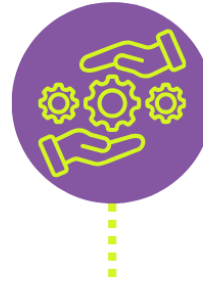
Overview of the Russell Group



**TOP 50 Leading
Transport and
Logistics Group
in the UK**



**•JOHN G RUSSELL
•CARNTYNE
TRANSPORT
•RUSSELL
RAILROAD**



**Road, Rail,
International
Warehousing,
Value Added
Services**



**£96m Turnover
Y/E March 2025**



**820+ employees
across 14
locations**



Warehousing, E-fulfilment and Value Added Service provider for over 70 Clients at four locations.

Our Purpose

VISION

The partner of choice for sustainable road, rail and warehousing solutions

MISSION

Delivering Your Promises



People



Partnership

Our Values



Safety



Environment

Our Group Structure

John G Russell (Transport)

- Distribution
- Rail Freight
- Warehousing
- Contract Packing
- Contract Bottling
- Engineering
- Self Storage
- International

Carntyne Transport

- BulkTransport
- On-site Logistics
- Cask Storage

Russell RailRoad

- Terminal Services
- Container Storage

Journey to Net Zero

CLIMATE PLEDGE

- We are proud to have signed The Climate Pledge, committing to achieve net-zero carbon emissions by 2040.

INITIATIVES

- Partnered with Trident Utilities on Scope 3 emissions reporting, positioning us to apply for SBTi – Science Based Targets Initiative.
- Carbon Calculator: Analysing emissions data to offer greener alternatives to our customers.
- Road to Rail: Expanding intermodal solutions to reduce road emissions.
- Sustainable Road Freight: 3 x EV trucks and 2 x CNG gas trucks Q4 2025, 3 x Hydrogen trucks Q1 2026.
- Waste Management: Improving recycling efforts and reducing landfill waste.



Sample of Customers



INVER HOUSE
DISTILLERS



TESCO

COSTCO
WHOLESALE



SGN
Your gas. Our network.



WILLIAM GRANT
& SONS



BACARDI

DIAGEO

Morrisons

Sainsbury's

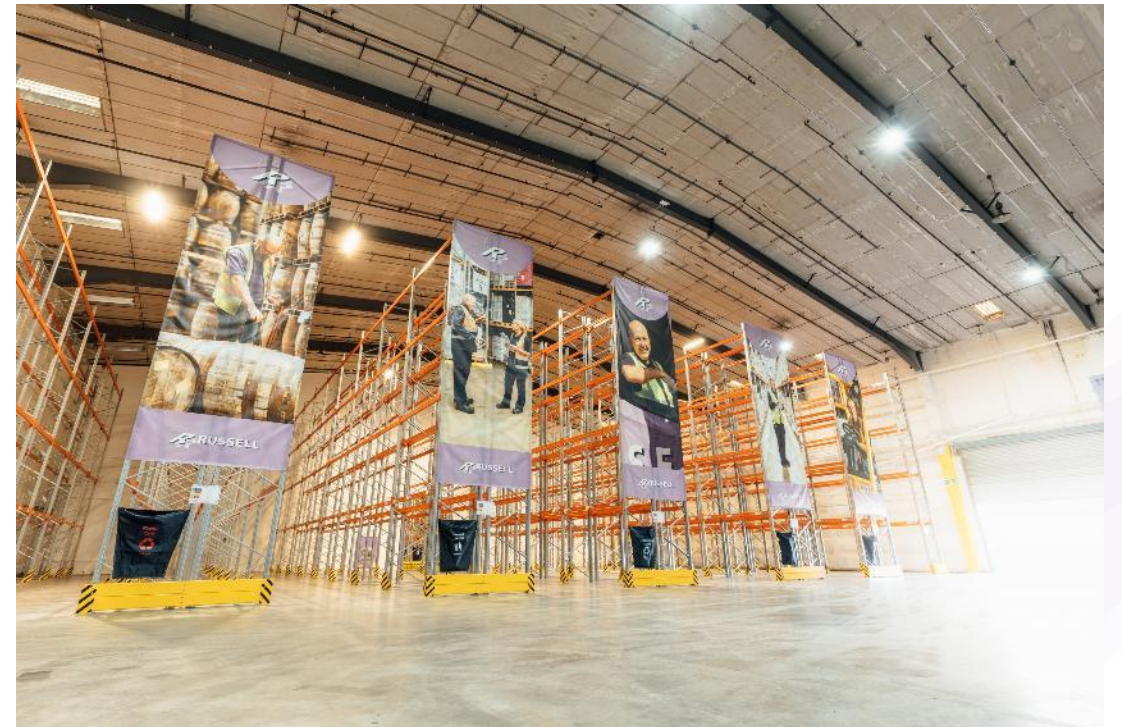


**Our size and operational diversity
requires a flexible and scalable WMS
capable of supporting multi-site and
multi-service operations**

Russell Services

Warehousing

- Over 1.5 million sq. ft. of warehousing facilities
- HMRC Approved Bonded, General and Cask Warehousing
- Strategically located depots
- Operating 24hr 7 days per week
- EDI interfaces / electronic updates / quarantine process
- RF Scanning In/Out
- Full perpetual stock inventory capability
- End to end control and visibility – live Dashboard electronically
- Container Export loading – Palletised – Handball



Value Added Services

Expert teams based at our Hillington Distribution Centre offering:

CONTRACT PACKING

- Luxury Gift Packing
- Wet & Self-Adhesive Labelling
- Strip Stamping
- Spirit Decanting & Shrink Wrapping
- Case Assembly & Inspection

CONTRACT BOTTLING

- Bottling (5cl to 1L)
- Premium waxed finishes & custom labelling
- High-quality glass, corks, caps, and labels



E-Fulfilment

Expert teams based at our Hillington Distribution Centre offering:

- API integration with web commerce platforms such as Shopify
- Full integration and delivery tracking through Parcelforce
- Picking and storage areas for both dry and wet goods
- Bespoke packaging options
- End to end control and visibility – live stock dashboard available



Other Group Services

- Leading UK provider of primary transport
- UK wide shared-user distribution / Trunking network
- LNG Gas & LPG Gas Next day service
- 3rd party maintenance and repair services to DVSA standards across our three workshops in Scotland
- Deep sea, airfreight, import/export for full & part loads
- Diverse bulk transport services. Spirits, chemicals, fuels, livestock feeds, powders & liquids
- Rail linked depots with motorway access
- Customised management solutions



WMS Project Scope

The proposed WMS will primarily support:

- Warehousing operations
- Value Added Services
- E-fulfilment operations

Other Russell Group services are provided as context but are not directly in scope

Project Vision, Objectives and Scope

Current Challenges

- Multiple systems and inconsistent processes across sites
- Limited real time visibility of stock and operations
- Manual processes increase handling time and error risk
- Difficulty in scaling operations to meet growth and customer demands
- Gaps in traceability requiring workarounds outside the current system
- Lack of a development roadmap for current WMS systems
- Lack of flexibility in capturing chargeable activities

WMS Vision Statement



The vision of the future



To address our challenges, John G Russell Transport Ltd. is looking to implement a next-generation WMS

“Over the next three years, our warehouses will become smart, sustainable, and automation ready. Powered by a next-generation WMS that replaces manual tasks with real time data, live reporting, and intelligent workflows.

With features like API integration, volumetric tracking, dynamic pick strategies, and proactive loss analysis, we will deliver faster, error-free service while optimising space, labour, and profitability.”

This transformation will be delivered in partnership with a WMS provider aligned to our long-term vision.

WMS Design Principles



- Single system across all sites
- Real time data capture at source
- System-directed operations over user-driven processes
- Standardised processes with controlled flexibility
- Scalable across all customer types (EDI / API and non-EDI / API)
- Minimal reliance on paper or offline processes
- Integration with Duty Manager for bonded transactions
- Designed for practical warehouse use, with intuitive workflows that support rapid adoption across operational, administrative and management teams.

Digital Transformation & Efficiency

Transition warehouses to a highly efficient, digitally driven environment using a next-generation WMS. Replace manual and paper-based tasks with automation and smart workflows to reduce labour and support net-zero sustainability goals.

Real Time Stock Traceability

The solution must provide full track and traceability from receipt, rework to picking and despatch using our customers GS1 labelling.

High Availability & Resilient Solution

The WMS must be delivered as a Software-as-a-Service (SaaS) solution, using a resilient cloud architecture to ensure high availability, business continuity, and robust disaster recovery capabilities.

Seamless Integration & Insight

Integrate with core enterprise systems using Open APIs (e.g., ERP, BI, TMS). Offer proactive insights into loss-making activities, volumetric tracking, and enhanced traceability for value-added services.

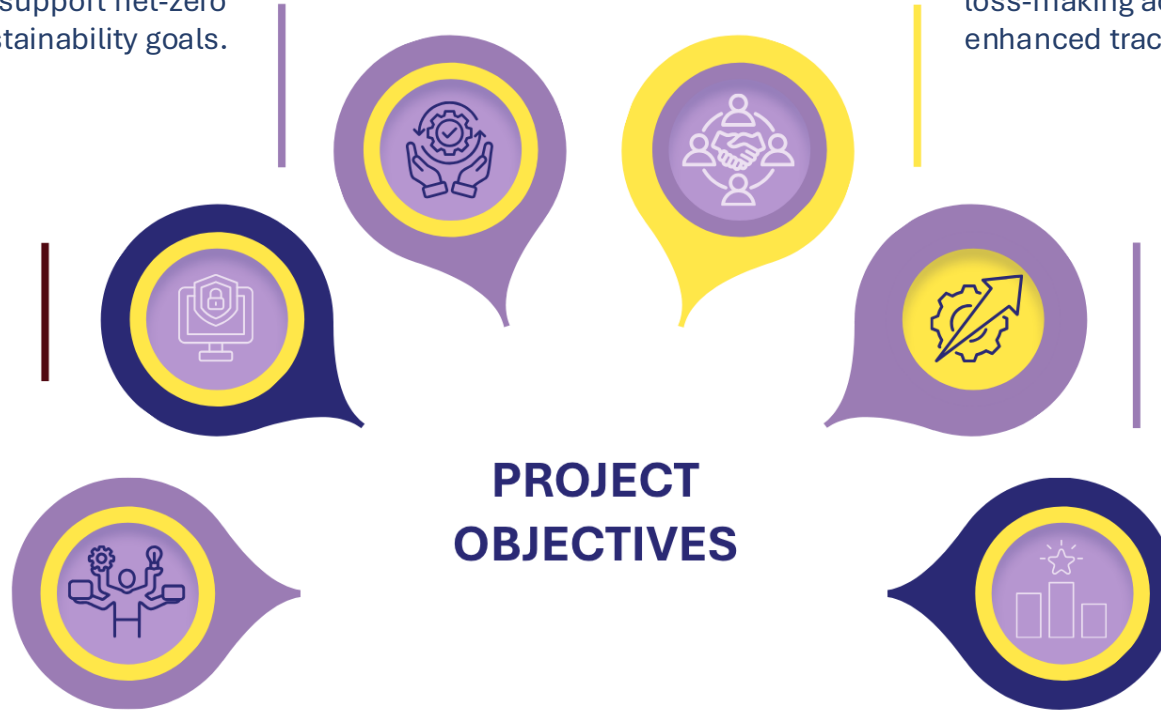
Advanced Planning & Optimisation

Utilise advanced planning, forecasting, and labour management tools to optimise warehouse operations for space, velocity, and profitability.

Competitive Advantage

Position the organization as a future-ready warehouse partner, delivering market intelligence, exceptional customer service, and a competitive edge in e-fulfilment and global compliance.

PROJECT OBJECTIVES



What Success Will Look Like

Operational Excellence

John G Russell Transport Ltd requires a solution capable of supporting bonded warehousing, value added services, e-fulfilment, case pick, full pallet operations, cross-docking and customer-specific processes within a single operational platform.

Following implementation, John G Russell Transport Ltd expects the selected solution to deliver:

Operational Efficiency

- Paperless warehouse processes across all sites
- System-directed put-away, picking and replenishment
- Reduced manual administration and duplicate data entry
- Improved labour utilisation through task allocation and visibility

Stock Control & Traceability

- Real time stock visibility across all operations
- Full pallet and product traceability from receipt to despatch
- Integrated exception management for damages, shortages and problem stock
- Improved inventory accuracy and auditability

Visibility & Reporting

- Live operational dashboards for warehouse teams and management
- Meaningful KPI reporting across sites, customers and activities
- Accurate visibility of warehouse capacity, utilisation and work in progress
- Customer self-service reporting and operational visibility

What Success Will Look Like

Commercial & Strategic Outcomes

Commercial Control

- Capture of all chargeable activities at source
- Accurate and auditable invoicing processes
- Improved revenue visibility and profitability reporting
- Reduced reliance on manual charging calculations and workarounds

Value Added Services (VAS)

- Real time visibility of rework operations and production progress
- Full traceability of materials, finished goods and production activity
- Retention and enhancement of existing VAS invoicing capability
- Reduction of disconnected systems and manual interventions where practical

Business Transformation

- Standardised processes across all warehouse operations
- Reduced dependency on individual knowledge and experience
- Scalable platform capable of supporting future growth
- A solution that enables continuous operational improvement

Key Solution Requirements

- One WMS system across all 4 warehousing sites
- Integration capability with existing systems
- Real time stock movements
- Labour management, productivity measurement and workload visibility across all operational areas
- Full track and trace from receipt to despatch
- Value added services rework and product creation process
- E-Fulfilment package supporting integration with multiple courier options
- Paperless warehouse operation driven by intelligent WMS to optimise efficiency and capacity
- All chargeable activity to be captured live, driving invoicing to customers

Key Solution Requirements

Reporting & Visibility Requirements

- The proposed WMS must provide **real time, accessible, and structured reporting** to support operational control, management insight, and customer visibility.
- The solution must support:

Operational visibility

- Real time view of warehouse activity, order status, and work in progress
- Real-time visibility of available warehouse capacity by site, area and location type

Management reporting

- Clear KPI reporting across sites, customers, and activities
- Historical performance and trend analysis

Exception visibility

- Identification and escalation of stock discrepancies, shortages, and process issues

Customer visibility

- Secure access to stock, order status, and despatch information via customer portal

Data access

- Structured data available for Power BI or equivalent reporting tools

What is in scope

- Labour management
- Inventory management and cycle counting
- Invoicing
- Use of volumetrics to maximise storage space
- Customer portal access
- Interleaving of tasks
- Push tasks to warehouse operatives via shop floor devices
- Returns handling
- Use of customer labelling for Traceability
- Alternative ASN processes for non EDI / API enabled customers

What is out of scope

- Vehicle booking system
- Finance / ERP system replacement
- Transport Management System

Warehousing Sites Overview

Coatbridge Overview

- Area (Sq ft):40,000
- Pallet Capacity:3,000
- Max Employees per shift: 14
- Operating Hours: 24/7
- Operational Profile: Pallet storage, Full pallet pick, Case pick, Cross dock (Using TMS)
- Activity Volume: 20 orders per week
- Storage and Handling: Bulk stack, Racking locations
- MHE Equipment used: Reach trucks, Counterbalance trucks
- Warehouse Data Capture: Zebra MC9400 and MC9300 RDTs, Paper processes



Coatbridge Overview



Operational Overview

- Two non-bonded warehouses on site. Stock is held on single line pallets, with one warehouse dedicated to a single customer with stock held in variable sized packing crates
- Operating model – Structured
- Key activity focus – Cross docking, picking, and storage

Process Methods

- Operations include mixed picking, with manual and semi-system replenishment
- Inbound: Pallet Receipts
- Storage: Racking, bulk stack, and ground storage
- Outbound: Pallet picking, and picked by hand to maximise container fill
- Dispatch: Scheduled dispatch pattern, loosely adhered to by drivers on collection

Process Complexity

- Low process complexity
- Primary driver of complexity – Manual handling for some, and size and shape of storage loads.

Coatbridge Overview



Data Capture

- Mostly RF with some supporting paperwork
- Putaways are not system driven
- Pick lists are paper based

System Usage

- Core transactions – Receipt of stock against pallet number, tracking stock movements, capture of picking information live, stock level and activity reporting
- What sits outside the system – Some manual manipulation of reports is needed to present data in useful formats.
- System logs information in real time provided by input from the users. Users define the activities such as where stock is stored and picked from. System does not direct activities

Visibility

- **Stock Visibility:** Good, while in WMS main screen. Some of the inbuilt stock reports could be easier to use, Power BI dashboard is now being worked on to improve this.
- **Operational Visibility:** Progress and task tracking is possible due to live picking, but no easy-to-use dashboard or labour management
- **Exception Visibility:** Damaged stock can be moved to quarantine location and put on hold, no problem pallet or location escalator built into the WMS

Control and Automation

- User driven process, relies on the operator doing the right thing and keying the correct information. Not enough in the way of checks or balances to avoid keying or scanning errors

Coatbridge Overview



Operational Gaps

- Manual allocation of stock to orders
- Cross docking activity not systematically tracked

System & Process Limitations

- No digital pick list

Future WMS Requirements

- Live dashboard and status reporting
- Directed putaways
- Real-time cross-dock visibility and pallet traceability from receipt through despatch

Target Outcome

- Process efficiencies through system directed movement, task allocation, and more accessible reporting.

Cumbernauld

- Area (Sq ft):250,000
- Pallet Capacity:18,000
- Max Employees per shift: 15
- Operating Hours: 24 / 7
- Operational Profile: Pallet storage, Full pallet picking only.
- Activity Volume: 290 orders per week
- Storage and Handling: Bulk stack, Racking locations, and Double deep racking
- MHE Equipment used: Reach trucks, Power pallet trucks, Counterbalance trucks, Low level order pickers
- Warehouse Data Capture: Zebra MC9400 and MC9300 RDTs, Paper Processes



Cumbernauld Overview



Operational Overview

- One non-bonded warehouse
- Full pallet storage within a single building with multiple cells
- Operating model – High volume, fast moving stock
- Key activity focus – Storage, picking

Process Methods

- Full pallet picking and movements recorded and made on RDTs throughout
- Inbound: Full pallet pick receipts, most receipts ASN advised, and made using customer SSCC pallet numbers
- Storage: Mostly racking, with some double deep locations and block stacking
- Outbound: Full pallet picking only
- Dispatch: Scheduled but some flexibility applied to collections and receipts

Process Complexity

- Low process variability
- Primary driver of complexity – Speed of stock turnaround, and limited number of empty locations.

Cumbernauld Overview



Data Capture

- RDT's used to capture data, paper picklists
- Capture can be inaccurate due to location labels and lack of check digit or secondary validation methods
- Stock is moved from bay to aisles prior to put-away, this is a slight lack of traceability within the process

System Usage

- Receipting, picking, stock movements, despatch
- What sits outside the system – stock checks, photo capture of damages, trailer loading etc.
- System works well as a record of activity, but does not direct activity,

Visibility

- Stock Visibility: Good on the GUI, not so good from a dashboard or overall management point of view.
- Operational Visibility: Details are in the WMS, but not displayed in a clear easy to follow fashion
- Exception Visibility: No problem pallet or locations process on WMS. Stock is moved to a location for checking, but no flag set on the WMS

Control and Automation

- User driven process, relies on the operator doing the right thing and keying the correct information.
- Task management is operator and manager reliant.
- Current state uses WMS as system or record, but WMS does not direct any activity

Cumbernauld Overview



Operational Gaps

- Pallets can be scanned into incorrect locations due to labelling setup and no confirmation process (new labelling in test)
- Manual allocation of orders
- Pick and drop from bay to racking area, not tracked, pallets still show on bay no trace to show who picked the pallets up

System & Process Limitations

- No digital picklist
- Lack of directed put-away functionality can lead to lost time searching for empty locations
- No interleaving of tasks, so we may not be working as efficiently as possible

Future WMS Requirements

- System direct movements, customer portal with simple to access and define reporting.
- Labour management and KPI reporting
- Problem pallet and location escalating process
- Live RDT inventory functionality for checks, counting, and auditing with proper reporting structure
- Paperless operation

Target Outcome

- System driven warehouse operation with improved visibility of labour KPI's, available capacity, work in progress

Hillington (Non VAS) Overview



- Area (Sq ft): 274,000
- Pallet Capacity: 39,000
- Max Employees per shift: 30
- Operating Hours: 24 / 7
- Operational Profile: Pallet storage, Full pallet pick, Case pick, E-Fulfilment, Cross Docking
- Activity Volume: 500 orders per week
- Storage and Handling: Bulk stack, Narrow aisle racking locations, Stand containers
- MHE Equipment used: Power pallet trucks, Counterbalance trucks, Very narrow aisle trucks
- Warehouse Data Capture: Zebra MC9400 and MC9300 RDTs; Samsung Android Phones and tablets, E-Fulfilment PC



Hillington (Non VAS) Overview



Operational Overview

- 5 bonded warehouses on site. A mix of full pallet and case picking including an E-fulfilment operation.
- Operating model – Structured multi-channel operation
- Key activity focus – Storage, picking, and E-fulfilment

Process Methods

- Operations include mixed picking, with manual and semi-system replenishment.
- Inbound: Full pallet receipts, which may include mixed stock to be broken into single pallets.
- Storage: Mixture of bulk stack, racking, and shelving locations
- Outbound: Full pallet picking, case picking, push pull loading, and picking into cages.
- Dispatch: Scheduled dispatch pickup, operationally flexible to accommodate driver time keeping

Process Complexity

- High process variation – Processes differ within warehouses due to mix of location, and customer demands
- Primary drivers of complexity – variation, customer integration, customer expectations
- Any notable features – E-Fulfilment, WGS track and trace, Case picking, Brand homes picking, Cross docking

Hillington (Non VAS) Overview



Data Capture

- RF partially used for WGS and Scotland brand homes, paper process for all other operations
- Capture is inconsistent throughout; RF is not always used when available and manual process is open to error
- Mobile phones using Power apps are used for WGS track and trace, paper and spreadsheets used for PI counting

System Usage

- Core transactions – Receipt of stock, system of record, updating customs, generating picklists, generating reports, capture of invoicing activity
- What sits outside the system – PI counting, pallet track and tracing, invoicing calculations, damage recording, photo capture of trailer loading
- The operation is very reliant on people. Most operations are carried out on paper and not in real time without system checks and balances in place to aid compliance and error minimisation. Operational success is achieved despite the system, not with help of the system

Visibility

- Stock Visibility: Okay within the GUI but requires manipulation,
- Operational Visibility: Little to no view of overall outstanding work due to paper processes. No labour management, no daily KPIs based on activity.
- Exception Visibility: No exceptions processes dealt with live on the WMS. Incidents or exceptions are recorded on paper before adjustments or movements being keyed by the admin or stock control team

Control and Automation

- A user driven process that relies on the expertise of our warehouse staff. Paper processes are open to transcription errors, and misinterpretation when picked up and keyed by admin
- Lack of real time transactions prevents system driven decision making and controls

Hillington (Non VAS) Overview



Operational Gaps

- Manual picking process on paper means no systematic checks on picking the correct stock and means that a manual process of checking stock three times before departure is in place to prevent errors
- In areas where RDTs are used we have no final loading scan from GO bay into the trailer
- Many different processes across warehouses and customers, most could be standardised.

System & Process Limitations

- No efficient way of receiving and putting away stock on RDTs that has not been pre-advised before receipt
- Picking on RDTs is possible but requires support of paper picklist, and has no checks to ensure the correct stock is picked
- Some chargeable activities are only recorded on paper sheets and not keyed and recorded live.

Future WMS Requirements

- Flexible E-fulfilment platform that allows integration with multiple couriers allowing us to expand our services to the market
- Paperless operation with system directing efficient put-away and picking operations
- Full operational and stock visibility both internally and available to customers via portal
- Inbuilt stock control function to allow stock to be checked in real time

Target Outcome

- User friendly system that generates real time directed movements with clear reporting on performance stock and space availability

Hillington VAS Overview

- Area (Sq ft): 20,000 (incl Storage)
- Pallet Capacity: 2400
- Max Employees per shift:
 - Warehouse: 4
 - Office: 5
 - Production: 90
- Operating Hours: Mon – Fri, 07:00 – 17:00
- Operational Profile: Gift Packing, Wet & Self-Adhesive Labelling, Strip Stamping, Shrink Wrapping, Case Assembly & Inspection, Bottling
- Activity Volume: 50 orders per week approx.
- Storage and Handling: Bulk stack, Conveyor production lines.
- MHE Equipment used: Power pallet trucks, Counterbalance trucks
- Warehouse Data Capture: Zebra MC1100, production line data capture terminals.



Hillington VAS Overview



Operational Overview

- 2 bonded warehouses within VAS, with additional storage within the wider Hillington site.
- Operating model – Structured co-pack operation running across multiple production lines
- Key activity focus – Gift Packing, Wet & Self-Adhesive Labelling, Strip Stamping, Case Assembly & Inspection, bottling and decant

Process Methods

- Operations include receiving, picking, despatch, unboxing, label replacement, re packaging, inspection
- Inbound: Full pallet receipts, transfers from other Hillington warehouses
- Storage: Bulk stack, and floor for pallets, with shelving for strips stamps and label storage
- Outbound: Finished goods shipment on pallets, push / pull, slip sheets and clamp, unused interim stock for returns or destruction, transfer to other Hillington warehouses
- Dispatch: Scheduled dispatch pickup, operationally flexible to accommodate driver time keeping

Process Complexity

- Medium process variation – Processes differ on the line for every job, but outside of the lines they are mostly standard
- Primary drivers of complexity – variation, customer integration, customer expectations
- Any notable features – WMS is supported by additional bespoke, RMS database, data capture client and some powerapps to provide functionality missing from the WMS

Hillington VAS Overview



Data Capture

- Paper processes for receipt picking and despatch, production line activity tracked through terminals on the line
- The data currently captured does not provide our biggest customers with track and trace at any point in the rework process
- Warehouse transfers rely on pick notes being generated then cancelled, an inefficient process with no traceability

System Usage

- Core transactions - Admin key receipts, dispatches and generate pick notes. Product bills of materials are maintained
- What sits outside the system – production line control, invoicing, planning, stock control, quality checking.
- Processes outside of the production lines are reliant on people following or completing paperwork correctly

Visibility

- Stock Visibility: Poor as stock is only consumed fully when rework order is completed.
- Operational Visibility: Poor within the WMS as per stock visibility, data capture client on the lines provides good operational visibility
- Exception Visibility: Poor handling and control of stock shortages, picking etc. All recorded and reported manually

Control and Automation

- Data capture client drives the lines recording throughput and job progress while showing order instructions on the line
- Off production line rules and task management is driven by operator and management judgement and experience
- No systematic control of receipts, put-aways, pallet movements, picking or dispatches.

Hillington VAS Overview



Operational Gaps

- No track and trace of pallets using customer labels or internal labels at any point in the VAS process
- Off system data capture used to track efficiency, labour standards and production
- No in-built production planning facility, currently managed through spreadsheets and off system database

System & Process Limitations

- We cannot receive, pick and move stock in real time with traceability from start to finish
- At the end of a line, we cannot print new pallet labels on completion of each pallet and scan pallet to holding location
- No WMS built in way to capture evidence of quality inspections carried out

Future WMS Requirements

- Real time traceable process through lines giving full visibility of stock and operational progress
- Paperless operation with stronger process control, with fewer work arounds and off system solutions
- Support for bills of materials with product variations
- Planning dashboard with definable customer access through customer portals

Target Outcome

- Real time paperless process with system driven activity providing stock traceability and visibility in an efficient manner

Stepps

- Area (Sq ft):97,000
- Pallet Capacity:11,000
- Max Employees per shift: 6
- Operating Hours: Mon – Fri, 07:00 – 16:30
- Operational Profile: Pallet storage, Full pallet picking, Case Picking
- Activity Volume:TBC orders per week
- Storage and Handling: Bulk stack, Racking locations
- MHE Equipment used: Reach trucks, Power pallet trucks, Counterbalance trucks
- Warehouse Data Capture: Zebra MC9400 and MC9300 RDTs, Zebra VC3100 computers



Stepps Overview



Operational Overview

- Bonded warehouse split into 6 cells
- Operating model – Structured
- Key activity focus – Storage and picking

Process Methods

- Full pallet and case picking of wet and dry goods with some mixed stock pallets
- Inbound: Full and mixed pallet receipts, mix of ASN and non advised receipts. SSCC receipts for one major customer
- Storage: 5 racked cells, one cell with some racking and bulk stack area primarily used for load assembly
- Outbound: Full pallet and case picks
- Dispatch: Scheduled but some flexibility applied to collections and receipts

Process Complexity

- Low process variability
- Primary driver of complexity – specific customer requirements

Stepps Overview



Data Capture

- Hybrid – mix of paper and RF dependent on customer
- Receipts are a mix of ASN and non ASN dependent on customer, paper used for non ASN customer receipts
- Pictures of outbound loads use external upload from user's phones and mobile app

System Usage

- Core transactions – By RF some receipting, stock movements, and picking. Others by GUI
- What sits outside the system – stock control by spreadsheets, final loading from pick bay to trailer is on paper only
- System works well as a record of activity but does not drive activity

Visibility

- Stock Visibility: Okay but relies on manual intervention or reliance on PowerBI reports
- Operational Visibility: No easily accessible dashboard of activity or KPI performance
- Exception Visibility: No problem pallet or location escalation, no process in place for logging damages live, unable to correct batch numbers on RDT receipts if different from advised on ASN

Control and Automation

- Users drive the process supported by paperwork, but recorded live on RDTs
- RDTs to provide some governance to process, but still reliant on operator compliance
- Current state uses WMS as system of record, but gaps in control in picking operation and no redirection of allocation on shortages

Stepps Overview



Operational Gaps

- Operators can confirm pallets picked without any compliance checks e.g. scan label, key check digit
- Non ASN receipt requires operators to list all stock on paper, then book the stock on GUI to produce labels for put-away
- No final scan operation from goods out bay to trailer

System & Process Limitations

- No directed pallet movements based on volumetrics to use location of different sizes
- No system capture of bottle numbers on despatch when required by customer for high value shipments
- Allocation of stock to pick list relies on manual enforcement of FIFO

Future WMS Requirements

- Customer portal or standard process to allow non EDI customers to produce ASN before stock received
- Paperless operation with system deciding efficient pick routes and pallet build sequence
- Inventory control functionality
- Labour management functionality

Target Outcome

- User friendly system driven paperless operation directing stock movements efficiently to maximise productivity and storage capacity

Current Processes

WMS Current Processes

The following slides will show simplified process flows for the areas below. The list does not include all processes but is chosen to highlight key areas for improvement.

Where there are pronounced variations there will be a process flow for the most system driven process, and the most regressive process.

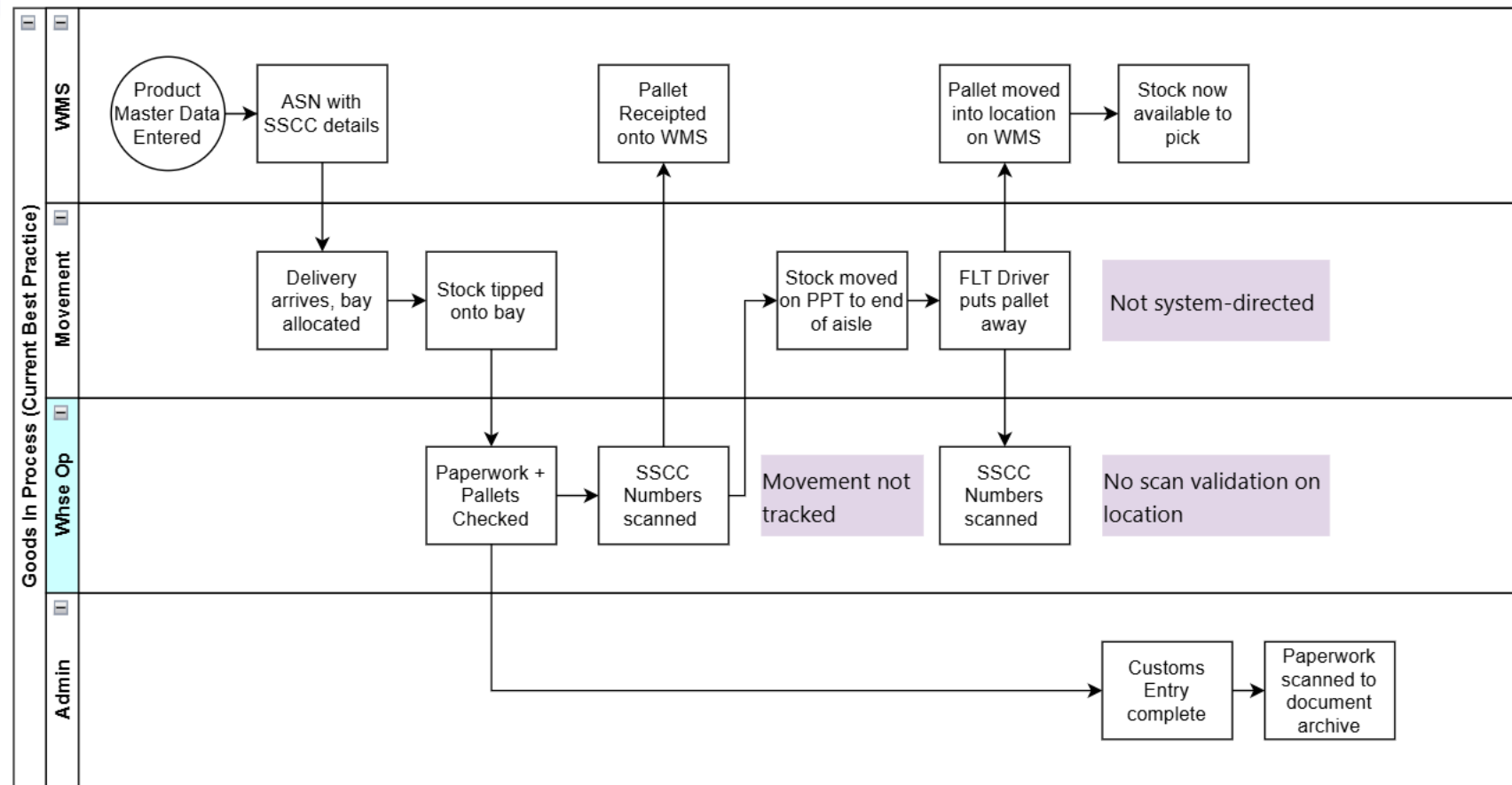
- Goods in
- Goods Out
- E-Fulfilment order
- Rework order (VAS)
- Warehouse Transfer (Hillington only)
- Physical Inventory Count

Expectation of Change

- Suppliers are expected to apply **industry best practice and system capability** to improve current ways of working.
- Where current processes are inefficient or manually driven, the solution should introduce more effective, system-led alternatives.

WMS Current Processes

Receipts - Current Best Practice



WMS Current Processes

Receipts - Current Best Practice

Key Characteristics

- Real time receipt using RDT and SSCC validation
- System-aligned flow with minimal manual intervention
- Data captured at point of activity
- Traceable from receipt through put-away
- Immediate stock visibility
- Minimum admin requirements

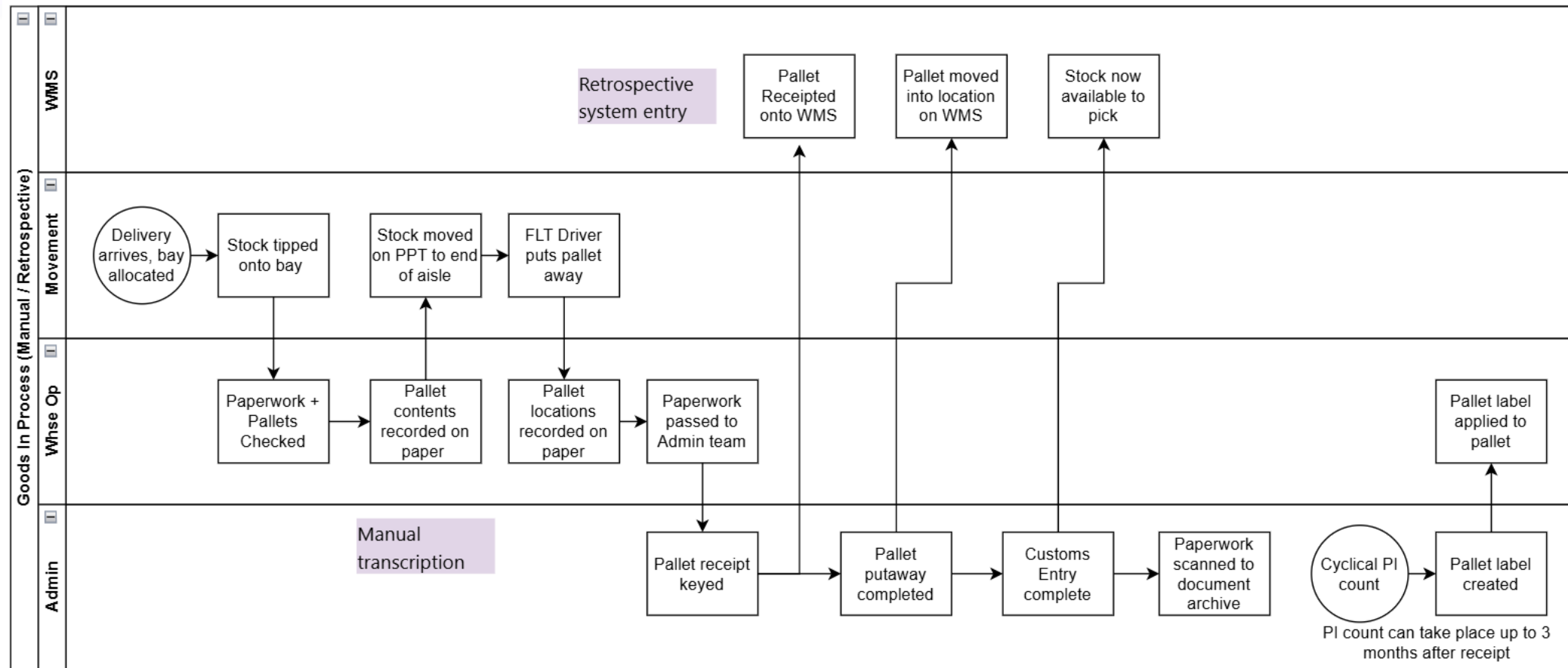
Risks + Limitations

- Limited to SSCC and EDI enabled customers, not scalable for others
- Gap in traceability and labour tracking between receipt and put-away
- Travel time looking for empty locations as put-away is not system driven
- Currently no requirement for check digit to confirm put-away location so risk of mis scanning locations
- Limited SSCC visibility on Duty Manager

While effective, this process is not fully system-directed and does not scale consistently across all customers and sites

WMS Current Processes

Receipts – Manual / Retrospective



WMS Current Processes

Receipts – Manual / Retrospective

Key Characteristics

- Primarily used for customers without EDI or pre-advised product setup
- Allows stock to be put-away without waiting on label prints or product updates
- Data captured on paper
- Pallets may remain unlabelled until first cyclical PI, delaying traceability and identification
- Admin team make all the WMS transactions

Risks + Limitations

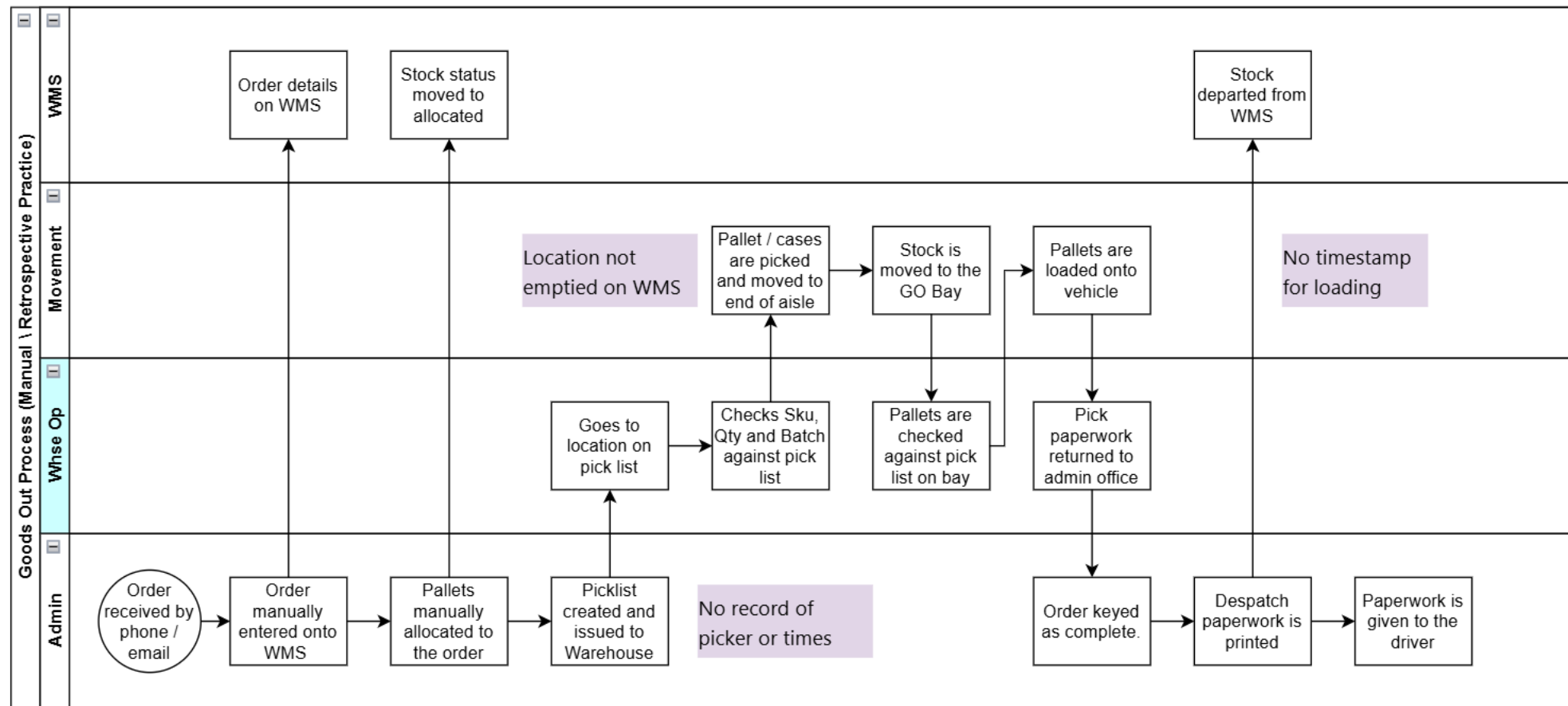
- Stock not received in real time on WMS
- Delay in labelling pallet and making pallet available to pick
- Risk of transcription errors
- Stock physically in location but not on WMS
- Cannot track labour used without system time stamps

Across our operations, both process types exist today.

The target state is a consistent, system driven process that can be applied across all customer types without increasing operational complexity

WMS Current Processes

Goods Out - Current Best Practice



WMS Current Processes

Goods Out - Current Best Practice

Key Characteristics

- Picking using customer SSCC numbers
- Allows substitution for accessible pallets in bulk stack locations
- Locations made available for put-away following pick completion
- Automated driver documentation generated in warehouse
- Partial system capture of activity and user traceability
- Minimum admin requirements

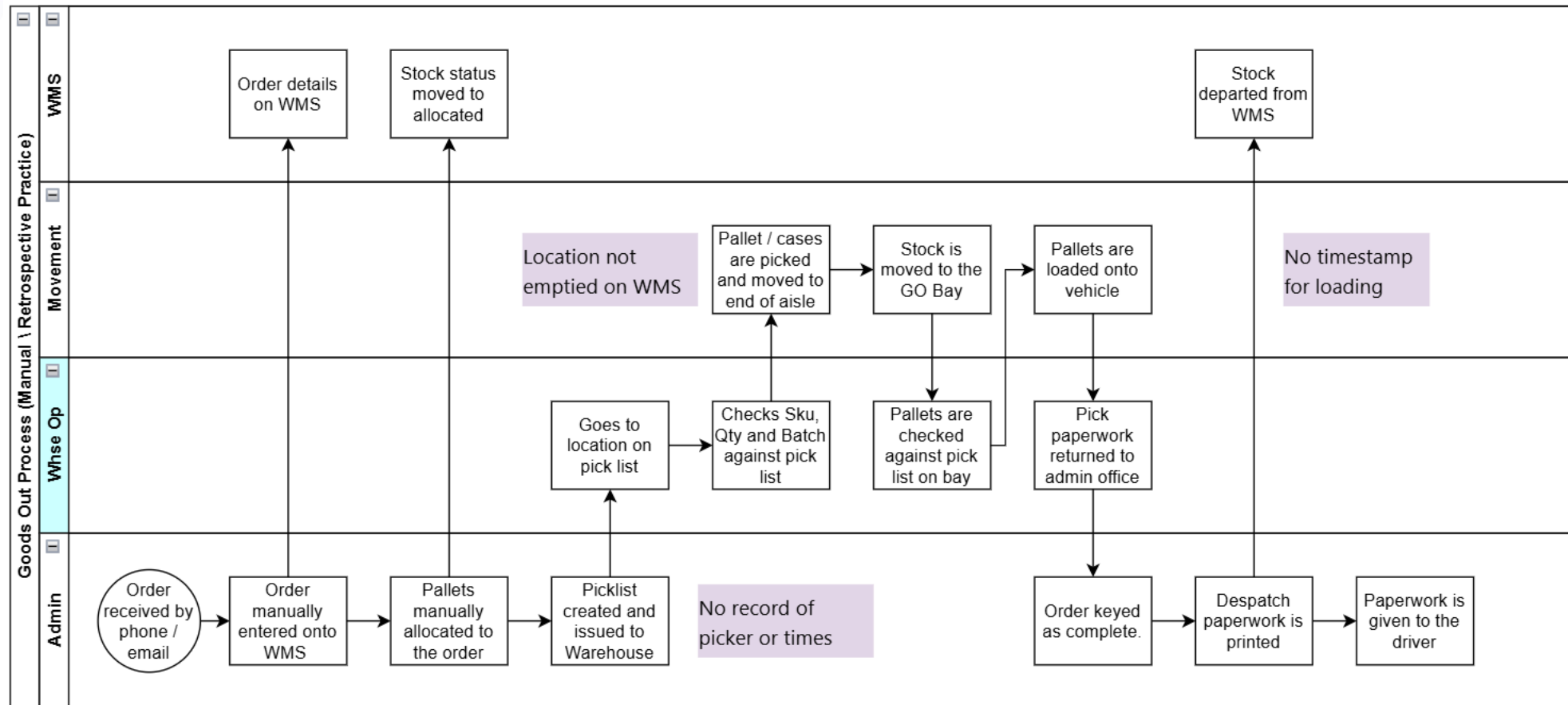
Risks + Limitations

- Stock is not system allocated, requiring manual oversight
- Continued reliance on paper pick lists limits digital execution
- No final scan when loading to trailer
- Not scalable across non-SSCC / non-EDI customers

While effective, this process remains only partially system driven and does not scale consistently across all customer types and warehouse operations

WMS Current Processes

Goods Out – Manual / Retrospective



WMS Current Processes

Goods Out – Manual / Retrospective

Key Characteristics

- Paper-based picking process
- Flexible picking sequence across multiple orders
- Case and full pallet picking
- Additional chargeable activities recorded on paper
- Admin team responsible for WMS transaction entry

Risks + Limitations

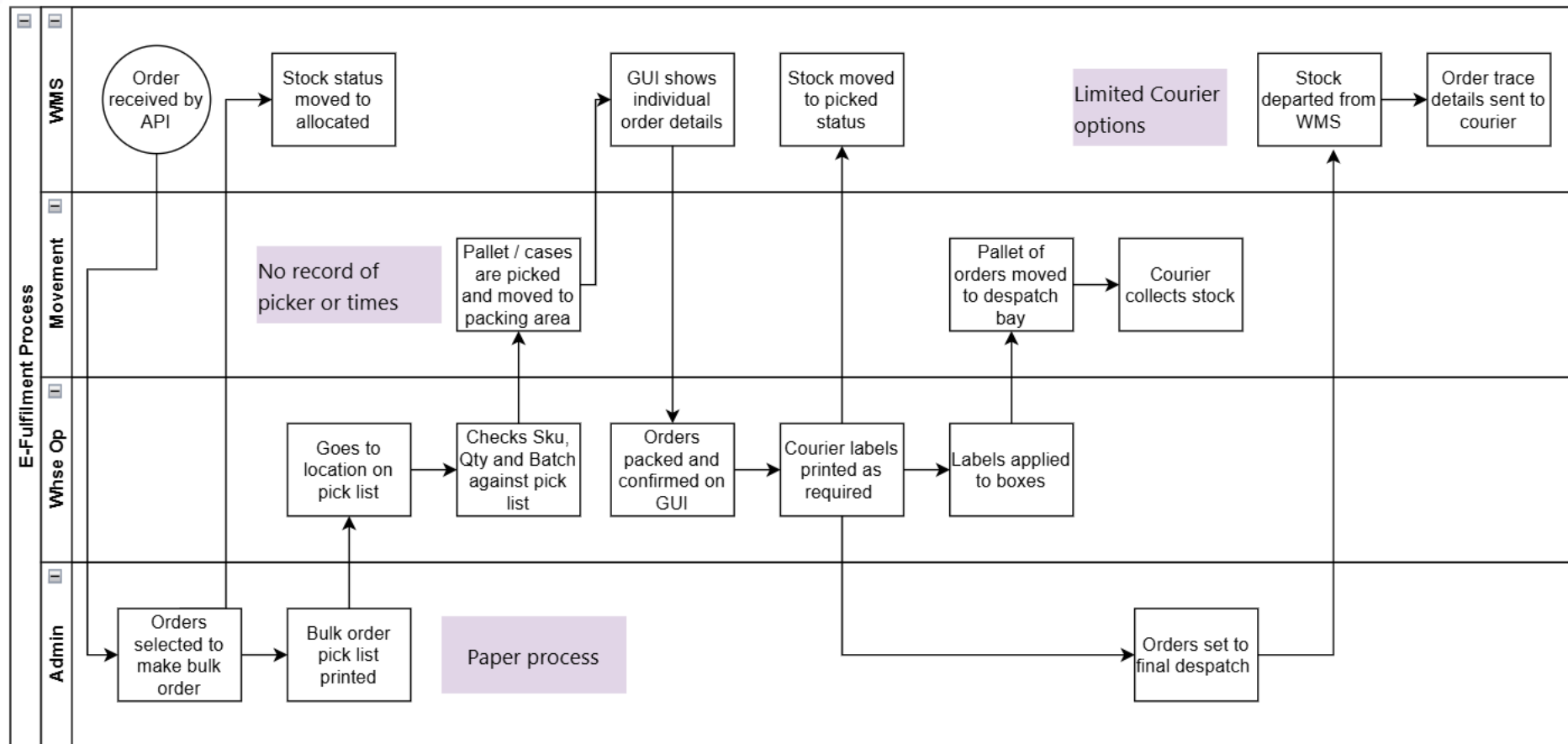
- Stock movements not recorded in real time within WMS
- No accurate labour tracking or productivity measurement
- No live visibility of order progress
- High risk of transcription errors
- No system validation at point of pick or dispatch

Across our operations, both process types exist today.

This approach limits control, visibility, and scalability, reinforcing the need for a consistent, system driven warehouse operation

WMS Current Processes

E-Fulfilment



WMS Current Processes

E-Fulfilment

Key Characteristics

- Bulk pick orders to feed packing station
- Courier label generation at point of packing
- System driving stock allocation
- Light touch admin process
- Hybrid warehouse execution (system + manual)

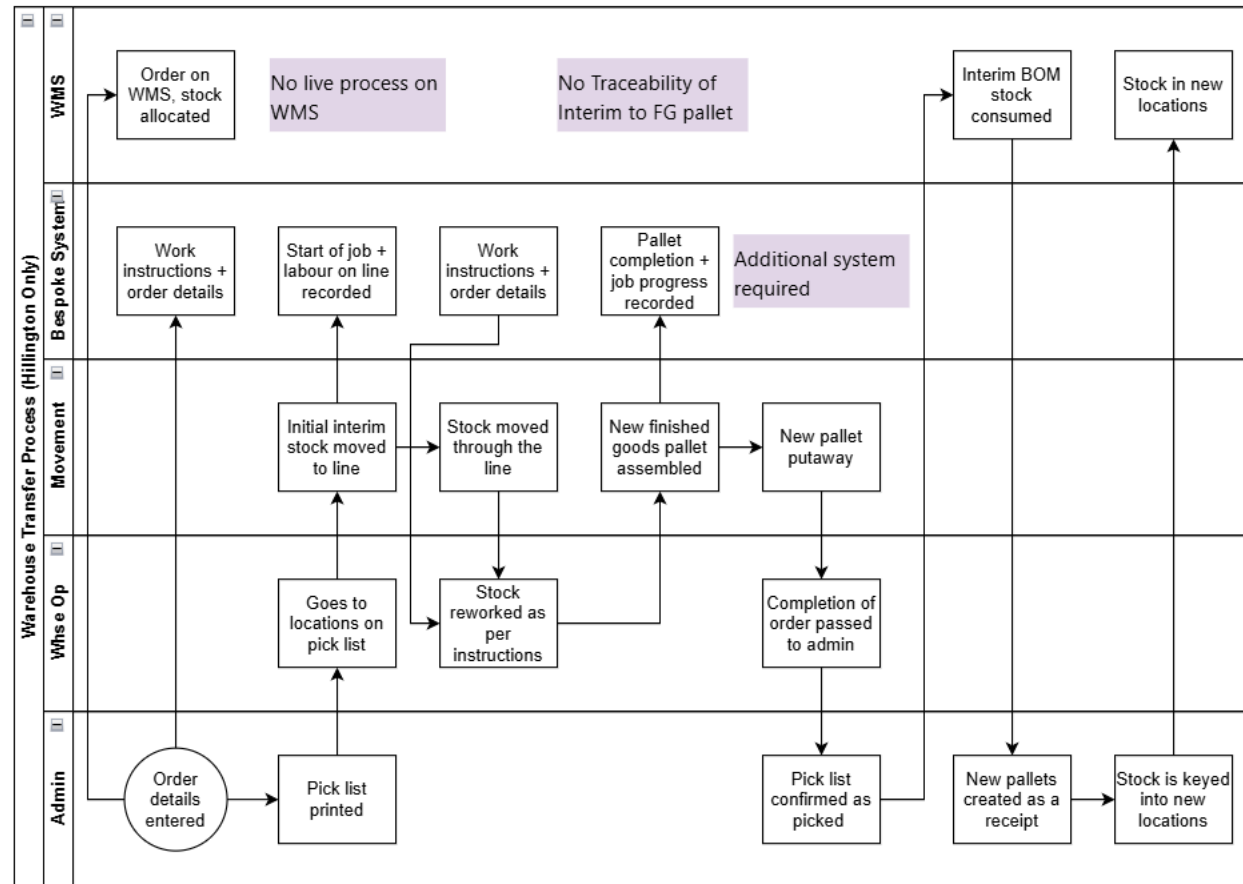
Risks + Limitations

- Limited courier integration reduces flexibility and scalability
- Stock movements during bulk picking are not captured in real time
- No live visibility of order progress
- Gap in traceability and labour tracking between bulk pick and packing area

This process relies on a combination of system and manual activity, limiting visibility, control, and scalability, with gaps in courier integration constraining both operational capability and future growth.

WMS Current Processes

Rework Order (VAS)



WMS Current Processes

Rework Order (VAS)

Key Characteristics

- Production-line driven activity with batch/job-based execution
- Combination of WMS transactions and external systems/tools
- Manual handling and staging between production steps
- Limited real time system interaction during rework process
- Bill of materials control and consumption

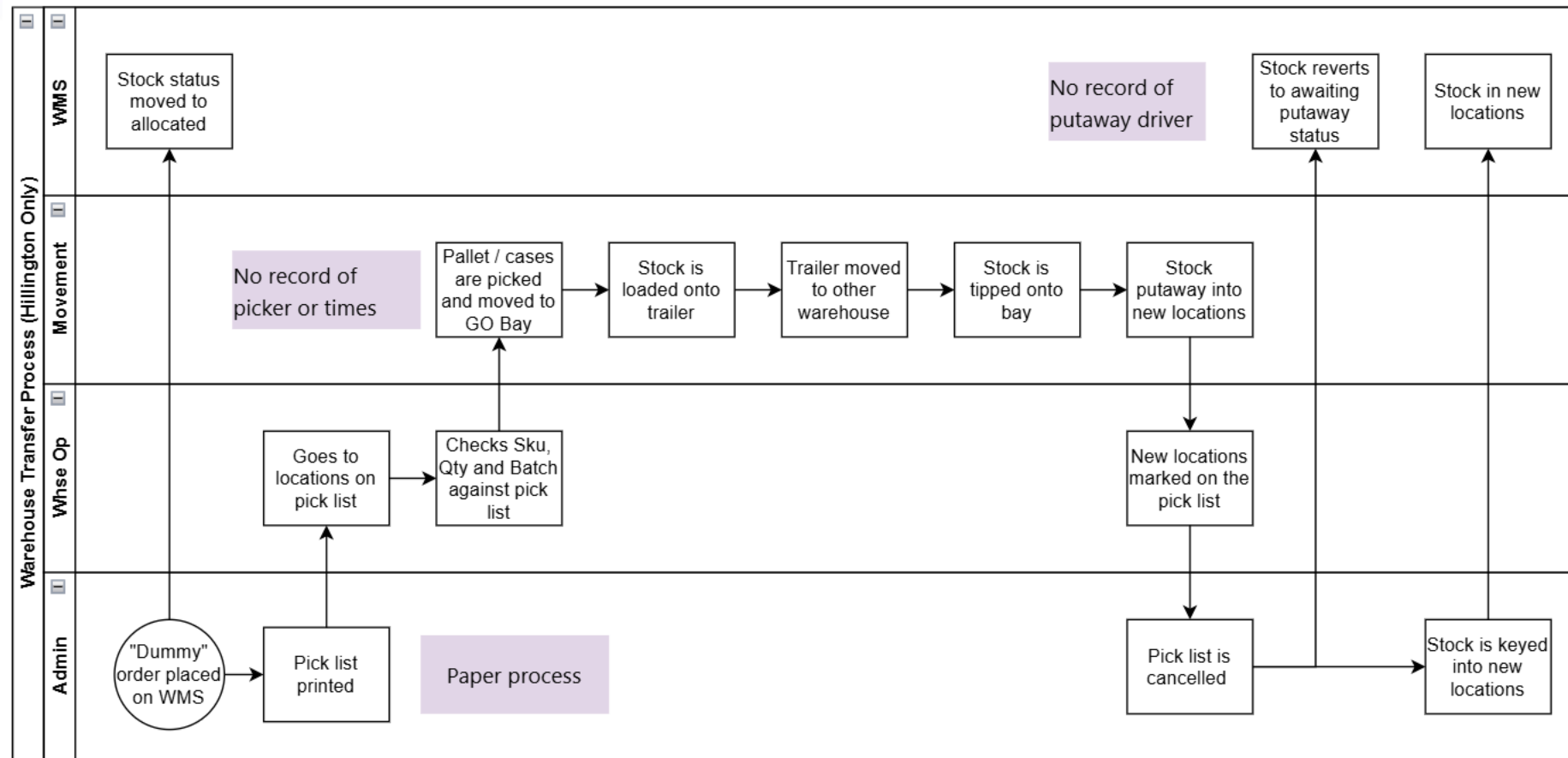
Risks + Limitations

- Core activity operates outside of WMS, reducing visibility and control
- No end-to-end traceability through the rework process
- Limited integration between production data and warehouse activity
- Manual handling between stages introduces risk of error and delays

This process operates outside of core WMS control, limiting traceability, production visibility, and integration with warehouse activity, highlighting the need for a fully integrated and system driven rework solution

WMS Current Processes

Warehouse Transfer (Hillington Only)



WMS Current Processes

Warehouse Transfer (Hillington Only)

Key Characteristics

- Movement of stock between warehouse locations within site
- Transfers initiated manually or via workaround processes
- Limited system tracking of movement between dispatch and receipt points
- Physical movements not always aligned with system transactions

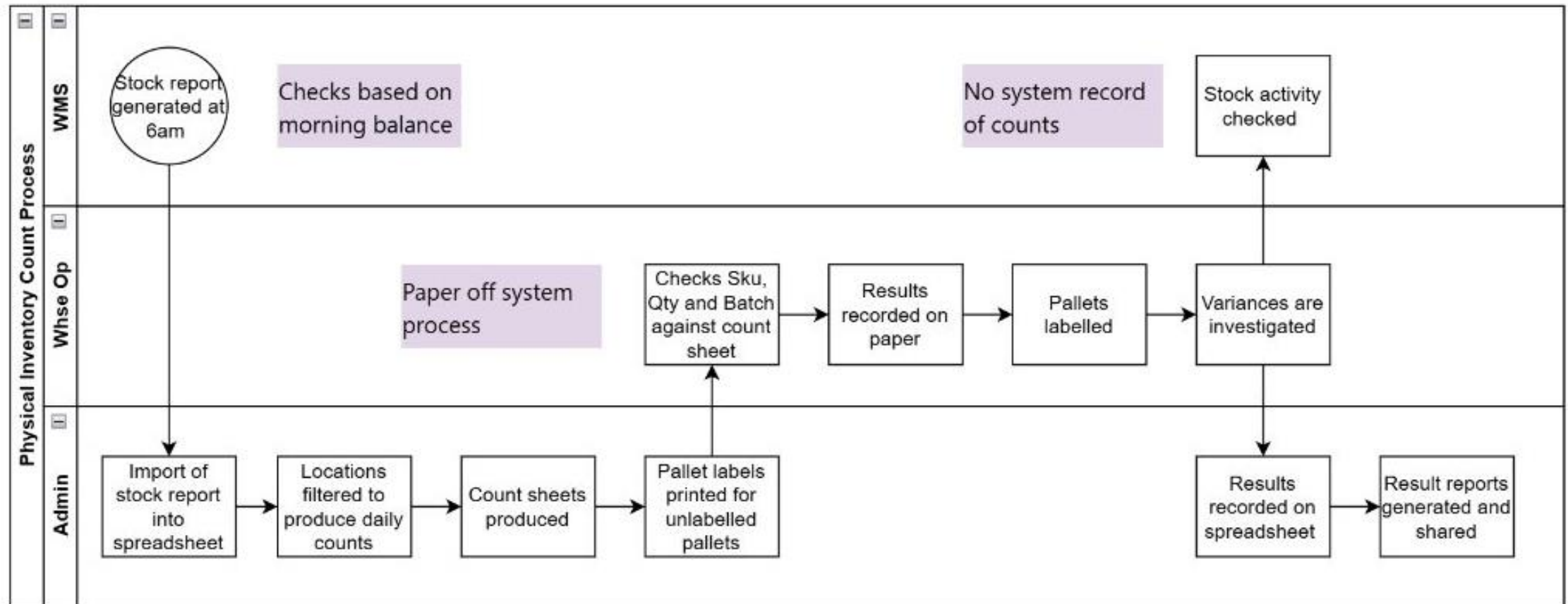
Risks + Limitations

- Lack of real time tracking creates gaps in stock traceability
- No clear ownership or accountability during transfer process
- Increased risk of stock misplacement or delay
- Reliance on manual processes to complete system updates

This process lacks real time tracking and system control, creating gaps in stock traceability and accountability, and highlighting the need for a consistent, system driven approach to internal stock movements

WMS Current Processes

Physical Inventory Count



WMS Current Processes

Physical Inventory Count

Key Characteristics

- Periodic and ad-hoc stock counting processes
- Combination of paper-based and system-supported activities
- Counts often completed outside of live operational workflows
- Results reviewed and adjusted post-activity

Risks + Limitations

- Stock accuracy not maintained in real time
- Limited audit trail for count activity and adjustments
- Manual processes increase risk of counting errors
- Lack of integration with daily operations reduces efficiency and control

This process is not fully integrated into day-to-day operations, limiting real time stock accuracy, auditability, and efficiency, and highlighting the need for a continuous, system-led inventory control approach

WMS Scenarios

WMS Scenario Response Requirements

The following scenarios are provided to assess how your solution supports core warehouse operations in a practical context.

For each scenario, please provide a structured response that includes:

A clear description of how the process would be executed within your system

The level of system direction vs user intervention required

Key system functions used (e.g. RF, automation, rules, APIs)

Data captured at each stage and how it supports visibility and control

Any dependencies, assumptions, or configuration required

Suppliers are expected to support their responses with **practical examples**, including workflows, screenshots, or descriptions of system behaviour where appropriate

WMS Scenarios – Response Approach

These scenarios are intended to provide a representative view of our operations, rather than a fully defined solution design.

We are not expecting a complete or finalised solution at this stage. Instead, responses should demonstrate how your system would typically address these types of operational requirements.

Where assumptions are required, please state them clearly.

We encourage solution providers to apply their experience and best practice to propose a practical and scalable approach, while remaining aligned to the operational context provided.

Scenario Response Scope

The scenarios included in this section are divided into two categories:

Core Scenarios

The following scenarios represent the most critical and representative areas of our operation.

Solution providers are expected to provide a detailed response including process flows, user interaction, exception handling, and supporting examples (e.g. RF screens, system workflows):

- Goods In – Non-EDI / Blind Receipt
- Goods Out – Mixed Pick (Full Pallet + Case)
- Rework Order (VAS)
- E-Fulfilment Order

Supporting Scenarios

The remaining scenarios are intended to validate broader system capability across our operation.

A high-level response is expected, outlining how the system would support these processes, including any key considerations, constraints, or dependencies.

All scenarios will be considered as part of the evaluation process.

Operational Context For Scenarios

The scenarios are based on a typical warehouse operation within John G Russell Transport Ltd, characterised by:

- Multi-site operations with a mix of shared-user and dedicated warehouse environments

- A combination of full pallet, case pick, and e-fulfilment activities

- Both system-supported and manual processes currently in use

- A mix of EDI-enabled and non-integrated customers

- Use of RF devices alongside paper-based workflows in some areas

- High reliance on operator knowledge and manual decision making

While the scenarios are simplified, they reflect common operational patterns across our sites.

Solution providers should also consider how their system would handle common variations and operational exceptions within these environments.

Expected Scenario Response Detail

In addition to the core process flow, responses should demonstrate how the system manages both standard operations and common variations, including:

- Handling of exceptions (e.g. damaged stock, short picks, location issues)

- Interaction between system driven and user driven activities

- Visibility of work in progress and operational status

- Real time data capture and its impact on downstream processes

- Scalability across different customer types and volumes

Where relevant, please include:

- Example user interactions (RF / screen steps)

- Illustrative screenshots or workflows

- Configuration vs customisation considerations

The aim is to understand how your solution performs in real-world scenarios, including less-than-ideal conditions.

WMS Scenarios

Section 1: Core Scenarios

- Goods In – Non-EDI / Blind Receipt
- Goods Out – Mixed Pick (Full Pallet + Case)
- Rework Order (VAS)
- E-Fulfilment Order

Section 2: Supporting Scenarios

- Goods In – EDI using two stage put-away process
- Goods Out – Bulk Pick
- Warehouse Transfer
- Exception Processes
- Stock Control Process

WMS Scenarios – Goods In – Non-EDI / Blind Receipt Background

A delivery arrives from a non-EDI customer with no ASN or pre-advised receipt information in place.

The shipment contains multiple pallet lines, including:

- Existing products already held in stock
- A new product not currently set up in the system

The warehouse is a busy shared-user operation with:

- Limited empty pallet locations
- Fast-moving stock
- A mix of racked and bulk storage
- Reach truck activity used to move pallets to aisle-end staging locations before final put-away

Operationally, some locations shown as empty on the WMS are already physically occupied due to previous stock misplacement.

The receipt must be processed in a way that:

- Creates product and pallet records
- Produces usable pallet labels
- Maintains control and traceability from receipt through put-away
- Allows the stock to become available for subsequent warehouse activity without unnecessary delay

WMS Scenarios – Goods In Non-EDI / Blind Receipt Response Expectations

Please show the following in your response:

- How non-advised stock would be receipted in the system at pallet level
- How a new product would be created and controlled within the process
- How pallet labels would be generated and applied at receipt
- Example user interactions or RF screens for the receipt process
- How the system validates receipt data, product setup, and label creation
- How put-away locations are selected or directed where space is limited
- How the system manages a staged movement to an aisle-end or interim location before final put-away
- The process if a directed put-away location is found to be physically occupied
- How the system records and escalates location discrepancies or stock found in the wrong place
- How stock visibility changes during receipt, staging, and final put-away
- Examples of dashboard, exception, and labour reporting relevant to the goods in process
- Clear explanation of what is standard functionality, configurable functionality, or would require additional development

WMS Scenarios – Goods Out Mixed Pick Background

A customer order is released for despatch from a shared-user warehouse operation.

The order contains a mix of:

- Full pallet lines
- Case pick lines
- Stock held across both racking and bulk stack locations

The warehouse is operating under normal daily workload, with multiple orders being picked at the same time.

Some stock has been allocated to the order, however:

- One pallet location is empty despite showing stock on the WMS
- One product line is short against the ordered quantity
- A substitute pallet is available in a different location
- The order must still be completed for a fixed dispatch time

The warehouse currently uses a mix of RF and paper-based processes, and visibility of picking progress is limited.

WMS Scenarios – Goods Out Mixed Pick Response Expectations

Please show the following in your response:

- How the order is released, allocated, and prioritised within the system
- How full pallet and case pick activity would be managed within the same order
- Example RF / user screens used during picking
- How the system validates that the correct stock and quantities are picked
- The process when an assigned pick location is found to be empty
- How shortages, substitutions, or reallocation of stock are managed
- Whether the system can redirect the operator to an alternative pick location
- How work in progress and order status are visible to supervisors
- The process for final loading confirmation from goods out bay to trailer
- Examples of exception reporting, stock discrepancy reporting, and operational dashboards
- Examples of labour management or performance reporting linked to the activity

WMS Scenarios – VAS Order Background

A customer requires a rework order to be completed within the VAS operation.

The job involves:

- Picking multiple input materials from warehouse storage
- Supplying those materials to a production line
- Combining materials using a defined bill of materials
- Completing a finished goods output to new palletised stock

The customer requires:

- Traceability of input pallets used in the job
- Visibility of work in progress during production
- Confirmation of finished quantities produced
- New pallet labels to be generated for finished stock
- Finished stock to be moved to a holding location for later despatch

WMS Scenarios – VAS Order Background

During the process:

- One input material is found to be short
- One pallet is damaged and needs to be quarantined
- The line continues while the issue is resolved operationally

The current operation uses a mixture of WMS transactions, line-side systems, spreadsheets, and manual intervention.

WMS Scenarios – VAS

Order Response Expectations

Please show the following in your response:

- How a rework / production order would be created, released, and controlled within the system
- How bills of materials and product variations are managed
- How input stock is picked, staged, and issued to the line
- How pallet-level traceability is maintained throughout the process
- Example user screens for warehouse, admin, and line-side activity where applicable
- How work in progress is recorded and displayed during production
- How shortages, damaged stock, or failed quality checks are handled
- How finished goods are receipted back into stock in real time
- How new pallet labels are generated and linked to input traceability
- How finished stock is directed to a holding or despatch location
- Examples of dashboards or reporting showing job status, throughput, stock consumption, and labour / productivity
- Clear explanation of what is standard functionality, configurable functionality, or would require additional development

WMS Scenarios – E-Fulfilment Order Background

A batch of e-fulfilment orders is released for same-day processing.

Orders are received through an integrated sales channel and include:

- Single-line and multi-line orders
- Dry and wet goods
- Different parcel sizes and packaging requirements

The warehouse operation uses:

- Bulk picking to feed a packing station
- Manual packing activity supported by system-generated courier labels
- Shared stock locations that may also be used for other outbound processes

During execution:

- Orders must be prioritised by dispatch cut-off time
- One order line becomes unavailable due to stock discrepancy
- One order requires a packaging change before dispatch
- The operation needs visibility of order status from release through pick, pack, and despatch

The process should support efficient order handling while maintaining stock control, traceability, and visibility of work in progress.

WMS Scenarios – E-Fulfilment Order Response Expectations

Please show the following in your response:

- How e-fulfilment orders are received, prioritised, and released for processing
- How stock is allocated and how bulk pick activity is generated
- How the system supports movement of stock from storage to the packing area
- Example RF screens, packing screens, or user interactions used during the process
- How order progress is tracked from release through pick, pack, and despatch
- How courier label generation and carrier selection are handled within the process
- How packaging rules, parcel dimensions, or service options can be applied
- How stock discrepancies, shortages, or missing items are managed during fulfilment
- How the system supports substitution, order hold, or escalation where required
- How the final despatch confirmation is recorded and communicated
- Examples of dashboards or reporting for order status, throughput, backlog, exceptions, and labour / productivity
- Clear explanation of what is standard functionality, configurable functionality, or would require additional development

System Architecture & Technical Requirements

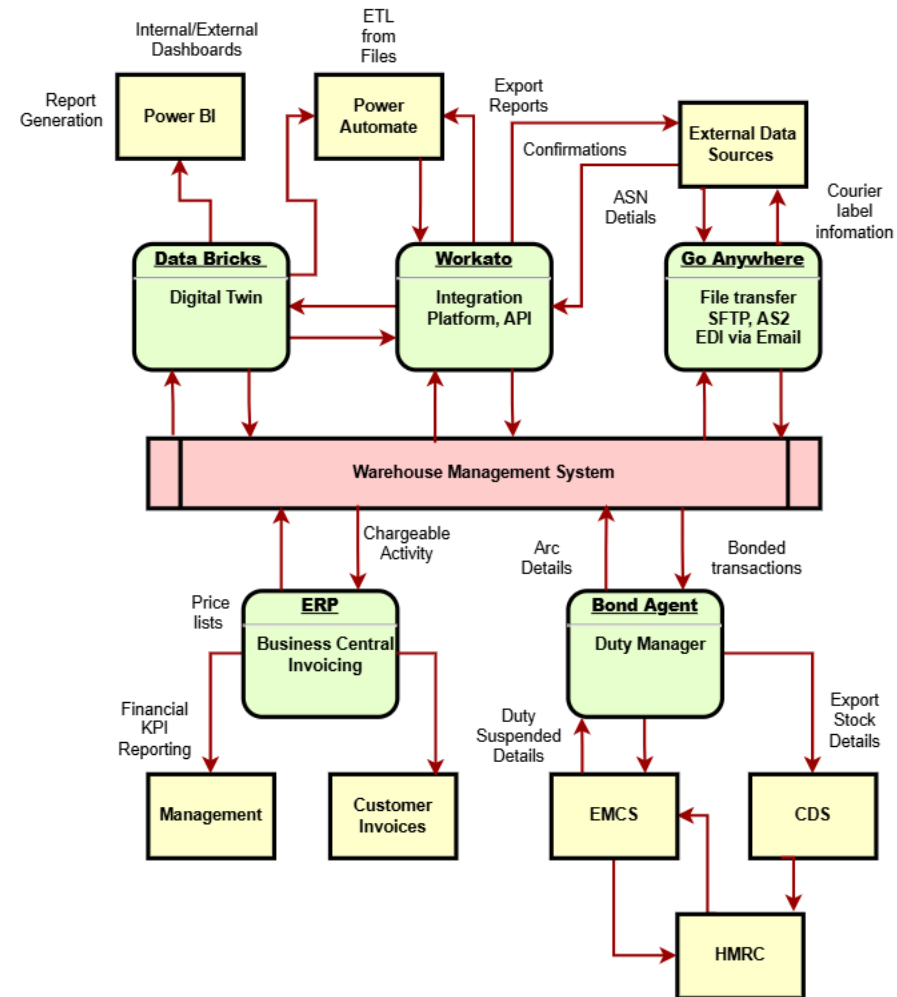
Architecture Principles & Integration Scope

- The proposed WMS must operate as the core warehouse execution platform across all in-scope sites and services, supporting real time inventory, task execution, traceability, and operational control.
- The solution must integrate with surrounding business systems using standard APIs and recognised integration methods, with preference for real time interfaces where operationally critical. Microsoft states that Business Central's preferred integration approach is its API stack, with built-in and custom REST APIs available for external system interchange.
- Architecture should support clear system ownership of data and process responsibilities, avoiding duplication of master data and minimising manual rekeying between systems.
- The solution should be designed as a resilient SaaS service with secure integration, auditability, and operational monitoring built in from the outset. NCSC's cloud security principles explicitly apply to SaaS and call for data protection, governance, operational security, resilience, and audit capability.
- Suppliers should state which integrations are standard, configurable, partner-enabled, or likely to require bespoke development.

High Level System Architecture

Final integration scope may vary by site, customer, and process area.

Suppliers should identify standard connectors, integration dependencies, data ownership, and preferred methods for each interface



Core Integration Requirements

Bonded Operations & Duty Manager Integration

Bonded warehouse capability is a core part of our service offering and a key differentiator in the markets we serve. As such, seamless integration between the proposed WMS and Duty Manager (or equivalent bonded compliance platform) is a **critical requirement** of this programme

- For bonded sites, this capability must be available from **day one of go-live**. It is not considered a deferred or optional integration
- Users must not be required to enter the same transaction in both systems or operate parallel manual processes to maintain bonded compliance
- The target state is that warehouse and admin users transact once in the WMS, with bonded compliance updates passed automatically and reliably to Duty Manager.
- Suppliers must clearly explain how bonded stock status, pallet traceability, warehouse movements, exceptions, and despatch controls could be communicated across both systems (see appendix for interface details).
- Solutions that rely on delayed reconciliation, manual re-entry, or unsupported workarounds for bonded processing will not be considered acceptable

See additional document Duty Management Interfaces v2.31 - ModernLogic

Core Integration Requirements

Business Central (ERP)

- Source / target for agreed master data and business transaction exchange, including customer, item, supplier, order and inventory-relevant data where applicable. Integration should preferably use standard API-based methods supported by Business Central.

EDI / API Customer Interfaces

- Support inbound receipt advice, outbound orders, stock updates, despatch confirmations, product configuration, and customer-specific messaging using standard methods where possible.

Courier / Carrier Platforms

- Support service selection, label generation, tracking, and despatch confirmation for e-fulfilment and parcel operations

Power BI / Reporting

- Provide timely and structured access to operational data for dashboards, KPI reporting, stock visibility, labour and exception reporting (see additional document Current Customer PBI Dashboard for an example)

Future Interfaces

- Suppliers should describe how the architecture supports future expansion, including additional carriers, customer portals, e-commerce channels, automation, and other business systems without requiring major redesign.

Suppliers should provide a concise integration matrix showing interface purpose, direction, preferred method, frequency, ownership, and any dependency on third-party tools or middleware

Security, Data Protection & Service Delivery Requirements

- The solution must be delivered on a secure and resilient cloud architecture aligned to recognised good practice for SaaS and cloud services. NCSC's cloud security principles for SaaS cover data in transit protection, resilience, separation between customers, governance framework, and operational security.
- Suppliers must demonstrate appropriate technical and organisational measures to protect data, including confidentiality, integrity, availability, resilience, backup, restore, and regular testing of security controls. ICO guidance under the UK GDPR explicitly requires these outcomes
- Data must be encrypted in transit and at rest where appropriate, with strong identity and access management, role-based access controls, and multi-factor authentication for privileged and administrative access. NCSC highlights secure user management, identity and authentication, and data-in-transit protection as core cloud principles.
- Suppliers must provide audit logging and alerting suitable for operational investigation and security review. NCSC states customers should be able to access audit information, understand retention periods, and use logs to investigate incidents, with APIs/tooling to query and archive logs.
- Suppliers should state default and configurable log retention periods, security event monitoring capability, and how audit information is made available to customers. NCSC recommends retaining important logs long enough to answer incident questions and notes that six months is a recommended baseline for the most important logs

Security, Data Protection & Service Delivery Requirements

- The organisation should hold recognised certifications or equivalent evidence of mature security governance, such as ISO 27001 and relevant independent assurance. Your current draft already calls for recognised certifications including ISO 27001 and Cyber Essentials Plus.
- Suppliers must confirm compliance with applicable UK data protection law, including accountability, secure processing, and data lifecycle controls. ICO guidance highlights risk assessment, security policies, encryption where appropriate, backup, restore, and testing as expected controls
- Service expectations should include support model, service hours, severity definitions, response and restoration targets, planned maintenance approach, incident escalation, and regular service review. These expectations align with good operational security, resilience, and monitoring practice

Security, Data Protection & Service Delivery Requirements

Suppliers should provide:

- Security certifications / assurance reports
- Summary of security controls and governance arrangements
- Backup and disaster recovery overview including RPO / RTO
- Penetration test / vulnerability management approach
- Data residency and subcontractor overview

Service & Support Requirements

The proposed solution must be supported by a **robust and clearly defined service delivery model**, appropriate for a business-critical warehouse execution system.

Suppliers must provide:

- **Support model**
 - Service hours and support coverage
 - Incident management and escalation process
- **Service levels**
 - Response and resolution times by severity
 - System availability and uptime commitments
- **Operational support**
 - Monitoring, alerting, and issue resolution
 - Planned maintenance and release management
- **Governance**
 - Service review structure
 - Escalation and account management model

Suppliers must align with the **JGR Standard Service Level Agreement** document, provided separately. Any deviations must be clearly stated and justified.

Suppliers should clearly identify which elements of the service model are standard, configurable, or subject to commercial agreement.

Roadmap, Release Management & Future Fit

- Suppliers should describe their product roadmap for the next 24–36 months, highlighting relevant planned capability in warehousing, e-fulfilment, VAS / production support, reporting, integration, customer portals, and automation readiness. Your vision statement already positions the target WMS as future-ready, scalable, and automation-ready.
- Suppliers should explain how roadmap priorities are governed, how customer feedback influences development, and how roadmap items are communicated to customers.
- Please describe the release model, including update frequency, planned maintenance approach, customer notice periods, regression testing expectations, and how changes are introduced safely into live environments. NCSC's cloud guidance emphasises operational security, secure development, and secure service administration as recurring SaaS responsibilities
- Suppliers should confirm availability of non-production environments for testing, training, configuration validation, and integration proving
- Suppliers should explain how the solution supports future scale across additional sites, new customers, new integrations, and increased operational complexity without major redesign. This is fully aligned to your existing requirements for multi-site and multi-service scalability
- John G Russell Transport Ltd expects to work collaboratively with the selected supplier to influence product roadmap direction where aligned to shared objectives.

Invoicing & Revenue Management

Invoicing & Revenue Management

Overview

- The proposed WMS solution must provide a comprehensive invoicing and revenue management capability capable of supporting all Russell Group warehousing operations.
- The solution must enable the capture, validation, reporting and invoicing of all chargeable activities undertaken across warehousing, e-fulfilment, value added services (VAS) and associated operational functions.
- The WMS will be expected to operate as the primary warehouse billing platform and must support both current operational requirements and future business growth.

Invoicing & Revenue Management

Charge Capture & Revenue Management

The solution must support the capture and valuation of chargeable activities including, but not limited to:

- Storage charging
- Receipt, Handling and Despatch (RH&D)
- Picking activities
- Inventory management activities
- Cross-docking operations
- Identification and reporting of unbilled activities prior to invoice release
- E-fulfilment activities
- Value Added Services (VAS)
- Materials consumption
- Customer-specific ad-hoc activities
- Rental and fixed-cost charges
- Container, trailer and yard storage charges

All chargeable activities should be captured at source wherever possible and supported by a clear audit trail.

Invoicing & Revenue Management

Customer Pricing & Billing

The solution must support:

- Customer-specific rate cards
- Multiple charging methodologies
- Tiered and threshold-based pricing
- Customer-specific billing rules
- Split invoicing requirements
- Weekly, monthly and ad-hoc billing cycles
- Credit note generation
- Invoice review and approval processes
- Revenue reporting and profitability analysis by customer, activity, warehouse and site.
- Export of financial information to existing financial systems

The solution should provide sufficient visibility and reporting to allow invoice validation prior to release.

Invoicing & Revenue Management

Value Added Services (VAS)

The Russell Group currently operates a mature VAS invoicing process using a bespoke platform which supports detailed charging, job-level visibility and customer-specific billing requirements.

Any proposed WMS solution must, as a minimum, maintain or improve the capabilities currently available without increasing administrative effort or reducing charging flexibility

Particular consideration should be given to:

- Job-based charging
- Multiple charge lines per job
- Ability to generate invoices and billing outputs by individual site, multiple sites, or consolidated customer view, depending on business and customer requirements.
- Customer purchase order references
- Dynamic pricing adjustments
- One-off and exceptional charges
- Job profitability reporting
- Detailed invoice backing data
- Direct customer invoice distribution

Vendors should clearly demonstrate how their solution supports complex VAS billing requirements and provide examples from existing customer implementations where available.

Invoicing & Revenue Management

Future Integration

- The solution must support integration with current and future financial systems through standard interfaces and open integration methods.
- The proposed solution should ensure that warehouse charging, invoicing and revenue management processes can continue to operate without disruption while maintaining compatibility with future finance system developments.

System Master Data

System Master Data

Overview

- The WMS will operate as the primary system for warehouse execution and must support effective creation, management, and control of master data required for day-to-day operations.
- Master data must be structured, consistent, and aligned across integrated systems to avoid duplication, manual rekeying, and operational inefficiencies.

Core Master Data Entities

The solution must support management and control of key master data, including:

- **Products / SKUs** (including variants, packaging levels, and customer-specific configurations)
- **Pallet / SSCC identifiers** and labelling structures
- **Locations** (including racking, bulk, staging, and virtual locations)
- **Customers and ownership structures**
- **Customs Duty Status**
- **Warehouse rules and operational parameters** (e.g. put-away rules, pick strategies, replenishment logic)

System Master Data

Data Ownership & Integration

- Suppliers must clearly define **ownership of master data** across systems (e.g. WMS vs ERP vs other systems).
- The solution should minimise duplication of data and ensure synchronisation across systems where required.
- Where data is maintained externally (e.g. in ERP), the WMS must support reliable and timely integration

System Master Data

The solution must support clear definition and control of **customs and bonded-related master data**, recognising that this data may be maintained across both the WMS and Duty Manager (or equivalent compliance system).

- Suppliers must clearly define:
- Which elements of customs and bonded data are maintained within the WMS
- Which elements remain controlled within Duty Manager
- How data is synchronised between systems
- The proposed solution must avoid **duplication of data entry** across systems.
- Users should not be required to maintain the same customs or bonded data separately in both the WMS and Duty Manager.
- The architecture should ensure a **single source of truth** for each data element, with controlled integration used to share and update data between systems.

Suppliers should describe how their solution:

- Manages ownership of customs-related product attributes (e.g. duty status, classification, bonded flags)
- Maintains alignment between operational stock records and compliance records
- Prevents inconsistencies between systems
- Handles updates, corrections, and exception scenarios
- The solution must support bonded warehouse operations without introducing additional administrative overhead or manual reconciliation processes.

System Master Data

Operational Usability

- Master data must support efficient warehouse execution without reliance on manual workarounds
- Users must be able to access and use data easily through RF devices and system interfaces
- The structure of master data should support system-directed processes (e.g. directed put-away, pick validation, traceability)

Governance & Control

- The solution must allow for role-based access to master data creation and modification
- Audit capability must be available for changes to key master data elements
- Suppliers should describe how data integrity is maintained over time

System Master Data

Response Expectations

Suppliers should describe:

- How master data is structured and managed within the system
- Which elements are configurable vs fixed
- How data is validated and controlled
- How customer-specific requirements are handled
- How master data supports operational performance and system-directed processes

Methodology & Delivery Expectations

Implementation and Delivery Approach

The selected supplier will be expected to lead the implementation using a **proven and structured delivery methodology**, based on their experience delivering WMS solutions in comparable environments.

- John G Russell Transport Ltd recognises that suppliers bring significant expertise in delivering WMS implementations and expects this expertise to guide the delivery approach, sequencing, and best practice.
- At the same time, John G Russell will retain ownership of:
 - Operational processes
 - Master data
 - Key design decisions
 - Final solution acceptance
- The implementation approach must be **collaborative**, ensuring that:
 - Industry best practice is applied where appropriate
 - Operational requirements are fully understood and reflected
 - The resulting solution is practical, scalable, and aligned to business objectives
- Suppliers should describe their proposed delivery approach, including key phases, governance, and how they will work in partnership with internal teams.

The relationship with the selected supplier is expected to be a long-term strategic partnership, focused on continuous improvement, innovation, and evolving operational capability

Delivery Expectations & Key Focus Areas

Suppliers should clearly describe how their methodology addresses the following:

- **Solution Design**
- Structured approach to requirements validation and solution design
- Balance between standard functionality and customer-specific requirements
- Use of best practice to improve existing processes rather than replicate them

Data & Integration

- Approach to master data setup, validation, and migration
- Integration strategy across systems, including **Duty Manager for bonded operations**
- Clear ownership of data across WMS and integrated systems

Testing & Validation

- End-to-end testing approach (e.g. System Integration Testing, User Acceptance Testing)
- Validation of real-world warehouse scenarios
- Specific focus on high-risk areas such as bonded processing and traceability

Delivery Expectations & Key Focus Areas

Suppliers should clearly describe how their methodology addresses the following:

Deployment & Cutover

- Clear and controlled go-live strategy
- Approach to managing operational risk during cutover
- Defined criteria for go-live readiness, particularly for bonded sites

Post Go-Live Support

- Hypercare support following go-live
- Issue resolution approach and escalation routes
- Transition to steady-state support

Target Outcome & Transformation Expectation

The objective of this programme is not to replicate existing systems or processes, but to deliver a **step change in operational capability**.

- The selected solution must enable:
 - Increased efficiency through system-directed operations
 - Improved stock accuracy and traceability
 - Reduced reliance on manual processes and workarounds
 - Enhanced operational visibility and reporting

Expectation of Change

- Suppliers are expected to apply **industry best practice and system capability** to improve current ways of working.
- Where current processes are inefficient or manually driven, the solution should introduce more effective, system-led alternatives.

Target Outcome & Transformation Expectation

The objective of this programme is not to replicate existing systems or processes, but to deliver a **step change in operational capability**.

Success Criteria

- If the new WMS results in operations continuing in the same way as today, the implementation will not be considered successful.
- A like-for-like replication of the current system, even if technically improved, is not the target outcome.
- User adoption and operational usability will be considered key measures of success alongside functional capability.
- The solution must deliver **measurable improvements in efficiency, control, visibility, and scalability**.

Proposal Submission Guidelines & Timescales

Proposal Submission Guidelines

Submission Requirements

- Proposals must be submitted in electronic written format by the deadline specified below.
- Submissions may be provided in Word, PowerPoint, or PDF format.
- Suppliers should ensure their response is clearly structured and aligned to the sections outlined in this RFP.
- Responses should be concise but sufficiently detailed to demonstrate capability, approach, and understanding of the requirements.

Proposal Submission Guidelines

Commercial Response Requirements

- Suppliers must provide a **fully itemised and structured commercial response** using the template provided in the Appendix A - Commercial Response Requirements
- Responses must:
- Clearly separate **one-off implementation costs** and **ongoing operational costs**
- Identify **standard vs optional vs third-party costs**
- Highlight any **assumptions, exclusions, or dependencies**
- Provide pricing aligned to the **proposed solution architecture and scope**
- Failure to provide a structured response may result in disqualification from the evaluation process.

John G Russell Transport Ltd reserves the right to request re-submission of pricing where costs are unclear, incomplete, or not aligned to the required structure

Proposal Submission Guidelines



Each proposal should include the following sections:

- *Executive Summary*
- *Company Overview*
- *Detailed Response to Requirements*
- *Implementation Plan and Timeline*
- *Cost Breakdown*
- *Support and Maintenance Plan*
- *References and Case Studies from similar industry*

Proposals must be submitted in electronic format by 31st December 2026 to:

John Wilson
ICT Solutions Lead - Warehousing
E: John.wilson@johngrussell.co.uk

Any clarification questions relating to this proposal should also be directed to the above contact.

Proposal Submission Guidelines

Submission Deadline

- **Final submission deadline: 31st December 2026**
- Submissions received after this deadline may not be considered.

Clarifications and Queries

- All queries relating to this RFP, including clarification of requirements, site processes, or requests for site visits, must be submitted via email to:
John.Wilson@johngrussell.co.uk
- **Deadline for submission of clarification questions: 20th December 2026**
- Responses to clarification questions will be provided by John G Russell Transport Ltd.
- After this date, only queries related to submission logistics will be responded to.

Proposal Submission Guidelines

Evaluation Process

- All submissions will be evaluated using a **balanced scorecard approach**, based on the criteria outlined within this document.
- John G Russell Transport Ltd reserves the right to seek clarification or request additional information from suppliers during the evaluation period.
- Suppliers may be contacted with follow-up questions to support assessment of their proposal.

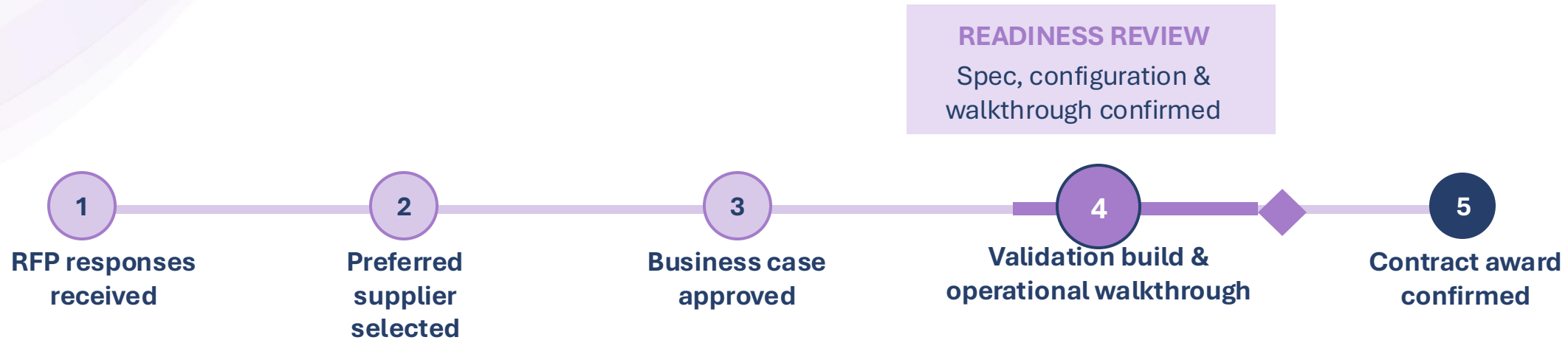
Shortlisting and Further Evaluation

- Suppliers will be notified of shortlisting outcomes by **31st March 2027**.
- Following shortlisting, the evaluation process will include:
 - Detailed clarification and follow-up discussions with shortlisted suppliers
 - The requirement to **visit existing customer sites** where the proposed solution is deployed in operations of similar scale and complexity
 - A final due diligence and vendor vetting process to confirm technical, operational, and organisational suitability

Solution Design & Sign-Off



After preferred supplier selection, both teams complete a validation build and operational walkthrough to confirm readiness for contract award.



Partner alignment

The design/build phase lets both teams configure real operational scenarios, confirm touchpoints and refine ways of working together.

Award readiness

JGR sign-off confirms the specification, configuration and delivery approach are ready to move into contract award.

Proposal Submission Guidelines

Final Selection and Project Timeline

- Final supplier selection and contract approval is expected to be completed by **30th June 2027**.
- The selected supplier will be expected to work collaboratively with John G Russell Transport Ltd to deliver the implementation programme.
- The current target is to achieve **go-live of the first site by March 2028**, with subsequent site rollout to follow.

Supplier Engagement

- This RFP process is intended to evaluate written responses only as part of the initial stage.
- **In-person or online presentations are not required at submission stage.**
- Additional engagement stages, including site visits and detailed evaluations, will be conducted following shortlisting.
- The selected supplier will be expected to operate as a strategic partner, working collaboratively beyond initial implementation to support ongoing optimisation and business growth.

Suppliers should ensure that reference sites proposed for visit are representative of similar operational complexity and demonstrate live use of the core capabilities described in their response.

Appendices & Supporting Documents

Appendix A - Commercial Response Requirements

1. Pricing Summary

Suppliers should complete all applicable costs across the first three years of the proposed solution.

Cost Category	Year 1 (£)	Year 2 (£)	Year 3 (£)	Notes
Software Licensing				
Implementation Services				
Integration Costs				
Data Migration				
Training				
Support & Maintenance				
Third-Party Costs				
Total Cost	£0	£0	£0	

Appendix A - Commercial Response Requirements

2. Implementation Costs Breakdown

Mandatory implementation detail to expose effort allocation, scope assumptions, and hidden costs.

Component	Description	Cost (£)	Included (Yes/No)	Notes
Project Management				
Solution Design				
Configuration				
Customisation / Development				
Integration Build				
Testing (SIT / UAT)				
Data Migration				
Training Delivery				
Go-Live Support				

Appendix A - Commercial Response Requirements

3. Integration Costs

Use this table to clarify what is standard, configurable, or bespoke across the integration landscape.

Integration	Standard / Configurable / Custom	Cost (£)	Third Party?	Notes
Business Central				
Duty Manager				
EDI / API Customers				
Courier Platforms				
Power BI				

Appendix A - Commercial Response Requirements

4. Ongoing Costs

Capture recurring annual operating costs separately from implementation charges.

Component	Pricing Model	Annual Cost (£)	Notes
Software (SaaS)	User / Site / Volume		
Support & Maintenance			
Hosting / Infrastructure			
Integration Support			
Optional Modules			

Appendix A - Commercial Response Requirements

5. Assumptions, Exclusions and Risks

Suppliers should state clearly any assumptions, exclusions, dependencies, and delivery risks tied to the price.

Category	Response
Key Commercial Assumptions	
Excluded Functionality	
Third-Party Dependencies	
Customer Responsibilities / Effort	
Data Quality / Migration Risks	

6. Pricing Flexibility and Scaling

Explain how costs scale if the solution expands beyond the initial deployment scope.

Scaling Factor	Commercial Impact / Response
Additional Sites	
Increased Transaction Volumes	
Additional Users	
Future Functional Expansion	

Appendix A - Commercial Response Requirements

7. Optional Enhancements

Optional items should be priced separately from the core requirement to preserve like-for-like evaluation.

Feature / Module	Description	Cost (£)	Business Benefit
Labour Management			
Advanced Reporting			
Automation Integration			

Supporting Documents

- JGR Standard Service Level Agreement
- Duty Management Interfaces v2.31 - ModernLogic
- Rate Card Example
- RFP Requirements Log