



HELLENIC POST

Request For Proposal

**«Integrated Retail Systems & Delivery Control
Tower and Track & Trace Solution»**

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1. General & Procedural Information

1.1. Introduction

ELTA – Hellenic Post S.A. (“ELTA” or the “Contracting Authority”) is undertaking a comprehensive transformation of its Retail and Delivery operations as part of its broader strategic modernization agenda.

Operating a nationwide network of retail branches, partner agencies, sorting hubs, and delivery units, ELTA plays a critical role in the national postal and logistics infrastructure. In response to evolving market dynamics, increasing parcel volumes, growing customer expectations, and the need for operational resilience, ELTA is seeking to modernize its core operational systems through the implementation of an integrated, scalable, and future-ready technology platform.

This Request for Proposals (RFP) invites qualified economic operators to submit proposals for the provision, implementation, integration, and support of a single unified integrated turnkey solution covering end-to-end postal and courier operations under two core business domains:

1. Domain 1 – Postal & Courier Counter / Retail Operations
2. Domain 2 – End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile)

The objective of this procurement is to establish a modern digital foundation and technology architecture that:

1. Automates postal counters to speed up transactions and boost accuracy,
2. Modernises operations with digital workflows and streamlined branch processes,
3. Enables seamless end-to-end workflows from mail parcel induction to final delivery and cash collection,
4. Enhances operational transparency and control across the logistics chain,
5. Supports multi-carrier and partner-based delivery ecosystems,
6. Strengthens customer experience across physical and digital touchpoints,
7. Ensures compliance with regulatory, data protection, and cybersecurity obligations,
8. Delivers comprehensive reporting, analytics, and business intelligence capabilities to support data-driven decision-making, and
9. Provides long-term scalability and maintainability aligned with ELTA’s enterprise architecture principles.

The selected Contractor will be expected to deliver not only software solutions, but also structured implementation services, integration capabilities, migration support, and ongoing operational services in accordance with the terms of this RFP and the resulting Contract.

This RFP sets out the scope of work, functional and technical requirements, evaluation methodology, commercial structure, and contractual framework governing the procurement process.

1.2. Definitions & Abbreviations

For the purposes of this RFP, the following terms shall have the meanings set out below. Terms defined in the singular shall include the plural and vice versa, where appropriate.

1.2.1. Definitions

“Annex”

Any appendix or attachment forming an integral part of this RFP.

“Award”

The formal decision of the Contracting Authority selecting the successful bidder in accordance with the evaluation procedure.

“Bidder” or “Economic Operator”

Any natural or legal person, consortium, or joint venture submitting a proposal in response to this RFP.

“Business Day”

Any day other than Saturday, Sunday, or official public holiday in Greece.

“Confidential Information”

Any non-public information disclosed in connection with this RFP or the Contract, whether technical, commercial, or operational in nature.

“Contract”

The legally binding agreement to be executed between ELTA and the successful bidder, including all annexes and referenced documents.

“Contractor”

The successful bidder with whom ELTA signs the Contract.

“Control Tower”

The centralized operational monitoring and administration capability providing end-to-end visibility, administration and performance management across first-mile, middle-mile, and last-mile operations.

“Data Processor”

As defined under Regulation (EU) 2016/679 (GDPR), the entity processing personal data on behalf of the Data Controller.

“ELTA” or “Contracting Authority”

ELTA – Hellenic Post S.A., the issuing authority of this RFP.

“Final Acceptance”

Formal written confirmation by ELTA that all contractual deliverables have been satisfactorily completed.

“Go-Live”

The date on which the system becomes operational in the production environment.

“Hypercare Period”

The defined stabilization period immediately following Go-Live during which enhanced support and bug fixing is provided.

“Implementation Phase”

The period from contract signature until Go-Live and Final Acceptance.

“MEAT”

Most Economically Advantageous Tender, based on the best price–quality ratio.

“Migration”

The structured transfer of data, processes, and system functionality from legacy systems to the new platform.

“NIS2”

Directive (EU) 2022/2555 on measures for a high common level of cybersecurity across the Union.

“Operational Phase”

The period following Go-Live during which the system is in full productive use and subject to SLA monitoring.

“Proposal” or “Tender”

The complete submission made by a Bidder in response to this RFP.

“RFP”

This Request for Proposals document, including all annexes and clarifications.

“SLA”

Service Level Agreement, defining measurable service performance obligations.

“Subcontractor”

Any third party engaged by the Contractor to perform part of the Contract.

“Total Evaluated Price”

The total financial amount used for financial scoring, as defined in

ANNEX C – Financial Proposal Templates.

1.2.2. Abbreviations

Abbreviation	Meaning
API	Application Programming Interface
BI	Business Intelligence
BCP	Business Continuity Plan
CRM	Customer Relationship Management
DPA	Data Processing Agreement
DR	Disaster Recovery
DRP	Disaster Recovery Plan
ERP	Enterprise Resource Planning
EU	European Union
GDPR	General Data Protection Regulation (EU 2016/679)
HA	High Availability
KPI	Key Performance Indicator
MFA	Multi-Factor Authentication
POS	Point of Sale
RFI	Request for Information
RFP	Request for Proposals
RPO	Recovery Point Objective
RTO	Recovery Time Objective
SaaS	Software as a Service
SLA	Service Level Agreement
SSDLC	Secure Software Development Life Cycle
TCO	Total Cost of Ownership
UAT	User Acceptance Testing
VAT	Value Added Tax

1.2.3. Interpretation

In the event of ambiguity or inconsistency:

1. Capitalized terms shall have the meaning assigned in this Section.
2. Headings are for convenience only and shall not affect interpretation.

3. References to legislation include any amendments or replacements thereof.

1.3. Background & Context

The ELTA Group (hereinafter “ELTA”) consisted of Hellenic Post S.A. and its subsidiary ELTA Courier S.A., which were merged in 2024. ELTA currently provides nationwide postal services, financial services, retail network products and courier services across Greece. As the Universal Service Provider (USP), ELTA is mandated to ensure the provision of universal postal services until 31 December 2028, a role that, combined with the geographic morphology of Greece, necessitates maintaining and operating the **largest retail network in the country**.

Strategically, ELTA aims to:

1. maintain and grow market share with both existing and new revenue streams,
2. modernize operations,
3. expand consumer access points, and
4. enhance the customer experience by improving customer service and offering digital services through various channels.

The organization is currently executing an **enterprise-wide operational transformation program**, which includes restructuring service delivery models, modernizing the branch network, enhancing presence in key regions, and eliminating outdated or non-functional processes—while preserving ELTA’s strong brand, extensive network, and customer trust.

Achieving this operational transformation requires a fully aligned **digital transformation** initiative and a transition of the IT Directorate toward an IT-as-a-Service (ITaaS) operating model. This new model aims to position IT as a driver of innovation, accelerate adoption of modern technologies, and deliver sustainable value to the organization.

Parallel to this transformation, the Organization operates a **nationwide network of postal goods & services retail locations, agency partners, and delivery operations spanning the full logistics chain: first-mile pickup, middle-mile (hub and sorting) operations, and last-mile delivery**. The current operational landscape relies on multiple legacy systems approaching end-of-life, resulting in a highly complex ecosystem with numerous interdependent integrations. This environment imposes constraints on scalability, maintainability, and future modernization.

To support the Organization’s strategic transformation, modernization, and long-term sustainability, ELTA seeks an **integrated, future-ready solution** that can:

1. Enhance customer experience across retail and delivery channels
2. Launch new products/services aiming at generating new revenue streams
3. Support digital item induction and modern parcel flows
4. Optimize hub, depot, control-tower, and Track & Trace operations
5. Provide end-to-end visibility across the postal supply chain
6. Improve service quality, operational efficiency, and performance analytics
7. Ensure regulatory compliance, data protection, and operational resilience

This RFP aims to procure a platform capable of underpinning ELTA's next-generation operating model and enabling a fully modernized, customer-centric, technologically advanced postal and courier organization.

1.3.1. Current Operational Metrics

ELTA's activities span mail, parcels, financial services, and courier operations. The following table provides ELTA's current operational metrics.

Metrics Description	TOTALS	Annual Quantity		Stores/Counters/PDA Devices/Sites Quantity	
		POST	COURIER	POST	COURIER
Tracked parcels (Post + Courier)	24 million/annum	2 million/annum	22 million/annum	N/A	N/A
Tracked Mail	3.3 million/annum	3.3 million/annum	N/A	N/A	N/A
Semi-trucked Mail (Only Collection-Delivery)	60 million/annum	60 million/annum	N/A	N/A	N/A
No. of stores (own+3 rd parties)	1,000	N/A	N/A	820	180
No. of Counters at Stores (Post+Courier)	1,800	N/A	N/A	1,500	300
No. of PDA/Smart Phone Devices for last Mile Postman & Couriers	2,500	N/A	N/A	1650	850
Distribution Hubs (Post+Courier)	67	N/A	N/A	53	14
Sorting Centers	4	N/A	N/A	4 (common for both Post+Courier)	

Cross Docking Stations	7	N/A	N/A	7	
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1.3.2. Current Systems & Architecture

ELTA currently operates a set of core operational systems supporting retail transactions, shipment processing, and item tracking for both postal and courier services. These systems have been developed over time to support the operational needs of ELTA's nationwide retail and logistics network.

The existing architecture includes systems supporting:

1. Retail counter operations across the ELTA branch network
2. Courier retail and operational services
3. Shipment and item tracking across postal and courier services
4. Integration with external stakeholders and partner systems

While the current systems continue to support key operational processes, they have evolved through incremental development and integration, resulting in an environment with multiple systems serving overlapping operational domains.

The modernization initiative described in this RFP aims to introduce a new digital architecture that will streamline operations, enhance interoperability, and support ELTA's long-term digital transformation objectives.

The following subsections provide an overview of the main systems currently supporting ELTA's operational environment.

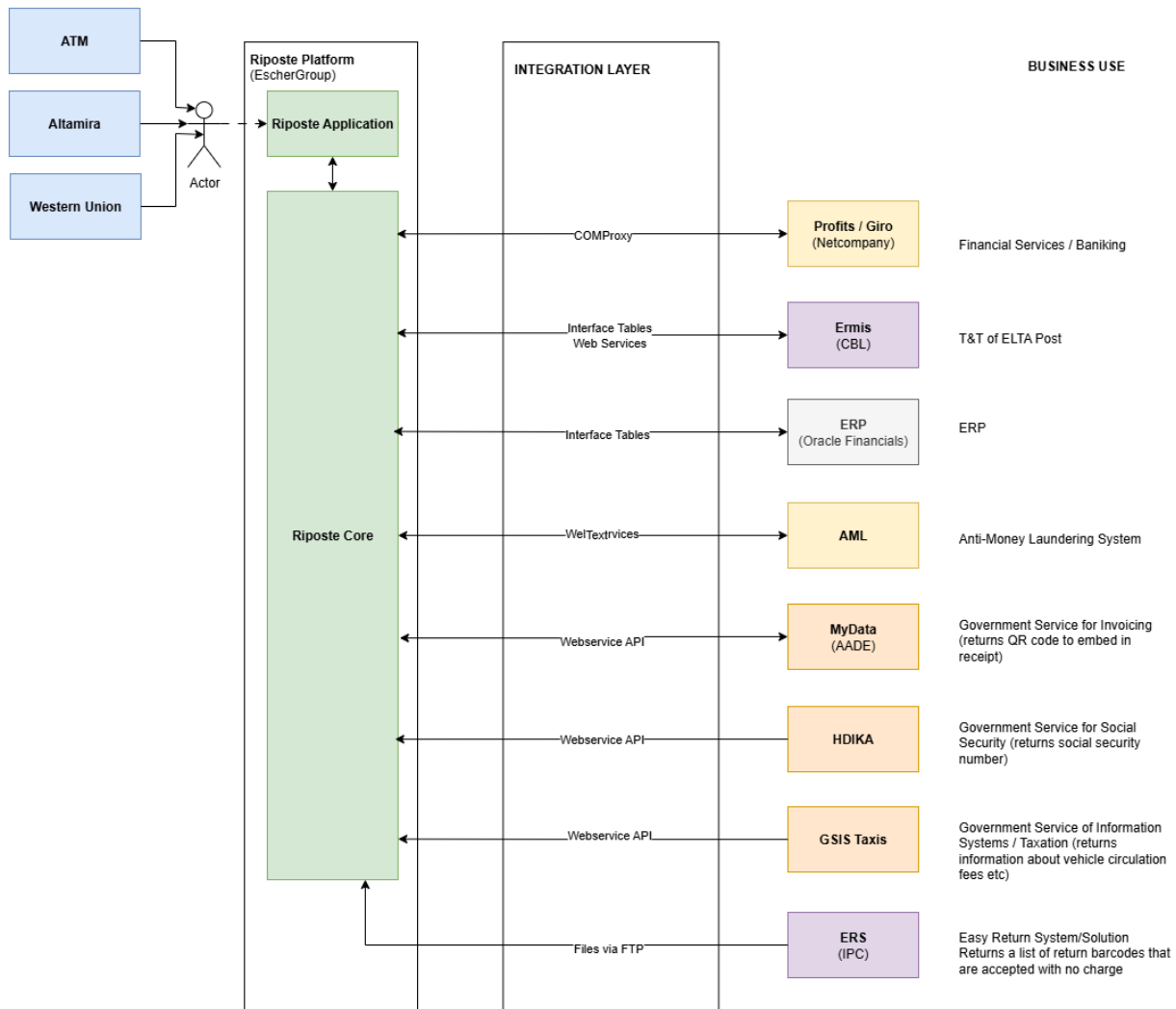
1.3.2.1. Web Riposte (ELTA Post Retail System)

WebRiposte is the primary system currently supporting retail counter operations for ELTA's postal services. The system is used across the ELTA branch network to support a wide range of transactions related to postal services, financial services, and other retail activities performed at ELTA service points. Core capabilities of the system include:

1. Processing of postal transactions conducted at ELTA Post retail counters
2. Support for financial transactions associated with postal services
3. Management of sales of products and services provided through the ELTA retail network
4. Generation and printing of transaction documents and receipts
5. Support for both ELTA-operated branches and partner-operated service points

WebRiposte supports daily operational activities across the ELTA retail network, including interactions with other back-end systems that support postal operations.

Despite its critical role in retail operations, the system reflects an earlier generation of architecture and is part of the broader legacy environment that the modernization initiative aims to evolve.



1.3.2.2. EXANDAS (ELTA Courier Retail – Track & Trace System)

EXANDAS is the system currently used to support courier-related retail operations and tracking services within the ELTA Courier service portfolio.

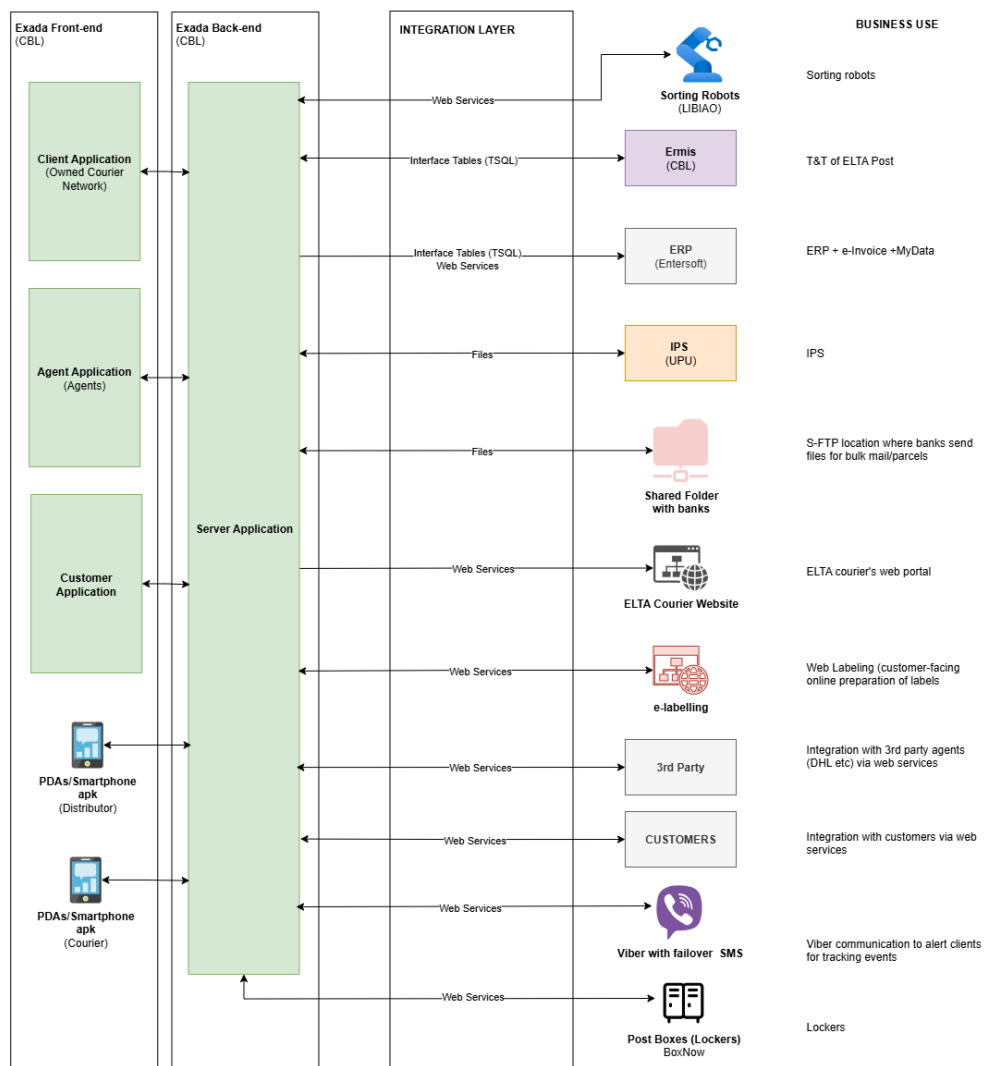
The system supports both operational and customer-facing processes related to courier shipments, including shipment registration, tracking, and operational monitoring.

Core functionalities include:

1. Processing courier service transactions at retail points
2. Registration and management of courier shipments
3. Recording of tracking events for courier items
4. Monitoring of shipment status throughout the delivery lifecycle
5. Integration with operational systems used in courier logistics and distribution processes

EXANDAS supports ELTA's courier service operations and interacts with other operational systems within the broader ELTA IT environment.

RFP - Integrated Retail Systems & Delivery Control Tower and Track & Trace Solution



1.3.2.3. ERMIS (ELTA Post Track & Trace System)

ERMIS is the system currently used to support tracking and tracing of postal items handled by ELTA's postal services.

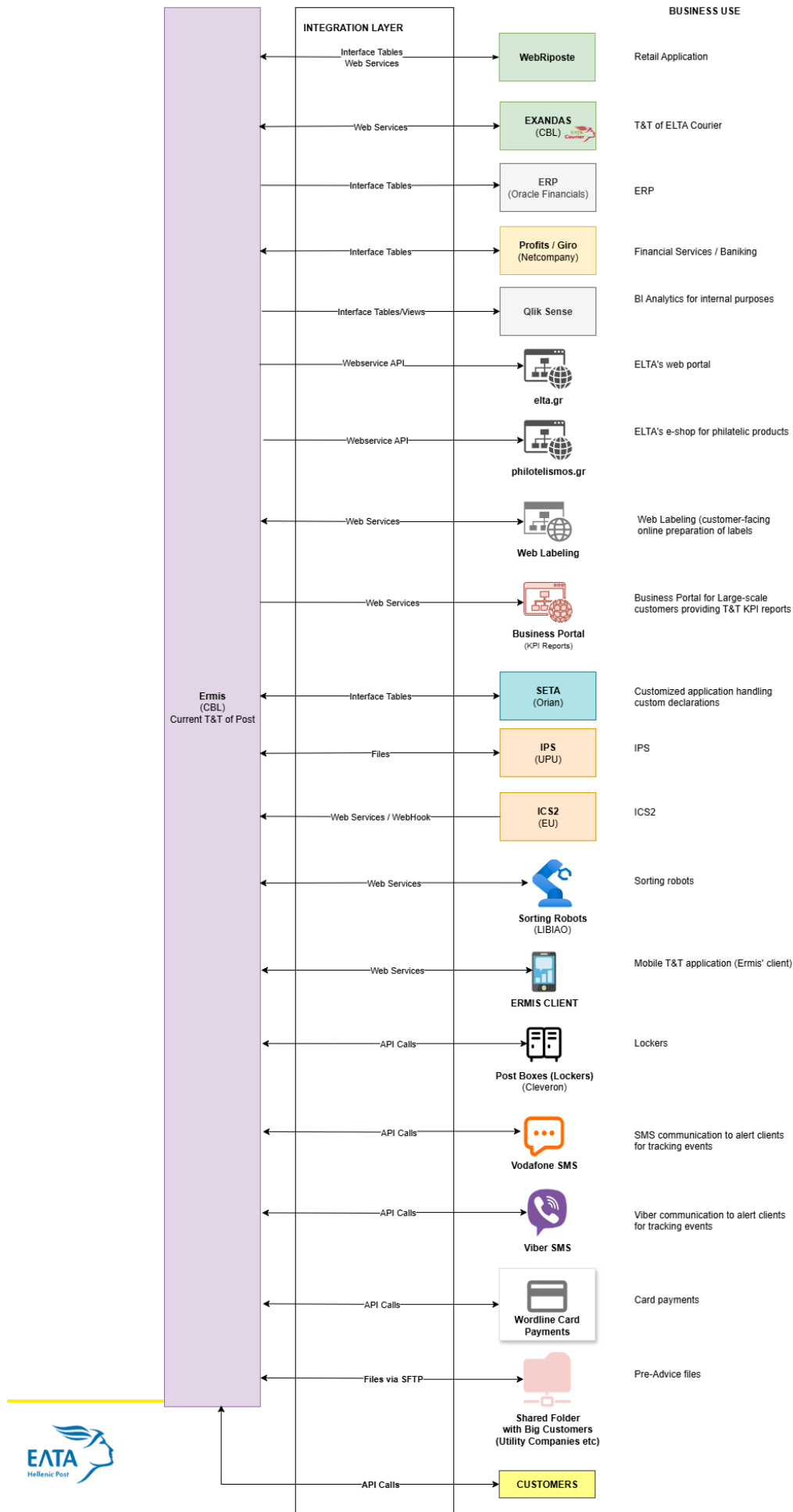
The system manages the lifecycle of postal items, enabling the recording and monitoring of tracking events from the initial collection of an item through to its final delivery.

Key capabilities include:

1. Recording of tracking events across the postal logistics chain
2. Monitoring of item status during processing and transportation
3. Provision of tracking information to operational users and customer-facing services
4. Support for tracking of sensitive or regulated items, including official documents and other secure shipments
5. Integration with other ELTA operational systems to capture tracking events generated at different points in the operational workflow

The ERMIS platform serves as a central component of ELTA's postal operations, supporting both internal operational monitoring and external customer access to shipment status information.

RFP - Integrated Retail Systems & Delivery Control Tower and Track & Trace Solution



1.3.2.4. Limitations of the Current Architecture

The current systems supporting ELTA's retail and logistics operations have been implemented over different periods and technologies, resulting in an environment that presents increasing challenges in terms of scalability, interoperability, and operational efficiency.

As ELTA continues to expand its services and adapt to evolving market demands, there is a need for a modernized technology platform capable of supporting integrated retail and delivery operations, enhanced digital capabilities, and improved interoperability across systems and partners.

The modernization initiative described in this RFP aims to address these challenges by introducing a new architecture aligned with modern cloud-based and service-oriented design principles.

1.4. Purpose & Objectives of the RFP

ELTA – Hellenic Post seeks to procure an integrated, scalable, and future-ready technology solution to support the modernization of its nationwide Retail and Delivery operations.

The purpose of this RFP is to select a single Contractor responsible for delivering an integrated solution across all operational domains that will enable:

1. The transformation of ELTA's postal counter and retail operations across owned branches, partner agencies, and franchise locations.
2. The modernization and orchestration of first-mile, middle-mile, and last-mile delivery operations.
3. The establishment of end-to-end visibility and operational control across the postal and courier value chain.
4. The enablement of a multi-carrier and partner-based delivery ecosystem.
5. The gradual retirement and replacement of legacy systems approaching end-of-life.

The estimated budget for this procurement is defined in [Budget Cap](#), reflecting ELTA's investment envelope for the implementation and operation of the integrated solution. Bids exceeding this budget cap shall be rejected.

1.4.1. Strategic Objectives

Through this procurement, ELTA aims to achieve the following strategic outcomes:

1. **Unified Retail & Delivery Operating Model**
Establish a cohesive digital platform supporting seamless workflows from mail and parcel induction at the counter through hub processing and final delivery.
2. **Enhanced Customer Experience**
Improve service quality, transaction speed, transparency, and tracking capabilities across both retail and delivery channels.

3. Operational Efficiency & Control Tower Capabilities

Strengthen planning, monitoring, exception management, and performance analytics across the logistics chain.

4. Scalability & Future Readiness

Implement an architecture capable of supporting national-scale parcel volumes, peak periods, and evolving service models.

5. Multi-Carrier & Ecosystem Enablement

Support hybrid delivery networks combining internal fleets and third-party partners, with unified tracking, SLA monitoring, and performance management.

6. Modern Architecture & Integration Readiness

Adopt an API-first, interoperable platform aligned with ELTA's enterprise architecture principles and capable of integrating with ERP, CRM, POS, automation equipment, digital channels, and external partners.

7. Security, Compliance & Resilience

Ensure full compliance with data protection, regulatory, and operational resilience requirements, including secure hosting within the EU and high availability standards.

1.4.2. Procurement Objective

The scope of this procurement covers the design, configuration, implementation, integration, migration, testing, deployment, and support of an integrated software solution supporting ELTA's Retail and Delivery operations.

In this context, this RFP seeks proposals that:

1. Demonstrate a mature, modular, and configurable solution.
2. Provide a clear implementation roadmap and transition strategy.
3. Minimize operational disruption during migration.
4. Deliver measurable improvements in service quality, operational transparency, and cost efficiency.
5. Offer a sustainable commercial model aligned with ELTA's long-term transformation strategy.

The selected Contractor shall provide all necessary software components, implementation services, technical and business-specific expertise of postal and courier operations, and related services required to deliver a fully operational solution aligned with ELTA's business, operational, and regulatory requirements. It is essential that the proposed solution is delivered as an Out-of-the-Box (OOB) offering, requiring minimal customisation. This approach will enable ELTA to accelerate deployment, reduce complexity, and ensure consistent support, whilst facilitating seamless integration with existing processes and compliance frameworks.

ELTA intends to award a single contract covering the full scope of this RFP.

1.5. Critical Success Factors

The successful implementation of the project described in this RFP requires careful coordination between technology, operational processes, and organizational transformation.

The following Critical Success Factors represent key conditions that will contribute to the successful delivery and long-term sustainability of the proposed solution.

Each bidder is expected to submit a resolution plan addressing every critical success factor, which will be assessed according to [Evaluation Criterion C1](#).

1.5.1. Alignment with ELTA's Operational Model

The proposed solution must effectively support ELTA's operational environment, including its nationwide retail network, logistics infrastructure, and delivery operations.

Solutions must demonstrate the ability to support high transaction volumes, distributed operations, and evolving service models within the postal and parcel delivery ecosystem.

1.5.2. Scalability & Future Readiness

The solution must be capable of supporting ELTA's future operational and technological needs, including:

1. Increasing parcel volumes and operational complexity
2. Expansion of digital services
3. Integration with partner ecosystems
4. Adoption of emerging technologies

The proposed architecture should therefore be scalable, modular, and adaptable to future business requirements.

1.5.3. Seamless Integration with Existing Systems

A critical success factor for the project is the ability of the proposed solution to integrate effectively with ELTA's existing IT systems (hosted either on-premises or on any private or public cloud infrastructure etc.) and external partner platforms.

The solution should support modern integration mechanisms, including API-based interoperability and event-driven architectures, enabling seamless data exchange across systems.

1.5.4. Operational Continuity During Transition

The implementation and migration approach must ensure minimal disruption to ELTA's operational activities.

Given the critical nature of postal and logistics operations, the proposed implementation plan must include:

1. Structured migration strategies
2. Comprehensive testing and validation
3. Controlled rollout and stabilization procedures

1.5.5. Robust Security and Regulatory Compliance

It is essential that the proposed solution adheres to all applicable regulatory and security requirements. This includes full compliance with the Universal Postal Service regulatory framework, ensuring that postal operations are conducted within the established legal parameters. Additionally, the solution must meet financial and tax regulatory obligations, reflecting the necessary standards for fiscal responsibility and transparency.

Furthermore, the solution must address data protection and cybersecurity responsibilities. This requires implementing measures to safeguard sensitive information and maintain operational integrity against potential cyber threats. By embedding these requirements within the solution, ELTA can ensure both regulatory conformity and robust security throughout its operations.

Security considerations must be embedded in both system architecture and operational processes to ensure the protection of sensitive data and operational integrity.

1.5.6. Effective Project Governance

Successful delivery of the project will require a clear governance structure, well-defined roles and responsibilities, and strong collaboration between ELTA and the selected Contractor.

The Contractor shall adopt proven project management methodologies and ensure transparent communication, risk management and progress monitoring throughout the project lifecycle.

1.5.7. Knowledge Transfer and Long-Term Sustainability

The long-term sustainability of the solution depends on effective knowledge transfer and capability building within ELTA.

The Contractor is required to:

1. Provide comprehensive technical, process, operational, and user manual documentation for the solution, at minimum in Greek;
2. Conduct structured training sessions for ELTA personnel;
3. Facilitate the transfer of operational and systems administration knowledge through targeted training for ELTA teams.

1.6. Structure of the RFP

This Request for Proposals (RFP) defines the requirements for the procurement of a single, integrated solution supporting ELTA's Retail and Delivery operations.

The solution is structured into the following **operational / functional Domains**, which together form a unified operational platform:

1. **Domain 1** – Postal & Courier Counter / Retail Operations
2. **Domain 2** – End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile)

Bidders shall submit their proposal for a single, unified solution, subject to the provisions of this RFP.

1.6.1. Domain 1 – Postal & Courier Counter / Retail Operations

This domain covers the provision, implementation, integration, and support of software solutions enabling:

1. Postal & courier counter and agency operations.
2. Parcel and mail induction processes.
3. Product catalogue and tariff management.
4. Transaction handling and regulatory workflows.
5. Integration with downstream operational systems.
6. Migration of Data from legacy retail systems.

In the context of this domain, the solution must support ELTA's nationwide retail network, including owned branches, partner agencies, PUDOs, shop-in-shop and franchise locations.

1.6.2. Domain 2 – End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile)

This domain covers the provision, implementation, integration, and support of software solutions enabling:

1. First-mile pickup management.
2. Hub and middle-mile logistics workflows.
3. Last-mile route planning and execution.
4. End-to-end Track & Trace capabilities.
5. Control tower administration, monitoring and performance analytics.
6. Multi-carrier and partner orchestration.
7. Migration of Data from legacy delivery and tracking systems.

In the context of this domain, the solution must support ELTA's national logistics network, including internal fleets and external partner carriers.

1.6.3. Integrated Solution Requirement

Bidders must propose a **single, unified platform** that fully covers all Domains defined in this RFP.

The proposed solution must:

1. Ensure **seamless operational, functional and technical integration** across all Domains
2. Support **end-to-end operational workflows**, from item induction to final delivery
3. Be based on a **coherent, modular, and extensible architecture**
4. Provide a **single, unified user interface (UI)** and **consistent user experience (UX)** across both Domains, ensuring that all Domains share a common design language, navigation structure, and interaction patterns, facilitating seamless operation for end users regardless of the functional area being accessed

Submission of proposals covering only part of the scope will be **excluded from the procurement process**.

1.6.4. Single Contract Award

The Contracting Authority intends to award **one (1) contract to a single Contractor** covering the entire scope of the RFP.

The Contractor shall be fully responsible for:

1. Delivery of a single solution covering both Domains
2. Integration across Domains and with other systems (within ELTA's architecture or third party)
3. End-to-end system functionality
4. Ongoing support and maintenance

1.6.5. Internal Interoperability Requirement

The proposed solution must ensure **native interoperability across all Domains**, enabling:

1. Real-time or near real-time data exchange depending on data criticality
2. Unified data models and consistent business logic
3. End-to-end process orchestration
4. Centralized monitoring and control capabilities

All integration mechanisms must be:

1. Open and standards-based
2. Fully documented
3. Scalable and maintainable

1.6.6. Optional Extensions

ELTA reserves the right, in accordance with applicable legislation, to extend the scope to include:

1. Additional modules or functional enhancements,
2. Additional geographic rollout phases,
3. Additional integration requirements,
4. Extended support or managed services.

Such extensions shall be exercised under the terms defined in the contract and applicable procurement legislation.

1.7. Procurement Framework & Legal Basis

1.7.1. Legal Framework

This procurement procedure is conducted in accordance with:

1. ELTA's internal procurement and governance regulations.

2. Any other applicable national and EU legislation governing procurement processes, data protection, competition, and transparency.

All stages of the procedure shall be governed by the principles of:

1. Transparency
2. Equal treatment and non-discrimination
3. Proportionality
4. Free competition
5. Sound financial management

Participation in this RFP constitutes full and unconditional acceptance of the terms and conditions set out herein.

1.7.2. Type of Procedure

This RFP is conducted under the **Open Procedure**.

The Contracting Authority reserves the right, in accordance with the applicable legal framework, to:

1. Request clarifications from bidders,
2. Correct minor formal deficiencies,
3. Reject incomplete or non-compliant submissions,
4. Cancel or suspend the procedure without compensation to bidders.

1.7.3. Contracting Authority

The Contracting Authority is:

ELTA – Hellenic Post S.A.

[Insert official address]

[Insert VAT number / registration number if required]

All communications related to this procedure shall be conducted through the designated contact points specified in Section ["Communication & Clarifications"](#).

1.7.4. Contract Structure

The procurement is structured into a single contract covering the following operational / functional domains:

1. Domain 1 – Postal & Courier Counter / Retail Operations
2. Domain 2 – End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile)

The Contractor shall be fully responsible for end-to-end delivery, integration and operation of all Domains.

1.7.5. Duration of the Contract

The indicative contract duration shall be:

1. **Implementation Phase (from Contract signing up to Go-Live):** up to 15 months with concrete intermediate milestones and delivery plan, out of which 3 months are dedicated to the rollout phase. If necessary, ELTA retains the exclusive right to extend the period by up to 3 months, bearing no financial impact.
2. **Performance Guarantee Period:** 2 years post Go-Live
3. **Operational / Support Phase (post Go-Live & post-Performance Guarantee Period):** 5 years with the possibility of extension in accordance with applicable legislation.

The actual duration and renewal terms shall be defined in the contract.

1.7.6. Governing Law & Jurisdiction

The contract resulting from this procedure shall be governed by **Greek law**.

Any dispute arising from the procurement procedure or the execution of the contract shall be subject to the jurisdiction of the competent Greek courts, unless otherwise provided by mandatory provisions of applicable legislation.

1.8. Timetable & Key Dates

The indicative timetable of this procurement procedure is set out below. The Contracting Authority reserves the right to amend the schedule in accordance with applicable legislation and procedural requirements.

The first group of activities from issuance to opening of proposals are described below:

No.	Activity	Date
1	Publication of RFP	[Insert Date]
2	Deadline for Submission of Clarification Requests	[Insert Date]
3	Publication of Clarifications / Responses	[Insert Date]
4	Deadline for Submission of Proposals	[Insert Date – Time & Time Zone]
5	Opening of Proposals	[Insert Date]

The following set of activities pertain to the evaluation process and onwards:

No.	Activity
6	Technical Evaluation: • Pass/Fail assessment (Eligibility Criteria & Selection Criteria) • Solution presentations & demonstrations by eligible Vendors • Scored technical evaluation (Technical Evaluation) of eligible Vendors
7	Financial Evaluation
8	Provisional Award Decision
9	Approval from the Hellenic Court of Audit
10	Contract Award & Signing
11	Project Kick-Off

1.8.1. Clarifications Process

Requests for clarification must be submitted exclusively through the official communication channel specified in Section [“Submission Instructions”](#), no later than the date indicated in the above table.

Responses to clarification requests will be published in anonymized form and will constitute an integral part of the RFP documentation.

No verbal clarifications shall be binding on the Contracting Authority.

1.8.2. Submission Deadline

Proposals must be submitted no later than the date and time indicated in the above table. Late submissions shall not be accepted, except in cases explicitly permitted under applicable law.

The time reference for submission shall be the official local Greek time recorded by the designated electronic procurement platform.

1.8.3. Amendments to the Timetable

The Contracting Authority reserves the right either not to accept bidders' requests for the extension of submission deadlines, or to accept the extension of the submission deadlines and/or modify the timetable where justified, including but not limited to:

1. The volume or complexity of clarification requests,
2. The need for additional information,
3. Technical issues affecting the submission platform,
4. Other reasons deemed necessary to ensure fair competition.

Any such amendment shall be formally communicated through the official procurement platform and shall be binding upon all economic operators.

2. Vendor Eligibility & Selection Criteria

2.1. General Principles

Participation in this procurement procedure is open to all economic operators that meet the eligibility, capacity, and technical requirements defined in this Section.

The procurement follows a **two-stage evaluation process**:

1. **Technical Evaluation** – Pass/Fail & Scored Evaluation – Combined Stage
2. **Financial Evaluation** – Scored Evaluation

All eligibility verification, selection criteria assessment and technical evaluation of proposals are conducted within Stage 1 (Technical Evaluation).

Only bidders complying with all **mandatory (Pass/Fail) requirements** and achieving the **minimum required technical score** shall proceed to the Financial Evaluation stage.

Failure to meet the mandatory eligibility or selection requirements, or failure to submit the required supporting documentation, may result in rejection of the proposal.

2.2. Eligibility Criteria (Exclusion Grounds) – Pass/Fail

Economic operators shall be excluded from participation in the procurement procedure where any of the exclusion grounds defined under applicable procurement legislation apply.

Such exclusion grounds include, but are not limited to:

1. Participation in a criminal organization.
2. Corruption or bribery.
3. Fraud.
4. Money laundering or terrorist financing.
5. Child labour or trafficking in human beings.
6. Serious professional misconduct.
7. Non-payment of taxes or social security contributions.
8. Bankruptcy, insolvency, or similar proceedings.
9. Legal establishment in sanctioned countries, among which Russia based on the provisions of [ANNEX F](#).

Bidders shall submit the required declarations, provided in [ANNEX E](#), confirming that none of the above exclusion grounds apply.

The Contracting Authority reserves the right to request supporting documentary evidence at any stage of the procurement procedure.

2.3. Selection Criteria – Pass/Fail

Bidders must demonstrate that they possess the legal standing, financial capacity, and technical capability required to successfully deliver the integrated solution described in this RFP.

2.3.1. Suitability to Pursue Professional Activity

Economic operators participating in this procurement procedure must be legally established entities operating in sectors relevant to the subject of the contract.

Bidders must:

1. Be legally established entities in accordance with the laws of their country of establishment and the provisions of [ANNEX F](#).
2. Be registered in the relevant professional or commercial register, where applicable.
3. Conduct business activities related to enterprise software implementation, digital transformation, IT systems integration or comparable services relevant to the scope of this procurement.

Evidence of professional suitability may include:

1. Certificate of registration in the relevant professional or commercial registry.
2. Articles of incorporation or equivalent legal documentation.
3. Certificate of good standing or equivalent official documentation.

2.3.2. Economic & Financial Capacity

Economic operators must demonstrate sufficient financial stability and capacity to ensure proper execution of the Contract.

Minimum requirements include:

1. An average annual turnover of at least 100% of the tender budget, as defined in [Budget Cap](#), over the last three (3) financial years.
2. Bidders shall provide:
 - Published financial statements for the last three financial years.
 - Official declaration of turnover where publication of financial statements is not legally required.
 - Balance sheets and profit and loss statements.
 - Banking references (if applicable).
 - Any additional supporting financial documentation.

If a bidder cannot provide the above documentation for justified reasons, equivalent evidence demonstrating financial capacity may be accepted.

In the case of consortium and/or subcontracting, each entity's economic financial capacity shall be assessed individually.

2.3.3. Technical & Professional Capacity

Bidders must demonstrate relevant technical expertise and experience in delivering projects of comparable scale, complexity, and technological scope.

Minimum requirements must include:

1. Deployment & delivery of at least three (3) projects of comparable scale and complexity within the past five (5) years, with at least one (1) matching or exceeding the total offered value.
2. At least one project involving postal, courier, logistics, or large distributed retail network environments.

Relevant project experience may include:

1. Retail branch systems or counter systems.
2. Parcel and shipment management platforms.
3. Delivery management systems.
4. Track & trace platforms.
5. Operational control tower platforms.
6. Logistics operations systems / platforms.

For each project reference, bidders shall provide:

1. Client organization.
2. Scope and description of services delivered.
3. Project duration.
4. Operational scale (e.g., number of users, branches, transactions).
5. Contract value where permissible.
6. Contact details for reference verification.

2.3.4. Cloud & Platform Capability

Given the strategic objective of modernizing ELTA's technology landscape, bidders must demonstrate experience in delivering enterprise solutions deployed in cloud or hybrid cloud environments.

Minimum requirements include:

1. Proven experience in deploying or operating enterprise platforms in public cloud environments, such as Microsoft Azure or equivalent.
2. Experience in delivering cloud based solutions.
3. Demonstrated capability and technology architecture, compliant with cloud providers' (such as Azure) best practices, to support high availability, scalability, and disaster recovery in cloud environments.

Bidders shall describe:

1. Proposed hosting model.
2. Cloud platforms supported.
3. Overall technology architecture.
4. Disaster recovery architecture.

2.3.5. Solution Portability to Private Cloud Environment

When not deployed on ELTA-owned private tenant, bidders must commit to provide solutions portable to the ELTA's private cloud environment.

2.3.6. Enterprise Integration Capability

Bidders must demonstrate capability to integrate the proposed solution with existing enterprise systems and external partner ecosystems.

Minimum requirements include experience with:

1. API-based, DB interface tables, and flat files system integration.
2. Event-driven architectures.
3. Integration with enterprise platforms such as ERP and payment systems.
4. Integration with logistics and third-party international postal, local customs, cross-border commerce systems and tax authorities and partners' systems.

Bidders shall describe:

1. Integration frameworks used in previous projects.
2. Supported API standards and protocols (such as SOAP, REST, etc.).
3. Supported API query languages (such as GraphQL, ESQL, etc.).
4. Methods for ensuring interoperability and system scalability.

2.3.7. Project Team & Key Personnel

The bidder shall propose a qualified project team capable of delivering the services described in this RFP.

The proposed team must include the following key roles:

	Role	Description	Required Experience	Mandatory Onsite Presence
Project Governance	Project Director	Responsible for the proper execution of the entire project throughout its duration. Oversees the progress of the work, is informed about any issues (technical or otherwise) that arise and resolves them. Submits progress reports and presents the status of the work. Manages risk and change (Risk	Minimum 15 years of experience in large digital transformation programs	YES

		Management & Change Management) in cooperation with the relevant functions of ELTA.		
	Project Manager	Deputy Project Director, responsible for ensuring the proper execution of the entire project throughout its duration. Monitors the progress of implementation, is informed of any issues (technical or otherwise) and resolves them. Submits progress reports and presents the status of the project activities.	Minimum 10 years of experience in comparable roles of complex, large-scale projects	YES
	Project Management Team	Supports the Project Director and Deputy Project Director, supervises the delivered quality of implementation in relation to the design of the enterprise applications' architecture, coordinates and oversees the execution of UATs and the Cut Over, and provides guidance on specialized technical and/or business matters that may arise during the design and implementation of the solution.	Minimum 5 years of experience	YES
Technical Delivery Team	Technical Lead	Responsible for steering the technical implementation of the solution throughout all phases of the project. Ensures alignment with the approved architecture, oversees technical design decisions, validates solution components, and coordinates the	Minimum 10 years of experience	YES

		work of engineers across application, integration, infrastructure, and DevOps streams. Acts as the primary technical escalation point for design or implementation issues and ensures that all deliverables adhere to ELTA's technology standards and quality criteria.		
	Solution Architect	Designs the end-to-end solution architecture in alignment with ELTA's enterprise architecture, security standards, and integration requirements. Defines application, data, integration, and infrastructure models. Ensures scalability, performance, interoperability, and adherence to cloud and API-first principles. Provides guidance to engineering teams, reviews technical deliverables, and ensures that design decisions support long-term maintainability and operational sustainability.	Minimum 10 years of experience	NO
	Software Engineers	Responsible for the design, development, configuration, and unit testing of application components in alignment with the approved architecture and functional specifications. Ensure code quality, security, performance, and adherence to best	Minimum 5 years of experience	NO

		practices. Collaborate with architects, business analysts, and DevOps engineers to deliver production-ready application modules and support defect resolution during SIT and UAT phases.		
	DevOps Engineers	Design, implement, and maintain CI/CD pipelines, automated deployment frameworks, and release processes. Ensure secure, consistent, and repeatable delivery of application components across environments. Oversee environment readiness, monitor pipeline performance, and collaborate with development and cloud teams to ensure efficient deployment, rollback, and versioning strategies. Support infrastructure automation and IaC practices.	Minimum 5 years of experience	NO
	Infrastructure Engineers	Responsible for provisioning, configuring, and maintaining the underlying infrastructure components supporting the solution, including compute, storage, networking, and cloud platform services. Ensure compliance with security, resilience, and performance requirements. Monitor infrastructure health, address environment	Minimum 5 years of experience	NO

		issues, and collaborate closely with Cloud Infrastructure Engineers and DevOps for environment readiness and operational continuity.		
Analysis & Design	Senior Business Analyst	Leads the analysis and design workstream, ensuring that business needs are accurately translated into functional and non-functional requirements. Facilitates workshops, validates business processes, oversees documentation quality, and ensures alignment between solution design and ELTA's operational model. Supports UAT planning, scenario design, and traceability of requirements throughout delivery. Acts as the primary advisor for domain-specific decisions.	Minimum 10 years of experience	YES
	Business Analysts	Conduct detailed requirements gathering, process analysis, and documentation of functional specifications. Support the Senior BA and interact with business stakeholders to validate requirements. Assist in preparing UAT scenarios, mapping requirements to design components, and ensuring that solution functionality meets business expectations. Collaborate with technical teams to clarify requirements	Minimum 5 years of experience	YES

		and resolve design gaps.		
Operations & Support	Level 3 Application Support Engineer (L3 Support – Applications)	Responsible for deep technical analysis and resolution of complex defects, escalations, and production incidents that cannot be resolved by L1 or L2 teams. Performs root-cause analysis, code-level investigation, configuration correction, and solution remediation. Works closely with developers and architects to deploy hotfixes, patches, and permanent fixes. Ensures adherence to SLAs for critical incidents and participates in post-incident reviews.	Minimum 5 years of experience	NO
	Level 3 Infrastructure & Cloud Support Engineer (L3 Support – Cloud/Infra)	Provides expert-level support for cloud platforms, infrastructure components, middleware, and system integrations. Handles escalated infrastructure failures, networking issues, performance degradation, security-related incidents, and environment-level faults. Collaborates with DevOps and Cloud teams to apply advanced diagnostics, execute recoveries, and recommend platform-level improvements.	Minimum 5 years of experience	NO
	Level 3 Integration Support Specialist	Resolves L3 integration failures. Handles API errors, message orchestration issues,	Minimum 5 years of experience	NO

		event-driven failures, partner interface disruptions, mapping mismatches, and integration performance issues.		
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Bidders shall submit:

1. CVs of proposed team members.
2. Description of relevant projects in which each team member has participated.
3. Declaration confirming availability of the proposed team.

Replacement of key personnel after contract award shall require prior approval from the Contracting Authority.

2.3.8. Quality, Security & Compliance Certifications

Bidders must demonstrate compliance with internationally recognized standards for quality and information security management.

The following two certifications constitute pass/fail mandatory requirements:

1. ISO 9001:2015 – Quality Management Systems
2. ISO 27001 – Information Security Management Systems

Equivalent or higher certifications may also be accepted.

If certification issuance process is in progress, bidders should provide an official declaration by the accredited certification body.

Certification documents issued by accredited certification bodies must be submitted.

Additionally, compliance with the following certifications or frameworks is also expected, but not considered a pass/fail requirement:

1. ISO 27701:2019 (Privacy Information Management),
2. ISO 22301:2019 (Business Continuity Management System)
3. GDPR
4. NIS2
5. SOC2

2.4. Evidence & Supporting Documentation

To demonstrate compliance with the eligibility and selection criteria, bidders shall provide supporting documentation including:

2.4.1. Professional Registration

Certificate of registration in the relevant commercial or professional registry.

2.4.2. Financial Capacity

Financial statements or extracts for the last three financial years.

Official declaration of turnover and P&L financial data, where financial statements are not legally required.

2.4.3. Technical & Professional Capacity

2.4.3.1. Project References

As per the following template table, bidders are required to provide references for previous comparable implementations, including the following information:

1. Client organization.
2. Project description, including the scope of services delivered and the supported operational scale (e.g., number of users, branches, transactions).
3. Project duration & Completion Date.
4. Contract value where permissible.
5. Contact details for reference verification.

For every project, bidders are required to submit a signed client reference. In cases where this is not feasible, bidders must provide a signed official declaration affirming the correctness of the submitted information and specifying the reason for the absence of a signed reference.

No	Client Organization	Project Description	Contract Value	Project Duration & Completion Date	Participation (%) of Vendor in the Project	Contact Details

2.4.3.2. Project Team

As per the following template table, bidders are required to provide details about each of the Project Team members, including their:

1. Name.
2. Role in the project.
3. Years of Experience.
4. Projects of relevant scope and complexity.

No	Name	Role	Years of Experience	Relevant Projects

Additionally, bidders **must** provide:

Detailed CVs of proposed team members, including a description of their technical and soft skills, as well as the projects they have participated in and the respective roles they held.

Official declarations signed by the bidder legal representative, confirming the accuracy of submitted information.

2.5. Consortium & Subcontracting

Bidders may participate:

1. Individually,
2. As a consortium or joint venture,
3. With declared subcontractors.

In such cases:

1. A lead entity must be designated.
2. All consortium members must comply with the eligibility and selection criteria.
3. Subcontractors must be declared at submission stage.
4. The Contractor shall remain fully responsible for the performance of the Contract.
5. Regardless of subcontracting or consortium structure, ELTA will have a single contractual counterparty.

2.6. Evaluation Methodology

The evaluation of proposals will be conducted in accordance with applicable procurement legislation and the principles of transparency, equal treatment, proportionality, and non-discrimination.

The contract will be awarded to the bidder whose proposal represents the **Most Economically Advantageous Tender (MEAT)** based on the best price–quality ratio.

2.6.1. Evaluation Stages & Rationale

The evaluation of proposals will be conducted in the following stages:

1. Technical Evaluation (Combined Stage)

The Technical Evaluation constitutes a **single, unified evaluation stage**, combining:

- Eligibility verification
- Selection criteria assessment
- Technical evaluation of the proposal

Evaluation consists of:

- Pass/Fail assessment ([Eligibility Criteria](#) & [Selection Criteria](#))
- Solution presentations & demonstrations by eligible Vendors
- Scored technical evaluation ([Technical Evaluation](#))

Only compliant bidders shall be scored. Bidders who fail to pass the Eligibility and Selection Criteria and/or do not achieve a score exceeding the baseline of 100 will be excluded from further consideration in the process.

2. Financial Evaluation of Proposals – Scored Evaluation

Bidders must submit their financial proposals by filling the templates specified in [Annex C](#). Each proposal must include a comprehensive and transparent breakdown of all costs. Costs not explicitly stated in the financial proposal will be deemed covered by the total price and will not incur additional charges. Bidders who do not provide all required information will be disqualified.

3. Final Ranking of Proposals

The final ranking of bidders' proposals will be determined based on the evaluation formula, analyzed in section ["Final Evaluation Formula"](#).

2.6.2. Technical Evaluation

2.6.2.1. Technical Evaluation Process

Bidders' technical proposals go through the following validation and assessment sequence:

1. Compliance with Mandatory Requirements

Bidders who fail to comply with all mandatory requirements are disqualified from the remaining process.

2. Commitment to Implement Optional Requirements

Bidders who fail to commit to provide optional requirements are disqualified from the remaining process.

3. Criteria-Based Evaluation

Qualified bidders who fulfil all mandatory requirements and commit to deliver all optional requirements, whenever requested to be delivered by ELTA, at any time during the contract duration, will proceed to further technical evaluation based on the following criteria. The technical score for each bidder is determined by summing the weighted scores across all individual criteria. Details regarding the scoring scale are outlined in the subsequent section. For each criterion, bidders must satisfy baseline requirements. **Bidders who fail to achieve a minimum score of 100 per criterion will be disqualified.**

Category	Criteria	Weight	RFP Section Reference
Functional Coverage & Business Fit (C1)	1. Understanding of ELTA's operational environment and transformation objectives 2. Fit of proposed solution within ELTA's environment and operational model 3. Fulfilment of Domain 1 and Domain 2 requirements with a configurable Out-of-the-Box solution 4. Onsite presentations of bidders' proposed solutions* 5. Quality and feasibility of proposed solution approach 6. Critical success factors resolution plan	35%	1.5 3.1 3.2 4.1 4.2
Integration & End-to-End Architecture (C2)	1. Native interoperability, workflow orchestration & data consistency between the two Domains 2. Full integration with ELTA and third-party systems and applications	20%	5.1.3 – 5.1.4
Technical Architecture & Non-Functional Requirements (C3)	1. Architecture robustness, scalability and security 2. Maintainability, monitoring and technical documentation 3. Experience with cloud-based deployments in regulated environments	10%	5.1.1 – 5.1.2 5.1.6 – 5.1.10 5.1.12 – 5.1.14
Implementation & Delivery Approach (C4)	1. Delivery methodology & governance model 2. Concrete milestones, deliverables & delivery plan 3. Project team qualifications & expertise 4. Data migration, transition & rollout approach 5. Risk & change management	15%	5.1.11 5.3 2.3.6
Relevant Experience (C5**)	1. Proven experience in design, implementation and delivery of similar projects for postal and/or courier operators (successful deployment & delivery of at least 1 project in the last 4 years)	15%	2.3.3 2.4.3
Support & Sustainability (C6)	1. Support model, SLAs & long-term maintainability	5%	5.1.12 5.1.13 5.4
Total Technical Score		100%	

* Vendor presentations and demonstrations of the proposed solutions will be evaluated based on the bidders' **solution fit**, **understanding of requirements**, approach to **addressing key challenges**, **relevant experience**, application of **best practices**, and supporting **case studies**.

** Scoring for all evaluation criteria will be based on a **qualitative assessment of each bidder's proposed solution as per each criterion definition**. Additionally, bidders' assessment on evaluation criterion **C5** will also take into account the quantity and quality of relevant experience. Bidders who have implemented and delivered the proposed solution to one (1) postal / courier operator will receive a score of 100. Bidders who have completed projects for more than one postal and/or courier operator

will be awarded 10 points per project, up to a maximum of 150 points for six or more operators. **Bidders who have not implemented and delivered the offered solution to at least one postal or courier operator will not be considered.**

2.6.2.2. Technical Scoring

Technical proposals will be evaluated according to the following scoring scale.

Score	Description
0	No response or completely non-compliant (Disqualified)
50	Poor – major deficiencies (Disqualified)
75	Fair – partially meets requirements (Disqualified)
100	Acceptable – meets minimum requirements (Qualified)
125	Good – exceeds requirements in several areas (Qualified)
150	Excellent – fully meets and significantly exceeds requirements (Qualified)

2.6.3. Financial Evaluation

Financial proposals will be evaluated based on:

1. **Mandatory Requirements One-Off Implementation Cost**, equal to the lump sum of one-off implementation costs of mandatory requirements, **taking into account the [Budget Cap](#) and [Payment Structure](#) constraints**. Bidders are not expected to provide individual cost per mandatory requirement.
2. **Annual Mandatory Requirements Recurring Costs**, taking into account the [Budget Cap](#) and [Payment Structure](#) constraints.
3. **Total Cost of Ownership (TCO)**, equal to the sum of the one-off implementation cost plus the annual recurring cost for years 3 to year 7 post Go-Live and post 2-year performance guarantee period. TCO will be calculated only for mandatory requirements, based on table C1 provided in [Annex C – Financial Proposal Templates](#).
4. **Blended Man-Day Rate**, calculated based on table C4 provided in [Annex C – Financial Proposal Templates](#)
5. Weighting:
 - a. **90%** Total Cost of Ownership
 - b. **10%** Blended Man-Day Rate

Optional requirements one-off implementation cost and annual recurring costs will not be considered in the financial evaluation.

2.6.4. Final Evaluation Formula

The final ranking of proposals will be determined based on the following formula:

$$\Lambda_i = 60 \times (B_i / B_{max}) + 40 \times [0.9 \times (K1_{min} / K1_i) + 0.1 \times (K2_{min} / K2_i)]$$

where:

B_i = Technical score of bidder i

B_{max} = Highest technical score

K1 = TCO of bidder i

K1_{min} = Lowest TCO

K2 = Blended man-day rate

K2_{min} = Lowest blended man-day rate

The bidder with the **highest final score** will be ranked first.

2.7. Treatment of Optional Requirements

Optional requirements are not subject to technical scoring.

However, bidders **must**:

1. Provide a detailed cost breakdown **per optional requirement**
2. Clearly distinguish between:
 - One-time implementation costs
 - Recurring operational costs

Bidders failing to provide the detailed cost breakdown will be **disqualified**.

2.7.1. Financial Constraints on Optional Requirements

The total cost of optional requirements shall be subject to the following constraints:

1. Total one-time cost of optional requirements ≤ X% of total one-off costs
2. Total recurring cost of optional requirements ≤ X% of total recurring costs

Bidders exceeding these thresholds shall be rejected.

2.8. Compliance Matrices

Bidders shall complete all required compliance tables comprised in the Annexes, including:

1. Functional Compliance Matrix.
2. Technical Compliance Matrix.
3. Security & Regulatory Compliance Matrix.
4. User Management & Access Compliance Matrix.
5. Commercial Pricing Tables.

Failure to properly complete mandatory compliance tables shall result in rejection.

2.9. Compliance Declarations

Bidders shall submit signed declarations confirming:

1. Acceptance of the RFP terms and conditions.
2. Accuracy and completeness of submitted information.
3. Compliance with data protection legislation.
4. Compliance with cybersecurity obligations.
5. Absence of conflicts of interest.
6. Compliance with anti-corruption and ethical standards.

False declarations may result in exclusion and/or contract termination.

2.10. Clarifications During Evaluation

During the evaluation process, the Contracting Authority may request clarifications from bidders regarding their proposals.

Clarifications may be requested in relation to:

1. Minor formal deficiencies in the submitted documentation.
2. Ambiguities or inconsistencies in the proposal.
3. Calculation errors in financial tables.

Such clarifications shall:

1. Be requested in writing by the Contracting Authority.
2. Be provided within the timeframe specified in the clarification request.

Clarifications shall not:

1. Lead to modification of the substance of the proposal.
2. Introduce new elements that were not part of the original submission.
3. Alter the competitive position of the bidder.

Failure to provide satisfactory clarifications within the specified timeframe may result in rejection of the proposal.

2.11. Abnormally Low or High Tenders

If a financial offer appears abnormally low or unusually high in relation to the services to be provided, the Contracting Authority may request written explanations from the bidder.

Such explanations may relate to:

1. The economics of the proposed solution.
2. Technical solutions adopted.
3. Exceptional conditions available to the bidder.
4. Compliance with applicable labour, environmental, and social legislation.

The Contracting Authority reserves the right to reject a proposal where the explanations provided are not considered satisfactory.

2.12. Tie-Breaking Rules

In the event of two or more proposals obtaining identical final scores, the following rules shall apply:

1. The proposal with the higher Technical Score shall be ranked higher.
2. If the proposals remain tied, the proposal with the higher score in each of the Criteria C1 to C6 will be ranked higher (scoring the proposal for each criterion at a time until the achievement of the final highest score).

2.13. Provisional Award Decision

Following completion of the evaluation process, the Evaluation Committee shall prepare an evaluation report including:

1. The results of Technical Evaluation (Combined Stage).
2. The financial evaluation results.
3. The final ranking of proposals.

~~Based on the recommendation of the Evaluation Committee, the Contracting Authority will issue a provisional award decision identifying the bidder ranked first.~~

2.14. Verification of Supporting Documentation

Prior to contract award, the bidder ranked first may be requested to submit additional supporting documentation confirming compliance with the eligibility and selection criteria.

Such documentation may include:

1. Certificates confirming the absence of exclusion grounds.
2. Updated financial documentation.
3. Certificates relating to professional registration.
4. Valid quality and security certifications.

Failure to provide the required documentation within the specified timeframe may result in exclusion and award of the contract to the next ranked bidder.

2.15. Negotiation Round & Contract Award

Upon successful completion of the evaluation process, the Contracting Authority shall initiate negotiations with the qualified bidders, in accordance with ELTA's internal procurement regulation, until the final contractor is selected, applying the same evaluation criteria throughout the negotiation process.

The awarded contractor will then be invited to proceed with the contracting process, in accordance with the contract framework described in Section ["Contractual Terms"](#) of this RFP.

2.16. Right to Cancel or Modify the Procedure

The Contracting Authority reserves the right, at its sole discretion and in accordance with applicable procurement legislation, to:

1. Cancel the procurement procedure.
 2. Amend the terms of the RFP.
-

3. Extend submission deadlines.
4. Reject all proposals.

Such actions shall not give rise to any claim for compensation by participating bidders.

3. Domain 1: Postal & Courier Counter / Retail Operations

3.1. Scope of Work (SoW)

The scope under Operational Domain 1 includes, but is not limited to:

1. Postal & Courier Counter & Agency Operations

- a. Support for parcel and mail induction by walk-in customers or known customers with contracts and/or special commercial agreements.
- b. Transaction management across owned branches, partner agencies, franchise locations, PUODs and or Shop-in-Shop counters.
- c. Label generation, weight/size capture, receipt issuance, and payment handling.
- d. Regulatory workflows (e.g., ID validation, customs documentation, integration with the national tax authority for issuing receipts and/or customer invoices).

2. Postal-Specific Retail Operations

- a. Postal goods and services sales
- b. Bulk mail handling and management
- c. Stock / inventory management
- d. Cash management (inflows / outflows)
- e. PO Box management
- f. Franking machines management

3. Product & Pricing Management

- a. Centralized product catalog management.
- b. Tariff configuration and updates.
- c. Campaign and service configuration capabilities.
- d. Special pricing and credit terms.
- e. VAT configuration based on service/product type, customer/contract type, etc. in compliance with taxation legal requirements.

4. Integration with Downstream Operations

- a. Real-time data exchange with hubs, sorting centers, and delivery systems.
- b. Event creation for tracking and operational continuity.

5. Retail Network Management

- a. Configuration of distributed retail environments.
- b. User role management and access control.
- c. Sales and Operations Performance monitoring and reporting.

6. Migration from Legacy Retail Systems & Full-Scale Roll Out

- a. Data extraction, transformation, validation, and reconciliation.

- b. Cutover planning and transition support.
- c. Roll out of the offered solution to all national owned and partner stores and counters.

7. Reporting

- a. Transactional reporting of daily operations at counter/branch/regional/corporate levels.
- b. Sales performance management reporting at counter, branch, regional or corporate level.
- c. Operations performance management reporting at counter, branch, regional or corporate level.

8. Agents/Franchisees Commissions calculation

- a. Calculation of agents' commissions and/or counter clerk incentives, based on a pre-defined model with store's/counter's sales and operations performance metrics.

3.1.1. Baseline Requirements

The Contractor shall ensure:

1. Compliance with all mandatory requirements as documented in detail in the relevant compliance matrices of [Annex A](#).
2. API-first integration capabilities.
3. Interoperability/integration with ELTA's systems, including ERP, CRM, POS, finance systems, AML, tax authorities, customs clearance systems, cross-border commerce systems and digital channels.
4. Interoperability/Integration with third-party carriers' systems.
5. Seamless interoperability between operational domains.
6. Compliance with security, data protection, and regulatory requirements.
7. Architecture allowing always-on, high availability, disaster recovery, and resilience capabilities.
8. Comprehensive documentation and knowledge transfer.

3.1.2. Optional Requirements

Optional requirements outlined in the compliance matrices of [Annex A](#) refer to features and functionalities that **are not mandatory but must be provided by Contractors upon formal request**, either during the implementation phase or at a later stage. Bidders should indicate their level of compliance for each optional requirement, specifying whether they can deliver them natively (out of the box), through configuration or minor customization, via extensive customization, integration with third-party applications, or through entirely new development.

3.1.3. Implementation & Transition Services

The Contractor shall provide:

1. Detailed implementation planning.
 2. Configuration and customization where necessary.
 3. Integration development and testing.
-

4. Data migration and validation.
5. UAT bug fixing, process changes and/or fine-tunings/adjustments.
6. User training and change management support.
7. Rollout and parallel operations planning and support.
8. Go-live assistance and hypercare period.
9. Post-implementation support services.

3.1.4. Out-of-Scope

Unless explicitly stated otherwise in the proposal, the following activities are out of scope:

1. Replacement of unrelated enterprise systems.
2. Physical infrastructure upgrades at branches or depots.
3. Hardware procurement (unless specifically included).

3.1.5. Deliverables

The Contractor shall deliver, at minimum:

1. Configured and operational software platform on a turn-key basis, including application licenses, support & maintenance, as well as infrastructure and system software licenses.
2. Integration components and APIs.
3. Data migration artifacts and validation reports.
4. Rollout and cutover plans and completion reports.
5. Training materials and operational documentation.
6. On-site training sessions for end-users and IT administrators.
7. UAT testing plans and scenarios with detailed issue logs.
8. Security and compliance documentation.
9. Go-live and acceptance documentation.

3.2. Functional Requirements

3.2.1. General Principles

General functional principles constitute the overarching framework within which the proposed solution shall support ELTA's retail and operational activities across its nationwide service environment. The proposed solution shall therefore provide a comprehensive and coherent set of functional capabilities that can sustain the execution of core postal and courier processes in a manner consistent with ELTA's operational scale, service complexity, and business transformation objectives.

In particular, the functional model must support end-to-end operational continuity across the relevant business domains, while ensuring that the solution remains configurable, usable, and appropriate for a large and distributed operational network. The proposed approach should demonstrate the ability to accommodate ELTA's evolving service requirements, support multilingual use (at minimum Greek & English), enforce role-based access and segregation of duties, and minimize dependency on excessive customization to preserve maintainability and long-term sustainability. Bidders are also expected to

demonstrate that the functional capabilities of the solution are sufficiently mature and adaptable to support both current operational needs and future business evolution.

All postal/courier counters/stores transactions configured in the offered solution, **must also be made available in postmen/couriers' mobile PDAs and Smart Phone devices**, so that all transactions and services can be offered by postmen/couriers at the end customers/recipients' locations.

Through these general principles, bidders shall demonstrate that the proposed solution can provide ELTA with a functionally robust, scalable, and business-aligned platform capable of supporting day-to-day operations across retail, logistics, and service-related processes. The information provided should enable ELTA to assess whether the proposed functional model establishes a sound and sustainable foundation for the more specific operational capabilities described in the subsections that follow.

The functional requirements described herein establish the minimum expected capabilities. Detailed requirement specifications are provided in **ANNEX A – Detailed Requirements**, which shall be completed by bidders through the prescribed compliance matrix.

All functional requirements shall:

1. Support ELTA's nationwide operational scale.
2. Enable end-to-end process continuity from induction to final delivery.
3. Be configurable without excessive customization.
4. Support multilingual environments (at minimum Greek and English).
5. Allow role-based access and segregation of duties.
6. Provide advanced reporting and analytics capability.
7. Allow scalability and flexibility to easily adapt to continuously changing customers' and business demands.

3.2.2. Postal & Courier Retail Counter Operations

Postal and courier retail counter operations constitute a core operational domain of the proposed solution, as they directly support ELTA's day-to-day service delivery across its nationwide network of branches, agencies, and other authorized service points. The proposed solution shall therefore provide a comprehensive and integrated set of functional capabilities enabling ELTA to manage front-office retail operations in a consistent, efficient, and operationally controlled manner across a wide range of postal, courier, payment, and customer service activities.

In particular, the solution must support the full lifecycle of retail counter operations, from start-of-day controls, shift management, user supervision, and transaction handling through to shipment acceptance, product and service selection, labelling, documentation, payment processing, tracking-related actions, and the execution of supporting retail and postal services. The proposed functional model should also accommodate a broad range of operational scenarios, including different shipment types, incomplete or partially available shipment data, customs-related handling, PUDO services, PO Box operations, franking, specialized handling needs, and omnichannel interaction models spanning walk-in, known, contractual, and digitally enabled customer journeys. Bidders are also expected to demonstrate that the solution can support the related master data, barcode, cash, inventory, notification, customer, and device-related processes required for a modern and scalable retail operations environment.

Through this retail counter operations model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned front-office platform capable of supporting complex and high-volume retail service execution across both postal and courier contexts. The

information provided should enable ELTA to assess whether the proposed functional capabilities are sufficiently broad, mature, and operationally integrated to sustain efficient counter operations, strengthen service consistency, and support ELTA's broader transformation toward a modern omnichannel retail and customer service environment.

The solution shall provide:

- A. Daily Counter Operations
 - 1) Start-of-Day and End-of-Day Controls
 - 2) Shift Start and Shift Closure Controls
 - 3) Role-based Access and Supervisor Overrides
 - 4) Transaction Search, Lookup, and Retention
- B. Shipment Acceptance
 - 1) Product & Service Selection
 - 2) Weight & Dimension Capture
 - 3) Multi-item Type Intake
- C. Labelling & Documentation
 - 1) Label Generation & Shipment Data Capture
 - 2) OCR Support for Handwritten Labels
 - 3) Electronic Stamp Support
 - 4) Batch Shipment Input from Customer Files
 - 5) Semi-Tracked Mail
 - 6) Items with Partial or Missing Shipment Data
 - 7) Customs Declarations Processing
- D. Retail Services (Postal Product Sales)
- E. Payment Processing & Receipt Issuance
 - 1) Integration with payment systems (cash, POS, digital payments)
 - 2) Support for prepaid, postpaid, and contractual billing models
 - 3) Transaction reconciliation and reporting
 - 4) Cashier payments via bank transfer
- F. Tracking & Tracing
 - 1) Acceptance Scanning
- G. Documentation Services
 - 1) Item Processing
- H. Pickup & Drop-off (PUDO)
- I. PO Box Services
- J. Franking Machines
- K. Specialized Handling
 - 1) Delivery Options Configuration
- L. Regulatory/Compliance Workflows
 - 1) ID Verification
 - 2) Restricted Goods Checks
 - 3) Audit Logging
 - 4) AML Integration
 - 5) Integration with national tax authority

- M. Offline / Low-Connectivity Operation
- N. Pre-built Postal / Courier Products & Workflows
- O. Additional Optional Features
 - 1) Address Validation, Standardization & Geocoding

3.2.3. Barcode Generation & Management

Barcode generation and management constitute a critical operational capability of the proposed solution, as they support the unique identification, traceability, and controlled processing of postal and courier items throughout ELTA's retail and downstream operational environment. The proposed solution shall therefore provide structured and reliable functionality for the creation, assignment, validation, printing, and management of barcodes in a manner consistent with ELTA's service model, operational controls, and traceability requirements.

In particular, the solution must support the generation and handling of barcodes across the relevant shipment, transaction, and service scenarios associated with retail counter operations, while ensuring uniqueness, consistency, and compatibility with the broader operational lifecycle of postal and courier items. The proposed approach should enable ELTA to manage barcode-related processes in a way that supports accurate shipment registration, controlled label production, integration with tracking and downstream logistics workflows, and the reliable association of barcode identifiers with the relevant shipment, customer, and service data. Bidders are also expected to demonstrate that barcode management capabilities can be sustained across different operational conditions, service types, and device contexts without compromising usability, data integrity, or process continuity.

Through this barcode generation and management model, bidders shall demonstrate that the proposed solution can provide ELTA with a dependable and scalable identification framework supporting efficient retail operations and end-to-end operational traceability. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently robust to support consistent barcode handling, reduce operational errors, and maintain reliable linkage between retail transaction processing and the wider postal and courier execution environment.

The solution shall provide:

1. Internal Barcode Generation
2. External Barcode Range Management
3. Barcode Validation & Conflict Prevention
4. Barcode Audit & Traceability
5. Support for Barcode Standards & Formats
6. Barcode Recognition, Manual Entry & Exception Handling
7. Bulk Scanning for Mass Deliveries & Collections
8. End-to-end Handling of Third-Party Carrier Barcodes

3.2.4. Standalone Retail Solution

A standalone retail solution constitutes an important architectural and operational requirement of the proposed platform, as ELTA must ensure that retail counter operations can be sustained in a reliable and controlled manner even where broader ecosystem dependencies are constrained, or progressively transformed over time. The proposed solution shall therefore provide the necessary functional

autonomy required to support core retail and counter activities as a self-sufficient operational domain, while still allowing integration with ELTA's wider technology landscape where applicable.

In particular, the solution must demonstrate that essential retail processes can be executed, managed, and controlled without undue dependency on tightly coupled external components for day-to-day operational continuity. The proposed approach should enable ELTA to operate retail services through a platform that maintains its own functional coherence, business logic, and operational integrity, while remaining capable of exchanging data and interoperating with other enterprise and downstream systems in a structured manner. Bidders are also expected to demonstrate that the standalone nature of the retail solution does not limit future extensibility, interoperability, or the ability to support phased transformation and coexistence scenarios within ELTA's broader modernization roadmap.

Through this standalone retail solution model, bidders shall demonstrate that the proposed solution can provide ELTA with a resilient and operationally independent retail platform capable of sustaining business-critical counter activities under a variety of implementation and operating conditions. The information provided should enable ELTA to assess whether the proposed solution offers the right balance between functional autonomy, enterprise integration readiness, and long-term architectural sustainability across ELTA's retail operating environment.

The solution shall provide:

1. Product & Service Master Data Management
2. Customer Master Data Management
3. Pricing & Discount Policy Management
4. Customer Contract Management
5. Walk-in Customer Handling
6. Known Customer Handling
7. Retail Operations Support & Customer Interaction
8. Stock & Inventory Management
9. POS Hardware Integration

3.2.5. Cash Management

Cash management constitutes a critical operational capability of the proposed retail solution, as it directly supports the controlled handling of monetary transactions across ELTA's branch and counter network. The proposed solution shall therefore provide structured functionality enabling ELTA to manage cash-related activities in a secure, transparent, and operationally consistent manner, while supporting the day-to-day realities of retail counter execution and financial control.

In particular, the solution must support the recording, monitoring, and reconciliation of cash-related operations associated with retail transactions, cashier activities, and branch-level operational controls. The proposed approach should enable ELTA to maintain clear visibility over cash balances, movements, and related events throughout the operational day, while also supporting appropriate controls for opening, closing, balancing, discrepancy handling, and supervisory oversight where required. Bidders are also expected to demonstrate that the cash management capabilities of the solution can support both operational efficiency and financial discipline across a distributed retail environment with multiple users, service points, and transaction types.

Through this cash management model, bidders shall demonstrate that the proposed solution can provide ELTA with a reliable and governance-oriented framework for managing cash operations across its retail network. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently robust to support secure transaction execution, effective branch-level

financial control, and sustained operational accountability within the broader retail service environment.

The solution shall provide:

1. Cash Intake Transactions
2. Cash Disbursement Transactions
3. Internal Cash Transfers
4. Cash Threshold and Approval Controls
5. Cash Counting and Reconciliation
6. Cash Discrepancy Approval and Reasons
7. Cash Reports and Extracts
8. ERP Cash Transfer Integration
9. Offline Cash Handling Reconciliation
10. ATM Container Balance Recording

3.2.6. PUDO & Locker Management

PUDO and locker management constitute an important functional domain of the proposed retail solution, as they extend ELTA's service model beyond traditional counter-based interactions and support more flexible, customer-oriented collection and drop-off channels. The proposed solution shall therefore provide structured capabilities enabling ELTA to manage parcel handover, collection, redirection, and related operational processes across PUDO points, locker networks, and other alternative service locations in a controlled and operationally consistent manner. PUDOs and lockers may be self-operated or managed by third-party partners. For third-party operations, it is essential that the solution is integrated with the providers' systems to guarantee full transparency throughout the entire end-to-end process.

In particular, the solution must support the operational handling of items routed through PUDO and locker channels, including the coordination of customer-facing interactions, item status control, validation steps, and the relationship between retail service points and alternative collection infrastructures. The proposed approach should enable ELTA to support omnichannel service journeys in which items may be deposited, redirected, collected, or managed through different access models, while maintaining traceability, business rule enforcement, and consistency with the broader retail and downstream logistics processes. Bidders are also expected to demonstrate that the solution can accommodate the operational, customer service, and control requirements associated with these alternative fulfillment channels as part of ELTA's evolving service ecosystem.

Through this PUDO and locker management model, bidders shall demonstrate that the proposed solution can provide ELTA with a scalable and business-aligned framework for supporting modern collection and drop-off services across its wider operational network. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature and integrated to support flexible customer service models, maintain operational control, and strengthen ELTA's omnichannel retail and parcel service offering.

The solution shall provide:

1. PUDO & Parcel Locker Management
2. Locker Availability Tracking
3. Locker Capacity Status Monitoring
4. Real-time Locker Status Updates

3.2.7. Notification & Communication Management

Notification and communication management constitute an important functional domain of the proposed retail solution, as they support timely, consistent, and business-relevant communication with customers and other operational stakeholders throughout the retail service lifecycle. The proposed solution shall therefore provide structured capabilities enabling ELTA to manage service-related notifications and communications in a controlled, configurable, and operationally coherent manner across a variety of transaction and customer interaction scenarios.

In particular, the solution must support the generation, triggering, and management of communications associated with retail, postal, courier, and customer service activities, ensuring that relevant messages can be issued and associated with relevant statuses at the appropriate point in the operational process and through the appropriate communication channel where required. The proposed approach should enable ELTA to manage notifications linked to shipment handling, customer actions, service events, status changes, exceptions, or other operational conditions, while preserving consistency with business rules, customer data, and the wider transactional context. Bidders are also expected to demonstrate that the communication model can support both operational effectiveness and customer experience objectives, while remaining manageable, auditable, and adaptable to future service evolution.

Through this notification and communication management model, bidders shall demonstrate that the proposed solution can provide ELTA with a reliable and scalable framework for supporting customer and operational communications across its retail service environment. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently integrated, flexible, and business-aligned to support timely information exchange, strengthen service transparency, and improve the overall effectiveness of ELTA's retail and customer interaction processes.

The solution shall provide:

1. Internal Notification Management and Configuration Capabilities
2. Customer Notification & Communication Management

3.2.8. Digital Customer Experience

Digital customer experience constitutes an increasingly important functional domain of the proposed retail solution, as ELTA's service model is expected to support more seamless, responsive, and customer-centric interactions across both physical and digital channels. The proposed solution shall therefore provide capabilities that enable retail operations to participate effectively in a broader omnichannel customer journey, supporting continuity between customer-facing digital interactions and in-branch or operational service execution.

In particular, the solution must support customer experience scenarios in which digital channels, pre-service actions, customer-provided information, and retail counter interactions are connected in a coherent and operationally effective manner. The proposed approach should enable ELTA to reduce friction in customer journeys, improve service convenience, and support digitally enabled interactions that complement and enhance the traditional retail service model. Bidders are also expected to demonstrate that the proposed functional model can support customer experience improvement not only through transactional capability, but also through better continuity, transparency, and usability across the relevant service touchpoints.

Through this digital customer experience model, bidders shall demonstrate that the proposed solution can provide ELTA with a more modern, integrated, and customer-oriented retail service environment aligned with evolving user expectations and service delivery models. The information provided should

enable ELTA to assess whether the proposed capabilities are sufficiently mature and adaptable to support omnichannel engagement, improve customer convenience, and strengthen ELTA's broader digital transformation objectives across its retail operations.

The solution shall provide:

1. E-commerce Platform Integration & Standard Plugins
2. Customer Portals (B2B, B2C) & (Optionally) Developer Portal
3. E-Shop for postal/courier products and/or services, such as philately products, etc.

3.2.9. Channel Separation & Omnichannel Support

Channel separation and omnichannel support constitute a critical functional requirement of the proposed retail solution, as ELTA must be able to serve customers and manage operations consistently across multiple service channels while preserving the distinct characteristics, rules, and controls applicable to each one. The proposed solution shall therefore support a structured channel model that enables ELTA to differentiate between retail, digital, partner, and other service channels where required, while also ensuring coherent interaction and continuity across them as part of an integrated service ecosystem.

In particular, the solution must support the controlled management of channel-specific processes, business rules, access points, and customer interaction models, so that ELTA can maintain operational clarity and service discipline without fragmenting the overall customer and operational journey. The proposed approach should enable the organization to distinguish between channels for purposes such as process handling, transaction logic, customer engagement, and service fulfillment, while also supporting the seamless transfer, reuse, and synchronization of relevant information across channels where an omnichannel service experience is required. Bidders are also expected to demonstrate that the solution can sustain both channel autonomy and cross-channel continuity in a way that supports ELTA's broader operational and customer experience objectives.

Through this channel separation and omnichannel support model, bidders shall demonstrate that the proposed solution can provide ELTA with a flexible and business-aligned framework for managing service delivery across a diverse and evolving set of customer interaction channels. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently robust to support differentiated channel operation, preserve service consistency, and strengthen ELTA's transition toward a modern omnichannel retail and customer service environment.

The solution shall provide:

- A. API-Based Service Exposure
- B. Channel Independence
- C. Consistent Business Logic Across Channels
- D. Support for Future Digital Channels
- E. Cross-Domain Service Reuse
- F. Omnichannel Service Support ensuring that all services and transactions provided at service counters are equally accessible through postmen's mobile devices or PDAs
- G. B2B Services Access Channels
 - 1) B2B Services via Customer Portal
 - 2) B2B Services via Web Service Integration

3) B2B Services via Windows Client and or Web-based Application

3.2.10. Network & Agency Management

Network and agency management constitute a critical functional domain of the proposed retail solution, as ELTA operates through a broad and distributed service network that includes branches, partner agencies, franchise-type arrangements, PUDOs, Shop-In-Shops and other authorized points of service delivery. The proposed solution shall therefore provide structured capabilities enabling ELTA to manage this network in a controlled, consistent, and operationally scalable manner, while supporting the specific governance, configuration, and oversight needs associated with different types of service locations and partner-operated environments.

In particular, the solution must support the administration, configuration, and operational supervision of network entities and agency structures, ensuring that service points can be managed according to their role, operating model, permissions, and business responsibilities within ELTA's broader retail ecosystem. The proposed approach should enable ELTA to differentiate between network participants, apply location- or agency-specific controls where required, and maintain visibility over how operational capabilities, user access, service offerings, and performance characteristics are distributed across the network. Bidders are also expected to demonstrate that the solution can sustain effective governance of this distributed operating model without compromising consistency, maintainability, or operational control.

Through this network and agency management model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned framework for administering and governing its nationwide retail service network. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature and scalable to support network-wide consistency, effective partner and agency oversight, and the long-term operational management of a complex multi-location retail environment.

The solution shall provide:

1. Configuration of retail locations and partner agencies.
2. Oversight and management of partner agencies at ELTA's designated stores.
3. Monitoring of retail performance and transaction volumes and values (revenues).
4. Performance-based commissioning and incentive management.

3.2.11. Reporting & Analytics

Reporting and analytics constitute a key functional domain of the proposed retail solution, as they enable ELTA to monitor operational activity, assess business performance, and support informed decision-making across its nationwide retail network. The proposed solution shall therefore provide structured reporting and analytical capabilities that support both day-to-day operational oversight and broader management, control, and performance evaluation needs.

In particular, the solution must support the generation and use of operational reports, dashboards, analytical views, and data outputs that reflect the activities, volumes, trends, and outcomes associated with ELTA's retail, postal, and courier service environment. The proposed approach should enable ELTA to access timely, role-appropriate, and decision-useful information for monitoring transaction activity, service performance, branch or agency operations, and other relevant business indicators, while also supporting historical analysis and broader business intelligence use cases where required. Bidders are also expected to demonstrate that the reporting and analytics model is sufficiently flexible, scalable,

and consistent to support different stakeholder needs without compromising data integrity or operational usability.

Through this reporting and analytics model, bidders shall demonstrate that the proposed solution can provide ELTA with meaningful operational insight and a reliable basis for performance monitoring and management control. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature and business-aligned to support ongoing operational visibility, evidence-based decision-making, and long-term analytical value across ELTA's retail and service operations.

The solution shall provide:

- A. Standard operational reports
- B. Sales performance reporting and analytics
- C. Operational performance reporting and analytics
- D. Historical data analysis and performance benchmarking
- E. Mandatory daily operational reports
- F. Report configuration and customization
- G. Data Export and Integration
 - 1) Generation of report files in common formats (e.g., CSV, Excel, PDF)
 - 2) Data export for integration with ELTA's enterprise analytics platforms
 - a) API access to reporting data where applicable
 - 3) Reporting Granularity and Aggregation
 - a) Counter level
 - b) Branch level
 - c) Regional or geographic area level
 - d) Organization-wide (corporate) level
- H. Access Control and Security
- I. Procedures and solution for ensuring customer access to performance reports related to their accounts

3.2.12. Configuration & Extensibility

Configuration and extensibility constitute a critical functional requirement of the proposed retail solution, as ELTA requires a platform that can adapt to evolving business needs, service models, and operational structures without excessive dependency on custom development or disruptive redesign. The proposed solution shall therefore provide a flexible and controllable configuration model, together with extensibility capabilities that support the sustainable evolution of the platform over time.

In particular, the solution must support the configuration of functional behaviors, workflows, parameters, and service-related rules in a manner that enables ELTA to accommodate operational change while preserving solution integrity and maintainability. The proposed approach should allow the organization to introduce adjustments, refinements, and future service expansions in a controlled way, without creating unnecessary complexity or undermining upgradeability and long-term supportability. Bidders are also expected to demonstrate that the platform can evolve in line with ELTA's future business and technology requirements, while maintaining clear separation between standard product capabilities, configurable elements, and any additional extensibility mechanisms that may be required.

Through this configuration and extensibility model, bidders shall demonstrate that the proposed solution can provide ELTA with a sustainable and future-ready functional platform capable of adapting to business change without compromising operational stability or long-term maintainability. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently robust and flexible to support ongoing service evolution, controlled functional adaptation, and the long-term modernization objectives of ELTA's retail operating environment.

The solution must:

1. Allow configuration of workflows without core code modification.
2. Support version upgrades without disruption.
3. Provide clear documentation of configurable parameters.

Enable future service expansion in terms of products, volumes and transactions without major architectural redesign.

4. Domain 2: End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile)

4.1. Scope of Work (SoW)

The scope under Operational Domain 2 includes, but is not limited to:

1. First-Mile Operations

- a. Pickup scheduling and dispatching.
- b. Partner or contractual customer collections.
- c. Integration with induction points.

2. Middle-Mile & Hub Operations

- a. Sorting and hubs workflows and depot operations.
- b. Cross-docking and routing between hubs.
- c. Containerization and transfer management.

3. Last-Mile Delivery

- a. Route planning and optimization.
- b. Delivery options selected by the recipient (e.g. PUDO point, store, locker, home, etc.).
- c. Scheduled deliveries and rerouting capability.
- d. Handling deliveries to 3rd parties (application white label).
- e. Driver task assignment and mobile execution.
- f. Real-time tracking and proof-of-delivery.
- g. Exception and failed delivery handling.
- h. Cash on Delivery (CoD) with various payment methods (e.g. card, cash, etc.).
- i. Recipients identification through physical documents and/or OTP.

4. Control Tower & Operational Visibility

- a. End-to-end shipment visibility.
- b. Unified tracking across internal and partner networks.
- c. Operational dashboards and performance analytics (both internal and customer-related).
- d. Volumes and Resources tracking

5. Multi-Carrier & Partner Enablement

- a. Integration with subcontracted carriers and last-mile agents.
- b. SLA monitoring and performance measurement.
- c. Event normalization and tracking harmonization.

6. Migration from Existing Delivery Systems

- a. Controlled transition from legacy platforms.
- b. Business continuity during migration.
- c. Parallel operations if necessary during transition.

4.1.1. Baseline Requirements

The Bidder shall ensure:

1. Compliance with all mandatory requirements as documented in detail in the relevant compliance matrices of [Annex A](#).
2. API-first integration capabilities.
3. Interoperability/integration with ELTA's systems, including ERP, Customs Clearance systems, IPS, CDS, UPU, POS, finance systems, AML, tax authorities, automation equipment (such as sorting machines, robots, DWT machines, etc.), and digital channels.
4. Interoperability/Integration with third-party carriers' systems.
5. Seamless interoperability between operational domains .
6. Compliance with security, data protection, and regulatory requirements.
7. Hosting within the European Union.
8. High availability, disaster recovery, and resilience capabilities.
9. Comprehensive documentation and knowledge transfer.

4.1.2. Implementation & Transition Services

The Contractor shall provide:

1. Detailed implementation planning with concrete intermediate milestones and deliveries.
2. Configuration and customization where necessary.
3. Integration development and testing.
4. Data migration and validation.
5. User training and change management support.
6. Rollout and parallel operations planning and support.
7. Go-live assistance and post go-live hyper care period.
8. Post-implementation support services.

4.1.3. Optional Requirements

Optional requirements outlined in the compliance matrices of [Annex A](#) refer to features and functionalities that **are not mandatory but must be provided by Contractors upon formal request**, either during the implementation phase or at a later stage. Bidders should indicate their level of compliance for each optional requirement, specifying whether they can deliver them natively (out of the box), through configuration or minor customization, via extensive customization, integration with third-party applications, or through entirely new development.

4.1.4. Out-of-Scope

Unless explicitly stated otherwise in the proposal, the following activities are out of scope:

1. Replacement of unrelated enterprise systems.
2. Physical infrastructure upgrades at branches or depots.
3. Hardware procurement (unless specifically included).

4.1.5. Deliverables

The Contractor shall deliver, at minimum:

1. Configured and operational software platform, including application licenses, support & maintenance, as well as infrastructure and system software licenses.
2. Comprehensive documentation covering both business and technical aspects of the solution.
3. Integration components and APIs.
4. Data migration artifacts and validation reports.
5. Rollout and cutover plans and completion reports.
6. Users and systems technical and administration Training, training materials and operational documentation.
7. Security and compliance documentation.
8. Go-live and acceptance documentation.

4.2. Functional Requirements

4.2.1. General Principles

General functional principles constitute the overarching framework within which the proposed solution shall support ELTA's delivery, tracking, control tower, and wider operational activities across its nationwide logistics environment. The proposed solution shall therefore provide a comprehensive and coherent set of functional capabilities capable of sustaining the end-to-end execution of first-mile, middle-mile, last-mile, and visibility-related processes in a manner consistent with ELTA's operational scale, network complexity, and service transformation objectives.

In particular, the functional model must support end-to-end process continuity across the relevant operational domains, while ensuring that the solution remains configurable, usable, and appropriate for a distributed, high-volume, and time-sensitive logistics environment. The proposed approach should demonstrate the ability to support multilingual operation (at minimum Greek and English), role-based access and segregation of duties, consistent operational handling across different process stages, and adaptability to evolving business and service requirements without excessive dependency on customization. Bidders are also expected to demonstrate that the functional capabilities of the solution are sufficiently mature, integrated, and scalable to support both current operational needs and future transformation priorities.

Through these general principles, bidders shall demonstrate that the proposed solution can provide ELTA with a functionally robust, scalable, and business-aligned platform capable of supporting nationwide delivery operations and operational visibility across the broader postal and courier service lifecycle. The information provided should enable ELTA to assess whether the proposed functional model establishes a sound and sustainable foundation for the more specific delivery, tracking, partner,

and monitoring capabilities described in the subsections that follow. The functional requirements described herein establish the minimum expected capabilities.

Detailed requirement specifications are provided in **ANNEX A – Detailed Requirements**, which shall be completed by bidders through the prescribed compliance matrix.

All functional requirements shall:

1. Support ELTA's nationwide and international operational scale.
2. Enable end-to-end process continuity from induction to final delivery.
3. Be configurable without excessive customization.
4. Support multilingual environments (at minimum Greek and English).
5. Allow role-based access and segregation of duties.

4.2.2. Track & Trace

Track & Trace constitutes a core functional domain of the proposed solution, as it underpins ELTA's ability to provide accurate, timely, and end-to-end visibility over postal and courier items across the full operational lifecycle. The proposed solution shall therefore provide comprehensive capabilities for the capture, management, consolidation, and presentation of tracking information in a manner that supports both operational control and customer-facing service transparency.

In particular, the solution must support the structured handling of tracking events across the relevant process stages, ensuring that item status changes, movement milestones, operational exceptions, and service-related updates are recorded and made available in a consistent and reliable manner. The proposed approach should enable ELTA to manage tracking information across internal and external process touchpoints, while preserving data quality, event continuity, and alignment with the broader logistics and customer service environment. Bidders are also expected to demonstrate that the Track & Trace model can support operational decision-making, partner integration, and customer information needs without compromising scalability, traceability, or service consistency.

Through this Track & Trace model, bidders shall demonstrate that the proposed solution can provide ELTA with a dependable and business-aligned visibility framework capable of supporting both internal operational management and external service transparency. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, integrated, and scalable to sustain end-to-end item visibility, strengthen service reliability, and support ELTA's broader modernization objectives across its delivery and monitoring ecosystem.

The solution shall at high level provide:

1. Tracking Events Management (for both fully tracked and semi-tracked items)
2. International Mail & Customs Processing
3. Fleet Monitoring Management
4. Driver Availability Management
5. Delivery Assets Management
6. Route Completion Control
7. Expected vs Handled Volumes Reconciliation (at sorting centres and delivery hubs)
8. Expected Vs Scanned Items Reconciliation

4.2.3. Control Tower & Operational Monitoring

Control Tower and operational monitoring constitute a critical functional domain of the proposed solution, as they enable ELTA to maintain centralized visibility, situational awareness, and operational control across its nationwide delivery and logistics environment. The proposed solution shall therefore provide integrated capabilities that support the continuous monitoring and management of operational activity, the identification of emerging issues, and the coordinated management of execution performance across the relevant parts of the service lifecycle.

In particular, the solution must support the consolidation and presentation of operational information in a manner that enables ELTA to monitor service flows, track key performance conditions, detect exceptions, and assess the status of delivery-related operations across internal and external execution environments. The proposed approach should enable the organization to move from fragmented operational visibility toward a more unified and proactive management model, while supporting timely intervention, escalation, and performance oversight where required. Bidders are also expected to demonstrate that the Control Tower and monitoring capabilities can support both real-time operational supervision and broader analytical and management needs without compromising usability, scalability, or decision-making clarity.

Through this Control Tower and operational monitoring model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned operational oversight framework capable of strengthening control, responsiveness, and performance visibility across the wider delivery ecosystem. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature and integrated to support centralized operational awareness, improve exception handling, and reinforce ELTA's broader service management and network control objectives.

The solution shall provide:

1. Control Tower monitoring and proactive management
2. Alerting and exception handling
3. Monitoring of internal and customer-specific KPIs and SLAs
4. Operational KPIs & performance measurement
5. Performance-based commission calculation for third-party partners/agents based on predefined configurable performance metrics

4.2.4. First-Mile Operations

First-mile operations constitute a critical functional domain of the proposed solution, as they govern the initial operational handling of items and directly influence the efficiency, traceability, and service quality of the downstream delivery lifecycle. The proposed solution shall therefore provide comprehensive capabilities enabling ELTA to manage collection, pickup initiation, first-mile task execution, and the controlled transfer of items into the broader logistics network in a consistent and operationally efficient manner.

In particular, the solution must support the planning, coordination, and monitoring of first-mile activities across the relevant operational scenarios, including collections originating from customers, partners, retail locations, and other induction points. The proposed approach should enable ELTA to manage first-mile workflows with visibility over task allocation, execution status, operational dependencies, and handoff readiness, while ensuring alignment with the subsequent stages of hub, transport, and delivery operations. Bidders are also expected to demonstrate that the proposed first-

mile model can support operational responsiveness, service reliability, and scalable execution across a distributed and time-sensitive service environment.

Through this first-mile operations model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned framework for managing the earliest execution stages of the delivery process. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, coordinated, and scalable to support reliable collection operations, strengthen end-to-end process continuity, and improve operational control across ELTA's broader delivery ecosystem.

The solution shall provide:

1. Scheduled pickup management
2. Ad-hoc pickup management
3. Pickup prioritization workflows
4. Shipment Initiation via B2B & B2C Customer Portals
5. Induction-to-transport handover (containerization, loading, etc.)
6. Vehicle loading and unloading management
7. First-mile exception and discrepancy handling
8. Induction of bulk and individual Semi-Tracked Items

4.2.5. Middle-Mile Operations

Middle-mile operations constitute a critical functional domain of the proposed solution, as they support the controlled movement, processing, and transfer of items across ELTA's logistics network between induction and final delivery stages. The proposed solution shall therefore provide comprehensive capabilities enabling ELTA to manage hub, depot, routing, transfer, and in-transit handling processes in a structured and operationally efficient manner across its nationwide delivery environment.

In particular, the solution must support the execution and monitoring of middle-mile workflows associated with sorting, routing, consolidation, transfer planning, hub-to-hub movement, and other intermediate logistics activities required to sustain end-to-end service continuity. The proposed approach should enable ELTA to maintain visibility and control over items as they move through internal logistics nodes and transport stages, while ensuring alignment with operational schedules, exception handling requirements, and downstream last-mile execution needs. Bidders are also expected to demonstrate that the proposed middle-mile model can support scalable processing volumes, preserve traceability and operational status integrity, and accommodate the complexity of ELTA's broader logistics network.

Through this middle-mile operations model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned framework for managing the intermediate execution stages of the delivery lifecycle. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, coordinated, and scalable to support reliable hub and transfer operations, strengthen network efficiency, and improve end-to-end operational control across ELTA's wider logistics ecosystem.

The solution shall provide:

1. Hub and depot operations management
2. Scanning workflows
3. Multi-stop vehicle journeys management

4. Partial dispatching and receiving management
5. Routing and transport path management
6. Routing framework configuration
7. Delivery disruption handling
8. Chain of custody monitoring
9. Vehicle capacity monitoring
10. Bulk processing controls

4.2.6. Last-Mile Operations

Last-mile operations constitute a critical functional domain of the proposed solution, as they directly affect ELTA's ability to complete deliveries efficiently, reliably, and in a manner consistent with customer expectations and service commitments. The proposed solution shall therefore provide comprehensive capabilities enabling ELTA to manage the final execution stage of the delivery lifecycle, including delivery task handling, route execution, field operations, proof-of-delivery processes, and the controlled management of delivery outcomes.

In particular, the solution must support the planning, assignment, monitoring, and execution of last-mile activities across the relevant operational scenarios, including successful deliveries, delivery exceptions, failed attempts, customer interactions, and related field-based operational events. The proposed approach should enable ELTA to maintain visibility and operational control over delivery execution in real time or near real time, while supporting mobile-enabled processes, field-user productivity, and alignment with broader tracking, control tower, and exception management capabilities. Bidders are also expected to demonstrate that the proposed last-mile model can support a distributed execution environment involving internal resources, partner-assisted operations, and variable service conditions without compromising traceability, service consistency, or operational responsiveness.

Through this last-mile operations model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned framework for managing the final and most customer-visible stage of the delivery process. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, scalable, and operationally integrated to support reliable delivery execution, strengthen service quality, and improve end-to-end control across ELTA's broader delivery ecosystem.

The solution shall at minimum provide:

- A. Route building management
- B. Route optimization
- C. Resources management and allocation (vehicles, couriers)
- D. Task assignment to couriers
- E. Rerouting request management
- F. Static routes support
- G. Sorting plans management
- H. Advanced sorting capabilities
- I. Mobile Application Capabilities
 - 1) Navigation
 - 2) Offline
 - 3) Scanning

- 4) POD
- 5) COD
- 6) Integration with Mobile Printers
- 7) NFC supporting card payments without external POS device
- 8) Integration with Mobile Payment Providers
- 9) Delivery Location Verification
- J. Exceptions & Failed Delivery Handling
- K. Geolocation and real-time tracking capabilities
- L. Proof of identity capabilities
- M. Proof of delivery capabilities
- N. Delivery attempt management & Exception handling
- O. Field supervision and performance monitoring
- P. Multi-drop deliveries capabilities
- Q. Multi-round deliveries capabilities
- R. Same-day/express deliveries capabilities
- S. PUDO operations support
- T. PUDO: manage locker operations
- U. PUDO: track locker availability
- V. PUDO: deliver real-time status updates
- W. COD operations

4.2.7. Multi-Carrier & Partner Networks

Multi-carrier and partner networks constitute a critical functional domain of the proposed solution, as ELTA's delivery operating model requires coordinated execution across internal resources as well as external carriers, subcontractors, and partner organizations. The proposed solution shall therefore provide comprehensive capabilities enabling ELTA to manage, orchestrate, and monitor partner-supported delivery activities in a controlled and operationally coherent manner across a distributed service ecosystem.

In particular, the solution must support the structured involvement of multiple carriers and partner entities within the broader execution lifecycle, including the controlled allocation of work, the exchange of operational information, the harmonization of partner-generated events, and the monitoring of partner performance against service and operational expectations. The proposed approach should enable ELTA to maintain visibility and governance across different execution parties, while supporting consistent operational handling, traceability, and interoperability across internal and external delivery channels. Bidders are also expected to demonstrate that the proposed model can sustain scalability, partner diversity, and service continuity without compromising operational control, accountability, or the coherence of the end-to-end delivery environment.

Through this multi-carrier and partner network model, bidders shall demonstrate that the proposed solution can provide ELTA with a robust and business-aligned framework for managing delivery execution across a wider ecosystem of operational participants. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, flexible, and integrated to support partner-enabled service delivery, strengthen operational oversight, and improve ELTA's ability to operate effectively within a hybrid and evolving delivery network.

The solution shall provide:

1. Hybrid carrier network orchestration.
2. Cross-carrier tracking/status normalization.
3. Third-party barcode handling to avoid relabelling.
4. Performance measurement and SLA reporting per partner.
5. Financial reconciliation support for partner settlements.
6. Integration with third-party systems.

4.2.8. Customer Notification & Communication Management

Customer notification and communication management constitute an important functional domain of the proposed solution, as they directly support ELTA's ability to keep customers informed throughout the delivery lifecycle and to strengthen transparency, service reliability, and overall customer experience. The proposed solution shall therefore provide structured capabilities enabling ELTA to manage customer-facing communications in a timely, controlled, and operationally consistent manner across the relevant delivery, tracking, and exception-handling scenarios.

In particular, the solution must support the generation, triggering, and management of notifications and communications associated with delivery activities, shipment status changes, customer actions, and operational exceptions, ensuring that relevant information is communicated at the appropriate point in the service journey and through the appropriate channel where required. The proposed approach should enable ELTA to maintain alignment between operational events and customer communications, while supporting consistency of messaging, business rule enforcement, and coordination with Track & Trace, last-mile execution, and exception management processes. Bidders are also expected to demonstrate that the communication model can support both operational effectiveness and customer service objectives, while remaining configurable, auditable, and adaptable to future service evolution.

Through this customer notification and communication management model, bidders shall demonstrate that the proposed solution can provide ELTA with a reliable and business-aligned framework for supporting timely and meaningful communication with customers across its delivery ecosystem. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature, integrated, and scalable to support service transparency, improve customer engagement, and reinforce ELTA's broader customer experience and operational communication objectives.

The solution shall provide:

1. Shipment Lifecycle Notifications
2. Notification Configuration and Management
3. Integration with Operational Systems
4. Monitoring and Audit of Notifications

4.2.9. Reporting & Analytics

Reporting and analytics constitute a key functional domain of the proposed solution, as they enable ELTA to monitor delivery performance, assess operational efficiency, and support informed decision-making across its nationwide logistics and service environment. The proposed solution shall therefore provide structured reporting and analytical capabilities that support both day-to-day operational oversight and broader management, control, and performance evaluation needs across the delivery lifecycle.

In particular, the solution must support the generation and use of operational reports, dashboards, analytical views, and data outputs reflecting activities, volumes, trends, service outcomes, and exception patterns associated with first-mile, middle-mile, last-mile, Track & Trace, Control Tower, and partner-enabled execution processes. The proposed approach should enable ELTA to access timely, role-appropriate, and decision-useful information for monitoring operational status, service quality, network performance, partner effectiveness, and other relevant business indicators, while also supporting historical analysis and broader business intelligence use cases where required. Bidders are also expected to demonstrate that the reporting and analytics model is sufficiently flexible, scalable, and consistent to support different stakeholder needs without compromising data integrity, usability, or operational relevance.

Through this reporting and analytics model, bidders shall demonstrate that the proposed solution can provide ELTA with meaningful operational insight and a reliable basis for performance monitoring and management control across its delivery ecosystem. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently mature and business-aligned to support ongoing operational visibility, evidence-based decision-making, and long-term analytical value across ELTA's delivery, tracking, and operational monitoring environment.

The solution shall provide:

1. Delivery Performance Reporting and Customer SLAs
2. Resources Productivity & Utilization Reports
3. Shipment Processing & Logistics Activity Reports
4. Control Tower Dashboards
5. Operational Exception & Failure Analysis
6. Route & Delivery Resource Performance
7. Parcel Locker & Pick-Up Point Usage Reporting
8. Operational Event Analytics
9. Report Scheduling & Automation
10. Data Export & Integration
11. Access Control for Operational Reporting

4.2.10. Configuration & Extensibility

Configuration and extensibility constitute a critical functional requirement of the proposed delivery solution, as ELTA requires a platform that can adapt to evolving operational needs, service models, partner arrangements, and business rules without excessive dependency on custom development or disruptive redesign. The proposed solution shall therefore provide a flexible and controllable configuration model, together with extensibility capabilities that support the sustainable evolution of the platform over time across its delivery, monitoring, and tracking environment.

In particular, the solution must support the configuration of functional behaviours, workflows, parameters, operational rules, and service logic in a manner that enables ELTA to accommodate change while preserving solution integrity, maintainability, and operational continuity. The proposed approach should allow the organization to introduce adjustments, refinements, and future service extensions and volume growths in a controlled way, without creating unnecessary complexity or undermining upgradeability and long-term supportability. Bidders are also expected to demonstrate that the platform can evolve in line with ELTA's future delivery, control tower, tracking, and partner-network requirements, while maintaining clear separation between standard product capabilities, configurable elements, and any additional extensibility mechanisms that may be required.

Through this configuration and extensibility model, bidders shall demonstrate that the proposed solution can provide ELTA with a sustainable and future-ready functional platform capable of adapting to business and operational change without compromising stability, interoperability, or long-term maintainability. The information provided should enable ELTA to assess whether the proposed capabilities are sufficiently robust and flexible to support ongoing service evolution, controlled functional adaptation, and the broader modernization objectives of ELTA's delivery and operational monitoring ecosystem.

The solution shall provide:

1. Allow configuration of workflows without core code modification.
2. Support version upgrades without disruption.
3. Provide clear documentation of configurable parameters.
4. Enable future service and transactional volume expansion without major architectural redesign.

5. Cross-Domain Requirements

5.1. General Principles

The proposed solution shall constitute a **single, unified platform** supporting all operational Domains defined in this RFP.

The architecture must:

1. Ensure **seamless interoperability across all Domains**
2. Support **end-to-end business processes**, from retail transaction initiation through to final delivery
3. Be **modular, scalable, and extensible**, allowing independent evolution of functional components without compromising system integrity
4. Avoid **vendor lock-in**, ensuring long-term flexibility and maintainability

All requirements defined in this Section apply **horizontally across all Domains** and must be addressed as part of a **coherent, integrated solution**.

5.2. Technical Requirements

5.2.1. General Technical Principles

General technical principles constitute the foundational framework upon which the proposed solution shall be designed, implemented, and operated throughout the duration of the contract. The proposed solution shall therefore demonstrate a technical architecture that is robust, scalable, secure, and aligned with ELTA's broader enterprise IT strategy and long-term transformation objectives.

In particular, the technical approach must support the demands of a large-scale postal and courier operating environment, where reliability, interoperability, and adaptability are critical to business continuity and future evolution. The solution is expected to be based on mature and production-proven technologies, while minimizing dependency on proprietary or restrictive components that could limit extensibility, maintainability, or integration with ELTA's existing and future technology landscape.

Through these principles, the proposed technical architecture should enable ELTA to establish a sustainable and future-ready digital foundation capable of supporting phased implementation, operational growth, and ongoing modernization across its retail and logistics ecosystem. These principles are intended to ensure that the selected solution can evolve in a controlled and resilient manner while continuing to meet ELTA's operational, technical, and strategic requirements over time.

All technical components shall:

1. Be production-proven in comparable environments.
2. Support national-scale transaction volumes.
3. Minimize dependency on proprietary, non-interoperable technologies.
4. Avoid vendor lock-in mechanisms.

5. Support modular deployment and phased rollout with intermediate concrete milestones and deliveries.

Detailed technical compliance requirements are provided in **Annex A4**, which must be completed by bidders.

5.2.2. Architecture & Design

Architecture and design constitute a core dimension of the proposed solution, as they determine its ability to support ELTA's operational requirements in a reliable, scalable, and sustainable manner. The proposed solution shall therefore be based on modern architectural principles that promote modularity, flexibility, and clear separation of functional components across the application landscape.

In particular, the architecture must enable the structured interaction of presentation, application, integration, and data layers, while supporting deployment models that can evolve in line with ELTA's business and operational needs. The design approach should facilitate service reusability, controlled scalability, and phased implementation across functions, regions, or business units, while ensuring that the overall solution remains coherent, maintainable, and aligned with enterprise-grade design standards.

Through this architectural approach, bidders shall not only demonstrate the soundness of the proposed technical design, but also provide sufficient architectural documentation and explanatory material to allow ELTA to assess the structure, maturity, and future direction of the solution. Such information should give ELTA clear visibility into the platform's major components, service layers, underlying technology choices, and planned product evolution, thereby enabling an informed evaluation of the solution's suitability, extensibility, and long-term architectural fit within ELTA's broader technology ecosystem.

- A. The solution shall:
 - 1) Follow a modular and service-oriented or microservices-based architecture.
 - 2) Support API-first design principles.
 - 3) Enable separation between presentation, application, and data layers.
 - 4) Support horizontal and vertical scalability.
 - 5) Allow phased deployment by region, function, or business unit.
- B. Bidders shall provide:
 - 1) High-level architecture diagrams.
 - 2) Description of core components and service layers.
 - 3) Technology stack overview.
 - 4) Product roadmap (12–24 months).

5.2.3. Integration & Interoperability

Integration and interoperability are critical to the successful adoption of the proposed solution within ELTA's broader technology and operational landscape. The proposed solution shall therefore provide

a robust and standards-based integration framework capable of supporting seamless connectivity with ELTA's existing enterprise systems, operational platforms, external partner environments, and any other systems required for the end-to-end execution of postal and courier processes.

In particular, the integration approach must support modern API-based connectivity, secure authentication mechanisms, event-driven communication patterns, and the exchange of data through standard formats suitable for both real-time and batch processing scenarios. The solution must be capable of interfacing effectively with core enterprise platforms, customer and retail systems, payment and finance environments, operational automation equipment, parcel access networks, reporting platforms, and third-party carrier ecosystems.

Through this integration and interoperability model, bidders shall demonstrate not only the technical capability of the solution to connect with ELTA's current and future ecosystem, but also the maturity of the proposed integration architecture and delivery approach. The information provided should enable ELTA to assess the extent to which the solution can support scalable interoperability, reduce integration complexity, and sustain long-term maintainability, while ensuring that the selected platform can operate as an integral component of a coherent, extensible, and future-ready enterprise environment.

A. API Capabilities

- 1) RESTful APIs (or equivalent modern standards).
- 2) SOAP APIs.
- 3) GraphQL and other API query languages.
- 4) Secure authentication (OAuth2, OpenID Connect, or equivalent).
- 5) Event-driven architecture support (e.g., message queues, webhooks).
- 6) Comprehensive API documentation.

B. Enterprise Integration

- 1) The platform must integrate with:
 - a) ERP and finance systems.
 - b) Tax authorities (AADE myData) via third-party provider.
 - c) AML system.
 - d) CRM systems.
 - e) POS and retail infrastructure.
 - f) Automation and sorting equipment.
 - g) Parcel lockers and PUDO networks.
 - h) Third-party carriers and partner platforms.
 - i) Customs
 - j) Cross-Border commerce systems (such as Zonos)
 - k) Business Intelligence and reporting systems.
- 2) The solution shall support:
 - a) Standard data exchange formats (JSON, XML, etc.).
 - b) Near real-time and batch processing.
 - c) Configurable interface mapping.

5.2.4. Internal Interoperability Across Domains

The solution shall ensure **native interoperability across all Domains within a unified architecture**.

This includes:

1. **End-to-end workflow orchestration**, from retail operations to final delivery
2. **Shared master data and reference data models**
3. **Real-time synchronization of operational events**
4. **Centralized visibility across all operational stages**

The Contractor shall:

1. Design and implement all required integration mechanisms **internally within the solution**
2. Ensure that interoperability is **not dependent on external coordination between separate systems or vendors**
3. Provide full documentation of all internal interfaces and data flows

5.2.5. Deployment Architecture & Hosting

Deployment architecture and hosting constitute a critical dimension of the proposed solution, as they determine the way in which the platform will be operated, scaled, secured, and sustained throughout its lifecycle within ELTA's technology environment. The proposed solution shall therefore be deployable through hosting models that can accommodate ELTA's operational, regulatory, and strategic requirements, while providing sufficient flexibility to support different implementation and operating scenarios.

In particular, the deployment approach must clearly describe the available hosting options, the degree of infrastructure and application isolation provided, and the extent to which the solution can support enterprise-grade resilience, elasticity, and operational control. The proposed model must also demonstrate alignment with ELTA's requirements for EU-based hosting, while providing transparency regarding supported cloud providers, infrastructure architecture, storage and compute design, backup arrangements, and monitoring mechanisms. Where relevant, bidders must also explain how the proposed deployment model supports scalability, controlled resource expansion, and secure operation in a large-scale postal and logistics environment.

Through this deployment and hosting model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure, compliant, and future-ready operating environment capable of supporting both current needs and future growth. The information provided should enable ELTA to assess the suitability of the proposed hosting architecture in terms of flexibility, operational resilience, regulatory alignment, and long-term sustainability, while ensuring that the selected solution can be deployed and managed in a manner consistent with ELTA's enterprise technology strategy.

A. The proposed solution may be offered as:

- 1) Single-Tenant SaaS (Vendor-Hosted), or
- 2) Deployment on ELTA-Owned Private Azure Tenant; provision of Managed Services remains Vendor's responsibility as per [ANNEX B](#)

B. Mandatory Hosting Conditions (applicable to SaaS solutions):

- 1) Hosting infrastructure located within the European Union.

- 2) Support for Microsoft Azure.
- 3) Support for other major cloud providers is acceptable, provided EU data residency, SLA and hosting provider reliability and security standards are ensured and certified.

C. Bidders shall describe:

- 1) Resource scaling mechanisms.
- 2) Storage, compute, and backup architecture.
- 3) Monitoring and logging infrastructure.

5.2.6. Environment Strategy & Deployment Environments

The Contractor shall design, implement, and operate the solution using a structured, multi-environment deployment model that ensures controlled development, testing, validation, and production operation.

All environments shall:

1. Be logically and, where required, physically segregated
2. Be consistently configured and aligned with the overall solution architecture
3. Support automated deployment and release management processes (CI/CD)
4. Enforce appropriate access control, security, and audit mechanisms
5. Be designed to support high availability, scalability, and operational continuity

The environment strategy shall support phased delivery, controlled promotion of changes, and minimization of operational risk.

5.2.6.1. Required Environments

At a minimum, the Contractor shall provision, configure, maintain, and support the following environments:

- A. Development Environment (DEV)
 - 1) Used for software development, configuration, and unit testing
 - 2) May include multiple parallel instances to support development streams
 - 3) Integrated with CI/CD pipelines and automated build processes
- B. System Integration Testing Environment (SIT) [Optional]
 - 1) Used for system integration testing across modules and components
 - 2) Supports integration with internal systems, external systems, and partner interfaces
 - 3) Enables validation of end-to-end technical workflows
- C. User Acceptance Testing Environment (UAT)
 - 1) Used by ELTA business users for validation of functional and operational requirements
 - 2) Shall reflect production-like configuration and business scenarios
 - 3) Supports execution of User Acceptance Testing (UAT) and business process validation
- D. Pre-Production Environment (PRE-PROD / STAGING)

- 1) Shall be a near-identical replica of the Production environment in terms of configuration, infrastructure, and integrations
 - 2) Used for final validation prior to go-live, including:
 - a. Performance testing
 - b. Security validation
 - c. Cutover rehearsal and deployment validation
 - 3) Mandatory for go-live readiness verification
- E. Production Environment (PROD)
- 1) The live operational environment supporting ELTA's business operations
 - 2) Shall meet all defined requirements related to availability, performance, scalability, and security
 - 3) Shall be subject to SLA monitoring and operational governance
- F. Disaster Recovery Environment (DR)
- 1) Shall be geographically and/or logically separated from the Production environment
 - 2) Shall support failover in the event of major incidents or disasters
 - 3) Shall meet defined Recovery Point Objective (RPO) and Recovery Time Objective (RTO) requirements
 - 4) Shall be periodically tested through controlled failover exercises

5.2.6.2. Environment Consistency & Configuration Management

The Contractor shall ensure consistency and reproducibility across all environments through:

1. Use of Infrastructure-as-Code (IaC) and automated provisioning mechanisms
2. Version-controlled configuration management
3. Standardized deployment templates and environment definitions

All environments shall be reproducible, auditable, and aligned with the approved architecture.

5.2.6.3. Data Management Across Environments

The Contractor shall define and implement a structured data management approach across environments, including:

1. Use of anonymized or masked data in non-production environments, where production data is utilized
2. Secure handling of sensitive and personal data in compliance with applicable data protection regulations
3. Controlled data refresh and synchronization mechanisms for UAT and PRE-PROD environments

The use of live production data in non-production environments without appropriate safeguards is strictly prohibited.

5.2.6.4. Access Control & Segregation of Duties

All environments shall enforce strict access control policies, including:

1. Role-Based Access Control (RBAC) aligned with ELTA's security policies
2. Segregation of duties between development, testing, and production operations
3. Restriction of production access to authorized personnel only
4. Full audit logging of access and administrative actions

5.2.6.5. Deployment & Release Management

The Contractor shall implement automated deployment and release management processes supporting:

1. Continuous Integration and Continuous Deployment (CI/CD) pipelines
2. Controlled promotion of releases across environments (DEV → [SIT] → UAT → PRE-PROD → PROD)
3. Versioning and traceability of all releases
4. Rollback mechanisms in case of failed deployments

Manual, uncontrolled deployments to Production environments shall not be permitted.

5.2.6.6. Monitoring & Observability

The Contractor shall implement monitoring and observability capabilities across all environments, including:

1. Comprehensive monitoring in Production environments covering performance, availability, and system health
2. Appropriate monitoring in non-production environments to support testing and validation
3. Centralized logging and alerting mechanisms

Monitoring capabilities shall support operational visibility, incident detection, and SLA compliance.

5.2.6.7. Disaster Recovery Requirements

The Disaster Recovery environment shall:

1. Be designed in alignment with ELTA's business continuity requirements
2. Support automated or semi-automated failover procedures
3. Be subject to regular testing (at least annually or as agreed with ELTA)
4. Include documented recovery procedures and operational runbooks

The Contractor shall clearly define and commit to RPO and RTO targets.

5.2.6.8. Deliverables

The Contractor shall provide, as part of the Technical Proposal:

1. Environment architecture diagrams
2. Description of environment setup and configuration
3. CI/CD and release management approach
4. Environment promotion and deployment strategy
5. Disaster Recovery architecture and procedures

5.2.7. Performance & Scalability

Performance and scalability are essential characteristics of the proposed solution, given ELTA's operational scale, nationwide service footprint, and the need to support both current and future transaction volumes across retail and logistics operations. The proposed solution shall therefore demonstrate the capability to operate reliably under normal and peak demand conditions, while maintaining acceptable response times, transaction throughput, and overall system stability.

In particular, the solution must be designed to support high volumes of concurrent activity across users, transactions, and operational events, without degradation that would negatively affect service continuity or user productivity. The proposed technical model should also demonstrate the ability to accommodate future growth through appropriate scaling mechanisms, whether automated or controlled, and should be supported by measurable and credible performance benchmarks. Bidders are expected to provide sufficient evidence regarding the platform's processing capacity, concurrency thresholds, and throughput characteristics in environments of comparable scale and complexity.

Through this performance and scalability approach, bidders shall demonstrate that the proposed solution can provide ELTA with a resilient and growth-oriented technical foundation capable of sustaining large-scale postal and courier operations over time. The information provided should allow ELTA to assess whether the solution can continue to meet operational demands as volumes increase, service models evolve, and business-critical workloads expand across the organization's retail and logistics ecosystem.

A. The solution must:

- 1) Support (multi)national-scale parcel and retail transaction volumes.
- 2) Sustain peak operational loads without performance degradation.
- 3) Provide documented performance benchmarks.
- 4) Support auto-scaling or capacity scaling mechanisms.

B. Bidders shall provide indicative benchmarks including:

- 1) Maximum concurrent users.
- 2) Maximum daily parcel events.
- 3) Transaction throughput metrics.

5.2.8. Availability, Resilience & Business Continuity

Availability, resilience, and business continuity are fundamental requirements for the proposed solution, given ELTA's role in supporting critical nationwide postal and courier operations. The proposed solution shall therefore be designed and operated in a manner that ensures continuous service delivery, minimizes the impact of disruptions, and enables the rapid restoration of operations in the event of system failures, infrastructure incidents, or other unplanned service interruptions.

In particular, the solution must demonstrate an architecture that supports high availability, fault tolerance, and recovery across the relevant application, infrastructure, and data layers. The proposed technical approach should clearly define the mechanisms used to ensure operational continuity, including redundancy arrangements, disaster recovery capabilities, and measurable recovery objectives such as RPO and RTO. Bidders are also expected to describe the service commitments, incident response arrangements, and escalation procedures through which system availability and service resilience will be maintained during both normal operations and adverse events.

Through this approach, bidders shall demonstrate that the proposed solution can provide ELTA with a dependable and resilient operating environment capable of sustaining mission-critical services over time. The information provided should allow ELTA to assess whether the proposed platform can support continuity of operations, reduce the risk of prolonged outages, and maintain service stability in a manner consistent with ELTA's operational requirements, regulatory obligations, and long-term business continuity objectives.

A. The solution architecture shall provide:

- 1) High availability always-on architecture.
- 2) Disaster recovery capabilities.
- 3) Defined RPO (Recovery Point Objective).
- 4) Defined RTO (Recovery Time Objective).
- 5) Redundancy across infrastructure layers.

B. The Vendor shall provide:

- 1) Standard SLA commitments (uptime percentage).
- 2) Incident response timelines.
- 3) Escalation procedures.

5.2.9. Security Requirements

Security requirements constitute a critical dimension of the proposed solution, given the sensitivity of the data processed, the operational importance of ELTA's postal and courier services, and the need to protect the confidentiality, integrity, and availability of business and customer information. The proposed solution shall therefore incorporate a comprehensive security model that is embedded in its architecture, deployment, operations, and day-to-day administration, and that reflects recognized industry standards and regulatory expectations.

In particular, the solution must demonstrate the implementation of robust information security controls across key domains such as encryption, access management, authentication, auditability, data governance, and secure recovery. The proposed security approach should also provide evidence of alignment with relevant certifications and compliance obligations, including internationally recognized security standards, data protection requirements, and cybersecurity-related regulatory expectations. In addition, bidders are expected to explain how the solution supports the secure handling of data throughout its lifecycle, including retention management, backup and recovery, sub-processor transparency, and incident notification arrangements where applicable.

Through this security model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and trustworthy platform capable of supporting mission-critical operations in a controlled and compliant manner. The information provided should enable ELTA to assess the maturity, completeness, and operational effectiveness of the proposed security framework, and to determine whether the solution can sustain long-term protection of systems, services, and data across ELTA's retail and logistics ecosystem.

A. Information & Data Security

- 1) Encryption at rest and in transit.
- 2) Secure key management.
- 3) Role-based access control (RBAC).
- 4) Multi-factor authentication support.
- 5) Comprehensive audit logging.
- 6) Identity management and audit logging.

B. Certifications & Compliance

- 1) ISO27001, SOC2, or equivalent certifications.
- 2) GDPR, NIS2 compliance.
- 3) Availability of Data Processing Agreement (DPA).
- 4) Defined incident notification procedures.

C. Data Governance

- 1) Configurable data retention policies.
- 2) Sub-processor transparency.
- 3) Secure backup and recovery procedures.

5.2.10. Mobile & Field Device Support

Mobile and field device support represents an important functional and technical dimension of the proposed solution, particularly in relation to ELTA's need to extend operational capabilities beyond fixed service points and enable service execution in distributed or field-based contexts. The proposed solution shall therefore support the effective use of mobile devices and related field equipment as part of ELTA's broader omnichannel and operational service model.

In particular, the solution must demonstrate the ability to operate reliably across supported mobile device environments, while ensuring continuity of service in field conditions where connectivity may be intermittent or limited. The proposed approach should provide appropriate support for offline operation, controlled data synchronization, and device-level security, while also enabling efficient remote administration, configuration, and update management of the relevant mobile endpoints. Bidders are expected to describe how the solution supports secure and operationally effective field usage in a manner consistent with ELTA's service delivery requirements.

Through this mobile and field device support model, bidders shall demonstrate that the proposed solution can extend ELTA's operational reach while maintaining usability, security, and service continuity across distributed environments. The information provided should enable ELTA to assess whether the solution can support reliable mobile-enabled operations as part of its evolving retail and logistics ecosystem, without compromising performance, control, or operational resilience.

For omnichannel services provided via mobile & field devices (Digital Postman), the solution must:

1. Support at minimum Android mobile devices, smart phones and ZEBRA PDAs, >= version 10.
2. Operate in offline mode with synchronization capabilities.
3. Support device-level security controls.
4. Enable remote configuration and updates.

5.2.11. Data Migration & Transition

Data migration and transition constitute a critical component of the proposed solution, as they directly affect the continuity, integrity, and successful adoption of the new platform within ELTA's operational environment. The proposed solution shall therefore be supported by a structured and controlled migration approach capable of enabling the orderly transfer of data, configurations, and relevant operational elements from legacy systems into the target environment.

In particular, the migration and transition approach must address the full lifecycle of migration activities, including extraction, transformation, validation, reconciliation, cutover planning, and contingency arrangements. The proposed methodology should demonstrate how data quality will be assessed and preserved, how migration risks will be managed, and how operational disruption will be minimized during the transition from existing systems to the new solution. Bidders are also expected to explain the tools, controls, and procedures that will be used to support business continuity, rollback readiness, and the accurate verification of migrated data.

Through this migration and transition approach, bidders shall demonstrate that the proposed solution can support ELTA in moving from its current legacy landscape to the target operating environment in a secure, controlled, and business-aligned manner. The information provided should enable ELTA to assess whether the bidder's migration methodology is sufficiently robust to protect operational continuity, reduce implementation risk, and ensure the reliable establishment of the new platform across ELTA's retail and logistics ecosystem.

The Vendor shall provide:

1. Migration approach, tools and methodologies.
2. Data validation and reconciliation mechanisms.
3. Rollback capabilities.
4. Cutover planning documentation.
5. Data quality assurance approach.

5.2.12. Monitoring & Observability

Monitoring and observability are essential to the effective operation, support, and continuous improvement of the proposed solution within ELTA's business and technology environment. The proposed solution shall therefore provide capabilities that enable ELTA and the selected Contractor to maintain clear visibility over system health, application behavior, operational performance, and service-related events across the relevant components of the platform.

In particular, the solution must support the collection, analysis, and presentation of operational data required to detect issues, assess performance, investigate incidents, and monitor service quality on an ongoing basis. The proposed approach should provide appropriate mechanisms for health monitoring, logging, alerting, auditability, and performance tracking, while also enabling the generation of dashboards and indicators relevant to technical operations and business service oversight. Bidders are expected to demonstrate how these capabilities contribute to proactive issue identification, effective support processes, and improved operational transparency.

Through this monitoring and observability model, bidders shall demonstrate that the proposed solution can provide ELTA with the visibility and operational insight required to manage the platform in a controlled, measurable, and resilient manner. The information provided should enable ELTA to assess whether the solution can support effective operational governance, timely incident response, and data-driven service improvement throughout the lifecycle of the platform.

The solution shall include:

1. System health monitoring.
2. Application performance monitoring.
3. Logging and audit capabilities.
4. Alerting mechanisms.
5. KPI and operational dashboards.

5.2.13. Maintainability & Upgrades

Maintainability and upgradeability are key characteristics of the proposed solution, as they directly influence ELTA's ability to operate, support, and evolve the platform efficiently over the long term. The proposed solution shall therefore be designed in a manner that facilitates ongoing maintenance, controlled product evolution, and the implementation of future releases with minimal disruption to business operations and service continuity.

In particular, the solution must demonstrate a structured approach to version management, release planning, and upgrade execution, while clearly distinguishing between standard product evolution and

any custom-developed components. The proposed approach should provide transparency regarding release cycles, upgrade policies, compatibility considerations, and end-of-life arrangements for supported product versions, so that ELTA can assess the long-term sustainability of the platform and the operational implications of future changes. Bidders are also expected to explain how maintenance and upgrade activities will be managed in a way that minimizes downtime, reduces technical risk, and protects system stability.

Through this maintainability and upgrade approach, bidders shall demonstrate that the proposed solution can provide ELTA with a stable and manageable technology platform capable of evolving in line with operational needs and future transformation priorities. The information provided should enable ELTA to assess whether the solution can be maintained and upgraded in a predictable, efficient, and low-risk manner throughout its lifecycle, while preserving performance, interoperability, and long-term architectural integrity.

A. The solution must:

- 1) Support controlled version upgrades.
- 2) Provide documented release cycles.
- 3) Minimize downtime during upgrades.
- 4) Clearly distinguish standard product evolution from custom developments.

B. Bidders must clarify:

- 1) Upgrade policy.
- 2) Guarantees of backward compatibility, including support for third-party software and operating systems on endpoint and mobile devices.
- 3) End-of-life policies for product versions.

5.2.14. Technical Documentation

Technical documentation constitutes a fundamental element of the proposed solution, as it supports implementation, operation, maintenance, support, governance, and long-term sustainability throughout the lifecycle of the platform. The proposed solution shall therefore be accompanied by a complete, structured, and up-to-date set of technical documents that provide ELTA with the information necessary to understand, manage, and support the solution in a controlled and effective manner.

In particular, the documentation provided must cover the key technical dimensions of the solution, including system architecture, integrations, APIs, security controls, operational procedures, and disaster recovery arrangements. The documentation should be sufficiently detailed to support both implementation and post-go-live operations, while also enabling knowledge transfer to ELTA teams and providing a reliable reference base for future maintenance, change management, troubleshooting, and audit activities. Bidders are expected to ensure that documentation is clear, consistent, and suitable for use by technical, operational, and support stakeholders.

Through this technical documentation framework, bidders shall demonstrate that the proposed solution can be supported and governed on a sustainable basis, without undue dependence on informal knowledge or vendor-specific interpretation. The information provided should enable ELTA to assess whether the documentation set is adequate to support effective system ownership, operational continuity, and long-term maintainability across the solution's technical and operational landscape.

The Vendor shall provide comprehensive documentation including:

1. Architecture documentation.
2. Integration documentation.
3. API documentation.
4. Security documentation.
5. Comprehensive technical, process, operational, and user manual documentation for the solution, at minimum in Greek.
6. Disaster recovery procedures.

All documentation shall be provided in English. Operational and user manuals and training material must primarily be provided in Greek.

5.3. User & Access Management Requirements

5.3.1. General User & Access Management Principles

User and access management principles constitute a core control layer of the proposed solution, as they govern how users are identified, authenticated, authorized, and managed across ELTA's operational and administrative environment. The proposed solution shall therefore provide a structured and secure access management framework capable of supporting ELTA's organizational complexity, distributed operating model, and need for controlled access to business-critical functions and data.

In particular, the user and access management approach must support the definition and administration of user identities, roles, permissions, and access rights in a manner that is consistent, auditable, and aligned with operational responsibilities. The proposed framework should enable controlled segregation of duties, appropriate restriction of access based on role and business need, and secure management of user lifecycle events such as creation, modification, suspension, and deactivation. Bidders are also expected to demonstrate how the solution supports secure and manageable access control across different user populations, operational contexts, and service environments.

Through these principles, bidders shall demonstrate that the proposed solution can provide ELTA with a reliable and governance-oriented access control model that strengthens security, accountability, and operational discipline across the platform. The information provided should enable ELTA to assess whether the proposed user and access management framework is sufficiently mature, flexible, and sustainable to support long-term operational use, regulatory compliance, and effective security oversight.

The following sections describe the functional and technical capabilities required.

5.3.2. Identity Management Integration

Identity management integration is a critical component of the proposed user and access management framework, as it determines how the solution will connect with ELTA's broader identity ecosystem and support the secure, consistent, and efficient administration of user access across organizational boundaries. The proposed solution shall therefore provide integration capabilities that enable alignment with ELTA's existing and future identity management services, while supporting centralized control and reduced administrative complexity.

In particular, the solution must support the secure exchange and synchronization of identity-related information with relevant directory services, authentication platforms, and enterprise identity providers, as applicable. The proposed approach should facilitate consistent user authentication and access provisioning processes, while supporting the controlled application of organizational policies relating to user identity, access authorization, and lifecycle management. Bidders are also expected to demonstrate how identity integration supports operational efficiency, strengthens security controls, and reduces the risks associated with fragmented or manually managed access arrangements.

Through this identity management integration model, bidders shall demonstrate that the proposed solution can operate as a coherent and secure component of ELTA's wider enterprise access landscape. The information provided should enable ELTA to assess whether the solution can support scalable and sustainable identity integration, improve governance over user access, and contribute to a more unified and controllable security model across the platform and its connected environments.

The solutions shall:

1. Support integration with enterprise directory services such as Microsoft Active Directory / Azure Active Directory (Entra ID) or equivalent identity providers.
2. Support federated authentication mechanisms using widely adopted standards such as SAML 2.0, OAuth2, or OpenID Connect.
3. Allow authentication to be performed by the centralized identity provider while maintaining application-level user profiles where necessary.

The architecture must allow the unified solution to rely on a single identity provider to ensure consistent user authentication across ELTA systems.

5.3.3. Single Sign-On (SSO)

Single Sign-On (SSO) constitutes a key capability of the proposed user access framework, as it directly affects the usability, security, and operational consistency of the unified solution. The proposed solution shall therefore be able to support a centralized and seamless authentication experience that enables authorized ELTA users to move across relevant systems without unnecessary re-authentication, while maintaining appropriate security controls.

In particular, the SSO approach must support enterprise-grade federation mechanisms and operate in alignment with ELTA's centralized identity management model, ensuring consistent authentication handling across the application landscape. The proposed implementation should provide secure session management, controlled token handling, and reliable validation mechanisms.

Through this SSO capability, bidders shall demonstrate that the proposed solution can contribute to a more integrated, secure, and user-friendly operational environment for ELTA. The information provided should enable ELTA to assess whether the proposed SSO model can support consistent cross-

system access, reduce authentication friction for operational users, and sustain interoperability within a multi-solution environment governed by common enterprise identity principles.

The SSO implementation must:

1. Support enterprise identity federation mechanisms.
2. Be compatible with ELTA's centralized identity provider.
3. Ensure secure session management and token validation.

5.3.4. Role-Based Access Control (RBAC)

Role-Based Access Control (RBAC) constitutes a fundamental component of the proposed user and access management framework, as it determines how permissions are structured, assigned, and governed across ELTA's operational and administrative environment. The proposed solution shall therefore provide a flexible and configurable RBAC model that enables ELTA to manage user access in a manner aligned with organizational responsibilities, operational functions, and security requirements.

In particular, the RBAC approach must support the assignment of permissions according to clearly defined operational roles, the segregation of responsibilities between user groups, and the controlled administration of access rights across different modules, services, and functional domains. The proposed model should also support the definition of a structured role catalogue reflecting ELTA's operational reality, including retail, logistics, delivery, supervisory, administrative, and system management roles, while allowing one or more roles to be assigned according to business need and organizational context. Bidders are expected to demonstrate that the RBAC framework can evolve in line with ELTA's operational structure and support both current requirements and future role model extensions.

Through this RBAC model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure, auditable, and operationally effective authorization framework capable of supporting granular access control across a complex and distributed service environment. The information provided should enable ELTA to assess whether the proposed role model is sufficiently robust, adaptable, and maintainable to support long-term operational governance, access segregation, and consistent security enforcement across the solution landscape.

A. The RBAC model must allow:

- 1) Assignment of permissions based on user roles.
- 2) Configuration of roles aligned with ELTA operational functions.
- 3) Separation of responsibilities between different user groups.
- 4) Management of access privileges across different modules and functional areas.

B. Typical roles may include, but are not limited to:

- 1) Retail counter operators
- 2) Branch supervisors
- 3) Geographical area managers
- 4) Logistics operators
- 5) Logistics managers
- 6) Delivery personnel
- 7) Operational administrators
- 8) System administrators

5.3.5. User Lifecycle Management

User lifecycle management constitutes a critical element of the proposed access management framework, as it governs the controlled creation, modification, maintenance, and termination of user access throughout the full duration of a user's relationship with the solution. The proposed solution shall therefore provide structured capabilities that enable ELTA to manage user identities and related access rights in a secure, consistent, and operationally efficient manner across its distributed organizational environment.

In particular, the solution must support the end-to-end administration of user lifecycle events, including user onboarding, role assignment, access updates, temporary or permanent suspension, reactivation, and deprovisioning, in accordance with defined business rules and security controls. The proposed approach should ensure that changes in employment status, organizational role, operational responsibility, or external partner relationship are reflected in a timely and controlled manner within the access framework. Bidders are also expected to demonstrate how the solution supports traceability, governance, and the reduction of operational and security risks associated with outdated, excessive, or unauthorized access.

Through this user lifecycle management model, bidders shall demonstrate that the proposed solution can provide ELTA with a disciplined and auditable process for maintaining appropriate user access over time. The information provided should enable ELTA to assess whether the proposed capabilities can support secure identity administration, improve operational control, and ensure that access rights remain aligned with current business responsibilities and organizational needs throughout the lifecycle of each user.

The solutions must support user lifecycle management processes, including:

1. Creation of user accounts
2. Modification of user attributes
3. Role assignment and revocation
4. Deactivation or suspension of accounts
5. Account deletion

Where centralized identity management is implemented, the solutions must support synchronization or federation mechanisms that allow user provisioning and deprovisioning to be controlled by ELTA's identity management processes.

5.3.6. Organizational Structure Support

Organizational structure support constitutes an essential component of the proposed user and access management framework, as it determines the extent to which the solution can reflect ELTA's internal operating model and support the controlled allocation of permissions across its distributed business environment. The proposed solution shall therefore provide capabilities that align user administration and access control with ELTA's organizational hierarchy, operational units, and functional responsibilities.

In particular, the solution must support the structured management of users and permissions according to organizational dimensions such as business units, branch or retail locations, operational departments, and functional roles. The proposed approach should allow administrators to define and apply access rights at different levels of the organizational structure, so that permissions can be granted in a way that reflects both local operational responsibilities and broader enterprise-wide roles.

Bidders are also expected to demonstrate how the solution accommodates ELTA's need for hierarchical access management in a manner that remains clear, scalable, and operationally consistent as the organization evolves.

Through this organizational structure support model, bidders shall demonstrate that the proposed solution can provide ELTA with a flexible and governance-oriented framework for aligning user access with real organizational responsibilities and operational boundaries. The information provided should enable ELTA to assess whether the solution can sustain effective access control across a complex nationwide structure, while supporting operational clarity, administrative efficiency, and long-term maintainability of the user management model.

The solution must support the ability to manage users according to:

1. Organizational units
2. Branch or retail locations
3. Operational departments
4. Functional roles

5.3.7. Administrative User Management Interface

The administrative user management interface constitutes a key operational component of the proposed access management framework, as it enables ELTA's authorized administrators to manage users, roles, permissions, and related access settings in a controlled and efficient manner. The proposed solution shall therefore provide a clear, secure, and user-friendly administrative environment through which access management activities can be performed consistently across the platform.

In particular, the interface must support the day-to-day administration of user accounts and access rights through structured workflows, appropriate validation controls, and clear visibility of relevant user and authorization information. The proposed approach should enable administrators to perform common management actions efficiently, while reducing the risk of misconfiguration, unauthorized changes, or inconsistent application of access policies. Bidders are also expected to demonstrate how the interface supports administrative productivity, traceability, and governance, particularly in an environment where multiple organizational roles and operational structures must be managed centrally or in a distributed manner.

Through this administrative interface, bidders shall demonstrate that the proposed solution can provide ELTA with a practical and governance-oriented toolset for managing access on an ongoing basis. The information provided should enable ELTA to assess whether the administrative user management environment is sufficiently intuitive, controlled, and scalable to support secure operations, efficient administration, and long-term sustainability of the overall user and access management model.

Such interfaces should allow administrators to:

1. Create and manage user roles.
2. Assign users to roles and operational units.
3. Configure access permissions.
4. Monitor user access activity.

5.3.8. Audit Logging and Monitoring

Audit logging and monitoring constitute a critical control capability of the proposed user and access management framework, as they provide ELTA with the visibility, traceability, and accountability required to oversee access-related activities across the solution. The proposed solution shall therefore provide structured logging and monitoring capabilities that record, retain, and make accessible the relevant user, authentication, authorization, and administrative events generated within the platform.

In particular, the solution must support the capture of audit information relating to access requests, login activity, permission changes, administrative actions, and other security-relevant events, in a manner that is reliable, tamper-resistant, and suitable for operational review and compliance purposes. The proposed approach should enable ELTA to monitor access-related behaviour, investigate incidents, identify unauthorized or anomalous activity, and maintain an appropriate record of changes affecting users and permissions. Bidders are also expected to demonstrate how these capabilities support both day-to-day operational oversight and broader governance, security, and regulatory requirements.

Through this audit logging and monitoring framework, bidders shall demonstrate that the proposed solution can provide ELTA with an effective mechanism for strengthening control, accountability, and security visibility across the user access domain. The information provided should enable ELTA to assess whether the solution can support reliable auditability, timely monitoring, and sustained oversight of user and administrative activity in a manner consistent with ELTA's operational, compliance, and security expectations.

A. The audit logs must include:

- 1) User login and logout events
- 2) Authentication failures
- 3) Changes to user accounts and roles
- 4) Privileged access activities
- 5) Administrative actions affecting user permissions

B. Audit logs must:

- 1) Be securely stored.
- 2) Support export to centralized monitoring or security systems where required.
- 3) Allow reporting and investigation of security events.

5.3.9. Security and Session Management

Security and session management constitute a critical component of the proposed user access framework, as they directly affect the protection of user identities, the integrity of authenticated sessions, and the overall resilience of the solution against unauthorized access or misuse. The proposed solution shall therefore provide a secure and well-controlled session management model that supports ELTA's operational requirements while maintaining strong safeguards across all relevant user interaction channels.

In particular, the solution must support secure authentication handling, controlled session creation and termination, and the enforcement of appropriate security policies governing active user sessions. The proposed approach should provide mechanisms that reduce the risk of unauthorized session persistence, session hijacking, credential misuse, or inconsistent access behaviour, while supporting ELTA's need for secure access across different user roles, devices, and operational contexts. Bidders

are also expected to demonstrate how the solution manages session-related security controls in a manner that balances security, usability, and operational practicality.

Through this security and session management model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and dependable access environment capable of supporting day-to-day operations without compromising control or protection. The information provided should enable ELTA to assess whether the proposed session management capabilities are sufficiently robust, manageable, and aligned with enterprise security expectations, while supporting long-term operational stability and secure user access across the platform.

This includes support for:

1. Secure session handling and timeout mechanisms
2. Protection against unauthorized access
3. Optional support for multi-factor authentication (MFA) where required
4. Secure password management policies where local authentication is used

Security mechanisms must comply with ELTA's cybersecurity policies and applicable regulatory requirements.

5.3.10. Cross-Domain Interoperability

Interoperability between implemented operational domains constitutes a critical requirement of the proposed user and access management framework. The proposed unified solution shall therefore support a coherent and consistent approach to user access all operational domains.

In particular, the solution must support the secure and controlled exchange of access-related information, authentication context, and authorization logic where interaction between systems implementing different operational domains is required. The proposed approach should enable a consistent user access experience, avoid fragmentation in identity and permission handling, and support clearly defined responsibilities between the respective solutions and Contractors. Bidders are also expected to demonstrate how the proposed model supports technical compatibility, operational coordination, and sustained interoperability across systems that must function together as part of ELTA's broader digital ecosystem.

Through this interoperability model, bidders shall demonstrate that the proposed solution can contribute to a unified, secure, and manageable access environment across the wider ELTA platform landscape. The information provided should enable ELTA to assess whether the solution can reduce the risk of access inconsistencies or operational gaps, and support long-term interoperability in a manner consistent with ELTA's architectural, operational, and governance objectives.

In particular:

1. Authenticated users should be recognized across interoperating systems where appropriate.
2. Identity federation mechanisms must allow secure user identity propagation between systems.
3. Access control decisions must remain consistent with ELTA's defined security policies.

5.3.11. Vendor Neutrality and Avoidance of Vendor Lock-In

Vendor neutrality and the avoidance of vendor lock-in constitute important principles of the proposed user and access management framework, particularly in the context of ELTA's long-term transformation objectives and the possibility that different solution components may be delivered by different Contractors. The proposed solution shall therefore support an open, standards-based, and interoperable approach that allows ELTA to retain control over its identity, access, and integration landscape without creating unnecessary technical or contractual dependency on a single provider.

In particular, the solution must support access management capabilities through documented, non-restrictive, and industry-recognized mechanisms that facilitate interoperability with third-party systems, future extensions, and alternative technology components. The proposed approach should avoid proprietary constraints that would limit ELTA's ability to integrate additional platforms, modify its architecture, replace components, or evolve its operating model over time. Bidders are also expected to demonstrate how the solution preserves transparency over identity-related interfaces, access control logic, and administrative dependencies, so that ELTA can sustain flexibility and governance throughout the lifecycle of the platform.

Through this vendor-neutrality approach, bidders shall demonstrate that the proposed solution can provide ELTA with a sustainable and strategically flexible access management foundation aligned with enterprise interoperability and long-term maintainability objectives. The information provided should enable ELTA to assess whether the solution can reduce dependency risks, preserve future choice, and support controlled evolution of the access landscape in a manner consistent with ELTA's architectural and operational priorities.

5.3.12. External User Access & Partner Identity Management

External user access and partner identity management constitute an important extension of the proposed user and access management framework, given ELTA's operational model and the need to interact securely with third parties, external partners, and other non-internal user populations. The proposed solution shall therefore provide controlled capabilities for managing access by external actors in a manner that is secure, auditable, and aligned with ELTA's operational, contractual, and governance requirements.

In particular, the solution must support the structured administration of external identities and partner-related access rights, while clearly distinguishing such access from internal user administration and ensuring that permissions are granted only to the extent required for the relevant operational purpose. The proposed approach should enable ELTA to manage partner access across different scenarios, including collaboration with agencies, subcontractors, carriers, service providers, or other external entities, while maintaining appropriate control over onboarding, authentication, authorization, and access monitoring. Bidders are also expected to demonstrate how the solution supports secure segregation of access, traceability of external user activity, and controlled lifecycle management for non-employee identities.

Through this external access and partner identity management model, bidders shall demonstrate that the proposed solution can provide ELTA with a scalable and governance-oriented framework for extending secure access beyond its internal organizational boundaries. The information provided should enable ELTA to assess whether the solution can support external collaboration and partner participation without compromising security, accountability, or operational control across the wider ELTA platform environment.

Such external access may include, but is not limited to:

1. Courier or logistics partners
2. Subcontracted delivery personnel
3. External service providers
4. Corporate customers
5. Third-party systems consuming operational APIs

5.3.12.1. External Identity Management

External identity management constitutes a distinct and important capability within the broader framework for external user access, as it governs how non-internal identities are created, maintained, controlled, and monitored throughout their interaction with ELTA's systems and services. The proposed solution shall therefore provide structured mechanisms for the secure administration of external identities, ensuring that third-party users can be managed in a controlled manner that remains aligned with ELTA's operational, contractual, and security requirements.

In particular, the solution must support the registration, validation, maintenance, and controlled update of external identities, while ensuring clear differentiation between internal and external user populations and the appropriate application of access restrictions. The proposed approach should enable ELTA to manage external identities associated with partners, agencies, subcontractors, carriers, or other authorized third parties, while supporting secure authentication, traceability, lifecycle control, and the enforcement of appropriate governance rules over externally managed access. Bidders are also expected to demonstrate how the solution supports the reliable administration of these identities without introducing unnecessary complexity or weakening the integrity of the overall access management model.

Through this external identity management model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and sustainable framework for governing third-party identities across its extended operational ecosystem. The information provided should enable ELTA to assess whether the solution can support scalable external identity administration, preserve accountability for external access, and maintain consistent control over non-internal user participation across the platform landscape.

This includes the ability to:

1. Create and manage external user accounts where required.
2. Associate users with specific partner organizations or operational entities.
3. Restrict access rights based on the role and scope of each external actor.

Where possible, the solutions should support identity federation mechanisms allowing external organizations to authenticate using their own identity providers.

5.3.12.2. Access Segregation & Security

Access segregation and security constitute a fundamental requirement of the proposed framework for external user access, as they determine the extent to which ELTA can permit third-party participation without compromising the integrity, confidentiality, or controllability of its internal systems and operational data. The proposed solution shall therefore provide robust mechanisms to ensure that external users and partner-related identities are granted only the minimum necessary access, within clearly defined boundaries and under appropriately controlled security conditions.

In particular, the solution must support the strict separation of external access from internal user environments, while enabling permissions to be assigned in a granular and purpose-specific manner

according to operational role, organizational context, and authorized scope of activity. The proposed approach should ensure that external users cannot access functions, data sets, or administrative capabilities beyond those expressly required for their approved business purpose and should provide safeguards that reduce the risk of privilege escalation, unauthorized visibility, or cross-domain access leakage. Bidders are also expected to demonstrate how the solution enforces these segregation principles consistently across authentication, authorization, session handling, monitoring, and ongoing access governance.

Through this access segregation and security model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and disciplined framework for managing third-party access within a complex and distributed operational ecosystem. The information provided should enable ELTA to assess whether the solution can sustain effective separation of access domains, preserve security and accountability across external user interactions, and support long-term governance of partner access in a manner consistent with ELTA's security, compliance, and operational control objectives.

The solutions must support:

1. Role-based access control for external users
2. Segregation between internal and external user privileges.
3. Restriction of access to specific operational modules or data domains.

5.3.12.3. Partner Organization Management

Partner organization management constitutes a key capability within the broader framework of external user access and partner identity governance, as it determines how ELTA can administer, structure, and control access relationships with external organizations participating in its operational ecosystem. The proposed solution shall therefore provide capabilities that enable ELTA to manage partner organizations as distinct administrative entities, with clearly defined boundaries, roles, and access entitlements aligned to their business relationship with ELTA.

In particular, the solution must support the structured representation and administration of partner organizations, including the controlled association of external users, roles, permissions, and operational responsibilities with the relevant organizational entity. The proposed approach should enable ELTA to distinguish between different categories of partners, apply differentiated access models according to organizational type or contractual role, and manage changes in partner structure, authorization scope, or participation status over time. Bidders are also expected to demonstrate how the solution supports traceability, governance, and secure oversight at the level of the partner organization, rather than only at the level of the individual external user.

Through this partner organization management model, bidders shall demonstrate that the proposed solution can provide ELTA with a scalable and administratively coherent framework for managing external organizational participation across its broader service environment. The information provided should enable ELTA to assess whether the solution can support secure onboarding, controlled access administration, and sustainable governance of partner entities in a manner consistent with ELTA's operational model, security expectations, and long-term ecosystem management objectives.

This includes the ability to:

1. Register partner organizations and hierarchies.
2. Associate users with specific partner organizations.
3. Assign permissions based on organizational roles.
4. Control access to specific services or operational workflows.

This capability is particularly important for managing subcontracted delivery partners or third-party logistics operators.

5.3.12.4. Secure API Access for External Systems

Secure API access for external systems constitutes a critical capability within the broader framework of external user access and partner integration, as it governs how third-party platforms and connected external services interact with ELTA's systems in a controlled and trusted manner. The proposed solution shall therefore provide a secure and standards-based mechanism for enabling external system-to-system access, while ensuring that such access remains appropriately authenticated, authorized, monitored, and restricted to approved operational purposes.

In particular, the solution must support secure API access controls that enable external systems to exchange data and invoke services without compromising the confidentiality, integrity, or availability of ELTA's platforms and operational information. The proposed approach should provide appropriate authentication and authorization mechanisms for external system access, enforce clear access boundaries, and support the controlled management of credentials, tokens, permissions, and related security parameters across the integration lifecycle. Bidders are also expected to demonstrate how the solution protects API-based interactions against unauthorized use, excessive privilege, misuse of exposed interfaces, and other security risks associated with partner or third-party connectivity.

Through this secure API access model, bidders shall demonstrate that the proposed solution can provide ELTA with a reliable and governable integration framework for external systems participating in its wider digital ecosystem. The information provided should enable ELTA to assess whether the solution can support secure and scalable third-party integrations, preserve operational control over externally exposed interfaces, and maintain long-term protection of services and data in an environment requiring controlled interoperability with partner platforms and connected systems.

Such mechanisms must include:

1. Authentication and authorization for API consumers.
2. Secure token-based access mechanisms (e.g., OAuth2).
3. Monitoring and logging of API access activities.

5.3.12.5. Monitoring & Audit of External Access

Monitoring and audit of external access constitute a critical control capability within the broader framework of partner access and external identity management, as they provide ELTA with the visibility and accountability required to oversee third-party interaction with its systems and services. The proposed solution shall therefore provide structured mechanisms for recording, monitoring, and reviewing external access activity in a manner that supports operational control, security oversight, and regulatory compliance.

In particular, the solution must support the capture and retention of audit information relating to external user access, partner activity, and system-to-system interactions involving third parties, while ensuring that such records are reliable, traceable, and suitable for operational investigation and compliance purposes. The proposed approach should enable ELTA to monitor the use of external access rights, identify anomalous or unauthorized activity, investigate incidents affecting partner or third-party access, and maintain an appropriate level of transparency over how external entities interact with the platform. Bidders are also expected to demonstrate how the solution supports ongoing oversight of externally granted access through monitoring, reporting, and audit capabilities aligned with ELTA's governance and security requirements.

Through this monitoring and audit framework, bidders shall demonstrate that the proposed solution can provide ELTA with an effective and sustainable mechanism for maintaining accountability across its extended access ecosystem. The information provided should enable ELTA to assess whether the solution can support timely detection of external access risks, reliable traceability of third-party activity, and long-term governance of external participation in a manner consistent with ELTA's security, compliance, and operational control objectives.

Audit logs must include:

1. Authentication events
2. Access to operational data
3. Execution of critical operations
4. Administrative changes related to external accounts

5.3.12.6. Alignment with ELTA Security Policies

Alignment with ELTA security policies constitutes a fundamental requirement of the proposed framework for external user access and partner identity management, as it ensures that all externally granted access is governed in a manner consistent with ELTA's internal security, risk management, and compliance expectations. The proposed solution shall therefore support the implementation and enforcement of external access controls in a way that is fully aligned with ELTA's applicable security principles, policies, and operational safeguards.

In particular, the solution must demonstrate the ability to apply ELTA's security requirements to external identities, partner organizations, and third-party system access, ensuring that such access is governed by consistent rules relating to authentication, authorization, monitoring, segregation, and incident handling. The proposed approach should enable ELTA to extend its internal security model to external participation scenarios without creating policy exceptions, control weaknesses, or inconsistent treatment across user populations and access channels. Bidders are also expected to demonstrate how the solution can accommodate ELTA-specific security requirements and evolve in line with future policy, regulatory, or governance updates.

Through this alignment model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and policy-consistent framework for managing external participation across its broader operational ecosystem. The information provided should enable ELTA to assess whether the solution can support external access in a manner that remains fully compatible with ELTA's security governance model, preserves enterprise-wide control, and reinforces long-term compliance and operational resilience objectives.

Where appropriate, the solutions should support additional security mechanisms such as:

1. Multi-factor authentication for external users
2. IP access restrictions
3. Conditional access policies
4. Time-based and geolocation-based access controls

5.3.13. Operational User Profiles & Role Catalogue

Operational user profiles and the role catalogue constitute a core element of the proposed user and access management framework, as they provide the structured basis through which ELTA can align system access with actual business responsibilities, operational functions, and organizational duties. The proposed solution shall therefore support the definition and administration of a clear,

maintainable, and extensible set of user profiles and roles reflecting ELTA's operating model across retail, logistics, delivery, supervisory, administrative, and support environments.

In particular, the solution must support the creation and management of a structured role catalogue through which permissions can be consistently assigned according to operational need, functional responsibility, and level of authority. The proposed approach should enable ELTA to define standard user profiles for recurring business roles, while also supporting the controlled refinement or extension of such profiles, where justified by organizational or operational requirements. Bidders are expected to demonstrate how the role catalogue can remain coherent, scalable, and manageable over time, while ensuring that user profiles continue to reflect ELTA's real operational structures and evolving service model.

Through this operational user profile and role catalogue model, bidders shall demonstrate that the proposed solution can provide ELTA with a sustainable and governance-oriented basis for administering access across a complex and distributed service environment. The information provided should enable ELTA to assess whether the solution can support consistent role definition, efficient user administration, and long-term alignment between access entitlements and actual operational responsibilities across the platform.

5.3.13.1. Role-Based Operational Model

The role-based operational model constitutes the core mechanism through which the proposed solution shall align system access, functional visibility, and operational capabilities with ELTA's real business responsibilities. The proposed solution shall therefore support a structured role-based model that enables user access and system behaviour to be determined according to the operational duties, authority level, and business context of each user population.

In particular, the solution must support the assignment of roles that govern access to relevant modules, permitted actions, visibility of operational information, and administrative capabilities in a controlled and consistent manner. The proposed approach should allow ELTA to configure one or more roles per user where operationally justified, while ensuring that role assignments remain clear, manageable, and aligned with actual business needs. Bidders are also expected to demonstrate how the role model can support different categories of users across retail, logistics, delivery, supervisory, administrative, and support environments without creating unnecessary complexity or access inconsistency.

Through this role-based operational model, bidders shall demonstrate that the proposed solution can provide ELTA with a scalable and governance-oriented framework for managing operational access across a complex and distributed service environment. The information provided should enable ELTA to assess whether the proposed model can support clear authorization logic, effective role assignment, and long-term alignment between system capabilities and organizational responsibilities across the platform landscape.

Roles must determine:

1. Accessible system modules and functions
2. Permitted operational actions
3. Visibility of operational data
4. Administrative capabilities

5.3.13.2. Indicative Operational Roles

Indicative operational roles constitute a practical expression of the proposed role catalogue, as they demonstrate how the solution can translate ELTA's organizational and operational model into a structured set of user profiles aligned with real business responsibilities. The proposed solution shall therefore support the definition of a broad and adaptable range of operational roles reflecting the needs of ELTA's retail, logistics, delivery, monitoring, administrative, security, and compliance environments.

In particular, the role model must be capable of representing the main user categories that participate in ELTA's operational processes, including front-line retail users, branch and operational supervisors, logistics and delivery personnel, monitoring and control functions, and administrative or support roles with broader system responsibilities. The proposed approach should allow these role categories to be defined in a way that reflects their distinct operational duties, access needs, and decision-making authority, while preserving clarity and consistency across the overall access management model. Bidders are expected to demonstrate that the solution can support both standard role definitions and operational variation across different service environments and organizational structures.

Through this indicative role framework, bidders shall demonstrate that the proposed solution can provide ELTA with a realistic, scalable, and business-aligned basis for structuring user access across its nationwide operational ecosystem. The information provided should enable ELTA to assess whether the solution can support a coherent operational role model that is sufficiently comprehensive to cover its current service landscape, while remaining flexible enough to evolve alongside future organizational, operational, and service delivery changes.

A. Retail Operations Roles

- 1) Retail Counter Operator: Responsible for processing customer transactions at ELTA retail branches.
- 2) Branch Supervisor / Branch Manager: Responsible for supervising retail operations, monitoring transactions, and managing local operational activities.
- 3) Regional Manager: Responsible for supervising retail operations, monitoring transactions and managing activities of a group of branches.
- 4) Overall Network Manager: Responsible for supervising retail operations, monitoring transactions and managing activities of all ELTA's branches.
- 5) Retail Operations Administrator: Responsible for managing retail configuration, products, tariffs, and operational settings.

B. Logistics & Delivery Operations Roles

- 1) Sorting Center Operator: Responsible for processing items within logistics hubs and sorting facilities.
- 2) Sorting Center Manager: Responsible for overall monitoring and managing activities of logistics hubs and sorting facilities.
- 3) Delivery Personnel / Courier: Responsible for the delivery of items and recording delivery events through operational systems.
- 4) Logistics Supervisor: Responsible for monitoring operational performance within logistics facilities.

C. Control Tower & Monitoring Roles

- 1) Operations Monitoring Analyst: Responsible for monitoring operational workflows and tracking shipment events.
- 2) Operational Performance Manager: Responsible for overseeing performance indicators and operational reporting.

D. Administrative and Support Roles

- 1) System Administrator: Responsible for system configuration and technical administration.
- 2) Security Administrator: Responsible for managing security policies and user access permissions.
- 3) Audit and Compliance Officer: Responsible for monitoring compliance and reviewing system audit logs.

5.3.13.3. Role Configuration Flexibility

Role configuration flexibility constitutes a critical requirement of the proposed role management framework, as it determines the extent to which ELTA can adapt the access model to its evolving operational, organizational, and security needs without excessive technical dependency or unnecessary complexity. The proposed solution shall therefore support a flexible and controlled approach to role definition and maintenance, enabling ELTA to configure, refine, and extend role structures in line with business requirements over time.

In particular, the solution must support the creation and adjustment of roles, permissions, and related access parameters in a manner that allows ELTA to respond to changes in organizational structure, service delivery models, operational responsibilities, and governance rules. The proposed approach should enable the controlled modification of existing roles, the introduction of new role variants where justified, and the structured management of permission combinations, while preserving clarity, consistency, and auditability across the access model. Bidders are also expected to demonstrate how this flexibility can be achieved without undermining role governance, increasing administrative burden, or creating uncontrolled proliferation of access configurations.

Through this role configuration flexibility model, bidders shall demonstrate that the proposed solution can provide ELTA with a sustainable and adaptable authorization framework capable of supporting both current operational realities and future organizational evolution. The information provided should enable ELTA to assess whether the solution can maintain an effective balance between configurability and control, while ensuring that the role model remains manageable, secure, and aligned with long-term operational and governance objectives.

The solutions must allow ELTA administrators to:

1. Create and configure new operational roles.
2. Modify role permissions as operational needs evolve.
3. Assign roles at different organizational levels.
4. Support role inheritance and hierarchical permission models where appropriate.

5.3.13.4. Organizational Scope of Roles

The organizational scope of roles constitutes an essential aspect of the proposed role management framework, as it determines how access rights and operational responsibilities are applied across ELTA's distributed organizational structure. The proposed solution shall therefore support the assignment and governance of roles in a manner that reflects the relevant organizational boundaries within which each role is intended to operate.

In particular, the solution must support the definition and application of roles according to organizational scope, such as branch, unit, region, operational domain, or broader enterprise level, so that access entitlements remain aligned with the actual area of responsibility of each user. The proposed approach should enable ELTA to distinguish between locally scoped roles and roles with wider authority, while ensuring that permissions are granted only within the relevant organizational context and without creating unnecessary overlap or ambiguity. Bidders are also expected to demonstrate how the solution supports the controlled management of role scope as organizational structures evolve or operational responsibilities are redistributed.

Through this organizational scope model, bidders shall demonstrate that the proposed solution can provide ELTA with a structured and governance-oriented mechanism for aligning access rights with real organizational boundaries and operational authority. The information provided should enable ELTA to assess whether the solution can support clear, scalable, and sustainable role scoping across its nationwide service environment, while preserving security, administrative efficiency, and consistency of access control throughout the platform.

Roles must be configurable to apply within specific organizational scopes, such as:

1. Individual retail branches
2. Logistics facilities or hubs
3. Regional operational units
4. Enterprise-wide administrative roles

5.3.13.5. Separation of Duties

Separation of duties constitutes a fundamental control principle of the proposed role and access management framework, as it is essential to ensuring operational integrity, reducing the risk of error or misuse, and strengthening governance across ELTA's business and administrative processes. The proposed solution shall therefore support the structured segregation of responsibilities in a manner that prevents inappropriate concentration of authority within individual user accounts or role combinations.

In particular, the solution must support the definition and enforcement of rules that restrict incompatible responsibilities from being assigned to the same user or executed without appropriate controls. The proposed approach should enable ELTA to identify and manage conflicting access rights, high-risk permission combinations, and operational scenarios requiring independent oversight, while supporting the practical realities of a large and distributed service environment. Bidders are also expected to demonstrate how the solution can apply segregation principles consistently across different user groups, organizational scopes, and administrative contexts, without undermining operational efficiency or usability.

Through this separation of duties model, bidders shall demonstrate that the proposed solution can provide ELTA with a secure and governance-oriented framework for controlling role conflicts, strengthening accountability, and reducing access-related operational risk. The information provided should enable ELTA to assess whether the solution can support sustained compliance with internal

control principles, preserve role integrity over time, and maintain an appropriate balance between operational practicality and security discipline across the platform.

Examples may include separation between:

1. Operational transaction processing and transaction approval
2. System configuration and operational monitoring
3. Administrative actions and audit functions

5.3.13.6. Role Governance and Auditing

Role governance and auditing constitute a critical element of the proposed role management framework, as they determine how ELTA will control, review, and maintain the integrity of its role model over time. The proposed solution shall therefore support a structured governance approach through which roles, permissions, and related access assignments can be administered, reviewed, and monitored in a controlled, transparent, and auditable manner.

In particular, the solution must support the oversight of role creation, modification, approval, assignment, and retirement, while ensuring that all relevant changes are traceable and subject to appropriate control mechanisms. The proposed approach should enable ELTA to maintain visibility over how roles evolve, how permissions are distributed, and whether the role model continues to reflect actual operational needs and governance principles. Bidders are also expected to demonstrate how the solution supports auditability of role-related actions, periodic review processes, and the identification of inconsistencies, excessive permissions, or governance deviations within the access framework.

Through this role governance and auditing model, bidders shall demonstrate how the proposed solution can provide ELTA with a sustainable mechanism for maintaining control, accountability, and long-term consistency across its role catalogue and access structures. The information provided should enable ELTA to assess whether the solution can support disciplined role administration, strengthen governance over authorization practices, and ensure that the role model remains secure, manageable, and aligned with ELTA's operational and compliance requirements over time.

This includes:

1. Logging of role assignment changes
2. Tracking of administrative modifications to user permissions
3. Ability to review historical role assignments

5.3.14. User Interface & Operational Usability

User interface and operational usability constitute an important dimension of the proposed solution, as they directly influence the efficiency, consistency, and overall effectiveness with which ELTA users will perform their day-to-day operational activities. The proposed solution shall therefore provide a user experience that is clear, intuitive, and appropriate for the diverse operational contexts in which ELTA personnel, supervisors, and administrative users are expected to work.

In particular, the solution must support interfaces that facilitate rapid task execution, reduce unnecessary complexity, and enable users to navigate operational processes with clarity and confidence. The proposed approach should reflect the needs of different user groups and operational roles, while supporting usability across varied working environments, levels of digital familiarity, and transaction volumes. Bidders are also expected to demonstrate how the interface design contributes

to operational accuracy, minimizes user error, and supports productivity in both routine and time-sensitive activities across ELTA's retail and logistics environment.

Through this user interface and usability approach, bidders shall demonstrate that the proposed solution can provide ELTA with an operationally effective and sustainable user environment capable of supporting broad organizational adoption. The information provided should enable ELTA to assess whether the solution can deliver a practical, user-oriented, and business-aligned experience that strengthens service execution, supports consistency across operational contexts, and contributes to the long-term usability of the platform.

5.3.14.1. Operational Efficiency

Operational efficiency constitutes a key objective of the proposed user interface and usability model, as the solution is expected to support high-volume operational processes across ELTA's retail and logistics environment with speed, consistency, and minimal unnecessary effort. The proposed solution shall therefore provide interface and interaction capabilities that enable users to complete operational tasks efficiently, while reducing avoidable delays, repetitive actions, and complexity in day-to-day system usage.

In particular, the solution must support workflows and interface behaviours that streamline common operational activities, facilitate rapid task execution, and help users move through business processes with clarity and reduced cognitive burden. The proposed approach should take into account the practical realities of ELTA's operating environment, including transaction intensity, time-sensitive activities, and the need for users to perform tasks accurately under operational pressure. Bidders are also expected to demonstrate how the design of the solution contributes to faster processing, improved productivity, and more effective handling of routine as well as exceptional operational scenarios.

Through this operational efficiency model, bidders shall demonstrate that the proposed solution can provide ELTA with a user environment that supports effective service execution and measurable productivity improvement across its business operations. The information provided should enable ELTA to assess whether the solution can enhance the speed and quality of operational performance, while supporting a practical and sustainable user experience across the platform.

In particular, the system should:

1. Minimize the number of steps required to complete common operational processes.
2. Provide clear and intuitive navigation across system modules.
3. Allow operators to quickly access the functions required for their role.
4. Reduce the need for manual data entry where possible.

For high-frequency operations such as retail transactions or scanning events, the system should support streamlined workflows optimized for rapid execution.

5.3.14.2. Role-Based User Interfaces

Role-based user interfaces constitute an important component of the proposed usability and access model, as they determine how different user categories interact with the solution in a manner aligned with their operational responsibilities and permissions. The proposed solution shall therefore provide user interfaces that are adapted to the needs, tasks, and access scope of the relevant user roles,

ensuring that each user is presented with an appropriate and operationally relevant view of the system.

In particular, the solution must support the tailoring of interface elements, navigation paths, visible functions, and available actions according to the role and authority level assigned to each user. The proposed approach should enable ELTA to present different operational environments to front-line personnel, supervisors, administrators, and other user groups, so that each category can work efficiently within a user experience that reflects its specific business responsibilities. Bidders are also expected to demonstrate how role-based interfaces contribute to usability, reduce unnecessary complexity, limit access to irrelevant or unauthorized functions, and support more effective execution of operational tasks.

Through this role-based interface model, bidders shall demonstrate that the proposed solution can provide ELTA with a user experience that is both secure and operationally targeted across its diverse service environment. The information provided should enable ELTA to assess whether the solution can support differentiated yet coherent user interaction patterns that strengthen usability, reinforce access governance, and improve the day-to-day effectiveness of users operating under different roles and responsibilities across the platform.

Examples include:

1. Retail counter operators
2. Delivery personnel
3. Logistics hub operators
4. Operational supervisors
5. System administrators

5.3.14.3. Support for Operational Devices

Support for operational devices constitutes a significant aspect of the proposed user interface and usability model, as ELTA's operational environment relies on a range of endpoint devices used across retail, logistics, delivery, and supervisory contexts. The proposed solution shall therefore provide user interaction capabilities that are compatible with the operational devices required for day-to-day service execution, while maintaining usability, reliability, and consistency across different working environments.

In particular, the solution must support effective use through the relevant categories of operational hardware and user endpoints, taking into account the practical constraints of branch operations, field activities, and other distributed service scenarios. The proposed approach should enable users to interact with the solution in a manner that is appropriate to the device context, while preserving functional consistency, operational efficiency, and secure execution of business processes. Bidders are also expected to demonstrate how the solution accommodates device-specific operational needs without creating fragmentation in the user experience or limiting the effective performance of operational tasks.

Through this device support model, bidders shall demonstrate that the proposed solution can provide ELTA with a practical and sustainable operational user environment across the range of devices used in its business operations. The information provided should enable ELTA to assess whether the solution can support consistent, effective, and business-aligned usage across operational endpoints, while contributing to broader usability, service continuity, and long-term adaptability of the platform.

These may include:

1. Desktop workstations at retail branches

2. Mobile devices used by delivery personnel
3. Handheld scanning devices used in logistics facilities
4. Monitoring workstations used in operational control centres

5.3.14.4. Error Prevention & Validation

Error prevention and validation constitute a critical aspect of the proposed user interface and operational usability model, as they directly influence the accuracy, reliability, and consistency of transaction execution across ELTA's operational environment. The proposed solution shall therefore provide controls and interface behaviours that help users avoid common mistakes, identify invalid inputs in a timely manner, and complete operational activities with a reduced risk of error.

In particular, the solution must support validation mechanisms that are embedded within the relevant workflows and user interactions, ensuring that incorrect, incomplete, or inconsistent data can be detected and addressed before it leads to operational disruption or downstream processing issues. The proposed approach should guide users through appropriate data entry and decision steps, while providing clear feedback, understandable prompts, and controlled handling of exceptions where validation rules are triggered. Bidders are also expected to demonstrate how these capabilities contribute to improved transaction quality, reduced rework, and more reliable execution of business processes across different user roles and operational contexts.

Through this error prevention and validation model, bidders shall demonstrate that the proposed solution can provide ELTA with a more robust and user-supportive operational environment that promotes data quality, process integrity, and consistent service execution. The information provided should enable ELTA to assess whether the solution can effectively reduce avoidable user errors, strengthen operational control, and improve the overall reliability of day-to-day interactions with the platform.

These mechanisms should include:

1. Real-time validation of input data
2. Clear error messages and guidance to users
3. Confirmation mechanisms for critical operations
4. Prevention of invalid or incomplete transactions

5.3.14.5. Operational Visibility & Feedback

Operational visibility and feedback constitute an important aspect of the proposed user interface and usability model, as they directly influence how effectively users can understand system status, process progression, task outcomes, and required follow-up actions during day-to-day operations. The proposed solution shall therefore provide clear and timely feedback mechanisms that help users maintain awareness of what the system is doing, what has been successfully completed, and what requires further attention or intervention.

In particular, the solution must support interface behaviours that make operational status, transaction outcomes, validation results, and exception conditions visible in a manner that is understandable, actionable, and appropriate to the user's role and business context. The proposed approach should enable users to distinguish between successful actions, pending states, warnings, and errors, while also supporting situational awareness during high-volume or time-sensitive operational activities. Bidders are also expected to demonstrate how these capabilities improve user confidence, reduce

ambiguity, and support more effective decision-making and process execution across ELTA's operational environment.

Through this operational visibility and feedback model, bidders shall demonstrate that the proposed solution can provide ELTA with a user experience that is clearer, more controllable, and better aligned with the realities of operational work. The information provided should enable ELTA to assess whether the solution can support timely user awareness, improve execution quality, and strengthen the overall effectiveness and usability of the platform across its retail and logistics operations.

The user interface should provide:

1. Confirmation of successful operations
2. Clear status indicators for ongoing processes
3. Alerts for operational issues or exceptions
4. Visibility into the current status of items or transactions

5.3.14.6. Accessibility & Language Support

Accessibility and language support constitute an important aspect of the proposed user interface and usability model, as they directly affect the extent to which the solution can be used effectively, consistently, and inclusively across ELTA's diverse user population and operational environments. The proposed solution shall therefore provide interface capabilities that support broad usability for different user groups, while also enabling operation in the languages required for ELTA's day-to-day business activities.

In particular, the solution must support accessibility-related design considerations that improve usability for users with different needs, levels of digital familiarity, and working contexts, while also enabling the platform to comply with applicable usability and inclusiveness expectations. The proposed approach must provide structured Greek language support for the interface, messages, prompts, and other relevant user-facing elements, ensuring that users can interact with the solution clearly and confidently in the required operational language environment. Bidders are also expected to demonstrate how accessibility and language capabilities can be maintained consistently across modules, user roles, and future system evolution.

Through this accessibility and language support model, bidders shall demonstrate that the proposed solution can provide ELTA with a user environment that is inclusive, operationally practical, and suitable for broad organizational adoption. The information provided should enable ELTA to assess whether the solution can support effective use across different user populations, reduce usability barriers, and sustain a coherent multilingual and accessible experience across the platform over time.

5.3.14.7. Training & Learning Support

Training and learning support constitute an important aspect of the proposed user interface and operational usability model, as they directly influence ELTA's ability to achieve effective user adoption, reduce operational errors, and sustain efficient use of the solution over time. The proposed solution shall therefore provide capabilities that support user familiarization, guided learning, and the ongoing development of operational understanding across different user groups and levels of system experience.

In particular, the solution must support mechanisms that help users understand how to perform their tasks correctly, navigate workflows confidently, and access relevant guidance when needed during day-to-day operations. The proposed approach should enable ELTA to support both initial onboarding

and continued learning for users working across different operational contexts, while reducing dependence on informal knowledge transfer or repeated manual intervention by support teams. Bidders are also expected to demonstrate how the solution contributes to faster user readiness, improved operational consistency, and more effective long-term knowledge retention across the organization.

Through this training and learning support model, bidders shall demonstrate that the proposed solution can provide ELTA with a user environment that not only enables system usage, but also supports structured capability-building and sustainable adoption. The information provided should enable ELTA to assess whether the solution can strengthen user confidence, improve the quality and consistency of operational execution, and support ELTA's long-term training, enablement, and change adoption objectives across the platform.

Mechanisms may include:

1. Context-sensitive help functions
2. Integrated guidance or tooltips
3. User documentation and training materials
4. Configurable dashboards or quick-access menus

5.3.14.8. Operational Reliability

Operational reliability constitutes a fundamental aspect of the proposed user interface and usability model, as it directly affects the extent to which ELTA users can rely on the solution to perform business-critical activities consistently, accurately, and without avoidable interruption. The proposed solution shall therefore provide a stable and dependable user environment capable of supporting day-to-day operational execution across ELTA's retail and logistics landscape.

In particular, the solution must support reliable system behaviour during routine, high-volume, and exception-driven operational scenarios, ensuring that users can complete tasks with confidence and without unnecessary disruption caused by inconsistent interface behaviour, incomplete processing, or loss of transaction continuity. The proposed approach should provide predictable user interactions, resilient handling of operational events, and sufficient safeguards to preserve the integrity of user actions and process outcomes under varying operational conditions. Bidders are also expected to demonstrate how the solution supports sustained reliability at the user interaction level, in a manner consistent with ELTA's expectations for service continuity, operational stability, and dependable execution of core business processes.

Through this operational reliability model, bidders shall demonstrate that the proposed solution can provide ELTA with a trustworthy and resilient user environment suitable for mission-critical operational use. The information provided should enable ELTA to assess whether the solution can support consistent user performance, reduce the risk of operational disruption, and maintain confidence in the platform's ability to sustain reliable execution across the full range of ELTA's operational activities.

5.4. Delivery Methodology Requirements

5.4.1. General Delivery Principles

General delivery principles constitute the overarching framework through which the proposed solution shall be implemented, transitioned into operation, and sustained throughout the execution of the contract. The proposed delivery approach shall therefore reflect a structured, controlled, and business-aligned methodology capable of supporting ELTA's operational complexity, service criticality, and transformation objectives across its nationwide retail and logistics environment.

In particular, the delivery methodology must demonstrate how implementation activities, governance arrangements, planning disciplines, and execution controls will be organized in a manner that minimizes disruption, supports business continuity, and enables transparent progress management throughout the project lifecycle. The proposed approach should provide ELTA with confidence that the Contractor can manage interdependencies, operational risks, stakeholder coordination, and phased delivery activities in a disciplined and measurable manner. Bidders are also expected to demonstrate that the delivery model is appropriate for a large-scale and mission-critical environment, and that it can support both implementation rigor and practical operational adoption.

Through these delivery principles, bidders shall demonstrate that the proposed solution can be implemented through a reliable and sustainable project framework that supports successful execution from mobilization through go-live and stabilization. The information provided should enable ELTA to assess whether the proposed delivery model is sufficiently mature, transparent, and controllable to support the effective realization of the project while maintaining alignment with ELTA's operational priorities, governance expectations, and long-term transformation goals.

The proposed methodology shall:

1. Minimize operational disruption.
2. Ensure business continuity during transition.
3. Provide phased and controlled rollout with agile-based concrete milestones.
4. Enable measurable progress tracking.
5. Ensure accountability and governance transparency.

5.4.2. Project Phases

The implementation of the proposed solution shall be structured through a clearly defined set of project phases that provide ELTA with a controlled, transparent, and measurable framework for delivering the project from initiation through stabilization and knowledge transfer. The proposed phased delivery model shall therefore demonstrate how the Contractor will organize the implementation lifecycle in a manner that supports disciplined execution, effective governance, and progressive reduction of delivery risk across the duration of the project.

In particular, the phased approach must reflect the logical sequencing of the major implementation activities required to design, configure, integrate, validate, deploy, and operationalize the solution within ELTA's business and technology environment. The proposed methodology should show how each phase contributes to the overall delivery objective, how dependencies between phases will be managed, and how project outputs will be progressively matured, validated, and transitioned toward production use. The approach is expected to support both implementation rigor and practical

operational readiness, while ensuring that business continuity, stakeholder alignment, and delivery quality are maintained throughout the project lifecycle.

Through this phased delivery structure, bidders shall demonstrate that the proposed solution can be implemented through a coherent and governance-oriented roadmap that supports controlled progression from mobilization and detailed design to build, testing, go-live, stabilization, and handover. The information provided should enable ELTA to assess whether the proposed phasing model is sufficiently robust, realistic, and business-aligned to support successful project execution, minimize transition-related disruption, and establish the conditions for sustainable long-term operation of the platform.

Bidders should take into account that ELTA anticipates a phased delivery approach aligned with strategic business priorities, enabling the organisation to begin utilising delivered functionality promptly instead of waiting for the entire project's completion.

The implementation shall, at minimum, include the following phases:

5.4.2.1. Phase 1 – Mobilization & Planning

- A. Work Areas:
 - 1) Project kick-off.
 - 2) Appointment of governance bodies.
 - 3) Detailed project plan development.
 - 4) Risk and dependency identification.
 - 5) Confirmation of scope and success criteria.
 - 6) Definition of communication and reporting framework.
- B. Deliverables:
 - 1) Project Management Plan.
 - 2) Detailed Work Breakdown Structure (WBS).
 - 3) Risk Register.
 - 4) Communication Plan.

5.4.2.2. Phase 2 – Discovery & Detailed Design

- A. Work Areas:
 - 1) Business process validation workshops.
 - 2) Gap analysis between standard solution capabilities and ELTA requirements.
 - 3) Configuration design documentation.
 - 4) Integration architecture design.
 - 5) Data migration strategy finalization.
- B. Deliverables:
 - 1) Business Requirements Document (BRD)
 - 2) Requirements Traceability Matrix (RTM)
 - 3) Functional Design Document (FDD).
 - 4) Technical Design Document (TDD).
 - 5) Integration Specifications.
 - 6) Data Migration Plan.

5.4.2.3. Phase 3 – Configuration, Development & Integration

- A. Work Areas:
 - 1) System configuration.
 - 2) Development of required integrations and extensions.
 - 3) API implementation.
 - 4) Security configuration.
 - 5) Setup of hosting and infrastructure environments (where applicable).
- B. Deliverables:
 - 1) Configured solution environment.
 - 2) Integration components.
 - 3) Environment setup documentation.

5.4.2.4. Phase 4 – Testing

- A. Testing shall include:
 - 1) Unit Testing.
 - 2) System Integration Testing (SIT).
 - 3) Data Migration Testing.
 - 4) Performance Testing.
 - 5) Security Testing.
 - 6) User Acceptance Testing (UAT).
- B. The Contractor shall:
 - 1) Provide test plans and scripts.
 - 2) Support defect resolution.
 - 3) Maintain defect logs and reporting.
- C. Deliverables:
 - 1) Approved Test Plan.
 - 2) Test Execution Reports.
 - 3) Defect Register.
 - 4) UAT Sign-off Documentation.

5.4.2.5. Phase 5 – Deployment & Go-Live

- A. Work Areas:
 - 1) Rollout planning.
 - 2) Cutover planning and rehearsal.
 - 3) Controlled data migration execution.
 - 4) Go-live readiness assessment.
 - 5) Production deployment.
 - 6) Post Go-Live Hypercare support period.
 - 7) The Contractor shall ensure minimal operational disruption and provide on-site and/or remote support during go-live.

B. Deliverables:

- 1) Rollout Plan.
- 2) Cutover Plan.
- 3) Go-Live Readiness Report.
- 4) Go-Live Approval.
- 5) Hypercare Support Plan.

5.4.2.6. Phase 6 – Stabilization & Knowledge Transfer

A. Work Areas:

- 1) Monitoring of system performance post go-live.
- 2) Resolution of initial operational issues.
- 3) Formal knowledge transfer to ELTA teams.
- 4) Documentation handover.

B. Deliverables:

- 1) Operational Runbooks.
- 2) Administration Guides.
- 3) Knowledge Transfer Completion Report.

5.4.3. Governance & Reporting

Governance and reporting constitute a critical component of the proposed delivery methodology, as they determine how the project will be directed, controlled, monitored, and escalated throughout its lifecycle. The proposed delivery model shall therefore include a clear governance framework that enables ELTA to maintain visibility over project progress, risks, decisions, dependencies, and overall delivery performance, while ensuring appropriate accountability across all participating parties.

In particular, the governance approach must define the structures, forums, roles, and reporting mechanisms through which strategic oversight, day-to-day coordination, technical alignment, and issue resolution will be carried out. The proposed model should support effective decision-making, timely escalation of risks and blockers, and structured communication across business, technical, and project stakeholders. Bidders are also expected to demonstrate how reporting arrangements will provide ELTA with clear, regular, and decision-useful information regarding implementation status, milestone progress, risks, issues, and any material deviations requiring management attention.

Through this governance and reporting framework, bidders shall demonstrate that the proposed solution can be delivered under a disciplined and transparent management model that supports both project control and stakeholder confidence. The information provided should enable ELTA to assess whether the proposed governance arrangements are sufficiently robust, practical, and aligned with the scale and criticality of the project, while supporting effective oversight and sustained delivery discipline from mobilization through go-live and stabilization.

A. The Contractor shall establish a governance framework including:

- 1) Steering Committee (strategic oversight).
- 2) Project Management Office (PMO) coordination.
- 3) Technical working groups.
- 4) Regular progress reporting.

B. Minimum reporting requirements:

- 1) Weekly operational reports.
 - 2) Monthly executive status reports.
 - 3) Risk and issue logs.
 - 4) Budget tracking (if applicable).
- C. Escalation procedures shall be clearly defined.

5.4.4. Project Management Approach

The project management approach constitutes a central element of the proposed delivery methodology, as it determines how the implementation will be planned, coordinated, controlled, and successfully executed throughout the lifecycle of the project. The proposed solution shall therefore be delivered through a project management model that is structured, transparent, and appropriate for a large-scale, business-critical transformation initiative within ELTA's operational and technology environment.

In particular, the proposed approach must demonstrate how project scope, planning, resources, dependencies, milestones, and stakeholder coordination will be managed in a disciplined and measurable manner. The methodology should provide ELTA with confidence that the Contractor can maintain effective control over delivery activities, support timely decision-making, and ensure that implementation progress remains aligned with agreed objectives, timelines, and quality expectations. Where Agile, Waterfall, or Hybrid models are proposed, bidders are expected to clearly explain how the chosen approach will operate in practice and how it will support formal governance, milestone acceptance, and contractual accountability in ELTA's delivery context.

Through this project management approach, bidders shall demonstrate that the proposed solution can be implemented under a reliable and well-governed execution framework capable of supporting both delivery rigor and practical adaptability. The information provided should enable ELTA to assess whether the proposed management methodology is sufficiently mature, controllable, and aligned with the needs of the project, while ensuring effective coordination, delivery transparency, and sustained implementation discipline from initiation through completion.

- A. The Contractor may apply:
 - 1) Waterfall methodology
 - 2) Agile methodology
 - 3) Hybrid methodology
- B. Whichever approach (Methodology) is applied, it must ensure:
 - 1) Clear milestone-based deliverables
 - 2) Transparent progress tracking
 - 3) Formal acceptance checkpoints
 - 4) Change control governance
- C. If Agile or Hybrid methodology is proposed, the Contractor shall describe:
 - 1) Sprint governance.
 - 2) Backlog management.
 - 3) Definition of Done.
 - 4) Release planning.
 - 5) Acceptance mechanisms aligned with public-sector contractual requirements.

5.4.5. Risk & Change Management

Risk and change management constitute a critical component of the proposed delivery methodology, as they directly affect the Contractor's ability to maintain control over implementation complexity, respond to emerging issues, and protect the project from unmanaged deviations in scope, timeline, cost, or quality. The proposed solution shall therefore be delivered through a disciplined framework for identifying, assessing, managing, and monitoring risks and changes throughout the lifecycle of the project.

In particular, the proposed approach must demonstrate how project risks will be proactively identified, evaluated, prioritized, and mitigated, while ensuring that potential impacts on business continuity, delivery milestones, technical dependencies, and operational readiness are addressed in a timely and structured manner. The change management model should also provide ELTA with a formal mechanism for reviewing, assessing, and approving any proposed changes to scope, deliverables, timelines, or implementation assumptions, supported by clear impact analysis and defined governance controls. Bidders are expected to demonstrate that both risk and change management activities will be embedded within the overall delivery model and operated in a transparent, auditable, and business-aligned manner.

Through this risk and change management framework, bidders shall demonstrate that the proposed solution can be implemented under a controlled and resilient delivery model capable of responding to uncertainty without undermining project governance or operational stability. The information provided should enable ELTA to assess whether the proposed approach is sufficiently robust to support proactive risk control, disciplined change handling, and sustained delivery integrity throughout the execution of the project.

The Contractor shall implement:

1. Proactive risk identification and mitigation planning.
2. Formal change request management process.
3. Impact analysis for scope, timeline, and cost.
4. Structured approval workflow for changes.

Bidders are required to outline their strategy for managing changes during the implementation phase when specific business needs arise—either those not identified during analysis and design, or those resulting from operational shifts. The policy of prohibiting any modifications after analysis and design completion is impractical; therefore, bidders must commit to efficiently handling necessary changes throughout implementation to minimize project impact and maintain manageability.

5.4.6. Resource & Team Structure

Resource and team structure constitute a critical element of the proposed delivery methodology, as they determine the Contractor's ability to mobilize the right capabilities, maintain delivery continuity, and execute the project with the level of expertise required by ELTA's operational and technical environment. The proposed solution shall therefore be supported by a clearly defined team structure, with appropriate roles, responsibilities, and resource allocation aligned with the scale, complexity, and criticality of the project.

In particular, the proposed approach must demonstrate how the Contractor will organize its project resources across governance, functional, technical, integration, migration, security, testing, and support-related domains, while ensuring that the required expertise is available throughout the relevant stages of implementation. The team model should provide ELTA with clear visibility into the

key roles involved in delivery, the responsibilities assigned to each role, and the way in which resource continuity and competency will be maintained over time. In this context, the proposed delivery team shall include on-site presence, during the phases relevant to their responsibilities, of the Project Director, the Project Manager, the Lead Business Analyst, and the Project Technical Lead, in order to support effective coordination, timely decision-making, close collaboration with ELTA stakeholders, and efficient management of business and technical delivery activities.

Through this resource and team structure model, bidders shall demonstrate that the proposed solution can be delivered by a capable, appropriately staffed, and well-governed delivery organization combining the necessary governance oversight, business engagement, and technical leadership. The information provided should enable ELTA to assess whether the proposed team composition, role model, staffing approach, and on-site engagement model are sufficiently robust to support successful implementation, reduce execution risk, and ensure sustained delivery capability from project initiation through go-live and stabilization.

The Contractor shall provide:

1. A dedicated Project Manager.
2. Key Resources with on-site presence
3. Clearly defined key roles (solution architect, integration lead, migration lead, security lead, etc.).
4. CVs of key personnel.
5. Resource allocation plan.
6. Subcontractor identification (if applicable).

Replacement of key personnel shall require prior approval from ELTA.

5.4.7. Transition & Legacy Decommissioning Support

Transition and legacy decommissioning support constitute a critical component of the proposed delivery methodology, as they directly affect ELTA's ability to move from its current system landscape to the target operating environment in a controlled and low-risk manner. The proposed solution shall therefore be accompanied by a structured transition approach that supports operational continuity, manages coexistence between legacy and target systems where required, and enables the orderly withdrawal of obsolete platforms once the new solution is fully established.

In particular, the proposed approach must demonstrate how the Contractor will support the phased transition from legacy environments to the new platform, including any required coexistence arrangements, transitional operating models, and controlled sequencing of cutover and decommissioning activities. The methodology should address the practical and technical implications of maintaining business continuity during the transition period, while ensuring that legacy systems are retired in a manner that is secure, documented, and aligned with ELTA's operational and governance requirements. Bidders are also expected to explain how archival needs, dependency management, and decommissioning controls will be handled so that the transition is completed without creating operational disruption, data loss, or unmanaged technical exposure.

Through this transition and legacy decommissioning support model, bidders shall demonstrate that the proposed solution can be implemented as part of a coherent and sustainable transformation pathway, rather than as an isolated system replacement exercise. The information provided should enable ELTA to assess whether the proposed approach is sufficiently robust to support controlled migration, reduce transition-related risk, and ensure the secure and orderly retirement of legacy platforms as part of the overall modernization of ELTA's retail and logistics environment.

The Contractor shall support:

1. Parallel run (if required).
2. Phased migration and coexistence strategy.
3. Controlled decommissioning of legacy systems.
4. Data archival where required.

5.4.8. Acceptance & Milestone Validation

Acceptance and milestone validation constitute a critical control mechanism within the proposed delivery methodology, as they determine how ELTA will verify the satisfactory completion of project outputs and confirm readiness to progress from one delivery stage to the next. The proposed solution shall therefore be delivered through a structured acceptance framework that links project progress to clearly defined validation points, measurable completion criteria, and formal approval processes.

In particular, the proposed approach must demonstrate how deliverables, phase outcomes, and implementation milestones will be assessed against predefined and agreed acceptance criteria, ensuring that progress is evidenced through objective and verifiable results rather than informal completion assumptions. The methodology should support ELTA's ability to review, validate, approve, or reject submitted outputs in a controlled manner, while also providing a clear basis for remediation where deficiencies or open issues remain. Bidders are also expected to demonstrate how milestone validation will support delivery transparency, governance discipline, and the controlled release of subsequent project activities and related payment events where applicable.

Through this acceptance and milestone validation framework, bidders shall demonstrate that the proposed solution can be delivered under a disciplined and accountable execution model that protects ELTA's interests throughout the implementation lifecycle. The information provided should enable ELTA to assess whether the proposed approach is sufficiently robust to support formal acceptance governance, ensure delivery quality at each stage of the project, and maintain clear control over project progression from mobilization through final stabilization and handover.

Acceptance criteria shall be:

1. Predefined and documented.
2. Measurable and verifiable.
3. Approved by ELTA prior to phase initiation.

5.4.9. Implementation Timeline

The Bidder shall propose a detailed implementation plan covering all phases required for the successful delivery of the solution, from project initiation through to full operational rollout.

The **baseline** maximum duration for the Implementation Phase is defined as **fifteen (15) months** from contract signature to full operational deployment.

Within this period:

- A. a maximum of twelve (12) months shall be allocated to design, development, configuration, integration, testing, and pre-production activities for both domains;
- B. ePoS and Last Mile solutions shall be delivered and fully deployed for Courier Operations first and with high priority at Month 8 from contract signature;
- C. three (3) months shall be allocated to deployment and full-scale rollout of the solution across:
 - 1) all ELTA-owned branches;

- 2) partner-operated branches and agencies
- 3) delivery units
- 4) logistics hubs and depots
- 5) any other operational sites within scope

The Bidder must ensure that the rollout phase is executed in a controlled and coordinated manner, minimizing operational disruption and ensuring business continuity.

Validation of Implementation Plan

The Contracting Authority reserves the right to:

1. assess the feasibility and realism of the proposed implementation timeline,
2. request clarifications or supporting evidence,
3. consider delivery risks associated with accelerated timelines during evaluation.

5.5. Service Level Requirements (SLAs & KPIs)

5.5.1. General Principles

Service level requirements and key performance indicators constitute a fundamental component of the proposed operational service model, as they define the minimum standards through which the performance, availability, responsiveness, and overall quality of the solution and related services will be measured throughout the contractual lifecycle. The proposed solution shall therefore be supported by a clear and measurable SLA and KPI framework that enables ELTA to monitor service delivery in a structured, transparent, and enforceable manner.

In particular, the proposed approach must demonstrate how service commitments will apply across the relevant service periods, operational environments, and support layers associated with the solution, including the transition from go-live support into steady-state operations where applicable. The SLA and KPI model should provide ELTA with the ability to assess not only the technical performance of the platform, but also the effectiveness, continuity, and reliability of the services delivered by the Contractor over time. Bidders are also expected to demonstrate how the proposed service measurement framework supports operational accountability, ongoing monitoring, and the application of remedies or corrective actions where agreed service levels are not achieved.

Through these general principles, bidders shall demonstrate that the proposed solution can be supported by a disciplined and business-aligned service management framework capable of sustaining ELTA's operational requirements over the long term. The information provided should enable ELTA to assess whether the proposed SLA and KPI model is sufficiently robust, measurable, and governance-oriented to support service quality assurance, contractual control, and continuous operational oversight across the solution lifecycle.

Service Levels shall apply:

1. During the Hypercare Period (if applicable),
2. Throughout the operational and support phase,
3. To both application and infrastructure layers (where hosted by the Contractor).

5.5.2. Service Availability

5.5.2.1. System Availability

System availability constitutes a core service commitment of the proposed solution, as it directly affects ELTA's ability to sustain uninterrupted retail and logistics operations across its nationwide service environment. The proposed solution shall therefore provide a level of operational availability that is appropriate for mission-critical postal and courier processes, ensuring that the platform remains reliably accessible to authorized users during the periods in which business services are expected to be delivered.

In particular, the proposed availability model must define measurable uptime commitments for the relevant environments, together with a clear calculation basis, defined treatment of excluded events, and transparent rules governing planned and unplanned service interruptions. The approach should demonstrate how availability will be maintained through appropriate operational controls, maintenance planning, and supporting technical arrangements, while ensuring that planned downtime is managed in a manner that minimizes impact on ELTA's operational activities. Bidders are also expected to demonstrate that the proposed availability commitments are realistic, enforceable, and aligned with the criticality of the services to be supported.

Through this system availability framework, bidders shall demonstrate that the proposed solution can provide ELTA with a dependable operational platform supported by clear and verifiable service commitments. The information provided should enable ELTA to assess whether the proposed availability levels, calculation principles, and maintenance arrangements are sufficient to support business continuity, service reliability, and effective contractual control throughout the operational lifecycle of the solution.

The Contractor shall ensure minimum Monthly Uptime as follows:

Environment	Minimum Monthly Availability
Production Environment	≥ 99.9% (or higher if proposed)
Non-Production (Test/UAT)	≥ 99.0%

Availability shall be calculated as:

(Total Minutes in Month – Unplanned Downtime) / Total Minutes in Month

Exclusions (if any) must be clearly defined (e.g., scheduled maintenance windows agreed in advance).

Scheduled maintenance shall:

1. Be communicated in advance and mutually agreed,
2. Be conducted outside operational hours,
3. Be minimized in frequency and duration.

5.5.3. Incident Management & Response Times

Incident management and response times constitute a critical element of the proposed service management framework, as they determine how effectively the Contractor will identify, classify, respond to, and resolve operational issues affecting ELTA's business-critical services. The proposed solution shall therefore be supported by a structured incident management model that enables timely

intervention, controlled escalation, and measurable restoration performance in line with the severity and business impact of each incident.

In particular, the proposed approach must define a clear severity classification framework, together with corresponding response and resolution commitments that reflect the operational criticality of ELTA's retail and logistics environment. The incident management model should provide ELTA with transparent rules for how incidents are assessed, prioritized, communicated, escalated, and managed through to workaround or final resolution, while ensuring that high-impact incidents receive immediate and sustained attention. Bidders are also expected to demonstrate how service desk, technical support, and escalation procedures will operate in practice in order to maintain operational continuity and provide ELTA with timely visibility into incident handling progress.

Through this incident management framework, bidders shall demonstrate that the proposed solution can provide ELTA with a responsive and well-governed support model capable of managing service disruptions in a disciplined and business-aligned manner. The information provided should enable ELTA to assess whether the proposed severity model, response commitments, and resolution arrangements are sufficiently robust to support effective operational recovery, minimize service impact, and sustain confidence in the Contractor's ability to manage incidents throughout the lifecycle of the solution.

Incidents shall be categorized by severity levels:

Severity	Description	Initial Response Time	Target Resolution Time
Critical (P1)	Complete system outage or critical functionality unavailable affecting operations nationwide	≤ 1 hour	≤ 4 hours (workaround)
High (P2)	Major functionality degraded affecting multiple users or locations	≤ 2 hours	≤ 8 business hours
Medium (P3)	Partial loss of functionality with operational workaround available	≤ 4 business hours	≤ 3 business days
Low (P4)	Minor issue or cosmetic defect	≤ 1 business day	As agreed

For Critical incidents:

1. Continuous effort shall be applied until resolution or workaround.
2. ELTA shall receive periodic status updates (at least hourly unless otherwise agreed).

5.5.4. Performance & Throughput

Performance and throughput constitute critical service dimensions of the proposed solution, as they directly affect ELTA's ability to execute operational processes efficiently, reliably, and at scale across its retail and logistics environment. The proposed solution shall therefore deliver service performance levels that support the timely execution of user transactions, operational events, and system interactions under both normal and peak operating conditions.

In particular, the proposed approach must define measurable performance expectations for key transaction types and operational processes, while demonstrating that the platform can sustain the required throughput levels without degradation that would negatively impact business continuity, user

productivity, or customer service quality. The performance model should take into account the realities of ELTA's operating environment, including high transaction volumes, time-sensitive processing, and the need to support concurrent activity across multiple operational channels. Bidders are also expected to demonstrate how performance targets will be validated, monitored, and maintained over time, including under peak-load and real-world operating scenarios.

Through this performance and throughput framework, bidders shall demonstrate that the proposed solution can provide ELTA with a responsive and scalable operational platform capable of sustaining critical business activities with consistency and reliability. The information provided should enable ELTA to assess whether the proposed performance commitments and throughput capabilities are sufficiently robust to support operational efficiency, maintain service quality, and accommodate the evolving demands of ELTA's nationwide retail and logistics ecosystem.

The solution shall meet defined performance benchmarks, including:

1. Maximum response time for standard user transactions (e.g., ≤ 3 seconds under normal load).
2. Maximum response time for tracking queries.
3. Support for defined peak parcel volumes.
4. Mobile synchronization performance under real-world conditions.

Performance thresholds shall be validated during performance testing prior to go-live.

5.5.5. Data Processing & Synchronization

Data processing and synchronization constitute critical service dimensions of the proposed solution, as they directly affect the consistency, timeliness, and reliability of operational information exchanged across ELTA's retail and logistics ecosystem. The proposed solution shall therefore support the accurate and controlled processing of business data, while ensuring that relevant information is synchronized between connected components and operational domains in a manner that supports uninterrupted service execution and end-to-end process continuity.

In particular, the proposed approach must demonstrate how the solution will manage the timely propagation of operational data, transaction outcomes, and tracking-related information across the relevant systems and service layers, while minimizing the risk of inconsistency, delay, or data loss. The synchronization model should provide ELTA with confidence that data exchanges between retail, delivery, and other connected components can occur in a reliable and controlled manner under normal operating conditions, while also supporting reconciliation and validation where needed to preserve data integrity. Bidders are also expected to demonstrate how the solution handles synchronization dependencies and operational exceptions in a way that protects continuity of service and maintains confidence in the accuracy of the underlying data.

Through this data processing and synchronization framework, bidders shall demonstrate that the proposed solution can provide ELTA with a dependable and operationally coherent information backbone capable of supporting high-volume service execution across a distributed technology environment. The information provided should enable ELTA to assess whether the proposed approach is sufficiently robust to sustain consistent data exchange, reduce synchronization-related risk, and ensure reliable operation of the platform across its interconnected retail and logistics processes.

The system shall ensure:

1. Near real-time tracking event updates.
2. Reliable data synchronization between retail and delivery components.

3. Controlled reconciliation mechanisms to prevent data inconsistency.
4. No data loss under normal operational conditions.

5.5.6. Change & Release Management

Change and release management constitute a critical service discipline of the proposed solution, as they determine how updates, fixes, enhancements, and emergency interventions will be introduced into the production environment without creating unnecessary disruption to ELTA's business-critical operations. The proposed solution shall therefore be supported by a structured and controlled change and release framework that ensures operational stability, transparency, and governance over all production-affecting activities.

In particular, the proposed approach must demonstrate how standard releases, planned changes, emergency patches, and rollback actions will be managed through clearly defined processes, controls, and communication mechanisms. The change and release model should provide ELTA with confidence that all production changes will be planned, assessed, authorized, communicated, and executed in a manner that minimizes operational risk and preserves service continuity across retail and logistics activities. Bidders are also expected to demonstrate how maintenance windows, notification procedures, testing readiness, and fallback arrangements will be applied so that change implementation remains predictable, auditable, and aligned with ELTA's operational constraints.

Through this change and release management framework, bidders shall demonstrate that the proposed solution can provide ELTA with a disciplined and resilient mechanism for evolving the platform while maintaining control over service impact and operational integrity. The information provided should enable ELTA to assess whether the proposed approach is sufficiently robust to support safe deployment practices, timely remediation, and sustainable lifecycle management of the solution throughout its operational phase.

- A. The Contractor shall define:
 - 1) Standard release cycles
 - 2) Emergency patching procedures
 - 3) Rollback procedures
 - 4) Communication process for planned changes
- B. No production change shall occur without:
 - 1) Prior notification and mutual agreement with ELTA
 - 2) Defined maintenance window
 - 3) Documented rollback plan

5.5.7. Operational KPIs

Operational KPIs constitute an important dimension of the proposed service management framework, as they enable ELTA to monitor how effectively the solution supports the execution of day-to-day business operations beyond purely technical service levels. The proposed solution shall therefore support a set of measurable operational indicators that provide visibility into the quality, timeliness, consistency, and effectiveness of key system-supported processes across ELTA's retail and logistics environment.

In particular, the proposed approach must demonstrate how operational performance will be measured through indicators that reflect the quality of transaction processing, event generation,

synchronization success, service responsiveness, and other business-relevant operational outcomes. The KPI model should provide ELTA with the ability to assess not only whether the platform is technically available, but also whether it is performing in a manner that supports operational efficiency, service reliability, and effective execution of core business activities. Bidders are also expected to demonstrate how these indicators will be monitored, reported, and used to identify performance issues, drive corrective actions, and support continuous operational improvement over time.

Through this operational KPI framework, bidders shall demonstrate that the proposed solution can provide ELTA with meaningful and actionable visibility into the operational performance of the platform and related services. The information provided should enable ELTA to assess whether the proposed KPI model is sufficiently relevant, measurable, and business-aligned to support ongoing service oversight, informed decision-making, and sustained improvement across the operational lifecycle of the solution.

In addition to technical SLAs, the Contractor shall support monitoring of operational KPIs, including (indicatively):

1. System-generated tracking event timeliness.
2. Successful API transaction rate.
3. Error rate per transaction type.
4. Delivery task synchronization success rate.
5. System utilization metrics.

5.5.8. Reporting & Transparency

Reporting and transparency constitute a critical component of the proposed service management framework, as they determine the extent to which ELTA can maintain clear visibility over service performance, incident trends, compliance with agreed service levels, and the overall quality of the operational support provided by the Contractor. The proposed solution shall therefore support a structured reporting model that enables consistent, timely, and decision-useful visibility into the performance and condition of the services delivered throughout the operational lifecycle.

In particular, the proposed approach must demonstrate how service-related information will be collected, consolidated, and communicated to ELTA through regular reports, dashboards, summaries, and other transparency mechanisms that support operational oversight and governance. The reporting model should provide ELTA with clear insight into service level achievement, incident patterns, recurring issues, performance trends, and the status of any corrective or improvement actions, while ensuring that the information presented is accurate, understandable, and relevant to the needs of business, operational, and management stakeholders. Bidders are also expected to demonstrate how transparency will be maintained not only in routine reporting, but also in the communication of service risks, deviations, and material events affecting operational performance.

Through this reporting and transparency framework, bidders shall demonstrate that the proposed solution can provide ELTA with a clear and reliable basis for service oversight, performance management, and informed decision-making. The information provided should enable ELTA to assess whether the proposed reporting arrangements are sufficiently comprehensive, transparent, and governance-oriented to support contractual control, operational confidence, and continuous improvement throughout the lifecycle of the solution.

The Contractor shall provide:

1. Monthly SLA compliance reports.

2. Incident summary reports.
3. Root cause analysis (for recurring or critical incidents).
4. Security incident summaries (if applicable).
5. Performance and availability dashboards.

5.5.9. Service Credits

Service credits constitute an indicative contractual mechanism through which ELTA may address failures to achieve agreed service levels and reinforce accountability for the ongoing quality of the services delivered by the Contractor. The proposed solution shall therefore be supported by a service credit framework that links measurable service underperformance to predefined financial consequences, without prejudice to ELTA's broader contractual rights and remedies.

In particular, the proposed approach must demonstrate how service credits will be applied in cases where agreed service level thresholds, including availability-related commitments, are not achieved during the relevant reporting period. The framework should provide ELTA with a transparent and measurable basis for determining the consequences of service degradation, while ensuring that the calculation logic, applicable thresholds, and associated financial adjustments are clear, proportionate, and contractually manageable. Bidders are also expected to recognize that service credits are intended not only as a compensatory mechanism, but also as a means of promoting sustained service discipline, timely remediation, and continued alignment with ELTA's operational expectations.

Through this service credit framework, bidders shall demonstrate that the proposed solution can be supported by an enforceable service accountability model capable of strengthening performance governance throughout the operational phase. The information provided should enable ELTA to assess whether the proposed indicative service credit structure is sufficiently clear, fair, and effective to support contractual control, incentivize service quality, and provide a structured response to repeated or material service underperformance.

Indicative framework:

Monthly Availability	Service Credit
99.9% – 99.0%	2% of monthly fee
98.9% – 98.0%	5% of monthly fee
< 98.0%	10% of monthly fee

Service credits shall not limit ELTA's right to pursue additional remedies in cases of repeated or material breach.

5.5.10. Continuous Improvement

Continuous improvement constitutes an important principle of the proposed service management framework, as ELTA expects the solution and the related support services to evolve in a manner that maintains performance, addresses recurring issues, and progressively enhances operational effectiveness over time. The proposed solution shall therefore be supported by a structured continuous improvement approach through which service performance, operational feedback, and identified issues are regularly reviewed and translated into practical optimization actions.

In particular, the proposed approach must demonstrate how the Contractor will participate in ongoing service review activities, assess opportunities for improvement, and contribute to the definition and

implementation of corrective or optimization measures that support better operational outcomes. The continuous improvement model should enable ELTA to maintain visibility over recurring incidents, performance trends, service bottlenecks, and improvement opportunities, while ensuring that agreed actions are tracked and followed through in a controlled and measurable manner. Bidders are also expected to demonstrate how this improvement discipline can support both service stabilization in the short term and broader operational enhancement in the longer term.

Through this continuous improvement framework, bidders shall demonstrate that the proposed solution can be supported by a proactive and performance-oriented service model capable of sustaining quality over time and responding constructively to evolving operational needs. The information provided should enable ELTA to assess whether the proposed approach is sufficiently structured, practical, and business-aligned to support ongoing service maturity, strengthen operational resilience, and drive long-term value from the platform throughout its lifecycle.

The Contractor shall:

1. Participate in periodic service review meetings.
2. Propose optimization measures.
3. Implement agreed corrective action plans.
4. Support performance benchmarking over time.

Repeated SLA breaches may constitute material contractual breach.

6. Commercial & Financial Section

6.1. General Commercial Principles

The financial proposal shall:

1. Be clear, complete, and fully itemized.
2. Cover all costs necessary for the full and proper performance of the Contract.
3. Exclude any hidden or implicit charges.
4. Be expressed in Euro (€), exclusive of VAT.
5. Remain valid for the period specified in the Instructions to Bidders.

Prices shall be binding for the duration of the Contract, subject only to adjustments explicitly permitted under applicable legislation and the Draft Contract.

6.2. Pricing Components

The Financial Proposal shall, at minimum, include the following cost components:

6.2.1. One-Time Implementation Costs

Bidders are required to provide comprehensive details on one-time implementation costs, including but not limited to:

1. Project management and mobilization.
2. Analysis & design, business blueprints, process gaps identification and analysis.
3. Configuration and customization.
4. Integration development.
5. Data migration and validation.
6. Testing support.
7. Training and knowledge transfer.
8. Go-live and hypercare support.
9. Documentation delivery.

These costs shall be broken down by phase and/or milestone.

6.2.2. Software Licensing / Subscription Fees

The bidder shall clearly describe the licensing model, for which they will provide their quote. Indicative licensing models include:

1. SaaS subscription (monthly / annual).
2. Per-user or per-role licensing.
3. Per-branch or per-location pricing.
4. Per-parcel or transaction-based pricing.
5. Enterprise or unlimited license options.

The proposal shall include:

1. License unit cost.

2. Volume assumptions.
3. Scaling tiers.
4. Minimum commitments (if any).

6.2.3. Hosting & Infrastructure Costs

For SaaS or hosted models, bidders shall specify:

1. Infrastructure costs included in subscription.
2. Storage, compute, and backup inclusion.
3. Usage-based cost drivers.
4. Additional fees for exceeding defined thresholds.

Hosting costs shall be clearly separated from application licensing costs.

For non-SaaS solutions, bidders must provide comprehensive details regarding all necessary infrastructure and hosting requirements, enabling ELTA to accurately assess the associated costs. ELTA reserves the right to select which hosting options will be adopted.

6.2.4. Support & Maintenance Fees

The proposal shall specify:

1. Annual support fees.
2. Scope of support services included.
3. SLA coverage.
4. Upgrade entitlements.
5. Managed service components (if applicable).

Support pricing shall clearly distinguish:

1. Standard support,
2. Premium / extended support (if offered),
3. Optional managed services.

6.2.5. Additional Functionalities & Future Extensions

Additional functionalities or future expansion components shall be priced separately.

Such pricing shall not influence the financial evaluation unless explicitly stated.

6.3. Budget Cap

The maximum available budget for this procurement is set at:

EUR 6 million excluding VAT, where applied.

Total cost shall be allocated between one-off implementation costs and recurring costs with the following budget caps:

- Maximum available budget for **one-off implementation costs**: EUR **3.8 million**, excluding VAT, where applied
- Maximum available budget for total **recurring costs**: EUR **2.2 million**, excluding VAT, where applied

Financial proposals in which the Total Cost of Ownership (TCO) exceeds this budget shall be rejected as non-compliant.

Bidders are required to structure their financial proposals in a manner that ensures alignment with the above budget constraints and the payment structure defined in the following section, while fully covering the scope of the RFP.

6.4. Milestone-Based Payment Structure

Payments for implementation services shall be tied to clearly defined milestones and acceptance of deliverables.

A two-year performance guarantee period, at no additional cost, shall commence upon go-live.

Thereafter, recurring costs for licenses, maintenance, and support shall be paid in equal annual instalments over a five-year period.

One-Off Implementation Cost Payment Milestones	Instalment as % of Total Cost
Upon contract signature	10%
90% in 7-year equal annual payments, starting after Go-Live (The solution is fully in production and all critical success factors have been successfully met)	90%
2-Year Performance Guarantee Period	(zero instalments)
Recurring Costs Payment Period	Periodic Instalments
5-Year Period Post Performance Guarantee Period	1 instalment per Year

6.5. Total Cost of Ownership (TCO)

Based on the provided [Budget Cap](#) and [Payment Structure](#), bidders shall provide a concise projection of the Total Cost of Ownership (TCO), including:

1. Implementation costs,

2. Licensing/subscription fees,
3. Hosting costs,
4. Support and maintenance fees,
5. Estimated scaling impacts.

The TCO shall be clearly structured to allow transparent financial comparison across bidders.

6.6. Price Adjustments & Indexation

All quoted prices shall remain fixed for the entire contract period. Any indexation must be included in the quoted price.

Upon contract expiration, yearly adjustments to recurring costs must not exceed the average annual Greek inflation rate published by the Hellenic Statistical Authority (ELSTAT).

6.7. Taxes & Duties

All prices shall be exclusive of VAT. VAT shall be applied in accordance with applicable legislation.

All other taxes, duties, or charges applicable to the Contractor shall be included in the offered price.

6.8. Financial Evaluation Basis

The financial evaluation shall be based on:

1. The Total Cost of Ownership.
2. The pricing tables provided in [ANNEX C](#).
3. The financial scoring formula defined in Section [“Evaluation Methodology”](#).

Incomplete financial submissions may result in rejection.

6.9. Financial Guarantees

The Contracting Authority reserves the right to require:

1. Performance Guarantee (e.g., 4% of contract value).
2. Advance Payment Guarantee (if advance payment is provided).
3. Good Performance Guarantee during operational phase.

Guarantees shall be issued by recognized financial institutions operating within the EU.

Required guarantees are described in detail in the respective section of Contractual Terms, [Performance Guarantees](#).

6.10. Currency & Payment Terms

All financial proposals must be submitted in Euro (€).

Payments shall be made in accordance with:

1. Accepted deliverables,
2. Verified SLA compliance

Invoices must reference the relevant milestone and contractual reference.

7. Data Protection & Regulatory Compliance

7.1. General Compliance Obligation

The Contractor shall ensure full compliance with all applicable European Union and Greek legislation governing data protection, privacy, telecommunications, postal operations, and information security throughout the duration of the contract.

Compliance with regulatory and legal obligations shall be considered a material contractual requirement.

7.2. Personal Data Protection (GDPR)

Where the performance of the contract involves the processing of personal data, the Contractor shall comply with:

1. Regulation (EU) 2016/679 (General Data Protection Regulation – GDPR),
2. Greek data protection legislation implementing or supplementing the GDPR,
3. Any guidance issued by the Hellenic Data Protection Authority.

The Contractor shall:

1. Act as a Data Processor where applicable.
2. Process personal data solely on documented instructions from ELTA.
3. Ensure that all personnel authorized to process personal data are bound by confidentiality obligations.
4. Implement appropriate technical and organizational measures (TOMs) to ensure a level of security appropriate to the risk.
5. Not engage sub-processors without prior written authorization from ELTA.
6. Ensure that any authorized sub-processor is bound by equivalent data protection obligations.
7. Assist ELTA in responding to data subject rights requests.
8. Notify ELTA without undue delay in the event of a personal data breach.

A Data Processing Agreement (DPA) shall be executed as part of the contractual documentation.

7.3. Data Residency & Hosting Requirements

All production data, including personal, transactional, and operational data, must be hosted within the European Union.

The Contractor shall:

1. Clearly identify the hosting location(s).
2. Describe infrastructure ownership and management model.
3. Confirm that no data transfers outside the EU will occur without ELTA's prior written authorization and appropriate safeguards under Chapter V of the GDPR.

7.4. Information Security Compliance

The Contractor shall maintain an information security management framework aligned with recognized international standards.

Preferred certifications include:

1. ISO/IEC 27001:2022 (Information Security Management),
2. ISO 27701:2019 (Privacy Information Management),
3. ISO 22301:2019 (Business Continuity Management System)

If such certifications are not held, the Contractor shall provide equivalent documented security controls and audit evidence.

The Contractor shall provide:

1. Security policy documentation (upon request).
2. Description of access control mechanisms.
3. Incident management procedures.
4. Vulnerability management and patching processes.
5. Penetration testing practices and frequency.

7.5. Cybersecurity & NIS2 Compliance

Given the critical nature of postal and logistics infrastructure and its relevance to national supply chain continuity, the Contractor shall ensure alignment with applicable cybersecurity obligations under:

1. Directive (EU) 2022/2555 (NIS2 Directive),
2. Relevant Greek legislation transposing the NIS2 Directive,
3. Any applicable guidance issued by competent national cybersecurity authorities.

Where ELTA is classified as an essential or important entity under applicable cybersecurity legislation, the Contractor shall support ELTA in meeting its regulatory obligations.

7.5.1. Risk Management Framework

The Contractor shall implement and maintain a documented cybersecurity risk management framework covering:

1. Risk assessment and risk treatment processes,
2. Asset identification and classification,
3. Supply chain and third-party risk management,
4. Secure system development lifecycle (SSDLC),
5. Access control and identity management,
6. Network security controls,
7. Endpoint protection and hardening.

The Contractor shall provide evidence of periodic risk assessments and mitigation plans upon request.

7.5.2. Incident Detection & Reporting

The Contractor shall:

1. Maintain continuous monitoring capabilities for detecting cybersecurity incidents.
2. Establish formal incident response procedures aligned with recognized standards (e.g., ISO 27035 or equivalent).
3. Notify ELTA without undue delay of any cybersecurity incident that:
 - a) Impacts service availability,
 - b) Affects confidentiality, integrity, or availability of ELTA data,
 - c) May trigger regulatory reporting obligations.

The Contractor shall provide sufficient information to enable ELTA to meet its own notification obligations under NIS2, including:

1. Description of the incident,
2. Root cause analysis (where available),
3. Impact assessment,
4. Remediation actions taken,
5. Preventive corrective measures.

7.5.3. Business Continuity & Resilience

The Contractor shall ensure that the solution is designed and operated with resilience in mind, including:

1. Redundancy at infrastructure and application levels,
2. Segmentation of critical systems,
3. Regular backup and recovery testing,
4. Defined RPO and RTO metrics,
5. Periodic business continuity and disaster recovery exercises.

Evidence of testing and resilience validation may be requested by ELTA.

7.5.4. Sub-Processors & Subcontractors Security

Given the ecosystem-based nature of postal and multi-carrier operations, the Contractor shall:

1. Maintain oversight of subcontractors and critical suppliers,
2. Ensure that sub-processors and subcontractors meet equivalent cybersecurity standards,
3. Document dependency management and third-party risk controls.

The Contractor shall notify ELTA of any material changes in subcontractors affecting cybersecurity posture.

7.5.5. Vulnerability & Patch Management

The Contractor shall:

1. Implement structured vulnerability management processes,
-

2. Conduct regular vulnerability scanning and penetration testing,
3. Apply security patches in a timely and risk-prioritized manner,
4. Maintain documented patch management procedures.

Critical vulnerabilities affecting ELTA services shall be remediated within defined and contractually agreed timelines.

7.5.6. Security Governance & Accountability

The Contractor shall designate a responsible security contact (e.g., CISO or equivalent) and establish:

1. Clear internal security governance structures,
2. Defined roles and responsibilities,
3. Periodic security reporting to ELTA (where applicable).

Upon request, the Contractor shall provide high-level security posture summaries sufficient for ELTA's regulatory oversight obligations.

7.5.7. Cooperation with Authorities

Where required under applicable law, the Contractor shall cooperate with ELTA in responding to:

1. Regulatory inquiries,
2. Cybersecurity authority requests,
3. Security audits or compliance reviews.

Such cooperation shall be subject to confidentiality and proportionality principles.

7.6. Regulatory Compliance – Postal & Sectoral Requirements

The proposed solution must support compliance with:

1. National and EU postal regulatory requirements.
2. Record-keeping and audit obligations applicable to postal operators.
3. Financial transaction traceability where relevant.
4. Customs and cross-border shipment documentation requirements.
5. Any mandatory reporting obligations to competent authorities.

The solution shall maintain audit logs sufficient to demonstrate compliance with regulatory and contractual requirements.

7.7. Audit Rights

ELTA reserves the right, directly or through an authorized third party, to conduct audits relating to:

1. Data protection compliance,
2. Information security controls,

3. Regulatory compliance obligations,
4. Hosting and data residency adherence.

The Contractor shall provide reasonable cooperation and access to relevant documentation, systems, and personnel, subject to confidentiality safeguards.

7.8. Business Continuity & Incident Reporting

The Contractor shall maintain:

1. Business Continuity Plans (BCP),
2. Disaster Recovery Plans (DRP),
3. Security incident response procedures.

In the event of:

1. A personal data breach,
2. A material security incident,
3. A service disruption impacting regulatory obligations,

the Contractor shall notify ELTA without undue delay and provide:

1. Nature and scope of the incident,
2. Likely impact,
3. Remediation measures undertaken,
4. Preventive actions to avoid recurrence.

7.9. Data Retention & Exit Management

The Contractor shall:

1. Support configurable data retention policies aligned with ELTA's regulatory obligations.
2. Provide mechanisms for secure deletion or anonymization of data.
3. Upon contract termination, return all ELTA data in a structured, commonly used, and machine-readable format.
4. Certify permanent deletion of any retained copies, unless retention is required by law.
5. The exit process shall ensure continuity of operations and prevent data loss.

7.10. Confidentiality

All data, documentation, and operational information exchanged during the contract shall be treated as confidential.

The Contractor shall not disclose any information to third parties without ELTA's prior written consent, except where required by law.

Confidentiality obligations shall survive contract termination.

8. Contractual Terms

8.1. Contract Form

The successful bidder shall enter into a written Contract with ELTA in accordance with:

1. The terms and conditions set out in this RFP,
2. The Draft Contract attached as

3. ANNEX D – Draft Contract,
4. The successful bidder's Technical and Financial Proposal (to the extent accepted),
5. Applicable Greek and EU legislation.

Without prejudice to the language of the Tender submission, the Contract to be concluded with the successful Bidder shall be drafted and executed exclusively in the official language of the Contracting Authority, namely Greek. The Greek version shall be legally binding.

In the event of inconsistency, the order of contractual precedence shall be defined in the Draft Contract.

8.2. Contract Duration

The Contract shall consist of:

1. **Implementation Phase** – from contract signature until final acceptance.
2. **Performance Guarantee Period** - commencing upon Go-Live.
3. **Operational & Support Phase** – commencing upon the end of the Performance Guarantee Period.

The indicative contract duration shall be:

1. **Implementation Phase (from Contract signing up to Go-Live):** up to 15 months with concrete intermediate milestones and delivery plan, out of which 3 months are dedicated to the rollout phase. If necessary, ELTA retains the exclusive right to extend the period by up to 3 months, bearing no financial impact.
2. **Performance Guarantee Period:** 2 years post Go-Live.
3. **Operational / Support Phase (post Go-Live & post-Performance Guarantee Period):** 5 years with the possibility of extension in accordance with applicable legislation.

The actual duration and renewal terms shall be defined in the contract.

8.3. Scope & Deliverables

The Contractor shall deliver all services and deliverables defined in the following Sections:

1. [Domain 1: Postal & Courier Counter / Retail Operations](#),
2. [Domain 2: End-to-End Delivery, Control Tower, Track & Trace Operations \(First, Middle & Last-Mile\)](#),
3. Non-Functional Requirements,
4. [Data Protection & Regulatory Compliance](#)
5. [ANNEX A – Detailed Requirements](#)
6. [ANNEX B – Deployment on Private Azure Tenant](#)

Deliverables shall be subject to formal acceptance procedures defined in the Contract.

8.4. Acceptance Procedures

Acceptance shall be milestone-based and linked to the delivery of the agreed Deliverables in material conformity with the approved Specifications.

Only **Critical defects**, defined as defects that prevent the core functionality of the Deliverable from operating as intended, shall entitle the Contracting Authority to withhold acceptance of a Milestone.

High, Medium, and Low severity defects shall not delay Milestone acceptance and shall be remedied in accordance with the defect resolution process or the applicable Support and Maintenance obligations.

If the Contracting Authority does not notify the Contractor in writing of any Critical defects within **ten (10) Business Days** of delivery, the Deliverable shall be deemed accepted.

8.5. Performance Guarantees

Within **thirty (30) days** from Contract signature, the Contractor shall provide an **unconditional and irrevocable Performance Bank Guarantee** issued by a reputable EU-based financial institution, acceptable to the Contracting Authority, in an amount equal to **four percent (4%) of the total contract value (excluding VAT)**.

The Performance Guarantee shall:

1. be payable on first written demand, without proof or condition,
2. remain valid until **ninety (90) days after successful Go-Live**,
3. be renewable or replaced by the Contractor at least **thirty (30) days prior to expiry** if required,
4. not limit or prejudice any other contractual or legal remedies of the Contracting Authority.

Upon successful Go-Live and during the operational phase, the Performance Guarantee will be replaced by a an **unconditional and irrevocable Good Performance Bank Guarantee**, issued by a reputable EU-based financial institution, acceptable to the Contracting Authority, in an amount equal to **four percent (4%) of the total 5-year recurring costs value (excluding VAT)**.

The Good Performance Guarantee shall:

1. be payable on first written demand, without proof or condition,
2. remain valid until **ninety (90) days after full performance of contractual obligations**,
3. be renewable or replaced by the Contractor at least **thirty (30) days prior to expiry** if required,
4. not limit or prejudice any other contractual or legal remedies of the Contracting Authority.

8.6. Intellectual Property Rights (IPR)

Unless otherwise specified:

1. Pre-existing intellectual property of the Contractor shall remain the property of the Contractor.
2. ELTA shall receive a perpetual, irrevocable, non-exclusive license to use the solution and related deliverables within the scope of the Contract.
3. Custom developments funded under the Contract shall be governed by the ownership provisions defined in the Contract.

The Contractor shall ensure that no third-party intellectual property rights are infringed.

8.7. Confidentiality

The Contractor shall:

1. Treat all information received from ELTA as confidential.
2. Use such information solely for contract performance.
3. Ensure that employees and subcontractors are bound by confidentiality obligations.

Confidentiality obligations shall survive contract termination.

8.8. Data Protection & Cybersecurity Obligations

The Contractor shall comply with:

1. [Data Protection & Regulatory Compliance](#),
2. GDPR and applicable Greek legislation,
3. NIS2-related obligations (where applicable).

Failure to comply with data protection or cybersecurity obligations may constitute material breach.

8.9. Service Levels & Remedies

Service Levels governed by Section “[Service Level Requirements \(SLAs & KPIs\)](#)” shall be **quantitative, measurable, and enforceable** and shall apply throughout the Hypercare and Operational Phases.

Failure to meet agreed Service Levels shall entitle the Contracting Authority to **Service Credits and/or Liquidated Damages**, as applicable, without prejudice to other contractual remedies. Repeated or material SLA breaches may constitute grounds for termination.

Service Credits and Liquidated Damages shall be **non-punitive, proportionate**, and intended to ensure service accountability and operational continuity.

8.10. Liquidated Damages (Implementation Phase)

Liquidated Damages of **0.5% of the affected Milestone or Deliverable value per week**, capped at **5%**, shall apply for delivery delays or material performance defects, following a **fifteen (15) Business Day cure period**.

8.11. SLA Service Credits (Operational Phase)

SLA penalties shall apply independently of availability commitments and shall be capped at **5% of the monthly service fees** for the affected billing period.

Where both SLA penalties and availability credits could apply to the same event, the Contracting Authority shall elect **one remedy only**.

8.12. Availability & Uptime Commitments

Availability commitments shall be tier-based and measured monthly, excluding only mutually agreed maintenance windows and force majeure.

Availability service credits shall be calculated per tier and capped at **5% of the monthly service fees**.

8.13. Reasonableness & Aggregate Cap

Implementation Liquidated Damages shall be capped at **5% of total Implementation Fees**.

SLA and Availability credits shall be capped at **5% of monthly service fees**.

The **overall aggregate cap** for Liquidated Damages and Service Credits shall be **10% of the total contract value**.

8.14. IT & Hosting Environment Dependencies

SLA applicability shall not be suspended due to alleged Client environment issues unless the Contractor demonstrates, with evidence, that the failure was **solely and directly caused** by the Client.

Environment requirement changes with material impact shall require prior written approval via Change Request.

8.15. Change Management

Changes to scope, deliverables, or timelines shall:

1. Follow a formal Change Request process,
2. Include documented impact analysis,
3. Require prior written approval by ELTA.

Changes shall be governed in accordance with applicable legislation and may not alter the essential nature of the Contract.

Any deviation from the agreed scope, assumptions, designs, timelines, or Deliverables shall be governed exclusively through the formal **Change Request (CR) process**.

Client delays shall result only in **proportionate schedule extensions**. No automatic monetary compensation, penalties, or fees shall be payable by the Contracting Authority due to such delays.

Approved Change Requests shall result in corresponding adjustments to timelines and, where justified, to pricing, strictly as agreed in writing.

8.16. Subcontracting

The Contractor shall:

1. Declare subcontractors at submission stage.
2. Retain full accountability for integration and end-to-end delivery,
3. Remain fully liable for subcontractor performance.
4. Obtain ELTA approval for replacement or addition of key subcontractors.

8.17. Liability

The Contractor shall be liable for:

1. Direct damages arising from contractual breach,
2. Data protection violations,
3. Security breaches attributable to the Contractor,
4. Intellectual property infringements.

Liability caps (if applicable) shall be defined in the Draft Contract and shall not apply to:

1. Fraud or willful misconduct,
2. Personal injury,
3. Data protection violations (where mandated by law).

The aggregate liability of each Party shall be subject to reasonable and proportionate caps as defined in the Contract.

Nothing in the Contract shall limit or exclude liability arising from:

1. wilful misconduct or gross negligence,
2. breach of confidentiality or data protection obligations,
3. intellectual property infringement,
4. fraud or fraudulent misrepresentation.

Liquidated Damages and Service Credits shall not be deemed the sole or exclusive remedy unless expressly stated.

8.18. Insurance

The Contractor shall maintain appropriate insurance coverage, including:

1. Professional indemnity insurance,
2. Cybersecurity insurance (if applicable),
3. Employer's liability insurance.

Proof of insurance may be required prior to contract signature.

8.19. Termination For Cause

Persistent or material breach, including repeated failure to meet SLAs or Availability targets, shall constitute grounds for termination for cause.

8.20. Termination For Convenience

The Contracting Authority may terminate the Contract, in whole or in part, for convenience upon **ninety (90) days' prior written notice**.

The termination fee shall be calculated as:

$$[(\text{Months remaining until scheduled contract expiry}) \div 12] \times (\text{Remaining Contract Payable Amount} \div 2)$$

This fee represents a reasonable and proportionate recovery and shall constitute the Contractor's sole compensation for termination for convenience.

8.21. Force Majeure

Neither party shall be liable for failure to perform obligations due to force majeure events, provided that:

1. The affected party promptly notifies the other party,
2. Reasonable mitigation measures are taken.

8.22. Exit & Transition Assistance

Upon expiration or termination of the Contract, the Contractor shall:

1. Provide transition assistance.
2. Support knowledge transfer, including transfer of integration knowledge.
3. Deliver data in structured and machine-readable format.
4. Ensure no operational disruption during handover.

When not deployed on ELTA-owned private tenant, the Contractor has the responsibility to transfer their solution to ELTA's private cloud environment.

Exit obligations shall be detailed in the Draft Contract.

8.23. Governing Law & Dispute Resolution

The Contract shall be governed by **Greek law** and subject to the exclusive jurisdiction of the **Courts of Athens, Greece**.

9. Submission Instructions

9.1. General Information

This Request for Proposals (RFP) is issued by ELTA – Hellenic Post S.A. (the “Contracting Authority”) for the procurement of the services described herein.

Participation in this procedure constitutes full and unconditional acceptance of:

1. The terms of this RFP,
2. The Draft Contract,
3. Applicable legislation.

Bidders are solely responsible for carefully reviewing all RFP documentation.

9.2. Communication & Clarifications

9.2.1. Official Communication Channel

All communications relating to this procedure shall be conducted exclusively through the official procurement platform or designated communication channel specified by ELTA.

No oral communication shall be considered binding.

9.2.2. Requests for Clarification

Bidders may submit written clarification requests until the deadline specified in Section [Timetable & Key Dates](#).

Clarifications shall:

1. Be submitted electronically,
2. Clearly reference the relevant section of the RFP.

ELTA shall publish responses in anonymized form. Clarifications shall form an integral part of the RFP documentation.

9.3. Language

All proposals, supporting documentation, and correspondence shall be submitted in **English**, unless otherwise specified.

Official certificates issued in another language must be accompanied by an official translation where required.

9.4. Structure of the Proposal

Bidders shall submit their proposals in separate electronic files or clearly separated sections, as follows:

9.4.1. Envelope A – Technical Proposal

Including:

1. Declarations and forms,
2. Eligibility documentation,
3. Legal and financial standing documentation,
4. Consortium/subcontractor declarations (if applicable).
5. Detailed response to functional and technical requirements,
6. Completed compliance matrices,
7. Architecture diagrams,
8. Delivery methodology,
9. Project team details,
10. Security and compliance documentation,
11. Reference projects.

The Technical Proposal must not include any financial information.

9.4.2. Envelope B – Financial Proposal

Including:

1. Completed financial templates ([Annex C – Financial Proposal Templates](#)),
2. Detailed pricing breakdown,
3. Total evaluated price.

Financial information must not appear in any other envelope.

Failure to comply with envelope separation requirements may result in exclusion.

9.5. Submission Method & Deadline

Proposals must be submitted:

1. Through the official electronic procurement platform (if applicable),

No later than the date and time specified in Section [Timetable & Key Dates](#).

Late submissions shall not be accepted, except where explicitly permitted under applicable legislation.

The official timestamp of the procurement platform shall prevail.

9.6. Validity of Proposals

Proposals shall remain valid for a minimum period of:

[Insert number, e.g., 180 days] from the submission deadline.

ELTA may request extension of proposal validity in accordance with applicable legislation.

9.7. Participation Format

Bidders may participate:

1. Individually,
2. As a consortium/joint venture,
3. With subcontractors.

Where a consortium submits a proposal:

1. A lead entity must be designated.
2. Joint and several liability shall apply unless otherwise specified by law.
3. Roles and responsibilities must be clearly defined.

9.8. Subcontracting

Bidders shall declare:

1. The portion of the contract to be subcontracted,
2. The identity of proposed subcontractors.

The Contractor remains fully responsible for performance of the Contract.

9.9. Costs of Participation

All costs associated with the preparation and submission of the proposal shall be borne exclusively by the bidder.

ELTA shall not reimburse any expenses incurred.

9.10. Confidentiality of Proposals

Bidders may designate specific information as confidential, provided:

1. Such designation is clearly justified,
2. It does not conflict with transparency obligations under applicable law.

ELTA shall treat confidential information in accordance with legal requirements.

9.11. Withdrawal or Modification of Proposals

Bidders may withdraw or modify their proposal prior to the submission deadline.

After the submission deadline, proposals may not be modified except as permitted by law (e.g., clarifications requested by ELTA).

9.12. Errors & Omissions

Bidders are responsible for the completeness and accuracy of their proposals.

ELTA may:

1. Request clarification of minor formal errors,
2. Correct arithmetic errors in accordance with applicable legislation.

Material omissions may result in rejection.

9.13. Alternative Proposals

Alternative proposals shall not be accepted unless explicitly permitted in this RFP.

Where permitted, alternative proposals must be submitted alongside a fully compliant primary proposal.

9.14. Conflict of Interest

Bidders must disclose any actual or potential conflict of interest.

Failure to disclose conflicts may result in exclusion.

9.15. Reservation of Rights

ELTA reserves the right to:

1. Cancel or suspend the procedure,
2. Amend the RFP,
3. Extend deadlines,
4. Reject all proposals.

Such actions shall not entitle bidders to compensation.

9.16. Compliance with Applicable Law

By submitting a proposal, bidders confirm that they:

1. Comply with applicable anti-corruption legislation,
2. Comply with labor and employment regulations,
3. Comply with data protection and cybersecurity obligations,
4. Comply with all applicable EU and national laws.

10. Appendices & Annexes

ANNEX A – Detailed Requirements

A1. Instructions for Completion

Bidders shall complete the provided compliance matrices in full.

For each requirement, bidders must indicate compliance:

Yes, if they commit to provide the required functionality / feature, regardless of means/process of provision and compliance level

No, if they cannot commit to provide the required functionality and compliance level:

1. Native (Out-of-the-Box)
2. Configurable
3. Custom Development Required
4. Third-Party Included
5. Third-Party Required

Where customization is required, bidders must describe:

1. Scope of customization
2. Impact on upgradeability
3. Estimated implementation effort
4. Dependencies

Failure to complete the matrices shall result in rejection, as **completion is mandatory and a prerequisite for assessing the bid.**

A2. Domain 1 – Postal & Courier Counter / Retail Operations Functional Requirements

A3. Domain 2 – End-to-End Delivery, Control Tower, Track & Trace Operations (First, Middle & Last-Mile) Functional Requirements

A4. Technical Requirements Matrix

A5. Delivery Methodology Requirements Matrix

A6. Service Level Requirements Matrix

A7. User Management Requirements Matrix

ANNEX B – Deployment on Private Azure Tenant

B1. Vendor-Provided Infrastructure Provisioning & Platform Setup Services in Private Azure Tenant

These services define the Vendor's responsibilities for provisioning and configuring the underlying infrastructure within ELTA's private Azure tenant. ELTA will provide access to the tenant, while the Vendor shall design, install, configure, and operationalize all required infrastructure components supporting the solution.

1. Tenant Access & Initial Setup

Establishing the foundation within ELTA's Azure tenant:

- Secure onboarding to ELTA's Azure tenant and subscription(s)
- Validation of access rights and governance boundaries
- Alignment with ELTA's naming conventions, tagging policies, and resource organization (subscriptions, resource groups)
- Setup of baseline governance controls (RBAC, policies, locks)

2. Infrastructure Provisioning (Compute, Storage & Networking)

The Vendor is responsible for provisioning all required infrastructure components:

- Deployment and configuration of compute resources (Virtual Machines, App Services, containers, or equivalent)
- Provisioning and configuration of storage services (Blob, Files, Disks, backup storage)
- Design and implementation of virtual networks (VNETs), subnets, and IP addressing schemes
- Configuration of network security (NSGs, firewalls, routing, access control)
- Setup of connectivity components (VPN Gateway, ExpressRoute integration if applicable, private endpoints)

3. Operating System Installation & Hardening

- Installation and configuration of operating systems (Windows/Linux) on provisioned compute resources
- OS hardening in line with security best practices and ELTA policies
- Baseline configuration (patch levels, security agents, monitoring agents)
- Time synchronization, logging configuration, and system-level controls

4. Platform & Middleware Installation

- Installation and configuration of required middleware components (web servers, application runtimes, integration services, etc.)
- Configuration of platform dependencies required by the application (e.g., application servers, messaging brokers, API gateways)
- Alignment with solution architecture and performance requirements

5. Database Installation & Initial Configuration

- Deployment and configuration of database engines (e.g., SQL Server, PaaS DB services if applicable)
- Setup of database instances, schemas, and initial configurations
Configuration of connectivity (private endpoints, firewall rules, VNET integration)
- Implementation of baseline security settings (encryption, authentication, access controls)

6. Application Deployment & Environment Setup

- Installation and deployment of the application components across environments (DEV, TEST, UAT, PROD as applicable)
- Configuration of environment-specific parameters (endpoints, credentials, integration settings)
- Validation of deployment completeness and environment readiness
- Coordination with integration endpoints and external systems

7. Infrastructure Security & Network Protection Setup

- Configuration of firewalls (Azure Firewall / NSGs) and traffic filtering rules
- Implementation of secure communication (TLS, certificates, key management)
- Integration with identity and access management systems (Azure AD / Entra ID)
- Enforcement of least-privilege access across infrastructure components

8. Validation, Testing & Handover Documentation

- Infrastructure validation and readiness testing (connectivity, performance baseline, failover readiness where applicable)
- Execution of installation verification tests (IVT)
- Documentation of infrastructure architecture, configurations, and deployment steps
- Handover of environment documentation and operational baseline to ELTA

B2. Vendor-Provided Managed Services in Private Azure Tenant

1. Tenant Onboarding & Deployment Services

These are provided at the start of the engagement:

- Solution installation and configuration in the customer's tenant
- Environment validation and readiness checks
- Integration with identity systems
- Role-based access control configuration
- Networking, connectivity, and API permission setup
- Documentation of the deployed architecture

2. Operational Monitoring & Health Management

Ongoing monitoring responsibilities:

- Service uptime and availability monitoring
- Application performance monitoring
- Logging and telemetry setup and review
- Health dashboards and proactive issue detection
- Alerting and incident triage

3. Security & Compliance Management

- Identity & access reviews for the solution
- Vulnerability detection and remediation guidance
- Patch and update management for solution components
- Secure configuration governance
- Compliance alignment ([Data Protection & Regulatory Compliance](#))

4. Incident & Problem Management

Support channels and processes include:

- 3rd level technical support for the solution
- Root-cause analysis (RCA) for recurring issues
- SLA-based response and resolution times
- Bug reporting and escalation to development teams

5. Change & Release Management

The provider manages the full lifecycle of solution changes:

- Regular updates, patches, and new feature deployments
- Controlled release schedules with rollback plans
- Change impact assessments and customer notifications
- Regression testing for major changes

6. Configuration & Policy Management

Ensuring the solution remains properly configured:

- Managing configuration changes requested by the customer
- Updating integration settings (APIs, connectors, workflows)
- Maintaining configuration baseline documentation

7. Data Management & Backup Services

Depending on the architecture:

- Backup configuration
- Data retention policies
- Disaster recovery planning and validation
- Restore testing

8. Performance Optimization & Continuous Improvement

Proactive service enhancement:

- Regular performance reviews
- Scalability assessments
- Cost optimization recommendations
- Quarterly service review meetings

9. Governance, Reporting & Documentation

- Service-level performance reporting (SLA, KPI, availability)
- Security and audit reporting
- Updated architecture and operational documentation
- Administrative and governance guidance

B3. Vendor-Provided Database Administration Managed Services in Private Tenant

1. Database Provisioning & Configuration

- Initial database setup
- Sizing and scaling recommendations
- Network configuration (firewalls, private endpoints, VNET integration)
- Encryption settings (TDE, Always Encrypted, at-rest/in-transit encryption)

2. Performance Monitoring & Optimization

Ongoing optimization services include:

- Monitoring query performance and workloads
- Index management (creation, rebuild, defragmentation)
- Performance tuning of stored procedures and queries
- Monitoring slow queries and deadlocks
- Capacity planning and long-term growth analysis

3. Backup & Recovery Management

- Configuring backup strategy (full, differential, transaction log, PITR)
- Ensuring backup policy compliance
- Performing periodic restore tests
- Disaster recovery readiness and drills (failover, geo-replication validation)
- RPO/RTO alignment with customer requirements

4. Security, Compliance & Access Governance

- Managing database user roles and privileges
- Enforcing least-privilege access model
- Data masking policies (static/dynamic masking)
- Threat detection
- Vulnerability assessments and remediation
- Audit log configuration and reporting

5. High Availability & Resilience Management

- HA configuration management (Availability Groups, Auto-failover groups)
- Monitoring replication health
- Geo-redundancy and failover testing
- Ensuring SLAs for availability are met

6. Patch & Version Management

- Applying security patches and service packs
- Managing major and minor version upgrades
- Reviewing breaking changes before applying upgrades
- Coordinating maintenance windows with the customer

7. Incident, Problem & Capacity Management

- Troubleshooting database performance issues
- Investigating failed jobs, degraded performance, or errors
- Root-cause analysis (RCA) for recurring database issues
- Proactive recommendations to avoid future incidents

ANNEX C – Financial Proposal Templates

C1. Total Cost of Ownership

This template captures the **overall financial footprint of the proposed solution over the entire contract period**, enabling ELTA to evaluate the true cost of ownership across vendors.

The Total Cost of Ownership of bidders' financial proposals must not exceed the estimated budget for this procurement as defined in [Budget Cap](#). Bids exceeding this budget cap shall be rejected.

Mandatory One-Off Implementation Cost

Includes all costs required to deliver the solution up to Go-Live, such as:

1. implementation services
2. configuration and customization
3. integration
4. data migration
5. testing and deployment

Total Mandatory Recurring Costs (Post Go-Live & Post 2-Year Performance Guarantee Period)

Includes all ongoing costs required to operate the solution after Go-Live and after 2-Year Performance Guarantee period.

Total Cost of Ownership

Sum of all mandatory one-off and recurring costs over the 5-year period.

Total Annual Cost

Annualized cost view including both one-off and recurring components.

Bidders must provide a complete and transparent breakdown of all costs. Any costs not explicitly included in the financial proposal shall be considered as included in the total price and shall not be subject to additional charges.

Table C1: TCO (Financial Evaluation)						Total
Mandatory One-Off Implementation Cost						(1)
	Year 1 (T+3)	Year 2 (T+4)	Year 3 (T+5)	Year 4 (T+6)	Year 5 (T+7)	Total
Total Mandatory Recurring* Costs (Post Go-Live & Post 2-Year Performance Guarantee Period)						(2)
Total Cost of Ownership (TCO) = K1						(1) + (2)

* Recurring costs apply for 5 years starting from the end of the 2-year performance guarantee period, post go-live. Recurring costs include application licenses, support & maintenance, as well as infrastructure costs and system software licenses. Template C2 must be filled accordingly.

** T = Go-Live

C2. Recurring Costs Breakdown

This template provides **transparency and comparability of recurring costs**. All bidders must provide the following breakdown regardless of delivery model (Single-Tenant SaaS or Private Azure Tenant)

Licensing

1. SaaS: subscription fees (per user, per transaction, per API etc), applicable to both delivery models.
2. Non-SaaS: perpetual license amortization or annual license fees, applicable to Private Azure Tenant delivery model.

Maintenance & Support

Includes costs related to:

1. software support
2. bug fixes
3. upgrades and patches
4. SLA-based support services

Managed Services

Includes costs related to all Managed Services as listed in [ANNEX B](#).

5-Year Total Recurring Costs

Aggregate recurring cost over the evaluation period.

1. **SaaS:** Total Recurring Costs = Licensing + M&S
2. **Non-SaaS:** Total Recurring Costs = Licensing + M&S + Managed Services + Hosting

Table C2: 5-Year Total Recurring Costs Breakdown (Financial Evaluation)

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Licensing						
Maintenance & Support (M&S)						
Managed Services*						
Hosting**						
5-Year Total Recurring Costs						

* To be completed for non-SaaS solutions, as per **Annex B**

** To be completed for non-SaaS solutions, as per **C2.1. Hosting & Infrastructure Costs**

C2.1. Hosting & Infrastructure Costs

Bidders offering non-SaaS solutions shall provide a detailed breakdown of all required resources enabling the successful deployment of their solutions on ELTA's private Azure tenant.

To maintain transparency and consistency, hosting and infrastructure cost calculations for non-SaaS solutions will adhere to the following principles:

1. **Azure Resources:** A comprehensive inventory of all necessary Azure resources will be provided.
2. **Azure Cloud Region:** Selection will prioritise North Europe or Germany West Central regions.
3. **Environment:** All Production and non-Production environments, including Disaster Recovery (DR), will be included.
4. **High Availability & Redundancy:** Incorporated only where expressly required.
5. **Contract-Neutral, Auditable Azure List Pricing:** Costs will reference public Pay-As-You-Go (PAYG) retail prices prior to the application of Enterprise Agreement (EA) discounts, CSP/MCA negotiated rates, reservations, savings plans, or Hybrid Benefit considerations.
6. **Currency:** Prices will be estimated in Euro (EUR)

Bidders shall use [Azure Pricing Calculator](#) to document all required resources, including:

1. Compute
2. Storage
3. Networking
4. Databases
5. Identity
6. Security
7. Management & Governance
8. Logging & Analytics
9. DevOps

Bidders are required to submit the complete results in Excel format through **Export**, as well as the unique URL for each specific cost estimate via **Share**.

C3. Optional Requirements Cost Breakdown

This template allows ELTA to evaluate the **financial impact of optional functionalities** separately from the core solution.

Each optional requirement must be individually priced and clearly linked to functional scope.

Total Optional One-Off Implementation Costs

Sum of all optional implementation costs. Must match the respective total in template C1.

Table C3: Optional Requirements Implementation Cost Breakdown

Optional Requirements	One-Off Cost	Recurring Costs
Optional Requirement 1	Cost O1	Cost R1
Optional Requirement 2	Cost O2	Cost R2

...	...	...
Optional Requirement N	Cost ON	Cost RN
Total	{Total Optional One-Off Costs}	{Total Optional Recurring Costs}

C4. Blended Man-Day Rate

This template provides a **normalized cost benchmark for professional services**, enabling comparison across vendors and evaluation of change requests / future work financial impact.

Each role is assigned a weight % (column A). Bidders must provide the Man-Day rate per role. The weighted average will then produce the **Blended Man-Day Rate**.

Table C4: Blended Man-Day Rate

Role with >3 Years of Experience	Weight % (A)	Man-Day Rate in € (B)	(C) = (A) * (B)
Project Manager	5%		
Solutions Architect	5%		
Business Analyst	15%		
Software Engineer	20%		
DevOps Engineer	15%		
Infrastructure Engineer	15%		
Data Engineer	15%		
Support Engineer	10%		
Blended Man Day Rate			Sum of (C)

ANNEX D – Draft Contract

D1. Contract Structure

1. Definitions
2. Scope
3. Term

D2. Governance & Delivery

1. Milestones
2. Acceptance procedures
3. Change management

D3. Service Levels & Remedies

1. SLA definitions
2. Service credits
3. Escalation

D4. Data Protection & Cybersecurity

1. DPA attachment
2. NIS2 obligations

D5. Liability & Insurance

1. Liability caps
2. Exclusions

D6. Termination & Exit

1. Termination rights
2. Transition support
3. Data return & deletion

ANNEX E – Forms & Declarations

E1. Declaration of Acceptance of RFP Terms

E2. Declaration of No Exclusion Grounds

E3. Declaration of No Russian Participation

I hereby declare that there is no Russian participation in the company I represent, in accordance with the applicable restrictive measures related to Russia's actions destabilizing the situation in Ukraine. Specifically, I declare that:

(a) the contractor I represent (and none of the companies participating as members of our consortium) is a Russian national, or a natural or legal person, entity, or body established in Russia,

(b) the contractor I represent (and none of the companies participating as members of our consortium) is a legal person, entity, or body whose ownership rights are directly or indirectly held, in excess of fifty percent (50%), by an entity referred to in point (a),

(c) neither I nor the company I represent act on behalf of or at the direction of an entity referred to in points (a) or (b),

(d) there is no participation of entities referred to in points (a) to (c), exceeding 10% of the contract value, in the form of subcontractors, suppliers, or entities whose capacities the contractor I represent relies upon.

E4. Financial Standing Declaration

E5. Conflict of Interest Declaration

E6. Subcontractor Declaration

E7. Consortium Declaration (if applicable)

E8. Data Protection Compliance Declaration

E9. Cybersecurity & NIS2 Compliance Declaration

E10. Power of Attorney (if applicable)

ANNEX F – Eligibility to Participate & Exclusion Due to Sanctions Related to Russia

1. Eligibility to Participate

The right to participate in the procedure for concluding this contract is granted to natural or legal persons and, in the case of associations of economic operators, to their members, provided that they are established in:

- a) a Member State of the European Union,
- b) a Member State of the European Economic Area (EEA),
- c) third countries that have signed and ratified relevant international agreements to which the European Union is a party, to the extent that the contract is covered by those agreements, as well as
- d) third countries that do not fall under case (c) above but have concluded bilateral or multilateral agreements with the European Union in matters relating to contractual procedures.

To the extent that they are covered by such international agreements, contracting entities shall grant to works, goods, services, and economic operators from the countries that have signed these agreements treatment no less favorable than that granted to works, goods, services, and economic operators of the European Union.

2. Restrictions Related to Russian Participation

Participation in this procedure is prohibited, in any manner, for economic operators that fall under restrictive measures related to Russia's actions destabilizing the situation in Ukraine, and in particular if the economic operator is:

- a) a Russian national or a natural or legal person, entity, or body established in Russia,
- b) a legal person, entity, or body whose ownership rights are directly or indirectly held, in excess of 50%, by an entity referred to in point (a), or
- c) a natural or legal person, entity, or body acting on behalf of or at the direction of an entity referred to in points (a) or (b), including, where they correspond to more than 10% of the contract value, subcontractors, suppliers, or third parties on whose capacity the economic operator relies.

As evidence of the absence of Russian participation, a solemn declaration from the bidding economic operator is required, as provided in [E3, ANNEX E](#).

Request for Proposals (RFP)

Non-Functional Requirements Compliance Matrix



Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Instructions

All responses to this RFP, including completed templates, supporting documents, and any written explanations, must be provided in **English**.

Vendors are required to **complete all fields** in the "Vendor's Requested Input" section for each requirement of the "**Technical**", "**Project Delivery**", "**Support Level**" and "**User Management**" sheets.

For each requirement listed in the RFP, vendors are requested to provide the following information:

1. Compliant: Indicate whether the proposed solution meets the requirement:

- Yes
- No

2. Compliance Level: Select the appropriate option from the dropdown:

- **Native (Out-of-the-Box)** - The requirement is fully supported by the standard solution without customization.
- **Configurable** - The requirement can be met through configuration (no coding required).
- **Custom Development Required** - The requirement requires custom development to be met.
- **Third-Party Included** - The requirement is fulfilled via included third-party components within the proposed solution.
- **Third-Party Required** - The requirement depends on external third-party solutions not included in the base offering.

3. Vendor Response Documentation: Provide the name/title of the supporting document where the requirement is addressed (e.g., solution description, technical documentation, functional specification).

4. Reference: Specify the exact section, page, or paragraph within the referenced document where compliance with the requirement is demonstrated.

Request for Proposals (RFP)

Non-Functional Requirements Compliance Matrix - Technical

Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria					
ID	Category	Description	Priority	Compliant	Compliance Level
NFR-TR-01	Architecture & Design				
NFR-TR-01.001	Architecture & Design	The solution shall follow a modular, service-oriented or microservices-based architecture.	Mandatory		
NFR-TR-01.002	Architecture & Design	The solution shall support API-first design principles.	Mandatory		
NFR-TR-01.003	Architecture & Design	The solution shall enable strict separation between presentation, application, and data layers.	Mandatory		
NFR-TR-01.004	Architecture & Design	The solution shall support both horizontal and vertical scalability without service degradation.	Mandatory		
NFR-TR-01.005	Architecture & Design	The solution shall allow phased deployment by region, function, or business unit.	Mandatory		
NFR-TR-02	Integration & Interoperability				
NFR-TR-02.001	API Capabilities	The solution shall provide modern RESTful APIs (or equivalent contemporary standards).	Mandatory		
NFR-TR-02.002	API Capabilities	The solution shall support SOAP APIs.	Mandatory		
NFR-TR-02.003	API Capabilities	The solution shall support API query languages (such as GraphQL).	Mandatory		
NFR-TR-02.004	API Capabilities	The solution shall support secure authentication using OAuth2, OpenID Connect, or equivalent.	Mandatory		
NFR-TR-02.005	API Capabilities	The solution shall support event-driven interoperability (e.g., message queues, streaming, webhooks).	Optional		
NFR-TR-02.006	API Capabilities	The solution shall provide comprehensive and versioned API documentation.	Mandatory		
NFR-TR-02.007	Enterprise Integration	The solution shall integrate with ERP and finance systems.	Mandatory		
NFR-TR-02.008	Enterprise Integration	The solution shall integrate with Tax Authorities (AADE MyData) via Third-party provider.	Mandatory		
NFR-TR-02.009	Enterprise Integration	The solution shall integrate with CRM systems.	Optional		
NFR-TR-02.010	Enterprise Integration	The solution shall integrate with automation and sorting equipment.	Mandatory		

NFR-TR-02.011	Enterprise Integration	The solution shall support integration with queueing systems for reporting and analytics purposes only.	Mandatory		
NFR-TR-02.012	Enterprise Integration	The solution shall integrate with parcel lockers and PUDO networks.	Mandatory		
NFR-TR-02.013	Enterprise Integration	The solution shall integrate with third-party carriers (e.g. DHL).	Mandatory		
NFR-TR-02.014	Enterprise Integration	The solution shall integrate with Business Intelligence and reporting systems.	Mandatory		
NFR-TR-02.015	Enterprise Integration	The solution shall integrate with the designated Anti-Money-Laundering (AML) service.	Mandatory		
NFR-TR-02.016	Enterprise Integration	The solution shall integrate with ELTA's Customs Clearance System ("SETA"), as well as with all applicable EU and global customs-clearance systems, including IPS and ICS2.	Mandatory		
NFR-TR-02.017	Enterprise Integration	The solution shall integrate with cross-border commerce systems (such as Zonos).	Mandatory		
NFR-TR-02.018	Enterprise Integration	The solution shall support standard data exchange formats (e.g., JSON, XML).	Mandatory		
NFR-TR-02.019	Enterprise Integration	The solution shall support both near real-time and batch data processing modes.	Mandatory		
NFR-TR-02.020	Enterprise Integration	The solution shall provide configurable interface mapping and transformation mechanisms.	Mandatory		
NFR-TR-02.021	Cross-Domain Interoperability	The solution shall ensure native interoperability across all domains.	Mandatory		
NFR-TR-03	Deployment Architecture & Hosting				
NFR-TR-03.001	Deployment Architecture & Hosting	The solution shall support deployment as single-tenant SaaS.	Mandatory		
NFR-TR-03.002	Deployment Architecture & Hosting	The solution shall support private cloud deployment on Azure.	Mandatory		
NFR-TR-03.003	Deployment Architecture & Hosting	The hosting infrastructure shall reside within the European Union.	Mandatory		
NFR-TR-03.004	Deployment Architecture & Hosting	The solution shall support Microsoft Azure (as a Fully SaaS).	Optional		
NFR-TR-03.005	Deployment Architecture & Hosting	The solution shall support AWS (as a Fully SaaS).	Optional		
NFR-TR-03.006	Deployment Architecture & Hosting	The solution shall support other cloud providers where EU data residency is ensured.	Optional		
NFR-TR-04	Performance & Scalability				
NFR-TR-04.001	Performance & Scalability	The solution shall support national-scale parcel and retail transaction volumes.	Mandatory		
NFR-TR-04.002	Performance & Scalability	The solution shall sustain peak operational loads without performance degradation.	Mandatory		

NFR-TR-04.003	Performance & Scalability	The solution shall support auto-scaling or equivalent capacity scaling mechanisms.	Mandatory		
NFR-TR-05	Availability, Resilience & Business Continuity				
NFR-TR-05.001	Availability, Resilience & Business Continuity	The solution shall provide a high-availability architecture.	Mandatory		
NFR-TR-05.002	Availability, Resilience & Business Continuity	The solution shall adhere to defined SLA uptime commitments.	Mandatory		
NFR-TR-05.003	Availability, Resilience & Business Continuity	The solution shall include disaster recovery capabilities.	Mandatory		
NFR-TR-05.004	Availability, Resilience & Business Continuity	The solution shall adhere to defined Recovery Point Objectives (RPO).	Mandatory		
NFR-TR-05.005	Availability, Resilience & Business Continuity	The solution shall adhere to defined Recovery Time Objectives (RTO).	Mandatory		
NFR-TR-05.006	Availability, Resilience & Business Continuity	The solution shall provide redundancy across infrastructure layers.	Mandatory		
NFR-TR-06	Security Requirements				
NFR-TR-06.001	Information Security	The solution shall support encryption at rest and in transit.	Mandatory		
NFR-TR-06.002	Information Security	The solution shall provide secure key (secrets) management.	Mandatory		
NFR-TR-06.003	Information Security	The solution shall provide role-based access control (RBAC).	Mandatory		
NFR-TR-06.004	Information Security	The solution shall support multi-factor authentication.	Mandatory		
NFR-TR-06.005	Information Security	The solution shall provide comprehensive audit logging.	Mandatory		
NFR-TR-06.006	Information Security	The solution shall support SSO integration.	Mandatory		
NFR-TR-06.007	Information Security	The solution shall support least-privilege administration.	Mandatory		
NFR-TR-06.008	Information Security	The solution shall provide vulnerability and patch management.	Mandatory		
NFR-TR-06.009	Certifications & Compliance	The solution shall comply with ISO27001, SOC2, or equivalent.	Mandatory		
NFR-TR-06.010	Certifications & Compliance	The solution shall comply with GDPR and NIS2 requirements.	Mandatory		
NFR-TR-06.011	Certifications & Compliance	The solution shall adhere to defined incident notification procedures.	Mandatory		
NFR-TR-06.012	Certifications & Compliance	The solution shall ensure availability of Data Processing Agreement (DPA).	Mandatory		
NFR-TR-06.013	Certifications & Compliance	The solution shall provide support for DPIA activities and sub-processor registry transparency.	Mandatory		

NFR-TR-06.014	Data Governance	The solution shall support configurable data retention policies.	Mandatory		
NFR-TR-06.015	Data Governance	The solution shall provide sub-processor transparency.	Mandatory		
NFR-TR-06.016	Data Governance	The solution shall support secure backup and recovery procedures.	Mandatory		
NFR-TR-07	Mobile & Field Device Support				
NFR-TR-07.001	Mobile & Field Device Support	The solution shall support Android mobile devices.	Mandatory		
NFR-TR-07.002	Mobile & Field Device Support	The solution shall support iOS mobile devices.	Optional		
NFR-TR-07.003	Mobile & Field Device Support	The solution shall support offline operation with synchronization when back online.	Mandatory		
NFR-TR-07.004	Mobile & Field Device Support	The solution shall provide device-level security controls.	Mandatory		
NFR-TR-07.005	Mobile & Field Device Support	The solution shall enable remote configuration and application updates.	Mandatory		
NFR-TR-08	Data Migration & Transition				
NFR-TR-08.001	Data Migration & Transition	The solution shall provide migration tools and methodologies.	Mandatory		
NFR-TR-08.002	Data Migration & Transition	The solution shall provide data validation and reconciliation mechanisms.	Mandatory		
NFR-TR-08.003	Data Migration & Transition	The solution shall provide rollback capabilities for migration failure scenarios.	Mandatory		
NFR-TR-08.004	Data Migration & Transition	The solution shall provide cutover planning documentation.	Mandatory		
NFR-TR-08.005	Data Migration & Transition	The solution shall provide a data quality assurance approach.	Mandatory		
NFR-TR-08.006	Data Migration & Transition	The migration approach shall ensure business continuity and minimal disruption.	Mandatory		
NFR-TR-09	Monitoring & Observability				
NFR-TR-09.001	Monitoring & Observability	The solution shall provide system health monitoring.	Mandatory		
NFR-TR-09.002	Monitoring & Observability	The solution shall provide application performance monitoring.	Mandatory		
NFR-TR-09.003	Monitoring & Observability	The solution shall provide centralized logging and audit capabilities.	Mandatory		
NFR-TR-09.004	Monitoring & Observability	The solution shall include configurable alerting mechanisms.	Mandatory		
NFR-TR-09.005	Monitoring & Observability	The solution shall provide KPI and operational dashboards.	Mandatory		
NFR-TR-10	Maintainability & Upgrades				
NFR-TR-10.001	Maintainability & Upgrades	The solution shall support controlled and predictable version upgrades.	Mandatory		
NFR-TR-10.002	Maintainability & Upgrades	The solution shall provide documented release cycles.	Mandatory		

NFR-TR-10.003	Maintainability & Upgrades	The solution shall minimize downtime during upgrades.	Mandatory		
NFR-TR-10.004	Maintainability & Upgrades	The solution shall distinguish standard product evolution from custom developments.	Optional		
NFR-TR-10.005	Maintainability & Upgrades	The solution shall provide a clearly defined upgrade policy.	Mandatory		
NFR-TR-10.006	Maintainability & Upgrades	The bidder shall provide backward compatibility guarantees.	Mandatory		
NFR-TR-10.007	Maintainability & Upgrades	The bidder shall provide end-of-life policies for product versions.	Mandatory		
NFR-TR-11	Technical Documentation				
NFR-TR-11.001	Technical Documentation	The solution shall include full architecture documentation.	Mandatory		
NFR-TR-11.002	Technical Documentation	The solution shall include integration documentation.	Mandatory		
NFR-TR-11.003	Technical Documentation	The solution shall include API documentation.	Mandatory		
NFR-TR-11.004	Technical Documentation	The solution shall include security documentation.	Mandatory		
NFR-TR-11.005	Technical Documentation	The solution shall include operational manuals.	Mandatory		
NFR-TR-11.006	Technical Documentation	The solution shall include disaster recovery documentation.	Mandatory		
NFR-TR-11.007	Technical Documentation	All documentation shall be provided in English.	Mandatory		
NFR-TR-11.008	Technical Documentation	All documentation shall be provided in Greek.	Optional		

Request for Proposals (RFP)

Non-Functional Requirements Compliance Matrix - Project Delivery

Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria					
ID	Category	Description	Priority	Compliant	Compliance Level
NFR-PD-01	Delivery Methodology				
NFR-PD-01.001	Delivery Methodology	The Contractor shall adopt a structured, transparent, and risk-controlled delivery methodology suitable for mission-critical postal and logistics environments.	Mandatory		
NFR-PD-01.002	Delivery Methodology	The methodology shall minimize operational disruption during all phases of implementation.	Mandatory		
NFR-PD-01.003	Delivery Methodology	The methodology shall ensure business continuity throughout the transition.	Mandatory		
NFR-PD-01.004	Delivery Methodology	The methodology shall support a phased and controlled rollout approach.	Mandatory		
NFR-PD-01.005	Delivery Methodology	The methodology shall enable measurable tracking of progress, milestones, and deliverables.	Mandatory		
NFR-PD-01.006	Delivery Methodology	The methodology shall ensure clear accountability and governance transparency.	Mandatory		
NFR-PD-01.007	Delivery Methodology	The Contractor shall describe the applied methodology and provide evidence of successful application in comparable projects.	Mandatory		
NFR-PD-02	Project Phases				
NFR-PD-02.001	Mobilization & Planning	Conduct a formal project kick-off.	Mandatory		
NFR-PD-02.002	Mobilization & Planning	Appoint governance bodies including Steering Committee, PMO, and technical working groups.	Mandatory		
NFR-PD-02.003	Mobilization & Planning	Develop a detailed and resource-loaded project plan.	Mandatory		
NFR-PD-02.004	Mobilization & Planning	Identify risks, dependencies, and constraints.	Mandatory		
NFR-PD-02.005	Mobilization & Planning	Confirm project scope and success criteria with ELTA.	Mandatory		
NFR-PD-02.006	Mobilization & Planning	Define a communication and reporting framework.	Mandatory		
NFR-PD-02.007	Mobilization & Planning	Deliver a Project Management Plan.	Mandatory		
NFR-PD-02.008	Mobilization & Planning	Deliver a Work Breakdown Structure (WBS).	Mandatory		
NFR-PD-02.009	Mobilization & Planning	Deliver a Risk Register.	Mandatory		
NFR-PD-02.010	Mobilization & Planning	Deliver a Communication Plan.	Mandatory		

NFR-PD-02.011	Discovery & Detailed Design	Conduct business process validation workshops.	Mandatory		
NFR-PD-02.012	Discovery & Detailed Design	Perform gap analysis between solution capabilities and ELTA requirements.	Mandatory		
NFR-PD-02.013	Discovery & Detailed Design	Develop a comprehensive Business Requirements Document (BRD) capturing validated business processes, functional needs, non-functional expectations and alignment with ELTA's operational model.	Mandatory		
NFR-PD-02.014	Discovery & Detailed Design	Produce and maintain a Requirements Traceability Matrix (RTM) linking business requirements to design components, configuration items, test cases and acceptance criteria.	Mandatory		
NFR-PD-02.015	Discovery & Detailed Design	Produce configuration design documentation.	Mandatory		
NFR-PD-02.016	Discovery & Detailed Design	Define and document integration architecture.	Mandatory		
NFR-PD-02.017	Discovery & Detailed Design	Finalize data migration strategy.	Mandatory		
NFR-PD-02.018	Discovery & Detailed Design	Deliver a Functional Design Document (FDD).	Mandatory		
NFR-PD-02.019	Discovery & Detailed Design	Deliver a Technical Design Document (TDD).	Mandatory		
NFR-PD-02.020	Discovery & Detailed Design	Deliver Integration Specifications.	Mandatory		
NFR-PD-02.021	Discovery & Detailed Design	Deliver a Data Migration Plan.	Mandatory		
NFR-PD-02.022	Configuration, Development & Integration	Configure the system according to approved design documentation.	Mandatory		
NFR-PD-02.023	Configuration, Development & Integration	Develop required integrations and system extensions.	Mandatory		
NFR-PD-02.024	Configuration, Development & Integration	Implement APIs per agreed specifications.	Mandatory		
NFR-PD-02.025	Configuration, Development & Integration	Configure required security controls and access roles.	Mandatory		
NFR-PD-02.026	Configuration, Development & Integration	Set up hosting and infrastructure environments where applicable.	Mandatory		
NFR-PD-02.027	Configuration, Development & Integration	Deliver fully configured solution environment.	Mandatory		
NFR-PD-02.028	Configuration, Development & Integration	Deliver integration components (APIs, middleware, adaptors).	Mandatory		
NFR-PD-02.029	Configuration, Development & Integration	Deliver environment setup and deployment documentation.	Mandatory		
NFR-PD-02.030	Testing	Conduct Unit Testing.	Mandatory		
NFR-PD-02.031	Testing	Conduct System Integration Testing (SIT).	Mandatory		
NFR-PD-02.032	Testing	Conduct Data Migration Testing.	Mandatory		
NFR-PD-02.033	Testing	Conduct Performance and Load Testing.	Mandatory		
NFR-PD-02.034	Testing	Conduct Security Testing.	Mandatory		
NFR-PD-02.035	Testing	Conduct User Acceptance Testing (UAT).	Mandatory		
NFR-PD-02.036	Testing	Provide detailed test plans and scripts.	Mandatory		
NFR-PD-02.037	Testing	Support defect resolution across all cycles.	Mandatory		
NFR-PD-02.038	Testing	Maintain defect logs and reporting dashboards.	Mandatory		
NFR-PD-02.039	Testing	Deliver approved Test Plan.	Mandatory		

NFR-PD-02.040	Testing	Deliver Test Execution Reports.	Mandatory		
NFR-PD-02.041	Testing	Deliver Defect Register.	Mandatory		
NFR-PD-02.042	Testing	Deliver UAT Sign-off documentation.	Mandatory		
NFR-PD-02.043	Deployment & Go-Live	Prepare and rehearse cutover procedures.	Mandatory		
NFR-PD-02.044	Deployment & Go-Live	Execute data migration in a controlled and validated manner.	Mandatory		
NFR-PD-02.045	Deployment & Go-Live	Perform a go-live readiness assessment.	Mandatory		
NFR-PD-02.046	Deployment & Go-Live	Execute production deployment.	Mandatory		
NFR-PD-02.047	Deployment & Go-Live	Provide hypercare support post-go-live.	Mandatory		
NFR-PD-02.048	Deployment & Go-Live	Deliver Cutover Plan.	Mandatory		
NFR-PD-02.049	Deployment & Go-Live	Deliver Go-Live Readiness Report.	Mandatory		
NFR-PD-02.050	Deployment & Go-Live	Deliver Go-Live Approval documentation.	Mandatory		
NFR-PD-02.051	Deployment & Go-Live	Deliver Hypercare Support Plan.	Mandatory		
NFR-PD-02.052	Stabilization & Knowledge Transfer	Monitor system performance post go-live.	Mandatory		
NFR-PD-02.053	Stabilization & Knowledge Transfer	Resolve initial operational issues during stabilization phase.	Mandatory		
NFR-PD-02.054	Stabilization & Knowledge Transfer	Conduct formal knowledge transfer to ELTA teams.	Mandatory		
NFR-PD-02.055	Stabilization & Knowledge Transfer	Deliver all finalized documentation packages.	Mandatory		
NFR-PD-02.056	Stabilization & Knowledge Transfer	Deliver Operational Runbooks.	Mandatory		
NFR-PD-02.057	Stabilization & Knowledge Transfer	Deliver System Administration Guides.	Mandatory		
NFR-PD-02.058	Stabilization & Knowledge Transfer	Deliver Knowledge Transfer Completion Report.	Mandatory		
NFR-PD-03	Governance & Reporting				
NFR-PD-03.001	Governance & Reporting	Establish governance framework including Steering Committee, PMO, and technical working groups.	Mandatory		
NFR-PD-03.002	Governance & Reporting	Provide regular progress reporting.	Mandatory		
NFR-PD-03.003	Governance & Reporting	Provide weekly operational reports.	Mandatory		
NFR-PD-03.004	Governance & Reporting	Provide monthly executive status reports.	Mandatory		
NFR-PD-03.005	Governance & Reporting	Maintain risk and issue logs.	Mandatory		
NFR-PD-03.006	Governance & Reporting	Provide budget tracking reports where applicable.	Mandatory		
NFR-PD-03.007	Governance & Reporting	Define escalation procedures.	Mandatory		
NFR-PD-04	Project Management Approach				
NFR-PD-04.001	Project Management Approach	Contractor may use Waterfall, Agile, or Hybrid methodology if governance requirements are met.	Optional		
NFR-PD-04.002	Project Management Approach	Ensure milestone-based deliverables.	Optional		
NFR-PD-04.003	Project Management Approach	Ensure transparent progress tracking.	Optional		
NFR-PD-04.004	Project Management Approach	Ensure formal acceptance checkpoints.	Optional		
NFR-PD-04.005	Agile or Hybrid	Define sprint governance if Agile or Hybrid is used.	Optional		
NFR-PD-04.006	Agile or Hybrid	Define backlog management processes if Agile or Hybrid is used.	Optional		
NFR-PD-04.007	Agile or Hybrid	Define Definition of Done (DoD) if Agile or Hybrid is used.	Optional		

NFR-PD-04.008	Agile or Hybrid	Describe release planning if Agile or Hybrid is used.	Optional		
NFR-PD-04.009	Agile or Hybrid	Ensure acceptance aligns with public-sector contractual requirements.	Optional		
NFR-PD-05	Risk & Change Management				
NFR-PD-05.001	Risk & Change Management	Implement proactive risk identification and mitigation.	Mandatory		
NFR-PD-05.002	Risk & Change Management	Implement formal change request process.	Mandatory		
NFR-PD-05.003	Risk & Change Management	Provide impact analysis for scope, timeline, and cost.	Mandatory		
NFR-PD-05.004	Risk & Change Management	Apply structured approval workflow for changes.	Mandatory		
NFR-PD-05.005	Risk & Change Management	No material deviations from scope without ELTA approval.	Mandatory		
NFR-PD-06	Resource & Team Structure				
NFR-PD-06.001	Resource & Team Structure	Provide a dedicated Project Manager.	Mandatory		
NFR-PD-06.002	Resource & Team Structure	Define key roles including architect, integration lead, migration lead, and security lead.	Mandatory		
NFR-PD-06.003	Resource & Team Structure	Submit CVs of key personnel.	Mandatory		
NFR-PD-06.004	Resource & Team Structure	Provide a resource allocation plan.	Mandatory		
NFR-PD-06.005	Resource & Team Structure	Identify subcontractors where applicable.	Optional		
NFR-PD-06.006	Resource & Team Structure	Obtain ELTA approval before replacing key personnel.	Mandatory		
NFR-PD-07	Transition & Legacy Decommissioning				
NFR-PD-07.001	Transition & Legacy Decommissioning	Support parallel run where required.	Mandatory		
NFR-PD-07.002	Transition & Legacy Decommissioning	Support phased migration and coexistence.	Mandatory		
NFR-PD-07.003	Transition & Legacy Decommissioning	Support controlled decommissioning of legacy systems.	Mandatory		
NFR-PD-07.004	Transition & Legacy Decommissioning	Support data archival requirements.	Mandatory		
NFR-PD-08	Acceptance & Milestone Validation				
NFR-PD-08.001	Acceptance & Milestone Validation	Conclude each project phase with formal deliverable acceptance.	Mandatory		
NFR-PD-08.002	Acceptance & Milestone Validation	Ensure acceptance criteria are predefined, measurable, and verifiable.	Mandatory		
NFR-PD-08.003	Acceptance & Milestone Validation	Ensure acceptance criteria are approved by ELTA before each phase.	Mandatory		
NFR-PD-08.004	Acceptance & Milestone Validation	Link payment milestones to successful deliverable completion.	Mandatory		

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Non-Functional Requirements Compliance Matrix - Support Level

Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria					
ID	Category	Description	Priority	Compliant	Compliance Level
NFR-SL-01	General Service Level Requirements				
NFR-SL-01.001	General Service Level Requirements	The Contractor shall deliver services in accordance with defined SLAs and KPIs to ensure high availability, operational continuity, and measurable service quality.	Mandatory		
NFR-SL-01.002	General Service Level Requirements	Service Levels shall apply during Hypercare, operational support, and to both application and infrastructure layers where hosted by the Contractor.	Mandatory		
NFR-SL-01.003	General Service Level Requirements	Acknowledge that failure to meet SLAs may result in service credits or contractual remedies as defined in the Contract.	Mandatory		
NFR-SL-02	Service / System Availability				
NFR-SL-02.001	Service / System Availability	Ensure Production environment availability of $\geq 99.9\%$ per month.	Mandatory		
NFR-SL-02.002	Service / System Availability	Ensure Non-Production environment availability of $\geq 99.0\%$ per month.	Mandatory		
NFR-SL-02.003	Service / System Availability	Calculate availability as $(\text{Total Minutes} - \text{Unplanned Downtime}) / \text{Total Minutes in Month}$	Mandatory		
NFR-SL-02.004	Service / System Availability	Define exclusions such as scheduled maintenance in advance and obtain ELTA approval.	Mandatory		
NFR-SL-02.005	Service / System Availability	Schedule maintenance outside peak hours, minimizing duration and frequency.	Mandatory		
NFR-SL-03	Incident Management & Response Times				
NFR-SL-03.001	Incident Management & Response Times	Apply severity-based incident categorization: P1, P2, P3, P4.	Mandatory		
NFR-SL-03.002	Severity Definitions, Response & Resolution Targets	P1 Critical: Initial response ≤ 1 hour; workaround ≤ 4 hours.	Mandatory		
NFR-SL-03.003	Severity Definitions, Response & Resolution Targets	P2 High: Initial response ≤ 2 hours; resolution ≤ 8 business hours.	Mandatory		
NFR-SL-03.004	Severity Definitions, Response & Resolution Targets	P3 Medium: Initial response ≤ 4 business hours; resolution ≤ 3 business days.	Mandatory		

NFR-SL-03.005	Severity Definitions, Response & Resolution Targets	P4 Low: Initial response ≤ 1 business day; resolution as agreed.	Mandatory		
NFR-SL-03.006	Severity Definitions, Response & Resolution Targets	For P1 incidents, apply continuous effort until resolution and provide hourly updates.	Mandatory		
NFR-SL-04	Performance & Throughput				
NFR-SL-04.001	Performance & Throughput	Ensure max response time for standard transactions ≤ 3 seconds under normal load.	Mandatory		
NFR-SL-04.002	Performance & Throughput	Meet defined tracking query performance thresholds.	Mandatory		
NFR-SL-04.003	Performance & Throughput	Support defined peak parcel volumes without degradation.	Mandatory		
NFR-SL-04.004	Performance & Throughput	Ensure mobile synchronization performance under real-world conditions.	Mandatory		
NFR-SL-04.005	Performance & Throughput	Validate all performance KPIs during performance testing prior to go-live.	Mandatory		
NFR-SL-05	Data Processing & Synchronization				
NFR-SL-05.001	Data Processing & Synchronization	Provide near real-time tracking event updates.	Mandatory		
NFR-SL-05.002	Data Processing & Synchronization	Ensure data synchronization between retail and delivery components.	Mandatory		
NFR-SL-05.003	Data Processing & Synchronization	Provide reconciliation mechanisms preventing data inconsistency.	Mandatory		
NFR-SL-05.004	Data Processing & Synchronization	Ensure no data loss under normal operating conditions.	Mandatory		
NFR-SL-06	Change & Release Management				
NFR-SL-06.001	Change & Release Management	Define standard release cycles for deployments.	Mandatory		
NFR-SL-06.002	Change & Release Management	Define emergency patching procedures.	Mandatory		
NFR-SL-06.003	Change & Release Management	Define rollback procedures for patches and releases.	Mandatory		
NFR-SL-06.004	Change & Release Management	Provide prior notification for production changes.	Mandatory		
NFR-SL-06.005	Change & Release Management	Ensure no production change occurs without a maintenance window and rollback plan.	Mandatory		
NFR-SL-07	Operational KPIs				
NFR-SL-07.001	Operational KPIs	Support monitoring of operational KPIs such as event timeliness, API success rate, error rate, sync success rate, utilization metrics.	Mandatory		
NFR-SL-07.002	Operational KPIs	Provide monthly KPI reporting unless otherwise agreed.	Mandatory		
NFR-SL-08	Reporting & Transparency				
NFR-SL-08.001	Reporting & Transparency	Provide monthly SLA compliance reports.	Mandatory		
NFR-SL-08.002	Reporting & Transparency	Provide incident summary reports.	Mandatory		
NFR-SL-08.003	Reporting & Transparency	Provide root cause analysis for recurring or critical incidents.	Mandatory		
NFR-SL-08.004	Reporting & Transparency	Provide security incident summaries when applicable.	Mandatory		

NFR-SL-08.005	Reporting & Transparency	Provide performance and availability dashboards with trend analysis.	Mandatory		
NFR-SL-09	Service Credits				
NFR-SL-09.001	Service Credits	Apply service credits based on indicative availability thresholds (99.9–99.0%: 2%; 98.9–98.0%: 5%; <98.0%: 10%).	Mandatory		
NFR-SL-09.002	Service Credits	Acknowledge that service credits shall not limit ELTA's right to pursue additional remedies for repeated or material breach.	Mandatory		
NFR-SL-10	Continuous Improvement				
NFR-SL-10.001	Continuous Improvement	Participate in periodic service review meetings.	Mandatory		
NFR-SL-10.002	Continuous Improvement	Propose optimization and continuous improvement measures.	Mandatory		
NFR-SL-10.003	Continuous Improvement	Implement agreed corrective action plans.	Mandatory		
NFR-SL-10.004	Continuous Improvement	Support performance benchmarking over time.	Mandatory		
NFR-SL-10.005	Continuous Improvement	Recognize repeated SLA breaches as potential material contractual breach.	Mandatory		

Request for Proposals (RFP)

Non-Functional Requirements Compliance Matrix - User Management

Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria					
ID	Category	Description	Priority	Compliant	Compliance Level
NFR-UM-01	Identity Management Integration				
NFR-UM-01.001	Identity Management Integration	The solution shall integrate with ELTA's centralized identity and authentication infrastructure.	Mandatory		
NFR-UM-01.002	Identity Management Integration	The solution shall support Microsoft Active Directory / Azure Active Directory (Entra ID) or equivalent enterprise identity providers.	Mandatory		
NFR-UM-01.003	Identity Management Integration	The solution shall support federated authentication standards including SAML 2.0, OAuth2, and OpenID Connect.	Mandatory		
NFR-UM-01.004	Identity Management Integration	The solution shall allow centralized authentication while maintaining application-level profiles where required.	Mandatory		
NFR-UM-01.005	Identity Management Integration	All solutions shall authenticate against a common identity provider for consistent user authentication.	Mandatory		
NFR-UM-02	Single Sign-On (SSO)				
NFR-UM-02.001	Single Sign-On (SSO)	The solution shall support Single Sign-On (SSO) across systems without re-authentication.	Mandatory		
NFR-UM-02.002	Single Sign-On (SSO)	SSO Mandatory support enterprise identity federation protocols.	Mandatory		
NFR-UM-02.003	Single Sign-On (SSO)	SSO Mandatory be compatible with ELTA's centralized identity provider.	Mandatory		
NFR-UM-02.004	Single Sign-On (SSO)	The solution shall ensure secure SSO session management and token validation.	Mandatory		
NFR-UM-02.005	Single Sign-On (SSO)	Systems under different Domains shall support compatible SSO mechanisms.	Mandatory		
NFR-UM-03	Role-Based Access Control (RBAC)				
NFR-UM-03.001	Role-Based Access Control (RBAC)	The solution shall provide a configurable Role-Based Access Control (RBAC) model.	Mandatory		
NFR-UM-03.002	Role-Based Access Control (RBAC)	Permissions shall be assigned based on operational roles.	Mandatory		

NFR-UM-03.003	Role-Based Access Control (RBAC)	The solution shall support configuration of ELTA-specific operational roles.	Mandatory		
NFR-UM-03.004	Role-Based Access Control (RBAC)	The RBAC model shall enforce separation of duties.	Mandatory		
NFR-UM-03.005	Role-Based Access Control (RBAC)	Access privileges shall be managed across modules and functional areas.	Mandatory		
NFR-UM-03.006	Role-Based Access Control (RBAC)	The solution shall support indicative roles such as Retail Operators, Delivery Personnel, Supervisors, and Administrators.	Mandatory		
NFR-UM-04	User Lifecycle Management				
NFR-UM-04.001	User Lifecycle Management	The solution shall support user account creation, modification, deactivation, suspension, and deletion.	Mandatory		
NFR-UM-04.002	User Lifecycle Management	The solution shall support role assignment and revocation.	Mandatory		
NFR-UM-04.003	User Lifecycle Management	Where centralized identity management is used, provisioning/deprovisioning shall sync with identity systems.	Mandatory		
NFR-UM-05	Organizational Structure Support				
NFR-UM-05.001	Organizational Structure Support	The solution shall support ELTA's organizational hierarchy (branches, hubs, regions, departments).	Mandatory		
NFR-UM-05.002	Organizational Structure Support	Access rights shall be assignable at different organizational levels.	Mandatory		
NFR-UM-05.003	Organizational Structure Support	Administrators shall be able to manage users within scoped organizational units.	Mandatory		
NFR-UM-06	Administrative User Management Interface				
NFR-UM-06.001	Administrative User Management Interface	The solution shall provide administrative interfaces for managing users and roles.	Mandatory		
NFR-UM-06.002	Administrative User Management Interface	Administrators shall be able to assign users to roles and operational groups.	Mandatory		
NFR-UM-06.003	Administrative User Management Interface	Only authorized administrators may configure access permissions.	Mandatory		
NFR-UM-06.004	Administrative User Management Interface	The administrative interface shall support monitoring of user access activity.	Mandatory		
NFR-UM-07	Audit Logging & Monitoring				
NFR-UM-07.001	Audit Logging & Monitoring	The solution shall log authentication events (login, logout, failures).	Mandatory		
NFR-UM-07.002	Audit Logging & Monitoring	The solution shall log changes to user accounts and roles.	Mandatory		
NFR-UM-07.003	Audit Logging & Monitoring	The solution shall log privileged access actions.	Mandatory		
NFR-UM-07.004	Audit Logging & Monitoring	Audit logs shall be stored securely and be exportable to SIEM/monitoring systems.	Mandatory		
NFR-UM-07.005	Audit Logging & Monitoring	Audit logs shall support investigation of access-related security events.	Mandatory		

NFR-UM-08	Security & Session Management				
NFR-UM-08.001	Security & Session Management	The solution shall support secure session handling including configurable timeouts.	Mandatory		
NFR-UM-08.002	Security & Session Management	The solution shall provide mechanisms to prevent unauthorized access.	Mandatory		
NFR-UM-08.003	Security & Session Management	The solution shall support multi-factor authentication (MFA) where required.	Mandatory		
NFR-UM-08.004	Security & Session Management	If local authentication exists, secure password policies shall be enforced.	Mandatory		
NFR-UM-09	Cross-Domain Interoperability				
NFR-UM-09.001	Cross-Domain Interoperability	Identity and access management shall remain consistent across systems delivered under different Domains.	Mandatory		
NFR-UM-09.002	Cross-Domain Interoperability	Users authenticated in one system shall be recognized across interoperating systems.	Mandatory		
NFR-UM-09.003	Cross-Domain Interoperability	Identity federation shall support secure identity propagation between systems.	Mandatory		
NFR-UM-09.004	Cross-Domain Interoperability	Authorization decisions shall follow ELTA's security policies across all Domains.	Mandatory		
NFR-UM-09.005	Cross-Domain Interoperability	Contractors shall cooperate to define interoperable authentication/authorization mechanisms.	Mandatory		
NFR-UM-10	Vendor Neutrality & Avoidance of Lock-In				
NFR-UM-10.001	Vendor Neutrality & Avoidance of Lock-In	The solution shall not impose proprietary identity mechanisms restricting integration.	Mandatory		
NFR-UM-10.002	Vendor Neutrality & Avoidance of Lock-In	Authentication and federation shall rely on open, widely adopted standards.	Mandatory		
NFR-UM-11	External User Access & Partner Identity Management				
NFR-UM-11.001	External Access	The solution shall support secure access for external users and partners.	Mandatory		
NFR-UM-11.002	External Access	External access shall protect ELTA's internal systems and data.	Mandatory		
NFR-UM-11.003	External Identity Management	The solution shall support separate management of external identities.	Mandatory		
NFR-UM-11.004	External Identity Management	External users shall be associated with partner organizations.	Mandatory		
NFR-UM-11.005	External Identity Management	The solution shall restrict external access based on operational roles.	Mandatory		
NFR-UM-11.006	External Identity Management	The solution shall support federation for external organizations' identity providers.	Optional		
NFR-UM-11.007	Access Segregation & Security	External users shall only access functions/data necessary for their role.	Mandatory		

NFR-UM-11.008	Access Segregation & Security	Internal and external user privileges shall be segregated.	Mandatory		
NFR-UM-11.009	Access Segregation & Security	External users shall not access administrative or sensitive internal data.	Mandatory		
NFR-UM-11.010	Partner Organization Management	The system shall support registration and management of partner organizations.	Optional		
NFR-UM-11.011	Partner Organization Management	Permissions shall be assignable based on partner organizational roles.	Optional		
NFR-UM-11.012	Secure API Access	External API access shall use secure authentication and authorization.	Mandatory		
NFR-UM-11.013	Secure API Access	Token-based access mechanisms (e.g., OAuth2) shall be supported.	Mandatory		
NFR-UM-11.014	Secure API Access	API access by external parties shall be monitored and logged.	Mandatory		
NFR-UM-11.015	Monitoring External Access	The solution shall log activities performed by external accounts.	Mandatory		
NFR-UM-11.016	Monitoring External Access	Logs shall include authentication events, data access, and critical operations.	Mandatory		
NFR-UM-11.017	Compliance with ELTA Security Policies	External access mechanisms shall comply with ELTA's cybersecurity policies.	Mandatory		
NFR-UM-11.018	Compliance with ELTA Security Policies	The system Optional support MFA, IP restrictions, conditional access, time-based controls.	Optional		
NFR-UM-12	Operational User Profiles & Role Catalogue				
NFR-UM-12.001	Definition & Configuration of Roles	The solution shall support definition and management of operational user roles aligned with ELTA's structure.	Mandatory		
NFR-UM-12.002	Definition & Configuration of Roles	The system shall support flexible configuration of roles and permissions.	Mandatory		
NFR-UM-12.003	Role-Based Operational Model	Role assignments shall determine accessible modules, actions, and data visibility.	Mandatory		
NFR-UM-12.004	Role-Based Operational Model	Users may be assigned multiple roles.	Mandatory		
NFR-UM-12.005	Indicative Operational Roles	The solution shall support operational roles including retail, logistics, control tower, admin, security.	Mandatory		
NFR-UM-12.006	Role Configuration Flexibility	Administrators shall create new roles, modify permissions, define hierarchies.	Mandatory		
NFR-UM-12.007	Role Configuration Flexibility	The system shall support role inheritance.	Mandatory		
NFR-UM-12.008	Organizational Scope of Roles	Roles shall be assignable at branch, hub, regional, or enterprise-wide levels.	Mandatory		
NFR-UM-12.009	Separation of Duties	The system shall enforce separation of duties for critical operations.	Optional		
NFR-UM-12.010	Role Governance & Auditing	The system shall log all role assignment changes.	Mandatory		
NFR-UM-12.011	Role Governance & Auditing	Historical role assignments shall be reviewable for audit.	Mandatory		

NFR-UM-13	User Interface & Operational Usability				
NFR-UM-13.001	User Interface & Operational Usability	Interfaces shall support efficient operation for ELTA's high-volume environment.	Mandatory		
NFR-UM-13.002	User Interface & Operational Usability	Interfaces shall minimize steps for high-frequency tasks.	Optional		
NFR-UM-13.003	User Interface & Operational Usability	The solution shall support role-based user interfaces.	Mandatory		
NFR-UM-13.004	User Interface & Operational Usability	The system shall support ELTA operational device types (desktop, mobile, scanners).	Mandatory		
NFR-UM-13.005	User Interface & Operational Usability	The UI shall include error-prevention mechanisms and real-time validation.	Optional		
NFR-UM-13.006	User Interface & Operational Usability	The UI shall provide clear operational feedback and status indicators.	Mandatory		
NFR-UM-13.007	User Interface & Operational Usability	The UI shall support Greek language and accessibility.	Optional		
NFR-UM-13.008	User Interface & Operational Usability	The system shall include training aids such as help, tooltips, user documentation.	Optional		
NFR-UM-13.009	User Interface & Operational Usability	The UI shall remain responsive under peak system load.	Mandatory		

Request for Proposals (RFP)

Functional Requirements Compliance Matrix



Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Instructions

All responses to this RFP, including completed templates, supporting documents, and any written explanations, must be provided in **English**.

Vendors are required to **complete all fields** in the "Vendor's Requested Input" section for each requirement of the "**Domain 1**" and "**Domain 2**" sheets.

For each requirement listed in the RFP, vendors are requested to provide the following information:

1. Compliant: Indicate whether the proposed solution meets the requirement:

- Yes
- No

2. Compliance Level: Select the appropriate option from the dropdown:

- **Native (Out-of-the-Box)** - The requirement is fully supported by the standard solution without customization.
- **Configurable** - The requirement can be met through configuration (no coding required).
- **Custom Development Required** - The requirement requires custom development to be met.
- **Third-Party Included** - The requirement is fulfilled via included third-party components within the proposed solution.
- **Third-Party Required** - The requirement depends on external third-party solutions not included in the base offering.

3. Vendor Response Documentation: Provide the name/title of the supporting document where the requirement is addressed (e.g., solution description, technical documentation, functional specification).

4. Reference: Specify the exact section, page, or paragraph within the referenced document where compliance with the requirement is demonstrated.

Request for Proposals (RFP)

Functional Requirements Compliance Matrix - Domain 1 - Postal & Courier Counter / Retail Operations

Organization:

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria							
ID	Category	Subcategory	Title	Description	Priority	Compliant	Compliance Level
FR-D1-01	Postal & Courier Retail Counter Operations						
FR-D1-01.001	Daily Counter Operations		Start-of-Day and End-of-Day Controls	The solution shall support office start-of-day and end-of-day processes, including prerequisite checks, reporting, and formal open/close of the business day.	Mandatory		
FR-D1-01.002	Daily Counter Operations		Shift Start and Shift Closure Controls	The solution shall support shift start and end-of-shift balancing, including allocation/return of operational assets and discrepancy handling before shift closure.	Mandatory		
FR-D1-01.003	Daily Counter Operations		Role-based Access and Supervisor Overrides	The solution shall enforce role-based access control for counter functions and support configurable supervisor override controls for restricted workflow steps.	Mandatory		
FR-D1-01.004	Daily Counter Operations		Transaction Search, Lookup, and Retention	The solution shall support transaction lookup and receipt search based on defined criteria (e.g. transaction type, client type, etc.), retain recent transactions for fast access, and archive older transactions according to defined retention policies.	Mandatory		
FR-D1-01.005	Shipment Acceptance	Product & Service Selection	Service Eligibility and Rate Presentation	The solution shall present eligible delivery services with rates, estimated delivery dates, surcharges, and tracking identifiers and allow selection of the service to be purchased.	Mandatory		
FR-D1-01.006	Shipment Acceptance	Product & Service Selection	Value-added Service Selection	The solution shall allow selection of specialized value-added services (e.g. insurance, next day delivery, etc) with associated fees and apply eligibility rules per service/product.	Mandatory		
FR-D1-01.007	Shipment Acceptance	Product & Service Selection	COD Shipment Support	The solution shall support Cash-on-Delivery (COD) shipments in accordance with applicable service rules and pricing.	Mandatory		
FR-D1-01.008	Shipment Acceptance	Product & Service Selection	Non-delivery and Special Handling Instructions	The solution shall support capture of non-delivery instructions and special handling/export-related reasons where required by product or regulation.	Mandatory		
FR-D1-01.009	Shipment Acceptance	Weight & Dimension Capture	Manual Weight and Dimension Entry	The solution shall capture weight and dimensions through manual entry and validate values against service rules.	Mandatory		
FR-D1-01.010	Shipment Acceptance	Weight & Dimension Capture	Scale Integration	The solution shall support integration with weighing devices to capture weight automatically where available.	Mandatory		
FR-D1-01.011	Shipment Acceptance	Weight & Dimension Capture	Repricing After Measurement Changes	The solution shall support repricing when weight/dimensions are adjusted during drop-off/acceptance and present updated totals prior to settlement and shall retain both the original and the adjusted values.	Mandatory		
FR-D1-01.012	Shipment Acceptance	Multi-item Type Intake	Multi-type Item Acceptance	The solution shall support intake and processing for multiple item types including parcels, mail, registered items, COD items, multi-piece shipments, grouped consignments, returns, and pickup-related items.	Mandatory		

FR-D1-01.013	Labelling & Documentation	Label Generation & Shipment Data Capture	Guided Shipment Data Capture Workflow	The solution shall provide a guided workflow that captures all shipment data required for pricing and acceptance in a defined sequence.	Mandatory		
FR-D1-01.014	Labelling & Documentation	Label Generation & Shipment Data Capture	Shipment Data Validation and Error Feedback	The solution shall validate shipment data inputs and provide clear user feedback for incomplete or invalid entries. The solution shall enforce and inform the user of applicable constraints, including allowed handling options, destinations, service limits, and other applicable parameters, prior to completion of the submission.	Mandatory		
FR-D1-01.015	Labelling & Documentation	Label Generation & Shipment Data Capture	Pre-population via Barcode Scan	The solution shall support barcode scanning to pre-populate shipment data where available, subject to user review and confirmation.	Mandatory		
FR-D1-01.016	Labelling & Documentation	Label Generation & Shipment Data Capture	PO Box Redirection and Label Issuance	The solution shall, identify whether the recipient is a known customer associated with a PO Box and, where applicable, automatically redirect the delivery to the corresponding PO Box and generate the appropriate label.	Mandatory		
FR-D1-01.017	Labelling & Documentation	Label Generation & Shipment Data Capture	Shipment Confirmation Before Label Issuance	The solution shall present a shipment confirmation summary prior to label issuance and require user confirmation before finalizing acceptance.	Mandatory		
FR-D1-01.018	Labelling & Documentation	Label Generation & Shipment Data Capture	Multiple Identical Items and Multi-piece Shipments	The solution shall support processing of multiple identical parcels/letters and multi-piece shipments by capturing quantities and assigning individual tracking numbers.	Mandatory		
FR-D1-01.019	Labelling & Documentation	Label Generation & Shipment Data Capture	Shipment Barcode Generation	The solution shall generate unique barcodes/tracking identifiers for shipments and associate them to the corresponding transaction and tracking record.	Mandatory		
FR-D1-01.020	Labelling & Documentation	Label Generation & Shipment Data Capture	Multi-format Label Support	The solution shall support printing and verification of shipping labels in multiple formats (e.g., different label types/sizes) as required by operations.	Mandatory		
FR-D1-01.021	Labelling & Documentation	Label Generation & Shipment Data Capture	Shipping Label and Document Printing	The solution shall support printing of shipping labels and applicable shipment documentation (including customs documentation where relevant) during the shipping workflow.	Mandatory		
FR-D1-01.022	Labelling & Documentation	Label Generation & Shipment Data Capture	Receipt Handling for Bulk Shipping	The solution shall support configurable bulk-shipping receipt handling, including generation of an additional receipt containing tracking information when item thresholds are exceeded.	Mandatory		
FR-D1-01.023	Labelling & Documentation	Electronic Stamp Support	Electronic Stamp Issuance	The solution shall support electronic stamp issuance for eligible letter-mail services, including machine-readable identifiers and printing/electronic storage.	Mandatory		
FR-D1-01.024	Labelling & Documentation	OCR Support for Handwritten Labels	Handwritten Label OCR Capture	The solution shall support OCR capture of handwritten address/label data to populate shipment fields during induction.	Optional		
FR-D1-01.025	Labelling & Documentation	OCR Support for Handwritten Labels	OCR Review and Correction	The solution shall allow clerks to review, correct, and confirm OCR-extracted data before completing shipment acceptance.	Optional		
FR-D1-01.026	Labelling & Documentation	Batch Shipment Input from Customer Files	Batch Shipment File Import	The solution shall support batch input of shipments from customer-provided files to create multiple shipments in a controlled workflow.	Mandatory		
FR-D1-01.027	Labelling & Documentation	Batch Shipment Input from Customer Files	Batch Validation and Error Handling	The solution shall validate batch inputs, provide error reporting, and allow correction and resubmission without losing valid entries.	Mandatory		
FR-D1-01.028	Labelling & Documentation	Batch Shipment Input from Customer Files	Batch Label Production	The solution shall support batch label generation and printing for accepted batch shipments.	Mandatory		

FR-D1-01.029	Labelling & Documentation	Customs Declarations Processing	Customs Declaration Capture and Validation	The solution shall support customs declaration processing, including data capture, validation, and submission readiness for international shipments.	Mandatory		
FR-D1-01.030	Labelling & Documentation	Customs Declarations Processing	HS Code Lookup and Landed Cost Estimation	The solution shall support HS code lookup and landed cost estimation where required by the customs workflow.	Mandatory		
FR-D1-01.031	Labelling & Documentation	Customs Declarations Processing	Customs Document Generation and Preview	The solution shall generate and allow preview of required customs documentation (e.g., CN23) before submission/printing and ensure the correct association between customs declarations and shipment identifiers where required.	Mandatory		
FR-D1-01.032	Labelling & Documentation	Customs Declarations Processing	Restriction Validation for International Shipments	The solution shall validate customs restrictions and block non-compliant international shipments where applicable.	Mandatory		
FR-D1-01.033	Labelling & Documentation	Customs Declarations Processing	Customer Confirmation and Signature	The solution shall capture customer confirmation and signature (either via Signature PADS, or via smart devices) where required for customs declarations and store the evidence with the shipment record.	Mandatory		
FR-D1-01.034	Retail Services (Postal Product Sales)		Retail Product Search and Lookup	The solution shall provide product search and lookup including category browsing, as well as barcode scanning and manual barcode entry for barcoded items.	Mandatory		
FR-D1-01.035	Retail Services (Postal Product Sales)		Retail Product Sales Execution	The solution shall support retail sales execution including item addition, quick-add options, quantity adjustments, and settlement.	Mandatory		
FR-D1-01.036	Retail Services (Postal Product Sales)		Retail Receipts for Product Sales	The solution shall issue detailed retail receipts/invoices for product sales transactions and support reversals.	Mandatory		
FR-D1-01.037	Payment Processing & Receipt Issuance		Payment at Induction	The solution shall support payment processing as part of the induction workflow and prevent completion until settlement is confirmed or the appropriate billing method is applied.	Mandatory		
FR-D1-01.038	Payment Processing & Receipt Issuance		Receipt Issuance at Induction	The solution shall issue a receipt or invoice upon completion of payment, including shipment tracking information where applicable.	Mandatory		
FR-D1-01.039	Payment Processing & Receipt Issuance		Invoice Reprint Support	The solution shall support reprinting of previously issued invoices/receipts with the same layout and data as the original and support reversals.	Mandatory		
FR-D1-01.040	Payment Processing & Receipt Issuance		Payment Method Selection and Validation	The solution shall allow users to select a payment method per transaction (e.g., cash, card payments, IRIS, account-based payments, cheques, etc.) and enforce validation rules for settlement completion.	Mandatory		
FR-D1-01.041	Payment Processing & Receipt Issuance		Cash Tendering and Change Calculation	The solution shall support cash tendering with change calculation and validation of tendered amounts versus balance due.	Mandatory		
FR-D1-01.042	Payment Processing & Receipt Issuance		Card Payments	The solution shall support card payment processing, including integration with at least one supported card payment device type.	Mandatory		
FR-D1-01.043	Payment Processing & Receipt Issuance		QR Code Payments	The solution shall support QR code payments to complete retail transactions where enabled.	Optional		
FR-D1-01.044	Payment Processing & Receipt Issuance		Outstanding Invoice Payment	The solution shall support payment of outstanding invoices by retrieving balances from the ERP and enforcing ERP-defined credit controls.	Mandatory		
FR-D1-01.045	Payment Processing & Receipt Issuance		Real-time Integration with Tax Authorities (AADE myData) via Third-Party Provider	The solution shall support real-time integration with tax authorities via third-party provider during receipt issuance.	Mandatory		

FR-D1-01.046	Tracking & Tracing	Acceptance Scanning	Acceptance Scanning at Counter	The solution shall support acceptance scanning for items at the counter to confirm physical intake.	Mandatory		
FR-D1-01.047	Tracking & Tracing	Acceptance Scanning	Acceptance Status Update to Tracking	The solution shall update shipment tracking status upon acceptance and make the updated status available to downstream operational systems.	Mandatory		
FR-D1-01.048	Documentation Services	Item Processing	Registered and Tracked Item Handling	The solution shall support acceptance and processing for registered/tracked items with appropriate scanning, labeling, and tracking updates.	Mandatory		
FR-D1-01.049	Documentation Services	Item Processing	Returns and Withdrawal Handling	The solution shall support withdrawal/cancellation of deliveries by authorized users with fee handling, receipt issuance, and tracking system updates.	Mandatory		
FR-D1-01.050	Documentation Services	Item Processing	Pickup and Drop-off Processing	The solution shall support package drop-off processing including identification, measurement adjustment, repricing, payment collection, receipt issuance, and tracking updates.	Mandatory		
FR-D1-01.051	Documentation Services	Item Processing	Forwarding and Redirection Handling	The solution shall support mail forwarding and redirection requests including capture of updated recipient/address details, fee calculation, and tracking updates.	Mandatory		
FR-D1-01.052	Documentation Services	Item Processing	Consignment and Multi-piece Grouping	The solution shall support consignment-level processing, including grouping of multiple tracked items for synchronized handling and payment dependencies where required.	Mandatory		
FR-D1-01.053	Pickup & Drop-off (PUDO)		Pickup Point Package Search and Verification	The solution shall support package search and retrieval at pickup points using tracking identifiers, including display of status and validation of pickup restrictions.	Mandatory		
FR-D1-01.054	Pickup & Drop-off (PUDO)		Pickup Processing and Restrictions	The solution shall support package pickup processing with confirmation steps prior to completion and update of tracking status upon successful handover.	Mandatory		
FR-D1-01.055	Pickup & Drop-off (PUDO)		Pickup Refusal Handling	The solution shall support refusal of package pickup with capture of refusal reasons and update of tracking status.	Mandatory		
FR-D1-01.056	Pickup & Drop-off (PUDO)		Pickup Point Package Visibility	The solution shall support viewing and inspection of packages located at pickup points, including key package details and available actions.	Mandatory		
FR-D1-01.057	Pickup & Drop-off (PUDO)		Pickup Point Shelf/Location Management	The solution shall support shelf and hierarchical location management for packages at pickup points, including manual and automatic shelf creation.	Mandatory		
FR-D1-01.058	PO Box Services		PO Box Inventory and Availability	The solution shall provide a PO Box inventory view per branch including availability, size/type, lease status, and user feedback when no boxes are available.	Mandatory		
FR-D1-01.059	PO Box Services		PO Box Administration Lifecycle	The solution shall support PO Box administration including creation (single/bulk), controlled deletion of unused boxes, identifiers/types, and safeguards preventing removal of active boxes. The solution shall support the systematic transfer, reconfiguration, and renumbering of PO Boxes across locations and stores, including changes to associated identifiers and postal codes.	Mandatory		
FR-D1-01.060	PO Box Services		PO Box Lease Initiation	The solution shall support PO Box lease initiation including reservation, pricing by size/duration, capture of customer/ID details, acceptance of terms, and transaction summary confirmation.	Mandatory		

FR-D1-01.061	PO Box Services		PO Box Renewal and Termination	The solution shall support PO Box lease renewal and termination including retrieval of leases, identity verification where required, settlement of charges, return of keys, and automatic availability update.	Mandatory		
FR-D1-01.062	PO Box Services		PO Box Expiry Monitoring and Reminders	The solution shall support monitoring of expiring leases with filtering and generation of renewal reminders.	Mandatory		
FR-D1-01.063	PO Box Services		PO Box Pricing Configuration	The solution shall support configuration and maintenance of PO Box rental pricing based on characteristics and lease duration.	Mandatory		
FR-D1-01.064	PO Box Services		PO Box Lock Replacement Service	The solution shall support PO Box lock replacement including customer verification, fee calculation, payment processing, and receipt issuance.	Mandatory		
FR-D1-01.065	Franking Machines		Franking Machine Registration	The solution shall provide a centralized, accurate and up-to-date registry of all franking machines used by business customers, where stored information shall include machine identifiers, customer association, vendor/provider, operational status (active/inactive/suspended), and installation location.	Mandatory		
FR-D1-01.066	Franking Machines		Franking Machine Association with Customer	The solution shall support customer-level monitoring of usage and responsibilities through a consolidated view of each customer's machines, their statuses, and any associated postage balances.	Mandatory		
FR-D1-01.067	Franking Machines		Franking Machine Return Management	The solution shall support the return and decommissioning of franking machines, including tracking of returned devices and updates to their operational status.	Mandatory		
FR-D1-01.068	Franking Machines		Supervising Location Reassignment	The solution shall support the reassignment of franking machines to a different supervising location, maintaining accurate association of the machine with its responsible location.	Mandatory		
FR-D1-01.069	Franking Machines		Franking Machine Credit & Balance Management	The solution shall provide fully auditable financial management of prepaid postage balances, allowing authorized users to credit/recharge machines, adjust balances, and monitor remaining credits.	Mandatory		
FR-D1-01.070	Franking Machines		Franking Machine Replacement	The solution shall support the replacement of an existing franking machine with a new machine, including the full transfer of any remaining prepaid postage balance.	Mandatory		
FR-D1-01.071	Franking Machines		Franking Machine Service Usage Recording	The solution shall record postal services used through franking machines, including amount of postage consumed, volume of processed items and types of postal services used to track usage patterns and ensure proper billing or reconciliation.	Mandatory		
FR-D1-01.072	Franking Machines		Autonomous Operation at Branch Level	The system shall allow authorized users in branches to manually record franking machine transactions and ensure synchronization with central records, without any direct integration with the machines.	Mandatory		
FR-D1-01.073	Franking Machines		Franking Machine Monitoring & Reporting	The solution shall provide reporting tools covering balances per machine, aggregated balances per customer, recharge and adjustment transactions and usage statistics (volumes/values) to support operational control, financial reconciliation, and service oversight.	Mandatory		

FR-D1-01.074	Franking Machines		Franking Machine Audit & Traceability	All franking machine–related operations shall be logged and fully traceable, including balance credits and adjustments, service usage entries and changes to machine status or customer associations.	Mandatory		
FR-D1-01.075	Specialized Handling	Delivery Options Configuration	Delivery Option Selection	The solution shall support selection of delivery options (e.g., time windows, Saturday delivery, tracked services) where applicable to the chosen product/service.	Mandatory		
FR-D1-01.076	Specialized Handling	Delivery Options Configuration	Delivery Option Eligibility Validation	The solution shall validate delivery option eligibility and fees and include them in the final price and tracking record.	Mandatory		
FR-D1-01.077	Regulatory/Compliance Workflows	AML Integration	AML Integration	The solution shall integrate with the designated Anti-Money-Laundering (AML) service to validate all refund-to-sender transactions occurring from COD operations.	Mandatory		
FR-D1-01.078	Regulatory/Compliance Workflows	ID Verification	Identity Capture Workflow	The solution shall support an identity capture process with selection of an identity document type from a configurable list and capture of the relevant data fields.	Mandatory		
FR-D1-01.079	Regulatory/Compliance Workflows	ID Verification	Digital Identity Verification	The solution shall support digital identity verification methods, including automated data capture from digital identity documents.	Mandatory		
FR-D1-01.080	Regulatory/Compliance Workflows	ID Verification	Configurable Document Types and Fields	The solution shall support configuration of identity document types and required fields per document type and workflow.	Mandatory		
FR-D1-01.081	Regulatory/Compliance Workflows	ID Verification	ID Document Scanning	The solution shall support ID document scanning where applicable to accelerate identity capture and reduce errors.	Optional		
FR-D1-01.082	Regulatory/Compliance Workflows	ID Verification	Identity Data Validation	The solution shall validate identity data inputs using configurable validation rules and provide clear error feedback.	Mandatory		
FR-D1-01.083	Regulatory/Compliance Workflows	Restricted Goods Checks	Restricted Goods Validation	The solution shall support restricted/dangerous goods checks during induction and validate eligibility based on service and destination rules.	Mandatory		
FR-D1-01.084	Regulatory/Compliance Workflows	Restricted Goods Checks	Non-compliant Shipment Blocking	The solution shall abort or block non-compliant shipments where restricted goods checks fail and record the reason.	Mandatory		
FR-D1-01.085	Regulatory/Compliance Workflows	Restricted Goods Checks	Compliance Evidence Recording	The solution shall record the outcome of restricted goods checks and any required evidence or declarations associated with the shipment.	Mandatory		
FR-D1-01.086	Regulatory/Compliance Workflows	Audit Logging	Compliance and Workflow Audit Trail	The solution shall record a complete audit trail for key retail actions (e.g., pricing overrides, refunds, reversals, compliance overrides, cash discrepancies) including who/when/what/why.	Mandatory		
FR-D1-01.087	Regulatory/Compliance Workflows	Audit Logging	Supervisor Override Logging	The solution shall log supervisor override events and the justification/reason captured for the override.	Mandatory		
FR-D1-01.088	Regulatory/Compliance Workflows	Audit Logging	Searchable Audit Reporting	The solution shall provide administrative reporting and search for audit trails, including authentication failures and user/account activity.	Mandatory		
FR-D1-01.089	Regulatory/Compliance Workflows	Audit Logging	Retention and Archiving Controls	The solution shall retain and archive audit records according to defined retention policies to support regulatory and internal audit requirements.	Mandatory		
FR-D1-01.090	Pre-built Postal / Courier Products & Workflows		Pre-configured Postal/Courier Product Catalog	The solution shall provide pre-built postal/courier-specific products and services that can be configured per market/site without custom development.	Optional		

FR-D1-01.091	Pre-built Postal / Courier Products & Workflows		Pre-configured Postal/Courier Workflows	The solution shall provide pre-built retail workflows for common postal/courier services (acceptance, pricing, labeling, tracking updates, returns/pickups).	Optional		
FR-D1-01.092	Offline / Low-Connectivity Operation		Stand-alone Operation with Central Sync	The solution shall allow counter operations to continue during temporary loss of connectivity and synchronize transactions and operational updates when connectivity is restored.	Mandatory		
FR-D1-01.093	Offline / Low-Connectivity Operation		Offline POS Operation	The solution shall support core retail workflows in low-connectivity/offline scenarios, including transaction capture and customer servicing.	Mandatory		
FR-D1-01.094	Offline / Low-Connectivity Operation		Offline Transaction Storage	The solution shall store offline transactions securely and prevent loss of transactional and compliance-critical data.	Mandatory		
FR-D1-01.095	Offline / Low-Connectivity Operation		Offline-to-Online Synchronization	The solution shall synchronize offline transactions and operational updates when connectivity is restored, with clear status visibility.	Mandatory		
FR-D1-01.096	Offline / Low-Connectivity Operation		Offline Conflict and Recovery Handling	The solution shall handle synchronization conflicts and failures with user guidance and auditability.	Mandatory		
FR-D1-01.097	Additional Features	Address Validation, Standardization & Geocoding	Address Validation, Standardization & Geocoding	The solution shall provide integrated address validation, standardization, and geocoding capabilities, enabling ELTA counter users to accurately capture, verify, and geolocate sender and recipient addresses at the point of transaction.	Optional		
FR-D1-02	Barcode Generation & Management						
FR-D1-02.001	Internal Barcode Generation		Global Barcode Generation	The solution shall generate globally unique barcodes for all shipments registered through ELTA operational channels (retail, B2B portal, APIs, etc.)	Mandatory		
FR-D1-02.002	Internal Barcode Generation		Supported Barcode Standards	The solution shall support barcode formats and structures compatible with ELTA operational processes and postal/logistics industry standards.	Mandatory		
FR-D1-02.003	Internal Barcode Generation		Unique Barcode-to-Shipment Link	Each internally generated barcode shall be uniquely linked to its corresponding shipment record.	Mandatory		
FR-D1-02.004	Internal Barcode Generation		Barcode Label Generation & Printing	The solution shall support barcode label generation and printing as part of the shipment creation workflow.	Mandatory		
FR-D1-02.005	Internal Barcode Generation		Duplicate Barcode Prevention	The barcode generation mechanism shall prevent duplicate issuance of identical barcodes.	Mandatory		
FR-D1-02.006	Internal Barcode Generation		Barcode Reuse Control	The solution shall support controlled reuse of barcode numbers after a configurable retention period, ensuring that previously issued barcodes are not reassigned until the defined timeframe has elapsed and all associated operational processes have been completed.	Mandatory		
FR-D1-02.007	External Barcode Range Management		Registration of External Barcode Ranges	The solution shall allow registration of externally defined barcode ranges assigned to customers, partners, or external platforms.	Mandatory		
FR-D1-02.008	External Barcode Range Management		Assign Barcode Ranges to Customers	The solution shall allow administrators to associate barcode ranges with specific customers or organizations.	Mandatory		
FR-D1-02.009	External Barcode Range Management		Validation of External Barcodes	The solution shall validate externally generated barcodes during shipment creation or operational scanning.	Mandatory		
FR-D1-02.010	External Barcode Range Management		Auto-Recognition of External Barcodes	The solution shall automatically recognize externally generated barcodes that belong to registered ranges.	Mandatory		
FR-D1-02.011	External Barcode Range Management		Unified Processing for External Barcodes	Externally generated barcodes shall follow the same processing, tracking, and lifecycle management as internally generated identifiers.	Mandatory		

FR-D1-02.012	Barcode Validation & Conflict Prevention		Global Barcode Uniqueness	The solution shall ensure uniqueness of barcode identifiers across the entire operational ecosystem.	Mandatory		
FR-D1-02.013	Barcode Validation & Conflict Prevention		Conflict Prevention (Internal vs External Barcode Ranges)	The solution shall prevent conflicts between internally generated barcodes and externally provided barcode ranges.	Mandatory		
FR-D1-02.014	Barcode Validation & Conflict Prevention		Barcode Validation in Operations	Barcode formats and ranges shall be validated during shipment creation and operational processing.	Mandatory		
FR-D1-02.015	Barcode Validation & Conflict Prevention		Error Handling for Invalid Barcodes	The system shall provide error messages and corrective prompts when invalid or conflicting barcode identifiers are detected.	Mandatory		
FR-D1-02.016	Barcode Validation & Conflict Prevention		End-to-end Handling of Third-Party Carrier Barcodes	The solution shall support end-to-end handling and processing of third-party carriers' barcodes throughout the entire operational lifecycle, ensuring continuity of identification and eliminating the need for barcode relabeling.	Mandatory		
FR-D1-02.017	Barcode Audit & Traceability		Audit Trails for Internal Barcodes	The solution shall maintain audit trails for all internally generated barcodes.	Mandatory		
FR-D1-02.018	Barcode Audit & Traceability		Audit Trails for External Barcode Ranges	The solution shall maintain audit trails for all externally assigned barcode ranges.	Mandatory		
FR-D1-02.019	Barcode Audit & Traceability		Traceable Barcode-to-Customer Links	Barcode-to-customer associations shall be traceable for audit and operational monitoring.	Mandatory		
FR-D1-02.020	Barcode Audit & Traceability		Authorized Access to Audit Logs	Audit logs shall be accessible to authorized ELTA personnel for reporting, compliance, and diagnostics.	Mandatory		
FR-D1-02.021	Support for Barcode Standards & Formats		UPU S10 Standard Support	The solution shall support UPU S10 barcode standard for international postal shipments.	Mandatory		
FR-D1-02.022	Support for Barcode Standards & Formats		GS1 Standard Support	The solution shall support GS1 barcode standards (e.g., GS1-128 or equivalent).	Mandatory		
FR-D1-02.023	Support for Barcode Standards & Formats		Linear Barcode Format Support	The solution shall support linear barcode formats commonly used in ELTA's operational scanning environments.	Mandatory		
FR-D1-02.024	Support for Barcode Standards & Formats		2D Barcode Format Support	The solution shall support 2D barcode formats (e.g., QR codes) where required for digital services or customer interactions.	Mandatory		
FR-D1-02.025	Support for Barcode Standards & Formats		Configurable Barcode Formats	Administrators shall be able to configure which barcode formats are used for specific shipment types, services, or processes.	Mandatory		
FR-D1-02.026	Support for Barcode Standards & Formats		Printable Barcode Formats	Supported barcode formats shall be printable during shipment creation.	Mandatory		
FR-D1-02.027	Support for Barcode Standards & Formats		Scannable Barcode Formats	Supported barcode formats shall be scannable by operational devices across ELTA facilities and networks.	Mandatory		
FR-D1-02.028	Support for Barcode Standards & Formats		Recognizable by Tracking Systems	Supported barcode formats shall be recognizable by tracking and reporting systems.	Mandatory		
FR-D1-02.029	Support for Barcode Standards & Formats		Future Barcode Format Extensibility	The solution shall support the addition of new barcode formats in the future to meet partner or operational requirements.	Mandatory		
FR-D1-02.030	Barcode Recognition, Manual Entry & Exception Handling		Barcode Scanning Across Operations	The solution shall support barcode scanning at retail counters, logistics facilities, delivery operations, and pickup/collection points.	Mandatory		
FR-D1-02.031	Barcode Recognition, Manual Entry & Exception Handling		Recognition of All Supported Formats	The solution shall recognize all barcode formats supported by ELTA across the operational workflow.	Mandatory		
FR-D1-02.032	Barcode Recognition, Manual Entry & Exception Handling		Manual Entry of Identifiers	When barcodes cannot be read, users shall be able to manually enter shipment identifiers.	Mandatory		
FR-D1-02.033	Barcode Recognition, Manual Entry & Exception Handling		Manual Entry Error Minimization	The solution shall include validation logic to minimize manual entry errors.	Mandatory		
FR-D1-02.034	Barcode Recognition, Manual Entry & Exception Handling		Handling Unreadable/Damaged Barcodes	The solution shall support workflows for handling unreadable or damaged barcodes.	Mandatory		

FR-D1-02.035	Barcode Recognition, Manual Entry & Exception Handling		Barcode Reprint/Replacement	The solution shall allow barcode reprinting or replacement where operationally required.	Mandatory		
FR-D1-02.036	Barcode Recognition, Manual Entry & Exception Handling		Reassigning Barcodes with Traceability	The solution shall support associating a new barcode with an existing shipment record while maintaining full traceability.	Mandatory		
FR-D1-02.037	Barcode Recognition, Manual Entry & Exception Handling		Validation of Scanned/Entered Barcodes	The solution shall validate scanned or manually entered barcodes to confirm they correspond to valid shipment records or recognized ranges.	Mandatory		
FR-D1-02.038	Barcode Recognition, Manual Entry & Exception Handling		Invalid Barcode Feedback	Invalid barcodes must generate clear feedback and guidance to the user.	Mandatory		
FR-D1-02.039	Barcode Recognition, Manual Entry & Exception Handling		Logging of Exceptions & Manual Entries	The solution shall log barcode scanning exceptions, manual entries, and damaged-barcode scenarios.	Optional		
FR-D1-02.040	Barcode Recognition, Manual Entry & Exception Handling		Access to Exception Logs	Exception logs shall be available for operational monitoring and process improvement.	Optional		
FR-D1-02.041	Bulk Scanning for Mass Deliveries & Collections		Batch Reference Barcode Scanning	The solution shall allow scanning of a single reference barcode representing a batch of shipments for mass deliveries or collections.	Mandatory		
FR-D1-02.042	Bulk Scanning for Mass Deliveries & Collections		Batch Event Recording	Batch scanning shall record operational events for all associated shipments.	Mandatory		
FR-D1-02.043	Bulk Scanning for Mass Deliveries & Collections		Batch Definition & Traceability	The solution shall ensure that the batch of shipments is clearly defined and traceable.	Mandatory		
FR-D1-02.044	Bulk Scanning for Mass Deliveries & Collections		Batch Validation Controls	Validation mechanisms shall prevent incorrect or unintended batch processing.	Mandatory		
FR-D1-02.045	Bulk Scanning for Mass Deliveries & Collections		User Confirmation of Bulk Scan Shipments	The solution shall allow users to review and confirm the shipments included in a bulk scan before finalizing the event.	Mandatory		
FR-D1-03	Standalone Retail Solution						
FR-D1-03.001	Product & Service Master Data Management		Product/Service Master Data Management	The solution shall support retail product and service master data management, including creation/maintenance and controlled updates.	Mandatory		
FR-D1-03.002	Product & Service Master Data Management		Bulk Import and Synchronization	The solution shall support bulk import and synchronization of product/service master data with enterprise back-office systems.	Optional		
FR-D1-03.003	Customer Master Data Management		Registered Customer Session Flow	The solution shall support associating a registered customer profile to the active POS session and using it throughout the transaction.	Mandatory		
FR-D1-03.004	Customer Master Data Management		Customer Lookup and Selection	The solution shall support lookup and selection of registered customers using multiple identifiers including manual entry or ID document scanning.	Mandatory		
FR-D1-03.005	Customer Master Data Management		ERP Customer Master Integration	The solution shall integrate with the ERP as the system of record for customer master data, including minimal POS capture where required and bi-directional exchange via APIs.	Mandatory		
FR-D1-03.006	Pricing & Discount Policy Management		Retail Pricing Management	The solution shall support retail pricing management, including bulk updates and real-time integration with the ERP where applicable.	Mandatory		
FR-D1-03.007	Pricing & Discount Policy Management		Central Discount Policy Enforcement	The solution shall apply centrally defined pricing and discount policies sourced from the ERP using customer/product/service criteria and transaction context.	Mandatory		
FR-D1-03.008	Pricing & Discount Policy Management		Central Discount Policy Enforcement	Centrally defined pricing and discount policies shall always be applied as the baseline and must govern pricing behaviour across all operational and digital channels.	Mandatory		

FR-D1-03.009	Pricing & Discount Policy Management		Local Pricing Adjustments (Branch-Level Controls)	The solution shall allow authorized users to adjust prices or apply discounts, but only within predefined, configurable thresholds set by ELTA. These adjustments shall respect centrally defined limits, never exceed discount or price modification caps and be strictly governed via role-based access control.	Mandatory		
FR-D1-03.010	Pricing & Discount Policy Management		Discount Transparency and Recalculation	The solution shall display applied discount details and automatically re-evaluate discounts when basket contents or quantities change.	Mandatory		
FR-D1-03.011	Pricing & Discount Policy Management		Alignment With ERP-Provided Rules	The solution shall ensure that branch-level actions remain fully aligned with ERP-provided pricing structures and that local variations do not override, conflict with or break consistency with the central pricing model.	Mandatory		
FR-D1-03.012	Pricing & Discount Policy Management		Traceability & Auditability	Every pricing change, whether global (ERP-driven) or local (branch-level), shall be recorded, traceable, auditable and attributable to a user and timestamp, to ensure compliance, transparency, and financial control across the network.	Mandatory		
FR-D1-03.013	Customer Contract Management		ERP Contract Enforcement	The solution shall use the ERP as the authoritative source for customer contracts and enforce eligibility, pricing, discounts, and rules at transaction time.	Mandatory		
FR-D1-03.014	Customer Contract Management		Usage Tracking and Synchronization	The solution shall support contract usage tracking and synchronization with the ERP with reporting and auditability.	Mandatory		
FR-D1-03.015	Walk-in Customer Handling		Walk-in Sales and Receipts	The solution shall support walk-in customer transactions including basket creation, settlement, and receipt issuance.	Mandatory		
FR-D1-03.016	Walk-in Customer Handling		Guided Basket Settlement	The solution shall provide a transaction basket that supports quantity changes, item removal, basket clearing, and final confirmation before payment.	Mandatory		
FR-D1-03.017	Known Customer Handling		Known Customer Invoicing Support	The solution shall support invoice issuance for known customers with supported invoice types and sub-types required by the business.	Mandatory		
FR-D1-03.018	Known Customer Handling		Authorized Recipient Validation	The solution shall ensure that shipments are handed over only to authorized recipients by requiring validation and storage of the recipient's authorization details, including integration with gov.gr for authorization verification and manual capture of authorization details where electronic validation is not available.	Mandatory		
FR-D1-03.019	Known Customer Handling		Proforma and Periodic Billing Support	The solution shall support proforma and periodic billing scenarios where final invoicing is handled through the central ERP.	Mandatory		
FR-D1-03.020	Retail Operations Support & Customer Interaction		Customer Context at POS	The solution shall display relevant customer context at POS (e.g., classification, eligibility, contract indicators) and pre-fill transaction fields where applicable.	Optional		
FR-D1-03.021	Retail Operations Support & Customer Interaction		Customer Notifications and Reminders	The solution shall support generation of customer reminders/notifications for relevant retail services (e.g., expiring PO box leases, pickup readiness, etc.) where applicable.	Mandatory		
FR-D1-03.022	Stock & Inventory Management		ERP and WMS Integration for Inventory	The solution shall support bi-directional integration with the ERP for inventory synchronization and integrate with WMS to transmit submitted orders where applicable.	Mandatory		

FR-D1-03.023	Stock & Inventory Management		Inbound Stock Receipt	The solution shall support inbound stock receipt into a post office/container including supplier/reason capture, barcode scanning, quantity adjustment, validation, and printable receipt reporting.	Mandatory		
FR-D1-03.024	Stock & Inventory Management		Outbound Stock Issue	The solution shall support outbound stock issue including reason capture, source container selection, availability validation, and printable issue reporting.	Mandatory		
FR-D1-03.025	Stock & Inventory Management		Internal Stock Transfers	The solution shall support internal stock transfers including submission, notifications, acceptance/rejection/return, recall/redirection, validation, and printable transfer reports.	Mandatory		
FR-D1-03.026	Stock & Inventory Management		Stock Counts and Discrepancy Handling	The solution shall support full and partial stock counts with draft capability, barcode/manual entry, discrepancy detection, discrepancy reasons, supervisor override where permitted, and printable stock count reports.	Mandatory		
FR-D1-03.027	Stock & Inventory Management		Inventory Reporting and Alerts	The solution shall provide inventory reporting including office-level and container-level views, outstanding orders, discrepancy analysis, and alerts (e.g., low stock, incomplete transfers, expiring products).	Mandatory		
FR-D1-03.028	Stock & Inventory Management		Operational Expense and Stock Movement Tracking	The solution shall support tracking of miscellaneous operational expenses, supplier expenses, and stock movements (including inter-office and central transfers) with reporting.	Mandatory		
FR-D1-03.029	Stock & Inventory Management		Store retention	The solution shall support items' store-retention rules per service, customer, and geography, dynamically adjusting the retention duration according to applicable SLAs and notifying the supervisors when retention expires and return-to-sender processing must be initiated.	Mandatory		
FR-D1-03.030	POS Hardware Integration		Printer Routing and Layout Control	The solution shall support configurable document layouts and printer routing for receipts, invoices, and shipping labels per site/device.	Mandatory		
FR-D1-03.031	POS Hardware Integration		Integration with Printing Equipment	The solution shall support integration with printing used in retail induction to automate label/document production where applicable.	Mandatory		
FR-D1-03.032	POS Hardware Integration		Integration with Enveloping Equipment	The solution shall support integration with enveloping machines used in retail induction to automate label/document production where applicable.	Optional		
FR-D1-03.033	POS Hardware Integration		Integration with Cash Drawer & Safe	The solution shall integrate with cash handling hardware, including cash drawers and secure safes, to support controlled cash operations.	Mandatory		
FR-D1-03.034	POS Hardware Integration		Peripheral Device Support	The solution shall support integration with POS peripheral devices required for retail operations (e.g., scanners, printers, scales), with site-level configuration.	Mandatory		
FR-D1-04	Cash Management						
FR-D1-04.001	Cash Management		Cash Intake Transactions	The solution shall support cash intake operations with configurable reasons, denomination entry, target cash container selection, validation, and user confirmation.	Mandatory		
FR-D1-04.002	Cash Management		Cash Disbursement Transactions	The solution shall support cash disbursement operations with source container selection, denomination entry, validation against available balance (including reserved float), and user confirmation.	Mandatory		

FR-D1-04.003	Cash Management		Internal Cash Transfers	The solution shall support internal cash transfers between cash holding units, including submission, notifications, acceptance/rejection with reasons, recall/cancellation, and detailed audit views.	Mandatory		
FR-D1-04.004	Cash Management		Cash Threshold Controls	The solution shall support configurable cash threshold management (soft/hard limits) with validation logic and user notifications when thresholds are reached.	Mandatory		
FR-D1-04.005	Cash Management		Cash Counting and Reconciliation	The solution shall support cash counting and reconciliation by container, detect discrepancies, provide user feedback, and generate reconciliation outputs.	Mandatory		
FR-D1-04.006	Cash Management		Cash Discrepancy Approval and Reasons	The solution shall require capture of discrepancy reasons and support supervisor authorization for submitted cash discrepancies.	Mandatory		
FR-D1-04.007	Cash Management		Cash Reports and Extracts	The solution shall generate standard cash management reports (intake, disbursement, transfers, reconciliation) and an end-of-day extract suitable for downstream reconciliation.	Mandatory		
FR-D1-04.008	Cash Management		ERP Cash Transfer Integration	The solution shall integrate with the ERP to transmit cash transfer transaction data and support reconciliation between systems.	Mandatory		
FR-D1-04.009	Cash Management		Offline Cash Handling Reconciliation	The solution shall support reconciliation of offline cash handling by recording and validating cash activity once the user returns to the post office.	Mandatory		
FR-D1-04.010	Cash Management		ATM Container Balance Recording	The solution shall allow retail clerks to record daily total balances of ATM containers where ATM-related in-office services are performed.	Optional		
FR-D1-05	PUDO & Locker Management						
FR-D1-05.001	PUDO & Parcel Locker Management		Redirection to PUDO/Locker	The solution shall support package redirection requests to alternate delivery locations (including PUDO/locker where applicable) with fee calculation, receipt generation, and system updates.	Mandatory		
FR-D1-05.002	PUDO & Parcel Locker Management		Locker Induction and Deposit Operations	The solution shall support induction and deposit of items into lockers, including confirmation of deposit completion and tracking updates.	Mandatory		
FR-D1-05.003	PUDO & Parcel Locker Management		Compartment Assignment and Release	The solution shall support locker compartment assignment, reservation, release, and operational controls as part of deposit/pickup workflows.	Mandatory		
FR-D1-05.004	PUDO & Parcel Locker Management		Locker Pickup Verification	The solution shall support customer pickup from lockers with appropriate verification steps and tracking updates.	Mandatory		
FR-D1-05.005	PUDO & Parcel Locker Management		Fallback Handling to Staffed PUDO	The solution shall support fallback workflows (e.g., redirect to staffed PUDO) when locker delivery/pickup cannot be completed.	Mandatory		
FR-D1-05.006	Locker availability tracking		Real-time Locker Availability	The solution shall track locker availability (free/occupied/out-of-service) in near real time.	Mandatory		
FR-D1-05.007	Locker availability tracking		Capacity-aware Locker Selection	The solution shall support selection of lockers based on compartment capacity and item characteristics where applicable.	Mandatory		
FR-D1-05.008	Locker availability tracking		Availability Visibility to Operations	The solution shall provide locker availability visibility to relevant retail and operational users to support routing and redirection decisions.	Mandatory		
FR-D1-05.009	Locker Capacity Status Monitoring		Locker Emptying Monitoring	The solution shall monitor and record which lockers/compartments have been emptied as part of operations.	Mandatory		

FR-D1-05.010	Locker Capacity Status Monitoring		Emptying Exceptions Visibility	The solution shall provide visibility of emptying status and highlight exceptions (e.g., overdue collection, compartment stuck/out-of-service).	Mandatory		
FR-D1-05.011	Real-time locker status updates		Locker Status Event Updates	The solution shall provide real-time status updates for locker items (e.g., deposited, ready for pickup, collected, expired).	Mandatory		
FR-D1-05.012	Real-time locker status updates		Customer Notifications for Locker Events	The solution shall notify customers when locker status changes and provide collection instructions where applicable.	Mandatory		
FR-D1-05.013	Real-time locker status updates		Operator Visibility of Locker Item Status	The solution shall provide operational users visibility of locker-related item statuses and exceptions.	Mandatory		
FR-D1-05.014	Real-time locker status updates		Locker Status Audit Trail	The solution shall maintain an auditable history of locker status events and updates.	Mandatory		
FR-D1-06	Notification & Communication Management						
FR-D1-06.001	Internal Notification Management and Configuration Capabilities		Operational Notifications and Internal Communications	The solution shall provide internal communications, such as inbox, notifications, targeted messaging or acknowledgements/surveys, with expiry/recall options for retail users based on roles and organizational scope.	Mandatory		
FR-D1-06.002	Customer Notification & Communication Management		Event-Based Notification Triggering	The solution shall trigger customer notifications for relevant service and shipment events, including shipment creation, tracking updates, locker status changes, pickup readiness, PO Box related events, exceptions, delivery attempts, successful delivery, poste restante services, etc.	Mandatory		
FR-D1-06.003	Customer Notification & Communication Management		Multi-Channel Notification Delivery	The solution shall support delivery of customer notifications across multiple channels, including SMS, email, and app/push notifications, and ensure consistent behavior across retail systems, portals, and e-commerce integrations.	Mandatory		
FR-D1-06.004	Customer Notification & Communication Management		Configurable Notification Templates	The solution shall provide configurable notification templates with dynamic data fields (e.g., tracking number, pickup location, expiry date), ensuring consistency across events and channels.	Mandatory		
FR-D1-06.005	Customer Notification & Communication Management		Customer Preferences and Consent Management	The solution shall respect customer communication preferences and applicable regulatory constraints when sending notifications, including channel preferences and opt-in/opt-out settings.	Mandatory		
FR-D1-06.006	Customer Notification & Communication Management		Notification Logging and Auditability	The solution shall log all customer notifications, including timestamp, channel, delivery status, and content template used, to support customer service inquiries, operational monitoring, and audit requirements.	Mandatory		
FR-D1-07	Digital Customer Experience						
FR-D1-07.001	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Shipment Creation	The B2B Customer Portal shall allow business customers to create shipment orders through a web-based interface.	Mandatory		
FR-D1-07.002	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Order Tracking	The B2B Customer Portal shall allow business customers to track the status and progress of their orders, including associated items and shipments, with visibility of current status and historical updates. The solution shall support the ability to re-order based on previous orders.	Mandatory		
FR-D1-07.003	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Bulk Shipment Creation	The B2B Customer Portal shall support batch shipment creation for bulk order processing.	Mandatory		

FR-D1-07.004	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal -Label Generation & Printing	The B2B Customer Portal shall support label generation and printing.	Mandatory		
FR-D1-07.005	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Shipment Modification or Cancellation	The B2B Customer Portal shall support shipment cancellation or modification where operationally permitted.	Mandatory		
FR-D1-07.006	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Synchronization with shipment data	The B2B Customer Portal shall synchronize shipment data with shipment creation services.	Mandatory		
FR-D1-07.007	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Real-Time Tracking	The B2B Customer Portal shall provide real-time tracking of shipments.	Mandatory		
FR-D1-07.008	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Shipment Tracking	The B2B Customer Portal shall display shipment status and tracking events.	Mandatory		
FR-D1-07.009	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Delivery Confirmation	The B2B Customer Portal shall provide access to delivery confirmation details.	Mandatory		
FR-D1-07.010	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Tracking Data Retrieval	Tracking data displayed via the B2B Customer Portal shall be retrieved from the delivery & tracking systems.	Mandatory		
FR-D1-07.011	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Customer Activity Reporting	The B2B Customer Portal shall provide shipment activity reports for business customers.	Mandatory		
FR-D1-07.012	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Performance Reporting	The B2B Customer Portal shall provide delivery performance reports.	Mandatory		
FR-D1-07.013	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Data Export	The B2B Customer Portal shall allow export of shipment and operational data.	Mandatory		
FR-D1-07.014	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - User Account Management	The B2B Customer Portal shall support business customer user account management (users, roles, permissions).	Mandatory		
FR-D1-07.015	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Configuration	The B2B Customer Portal shall allow configuration of operational preferences and shipping profiles.	Mandatory		
FR-D1-07.016	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Role-Based Account Management	The B2B Customer Portal shall support role-based access control for organizational user structures.	Mandatory		
FR-D1-07.017	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Self-Service Customer Onboarding	The B2B Customer Portal shall support online registration for new business customers.	Mandatory		
FR-D1-07.018	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Account Activation & Configuration	The B2B Customer Portal shall support configuration and activation of B2B customer accounts.	Mandatory		
FR-D1-07.019	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - API Credentials	The B2B Customer Portal shall support generation and management of API credentials for B2B customers.	Mandatory		
FR-D1-07.020	Customer Portals (B2B, B2C) & Developer Portal		B2B Customer Portal - Service Activation	The B2B Customer Portal shall allow customers to activate shipping services independently.	Mandatory		
FR-D1-07.021	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Shipment Tracking	The B2C Customer Portal shall enable individual users to track shipments.	Mandatory		
FR-D1-07.022	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Shipment Creation	The B2C Customer Portal shall allow shipment creation for individual users.	Mandatory		
FR-D1-07.023	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Delivery Preferences Management	The B2C Customer Portal shall support delivery preference management.	Mandatory		
FR-D1-07.024	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Notifications Configuration	The B2C Customer Portal shall support configuration of shipment notifications.	Mandatory		
FR-D1-07.025	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Locker & PU/DU Selection	The B2C Customer Portal shall support selection of parcel lockers and pick-up points.	Mandatory		
FR-D1-07.026	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Account Management	The B2C Customer Portal shall provide customer account management functions.	Mandatory		
FR-D1-07.027	Customer Portals (B2B, B2C) & Developer Portal		B2C Customer Portal - Synchronization with shipment data	The B2C Customer Portal shall synchronize shipment data with shipment creation services.	Mandatory		
FR-D1-07.028	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Documentation	The Developer Portal shall provide comprehensive API documentation.	Optional		
FR-D1-07.029	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Documentation Types	The Developer Portal shall provide integration guides, tutorials, and reference materials.	Optional		
FR-D1-07.030	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Code Samples	The portal shall provide code samples and SDKs where applicable.	Optional		

FR-D1-07.031	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Usage Policies	The Developer Portal shall document API usage policies and guidelines.	Optional		
FR-D1-07.032	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Secure Access Mechanisms	The Developer Portal shall provide secure access mechanisms for authorized developers.	Optional		
FR-D1-07.033	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Developer Account Management	The Developer Portal shall support developer account management.	Optional		
FR-D1-07.034	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Management & Access Control	The solution shall support secure generation and management of API credentials.	Optional		
FR-D1-07.035	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Authentication & Authorization	The system shall enforce authentication and authorization for API consumers.	Optional		
FR-D1-07.036	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Rate Limits & Usage Monitoring	The system shall support API rate limiting and usage monitoring.	Optional		
FR-D1-07.037	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - Revokable Access	API access shall be revokable or suspendable at any time by ELTA.	Optional		
FR-D1-07.038	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Management Compliance with ELTA Standards	API management shall comply with ELTA's identity, security, and access control standards.	Optional		
FR-D1-07.039	Customer Portals (B2B, B2C) & Developer Portal		Developer Portal - API Usage Monitoring	The solution shall provide monitoring of API usage patterns.	Optional		
FR-D1-07.040	Customer Portals (B2B, B2C) & Developer Portal		Sandbox Environment for Integration Testing	The solution shall provide a sandbox environment for safe integration testing.	Optional		
FR-D1-07.041	Customer Portals (B2B, B2C) & Developer Portal		Sandbox for Shipment Creation API Testing	The sandbox shall support testing of shipment creation APIs.	Optional		
FR-D1-07.042	Customer Portals (B2B, B2C) & Developer Portal		Sandbox for Tracking API Testing	The sandbox shall support testing of tracking APIs.	Optional		
FR-D1-07.043	Customer Portals (B2B, B2C) & Developer Portal		End-to-End Workflow Testing in Sandbox	The sandbox shall allow testing of end-to-end workflows without affecting production.	Optional		
FR-D1-07.044	Customer Portals (B2B, B2C) & Developer Portal		Customer Portals - Activity & Usage Monitoring	The portals shall support reporting on customer/developer activity and usage.	Mandatory		
FR-D1-07.045	E-commerce Platform Integration & Plugins		E-Commerce Platform Plugins	The solution shall provide ready-to-use plugins for major e-commerce platforms such as WooCommerce, Shopify, Magento/Adobe Commerce, PrestaShop, and OpenCart.	Mandatory		
FR-D1-07.046	E-commerce Platform Integration & Plugins		Support for Additional CMS/Enterprise Platforms	The solution shall support integration with additional CMS-based or enterprise e-commerce platforms.	Mandatory		
FR-D1-07.047	E-commerce Platform Integration & Plugins		Integration with E-commerce Platforms	The solution shall support integration with custom e-commerce platforms via standard APIs.	Mandatory		
FR-D1-07.048	E-commerce Platform Integration & Plugins		E-commerce Platforms Maintenance & Update	Plugins and modules shall be maintained and updated to remain compatible with platform version upgrades.	Mandatory		
FR-D1-07.049	E-commerce Platform Integration & Plugins		Automatic Shipment Creation from Orders	The plugin shall allow merchants to automatically create shipment orders from customer purchases.	Mandatory		
FR-D1-07.050	E-commerce Platform Integration & Plugins		Checkout Selection of ELTA Services	The plugin shall allow selection of ELTA shipping services during checkout.	Mandatory		
FR-D1-07.051	E-commerce Platform Integration & Plugins		Auto-Generation of Shipment Identifiers	The solution shall automatically generate shipment identifiers for plugin-created orders.	Mandatory		
FR-D1-07.052	E-commerce Platform Integration & Plugins		Shipment Label Generation	The plugin shall support shipment label generation.	Mandatory		
FR-D1-07.053	E-commerce Platform Integration & Plugins		Batch Shipment Creation Support	The solution shall support batch shipment creation for order fulfillment workflows.	Mandatory		
FR-D1-07.054	E-commerce Platform Integration & Plugins		Label & Document Printing	The plugin shall support printing of shipping labels and documentation.	Mandatory		
FR-D1-07.055	E-commerce Platform Integration & Plugins		Order-Shipment Synchronization	The solution shall synchronize e-commerce orders with ELTA shipment registration services.	Mandatory		
FR-D1-07.056	E-commerce Platform Integration & Plugins		Display of ELTA Services at Checkout	The plugin shall display available ELTA shipping services during checkout.	Mandatory		
FR-D1-07.057	E-commerce Platform Integration & Plugins		Real-Time Shipping Cost Calculation	The plugin shall support shipping cost calculations.	Mandatory		

FR-D1-07.058	E-commerce Platform Integration & Plugins		Multiple Delivery Options Support	The plugin shall support multiple delivery options including home delivery, pick-up points, and lockers.	Mandatory		
FR-D1-07.059	E-commerce Platform Integration & Plugins		Display of Estimated Delivery Times	The plugin shall display estimated delivery times where applicable.	Mandatory		
FR-D1-07.060	E-commerce Platform Integration & Plugins		Synchronized Service Availability & Pricing	Shipping service availability and pricing shall remain synchronized with ELTA service definitions.	Mandatory		
FR-D1-07.061	E-commerce Platform Integration & Plugins		Retrieve Tracking Status	The plugin shall retrieve shipment tracking status from the tracking systems.	Mandatory		
FR-D1-07.062	E-commerce Platform Integration & Plugins		Display Tracking Events in E-Commerce	The plugin shall display tracking events within the e-commerce platform.	Mandatory		
FR-D1-07.063	E-commerce Platform Integration & Plugins		Automated Customer Shipment Notifications	The plugin shall support automated customer notifications of shipment status changes.	Mandatory		
FR-D1-07.064	E-commerce Platform Integration & Plugins		Links to ELTA Tracking Portal	The plugin shall provide links to ELTA's official tracking portal.	Mandatory		
FR-D1-07.065	E-commerce Platform Integration & Plugins		Secure Retrieval of Tracking Data	Tracking data shall be retrieved via secure APIs.	Mandatory		
FR-D1-07.066	E-commerce Platform Integration & Plugins		Automated Order Data Synchronization	The solution shall support automated synchronization of order data between e-commerce and ELTA systems.	Mandatory		
FR-D1-07.067	E-commerce Platform Integration & Plugins		Reliable Shipment Creation Updates	Shipment creation updates shall be exchanged reliably across systems.	Mandatory		
FR-D1-07.068	E-commerce Platform Integration & Plugins		Sync of Shipment Status to Merchants	Shipment status updates shall synchronize back to merchant systems.	Mandatory		
FR-D1-07.069	E-commerce Platform Integration & Plugins		Delivery Confirmation Sync	Delivery confirmation events shall be reflected in merchant systems.	Mandatory		
FR-D1-07.070	E-commerce Platform Integration & Plugins		Accurate & Up-to-Date Shipment Information	Synchronization mechanisms shall ensure accurate and up-to-date shipment information.	Mandatory		
FR-D1-07.071	E-commerce Platform Integration & Plugins		Bulk Shipment Creation for High-Volume Merchants	The solution shall support bulk shipment creation for high-volume merchants.	Mandatory		
FR-D1-07.072	E-commerce Platform Integration & Plugins		Batch Label Generation	The plugin shall support batch label generation.	Mandatory		
FR-D1-07.073	E-commerce Platform Integration & Plugins		Bulk Tracking Update Retrieval	The solution shall support bulk tracking status update retrieval.	Mandatory		
FR-D1-07.074	E-commerce Platform Integration & Plugins		Bulk Shipment Data Import/Export	The integration shall support import/export of bulk shipment data.	Optional		
FR-D1-07.075	E-commerce Platform Integration & Plugins		Automated Notifications (Creation/Dispatch/Delivery)	The plugin shall support automated notifications such as shipment creation, dispatch, and delivery updates.	Mandatory		
FR-D1-07.076	E-commerce Platform Integration & Plugins		Multi-Channel Notification Support	Notifications may include email, SMS, or other supported channels.	Mandatory		
FR-D1-07.077	E-commerce Platform Integration & Plugins		Notifications with Shipment Identifiers	Notifications shall include shipment identifiers where applicable.	Mandatory		
FR-D1-07.078	E-commerce Platform Integration & Plugins		Admin Configuration Interface	The plugin shall provide administrative configuration interfaces.	Mandatory		
FR-D1-07.079	E-commerce Platform Integration & Plugins		Merchant Configuration of ELTA Services	Merchants shall be able to configure available ELTA shipping services.	Mandatory		
FR-D1-07.080	E-commerce Platform Integration & Plugins		Secure API Credential Storage	API credentials shall be configurable and securely stored.	Mandatory		
FR-D1-07.081	E-commerce Platform Integration & Plugins		Configurable Shipping Rules & Preferences	The plugin shall allow configuration of shipping rules and preferences.	Optional		
FR-D1-07.082	E-commerce Platform Integration & Plugins		Label Printing Configuration	The plugin shall support label printing configuration.	Optional		
FR-D1-07.083	E-commerce Platform Integration & Plugins		Tracking Notification Configuration	The plugin shall support configuration of tracking notification settings.	Optional		
FR-D1-07.084	E-commerce Platform Integration & Plugins		API Framework for Shipments/Labels/Tracking	The solution shall expose an API framework supporting shipment creation, label generation, tracking, and delivery updates.	Mandatory		

FR-D1-07.085	E-commerce Platform Integration & Plugins		Service Availability & Tariff Queries via API	APIs shall support service availability and tariff queries.	Optional		
FR-D1-07.086	E-commerce Platform Integration & Plugins		Fully Documented & Versioned APIs	APIs shall be fully documented, versioned, and accessible to developers.	Mandatory		
FR-D1-07.087	E-commerce Platform Integration & Plugins		API Security & Authentication Compliance	APIs shall comply with ELTA security, authentication, and authorization standards.	Mandatory		
FR-D1-07.088	E-commerce Platform Integration & Plugins		Data Consumable by Delivery Systems	Shipment registration shall produce data consumable by delivery systems.	Mandatory		
FR-D1-07.089	E-commerce Platform Integration & Plugins		Tracking Access for Integrations	Tracking events shall be accessible by the e-commerce integration layer.	Mandatory		
FR-D1-07.091	E-Shop		Integration with Existing E-Shop	The solution shall either be integrated with ELTA's existing Philately E-Shop or provide an online shop capability for selling postal and courier products and services.	Mandatory		
FR-D1-07.092	E-Shop		Digital Payment and Confirmation	The online shop capability shall support digital payment and customer confirmation for online purchases with order/receipt records available to customers.	Mandatory		
FR-D1-07.093	E-Shop		Order Cancellation and Return	The online shop capability shall support order cancellation and product return processes, where applicable.	Mandatory		
FR-D1-08	Channel Separation & Omnichannel Support						
FR-D1-08.001	API-Based Service Exposure		Reusable APIs Across Channels	Core system capabilities shall be exposed through standardized APIs reusable across all channels.	Mandatory		
FR-D1-08.002	API-Based Service Exposure		Reusable APIs Across Services	APIs shall support shipment creation, shipment management, shipment tracking, product & service catalogue queries, pricing, delivery options, and notification services.	Mandatory		
FR-D1-08.003	API-Based Service Exposure		Consistent API Design Standards	All APIs shall follow consistent design standards including versioning, error handling, data models and authentication.	Mandatory		
FR-D1-08.004	API-Based Service Exposure		APIs Accessible To All Channels	APIs shall be consumable by retail systems, B2B/B2C portals, e-commerce plugins, partner systems, and internal apps.	Mandatory		
FR-D1-08.005	API-Based Service Exposure		Secure API Authentication & Authorization	APIs shall support secure authentication and authorization aligned with ELTA identity policies.	Mandatory		
FR-D1-08.006	Channel Independence		Backend-Isolated Business Logic	Business logic shall be isolated in backend services, not embedded in channel-specific UIs.	Mandatory		
FR-D1-08.007	Channel Independence		Channel Independence from Core Systems	Adding or modifying a digital channel shall not require changes to core operational systems.	Mandatory		
FR-D1-08.008	Channel Independence		Channels Consuming Central APIs	All channels shall consume backend APIs without implementing business rules locally.	Mandatory		
FR-D1-08.009	Channel Independence		Channel Customizations Without Core Impact	Channel-specific customizations shall not alter core service behavior.	Mandatory		
FR-D1-08.010	Channel Independence		Prevention of Logic Duplication	The architecture shall prevent duplication of business logic across channels.	Mandatory		
FR-D1-08.011	Consistent Business Logic Across Channels		Consistent Product & Service Availability	Product and service availability rules shall be consistently applied across all channels.	Mandatory		
FR-D1-08.012	Consistent Business Logic Across Channels		Centralized Pricing & Tariff Management	Pricing and tariff calculations shall be centrally managed and uniformly applied.	Mandatory		
FR-D1-08.013	Consistent Business Logic Across Channels		Uniform Shipment Validation Rules	Shipment validation rules shall be enforced consistently regardless of channel.	Mandatory		
FR-D1-08.014	Consistent Business Logic Across Channels		Consistent Delivery Option Logic	Delivery option logic shall be consistent across retail, B2B, B2C, and partner channels.	Mandatory		
FR-D1-08.015	Consistent Business Logic Across Channels		Automatic Propagation of Business Rule Changes	Business rule changes shall propagate automatically to every channel.	Mandatory		

FR-D1-08.016	Support for Future Digital Channels		New Digital Channel Creation	Modular service components and APIs shall enable rapid creation of new channels.	Mandatory		
FR-D1-08.017	Support for Future Digital Channels		New Digital Channel Onboarding	The architecture shall support onboarding of new digital channels with minimal redesign.	Mandatory		
FR-D1-08.022	Omnichannel Service Support		Support for Omnichannel Ecosystem	The solution shall support ELTA's omnichannel service delivery ecosystem.	Mandatory		
FR-D1-08.023	Omnichannel Service Support		Consistent Data Across All Channels	Shipment data, pricing, availability, and tracking shall remain consistent across channels.	Mandatory		
FR-D1-08.024	Omnichannel Service Support		Consistent User Experience Across Channels	Users shall experience consistent service behavior across all channels.	Mandatory		
FR-D1-08.025	Omnichannel Service Support		Uniform Operational Workflows	Operational workflows shall be uniform across all interaction channels.	Mandatory		
FR-D1-08.026	B2B Service Access Channels		B2B Customer Portal Provision	The solution shall provide a B2B Customer Portal for shipment and tracking management.	Mandatory		
FR-D1-08.027	B2B Service Access Channels		Web Service Interfaces for Integrations	The solution shall provide web service interfaces for system-to-system integrations.	Mandatory		
FR-D1-08.028	B2B Service Access Channels		Windows Client for B2B Operations	The solution shall provide a Windows client application for B2B operational workflows.	Mandatory		
FR-D1-08.029	B2B Service Access Channels		Shared Backend for All B2B Channels	All B2B channels shall rely on shared backend service layers and business logic.	Mandatory		
FR-D1-08.030	B2B Service Access Channels		Consistent B2B Validation & Logic	B2B channels shall provide consistent validation, logic, and functional behavior.	Mandatory		
FR-D1-08.031	B2B Service Access Channels		REST and SOAP Web Service Support	Web service interfaces shall support both REST and SOAP protocols.	Mandatory		
FR-D1-08.032	B2B Service Access Channels		Full B2B Service Coverage via APIs	Web services shall support all provided B2B services, including shipment creation and registration operations, shipment label generation, shipment tracking and status retrieval and queries about service availability and tariffs.	Mandatory		
FR-D1-08.033	B2B Service Access Channels		Operational Event & Notification Retrieval	Web services shall support retrieval of operational events and notifications.	Mandatory		
FR-D1-08.034	B2B Service Access Channels		Secured and Documented Web Services	Web services shall be fully documented and secured with strong access controls.	Mandatory		
FR-D1-08.035	B2B Service Access Channels		Windows Client Using Shared Services	The Windows client shall consume the same backend services as other B2B channels.	Mandatory		
FR-D1-08.036	B2B Service Access Channels		Windows Client Functional Parity	The Windows client shall provide functionality equivalent to other B2B access channels, including shipment creation, label printing, tracking, and bulk processing.	Mandatory		
FR-D1-08.037	B2B Service Access Channels		Windows Client Configurability	The Windows client shall allow configuration of customer-specific settings.	Mandatory		
FR-D1-08.038	B2B Service Access Channels		Integration with Local Devices	The Windows client shall integrate with local workflow devices such as printers and scanners.	Mandatory		
FR-D1-08.039	B2B Service Access Channels		Consistent Functionality Across B2B Channels	All B2B channels (portal, web services, Windows client) shall provide consistent functionality.	Mandatory		
FR-D1-08.040	B2B Service Access Channels		Uniform Shipment Processing Logic	Shipment processing logic shall be uniformly enforced across all B2B channels.	Mandatory		
FR-D1-08.041	B2B Service Access Channels		Identical Pricing/Availability/Workflow Rules	Pricing, availability, workflow logic, and tracking behavior shall be identical across channels.	Mandatory		
FR-D1-08.042	B2B Service Access Channels		UI-Only Differences Between Channels	Differences between channels shall be limited to UI/presentation only, not backend logic.	Mandatory		
FR-D1-09	Network & Agency Management						
FR-D1-09.001	Network Configuration		Location Creation and Maintenance	The solution shall allow authorized users to create, update, and deactivate postal office and partner-operated locations, including assigning operational attributes such as address, classification, operating hours, and available services.	Mandatory		

FR-D1-09.002	Network Configuration		Organizational Hierarchy Creation and Assignment	The solution shall allow authorized users to create and modify ELTA's organizational hierarchy (e.g., branches, hubs, regions) and assign postal offices and partner locations to the appropriate hierarchical level, ensuring changes are reflected across dependent workflows.	Mandatory		
FR-D1-09.003	Network Configuration		Service Availability Configuration	The solution shall allow configuration of services offered by each postal office or partner location, enforcing eligibility rules and ensuring that unavailable services cannot be selected.	Mandatory		
FR-D1-09.004	Network Configuration		Operational Capacity and Capability Settings	The solution shall allow authorized users to configure the operational capabilities and capacity of each postal office or partner location, such as available counters, supported services, handling limitations, and installed devices and shall ensure that transactions offered at each location respect these configured constraints.	Mandatory		
FR-D1-09.005	Network Configuration		Activation and Operational Status Controls	The solution shall allow authorized users to change a postal office or partner location's operational status (e.g. active, inactive, under maintenance) and ensure downstream systems respect these states.	Mandatory		
FR-D1-09.006	Performance Monitoring		Performance Attributes and Obligations	The solution shall allow configuration of performance obligations (e.g., SLAs, operational conditions) per postal office or partner location, enabling monitoring and reporting.	Mandatory		
FR-D1-09.007	Performance Monitoring		Operational KPI Tracking	The solution shall measure and present key operational KPIs for postal and partner locations, including processing times, throughput, and service-level compliance.	Mandatory		
FR-D1-09.008	Performance Monitoring		Branch and Partner Performance Dashboards	The solution shall provide dashboards enabling authorized users to monitor performance at branch, regional, and partner levels with drill-down capability.	Mandatory		
FR-D1-09.009	Performance Monitoring		Threshold and Exception Alerts	The solution shall generate alerts when performance indicators fall below predefined thresholds, providing actionable information for corrective measures.	Mandatory		
FR-D1-09.010	Performance Monitoring		Historical Performance Analysis	The solution shall support historical trend analysis for KPIs, enabling performance comparison across locations, time periods, and service categories.	Mandatory		
FR-D1-09.011	Commissioning & Incentive Management		Commission Rule Configuration	The solution shall support creation and maintenance of commission and incentive rules applicable to partner or agency locations based on service type, transaction volume, or performance.	Mandatory		
FR-D1-09.012	Commissioning & Incentive Management		Commission Calculation and Allocation	The solution shall calculate commissions and incentives automatically according to configured rules and attribute results to the appropriate partner or location.	Mandatory		
FR-D1-09.013	Commissioning & Incentive Management		Commission Eligibility and Threshold Validation	The solution shall validate whether commission eligibility criteria or thresholds are met before calculating applicable amounts.	Mandatory		
FR-D1-09.014	Commissioning & Incentive Management		Commission Reporting and Transparency	The solution shall provide authorized users and partners with access to detailed commission reports showing calculations, earned amounts, and underlying transactions.	Mandatory		
FR-D1-09.015	Commissioning & Incentive Management		Auditability of Commission Policies	The solution shall record changes to commission rules, calculation logic, and results, ensuring full audit traceability.	Mandatory		
FR-D1-10	Reporting & Analytics						

FR-D1-10.001	Reporting & Analytics		Standard operational reports	The solution shall provide reports supporting the monitoring of operational activity of retail and digital channels related to shipment creation and retail operations, including number of shipments registered, service usage statistics, value-added service utilization, transaction processing volumes and shipment registrations per operational channel.	Mandatory		
FR-D1-10.002	Reporting & Analytics		Sales Performance Reporting	The solution shall provide reporting capabilities to monitor the performance of retail and shipment-related services and allow analysis based on transaction volume (number of shipments or services sold), transaction value (revenue generated) and service type or product category	Mandatory		
FR-D1-10.003	Reporting & Analytics		Historical Data Analysis & Performance Benchmarking	The solution shall provide comprehensive historical data analysis and performance benchmarking capabilities to enable ELTA to assess, monitor, and continuously improve operational efficiency across postal, courier, and logistics operations. The solution shall consolidate and retain historical operational, financial, and service-level data from all relevant systems and channels, enabling trend analysis, root-cause analysis, and evidence-based decision-making.	Mandatory		
FR-D1-10.004	Reporting & Analytics		Mandatory daily operational reports	The solution shall support the generation of mandatory daily operational reports required for operational monitoring and financial reconciliation, including daily sales summaries, daily transaction volumes, service usage summaries and operational activity by branch or region. These reports shall be automatically generated at predefined intervals and only available to authorized users.	Mandatory		
FR-D1-10.005	Reporting & Analytics		Report Configuration & Customization	The solution shall allow authorized users to configure and customize operational reports, including selection of reporting parameters, definition of filtering criteria, configuration of report layouts and scheduling of automated report generation.	Mandatory		
FR-D1-10.006	Reporting & Analytics		Data Export & Integration	The solution shall support mechanisms for exporting report data for further analysis or integration with external systems (e.g. BI tools), including generation of report files in common formats (e.g., CSV, Excel, PDF), data export for integration with ELTA's enterprise analytics platforms and API access to reporting data where applicable.	Mandatory		
FR-D1-10.007	Reporting & Analytics		Reporting Granularity & Aggregation	The solution shall provide reporting capabilities at counter level, branch level, regional or geographical area level or regional unit, operational channel (retail, customer portal, APIs etc) and organization-wide (corporate) level	Mandatory		
FR-D1-10.008	Reporting & Analytics		Access Control & Security	The solution shall support role-based access control to reporting capabilities, ensuring that users can only access reports relevant to their operational scope, sensitive financial information is protected and reporting access aligns with ELTA's organizational hierarchy	Mandatory		
FR-D1-11	Configuration & Extensibility						

FR-D1-11.001	Configuration & Extensibility		Workflow Configuration	The solution shall allow configuration of without core code modification.	Mandatory		
FR-D1-11.002	Configuration & Extensibility		Version Upgrade Support	The solution shall support version upgrades without disruption.	Mandatory		
FR-D1-11.003	Configuration & Extensibility		Documentation of Configurable Parameters	The solution shall provide clear documentation of configurable parameters.	Mandatory		
FR-D1-11.004	Configuration & Extensibility		Future Service Expansion Support	The solution shall enable future service expansion in terms of products, volumes, transactions, and operational network structure without major architectural redesign.	Mandatory		
FR-D1-11.005	Configuration & Extensibility		Multilingual Support and Localization	The solution shall support multilingual operation. The user interface shall be available in Greek and at least English. The solution shall support the configuration and presentation of products and services in at least two languages.	Mandatory		
FR-D1-11.006	Configuration & Extensibility		User Online Help	The solution shall provide online help capabilities for users, including context-sensitive guidance and access to user support documentation.	Mandatory		

Request for Proposals (RFP)**Functional Requirements Compliance Matrix - Domain 2 - End-to-End Delivery, Control Tower,
Track & Trace Operations (First, Middle & Last-Mile)****Organization:**

Hellenic Post S.A. (ELTA)

Project:

Postal & Courier Retail Operations & Control Tower and Track&Trace Solutions

Organizations Requirements/Criteria							
ID	Category	Subcategory	Title	Description	Priority	Compliant	Compliance Level
FR-D2-01	Track & Trace						
FR-D2-01.001	Tracking events management		End-to-End Event Ingestion and Correlation	The solution shall provide end-to-end visibility by ingesting, correlating, and exposing tracking events from retail, first-mile, middle-mile, last-mile, and external partner systems via APIs and user interfaces.	Mandatory		
FR-D2-01.002	Tracking events management		Canonical Event Model and Business Logic	The solution shall support creation and updating of tracking events using a scalable canonical event model and associated business logic.	Mandatory		
FR-D2-01.003	Tracking events management		Configurable Event Classification and Grouping	The solution shall support event classification, categorization, inheritance, and grouping to reflect business processes (e.g., consignments, containers, trips) and enable downstream integration.	Mandatory		
FR-D2-01.004	Tracking events management		Partner-specific Event Sharing Controls	The solution shall support partner-specific event group definitions to enable selective sharing of tracking and delivery events required by external business partners.	Mandatory		
FR-D2-01.005	Tracking events management		Canonical Item Data Model	The solution shall maintain a canonical item data model including physical, commercial, sender, recipient, and service attributes.	Mandatory		
FR-D2-01.006	Tracking events management		Item Metadata Enrichment and Governance	The solution shall support item metadata enrichment via pre-advice, enforce a governed metadata schema, and require controlled change requests for schema changes.	Mandatory		
FR-D2-01.007	Tracking events management		Real-time Visibility and Lifecycle History	The solution shall provide real-time item and container location visibility and full lifecycle history suitable for operational and customer service use.	Mandatory		
FR-D2-01.008	Tracking events management		High-volume Scan and Sorter Event Integration	The solution shall process high-volume data from scanning devices and sorters, supporting bulk routing inputs and real-time event ingestion at operational throughput.	Mandatory		
FR-D2-01.009	Tracking events management		Data Extraction for Sorting Systems	The solution shall support the extraction of data in predefined formats for use by sorting systems. The solution shall enable the local utilization of such data by sorters to ensure operational continuity in cases when required response times cannot be met.	Mandatory		
FR-D2-01.010	Tracking events management		Operational Search and Dashboards	The solution shall allow authorized users to perform comprehensive search and monitor operational dashboards for items, containers, sites, and network status.	Mandatory		

FR-D2-01.011	Tracking events management		Tracking Event Visibility	The solution shall ensure that tracking events are accessible across tracking services and customer interfaces, including but not limited to customer tracking portals, merchant portals, e-commerce platform integrations and APIs used by external systems.	Mandatory		
FR-D2-01.012	Tracking events management		Event Ingestion and Lifecycle Update Propagation	The solution shall support the ingestion of updates and exception events from both internal and external systems and shall ensure consistent propagation of such updates across the shipment lifecycle from first mile to last mile.	Mandatory		
FR-D2-01.013	Tracking events management		Item Tracking Categories & Handling	The solution shall support the processing and management of different categories of postal and courier items based on their tracking capabilities within ELTA's operational environment: 1. fully tracked: shipments for which tracking events are recorded throughout the entire logistics lifecycle (shipment acceptance or collection, processing within logistics facilities, transit between operational nodes, arrival at delivery depots, delivery attempts, final delivery confirmation) 2. semi-tracked: shipments for which tracking events are recorded only at specific stages of the shipment lifecycle (collection or acceptance of the shipment, final delivery confirmation) 3. untracked: shipments that are not associated with individual tracking identifiers and for which operational scanning events are not recorded throughout the logistics chain	Mandatory		
FR-D2-01.014	Tracking events management		Special Handling Item Management and Prioritized Processing	The solution shall support the definition and management of item categories requiring special handling. The solution shall enable prioritization and controlled processing of such items, including first-in-first-out (FIFO) handling where applicable, and shall provide operational visibility to ensure that items requiring priority treatment are identified and processed accordingly across handling points.	Mandatory		
FR-D2-01.015	Tracking events management		Handling of Untracked Items	The solution shall support the management, monitoring, and statistical reporting of untracked items, including mechanisms such as: 1. batch-level monitoring 2. aggregated operational reporting 3. optional identification mechanisms where operationally applicable	Mandatory		
FR-D2-01.016	Tracking events management		Untracked Item Identification and Monitoring	The solution shall support the identification, processing, and monitoring of untracked items across operational stages, including sorting and delivery. The solution shall enable data capture through both manual entry and integration with sorting machines and field operations.	Mandatory		
FR-D2-01.017	Fleet monitoring management		Real-time Fleet Monitoring	The solution shall provide real-time monitoring of owned vehicle fleets including location, operational status, and assignment.	Mandatory		
FR-D2-01.018	Fleet monitoring management		Vehicle Location and Telemetry Capture	The solution shall capture vehicle location and operational telemetry via integrated GPS/telematics sources where available.	Mandatory		

FR-D2-01.019	Fleet monitoring management		Vehicle Status Lifecycle Tracking	The solution shall track vehicle status across the operational lifecycle (e.g., available, loading, dispatched, en-route, arrived, completed).	Mandatory		
FR-D2-01.020	Fleet monitoring management		Fleet Exception and Alerting	The solution shall generate alerts for fleet exceptions (e.g., delays, route deviations, missed milestones) based on configurable rules.	Mandatory		
FR-D2-01.021	Fleet monitoring management		Fleet Performance and Utilization Reporting	The solution shall provide reporting and dashboards on fleet performance, utilization, and operational KPIs. The solution shall support performance measurement across key dimensions, including but not limited to distance, stops, consumption, time, and driving behavior parameters.	Mandatory		
FR-D2-01.022	Driver availability management		Courier Profile and Eligibility Management	The solution shall maintain courier profiles including eligibility attributes (e.g., skills, role composition, certifications) used for assignment and control.	Mandatory		
FR-D2-01.023	Driver availability management		Availability and Shift Status Tracking	The solution shall track courier availability and shift status (e.g., on-duty, off-duty, break, unavailable) in near real time.	Mandatory		
FR-D2-01.024	Driver availability management		Courier-to-Vehicle and Device Linking	The solution shall allow couriers to be linked to vehicles and devices to support operational constraints and planning/optimization.	Mandatory		
FR-D2-01.025	Driver availability management		Assignment Constraints Support	The solution shall support assignment constraints based on courier attributes (e.g., skills, vehicle compatibility, task type) to prevent invalid allocations.	Mandatory		
FR-D2-01.026	Driver availability management		Broadcast and Acceptance of Unassigned Work	The solution shall support broadcast of unassigned appointments/tasks and allow eligible couriers to accept work, with status updates and operational visibility.	Mandatory		
FR-D2-01.027	Driver availability management		Supervisor Visibility of Courier Availability	The solution shall provide supervisors with dashboards showing courier availability, current assignments, and capacity to take additional work.	Mandatory		
FR-D2-01.028	Delivery assets management		Asset Inventory and Classification	The solution shall manage an inventory of operational assets (e.g., containers, bags, trays, security cases, postboxes, relay boxes, operating facilities, etc.) with configurable asset types and attributes.	Mandatory		
FR-D2-01.029	Delivery assets management		Security Seal Validation and Discrepancy Management	The solution shall validate security seal identifiers during asset opening and handling processes by comparing the scanned seal at opening with the seal recorded at closure. The solution shall generate alerts and record discrepancies when mismatches are detected.	Mandatory		
FR-D2-01.030	Delivery assets management		Operational Asset Tracking	The solution shall support tracking of assets across the network, including location, status, and movement history.	Mandatory		
FR-D2-01.031	Delivery assets management		Asset Assignment to Operations	The solution shall support assignment of assets to operational activities (e.g., site, route, vehicle, courier, shipment batch) and track ownership/responsibility.	Mandatory		
FR-D2-01.032	Delivery assets management		Container-based Consolidation Workflows	The solution shall support container-based consolidation workflows using tracked container IDs to enable mass scanning and accurate state propagation to contained items.	Mandatory		
FR-D2-01.033	Delivery assets management		Security Seal Association and Management	The solution shall support the association of barcoded security seals with containers and shipment groupings, including the management of multiple seals where applicable, and ensure linkage of such seals to the corresponding consignment manifest.	Mandatory		

FR-D2-01.034	Delivery assets management		Nested Tracking Across Items and Assets	The solution shall support item, container, vehicle, and courier tracking across network levels, including nesting and dispatch/receipt events where applicable.	Mandatory		
FR-D2-01.035	Delivery assets management		Asset Visibility and Monitoring Dashboards	The solution shall provide operational dashboards and search for asset status, assignment, and exceptions.	Mandatory		
FR-D2-01.036	Route completion control		End-of-Trip Completion Checks	The solution shall support end-of-trip checks to confirm route completion and capture required completion data (e.g., status, timestamps, confirmations).	Mandatory		
FR-D2-01.037	Route completion control		Route/Round Completion Validation	The solution shall validate that all planned stops/tasks/items are completed or explicitly dispositioned before marking a route/round as complete.	Mandatory		
FR-D2-01.038	Route completion control		Route Completion Exception Handling	The solution shall support recording and management of route completion exceptions (e.g., incomplete stops, unresolved issues, missing POD).	Mandatory		
FR-D2-01.039	Route completion control		Trip-blocking Controls for Incomplete Steps	The solution shall support trip-blocking controls that prevent route/trip closure when mandatory steps are incomplete, based on configurable rules.	Mandatory		
FR-D2-01.040	Route completion control		Supervisor Visibility of Completion Status	The solution shall provide supervisors real-time visibility into route completion status, including incomplete items and outstanding actions.	Mandatory		
FR-D2-01.041	Route completion control		Completion Reporting and Auditability	The solution shall provide reporting and an auditable history of completion actions and exceptions for operational governance.	Mandatory		
FR-D2-01.042	Expected vs Scanned items reconciliation		Expected Load Definition and Retrieval	The solution shall maintain an expected set of items/containers for key operational checkpoints (e.g., loading, dispatch, receipt, unloading) based on manifests or planning outputs.	Mandatory		
FR-D2-01.043	Expected vs Scanned items reconciliation		Scan-based Reconciliation at Checkpoints	The solution shall reconcile expected items/containers against scanned items/containers at operational checkpoints and present missing and unexpected scans.	Mandatory		
FR-D2-01.044	Expected vs Scanned items reconciliation		Discrepancy Detection and Classification	The solution shall detect and classify discrepancies (e.g., missing, extra, wrong container including duplicate/identical numbering, wrong vehicle/site, forwarding to incorrect destination station, delivery without collection of financial charges, multiple items inconsistencies, handling without prior deposit/registration) and record them with timestamps and responsible party, with discrepancy reports sent automatically to the responsible parties.	Mandatory		
FR-D2-01.045	Expected vs Scanned items reconciliation		Discrepancy Resolution Workflow	The solution shall support workflows to investigate, confirm, and resolve discrepancies, including updating status and capturing resolution notes.	Mandatory		
FR-D2-01.046	Expected vs Scanned items reconciliation		Reconciliation Reporting and Dashboards	The solution shall provide reconciliation dashboards and reports for supervisors, including trends, exceptions, and aging of unresolved discrepancies.	Mandatory		
FR-D2-01.047	Expected vs Scanned items reconciliation		Container-aware Reconciliation	The solution shall support container-based reconciliation so that container scans can propagate expected/actual state to contained items where rules permit.	Mandatory		
FR-D2-01.048	International Mail & Customs Processing		Receival of Third-Country Consignments	The system shall support the receival of international consignments from third countries and determine whether each item may proceed or must be retained for customs-related reasons.	Mandatory		

FR-D2-01.049	International Mail & Customs Processing		ICS2 Import-Permission Integration	The system shall integrate with ICS2 to receive and use import-permission statuses for the processing of international postal items.	Mandatory		
FR-D2-01.050	International Mail & Customs Processing		IPS Message Intake (PREDES/RESDS)	The system shall integrate with IPS to receive required dispatch and arrival information (e.g., PREDES and RESDES messages) needed for identifying and processing incoming consignments.	Mandatory		
FR-D2-01.051	International Mail & Customs Processing		Integration with SETA	The system shall integrate with SETA to exchange all customs-related information required for the processing, assessment, and routing of international postal items.	Mandatory		
FR-D2-01.052	International Mail & Customs Processing		Communication of Receival Results (EMD)	The system shall provide de-bagging results and item-level status updates (e.g., via EMD messages) to IPS and other connected systems to support end-to-end tracking and customs workflows.	Mandatory		
FR-D2-01.053	International Mail & Customs Processing		Customs Clearance Traceability	The system shall maintain end-to-end traceability for all data received and produced during de-bagging and customs-related processing.	Mandatory		
FR-D2-02	Control Tower & Operational Monitoring						
FR-D2-02.001	Alerting & Exception Management		Exception Event Generation & Management	The solution shall support the generation and management of exception events associated with operational disruptions, including failed delivery attempts, incorrect addresses, damaged shipments, delivery delays and operational routing issues.	Mandatory		
FR-D2-02.002	Alerting & Exception Management		Bulk Event Processing and Mass Status Updates	The solution shall allow authorized users to perform bulk insertion of events, including mass status updates (e.g., setting multiple items to Delivered) in a single operation.	Mandatory		
FR-D2-02.003	Alerting & Exception Management		End-to-End Repricing and Pricing Synchronization	The solution shall support re-pricing across all stages of the delivery lifecycle, including manual and automatic recalculation and propagation of pricing updates based on changes occurring at any stage or level, and shall ensure synchronization and update of all affected systems accordingly.	Mandatory		
FR-D2-02.004	Alerting & Exception Management		Exception Event Generation & Management	Exception events shall trigger appropriate operational workflows and customer communication processes.	Mandatory		
FR-D2-02.005	KPI & SLA Monitoring		KPI and SLA Monitoring	The solution shall support monitoring of operational KPIs and SLA performance across delivery operations and provide dashboards and alerts for proactive operational management.	Mandatory		
FR-D2-02.006	KPI & SLA Monitoring		SLA types	The solution shall support multiple SLA types such as Generic, per Customer SLA, Agents SLAs, subcontractors SLAs etc.	Mandatory		
FR-D2-02.007	Operational KPIs & Performance Measurement		Operational Performance Measurement	The solution shall measure and report operational performance across the logistics network, including pickup, sorting, transport, and delivery processes, enabling analysis of service levels, throughput, exception trends, and resource utilization.	Mandatory		
FR-D2-02.008	Performance-Based Commission Calculation		Performance-Based Commission Calculation	The solution shall calculate performance-based commissions using configurable rules linked to operational KPIs and SLA compliance, and shall provide transparent reporting of calculated amounts for supervisors and authorized users.	Mandatory		
FR-D2-03	First Mile						
FR-D2-03.001	Scheduled pickup management		Scheduled Pickup Creation	The solution shall allow users or customers to create and schedule pickups with defined pickup dates and time windows.	Mandatory		

FR-D2-03.002	Scheduled pickup management		Recurring Pickup Rounds	The solution shall support recurring pickup rounds for business customers requiring regular shipment collection.	Mandatory		
FR-D2-03.003	Scheduled pickup management		Collection Requests via Customer Channels and APIs	The solution shall receive pickup or collection requests through customer-facing channels and APIs, supporting requests with or without pre-advised items and capturing relevant parcel attributes.	Mandatory		
FR-D2-03.004	Scheduled pickup management		Supervisor Visibility of Unallocated Pickup Requests	The solution shall provide supervisors with visibility of unallocated pickup requests by site, including parcel attributes, item counts, expected weight, and filtering by date range.	Mandatory		
FR-D2-03.005	Scheduled pickup management		Pickup Assignment to Vehicles or Couriers	The solution shall allow supervisors to assign pickup requests to vehicles or couriers.	Mandatory		
FR-D2-03.006	Scheduled pickup management		Pickup Route Planning	The solution shall support planning and assignment of scheduled pickups to routes, vehicles, and drivers.	Mandatory		
FR-D2-03.007	Scheduled pickup management		Courier Pickup Acceptance	The solution shall allow couriers to review and accept assigned or broadcasted pickup requests and automatically add accepted requests to their operational manifest.	Mandatory		
FR-D2-03.008	Scheduled pickup management		Pickup Status Tracking	The solution shall track the status of scheduled pickups from request creation through completion.	Mandatory		
FR-D2-03.009	Scheduled pickup management		Pickup Changes and Cancellations	The solution shall allow scheduled pickups to be modified or cancelled before execution.	Mandatory		
FR-D2-03.010	Scheduled pickup management		Pickup Notifications	The solution shall notify customers of pickup confirmations, changes, or delays.	Mandatory		
FR-D2-03.011	Scheduled pickup management		Pickup Performance Monitoring	The solution shall provide reporting and dashboards showing pickup completion rates and service level compliance.	Mandatory		
FR-D2-03.012	Ad-hoc pickup management		Ad-hoc Pickup Request Creation	The solution shall allow operational users or customers to create pickup requests that are not part of predefined pickup rounds.	Mandatory		
FR-D2-03.013	Ad-hoc pickup management		Dynamic Pickup Insertion	The solution shall allow dispatchers or supervisors to insert ad-hoc pickups into existing routes during operations.	Mandatory		
FR-D2-03.014	Ad-hoc pickup management		Ad-hoc Pickup Assignment	The solution shall allow ad-hoc pickup requests to be assigned to available vehicles or couriers.	Mandatory		
FR-D2-03.015	Ad-hoc pickup management		Ad-hoc Pickup Status Tracking	The solution shall track the operational status and completion of ad-hoc pickup requests.	Mandatory		
FR-D2-03.016	Pickup prioritization workflows		Pickup Prioritization Rules	The solution shall allow configuration of rules to prioritize pickup requests based on service level, customer priority, location, or shipment characteristics.	Mandatory		
FR-D2-03.017	Pickup prioritization workflows		Pickup Queue Management	The solution shall manage pending pickup requests and organize them according to defined prioritization rules.	Mandatory		
FR-D2-03.018	Pickup prioritization workflows		Pickup Delay Alerts	The solution shall alert operational users when pickups are delayed or at risk of missing service commitments.	Mandatory		
FR-D2-03.019	Pickup prioritization workflows		Operational Escalation Workflows	The solution shall support escalation workflows when pickup requests cannot be completed within expected timeframes.	Mandatory		
FR-D2-03.020	Shipment Initiation via B2B & B2C Customer Portals		Customer Shipment Portal	The solution shall provide a web portal where business and consumer customers can create shipments and request pickups.	Mandatory		
FR-D2-03.021	Shipment Initiation via B2B & B2C Customer Portals		Shipment Data Entry	The solution shall allow customers to enter shipment details including sender, recipient, service type, and parcel information.	Mandatory		

FR-D2-03.022	Shipment Initiation via B2B & B2C Customer Portals		Shipment Label Generation	The solution shall allow customers to generate and print shipment labels.	Mandatory		
FR-D2-03.023	Shipment Initiation via B2B & B2C Customer Portals		Shipment Manifest Creation	The solution shall support creation of shipment manifests for bulk shipments from business customers.	Mandatory		
FR-D2-03.024	Shipment Initiation via B2B & B2C Customer Portals		Pickup Requests via Portal	The solution shall allow customers to request pickups directly through the portal.	Mandatory		
FR-D2-03.025	Shipment Initiation via B2B & B2C Customer Portals		Digital Order Integration	The solution shall automatically integrate portal-created shipments and pickup requests into operational processes such as pickup planning and sorting.	Mandatory		
FR-D2-03.026	Shipment Initiation via B2B & B2C Customer Portals		Shipment Confirmation Notifications	The solution shall provide confirmations and notifications to customers after shipment creation or pickup booking.	Mandatory		
FR-D2-03.027	Induction-to-transport handover (containerization, loading, etc.)		Shipment Induction Processing	The solution shall support processing of shipments received from counters or pickups into the operational network.	Mandatory		
FR-D2-03.028	Induction-to-transport handover (containerization, loading, etc.)		Containerization and Bagging	The solution shall support grouping of shipments into containers, bags, cages, pallets, or other transport units.	Mandatory		
FR-D2-03.029	Induction-to-transport handover (containerization, loading, etc.)		Shipment-to-Container Association	The solution shall record which shipments are placed into each container or transport unit.	Mandatory		
FR-D2-03.030	Induction-to-transport handover (containerization, loading, etc.)		Transport Manifest Generation	The solution shall generate manifests listing shipments assigned to containers or vehicles.	Mandatory		
FR-D2-03.031	Induction-to-transport handover (containerization, loading, etc.)		Operational Handover Recording	The solution shall record the handover of shipments from induction operations to transport operations.	Mandatory		
FR-D2-03.032	Induction-to-transport handover (containerization, loading, etc.)		Container and Transport Unit Tracking	The solution shall track containers, bags, or other transport units as they move through the operational process.	Mandatory		
FR-D2-03.033	Vehicle loading management		Shipment or Container Scanning to Vehicle	The solution shall support scanning shipments or containers when loading them into vehicles.	Mandatory		
FR-D2-03.034	Vehicle loading management		Load Verification	The solution shall verify that the shipments loaded into a vehicle match the expected shipment list.	Mandatory		
FR-D2-03.035	Vehicle loading management		Container and Shipment Type Handling	The solution shall support loading of different shipment groupings such as containers, bags, pallets, or full truckload shipments.	Mandatory		
FR-D2-03.036	Vehicle loading management		Vehicle Capacity Monitoring	The solution shall ensure that vehicles are not loaded beyond their defined capacity.	Mandatory		
FR-D2-03.037	Vehicle loading management		Vehicle Load Adjustment	The solution shall allow vehicles to be reopened for loading if additional shipments arrive after the initial loading process.	Mandatory		
FR-D2-03.038	Vehicle loading management		Loading Completion Confirmation	The solution shall allow confirmation that vehicle loading is complete before the vehicle departs.	Mandatory		
FR-D2-03.039	First-mile exception and discrepancy handling		Pickup Exception Recording	The solution shall allow operators to record issues or exceptions occurring during pickup or induction operations.	Mandatory		
FR-D2-03.040	First-mile exception and discrepancy handling		Shipment Discrepancy Detection	The solution shall detect differences between expected shipments and those actually received or loaded.	Mandatory		
FR-D2-03.041	First-mile exception and discrepancy handling		Item-Level Collection Processing	The solution shall support item-level collection processing including acceptance, cancellation, and confirmation during pickup.	Mandatory		
FR-D2-03.042	First-mile exception and discrepancy handling		Manual Item ID Entry for Unreadable Barcodes	The solution shall allow manual entry of item identifiers when barcodes cannot be scanned.	Mandatory		
FR-D2-03.043	First-mile exception and discrepancy handling		Weight Capture and Adjustment	The solution shall capture parcel weight and dimension during collection and allow manual weight adjustments where necessary.	Mandatory		

FR-D2-03.044	First-mile exception and discrepancy handling		Bluetooth Scale Integration	The solution should support integration with Bluetooth or connected weighing devices during collection processing.	Mandatory		
FR-D2-03.045	First-mile exception and discrepancy handling		Proof of Collection Capture	The solution shall capture shipper signature and associated metadata as proof of collection.	Mandatory		
FR-D2-03.046	First-mile exception and discrepancy handling		Automatic Item Status Updates	The solution shall update item status from pending to accepted as collection processing progresses.	Mandatory		
FR-D2-03.047	First-mile exception and discrepancy handling		Courier Manifest Completion Handling	The solution shall automatically remove completed collection requests from the courier manifest once proof of collection is recorded.	Mandatory		
FR-D2-03.048	First-mile exception and discrepancy handling		Exception Investigation and Resolution	The solution shall support workflows for investigating and resolving shipment discrepancies.	Mandatory		
FR-D2-03.049	First-mile exception and discrepancy handling		Operational Exception Alerts	The solution shall alert operational users when discrepancies or issues occur during first-mile processing.	Mandatory		
FR-D2-03.050	First-mile exception and discrepancy handling		Exception Reporting and Monitoring	The solution shall provide reports and dashboards showing first-mile exceptions and discrepancies.	Mandatory		
FR-D2-04	Middle Mile						
FR-D2-04.001	Hub and depot operations management		Inbound Shipment Receiving	The solution shall support receiving inbound shipments, containers, or vehicles at hubs and depots.	Mandatory		
FR-D2-04.002	Hub and depot operations management		Vehicle Unloading Management	The solution shall support unloading operations and registration of inbound shipments into the facility.	Mandatory		
FR-D2-04.003	Hub and depot operations management		Sorting Operations Management	The solution shall support sorting operations that direct shipments to the appropriate destination, route, or transport unit.	Mandatory		
FR-D2-04.004	Hub and depot operations management		Cross-Docking Operations	The solution shall support cross-docking operations where shipments are transferred directly between inbound and outbound vehicles or containers.	Mandatory		
FR-D2-04.005	Hub and depot operations management		Shipment Dispatch Preparation	The solution shall support staging of outbound shipments prior to dispatch.	Mandatory		
FR-D2-04.006	Hub and depot operations management		Dock and Vehicle Assignment	The solution shall allow operational users to assign vehicles to docks and update vehicle operational status with the capability to display information on a visible dashboard.	Mandatory		
FR-D2-04.007	Hub and depot operations management		Vehicle Operational Status Management	The solution shall display vehicle operational information and allow users to record issues related to incorrect status or operational data.	Mandatory		
FR-D2-04.008	Hub and depot operations management		Vehicle Route and Stop Visibility	The solution shall display route, stop, and shipment status information for vehicles operating within the hub or depot.	Mandatory		
FR-D2-04.009	Hub and depot operations management		Hub Throughput Monitoring	The solution shall provide monitoring and reporting of operational throughput and activity within hubs and depots.	Mandatory		
FR-D2-04.010	Scanning workflows		Inbound Shipment Scanning	The solution shall support scanning of shipments during inbound processing at hubs or depots.	Mandatory		
FR-D2-04.011	Scanning workflows		Outbound Shipment Scanning	The solution shall support scanning of shipments during outbound dispatch operations.	Mandatory		
FR-D2-04.012	Scanning workflows		Scan-to-Vehicle Operations	The solution shall support scan-to-vehicle workflows confirming that shipments or containers are loaded onto specific vehicles.	Mandatory		
FR-D2-04.013	Scanning workflows		Scan-from-Vehicle Operations	The solution shall support scan-from-vehicle workflows confirming that shipments or containers are unloaded from vehicles.	Mandatory		
FR-D2-04.014	Scanning workflows		Unloading Verification Scanning	The solution shall support verification of vehicle unloading by presenting expected shipments and identifying missing scans.	Mandatory		

FR-D2-04.015	Scanning workflows		Container Scanning Management	The solution shall support scanning and tracking of containers, bags, pallets, or other transport units.	Mandatory		
FR-D2-04.016	Scanning workflows		Product Enquiry via Barcode	The solution shall support product enquiry via barcode scanning, returning shipment metadata and recent tracking events.	Mandatory		
FR-D2-04.017	Scanning workflows		Scanning Exception Handling	The solution shall allow users to record notes or issues related to items identified through barcode scanning or enquiry functions.	Mandatory		
FR-D2-04.018	Multi-stop vehicle journeys management		Multi-stop Transport Planning	The solution shall support planning of vehicle journeys that include multiple stops across hubs or depots.	Mandatory		
FR-D2-04.019	Multi-stop vehicle journeys management		Vehicle Stop Sequence Management	The solution shall support definition and management of stop sequences for multi-stop vehicle journeys.	Mandatory		
FR-D2-04.020	Multi-stop vehicle journeys management		Vehicle Journey Tracking	The solution shall track vehicle progress across planned stops during transport operations.	Mandatory		
FR-D2-04.021	Multi-stop vehicle journeys management		Driver Arrival Announcement	The solution shall allow drivers to announce arrival at route stops and capture GPS coordinates and arrival timestamps.	Mandatory		
FR-D2-04.022	Multi-stop vehicle journeys management		Driver Route Visibility	The solution shall display only the routes assigned to the arriving driver.	Mandatory		
FR-D2-04.023	Partial dispatching and receiving management		Partial Vehicle Dispatch	The solution shall support dispatching vehicles that carry only part of the planned shipment load.	Mandatory		
FR-D2-04.024	Partial dispatching and receiving management		Partial Load Receiving	The solution shall support receiving partial loads when only a subset of expected shipments arrives at a hub or depot.	Mandatory		
FR-D2-04.025	Partial dispatching and receiving management		Shipment Reconciliation for Partial Loads	The solution shall reconcile expected shipments against shipments actually dispatched or received in partial loads.	Mandatory		
FR-D2-04.026	Partial dispatching and receiving management		Unloading Reconciliation	The solution shall track unloading at item level and identify missing or unscanned shipments during reconciliation.	Mandatory		
FR-D2-04.027	Sorting plans management		Sorting Plan Definition	The solution shall allow definition and management of sorting plans for middle-mile operations.	Mandatory		
FR-D2-04.028	Routing and transport path management		Origin-Destination Path Determination	The solution shall determine the transport path between shipment origin and destination locations across the logistics network.	Mandatory		
FR-D2-04.029	Routing and transport path management		Transport Path Generation	The solution shall generate sequential network paths for shipments based on routing rules, schedules, and service commitments.	Mandatory		
FR-D2-04.030	Routing and transport path management		Shipment Routing Assignment	The solution shall assign shipments to transport paths according to defined routing logic.	Mandatory		
FR-D2-04.031	Routing and transport path management		Routing Validation and Re-routing	The solution shall prevent invalid routing, support re-routing when needed, and log routing failures or exceptions.	Mandatory		
FR-D2-04.032	Routing and transport path management		Transport Path Visibility	The solution shall provide visibility into the planned transport path for each shipment.	Mandatory		
FR-D2-04.033	Routing framework configuration		Routing Rule Configuration	The solution shall allow configuration of routing rules that determine how shipments move through the logistics network.	Mandatory		
FR-D2-04.034	Routing framework configuration		Network Type Configuration	The solution shall allow configuration of different network types such as express and standard networks.	Mandatory		
FR-D2-04.035	Routing framework configuration		Transport Calendar Configuration	The solution shall support operational calendar configuration to define valid operational days.	Mandatory		
FR-D2-04.036	Routing framework configuration		Transport Schedule Configuration	The solution shall support definition of route schedules between hubs or depots.	Mandatory		

FR-D2-04.037	Routing framework configuration		Transit Rule Configuration	The solution shall support configuration of transit rules governing shipment movement between locations.	Mandatory		
FR-D2-04.038	Delivery disruption handling		Mis-sort Detection	The solution shall detect shipments that are mis-sorted or routed to incorrect destinations.	Mandatory		
FR-D2-04.039	Delivery disruption handling		Shipment Redirect Management	The solution shall support redirection of shipments when routing corrections are required.	Mandatory		
FR-D2-04.040	Delivery disruption handling		Destination Change Handling	The solution shall support changes to shipment destinations during transport operations.	Mandatory		
FR-D2-04.041	Delivery disruption handling		Operational Disruption Handling	The solution shall support operational handling of network disruptions such as delays or unavailable routes.	Mandatory		
FR-D2-04.042	Delivery disruption handling		Ad-hoc (Manual) Route Adjustment	The solution shall allow manual routing logic to adapt to disruptions, volume spikes, or temporary route changes.	Mandatory		
FR-D2-04.043	Chain of custody monitoring		Item-Level Tracking	The solution shall support tracking of shipments at item, container, and consignment level.	Mandatory		
FR-D2-04.044	Chain of custody monitoring		Container-Level Tracking	The solution shall support grouping of items into containers or multi-parcel consignments.	Mandatory		
FR-D2-04.045	Chain of custody monitoring		Operational Handover Recording	The solution shall maintain records of operational handovers between hubs, vehicles, containers, and operators.	Mandatory		
FR-D2-04.046	Chain of custody monitoring		Shipment Grouping Management	The solution shall record custody changes during loading, unloading, and transport operations.	Mandatory		
FR-D2-04.047	Chain of custody monitoring		Custody History Visibility	The solution shall maintain a complete historical record of custody and movement for each shipment.	Mandatory		
FR-D2-04.048	Vehicle capacity monitoring		Vehicle Capacity Configuration	The solution shall allow configuration of vehicle capacity limits based on operational parameters such as weight and volume.	Mandatory		
FR-D2-04.049	Vehicle capacity monitoring		Vehicle Load Monitoring	The solution shall calculate loaded weight, cube, and utilization for vehicles including container tare weights.	Mandatory		
FR-D2-04.050	Vehicle capacity monitoring		Vehicle Identification	The solution shall require vehicle identification before loading shipments or containers.	Mandatory		
FR-D2-04.051	Vehicle capacity monitoring		Vehicle Closure Controls	The solution shall prevent closure of vehicles that contain no shipments.	Mandatory		
FR-D2-04.052	Vehicle capacity monitoring		Overload Risk Identification	The solution shall identify overload risks and indicate when additional vehicles may be required.	Mandatory		
FR-D2-04.053	Vehicle capacity monitoring		Capacity Utilization Reporting	The solution shall provide reporting on current and historical vehicle load performance and utilization.	Mandatory		
FR-D2-04.054	Bulk processing controls		Bulk Shipment Processing	The solution shall support bulk processing of shipments at operational stages where large numbers of items are handled together and shall provide exception detection and reporting for bulk operations.	Mandatory		
FR-D2-04.055	Bulk processing controls		Bulk Deposit Handling	The solution shall support processing of bulk deposits where shipments are accepted or transferred in grouped batches.	Mandatory		
FR-D2-04.056	Bulk processing controls		Consolidated Shipment Processing	The solution shall support handling of consolidated barcoded shipments processed as grouped items.	Mandatory		
FR-D2-04.057	Bulk processing controls		Bulk Tracking Event Recording	The solution shall support recording tracking events for shipments processed through bulk operations.	Mandatory		
FR-D2-04.058	Bulk processing controls		Bulk Processing Visibility	The solution shall provide operational visibility and reporting for bulk shipment processing activities.	Mandatory		
FR-D2-05	Last Mile						
FR-D2-05.001	Route building management		Manual Route and Round Creation	The solution shall allow authorized users to manually create delivery routes/rounds.	Mandatory		

FR-D2-05.002	Route building management		Pre-created Unassigned Rounds	The solution shall allow authorized users to pre-create unassigned routes/rounds for later allocation.	Mandatory		
FR-D2-05.003	Route building management		Round Splitting and Adjustments	The solution shall allow authorized users to split routes/rounds and adjust their contents as operational needs change.	Mandatory		
FR-D2-05.004	Route building management		Role-based Planning Controls	The solution shall enforce role-based permissions for creating, editing, splitting, and assigning routes/rounds.	Mandatory		
FR-D2-05.005	Route building management		Date-based Scheduling and Access Control	The solution shall enforce date-based scheduling and restrict courier access to routes/rounds outside the execution date.	Mandatory		
FR-D2-05.006	Route building management		Round Type Management	The solution shall distinguish route/round types (e.g., delivery vs collection) and apply different business rules per type.	Mandatory		
FR-D2-05.007	Route optimization		Automated Route and Round Optimization	The solution shall support automated route and round optimization.	Mandatory		
FR-D2-05.008	Route optimization		Constraint-based Optimization	The solution shall support configurable optimization constraints (e.g., time windows, capacity, service level, priorities).	Mandatory		
FR-D2-05.009	Route optimization		Volume-aware Optimization	The solution shall factor inbound volumes into optimization decisions.	Mandatory		
FR-D2-05.010	Route optimization		Manual Override and Re-optimization	The solution shall allow authorized users to manually adjust optimized routes/rounds and re-run optimization when needed.	Mandatory		
FR-D2-05.011	Resources management and allocation		Resources Management and Allocation (vehicles, couriers)	The solution shall provide capabilities to plan, assign, and manage last-mile delivery resources, including vehicles and couriers, ensuring optimal allocation based on operational demand, capacity, and service requirements to support efficient and reliable delivery execution.	Mandatory		
FR-D2-05.012	Task assignment to couriers		Supervisor Assignment of Routes/Rounds	The solution shall allow supervisors to allocate routes/rounds to couriers.	Mandatory		
FR-D2-05.013	Task assignment to couriers		Courier Self-service Allocation	The solution shall support courier self-service allocation of available routes/rounds where permitted.	Optional		
FR-D2-05.014	Task assignment to couriers		Multi-round Allocation	The solution shall support allocation of multiple routes/rounds to a single courier.	Mandatory		
FR-D2-05.015	Task assignment to couriers		Allocation Rules and User Feedback	The solution shall control allocation options (e.g., eligibility, round type) and provide clear feedback when no routes/rounds are available.	Mandatory		
FR-D2-05.016	Rerouting request management		Customer-initiated Reroute Requests	The solution shall support customer-initiated rerouting requests (e.g., address change, delivery date change, redirect to PUDD/locker).	Mandatory		
FR-D2-05.017	Rerouting request management		Approval Workflow for Reroutes	The solution shall support dispatcher/supervisor workflows to approve, reject, and apply rerouting requests.	Mandatory		
FR-D2-05.018	Rerouting request management		Operational Update After Reroute	The solution shall update the route plan, courier tasks, and tracking events when rerouting is applied.	Mandatory		
FR-D2-05.019	Rerouting request management		Reroute Audit Trail	The solution shall maintain an audit trail for rerouting requests and decisions.	Mandatory		
FR-D2-05.020	Static routes support		Static Route Templates	The solution shall support predefined static routes/rounds for recurring delivery patterns.	Mandatory		
FR-D2-05.021	Static routes support		Recurring Use of Static Routes	The solution shall allow scheduling and reuse of static routes by date, area, or service type.	Mandatory		
FR-D2-05.022	Static routes support		Static Route Assignment	The solution shall allow assignment of static routes to couriers under role-based controls.	Mandatory		

FR-D2-05.023	Static routes support		Static Route Performance Tracking	The solution shall provide reporting on the execution performance of static routes.	Mandatory		
FR-D2-05.024	Static routes support		Static Route Management and ArcGIS Integration	Integration with ELTA's existing ArcGIS platform or Migration of existing static route definitions from ArcGIS into the mapping or GIS capabilities of the proposed solution			
FR-D2-05.025	Sorting plans management		Sorting Plan Definition	The solution shall allow definition and management of sorting plans for last-mile operations.	Mandatory		
FR-D2-05.026	Sorting plans management		Postal Code and Locality Sorting	The solution shall support sorting by postal code and, where applicable, by locality or delivery area.	Mandatory		
FR-D2-05.027	Sorting plans management		Sorting Plan Scheduling	The solution shall allow sorting plans to be scheduled by day, site, and service type.	Mandatory		
FR-D2-05.028	Sorting plans management		Sorting Plan Execution Visibility	The solution shall provide visibility into sorting plan execution status and outputs (e.g., batches/rounds produced).	Mandatory		
FR-D2-05.029	Advanced sorting capabilities		Last-mile Sequencing Rules	The solution shall support last-mile sequencing rules to order items for efficient delivery execution.	Mandatory		
FR-D2-05.030	Advanced sorting capabilities		Advanced Sorting Rules Configuration	The solution shall support configurable advanced sorting rules beyond postal code (e.g., product type, time window, priority).	Mandatory		
FR-D2-05.031	Advanced sorting capabilities		Exception-aware Sorting Adjustments	The solution shall support sorting adjustments when exceptions occur (e.g., late arrivals, mis-sorts, address updates).	Mandatory		
FR-D2-05.032	Advanced sorting capabilities		Re-sorting and Reallocation Support	The solution shall support re-sorting and reallocation when route plans change.	Mandatory		
FR-D2-05.033	Mobile Application Capabilities	Navigation	Turn-by-turn Navigation	The mobile application shall provide turn-by-turn navigation for delivery routes and stops.	Mandatory		
FR-D2-05.034	Mobile Application Capabilities	Navigation	Map View and Route Visualization	The mobile application shall provide a map view showing route geometry and stop sequence.	Mandatory		
FR-D2-05.035	Mobile Application Capabilities	Navigation	Address and Stop Details	The mobile application shall show stop-level details including address, contact info, and delivery instructions.	Mandatory		
FR-D2-05.036	Mobile Application Capabilities	Navigation	Navigation Access per Assigned Work	The mobile application shall restrict navigation views to routes/stops assigned to the courier.	Mandatory		
FR-D2-05.037	Mobile Application Capabilities	Offline	Offline Operation	The mobile application shall support offline operation for core delivery functions.	Mandatory		
FR-D2-05.038	Mobile Application Capabilities	Offline	Offline Data Capture	The mobile application shall allow capture of scans, delivery outcomes, and proofs while offline.	Mandatory		
FR-D2-05.039	Mobile Application Capabilities	Offline	Offline-to-Online Synchronization	The mobile application shall automatically synchronize data when connectivity is restored.	Mandatory		
FR-D2-05.040	Mobile Application Capabilities	Offline	Conflict Handling on Sync	The mobile application shall manage synchronization conflicts with clear user messaging and auditability.	Mandatory		
FR-D2-05.041	Mobile Application Capabilities	Scanning	Barcode Scanning Support	The mobile application shall support barcode scanning using device camera or integrated scanners.	Mandatory		
FR-D2-05.042	Mobile Application Capabilities	Scanning	Manual Item Selection When Needed	The mobile application shall support manual selection/confirmation of items when scanning is not possible.	Mandatory		
FR-D2-05.043	Mobile Application Capabilities	Scanning	Item-level Execution Per Stop	The mobile application shall require item-level execution per stop, recording which items were delivered or failed.	Mandatory		
FR-D2-05.044	Mobile Application Capabilities	Scanning	Bulk Scanning Where Applicable	The mobile application should support bulk scanning or batch actions where operationally appropriate.	Mandatory		
FR-D2-05.045	Mobile Application Capabilities	POD	Signature Capture	The mobile application shall support proof-of-delivery capture using recipient signature.	Mandatory		
FR-D2-05.046	Mobile Application Capabilities	POD	Photo Capture	The mobile application shall support proof-of-delivery capture using photos where required.	Mandatory		

FR-D2-05.047	Mobile Application Capabilities	POD	GPS Capture at POD	The mobile application shall capture GPS location and timestamp as part of POD evidence.	Mandatory		
FR-D2-05.048	Mobile Application Capabilities	POD	POD Storage and Retrieval	The solution shall store POD evidence securely and make it retrievable for operators and customers per role and policy.	Mandatory		
FR-D2-05.049	Mobile Application Capabilities	Exceptions & Failed Delivery Handling	Delivery Outcome Selection	The mobile application shall support recording delivery outcomes (success/failure) per stop and per item.	Mandatory		
FR-D2-05.050	Mobile Application Capabilities	Exceptions & Failed Delivery Handling	Primary and Secondary Outcomes	The solution shall support configurable primary and secondary outcome codes at item and event level.	Mandatory		
FR-D2-05.051	Mobile Application Capabilities	Exceptions & Failed Delivery Handling	Exception Notes and Evidence	The mobile application shall allow recording exception notes and attaching evidence (e.g., photo) where required.	Mandatory		
FR-D2-05.052	Mobile Application Capabilities	Exceptions & Failed Delivery Handling	Exception-driven Next Actions	The solution shall support exception-driven next actions (e.g., reattempt, return to sender, redirect).	Mandatory		
FR-D2-05.053	Mobile Application Capabilities	Integration with Mobile Printers	Integration with Mobile Printers	The solution shall support integration with mobile printing devices to enable on-route printing of labels, receipts, or delivery documents where operationally required.	Mandatory		
FR-D2-05.054	Mobile Application Capabilities	NFC	NFC-Based Payment at Delivery	The mobile application shall support NFC-based payment processing at the delivery location, enabling tap-to-pay transactions where applicable.	Mandatory		
FR-D2-05.055	Mobile Application Capabilities	Integration with Mobile Payment Providers	Integration with Mobile Payment Providers	The mobile application shall integrate with supported mobile payment providers to enable in-field payment processing, including secure capture and confirmation of payment events.	Mandatory		
FR-D2-05.056	Mobile Application Capabilities	Delivery Location Verification	Delivery Location Verification	The solution shall support verification of delivery locations through geolocation or equivalent mechanisms to confirm that delivery actions occur at the correct address or designated point.	Mandatory		
FR-D2-05.057	Geolocation and real-time tracking capabilities		Real-time Courier Location Tracking	The solution shall support real-time tracking of courier location during route execution.	Mandatory		
FR-D2-05.058	Geolocation and real-time tracking capabilities		Geocoding and Address Validation	The solution shall support geocoding and validation of delivery addresses for routing and navigation.	Mandatory		
FR-D2-05.059	Geolocation and real-time tracking capabilities		ETA and Progress Visibility	The solution shall provide ETA and progress visibility for operational users and customers where applicable.	Mandatory		
FR-D2-05.060	Geolocation and real-time tracking capabilities		Trip and Stop Timestamps	The solution shall capture operational timestamps for trip start/end and stop arrival/completion.	Mandatory		
FR-D2-05.061	Proof of identity capabilities		OTP Verification	The solution shall support proof-of-identity using one-time password (OTP) verification.	Mandatory		
FR-D2-05.062	Proof of identity capabilities		Email Verification	The solution shall support proof-of-identity using email-based verification where applicable.	Mandatory		
FR-D2-05.063	Proof of identity capabilities		ID Document Scanning	The solution shall support proof-of-identity using ID document scanning where applicable.	Mandatory		
FR-D2-05.064	Proof of identity capabilities		Configurable Identity Rules	The solution shall allow configurable rules to determine when proof-of-identity is required by product, customer, or item type.	Mandatory		
FR-D2-05.065	Proof of delivery capabilities		Configurable POD Rules	The solution shall support configurable rules defining what POD evidence is required per product or scenario.	Mandatory		
FR-D2-05.066	Proof of delivery capabilities		POD Evidence Capture Methods	The solution shall support POD capture methods including signature, photo, and identity verification where applicable.	Mandatory		
FR-D2-05.067	Proof of delivery capabilities		POD Metadata Capture	The solution shall capture POD metadata including timestamp, location, device/user, and delivery outcome.	Mandatory		

FR-D2-05.068	Proof of delivery capabilities		POD Availability to Operators and Customers	The solution shall make POD results available to operators and customers according to role-based access and policy.	Mandatory		
FR-D2-05.069	Exceptions & Failed Delivery Handling		Failed Delivery Recording	The solution shall record unsuccessful delivery attempts with standardized reasons at item and event level.	Mandatory		
FR-D2-05.070	Exceptions & Failed Delivery Handling		Re-attempt Planning	The solution shall support planning of re-delivery attempts based on rules and operational constraints.	Mandatory		
FR-D2-05.071	Exceptions & Failed Delivery Handling		Manual Reassignment Controls	The solution shall support controlled manual reassignment of undelivered items to another courier or round.	Mandatory		
FR-D2-05.072	Exceptions & Failed Delivery Handling		Return-to-Sender Processing	The solution shall support controlled return-to-sender processing for undelivered items and when applicable enable routing of returns to a designated location (e.g., origin site, alternate site, or central return hub) based on configurable business rules.	Mandatory		
FR-D2-05.073	Exceptions & Failed Delivery Handling		Customer Notifications for Failure	The solution shall support customer notifications for failed delivery attempts and next steps.	Mandatory		
FR-D2-05.074	Field supervision and performance monitoring		Supervisor Progress Monitoring	The solution shall provide supervisors real-time visibility of route progress and stop completion in the field.	Mandatory		
FR-D2-05.075	Field supervision and performance monitoring		Compliance and Rest-period Tracking	The solution shall support courier compliance and rest-period tracking with synchronized time recording and break status.	Mandatory		
FR-D2-05.076	Field supervision and performance monitoring		Trip Summary Reporting	The solution shall provide trip summary reporting including delivery activity breakdowns for couriers and supervisors.	Mandatory		
FR-D2-05.077	Field supervision and performance monitoring		Issue Flagging and Resolution Support	The solution shall allow supervisors to flag, record, and manage issues related to operational status or data quality.	Mandatory		
FR-D2-05.078	Multi-drop deliveries capabilities		Trip-level Drop Visibility	The solution shall provide trip-level visibility of drops and their execution status.	Mandatory		
FR-D2-05.079	Multi-drop deliveries capabilities		Group and Ungroup Drops	The solution shall allow grouping and ungrouping of multiple drops for operational handling.	Mandatory		
FR-D2-05.080	Multi-drop deliveries capabilities		Single-action Execution for Grouped Drops	The solution shall support single-action execution for grouped drops where permitted by business rules.	Mandatory		
FR-D2-05.081	Multi-drop deliveries capabilities		Drop-specific Requirement Indicators	The solution shall visually indicate drop requirements (e.g., payment required, ID verification, mandatory pre-contact).	Mandatory		
FR-D2-05.082	Multi-round deliveries capabilities		Multiple Rounds per Courier	The solution shall support allocation and execution of multiple rounds by a single courier in a day.	Mandatory		
FR-D2-05.083	Multi-round deliveries capabilities		Round Sequencing and Control	The solution shall support sequencing rules and controls for executing multiple rounds.	Mandatory		
FR-D2-05.084	Multi-round deliveries capabilities		Overlapping Trip Prevention	The solution shall prevent overlapping trips for a courier where policy requires one active trip at a time.	Mandatory		
FR-D2-05.085	Multi-round deliveries capabilities		Round Visibility by Date	The solution shall restrict round visibility and access based on execution date.	Mandatory		
FR-D2-05.086	Same-day/express deliveries capabilities		Service-class Aware Planning	The solution shall support planning rules based on service class (e.g., same-day, express, standard).	Mandatory		
FR-D2-05.087	Same-day/express deliveries capabilities		Express Prioritization	The solution shall prioritize express/same-day items in sorting, routing, and dispatch workflows.	Mandatory		
FR-D2-05.088	Same-day/express deliveries capabilities		Time-window Support	The solution shall support delivery time windows and service commitments for same-day/express items.	Mandatory		
FR-D2-05.089	Same-day/express deliveries capabilities		Recipient Pre-delivery Communication	The solution shall support pre-delivery recipient communication (e.g., ETA sharing, PIN/OTP requirements, multi-channel notifications).	Mandatory		

FR-D2-05.090	PUDO operations support		PUDO Delivery and Pickup Support	The solution shall support delivery to and pickup from PUDO points as part of last-mile execution.	Mandatory		
FR-D2-05.091	PUDO operations support		Redirect to PUDO	The solution shall support redirecting items to PUDO points based on customer request or exception handling.	Mandatory		
FR-D2-05.092	PUDO operations support		PUDO Chain-of-custody Events	The solution shall record tracking events supporting chain of custody for PUDO handover and collection.	Mandatory		
FR-D2-05.093	PUDO operations support		PUDO Customer Notifications	The solution shall support customer notifications for PUDO availability and collection instructions.	Mandatory		
FR-D2-05.094	PUDO: manage locker operations		Locker Deposit Operation	The solution shall support placing items into lockers and confirming deposit completion.	Mandatory		
FR-D2-05.095	PUDO: manage locker operations		Locker Pickup Operation	The solution shall support customer pickup from lockers with appropriate verification steps.	Mandatory		
FR-D2-05.096	PUDO: manage locker operations		Locker Compartment Management	The solution shall manage locker compartments (e.g., assign, reserve, release) as part of deposit/pickup workflows.	Mandatory		
FR-D2-05.097	PUDO: manage locker operations		Locker Emptying Monitoring	The solution shall monitor and record which lockers/compartments have been emptied.	Mandatory		
FR-D2-05.098	PUDO: track locker availability		Real-time Locker Availability	The solution shall track locker availability in near real time (free/occupied/out-of-service).	Mandatory		
FR-D2-05.099	PUDO: track locker availability		Capacity-aware Locker Selection	The solution shall support selecting lockers based on capacity and item dimensions where applicable.	Mandatory		
FR-D2-05.100	PUDO: track locker availability		Availability Updates to Operations	The solution shall provide locker availability visibility to operators and dispatchers.	Mandatory		
FR-D2-05.101	PUDO: track locker availability		Availability Data Integration	The solution shall integrate locker availability data into routing/redirect decisions where applicable.	Mandatory		
FR-D2-05.102	PUDO: deliver real-time status updates		Real-time Locker Status Updates	The solution shall provide real-time status updates for items delivered to lockers (e.g., deposited, ready for pickup, collected).	Mandatory		
FR-D2-05.103	PUDO: deliver real-time status updates		Customer Status Notifications	The solution shall notify customers when locker status changes (e.g., ready for pickup, nearing expiry).	Mandatory		
FR-D2-05.104	PUDO: deliver real-time status updates		Operator Status Visibility	The solution shall provide operators visibility of locker-related item statuses and exceptions.	Mandatory		
FR-D2-05.105	PUDO: deliver real-time status updates		Audit of Locker Status Events	The solution shall maintain an audit trail of locker status events and updates.	Mandatory		
FR-D2-05.106	COD operations		Field Payment Processing	The solution shall support field payment processing, including charge breakdown and confirmation of collected amounts.	Mandatory		
FR-D2-05.107	COD operations		Permitted Payment Methods	The solution shall support configuration of permitted payment methods per product or scenario.	Mandatory		
FR-D2-05.108	COD operations		AML Integration	The solution shall integrate with the designated Anti-Money-Laundering (AML) service to validate all Cash-on-Delivery transactions.	Mandatory		
FR-D2-05.109	COD operations		Cash Handling and Confirmation	The solution shall support cash handling steps, including recording cash collected and providing confirmation to the courier.	Mandatory		
FR-D2-05.110	COD operations		End-of-trip Cash Declaration	The solution shall support end-of-trip cash declaration for couriers.	Mandatory		
FR-D2-05.111	COD operations		Secure Cash Transfer Workflow	The solution shall support secure, supervisor-approved cash transfer workflows.	Mandatory		
FR-D2-05.112	COD operations		Financial Totals Reporting	The solution shall provide trip summary reporting including financial totals for couriers and supervisors.	Mandatory		
FR-D2-06	Multi-Carrier / Partner Network						
FR-D2-06.001	Hybrid carrier network orchestration		Partner Carrier Onboarding	The solution shall support onboarding and configuration of external carrier partners, including connectivity parameters and operational scope.	Mandatory		

FR-D2-06.002	Hybrid carrier network orchestration		Carrier Service Profile Management	The solution shall maintain carrier service profiles (e.g., service levels, coverage areas, cut-off times, and handling constraints).	Mandatory		
FR-D2-06.003	Hybrid carrier network orchestration		Shipment-to-Carrier Allocation	The solution shall support allocating shipments to internal fleet or external carrier partners based on operational decisions.	Mandatory		
FR-D2-06.004	Hybrid carrier network orchestration		Carrier Selection Rules	The solution shall support configurable carrier selection rules (e.g., cost, SLA, geography, capacity, customer/product eligibility).	Mandatory		
FR-D2-06.005	Hybrid carrier network orchestration		Capacity and Cut-off Management	The solution shall support carrier capacity and cut-off controls to prevent allocation when capacity is unavailable or cut-offs are exceeded.	Mandatory		
FR-D2-06.006	Hybrid carrier network orchestration		Handover and Dispatch Coordination	The solution shall support operational handover workflows to partner carriers, including dispatch confirmation and handover tracking events.	Mandatory		
FR-D2-06.007	Hybrid carrier network orchestration		Partner Performance Monitoring	The solution shall provide monitoring and reporting of partner carrier performance (e.g., SLA compliance, delivery success rates, exceptions).	Mandatory		
FR-D2-06.008	Hybrid carrier network orchestration		Cross-carrier Exception Management	The solution shall support management of exceptions that occur while shipments are handled by partner carriers, including escalation and reassignment where applicable.	Mandatory		
FR-D2-06.009	Cross-carrier tracking/status normalization		Multi-carrier Tracking Event Ingestion	The solution shall ingest tracking events from multiple partner carrier systems using supported integration methods (e.g., API, EDI, file-based).	Mandatory		
FR-D2-06.010	Cross-carrier tracking/status normalization		Standardized Event Model	The solution shall normalize partner events into a standardized event model to provide consistent tracking across carriers.	Mandatory		
FR-D2-06.011	Cross-carrier tracking/status normalization		Status Mapping Configuration	The solution shall support configurable mapping of partner-specific statuses and event codes to the standardized model.	Mandatory		
FR-D2-06.012	Cross-carrier tracking/status normalization		Unified Tracking Timeline	The solution shall present a unified tracking timeline for each shipment across internal and partner carrier stages.	Mandatory		
FR-D2-06.013	Cross-carrier tracking/status normalization		Data Quality and Sequencing Controls	The solution shall validate event sequencing and detect missing, duplicate, or inconsistent partner events.	Mandatory		
FR-D2-06.014	Cross-carrier tracking/status normalization		Customer and Operator Visibility	The solution shall provide role-based visibility of normalized tracking status to operators and customers.	Mandatory		
FR-D2-06.015	Cross-carrier tracking/status normalization		Audit of External Events	The solution shall maintain an auditable record of raw partner events and the normalized events derived from them.	Mandatory		
FR-D2-06.016	Third-party barcode handling		Third-party Barcode Acceptance	The solution shall support acceptance and processing of shipments using third-party carrier barcodes without mandatory relabelling.	Mandatory		
FR-D2-06.017	Third-party barcode handling		Barcode-to-Internal ID Association	The solution shall associate third-party barcodes with internal shipment identifiers to ensure end-to-end tracking continuity.	Mandatory		
FR-D2-06.018	Third-party barcode handling		Multi-barcode Support	The solution shall support multiple barcodes per shipment where both internal and partner identifiers exist.	Mandatory		
FR-D2-06.019	Third-party barcode handling		Scanning and Lookup for External Barcodes	The solution shall allow scanning and lookup of third-party barcodes across operational processes (e.g., induction, sorting, dispatch, delivery).	Mandatory		

FR-D2-06.020	Third-party barcode handling		Label Retention and Relabelling Rules	The solution shall allow configuration of rules for when relabelling is required versus when third-party labels can be retained.	Mandatory		
FR-D2-06.021	Third-party barcode handling		Barcode Conflict and Exception Handling	The solution shall detect and manage exceptions such as duplicate, invalid, or conflicting barcodes and provide resolution workflows.	Mandatory		
FR-D2-06.022	Performance measurement and SLA reporting per partner		Performance Measurement & SLA Reporting per Partner	The solution shall provide capabilities to monitor, measure, and report delivery performance and SLA compliance per carrier or partner, supporting transparency, accountability, and performance management across the partner network.	Mandatory		
FR-D2-06.023	Financial reconciliation support for partner settlements		Financial Reconciliation Support for Partner Settlements	The solution shall support the calculation, reconciliation, and validation of financial settlements with third-party carriers or partners, based on agreed services, volumes, performance metrics, and contractual rules.	Mandatory		
FR-D2-06.024	Integration with third-party systems		Integration with Third-Party Systems	The solution shall enable seamless integration with external carrier and partner systems through standardized interfaces, supporting data exchange for operational events, status updates, performance data, and settlement information.	Mandatory		
FR-D2-07	Customer Notification & Communication Management						
FR-D2-07.001	Shipment Lifecycle Notifications		Shipment Lifecycle Notifications	The solution shall generate and deliver customer notifications for shipment lifecycle events, including creation, pickup, processing, sorting, dispatch, out-for-delivery, failed delivery, successful delivery, and locker/PUDO status changes, based on configured business rules.	Mandatory		
FR-D2-07.002	Notification Configuration and Management		Notification Configuration and Management	The solution shall allow authorized users to configure notification types, message templates, communication channels, and triggering rules, including routing, fallback, and retry logic, for all customer-facing shipment and pickup events across the logistics lifecycle.	Mandatory		
FR-D2-07.003	Integration with Operational Systems		Integration with Operational Systems	The solution shall integrate with tracking, pickup, routing, locker/PUDO, and delivery systems to receive real-time operational updates and trigger corresponding customer notifications without delay.	Mandatory		
FR-D2-07.004	Monitoring and Audit of Notifications		Monitoring and Audit of Notifications	The solution shall provide dashboards and a complete auditable history of all notification events, including timestamp, channel, recipient, delivery status, and message template used, to support customer service, troubleshooting, and compliance.	Mandatory		
FR-D2-08	Reporting & Analytics						
FR-D2-08.001	Delivery Performance Reporting		Delivery Performance Reporting	The solution shall provide delivery performance reporting, including SLA compliance, delivery success rates, reattempts, timeliness, and service-class achievement metrics.	Mandatory		
FR-D2-08.002	Resources Productivity & Utilization Reports		Resources Productivity & Utilization Reports	The solution shall generate reports on productivity and utilization of resources (vehicles, couriers etc.)	Mandatory		
FR-D2-08.003	Shipment Processing & Logistics Activity Reports		Shipment Processing & Logistics Activity Reports	The solution shall generate reports covering logistics activity across all operational stages, including pickup, sorting, dispatch, transport, and delivery, to support operational monitoring and analysis.	Mandatory		

FR-D2-08.004	Control Tower Dashboards		Control Tower Dashboards	The solution shall provide real-time control tower dashboards and alerts displaying network-wide operational status, exceptions, delays, risks, and KPI indicators for supervisory and command-center use.	Mandatory		
FR-D2-08.005	Operational Exception & Failure Analysis		Operational Exception & Failure Analysis	The solution shall provide analytical reporting on operational exceptions and failures, including root-cause trends, frequency patterns, unresolved issue aging, and geographic or process-level clustering.	Mandatory		
FR-D2-08.006	Route & Delivery Resource Performance		Route & Delivery Resource Performance	The solution shall provide reporting and dashboards assessing courier and route performance, including productivity, trip completion, delivery efficiency, and compliance with route plans.	Mandatory		
FR-D2-08.007	Parcel Locker & Pick-Up Point Usage Reporting		Parcel Locker & Pick-Up Point Usage Reporting	The solution shall provide usage reporting for parcel lockers and PUDO points, including deposits, pickups, occupancy levels, aging items, exceptions, and capacity utilization metrics.	Mandatory		
FR-D2-08.008	Operational Event Analytics		Operational Event Analytics	The solution shall provide analytics over operational events, including scans, tracking updates, reconciliation actions, routing decisions, and delivery outcomes, to support performance optimization and issue detection.	Mandatory		
FR-D2-08.009	Report Scheduling & Automation		Report Scheduling & Automation	The solution shall support automatic scheduling, generation, and distribution of operational reports to authorized users at configured intervals.	Mandatory		
FR-D2-08.010	Data Export & Integration		Data Export & Integration	The solution shall support export of reporting data in standard formats and provide integration mechanisms for ELTA's BI, analytics, and enterprise reporting platforms.	Mandatory		
FR-D2-08.011	Access Control for Operational Reporting		Access Control for Operational Reporting	The solution shall enforce role-based access control for all reporting and analytics functions, ensuring users can only access reports and dashboards within their operational scope.	Mandatory		
FR-D2-09	Configuration & Extensibility						
FR-D2-09.001	Configuration & Extensibility		Workflow Configuration	The solution shall allow configuration of without core code modification.	Mandatory		
FR-D2-09.002	Configuration & Extensibility		Version Upgrade Support	The solution shall support version upgrades without disruption.	Mandatory		
FR-D2-09.003	Configuration & Extensibility		Documentation of Configurable Parameters	The solution shall provide clear documentation of configurable parameters.	Mandatory		
FR-D2-09.004	Configuration & Extensibility		Future Service Expansion Support	The solution shall enable future service expansion in terms of products, volumes, transactions, and operational network structure without major architectural redesign.	Mandatory		