

## HELLENIC POST

### Request For Proposal

**RETAIL & DELIVERY TRANSFORMATION  
INITIATIVE - INTEGRATED RETAIL SYSTEMS  
& DELIVERY CONTROL TOWER AND TRACK  
& TRACE SOLUTIONS**

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## 0. Indicative Cover Page Content

ELTA – Hellenic Post S.A.

Request for Proposals (RFP)

### Project Title

Retail & Delivery Transformation Initiative

Integrated Retail Systems & Delivery Control Tower and Track & Trace Solutions

### RFP Reference Number

RFP No.: [Insert Reference Number]

### Procurement Procedure

Open Procedure

### Solution Scope

This procurement concerns the design, implementation and support of a **single, unified technology platform** comprising the following operational domains:

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

Bidders are required to submit a **single, integrated proposal covering all Domains**.

### Contracting Authority

ELTA – Hellenic Post S.A.

[Insert Official Address]

[Insert Postal Code, City, Country]

[Insert VAT / Registration Number]

[Insert Official Website]

### RFP Issue Date

[Insert Date]

### **Deadline for Submission of Proposals**

[Insert Date]

Time: [Insert Time] (Local Time – Greece)

Late submissions shall not be accepted.

### **Official Communication Channel**

All communications regarding this RFP shall be conducted exclusively through:

[Insert Electronic Procurement Platform / Official Email]

### **Confidentiality Notice**

This RFP and all accompanying documentation contain confidential and proprietary information of ELTA – Hellenic Post S.A.

Recipients shall use this document solely for the purpose of preparing a response to this RFP. Distribution, reproduction, or disclosure to third parties is prohibited without prior written consent of ELTA.

### **Disclaimer**

This RFP does not constitute a commitment to award a contract. ELTA reserves the right to amend, suspend, or cancel the procedure in accordance with applicable public procurement legislation.

# 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.

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**“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.

- 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:

- maintain and grow market share with both existing and new revenue streams,
- modernize operations,
- expand consumer access points, and
- 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:

- Enhance customer experience across retail and delivery channels
- Launch new products/services aiming at generating new revenue streams
- Support digital item induction and modern parcel flows
- Optimize hub, depot, control-tower, and Track & Trace operations
- Provide end-to-end visibility across the postal supply chain
- Improve service quality, operational efficiency, and performance analytics
- 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 |
| <b>Tracked parcels (Post + Courier)</b>                                    | 24 million/annum  | 2 million/annum   | 22 million/annum | N/A                                        | N/A     |
| <b>Tracked Mail</b>                                                        | 3.3 million/annum | 3.3 million/annum | N/A              | N/A                                        | N/A     |
| <b>Semi-trucked Mail (Only Collection-Delivery)</b>                        | 60 million/annum  | 60 million/annum  | N/A              | N/A                                        | N/A     |
| <b>No. of stores (own+3<sup>rd</sup> parties)</b>                          | 1,000             | N/A               | N/A              | 820                                        | 180     |
| <b>No. of Counters at Stores (Post+Courier)</b>                            | 1,800             | N/A               | N/A              | 1,500                                      | 300     |
| <b>No. of PDA/Smart Phone Devices for last Mile Postman &amp; Couriers</b> | 2,500             | N/A               | N/A              | 1650                                       | 850     |
| <b>Distribution Hubs (Post+Courier)</b>                                    | 67                | N/A               | N/A              | 53                                         | 14      |
| <b>Sorting Centers</b>                                                     | 4                 | N/A               | N/A              | 4 (common for both Post+Courier)           |         |

|                               |   |     |     |   |  |
|-------------------------------|---|-----|-----|---|--|
| <b>Cross Docking Stations</b> | 7 | N/A | N/A | 7 |  |
|-------------------------------|---|-----|-----|---|--|

### 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.

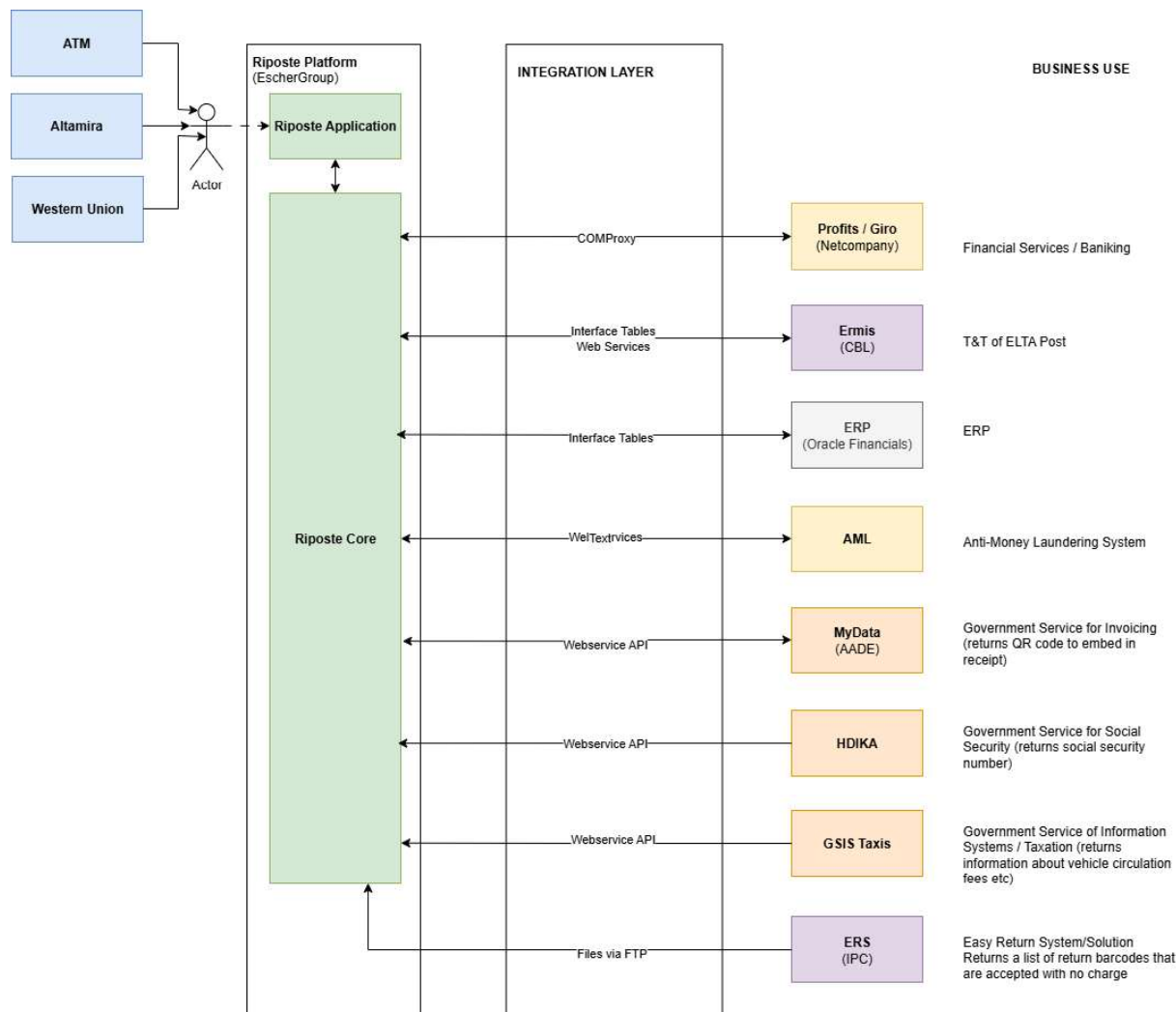
#### 1.3.2.1. Web Riposte (ELTA Post Retail System)

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)

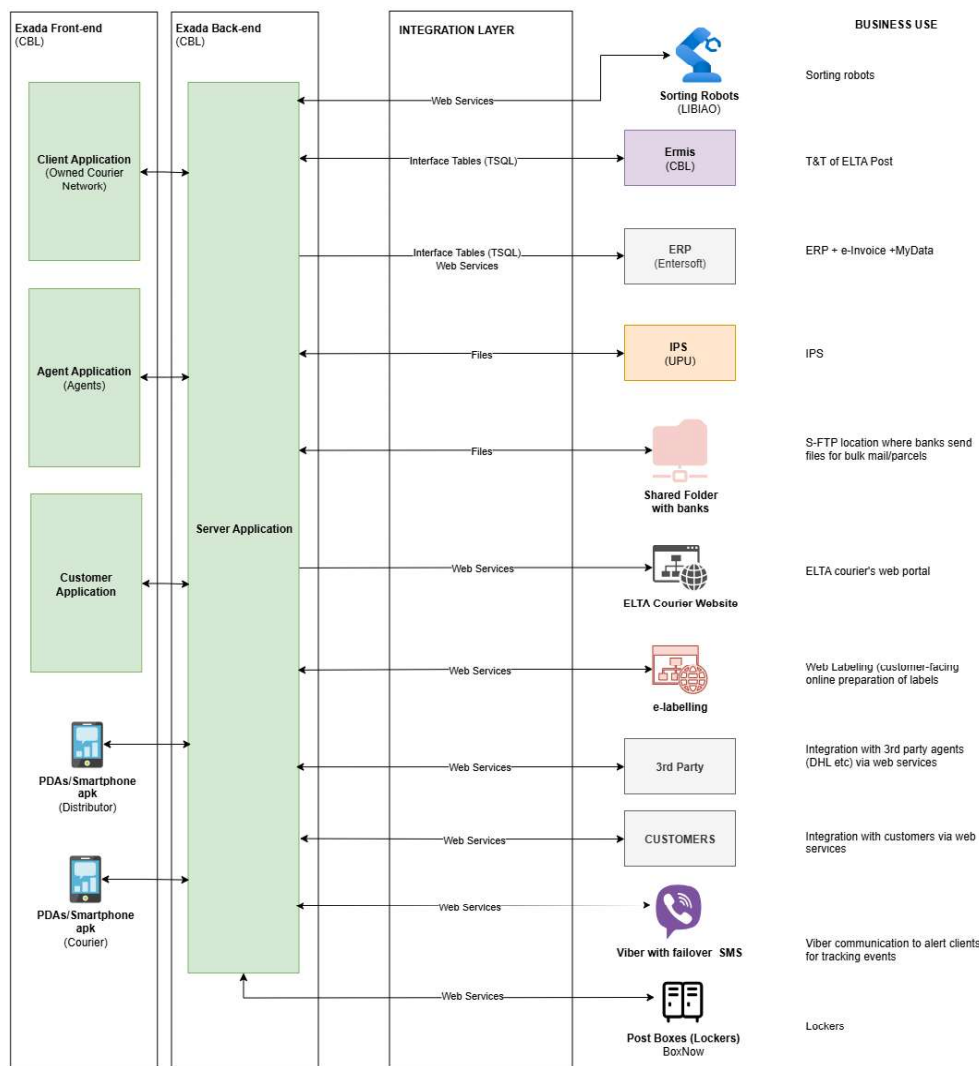
EXANDAS is the system currently used to support courier-related retail operations and tracking services within the ELTA Courier service portfolio.

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.



### 1.3.2.3. ERMIS (ELTA Post Track & Trace System)

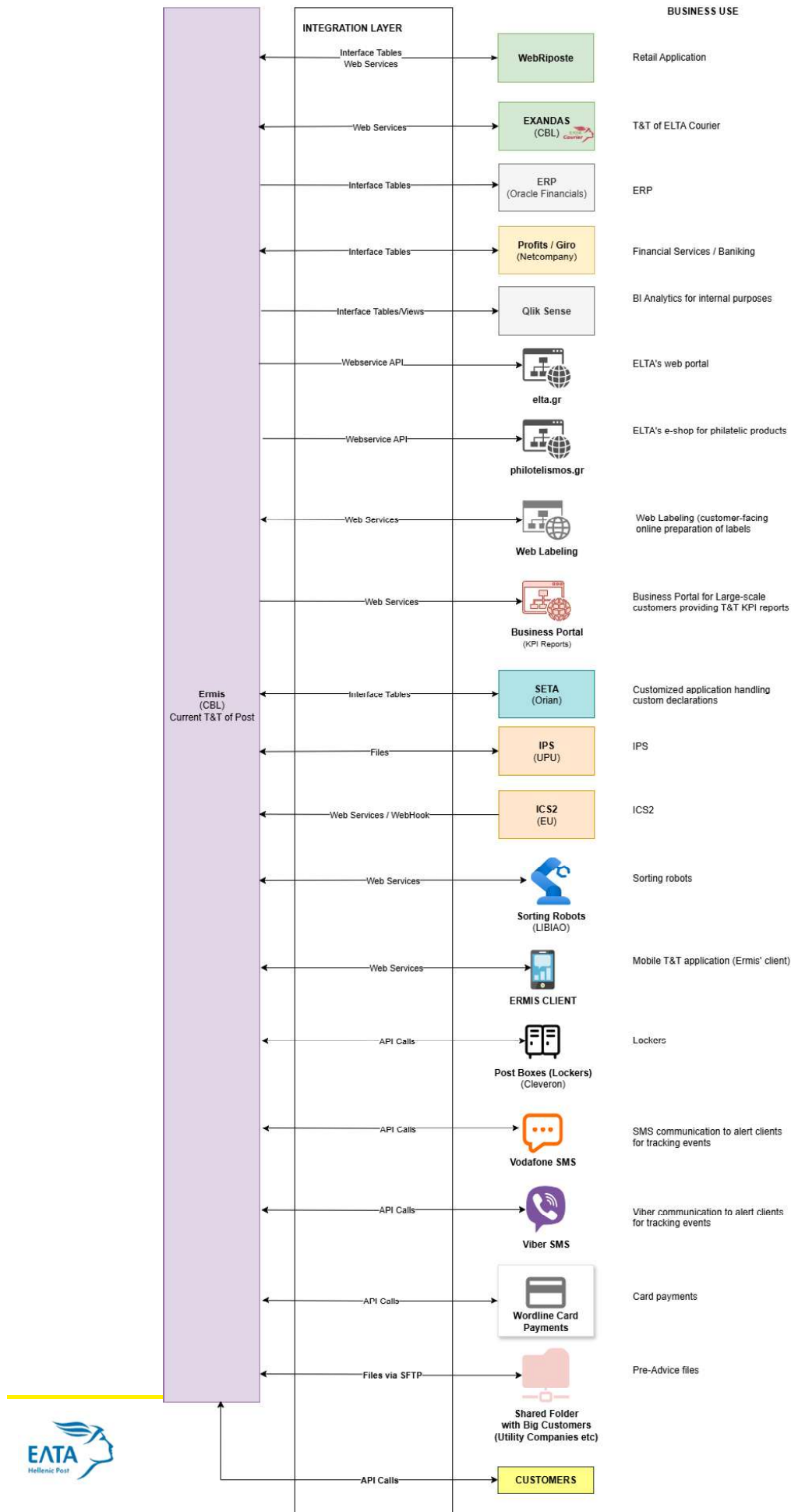
ERMIS is the system currently used to support tracking and tracing of postal items handled by ELTA's postal services.

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.



#### **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

**TBD**

### 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. **Operational / Support Phase (post-Go-Live):** 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

**TBD**

### 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

**TBD**

### 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 E](#).
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 |
|---------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|
| <b>Project Governance</b> | <b>Project Director</b> | 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 | Minimum <b>15 years</b> of experience in large digital transformation programs | YES                       |

|                                |                                |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                            |     |
|--------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----|
|                                |                                | reports and presents the status of the work. Manages risk and change (Risk Management & Change Management) in cooperation with the relevant functions of ELTA.                                                                                                                                                                                                                                     |                                                                                            |     |
|                                | <b>Project Manager</b>         | 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 <b>10 years</b> of experience in comparable roles of complex, large-scale projects | YES |
|                                | <b>Project Management Team</b> | 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 <b>5 years</b> of experience                                                       | YES |
| <b>Technical Delivery Team</b> | <b>Technical Lead</b>          | Responsible for steering the technical implementation of the solution throughout all phases of the project. Ensures alignment with the approved architecture, oversees                                                                                                                                                                                                                             | Minimum <b>10 years</b> of experience                                                      | YES |

|  |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                |    |
|--|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----|
|  |                           | technical design decisions, validates solution components, and coordinates the 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.                                                                                                                                               |                                |    |
|  | <b>Solution Architect</b> | 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 |
|  | <b>Software Engineers</b> | Responsible for the design, development, configuration, and unit testing of application components in alignment with the approved architecture and functional                                                                                                                                                                                                                                                                                                                                        | Minimum 5 years of experience  | NO |

|  |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                               |    |
|--|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----|
|  |                          | specifications. Ensure code quality, security, performance, and adherence to best 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                                                                                                                                                                                                 | Minimum 5 years of experience | NO |

|                              |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                |     |
|------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----|
|                              |                                | performance requirements. Monitor infrastructure health, address environment issues, and collaborate closely with Cloud Infrastructure Engineers and DevOps for environment readiness and operational continuity.                                                                                                                                                                                                                                                           |                                |     |
| <b>Analysis &amp; Design</b> | <b>Senior Business Analyst</b> | 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 |
|                              | <b>Business Analysts</b>       | 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                                                                                                                                             | Minimum 5 years of experience  | YES |

|                                 |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                               |    |
|---------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----|
|                                 |                                                                                       | business expectations. Collaborate with technical teams to clarify requirements and resolve design gaps.                                                                                                                                                                                                                                                                                                                                                           |                               |    |
| <b>Operations &amp; Support</b> | 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 |
|                                 | <b>Level 3 Infrastructure &amp; Cloud Support Engineer (L3 Support – Cloud/Infra)</b> | 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, event-driven failures, partner interface disruptions, mapping mismatches, and integration performance issues. | Minimum 5 years of experience | NO |
|--|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----|

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                                    |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------|
| <b>Functional Coverage &amp; Business Fit (C1)</b>                   | <ol style="list-style-type: none"> <li>1. Understanding of ELTA's operational environment and transformation objectives</li> <li>2. Fit of proposed solution within ELTA's environment and operational model</li> <li>3. Fulfilment of Domain 1 and Domain 2 requirements with a configurable Out-of-the-Box solution</li> <li>4. Onsite presentations of bidders' proposed solutions*</li> <li>5. Quality and feasibility of proposed solution approach</li> <li>6. Critical success factors resolution plan</li> </ol> | 35%         | 1.5<br>3.1<br>3.2<br>4.1<br>4.2                          |
| <b>Integration &amp; End-to-End Architecture (C2)</b>                | <ol style="list-style-type: none"> <li>1. Native interoperability, workflow orchestration &amp; data consistency between the two Domains</li> <li>2. Full integration with ELTA and third-party systems and applications</li> </ol>                                                                                                                                                                                                                                                                                      | 20%         | 5.1.3 – 5.1.4                                            |
| <b>Technical Architecture &amp; Non-Functional Requirements (C3)</b> | <ol style="list-style-type: none"> <li>1. Architecture robustness, scalability and security</li> <li>2. Maintainability, monitoring and technical documentation</li> <li>3. Experience with cloud-based deployments in regulated environments</li> </ol>                                                                                                                                                                                                                                                                 | 10%         | 5.1.1 – 5.1.2<br>5.1.6 –<br>5.1.10<br>5.1.12 –<br>5.1.14 |
| <b>Implementation &amp; Delivery Approach (C4)</b>                   | <ol style="list-style-type: none"> <li>1. Delivery methodology &amp; governance model</li> <li>2. Concrete milestones, deliverables &amp; delivery plan</li> <li>3. Project team qualifications &amp; expertise</li> <li>4. Data migration, transition &amp; rollout approach</li> <li>5. Risk &amp; change management</li> </ol>                                                                                                                                                                                        | 15%         | 5.1.11<br>5.3<br>2.3.6                                   |
| <b>Relevant Experience (C5**)</b>                                    | <ol style="list-style-type: none"> <li>1. Proven experience in design, implementation and delivery of similar projects for postal and/or courier operators (successful deployment &amp; delivery of at least 1 project in the last 4 years)</li> </ol>                                                                                                                                                                                                                                                                   | 15%         | 2.3.3<br>2.4.3                                           |
| <b>Support &amp; Sustainability (C6)</b>                             | <ol style="list-style-type: none"> <li>1. Support model, SLAs &amp; long-term maintainability</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                 | 5%          | 5.1.12<br>5.1.13<br>5.4                                  |
| <b>Total Technical Score</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>100%</b> |                                                          |

\* 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                                                                |
|------------|----------------------------------------------------------------------------|
| <b>0</b>   | No response or completely non-compliant (Disqualified)                     |
| <b>50</b>  | Poor – major deficiencies (Disqualified)                                   |
| <b>75</b>  | Fair – partially meets requirements (Disqualified)                         |
| <b>100</b> | Acceptable – meets minimum requirements (Qualified)                        |
| <b>125</b> | Good – exceeds requirements in several areas (Qualified)                   |
| <b>150</b> | 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. Bidders are not expected to provide individual cost per mandatory requirement.
2. **Annual Mandatory Requirements Recurring Costs**.
3. **Total Cost of Ownership (TCO)**, equal to the sum of the one-off implementation cost plus the annual recurring cost for years 1 to year 5 post Go-Live. 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:

$$Ai = 60 \times (Bi / Bmax) + 40 \times [0.9 \times (K1min / K1i) + 0.1 \times (K2min / K2i)]$$

where:

**Bi** = Technical score of bidder i

**Bmax** = Highest technical score

**K1** = TCO of bidder i

**K1min** = Lowest TCO

**K2** = Blended man-day rate

**K2min** = 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  $\leq$  X% of total one-off costs
2. Total recurring cost of optional requirements  $\leq$  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.

## 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 8 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, PUDOs 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 3<sup>rd</sup> 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.

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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 & Acceleration Incentives

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 **eighteen (18) months** from contract signature to full operational deployment.

Within this period:

- A. a maximum of fifteen (15) months shall be allocated to design, development, configuration, integration, testing, and pre-production activities;
- B. 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 |
|----------------------|----------------------------------------------------------------------------------------------|-----------------------|------------------------|
| <b>Critical (P1)</b> | Complete system outage or critical functionality unavailable affecting operations nationwide | ≤ 1 hour              | ≤ 4 hours (workaround) |
| <b>High (P2)</b>     | Major functionality degraded affecting multiple users or locations                           | ≤ 2 hours             | ≤ 8 business hours     |
| <b>Medium (P3)</b>   | Partial loss of functionality with operational workaround available                          | ≤ 4 business hours    | ≤ 3 business days      |
| <b>Low (P4)</b>      | 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.,  $\leq 3$  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 5 million excluding VAT, where applied.**

Financial proposals in which the 5-year 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 constraint, while fully covering the scope of the RFP.

### 6.4. Milestone-Based Payment Structure

Payments for implementation services shall be linked to clearly defined milestones and deliverable acceptance. Recurring fees (subscription / support) shall commence upon go-live:

| One-Off Implementation Cost Payment Milestones                                                                               | Instalment as % of Total Cost    |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Upon contract signature                                                                                                      | 10%                              |
| Upon business analysis completion                                                                                            | 10%                              |
| Upon Go-Live (The solution is <b>fully</b> in production and <b>all</b> critical success factors have been successfully met) | 30%                              |
| Post Go-Live                                                                                                                 | 2 annual instalments of 25% each |
| Recurring Costs Payment Period                                                                                               | Periodic Instalments             |
| 5-Year Period Post Go-Live                                                                                                   | 2 instalments per year           |

### 6.5. Total Cost of Ownership (TCO)

Bidders shall provide a 5-year Total Cost of Ownership (TCO) projection, 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. **Operational & Support Phase** – commencing upon Go-Live.

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. **Operational / Support Phase (post-Go-Live):** 5 years with the possibility of extension in accordance with applicable legislation.

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

Extensions shall not alter the essential nature of 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.

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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 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

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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 a 5-year 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)

Includes all ongoing costs required to operate the solution after Go-Live.

#### 5-Year 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 mandatory and optional 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: 5-Year TCO (Financial Evaluation)     |        |        |        |        |        | Total     |
|-------------------------------------------------|--------|--------|--------|--------|--------|-----------|
| Mandatory One-Off Implementation Cost           |        |        |        |        |        | (1)       |
|                                                 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total     |
| Total Mandatory Recurring* Costs (Post Go-Live) |        |        |        |        |        | (2)       |
| Total Cost of Ownership (TCO) = K1              |        |        |        |        |        | (1) + (2) |

\* Recurring costs apply for 5 years starting from rollout completion and final acceptance by the assigned ELTA committee. Recurring costs include application licenses, support & maintenance, as well as infrastructure costs and system software licenses. Template C2 must be filled accordingly.

## C2. Post Go-Live 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                                 |
| <b>Total</b>           | <b>{Total Optional One-Off Costs}</b> | <b>{Total Optional Recurring Costs}</b> |

#### 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**

| <b>Role with &gt;3 Years of Experience</b> | <b>Weight %<br/>(A)</b> | <b>Man-Day Rate in €<br/>(B)</b> | <b>(C) = (A) * (B)</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%                     |                                  |                        |
| <b>Blended Man Day Rate</b>                |                         |                                  | <b>Sum of (C)</b>      |

## **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](#).

| Organizations Requirements/Criteria |                                            |                                          |                                                    |                                                                                                                                                                                                                                                                                                                                         |           |
|-------------------------------------|--------------------------------------------|------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| ID                                  | Category                                   | Subcategory                              | Title                                              | Description                                                                                                                                                                                                                                                                                                                             | Priority  |
| 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 |

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| 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 |

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| 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  |

|              |                                                  |  |                                                 |                                                                                                                                                                                                                                                                                 |           |
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| 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          |  |                                                 |                                                                                                                                                                                                                                                                                 |           |

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| 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 |
| <b>FR-D1-07 Digital Customer Experience</b> |                                                                 |  |                                                                  |                                                                                                                                                                                                                                                                                              |           |
| 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/DO 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 |

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| 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 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 |
| <b>FR-D1-09 Network &amp; Agency Management</b> |                                      |  |                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |
| 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 |
| <b>FR-D1-10 Reporting &amp; Analytics</b>       |                                      |  |                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |
| 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 |

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| 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 |

| Organizations Requirements/Criteria |                                |             |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |
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| ID                                  | Category                       | Subcategory | Title                                                       | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Priority  |
| 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:<br>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)<br>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)<br>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:<br>1. batch-level monitoring<br>2. aggregated operational reporting<br>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 |

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| 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 Stops         | 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/RESDES)                  | 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 |

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| 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 |
| <b>FR-D2-04 Middle Mile</b> |                                                                   |  |                                                      |                                                                                                                                                                                                     |           |
| 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 |

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| 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 |

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|---------------------------|-------------------------------------|---------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 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 |
| <b>FR-D2-05 Last Mile</b> |                                     |                                       |                                                          |                                                                                                                                                                                                                                                                                      |           |
| 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 PU/DO/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 |

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| 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 |

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| 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 |
| <b>FR-D2-09 Configuration &amp; Extensibility</b> |                                               |  |                                               |                                                                                                                                                                                                                             |           |
| 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 |

| ID               | Category                                                  | Description                                                                                                                                                                 | Priority  |
|------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>NFR-TR-01</b> | <b>Architecture &amp; Design</b>                          |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-02</b> | <b>Integration &amp; Interoperability</b>                 |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-03</b> | <b>Deployment Architecture &amp; Hosting</b>              |                                                                                                                                                                             |           |
| 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  |
| <b>NFR-TR-04</b> | <b>Performance &amp; Scalability</b>                      |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-05</b> | <b>Availability, Resilience &amp; Business Continuity</b> |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-06</b> | <b>Security Requirements</b>                              |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-07</b> | <b>Mobile &amp; Field Device Support</b>                  |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-08</b> | <b>Data Migration &amp; Transition</b>                    |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-09</b> | <b>Monitoring &amp; Observability</b>                     |                                                                                                                                                                             |           |
| 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 |
| <b>NFR-TR-10</b> | <b>Maintainability &amp; Upgrades</b>                     |                                                                                                                                                                             |           |
| 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 |

|                  |                                |                                                                                     |           |
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| 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 |
| <b>NFR-TR-11</b> | <b>Technical Documentation</b> |                                                                                     |           |
| 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  |

| ID               | Category                                 | Description                                                                                                                                                     | Priority  |
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| <b>NFR-PD-01</b> | <b>Delivery Methodology</b>              |                                                                                                                                                                 |           |
| 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 |
| <b>NFR-PD-02</b> | <b>Project Phases</b>                    |                                                                                                                                                                 |           |
| 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-02.011    | Discovery & Detailed Design              | Conduct business process validation workshops.                                                                                                                  | Mandatory |
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| NFR-PD-02.011    | Discovery & Detailed Design              | Conduct business process validation workshops.                                                                                                                  | Mandatory |
| NFR-PD-02.011    | Discovery & Detailed Design              | Conduct business process validation workshops.                                                                                                                  | 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 |
| <b>NFR-PD-03</b> | <b>Governance &amp; Reporting</b>        |                                                                                                                                                                 |           |
| 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 |
| <b>NFR-PD-04</b> | <b>Project Management Approach</b>       |                                                                                                                                                                 |           |
| 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  |

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| <b>NFR-PD-05</b> | <b>Risk &amp; Change Management</b>            |                                                                                            |           |
| 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 |
| <b>NFR-PD-06</b> | <b>Resource &amp; Team Structure</b>           |                                                                                            |           |
| 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 |
| <b>NFR-PD-07</b> | <b>Transition &amp; Legacy Decommissioning</b> |                                                                                            |           |
| 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 |
| <b>NFR-PD-08</b> | <b>Acceptance &amp; Milestone Validation</b>   |                                                                                            |           |
| 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 |

| ID               | Category                                            | Description                                                                                                                                                         | Priority  |
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| <b>NFR-SL-01</b> | <b>General Service Level Requirements</b>           |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-02</b> | <b>Service / System Availability</b>                |                                                                                                                                                                     |           |
| 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 (Total Minutes – Unplanned Downtime) / 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 |
| <b>NFR-SL-03</b> | <b>Incident Management &amp; Response Times</b>     |                                                                                                                                                                     |           |
| 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 $\leq 1$ hour; workaround $\leq 4$ hours.                                                                                             | Mandatory |
| NFR-SL-03.003    | Severity Definitions, Response & Resolution Targets | P2 High: Initial response $\leq 2$ hours; resolution $\leq 8$ business hours.                                                                                       | Mandatory |
| NFR-SL-03.004    | Severity Definitions, Response & Resolution Targets | P3 Medium: Initial response $\leq 4$ business hours; resolution $\leq 3$ business days.                                                                             | Mandatory |
| NFR-SL-03.005    | Severity Definitions, Response & Resolution Targets | P4 Low: Initial response $\leq 1$ 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 |
| <b>NFR-SL-04</b> | <b>Performance &amp; Throughput</b>                 |                                                                                                                                                                     |           |
| NFR-SL-04.001    | Performance & Throughput                            | Ensure max response time for standard transactions $\leq 3$ 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 |
| <b>NFR-SL-05</b> | <b>Data Processing &amp; Synchronization</b>        |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-06</b> | <b>Change &amp; Release Management</b>              |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-07</b> | <b>Operational KPIs</b>                             |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-08</b> | <b>Reporting &amp; Transparency</b>                 |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-09</b> | <b>Service Credits</b>                              |                                                                                                                                                                     |           |
| 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 |
| <b>NFR-SL-10</b> | <b>Continuous Improvement</b>                       |                                                                                                                                                                     |           |
| 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 |

| ID               | Category                                                      | Description                                                                                                                            | Priority  |
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| <b>NFR-UM-01</b> | <b>Identity Management Integration</b>                        |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-02</b> | <b>Single Sign-On (SSO)</b>                                   |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-03</b> | <b>Role-Based Access Control (RBAC)</b>                       |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-04</b> | <b>User Lifecycle Management</b>                              |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-05</b> | <b>Organizational Structure Support</b>                       |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-06</b> | <b>Administrative User Management Interface</b>               |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-07</b> | <b>Audit Logging &amp; Monitoring</b>                         |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-08</b> | <b>Security &amp; Session Management</b>                      |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-09</b> | <b>Cross-Domain Interoperability</b>                          |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-10</b> | <b>Vendor Neutrality &amp; Avoidance of Lock-In</b>           |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-11</b> | <b>External User Access &amp; Partner Identity Management</b> |                                                                                                                                        |           |
| 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  |
| <b>NFR-UM-12</b> | <b>Operational User Profiles &amp; Role Catalogue</b>         |                                                                                                                                        |           |
| 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 |
| <b>NFR-UM-13</b> | <b>User Interface &amp; Operational Usability</b> |                                                                                     |           |
| 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 |