



MICROSOFT DYNAMICS 365

Finance & Supply Chain Management

LOT II

TECHNICAL SOLUTION & IMPLEMENTATION PROPOSAL

On-Premises Deployment

PREPARED FOR

National Bank of Moldova

PREPARED BY

a-solutions

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CONFIDENTIAL



COVER LETTER

To:	National Bank of Moldova Chişinău, Republic of Moldova	15. June 2026
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Dear Mariana,

This is regarding the Initiative for the Microsoft Dynamics 365 Enterprise Resource Planning implementation.

Enclosed with this letter is our solution implementation and support services proposal for On-Prem Microsoft Dynamics 365 business suite applications framework for Finance and Supply Chain Management.

On behalf of the executive management and the entire global workforce of the company, we appreciate that you are considering a-solutions' extensive experience providing Microsoft Dynamics 365 implementation and support services for the financial sector. The a-solutions team in mind for this assignment have individual experience from similar implementations in financial institutions, which means that we have the necessary experience from the specific industry.

Our overall objective is that all parties benefit from the successful delivery and adoption of the service. From experience, such projects are best treated as journeys which extend beyond the successful delivery of the software and should include key success criteria for NBM and end users, comprising ultimately of the business value generated by the adoption and simplified daily use of the service.

Please do not hesitate to contact me with any questions regarding this proposal.

Yours sincerely,

Peter Weiss

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DOCUMENT CONTROL

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REVISION HISTORY

To be signed off by team members upon completion and deliverable has been satisfactorily completed and quality is acceptable.

Version	Change Information	Date	Author	Update/Review
V1.0	Original document	11 June 2026	Aco Antevski	Peter Weiss

Table 1: Revision History Table



DEFINITIONS AND ACRONYMS

Item	Description
a-solutions or ASOL	a-solutions is the solutions and service provider
National Bank of Moldova	NBM
Microsoft Dynamics 365	Microsoft Dynamics 365 business suite applications framework
FRD	Functional Requirements Document
FGA	Fit Gap Analysis
SDD	Solution Design Document
FLM	Finance and Accounting Management
SCM	Supply Chain Management
PSA	Project Service Accounting
HCM	Human Capital Management
CEM	Customer Engagement Management
DMM	Data Migration Management
SIM	System Integration Management
DMF	Data Management Framework
MP	Mapping Table
OOTB	Out of the box
RTO	Recovery Time Objective
RPO	Recovery Point Objective

Table 2: Definition and Acronyms



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EXECUTIVE SUMMARY

This document summarizes our capabilities, commitments, and solution summary, based on our understanding of NBM's needs and requirements described in the received RFP document as well as information shared in the clarification meetings arranged by NBM:



Introduction

a-solutions is the perfect partner for this implementation as a-solutions is a Certified Microsoft Partner and one of the few selective and preferred Microsoft managed partners in the EMEA region.

Additionally, a-solutions has a unique focus on implementing ERP in the FSI industry working with enterprise organizations like NBM. a-solutions is a niche consultancy company focusing on Microsoft Dynamics 365 business suite applications framework and technology platform only. We have since our establishment in 1999 done many similar implementations as mentioned.

→ For more details, go to [Company Profile](#) section.



Commitment

As NBM seeks a qualified and experienced service provider, a-solutions executives are fully committed to deliver a successful project at NBM and to support this commitment and produce the desired outcomes.



Furthermore, our ultimate objective is to align and fulfil the requirements to provide and implement a successful Business Solution and Technology-Enablement using On-Premises Microsoft Dynamics 365 business suite applications framework and technology platform at NBM.

NBM seeks a qualified and experienced service provider as a long-term partner, and a-solutions executives are fully committed to deliver a successful project at NBM in partnership with NBM with full commitment to produce the desired outcomes. Key success criteria for NBM and end users should be the business value generated by the adoption and simplified daily use of the solution.



a-solutions' main expertise and industry focus is the Financial Services Industry providing Enterprise Resource Planning solutions using Microsoft Dynamics 365.

We understand the processes and overall architecture required of linking all financial core solutions with Microsoft Dynamics 365. We use our Integration Framework called a-Finteg as the link between the systems. a-Finteg is designed to serve FSI's with a configurable integration framework which integrates Microsoft Dynamics 365 Finance with multiple financial source systems in a seamless way. a-Finteg is embedded within Microsoft Dynamics 365 Finance and does not require maintenance of another application. The only development required is mapping the source system files. a-Finteg reduces the integration time by at least 75% compared to developing integrations from scratch and at the same time serving as a single place manage all integrations.

a-Finteg comes with a comprehensive Accounting Rules Engine that transforms business events to accounting transactions and comes with advanced drill down and bottom-up reporting capabilities.

With NBM's current requirements and a-solutions' strong domain expertise in the financial services industry, this partnership can easily produce the most favorable results to increase NBM's efficiency and stand as a reference point to the financial services industry in the region.

a-solutions is working with following customers for similar projects:

National Bank of Bahrain	Bank ABC in Bahrain
Central Bank of UAE	Allfunds in Spain
FMB Capital Bank,	Mutualidad in Spain
Boost Bank in Malaysia	Medgulf insurance in KSA
AK Bank in Germany	Invest Bank in UAE

In working with a-solutions, NBM can rest assured that you are receiving top-quality implementation by our experts. Our history of completing similar scopes of work both within the region and globally within the financial sector speaks to our expertise, commitment, and attention to quality. a-solutions looks forward to support NBM in this entire initiative.

→ For more details, go to [Implementation Executives] & [Governance Executives] section



Needs and understanding

Regarding the Request for Proposal and related documents (including annex 5 listing the requirements) , in addition to the experience, precise attention and understanding that we provide over the requested details, the following is our understanding summary:



- NBM intends to select the right vendor for NBM which will propose the best ERP solution responding to the requirements included in Request for Proposal, mainly covering financial management, supply chain management and human resources apps, while keeping in mind future expansion as necessary.
- Fulfill and comply with all requirements as necessary as per Request for Proposal details, using available standard functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box in the respective including functional areas, and necessary development and enhancement as per the included scope details adhering On-PREM Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards in the manner which will enrich the provided solution in case are required and agreed as per the followings, else a gap will be considered and a change request will be managed accordingly
- Providing the right data migration, training and ongoing support AMC which provide efficient and smooth sailing of operations, and better user experience and adoption on the solution.
- As per the shared details understanding, we propose On-Premises Microsoft Dynamics 365 business suite applications framework, aligns with the business value that NBM seeks with a-solutions by the proposed solution

4



Solution summary

Working with a-solutions, NBM can rest assured that they are receiving top-quality implementation and development services by our experts. Our history of completing similar scopes of work both within the region and globally speaks to our expertise, commitment, and attention to quality. a-solutions looks forward to supporting NBM in this entire initiative and offering technology and services scope.

Solution services herein is [provisioning, implementing and supporting] the proposed solution as recommended as necessary using the standard functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box in the respective including necessary functional areas, components, and adhering On-Premises Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards, else a gap will be considered and a change request will be managed accordingly as per the offered scope of work herein.

Our offered services as per the included scope details will be into:



- Application framework, deployment and components for Finance, and Supply Chain apps main workstreams implementation including necessary [Provisioning, Usability and Data Migration] activities.
- Hypercare and Ongoing support AMC, which provide further Ongoing maintenance and support ensuring efficient and smooth sailing of operations, and better user experience and adoption.
- Security, data residency and regulatory compliance: under the On-Premises deployment, all application data, databases and supporting services remain entirely within NBM's own Microsoft infrastructure and under NBM's direct control, with role-based access, segregation of duties, encryption and full audit traceability. (See Security, Data Residency and Regulatory Compliance section.)
- Business continuity and disaster recovery: high-availability and disaster-recovery design aligned to NBM's data-centre standards, with agreed RTO/RPO targets, backups and tested failover. (See Business Continuity and Disaster Recovery section.)

Organizations Entities

The following solution organization's entity's structure are included:

- 1 (one) legal entity

Solution Applications

Microsoft Dynamics 365 business suite applications framework and technology platform for the following family apps and components:

- Finance Management
- Supply Chain Management

Solution Provisioning

Microsoft Dynamics 365 Provisioning Lifecycle Service, for the following work areas:

- On-Prem Deployment and Updates
- System Administration
- Organization Administration

Solution Usability

Microsoft Dynamics 365 business suite applications training and user acceptance as following:

- Core Training Theoretical and Hands-On Training, including:



- Core Initiation and Orientation
- Key Comprehensive Training [Key Users].
- User Functional Training [End Users].
- Core Administration Training [System Admins].
- System User Acceptance Testing, Including support [Key User] and Log Fixing

Solution Data Migration

Data Provisioning and Migration Framework Management and Execution, for the following:

- Migration Process, Organization's Entities Masters and Balances Data Migration Process [Initiation, Conversion, Loading, Verifying] over [Masters, Opening Balances and Open Documents entities].
- For transactional balances data, will be NBM's team responsibility to extract, clean,
- **Solution Support**
- 1 calendar month of [Hypercare Support](#) as Post-GO-LIVE support.
- 6 calendar years of AMC support (One year of warranty and 5 years of [Annual Support](#).)

Solution Executives

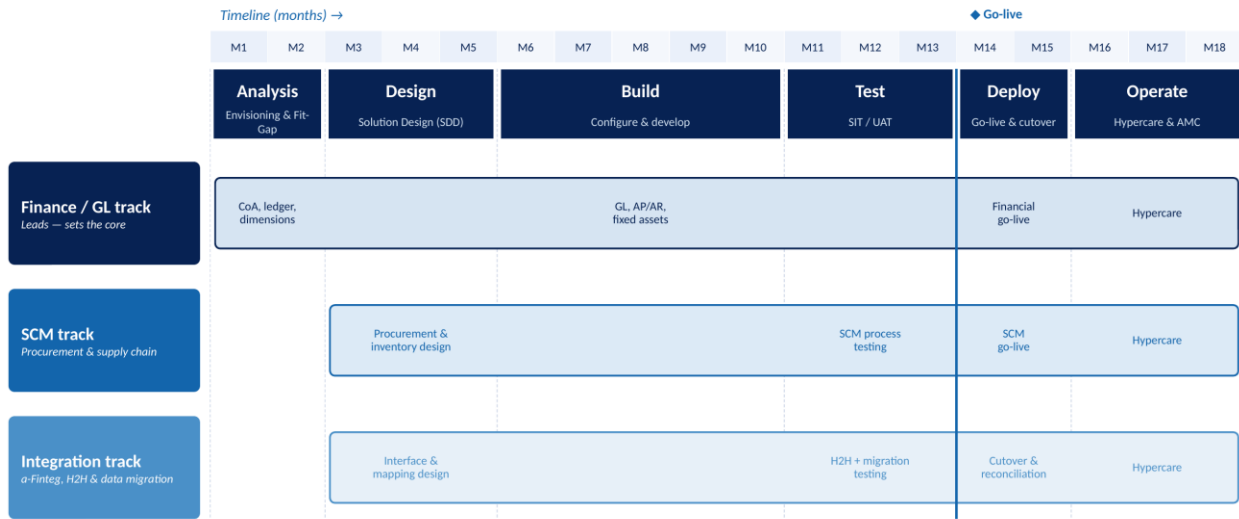
Our major executives for the provided service as followings:

- Initial primary execution methodology of service implementation will be CRP with ability to use Agile on the provided service as necessary and in agreement with NBM.
- Indicative Team structure expected to be a team of AVG 5-8 consultants depending on the plan, phases, or activities in progress as well as potential regional setup as following:
- Overall team will be managed by COO Aco Antevski, who already has significant experience delivering projects to FSIs.
- Experienced Project Manager reporting to Aco to manage consultants involved and coordinate with NBM team.
- Dedicated Team as necessary to execute proposed services.
- Chief Executive Officer to be involved in the Project Steering Committee.
- Delivery roadmap:



Delivery Roadmap

Three parallel tracks across an 18-month Dynamics 365 Finance & Operations implementation



Finance/GL leads from month 1 to establish the core configuration; SCM and Integration start at Design (month 3) and run in parallel, converging at a shared go-live around month 14.

Indicative 18-month timeline — CRP-led methodology, Agile where appropriate, per the Microsoft Dynamics 365 F&O lifecycle. Exact phasing confirmed during envisioning.

Indicative delivery roadmap - detailed in the Indicative Timeline Planning section.



COMPETITIVE DIFFERENTIATORS

a-solutions brings a unique combination of industry specialization, proven delivery capability, and proprietary technology accelerators that position us as the strongest partner for NBM's Microsoft Dynamics 365 transformation. The following differentiators outline why a-solutions stands apart from other service providers in the market.

1. Deep Specialization in the Financial Services Industry

a-solutions is one of the few Microsoft-managed partners globally with a dedicated focus on the Financial Services Industry (FSI). Our consultants understand the operational, regulatory, and reporting requirements of banks, central banks, and other regulated financial institutions. This focus ensures faster alignment with NBM's operating model and significantly reduces implementation risk.

2. Proven Track Record with Central Banks and Tier-1 Financial Institutions

We have successfully delivered large-scale Dynamics 365 implementations for leading financial institutions across Europe, the Middle East, and Africa, including the Central Bank of UAE, the National Bank of Bahrain, Bank ABC, Access Bank, and FMB Capital Bank. This experience demonstrates our ability to execute complex ERP programs that meet the governance, security, and audit standards expected of a national financial authority such as NBM.

3. Proprietary a-Finteg Integration Framework

a-solutions offers a-Finteg, a configurable integration framework designed specifically for financial institutions, including bank core banking and Treasury management (Host-to-Host (H2H)) connectivity. a-Finteg reduces integration development time by at least 75% compared with building integrations from scratch, and provides a centralized, governed platform for managing all integrations between Dynamics 365 and NBM's core systems. The only development required is the mapping of each source system, which keeps the standard Dynamics 365 functionality intact.

4. Comprehensive Accounting Rules Engine

a-Finteg includes a built-in Accounting Rules Engine (a-RE) that transforms business events into accounting transactions with full drill-down and bottom-up reconciliation capabilities. This eliminates the need for NBM to build or maintain a separate accounting logic layer, and is particularly valuable for high transaction volumes, multi-currency operations, and regulatory and statutory reporting.

5. Microsoft-Managed Partner Advantage

As a Microsoft-managed partner, a-solutions has direct access to Microsoft engineering teams, priority escalation channels, and early visibility into product roadmap updates. This



ensures faster issue resolution, higher solution stability, and alignment with Microsoft best practices throughout the project lifecycle.

6. Phased, Template-Based Implementation Strategy

Rather than a high-risk “big bang” deployment, we propose a phased, template-based approach: establishing a standardized core configuration first, validating it, and then rolling it out in controlled stages. This ensures a single unified solution, standardized processes, faster user adoption, and a lower long-term cost of ownership. The exact phasing will be confirmed with NBM during the envisioning stage to match its organizational structure.

7. Balanced Customization Strategy to Control Cost and Scope

Based on extensive experience, we recommend prioritizing standard, out-of-the-box Dynamics 365 functionality and allocating a controlled lump sum of hours for customizations identified during workshops. This approach protects NBM from paying for unnecessary customizations, minimizes change-request exposure, and ensures transparency and cost efficiency — a client-friendly model that many competitors do not offer.

8. Strong Governance and Executive Oversight

The engagement will be overseen directly by senior leadership, including the COO and CEO, with the Chief Executive Officer participating in the Project Steering Committee. This level of executive involvement ensures accountability, rapid decision-making, and consistent quality, and stands in contrast to vendors who delegate delivery entirely to junior teams.

9. End-to-End Lifecycle Coverage

a-solutions provides full lifecycle services, including provisioning, implementation, data migration, training, hypercare, and annual support and maintenance (AMC). NBM benefits from a single accountable partner responsible for the entire solution journey, reducing operational risk and ensuring continuity from implementation through long-term support.

10. Global Expertise with Regional Understanding

Our global delivery capability is complemented by experience implementing Dynamics 365 for regulated institutions across multiple regions. This combination ensures that NBM receives world-class expertise tailored to its specific regulatory, operational, and reporting requirements.



SUMMARY: WHY NBM SHOULD CHOOSE a-solutions

a-solutions offers a unique blend of specialization, accelerators, governance, and proven success that aligns directly with NBM’s needs:

Differentiator	Value to NBM
FSI specialization	Faster alignment with banking and regulatory processes
a-Finteg framework	75% faster integrations, lower cost, higher reliability, proven track record
Accounting Rules Engine	Automated, auditable accounting with full reconciliation
Microsoft-managed partner	Priority support and roadmap access
Executive-led delivery	Higher accountability and quality
Phased implementation approach	One unified, standardized solution with controlled risk
Balanced customization strategy	Cost control and reduced change-request exposure
Full lifecycle coverage	Single accountable partner from build through AMC

This positions a-solutions as the most capable, lowest-risk, and highest-value partner for NBM’s Microsoft Dynamics 365 transformation.

WHY THE MICROSOFT PLATFORM FITS NBM (MICROSOFT VS ORACLE)

NBM may be evaluating Microsoft Dynamics 365 against Oracle Fusion Cloud ERP. Both are leading enterprise platforms; the following highlights why the Microsoft platform, delivered on-premises by a-solutions, is particularly well aligned to NBM’s requirements as a national financial authority. The comparison is provided objectively to support NBM’s evaluation.

Deployment and Data Sovereignty - the Decisive Difference

The single most important distinction for a central bank is deployment. Microsoft Dynamics 365 offers a genuine on-premises deployment in which the application and the Microsoft SQL Server database run entirely within NBM’s own data center, keeping all business data and processing under NBM’s direct control. Oracle Fusion Cloud ERP, by contrast, is delivered exclusively as a cloud SaaS service running on Oracle Cloud Infrastructure; it has no on-premises deployment option. For an institution with strict data-residency, sovereignty and confidentiality obligations, the Microsoft on-premises model provides a level of control that the Oracle Fusion cloud model cannot match.



Where Oracle on-premises is required, customers must move to older Oracle product lines such as E-Business Suite, which sit on a legacy roadmap rather than Oracle's strategic Fusion direction.

a-Finteg vs Oracle Accounting Hub

A particularly relevant comparison for NBM is the accounting-transformation layer. Oracle addresses this through the Oracle Financial Services / Fusion Accounting Hub, which transforms source-system business events into accounting entries and is widely used by banks for high-volume, rule-based accounting. However, the Accounting Hub is a separately licensed, cloud-based module that must be acquired and implemented in addition to the core ERP, and it adds its own integration and configuration effort.

a-solutions delivers the same outcome through the a-Finteg Accounting Rules Engine, which is included (embedded in Dynamics 365) as part of the proposed solution. a-Finteg is purpose-built for financial institutions, transforms business events into accounting transactions with full drill-down and bottom-up reconciliation, and works hand-in-hand with the a-Finteg Host-to-Host integration framework. For NBM this means equivalent bank-grade accounting transformation - delivered on-premises, pre-integrated, and without the additional licensing and implementation overhead of a separate accounting-hub product.

Summary Comparison

Evaluation dimension	Microsoft Dynamics 365 (On-Premises)	Oracle Fusion Cloud ERP
Deployment model	True on-premises option: application servers and the Microsoft SQL Server database run in NBM's own data centre.	Software-as-a-Service only; runs exclusively on Oracle Cloud Infrastructure (OCI). No on-premises option for Fusion ERP.
Data residency and sovereignty	All business data stored and processed locally, under NBM's direct control - well suited to central-bank data-sovereignty requirements.	Data resides in Oracle's cloud (OCI) regions; residency depends on available cloud regions rather than NBM's own data centre.
Control over updates	NBM controls when updates are applied to its on-premises environment via Lifecycle Services.	Mandatory vendor-driven quarterly updates on Oracle's schedule.
Infrastructure alignment	Native fit with NBM's existing Microsoft stack (Active Directory, SQL	Aligns to the Oracle technology stack; integration with a



	Server, Microsoft 365, Power Platform).	Microsoft-centric estate adds effort.
Financial integration	a-Finteg framework and Accounting Rules Engine purpose-built for financial institutions and bank H2H connectivity.	Integration via Oracle Integration Cloud, typically licensed separately.
Accounting transformation	a-Finteg Accounting Rules Engine is built-in and bank-ready: it transforms business events into accounting entries with drill-down and bottom-up reconciliation, included as part of the proposed solution.	Equivalent capability is provided by Oracle Financial Services / Fusion Accounting Hub - a separately licensed, cloud-based module that must be licensed and implemented in addition to the core ERP.
Partner specialization	FSI-specialized, Microsoft-managed partner with central-bank delivery track record.	Depends on the selected Oracle SI; FSI/central-bank specialization varies.

Total Cost of Ownership (TCO)

Industry experience generally shows that the total cost of ownership of Oracle ERP implementations tends to be significantly higher than comparable Microsoft Dynamics 365 implementations, particularly for financial institutions. While the exact figures depend on scope and must be assessed case by case, the principal cost drivers that typically favour the Microsoft solution for NBM include:

- **Deployment economics:** the on-premises Microsoft Dynamics 365 model lets NBM leverage its existing data-center and Microsoft infrastructure investments, rather than committing to a perpetual, per-user cloud subscription as required by Oracle Fusion Cloud ERP (SaaS-only).
- **Separately licensed modules:** capabilities that are included or natively integrated in the proposed Microsoft solution (for example, accounting transformation via a-Finteg and integration tooling) are frequently separately licensed add-ons in the Oracle stack (such as the Accounting Hub and Oracle Integration Cloud), increasing total cost.
- **Balanced customization model:** a-solutions' recommendation to prioritize standard out-of-the-box functionality, with a controlled lump-sum allowance for customizations, limits cost growth and change-request exposure.
- **Infrastructure and skills alignment:** native fit with NBM's existing Microsoft environment (Active Directory, SQL Server, Microsoft 365) reduces integration,



administration and retraining costs compared with introducing a separate Oracle technology stack.

a-solutions will provide a detailed cost breakdown in the Solution Commercials section so that NBM can assess total cost of ownership transparently against any alternative.

In summary, while both platforms are capable enterprise ERPs, the Microsoft Dynamics 365 on-premises solution delivered by a-solutions aligns more directly with NBM's data-sovereignty needs, its existing Microsoft infrastructure, and its requirement for control over its own environment - supported by a-solutions' financial-services specialization and the a-Finteg accelerators.



FUNCTIONAL FIT AND INDUSTRY ALIGNMENT

NBM intends to implement an enterprise business solution to bring together all the core business functions within the NBM organization. The solution will automate processes to avoid and reduce errors and increase reporting timeline. The aim is to have a shared database and therefore a single source for accurate information for these business functions.

The solution will include all necessary the standard functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box in the respective including functional areas, adhering On-Premises Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards

Furthermore, the solution will have embedded dashboards and reporting tools to provide real-time views of information across the entire organization, and the overall objective is to implement the newest technology to:

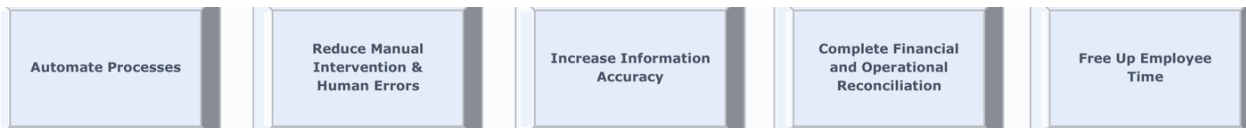


Figure 1: Solution Overall Objective

MICROSOFT DYNAMICS 365

Microsoft Dynamics 365 business suite applications framework revolutionizes by applying intelligence to all forms of data. It enables organizations to evolve from reactive business decisions to proactive insights that allow your employees to accelerate business results. Microsoft Dynamics 365 suite allows organizations to digitally transform their organization. They remove the complexity of separate integrated systems by creating modern, modular business applications that work together on a single platform. The applications give organizations the flexibility to adopt technology when they need it to improve business outcomes. Digital transformation is the integration of digital technology into all areas of a business. The goal of digital transformation is to change how organizations operate and deliver value to customers.

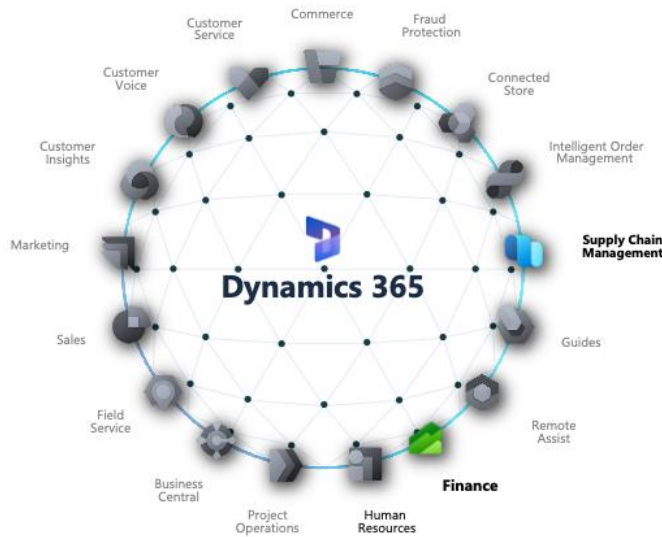
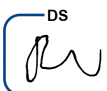


Figure 2: Dynamics Family Apps Overview

FAMILY APPLICATIONS

Description and Reference	Road Map and Timelines	
Finance	Monitor global financial operations in real time, predict outcomes, and make data-driven decisions to drive business agility and growth. [Finance] Please click here for overview and more info	Roadmap and release plans and priorities
Supply Chain	Mitigate supply chain issues with robust capabilities like real-time visibility, agile planning, and business continuity. [Supply Chain] Please click here for overview and more info	Roadmap and release plans and priorities
Dynamics 365 Power Apps	Deliver exceptional service by moving from reactive to proactive to predictive service using data insights and connected experiences.	Roadmap and release plans and priorities





Description and Reference	Road Map and Timelines	
	Please click here for overview and more info	
Power Automate	Deliver exceptional service by moving from reactive to proactive to predictive service using data insights and connected experiences. Please click here for overview and more info	Roadmap and release plans and priorities
Power BI	Deliver exceptional service by moving from reactive to proactive to predictive service using data insights and connected experiences. Please click here for overview and more info	Roadmap and release plans and priorities

Table 3: Dynamics Selected Family Applications

FAMILY ADDONS

Description and Reference	Road Map and Timelines
[a-Finteg] integration to Core systems and H2H connection to banks	Discover how a-Finteg solution can drive success bank H2H integration framework for your business. [a-Finteg] Please click here for overview and more info

Table 4: Dynamics Selected Family Add-ons

MAINTAINABILITY OFFERING

Note on deployment: The One Version continuous-update model and automatic service updates described below apply to the Microsoft-hosted cloud deployment of Dynamics 365. In an on-premises deployment, updates are not auto-applied by Microsoft; instead, update packages are planned, tested in a non-production environment, and applied to NBM’s environment on a schedule agreed between NBM and a-solutions, using Lifecycle Services and Azure DevOps tooling. The information below is provided to describe the platform’s update philosophy and the tooling a-solutions uses to manage releases; the applicable update cadence and process for NBM will be defined during implementation.

EVERGREEN APPLICATION

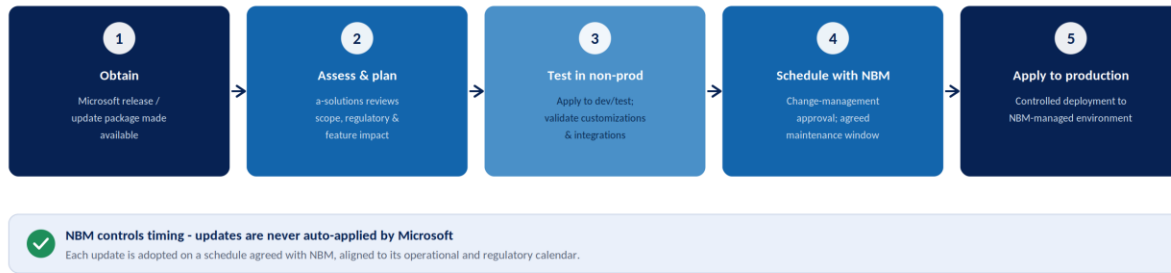
Microsoft Dynamics 365 has a well-defined release and update model that keeps the platform current, compliant, and secure. In an on-premises deployment, NBM stays in full



control of when updates are adopted: rather than updates being applied automatically by Microsoft, update packages are obtained, planned, tested in a non-production environment, and then applied to the production environment on a schedule agreed between NBM and a-solutions. This gives NBM the benefit of staying on a supported, regularly improved platform while retaining the change-control, validation, and timing governance that a central bank requires. a-solutions supports NBM throughout this cycle - assessing each update, testing customizations and integrations, and coordinating deployment - so updates are absorbed in controlled, lower-risk increments rather than as large, disruptive upgrades.

On-Premises Update Lifecycle

NBM stays current on a supported platform while controlling when each update is adopted



Repeated on an agreed cadence - NBM stays on a supported, regularly improved platform without disruptive big-bang upgrades.

Figure 3: On-Premises Update Lifecycle

RELEASES EXPERIENCE

Update – The process of applying a binary package to an environment to move it from one official release of finance and operations to the next release. This process has lower downtime requirements and doesn't involve data upgrade.

The diagram above summarizes how updates are adopted in the on-premises model, from obtaining a release through to controlled deployment in NBM's production environment.

To remain on a fully supported platform, NBM keeps the environment within the supported release range, planning periodic updates so that older versions are refreshed before they fall out of support.

As mentioned above, traditional upgrades of environments required developer assistance, higher downtime, and thus serious forecasting. The modern update model replaces large, infrequent upgrades with smaller, incremental update packages that are easier to validate and absorb. In NBM's on-premises deployment, a-solutions plans and applies these update



packages on an agreed schedule, so NBM gains the benefit of a regularly improved, well-maintained platform while keeping full control over when changes are introduced.

Microsoft releases application features for Microsoft Dynamics 365 throughout the year, including periodic feature waves. These releases contain updates by application, module, and feature, and can also include general platform improvements and regulatory updates. By adopting updates in planned increments rather than as large, infrequent upgrades, NBM can stay current with improvements and regulatory changes while extending the solution to its own business needs. In the on-premises model NBM selects and schedules which releases to adopt, so it benefits from a stable, well-maintained platform without surrendering control over change timing.

Adopting updates as smaller, planned increments lets NBM avoid large updates with significant downtime, accepting changes gradually rather than all at once. It also reduces the risk of running unpatched software and the associated security exposure. Because NBM selects which updates to adopt and when, it stays supported and compliant while retaining full control over the change cycle.

Because updates are applied as incremental packages rather than major upgrades, the maintenance window for a successful update is typically short. In NBM's on-premises deployment, update windows are scheduled in advance with NBM and carried out during agreed maintenance periods, so any downtime is planned and aligned with NBM's operational calendar.

How Do One Version Service Updates Work?

Microsoft delivers updates on a regular cadence, with periodic feature releases and quality updates that keep the platform supported, compliant, and secure. In NBM's on-premises deployment these updates are not pushed automatically; NBM and a-solutions select and schedule the updates to be adopted, balancing the value of new features and regulatory updates against NBM's change-control and testing requirements. Updates can range from product and extension enhancements to new features and quality fixes.

For the on-premises deployment, update packages are obtained and managed through the supported deployment tooling (including Microsoft Dynamics Lifecycle Services and Azure DevOps), where the available updates for each environment are visible and can be selected. Updates are cumulative, which simplifies version management when mirroring changes across NBM's development, test, and production environments under NBM's controlled release process.

While incremental updates reduce downtime, they still require effort to understand, manage, and select the right updates for the business, and to retest customizations and integrations after each update. This is where NBM benefits from a-solutions as its maintenance partner under the AMC: a-solutions forecasts upcoming updates and resource needs, plans and applies them to NBM's environments in a controlled way, maps new features to the right stakeholders, and identifies any training needs as functionality is rolled out.



Each new release is designed and developed by the Dynamics 365 team. Any new release is first validated by the feature team, then by the finance and operations teams. During this time, extensive testing is done on various test topologies. A compatibility checker also runs tests to ensure backward compatibility. In addition, a Release Validation Program is available for customers to join. This program allows customers to share artifacts, such as databases and code, that is used for benchmarking and tested with automation to provide an additional layer of quality assurance.

Ahead of adoption, upcoming releases can be validated in a non-production environment to confirm customizations, evaluate new features, and plan the rollout. a-solutions deploys each candidate update to NBM's development/test environment first, validates it against NBM's configuration, customizations, and integrations, and only promotes it to production once it has been verified - so previewing and validation always happen in a controlled environment before any production change.

Before adoption, each update is validated against NBM's environment: a-solutions deploys it first to a development/test environment, runs compatibility checks, and verifies that NBM's customizations and integrations continue to function. Issues are identified and resolved in the non-production environment before any change is promoted, giving NBM assurance that updates will not disrupt production operations.

Once validated, the update is scheduled and applied to NBM's production environment at a time agreed with NBM, following NBM's change-management approval. In the on-premises model NBM controls if and when each update is deployed - updates are never applied automatically to NBM's environment by Microsoft - so timing always aligns with NBM's operational and regulatory calendar.

CUSTOMIZATION PACKAGES

Application lifecycle management for customization-package deployment is orchestrated through the supported tooling (Microsoft Dynamics Lifecycle Services and Azure DevOps). Proven tools such as Azure DevOps / Visual Studio for code versioning, task management, build pipelines, and releases are used to manage deployments in a controlled, repeatable way. Development is performed on dedicated development environments hosted on NBM-managed infrastructure.

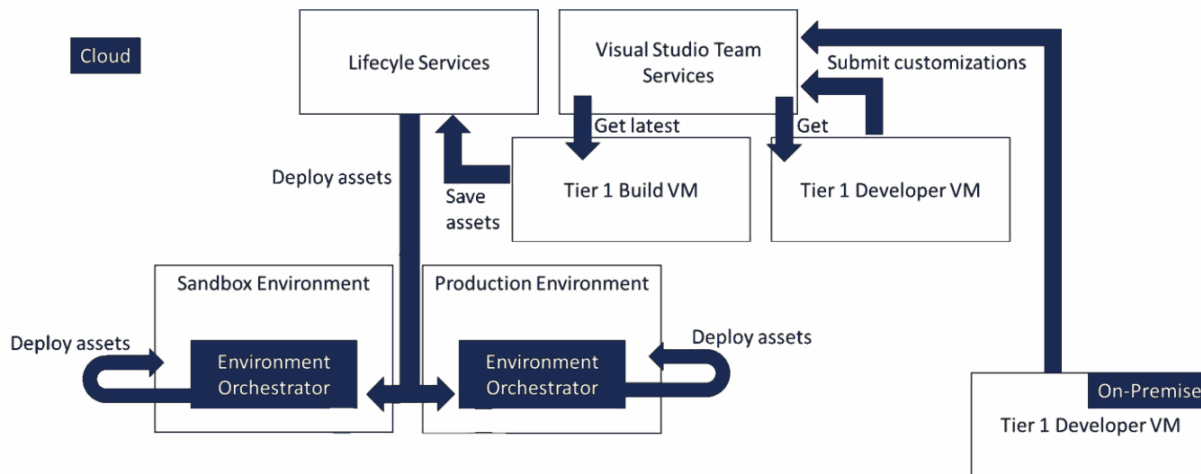


Figure 4: Deploying customization packages

ROBUST DATA STORAGE

This section describes the Microsoft Dynamics 365 data storage concepts. In an on-premises deployment, the transactional database runs on NBM-managed SQL Server infrastructure rather than on Microsoft-managed Azure services, and any data warehouse, data lake, or analytics components are provisioned according to NBM's chosen architecture. Cloud-based storage and analytics services (such as Azure Data Lake) are referenced below to illustrate the platform's capabilities and are available where NBM elects to connect or extend the on-premises environment to those services. The applicable data storage design for NBM will be confirmed during the envisioning workshop.

Database – The Microsoft Dynamics 365 transactional database runs on Microsoft SQL Server. In an on-premises deployment this is hosted on NBM-managed infrastructure. The database is designed to make the application work efficiently for processing transactions, not to run analytics.

Data Warehouse – A data warehouse holds a copy of data from one or more databases and makes it available for analytics and reporting. The data within it is structured into a design that is optimized for reporting. Rules define how the database records are connected. If you have two records of John Smith, the data model rules will determine if this is the same customer or two different customers, and which system record should take priority.

Microsoft recommends a BYOD or Bring Your Own Database strategy for data warehouse. This allows administrators to configure their own database and then export Dynamics F&O data through publishing Data entities into it.

With the emphasis on creating your own database for queries and reporting, D365 FO also has an Entity Store based on measures and dimensions, known as the AX Data Warehouse (or AXDW for short). Entity store can enable advanced analytics and AI, such as reasoning over data.



Database

Database backups are a key part of any disaster recovery strategy.

In an on-premises deployment, database backups are designed and managed by NBM (with support from a-solutions as agreed), with backup frequency, retention periods, and point-in-time recovery defined as part of the disaster-recovery design. Backup and restore procedures will be documented and validated during implementation to align with NBM's recovery objectives and regulatory requirements.

SECURITY ARCHITECTURE

On-Premises Security Architecture

Layered defence for Microsoft Dynamics 365 F&O on NBM-managed infrastructure

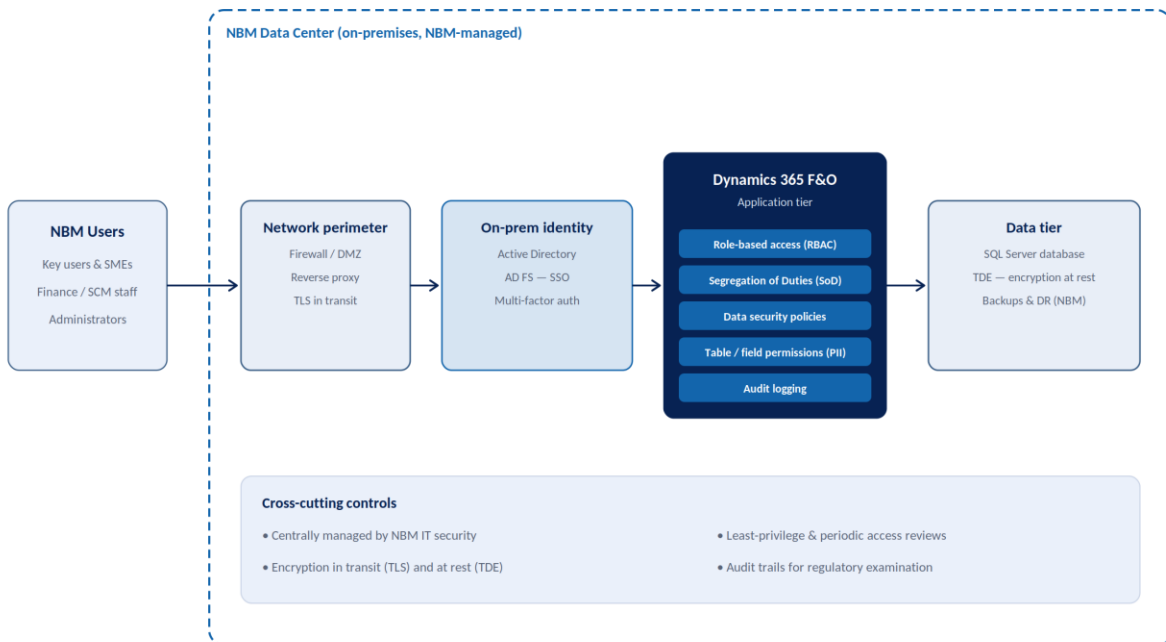


Figure 5: Security Architecture

Microsoft Dynamics 365 uses role-based security in which access is granted only to security roles, not to individual users.

In the on-premises deployment, the solution is hosted entirely within NBM-managed infrastructure. User authentication and single sign-on are provided through NBM's on-premises Active Directory and AD FS rather than a cloud identity service, and access is protected through a layered defense model: network perimeter controls, identity and authentication, application-level role-based access control with Segregation of Duties inside Dynamics 365 F&O, and an encrypted data tier. Data is encrypted in transit (TLS) and at rest (Transparent Data Encryption), and all access is auditable to support NBM's internal-audit and regulatory-examination needs.



Data Security Policies, assigned to Security Roles, further restrict access to data

Example, restrict Account Manager access to accounts in specific geography

Table Permissions Framework provides additional restrictions on tables that store sensitive (PII) data.

SECURITY, DATA RESIDENCY AND REGULATORY COMPLIANCE

As a national financial authority, NBM operates under strict security, data-sovereignty and regulatory obligations. Because the solution is deployed as Microsoft Dynamics 365 on-premises on NBM-managed Microsoft infrastructure, all application data, databases and supporting services remain physically within NBM's own data centre (or a data centre designated by NBM), under NBM's direct control. The following describes how the proposed solution supports NBM's security and compliance requirements.

Data Residency and Sovereignty

Under the on-premises deployment model, the Microsoft Dynamics 365 transactional database (Microsoft SQL Server), the supporting services and all business data are hosted entirely on NBM-managed infrastructure. No application or customer data leaves NBM's environment, and there is no dependency on Microsoft-managed cloud data centres for storage of production data. This keeps NBM in full control of data location, access and lifecycle, in line with national data-residency and central-bank confidentiality requirements.

Identity and Access Management

Authentication is integrated with NBM's Active Directory / Active Directory Federation Services (AD FS), enabling centralized identity management, single sign-on and enforcement of NBM's password, lockout and multi-factor authentication policies. Microsoft Dynamics 365 role-based security governs application access, with the principle of least privilege applied throughout.

- Role-based access control (RBAC): access is granted to security roles, duties and privileges rather than to individual users.
- Segregation of duties (SoD): Microsoft Dynamics 365's built-in SoD rules are configured to prevent conflicting responsibilities (for example, the same user creating and approving a payment), supporting audit and anti-fraud controls.
- Data security policies and table-level permissions restrict access to sensitive records by organization, entity or scope.

Encryption and Data Protection



Data in transit is protected using TLS across all client, integration and service connections. Data at rest is protected using SQL Server Transparent Data Encryption (TDE) and, where required, Always Encrypted for highly sensitive columns, using keys held and managed within NBM's infrastructure. Encryption key custody therefore remains with NBM.

Audit Logging and Traceability

The solution provides comprehensive audit capabilities, including database-level auditing, Microsoft Dynamics 365 record-level change tracking, and the a-Finteg integration framework's transaction logging. These provide a complete, tamper-evident audit trail of who accessed or changed what, and when, supporting NBM's internal-audit and regulatory-examination needs.

Regulatory and Statutory Reporting

The solution supports NBM's statutory and regulatory reporting obligations through standard Microsoft Dynamics 365 financial reporting, the a-Finteg Accounting Rules Engine (full drill-down and bottom-up reconciliation), and integration with NBM's existing reporting tools. Multi-currency, multi-entity and consolidated reporting are supported across NBM's group entities and funds.

Security Assurance

Prior to go-live, the deployment is subject to security hardening in line with Microsoft and NBM baselines. NBM may conduct (or commission) vulnerability assessment and penetration testing of the deployed environment; a-solutions will support remediation of findings attributable to the solution configuration. The detailed security control set will be confirmed jointly with NBM's information-security function during the envisioning stage.

MICROSOFT POWER PLATFORM

Note on deployment: The Microsoft Power Platform components described below (Power BI, Power Apps, Power Automate and Power Pages) are Microsoft cloud services. They are not part of the core on-premises Dynamics 365 Finance & Operations solution, but are optional capabilities NBM may elect to connect to or extend the on-premises environment with, subject to NBM's data-residency and security policies. The applicable use of these services for NBM will be confirmed during the envisioning workshop.

Power BI

Power BI is a collection of software services, apps, and connectors that work together to turn your unrelated sources of data into coherent, visually immersive, and interactive insights. Your data may be an Excel spreadsheet, or a collection of cloud-based and premises-based hybrid data warehouses. Power BI lets you easily connect to your data sources, visualize, and discover what's important, and share that with anyone or everyone you want.



Power BI consists of several elements that all work together, starting with these three basics:

- A Windows desktop application called Power BI Desktop.
- An online SaaS [Software as a Service] service called the Power BI service.
- Power BI mobile apps for Windows, iOS, and Android devices.

Power BI Overview

One analytics platform across Power BI Desktop, the Power BI service, and mobile apps



Figure 7: Power BI overview

These three elements—Power BI Desktop, the service, and the mobile apps—are designed to let you create, share, and consume business insights in the way that serves you and your role most effectively.

Beyond those three, Power BI also features two other elements:

- Power BI Report Builder, for creating paginated reports to share in the Power BI service. Read more about [paginated reports](#) later in this article.
- Power BI Report Server, an report server where you can publish your Power BI reports, after creating them in Power BI Desktop. Read more about [Power BI Report Server](#) later in this article.

How you use Power BI may depend on your role in a project or on a team. Other people, in other roles, might use Power BI differently.

For example, you might primarily use the Power BI service to view reports and dashboards. Your number-crunching, business-report-creating coworker might make extensive use of Power BI Desktop or Power BI Report Builder to create reports, then publish those reports to the Power BI service, where you view them. Another coworker, in sales, might



mainly use the Power BI phone app to monitor progress on sales quotas, and to drill into new sales lead Details.

If you're a developer, you might use Power BI APIs to push data into datasets or to embed dashboards and reports into your own custom applications. Have an idea for a new visual? Build it yourself and share it with others.

You also might use each element of Power BI at different times, depending on what you're trying to achieve or your role for a given project.

How you use Power BI can be based on which feature or service of Power BI is the best tool for your situation. For example, you can use Power BI Desktop to create reports for your own team about customer engagement statistics and you can view inventory and manufacturing progress in a real-time dashboard in the Power BI service. You can create a paginated report of mailable invoices, based on a Power BI dataset. Each part of Power BI is available to you, which is why it's so flexible and compelling.

PowerApps

Power Apps is a suite of apps, services, connectors and data platform that provides a rapid application development environment to build custom apps for your business needs. Using Power Apps, you can quickly build custom business apps that connect to your business data stored *either* in the underlying data platform [[Microsoft Dataverse](#)] *or* in various online and premises based data sources [SharePoint, Microsoft 365, Dynamics 365, SQL Server, and so on].

Power Apps

Low-code business apps that run across desktop, tablet, and phone

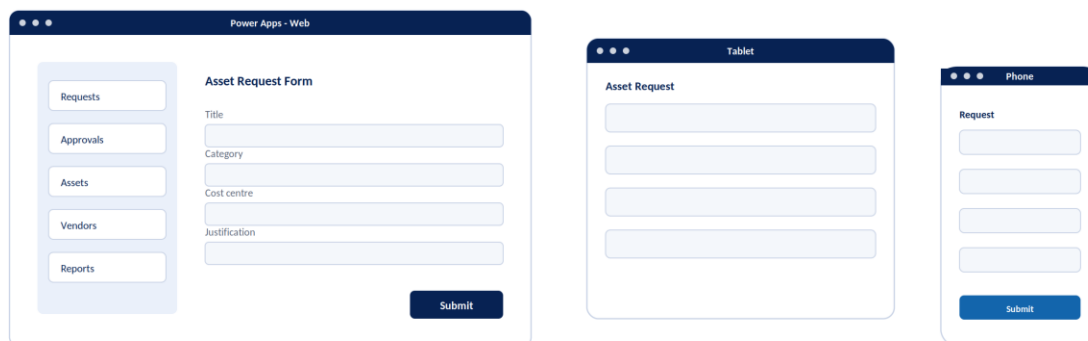


Figure 8: PowerApps

Apps built using Power Apps provide rich business logic and workflow capabilities to transform your manual business processes to digital, automated processes. Further, apps built using Power Apps have a responsive design, and can run seamlessly in browser or on mobile devices [phone or tablet]. Power Apps “democratizes” the custom business app



building experience by enabling users to build feature-rich, custom business apps without writing code.

Power Apps also provides an extensible platform that lets pro developers programmatically interact with data and metadata, apply business logic, create custom connectors, and integrate with external data.

Power Automate

What can you expect from Power Automate? Here are a few examples of what you can do with Power Automate.

- Automate business processes
- Send automatic reminders for past due tasks
- Move business data between systems on a schedule
- Connect to almost 300 data sources or any publicly available API
- You can even automate tasks on your local computer like computing data in Excel.

Just think about time saved once you automate repetitive manual tasks simply by recording mouse clicks, keystrokes and copy paste steps from your desktop! Power Automate is all about automation.

AI AGENTS already injected in the software and strong roadmap

Note on deployment: Many of Microsoft's Copilot and AI agent capabilities described in this section are delivered through Microsoft's cloud services and may have limited or no availability in an on-premises deployment, or may require selected components (such as Power Platform, Microsoft 365, or Azure services) to be connected. The capabilities below illustrate the direction and roadmap of the Microsoft Dynamics 365 platform. The specific AI features available to NBM under an on-premises deployment, and any that would require a connected or hybrid configuration, will be confirmed during the envisioning workshop.

AI agents are already part of Dynamics 365, which means users have access to Microsoft Copilot, the intelligent assistant built into Microsoft Business Applications.

Microsoft has gradually rolled out Copilot across Dynamics 365 modules, with Finance and Supply Chain Management among the areas embedding AI to handle routine and data-intensive tasks. Where available for the licensed deployment, these features are designed to automate repetitive work so employees can focus on insights, strategy, and value.

1. Product and Vendor Summaries



Hover over a product or vendor number, and Copilot instantly generates a summary that combines key data, from transaction history to overdue invoices. It's a fast, intuitive way to gain full context without navigating through multiple screens.

2. Supplier Communication Agent

This feature automatically monitors overdue deliveries and drafts personalized follow-up emails to vendors. It can even analyze incoming vendor messages, detecting delivery changes or quantity updates using natural language processing. Procurement teams save time and stay informed with AI handling routine communication.

3. Demand and Workload Insights

AI helps planners and warehouse workers act proactively. Demand planning insights highlight forecast anomalies, while warehouse workload insights suggest optimal routes to reduce double handling, improving fulfillment speed, and resource allocation.

4. Financial Reconciliation and Collections

In Finance, Copilot supports the Collections Coordinator by summarizing overdue accounts and drafting polite reminder emails. The Reconciliation Workspace automatically matches ledgers and resolves minor differences, transforming hours of manual checking into minutes of guided review.

Microsoft updates Microsoft Dynamics 365 four times a year, and each release adds new Copilot and AI capabilities. The AI you use today will only get smarter, seamlessly integrating with data across Power Platform and Microsoft 365.

At a-solutions, we see this evolution firsthand. With every update, the line between traditional ERP and intelligent automation becomes thinner, giving early adopters a clear competitive advantage.

Microsoft's AI roadmap for Microsoft Dynamics 365 (Microsoft Dynamics 365) for 2025–2026 focuses on embedding Microsoft Copilot and autonomous agents directly into core ERP processes, transitioning from reactive reporting to proactive, AI-driven automation. Key themes include hyper-automation in finance, intelligent supply chain management, and enhanced data integration with Microsoft 365 and Fabric.

Here are the key AI advancements in the Microsoft Dynamics 365 roadmap:

1. Finance & Accounting AI (2025–2026 Roadmap)

Copilot for Finance: Enhanced capabilities for collections, variance analysis, and data reconciliation.

Account Reconciliation Agent: AI will automatically match bank statements with general ledger entries, with General Availability (GA) planned for mid-2026.

Intelligent Cash Flow: Improved forecasting using AI to analyze historical data, market trends, and external variables.



Automated Remittance Advice: AI will analyze incoming emails to process remittance advice.

Natural Language Querying: Users can ask Copilot to “show reasons for variance in overheads” to receive actionable insights.

2. Supply Chain Management AI (2025–2026 Roadmap)

Supplier Communications Agent: An AI agent that autonomously drafts emails to vendors, follows up on delayed orders, and identifies change requests in vendor emails (now in preview).

Demand Planning with Generative Insights: Using AI to analyze multiple signals (e.g., inflation, weather) to improve forecast accuracy, with GA planned for March 2026.

Autonomous Re-slotting: AI continuously analyzes warehouse data and automatically adjusts layouts to optimize picking for high-demand items.

Predictive Maintenance: Using IoT sensor data and AI to identify potential machine downtime before it occurs.

MICROSOFT REPORTING FEATURES

Information access scenarios supported in applications can be broken down into five distinct reporting experiences. Specialized tools are provided to meet the complex and diverse reporting needs of various functions throughout the organization.

- **Operational views** Designed to address the specific needs of a given business persona.
- **Analytical tools and visualizations** Personalized presentations of logical calculations that allow the user to explore their data.
- **Business documents** Static documents used to capture, and exchange processed business data.
- **[Electronic reporting]** Tool used to configure formats for electronic documents.
- **[Financial reporting]** Designed to provide in-depth accounting management tools based on standard views of financial activities across legal entities.

REPORTING SERVICES

Typical SSRS report that you can find the module menu in the following location “Module XYZ > Inquiries and reports.”



Report Sample

Standard Microsoft Dynamics 365 report - financial and operational reporting out of the box

Department	Dept No.	Workers	Full-Time
Finance	024	83	53.0
Human Resources	055	15	15.0
Legal	067	4	4.0
Merchandising	081	9	9.0
Operations	071	93	66.0
Project Operations	077	8	8.0
Retail Operations	033	158	156.0
Sales & Marketing	022	34	34.0
Grand Total		495	492.0

Figure 9: Report Sample

EXCEL INTEGRATION

Microsoft Dynamics 365 global reporting feature that allows data management and analysis using Microsoft Excel to build up and report and connected data. Excel is also deeply integrated in Microsoft Dynamics 365. You can use Excel for both reporting and to update data back to Microsoft Dynamics 365. There’s a new Excel Data Connector Add-in for Microsoft Dynamics 365 which enables Excel to become a seamless part of the system and enables the users to change and quickly analyze data. This is a great feature that will be heavily used by the end users, especially finance people who just love to work in Excel. In almost every form in the application you have the office button in the top right corner which enables this feature [Example from the “all sales orders” form]:



Excel Integration

Live Microsoft Excel integration - analyze and write back Dynamics 365 data using familiar tools

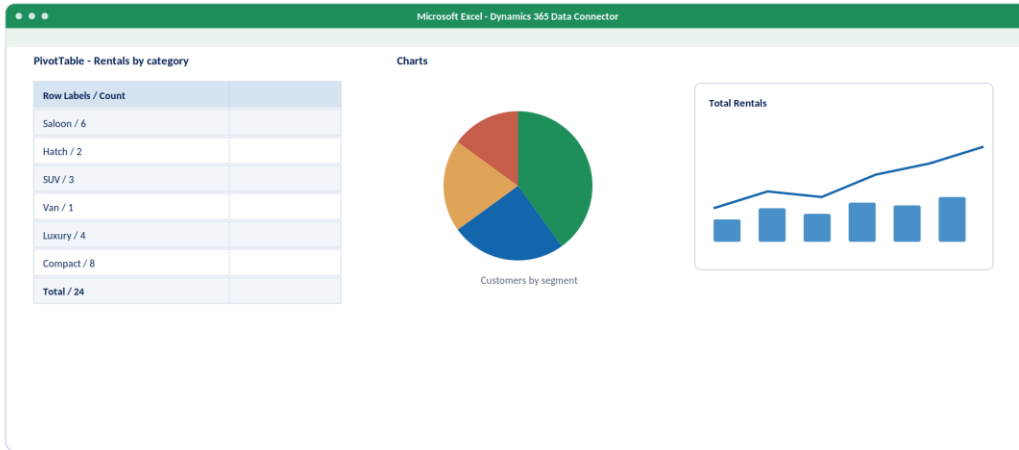


Figure 10: Excel Integration

OPERATIONAL VIEWS

Operational views [Analytical workspaces] represent an essential part of the average employee’s daily life. As important as a brush is to a painter, operational views are used to empower people to be productive. These views contain logical presentations of data to help the user discover patterns, highlight anomalies, and act on the most important tasks. Targeted experiences are used to satisfy the unique information access requirements for a given persona. These views provide actionable controls that help to maximize efficiency for common user actions. Learn more about constructing custom operational workspaces in Build operational workspaces. Example applications of operational views include controller operations, production floor management, and customer collections monitoring.

Operational Views

Role-based workspaces bring tasks, KPIs, and transactions into a single operational view





Figure 11: Operational Views

ANALYTICAL TOOLS AND VISUALIZATIONS

Embedded visuals based on analytical data allow users to navigate between aggregate views down to the transactional Details that affect them. Power BI service integration delivers world-class analytical tools with built-in support for accessing data. These tools empower “citizen developers” to author the reports they need and share the reports with others within the organization. Use the Power BI content packs available in Lifecycle Services to get started. Learn more about Power BI integration in Features and services available through Power BI integration. Example applications of analytical tools and visualizations include customer sales per quarter, total revenue by region, and inventory turn-over.

Analytical Tools & Visualizations

Embedded Power BI analytics with drill-down from aggregate views to transactional detail

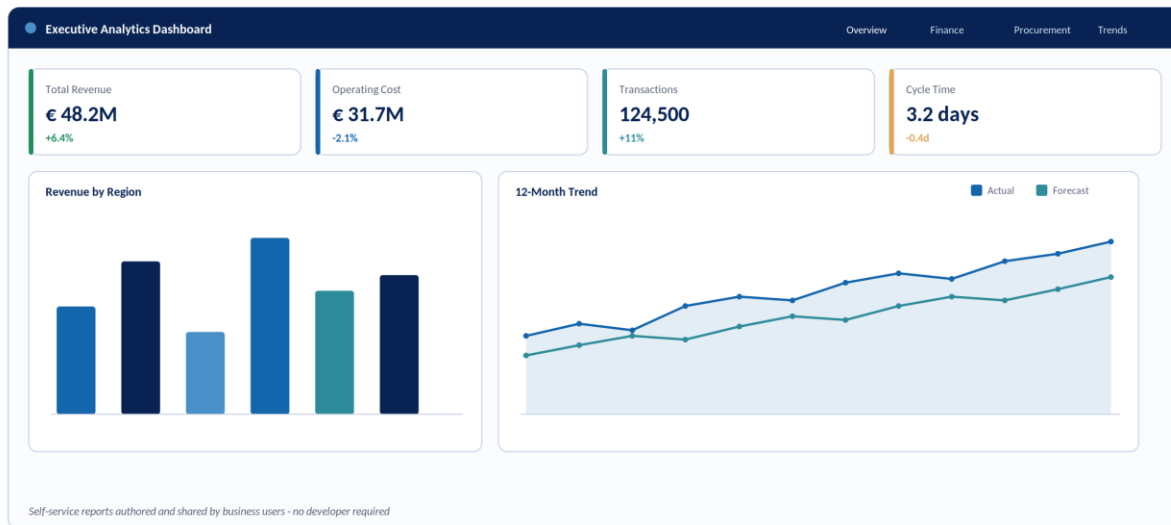


Figure 12: Analytical Tools

BUSINESS DOCUMENTS

These reporting solutions are often used to capture and communicate the Details of business transactions. As such, this requires a reporting solution capable of producing physical manifestations of business data using existing devices like network printers. Learn more about the enhancements to the Document reporting service in Document Reporting Services. Example applications of business documents include sales invoice, customer statements, and checks.



Business Documents

Configurable, print-ready business documents - invoices, statements and remittances - generated from Microsoft Dynamics 365

Document parameters

Document type: **Customer statement**

Date range: **01 Jan - 30 Jun 2026**

Currency: **EUR (€)**

Legal entity: **NBM - Head Office**

Recipient: **Ministry of Finance**

Delivery: **Email + secure archive**

Output format: **Paginated (PDF)**

Include payment details

Apply NBM letterhead

Preview
Generate

User parameters

➔

National Bank of Moldova
Customer Account Statement

No. NBM-2026-0142
Issued 30 Jun 2026

BILL TO
Ministry of Finance
Constantin Tanase St. 7
Chisinau MD-2005, Moldova

Period: 01 Jan - 30 Jun 2026 Reference: GL-CONSOL-2026 Currency: EUR

Statement total

€ 315,479.00

Description	Date	Qty	Amount (€)
Opening balance	01 Jan	-	124,000.00
Settlements processed	Q1-Q2	312	98,420.00
Interbank transfers	Q1-Q2	87	61,300.00
Fees & charges	Q1-Q2	14	3,210.00
FX adjustments	30 Jun	9	28,549.00
Subtotal			286,930.00
VAT (0%)			0.00
Total due			€ 315,479.00

PAYMENT INFORMATION
IBAN: MD24 NB00 0000 0000 1234 5678 SWIFT: NBMMDMDX

Generated by D365 Document Reporting Service - page 1 of 1

Paginated document

Figure 13: Business Documents

2 INTEGRATION CAPABILITIES

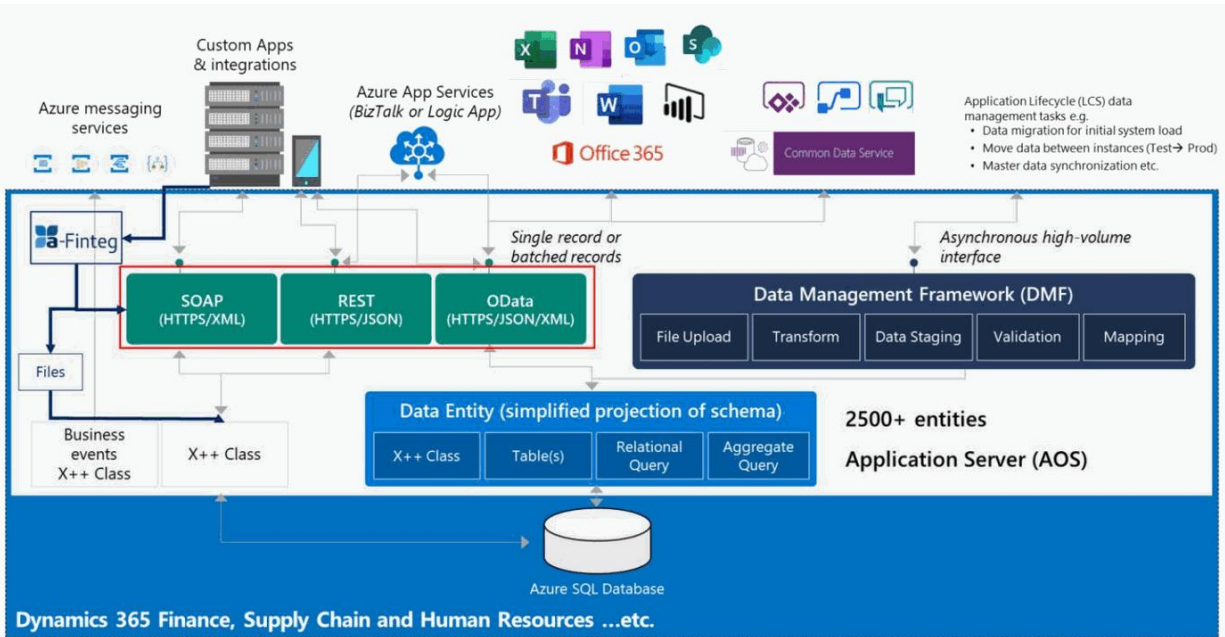


Figure 14: Enterprise Integration Patterns

Effective and efficient Dynamics 365 integration with systems like web portals, data warehouse / BI applications, ERP systems, etc. is critical to making it a valuable business tool. Many organizations are making their Microsoft Dynamics 365 system the center of their technology portfolio of IT systems to support the many business processes for



finance, procurement, sales automation, marketing, case management, etc. In order to provide a single view of their business, though, it is necessary to integrate the Microsoft Dynamics 365 with other line of business applications and share relevant information. There are numerous touchpoints and opportunities for Microsoft Dynamics 365 integrations to provide value for an enterprise, such as connecting to legacy systems, developing a partner ecosystem, or building new company initiatives. As the “journey” towards uncovering new opportunities and obtaining a single view of business evolve over time, so integration does, often resulting in convoluted and over-engineered solutions. These types of point-to-point connections are neither practical nor sustainable. Separate teams involved, different designs and approaches, a variety of technologies and multiple vulnerability points to secure, all make the integration architecture a rich ecosystem that does not scale.

As Integration Journey, Microsoft Dynamics 365 is targeted to be as enterprise business solution which unifies capabilities into a single application that addresses various business processes and functions, However Microsoft Dynamics 365 isn't the only applications in an organization's application landscape. Typically, End-to-End business processes go beyond Microsoft Dynamics 365 applications, and in order to enable that, we need an integration platform and capability.

The Enterprise Integration Patterns platform brings all applications together to deliver End-to-End business processes.



a-Finteg – Financial integration framework and Treasury management [a-Host] H2H payment integration

2.1 [a-Finteg] Financial integration framework and Accounting rules engine

a-Finteg is designed to serve organizations with a configurable integration framework, which integrates Microsoft Dynamics 365 Finance with multiple financial systems in a seamless way. It is specifically designed for Banks, Insurance companies and other financial institutions. This is mainly due to the normal high volume of transactions and the need for transforming not accounting transactions from the insurance systems.

Using a-Finteg, there are no changes to standard functionality of Microsoft Dynamics 365. The only development required is mapping of Proprietary model (which are the source system files) and the a-Finteg Data Model. The mapping and transformation part is designed to be very efficient to process millions of transactions, making it unparalleled by any other integration framework for Microsoft Dynamics 365 Finance. Anything else including the communication setup is configurable in a-Finteg in the Microsoft Dynamics 365 User Interface. a-Finteg includes intelligent logging framework, which logs all communication in/out of Microsoft Dynamics 365 Finance. Based on our experience in implementing a-Finteg, it reduces integration time by at least 75% or more compared to developing integrations from scratch.

The integration architecture will be the same for integrating all NBM's applications to Microsoft Dynamics 365 Finance. The proposed solution integration flow consists of the following:

- Core source applications are sending data
- Data is sent through a communication channel which can be different per core source application. It could be:
 - ODBC, JDBC
 - FTP, SFTP
 - SOAP, REST
 - Azure storage
 - Azure DB
- Data is sent in a source format which can be different per core source application. It could be:

– TXT	– CSV
– JSON	– Binary
– XML	

- Data model can be different per core source application.
- a-Finteg is configured to connect to the core source application and accept source format through the Dynamics 365 Finance user interface.
- a-Finteg maps to the data model of the core source application. This is the only development that should be done related to each core source application.
- a-Finteg transforms the data to a-Finteg data model, which is later used in the process.
- a-RE rules are configured through the Dynamics 365 Finance user interface.
- a-RE rules are applied to the core source application transactions in a-Finteg data model.
- a-RE outcome is accounting transactions in a-Finteg data model.
- Outcome transactions are aggregated based on aggregation configuration through the Dynamics 365 Finance user interface.
- Aggregated transactions are imported in General ledger journal and the journal is posted.

Mapping and Communication

a-RE is an Accounting Rules Engine, which receives input data with the help of a-Finteg in an a-Finteg Data Model. Based on Accounting Rules configuration, which is done within the Dynamics 365 Finance interface, business transactions/events are transformed into accounting transactions or accounting transactions are enriched and mapped to different ledger accounts and dimensions. The accounting transactions are later aggregated and posted to the General ledger.

The input data for the a-RE is used as data for the Product or Financial subledger. The data with the help of a-Finteg is stored on File storage or Database (based on preference) for reconciliation, reporting - drill down and bottom-up purposes using Power BI reports. a-RE maintains a link between the three steps of the data manipulation, input data (business/accounting transactions), output data (transformed/enriched accounting transactions), aggregated data (aggregated accounting transactions, posted in the General ledger). The link is facilitating the data reconciliation and integration control capabilities of the Accounting rules engine, along with the intelligent Integration log of a-Finteg.

2.2 [a-Host] Treasury management – H2H payment integration

For bank Host-to-Host (H2H) payment processing, a-Finteg automates the full payment lifecycle. A payment originated and approved in Dynamics 365 Finance is formatted, signed, and transmitted host-to-host to the bank (core banking system), which validates,



processes, and settles it. The bank returns status acknowledgements - a technical receipt, an accept or reject response, and a final settlement status - which a-Finteg ingests and matches to the original payment, automatically updating its status in Dynamics 365 to deliver straight-through processing. All messages are logged for tracking, reconciliation, and regulatory reporting.

It supports SWIFT, ISO20020, proprietary models.

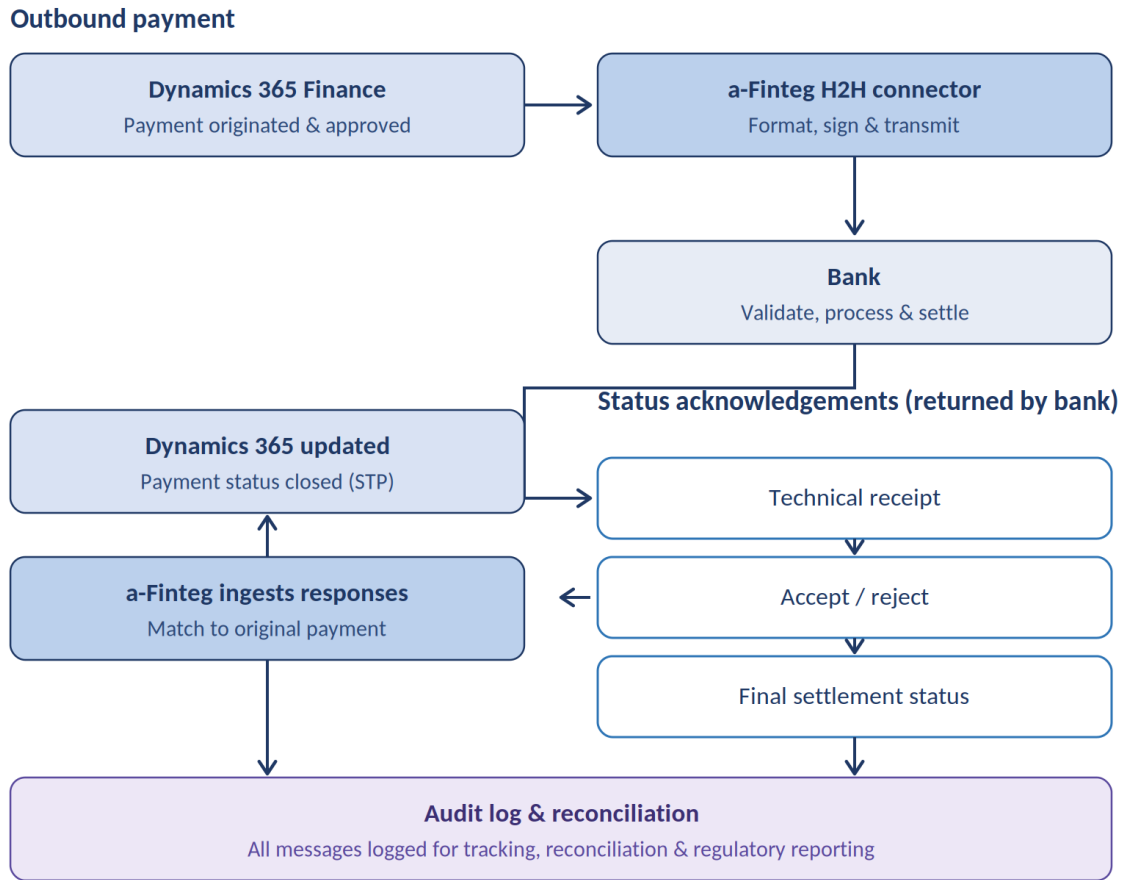


Figure 15: Automated Host-to-Host Payments Flow

DYNAMICS 365 POWER PAGES

Microsoft Power Pages is a secure, enterprise-grade, low-code software as a service (SaaS) platform for creating, hosting, and administering modern external-facing business websites. Whether you're a low-code maker or a professional developer, Power Pages empowers you to rapidly design, configure, and publish websites that work across web browsers and devices.



Power Pages provides rich, customizable templates, a fluid visual experience through the design studio, and an integrated learning hub to quickly build sites for your unique business needs.

Power Pages is the newest member of the Microsoft Power Platform family. With Power Pages, you can build sites by using the same shared business data stored in Microsoft Dataverse that you use for building apps, workflows, intelligent virtual agents, reports, and analytics with other Microsoft Power Platform components in your organization.



SOLUTION SCOPE OF WORK

REQUIREMENTS COMPLIANCE

NBM has its own business functionalities, procedures and operations which precisely reflect their business needs and processes that apply in their organization as mentioned in the disclosed Initiative Requirements and Key-Users Workshops.

a-solutions fulfill and comply with all requirements in the functional and non-functional requirements marked as Fully Meets, using available standard functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box adhering On-Premises Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards in the manner which will enrich the provided solution in case are required and agreed as per the followings, else a gap will be considered and a change request will be managed accordingly.

After a detailed review of the requirements, we based on experience recommend not including all customizations as part of the main services scope. Based on experience actual defined requirements during workshops defer and change after detailed discussions with the senior consultants compared to the listed requirements in the compliance sheets. To avoid that NBM will be charged for all customizations as part of the requirements and then also being charged for change requests as part of a gap list for requirements, we clearly recommend only going for standard functionality that comes out of the box in the respective including functional areas, and then instead add a lumpsum of hours to cover potential customizations and integrations defined during the envisioning phase of the project. In this way NBM will only be charged for actual requirements, and not potential requirements.



APPLICATION FRAMEWORK

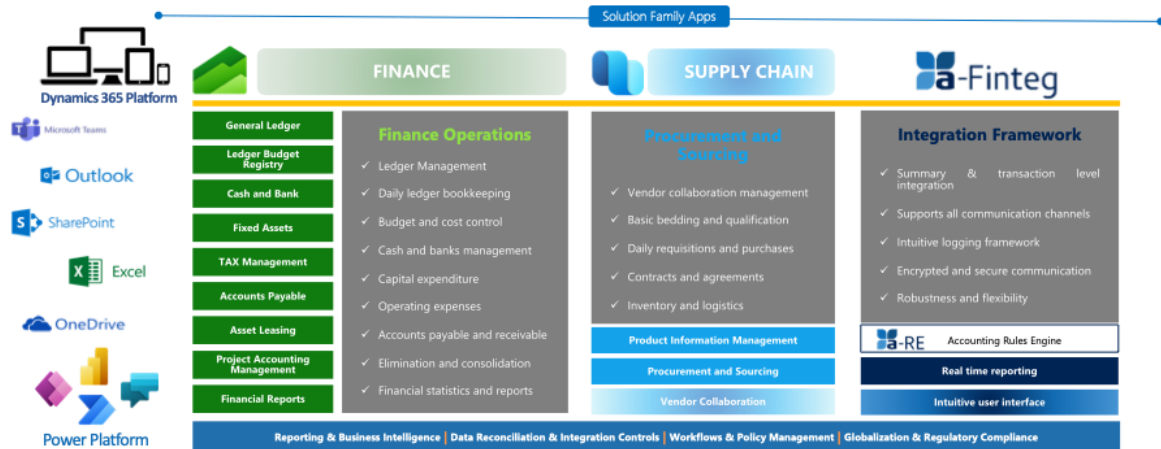


Figure 16: Solution Platform and Landscape Overview

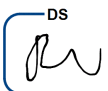
Microsoft Dynamics 365 business suite applications framework, NBM will get the proper that works as a customizable, flexible solution designed to suit your business requirements.

Microsoft Dynamics 365 delivers enterprise capabilities within a single, On-Premises deployed business application, and all are seamlessly connected all in one application. You gain the visibility and digital intelligence your organization needs to optimize operational efficiency, deliver outstanding customer experiences, and accelerate growth.

Choose a stand-alone application to meet the needs of a specific line of business or use Microsoft Dynamics 365 business suite applications framework components that work together as a powerful integrated solution.

DEPLOYMENT ARCHITECTURE

The deployment architecture will be an On-Premises deployment in line with NBM’s data residency, sovereignty, and regulatory requirements as a national financial authority. Under this model, Microsoft Dynamics 365 is deployed on infrastructure managed within NBM’s own data center (or a data center designated by NBM), keeping all application data under NBM’s direct control. The precise infrastructure topology, sizing, and high-availability/disaster-recovery design will be confirmed during the technical discovery and envisioning workshop at the project execution stage to ensure the deployment fulfils NBM’s requirements and Microsoft best practice.





On-Premises Deployment Architecture

Microsoft Dynamics 365 Finance & Operations hosted entirely within NBM-managed infrastructure

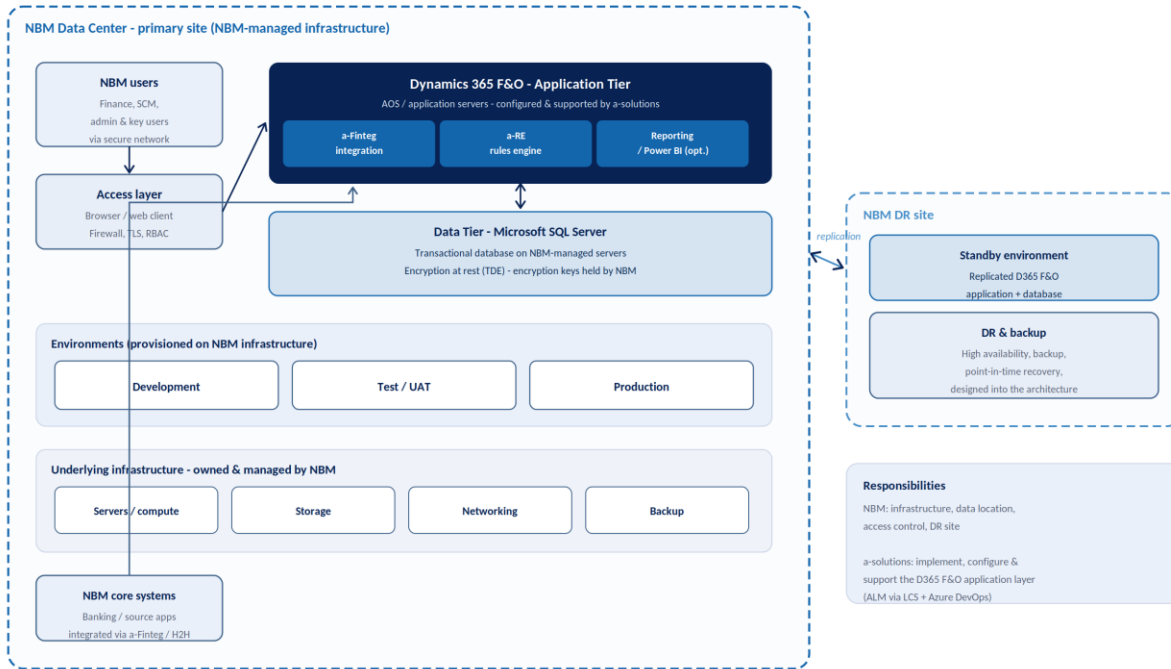


Figure 17: Microsoft Dynamics 365 on-premises architecture

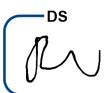
Deployment Overview

Under an on-premises deployment, Microsoft Dynamics 365 runs on infrastructure controlled by NBM, giving the bank full ownership of its environment, data location, and access controls. This model is well suited to institutions with strict data sovereignty, regulatory, and security requirements, where keeping data and systems within the organization’s own boundary is a priority.

In this model, NBM retains responsibility for the underlying infrastructure (servers, storage, networking, and disaster-recovery site), while a-solutions is responsible for implementing, configuring, and supporting the Dynamics 365 application layer. High availability, disaster recovery, backup, and environment management are designed and provisioned as part of the on-premises architecture rather than being delivered as a managed cloud service.

Application lifecycle management, including build, test, and release processes, is supported through Microsoft Dynamics Lifecycle Services and Azure DevOps tooling, with updates planned, tested, and applied to the on-premises environment on a schedule agreed with NBM rather than through automatic cloud service updates.

The precise infrastructure design, sizing, environments (development, test/UAT, production), and high-availability and disaster-recovery approach will be confirmed during the technical discovery and envisioning workshop.





ENVIRONMENT SIZING – COMPONENTS (Annex 5 - CNF.56)

Please refer to attached document to tender **D365 F&O – Onpremise Specification.xlsx**

Installation guide (Annex 5 - CNF.109)

Please find the installation guide on the official Microsoft website:

<https://learn.microsoft.com/en-us/dynamics365/fin-ops-core/dev-itpro/deployment/setup-deploy-on-premises-latest#overview-of-the-setup-process>

Other links for up to date information related to Dynamics 365 Finance and operations on-premise:

- [On-premises deployment home page - Finance & Operations | Dynamics 365 | Microsoft Learn](#)
- [On-premises deployment overview - Finance & Operations | Dynamics 365 | Microsoft Learn](#)
- [Microsoft Dynamics 365 Finance + Operations \(on-premises\), Microsoft Dynamics 365 Finance, and Microsoft Dynamics 365 Supply Chain Management supported software - Finance & Operations | Dynamics 365 | Microsoft Learn](#)
- [Hardware sizing requirements for on-premises environments - Finance & Operations | Dynamics 365 | Microsoft Learn](#)

HINT: Find more information on [Finance and operations application architecture](#) and [Comparison of cloud and on-premises features on Microsoft Docs](#)

BUSINESS CONTINUITY AND DISASTER RECOVERY

Because Microsoft Dynamics 365 is deployed on-premises on NBM-managed Microsoft infrastructure, business continuity (BC) and disaster recovery (DR) are designed around NBM's own data-center topology and resilience standards. a-solutions will work with NBM to design a BC/DR approach appropriate to a national financial authority; the parameters below are indicative and will be confirmed during the envisioning and design stages.

Recovery Objectives

Target recovery objectives will be agreed with NBM and documented in the DR design. As an indicative starting point, we propose a Recovery Time Objective (RTO) and Recovery



Point Objective (RPO) consistent with NBM's existing tier-1 application standards. Final RTO/RPO targets will be ratified by NBM.

High Availability

The Microsoft Dynamics 365 on-premises topology supports high availability through redundant application/service tiers and SQL Server high-availability options (such as Always On availability groups) across NBM's infrastructure. This minimizes single points of failure and supports planned maintenance without extended downtime.

Backup and Retention

Database and configuration backups are designed and operated by NBM (with support from a-solutions as agreed), with backup frequency, retention periods and point-in-time recovery defined as part of the DR design. Backups are stored in accordance with NBM's data-residency and retention policies.

Disaster Recovery and Failover

The DR design will define the secondary-site / failover approach using NBM's data-center footprint, the replication method between primary and DR environments, and the documented runbooks and responsibilities for invoking failover and failback.

Testing

BC/DR procedures will be validated through scheduled DR tests so that recovery runbooks, backups and failover mechanisms are proven and that agreed RTO/RPO targets are achievable. Test outcomes and any corrective actions will be documented.

LICENSES STRUCTURE

Following are a-solutions and Microsoft Dynamics 365 License types and quantity which will be required to deploy the solution:

Category	Licenses	Assumptions	TOTAL
Dynamics 365 for Operations – Finance Full User		Based on requirements	30
Dynamics 365 Operations Activity			7
Dynamics 365 Operations Team Members			20
SQL 2022 standard – 2 pack			18
a-solutions License	a-Finteg	Base license level 1, unlimited transactions	1



APPLICATION COMPONENTS IN SCOPE

The main system solution epic or area components, will be included in the implementation as core Standard Functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box in the respective including functional areas, development and enhancement as per the included scope details adhering On-Premises Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards in the manner which will enrich the provided solution in case are required and agreed as per the followings, else a gap will be considered and a change request will be managed accordingly:

PROVISIONING LIFECYCLE SERVICE

As provisioning lifecycle service, an On-Premises lifecycle services will be covered including:

Deployment and Updates System Administration | Organization Administration - |

FINANCE APP COMPONENTS

<ul style="list-style-type: none"> • General Ledger • Ledger Budget • Budget Planning • Cash and Bank • Fixed Assets • Tax Management 	<ul style="list-style-type: none"> • Accounts Payable • Accounts Receivable • Asset leasing • Credit and Collections Cost accounting • Expense Management • Financial Reporting Management
---	--

SUPPLY CHAIN APP COMPONENTS

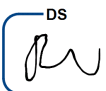
<ul style="list-style-type: none"> • Product Information Management • Sales and Marketing • Inventory management 	<ul style="list-style-type: none"> • Procurement • Sourcing Vendor Collaboration
---	--

PROJECT OPERATIONS APP COMPONENTS

Project Operations

INTEGRATION COMPONENTS

<ul style="list-style-type: none"> • Integration to CBS (Core Banking System) • Cash management system • Human resources and Payroll • Web portals (SGED) • Exchange rate calculation system • E-Factura • Bank H2H Integration (SWIFT)
--





DATA MIGRATION MANAGEMENT

a-solutions will take advantage of a clear, time-tested methodology and a standardized roadmap to guide NBM through the data migration process, which focus on the following concepts and key areas:

Our Microsoft compatible DMF proposes Six [6] distinct stages which differ from traditional methods in three fundamental ways [E-T-L] approach:

- It goes beyond program management and systems implementation focusing on the entire agenda of data management.
- Continuous iterative methodology to ensure refinement through multiple filters.
- It links business value to the assessment, design and implementation of the transformation.
- It drives towards sustainability and continuous improvement.

Our scope here in for the data migration will cover Legal entities [Configuration Data Provisioning](#) and [Masters and Balances Data Migration]

DATA MIGRATION APPROACH

Data Migration Stages

Six-stage iterative E-T-L migration lifecycle

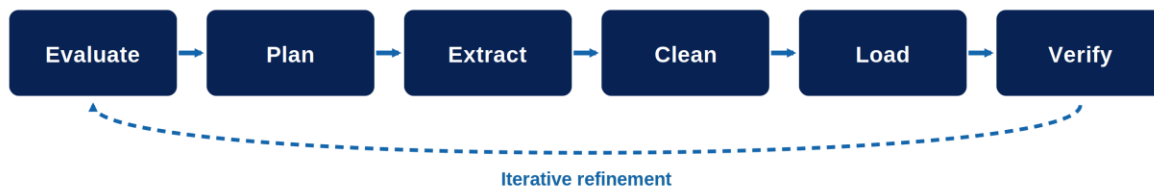


Figure 18: Data Migration Stages

- **Evaluate:** this is the first step of the process where we evaluate and analyze the intent of data migration and define a Scope for the data we are trying to migrate.
- **Plan:** defining the strategy for data migration is the key to the migration to be successful.
- **Extract:** define and perform the Data Extraction from different data sources, you may or may not use a Staging Database.
- **Clean:** data clean-up is a continuous process and while it should be happening in parallel with all other steps, this stage is the last opportunity to clean the data before loading it in Microsoft Dynamics 365.



- **Load:** In this stage, we execute the process to move the data into Microsoft Dynamics 365, This requires a lot of planning and prep to minimize the impact on the users and maintain business continuity.
- **Verify:** like clean-up, data validation is a continuous process as well, validation is required when data is being extracted to ensure all the requisite data is accounted for, validation is required during clean-up to ensure relevant data is not being removed and at the end, validation is required to ensure data has been loaded correctly.

DATA MIGRATION SCOPE

References, Configuration, Parameters, Masters, Documents, Balances and Transactions data entities and related classification will be defined to a level of detail that is equal to the required data field level of the Microsoft Dynamics 365 standard solution which will be implemented. The following are the included scope details for entities' data migration:

CONFIGURATION DATA PROVISIONING

a-solutions comply, commit and ensure a proper Organization's Entities Configuration Data Provisioning and Localization rollout migration using the standard functionalities [data entities, embedded logic, and flow control] as process over [References, Configuration, Parameters] that comes out of the box in the respective functional areas, adhering Microsoft Dynamics 365 best practice and recommendation in regards by the Data Management Framework, else, a gap will be considered and a change request will be managed accordingly.

- QTY [01] Organization's Entities Configuration Data Provisioning and Localization Process over [References, Configuration, Parameters].

DATA MIGRATION MANAGEMENT

- QTY [01] Organization's Entities Masters and Balances Data Migration Process [Initiation, Conversion, Loading, Verifying] over [Masters, Opening Balances and Open Documents entities].

DATA MIGRATION EXECUTION

a-solutions comply, commit and ensure a proper Organization's Entities Masters and Balances Data migration using the standard functionalities [data entities, embedded logic, and flow control] as process [Initiation, Conversion, Loading, Verifying] over [Masters, Opening Balances, and Open Documents entities] that comes out of the box in the respective functional areas, adhering Microsoft Dynamics 365 best practice and recommendation in regards by the Data Management Framework, else, a gap will be considered and a change request will be managed accordingly.



Extracting, cleansing and reconciliation data is excluded as a-solutions responsibility, and it will be NBM responsibility to provide and operate with a limited supervision support by a-solutions as necessary.

Furthermore, any other necessary masters for the implementation of Microsoft Dynamics 365 standard solution, will be determined using the required [assessment & migration] standard practice and mechanism above in the system using Microsoft Dynamics 365 Data Management tool.

MASTERS, BALANCES, TRANSACTIONS PREREQUISITES

The following are major [Masters, Balances and Transactions Data Migration] entities which will be NBM responsibility to provide as implementation prerequisite but not limited to. If during analysis it is identified that additional masters, balances, and transactions are needed they will be taken into consideration.

Functional Area	Masters Data	Closing/Opening Balances Data	Transactions
Organization	Entity Code [####], Name, Address and TRN Code Employee/Users List Information including Role Info		
General Ledger	Chart Of Accounts Fiscal Year Setup Accounting and Reporting Currency VAT Ledger Accounts Currency PL Ledger Accounts	Trial Balance	
Budget	-	Budget Balances	
Cash And Banks	Bank Accounts Banks Ledger Accounts	Banks Balances	
Fixed Assets	Fixed Assets Profile Information Fixed Assets Service Lifecycle Info Fixed Assets Ledger Accounts	Fixed Assets Book Balances	
Assets	Properties		



Functional Area	Masters Data	Closing/Opening Balances Data	Transactions
Accounts Payable	Vendor Account Information Payable Ledger Accounts	Accounts Payable Balances AP Open Documents	Historical vendor invoices Historical vendor payments
Accounts Receivable	Customer Accounts Information Receivable Ledger Accounts	Accounts Receivable Balances AR Open Documents	Historical customer invoices Historical customer payments
Product Information	Product [Material or Services] Info	-	
Inventory Management	Site, Warehouse and Stores Break Down Inventory Ledger Accounts	Inventory Balances	On-hand inventory

Table 5: Masters, Balances and Transactions prerequisites

DATA MIGRATION PLAN

The project timeline for Data Migration will be incorporated in the Microsoft Dynamics 365 implementation project plan to ensure Go-Live date includes proper data migration.

DATA MANAGEMENT FRAMEWORK

The data management framework in Microsoft Dynamics 365 is based on Data Management Framework [DMF]. This tool, along with the other tools in LCS, helps the customers and partners quickly set up their initial environment from blank data, manage the configuration data throughout the lifecycle of the project, plan and execute data migration, and move the data from one environment to another.

There are several tools and concepts that constitute the overall data management platform in Microsoft Dynamics 365. Some of these tools are within the Finance and Operations application, while the others are available in LCS. Let us learn about these tools and concepts and how they can be used for various data management scenarios.

The data management workspace provides a single-entry point for the data administrator to configure, plan, export, import, and monitor data projects. The data management workspace is available in system administration area, or from the dashboard.

The following screenshot shows the data management workspace in Microsoft Dynamics 365 for Finance and Operations:



Data Management Workspace

Import, export, and manage data projects with job history tracking

Import / Export

Import	Export
Templates	Configure data source
Entity export to database	Data entities
Framework parameters	Staging
Set up roles for projects	Copy into

Data projects

Data project name	Project type	Category
COA Import	Import	Project
Procurement and sourcing	Copy into legal entity	Project
Project accounting	Copy into legal entity	Project
Master planning	Copy into legal entity	Project
Warehouse management	Copy into legal entity	Project
Sales and marketing	Copy into legal entity	Project
Inventory	Copy into legal entity	Project
Budgeting	Copy into legal entity	Project
Fixed assets	Copy into legal entity	Project
Accounts receivable	Copy into legal entity	Project
Accounts payable	Copy into legal entity	Project
General ledger	Copy into legal entity	Project
Workflow	Copy into legal entity	Project
System setup	Copy into legal entity	Project
Operating units	Export	Project

Job history

Data project name	Status
Procurement and sourcing	●
Project accounting	●
Budgeting	●
Product information mgmt	●
Fixed assets	●
Accounts receivable	●
Tax	●
Inventory	●
Accounts payable	●
Bank	●
General ledger	●
System setup	●

Figure 19: Data Management Workspace

The data management workspace has several functions that can be used to import data, export data, and facilitate other useful capabilities and views so that you can quickly manage your data flow.

Configuration Data Provisioning

Sequenced migration of masters and balances into Dynamics 365 F&O

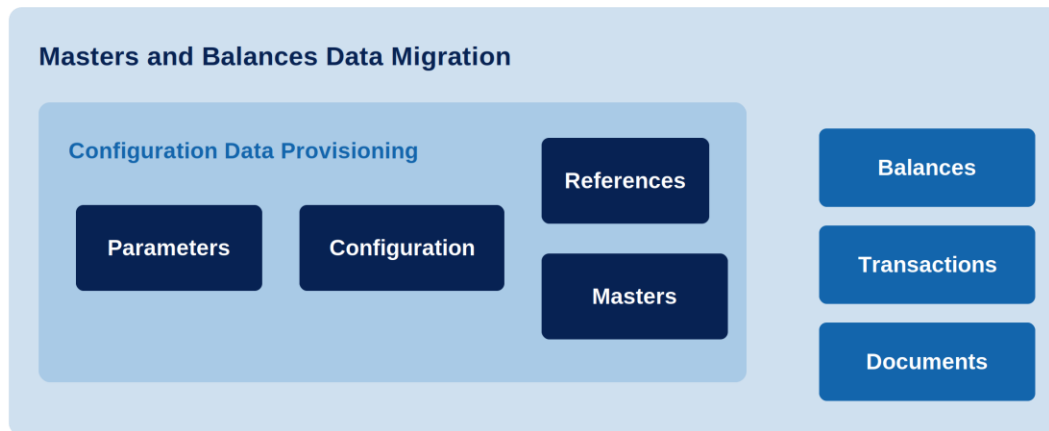
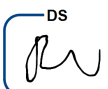


Figure 20: Configuration Data Provisioning





From a data management perspective, data entities enable scenarios for configuration data provisioning and data migration, as shown in the following image:

As shown in the preceding image, activities related to setting up a company, its parameters, and selecting reference and master data are within the boundary of the configuration data provisioning, where a number of tools are available.

DATA TESTING PLAN

Data Migration Testing requires a comprehensive strategy to reduce risk and deliver a successful migration for the end users. a-solutions will use the typical iterative test, debug, and retest method, where subsequent executions of the testing process reveal different error conditions as new samples are reviewed.

The following tests will be done by the phase of the migration process:

PRE-MIGRATION TESTING

These tests occur early in the migration process before any migration. The pre-migration testing includes:

- Verify scope of source systems and data with user community and IT. Verification should include data to be included as well as excluded and, if applicable, tied to the specific queries being used for the migration.
- Define the source to target high-level mappings for each category of data or content and verify that the desired type has been defined in the destination system.
- Verify destination system data requirements such as the field names, field type, mandatory fields, valid value lists and other field-level validation checks.
- Using the source to destination mappings, test the source data against the requirements of the destination system. For example, if the destination system has a mandatory field, ensure that the appropriate source is not null, or if the destination system field has a list of valid values, test to ensure that the appropriate source fields contain these valid values.
- Test the fields that uniquely link source and target records and ensure that there is a definitive mapping between the record sets.
- Test source and target system connections from the migration platform.
- Test tool configuration against the migration specification which can often be completed via black box testing on a field –by- field basis. If clever, testing here can also be used to verify that a migration specification’s mappings are complete and accurate.



FORMAL DESIGN REVIEW

Conduct a formal design review of the migration specification when the pre-migration testing is nearly completed, or during the earliest stages of the migration tool configuration. The specifications include:

- A definition of the source systems
- The source system's data sets and queries
- The mappings between the source system fields and the destination system.
- Number of source records
- Number of source systems records created per unit time [to be used to define the migration timing and downtime]
- Identification of supplementary sources
- Data cleansing requirements
- Performance requirements
- Testing requirements

The outcome of a formal design review will include a list of open issues, the means to close each issue and approve the migration specification and a process to maintain the specification in sync with the migration tool configuration.

POST-MIGRATION TESTING

Once a migration has been executed, additional end to end testing can be executed.

- Test the throughput of the migration process [number of records per unit time]. This testing will be used to verify that the planned downtime is enough. For planning purposes, consider the time to verify that the migration process was completed successfully.
- Compare Migrated Records to Records Generated by the Destination System – Ensure that migrated records are complete and of the appropriate context.
- Summary Verification – There are several techniques that provide summary information including record counts and checksums. Here, the number of records migrated is compiled from the destination system and then compared to the number of records migrated. This approach provides only summary information and if any issue exists, it does not often provide insight to an issue's root cause.
- Compare Migrated Records to Sources – Tests should verify that fields' values are migrated as per the migration specification. In short, source values and the field



level mappings are used to calculate the expected results at the destination. This testing can be completed using sampling if appropriate or if the migration includes data that poses significant business or compliance risk, 100% of the migrated data can be verified using an automated testing tool.

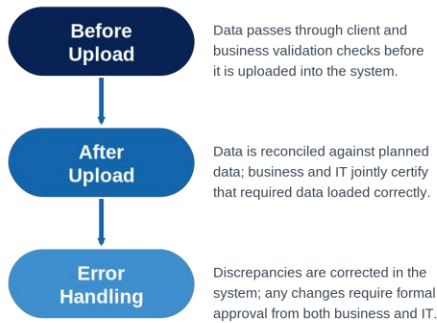
Data migration workbench tool will be configured with the ability to test 100% of the migrated data as available, immediately following the first test migration.

DATA RECONCILIATION PLAN

With multiple data sources loading data into multiple datasets for the NBM landscape, a-solutions will execute a comprehensive data reconciliation process to compare expected data against discovered data and create one complete and correct production set.

Data Reconciliation Plan

Validation checks performed before upload, after upload, and during error handling



Phase	Activity
Count Records	Compare source record counts against records loaded into the system.
Reconcile Records	Verify source data maps exactly to the approved mapping logic.
Re-Match Records	Preliminary investigation and random sample checks.
GUI Check	Manual verification of received information through the interface.
Adjustment	Manual application of adjustments across affected systems.

Figure 21: Data Reconciliation Plan

DATA USER ACCEPTANCE TESTING

User acceptance testing provides an opportunity for the user community to interact with legacy data in the destination system prior to production release.



Data Migration Test Strategy

Two-phase audit and validation across a four-stage test progression

Quality Gates



Test Progression

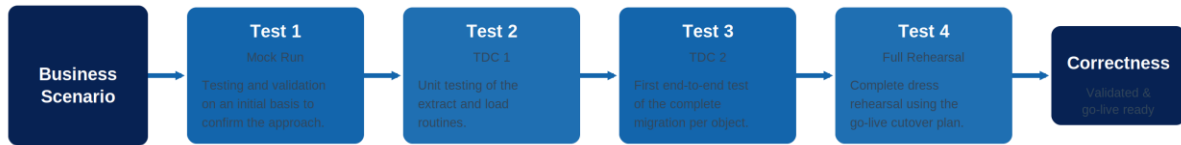


Figure 22: Data Migration Test Strategy

DATA MIGRATION ASSUMPTIONS

- The project timeline for Data Migration as assumed above will be incorporated in the Microsoft Dynamics 365 implementation project plan to ensure staging and Go-Live date includes full data migration as required.
- Cooperation, guidance, and involvement from NBM Team is highly required, and NBM should be responsible for data migration over [Masters, Opening Balances, Open Documents entities and transactional data] whenever required, including identifying the data to be converted, quality and reconciliation needs if required and any help into having successful, complete and accurate migration.
- More data migration requirements [Master and opening balances, and open document entities] will be identified during the requirement gathering phase as per Microsoft Dynamics 365 master entities needs and as preferred and recommended as per our experience and Microsoft best practice for the legacy system migration.
- Master and opening balance, open document entities and transactions, data migration process [loading and verifying] scope will be limited to standard recommended solution entities as data masters and on the operational/financial level it will be as per requirement for 10 years data and will be uploaded if required using standard Microsoft Dynamics 365 Data Management Tool.
- As data migration, it will be included technically and commercially as per the provided solution options Details, data migration will be applicable and executed as following:



- All data should be extracted, prepared and provided by NBM Concerned Team as ready and reconciled 100% with the legacy system as per the new system reference masters, accounts, dimensions and transactions.
 - Upload production data will be once and upon confirmed data readiness and reconciliation by NBM Concerned Team and any further upload due to variances, incompleteness, unreconciled matters or concerns will be considered as variation and treated as change
- a-solutions will conduct full quality, completeness testing of the data on data migration environment and production as well as mentioned in the data testing plan and reconciliation.
 - a-solutions conduct UAT for the migrated data with business users and obtain the required approval.
 - Only data migration as per the above scope and any data preparation, extraction and cleansing will be NBM responsibility.
 - Any extraction or cleaning needs will be applicable for a change on data migration data scope and will be assessed based on the data structure complexity and volume as well.
 - All data migration activities and programs applicable only on the agreed family apps and components as mentioned and included at the “APPLICATION COMPONENTS” or “REQUIREMENTS COMPLIANCES”.
 - Data migration activities will start from day 1 of the project. NBM has to fully commit on the data migration activities.

TRAINING AND KNOWLEDGE TRANSFER

For the success of the system, it is not enough to provide all the functionality requested by NBM. It is necessary for the Key-users, End-users and administrator of the system to accept it as a tool to help them in their daily work. This acceptance based on having a system that is easy to use, simulates real day-to-day work and can be easily integrated into the daily routine. This can only be achieved by providing a proper training to all concerned users, then supporting them during the launch of the project.

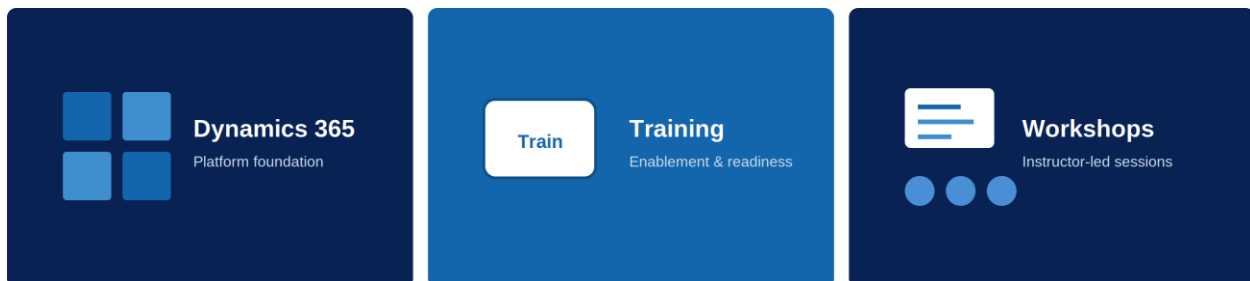




Figure 23: Training

The training activities for this project will be directed towards the business owners and administrators of the system using “Train the Trainers” strategy with an ability to extend as well to the end user level.

TRAINING APPROACH

a-solutions team will share the training approach and strategy with NBM team to describe the following:

- Approach: Examples of successful training approaches [Train the Trainer] or [Group Training] that can be considered for the training plan.
- Timing: When should training be offered.
- Audience and Content: Who should be trained and what training content is appropriate for each audience.
- Epics: Microsoft Dynamics 365 Functional and System Administration scope’s areas.

Training Components

A staged programme building system usability from core orientation to full administration

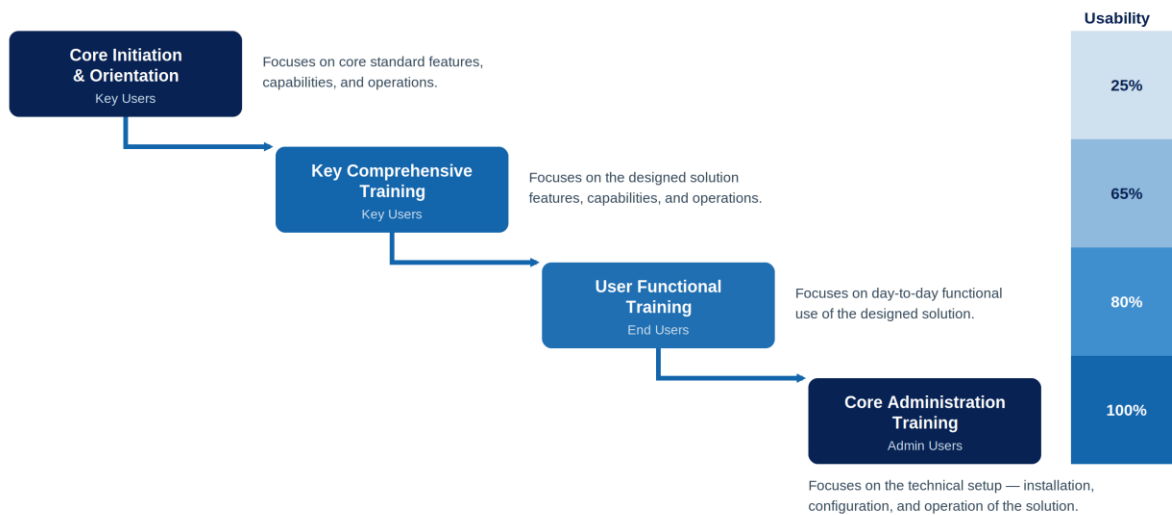


Figure 24: Training Components

Based on that, a-solutions is offering the following training components and programs:

TRAINING SCOPE

The following are the included scope details for the training and knowledge transfer programs:



CORE INITIATION AND ORIENTATION

After the Planning Phase and during envisioning phase, System Core Initiation and Orientation training will be provided gradually on the core features and capabilities in regards to each included EPIC, that will be given to functional area leads and other key stakeholders to establish a common foundation for out-of-the-box capabilities.

	Format: Instruction-Lead Training
Target Audience: Leads and Key Business Stakeholders	Duration: Sessions [3-4] hrs. each
Needed Arrangements: Preferred to have a machine for each trainee and machine for trainer with a data show.	No. of Attendees: Maximum of 4 – 6 persons each EPIC
Purpose: This training will mainly focus on the core standard features, capabilities, and operations as per scope’s areas.	Training Materials: a-solutions Training material in addition to Standard Microsoft Online Training Material
Sessions Count and Working Hours: Sessions run from 9:00 AM to 3:00 PM; the number of sessions per epic will be agreed with NBM during detailed planning.	Language: English
Setup and Data: Standard demo setup and data will be used for this training session	

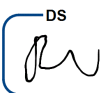
Table 6: Core Initiation and Orientation

This is a precursor to actual training in that it orients NBM key users to the system to equip them to make informed decisions about where workaround, extensions or customizations might be needed.

KEY COMPREHENSIVE TRAINING

During the Solution Usability Phase, Solution Key Comprehensive Training will be provided applying Train-the-Trainer approach on the core of Microsoft Dynamics 365 features and capabilities as per the accepted solution design.

	Format: Instruction-Lead Training
Target Audience: Leads and Key Business Stakeholders	Duration: Sessions [3-4] hrs. each
Needed Arrangements: Preferred to have a machine for each trainee and machine for trainer with a data show.	No. of Attendees: Maximum of 4 – 6 persons each EPIC
Purpose: This training will mainly focus on the core designed solution’s features,	Training Materials: a-solutions Training material in addition to Standard Microsoft Online Training Material





	Format: Instruction-Lead Training
capabilities, and operations as per scope's areas.	
Sessions Count and Working Hours: Sessions run from 9:00 AM to 3:00 PM; the number of sessions per epic will be agreed with NBM during detailed planning.	Language: English
Setup and Data: Prototype Data [semi actual] as per the designed solution will be used for this training session	

Table 7: Key Comprehensive Training

This training aims to train and orient key users to equip key NBM power users on the configured solution and targeted them with a deep understanding of how to use system and manage the UAT as it should be, to make informed decisions about what is the status of the designed solution and manage the user acceptance testing in the right manner.

USER FUNCTIONAL TRAINING

During the Transition Phase, Solution User Functional Training will be provided for the end/general user on the usage of the systems as per the accepted solution design.

	Format: Instruction-Lead Training
Target Audience:: End and General Users	Duration: Sessions [3-4] hrs. each
Needed Arrangements: Preferred to have a machine for each trainee and machine for trainer with a data show.	No. of Attendees: Maximum of 8 persons each EPIC
Purpose: This training will mainly focus on the core designed solution's features, capabilities, and operations as per their functional scope's areas.	Training Materials: a-solutions Training material in addition to Standard Microsoft Online Training Material
Sessions Count and Working Hours: Sessions run from 9:00 AM to 3:00 PM; the number of sessions per epic will be agreed with NBM during detailed planning.	Language: English
Setup and Data: Prototype Data [semi actual] as per the designed solution will be used for this training session	

Table 8: User Functional Training

This training aims to train and orient key business users and end users on the usage of the configured solution.



CORE ADMINISTRATION TRAINING

This training is geared for the major solution technicalities and administration; it will take IT and System administrator users through interactive sessions on how to basically and effectively manage, maintain and operate the system.

	Format: Instruction-Lead Training
Target Audience:: End and General Users	Duration: Sessions [3-4] hrs. each
Needed Arrangements: Preferred to have a machine for each trainee and machine for trainer with a data show.	No. of Attendees: Maximum of 5 persons each EPIC
Purpose: This training will mainly focus on the core designed solution's features, capabilities, and operations technicalities and administrations necessities as per scope's areas.	Training Materials: a-solutions Training material in addition to Standard Microsoft Online Training Material
Sessions Count and Working Hours: Sessions run from 9:00 AM to 3:00 PM; the number of sessions per epic will be agreed with NBM during detailed planning.	Language: English
Setup and Data: Prototype Data [semi actual] as per the designed solution will be used for this training session	

Table 9: Core Administration Training

This training aims mainly to train and orient IT and System administrator users on the designed and implemented solution.

TRAINING ASSUMPTIONS

- All training discussions, meetings, workshops, voice communication and activities will be remotely online.
- Key-users and End-users hands-on training will be included as structured in the Training and Knowledge Transfer section.
- Language of interaction, development, documentation and support in English and Romanian as necessary.
- In case of any other language needs or setup for the training discussions, meetings, workshops, voice communication, different technical setup will be considered and discussed.
- NBM will ensure a dedicated team of key users each EPIC is allocated to the training. The key users should be representatives from each functional area of the related



business and authorized as well to sign-off on training execution and documentation.

- NBM requires to have a dedicated training officer as single point of contact for the cooperation with a-solutions training team on the training engagement.
- NBM has the right to decide how many users will attend the training.
- All effort and prices are considered based on remote online solution training service, else different commercial proposal will be considered.
- All training activities and programs applicable only on the agreed family apps and components as mentioned and included at the “APPLICATION COMPONENTS” or “REQUIREMENTS COMPLIANCES”.

QUALITY TESTING MANAGEMENT

TESTING APPROACH

To ensure the overall quality of the Microsoft Dynamics 365 solution being implemented a-solutions uses a Quality Test Plan that will be used to validate the functionality of the new solution based on custom setup options. This is also used to identify the test criteria that will be used to validate customizations and enhancements.

Successful and comprehensive testing of system modifications and enhancements is a key success factor in the a-solutions methodology. System modifications will be tested several times during the course of development and acceptance. Each successive testing step needs to have specific testing criteria and benchmarks defined, as well as clearly defined passing criteria.

Test planning is started in the Analysis phase to establish the high-level plan for testing and to establish the general standards and procedures that are to be followed when conducting software testing and validation. It becomes a living document that is refined and updated as more information is gained throughout the project. The plan should include specific test cases or scenarios and the expected results. Ideally the plan will include test scripts that document exactly how tests will be performed and what data will be used. Separate testing criteria can be established for each proposed system modification or enhancement.

Data used when testing system modifications or enhancements can come from numerous sources. The specific data source and the structure of the data for testing need to be determined and documented to avoid confusion and delays when the testing begins. .

Usually the data used for testing is sample data provided by NBM for initial configuration for training and testing. This is especially true for any testing that is to be performed by the customer. Inherent in this step is the determination of responsibility for deriving or creating the data used for testing. Once the data source has been decided, the team needs to determine both the amount of data needed for testing the proposed system modification or enhancement and responsibilities for deriving or creating the data needed for testing.



It is important for NBM to understand the various types of testing activities that will be performed and for them to commit appropriate time and resources to assist with and perform testing where appropriate.

The outcome of gathering Quality and Testing Standards will be the establishment of a deliverable Test Plan that examines and defines the following areas:

<ul style="list-style-type: none"> • Test Objectives and Goals • Test Approach and Assumptions • Testing Responsibilities • Quality and Testing Scope Expected • Testing Results Testing Tasks and Deliverables 	<ul style="list-style-type: none"> • Defining Interactions with other Organizations • Testing Procedures and Walkthrough Test Status Tracking and Reporting • Test Environment and Resource Requirements • Testing Schedules Definition of • Test Specification [Script] Template
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At a minimum, determination of the Quality and Testing Requirements Scope should address the following test scenarios:

Figure 25: Testing Process Flow

TESTING SCOPE

a-solutions comply, commit and ensure quality testing on the implemented standard/developed functionalities [data entities, embedded logic, and flow control] as process over [References, Configuration, Parameters] and [Masters, Opening Balances and Open Documents entities] that comes out of the box in the respective functional areas, adhering Microsoft Dynamics 365 best practice and recommendation in regards by the Data Management Framework, else, a gap will be considered and a change request will be managed accordingly.

TESTING INVOLVEMENT

Testing can encompass Business Processes, Workflows, and Reports, which will be reviewed with NBM. It will be communicated to NBM that written test cases/scripts will need to be developed to support the testing efforts. It will not be the Application Consultant’s responsibility to define and document of these test cases. These test cases should be developed by NBM, or at least with the NBM’s assistance:

MODULE TEST

During the development phase, a-solutions will perform module test. Module test is a-solutions’ internal functional test, which is performed to ensure that the configured



solution is performing as expected and as per NBM requirements, and only once the outcome of the module test is as expected, NBM will be involved.

INTEGRATION TEST

Integration test is the User Acceptance Testing preparation test. a-solutions will show the configured solution to users. This test is a handover session, where scenarios will be performed by the a-solutions team for the users. This test is to ensure that the NBM users can perform User Acceptance Test by themselves and based on prepared test scenarios will only limited support from a-solutions.

USER ACCEPTANCE TEST

The User Acceptance Test is the NBM test to confirm the solution is working as expected before deploying the solution on the Production server. The User Acceptance Test will be performed by the users with support from a-solutions. The outcome of the tested scenarios will be listed, and pass/fail will be mentioned by each test scenario. Any fails will be resolved by a-solutions, and the scenario will be retested by the users to ensure that these scenarios now can be confirmed as pass.

Once the User Acceptance Testing has been performed satisfying with the expected outcome, the users will perform sign-off of User Acceptance Test, and a-solutions will enter cut-over and prepare the solution to be deployed on Production for Go-Live.

TESTING ASSUMPTIONS

- a-solutions will perform all the unit testing of the system setup and end-to-end testing of the business scenarios.
- Integration testing with external systems will be done jointly by a-solutions and NBM IT team.
- Test cases will be prepared, validated and signed-off with NBM project team post design completion milestone.
- NBM to ensure that any development required in external systems to get the integrations to work are completed in time and tested before integration testing can begin.
- NBM to validate all mapping specifications for integration of scope systems with NBM systems.
- a-solutions will prepare the test scripts and the test data for unit tests. User acceptance testing plan, scripts and data to be provided and signed off by NBM before beginning of User Acceptance Testing.
- a-solutions will provide training support during testing, as incidents or training gaps are identified.



- All testing activities and programs applicable only on the agreed family apps and components as mentioned and included at the “APPLICATION COMPONENTS” or “REQUIREMENTS COMPLIANCES”.

SUPPORT AND MAINTENANCE

SUPPORT OVERVIEW

NBM intends to implement an enterprise business solution to bring together all the core business functions within the organization. NBM intends as well to be provided by a proper support on the same and evaluating and finalizing the option of having a-solutions to manage a Hypercare and AMC support, and such adding valued Solution Support, NBM can capitalize on a-solutions' massive experience and specific focus in implementing and supporting such platform and solutions.

The Solution Support is an easy way for NBM to get functional and technical issues resolved in a timely manner, eliminating the headache that a-solutions is used to handling. Such Solution Support improves NBM's business and solves problems quickly so NBM can focus on its main business.

NBM is a very important and strategic opportunity for a-solutions. As NBM's business might face issues and needs support [Functional and Technical], so our aim is to deliver a show case. a-solutions consider NBM as a key reference.

This proposed support herein includes taking over all support related to the proposed solution above aiming to build KPI's based on stabilizing current issues making sure that NBM get a more stable Support Solution going forward.

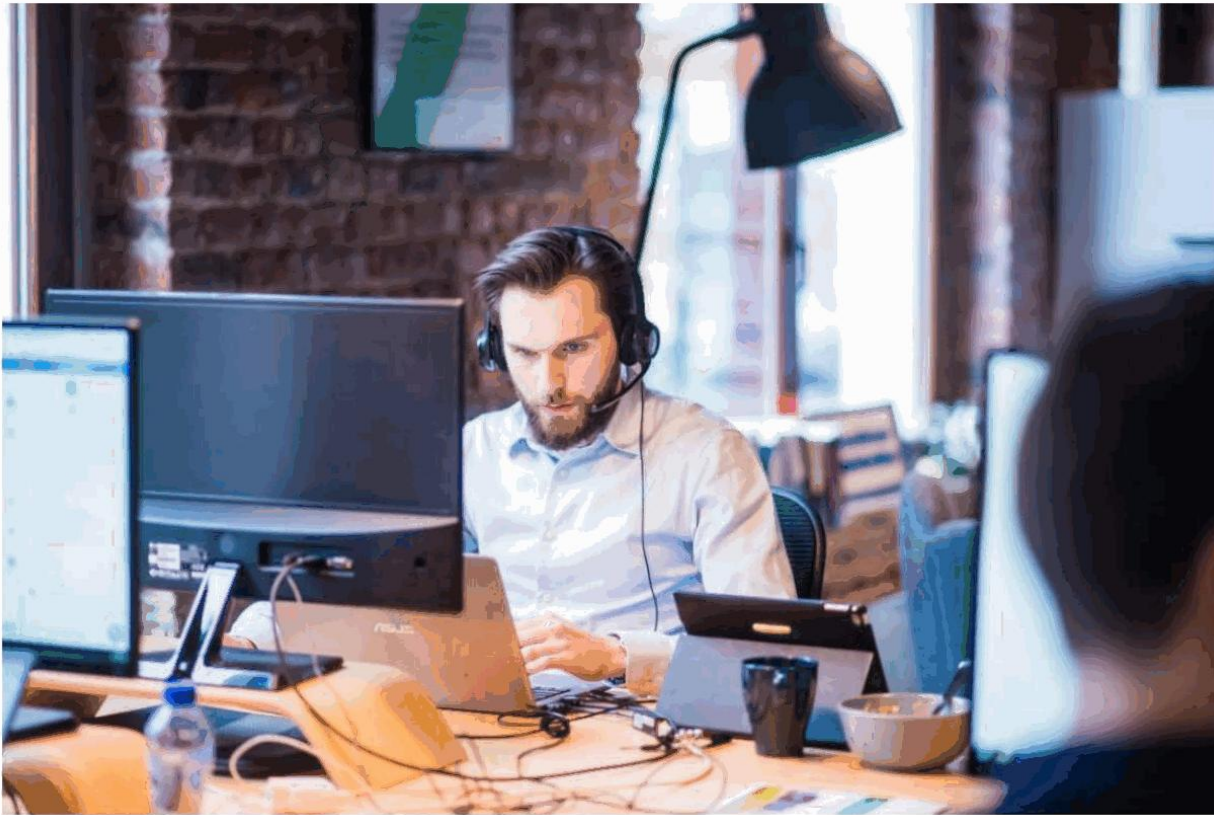


Figure 26: Support Solution Service

SUPPORT SCOPE

Our proposed Solution Support scope will be focusing on providing quality functional and technical support for the proposed business solution.

The following are the proposed Solution Support's scope including all services that are as per the industry/product best practices and within the standard functionality that comes out of the box features, concept and capabilities as per the following scope details:

HYPERCARE SUPPORT

a-solutions will provide Solution Hypercare Support and Maintenance option, a-solutions explores to Go-Live on the first of a month and a post implementation Onsite/Online Hypercare Support will be provided for a period of QTY [01] Calendar Month.

Once the solution is deployed, activated, and released as production environment to the users, the solution translated and is considered as Go-Live and the Hypercare agreement will start.



ANNUAL SUPPORT

The proposed AMC herein will capture the intended details of an AMC support that formulate the aims of providing proper and quality functional and technical support needs that the service contains to operate and complete the anticipated needs by NBM the proposed above business solution.

All AMC support services will be within the standard functionality Technology, Integration, Feature, Concept, Capability or Process as [data entities, embedded logic, and flow control] that comes out of the box in the respective including functional areas, and necessary development and enhancement as per the included scope details adhering On-Premises Microsoft Dynamics 365 business suite applications framework best practice and recommendation in regards, else a gap will be considered and a change request will be managed accordingly as per the following scope details:

SERVICE SPECIFICATIONS

a-solutions propose an Annual Maintenance Contract [AMC] for QTY [72] Calendar Months and the support approach is considered as Remote Support.

Once the first applicable Hypercare Support completed, AMC support is considered active, and the AMC agreement will start.

As conclusion for the above AMC option, and in case it is approved, the following items will be provided:

- Functional user support as per request.
- Technical support as per request.
- Standard features and capabilities investigation and bug fixing.

HINT: English speaker resources will be available for service requests.

Support Levels

Support Levels	Description	Responsibility
Level 1 Support	Collect user requests and data Attend to user phone calls Respond to user emails and phone calls Conduct basic troubleshooting using questionnaires to find out the level of support needed Create tickets for Level 2 support Provide product information Solve common problems	NBM



Support Levels	Description	Responsibility
Level 2 Support	In-depth troubleshooting Backend analysis	a-solutions' point of contract support team
Level 3 Support	Define the root cause Looking into code and design	a-solutions' functional and technical experts
Level 4 Support	Core solution source code	Microsoft

Table 10: Support Levels

SERVICE LEVEL AGREEMENT

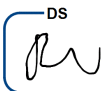
a-solutions will provide support in accordance with the following SLA table on an 8 hours per day 5 days per week, Monday to Friday from 9 am to 5 pm excluding Moldovan public holidays during the AMC.

SLA Levels	Acknowledge Time	Assignment Time	Workaround Fix Ready	Permanent Fix Ready
Critical	E-mail: 60 minutes Phone: Immediate	2 Business Hours	4 Business Hours	2 business days
Serious	E-mail: 120 minutes Phone: Immediate	4 Business Hours	2 Business Days	7 business days
Moderate	E-mail: 240 minutes Phone: Immediate	2 Business Days	4 Business Days	15 business days
Low	E-mail: 480 minutes Phone: Immediate	3 Business Days	5 Business Days	4 weeks
Enhancement Request				Separate Change Approval Process

Table 11: Service Level Agreements

SLA LEVELS

- SLA Level “Critical” is defined as the solution is halted and cannot process any NBM requests due to software or information security issues.
- SLA Level “Serious” is defined as a problem in the solution causing serious disruption of one or more major business functions and where it is completely or partially not working and causing a severe financial/business damage. This level





includes performance degradations beyond acceptable ranges preventing many NBM users from using the solution. Any Information Security issue that does not halt the execution of the system is categorized as serious.

- SLA Level “Moderate” is defined as any business functionality not working for more than one NBM user with the system however still performing main critical functions and the problem not causing any financial / business damage whatsoever. This level might also include noticeable performance degradations beyond the targeted performance specified in the technical/business specifications.
- SLA Level “Low” is defined as problems that can be categorized as cosmetic problems that do not affect any business functionality. These issues are most probably to be solved within the next release or patch containing the fix for the specific issue.
- SLA Level “Enhancement Request” is defined as a technical/business team’s request to make a change to the way the solution works while there is no problem whatsoever and all the solution business functions are working as expected. The enhancement will be included in the next release subject to change management process.

SLA TERMS

- Acknowledge Time is the duration between the notification and a-solutions’ acknowledgement of the problem. 60 minutes for e-mail contact is valid when the NBM contacts a-solutions Support Centre by e-mail during Moldovan business hours from 9 am to 5 pm. If any mail is received outside these working hours and the NBM does not contact a-solutions Support Centre over phone for the support case, then the acknowledgement time will shift to the next business day’s work start hour + 60 minutes.
- Assignment Time is defined as the duration between acknowledgment and assignment of a technical expert to the problem.
- Workaround Fix Ready is the time a-solutions comes up with a workaround fix for the problem and tests and deploys it on the test servers. Via this workaround, the problem is either solved temporarily or the seriousness level of the problem is decreased to a lower SLA Level.
- Permanent Fix Ready is the time a-solutions comes up with the permanent fix and makes it available for the NBM to deploy and test on the test servers.

SLA PATCHES AND PACKS

SLA Levels	Customer Informed	Patch Applied & Tested
Security Patch	3 Days	5 Days
Service Packs	1 Week	2 Months



- Security Patch is defined as a patch/hot fix released by Microsoft which can be applied to operating systems on or any part of software, and is related to security, or is released as a fix for a security issue.
- Service Packs is defined as a patch/hot fix released by Microsoft which can be applied to operating systems of servers, or any part of software that the solution depends on and is not related to security but contains improvements or upgrades on the operating system or depended on software.
- Customer Informed is the time when a-solutions informs the NBM about a security patch/service pack release along with the information on whether the patch applies to any operating systems or depended software of the solution.
- Patch Applied & Tested is the time after negotiating with the NBM at the end of Customer Informed Stage to install the patch/service pack/hot fix, the patch is installed on test systems and the solution is tested and proved to be compatible with the installed patch.

SLA ASSUMPTIONS

- The SLA Will follow the resolution metrics defined above unless there is a development required, in that case the resolution target will be the delivery target in the provided estimation [Estimation should be submitted within the defined times above. And any late submission will consider a breach of the resolution metrics.]
- That assigned technical person will diagnose the incident and organize the necessary incident response efforts. A critical incident is an issue that makes the whole solution or some part of the solution not being accessible by consumers. If the issue is not resolved within the resolution metrics defined above, a-solutions high level management will be involved in the resolution process. a-solutions will provide the best effort to resolve an issue in a timely manner and will provide the mobile numbers of the assigned support staff for non-office hours' issue submission.
- In case of other issues and inquiries that are not critical, the response efforts will be carried out in working hours. a-solutions will provide the best effort to resolve an issue in a timely manner.
- Any issue which is reported without categorization through explicitly stating the words "SLA Level is Critical" or "SLA Level is Serious" will be treated as "Moderate" case.
- Fixing Software issues that were not discovered during the tests will be fixed, and answering Software Inquiries by technical teams
- Scaling system up if required to support more users.



SUPPORT ASSUMPTIONS

The following are additional assumption supporting and applicable for the proposed support scope:

- We assume immediate mobilization from the issue of a Purchase Order or Signed Agreement.
- English speaking resources will be available for both Solution's Support options' service requests and verbal interaction to include discussions, meetings, workshops, and voice communication
- Service language will be mainly in English for Email Interaction, Technical Development, and Documentation.
- Proposed Solution's Support considered that NBM is [8/5] operations excluding Moldovan public holidays, and the support is structured as [8/5] Support as well.
- NBM will ensure a dedicated team of key users each Epic are allocated to the support. The key users should be representatives from each functional area of the business and be authorized to sign-off on support documentation.
- NBM requires to have a dedicated activity team as availability and support officer as single point of contact for the cooperation with a-solutions support team on the support engagement.
- NBM is responsible for [Level 1] support.
- Environment and support that related to remote access to environment or critical and sensitive information, if needed during the support shall be provided by NBM.
- a-solutions follows a clearly defined SLA which would be adhered throughout the AMC.
- a-solutions Help-Desk Portal on SharePoint will be used as the single source of raising tickets and follow up, and If a phone call is initiated or an email is issued, a tickets should be raised accordingly as well.
- a-solutions will provide remote support and bug fixing On-Premises Microsoft Dynamics 365 business suite applications framework which will be implemented at NBM.
- Any support sessions will be [3-5] hours max in the manner that suits the audience and their availability for their daily work activities.
- Cloud Microsoft Office 365 domain and users accounts migration are out-of-scope and should be managed by the NBM IT and Infrastructure team.
- NBM should have the willing of change management's adoption in case is required.



- Microsoft updates within the scope:
 - Informing about automated environment updates on UAT/PROD
 - Fixing bugs/issues that are result of environment updates – issues raised by NBM users
- All effort and prices are considered based on remote online AMC solution support service, otherwise different commercial proposal will be considered.
- in case of termination, both parties have a 30 calendar days days notice period.
- In case of contract termination, a separate commercial settlement discussion will be initiated as this AMC has been estimated as a decrease in support effort during the term as the users will get more familiar with the solution, however the quotation is a fixed quarterly price.
- Source code related specifically to NBM's development and enhancements performed by a-solutions will be made available for NBM, and a-Finteg or a-Pay (in case included) source code is not considered.
- In case of contract termination, a-solutions will provide complete handover of the source code to NBM along with all relevant documentation and a-Finteg or a-Pay (in case included) source code is not considered.
- Any change on the main scope and what is included, will have an impact on the AMC commercials as additional change that should be considered.

SUPPORT EXCLUSIONS

The following are outside the scope of a-solutions responsibilities for the support and are not covered by this AMC proposal. The parties further understand and agree that any items not specifically addressed under "Support Scope" are also outside the scope of this support service:

- Any operational work for running the application.
- Training related activities.
- No additional feature requests or change requests are handled. For these requests, an enhancement change request management procedure must be applied.
- No enhancement or change requests in user interface and visual design are implemented except approved by the proper enhancement change request management process.
- Any addition to the support scope in terms of enhancements, new modules, integrations etc.



- Other than those listed in the scope section of this document, any extensions, interfaces, and data migration.
- Any Customizations/Change Requests.
- Any data upload is outside of the scope, and any work related to Master Data cleansing and de-duplication.
- Downtime for deployment is not included in the SLA.
- User related activities such as implementation, business process re-engineering, business change management, user adoption, user acceptance testing, and preparation of help-desk manuals.
- Any business functionality or activities not directly associated with this proposal.
- Any networking related issues or Any performance optimization work which is due to hardware, network and non-Microsoft Dynamics 365 related software or application.
- Any networking support or related issues, network tuning, network testing, benchmark testing, disaster recovery and support/troubleshooting for third party products.
- Other than those listed in the Scope section of this document, any extensions, interfaces, and data migration.
- All Customizations/Change Requests that should go through a Change Management Process.
- Customizations and addons bug fixing and investigation requested, required, and approved is out of scope of support in case customizations and addons source code is not fully accessible and included in scope after completion of the audit activity.
- Any enhancement, add-on etc. implemented after entering this agreement will impact the commercials in case they are required to be included in the scope.
- Microsoft updates for the testing after environment update, which should be done by NBM users or a Change Request for a-solutions to design RSAT automated tests

SUPPORT EXECUTIVES

SUPPORT APPROACH

The choices of support methodology is limited but needs to be done carefully, so as pre-support activity, a workshop will be in place upon award and mobilization to identify the proper Support Approach and Methodology, and a-solutions' recommended primary methodology of Microsoft Dynamics 365 AMC is as follows:



Support Approach

End-to-end AMC support flow from case submission through reporting and billing

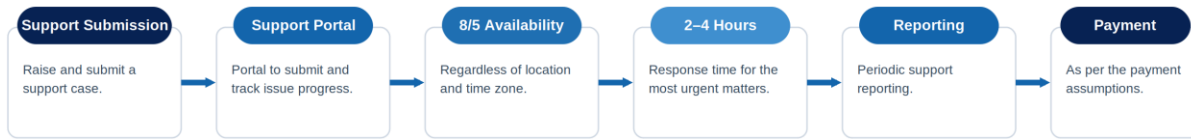


Figure 27: Support Approach

- NBM [Preferred a single point of reporting] can reach out directly to the support team related to the relevant Epic or Area.
- a-solutions’ Support Officer should be always in the loop of all communication.
- above process will be followed for each single case.
- Support timesheet and status report will be submitted on weekly basis.
- Support payment will be submitted on monthly basis

SUPPORT TEAM

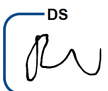
Will be discussed and allocated in later stage upon AMC got agreed and awarded as per the followings:

Support Team	
Support Officer	Support Primary Contact: Support Officer and Coordination
EPIC Primary Specialist	Business Management
EPIC Primary Specialist	Technical Management
Back-up support	Business EPIC
Back-up support	Technical EPIC

Table 12: Support Team

SUPPORT ESCALATION

The escalation structure for the NBM AMC is depicted in the table below showing the levels, roles members into for any support escalations:





Level	Role	Name	Contact	Email
Level 3	COO	Aco Antevski	+389 71 244 128	aan@a- solutions.dk
Level 2	Head	Madhuri Hauradhun	+971 55 6258386	mha@a- solutions.dk
Level 1	Support Manager	Kristina Stanojkovska	+389 77 502 818	kst@a- solutions.dk

Table 13: Support Escalation

SUPPORT RESPONSIBILITIES

- a-solutions is committed to the successful delivery of the proposed solution's support for NBM. We understand the importance of comprehensive AMC. We will put an appropriate project structure in place that creates shared responsibility between a-solutions and NBM for overall support success. While we realize the final support, structure may require some trade-offs based on resource availability, we recommend mentioned above support executives' considerations. a-solutions will provide the support with well-qualified resources such as a Support Officer and Subject Matter Experts Consultants.
- a-solutions knows that the responsibility for bringing the support to a successful closer relay on both parties and hence provide a complete team structure from both parties as well as creating a support committee team that can take matters on their hands and pave the road for support success in accordance with the support agreement between both parties.
- The Executive Support Committee will be formed to further NBM's innovation in technology and to provide a roadmap for the support and long-term future. Membership to this council will consist of key stakeholders from both NBM and a-solutions. Oversight and direction of this council will be provided by senior management on the account. This council will be formed during the support and beyond. The members will be responsible for arbitrating support issues that are escalated to them, approving change requests, and leading the strategic direction of the support in case required.
- NBM Support Officer, in cooperation with the a-solutions Support Officer, is responsible for managing of day-to-day support activities, aligned with the support cases and levels, to satisfy a successful and timely resolution of all support tasks. NBM Support Officer is responsible for support ticketing, resource allocation and management. The activities and responsibilities of the NBM Support Officer will include:
 - Working with the a-solutions Support Officer to solve the support cases



- Conducting support weekly status meetings and report with the a-solutions Support Officer
- Monitoring and driving support progress and results in cooperation with a-solutions Support Officer
- Ensuring that the required infrastructure and access are available as required
- Allocating, Scheduling and Ensuring NBM “Key Users” are available for support session, system support, and providing support in case required.
- Actively participating throughout all phases of the support
- Ensuring support issues are dealt with promptly and escalated when necessary
- Reviewing and signing off on related Service Support Documents
- a-solutions Support Officer will be responsible for:
 - Management of day-to-day support activities defined in the Help-Desk Portal or reported by phone or email, to satisfy a successful and timely resolution of all support tasks.
 - Consulting resource allocation and management, working side by side with NBM Support Officer, and reporting directly on all project-related matters.
 - Provides diagnosis and advice to NBM’s application the right support team to enable a resolution for problem incidents caused.
 - Provide status report on weekly basis
 - Provide AMC payment on monthly basis as per the payment assumptions
 - Azure Related Service is to facilitate steady state and ongoing normal operation of the scoped solution. The specific scope of the service for this scope element is covered in the responsibility matrix.
 - Production Support is to facilitate steady state and ongoing normal operation of the scoped solution. The specific scope of the service for this scope element is covered in the responsibility matrix.
 - Troubleshoot and Resolve provides diagnosis and advice to client’s application support teams to enable a resolution for problem incidents caused specifically by breaks in existing functional configuration and/or customized codes. The diagnosis and resolution advice could be a temporary bypass and/or a permanent fix. The specific scope of the service for this scope element is covered in the responsibility matrix.



- Bug Fixing involves fixing broken code of local customized components by a-solutions so that it conforms to its original specifications. The specific scope of the service for this scope element is covered in the responsibility matrix.

WARRANTY AND DEFECT LIABILITY

In addition to Hypercare and the ongoing Annual Maintenance Contract (AMC), a-solutions provides a defect-warranty period covering the delivered solution configuration and customizations.

- Warranty period: one calendar year from go-live, running concurrently with or following Hypercare and later on the support during which defects in a-solutions' delivered configuration and customizations are corrected at no additional charge.
- Scope of warranty: covers defects where the delivered solution does not perform in accordance with the agreed Solution Design Document and accepted requirements.
- Exclusions: changes to standard Microsoft product behaviour, issues caused by modifications made by parties other than a-solutions, infrastructure or third-party-system faults, and new or changed requirements (handled via Scope Change Management).
- Microsoft product issues: defects originating in the standard Microsoft Dynamics 365 product are managed through a-solutions' Microsoft-managed-partner escalation channels.

After the warranty period, continued correction and support are provided under the AMC described in the Support and Maintenance section.

SCOPE CHANGE MANAGEMENT

For any modification or deviation from the proposed scope in this proposal or changes to the time will be subject to the scope control procedures. A change request may arise from the following areas:

- Any user required addition or modification after project start.
- Any functional required addition or modification after analysis phase complete.
- Any change in integration interfaces after technical design completion.
- Any change request in the network, system, and system information security or server architecture after technical design completion.
- Any change request in user interface or visual design after visual design is signed off.



NBM may initiate the Change Request Form [CRF] process whenever there is a perceived need for a change that will affect the overall costs, timeline, or functionality of the project. A log of change requests will be reviewed at progress meetings and will be included with the monthly project status reports to check on changes that have not been completed.

To manage the project scope, we will use a standard Scope Control Document which is namely the Change Request Form [CRF]. This form is used to control scope changes in the project, as well as record issues and problems identified throughout the implementation process.

The Project Team is responsible for considering the impact of any user requests on the scope of the project. Likewise, a-solutions will evaluate the impact of issues raised by the Project Team. For a change request to be approved, both parties should agree on its impact on cost and schedule.

EXIT, TRANSITION AND KNOWLEDGE TRANSFER-OUT

To ensure NBM retains full control and continuity of its solution, a-solutions supports a structured exit and transition process at the end of the engagement (or on expiry of the AMC), should NBM choose to bring support in-house or transition to another provider. Because the solution runs on NBM-managed infrastructure, NBM retains custody of its environment, data and configuration at all times.

Transition Principles

- All solution documentation (design documents, configuration workbooks, integration mappings, operational runbooks and as-built records) is maintained and handed over to NBM.
- Source code for customizations and a-Finteg configuration relevant to NBM is made available to NBM in accordance with the agreed licensing and escrow terms.
- Knowledge transfer-out sessions are provided to NBM's nominated administrators and support staff to ensure operational self-sufficiency.
- a-solutions provides a defined transition-support window to assist an orderly handover to NBM's internal team or a successor provider.

The detailed exit plan, including timelines, responsibilities and any escrow arrangements, will be agreed with NBM and can be ratified as part of the contract.

ASSUMPTIONS AND DEPENDENCIES

The following are additional assumptions supporting and applicable for the proposed solution and scope:

GENERAL ASSUMPTIONS

- Microsoft Dynamics 365 minimum quantity of licenses is a prerequisite for project initiation.



- a-solutions will be registered as the partner of record in LCS. This is a prerequisite to perform the services.
- Service language will be English and Romanian, if required; to include all discussions, meetings, workshops, communication, documentation, and training speech.
- Project related access to critical and sensitive information, if needed during the implementation, shall be provided by NBM.
- NBM requires having a dedicated activity team as availability and cooperation.
- Cloud Office 365 domain and users accounts migration are out-of-scope and should be managed by the NBM IT and Infrastructure team.
- Any online workshops/sessions will be full day in order to meet the timeline.
- NBM will ensure a dedicated team of key users are allocated to the project. The key users should be representatives from each functional area of the business and be authorized to sign-off on documentation.
- NBM 's SOP's, Policy and Process manuals are standardized, available and ready to be shared with our consulting team for better understanding and implementation execution with basic "business process reengineering" responsibility limited to providing recommendations, if possible, applicable, and required as per the solution cap.
- NBM should have the willing of change management's adoption in case it is required.
- The solution deployment, provisioning and migration will be using the standard functionalities [data entities, embedded logic, and flow control] that comes out of the box in the respective functional areas, adhering Microsoft Dynamics 365 best practice and recommendation in regards by the Data Management Framework, else, a gap will be considered and a change request will be managed accordingly.
- When the Functional Requirements Documents are signed off by NBM any changes raised afterwards are considered as a change request.
- When the Standard or Functional Design Documents are signed off by NBM any changes raised afterwards are considered as a change request.
- The Analysis/Discovery phase will set the exact requirements and based on the gap list a Change Request will estimated and addressed.
- Standard Microsoft Dynamics 365 Standard SSRS Reports and Dashboards are included. Any specific NBM extra customized Report or Dashboard will be estimated separately.



- NBM will use and invest within Microsoft Dynamics 365 offered family apps capabilities of the On-Premises framework above system's areas section including the compliance assumptions Details in case exist.
- Post implementation Hypercare support will be provided over QTY [01] calendar month.
- Any defects by a-solutions work after Go-Live will be solved during the Hypercare and a potential AMC Support period.
- Go-Live is considered as soon as the solution is deployed on production server and released to the users. Hypercare will start immediately after.
- The project is considered as remote, onsite (if required) during analysis, training, UAT and Go-Live. Any other activity is considered remote.
- NBM will ensure to provide deliverables from business side to meet the deadlines defined in the mutually agreed project plan. That is related to analysis sessions, Requirement document sign-offs, Design document sign offs, UAT (Testing) sign offs, clean data for data migration.

FUNCTIONAL ASSUMPTIONS

- NBM to identify single owner to approve documented processes, policies, and other deliverables and to formally approve the completion criteria.
- If required Onsite location will be at NBM, NBM shall provide Functional work area for the Onsite a-solutions consultants for their day to day activity.
- NBM to enrich the functional test cases which a-solutions will provide, Test cases will be used as baseline to the UAT.
- Delays in providing environment access/setup from NBM's end will impact the timeline and possibly cost of the project.
- The appropriate domain Subject Matter Expert [SME] from NBM is available as part of the project team for the life of the project. Activities include attending and providing input during requirements workshops, specification reviews, validation, and testing, etc.
- The appropriate domain SME is empowered to make decisions on behalf of the business related to their domain.
- NBM will review and approve documents within agreed timeframes. If feedback is not received from NBM during the agreed time, it is deemed accepted.
- Requirements gathering' is frozen and considered finished upon commencing work on the Design Phase.



- NBM will provide 24x7 accesses to its development and testing environments to both onsite and offsite consultants to carry out work on the project.
- Any other activities such as analysis and design documentation, development, other documentation writing, project management, etc. will be done offsite.

Integration & Technical Assumptions

- Infrastructure performance issues such as networking and bandwidth availability issues are not within a-solutions scope.
- Any UX/UI work are excluded, else an extra effort and change will be there based on a proper assessment and evaluation on the necessary work.
- No design and development of external data interfaces or integrations to third-party sources will be made other than those included as deliverables in scope of this proposal
- a-Solutions will be responsible to analyze and design interfaces on Dynamics 365 only.
- There will be one unique production organization in the project [aside from any development or testing environments as needed by a-solutions], with the different forms/views according to the different Business Units' in scope requirements.
- Only in scope SQL reporting services [SSRS] reports will be provided for reporting requirements. Microsoft Dynamics 365 charts and dashboards will also be used if required.
- All the reports will be built on Microsoft Dynamics data alone and will not access any external data sources except if otherwise agreed.
- All NBM users/employees of would have an Active Directory account and would be able to access Microsoft Dynamics 365 using that account through the Corporate / Open network.
- Any infrastructure, hardware, 3rd party software and Disaster Recovery site management installation and maintenance is the responsibility of NBM.



SOLUTION IMPLEMENTATION EXECUTIVES

Along with PMO scope and activities, the following details represents the implementation executive parts as following:

APPROACH AND METHODOLOGY

Approach and Methodology

Microsoft iterative solution approach — CRP or Agile — across the delivery lifecycle



Figure 28: Approach And Methodology

The choices of implementation methodology is limited but needs to be done carefully, so as pre-project start activity, a workshop will be in place upon award and mobilization to identify the proper Project Approach and Methodology, and a-solutions’ primary methodologies of Microsoft Dynamics 365 implementation are as follows:



Microsoft Dynamics Lifecycle Services (LCS)

Application lifecycle management for the NBM on-premises deployment

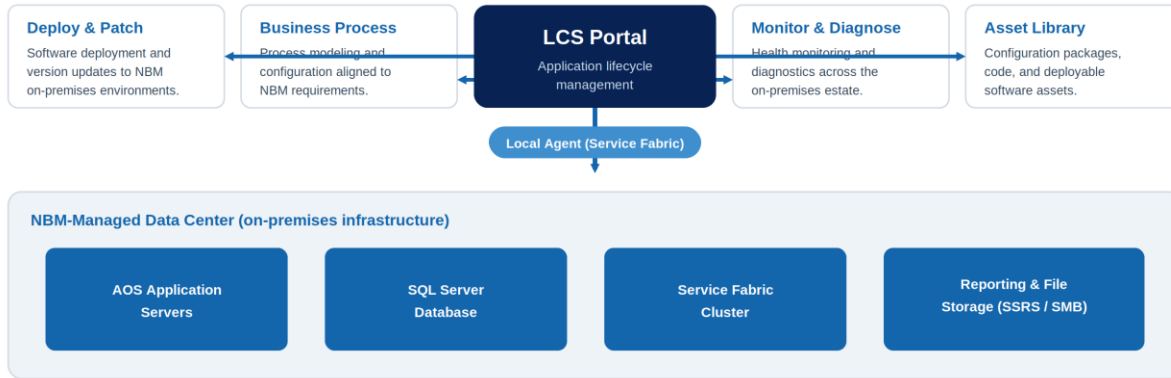


Figure 29: Microsoft Dynamics Lifecycle Services [LCS]

For the NBM engagement, the solution is deployed on-premises, with the application servers and the Microsoft SQL Server database running inside NBM’s own data center rather than on public cloud infrastructure. Microsoft Dynamics 365 Finance + Operations (on-premises) is supported on NBM-managed infrastructure, including Azure Stack HCI and Azure Stack Hub, and is not hosted on Microsoft Azure public cloud services. Even for this on-premises model, Lifecycle Services remains the required application lifecycle management portal: it is used to provision and update the deployment, model business processes, deploy and patch software, manage configuration and deployable-asset packages, and provide monitoring and diagnostics. Connectivity between LCS and NBM’s environment is established through a Local Agent deployed into a standalone Service Fabric cluster, so that orchestration is driven from LCS while all core data and workloads remain on NBM-managed infrastructure. a-solutions is registered as the partner of record in LCS as a prerequisite for delivering these services. NBM should also note that Microsoft is progressively consolidating certain LCS-adjacent experiences (for example, support and incident management) into the Power Platform admin center; this does not affect the on-premises deploy-and-update workflow, which continues to run through LCS.

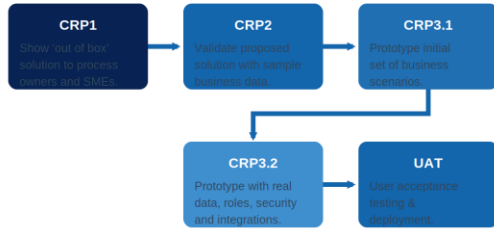
[CRP]: This is the latest methodology recommended by Microsoft and other advisers to embrace and implement Microsoft Dynamics 365 solutions. As this is a blend of agile and waterfall, one can smartly use this methodology to achieve goals of all sizes, big or small.



CRP Methodology — End to End

Conference Room Pilot: a blend of agile and waterfall, from planning to deployment

Planning



Execution

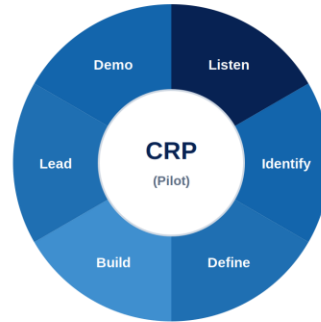


Figure 30: CRP Methodology End-to-End Visual

[AGILE]: This is an iterative and collaborative process of applying process and controls to achieve the objective. This methodology is popularly embraced by product development enterprises and can be used for implementing Microsoft Dynamics 365 solutions.

Agile Methodology — Scrum Framework

Iterative sprint-based delivery with continuous review and refinement

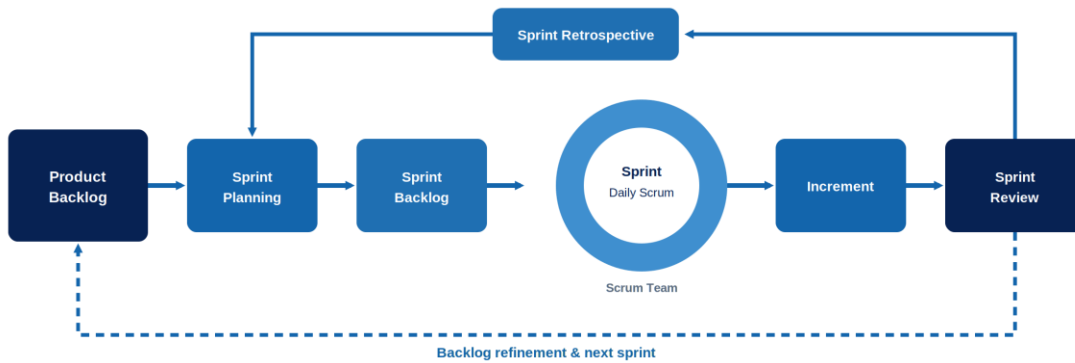
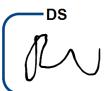


Figure 31: AGILE Methodology End-to-End Visual

MILESTONES AND DELIVERABLES

The following are the preliminary initial Phases, activities, milestones and deliverables:

HINT: According to the mutual workshop of project charter management, the result of the final chosen service delivery methodology planning, and development included project plan [phases, activities, milestones and deliverables etc.] and timeline may vary.





Implementation Milestones & Payment Schedule

Seven sign-off milestones across the delivery lifecycle - each milestone triggers the associated payment

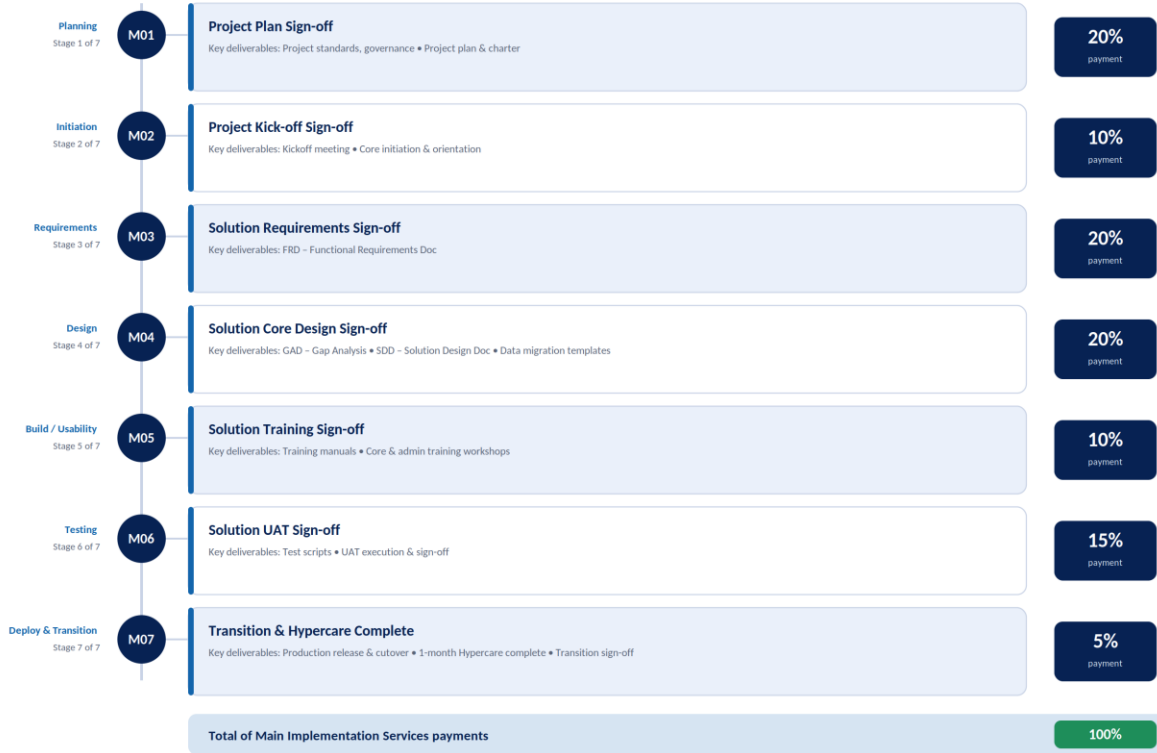


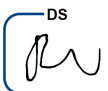
Table 14: Implementation Milestones, Deliverables and Payment Schedule

ACCEPTANCE CRITERIA AND DELIVERABLE SIGN-OFF

To provide clarity and protect both parties, each deliverable and milestone will be subject to defined acceptance criteria and a formal sign-off process. This ensures that progress is measured objectively, that payment milestones are tied to accepted deliverables, and that disputes are minimized.

Acceptance Process

- Each key deliverable (for example, Solution Design Document, configured environment, data-migration cycle, training, and UAT) has documented acceptance criteria agreed in advance.
- On submission of a deliverable, NBM has a defined review window, ten business days to review and either accept it or return consolidated written feedback.
- Where NBM does not respond within the agreed review window, the deliverable is deemed accepted, to keep the project schedule on track.





- Defects or gaps identified against the agreed acceptance criteria are corrected by a-solutions and re-submitted; items outside the agreed criteria are handled through the Scope Change Management process.

User Acceptance Testing (UAT)

Formal acceptance of the configured solution is established through UAT executed against agreed test scripts and business scenarios. Exit criteria (for example, no open critical or high-severity defects) will be agreed with NBM before UAT begins.

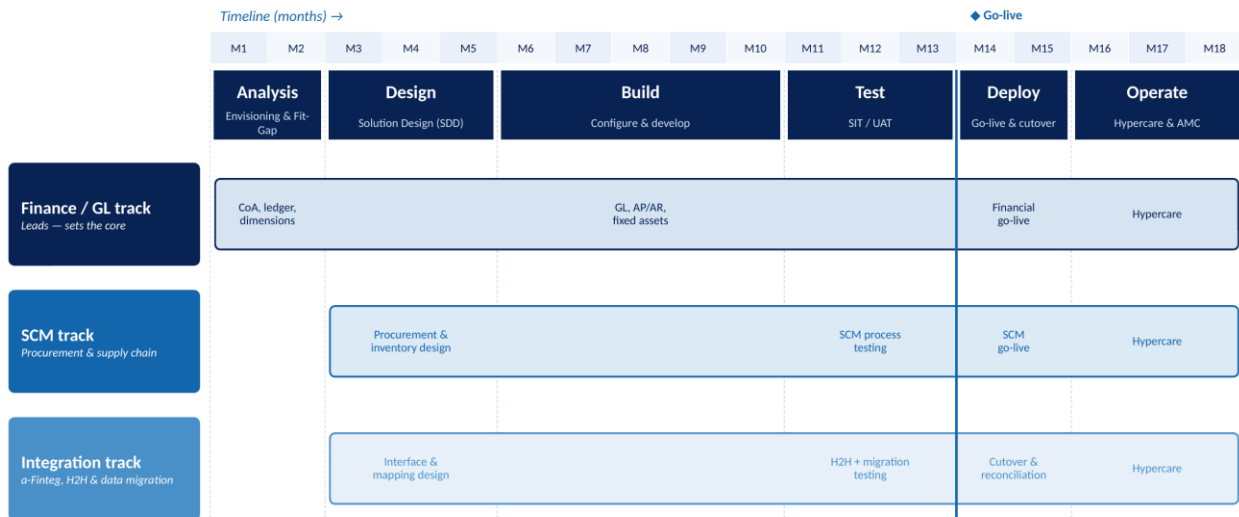
Link to Payment Milestones

Acceptance of defined deliverables and milestones triggers the corresponding payment milestone in the commercials. The detailed mapping of acceptance to payment will align with the agreed payment schedule in the Solution Commercials section.

INDICATIVE TIMELINE PLANNING

Delivery Roadmap

Three parallel tracks across an 18-month Dynamics 365 Finance & Operations implementation



Finance/GL leads from month 1 to establish the core configuration; SCM and Integration start at Design (month 3) and run in parallel, converging at a shared go-live around month 14.

Indicative 18-month timeline — CRP-led methodology, Agile where appropriate, per the Microsoft Dynamics 365 F&O lifecycle. Exact phasing confirmed during envisioning.

Figure 32: Delivery Roadmap - Three Parallel Tracks Across an 18-Month Timeline

- Above can only be achieved based on a high cooperation, alignment and requirements priority elaboration with NBM, and it could be refined based on discussion with project stakeholders.

As always, a project like this requires partnership and dedication from both parties, so Go-Live within the mentioned above period will be achievable or even earlier, and a shorter timeline can be achieved by considering a phased workstream approach.



Only after contracting, detailed discussion and considerations with NBM a detailed final Microsoft Projects Plan can be prepared, finalized, and shared, and then mutually reviewed and confirmed.

Furthermore, Once the envisioning stages have been completed, any gaps as customization or new integrations could be finalized, prioritize and managed in later phase as necessary.

Only after contracting, detailed discussion and considerations with NBM a detailed final Microsoft Projects Plan can be prepared, finalized, and shared, and then mutually reviewed and confirmed.

NOTE:

- According to a mutual workshop of project charter management, the result of the final chosen service delivery components, methodology planning, and development included project plan [phases, activities, milestones and deliverables etc.] and timeline may vary.
- Any necessary new Enhancement, Integration and Reporting Development details in later stage once the clarity on the same are there might impact the timeline. a-solutions recommend and will along with NBM discuss the application [enhancement and integration] and prepare a priority list, so the most critical requirements can be in place in timely manner.
- a-solutions requires [2] weeks of mobilization to kick-off the project.



SOLUTION GOVERNANCE EXECUTIVES

ORGANIZATIONAL STRUCTURE

The team structure for the NBM Project is depicted in the figure below showing the required team members into two teams as shown below. a-solutions team is expected to be 12 - 16 consultants depending on the plan, phases, or activities in progress as well as potential regional setup.

Project Organizational Structure

Joint governance with two delivery teams: a-solutions Delivery Team and NBM Team

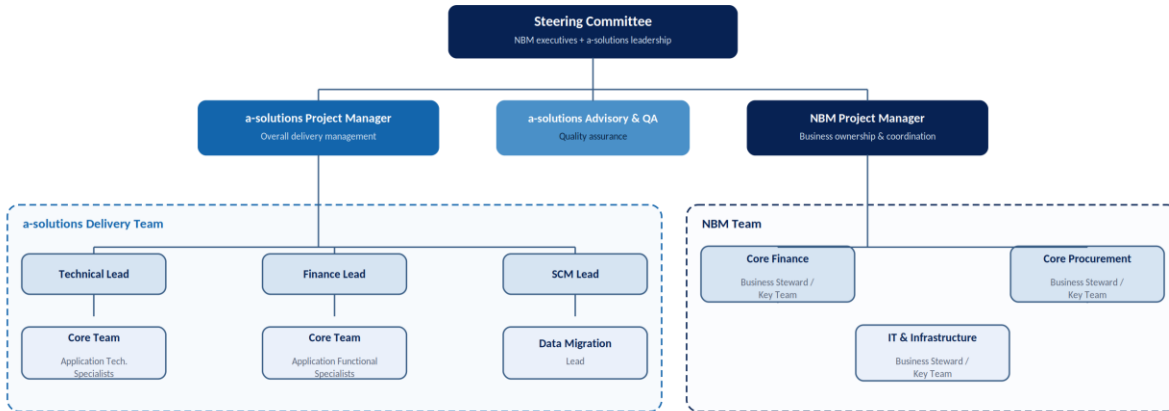


Figure 33: Organizational Structure

ROLES AND RESPONSIBILITIES

Project Committee	Committee responsible for acting as the project’s champion and providing direction and support to the team. In the context of this document, this person approves the request for funding, approves the project scope represented in this document, and sets the priority of the project activities
Project/Program Manager	Person who performs the day-to-day management of the project and has specific accountability for managing the project within the approved constraints of scope, quality, time and cost, to deliver the specified requirements, deliverables and customer satisfaction
Business Steward Subject Matter Expert	Person in management, often the business area or department head, or division



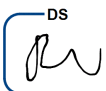
	director, who is responsible for the project in its entirety
Technical Steward Subject Matter Expert	Person who is responsible for the technical day-to-day aspects of the system including the Details of system development. The Technical Steward is responsible for providing technical Details and directions to the project.
Functional Steward Subject Matter Expert	Person who is responsible for the functional day-to-day aspects of the system including the Details of system development. The functional Steward is responsible for providing functional Details and directions to the project.
Core Team Tech & Fun App Specialist	The core team has tactical functional or technical responsibility for the project. Members of the team deal with the project on daily basis. Each team member represents a primary discipline within the project. They “own” the responsibility for their discipline throughout the project.

Table 15: Roles and Responsibilities

a-solutions is committed to the successful delivery and support of the proposed solution for NBM. We understand the importance of planning the implementation and successfully executing it enterprise wide. We also understand the importance of comprehensive post-implementation support. We will put an appropriate project structure in place that creates shared responsibility between a-solutions and NBM for overall project success. While we realize the final project, structure may require some trade-offs based on resource availability, we recommend the following implementation approach considerations. We will provide the project with well-qualified resources such as a Project Manager and Subject Matter Experts Consultants.

a-solutions knows that the responsibility for bringing the project to a successful closer relay on both parties and hence provide a complete team structure from both parties as well as creating a steering committee team that can take matters on their hands and pave the road for project success. Our typical approach allows for an appropriate period of post Go-live support for a smooth transition from implementation to production. Then after that we typically transition the project to the support phase according to a support agreement between both parties.

The Executive Steering Committee will be formed to further NBMs innovation in technology and to provide a roadmap for the future. Membership to this council will consist of key stakeholders from both NBM and a-solutions. Oversight and direction of this council





will be provided by senior management on the account. This council will be formed during the initial lifecycle of the project and beyond. The members will be responsible for arbitrating project issues that are escalated to them, approving change requests, and leading the strategic direction of the project.

NBM Project Manager, in cooperation with the a-solutions Project Manager, is responsible for management of day-to-day project activities, aligned with the project plan, to satisfy a successful and timely implementation of all project tasks. NBM Project Manager is responsible for resource allocation and management. The activities and responsibilities of the NBM Project Manager will include:

<p>Working with the a-solutions Project Manager to develop the project plan and schedule. Conducting Project Kick-Off & Status Meetings with the a-solutions Project Manager Monitoring and driving project progress and results Allocating, Scheduling and Ensuring NBM “Key Users” are available for analysis, design workshops, system set-up, training, and testing, and providing support for training activities.</p>	<p>Actively participating throughout all phases of the project Ensuring that the required infrastructure is available as required. Ensuring project issues are dealt with promptly and escalated when necessary. Reviewing and signing off on Service Documents</p>
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a-solutions Project Manager will be responsible for management of day-to-day project activities defined in the project plan to satisfy a successful and timely implementation of all project tasks. a-solutions Project Manager is responsible for consulting resource allocation and management, working side by side with NBM Project Manager, and reporting directly to the Delivery Manager on all project-related matters.

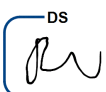
KEY PERSONNEL AND TEAM PROFILES

The engagement is led by senior, FSI-experienced personnel. Summary profiles of the proposed key roles are provided below; detailed CVs can be provided on request. a-solutions confirms that the named key personnel will be committed to the NBM engagement, and that any replacement will be of equivalent or greater experience and subject to NBM's approval.

Chief Operating Officer / Engagement Lead - Aco Antevski

Overall engagement owner with significant experience delivering Microsoft Dynamics 365 programs to financial-services institutions, including central banks and tier-1 banks across the Middle East and Africa (such as Access Bank and FMB Capital). Provides executive oversight and is a member of the Project Steering Committee.

Chief Executive Officer - Peter Weiss





Executive sponsor participating in the Project Steering Committee, ensuring accountability, rapid decision-making and consistent quality at the most senior level.

Project Manager

Dedicated, experienced Project Manager reporting to the COO, responsible for day-to-day delivery management, planning, risk and issue management, and coordination with NBM's project team.

Solution Architect / Functional and Technical Leads

Senior Microsoft Dynamics 365 Finance and Supply Chain consultants and a-Finteg integration specialists responsible for solution design, configuration, integration and data migration.

The full team comprises an average of 5-8 consultants depending on phase and activity, scaled to the agreed plan. Detailed roles and responsibilities are described in the Roles and Responsibilities and RACI sections.

RACI MATRIX

RACI Matrix — Delivery Model

Responsibility split across the Dynamics 365 F&O implementation phases and the three delivery tracks

Phase / Activity		Steering Committee	a-solutions Project Mgr	a-solutions Consultants	NBM Project Mgr	NBM Key Users / SMEs
Analysis	Project governance & charter	A	R	C	R	I
	Envisioning & Fit-Gap workshops	I	A	R	C	R
	Requirements sign-off	A	C	C	R	C
Design	Solution Design Document (SDD)	I	A	R	C	C
	Finance/GL design (CoA, ledger)	I	C	R	C	C
	SCM design (procurement, inventory)	I	C	R	C	C
	Integration design (a-Finteg, H2H)	I	A	R	C	I
Build	Configuration & development	I	A	R	I	I
	Data migration build	I	C	R	C	C
	Integration & H2H build	I	A	R	I	I
Test	SIT (system integration testing)	I	A	R	C	C
	UAT execution & sign-off	A	C	C	R	R
Deploy	Cutover & go-live	A	R	R	C	C
	Data reconciliation	I	C	R	C	R
Operate	Hypercare support	I	A	R	C	C
	Transition to AMC / BAU	A	R	C	R	I

R Responsible — does the work **A** Accountable — owns the outcome **C** Consulted — provides input **I** Informed — kept up to date

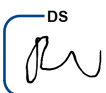




Table 16: RACI Matrix

PROGRAM MANAGEMENT

Many people consider a program to be just one really large project. A project is a singular effort of defined duration, whereas a program is comprised of a collection of projects.

Along with PMO proposed practice and service at the top, a-solutions understands the level of management required to implement such a complex project and will be splitting each component into a unit project, reporting into the wider program. a-solutions' project methodology will ensure consistent delivery of the solutions. The methodology itself has been developed primarily being based on best of breed industry standard methodologies, combined with a-solutions' own experience of projects. This has been built on PMI, Prince 2 and Microsoft's Methodologies and standards yet adapted to changing requirements making it a very robust methodology. The methodology has incorporated Agile capabilities and flexible to adapt to customer's preferred methodology for successful implementation of critical enterprise solutions.

The typical activities provided by this type of NBM are:

- Managing the day-to-day activities of the Program from a governance perspective.
- Maintaining adherence to contract requirements and timelines.
- Act as the single source of information for all process related information.
- Manage distribution of Program communication and drive program efficiencies.
- Maintain risk and issue registers.
- Facilitate required escalations of appropriate Program pursuant to Governance.
- Manage change requests arising in the Program and facilitating right participation from both a-solutions and client.
- Conduct periodic process audits to ensure process adherence.
- Ensure timely governance meetings and communications are provided.



Program Management Methodology

An eight-stage governance cycle built on PMI, PRINCE2 and Microsoft methodologies

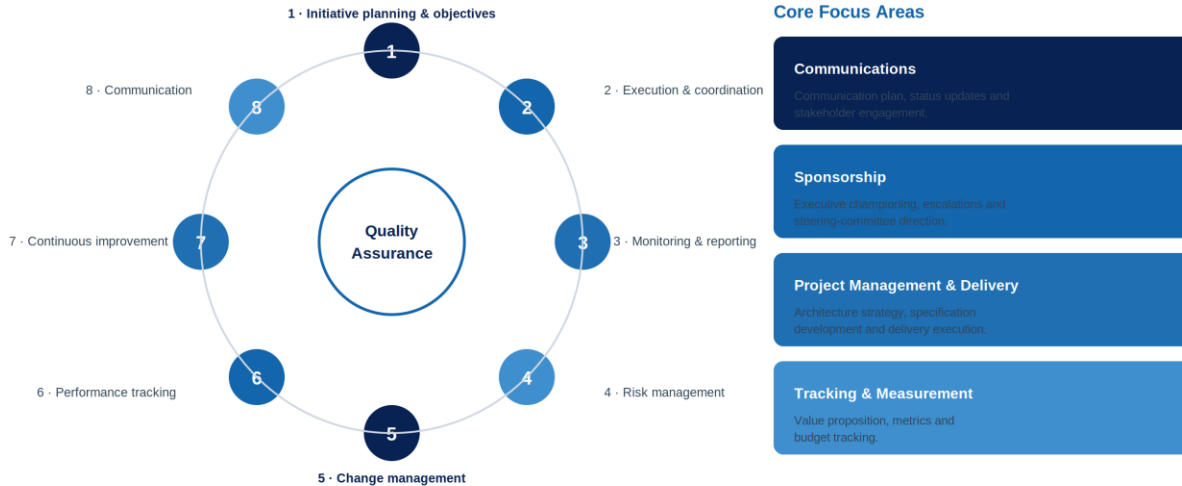


Figure 34: Program Management Methodology

COMMUNICATION PLAN

Along with proposed [PMO] practice and service at the top, Project communications management centers on determining who needs what information and when—and then producing a plan to provide that needed information. Project Communications management includes generating, collecting, disseminating, and storing communication.

We will employ a formal process to facilitate communication during the project. There will be two key vehicles for providing this communication:

- Biweekly Project Status Report and a Monthly Project Status Review [PSR] meeting wherein:
- a-solutions Project Manager, working in conjunction with NBM Project Manager, will compile status reports with the frequency defined above for distribution to both NBM and a-solutions management.
- We will hold monthly Project Status Review Meetings to review overall status, the project schedule and open issues noted in the status report.
- Additionally, we will conduct a Steering Committee Status Report Meeting and Project participants will determine the frequency of this meeting within the first 30 days after project.

We will use the following general procedures to manage project issues and risks:



- Identify and document.
- Assess impact and prioritize.
- Assign responsibility.
- Monitor and report progress.
- Communicate issue resolution.

Project participants will define a mutually agreed upon issue escalation process at the outset of the project.

- Identify Stakeholders – The process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success.
- Plan Communications – The process of determining the project stakeholder information needs and defining a communication approach.
- Distribute Information – The process of making needed information available to project stakeholders in a timely manner.
- Manage Stakeholder Expectations - The process of communicating and working with the stakeholders to meet their needs and address issues as they occur.
- Report Performance - The process of collecting and distributing information, including status reports, progress measurements and forecasts.

CHANGE MANAGEMENT

Along with PMO proposed practice and service at the top, During the project, either party may request in writing additions, deletions, or modifications [Change] to the services described in the agreed upon statement of work. We shall have no obligation to commence work in connection with any change until the estimated fee and schedule impact of the change is agreed upon in a written Change Request Form and Contractual Amendment signed by duly authorized customer officials and by a-solutions Contracts Specialist in adherence with the project management and technical team guidance.

Upon a request for a change, we shall submit the change on our standard change Request Form describing the change, including the estimated impact of the change on the project schedule, fees and expenses. Both parties agree to follow this process and to use the Change Request Form. The Change Management Process that we will employ is defined below:

Identify and document. Estimate required effort. Assess impact and prioritize. Approve / disapprove	Assign responsibility. Monitor and report progress. Communicate change resolution.
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Within three consecutive business days of receipt of the proposed Change Request Form, NBM shall either indicate acceptance of the proposed change by signing the Change Request Form or advise us not to perform the change. If NBM advises us not to perform the change, then we shall proceed only with the original services. In the absence of NBM acceptance or rejection, we will not perform the proposed change.

The Acceptance of the proposed changes by NBM indicates that the customer reviewed the change impact from all aspects which are Schedule, Effort, Risk, Technology, Cost impact.

And signing the change request will indicate a formal acceptance of all the change request details presented within the change request form. an equitable adjustment in the schedule date and commercials on pro rata basis will be made by mutual written agreement.

This will result on invoicing the change request communicated cost to NBM for payment.

EXECUTION MANAGEMENT

- A series of Online Sessions to assess, review, gather and understand as-is situation and challenges requirements along with the stakeholder as part of Requirements Initiation.
- The requirements and details captured will be formulated into a Functional Requirements Document as a scope of work, and each requirement will be categorized as “nice to have” or “must have” based on the stakeholders’ feedback.
- A review will be performed through a series of Review Sessions if required along with the stakeholder as part of Functional Requirements Review.
- At the Closure of Functional Requirements Review activity, a project acceptance criteria document will be circulated with the stakeholder, which will serve as a baseline for Envisioning and Gap Analysis.
- Once the Requirements Initiation is closed, Envisioning and Gap Analysis activity will be started internally to formulate the Solution Design Document, and adhering to the Industry Standards and Best Practices when performing this activity.
- Deliver Process Documentation for all the processes both functional and technical diagrams, adopting design thinking in delivering this documentation.
- Provide a proposal for all the identified gaps including Cost and Time estimation.
- A review will be performed through a series of Review Session along with the stakeholder as part of Solution Design Review.
- NBM will review the Gap Analysis proposals and estimation and will provide the required approval at its choice to the selected vendor to initiate changes and agree on the proper actions as well.



- At the Closure of Solution Design Review, a Project Acceptance Criteria document will be circulated with the stakeholder, which will serve as a baseline for the later stages as well.

RISK MANAGEMENT

Along with PMO proposed practice and service at the top, Risk management science of identifying, analyzing, and responding to risk throughout the life of a project and in the best interests of meeting project objectives. Risk management can help improve project success by helping select good projects, determining project scope, and developing realistic estimates.

As part of the Risk Management, the Project Manager and Project team will jointly

- Identify project risks.
- Analyze and rank them.
- Determine what actions, if any, need to be taken to avert these threats
- Plan Risk Management:

Deciding how to approach and plan the risk management activities for the project. The Risk Management plan will determine how to identify, analyze, monitor, and respond to risks.

- Identify Risks:

Determining which risks are likely to affect a project and documenting the characteristics of each in a RISK Register.

- Reviewing Project Documents such as project plan and scope
- Analysis of Historical Information
- Project Assumptions
- SWOT Analysis

Perform Qualitative risk analysis:

Prioritizing risks for further analysis or action based by assessing and combining their probability of occurrence and impact.

Perform Quantitative risk analysis:

Numerically estimating the effects of the identified risks on overall project objectives.

Plan Risk Responses:

Taking steps to enhance opportunities and reduce threats to meeting project objectives by Avoiding, Transferring, Mitigating, Escalating, or accepting these risks.



Monitor and Control Risks:

The process of implementing risk response plans, monitoring identified and residual risks, identifying new risks, and evaluating the effectiveness of risk strategies throughout the life of the project.

QUALITY MANAGEMENT

Along with PMO proposed practice and service at the top, a-solutions ensures that all the services mentioned in the proposal shall be delivered as per the quality assurance process specified in project implementation methodology as recommended by Microsoft.

Quality management includes creating and following policies and procedures to ensure that a project meets the defined needs it was intended to meet.

- **Plan Quality:** Identifying which quality standards are relevant to the project and determining how to satisfy them.
- **Perform Quality Assurance:** Applying the planned, systematic quality activities to ensure that the project employs all processes needed to meet requirements.
- **Perform Quality Control:** Monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

PERFORMANCE OF SERVICE

Along with PMO proposed practice and service at the top, During the term of this agreement and any extension thereof, a-solutions shall provide Services for NBM and deliver the deliverables as described in the solution scope and executives' sections attached hereto or under any further discrete purchase orders issued hereunder.

During the performance of the services, the individual named in the service scope and executive sections, or a-solutions designated representative will act as the liaison officer for a-solutions and will be NBM's contact point.

a-solutions agrees that it shall, from time to time, as specified in the order, during this agreement or any extension thereof, keep NBM advised as to a-solutions progress in performing the services hereunder.

a-solutions will, if in its opinion the request of NBM is reasonable, prepare and deliver written reports thereto within a reasonable time frame.

a-solutions agrees to ensure personnel with Microsoft Dynamics implementation experience for implementation of the deliverables.



SOLUTION COMMERCIALS

All prices mentioned below is exclusive, VAT, taxes, duties. Further travel expenses is not included.

SOLUTION SERVICES BREAKDOWN

As per the scope as necessary for NBM Initiative Requirements the commercials are split into the followings:

MAIN IMPLEMENTATION SERVICES INCL INTEGRATIONS -

Description	Amount (EURO)
Finance Management	117.000,-
Supply Chain Management	99.000,-
Integration – CBS and additional systems (Annex_10)	63.000,-
Additional hours for CR's- 1000	90.000,-
Total Services	369.000,-

Table 17: Solution Support Services

The payment schedule will be applicable on all “Main Implementation Services” section’ components as per the following criteria and each workstream will be invoiced separately:

No.	Milestone	Total (%)
M01	Project Plan Sign-off	20%
M02	Project Kick-off sign-off	10%
M03	Solution Requirements Sign-off [FRD]	20%
M04	Solution Core Design Sign-off [SDD]	20%
M05	Solution Training Sign-off	10%
M06	Solution UAT Sign-off	15%
M07	Solutions Transition and Completion of 1 month Hypercare	5%
	Total	100%


SOLUTION'S SUPPORT SERVICES (ANNUAL)

No.	Description	Total Price (EURO)
1.	Warranty Period (first year after end hypercare)	59.000,-
2.	Year 1 after Warranty	55.000,-
3.	Year 2 after Warranty	55.000,-
4.	Year 3 after Warranty	50.000,-
5.	Year 4 after Warranty	50.000,-
6.	Year 5 after Warranty	50.000,-
	Total Services	319.000,-

Table 18: Solution Support Services

Payment schedule for the AMC service:

No.	Milestone
	A year in advance

SOLUTION'S LICENSES

No.	Description	Detail	Qty	Amount (Euro)
1.	Microsoft D365 licenses	As pr RFP		215.984,-
3.	a-Finteg, integration framework	Unlimited transactions, unlimited users, unlimited entities		120.000,-
	Total Licenses			335.984,-

Table 19: Solution Licenses Services

No.	Milestone
	Licenses are due after project kick-off


SOLUTION's LICENSES BREP

No.	Description	Detail	Amount (Euro)
1.	Microsoft D365 licenses	BREP <ul style="list-style-type: none"> • Implementation period (max 18 month) • Warranty period • Year 1 • Year 2 • Year 3 • Year 4 • Year 5 	42.178,- 28.077,- 28.077,- 28.077,- 28.077,- 28.077,- 28.077,-
3.	a-Finteg, integration framework	BREP <ul style="list-style-type: none"> • Implementation period (max 18 month) • Warranty period • includedisYear 1 • Year 2 • Year 3 • Year 4 • Year 5 	36.000,- 24.000,- 24.000,- 24.000,- 24.000,- 24.000,- 24.000,-

No.	Milestone
	BREP is paid a year in advance meaning that the BREP for the implementation period is paid together with the licenses at purchase time



5 years TCO- (7 years)

7-Year Total Cost of Ownership (TCO) — On-Premises Deployment

All figures in EUR, exclusive of VAT, taxes and duties. Travel expenses not included.

Cost Component	Implementation (≈18 months)	Warranty Year	AMC Year 1	AMC Year 2	AMC Year 3	AMC Year 4	AMC Year 5	7-Year Total
Implementation services (incl. integrations & CRs)	369,000	-	-	-	-	-	-	369,000
Software licenses — one-time (MS D365 + a-Finteg)	335,984	-	-	-	-	-	-	335,984
License BREP — Microsoft D365	42,178	28,077	28,077	28,077	28,077	28,077	28,077	210,640
License BREP — a-Finteg	36,000	24,000	24,000	24,000	24,000	24,000	24,000	180,000
Support / AMC (annual)	-	59,000	55,000	55,000	50,000	50,000	50,000	319,000
Annual Total	783,162	111,077	107,077	107,077	102,077	102,077	102,077	1,414,624
Cumulative	783,162	894,239	1,001,316	1,108,393	1,210,470	1,312,547	1,414,624	1,414,624

7-YEAR TOTAL COST OF OWNERSHIP

€ 1,414,624

Cost Structure Summary

One-time (Implementation + licenses)	704,984
Recurring (BREP + AMC, over 7 yrs)	709,640
Avg. annual recurring (Warranty + AMC1-5)	118,273

Notes & assumptions:

- Timeline: Implementation (~18 months) → 1-month: Hypercare (Included in Implementation) → Warranty year → AMC Years 1 - 5.
- Implementation services include Finance, Supply Chain, Core/H2H integration and 1,000 hours for change requests.
- Software licenses (MS D365 + a-Finteg) are one-time and due after project kick-off.
- License BREP (enhancement plan) is paid yearly in advance; implementation-period BREP shown in Year 0.
- AMC: Warranty year, then Years 1 - 5 of annual support and maintenance.
- All amounts exclude VAT, taxes, duties and travel. Figures sourced from the proposal commercials (Tables 17-19).
- Blue figures are inputs from the commercials; black figures are calculated.



COMPANY PROFILE

a-solutions A/S Lyskær 8 2730 Herlev Denmark		
Contact	Primary Contact	Secondary Contact
Name	Peter Weiss	Aco Antevski
Job Title	CEO	COO
Mobile Number	+971 55 750 2915	+971 56 523 0519
Email Address	pwe@a-solutions.dk	aan@a-solutions.dk

Table 20: Company Info and References

a-solutions was founded in 1999 in Copenhagen, Denmark, and has today sales- and delivery centers in Scope, Middle East and Africa, and a team of around 50 employees with diverse nationalities and collective experiences globally.

a-solutions is providing Microsoft Dynamics 365 technology consulting services within ERP and CRM with Gold Partner status, being the preferred Microsoft Dynamics 365 partner in the marketplaces we operate.

At a-solutions, our team of experienced consultants work closely with customers to improve business performance, drive value and create a competitive, sustainable advantage through our consulting services within our focus industries. We complete full life-cycle implementations and provide the best support for our customers.

a-solutions brings people, data, and processes together with Microsoft Dynamics 365 - intelligent applications that unify ERP and CRM capabilities to help customers run their business end to end.

The company has a professional Board of Directors with extensive experience in a wide range of industries.

VISION AND MISSION

[VISION] Build a sustainable and reputable global company that is recognized as the leading service provider with ethics and transparency in the services provided to its customers.

[MISSION] To be the most knowledgeable, trustworthy, professional employer and service provider to our customers by delivering high quality products and services, whilst maintaining the highest standards of governance and ethics.

[VALUES] We all share common core values, we hail diversity and multiculturalism, speaking different languages, reflecting the worldwide audience that we serve.



MICROSOFT DYNAMICS 365 FOCUS

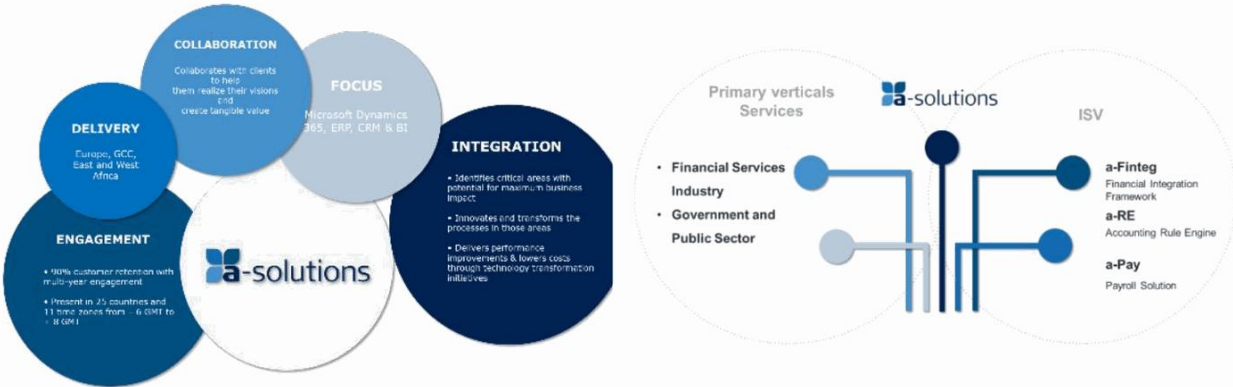


Figure 35: Microsoft Dynamics 365 Focus

MICROSOFT DYNAMICS 365 PRACTICES

[VISION] Build a sustainable and reputable global company that is recognized as the leading service provider with ethics and transparency in the services provided to its customers.

[MISSION] To be the most knowledgeable, trustworthy, professional employer and service provider to our customers by delivering high quality products and services, whilst maintaining the highest standards of governance and ethics.

[VALUES] We all share common core values, we hail diversity and multiculturalism, speaking different languages, reflecting the worldwide audience that we serve.



Figure 37: MICROSOFT DYNAMICS 365 Focus

11.3 MICROSOFT DYNAMICS 365 PRACTICES

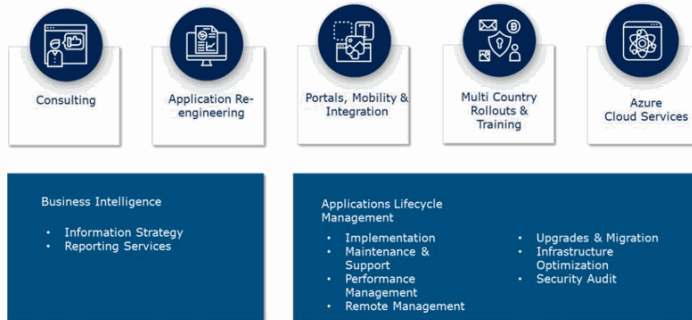


Figure 36: Microsoft Dynamics 365 Practices

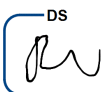




Figure 37: Company Key Qualifications

COMPANY KEY QUALIFICATIONS

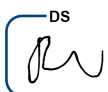
a-solutions is a niche gold certified Microsoft Partner implementing Microsoft Dynamics 365 within ERP and CRM systems and has a solid understating of the best practices and different processes. being the preferred Microsoft Dynamics 365 partner in the marketplaces we operate and has more than 150 projects around the world. Established back in 1999 in Copenhagen, Denmark, and has today sales- and delivery centers in Europe, Middle East and Africa, and a team of around 50 employees with diverse nationalities and collective experiences globally.

a-solutions brings people, data, and processes together with Microsoft Dynamics 365 - intelligent applications that unify ERP and CRM capabilities to help customers run their business end to end.

At a-solutions, our team of experienced consultants work closely with customers to improve business performance, drive value and create a competitive, sustainable advantage through our consulting services within our focus industries. We complete full life-cycle implementations and provide the best support for our customers.

a-solutions is committed always to the successful delivery and support of the proposed solution for NBM. a-solutions understands the importance of planning the implementation and successfully executing it enterprise wide and understands the importance of comprehensive post-implementation support.

Attribute	Detail
Years of Service	25 years
Focus	Microsoft Dynamics 365: ERP, CRM and BI





Attribute	Detail
Successful Projects	300 projects
Diversity	Senior, highly specialized consultants; multiple languages (Arabic, English); online and on-site delivery; team present across 11 time zones
ISVs	a-Finteg (Financial Integration Framework) and a-Pay (Payroll Solution)
Practices	Consulting, application re-engineering, portals, mobility & integration, multi-country rollouts & training, and Azure cloud services
Delivery Centers	Europe, GCC, and East & West Africa

Table 21: Key Qualifications

CLIENT KEY REFERENCES

a-solutions has delivered comparable Microsoft Dynamics 365 implementations for financial institutions and other organizations, including central banks and tier-1 banks. Representative references and the scope delivered are summarized below:

Client	Scope of Work Delivered	Deployment
Central Bank of UAE	Dynamics 365 Finance and Procurement, a-Finteg integrations, AMC	On-premises
Investment Corporation of Dubai	Dynamics 365 Finance and Procurement, asset management, integrations, revenue and billing, Host-to-Host bank integration (a-Finteg), AMC	On-premises
Bank ABC	Dynamics 365 Finance, Procurement, HR and payroll (a-Pay); integrations to core systems (a-Finteg)	Cloud
Access Bank	Dynamics 365 Finance and Procurement; integration to core systems	Cloud
Medgulf	Dynamics 365 Finance and Procurement; integration to insurance systems (a-Finteg), AMC	On-premises
Mutualidad	Dynamics 365 Finance and Procurement; integration to insurance systems (a-Finteg)	Cloud
National Bank of Bahrain (NBB)	Dynamics 365 Finance and Procurement; integration to core systems	Cloud

Table 22: Client Key References