



Banca  
Națională  
a Moldovei

# Technical Proposal

Implementation of e-Business Suite Enterprise Resource  
Planning System – Lot 2

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# Safe Harbour

## Validity

This proposal is valid for 180 days from the date of submission. JMR Infotech (JMR) reserves the right to revise the proposal any time thereafter.

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## Confidentiality Clause

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## Disclaimer

This Document has been prepared based on the initial understanding of the requirements. The information available and wherever proposed, the approach and/or services mentioned are based on the requirements defined and understood by us, based on discussions so far.

This Document has been written for the use of the client, whilst every care has been taken to ensure that the contents of this Document are complete and realistic, JMR reserves the right to change or withdraw the document in the light of further information gained, based on the actual requirements.

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# 1. Executive Summary

To support its strategic objectives and evolving operational demands, National Bank of Moldova is looking for a robust, integrated technology solution that enhances control and drives efficiency in their enterprise functions. As business processes expand in complexity, reliance on disparate systems or manual workflows can lead to data silos, operational inefficiencies, and increased compliance risks.

As outlined in the RFP, National Bank of Moldova seeks a unified enterprise resource planning (ERP) solution that streamlines Financial, Budgeting, Project Costing, Annual Procurement and Operational SCM functions including Order Management, improves end-to-end visibility, and enforces strong governance across all departments. This initiative addresses the specific operational challenges and strategic priorities conveyed through those engagements, establishing a scalable digital backbone that aligns with long-term growth goals and regulatory requirements.

This proposal outlines the implementation of an enterprise-wide Oracle E-Business Suite (EBS) solution designed to modernize and integrate the required functions. The objective is to replace fragmented processes with a unified system.

This initiative will establish a "single source of truth" for organizational data, strengthening governance and ensuring compliance with regulatory standards. By automating workflows and improving data visibility, the organization will enhance operational efficiency and equip its leadership with the actionable intelligence required to drive strategic growth.

The proposed solution delivers a scalable, secure, and future-ready platform designed to meet the evolving needs of the organization.

## Our Approach to Ensure Successful Implementation

- **Hybrid methodology** (Waterfall for core modules, Agile for reports/interfaces), combines predictability with flexibility.
- **PRINCE2 governance:** stage-gate approvals, defined roles, risk register, quality reviews.
- **Early risk mitigation:** data profiling workshops, mock migrations, dedicated change management plan.
- **Proven banking accelerators:** pre-built templates for central bank chart of accounts, approval workflows, regulatory reports.
- **'Extended Arm' model:** embedded JMR experts for continuous knowledge transfer and self-sufficiency post-go-live.

## Our Proposition and Capabilities

JMR Infotech brings strong expertise and proven methodologies to deliver a unified, secure, and future-ready Oracle ERP platform. Our hybrid approach ensures seamless deployment across core functions,

integration with existing systems, and improved operational visibility, building a reliable digital foundation for the organization's long-term growth.

Our proposal outlines a robust implementation strategy encompassing system integrations, data migration, comprehensive training, and post-go-live hyper-care support. Backed by a proven track record of successful deployments, this program empowers organizations to establish unified governance, enhance workforce efficiency, and cultivate a digitally enabled operational environment, all while ensuring minimal disruption to business activities and full adherence to industry best practices.

- **End-to-End Ownership:** We assume complete responsibility for the entire implementation lifecycle from solution design and configuration to integration, testing, and go-live, ensuring a seamless experience.
- **Proven Expertise:** Our team consists of seasoned professionals with extensive experience in Oracle EBS implementations across complex, multi-country environments.
- **Certified Specialists:** We deploy a highly skilled team of functional and technical experts, certified in Oracle EBS applications, to guarantee quality and compliance.
- **Collaborative Engagement:** We employ a structured framework that promotes knowledge sharing, stakeholder alignment, and change management to support the organization's strategic objectives.

Our proposal is tailored to provide the right talent pool, helping our clients maintain momentum across key initiatives while ensuring quality, compliance, and continuity in delivery. Our implementation services are rooted in innovation, intelligence, and deep industry expertise, delivered through a unique collaborative model that ensures long-term value creation.

At **JMR Infotech**, we are at the forefront of enabling institutions to scale and succeed by empowering with the right talent. Our implementation services are rooted in innovation, intelligence, and deep industry expertise, delivered through a unique collaborative model that ensures long-term value creation.

### **Our Unique Engagement Model: The 'Extended Arm' Advantage**

JMR Infotech's 'Extended Arm' model goes beyond traditional implementation. It is a strategic partnership designed to ensure the success of an organization's ERP implementation. By embedding our experts within your project teams, we deliver:

- **Seamless Collaboration:** Close alignment with your enterprise needs and IT stakeholders for faster decision-making and smooth execution
- **Contextual Understanding:** Close alignment with your cross-functional business and IT teams for faster decision-making and smooth execution of ERP.
- **Accelerated Delivery:** Streamlined implementation with reduced operational risk through proactive coordination and agile methodologies.
- **Sustainable Knowledge Transfer:** Building internal capability through structured training and documentation, ensuring long-term self-sufficiency post go live.

This engagement model ensures that organizations benefit from a unified approach, leveraging JMR's expertise while empowering your teams for future scalability and innovation.

### AI-Driven Delivery with SensAI

Our proprietary **SensAI platform** powers intelligent transformation through:

- Real-time insights into Project with AI powered Project Knowledge Management
- AI-led automation and testing
- Continuous optimization of delivery processes
- Enhanced risk mitigation & AI powered Automation

With SenseAI, we bring **speed, precision, and foresight** to every transformation initiative.

### Centre of Excellence (CoE) for Enterprise Resource Planning Solutions

Our dedicated **Centre of Excellence (CoE)** acts as a talent engine, ensuring that our services bring maximum value. The CoE:

- Curates' best practices, delivery frameworks, and training modules
- Develops reusable tools and accelerators to enhance productivity
- Provides ongoing support and skill enhancement for deployed teams
- Ensures consistent alignment with global standards and client-specific needs

The CoE ensures that our clients benefit from **cutting-edge solutions, proven methodologies, and global insights**, tailored to their unique needs.

### Proven Track Record of Excellence

With a global footprint and **two decades long legacy**, JMR Infotech has delivered successful technology transformations for banks including central banks across geographies. Our expertise spans:

- **Enterprise Resource Planning (Financials, CRM, SCM, HRMS etc)**
- Open API and cloud-native & ready platforms
- Risk and compliance automation
- Core banking modernization
- Digital channel enablement

### Recognized by Industry Analysts and Awards

Our excellence is consistently recognized by global analysts and industry bodies:

- 🏆 **Best Banking Technology Solution Provider** – *Global Banking and Finance Review Awards, 2025*
- 🏆 **Best Provider in Enterprise-Wide Digital Transformation** – *11th Africa Bank Summit, 2023*
- 🏆 **Best Core Banking and Risk Management Provider (UAE)** – *Financial Derivative, Europe, 2022*
- 🏆 **Top 10 Most Promising Banking Technology Solutions Providers** – *CIO Review Magazine, 2021*
- 🏆 **Top 10 Risk Management Solution Providers** – *CIO Insider, 2020*
- 🏆 **Global Banking and Finance Review (2020)** – *Decade of Excellence in Technology – MENA*
- 🏆 **10 Most Recommended Risk Management Solution Providers** - *CIO Insider (2020)*
- 🏆 **Top 20 Most Promising Banking Technology Solutions Providers** - *CIO Review (2019)*
- 🏆 **Best Innovation in Education Technology for Schools** - *World Education Summit (2016)*
- 🏆 **World Business Leader for innovation, knowledge leadership, and a systematic approach** – *World Confederation of Business (2015)*

- 🏆 **50 Fastest Growing Tech Companies for innovation, customer orientation, and domain expertise** - *Silicon Review (2015)*
- 🏆 **Best Core Banking Solution Provider in Middle East & Africa** - *Global Banking and Finance, 2014*
- 🏆 **Top 25 Core Banking Software Companies & Systems** - *Lucep Pte*
- 🏆 **valu (powered by JMR's Genie de Banca)** - *Winner of 3 prestigious Fintech Awards: Fintech Innovation of the Year - Terrapin's Seamless Awards 2019, Dubai - Payments Award - E-Commerce Summit 2019 and European Global Banking Award - 2020*

With our **Extended Arm model, SensAI powered delivery**, and a world-class **Centre of Excellence**, JMR Infotech is your ideal partner for business technology transformation. We don't just deliver solutions, we deliver outcomes.

***Let's Transform the Future of Banking Together.***

# 2. Corporate Profile

## 2.1 About JMR Infotech

### Empowering Global Organisations through Innovation and Trust

Since its inception in 2007, JMR Infotech has emerged as a formidable force in the global technology landscape, with a presence spanning five continents, Africa, APAC, the Middle East, and the Americas and delivering transformative services across 75+ countries. Driven by a bold vision to become the most trusted & respected global technology partner for organisations worldwide.



**19 years** in  
business



**+600** SMEs



**Quality**  
Certified

ISO 27001:2013 SO 9001:2015



Specialized  
Financial Services Industry



**+400** Projects delivered across **75** countries



## 2.2 Evolution of JMR

18+ Years in Business | HQ in Sharjah, UAE | Delivery Hubs in India

**Certified Member of NASSCOM** | **ISO 27001:2013 Certified** | **ISO 9001:2015 Certified**

**ORACLE** Platinum Partner  
Specialized Financial Services

**CITIC** JMR Infotech  
**JMR Infotech** 23 Most Promising Banking Technology Solution Providers - 2024

**Silicon Review** JMR Infotech India  
**20 MOST PROMISING BANKING TECHNOLOGY SOLUTION PROVIDERS 2022**

**Finance review** Best Core Banking Software Company 2022 (UAE); Best Risk Management Solution Company 2022 (UAE)

**11 NORTH AFRICA** Best Provider in Enterprise-Wide Digital Transformation (2023)

**GREAT PLACE TO WORK CERTIFIED** MAY 2017 - APR 2018 INDIA

### Key Milestones

2007	25+ Customer Engagements	50+ Customer Engagements	100+ Customer Engagements	200+ Customer Engagements	270+ Customer Engagements	370+ Customer Engagements	400+ Customer Engagements
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**Silicon Review** Cited as One of 50 Fastest Growing Technology companies - Silicon Review

**Finance review** Best Core Banking Technology provider for MEA - Global Banking and Finance Review

**WORLD CONFEDERATION OF BUSINESSES** Rated as "World Business Leader" - World Confederation of Businesses

**Finance review** Decade of Excellence Technology MENA 2020 - - Global Banking and Finance Review

**Finance review** Best Banking Tech Provider in the Middle East (2025)

## 2.3 Oracle Banking Suite Specialist & System Integrator

JMR is one of **earliest Oracle's Platinum Partner** for financial services. During the last **19 years**, JMR has executed **400+ Banking engagements, 8000 Person years' experience** with respect to Oracle suits of applications. JMR is amongst the very few Oracle partners who have the implementation experience on entire financial service stack be it **Implementation, Upgrades or Managed Services**.

Some of our customer across geographies.


Some of the recent projects of similar nature executed or in execution across geographies

The following table provides a restrictive list of our proven track record in deploying and managing Oracle ERP EBS & Fusion solutions for some of our customers, demonstrating our experience in addressing the operational and digital transformation needs of financial institutions.

SL #	Customer	Project Details
01	RBM, Malawi (Central Bank)	Oracle EBS - Financial Accounting Implementation and ERP Managed services
02	CBD, UAE	Oracle Fusion ERP Enhancements – HCM
03	FBL, Kenya	Oracle Fusion ERP Implementation
04	Amret PLC, Cambodia	Oracle Fusion Cloud - ERP Managed services
05	Zanaco, Zambia	Oracle EBS Managed services
06	FABMisr, Egypt	Oracle EBS Managed services

### 01. Client: Reserve Bank of Malawi – A Central Bank in East Africa

#### Our Engagement

JMR partnered with a leading central bank in East Africa, which plays a key role in promoting financial inclusion and compliance with global standards. The bank needed to streamline its financial processes, improve reconciliation accuracy, and consolidate multiple systems into a single source of truth using Oracle Financials.

#### Solution Provided

- Successfully implemented Oracle Financials, ensuring compliance and operational efficiency.
- Provided Managed Services support to stabilize the application and resolve open issues, improving system reliability.
- Centralized accounting definitions and maintenance in a business-user-oriented repository for better governance.
- Developed specialized reports and interfaces to integrate third-party vendors, enhancing interoperability.

#### Key Benefits

- Enhanced internal controls and auditability, ensuring compliance with regulatory standards.
- Improved efficiency in the period close process, reducing manual effort and accelerating financial reporting.
- Achieved stability of the system, minimizing operational risks and downtime.
- Leveraged a unique trainer model and Go-Live support, enabling faster adoption and smoother transition.

### 02. Client: Commercial Bank of Dubai – A Leading Bank in UAE

### Our Engagement

JMR collaborated with Commercial Bank of Dubai, a prominent banking and financial services institution headquartered in Deira, to transform its Human Capital Management (HCM) processes. The bank aimed to eliminate payroll inconsistencies, improve data accuracy, and enhance employee experience by implementing Oracle HCM solutions.

### Solution Provided

- Implemented new Oracle HCM modules and redesigned existing configurations to resolve payroll inconsistencies.
- Worked closely with the HR team to understand objectives and address challenges related to payroll and employee data management.
- Reconfigured and restructured payroll setups for UAE compliance and optimized HR processes.
- Enabled third-party cloud-based onboarding integration, streamlining new hire processes.
- Delivered ongoing support for HCM, including functional enhancements and best-practice guidance.

### Key Benefits

- Expanded footprint of the HCM suite and full integration of key HR processes.
- Enhanced self-service and payroll functionalities, reducing manual intervention and improving accuracy.
- Improved governance and compliance, leveraging Oracle best practices for HR and payroll.
- Increased visibility of employee information, enabling better workforce management and decision-making.

## 03. Client: Family Bank – A Leading Commercial Bank in East Africa

### Our Engagement

JMR partnered with Family Bank, a major Kenyan bank recognized for its rapid growth and innovation in financial services. The bank aimed to modernize its operations by implementing a comprehensive Oracle Fusion Cloud Application suite integrated with its existing banking solution.

### Solution Provided

- Implemented Oracle Fusion Cloud Applications covering Financials, Purchasing, Self-service Procurement, and integrated them with Oracle CX for Sales, Services, and Marketing.
- Delivered a seamless integration with the banking solution, ensuring smooth data flow and operational consistency.
- Applied Oracle Fusion Cloud best practices to eliminate manual processes and reduce operational complexity.
- Enabled faster implementation with minimal technical manpower, leveraging JMR's proven methodologies and accelerators.

### Key Benefits

- Reduced Total Cost of Ownership (TCO) through lower hardware and maintenance costs.
- Eliminated manual processes, replacing them with automated workflows for improved accuracy and efficiency.
- Achieved powerful workflow and exception processing, enabling better operational control and compliance.
- Streamlined accounting rules based on Oracle's well-defined engine, improving financial reporting and audit readiness.

#### 04. Client: Amret Microfinance – A Leading French Bank in Southeast Asia

##### Our Engagement

JMR partnered with Amret Microfinance, a large French bank operating across Southeast Asia, to optimize its Oracle Fusion ERP and EPM ecosystem. The bank sought to stabilize its recent implementation and maximize ROI through improved performance, user enablement, and process standardization.

##### Solution Provided

- Re-implemented Oracle EPM to address functional gaps and enhance system reliability.
- Provided end-to-end lifecycle support for Oracle Fusion Cloud ERP and EPM applications.
- Delivered dedicated functional and technical assistance to business users for smooth operations.
- Collaborated with the bank's team to assess implementation gaps and recommend corrective actions.
- Conducted enablement sessions to improve user adoption and product utilization.
- Applied proven methodologies and best practices for process optimization and compliance.

##### Key Benefits

- Optimized utilization of subscribed ERP and EPM modules, ensuring maximum value from investment.
- Stabilized the new implementation within three months, reducing operational risk and improving system performance.
- Enhanced internal competency, empowering the bank's team to manage and sustain the solution effectively.
- Improved product performance and user experience, driving efficiency across financial operations.

#### 05. Client: Zanaco – A Leading Bank in Zambia

##### Our Engagement

JMR partnered with Zanaco Bank for the implementation and upgradation to enhance the stability and performance and maintain its Oracle E-Business Suite (EBS). The engagement focused on implementation, upgradation and Managed Services to provide functional and technical support for key EBS modules (Financials, SCM, HRMS) through a hybrid onsite-offshore model.

##### Solution Provided

- Delivered functional requirements and support for Financials, SCM, and HRMS modules,

resolving user queries and incidents.

- Implemented incident management processes, including root cause analysis and preventive measures.
- Established governance and reporting mechanisms, with weekly reviews and monthly performance reports.
- Deployed experienced EBS consultants under JMR's Extended Arm model for seamless collaboration and knowledge transfer.

### **Key Benefits**

- Improved compliance and security through detailed data sensitivity mapping.
- Stabilized EBS operations with proactive incident resolution and functional support.
- Enhanced operational efficiency via structured governance and reporting.
- Knowledge transfer and capability building, enabling Zanaco to manage EBS effectively post-engagement.
- Minimal disruption to business operations, ensuring continuity during the support period.

## **06. Client: FAB Misr – A Leading Bank in Egypt**

### **Our Engagement**

JMR partnered with a leading bank in Egypt to address performance challenges in its Oracle E-Business Suite (EBS) environment. The bank required scalable performance and reliable support for its critical financial and operational processes.

### **Solution Provided**

- Delivered support services for Oracle EBS modules, including:
  - General Ledger
  - Accounts Payables
  - Fixed Assets
  - Inventory
  - Payroll
- Provided functional and technical assistance for performance-related queries.
- Worked closely with the client team to identify and resolve performance bottlenecks, ensuring system stability and scalability.

### **Key Benefits**

- Optimized application performance by eliminating bottlenecks.
- Enhanced system reliability, supporting critical financial operations.
- Improved user experience and operational efficiency through proactive issue resolution.
- Enabled the client to scale application performance to meet growing business needs.

# 3. Proposed Business Solution

## 3.1 Requirements Summary

The National Bank of Moldova requires a modern, fully integrated ERP solution to replace legacy systems and support its strategic “Transform NBM” initiative. The solution must comply with IFRS, enable three-part budgeting (fixed, investment, variable operational), automate procure-to-pay with 3-way matching, manage tangible/intangible fixed assets, handle full HR and payroll processes, and deliver flexible reporting.

### Key Areas:

- **Financials:** IFRS-compliant GL, AP, AR, Cash Management, Fixed Assets; individual & consolidated statements.
- **Budgeting:** Three-part budget (Fixed Administrative, Investment Allocations, Variable Operational) with planning, forecasting, and actual vs. budget tracking.
- **Procurement:** End-to-end procure-to-pay, 3-way matching (PO, receipt, invoice), supplier lifecycle management, sourcing, contracts.
- **Inventory & Assets:** Stock control (FIFO/weighted average), low-value assets, canteen goods; full fixed asset lifecycle (depreciation, revaluation, retirement).
- **HR & Payroll:** Core HR, payroll (allowances, deductions, loan integration), self-service, performance management, learning, recruitment.
- **Reporting:** Minimum 75 customised reports per lot; drag-and-drop, drill-down, multiple export formats (xlsx, pdf, xml).
- **Integration:** Open standards (SOAP/REST, ISO 20022, XML, SFTP); integration with ADPS, SWIFT, and CBS-delivered ESB.
- **Security:** Role-based access, LDAP/AD integration, MFA, SAML 2.0 (Mpass), audit trails, encryption at rest/in transit.
- **Availability & DR:** Active-passive across two geosites.

## 3.2 Proposed Solution Overview

In accordance to the given requirements, we propose a robust, fully integrated Oracle E-Business Suite (EBS) platform comprising of the following business modules.

- Oracle Financials
- Oracle Hyperion Planning Plus
- Oracle Project Costing

- Oracle Inventory Management
- Oracle Supply Chain Management
  - Oracle Mobile Supply Chain Applications for Oracle Inventory Management
  - Oracle iProcurement
  - Oracle Purchasing
  - Oracle Supplier Lifecycle Management
  - Oracle Sourcing for Oracle Purchasing
  - Oracle Procurement Contracts for Oracle Purchasing
  - Oracle Contract Lifecycle Management for Public Sector
  - Oracle Order Management

The above indicated business modules of ERP need the following additional technology components as part of the technology infrastructure.

### Oracle Technology Components

- Oracle Database Enterprise Edition
- Oracle WebLogic Suite
- Oracle SOA Suite
- Oracle Diagnostics & Oracle Tuning Packs.

This composition directly addresses the requirements for:

- IFRS-compliant individual and consolidated financial reporting, Project Costing
- Three-part budgeting (Fixed Administrative, Investment Allocations, Variable Operational)
- End-to-end Annual procurement processes include supplier life cycle management, purchasing, sourcing, contract management, invoice management inter alia.
- Full inventory, order management and mobile supply chain management covering receiving, shipping inter alia.
- Comprehensive Costing and advanced analytics

### Overview of Oracle E-Business Suite

Oracle E-Business Suite (EBS) is a comprehensive, fully integrated portfolio of Enterprise Resource Planning (ERP) business applications. It offers industry specific capabilities that will allow to adapt to change and compete more effectively in the market. The depth of product functionality and breadth of product offerings means to take the business further by automating processes across the enterprise.

### With the Oracle E-Business Suite, organizations can:

- Achieving rapid value with standalone solutions
- Invest in ways to standardize and simplify with integrated business processes that reduce costs
- and minimize complexity

- Strengthening competitive position with purpose-built industry solutions that drive greater value across the enterprise
- Seamless system integration and Service Oriented Architecture capabilities

Oracle E-Business Suite provides organizations of all sizes, across all industries and regions with a global business foundation that reduces costs and increases productivity through a portfolio of rapid value solutions, integrated business processes and industry-focused solutions.

**Key Benefits of Oracle EBS:**

- Scalable for both global enterprise companies and small businesses
- Support for internal and external compliance
- Built on Web technology making it easily deployable
- Improved co-ordination for shorter product cycles
- Accurate forecasting functionality
- Effective measurement & management of business processes
- Low Total Cost of Ownership (TCO)
- End-to-end best practice business process and self-service portal

**Functional Capabilities of E-Business Suite**

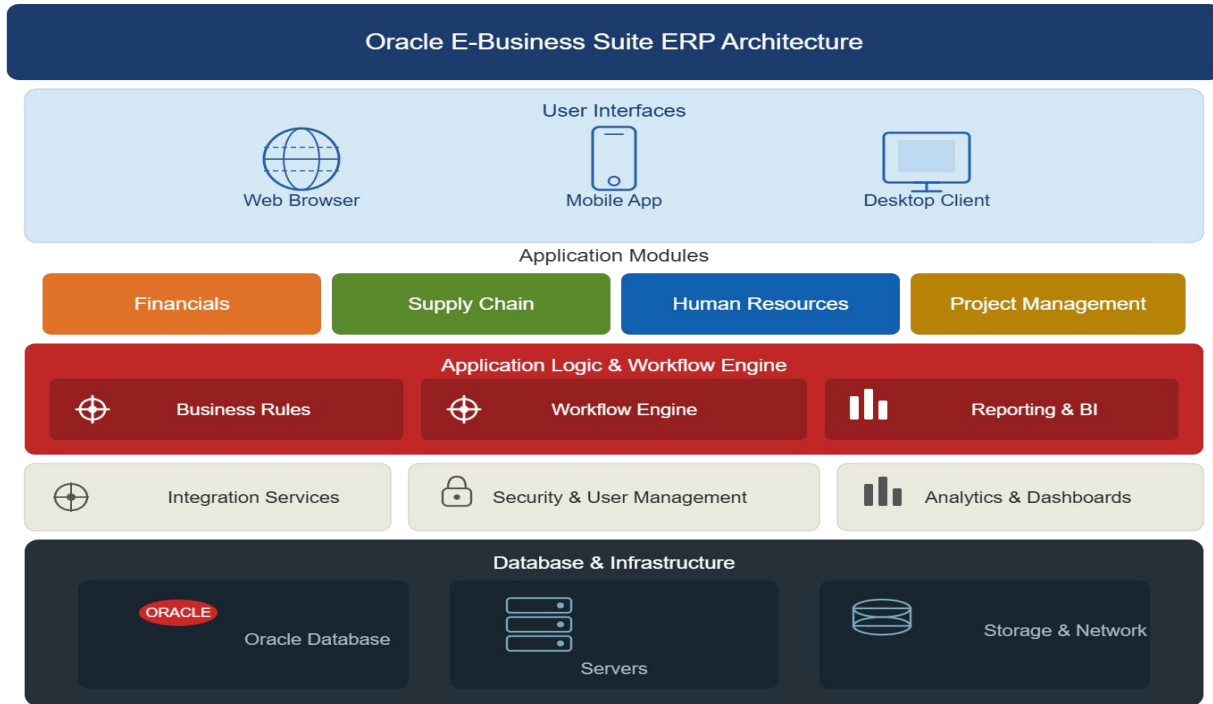
***A Comprehensive & Immersive Vision for Next-Generation ERP***



Considering the ongoing transformation and the need for a modern, future-ready ERP platform, Oracle EBS stands out as the ideal choice. Its continuous innovation and scalable architecture ensure the current and future needs are fully supported.

Oracle EBS ERP, encompassing Financials, Budgeting, Procurement and Supply Chain Management (SCM) empowers organizations to outperform the competitive landscape to achieve their key business objectives by driving operational excellence, strategic agility, and sustainable growth.

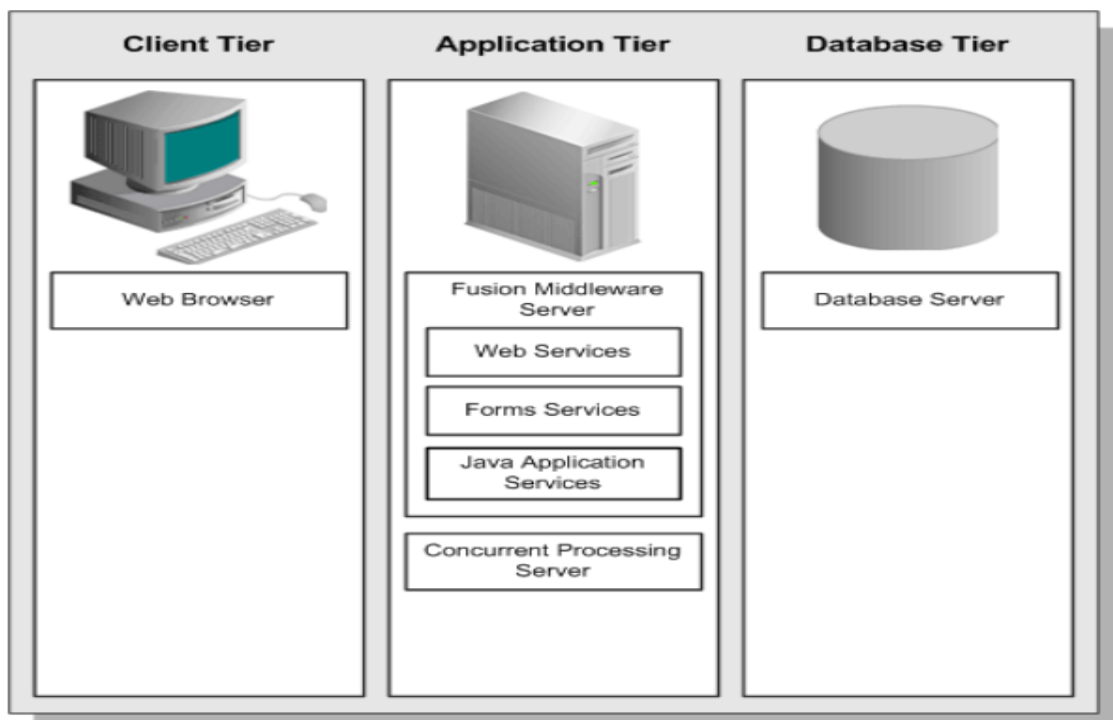
## Oracle EBS Functional Architecture



Oracle EBS ERP, encompassing Financials, Procurement, Supply Chain Management (SCM), empowers organizations to outperform the competitive landscape to achieve their key business objectives by driving operational excellence, strategic agility, and sustainable growth.

## Oracle EBS Technical Architecture

### Oracle E-Business Suite Three-Tier Architecture



Centralizing the Oracle E-Business Suite software on the application tier eliminates the need to install and maintain application software on each client PC and also enables Oracle E-Business Suite to scale well with an increasing load. Extending this concept further, one of the key benefits of using the *Shared Application Tier File System* model (originally *Shared APPL\_TOP*) is the need to maintain only a single copy of the relevant Oracle E-Business Suite code, instead of a copy for every application tier machine.

On the database tier, there is increasing use of *Oracle Real Application Clusters* (Oracle RAC), where multiple nodes support a single database instance to give greater availability and scalability.

## Technical Architecture Overview: Oracle EBS ERP

### Client Tier

This tier provides the **user interface** and is responsible for interacting with the end users.

- **HTML-based Applications:** Delivered via standard web browsers.
- **Forms-based Applications:** Delivered using Java applets (Forms Client Applet) downloaded from the application tier.
- **Key Components:**
  - **Forms Client Applet:** Java Archive (JAR) files downloaded to the client.
  - **Java Runtime Environment (JRE):** Runs the applet in a JVM on the client.
  - **Java Web Start / Java Plug-in:** Used to launch Java-based functionality

### Application Tier (Middle Tier)

This tier hosts the **business logic** and manages communication between the desktop and database tiers.

- **Key Services:**
  - **Web Services:**
    - **Oracle HTTP Server (OHS):** Powered by Apache, handles HTTP requests.
    - **Java Servlet Engine:** Typically, Oracle WebLogic Server (WLS) or OC4J, processes JSP and servlets.
  - **Forms Services:**
    - **Forms Listener Servlet:** Runs Oracle Forms over HTTP/HTTPS.
  - **Concurrent Processing Server:**
    - Handles background jobs and long-running processes.
    - Uses a queue-based system where requests are stored in a database table and picked up by concurrent managers
  - **Load Balancing:**
    - Supported across Web, Forms, and Concurrent Processing services for scalability and fault tolerance.
  - **Technology Stack:**
    - Oracle Application Server (Oracle AS) 10g or Oracle Fusion Middleware.
    - Two ORACLE\_HOMEs used for different services (Web/Java and Developer Tools)

### Database Tier

This tier stores and manages all **data and metadata** for Oracle EBS.

- **Oracle Database:**
  - Contains schemas for all EBS modules.
  - Stores configuration metadata and transactional data.

- **Deployment Options:**
  - On-premises or cloud (e.g., Oracle Cloud, AWS EC2, or RDS Custom).
- **Advanced Features:**
  - **Oracle Real Application Clusters (RAC)** for high availability and scalability

### Benefits of this Architecture

- Centralized application deployment reduces desktop maintenance.
- Scalable multi-tier architecture supports large enterprise workloads.
- High availability through multi-node deployment and database clustering.
- Unified data model ensures consistency across all business modules.
- Optimized client-server communication improves network efficiency.
- Strong reporting and analytics capabilities built into the suite.
- Flexible customization through workflows, OAF, and extensions.
- Robust security and compliance framework with audit controls.

### Oracle EBS Advantages:

- Proven enterprise-grade scalability suitable for large, complex organizations.
- Fully integrated end-to-end suite covering Finance, Budgeting, Procurement, Supply Chain Management and Project modules.
- Unified data model ensuring consistency, accuracy, and seamless cross-module integration.
- Strong globalization support with multi-currency, multi-language, and multi-GAAP capabilities.
- Robust security framework with role-based access, audit trails, and compliance controls.
- Flexible customization through configurations, workflows, Oracle Forms, and OAF extensions.
- High availability options through multi-node deployment and database clustering.
- Powerful reporting and analytics with integrated tools and consistent data sources.
- Reduced total cost of ownership due to centralized application management and mature ecosystem.
- Extensive Oracle and partner ecosystem ensuring long-term support and resource availability.

### What makes Oracle EBS Stand Out?

- Proven multi-tier enterprise architecture that supports distributed, scalable deployments across desktops, application, and database tiers, making it suitable for large, complex enterprises.
- Deep, fully integrated suite of business modules (Finance, SCM, HR, Projects, CRM, Manufacturing) built to work seamlessly through a unified architecture and technology stack.
- Unified data model that ensures consistent, accurate, and real-time information across all business processes, reducing data silos and improving reporting quality.
- Strong global capabilities, including multi-currency, multi-language, and compliance with international regulations, making it ideal for multinational operations.
- Robust security and compliance framework with responsibility-based access, audit trails, and

controls designed to meet regulatory standards across industries.

- High availability and reliability, supported by options like Oracle RAC and multi-node application tiers to ensure continuous operation for mission critical workloads.
- Flexible customization and extensibility, allowing organizations to tailor workflows, forms, and business processes through Oracle Forms, OAF, and Workflow/AME without losing control of the core system.
- Efficient network usage, with architecture optimized for global users and remote sites by sending minimal data between client and application tiers.
- Mature ecosystem and long-term stability, supported by extensive documentation, skilled resources, partner networks, and Oracle's long-standing investment in EBS as a stable, enterprise-grade ERP platform.

## Oracle has been named a Leader

Gartner® Magic Quadrant for Cloud ERP for Service-Centric Enterprises

Gartner® Magic Quadrant for Cloud ERP for Product-Centric Enterprises

Gartner® Magic Quadrant™ for Financial Planning Software

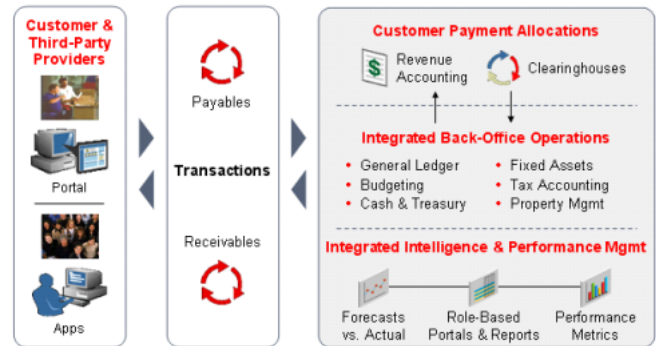
### Oracle E-Business Suite Major Modules

#### Financial Module

Oracle financials is a part of Oracle e-Business suite and is fully integrated with all modules of Oracle e-business suite and supports integration with other solutions.

Oracle Financials will help financial officers create an information-driven enterprise that synchronizes data centrally from all systems including third party systems, so financial information is consistently collected, calculated, analyzed, and stored, ensuring data integrity while reducing costs. This approach improves visibility into business, financial, and compliance performance across the enterprise; strengthens your control to enforce compliance with company and regulatory policy; and increases operational efficiency.

**Oracle Financial Management**  
Provide Complete Solution for All Financial Processes



The applications in Oracle Financials use a unified data model that allows you to store information, including transactions, business intelligence, and financial assets in one place. Those applications include General Ledger, Accounts Receivable, Accounts Payable, Cash Management, and Fixed Assets.

**General Ledger**

Oracle General Ledger enables global data management; it is a comprehensive financial management solution that dramatically enhances financial controls, data collection, information access, and financial reporting throughout your enterprise. It is the financial data repository. All financial transactions are either created directly in or exported to Oracle General Ledger. Oracle General Ledger is the fastest and most saleable general ledger on the market today. Recent benchmarks demonstrate Oracle General Ledger’s unprecedented transaction processing performance that meets the capacity requirements of companies of all sizes.

- Oracle General Ledger supports multi-company, multi-currency functionality. Organizations can set it up in such a way that meets your reporting needs and anticipates the way you run your organization in the future.
- Oracle General Ledger supports simultaneous accounting for multiple reporting requirements. Oracle understands that service offering companies are now global in nature. This is why they have to comply with local accounting rules (for their local reporting) as well as international accounting rules such as IAS (for the shareholder reporting). Oracle General Ledger simplifies the simultaneous management of the accounting for all of these different reporting requirements.
- The journal entries in Oracle General Ledger journal entry can be: manual, reversing, recurring.
- General Ledger is equipped to consolidate your subsidiaries and create actual closing journals for year-end and other closing periods.
- You can use Oracle’s inquiry functionality to drill from summary account balances to detail balances, and to complete journal entries.
- Oracle general ledger supports online budgeting and tracking of the budget at transaction level.
- With its extensive reports, Oracle General Ledger offers a great deal of visibility to your organization

**Accounts Receivable**

Oracle understands that Organizations want to streamline invoicing, receipt, and customer deduction processing while improving cash flow, optimizing customer relationships, and providing strategic information. Oracle Receivables provides the flexibility to meet the demands of a global market with strong financial controls to assist in instilling corporate and fiscal discipline. After implementing Oracle Receivables, Organizations will be able to shorten the credit-to-cash cycle, while dramatically reducing the time and effort required to process customer payments and resolve disputes.

- Oracle Receivables automates your invoice processing through the integration with Oracle Order Management
- With the Auto lockbox feature, Oracle Receivables automates and thus accelerates the way you handle your receipts
- Oracle Receivables supports credit/ debit memo on your invoices.
- Oracle Receivables lets you enter and track future dated payments. These types of payments can either be a post-dated check or a formal document called a promissory note.
- Oracle Receivables calculates the gain and loss resulting from change in currency exchange rate
- With Oracle Receivables, Organizations policies will be transformed into solutions necessary to ensure compliance with accounting standards and practices while improving business processes throughout the receivables lifecycle.
- Oracle Receivables allows Organizations to maintain accurate customer information with our Data Quality Management solution to significantly enhance customer searches and reduce duplicates with sophisticated identification capabilities.
- Oracle Receivables provides Organizations with the necessary reporting capabilities that will enable you to analyze your receivables and revenue policies.

## **Accounts Payable**

Oracle Accounts Payable will lower the purchasing costs and optimize business relationships for Organizations. Oracle understands that Insurance companies are trying to improve their margins by lowering the cost of doing business. One way they are achieving this goal is by automating and integrating internal processes. Oracle Payables offers an unprecedented variety of tools to this end.

- Oracle Payables will allow Organizations to enter, adjust, validate, approve, and review invoices and invoice batches.
- Oracle Payables allows Organizations to import invoices from sources Oracle Purchasing, Oracle Assets, and external systems.
- With Oracle Payables, Organizations will be able to create, adjust, and review all kinds of payments and payment batches; along with reconciling your payments using Oracle Cash Management.
- Oracle Payables automates Organizations payments; which allows Organizations to pay to your supplier just in time. This will provide Organizations with the ultimate balance of not paying too early (which will affect your cash position) and not paying too late (which will affect your relation and thus your credibility with your suppliers)
- Oracle Payables gives Organizations the ability to manage and maintain its supplier information by entering, adjusting, and identifying duplicate suppliers and

merging them. You can divide your suppliers and assign payment methods and priorities to each group.

- The centralization of payment processing in the Oracle Payments engine offers many benefits. Organizations are able to efficiently centralize the payment process across multiple subsidiaries, currencies, and regions. A full audit trail and control is supported through a single point of payment administration.

## Cash Management

Organizations need an intuitive cash management solution that allows them to reduce costs associated with reconciliation and forecasting their cash positions. Oracle Cash Management is the right solution that allows those organizations to optimize liquidity and control cash. Indeed, it is an open, integrated solution for managing the enterprise-wide cash cycle. It also offers unprecedented integration within the Oracle E-Business Suite including with Oracle General Ledger, Oracle Receivables, Oracle Order Management, Oracle Payables, Oracle Payroll, Oracle Projects, Oracle Purchasing, Oracle Sales, and Oracle Treasury. Additionally, it offers open interfaces that allow you to easily integrate with external systems, giving you timely access to your global cash information via the corporate intranet.

- Oracle Cash Management will give Organizations direct access to expected cash flows from your operational systems. You can quickly analyse enterprise-wide cash requirements and currency exposures, ensuring liquidity and optimal use of cash resources.
- Oracle Cash Management supports forecasting in any currency, across different organizations, for multiple time periods.
- Oracle Cash Management Bases Organization's forecast on future transactions, such as orders and invoices, or historical transactions, such as payments in Oracle Payables and receipts in Oracle Receivables.
- Oracle Cash Management gives you direct access to daily cash flows from your operational systems as well as those reported by your organization. You can quickly analyze your daily cash position by currency or by bank account, allowing you to project your daily cash needs and evaluate your company's liquidity position.
- Timely bank reconciliation is crucial to protecting companies' cash. Oracle Cash Management offers comprehensive bank reconciliation capabilities, enabling you to maintain accurate cash balances, identify and resolve exceptions, manage bank errors, and monitor fraud. Indeed, Oracle Cash Management offers extensive reconciliation integration with Oracle Payables and Oracle Receivables for effective cash management.
- Oracle Cash Management provides a single access point for defining and managing internal bank accounts for Oracle Payables, Oracle Receivables, Oracle Payroll, and Oracle Cash Management. Hence, the setup, maintenance, and control of all internal bank account information is easy and reliable.

## Fixed Assets

Oracle Fixed Assets in Oracle E-Business Suite enables comprehensive lifecycle management of enterprise assets, including capitalization, depreciation, transfers, retirements, and revaluation. It supports multiple depreciation methods and accounting books, integrates with Payables and General Ledger, and ensures compliance through automated processing, reporting, and audit controls across multi-organization environments.

### Key features

- Asset capitalization and asset addition management
- Multiple depreciation methods (Straight Line, Declining Balance, Units of Production, etc.)
- Support for multiple depreciation books (Corporate, Tax, IFRS, Local GAAP)
- Automatic depreciation calculation and mass processing
- Asset transfers, retirements, reinstatements, and adjustments
- Asset location and assignment management
- Physical inventory and asset verification support
- Integration with Oracle Payables for asset additions from invoices
- Automatic journal posting to General Ledger
- Multi-organization and multi-currency support
- Comprehensive asset reporting (asset register, depreciation forecast, net book value reports)
- Audit trail and compliance support

### Oracle Hyperion Planning

Oracle Hyperion Planning (Planning / Planning Plus) is an enterprise performance management solution designed to support budgeting, forecasting, and financial planning across organizations. Built on the Essbase multidimensional engine, it enables driver-based planning, scenario modelling, workforce planning, and rolling forecasts. The solution supports both top-down and bottom-up budgeting with structured workflows, version control, and audit trails to ensure governance and transparency.

Hyperion Planning integrates with ERP systems such as Oracle E-Business Suite and supports Excel-based interaction through Smart View. It provides comprehensive financial analysis, variance reporting, and what-if simulations to enhance strategic decision-making and improve forecast accuracy.

### Key features

- Enterprise-wide budgeting and financial planning
- Rolling forecasts and multi-scenario modeling
- Driver-based planning (revenue, cost, operational drivers)
- Workforce planning (headcount, compensation, benefits), Planning Plus
- Multi-entity, multi-currency, and multi-dimensional modeling
- What-if analysis and sensitivity simulations
- Structured workflow with submission and approval hierarchy
- Version control (Budget, Forecast, Actual comparisons)
- Variance analysis and financial performance reporting
- Integration with ERP systems (e.g., Oracle EBS)
- Excel-based planning via Oracle Smart View
- Built on Essbase for high-performance calculations and analytics

- Audit trail and governance controls
- Scalable architecture for complex enterprise planning needs

### Project Costing

Oracle E-Business Suite (EBS) Project Costing is a comprehensive module designed to capture, manage, and analyze project-related costs, including labor, materials, and expenses. It enables detailed cost control via budgetary tracking, burdening (overhead application), and seamless integration with Oracle Payables, Purchasing, and Time & Labor.

### Key Features

- Flexible Expenditure Capture: Enter costs directly or import from external systems, including expense reports and supplier invoices.
- Cost Breakdown Structure: Classify expenditures by type (e.g., travel, materials) and categorize for detailed analysis.
- Burdening/Overhead Application: Automatically calculate and apply indirect costs (burdening) to project tasks.
- Budgetary Control: Establish, manage, and baseline project budgets to monitor performance against actuals.
- Integration: Integrates with Oracle General Ledger for, subledger accounting, and posting.
- Capital Projects: Track capitalized interest and manage capital projects, from initiation to asset creation.

### Inventory Management

Oracle Inventory Management in Oracle E-Business Suite enables organizations to control, track, and optimize material movement across warehouses and operating units. It supports real time inventory visibility, stock valuation, transaction processing, and integration with purchasing, order management, and manufacturing to ensure accurate stock control and operational efficiency.

### Key Features

- Real-time inventory tracking and on-hand visibility
- Multi-organization and multi-warehouse support
- Item master management and categorization
- Lot, serial, and revision control
- Inventory transactions (receipts, issues, transfers)
- Cycle counting and physical inventory management
- Min-max and reorder point planning
- Sub inventory and locator control
- Inventory valuation and costing integration
- Integration with Purchasing, BOM, WIP, and Order Management
- Material status control and reservations
- Barcode enabled transaction support
- Inventory aging and stock movement reporting
- Audit trail and transaction history tracking

### Procurement

Oracle Purchasing (Procurement) in Oracle E-Business Suite enables organizations to manage the complete procure-to-pay lifecycle, from requisitioning and supplier management to purchase orders and receiving. It provides structured approval workflows, supplier collaboration, and tight integration with Inventory, Payables, and General Ledger for controlled and compliant procurement operations

### **Key Features**

- Requisition creation and approval workflow
- Purchase order (PO) creation and management
- Blanket purchase agreements and contract purchasing
- Supplier and supplier site management
- RFQ (Request for Quotation) processing
- Automated document approval hierarchies
- Three way matching (PO, Receipt, Invoice)
- Receiving and inspection management
- Procurement catalogue management
- Encumbrance and budgetary control
- Integration with Inventory and Payables
- Supplier performance tracking
- Audit trail and compliance reporting
- Multi-organization and multi-currency support

### **iProcurement**

Oracle EBS iProcurement is a self-service, web-based application that enables employees to requisition goods and services, reducing purchasing costs and enforcing compliance. It offers a "consumer-style" shopping experience using internal catalogues or supplier-hosted punch-out sites, driving adoption and improving control over spending through automated, configurable approval workflows

### **Key Features**

- Catalogue Management: Supports local, supplier-hosted, and marketplace catalogs, including punch-out capabilities for real-time pricing.
- Intelligent Shopping: Features powerful search functionality, shopping lists, and guided buying flows.
- Enforced Policies: Automates approval routing based on cost centers, requestor, and expenditure type.
- Integration: Seamlessly integrates with Oracle Purchasing for PO creation, and Oracle Enterprise Asset Management (eAM) for work order-related requisitions.
- Receiving & Tracking: Allows users to track order status and perform self-service receiving
- Lower Procurement Costs: Reduces manual processing and administrative overhead.
- Improved Compliance: Enforces preferred supplier usage and contract terms.
- Increased Spend Control: Provides visibility into spending patterns

### **Procurement Contracts**

Oracle E-Business Suite (EBS) Procurement Contracts is a key component of Oracle Advanced Procurement that enables organizations to manage contract

creation, negotiation, and compliance, reducing cost and risk. It integrates with Oracle Purchasing and Sourcing to automate the creation of contract terms.

### **Key Features**

- **Contract Lifecycle Management:** Create, negotiate, sign, and manage contracts throughout their lifecycle, including amendments.
- **Contract Terms Library:** Maintain a repository of standard clauses, sections, and templates, allowing for standardized language across procurement documents.
- **Integration with Sourcing:** Seamlessly convert negotiated terms from Request for Quote (RFQ) or RFIs into formal contracts.
- **Compliance & Enforcements:** Automatically apply contract terms to Purchasing documents (POs) and enforce compliance through Oracle Purchasing and Payables.
- **Deliverables Management:** Track contract deliverables and service level agreements (SLAs).
- **Contract Expert:** Rule-based wizard that suggests appropriate clauses and terms based on contract intent, type, and risk factors.
- **Collaboration:** Allows for collaboration with suppliers, including redlining in Microsoft Word and tracking changes.

### **Contract Lifecycle Management for Public Sector**

Oracle EBS Contract Lifecycle Management (CLM) for Public Sector is a comprehensive, FAR/DFARS-compliant solution designed to automate the entire acquisition process, from procurement planning and solicitation to award and administration. It provides end-to-end visibility, linking budget to disbursement, and integrates directly with systems like FPDS-NG, helping agencies reduce costs and increase compliance

### **Key Features**

- **Compliant Document Authoring:** Automates the creation of federal contracting documents, supporting FAR/DFARS compliance and standard forms.
- **Unified Procurement Process:** Integrates sourcing, requisitioning, and award within a single system, reducing disparate manual processes.
- **Spend Visibility & Tracking:** Provides full tracking of spending and procurement, from initial requisition to general ledger posting.
- **Contract Line Structures:** Manages Contract Line Items (CLIN) and Sub-line Items (SLIN) automatically based on regulatory requirements.
- **Agency Flexibility:** Offers a customizable, scalable framework that can be adapted to specific public sector agency policies and procurement needs.
- **Electronic Collaboration:** Facilitates vendor interaction, including sourcing, solicitations, and electronic award distribution
- **Regulatory Compliance:** Built-in adherence to federal regulations (FAR, DFARS, FMR).
- **Improved Efficiency:** Reduces the cycle time of acquisitions through automated workflows and document generation.
- **Cost Control:** Enhances financial oversight and prevents overspending through tight integration with purchasing

## Oracle Supplier Lifecycle Management

Oracle Supplier Lifecycle Management manages the complete supplier journey from registration and qualification to performance monitoring and governance. It enables structured on boarding, risk assessment, compliance validation, and supplier evaluation processes, ensuring procurement transparency, regulatory adherence, and improved supplier quality within Oracle E-Business Suite.

### Key Features

- Online supplier registration and on boarding
- Configurable qualification and approval workflows
- Supplier risk and compliance tracking
- Supplier performance scorecards
- Periodic requalification management
- Document and certification management
- Supplier profile governance controls
- Audit trail and approval history
- Integration with Purchasing and Payables

## Order Management

Oracle Order Management enables end-to-end sales order processing from order capture through fulfilment and invoicing. It supports complex pricing, configuration, shipping integration, and multi-organization order orchestration, ensuring accurate order execution, improved customer service, and seamless integration with Inventory, Shipping, Receivables, and Advanced Pricing.

### Key Features

- Sales order entry and lifecycle management
- Multi-organization and multi-currency support
- Advanced pricing and discounting rules
- Configurable item support (ATO/PTO/CTO)
- Order scheduling and availability checking (ATP)
- Backorder and fulfilment management
- Shipping Execution integration
- Credit checking and holds management
- RMA (Return Material Authorization) processing
- Integration with Inventory and Accounts Receivable

## Sourcing

Oracle Sourcing streamlines strategic procurement by enabling electronic RFQs, RFIs, and auctions. It supports supplier collaboration, bid evaluation, negotiation, and award management, helping organizations achieve competitive pricing, improved supplier transparency, and controlled procurement processes integrated with Purchasing and Supplier Management.

### Key Features

- Online RFQ, RFI, and auction management
- Supplier bid submission and collaboration

- Multi-round negotiations
- Bid comparison and scoring analysis
- Award recommendation and approval workflow
- Integration with Purchasing for PO creation
- Supplier performance insights
- Secure supplier participation
- Audit trail of sourcing events

### Mobile Supply Chain Applications

Oracle Mobile Supply Chain Applications provide mobile and handheld device access to warehouse and inventory transactions. They enable real-time execution of receiving, picking, shipping, counting, and material movements, improving operational accuracy, inventory visibility, and warehouse productivity within Oracle E-Business Suite.

### Key Features

- Mobile receiving and put-away
- Pick release and shipment confirmation
- Sub inventory transfers and material movements
- Cycle counting and physical inventory support
- Lot and serial number tracking
- Barcode scanning integration
- Real-time transaction processing
- Integration with Inventory and WMS
- Reduced manual entry and data errors

# 4. Scope Definition & Timeline

## 4.1 Solutions in Scope

The proposed Oracle E-Business Suite architecture, comprising Oracle Financials, Hyperion Planning, Procurement, Inventory Management, and Supply Chain Management modules, will deliver a robust, future ready solution with scalable on premise deployment and seamless system integration, empowering National Bank of Moldova to achieve operational excellence and data driven decision making.

## 4.2 Oracle E-Business Suite Modules

Following table lists down detailed Bill of Material (BOM) for the modules that needs to be licensed and enabled for the solution in the given scope.

SL #	Product Description	Metric
1	Oracle Financials	Application User Perpetual
2	Oracle Hyperion Planning Plus	Application User Perpetual
3	Oracle Project Costing	Application User Perpetual
4	Oracle Inventory Management	Application User Perpetual
5	Oracle Mobile Supply Chain Applications for Oracle Inventory Management	Application User Perpetual
6	Oracle iProcurement	Application User Perpetual
7	Oracle Purchasing	Application User Perpetual
8	Oracle Supplier Lifecycle Management	Enterprise Employee Perpetual
9	Oracle Sourcing for Oracle Purchasing	Application User Perpetual
10	Oracle Procurement Contracts for Oracle Purchasing	Application User Perpetual
11	Oracle Contract Lifecycle Management for Public Sector	Application User Perpetual
12	Oracle Order Management	Application User Perpetual

### Oracle Technology Software

SL #	Product Description	Metric
1	Oracle SOA Suite for Oracle Middleware	Processor Perpetual
2	Oracle Database Enterprise Edition	Processor Perpetual

SL #	Product Description	Metric
3	Oracle WebLogic Suite for Oracle Applications	Processor Perpetual
4	Oracle Diagnostics Pack	Processor Perpetual
5	Oracle Tuning Pack	Processor Perpetual

**Services in scope entails implementation of Oracle ERP, which includes typically:**

- Oracle ERP Modules Provisioning & Setup in the following environments
  - DEV
  - Migration
  - Test
  - PROD
  - DR
- Sanity Check of EBS modules enabled.
- Planning & Requirements Analysis
- Solution Design
- Carrying out Product Walkthrough and Preparation of Business Configuration Documentation.
- Business Configuration & System Implementation
- **Integration** with the below systems are factored based on the “Annex 10\_The interoperability perspective” Excel Shared as a part of the RFP
  - Core Banking System
  - Cash Management System
  - HR & Talent Management System
  - Payroll
  - W005 – SGED
  - W002 NBM's official web page
  - Exchange Rate Calculation System
  - E-Factura
  - Microsoft AD&SSO Services
  - Email services
  - PKI Infrastructure services
  - SIEM Services
  - Back-up services
  - Archiving Services
- **Data Migration**
  - Migration of master data from existing systems
  - Provide guidance & support for migrated data cleansing activities.
- **Reports:** Configure operational, analytical and statutory reports from standard OOB reports
- **Training:**

- A structured train-the-trainer program will be implemented to ensure all employees are equipped to confidently operate the new Oracle E-Business Suite system.
  - Oracle-provided product user manuals will serve as the foundational reference material for all user groups.
  - A train-the-trainer model will be adopted, enabling internal champions to cascade knowledge across their respective departments.
  - Role-specific training sessions will be developed and delivered through hands-on workshops and live demonstrations.
  - Custom presentations and e-learning materials will be created to support both in-person and self-paced learning.
  - Training completion will be tracked and reported to ensure full coverage and readiness prior to go-live.
- Support to Integration & User Acceptance Test
    - Guide SIT & UAT users with Application Functionality and Execution during SIT & UAT.
    - Maintain the incident logs during SIT & UAT ensuring timely resolution of Defects raised.
    - Report the progress of all incidents (defects) and solutions encountered during SIT & UAT.
  - Production Ready & Go-Live
    - Provide necessary guidance for Preparation activities of Go Live.
  - Post Go-live Hyper Care.
  - **Three (3) months of Post Go-Live support from the date of Go-Live.**
  - **One (1) year warranty support from the date of Go live.**

### 4.3 Scope Exclusions

- Any activity not defined in the Scope.
- Hardware procurement, installation and administration
- Operating system license procurement, installation and administration
- DB and web logic installation and administration.
- Data extraction and cleansing of legacy data.
- Test Plan, Design, Test Cases, Test Data Preparation & Test Execution.
- Non-functional Testing like Performance Testing, and Penetration Testing.
- Business requirements documentation
- Configuration of any additional environment other than the approved Environments

### 4.4 Key Project Team & Task Assignment

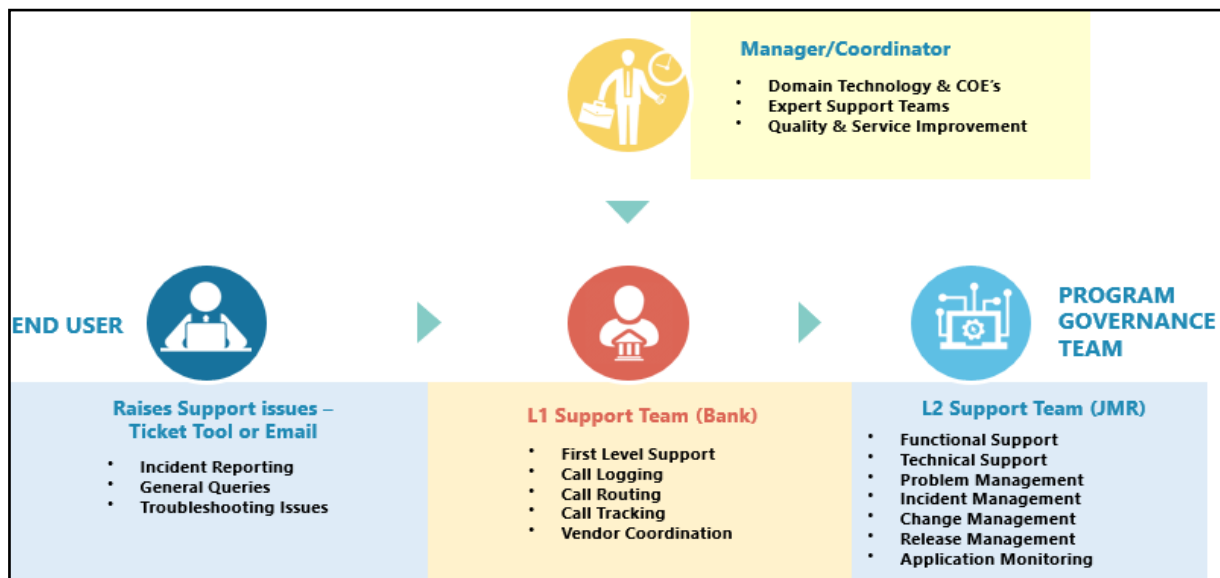
SL#	Roles	Role on the project Responsibilities
1	Project Manager	<ul style="list-style-type: none"> <li>• Overall project planning and governance</li> <li>• Manage scope, timeline, budget, and resources</li> <li>• Coordinate between customer, Oracle, and implementation teams</li> <li>• Track risks, issues, dependencies, and escalations</li> </ul>

SL#	Roles	Role on the project Responsibilities
		<ul style="list-style-type: none"> <li>Monitor project milestones and deliverables</li> <li>Ensure quality assurance and stakeholder communication</li> </ul>
2	Solution Architect	<ul style="list-style-type: none"> <li>Define end-to-end Oracle ERP solution architecture</li> <li>Ensure alignment with business and technical requirements</li> <li>Design integration, security, and deployment architecture</li> <li>Review solution fitment and customization approach</li> <li>Guide performance, scalability, and best practices</li> <li>Support design approvals and architecture governance</li> </ul>
3	Functional Consultants	<ul style="list-style-type: none"> <li>Conduct business requirement gathering workshops</li> <li>Configure Oracle ERP modules as per business processes</li> <li>Prepare functional design and solution documents</li> <li>Support SIT, UAT, and defect resolution activities</li> <li>Conduct user training and knowledge transfer sessions</li> <li>Assist in process optimization and change management</li> </ul>
4	Technical consultants	<ul style="list-style-type: none"> <li>Develop customizations, reports, and extensions</li> <li>Configure workflows, forms, and technical components</li> <li>Support technical unit testing and deployments</li> <li>Develop interfaces and technical integrations</li> <li>Resolve technical issues during implementation</li> <li>Support production migration and post-go-live stabilization</li> </ul>
5	Migration Consultants	<ul style="list-style-type: none"> <li>Assess legacy data and migration requirements</li> <li>Define data mapping and cleansing approach</li> <li>Prepare migration templates and validation rules</li> <li>Execute data extraction, transformation, and loading activities</li> <li>Conduct migration reconciliation and verification</li> <li>Support mock migrations and final cutover activities</li> </ul>
6	Integration consultant	<ul style="list-style-type: none"> <li>Design integrations between Oracle ERP and external systems</li> <li>Define API, middleware, and interface requirements</li> <li>Develop and test inbound and outbound integrations</li> <li>Coordinate integration testing with third-party systems</li> <li>Monitor interface performance and error handling</li> <li>Support integration documentation and deployment activities</li> </ul>
7	DBA	<ul style="list-style-type: none"> <li>Install and configure Oracle database environments</li> <li>Monitor database performance, backup, and recovery</li> <li>Manage database security, access, and patching</li> </ul>

SL#	Roles	Role on the project Responsibilities
		<ul style="list-style-type: none"> <li>Support environment refresh and cloning activities</li> <li>Optimize database performance and storage utilization</li> <li>Provide DBA support during testing and production rollout</li> </ul>

## 4.5 JMR Support Model

JMR's support model for providing application management and support for Oracle applications. The designated team will broadly look at the activities covering both run the business and grow the business activities. Approach and the support process flow followed by JMR is shown in below diagram. Additionally, our team would be aligned and structured to ensure cross utilization of resources ensuring optimum knowledge acquisition and sharing amongst team members, imparting knowledge to the Bank/Institution's IT & business users, as necessary.



We believe that, with JMR's unique combination of vast experience, deep domain expertise in transformation & support projects, constant focus in technology innovation and thought leadership in providing consultative services - makes us an ideal, valued, and long-term partner of your esteemed Bank/Institution. JMR shall provide post go live support as part of Implementation. Please refer below section for services covered as part of Post Go Live Support.

### 4.5.1 Warranty & Post Go Live Support

Post Go Live Support is an important phase of the Project Lifecycle to bring stability to the System and is planned to be hybrid. We do have incident/issue management procedures in place that has evolved over a period of live project experiences. We also assist in providing knowledge transfer to Bank/Institution's support team. Working as Bank/Institution's extended arm, our post implementation maintenance and support package cover both run the business activities and grow the business activities.

JMR shall support the functioning of parameters and customizations that have been set up, tested, and certified during the UAT phase, and provided solely by JMR during the implementation and post "Go Live" support period. This support shall not cover any parameters,

reports, interfaces, or customizations that were not delivered by JMR, or have been subsequently modified by any party other than JMR after the UAT certification and Go Live.

JMR provide supports through the following modes:

- Telephone hot line.
- Remote Access (Yes)
- Travel to site (Yes) from JMR Regional Support

Annual Maintenance services are covered under MOS (My Oracle Support portal). Details of the portal are available in the link: <https://www.oracle.com/us/assets/lifetime-support-financial-services-069218.pdf>. 24\*7 helpdesk support will be covered under the AMC. This portal shall be made available to Bank/Institution’s Business and IT users for issues logging/tracking and resolution.

### Service Level Agreements for Issue Resolution

JMR will comply with the following SLAs for turnaround time for issue response and resolution.

- JMR will comply with the following SLAs for turnaround time for issue response.
- JMR shall provide the Services in accordance with the below service level depending on the criticality of the Problem as determined jointly with the Bank/Institution and JMR while reporting the Problem.
- The table below describes the issues with respect to the level of severity of the issue and the urgency of the issue.

Priority	Low	Medium	High	Critical
<b>Severity</b>	<ul style="list-style-type: none"> <li>• The issue or problem causes a minor loss of service</li> <li>• No hindrance to the client’s business operations.</li> <li>• Workaround is available</li> </ul>	<ul style="list-style-type: none"> <li>• Interruption to the client’s work but Bank/Institution’s work has no major loss of Operating Capability</li> <li>• Workaround likely available</li> </ul>	<ul style="list-style-type: none"> <li>• Interruption to critical processes affecting individual user.</li> <li>• Any specific feature or module not working causing business impact</li> <li>• No workaround available</li> </ul>	<ul style="list-style-type: none"> <li>• Interruption to critical business processes affecting several users</li> <li>• An incident leading to 100% outage of the application</li> <li>• No workaround available</li> </ul>
<b>SLA Targets</b>				
<b>Response Time</b>	Within 48 Hours	Within 24 Hours	Within 12 Hours	Within 2 hours
<b>Resolution Time</b>	The timelines for this will be determined in consultation with the Bank/Institution	Workaround within 48 Business hours from receipt of requested Initial	Workaround within 16 Business hours from receipt of requested	Workaround for 95% of reported problems in 6 hours from receipt of Initial

Priority	Low	Medium	High	Critical
	on case-to-case basis	information from the Bank/Institution	information from the Bank/Institution	information requested from the Bank/Institution and for 5% within 8 hours from receipt of requested information from the Bank/Institution

Note: Response time is defined as the time taken by a JMR staff to begin troubleshooting from the time the issue is reported.

## 4.6 Prerequisites

The following high-level infrastructure level activities are to be completed by the client before commencement of the software implementation.

- Separate VPN access for the implementation team.
- Business Requirement Documents.

## 4.7 Requirements Compliance Responses for LOT 2 - ERP

The Requirements mapping comprising of detailed requirements having the compliance responses of the proposed solution is provided in the attached PDF **“Annex 14 - Requirements\_NBM\_ERP”**. **The areas below are covered in both the proposal and the Tenderer’s Requirements Response PDF.**

- Functional Requirements
- Non-functional Requirements
- Implementation Requirements
- Project management Requirements
- Data migration Requirements
- Post-implementation maintenance and support requirements, including the warranty period

## 4.8 Proposed Timelines

JMR proposes a structured implementation of the Oracle EBS ERP for the organization, covering the modules within the agreed project scope, ensuring a complete enablement of the ERP System from offshore.

JMR believes that based on current information and understanding and modules proposed in scope, the ERP system can be tentatively implemented in **eleven (11) months followed by three (3) month hyper**

**care period along with warranty support for a year.** The final time plan and roll out approach can be firmed up in mutual discussions with the Bank.

Phases	Activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12-22
Inception	Project plan	█	█										
	Environment Enablement	█	█										
	Product Walkthrough	█	█	█									
	Requirements Analysis	█	█	█	█								
	Fit-Gap Analysis	█	█	█	█	█							
Elaboration & Construction	Business Configuration		█	█	█	█	█	█	█	█	█		
	Integration		█	█	█	█	█	█	█	█	█		
	Data Migration		█	█	█	█	█	█	█	█	█	█	
	Training						█	█					
	SIT Preparation						█						
	SIT Support							█	█	█			
Transition	UAT Preparation								█				
	UAT Support									█	█	█	
Production	Cut-over and Go-Live Preparation											█	
	Execute Final Data migration											█	
	Go-Live											█	★
	Warranty & Hyper Care Support												█

### 4.9 Assumptions

1. The implementation of the ERP system would be done from Offshore as preferred model.
2. A lead time of three (3) to four (4) weeks is required for JMR Infotech to on-board the project resources after Contract signing /PO issuance.
3. JMR shall assign personnel of appropriate qualifications and experience to perform the services to fulfil its obligations.
4. Integrations are considered as defined in the scope section 4, based on the requirements document received, in the current effort estimates and cost, any additional integrations would be considered as change request and would go through the change control process.
5. Customizations and additional custom reports will be taken over through change management process with additional effort and cost.
6. Macro level Project Plan and Timelines are indicated in this proposal; however, this plan would be modified during the inception phase of the project in consultation with the client, which will serve as a baseline plan throughout the project. Any Change on the signed of baseline plan would go through change control process, so that accountability can be fixed for the delays caused, and corresponding CR can be approved by the client.

If these delays are not attributable to JMR and the delay caused cannot be recovered with the planned effort, additional effort and cost would be estimated and submitted along with the CR, so that the client can review and approve the same before making a formal adjustment to plan in execution.

Once the detailed Scope is defined during the inception, any change in scope would attract a CR which may or may not have cost & time implications, depending on the nature of addition to the scope.

7. The proposed plan is based on five (5) working days a week, Saturdays and Sundays as holiday, however during the inception the project plan would also incorporate actual holidays as well to determine precise timeline.
8. All Project related communication including Project Plan, Status Reports etc. will be in English.
9. The Software shall be deemed Live /accepted by the client, and the project is complete, if

Software is used in a production environment or in a production

like manner by the client, including pre- production pilot or similar exercises post User Acceptance Testing completion.

## 4.10 Client's Obligations

Please find below the list of activities which need to be taken care of by the client with respect to the implementation services to be delivered by JMR.

1. Designate a SPC (single point of contact) who shall be the focal point for JMR communications relating to this engagement and shall have the authority to act on behalf of the client in all matters regarding to the engagement.
2. Designated SPC shall be responsible for co-coordinating with other third-party vendors engaged by the client directly.
3. The client shall assign required team with expertise on the systems that needs to be integrated with the new system.
4. The client shall provide all the required APIs for integration with other systems.
5. The client shall provide access to the below environments for implementation of ERP modules.
  - a. DEV
  - b. TEST
  - c. TRAINING
  - d. PROD
6. Make necessary approvals required from the relevant authority for JMR's consultants to deliver services under the stated "In Scope" Section of this engagement.
7. The JMR team should be provided with appropriate connectivity and sufficient access rights to the instances from JMR's India offices. This will enable effective offshore support when needed.
8. The client shall ensure timely availability of all environments & refresh production data during various stages of mock migration. Any delay in the data availability from the core system will impact the overall project timeline.
9. The Client is expected to provide a Business Requirements Document (BRD), capturing all functional, operational, and regulatory requirements across the in-scope ERP modules. This document will serve as the foundational baseline for solution design, configuration, and acceptance criteria throughout the project.
10. Business and Technical stakeholders from the client shall be available for discussions as per the schedule and the relevant systems documents shall be shared with JMR consultants for review.
11. Preparation of Test Cases, Scenarios, scripts and execution of test cases will be done by the client's users and JMR resources will provide technical and business support for the resolution of incidents reported.
12. Provide the answers to the questions/queries raised by JMR team within two (2) business days, to ensure that the project schedule will not be impacted.
13. Sign-off to be provided within two business days from the date of submitting the deliverables. In case of any delay beyond two (2) business days, such deliverables shall be deemed accepted to ensure project schedule is not impacted.

# 5. Execution Methodology

At **JMR Infotech**, we adopt a **hybrid execution methodology** that blends the **discipline of Waterfall** with the **flexibility of Agile**, ensuring structured delivery while remaining adaptive to evolving business needs. This approach is further strengthened by our **Centre of Excellence (CoE)**, **AI-powered execution tools**, and **world-class Risk and Quality Assurance frameworks**.

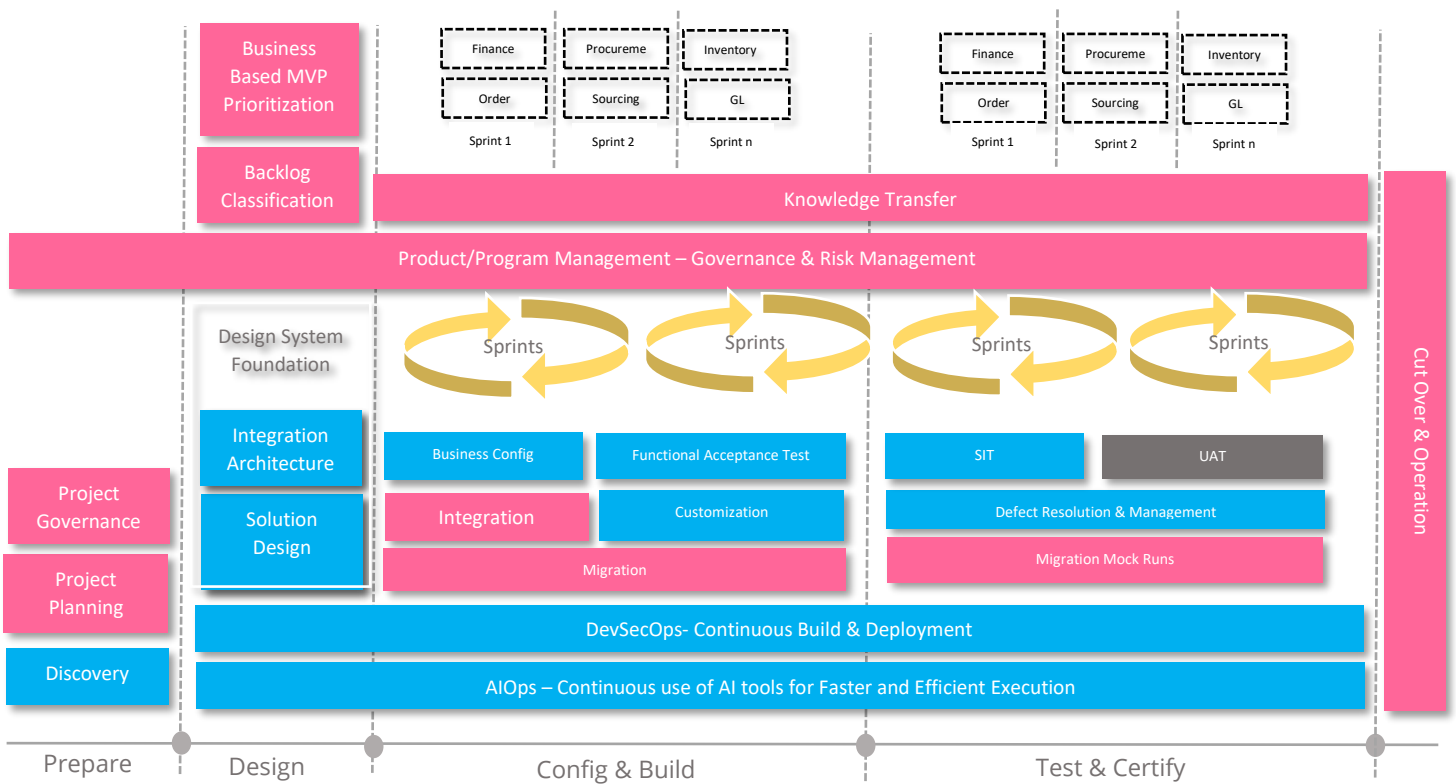
Our execution methodology is anchored on five foundational pillars that drive precision and excellence.

- 1. Hybrid execution methodology (Best of Agile and Waterfall)**  
Structured and sequential phases to tightly manage scope in a fixed cost execution model, however, intelligently blends MVP and sprints in each phase of the project for agile delivery and early detection of anomaly in the deliverables.
- 2. CoE (Centre of Excellence) provides vertebral support to the project team.** Provide permanency in domain expertise, reusable assets and accelerators. It also prescribes and monitors continuously standardized execution frameworks, enabling agile onboarding of right team and knowledge transfer, thereby providing **consistency, speed and quality**.
- 3. AI powered Execution with our SensAI Enterprise Platform.** Its harnesses capabilities of generative AI, and open source LLM to fuel agility in all the important phases of the project, right from solution designing, customizations and quality assurance, **thereby bringing agility by 25%-30%** without compromising quality.
- 4. Risk and Quality Assurance: Built-In, Not Bolted On,** we embed **Risk and Quality Assurance (QA)** throughout the lifecycle.
  - a. Shift-left testing** and continuous integration for early defect detection
  - b. Regulatory compliance validation** and audit readiness
  - c. Automated test suites** for regression, performance, and security
  - d. Risk heatmaps and mitigation plans** powered by AI insights

This ensures **optimum delivery, regulatory alignment, and operational resilience**

**Governance and Transparency.** It includes a **joint steering committee** for strategic alignment and transparency right from the start of the project. The content discussed in these committees is fed by **project management dashboards**, which keep track of the day-to-day execution. These dashboards also include a dedicated section which monitors ever evolving **risk scenarios along with mitigation strategy**.

### Execution Methodology



This **strategic blend of structure and agility**, powered by **AI**, anchored by a **Centre of Excellence**, and governed by **rigorous quality and risk controls** helps us ensure that Enterprise Resource Planning transformations are not only delivered on time and within budget but also with **innovation, resilience, and long-term value**. Based on the best practices, the execution plan shall have the following logical milestone / stages along with the deliverables that would be generated during the project execution by JMR and customer together.

A standardized RACI Matrix has been defined to clearly outline roles and responsibilities, ensuring accountability and smooth execution across all project phases.

Task	Responsible	Accountable	Consulted	Informed
Project Setup & Project Management (Tracking & Reporting)	JMR /Bank	JMR /Bank		
Gather Requirements	JMR	JMR	Bank	Bank
Demonstrate/ Training the trainer Product	JMR /Bank	JMR /Bank	Bank	Bank
Identify gaps and estimate effort to resolve	JMR /Bank	JMR	Bank	Bank

Task	Responsible	Accountable	Consulted	Informed
Installation and setup of hardware, operating system, database etc. (required for Oracle Applications)	JMR	JMR	Bank	Bank
Installation of Oracle Applications	JMR	JMR	Bank	Bank
Project Training (Train the trainer)	JMR	JMR	Bank	Bank
Parameterization Design	JMR /Bank	JMR	Bank	Bank
Parameterization Build	JMR	JMR	Bank	Bank
Mass Parameterization Upload	JMR	JMR	Bank	Bank
Migrate Out of box reports in BIP	JMR	JMR	Bank	Bank
Migration approach & data format	JMR	JMR	Bank	Bank
Extract migration data from Legacy System	Bank	Bank	JMR	JMR
Upload data to Oracle applications in respective environments	JMR	JMR	Bank	Bank
Upload data to Oracle Applications (conversion tests)	JMR	JMR	Bank	Bank
Reconciliation of conversion	JMR /Bank	JMR /Bank	Bank	Bank
Create test cases and scenarios	Bank	Bank	JMR	JMR
Review UAT test cases and scenarios for fit to product	Bank	Bank	JMR	JMR
Execute UAT test cases	Bank	Bank	JMR	JMR
Bug fixing of Oracle Applications	JMR	JMR	Bank	Bank
All other bug fixing	JMR	JMR	Bank	Bank
Interface error analysis	JMR	JMR	Bank	Bank
Deployment	JMR	JMR	Bank	Bank
Production installation	JMR /Bank	JMR /Bank	JMR	JMR
Execute Mock Conversion (As per final data migration)	JMR	JMR	Bank	Bank
Post Go Live Support/Warranty Support	JMR	JMR	Bank	Bank

Adhering to the best practices, the execution methodology prescribes project execution in following stages, each with focused objectives and deliverables associated. All these deliverables and execution responsibility would play out during the project execution as depicted in the above diagram.

## 1. Inception

### Objectives:

- Establish project vision, scope, and governance.
- Gather and analyse detailed business requirements.

- Define high-level architecture and implementation roadmap.

**Key Activities:**

- Stakeholder identification and engagement.
- Requirements workshops and interviews.
- Scope definition and prioritization.
- Risk assessment and mitigation planning.

**Deliverables:**

- Project Charter
- Business Requirements Document (BRD)
- Detailed Scope Statement including FIT/GAP matrix
- Detailed Project Plan
- Risk Register
- Communication Plan

## 2. Business Configuration

**Objectives:**

- Configure the software product to align with business processes.
- Customize parameters, rules, and workflows.

**Key Activities:**

- Fit-gap analysis
- System configuration based on BRD

**Deliverables:**

- Configuration Design Document
- Parameterization Workbook
- Updated BRD with configuration mapping
- Prototype/Demo environment

## 3. Integration

**Objectives:**

- Ensure seamless data and process flow between the new system and existing systems.

**Key Activities:**

- Define integration points and data exchange formats
- Develop and test APIs/interfaces
- Set up middleware or integration platforms

**Deliverables:**

- Integration Architecture Document
- Interface Control Document (ICD)
- Working Interfaces/APIs

## 4. Migration Phase

**Objectives:**

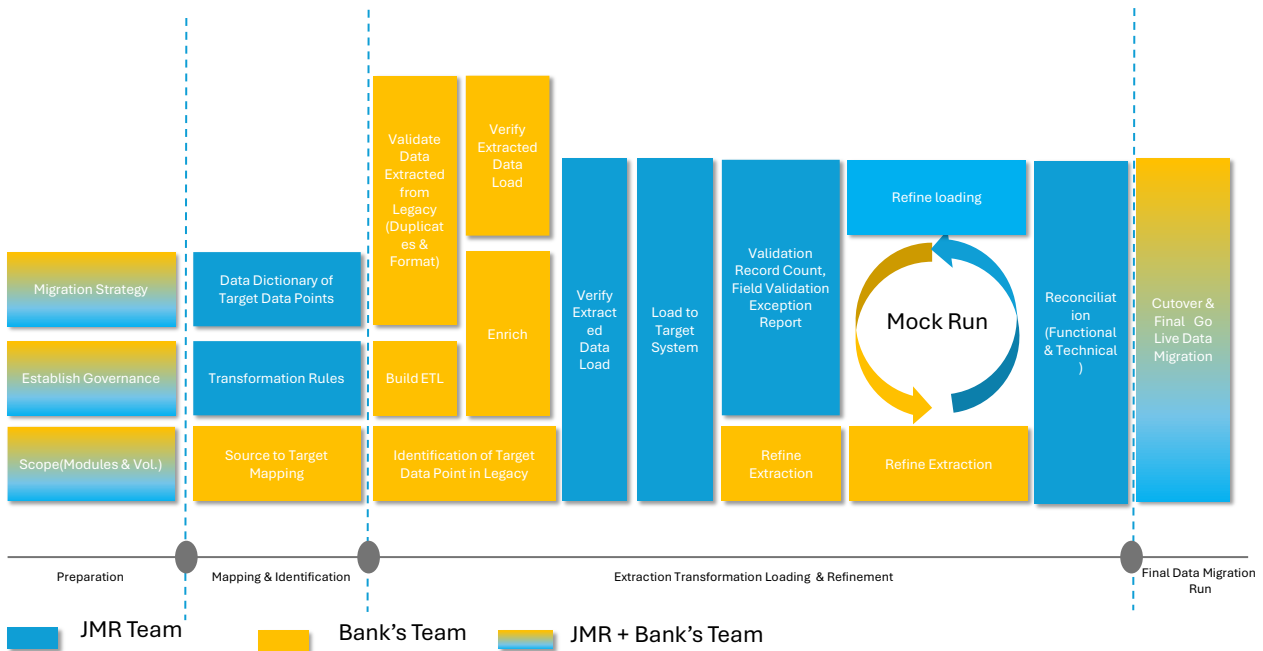
- Migrate employees' data to the new system with accuracy and integrity.
- Migrate one year of historical payroll data

**Key Activities:**

- Data mapping
- Develop migration scripts/tools
- Perform trial migrations and validations

**Deliverables:**

- Data Migration Strategy
- Data Mapping Document
- Migration Scripts
- Migration Validation Report



**5. Testing Phase**

**Objectives:**

- Validate the system against requirements and ensure it is defect-free.

**Key Activities:**

- System Integration Testing (SIT)
- User Acceptance Testing (UAT)
- Performance and Security Testing

**Deliverables:**

- Test Strategy & Test Plan
- Test Cases & Test Data
- Defect Logs and Resolution Reports
- UAT Signoff

**6. Cutover Phase**

**Objectives:**

- Prepare for and execute the transition from legacy to the new system.

**Key Activities:**

- Final data migration
- System freeze and backup
- Cutover rehearsal and checklist execution

**Deliverables:**

- Cutover Plan
- Final Migration Report
- Go/No-Go Decision Document
- Rollback Plan

**7. Go-Live & Hyper Care**

**Objectives:**

- Launch the system in the live environment and ensure stability.

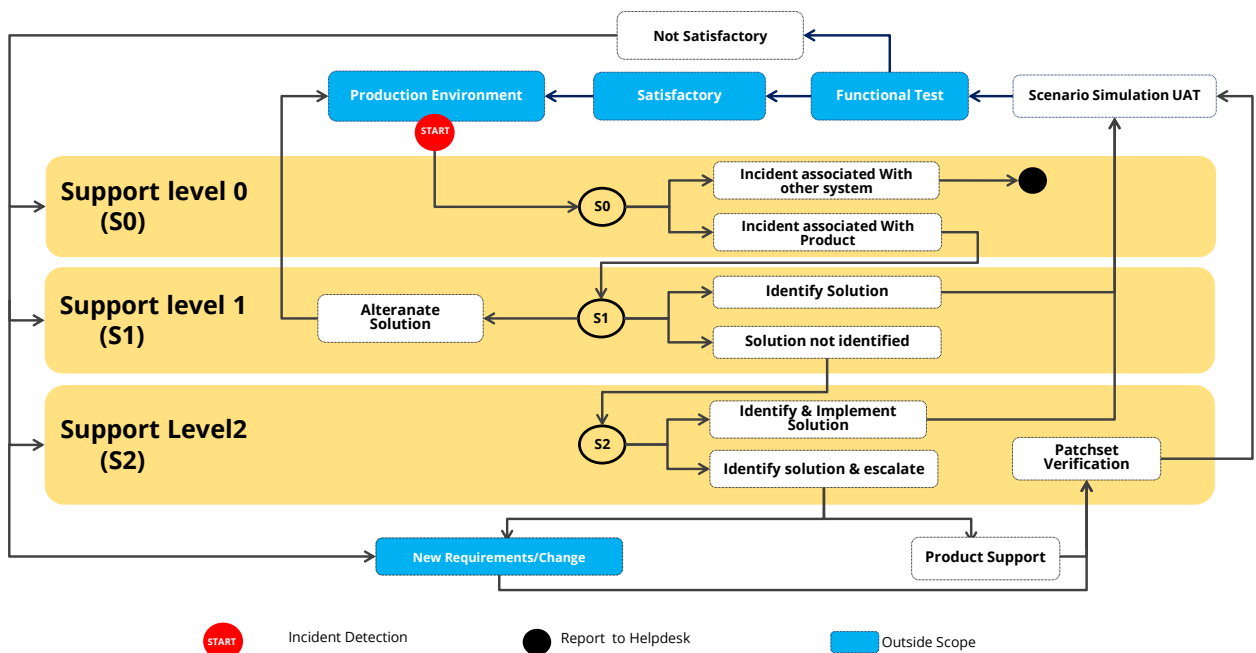
**Key Activities:**

- System monitoring
- Hyper care support
- Issue resolution and performance tuning

**Deliverables:**

- Go-Live Report
- Support Handover Document
- Post-Implementation Review

**Defect Management – Postproduction.**



● START Incident Detection     
 ● Report to Helpdesk     
   Outside Scope

# 6. Project Governance

Solid project governance is the cornerstone of successful transformation initiatives. At JMR Infotech, we implement a structured governance framework that ensures strategic alignment, accountability, and transparency across all project phases. This includes clearly defined roles and responsibilities, robust escalation mechanisms, regular steering committee reviews, and real-time reporting through dashboards. Our governance model fosters proactive risk management, timely decision-making, and continuous stakeholder engagement—ensuring that projects stay on track, within scope, and deliver measurable business value.

Governance Layer	Participants	Responsibilities
Executive Leadership (Monthly / Bi-Monthly)	<ul style="list-style-type: none"> <li>● Bank Sponsor</li> <li>● Bank Management Nominee</li> <li>● Bank Technology Leadership</li> <li>● JMR Management</li> <li>● JMR Project Advisor</li> </ul>	<ul style="list-style-type: none"> <li>- Establishes vision</li> <li>- Sets overall objectives and priorities</li> <li>- Resolves significant conflicts</li> <li>- Provides continuous leadership</li> </ul>
Steering Committee (Fortnightly / Monthly)	<ul style="list-style-type: none"> <li>● Bank Project Director</li> <li>● Bank Biz / Tech Leads</li> <li>● JMR Project Advisor</li> <li>● JMR Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Bank Program Oversight</li> <li>- Resolves key program-level issues</li> <li>- Financial Management</li> <li>- Roadmap / Scope / Change Management</li> </ul>
Project Management (Daily stand-up and Weekly Milestones)	<ul style="list-style-type: none"> <li>● Project Manager(s)</li> <li>● Functional &amp; Technical Consultants</li> <li>● SMEs</li> <li>● Bank Participants</li> </ul>	<ul style="list-style-type: none"> <li>- Conducts daily program management</li> <li>- Project management</li> <li>- Scope / Change management (Project)</li> <li>- Quality assurance (Project)</li> <li>- Resource management (Project)</li> <li>- Risk management (Project)</li> </ul>

● Red - Bank Sponsor / Bank Management

● Green - Bank Project Director / Bank Senior Leads

● Blue - JMR Management / JMR Project Manager

● Light Blue / Green - Bank Project Team / JMR Project Team

# 7. Risk Management

Robust risk management is embedded across every phase of our delivery lifecycle, enabling early identification, mitigation, and control of potential issues. This proactive approach ensures project stability, regulatory compliance, and uninterrupted progress toward business goals.

Category	Scenarios
Scope Risks	Vague requirements, change requests post-signoff.
Design Risks	Complex or invalidated design, poorly structured requirement
Technical Risks	Over Customization
Timeline Risks	Integration & Migration delays
Cost Risks	Resource churn, change rework, extended UAT feedback cycles
Stakeholder Risks	Delayed feedback, excessive revisions, unclear ownership

Phase	Risk Focus	Mitigation Approach
Requirements	Scope Creep, Ambiguity	<ul style="list-style-type: none"> <li>Freeze Requirements specs early via inception</li> <li>Guide &amp; Educate team on importance of inception</li> <li>Baseline Mutually agreed Execution right at the onset</li> </ul>
Design	Rework, Usability Failure	<ul style="list-style-type: none"> <li>Design Solution with minimum invasive change</li> <li>Conduct early stakeholder validation</li> <li>FAT testing for key flows</li> </ul>
Development	Over engineering, Integration issues	<ul style="list-style-type: none"> <li>Design Signoff for expectation alignment</li> <li>Design with minimum invasive change</li> <li>Unit Test Plan should be constructed based on design.</li> </ul>
Testing & UAT	Delayed feedback, Last-minute defects	<ul style="list-style-type: none"> <li>Post Unit Test, run a workshop</li> <li>Promote Change Awareness</li> <li>Keep Customer apprised of IUT findings.</li> </ul>
Go-Live & Warranty	Regression, Hotfix risks	<ul style="list-style-type: none"> <li>Canary or phased releases</li> <li>Predefined rollback plan</li> <li>Warranty support for post-live issues</li> </ul>

Along with risk mitigation, its also imperative to adop risk governance throughout the project life cycle, to promote transparency and avoid last minute unpleasant surprises.

Control Area	Practice
Scope Control	- Change Request Register with impact analysis and approval workflows
Cost Containment	- Effort variance tracking (Planned vs Actual) - Weekly budget burn reviews
Time Management	- Milestone-based reviews - Continuous Accountability establishment
Quality Assurance	- Deliverable Quality checklists - Code quality gates
Stakeholder Management	- RACI matrix - Milestone & Accountability tracking & signoffs - Escalation matrix

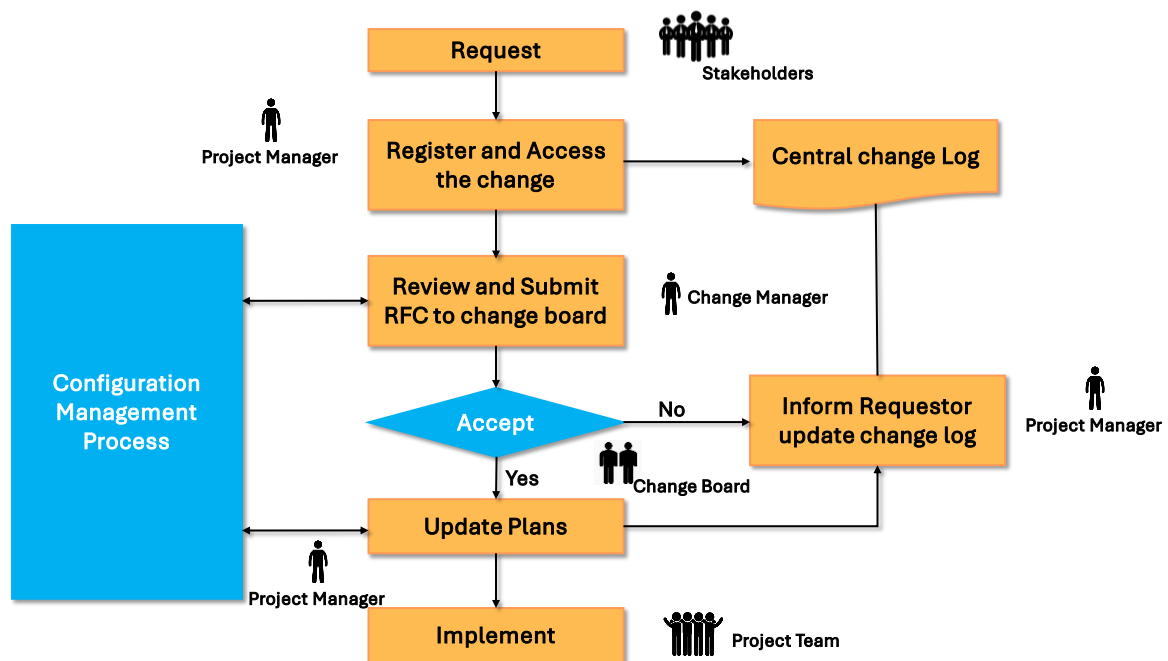
# 8. Change Management

## Framework for Change Requests

The Change Request Process is designed to manage changes to the project goals, deliverables, timeline, or design specifications. A change request does not necessarily mean a monetary impact to the organization, that depends on the degree to which the scope is changed, however all changes, large and small, are made via the Change Request process. The Change Approval Process could be used to implement any permanent change in the scope of the overall program, or for any one-time or out-of-scope work associated with a specific project.

The Change Approval Process provides the mechanism to accept and formalize the change requests. Specific procedures associated with the Change Approval Processes are triggered upon submission of a Change Request Form to the JMR Project Manager. These could be fresh approvals for additional resources or funds, revisions to plans, schedules, among other parameters.

Below diagram depicts the flow of change request.





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