Volume 1

The Specification

FX879 – Marketing Technology

(MarTech)

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| --- | --- |
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# ORGANISATIONAL OVERVIEW

## 1.1 South Western Railway (SWR)

First MTR South Western Trains Ltd, trading as “South Western Railway” (SWR), is a joint venture between FirstGroup plc and MTR Europe, two of the world’s leading train companies. With over 210 million passenger journeys a year, the SWR franchise has some of the busiest routes in the country, operating over 1,800 services each weekday across the network. SWR employs more than 5,000 employees and provides commuter inter-urban, regional, and long-distance services to passengers in South-west London, between London Waterloo and southern counties of England, including Exeter and Portsmouth and Island Line services on the Isle of Wight, as well as providing connectivity to the ports and airports in the region.

As well as commuters and business travellers, SWR transports leisure travellers across the region, to many tourist and heritage sites, and the numerous major sporting and social events that take place along the route every year. SWR provide easy and convenient mobility, improving quality of life by connecting people and communities.

SWR have recently been award an extension to our National Rail Contract (NRC) by the Department of Transport (DfT) until 25th May 2025.

 Find out more at <https://www.southwesternrailway.com/other/about-us>

## 1.2 Business Unit

Based at Southbank Central in Waterloo, London, the Marketing team’s main aim is to deliver business revenue growth by acquiring new customers and encouraging our existing customers to travel with us more frequently. Our team is passionate about helping South Western Railway become the first-choice travel provider in our region and helping the people make the most of their lives. The team is split into 7 areas.

* + Brand & Campaigns
		- Responsible for delivering both brand awareness and revenue generating campaigns.
		- Responsible for defining and maintaining our brand strategy, visual identity, and tone of voice across the organisation.
	+ Customer Relationship Management (CRM) & Loyalty
		- Responsible for helping to acquire new customers whilst maintaining loyalty amongst our existing customers.
		- Responsible for sending out promotional emails to our customers to inspire the use of our network and therefore increasing ticket sales.
		- Informing customers with service emails of changes or disruptions to their journey.
	+ Customer Insights
		- Responsible for delivering customer insights in support of revenue-driving activity by marketing and commercial teams.
		- Responsible for understanding customer perceptions of SWR’s brand and values.
	+ Data Transformation
		- Responsible for ensuring all data flows are fully optimised and are integrated with our MarTech solution.
	+ Digital
		- Responsible for managing, maintaining, and developing our customer facing website and app.
		- Driving growth and adoption of digital and Smart ticketing and improving the customer experience online
		- Responsible for inspiring travel through social media platforms, primarily Instagram and Facebook
		- Support the business in a range technological improvement.
	+ Partnerships & Events
		- Working with a range of attractions and tourist boards to promote travelling by train.
	+ Sales
		- Managing our relationship with travel management companies, schools and universities and businesses on our network
		- Attending exhibition and trade shows to promote our offering to business travellers.

# INTRODUCTION

## Background

The global pandemic, swiftly followed by a cost-of-living crisis and macro-economic inflationary pressures, has fundamentally changed the market place for the UK rail sector. A large majority of our customers no longer have to travel to their place of work five days a week and the cost-of-living crisis is having a similar effect in suppressing potential leisure travel demand.

At SWR travel at peak times (primarily commuting to and from places of work) is at about 70% of pre pandemic levels and stubbornly stuck there. Off-peak travel (primarily for leisure reasons) has returned to pre covid levels but has headroom for substantial growth.

Before the pandemic we were “full” at the peak and we did not promote travel at this time of day. All our marketing effort was focussed on growing off peak (leisure) demand. We are now in a position where we have to promote travel both for work reasons and for leisure reasons.

There have however been some positives in the pandemic. Pre pandemic only 6% of our sales were through digital channels. That figure is now closer to 40% (including Trainline).

This gives us an opportunity to reshape our digital marketing capabilities to maximise revenue from existing customers and attract new ones.

Focus will be on.

1. Costs – Manage costs and optimise revenue.
2. Future Proofing – Ensure the tech suit is market leading, fit for purpose and optimised.
3. Data – Continue to ‘Lead with Data’ to have relevant conversations with our customers and prospects to increase revenue while managing media spend.
4. Improving Efficiency – Own the full data suite to enable omnichannel, realtime communications.

Focal Point –

* + 1. Personalisation – Make it relevant across all channels
		2. Contact Decisioning – Only talk at the right time
		3. Media Strategy – Optimize channels and spend
	1. **Tender Summary**

The tender will be split into two ‘Streams’

We invite both subject matter experts to bid for individual or multiple lots. Stream One - Data – Single customer view and privacy automation

* + Lot One - Data – Single customer view
	+ Lot Two - Privacy automation
	+ Lot Three- Campaign Management Tool

* Stream Two Lot 4 CDP Data Management Platform
	+ Lot 4 CDP Data Management Platform - Activation and Decisioning

# Current Status

SWR is currently in contract with providers for these Services, which are due to expire March 2024 and new systems will need to be in place for a go live April 2024. The Campaign Management tool is due to expire at end of June 2024 to allow for IP warming in parallel with a new vendor. The table in section 8 below outlines our projected timescales from tender, award, and contract implementation. The Suppliers will need to take into consideration these timescales when submitting their tender submission.

As part of the tender there may be a requirement to rebuild an existing solution or to activate a new technology supplier. If this is the case, SWR would expect the supplier to provide anticipated mobillisation / project timelines. Additionally, we would expect a recommended best practice when migrating from one tech supplier to another.

The awarded contracts will be for two (2) years plus the option to renew yearly for a further one year (2+1).

The proposed contract will be our Goods & Services Agreement with amended clauses.

A fundamental part of our Marketing strategy has been to ‘lead with data’ and create a fully integrated marketing intelligence suite. We have been achieving positive results from this strategy with our existing marketing technology systems and suppliers, but to fully realise the potential of our digital vision we need to create a new fully integrated marketing intelligence suite (MarTech ecosystem).

We see this as a fantastic opportunity to not only re-evaluate our current technologies, but to review the entire SWR MarTech ecosystem, in order to implement an innovative and transformational solution for our business, which improves our marketing efficiencies and delivers a stronger ROI and allows us to adapt to the ever-evolving digital landscape.

Doing this will enable us to:

* Optimise our marketing investments - We are looking to make our Campaign Relationship Management (CRM) & digital marketing work harder, by improving targeting and efficiency through a data driven approach.
* Increase digital sales – Have the best solution in place to reach and re-engage with customers whose habits and travel plans have evolved.
* Future proof our architecture - Potentially there are significant changes in the technology landscape that could severely impact our marketing effectiveness. A key example would be the loss of the 3rd party cookie for marketing and reporting. If we do lose the cookie, we could possibly see a loss of up to 40% to our advertising generated revenue stream as we will no longer be able to track potential customers across the web and serve them targeted ads. We are looking to ensure our solutions continue to be useful in future if the situation / legislation changes.
	1. **Single Customer View**

Information regarding existing customers is stored in our single customer view (SCV), alongside ticket sales information and operational data such as timetables. We currently have 350k marketable records which we can use across systems to promote our destinations and services.

Our SCV also contains our non-opted in customers (c.3 million) used for service communications and insight. Compliance with privacy requirement is managed through a data privacy service which captures customers’ channel preferences and consent.

Communications to the customers within this database are managed through a campaign management tool which we use to send both manual sends and automated triggered programmes. (Currently email communication but the desire is to send customers push notifications planned for FY 2024.

* 1. **Customer Data Platform**

Our customer data platform (CDP) is used to both target digital advertising to existing customers and identify potential customers. Through the authorised sharing of customer profiles with advertising media channels (e.g. Facebook, Twitter, Digital advertising channels such as Trade Desk) we can target them with digital ads and encourage purchase.

Through the CDP we can also use our existing customer profile data to build and target prospect audiences. The principle behind this is to use third-party data (owned by other organisations) to target prospects who have similar profiles to customers on our database.

This approach, known as look-a-like modelling, works on the basis that people of a similar profile are likely to respond in a similar way, and has a proven superior ROI of circa 5:1.

* + 1. **Operational Status of our CDP**

The flowing diagram illustrates where we believe we have created the most value and where we would like to focus. Our key focus is to improve personalisation and decisioning of the message;

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## Areas for improvement

## We have reviewed our current architecture and technology suite, and have identified 4 key areas for improvements:

## De-siloing marketing technology – At present, it is challenging for data to flow between CRM (email), digital (website/app) and paid media ecosystems. This means we are potentially sending multiple and/or conflicting messages to the same person. By linking these channels, we aim to provide customers and prospects with a more consistent brand experience when they see marketing messages from SWR.

## Improving customer experience – At present it is disjointed. We want to provide, high-quality customer experiences that are consistent across all marketing contact channels, so the customers will see personalised and tailored messaging.

## Optimising cost efficiency – Continue to build highly targeted audiences and only communicate with our customers and prospects when it is relevant to them.

## Ensuring GDPR compliance – Our existing solution is challenging with customer data held in different systems and results in it being a manual process which does not allow us to the meet the requirements of the GDPR principles such as accuracy. We aim to transform the process.

## In Scope Technology

## The following technologies will be included in the tender –

## Single Customer View (SCV)

## SCV’s focus on email communications, compliance management, data hosting, and insight. The technologies in the Single Customer View allow SWR to consolidate fragmented personal, transactional and demographic information into actionable data. It allows us to understand what is happening across our business and have effective and relevant conversations with our existing customers and build models to identify high value prospects.

## Campaign Management (CRM)

## The platform allows us to create and manage marketing relationships and campaigns with customers. Specific channels include email the desire is to send customers push notifications in the near future

## This technology ensures that we keep our data, GDPR compliant, and allows customers to manage their marketing preferences and helps us respond to customer Subject Access Requests (SARs).

## Customer Data Platform (CDP)

## The value of a customer data platform is to provide a consolidated view of all our data (Digital, Social, CRM, SCV), and allow us to create relevant highly targeted audiences. The objective is to have consistent sales and customer conversations across digital, social, email channels. Since its adoption 20 months ago, we have seen ROAS increase from 2:1 to 5.2:1, with digital ‘always on’ user cases generating 10:1.

1. **Requirements**
	1. **Stream One - Data – Single customer view and privacy automation**
	2. Lot One – Data – Single Customer View (SCV)
		1. **Current Status**

Currently our SCV is built by an external supplier and held at group level. Feeds (data feeds include customer data, Journey information, ticket types, season and rail card information, timetable and wifi.)) The data is sent to our campaign management tool for marketing and service communications. Key marketing channels currently include email with push notifications to be launched in FY 2024 (April 2024 – March 2025).

### Current volumes

|  |  |  |  |
| --- | --- | --- | --- |
| **Total** |  | **Opted in** | **Serviceable** |
| 4,300,000  |  | 350,000  | 3,000,000  |
|  | 2.6% | 73% |

### Data Channels Available from the SCV in SWR’s Campaign Management Tool



It’s important to note that not all data channels are available from the existing SCV and as part of our ongoing data driven strategy, we will look to continue to ingest relevant data into our campaign management tool (and onto the CDP). Examples of data feeds we do not receive but need to scope, include –

1

* Flex Ticket usage (so we know when they only have 1 use left)
* Tap2Go data
* Smartcard data
* App data
* Customer service data
* Delay Repay

### Lot 1 Requirement

Suppliers **must** demonstrate the ability to include and manage the following;

* Critical Data Feeds
* Customer Account Data (full PII suite)
* Ticket Purchasers (example includes ticket types)
* Operational Timetables
* GDPR Permissions
* 3rd Party Ticketing Systems (examples include Delay repay, tap to go and purchase data)
* Wi-Fi (example includes session data)
* Customer Services (an example includes customer complaints.

Delivery and build Requirements -

1. Define, Design, Develop, Deploy a SWR centric Single Customer View As part of this process the supplier must ensure that all internal SWR data users have access to required data sets. Where possible, recommendations for enhanced data feeds would be appreciated.
2. Maintain a single customer view which allows us to:
	1. Create audiences for CRM service, marketing and special project activity
	2. Have relevant and timely conversations with our customers.
	3. Drive insight to understand our customers better so our business can make better decisions
	4. Own our data so we are less reliant on 3rd party reporting.
	5. Permission management tool which allows customers to choose their marketing/service preferences which syncs with SCV and marketing automation tools
	6. Enable an automated solution so we are compliant with privacy opt in.
	7. Optimise results while reducing cost
3. Real Time Data Load – It must be possible for data within the SCV to be added or updated in real-time when connected to live data sources.
4. Real Time Calculations – Ability to recalculate, score or segment data in real time on an individual record basis.
5. Low latency batch loads – Data provided as flat-file feeds to load and be made available to connected applications in extremely low latency.
6. Flexible data model – Ability to quickly re-dimension data within presentation layer.
7. Linked Data – Ability to link to external data without duplicating data into central data store
8. Reverse-out bad data loads – Ability to remove a specific file load or update without affecting other loaded data even if other data has been loaded since the bad data.
9. Record states and update history – SCV to hold a history of all record states, update history and transformation rules.
10. Reversable record states – Ability to reverse a record to any point in time.
11. Record providence – Ability to track the source of each and every data element within a record, even if that record is compiled from multiple sources.
12. Redefinable quality rules – Ability to remove, fix or change any data quality rule whereby this applies the new rule to the original raw data, not the already modified abstraction.
13. API connectivity – SCV to include a managed API layer (preferably REST) for connectivity to internal (e.g. My SWR Account) and external applications and partners.
14. Diverse connectivity – SCV to offer an extensive range of connectors to ingest and provide data from and to external partners.
15. Operational Data Management – Ability to store, or link to non-customer specific data sets such as train timetables and delayed train notifications.
16. Scalable solution – Data must be able to scale at an increase of (insert 3x your expected base growth here) without impeding database performance.
17. Data Stewardship – Rejected records to be managed by a defined stewardship process that allows data to be corrected or business rules to be updated as an in-line process.
18. Unknown State Customer Management – SCV to be able to manage anonymous records in an unknown state (digital ID only) as well as traditional contact information.

### 5.2.2 Focused Improvements

|  |  |  |  |
| --- | --- | --- | --- |
| Cost  | Data  | Improve Efficiency | Architecture |
| Look to optimize costs.  | Build an SCV which is aligned with SWR’s business objectives and allows SWR to have access to all key data assets. The data should allow the fusion of online and offline data assets.  | Improve efficiency by allowing SWR to own the full data suite – SCV, Email Service Provider.  | Automate the integration between on and offline data |

## Lot Two - Privacy and Preference Management

### Current Status

Our current solution integrates with a host of on-premises and cloud data stores (including customer accounts across web and app and onboard WIFI to provide unified, consistent discovery, risk remediation and protection to all business-critical data sprawled across SWR. It is essential the SCV, and permissions are integrated into this or an alternative tool.

### 5.3.2 Requirements

Suppliers **must** demonstrate the ability to include and manage the following;

1. Permission management tool which allows customers to choose their marketing/service preferences which syncs with SCV and marketing automation tools
2. Enable an automated solution so we are compliant with privacy opt in.
3. Automate our subject access approach.
4. GDPR compliant
5. Significantly increase the efficiency in completing SAR’s. Currently 2 weeks per request. We are looking to reduce this is 24 hours.

### Focused Improvements

|  |
| --- |
| Data |
| * Automate the SAR process
* Compliantly manage our customer permissions
* Ensure the data flows are set up correctly.
* Integrations with existing partners for permission capture e.g. Wi-Fi
 |

## Lot Three- Campaign Management Tool

### Current Status

The customer relationship management ([CRM](https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management)) platform allows us to create and manage marketing relationships and campaigns with customers.Our CRM tool uses automation to send out a series of emails both marketing and services comms to customers based on rules, alongside allowing us the ability to send out ad-hoc campaigns. We have the ability to perform tests to drive better engagement rates. Alongside, analytical tools to understand performance and customer behaviour.

We also use the CRM platform to push and pull data from the CDP so we can enhance performance in both platforms and deliver relevant customer messaging.

Specific channels include email and the desire is to send customers push notifications in the near future and to align with the latest customer facing apps that our customers adopt e.g. WhatsApp.

### Current volumes

|  |  |  |  |
| --- | --- | --- | --- |
| **Total** |  | **Opted in** | **Serviceable** |
| 4,300,000  |  | 350,000  | 3,000,000  |
|  | 2.6% | 73% |

Current programmes



Average email sends about 30-40 million per annum

### Functional Requirements of future software

Suppliers **must** demonstrate the ability to include and manage the following;

1. Email and Push Deployment
2. Automated customer journeys
3. Deliverability support
4. Campaign management
5. Automated suppression
6. Data Hygiene
7. Multi-channel orchestration
8. Dynamic content
9. Contextual content
10. Reporting and analytics
11. Security
12. Customer support

### Focus Improvements

|  |  |  |
| --- | --- | --- |
| Architecture | Efficiency  | Account Management  |
| Automate the integration between on and offlineOffline Focus – * Personalisation
* Channel
* Activation
* Measurement
 | Improve efficiency by owning the full data suite – SCV, ESP and allowing omnichannel and personalised activity.  | Setup an account management structure which works in partnerships with the SWR CRM team.  |

# Stream Two; CDP Data Management Platform - Activation and Decisioning

## Lot Four- CDP Data Management Platform

### Current Status

SWR successfully onboarded a CDP 2 ½ years ago and went live with our first User Case (UC) after a 3-month development phase. We have divided the SWR team into 3 groups, each having responsibility for separate UC build, activation and measurement –

* Always On – Owned by the Digital Team and focused on revenue generation and encouraging customer to book direct. Other examples include partner Widget support.
* Major Campaigns – Owned by the campaign teams and focused on brand awareness and revenue. Examples includes major campaign activities and Christmas markets.
	+ Niche Target Audience – Owned by a mix but focused on sharing relevant, timely communications. User case examples include Accessibility Messaging and Tap to Go.

Summary of CDP data ingested volumes and examples.



###

**5.6.3 Requirements**

We are looking for a CDP solution that is aligned with our core requirements and can activate our focused improvements. We are looking for a tech solution that will continue to support the -

* **Collection** - Set up and manage the consolidation of all key data sources. These include the SCV, Web, Widget and Wi-Fi data sources.
* **Unification -** Combine different data sources. Examples include PII, Device ID’s and unstructured data assets.
* **Analyze** – Provide actionable insight capabilities to drive commercial returns.
* **Activation** - Capabilities to activate across display, social, TV, OOH, CRM and Web.
* **Measurement** – Enable the creation of a transparent dashboard which can be used at executive and tactical levels.

**User case optimization.** Provide the Technology support service to ensure our user cases deliver against identified KPI’s. Support includes attending cross agency status calls and being the subject matter expect on the CDP platform.

**5.6.4 Focused Improvements;**

* **Personalisation** - Everything the business now does in terms of external communications and marketing takes a lens on personalisation. This makes sure we are relevant to our customers at an individual level.
* **Data Stitching Capabilities** – Enhance the level of data we are stitching together within the CDP. This will give us more reach and allow consistency of messaging across channels.
* **Insight** – Allow us to interrogate the data to gain actionable insight which can be used in realtime, across multiple channels.
* **Automation** – Where applicable, automate our UC’s to ensure we are efficient with our activity.
* **Omnichannel Expansion** - We wish to expand our digital channels across TV, radio, press, media tech and out of home advertising (in short, any channel we can use data to optimise our activity), to raise the profile of SWR and what we can offer travellers.

# 6. Project Timeslines and key milestones

Tender Timelines are as follows –

|  |  |
| --- | --- |
| PQQ Issued | 18 August 2023 |
| PQQ Return | 25 September 2023 |
| PQQ Evaluation and Selection |  6 October 2023 |
| ITT Issued | 9 October 2023 |
| Tender Return | 17 November 2023 |
| Evaluation and Negotiations Completed | December 2023 |
| Approval to Award | January 2024 |
| Contract Award Notification | January 2024 |
| Standstill Period Ends (if applicable) | February 2024 |
| Contracts Signed | February 2024 |
| Start Date | April 2024 |

# 7. SERVICE LEVEL AGREEMENTS (SLAS)/KEY PERFORMANCE INDICATORS (KPIS)

As part of the tendering process, Suppliers will be requested to suggest for consideration key areas for both Parties to monitor to ensure the project(s) are successful.

Examples of these would be.

***LOT 1***

|  |
| --- |
| **Supplier Technical Response Time**  |
| The Supplier shall prioritise all support requests based on its reasonable assessment of the severity level of the problem reported on the following basis: |
| Priority | Definition |
| 1 | **Critical Business Impact;** Production system unavailable or severely impacted enough to effectively be un-useable. i.e. Complete outage for all the Customer data (in-bound data feeds) |
| Security incidents where Confidential or sensitive data has been breached or disclosed |
| 2 | **High business impact**. One Data set is not available within the SCV platform; messages are being generated but very slowly from within the platform or overall app is running much slower than usual but is workable |
| Security incidents where there is a possibility that data may have been breached or disclosed |
| 3 | **Moderate business impact**. Data issues within a single data feed are leading to problems with data being generated within downstream systems including campaign tool or other systems  |
| 4 | **Minimal business impact**. Support Requests that includes bug fixes that are having limited business impactor including “how to use” requests |
|  |
| **Resolution Time Objectives.** |
| The Supplier will respond and resolve Open issues to the times below (any On-Hold issues awaiting Customer input or feedback will stop the time being recorded against that issue for Service response time purposes) |
| Priority | Target 1st Response time (24x7) | Target update time (24x7 excluding Christmas Day) | Target Solved time (24x7 excluding Christmas Day) |
| 1 | 1 hour | Every 1 hour | 8 hours |
| 2 | 2 hours | Every 2 hour | 12 hours |
| 3 | 4 hours | Every 24 hour | 3 days |
| 4 | 3 days | every 3 days | 20 days |

|  |
| --- |
| **Service Availability Management** |
| The Supplier shall provide at least a 99% Uptime Service of the SCV application measure each period.  |
| System / Module | Availability | Measure |
|   | SCV | Application is available |

|  |
| --- |
| **Service Credits** |
| If availability falls below the Uptime Service Level in a given rail finance period (Service Delivery Failure), The Supplier shall issue a service credit on the following basis:  |
| Less than 98.0% availability: 10% of total monthly Fees relating to the affected Services credited to Customer.  |
|  |
| **Escalation procedure** |
| At any time, the Customer may escalate matters to named contacts. |
| **Security Breach**  |
| If there is a security breach which could adversely impact SWR, the supplier must notify SWR, via email within 24 hours.  |
|  |
| **Supplier Team.** |
| Supplier will, throughout the Term of each Service Order, designate one or more employee(s) whose role is to liaise with the Customer and ensure successful implementation and operation of the Services. During the initial deployment of the Services, Customer will have a team assigned as described in an SOW. |
| **System Health Monitoring.** |
| SWR requires 7 days notification of any updates which may cause downtime during BAU.  |

***Lots 2,3,4***

|  |
| --- |
| **Service Uptime Commitment.** |
| Supplier will use commercially reasonable efforts to make the Services available with a Monthly Uptime Percentage of at least 99.9% during any month (the “Service Commitment”). |
| **Security Breach**  |
| If there is a security breach which could adversely impact SWR, the supplier must notify SWR, via email within 24 hours.  |
| **Service Credits** |
| If availability falls below the Uptime Service Level in a given rail finance period (Service Delivery Failure), The Supplier shall issue a service credit on the following basis:  |
| ·       less than 98.0% availability: 10% of total monthly Fees relating to the affected Services credited to Customer.  |
| **Chronic Outage Termination Right.** |
| If the monthly Uptime Percentage is less than 97% for (two) (2) consecutive months or any four (4) months in a rolling twelve (12) month period then SWR will have the right to terminate the Service |
| **Supplier Technical Response Time and Resolution Time Objectives.** |
| Supplier will respond to Incidents and undertake resolution of Incidents in accordance with the following or similar categorizatin: |
| P1 Severity Level (The system is unavailable or severely impacted enough to effectively be un-useable)– Supplier Response Time is two (2) hours. |
| P2 Severity Level – (Part of the system is unavailable or severely impacted enough to effectively be un-useable Supplier Response Time is four (4) hours. |
| P3 Severity Level - (Processes are slow or sub optimal enough to impact SWR activity) Supplier Response Time is six (6) hours |
| **Success Support Services.** |
| Supplier provides support services 24 hours a day, 7 days a week (24x7) for P1 Incidents, full-time assigned resources for P2 Incidents during normal business hours. P3 and other support services are available during Supplier’s normal business hours: Monday – Friday, 8:00am – 6:00pm local time (excluding holidays). |
| **Escalation procedure** |
| At any time, the Customer may escalate matters to named contacts. |
| **Supplier Team.** |
| Supplier will, throughout the Term of each Service Order, designate one or more employee(s) whose role is to liaise with the Customer and ensure successful implementation and operation of the Services. During the initial deployment of the Services, Customer will have a team assigned as described in an SOW. |
| **System Health Monitoring.** |
| SWR requires 7 days notification of any updates which may cause downtime during BAU.  |
| **Business Continuity and Disaster Recovery.** |
| Throughout the Service Term Supplier will maintain a commercially reasonable and industry standard business continuity and disaster recovery plan designed, implemented and tested to guard the Supplier systems against performance failures and to return the Supplier systems to full functionality  |

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