HOOSIER LOTTERY

TRADITIONAL LEAD AGENCY OF RECORD
&
DIGITAL SERVICES

REQUEST FOR PROPOSAL

Date Posted:
October 26, 2017
I. GENERAL INFORMATION

A. Purpose
The purpose of this Request for Proposal (RFP) is to select firm(s) that can satisfy the Hoosier Lottery’s need for a lead traditional advertising agency (lead agency) and an agency that can provide digital services (digital agency). Bidders are encouraged to bid on either or both of the scopes as defined below. The selected firm(s) will enter into negotiations with the Lottery’s integrated services provider, IGT Indiana, LLC to develop a contractual relationship.

Under the supervision of the Lottery, the lead agency will be expected to:
1. Establish an integrated team environment in order to unify and enhance all strategic efforts around the Big Idea to deliver brand and sales growth.
2. Ability to deliver creative solutions at a high volume pace, without losing sight of quality.
3. Define strategy through an understanding of customer, support channel, market conditions and product information and propose and deliver well-defined, achievable and easy to understand strategies.
4. Demonstrate marketing, retail and lottery industry knowledge with a constant focus on future trends and best practices.
5. Analyze problems, identify solutions and accept responsibility for its actions as well as lead change through clear and synchronized efforts and promote continuous improvement.
6. Establish the right mix of seniority, skill set and experience on the team.

Under the supervision of the Lottery, the digital agency, if different from the lead agency, will be expected to:
1. Propose and deliver on well-defined, achievable and easy to understand digital strategies.
2. Demonstrate marketing, retail and lottery industry knowledge with a constant focus on future trends and best practices for digital services.
3. Deliver creative strategy and execution that is high-quality and impacts the business positively, and delivers against the Hoosier Lottery brand.
4. Work collaboratively with other agency partners.

B. Expectations
As a trusted Hoosier brand founded with the mission to return maximum net income to the state in a socially responsible way, it is critical that the Hoosier Lottery’s marketing partners uphold the principles of integrity, transparency, passion, inclusivity and responsibility.

Since its inception on October 13, 1989, the Hoosier Lottery has paid more than $11.5 billion to winning players and has contributed more than $5.1 billion to good causes across the state, including local police & firefighters’ pensions, the Teachers’ Retirement Fund, and the Build Indiana Fund. Additionally, more than $1 billion has been paid to Lottery retailers in commissions, bonuses, and incentives.
C. Definitions and Abbreviations
   Capitalized terms and abbreviations used in the RFP shall have the meanings ascribed to them in Schedule 1. Other special terms and abbreviations may be used in the RFP, but they are localized and defined where they appear rather than in Schedule 1.

II. BIDDING AND CONTRACT ADMINISTRATION

A. Contract Term
   The Lottery expects the agency partner(s) to start a three month transition phase on or about April 2, 2018. Subject to the approval of the State Lottery Commission of Indiana, this contract is anticipated to run for an initial term of July 1, 2018 through June 30, 2021 with two consecutive one (1) year Renewal Terms.

B. Bidding Submission and Contract Timeline
   October 26, 2017  RFP document posted
   November 8, 2017 Noon ET  Questions due from Bidders
   November 21, 2017 Noon ET  Credentials packets due from Bidders
   By November 30, 2017  Finalists contacted
   December 12, 2017  Finalists’ assignment briefing
   Week of February 5, 2018  Finalists’ presentations and cost proposal due
   By February 12, 2018  Apparent Successful Bidder(s) named
C. Bidding Contacts
Bidders may submit questions of clarification concerning the RFP before Wednesday, November 8, 2017 at Noon ET. Questions may be emailed to jmccleland@hoosierlottery.com with “HL AOR & Digital Services RFP Questions” in the subject line. Bidders are advised that the questions and responses by the Lottery may be shared with all interested bidders at the time to ensure all parties have equal access to the same information.

Phase I submissions must arrive at the following address by November 21, 2017 by 12 Noon ET:

Jayne McCleland
IGT Indiana, LLC
1302 N. Meridian St.
Indianapolis, Indiana 46202

D. Letters of Clarification
During this assessment and scoring process the Evaluation Committee may have questions of clarification concerning specific elements of each submission. Bidders are requested to submit responses to these questions within 24 – 48 hours. Depending on the nature of the inquiry the information may be shared with other bidders and will be incorporated into the final Subcontract with the Subcontractor if relevant.

III. SCOPE OF WORK TRADITIONAL LEAD AGENCY
The below is a sample Scope of Work that the Lottery’s lead agency would be responsible for executing during a given fiscal year:

Account Management

- Ongoing Client Communication and Account Management
  - As “lead agency”:
  - Lead weekly all-partner status meetings and update of joint status reports.
  - Initiate and lead weekly all-partner status and campaign strategy meetings.
  - Participate in Marketing department-specific status meetings, as needed.
  - Develop and distribute Conference Reports within 24 hours of all campaign meetings.
  - Create presentations and participate in meetings with the Commission, as needed.
  - Daily client-agency discussions including account team rotating regular office hours at the Hoosier Lottery offices.
  - Develop and manage campaign and project-based timelines, finalizing elements in accordance with approved specified deadlines.
  - Manage all-agency end of campaign recaps, providing insights to impact future campaigns.
  - Facilitate on-boarding agency needs.
  - Organize an agency innovation planning session at media agency office
- Attend a minimum of two lottery industry conferences per year (NASPL and La Fleur’s).
- Legal clearances and adherence to legal and advertising guidelines.
- Attendance of monthly sales meetings, regional sales meetings, product ideation meetings, Retail Advisory Board meetings and select Key Account meetings on a regular basis to understand business trends.
- Annual participation in development of Marketing plans.
- Presentation of strategy and creative at sales rallies and other partner meetings as needed as well as assistance in preparing presentation materials.

**Billing and Procurement Management**
- Provide client with monthly budget summary spreadsheet and fee invoice no later than the fourth business day of the following month. Agency to establish bi-weekly budget check-ins with Brand Manager and Business Manager.
- Collectively provide hours utilization reports (overall and by campaign) no later than the fourth business day of the following month with exception to May and June, which need to be provided no later than the third business day of the following month.
- Creation of all-agency MBE/WBE report on a quarterly basis to be sent to client no later than 15 of July, October, January and April.
- Ongoing vendor selection in accordance with procurement guidelines.
  - Agency vendor payment to be received no later than date provided on invoice.

**Strategy**
- Management, including necessary maintenance, of channel messaging strategy and communication plans.
- Provides recommendations and strategic input for brand strategies and brand architecture.
- Ongoing review and utilization of consumer research to understand drivers and barriers in order to build a relevant brand platform and improve the health of the Hoosier Lottery brand.
- Participation in the development of research questionnaires and results presentations as well as coordination of research projects as necessary to better understand the player, product or environment.
- Participation in all research activities to stay engaged with player and product insights and market conditions.
- Participation in internal and external key account and digital partner meetings, as needed.
- Ongoing oversight of creative to ensure brand consistency.
- Involvement in the thematic development of Scratch-off and Draw game concepts for product testing.
- Development and strategy of creative briefs for all campaigns.
- Contribution of Shopper Marketing strategy, including Data Management Platform.
• Provide ongoing industry leading recommendations based on evolving retail and lottery trends. Recommendations to be presented quarterly.
• Evolve creative execution of Scratch Away strategic platform, developing analysis with recommendations. Implement recommendation beginning with the Holiday Scratch-off campaign.

**Creative Development & Production**

1) **Production Management**
   a) Gain production efficiencies by maximizing production development across campaigns.
   b) Confirmation of all production specs and shipping information provided by vendors and marketing partners.
   c) Management of simultaneous campaigns and projects.
   d) Management of talent usage agreements and payments.
   e) Creation and trafficking of multiple radio tags, traffic IDs, station live reads and DJ chatter/advertisements.

2) **Brand Development**
   a) Manage and update Style Guide(s) as needed.
   b) Design Hoosier Lottery Holiday card. Production to be handled by IGT Indiana.
   c) Where the Money Goes
      i) Continue to evolve beneficiary message through strategic efforts. Provide recommendation and executional development for campaign opportunities, as needed. Tactics may include:
         2. Ninety-three (93) total one pagers including one statewide and 92 county-specific versions.
         3. Up to fifteen (15) unique POS pieces, including but not limited to, placements in beneficiary locations, promotions and events.
         4. Up to two (2) videos and fifteen (15) social, print, radio, digital, public relations elements.
         5. Photo shoot with up to twelve (12) selected images.
   d) **myLOTTERY/App Integration**
      i) Development of marketing messaging to support integration of myLOTTERY within the app. Provide strategic recommendation and executional development for campaign opportunities, as needed. Tactics may include:
         1. Strategic development including creation of a brief, channel and communication strategy, product proposition and creative concepting from Big Idea stage to final development.
         2. Up to five (5) POS pieces.
         3. Up to two (2) social video/animations and twenty-five (25) elements for social, print, email, radio, digital, public relations and retail use.
   e) **Brand Architecture Roll-out**
      i) Development of communication strategy to support internal roll-out of brand architecture. Tactics may include:
(1) Up to (15) internal communication pieces. Tactics may include email newsletter templates, building signage, video updates and employee awards.

f) Brand Innovation
i) Provide strategic recommendation for brand innovation. Recommendation should outline plan and financial implications for support to be completed by Q3.

g) Sponsorships
i) Provide strategic recommendation and creative development for sponsorships and events, as needed.

ii) Design sponsorship and promotional space. Elements may include machine wraps, tent signage, POS signage. Production to be handled by IGT Indiana.

h) Responsible Gaming Support
i) Development of marketing messaging to promote responsible gaming during holiday time period and Problem Gambling Awareness Month. Tactics may include:
   (1) Up to fifteen (15) elements including ESMM, radio alerts, digital and social assets.

3) Scratch-off Games
a) Creation of “Scratch-off A”, “Scratch-off B”, “Scratch-off C”, “Scratch-off D”, “Scratch-off E” and “Scratch-off F” campaigns to successfully launch Scratch-off games. Tactics may include:
   i) Strategic development including creation of a brief, channel and communication strategy, product proposition and creative concepting from Big Idea stage to final development.
   ii) Up to two (2) :30 TV spots with potential for up to four (4) :15 versions.
   iii) Up to two (2) :30 radio spot(s) with potential for up to two (2) :15 versions and five (5) live reads.
   iv) Up to five (5) billboard executions in addition to other OOH tactics such as pump toppers and icebox wraps.
   v) Design and provide production ready files for up to five (5) in-store POS executions. Tactics may include a Change Mat, ITVM topper, Winner Awareness poster and ESMM slide.
      (1) Up to five (5) tradestyle specific and/or geotargeted POS executions for up to three (3) campaigns.
   vi) Strategic and creative development for Shopper Marketing sell-in concepts. Each campaign may include elements like:
      (1) Up to ten (10) POS pieces.
      (2) Up to five (5) mobile and digital elements.
      (3) Up to five (5) loyalty and/or cross-product promotion ideas per campaign.
   vii) Creative input on extending Big Idea to live promotional and PR events. Coordination and ideation with internal Lottery promotions and PR team.
   viii) Up to five (5) creative campaign extensions for winner awareness executions that tie into each campaign.
4) Draw Games
   a) Jackpot triggers
      i) Management of versioning and trafficking of all jackpot materials during twenty-five (25) roll-up periods for when Powerball, Mega Millions, CA$H 5, and Hoosier Lotto reach designated trigger levels. Elements include digital outdoor, radio alerts and digital banners.
   b) Creation of Draw game campaigns, including “Draw Game A”, “Draw Game B”, “Draw Game C”, Draw Game D” support. Tactics may include:
      i) Strategic development including creation of a brief, channel and communication strategy, product proposition and creative concepting from Big Idea stage to final development.
      ii) Up to four (4) :30 radio spot(s) with potential for up to sixteen (16) radio alerts.
      iii) Up to ten (10) billboard executions in addition to other OOH tactics such as pump toppers and icebox wraps.
      iv) Up to ten (10) educational elements such as animated social videos.
      v) Design and provide production ready files for up to ten (10) in-store POS executions. Tactics may include a Change Mat, ITVM topper, Winner Awareness poster and ESMM slide.
         (1) Up to twelve (12) tradestyle specific and/or geotargeted POS executions.
      vi) Strategic and creative development for Shopper Marketing sell-in concepts. Each campaign may include elements like:
         (1) Up to ten (10) POS pieces.
         (2) Up to five (5) mobile and digital elements.
         (3) Up to five (5) loyalty and/or cross-product promotion ideas per campaign.
      vii) Up to eight (8) creative campaign extensions for winner awareness and/or myLOTTERY executions that tie into each campaign.
      viii) Creative input on extending Big Idea to live promotional and PR events. Coordination and ideation with internal Lottery promotions and PR team.
      ix) Up to five (5) creative campaign extensions for winner awareness executions that tie into each campaign.

5) Retail Strategy & Execution
   a) In partnership with Sales and Marketing, develop and design Merchandising Standards for the transaction area in Independent and Key Accounts. Standards support will have multiple variations based on possible counter configurations, POS, and permanent merchandising pieces. Merchandising pieces include the lottery terminal, ESMM screen, ticket dispensers, towers, ticket checkers, small and large jackpot signs, and debit signage.
   b) Idea generation to leverage retailer loyalty programs to strengthen Marketing partnerships.
   c) Identify potential retail solutions to overcome existing Marketing barriers with retailers, including permanent branding opportunities.
   d) Expectation that agency conducts monthly retail visits to understand market conditions, providing client with recap notes no later than 5th of following month.
IV SCOPE OF WORK DIGITAL SERVICES

The below is a sample Scope of Work that the Lottery’s digital agency would be responsible for executing during a given fiscal year:

Account Management
- **Ongoing Client Communication and Account Management**
  - Participate in weekly all-partner status meetings and update of joint status reports.
  - Participate in weekly all-partner status and campaign strategy meetings.
  - Participate in digital department-specific status meetings.
  - Contribute to presentations and participate in meetings with the Commission as needed.
  - Daily client-agency discussions.
  - Provide input and updates to campaign and project-based timelines, finalizing elements in accordance with approved specified deadlines.
  - Provide end of campaign recaps, providing insights to impact future campaigns.
  - Leverage existing partnerships with third-party vendors.
  - Facilitate day-to-day contact with all third-party partners, including agency partners, to manage digital needs.
  - Legal clearances and adherence to legal and advertising guidelines.
  - Annual participation in development of marketing plans.
  - Align creative development and production timeline of digital assets with traditional timeline.

- **Billing and Procurement Management**
  - Provide client with monthly budget summary spreadsheet and fee invoice no later than the fourth business day of the following month.
  - Collectively provide hours utilization reports (overall and by campaign) no later than the fourth business day of the following month with exception to May and June, which need to be provided no later than the third business day of the following month.
  - Provide ongoing vendor selection in accordance with procurement guidelines.
    - Agency vendor payment received no later than date provided on invoice.

Strategy
- Manage, including necessary maintenance, of channel messaging strategy and communication plans.
- Ensures adherence of brand strategies and established brand architecture for all products.
• Ongoing review and utilization of consumer research to understand drivers and barriers in order to build a relevant brand platform and improve the health of the Hoosier Lottery brand.
• Participate in the development of research questionnaires and results presentations as well as coordination of research projects as necessary to better understand the player, product or environment.
• Participate in research activities to stay engaged with player and product insights and market conditions.
• Participate in internal and external key account and digital partner meetings, as needed.
• Provide ongoing oversight of creative to ensure brand consistency.
• Involvement in the thematic development of instant and draw game concepts for product testing.
• Develop strategy of creative briefs as needed.
• Provide ongoing industry leading recommendations based on evolving technologies and platforms with quarterly presentations of latest trends. This includes, but is not limited to, mobile, web, influencer networks and social.

**CRM Strategic Development & Execution**

• Develop and execute the following CRM strategies:
  o CRM campaign production, including planning, coordination of content development, some HTML coding, campaign and segment setup, and email deployment (with Braze as execution arm).

  o Execute and optimize all player communications (email, push, SMS and MMS) to support acquisition, retention, and re-engagement goals (with Braze as execution arm).

  o Analyze and define relevant audience segmentation within the frameworks of the Hoosier Lottery brand guidelines. Initiate routine deep dives into customer segmentation and cross-channel trends.

  o Design, execute, and regularly analyze results of programs, campaigns (email, push, SMS and MMS), and A/B tests. Continually optimize messaging for improvement of existing communications while testing new ones, with a focus on customer acquisition, re-engagement, and retention.
    ▪ Integrate and present campaign-specific findings within digital recap decks.

  o Provide ongoing industry leading recommendations based on evolving trends. Recommendations to be presented quarterly.

**Creative Development & Production**

1.) **Production Management**

  e) Gain production efficiencies by maximizing production development across campaigns.
f) Confirm all specs and delivery information provided by vendors and marketing partners.
g) Manage and traffic simultaneous campaigns and projects.
h) Manage talent usage agreements and payments.

2.) Brand Development
   i) Creation of monthly myLOTTERY 2nd Chance campaigns to support promotions. Campaign tactics may include:
      i) Treater and Focused email strategy, including up to six (6) emails.
      ii) Up to six (6) social assets.
      iii) Up to two (2) social videos/animations.
      iv) Up to ten (10) digital banners, traditional and rich media.
      v) Up to fifteen (15) website assets, desktop and responsive website.

3.) myLOTTERY Registration Process
   vi) Design and develop new player registration workflows for web and mobile app.
      (1) Re-evaluate preferences to verify audiences.
      (2) Recommend player message journeys using new CRM tools and engage current members with profile and preference changes.
      (3) Design and develop new message templates including email, push, in-app messaging, and SMS messaging across all message journeys and types.

4.) Scratch-off Games
   j) Creation of “Scratch-off A”, “Scratch-off B”, “Scratch-off C”, “Scratch-off D”, “Scratch-off E” and “Scratch-off F” campaigns to successfully launch Scratch-off games. Tactics may include:
      i) Development of communication channel plan strategy.
      ii) Treater and Focused email strategy, including up to six (6) emails.
      iii) Up to six (6) social assets.
      iv) Up to two (2) social videos/animations.
      v) Up to twenty (20) digital banners, traditional and rich media.
      vi) Up to fifteen (15) website assets, desktop and responsive website.
      vii) Up to two (2) app load screens.
      viii) Up to one (1) microsite.

5.) Draw Games
   k) Creation of Draw game campaigns, including “Draw Game A”, “Draw Game B”, “Draw Game C”, Draw Game D” support. Tactics may include:
      i) Development of communication channel plan strategy.
      ii) Segment-driven email strategy, including up to eight (8) emails.
      iii) Up to eight (8) social assets.
      iv) Up to two (2) social videos/animations.
      v) Up to twenty (20) digital banners, traditional and rich media.
      vi) Up to fifteen (15) website assets, desktop and responsive website.
      vii) Up to two (2) app load screens.
      viii) Up to one (1) microsite.
V. BACKGROUND

A. Hoosier Lottery Sales, Marketing and Product Portfolio
For Fiscal Year 2016 the Lottery had sales of $1.208 Billion with approximately 72 percent of sales from Scratch-off Games and 28 percent from Daily and Jackpot (Draw) Games. These sales were supported with a statewide marketing budget of approximately $18.9 million. In FY 2017, the lottery had sales of $1.201 billion which includes a 3% YOY increase in Scratch-off sales and 10% decrease in Draw.

B. Current Hoosier Lottery Distribution and Promotion
Hoosier Lottery Draw and Scratch-off games are offered statewide through a current retail network of approximately ~4,500 outlets, comprised of 62 percent gas/convenience stores, 5 percent convenience stores only, 11 percent supermarkets and food stores, 12 percent liquor stores and the remaining 10 percent through various retail outlets such as newsstands, tobacco stores, and drug stores, etc. Of these outlets, 50 percent are chain-related outlets and 50 percent are independently owned and operated.

The Lottery provides all outlets with extensive retail display programs, including equipment (Lottery terminals, consumer-facing electronic display screens, ticket validation checkers, vending machines) as well as permanent and promotional display materials, including where to find Lottery drawing results.

C. Hoosier Lottery Player Base
Continuing to deepen player relevancy and engagement with current players and reducing gaps in play of lapsed players is essential to the lottery’s ongoing growth. Of the 4.987 million people in Indiana who are age 18 or older, 1.965 million are current players and 1.88 million are lapsed players. Of the lapsed players, 49% are unlikely to play. The Hoosier Lottery currently has sales of $3.56 per capita, per week.

Understanding regional variances is critical to deepening relevancy and increasing same store sales. Currently, 50.6 percent of sales are sourced from the Northern Region with 52.5 percent of the state’s total population, and 49.4 percent of sales are sourced from the Southern Region with the remaining 47.5 percent of the population.

Based on lottery player quantitative surveys, current player demographics are relatively balanced. Currently, 53 percent of players are female compared to 47 percent being male. In terms of age, only 22 percent are 18-34, 39 percent are 35-54, and 39 percent of players are 55+ years old.

D. Agency Partnerships
The Lottery currently has a partnership with The Buntin Group for Media Buying & Planning. The Buntin Group is responsible for planning and placing media across advertising, retail and digital. The selected Bidder(s) is expected to integrate across agency partners and the strategic Big Idea, providing creative solutions that align with media recommendations.
VI. GENERAL REQUIREMENTS FOR BIDDERS
The Lottery is conducting a two-phase process to procure a lead traditional agency and digital services partner(s). Phase I will evaluate credentials and experience of Bidders. Qualified Bidders will be invited to Phase II of the procurement which will involve creative assignments as well as a cost proposal, all of judged by evaluation committees.

1. Phase I – Credentials and Case Studies
Phase I of the evaluation requires Bidders to supply information that articulates Bidders’ experience and readiness to work with a fast-paced, retail business. Bidders must submit the following:

A. Transmittal Letter - An individual authorized to legally bind the Bidder must sign the transmittal letter. The person who signs the transmittal letter will be considered the contact person for all matters pertaining to the offer unless the Bidder designates another person in writing. The letter must include the Bidder’s mailing address, e-mail address and telephone number. Bidder shall submit a cover letter indicating that the Bidder is responding to the RFP and that all of the RFP requirements have been met. The Transmittal Letter should specify if the agency is bidding for the traditional creative response, digital services, or both. Bidder must also confirm that all of the RFP requirements have been met and confirm your qualifications and interest in participating in this solicitation.

B. Agency Fact Sheet (ATTACHMENT A) - Agency Fact Sheet, Attachment A, shall be completed by the Bidder.

C. Case Studies – For Bidders who are submitting a response for only the creative traditional OR the digital services, they must submit four video case studies showcasing the relevant experience outlined below. If Bidders are bidding on BOTH the creative traditional AND digital services, they should provide four case studies showcasing an integrated response with both traditional AND digital examples.

1) Required: A sales-driving retail campaign that includes shopper marketing executions.

2) Required: Highly integrated campaign across traditional and non-traditional mediums, including event and promotional extensions. Demonstrate integration of campaign strategy and working relationship with creative partners.

3) Required: Local campaign that shows insight and understanding of Indiana and Hoosiers, or your key macro audience.

4) Required: A campaign that you are most proud of.

Each case study video should no more than 4 minutes in length. Case studies must provide the following information:

a. Business challenges
b. Business objectives
c. Strategy and understanding of audience
d. How strategy was elevated across all utilized mediums
e. Description of how agency worked with other partners, if applicable
f. Results – Sales results as well as other key performance indicators
2. **Phase II** – Bidders who meet the Lottery’s requirements will be invited to participate in the Phase II which will consist of the following:

   **A. Test Assignments** - Bidders will be briefed in person on challenges that are actually facing the Lottery. After approximately six weeks, Bidders will be asked to present their strategy and tactics in an in-person meeting with the Evaluation Committee.

   **B.** Based upon the Lottery’s scope of work, Bidders will be asked to submit a compensation proposal and staffing plan for the Scope of Work relevant to their RFP response (either traditional creative, digital, or both).

**VII. EVALUATION OF PROPOSALS**

**A. Submission of Proposals**
Bidder must submit their Phase I RFP response in the following manner:

1. Main package must bear the Bidder’s name and contain a cover/transmittal letter from a member of Bidder’s staff authorized to legally and contractually make the submission.

2. Package must contain six (6) hard copies of Agency Fact Sheet and six (6) flash drives with video case studies.

After Phase I submissions are evaluated, finalists will receive additional information on the format and dates of Phase II submissions and presentations. The briefing is will be scheduled the week of December 11, chemistry meetings will be scheduled with the finalists the week of January 8 and the presentations will occur the week of January 29, 2018. All dates are subject to change by the Lottery.

**B. Evaluation Committee**
The Lottery will appoint an Evaluation Committee to act as the proposal evaluation team. The Evaluation Committees will be responsible for evaluating proposals with regard to compliance with RFP requirements. Evaluation Committee personnel will use the evaluation criteria stated in this RFP. The Evaluation Committee will be made of qualified subject matter experts to ensure that the best possible terms are arrived at for the Lottery.
C. **Phase I Review and Scoring** (Maximum Award: 100 Total Points)
The Evaluation Committee will review traditional and digital separately and each will be scored separately. The Agency Fact Sheets and video case studies from each bidder will be evaluated and scored according to the maximum points allocated on the following criteria:

<table>
<thead>
<tr>
<th>Evaluation Categories</th>
<th>Points</th>
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<tbody>
<tr>
<td>Ability to perform scope of services</td>
<td>30</td>
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<tr>
<td>• Relevancy of clients</td>
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<td>• Appropriate size</td>
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<td>• Team experience</td>
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<td>• Services and tools</td>
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<tr>
<td>Quality of Prior Work</td>
<td>60</td>
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<tr>
<td>• Case study 1</td>
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<td>• Case study 2</td>
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<td>• Case study 4</td>
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<td>Indiana Office</td>
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<td>• Current office and/or willingness to open an office in Indianapolis</td>
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<td>Minority-Owned/Women-Owned Business (MBE/WBE)</td>
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<tr>
<td>• Certified MBE/WBE</td>
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<td>• Plans to Utilize MBE/WBE subcontractors</td>
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D. **Phase II Review and Scoring**
Criteria and scoring procedures for the evaluation of Phase II presentations and submittals will be announced to finalists during the in-person briefing. The criteria will be different for the creative traditional services and digital services, and will be shared accordingly with the selected finalists.

E. **Chemistry Visits**
Chemistry visits will be made to each finalist office. The Lottery team will plan to meet with each finalist in their work environment and meet some of the team that could potentially work on the Lottery account. It is up to each finalist how they would like to handle the chemistry visit, but details of the RFP and assignment should not be discussed. Visits will be tentatively scheduled the second and third weeks of January, however, the Lottery will work with each finalist on a time that best suits each party.

F. **Determination of Overall Score**
Following completion of the scoring of Phase II, the Evaluation Committee will combine the Phase I, Phase II, and the pricing scores to arrive at a total score for each Bidder. The total scores will be ranked and a determination of the best “price/value” proposal on the basis of the maximum number of points awarded to the Winning Bidder(s).
VIII. NEWS RELEASES
Bidders shall not issue any written or oral statement or other written or oral communication to any press or other media representative with regard to the Lottery, the Commission, or this RFP, unless such communication is specifically approved in advance by the Lottery.

IX. DISCLAIMER
By issuing this RFP the Lottery does not guarantee that a contract will be awarded. Furthermore, any Subcontractor must meet all requirements set forth in the Integrated Services Agreement between the Commission and the Lottery. A copy of the Integrated Services Agreement can be found at: https://www.hoosierlottery.com/about-us/bids/public-records.

X. OWNERSHIP OF PROPOSALS
Proposals and any other materials submitted by a Bidder in response to this RFP will become the exclusive property of the Lottery upon receipt and will not be returned.

XI. PUBLIC RECORDS AND CONFIDENTIALITY OF PROPOSAL
Because IGT is conducting this RFP on behalf of the Commission, bidders should assume that a submitted proposal will be a public record under the Indiana Access to Public Records Act (Ind. Code 5-14-3) (APRA). If a bidder believes that some or all of its proposal is confidential or otherwise not subject to disclosure under APRA, it may label it as such. Labeling does not guarantee protection of labeled information.

Bidders are encouraged to familiarize themselves with APRA prior to submitting a proposal.

XII. PROPOSAL COSTS
The Lottery is not liable for costs incurred by Bidders as a result of responding to this RFP.
ATTACHMENT A – AGENCY FACT SHEET

Company: ______________________________________________________________

Address: _______________________________________________________________

Names and Titles of Principals: ____________________________________________

Key Business Contact: ___________________________________________________

Phone: ________________________ Email: ________________________________

A. Agency History, Ownership and Key Employees

1. Founding Date: When was your office opened?
2. Current Ownership: Who are the current owners of your agency?
3. Team leadership: Provide a short biography of team members that you propose
   would manage the Hoosier Lottery account and describe their current roles and
   their past retail experience.
4. Parent Company/Affiliation: Provide a listing of all companies/agencies that are
   owned or affiliated with your parent company.
5. Address of Indiana Office Location, if applicable, and number of local
   employees. If office is not in Indiana, please state willingness to establish an
   Indianapolis based office.

B. Current Clients, Account Gains and Losses

1. Current Clients: List all current clients—brands, products and services—managed
   by your office. Rank them by size, indicate the services provided, the dates they
   were acquired and, if possible, approximate budget ranges for each.
2. Account Gains: Of the accounts acquired within the past two years, please
   comment on why your agency was chosen to service these new accounts.
3. Account Losses: Of the accounts lost in the past two years, explain why they left
   or were resigned by the agency.
C. Current Size

Current Size: Summarize the total billings for calendar years 2016 and 2017 (to date), number of employees and number of accounts currently being handled directly by your office.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017 (to date)</th>
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</thead>
<tbody>
<tr>
<td>Total Billings Per Year</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Employees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Accounts</td>
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</tbody>
</table>

D. Scope and Nature of Agency Services

1. **Agency Services:** List the various services offered by your agency and the number of full time employees dedicated to each department (e.g. account management, strategic services, buying, etc.)
2. **Other Specialized Services:** List any other specialized services your agency offers to its clients.

E. References

1. **Client References:** List four client references (name, title, company, address, telephone and email) we might speak with about the effectiveness of your efforts.
2. **Agency Partners:** List at least two references from agencies in which you have collaborated with in the past. Provide name, title, company, address and email of a contact that can speak to your level of collaboration and integration.

F. Minority- and Women-Owned Business Enterprises

The Lottery is committed to ensuring there is participation of minority- and women-owned business enterprises (MBE/WBE) in all Lottery related operations. If a Bidder is a MBE/WBE, they must include reasonable evidence of certification. If subcontractors are anticipated to be used, Bidder must describe whether they plan to use MBE/WBE in the performance of the services. Bidder shall employ its best efforts to involve MBE/WBE owned businesses in the services. Successful Bidder(s) will be required to report any use of MBE/WBE subcontractors throughout the term of the Agreement.
Schedule 1 – Definitions and Abbreviations

“Bidder” means an entity that submits a proposal in response to the RFP.

“Commission” means the State Lottery Commission of Indiana created by Indiana Code 4-30.

“Draw Game” means a lottery game in which a player selects a combination of numbers or symbols, either manually or by an automated picking system, and winning tickets are determined by appropriately matching the combination of numbers or symbols randomly selected by the commission at a designated future drawing or selection event.

“Hoosier Lottery” or “Lottery” means the operation of the state lottery in Indiana by the Commission together with its integrated services provider, IGT Indiana, LLC. References to “Hoosier Lottery” or “Lottery” may refer to the Commission, IGT Indiana, LLC, or both, depending on the situation.

“Scratch-off Games” means preprinted tickets on which the game play data area is uncovered either by removing a tab or latex, to reveal immediately whether the player has won a prize.

“Marketing Code of Conduct” means a document which outlines and describes the requirements for Hoosier Lottery advertisements.

“Renewal Term” means an optional one (1) year period following the Initial Term during which an agreement between the Lottery and the Subcontractor under the RFP is valid.

“RFP” means this Request for Proposal as issued by the Lottery.

“Subcontractor” means a person who provides or proposes to provide goods or services to the Lottery.