



ADDENDUM NO. 1 TO ALL OFFERORS:

Reference: Request for Proposal: **RFP# 3755MG**

Commodity: **Sitecore Support**

Dated: **January 13, 2020**

All offerors are required to acknowledge all RFP addenda in their proposals.

1st Round of Questions and Answers

1. Q: What is the budget for the project? If a budget cannot be provided, could you provide a range to help ensure we meet your requirements.

A: This cannot be provided at this time. Please ensure your proposed solution meets the requirements outlined in the RFP.

2. Q: Would you accept a submission by email only? i.e. in PDF format. If not, would it be acceptable to submit an email by the RFP deadline with a hard copy to follow?

A: This is a sealed RFP as it states on the title page. Please see page 14 paragraph I for delivery instructions.

3. Q: Are non-USA companies eligible to bid on this RFP? i.e. Would you consider a bid from a Canadian based company? We have reviewed the requirements for a DMBE certified SWAM owned company. Will you accept responses from bidders who meet the SWAM requirements but may not be DMBE certified as they are from outside of the USA?

A: The Lottery will accept and evaluate proposals from Offerors located outside the United States. Only registered SWaM companies will be treated as such. You do not have to be a SWaM company to submit a response.

4. Q: How many personas & customer journeys are currently being developed?

A: The Lottery is in the process of developing two personas that align with key focus segments for valottery.com identified by the Lottery. At this time, the Lottery is planning an initial customer journey workshop for February, which would be focused on a single customer journey for a single persona.

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5. Q: What kind of data/research has been leveraged to create your personas & journeys? Surveys, interviews, market research, etc?

A: The Lottery has leveraged a variety of information to begin developing personas and customer journey maps, including segmentation research provided by a market research partner, a monthly tracking study of Virginians, media habits research, website offerings, information from Google Analytics, on-site player satisfaction surveys, and research from the Lottery's database of player information.

6. Q: The RFP mentions an integration with Microsoft Dynamics CRM. Is there an integration in place between Sitecore and Dynamics today? If so, what does that integration look like?

A: While the Lottery has selected Microsoft Dynamics as its CRM, it has not been deployed for any groups or departments in the agency outside of customer-facing roles (Help Desk, Customer Service Centers, Public Affairs and Community Relations teams, etc.).

7. Q: Does the Lottery have a content strategy in place to support personas, user journeys, and future personalization?

A: No, the Lottery would look to partner with the selected vendor to help create a more fully developed content strategy as part of this engagement. Existing content is driven by a content calendar, though the Lottery recognizes the need to further establish a content strategy to fully support the variations in content (copy, creative assets, etc.) necessary to support personalization.

8. Q: What does the integration between Sitecore and Player Account Management look like today?

A: The Lottery's Player Account Management is currently provided by a third-party Lottery industry vendor.

9. Q: The RFP mentions an email marketing service provider. Which email marketing platform are you leveraging today? Is there an integration between Sitecore & your email marketing platform?

A: The Lottery is currently using a third party to serve as our email marketing platform. There is no existing integration between Sitecore and the Lottery's

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email marketing platform, although the Lottery plans to utilize email marketing in a marketing automation capacity in the future.

10.Q: What kinds of data or reporting to you have in place today that might help to inform a personalization strategy?

A: In the future, the Lottery would like to be able to utilize information from Sitecore such as Path Analyzer and Experience Analytics to help inform personalization efforts.

11.Q: Is the Lottery open to design consultation & recommendations as part of the personalization roadmap?

A: Yes, the Lottery is open to design consultation & recommendations as part of the personalization roadmap.

12.Q: Will the Lottery need any content strategy consultation as part of this engagement?

A: Yes, see question #7.

13.Q: Is there a budget range that can be shared at this time?

A: Please see Question #1.

14.Q: Is there a targeted date the Lottery is looking to complete this work by?

A: No, as required in the RFP, please provide an estimated schedule or timeline.

15.Q: How is Sitecore currently deployed? How many environments needs to be reviewed? (Paas, IaaS, VM's, numbers of servers, etc)

A: Infrastructure as a Software (IaaS) consisting of VMs. Production environment contains an Authoring Web Server and SQL Server. The Delivery environments consists of two (2) load balanced Web servers with a SQL Server. The SQL server is in High Availability mode with a failover to another server as well as a third server located at a different geographical location.

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16.Q: Are you looking to leverage Email Experience Manager or a different email Campaign Tool?.

A: The Lottery is using a different email Campaign tool. See question #9.

17.Q: Can you elaborate on the audience for training? Number of people, content author vs. marketer roles & responsibilities?

A: The Lottery has one dedicated content author, a limited number of cross-trained backups, and employees with limited access for particular pages and functionality (ex: media center, FAQs).

18.Q: Are there any incumbents that are receiving the RFP?

A: No.

19.Q: The RFP mentions that you have identified segments, developed related personas, and are in the process of defining journey maps. How many personas have you defined as key targets and who are they? And can we assume they will be complete before the start of the assessment.

A: Please see Question #4. The Lottery plans to have one (1) persona established and one (1) customer journey map completed prior to the start of this expectant Contract.

20.Q: What segmentation typing tool are you using?

A: The Lottery is using a custom and proprietary segmentation algorithm created by one of its market research partners.

21.Q: Based on the proposal requirements (section IV.B.3.) and the base pricing model (section X) it appears that VA Lottery is looking for a scoped approach for the initial assessment and development of a roadmap, but that additional strategy, implementation, and development work (e.g., refining persona's defining specific goals, updating journey maps, Implementing personalization, doing Sitecore development, training, etc.) would be future scoped projects/services based on the assessment recommendations and roadmap. Is this an accurate understanding and that proposals should just address our capabilities for providing these future services?

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A: The Lottery requires an initial assessment and the development of a strategic roadmap for future developments. If the Lottery requires anything beyond that, then an hourly rate, or alternative pricing structure (if proposed) would be utilized. Your proposal should address everything outlined in the RFP.

22.Q: Should the scope of the assessment and roadmap cover both number 1. (Assessment and Discovery, Training, and Configuration Support) and 2. (Strategy and Consulting) in section III (Statement of Needs)?

A: Yes

23.Q: The proposed pricing model (Section X) includes 100 hours asking for an hourly rate for services excluding an assessment and roadmap development. Is the 100 hours just a place holder or are those VA Lotteries anticipated allocation or budget for future services?

A: Since the Lottery is unsure of what the future requirements will be and how much support will be required from the awarded vendor, the 100 hours is there just as a placeholder to be able to accurately compare pricing.

24.Q: For the proposed pricing model (Section X), can a rate card be provided for services excluding the assessment and roadmap?

A: As long as the pricing model provided is completed, alternative pricing models may be submitted.

25.Q: Can you provide the terms within the RFP provided in Microsoft Word so that we can redline any changes as part of the review? The PDF is password protected and does not allow editing or exporting to Microsoft Word.

A: Due to audit reasons, the Lottery cannot.

26.Q: Do you have a Sitecore XP license?

A: Yes.

27.Q: What Sitecore Out-of-the-box features are currently implemented in the site?

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A: The Lottery is working to enable Sitecore marketing features beyond Content Editor in the production environment. Offerors shall have the ability to validate proper installation and provide recommendations to resolve any issues and discrepancies as part of the initial audit process.

28.Q: Would it be possible to name the three greatest challenges that VA Lottery is currently having?

A: From a digital perspective: Subscription confusion- requirement to purchase a minimum of four (4) drawings at a time, wallet confusion between website and mobile app, tethering requirements at retail to purchase through the mobile app. From agency wide: competition: gray machines.

29.Q: Are there any existing or planned application integrations with the Sitecore CMS (i.e. CRM, video publishing, analytics, survey tools, etc.)?

A: There are no existing integrations with Sitecore. Future integrations may include marketing automation or CRM.

30.Q: Is the Virginia lottery eligible to all internet users or are there constraints based on geography?

A: It depends. Post-login functionality on valottery.com is restricted to age-gated and identify verified users. Users that are out-of-state are eligible for entry into 2nd chance promotions and have the ability to sign up for alerts. Players that are within the borders of Virginia are able to purchase a subscription for Mega Millions, Powerball, and Cash4Life.

31.Q: Which hosting option are you using now, (cloud/on premise)?

A: VALottery.com is cloud hosted with Azure. Specifically, as an Infrastructure As A Service (IAAS).

32.Q: Which tool are you using in your website for deployment? Is deployment automated?

A: The Lottery utilizes Visual Studio and Team Foundation Server for code versioning. We manually deploy code through our environments.

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33.Q: What is your current deployment strategy? Do you want to change it?

A: Please see Questions #103 and 104. The Lottery is open to improvements.

34.Q: Are you using analytics in your current site? If yes which one (eg Google Analytics)

A: Yes, the Lottery is currently using Google Analytics for valottery.com and a number of microsites.

35.Q: How do you track your visitors in the current website?

A: Website visitors are tracked through Google Analytics, third party tracking pixels, and UTM codes.

36.Q: How are you running campaigns in your site?

A: The Lottery is not currently utilizing Sitecore's Campaign Creator.

37.Q: Which tool are you using for campaigns? Are you using Sitecore EXM or a 3rd party tool? Please provide the details.

A: See Question #36. Additionally, the Lottery is not currently utilizing any third parties for this.

38.Q: For developing the Roadmap, we need to know the site structure and the current user journey. Can you share the required details?

A: These details can be shared with the awarded vendor.

39.Q: We need to understand the content structure and what other tools are currently being used?

A: These details can be shared with the awarded vendor.

40.Q: For creating the test cases for A/B testing, we need to know the existing components that are being used in the site?

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A: While specific components have not been finalized, the Lottery is interested in personalizing banners, promo circles, promo blocks, landing page copy, and other creative assets.

41.Q: We need to review the pages, components, and layout so that we will be able to provide a recommendation for personalization. Can we get the required details?

A: These details can be shared with the awarded vendor.

42.Q: We need to know the digital customer journey map. Can we get the required details?

A: Please see Question #4. Additional details can be shared with the awarded vendor.

43.Q: Do you have any strategy for Marketing Automation? We will review and share our recommendation if any.

A: No, the Lottery does not currently have a strategy for Marketing Automation.

44.Q: Please share your workflow stages, so that we can provide recommendations like roles, user creation, etc.

A: The Lottery is not currently utilizing Sitecore's workflow capabilities.

45.Q: Will the client provide the license if any 3rd party tools are going to be use based on the recommendation?

A: The Lottery will purchase any licenses we deem necessary ourselves. These may be able to be shared but depends on the situation.

46.Q: Which customer segments have the highest business value?

A: Segments #1 and #5.

47.Q: How big is each segment in terms of visitors?

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A: These details can be shared with the awarded vendor.

48.Q: What technology/tool, do you use to track and report on digital marketing in the current site?

A: Please see Question #35.

49.Q: Are you using Google Webmaster tools currently to provide additional insight into Website traffic?

A: Yes

50.Q: Is there an outside agency or internal resource running digital marketing such as Google AdWords and social media campaigns?

A: Ad buys (including Digital) are through an outside agency while social media campaigns are managed internally.

51.Q: Are there any web forms that need to be migrated from 8.2 (WFFM) to 9.0.1 (Sitecore Forms)?

A: No.

52.Q: Any additional Sitecore modules being used currently?

A: Yes, the Lottery utilizes a Sitecore Marketplace Module for site map generation.

53.Q: Are there any specific websites with best practices to emulate?

A: No.

54.Q: Is there any legislation in Virginia limiting/governing lotteries and/or gambling?

A: Yes.

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55.Q: How is advertising media spending broken out to promote the VA lottery?

A: These details can be shared with the awarded vendor.

56.Q: What are your plans to update to Sitecore 9.1?

A: Offerors shall have the ability to recommend any updates to Sitecore if needed.

57.Q: Which key demographics do you plan to target?

A: These details can be shared with the awarded vendor.

58.Q: Is there a focus on attracting players from other states (like West Virginia spending \$741.40 per adult – over twice as much as VA)?

A: No.

59.Q: Does the current website have any levels for membership/tiers?

A: There is pre- and post- log-in functionality.

60.Q: If yes, do you promote offers, coupons, based on memberships or membership levels?

A: Yes, for non-depositors, lapsed, and high value players.

61.Q: How are members directory managed today? Any third parties involved? Is there any active directory integration?

A: The Lottery's registration and login process is maintained by a 3rd party vendor.

62.Q: Do you have any auto renewal or subscriptions for memberships available in the current site?

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A: Yes- see <https://valottery.com/subscribe> and <https://valottery.com/autorenewal> for more information.

63.Q: How do you handle reporting for corporate members? What level of reporting happens? How are those reports used for making critical decisions?

A: The Lottery provides dashboards and weekly updates to the Lottery leadership team.

64.Q: What are the business critical use cases in the website that contributes to direct revenue for VA Lottery?

A: Purchasing subscriptions and downloading the Lottery's app.

65.Q: What are the businesses main pain points with the site?

A: Please see Question #28.

66.Q: Are you interested in integrating chatbots in the website which can talk to consumers?

A: The Lottery has explored chatbots and determined that implementation of ML/AI was not an immediate priority.

67.Q: What is the current maintenance strategy followed and what is the average number of hours monthly that is spent for website maintenance?

A: Question to be answered at a later date.

68.Q: Are you willing to implement AMP and PWA for the website?

A: The Lottery will consider all recommendations from the awarded vendor.

69.Q: Do you have any preference for project management process to be followed - Agile, Hybrid, Waterfall etc.?

A: As stated in the RFP, the Lottery's web development team uses a scrum agile framework.

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70.Q: Do you have a budget for the engagement?

A: Please see Question #1.

71.Q: Do you have any timeline in mind to complete the project?

A: Please see Question #14.

72.Q: How is your team's availability for any discovery sessions?

A: The Lottery is available for discovery sessions.

73.Q: Is remote work allowed? If not, where is the place of performance?

A: Yes, please propose whatever solution you think will work best. The Lottery's headquarters is in Richmond, VA.

74.Q: Are there any constraints with working with resources located outside of the US?

A: Not any known at this time.

75.Q: Can a blended model be taken for both onshore and offshore resources to work collaboratively on the engagement?

A: Please propose a solution for whatever you think will work best.

76.Q: If working with a vendor that provides onshore and offshore resources, do you prefer to have an onshore Account Manager throughout the engagement?

A: Please propose a solution for whatever you think will work best.

77.Q: What marketing features of Sitecore are being used today?

A: The Lottery is currently utilizing Content Editor.

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78.Q: Who is your target audience? Kindly share few personas / profiles as examples

A: Please see Question #57.

79.Q: Top channels driving traffic?

A: Organic and direct traffic.

80.Q: What are your data sources?

A: These details can be shared with the awarded vendor.

81.Q: Which channels do you want to personalize? Are you looking for cross-channel personalization or only web?

A: Initially the website, but the Lottery is interested in extending personalization to other Digital channels such as e-mail, social media, and the mobile app.

82.Q: Any specific reason why VA is implementing a 3rd party email marketing provider when Sitecore has an OOTB email marketing functionality

A: Sitecore email marketing was explored, but the functionality was deemed not sufficient for our existing and future requirements.

83.Q: Do you want to personalize experience for anonymous visitors or known visitors or both?

A: Yes, the Lottery would like to personalize experience for anonymous first-time visitors, repeat visitors, and visitors that have logged in to the site.

84.Q: Are you currently using any 3rd party data system?

A: Yes.

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85.Q: How are marketing campaigns run today? Manually managed or automated?

A: Please see Questions #36 and 37.

86.Q: What digital advertising attribution platform is being used currently?

A: The Lottery currently utilizes Kochava, Google Analytics, and Google Tag Manager.

87.Q: In the RFP it's mentioned that VA is in the process to develop customer journey maps, personas, etc. Do you need only personalization implementation support or looking for consultative vendor to work with you to develop overall personalization strategy?

A: The Lottery is looking for both.

88.Q: Do you have any use cases for Personalization?

A: No.

89.Q: How are you segmenting your customers?

A: Using a segment typing tool as developed by our third-party market research vendor.

90.Q: Is cortex currently set up in your ecosystem, If not have you ever used any personalization tool?

A: No.

91.Q: Are you using any CDP for first-party data and DMP for second party data?

A: This is currently managed by a third-party vendor.

92.Q: How is your current content taxonomy?

A: These details can be shared with the awarded vendor.

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93.Q: How is your content strategy today? How frequently are the contents uploaded/updated?

A: Please see Question #7. Content is updated daily.

94.Q: What types of content is used today to engage the audience?

A: Winner Awareness, Promotions, etc.

95.Q: What kind of training or support (Personalization) are you looking for?

A: Training and support requirements are outlined in the RFP.

96.Q: Will all vendor questions, and subsequent answers, be shared with all vendors, or will each vendor only receive answers to their own generated questions?

A: All questions and answers are shared publicly.

97.Q: Was the Sitecore 9 re-launch constructed with internal resources? If not, and you used a partner, why consider a new partner now?

A: The Lottery's upgrade to Sitecore 9 was completed with internal resources.

98.Q: Is www.valottery.com hosted on premise?

A: Please see Question #31.

99.Q: Can you confirm that you are implementing the Dynamics Sales application for CRM and Dynamics Marketing application for Email Automation and Customer Data Platform (CDP)?

A: No, the Lottery is not currently implementing these.

100. Q: Can you share the customer segments, personas and journey maps that are developed?

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A: Please Questions #4 and 5. Additional details can be shared with the awarded vendor.

101. Q: The support request does not have enough specific information to estimate team capacity since the full backlog of work items is not known. Do you have an idea of how many FTEs support the system today and what would be required by the partner? Or would you like for us to supply a representative team model for this type of a platform?

A: Offerors shall have the ability to perform an initial audit and provide recommendations. These recommendations may help form the backlog of work items. Additionally, the Lottery has an internal web development team, change control team, and IT support resources.

102. Q: Does your internal team perform preventative maintenance? Would you like for our team to take on this effort: scheduled manual testing, routine log analysis, quarterly architectural briefing report, system monitoring notifications?

A: There are no requirements for this in the RFP.

103. Q: Can you describe your development operations? Does the solution build from scratch on any system and is continuous integration and deployment enabled? Do you have a developer guide?

A: Our Development team consists of four (4) Sitecore developers. These developers run in two (2) week Sprints with daily Scrums. Development is done local to their own environment with daily releases to a consolidated Integration environment. Once Integration testing is complete the code is manually moved to QA for review by our Change Control team. Once sign off is made the code is then manually migrated to a Production environment.

The current solution will not build from scratch. Sitecore pre-requisites must be installed prior to project installation. The Lottery does not have a developer guide.

104. Q: Can you describe your change control, release process, and frequency?

A: Changes are loaded into a QA environment and tested according to requirement specifications which include implementation procedure and backout procedures.

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105. Q: What resources will the Virginia Lottery be supplying to the engagement? Are any of the resources Sitecore developers?

A: Yes, the Lottery has Sitecore certified developers, but these resources are focused on existing initiatives.

106. Q: Is there interest in the vendor providing technical training & mentoring?

A: Yes.

107. Q: The RFP mentions "drive improvements in overall customer satisfaction for digital visitors". Has there been research to suggest there are gaps in customer experience satisfaction or research around what site users want or expect?

A: Yes, this research will be made available to the awarded vendor.

108. Q: Is the creation or edit of creative designs in scope?

A: Possibly, depends on the recommendations provided after the initial audit. The Lottery understands the necessity of content creation to support personalization.

109. Q: Is the creation or edit of Frontend (HTML/CSS) in scope?

A: No.

110. Q: How many Content Authors may work simultaneously?

A: Historically up to four (4).

111. Q: What is the approx. expected size of assets in MB/GB that we are looking to be managed by Content Authors?

A: Most creative assets are less than 100 Kb in size. Certain creative assets, such as infographics, may be larger.

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112. Q: Are we interested in Single View of Customer, if so would you like us to configure the timeline for the user to show his/her website activities?

A: Yes

113. Q: Can you provide a brief how does workflow works in current system?

A: Please see Question #44.

114. Q: Can we get some screen shot of lottery content in current Sitecore to get the idea how lottery content is structured in Sitecore?

A: These details can be shared with the awarded vendor.

115. Q: Some key KPIs would be important to understand the buying behavior

A: Please see the Background Section of the RFP.

116. Q: When saying Website Versioning, are we looking to version and store entire Website content and rollback entire Website Content when necessary?

A: Website Versioning may be a part of the initial audit and recommendations. Offerors shall have the ability to implement versioning if so recommended.

117. Q: How many 3rd party providers are integrated with the application and what are their names and purposes?

A: The Lottery uses third party providers for the following: management of the Lottery's login and registration process, messaging platforms for SMS and email communication, customer satisfaction surveys, digital quality management, and a CRM system to track and manage overall relationships and interactions with Virginia Lottery players.

118. Q: An idea about the infrastructure will be helpful to understand it better. Please share an Infrastructure diagram

A: These details can be shared with the awarded vendor.

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119. Q: Are we good to assume that digital marketing features and xDB are enabled in PROD?

A: No. Part of the RFP's initial audit would involve validating the correct installation of xDB and digital marketing features.

120. Q: Is there a CDN in place at present?

A: No.

121. Q: How many environments are there today?

A: Three: Integration/Development; Quality Assurance/User Acceptance Testing; and Production. Lottery Developers work locally on their own environment.

122. Q: Is Non-Prod exactly same as PROD? If not, is there any difference in the assemblies?

A: The environments are nearly identical.

123. Q: Are we looking to have any custom dimensions/variables setup during the initial phase? If so, can you provide some insights on the expectation?

A: No, the initial phase consists of the audit and recommendations. Custom dimensions and variables may be a part of future development work.

124. Q: Are we expecting Goal/Conversions to be setup as part of current scope?

A: Yes.

125. Q: what is the main source of traffic - Organic traffic, Search engine, Social Media

A: Traffic is primarily direct, followed by organic search traffic.

126. Q: Page 4 of the RFP is talking about a segmentation typing tool. How does the segmentation tool work at present?

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A: Players respond to a questionnaire and depending on the responses, they are grouped into a segment.

127. Q: How often are the new segmentations identified?

A: Segments were created in 2012 and re-created last year.

128. Q: How many unique personas been identified as of today?

A: Please see Question #4.

129. Q: Should we assume the scope of this project is limited to Personalization of the website, and doesn't include personalization of any other channel (e.g. email, social)?

A: Please see Question #81.

130. Q: With personalization, what aspect of your shopper experience you are planning to personalise?

- a. Onsite search
- b. Navigation
- c. Hero shots
- d. Videos
- e. Ads
- f. Promotions & Offers
- g. Articles/Blogs
- h. Products

A: This will be based on recommendations from the awarded vendor.

131. Q: Do you have any reference document to evaluate and understand the current customer journey?

A: Please Question #4.

132. Q: How are you using personalization to support your content marketing initiatives?

a. Classic name checking: Using a contact's name within the greeting or body of an email. Example: "Hi Bill, ..."

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b. Segment-based personalization: Delivering the same set of targeted content to a select group of contacts

c. eCommerce personalization: Retargeting ads that show the exact same product a consumer searched for on an eCommerce site

d. Content sequencing: Using machine learning to predictively personalize content based on user behavior, context and lookalike analysis—delivering personalized content experiences that are individually relevant to each person

A: Currently the Lottery is not using any personalization on the website.

133. Q: How will you measure the success of your content personalization strategy? Share the KPI's defined for measuring the same.

A: Please see the Background Section of the RFP.

134. Q: Do we need to include a complete "customer journey mapping" and "persona creation" within the scope of this project? Or, should we assume you have already done this activity and the details will be shared at the starting of the project? If this is done, when was it last updated/created?

A: Please see Section III Statement of Needs; paragraph 2 *Strategy and Consulting*; subparagraph G of the RFP.

135. Q: Do you have prior personalization experience? If so, what were the roadblocks?

A: No.

136. Q: What are your current challenges in enabling a unified view of player interactions?

A: The Lottery's main challenge is integrating multiple disparate systems.

137. Q: Why have you never utilised Path Analyzer and Experience Analytics ?

A: The Lottery is working to enable Path Analyzer and Experience Analytics to be able to utilize them.

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138. Q: Would you be interested in a complete marketing strategy (marketing activation & campaign strategy) to increase acquisition, customer retention & loyalty to acquire and retain players? Should we include all of it within the scope of this project, or should it be seen as a separate project, if required?

A: The Lottery will consider all recommendations from the awarded vendor. Anything beyond the initial audit and recommendations would be a separate project.

139. Q: If you would be interested in a complete marketing strategy, what is the current marketing mix/channels used.

A: These details can be shared with the awarded vendor.

140. Q: Are you open to sharing goals across all channels?

A: The Lottery will consider all recommendations from the awarded vendor.

141. Q: What is the main source of truth used for reporting/measuring performance?

A: The Lottery sources metrics and reporting from multiple places including Business Intelligence (BI), third party partners, and internal dashboards.

142. Q: Is there any seasonality to your business we should know about?

A: Yes, the holiday season sees an influx of new and infrequent visitors to www.valottery.com.

143. Q: Should we assume DevOps will be owned by your internal teams?

A: Yes.

144. Q: In case you want us to include DevOps within our scope of work, can you please share the current process of deployment(Sitecore changes, files, configuration files) dev->qa->uat>prod ?

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A: Please see Questions #103 and 104.

145. Q: Can you provide a more specific list of 3rd-party integrations that are mentioned on pages 4 and 5?

A: Please see Question #117.

146. Q: How many authors and approvers will need to be supported by the future state system?

A: Between 3-5.

147. Q: How many customer segments and personas have been identified?

A: Please see Question #4.

148. Q: What are the roles and headcount of the current Virginia Lottery web development team?

A: The Lottery web development consists of a Product Owner, Scrum Master, and Development Team members.

149. Q: What functionality does the current Sitecore configuration support? (I.E. Experience manager, marketing automation, SocketLabs, etc.)

A: Currently, the Lottery is only using Content Editor.

150. Q: Will the customer journey mapping exercise finish prior to this scope beginning?

A: The initial customer journey mapping exercise is planned to be completed by the start of this expectant Contract. The Lottery plans to continue to map additional customer journeys to more fully capture the player experience.

151. Q: What is the anticipated relationship of this scope with the concurrent Microsoft Dynamics 365, email marketing and data and analytics implementation scopes previously mentioned?

A: The Lottery envisions these systems will be integrated but is looking for the awarded vendor to offer recommendations on this.

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152. Q: Have the platforms to support VA lottery's digital marketing capabilities such as email & SMS communication, website satisfaction surveys, CRM, etc. already been selected?

A: Yes, the Lottery already has existing partners in place for email & SMS communication, website satisfaction surveys, and CRM.

153. Q: Can you provide how you will weigh the 5 components of the judging criteria?

A: No.

154. Q: Can you share how many agencies/firms are participating in this RFP process?

A: No.

155. Q: How (if at all) will you be considering the lowest-bid in this process?

A: Please see page 12, **AWARD OF CONTRACT** for the award process.

156. Q: Do responses from "out-of-state" weigh into the selection process?

A: No, out of state offerors are given the same consideration as all other offerors.

157. Q: Are there any high-level expectations in terms of the budget/timeline?

A: Please see Question #1 and Question #14.

158. Q: Can you provide more detailed info on the personas which you say you have already identified? Are they considered accurate or do they need to be reworked? Do your personas have goals defined?

A: Please see Question #4.

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159. Q: On page 4 section II BACKGROUND, second paragraph, you establish that "The Lottery... is currently working to create customer journey maps..." Do you expect to be able to complete the definition of customer journey maps on your own before engaging in this RFP's resulting project?

A: Please see Question #150.

160. Q: On page 6 section III STATEMENT OF NEEDS, bullet point 1.a., you request the evaluation of several items, Federated Experience Manager (FEM) among them. Do you have any non-Sitecore websites where you plan to use FEM?

A: Yes, there are several non-Sitecore websites for specific programs and promotions where the Lottery could potentially apply personalization, leverage Sitecore content, and provide better tracking and analysis of visitor interactions.

161. Q: Can you give an example of the type of integration (outcomes) you would like between Sitecore and MS Dynamics?

A: The Lottery is interested in recommendations from the awarded vendor.

162. Q: Do you have an existing email marketing system that you run email campaigns out of?

A: Please see Question #9.

163. Q: What kind of documentation is typically provided for Security reviews? How often do security reviews take place? With every release or periodically? Etc.

A: Question to be answered at a later date.

164. Q: You state that "Offeror shall provide a redline version of Lottery terms and conditions if necessary. **NOTE: The Lottery will not sign any Offeror's documents, MSAs, or any other type of agreement(s). The Lottery's General Terms and Conditions shall not be negotiated. " Can we provide a redline that changes the document provided in a way that is agreeable to us, or are you simply stating that the redline is about filling in the blanks?

A: Offerors may propose changes to the Terms and Conditions as well as complete the blanks.

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