Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Centralized Request for Information
Service - Prof

				Reason for Modification:
Proc Folder:	925378			Addendum No.2 is issued to publish a copy of the vendor's questions with answers/ responses.
Doc Description:	Addendum No. 2 - RFI for iLottery Turnkey Solution			
Proc Type:	Request for Information			

Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2021-09-09	2021-09-24 13:30	CRFI 0705 LOT2200000001	3

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON   WV   25305
US

VENDOR

Vendor Customer Code:

Vendor Name : CAMELOT

Address : SUITE 1100

Street : 200 W. JACKSON BLVD

City : CHICAGO

State : IL   **Country :** USA   **Zip :** 60606

Principal Contact : RORY MULQUEEN

Vendor Contact Phone: 312 405 9074   **Extension:**

FOR INFORMATION CONTACT THE BUYER
Toby L Welch
(304) 558-8802
toby.l.welch@wv.gov

Vendor Signature X _____   **FEIN#** 26-3513094   **DATE** 9/22/21

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION

Addendum No. 2 is issued for the following reasons:

1) To publish a copy of vendor's questions with responses/answers.

-no other changes-

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	ILottery Digital Solution				

Comm Code	Manufacturer	Specification	Model #
43230000			

Extended Description:
iLottery digital turnkey solution

SCHEDULE OF EVENTS

Line	Event	Event Date
1	QUESTIONS DUE BY 4:00 P.M.	2021-08-31

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: RFI LOT2200000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

[✓] Addendum No. 1	[ ] Addendum No. 6
[✓] Addendum No. 2	[ ] Addendum No. 7
[ ] Addendum No. 3	[ ] Addendum No. 8
[ ] Addendum No. 4	[ ] Addendum No. 9
[ ] Addendum No. 5	[ ] Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

CAMELOT
Company

(signature)
Authorized Signature

_9/22/21_
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

![Camelot Lottery Solutions]

September 22, 2021

Attn: Toby L. Welch
Department of Administration, Purchasing Division,
2019 Washington Street E,
Charleston, WV, 25305

Re: RFI for iLottery Turnkey Solution

Dear Mr. Welch,

Camelot is pleased to submit the enclosed response to the West Virginia Lottery's RFI for an iLottery Turnkey Solution. A hard copy of the response has been included along with a digital copy on a USB pen drive.

Camelot offers a full commercial operation for iLottery, including business planning and strategy, platform technology, implementation services, digital marketing, web and mobile design, responsible gaming, and lottery games.

Our track record of innovation and sustainable growth spans over 20 years, and through our platform and solutions we have registered over 11 million online players, and grown annual iLottery sales to over $3Bn globally.

We bring proven, digital operational experience, as evidenced by the results we have delivered for our customers:

- **Illinois Lottery** – Since 2018, we have grown online sales by 292%. Website traffic has increased to over 3.2 million visitors per month. In FY21, online sales made up 14% of all Draw Game sales. The iLottery program in Illinois now has the highest online Draw Games sales of any lottery in the U.S.
- **UK National Lottery** – Camelot has driven performance across the UK iLottery channel since 2010. In 2020, the UK National Lottery reported $8.37Bn in total sales and $2.48Bn in digital sales.
- **Irish National Lottery** – Ireland's iLottery channel has grown 165% since 2017. In the same period, e-Instants have grown by 295%.

Our team has delivered over 120 e-Instants, and has a full pipeline of new games for future launches.

In submitting this response, Camelot is committed to supporting the West Virginia Lottery through the introduction of an iLottery platform and provision of e-Instants content to your players. We look forward to supporting the Lottery in growing profits for education, seniors, and tourism in West Virginia.

Kind Regards,

Rory Mulqueen
Director of Corporate Development
Email: rory.mulqueen@camelotls.com
Mobile: 312-405-9074

Camelot
Lottery Solutions

RFI for iLottery Turnkey Solution

CRFI LOT2200000001

Submitted To

West Virginia Lottery

Attn: Toby L Welch

Department of Administration, Purchasing Division,

2019 Washington Street E,

Charleston, WV, 25305

Submitted By

Camelot

200 W Jackson Blvd. Suite 1100,

Chicago, IL, 60606

Contact Person

Rory Mulqueen

Director of Corporate Development

Tel: 312.405.9074 / Email: rory.mulqueen@camelotls.com

Table of Contents

1. Executive Summary

1. iLottery in West Virginia

The West Virginia Lottery offers its players entertaining games that maximize profits for education, seniors, and tourism, returning more than $400 million in transfers last year.

The Lottery achieves year-on-year growth by continuously modernizing its game portfolio to better match player demand, creating fun and entertaining experiences, and managing the lottery operations with security and integrity.

As the West Virginia Lottery looks to the future, adding an iLottery channel is under consideration. Ten US lotteries in the US currently offer an iLottery channel for players to purchase lottery games.

iLottery gives players a safe and secure way to purchase and play games online, via mobile and web. It also deepens player engagement with the Lottery brand, provides ways to integrate retail strategies, and expands responsible gaming programs.

iLottery in West Virginia will deliver great results and transform the Lottery's connection with its players and retail partners.

2. Key Considerations

Throughout this RFI response, we provide a detailed overview of Camelot's iLottery solution. We offer key considerations to help the Lottery assess options for bringing iLottery to West Virginia.

With an iLottery program in place, the Lottery can drive responsible growth in total sales, optimize marketing, and enhance the Lottery brand. It will enable West Virginia to transform the player experience, through a 'one to one' connection that provides players with a personalized lottery experience.

When we talk about iLottery, we're talking about a powerful combination of mobile, web, and player analytics that deliver insights and digitally-enabled marketing campaigns.

It is also about implementing a strategy to connect players with the brand at retail stores as well as online, using digital channels.

A key part of the iLottery program is about playing lottery games online, while deepening responsible gaming controls, and ensuring the very best in digital ethics and player privacy.

3. Why Camelot?

Camelot brings significant experience in implementing successful iLottery programs internationally, and now in the U.S. in Illinois.

For the Illinois Lottery, Camelot has worked with partners Scientific Games, Pollard and Intralot since 2018 to transform the Lottery's brand, increase digital sales five fold, and grow overall sales by 23%. The iLottery program in Illinois now has the highest online Draw Games sales of any lottery in the US.

Our digital team has expertise in mobile and web design, digital marketing campaigns, creative and content design, data analytics, performance management and player experience.

We are focused on powering player engagement with the brand, and games at retail, through our digital retail technologies and experience.

Camelot has built an integrated digital organization in support of the Illinois Lottery. We provide dedicated resources for iLottery campaigns, promotions, social media, web/mobile player experience, and data insights. Our iLottery platform is integrated and proven with both IGT and Intralot's central gaming system.

The digital strategy for Illinois is focused on creating a great retail experience, including ticket scanning, retail locator, regular play engagement, instant ticket promotions and email/push notifications.

In summary, iLottery can transform the West Virginia Lottery, and ultimately the player connection with the brand, through personalized marketing, data insights and improved experiences.

4. What are the most important results and capabilities the WV Lottery should look for?

As outlined in its RFI, the West Virginia Lottery is looking for information on comprehensive, full-service solutions to help put together a possible, future procurement of an iLottery Program.

We have provided information on hardware, software, supporting systems, and services for the implementation of a successful iLottery Program.

To provide the West Virginia Lottery with valuable, additional perspective, we have drawn on our hard-won iLottery implementation experience.

We have produced a list of the most important results and capabilities that we are recommending the Lottery should be seeking in each topic area. The table below summarizes these recommendations by topic area.

iLottery Managed Solutions
Digital Marketing, Trading and CRM
Technology and Third-Party Integration
Mobile App, Website and Player Account Management
e-Instants Content
Responsible Gaming

5. Camelot's Credentials

As one of the leading solutions and advisory providers to lotteries around the world, Camelot Lottery Solutions brings a unique combination of lottery operator credentials and state-of-the-art technology competencies. We are a digital company for the lottery industry.

We know how to promote and engage the lottery brand in a digital age, taking a single view of the player approach. Our solutions portfolio consists of digital lottery, data platforms, and services that power some of the most innovative and fastest growing digital lotteries in the world.

Our campaigns and programs deliver sales and performance results with draw-based games and our portfolio of e-Instants. We also have the ability to deliver e-Instants from other suppliers through our platform.

Our track record of innovation and sustainable growth spans over 20 years. Over the last 15 years, through our solutions we have registered over 11 million online players, and grown annual iLottery sales to over $3Bn globally.

We bring proven, digital operational experience, as evidenced by:

- **Illinois Lottery** – we completed the first US iLottery digital platform conversion in Illinois, upgrading the marketing services, and modernizing the player experience with a new website and mobile app. Immediately, the Lottery saw increased revenue of almost 4% in 2018. Since then we have grown online sales by another 292%. Website traffic has increased to over 3.2 million visitors per month. In FY21 online sales made up 13.75% of all Draw Game sales.
- **UK National Lottery** – Camelot has driven performance across the UK iLottery channel since 2010. In 2020, the UK National Lottery reported $8.37Bn in total sales and $2.48Bn in digital sales.
- **Irish National Lottery** – Ireland's iLottery channel has grown 165% since 2017. In the same period, e-Instants have grown by 295%.

Camelot offers a full commercial operation for iLottery: business planning and strategy, platform technology, implementation services, digital marketing, web and mobile design, responsible gaming, and lottery games.

Serving our customers out of four primary centers of excellence in Chicago, Dublin, London and Athens, we employ over 400 digital technology and marketing experts with deep expertise working in the lottery industry.

We are privately held and financially strong, with continued investment in iLottery products and services for our customers. We are a lottery-focused company. Everything we do is centered on helping our customers fulfil their purpose of engaging players, growing lotteries and benefiting communities.

2. About Camelot

As one of the leading solutions and advisory providers to lotteries around the world, Camelot Lottery Solutions (Camelot) brings a unique combination of lottery operator credentials along with state-of-the-art technology competencies.

Camelot is both a lottery operator and a lottery technology company. Our solutions portfolio consists of digital lottery, data analytic platforms, and services that power some of the most innovative and fastest growing digital lotteries in the world. These include the Illinois Lottery, the UK and Irish National Lotteries, and Loterie Romande in Switzerland.

With over 20 years' experience as a lottery operator, we have a deep understanding of what it takes to run a successful lottery. We view the lottery through the lens of a business versus a product-only view. This gives us a unique player-first approach to every aspect of the lottery mix.

We have a track record of innovation and sustainable growth across Europe and North America. Over the last 15 years, our solutions have registered over 11 million unique online players and grown annual iLottery sales to over $3Bn globally.

Through technology, game content, digital enablement, and retail and marketing strategies, we deliver solutions and services that enable our customers to be successful and have a competitive edge in the constantly evolving lottery and consumer market. Camelot aims to be a flexible partner, delivering the right solutions for our lottery customers and their players in a way that works for them.

Our flexibility can be demonstrated by our next-generation data and digital lottery platforms, advisory partnerships, and operational expertise. Camelot doesn't strive to be all things to all people. The three most important outcomes we provide for our lottery customers are:

- **Responsible growth.** Ensuring that lotteries can successfully grow the returns for the communities they serve through sustainable, responsible growth strategies. We align our commercial initiatives with the goals of governments and states so that when the lottery succeeds, we succeed.

- **Retail and digital integration.** Enabling lotteries to deepen engagement with their players by combining digital and retail to create an engaging brand experience. Our strategy is about knowing your customers and meeting them where they are. iLottery is more than technology and content - it's only successful with a powerful focus on driving performance and digital marketing.

- **Personalized player journey.** Providing technology solutions to help lotteries better understand the purchase behavior of players and to deliver a better user experience. This is achieved through personalized, relevant information being sent to each player whether it is a responsible gaming message, a personalized offer, or a community message.

To achieve these three outcomes for our lottery customers, Camelot has structured its service delivery around the planning, resourcing, and execution of digital support and services as follows:

Digital Marketing Services: This includes campaigns, content, optimization, messaging, and BI/CRM. The services are delivered via a team supported by Camelot's centers of excellence.

Startup Schedule and Implementation Services: During the startup and implementation phases of the project, we contribute support and expertise, as needed, to provide a positive and successful start to the new program.

Strategic Planning Services: Camelot contributes to and supports a strategic plan in collaboration with the Lottery and third-party vendors to determine long-term planning activities for established revenue goals for online play and retail engagement.

Camelot has more than 20 years' experience delivering innovative technology, services and lottery operations to drive successful lotteries around the world.

We're a digital company in an industry that does social good and, as a result, we've attracted high-quality talent across our digital marketing, technology design, security and responsible gaming teams.

Camelot has a history of being a successful lottery operator, is solely focused on lottery customers and has technology expertise in modern digital solutions like mobile, cloud and data.

All these factors combine to make us who we are - a company that knows how to successfully grow our customers' business in the lottery space by creating powerful solutions.

3. Digital Marketing Services

Digital marketing services are an essential component to driving responsible sales growth and player engagement. The digital marketing landscape is an extensive and complex ecosystem of opportunity - choosing the right channels to drive sales requires expertise and knowledge.

When marketing is executed correctly, iLottery has broken records and driven sales, as evidenced in those lotteries operated by Camelot.

Camelot offers a wide range of digital marketing services. Our core competencies include the following:

1. Sophisticated acquisition and retention strategies that have led to successful growth and participation of players through the online channel.
2. Ability to design, develop, deploy, optimize and report on highly integrated and effective digital marketing campaigns.
3. Application of a data driven, player-first approach to digital marketing, conversion and sales through leading digital marketing products.
4. Balance of critical and creative thinking to drive measurable success for our customers.
5. Cross collaboration with local marketing, retail functions and associated agencies.
6. Embedding responsible play by design and execution across all digital marketing efforts.
7. Marketeers that are commercially focused and have a proven track record of successful delivery.

The Camelot digital marketing team provides a comprehensive e-commerce modeling solution, together with execution services.

The team is supported by the resources available through the Camelot centers of excellence, as shown in the following chart. It contains lottery and commercial digital marketing experience using industry best practices.

CAMELOT LOTTERY SOLUTIONS
DIGITAL HUB RESOURCES

PAID MEDIA	MKT ANALYTICS
Biddable Channels Programmatic Display Mobile Ads	Analysis / Player Segments Site and Journey Conversion Campaign Evaluation Audience Refinement
SOCIAL MEDIA	**CONTENT MGT**
Social Platform Management Social Content and Marketing Strategy and Rold of Channel Monitoring and Listening	Content Publishing: Web / App Trading and X-sell Personalisation / MVT Copywriting
PLAYER COMMS	**DESIGN & BRAND**
Player Comms via email / push Retention Activity Promotions Campaign Management	Asset Creation / Manipulation Campaign Design Support Local Style Guide Brand Oversight

OPTIMISATION	WEB & APP SEO/ASO	DESIGN STUDIO
Test Design and UI/UX Test Build (coding) Testing (x-device/browser) Analysis of Results	Site Audits Recommendations Interface to Tech Teams Results / Ranking Analysis	Design Video Content Artwork Corporate Website Build / Upkeep

Diagram 1.1 Camelot Lottery Solutions Digital Resources

The seven, most important capabilities that we recommend the Lottery look for in a digital marketing solution are:

1. E-commerce commercial modeling.
2. Paid media campaigns.
3. Search Engine Optimization (SEO).
4. App Search Optimization (ASO).
5. Social Media Marketing (SMM).
6. Conversion Strategy/ CRO (Conversion Rate Optimization).
7. Retention Strategy.

Below we provide some details on each capability.

3.1 E-commerce Commercial Modeling
It is vital for any Lottery to have a sophisticated e-commerce modeling solution. The model that Camelot has created is an **AARRR** model (**A**cquisition, **A**ctivation, **R**eferral, **R**etention, **R**evenue).

The objective of this model is to ensure the accuracy of forecasting, set media, player, channel, and game KPIs that will ultimately enable the business to drive revenues in the most cost-effective way.

Our team developed an AARRR model for the Irish Lottery. It has consistently tracked performance and growth, by setting very clear assumptions, and actions, required for delivery against targets.

In Illinois, the model identified the biggest challenge online as being the retention of players. While acquisition was healthy, the Illinois Lottery was seeing a high number of players churn within their first three months of registering. This insight enabled the team to regroup and direct attention to retaining players.

From there, a robust contact strategy was developed to include targeted campaigns such as:

- Welcome email series.
- Registration to play conversion drives.
- Identifying and targeting lapsing players.
- Approaches for reigniting interests to play for lapsed players.

The Illinois Lottery has seen the number of retained players jump from 19% in FY19 to over 29% in FY21.

3.2 Paid Media Campaigns
Paid media campaigns consist of the following:

- **Programmatic Display** - automated digital media buying, using real-time data. There are significant advantages to using automated processes and carefully constructed machine-learning algorithms to optimize any ad purchasing and spending such as making the ad buying process cheaper, more time efficient, and eliminating human error.
- **Pay-Per-Click (PPC)** - is paid search advertising. It allows lotteries to bid for ad placement in a search engine's sponsored links when a user searches keywords that relate to a company's business offering. Camelot's objective is to deliver maximum revenue by implementing a holistic search approach.
- **Paid Social** - with recent changes being made to Facebook's algorithm, there is now a greater need than ever to focus on paid advertising. Camelot's strategy is to maximize the reach, awareness and conversion across social media by clearly defining channel objectives and goals.

3.3 Search Engine Optimization (SEO)
SEO ensures your website appears organically (unpaid) in search results. Organic search has two primary functions:

1. To protect current base revenue.
2. To capture natural growth.

The Camelot SEO team designs and optimizes our lottery customers' webpages against four primary levels: domain, page, social and traffic. This approach to SEO ensures a high ranking in search results to capture and convert quality traffic.

3.4 App Search Optimization (ASO)

Similar to SEO, ASO is a methodology to enable strong app rankings in app stores that lead to downloads. This is achieved through both keyword optimization and conversion optimization.

Our team has specific tactics available to the West Virginia Lottery for ASO including in-app keywords, metadata and optimization of the apps asset.

3.5 Social Media Marketing (SMM)

Camelot executes SMM for its customers in Ireland and Illinois based on best practices, "best in class" campaign tools, and tailored planning strategies developed for specific markets.

This enables us to manage and deliver contextualized content marketing across social media to grow lottery brand advocates.

3.6 Conversion Strategy / CRO (Conversion Rate Optimization)

CRO is the science and speed of driving sales online and ultimately drives funnel conversion at scale in real time.

Camelot has the ability to develop a comprehensive framework for driving conversion, identifying and mapping key player journeys across web and mobile, and create a roadmap for A/B testing that drive CRO KPIs.

3.7 Retention

Retention is the method of using owned channels to retain and engage players through personalization. This is often achieved through email marketing and a defined push notification strategy:

- **Email marketing** - uses emails to promote games. It can be utilized to cultivate relationships with the player base, keep players informed on draws and games and encourage players to become advocates of the Lottery.
- **Push notifications** - are messages sent to mobile devices which encourage players to interact with Lottery games via the Lottery App. Push Notifications can be tailored to a player's experience and create a sense of urgency close to draw time. They can also be used to announce new games.

Camelot has a driven, ambitious and award-winning digital marketing and e-commerce team, consistently driving year-to-year sales growth for customers.

Our team knows lottery e-commerce and works with our lottery customers to drive the best value while deepening life-long relationships through data and intelligence. This ensures the long term sustainability of lotteries across the world.

4. Marketing and Promotions (including Retail Promotions)

The modern, forward-thinking, approach to marketing is to focus on attracting and keeping players, through accurate, up-to-date, consumer insights. This customer experience-led approach is enabled by agile technology that facilitates relevant, personalized communication with all players in real time.

Camelot has a strong track record in this area and our internationally acclaimed, award-winning marketeers are commercially-focused and have a proven track record of success.

We have developed a range of marketing and promotion strategies that act as a catalyst for extended player acquisition and retention. The personalized customer contact strategy ensures players connect with the brand and that non-players reassess the Lottery's proposition.

For the players, there are strategies to grow engagement and participation through:

- An optimized games portfolio providing players with compelling reasons to play.
- The transformation of the retail network to make play more accessible and appealing.
- Convergence of retail and iLottery for seamless "fluid-play" that improves engagement and leverages cross-selling opportunities.
- World-class technology and systems that deliver a seamless, engaging player experience.
- Innovation in all areas to delight players and maintain interest.

Promotions are used to retain and acquire new players, examples of promotions to facilitate this are:

1. An automated weekly promotion targeting high frequency players with a BOGO (Buy One Get One) just before players lapse.
2. A series of promotions focusing on cross-selling players into trying less jackpot dependent games in an effort to reduce revenue jackpot dependency.
3. Periodic promotions targeting lapsed high lifetime value players with a free line in an effort to re-engage players.

Second chance play programs provide players with an additional way to win by entering non-winning tickets into a new draw. The winners are randomly selected from those players who sign up for the Second Chance Draw.

In the first fiscal year with iLottery promotions in Illinois, over 100 promotions were run with a progressive 'test and learn' approach of learning what worked - and what didn't - in different situations. We also began to refine a playbook of promotions to combat churn. We ended the year with just over $400k in incremental revenue (vs control) from these promotions. In Q1 of the following fiscal year, over $240k in incremental revenue was generated from these efforts.

Camelot's unique programs and web portal have generated player data that has provided useful player information and additional insights into player behavior.

Through these offerings, the West Virginia Lottery can increase its player engagement and establish a growing synergy between retail games and digital interactions with players.

For the Lottery, there are strategies to drive player engagement and advocacy through:

- Balance of critical and creative thinking to drive measurable success.
- Reinvigorating the Lottery's brand to drive "win belief", loyalty, and advocacy.
- A data-driven, customer-centric, and purpose-led approach to strategy development.
- Cross-collaboration with local marketing, retail functions and associated agencies.
- Embedding responsible play by design and execution across all marketing efforts.

The three most important outcomes that the Lottery should be looking to develop in the area of marketing and promotions are:

- **Cross-functional collaboration** – cross-functional teams are an essential part of the ongoing effort to develop innovative and agile solutions for modern lottery businesses seeking to launch and support iLottery.
- **Customer-centricity** – lotteries that put the player at the heart of their business significantly outperform those who don't.
- **Integrated communications** – integrating data analytics, digital communications, and marketing enables the marketing function to become a communications center, rather than a cost center, by linking spend to revenue.

5. Reporting and Data Analytics Capabilities

The addition of iLottery brings a richness, accuracy, and granularity of data that simply does not exist on the retail side of a lottery.

For the first time, the West Virginia Lottery can understand exactly how its players interact with the Lottery. This information comes from points of contact on the website and moves through to registration and play behavior (games, devices, times) and spending patterns as well as responses to digital marketing campaigns.

This richness of data gives the Lottery the opportunity to make informed decisions based on data and facts. It is vital that this vast amount of data can be reliably captured, stored, organized and made available - ideally in real-time.

More importantly is the ability to interpret this data. Whether from simple reports to understand the performance of the iLottery channel or advanced analytics to drive player conversion and greater returns on marketing spend.

Camelot leverages its data platform, ATLAS, to allow lotteries to make key decisions based on all of the data available to them. As both a lottery operator and technology supplier, Camelot understands how to effectively deploy technology across the organization, giving departments the information they need to drive the performance of the business.

Camelot recommends the Lottery looks for a reporting and analytics solution that provides the ability to:

1. Understand the performance of the channel, and to develop custom reports.
2. Ingest and analyze marketing spend and activity.
3. Apply data science, allowing for a much deeper level of understanding and analysis.

With experience as a lottery operator, Camelot understands the needs of a Lottery when it comes to managing an iLottery platform, from the director level down to analyst.

This experience of being both operator and technology supplier is built into Camelot's ATLAS data platform, designed and created specifically for lotteries - covering both retail and iLottery.

ATLAS is proven in its capabilities of providing reporting and data analysis across both iLottery and retail channels. With ATLAS implemented, Lotteries are able to use the richness of data and make informed decisions based on data and facts.

6. Player Account Management System

The player account management (PAM) system is a core element of an iLottery platform, as it provides players and the Lottery's teams with a central system to manage player data and associated lottery information.

From the player's perspective, registering for an account needs to be a simple process with a streamlined form to fill out via the Lottery's website or app. The system that sits behind this provides a single source of data for the iLottery platform's access channels, administration tools and other authorized components of the platform.

When a player registers for an iLottery account, a unique player account is created and their data is then stored against the unique profile. The player account includes profile data, account settings, status, transaction data, financial information, historical transactions, and game play data. This data allows players and administration staff to view a complete audit trail of the player's activity.

Players accessing their account have access to the player profile areas of their account where they can view and maintain profile data. This data includes items such as personal details, financial information, responsible gaming settings, account statuses and marketing preferences.

When a player is registering, Camelot's PAM solution provides many service integrations via third-parties to allow for audits to be made upon the individual using ID checking, age verification, address verification, and fraud checks to ensure the player is of age to play the lottery, and it is the actual person registering.

For call centers, or for internal purposes, the platform can integrate with external customer portals. With a Camelot PAM solution, our portal is available for utilization.

The three most important outcomes the Lottery should be seeking in this area are:

1. Grow the Registered User Base
A significant proportion of player interactions with iLottery features are anonymous, including functionally advanced and attractive features such as ticket scanning and number checking.

However, having a large anonymous base can make it very difficult to understand players and prevents the Lottery from building any lifecycle or personalized experiences to aid in growth of engagement and, ultimately, revenue.

Creating a straightforward registration process and simple user interface makes both the app and website more attractive to new players. The majority of players will play using the app or mobile web therefore it is key to get these right as this will help grow the user base.

2. Fully Verified Players to Increase Responsible Play
A solid PAM platform will have a number of controls available to ensure the identity and eligibility of players to verify they are within state and are of legal age.

As part of the process, the player's details are automatically checked to verify their ID, age and residency in real-time. These controls are applied during the registration and

rechecked when a user updates their personal details to ensure the most up to date customer information is available.

When a player registers for an account, email addresses from excluded players are prevented from registering. Excluded players can be manually added into the system along with any potential State employees or anyone else who may be restricted from playing the Lottery.

In addition to a fully-automated ID verification process, a solution from Camelot also offers different levels of manual processing, as we understand that not all state citizens will be updated on the verification system. For example, our mobile app offering allows for the upload of a photo ID for verification by the contact center as a quick and simple process.

Camelot's PAM also supports image upload functionality on the website: all photos are sent to the administration portal for review and, once approved, the user is notified automatically via email.

3. Account Self-Service to Reduce Contact Center Costs

Registered players are able to manage a whole range of account features within the PAM.

The user profile section allows a user to change any of their personal details without the need for using the contact center. Additionally, this section has the capability to have certain fields locked either permanently or temporarily (e.g. when a player wins a prize). If certain personal details are changed, these details can be re-verified to confirm their validity.

Finally, because security is critical, the Camelot solution provides simple password-change tools with helpful recommendations. For example, if a password is about to be submitted and is not considered strong enough, a message will appear alerting the player. Furthermore, to reduce accidental incorrect passwords, players are able to view the password they are changing to.

Camelot has also created an automated "Close Account" feature, should any player decide to do so and a built-in functionality to handle any outstanding balances, tickets or subscriptions.

Camelot manages iLottery platforms across numerous jurisdictions in Europe and North America. Player Account Management is a core element of Camelot's iLottery platform. It provides players and the Lottery's teams with a central system to manage all player data and associated lottery information.

From the player's perspective, Camelot's solution means that registering for an account is a simple streamlined process with a form to fill on the website or app. The system that sits behind this provides a single source of data for the iLottery platform's access channels, administration tools, and other authorized components of the platform.

7. Payments / Cashing Options and Wallet Management

To engage with modern lottery players and facilitate digital engagement, the next generation of lotteries are providing convenience and security and working to build trust with their players.

This is achieved by leveraging an existing, best-in-class payment infrastructure together with familiar, household financial brands to offer well-known, simple, payment options.

To provide this essential core functionality to players, lotteries can deploy a player eWallet service, administered by back office and customer support teams.

The player eWallet service facilitates secure deposits, withdrawals, high value and off-system prize payments, a financial history for both players and the lottery, integration to state systems for tax checks and operational reporting.

Drawing on its significant global experience, Camelot has built a platform that reflects a deep understanding of the needs and demands of players, balanced with the systemic needs that must be met.

These include the differing regulatory and reporting requirements, protecting players who may be at risk of gambling harm, and protecting the lottery from malicious or fraudulent financial attacks.

The result is Camelot's eWallet service, which - coupled with experience in user-centered, mobile-first design - provides seamless yet secure and trusted experiences for players while providing peace of mind for lotteries.

Camelot's eWallet service has off-the-shelf integration with the largest bank and card processing institution in the United States, leveraging our existing network, processes and security, and minimizing any PCI-DSS compliance requirements for the Lottery.

This service is also extensible with many payment services such as Apple Pay, Google Pay, opening the lottery up to payment methods such as peer-to-peer payments (increasing in popularity), and new payment services and methods which can be added with minimal impact.

When specifying an eWallet service, the Lottery should seek a proven solution that can deliver the following three key outcomes:

1. Ease of use for players / ability to integrate with modern payment methods such as Apple and Google Pay.
2. Increased engagement with the digital channel.
3. Reduced losses due to fraudulent activity.
4. Uplift in digital channel sales.

Digital Channel eWallet Expertise
Camelot has a proven track record with four iLottery platforms having robust payments and eWallet functionality. When operating a digital channel with an eWallet component, knowledge of both player and Lottery needs and behaviors are essential.

With experience as both an operator and a technology solution provider, Camelot is well positioned to understand the requirements and solutions that constitute the necessary elements of a lottery eWallet. In this way, Camelot has successfully established the eWallet solution in-market in both the US and Europe.

Due to our global experience, Camelot has further evolved the eWallet by building out solid fraud detection patterns across our customers including the UK, which is one of the biggest digital lotteries in the world (therefore one of the biggest targets for fraudsters).

8. Data and Security

Players are increasingly conscious of security and integrity. Therefore lotteries seek out the highest capabilities in terms of security standards and protection of players' data privacy.

The security of any deployed software must be underpinned by a comprehensive security testing program. The program must include extensive code reviews at all stages of the development lifecycle up to its release into the operational environment and should be given the highest level of oversight to ensure that nothing is missed.

Camelot's approach to data security understands that the resilience of our platforms is paramount. We utilize a multi-layered approach to malware protection and intelligent and powerful DDoS protection to minimize the opportunity for our systems to be disrupted.

Network segregation is employed to separate the production environment into tiers with distinct functions to allow tight monitoring and control of the flow of data. No external internet access is permitted from the production environment and our servers are dedicated to a single role, with all unnecessary services and protocols disabled. The environment is hardened to the highest security standards*.

Our flexible tools mean we only collect and keep the most relevant information, and only for the appropriate length of time.

The main basis for a secure iLottery platform is to ensure that:
1. All environments are benchmarked and certified against the latest relevant standards.
2. Systems will maintain the requirements of the most stringent data privacy laws.
3. The software development lifecycle is secure, by utilizing a variety of code and software testing mechanisms, and the use of controlled software release mechanisms.

* Servers are hardened to CIS Centos Linux 7 Benchmark v2.2 level to ensure the highest security standards are met (https://www.cisecurity.org/)

The following three requirements are essential in specifying data security for the Lottery:
1. **Environments / platform integrity** - ensure that the integrity of the platform is maintained by reducing all possible attack surfaces, that the code is free from known vulnerabilities, and that resilient hardware solutions are implemented.
2. **Data management** - careful management is essential to ensure the accuracy and privacy of data when operating a data analytics platform. Personally identifiable and sensitive data should either not be permanently stored or, where this is absolutely necessary, it should be encrypted or pseudonymized using approved algorithms.

3. **Control access -** all access to the data platform and its associated tools are tightly managed and only granted to authenticated and authorized users.

Camelot's highly secure iLottery platform meets and exceeds all key security standards including ISO27001, PCI-DSS, NASPL security guidelines, MUSL, and WLA SCS. Security and privacy by design are implemented in all of our solutions and processes.

Camelot has the longest industry experience and operator credentials for managing secure, large iLotteries. We have a strong record in maintaining Lottery integrity and public confidence in our games. As a business, Camelot has active members of both the Security & Risk Management Committee of the World Lottery Association and the Information Security Forum.

9. Game Content / Library Management, Development and Implementation

Many lotteries successfully operate digital e-Instants as a core product within their wider iLottery solutions. On average, e-Instants contribute the majority of all online sales in the markets where they are available, and deliver multiple strategic benefits including:

- **Creating a closer relationship with players** – to play e-Instants typically requires a player to be registered and hold an account with the Lottery, creating a relationship that can be nurtured over time.
- **Diversifying the product portfolio** – with the popularity of instant tickets, coupled with a digital shift in consumer behavior, e-Instants are a natural product evolution and create a complementary product vertical.
- **Engaging players with new content** – establishing and developing the e-Instants player base requires a regular pipeline of new games and the opportunity to communicate via fresh content.
- **Generating data and insights** – identify successes and failures quickly, enabling agile and rapid fact-based decision making. Use of data to understand player behavior enables relevant communication to individual players.
- **Increasing returns to good causes** – e-Instants typically attract a more digitally-focused consumer than instant tickets. As a complementary product vertical, e-Instants will help the Lottery develop its player base, generate incremental sales, and increase returns for good causes.

Game Content

e-Instants attract a diverse player base with varied needs and motivations to play, requiring a diverse portfolio of games. When looking at creating at an overarching gaming strategy and roadmap, the Lottery should take the following considerations into account:

- Diversity across types of games offered.
- Themes used to generate a compelling user experience.
- Overall game logic that complements the game mechanic.
- Payout models.

As an operator and a game content provider, Camelot is well positioned to understand the market from both perspectives. Camelot has a proven track record of creating great games, with a rich and extensive game library that offers players a broad game portfolio satisfying a diverse range of player needs.

Achieving successful outcomes with the right mix of games

JACKPOT	THRILL SEEKER	BEST ODDS	GAMER	BONUS

BRANDED	LOTTERY	BINGO & NUMBERS	WORD

As with all lottery games, e-Instants are intended to be enjoyed by as many players as possible and, in order to achieve wider engagement, it is essential there is a broad range of game types, themes, and payout models offered. As a content provider to multiple lotteries, Camelot has extensive experience in delivering the right mix of games for each of its clients, all achieved through many years of managing live portfolios coupled with a continual desire to innovate and deliver market leading content.

Our ability to capture an extensive suite of in-game analytics, player and performance related data, evaluate current and future market trends all play a big part in defining our approach to game innovation and tailoring the right mix of games for each of our clients.

At a high level, we manage complete game portfolios based on the following game types:

Jackpot - a range of games that offer the chance to win big prizes, including progressive jackpot games
Thrillseeker - a unique range of games that off dynamic gameplay and a visually rich user experience
Best Odds - games that deliver regular prizes
Gamer - highly interactive and immersive play experience
Bonus - an increasingly popular range of games that offer the chance to win big prizes from an exclusive bonus game

Branded - includes games that carry licensed intellectual property (i.e. Monopoly / Love Island) in addition to online versions of retail Instants (i.e. The All Cash range in Ireland)
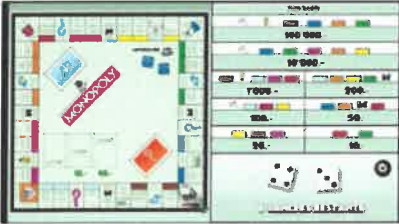
Lottery - a range of on demand e-Instants that mimic draw based lottery games

Bingo/Numbers - a diverse range of bingo formats in addition to a wide range of number based game formats

Words/Extended Play - a consistent top performing category of e-Instants that emulate the crossword format in many different guises.

Examples of Camelot game content is shown below

Camelot Lottery Solutions' e-Instants are innovative, varied in theme, and engaging to the lottery player

> **Play over 100 of our latest games on web or mobile at https://iwg.camelot.tech/catalog**
> **username: demo**
> **password: p0rt@l**

Content Partners

To deliver a compelling suite of e-Instants, the Lottery should seek:

- Content partners with proven success within iLottery, and a proven background in the design, development and integration of e-Instants.
- A suite of content partners with complementary products, helping to ensure competition and quality across vendors, and a broader mix of 'best of breed' content.
- A continual pipeline of games capable of achieving targets, including bespoke games, built specifically for the West Virginia Lottery.
- A range of e-Instants using the brand equity and/or game format of top performing instant tickets and draw-based games in the West Virginia market. Leveraging player familiarity and trust is a proven format to accelerate e-Instants player acquisition.
- Both the user experience and underlying logic/ payout models for each game to be fully tested by the vendor in accordance with any requirements from the Lottery and its regulator. Full and documented evidence of the tests performed and results generated must be provided by the vendor to the Lottery.

Development and Implementation

iLottery players expect access to their favorite games at any time and on any device, whether on desktop, mobile or tablet. It is therefore essential that games are developed and tested to ensure a stable and consistent user experience across all approved devices, browsers, and operating systems.

Protecting players, and ensuring the integrity of the games delivered to market, is a key priority for the Lottery and its content partners. e-Instants typically use ticket pools measured in millions, therefore manual testing is typically limited to the user experience in accordance with the supported device, browsers, and operating systems.

Automated test scripts are key to ensuring the complex game logic, and associated payout structure, are fully tested to the standards defined by the Lottery with documented evidence provided.

Library Management

To maintain player interest and build engagement, the Lottery will need a well-managed portfolio of games within its games roadmap. Typically a rolling 12-month games roadmap will contain a regular pipeline of high quality games, with a complementary marketing and promotions plan. The type of games within the roadmap should deliver a cohesive portfolio aligned to the wider gaming strategy.

Once games are live, the Lottery can generate player activity data. Trends, successes, and failures can be identified quickly, enabling quick, informed decisions about managing and promoting live games, and supporting future delivery plans.

Gaming Platform

Technology, in particular the underlying iLottery gaming platform, plays a key role in enabling the Lottery to procure content from a range of content providers, to on board new partners, and provide a long-term, flexible solution. The gaming platform must be capable of integrating and supporting content provided directly to the platform, or via an integrated remote gaming system.

Experience

Attracting new players and driving sustainable growth relies on a well considered roadmap of games, underpinned by strategic launch and marketing plans. With a proven track record in delivering compelling game portfolios, Camelot offers the Lottery a custom game design and development service, tailored to its strategic goals and business targets.

Results

Working in partnership with our customers' iLottery and marketing teams, we have helped deliver measurable results across multiple lotteries. For example, in the past three years, the Irish National Lottery increased e-Instants sales by over 295%.

Fast-paced, accurate delivery

The Lottery needs to be able to test and learn in short timescales, and our e-Instants framework is capable of delivering a fully tested game for client testing within 6-8 weeks. Camelot's team works in close collaboration with our customers, in a fast-paced environment, translating high-level requirements into solutions and meeting player needs through a roadmap of games.

e-Instants Development Cycle

The development cycle for creating an e-Instant game involves many complex processes, multiple stakeholders, and numerous expert teams working in a collaborative, concise and repeatable manner. Our team of experts have created a robust set of processes to ensure client satisfaction, transparency, and on-time delivery.

Games Library

To date, our team has delivered over 120 e-Instants, with a further 60 games to be added to the library in the next 12 months. Our ever-evolving games library contains a myriad of game types, themes, and payout models, designed to appeal to different player cohorts - from simple play to some of the most progressive e-Instants content being operated by any lottery.

All of our games are configurable and support multiple languages. They are built and tested using the latest technologies in order to ensure the integrity of the experience and deliver a compelling game experience.

10.Third Party Game Integration Support

e-Instants attract lottery players of a broad spectrum of age and interests.

Given the breadth of players across this category, their needs, expectations, and motivations to play are often extremely diverse. To gain player interest and long-term engagement, it is essential that the portfolio of e-Instants on offer contain a wide range of game formats, themes, underlying game logic, and associated payout models.

There is a relatively large number of valued e-Instants content providers for the Lottery to select from. They range from well-established wider iLottery providers such as Camelot Lottery Solutions, IGT, Scientific Games, Intralot and NeoPollard Interactive, to a number of other independent e-Instants content providers.

These independent e-Instants vendors have proven capabilities and success in-market, and include: Instant Win Gaming and Lotto Interactive.

Any valued content provider will no doubt have an established range of proven games. However, it is unlikely that any single provider can provide the 'best in breed' version of all the game types that will be required to establish and evolve a new product vertical and associated player base.

The breadth of content is very important in driving player engagement and providing a great user experience. Because of this, Camelot values the games other content partners can provide us and our customers.

As a result, our technology team created a gaming platform, using best practices and modern technologies, that is capable of supporting gaming content from multiple partners. Content can be integrated directly onto our platform, or via a partner's remote gaming server.

Enabling choice and flexibility for the Lottery in its content and partner selection is achieved through the underlying technology in the iLottery and gaming platforms.

Our Remote Gaming Server (RGS) is the most modern implementation in the industry and builds on our experience of building e-Instants services for Camelot UK, the Irish National Lottery and Loterie Romande (LoRo). Our Platform can integrate to any third-party PAM standards based API (REST) and supports both cloud and on premise deployments.

Our server-side solution provides control and ownership with the implementation and distribution of online, mobile and server based e-instant content. It is built with a single codebase containing a flexible, modular and fully API-based iLottery gaming platform for any regulated lottery.

The server enables a simple integration with any third party lottery/ gaming platform which in turn provides access to a full library of games, allows for quicker change management and faster content integration.

Our RGS provides rich reporting on games, ticket sales and prizes enabling the lottery to mine the data, identify patterns and opportunities, and can be integrated with any third-party auditing system for advanced reconciliation and balancing purposes.

Camelot brings the Lottery two essential, complementary services that will accelerate time to market, the successful acquisition of e-Instants players, and future category growth:

1. **Technology** - created to support the delivery of gaming content from multiple trusted partners.

2. **Content Management** - access to a team currently managing games portfolios and achieving great results for our customers.

As shown in the above chart, Camelot offers a standalone e-Instants micro-service that can integrate with our iLottery platform or any third-party platform. It is capable of running native Camelot games and any third-party content, whether achieved via direct integration or remote game server.

Experience - Camelot has been developing digital game content and integrating content from third-parties for over 18 years. We are both an operator and iLottery content provider.

As a result, we understand the need for a wider range of content and for flexible, underlying technology to support third-party content integration/ aggregation.

Our gaming team have extensive experience and proven success in:

- Defining an overarching gaming strategy.
- Producing the annual games roadmap.
- Managing the performance of live games.

Our customers' results demonstrate the potential value-add Camelot's gaming team can provide to the Lottery. This is in relation to the selection and management of its content pipeline, and partners, as the Lottery looks to establish a live e-Instants portfolio.

Responsible Gaming/ CRM - as an operator, we know the important role products and overall player engagement play in driving growth across a category. However, the protection of vulnerable players is our top priority.

Accordingly, our iLottery platform contains a wide range of tools and features designed to support player engagement in a safe and responsible manner for all games, including:

- **Automated player protection measures** – such as spend or play limits and opt-outs, where limits are set by the Lottery.
- **Data-driven insight** – analyzing player behavior to continually evolve and improve our products and services.
- **CRM tools and features** – for individual player communications, and any personalized content/ play journeys.

11. Customer Service and Support for Players

Operating a successful, modern and high quality iLottery channel requires business functions that are customer-focused, cohesive and enabled by effective tools and processes. A Lottery's customer service operation must provide a modern and enjoyable and safe experience for its players.

The Lottery's processes and customer service teams need to be prepared and optimized for an iLottery channel and the new types of customer that it will generate.

The experience and confidence levels of each player will vary, which requires the iLottery customer service operation to offer tools, information and methods that are compatible with their needs.

For the highest levels of effectiveness and customer satisfaction, the service should be multi-layered and omni-channeled. This will give the players the information and tools to self-serve and will provide convenient methods of contacting the Lottery, should they need to do so.

The Lottery's customer service agents must also be enabled with the information and tools that allow them to provide timely service responses to players.

An iLottery Customer Service Function
The systems involved in an iLottery customer service function can be categorized as follows:

1. Contact center software.
2. Contact management application.
3. iLottery administrative portal.

The Need for Customer Support
A rich iLottery channel with a customer base having limited to no experience of online gaming means there are many instances for a player to require support.

A Lottery's customer service should be prepared for and able to deal with the most common queries effectively and efficiently to benefit both the Lottery and the player. Examples of common customer queries are:

- **iLottery customer support:**
  - Using the website and the mobile applications.
  - Accessing an account.
  - Financial and transaction inquiries.
  - Help registering/ID verification.

- **Additional iLottery services:**
  - Manual verification/handling of personal details.
  - Responsible gaming/player protection.
  - Issue resolution with third-party services (payments/financial services, ID verification).

Before even the first interaction, the service must provide players with any self service methods that would allow them to resolve the issue quickly, ideally without the necessity of contacting customer service at all. Avenues for achieving this goal could be through the use of in-context help tips, Frequently Asked Questions, prominent links to support pages, how-to videos etc.

In scenarios where the player wishes to contact the Lottery, they should be able to do so using methods that are familiar and comfortable, removing any barriers that may prolong or prevent the resolution of the player's issue. Therefore, voice and email communication channels are essential.

However, a more comprehensive and effective service may include additional channels, for example a chat option with real or virtual agents. These channels are traditionally responsive to a customer's issue, yet a more advanced customer service function would be able to use them to proactively contact players to preemptively address issues based on observed patterns and data.

Supporting Players Making the Switch From Retail to Online

Making the switch from playing in a store to registering and purchasing Lottery games online can be daunting and confusing to some customers. The iLottery customer service team has to be capable of supporting iLottery customers through all journeys by providing them with any relevant and up to date information or support required to complete their task.

Customer service agents should also be seen as an important sales support function, not only helping customers to resolve their issues, but also increasing the likelihood that the customer is purchasing lottery products in a responsible manner. A customer service agent must be completely familiar with all the features of the iLottery channel and the services, regulations, games and processes of the Lottery.

Implementing an Effective iLottery Customer Service

Providing a credible and effective iLottery customer service to players is a large undertaking for any Lottery, particularly when much of its efforts are focused on launching the channel and all the technical and operational challenges that brings.

This transition usually requires the recruitment of new customer service agents, sourcing and integrating telephony and other technical components, and the rollout of new business processes.

An option favored by many lotteries is to outsource the customer service function to an iLottery supplier, thus relying on their expertise, packaged solutions and experience in providing customers with a quality service from the launch of the iLottery channel.

The three most important outcomes that Lottery should be looking for in this area are:

1. Quality and flexibility of service.
2. Security, integrity and player protection.
3. Proactive service enhancement.

Camelot has the experience, expertise and software applications required to design and implement a successful iLottery customer service function. It has a flexible and nimble approach to delivering customer service solutions and has implemented its systems in different customer environments and operational models.

We have worked with multiple vendors and, depending on the maturity and complexity of the Lottery customer, have enhanced their systems to provide advanced services, i.e. caller authentication, self service functions, and document upload functionality.

Our solutions prioritize self service and automated functions for lottery players, allowing customer service agents to focus on more complex or sensitive communication with players.

A mature and powerful admin portal allows agents to provide responsive customer support for player queries and data/information that can be used to improve the player's experience and increase sales.

The Camelot solution comes as a standard product that can be extended to support any custom processes or services. Our agile and continuous delivery model allows a Lottery's requirements to be continuously assessed and amended as required. The data platform provides both the Lottery and Camelot with the information required to continuously enhance their customer service offerings.

Our solutions are continuously enhanced to meet new client requirements and to allow for support of new services, thus ultimately supporting a suite of baseline business processes that are part of the package (e.g. how to authenticate a customer, diagnosing issues with the customer's account, editing a customer's profile, and suspending/excluding/closing a customer's account).

Camelot's professional approach to business process analysis and program delivery ensures that its customers' requirements and environment are understood and taken into consideration at the very beginning.

12. Lottery Service and Support

Camelot Lottery Solutions has been operating support and maintenance services for its globally deployed iLottery platforms for over 10 years. During this time we have adopted a range of industry leading standards and repeatable processes such as Information Technology Infrastructure Library (ITIL), DevOps and Site Reliability Engineering (SRE).

The ITIL best practices framework is relied upon globally by 90% of Fortune 500 companies to run their IT operations. Camelot is a mature ITIL organisation and uses it continuously to improve services, strengthen management of business risk and service disruption, and facilitate a stable service environment upon which business change can be delivered rapidly and safely.

Modern techniques such as DevOps and SRE are adopted by leading Digital companies to embed efficiencies and operational stability early and throughout the software development lifecycle. These approaches remove distinctions between Engineering and Support teams and ensure operational requirements, low maintenance and in-built software integrity is developed from the outset. This minimises production risks and ensures business operations are not disrupted, players remain engaged and teams are better utilised to provide customers with even more value-add services.

Given the importance of having a consistent contact point and regular communications across multiple channels (e.g. mobile text, email, instant messaging and conference calls), Camelot also provides a 24x7 Global Customer Operations Center. Camelot is always available to investigate problems, perform maintenance, provide updates, and proactively monitor and safeguard against abnormal system behaviour.

The above practices along with Camelot's extensive experience ensures consistently excellent service management to all customers.

Responsiveness and accountability

To maximize business uptime and reduce the risk of player disruption, we have established a specialised Global Customer Operations Center which is 'always watching' system health. This team proactively investigate warning alerts or suspect behaviour and can respond immediately to any incident or have the necessary experts engaged as required. Trusted systems and processes give you further assurance by holding Camelot accountable to SLAs (Service Level Agreements) based on incident priority and KPIs (Key Performance Indicators) to ensure a positive trend.

Rigorous and standard processes

To achieve a predictable service delivery which can provide clarity, transparency and alignment to your business expectations, it needs to be founded on standards and best practices. As well as avoiding misunderstandings and change related issues, such processes also protect system integrity, for example, we restrict access to production environments, database and gaming systems to trusted individuals only, even within the Support function.

Camelot's documented standards and processes cover incident management, problem management, event management (i.e. alerts and monitoring), routine maintenance, release management and change management.

This consistency in approach means you always know what to expect, from whom and at what intervals, milestones or quality gates.

Operational stability by design

To ensure an uninterrupted experience to players and a highly-available 'always on' service for the Lottery, Camelot systems are built on solid engineering principles that are secure by default and private by design.

We adopt leading technologies, techniques and tools to introduce efficiencies and early detection of reliability issues. These include: continuous automated testing, advanced telemetry through dashboards, defence-in-depth (e.g. continuous automated security analysis of code), automated monitoring and alerting and automated release pipelines. In addition, we perform proactive performance assessments, penetration tests, code reviews and capacity planning to ensure that platforms are future-proofed and continue to operate securely and to the highest availability.

Camelot's proven, transparent and mature processes are compliant to industry standards and regularly assessed by independent Auditors, who also review Camelot's Global Customer and Operations Center. The Operations Center ensures the right people are always available and proactively monitoring system health and integrity. Together with modern techniques and tooling which facilitate low drama, predictable and regular releases to production, Camelot has the demonstrable capability and experience to provide the right support services to lotteries in any timezone.

13. Responsible Gaming and Player Protection

Player protection safeguards are a fundamental feature of the digital lottery platform. The Lottery will want to provide an engaging iLottery experience for its players, with the highest standards in responsible gaming and player protection.

We recommend the Lottery considers implementing a range of safeguards to encourage responsible play and prevent underage play. A fully-specified, responsible gaming program for iLottery ensures:

- Potential problem gambling is minimized via mandatory, built-in safeguards.
- Potential underage gambling is minimized by utilizing age and identity verification during registration.
- Proactive monitoring of player behavior, which allows the Lottery to provide personal communication and intervention.

With these practices, the Lottery will have confidence that its iLottery platform:

- Meets and exceeds regulatory requirements.
- Meets best practice responsible gaming standards.
- Will support certification to the highest level under the World Lottery Association Responsible Gaming Framework.

Our gaming studio assesses the risk profile of each of our games using the external game evaluation tool ASTERIG. The ASTERIG framework determines the risk potential of different gambling products based on:

1. Event frequency.
2. Interval of payback.
3. Jackpot Size.
4. Continuity of playtime.
5. Chance of winning a profit.
6. Availability.
7. Multiple playing/stake opportunities.
8. Variable stake amounts.
9. Sensory product design.
10. Near wins.

Our customers operate in some of the strongest regulatory environments and every game we produce must be approved by the relevant regulators before being deployed to market. We build games to the specific demands of our customers and over 90% of our games fall within or below the 'medium' risk profile of ASTERIG.

Player safety is the starting point for any product or service we design, build, and deploy. Our products and services operate in some of the strictest regulatory environments in the global lottery ecosystem, and we uphold responsible gaming principles throughout our operations to protect the interests of players and staff alike.

14. Implementation Process

The initial launch of an iLottery solution is critical and must be implemented securely and in a manner that guarantees data integrity. It has to be performed in a close and collaborative manner with the Lottery and existing vendors and must be aligned with player needs and expectations.

Rushing an implementation could have lasting and damaging implications such as poor player uptake and low spend, impacts on player trust, and additional costs for the Lottery after launch.

Timelines for an iLottery implementation in West Virginia would depend on many factors which should be addressed in the RFP. These factors include:

- Scope of responsibilities between iLottery vendor, Lottery and other vendors. For example: the design of the new site; work on UX and UI.
- Availability of Lottery stakeholders and vendors to collaborate on requirements, design and integration with the central gaming system.
- Local requirements, and how these could necessitate product customization.
- Potential phasing of the launch to enable early benefits, with a phased delivery of some aspects and scope – e.g. the full portfolio of instant win games.

The critical path of the launch would typically include the following phases:

- Data center and networks.
- Requirements and design.
- Software customization, development of new features and testing.
- Systems integration.
- User Acceptance Testing.
- MUSL audit.

Camelot's approach is to work closely with the Lottery and all existing vendors to agree on a detailed plan. We would seek to reduce timelines without introducing unnecessary risk, as well as provide certainty for all parties.

The primary focus is to understand the scope and requirements, and this is an area that the RFP will partially address.

Only with an agreed view of requirements is it possible to fully estimate the level of customization, development and integration effort required to produce an achievable delivery plan. Camelot would deliver the plan through:

- Use of skilled product managers, business analysts, architects, development and QA resources and a proven estimating process for customization and feature development.
- A detailed engagement and collaborative approach with the Lottery and existing vendors to tease out necessary details.
- Reuse of proven US products from Illinois, including player account management, responsible gaming controls, admin portal, website, mobile apps, campaign management and BI platform.
- Ability to leverage existing integrations and partnerships, including payment services providers and ID verification services.

- Flexible software architecture that will easily support any new integration points and allow for customization of the existing product.
- An agile and test driven development approach, which builds in quality at the earliest time and allows early development work on known requirements, such as local game customization, while the full requirements phase is still in flight.

As the result of years of investment, and successful deployments in Europe and the US, Camelot's iLottery product suite and team can effectively customize existing product components to meet local requirements, and integrate them seamlessly with existing technology vendors.

Trading iLottery platforms will help accelerate the Lottery's work on the requirements and design of the new website and mobile apps. Camelot's wealth of trading and operating experience means we can manage wider business process aspects of the launch, including the customer service centers, and financial management processes for the handling of wallets and winnings.

Camelot's team of seasoned Lottery professionals will take a collaborative approach with stakeholders and existing vendors. Starting at the initial requirements, design and planning phases we will define requirements, and agree integration protocols and principles.

West Virginia will provide some additional integration points, but the platform is flexible enough to be able to hook up to other external systems. Our teams are skilled in collaborating with new vendors in order to build effective and stable integration layers.

Quality will be embedded into all systems at the earliest stages, through test-driven development and automation. We will test continuously for security, performance and data integrity, to provide reassurance to the Lottery about the product, and to reduce the Lottery's need for significant customer acceptance of user acceptance testing prior to launch.

Camelot brings much more than just a winning iLottery product to West Virginia. We have a team of people who know the lottery business, who have worked with other key vendors previously, and who will develop a trusted and effective relationship with all stakeholders to deliver a successful launch.

15. Selection Criteria Recommendations

The following presents Request for Proposal ('RFP') requirement areas and selection criteria recommendations for the Lottery's consideration, as it seeks to develop bid documents for the iLottery program. These are based on similar RFPs issued for iLottery services by global lottery organizations and represent best practice.

- Respondent must have a minimum of five (5) years experience in the lottery industry

- Respondent must have completed one (1) similar lottery project within the past five (5) years within the United States

- Respondent must have lottery industry certifications and comply with recognized standards

- Respondent must have experience in evaluating and managing the business performance (sales and profit results) of lottery operations where the upside or downside profit potential is in excess of $100 million

- Respondent must have a demonstrable track record in successful iLottery start-ups and launch

- Respondent must have a demonstrable track record in responsibly increasing lottery revenue and profit returns

- Respondent must have a demonstrable track record of managing strategic brand and digital marketing programs that positively promote the Lottery brand, engage players and generate increased returns

- Respondent must have knowledge and experience of strategic lottery business planning and execution (including games, brand, marketing, channel development and responsible gaming initiatives) that delivers sustainable and responsible growth

- Respondent must have proven lottery website experience, focused around enhancing the player experience, promoting games, positively positioning the lottery brand, delivering player communications, and providing all the necessary information, policies, procedures and rules required under applicable state law

- Respondent must have proven lottery mobile app experience, including engaging with players, selling lottery games and enhancing the user experience across both digital and retail channels

- Respondent must have proven experience in deploying digital marketing solutions to support outbound personalised player communications, at a minimum over email and mobile push notifications. In addition, the respondent should be able to track, measure and optimize paid media and personalize the

player experience on all channels

- Respondent should provide an outline for a strategic three-year business marketing plan and highlight key assumptions and activities for the successful operation of the iLottery, including player engagement, marketing, games, promotions and advertising, and responsible gaming

- Respondent should describe the Key Performance Indicators (KPIs) used to ensure management of sales performance and strategies to maximize net profit returns to the State.

16. Commercial and Contract Considerations

A well-structured contract with aligned commercial terms is vital for the success of any iLottery agreement. This is particularly true when it comes to the pricing component of any RFP. Considerations fall under the two areas of:

1. iLottery proposition.
2. Key contractual agreements.

1. iLottery proposition

The more specific the Lottery is able to be about the proposed solution, then potential suppliers can provide a proposal that is as competitively priced as possible. Important areas for potential suppliers to understand are:

(i) Scope of services that the Lottery is looking for outside of the core platform, such as:

- **Resources** – Camelot recommends that the Lottery has access to domain expertise and talent over the life of the contract. At a minimum this should include:
    - Project manager, for delivery of contract and 90 days post go-live.
    - Local team for business management, digital marketing, insights and content.
    - Access to a network of experts, including digital marketing, data science.
- **Website and mobile app requirements** – Given how important a transactional mobile app is for the success of an iLottery solution, we strongly recommend the mobile app be provided by the supplier of the iLottery platform; also the website.
- **Data platform capability** – Having the capability is key to driving performance of the channel.

(ii) Games that the lottery plans to make available through iLottery:

- **Draw-based games** – Listing those that will be offered (e.g. Daily 3,4, Cash 25, Lotto America, Mega Millions, Powerball, Keno Go).
- **e-Instants** – The level of prize payout the Lottery anticipates for these games, (e.g. 72-78% or, if not known, noting any legislative limits to prize payouts).

(iii) Level of marketing and personnel support the lottery plans to provide itself to support the digital channel (e.g. anticipate 20% of marketing budget to be allocated to iLottery).

2. Key contractual agreements

- **Contract term** – for a brand new offering, this should be a 10-year term to give both the Lottery and supplier the opportunity to build the proposition and recover investment costs over a reasonable time period.
- **Service level agreements (SLAs)** – that are reasonable and liquidated damages that are not punitive. For example, specifying liquidated damages based on sales when prize payout may be 70% or more, is not reasonable as it does not reflect the loss to the Lottery. A reasonable measure would use Gross Gaming Revenue (GGR', or sales less prizes) instead.

- **Third-party cooperation** – the iLottery service will need to integrate into a number of existing systems, most notably the central gaming system. In order to minimize risk and maximize the speed of deployment, potential suppliers will need existing suppliers to provide documentation (e.g. APIs) and other information. Where possible, the Lottery should look to ensure this cooperation is provided on a timely basis, and without punitive charges.