



Advertising & Media Agency Services

Request for Proposals

CLC2025011

Addendum Issuance Date: January 2, 2026

Addendum #2
CLC Responses to Questions

The responses provided in this Addendum are intended to give additional insight into CLC's business objectives and to clarify CLC's requirements and expectations set forth in the RFP in order to assist proposers in preparing high-quality, responsive proposals. CLC anticipates further refinement of its specific needs and requirements in collaboration with the Successful Proposer(s).

Question #	Question	CLC Response
1	What external market forces such as entertainment competition, demographic shifts, or evolving responsible gaming expectations are currently having the greatest impact on Lottery playership in Connecticut?	CLC sees increased gaming competition from casinos and other sports betting providers, the aging demographic in the lottery industry, and restrictions on the products we are authorized to offer online (draw games only) as having the greatest impact on lottery playership in Connecticut.
2	Do you have data on the target audiences/demos least likely to game responsibly?	The Connecticut Council on Problem Gambling has identified certain "at risk" demographics corroborated by data from the CT Problem Gambling Helpline. For retail lottery products that demographic skews older (and slightly female), while for online and sports betting it skews younger (college aged) and male.
3	What are the most critical data points and metrics currently being assessed and scrutinized on a daily basis by CT Lottery leadership and, going forward, do you anticipate those metrics to change? If so, how?	CLC leadership scrutinizes daily sales and contributions to the General Fund on a daily basis. Since launching iLottery in June 2024, CLC is also looking for continued growth in iLottery registrations, sales and engagement. CLC also develops and monitors additional KPIs specific to initiatives and their objectives, which are continuously evolving as needed. Additional KPIs could include, but are not limited to, metrics such as new deposits, new game penetration, game profitability, responsible gaming tool usage, player demographic shifts, and player attitudes and usage studies.
4	When it comes to the balance of messaging and content that gets pushed to consumer audiences is there a weighting criteria for topics like responsible gaming vs game promotion vs beneficiary? is there a percentage breakdown of emphasis for different types of content and messaging?	There is no weighting criteria or defined percentage breakdown of emphasis for particular types of content and messaging. Most of CLC's current advertising focuses on game promotion. Responsible gaming messaging is included in the legal disclaimers on all advertising, and CLC runs some standalone RG messaging (including TV spots, OOH, etc.). Additionally, CLC promotes Problem Gambling Awareness Month in March and runs the "Gift Responsibly" campaign, including our "Give a Toy Not a Ticket" Toy Drive, in December. CLC is looking to increase beneficiary messaging and will be looking for recommendations on how that balance should evolve over time.
5	Success metrics beyond the c-store register: On page 14 of your RFP, your Annual Agency Review evaluates performance across agency metrics, business metrics and performance evaluation. Beyond sales lift and General Fund contributions, what brand health metrics matter most to you? How important are measures like brand favorability, trust and consideration among non-players or perception of community benefit?	Brand awareness, reputation and equity are very important, as is fostering trust with both players and non-players. In addition, retention and engagement for iLottery players, and for digital/social media, how often people engage, follower size, click through rates and engagement with links/posts. CLC will be working to develop a brand score card that will help identify key brand health metrics, for both players and non-players, and provide ongoing measurement.
6	(Section 2.1.E, Page 11) In addition to sales growth, what brand health metrics or engagement KPIs are most important to CLC when evaluating agency effectiveness?	See response to Question #5.
7	Section 3.6 B. How is CLC leveraging AI currently? Is there ambition to leverage it further, or are there any restrictions we should be aware of?	CLC currently uses AI for some social and email content and to record our winning numbers phone line. The lottery industry is still evaluating the role of AI and how it can be used both effectively and responsibly. CLC is currently developing an AI policy that will help inform future usage.
8	Are there media channels that are underutilized in your opinion?	Digital, including social media, is constantly changing and needs to be reviewed constantly to ensure it is being used effectively. This is particularly important given the need to drive online player acquisition.
9	Which audience(s) have been the most challenging to reach?	The millennial audience (29-44) and non-lottery players.
10	Can you define the target audiences for the following: Scratch Games, Draw Games, Fast Play, 2nd Chance, Sports Betting	Target audiences for lottery 18 - 65 and sports betting 21 - 65. Specific audiences will be determined on a campaign-by-campaign basis.

11	Can you share details around current sports betting retail integration partnerships? What about those partnerships is working and what isn't?	Operation of the 12 Fanatics Sportsbook locations is split between CLC and its partner, Sportech. Sportech is responsible for operating and marketing 9 locations. CLC is responsible for operating and marketing 3 locations: PeoplesBank Arena in Hartford, Total Mortgage Arena in Bridgeport, and CLC headquarters. As noted in the RFP, the Successful Proposer(s) are only expected to provide services for the CLC-operated locations. Depending on the creative, outside approvals are required from Fanatics and our arena partners. Sports betting operates on a very small margin, so it is important to maximize advertising spend across CLC's locations.
12	What CRM platform is CLC currently utilizing?	Optimove.
13	Page 76: Vision - Can the increase to general fund be quantified? Marketing growth goals for 2026 in general would be very helpful.	CLC's FY 2026 sales goal is \$1,865,700,048 and the General Fund transfer goal is \$350,893,513. The 2028 Vision goal for the General Fund transfer would need to be more than \$421 million, which has historically been the largest transfer to date for CLC.
14	Page 15, B - Dedicated Account Management "This Account Management Team will be assigned exclusively to CLC business": Does this mean this particular account manager would not be able to work on other accounts within the agency?	Yes, this would be CLC's recommendation to ensure success given the expected volume of work.
15	How would you describe the current perception of the Connecticut Lottery brand, and how do you want that perception to evolve in the next few years?	Today, the CT Lottery is a familiar and trusted presence, but one that feels aged and often operates in the background rather than at the forefront of positive conversations in communities. Our goal over the next few years is to modernize and elevate the brand's visibility and relevance — not just with players, but with key stakeholders, policymakers, and industry peers. We want the CT Lottery to be recognized as a leader in entertainment, responsible gaming, and public value — a modern, mission-driven organization that sets the standard among lotteries nationwide.
16	How do you see CLC's position versus other forms of entertainment and gaming options in Connecticut, like casinos or national betting platforms?	CLC plays a unique role in the state's entertainment and gaming landscape. As a quasi-public agency, our mission is to responsibly generate revenue for the state while offering fun, safe, and accessible entertainment. Unlike casinos or third-party betting platforms, all CLC proceeds go directly to the state's General Fund, giving our players a more meaningful reason to play lottery versus other gaming. We view our products as entertainment — not a solution to financial hardship — and we lead with strong responsible gaming standards, community engagement, and partnerships with local small businesses.
17	Does CLC currently utilize a segmentation study (e.g., Core vs. Lapsed vs. Infrequent players) that we would have access to for audience modeling?	The last segmentation study was done in November of 2019 and would be accessible to the Successful Proposer(s). CLC plans to undertake a new segmentation study after the onboarding of the Successful Proposer(s).
18	Are there specific under-indexing demographics or geographic regions in Connecticut that CLC has identified as high-growth potential moving forward?	CLC sees Fairfield County as a market with growth potential due to the NY media market and its population. New Haven and Hartford Counties also are metropolitan areas with growth potential.
19	What are the key performance indicators you've historically used to evaluate whether the campaign is successful — sales, brand lift, engagement, new sign-ups?	Campaign-specific KPIs will be defined in the creative brief. Examples include sales, playership, engagement, downloads, retention, registrations, first deposits, or sign-ups.
20	Are there specific qualities in an agency partner that are especially important to CLC. Anything missing or desired in past partnerships?	CLC's needs have continually evolved as it adapts to the changes in a highly dynamic gaming industry. CLC is looking for best-in-class creative and media agencies that can develop ownable, breakthrough creative, have outstanding strategic and media planning, and are continuously innovating. We want a partner who feels just as much ownership over our brand and success as we do and will continuously challenge themselves and CLC to do better.
21	KPIs, Measurement & Reporting: Are there examples of reporting frameworks that reflect the expected level of detail and attribution (e.g., GRP delivery, ROI modeling, channel mix performance, jackpot lift analysis)?	For CLC's expectations regarding media reporting, please refer to Sections 2.2(B)(2), 2.2(H), and 2.2(H)(1) of the RFP.
22	Does CLC use a centralized legal or brand review board, and what are the typical turnaround times?	All advertising requires both executive and legal review. The standard legal review process is five business days, but that timeline could be extended depending on the project detail.
23	Regarding Part 1, what needs are not currently being met by your current agency?	See response to Question #20.
24	Regarding Part 1, are there any areas in which you are dissatisfied with the performance of your current agency?	See response to Question #20.

25	Referencing Section 1.3, what is the CLC's stance on the use of AI?	See response to Question #7.
26	Referencing Section 1.5, can you confirm Optimove is your CRM?	Yes.
27	Referencing Section 2.1.B, of all the business units being supported, how long is the typical weekly status? Are there designated leaders per line of business?	Weekly status calls are normally scheduled for a half hour. Currently, each agency account team lead walks through open projects for creative and for media planning and buying.
28	Pre-Proposal Conference: Will there be a pre-proposal meeting or conference call for interested vendors?	No. CLC does not plan to hold a pre-proposal meeting or conference call.
29	RFP Section: 2.2 Media Planning and Buying Services, Section G. Multi-Cultural Marketing: Section 2.2(G) references developing strategies for reaching Connecticut's diverse population. Can CLC confirm whether multi-cultural marketing expectations include in-language media and creative, or whether culturally relevant messaging in English is sufficient to meet this requirement?	CLC's expectations include in-language media and creative for certain campaigns. Currently, those campaigns are produced in Spanish for TV, radio, digital, and social.
30	RFP Section: 2.2 Media Planning and Buying Services, Section I. Budget/Billing Management, I.1 Expense Bidding and Approval: Section 2.2(I)(1)(b) requires documentation of three bids for projects costing over \$25,000. Please clarify whether this requirement applies to media placements purchased directly from media vendors (such as linear television, radio, digital, or paid search), or whether it is intended primarily for production-related or non-media vendor expenses such as out-of-home fabrication or specialty services.	The \$25,000 bidding requirement in Section 2.2(I)(1)(b) does not apply to standard media purchases such as TV, radio, out-of-home, digital or social. However, it may be required for new vendors for different types of media, such as influencers. The \$25,000 bidding requirement does apply to creative services, such as point-of-sale production, TV production, and promotional items, as indicated in Section 2.1(I)(1)(b) of the RFP.
31	RFP Section: 2.2 Media Planning and Buying Services, Section J. Annual Agency Review, J.2 Agency Metrics: Section 2.2(J)(2) references measuring changes in consumer attitudes and behaviors. Does CLC currently conduct or commission pre- and post-campaign brand studies, brand lift studies, or similar research? If so, can CLC share how frequently these studies are conducted and whether specific research partners are typically used?	Currently, CLC does not conduct or commission pre- and post-campaign brand studies or brand lift studies. However, CLC will partner with the Successful Proposer(s) to evaluate the potential for conducting studies in the future.
32	RFP Section: 3.6(B)(2)(b)(i) Phase I Proposals – Experience and Personnel: Section 3.6(B)(2)(b)(i) requires evidence of at least \$10 million in annual billings for each desired Service. Please clarify whether this threshold is evaluated by service category (for example, Media Planning and Buying Services separately from Creative Services), or whether billings may be aggregated across media channels within a service.	The \$10 million annual billings requirement is separate for each service category (i.e., proposers must have \$10 million in annual billings for Creative Services and, separately, \$10 million in annual billing for Media Planning and Buying Services if proposer is interested in providing both services).
33	RFP Section: 3.6(B)(5)(b)(i) Phase I Proposals – Media Planning and Buying Services Case Study: Section 3.6(B)(5)(b)(i) requests a media case study "in which a new brand platform was developed and executed." Please clarify what CLC means by "brand platform" in this context. For example, does this refer to the launch of a new brand positioning or campaign framework, or would a major product or initiative launch with a defined strategic platform be acceptable?	A major product or initiative launch with a defined strategic platform is acceptable for the case study.
34	Beyond the priorities outlined in the Strategic Plan (Appendix F), are there additional strategic outcomes CLC would like its agency partner to prioritize over the next 3–5 years (e.g., brand modernization, broadening the player base, improving perceptions, strengthening retailer relationships)?	In addition to the priorities outlined in the Strategic Plan, CLC would like its agency partner to help strengthen the emotional connection between players and the CT Lottery brand. This includes reinforcing the value CLC delivers to the state and local communities, elevating public understanding of that impact, and positioning the CT Lottery as a modern, responsible, and future-ready entertainment experience. Success over the next 3–5 years means moving beyond awareness alone to build stronger affinity, trust, and relevance across players, stakeholders, and retailers.
35	Are there particular adult audience segments CLC is most interested in better understanding – such as younger adults, casual players, infrequent players, or lapsed players – and are there segments where you feel the Lottery currently lacks sufficient insight?	See responses to Question #9 and Question #17.

36	(Section 3.6.4.e - page 26) You request proposers to "Explain account planning capabilities, and how account planning interfaces with the various departments or areas of Proposer's organization." Could you please clarify whether "Account Planning" in this context is intended to refer to Account Management (project oversight and client relationship) or Account Strategy (consumer insights and strategic planning)? We want to ensure our response reflects the correct discipline.	Account Planning in this context refers to Account Management and how your organization works as a team and interacts with each other for the client.
37	Question 2. C. - You ask that each of the services (creative, advertising and marketing communications & media planning and buying) be submitted separately. Many of our clients are integrated across both services. How should we approach breaking out our billings for clients who receive both services from us?	List the client and amount of the service, then list the amount of media purchased.
38	Question 5: In regard to case studies, can we utilize one integrated case/client across both the creative and media "executing a brand platform" example questions?	Yes.
39	Can you explain why you have increased the Market Research budget from \$50,000 in FY 2025 to \$500,000 in FY 2026? Can you describe the types of market research activities covered in this line item?	CLC is now working to integrate research throughout its product development, branding and marketing initiatives. The budget was increased to cover any type of research that may be needed, which could include game development research, advertising campaign research, brand research, segmentation studies, etc.
40	On page 7 of the RFP, there is a budget line item for Digital. Digital is a broad term that means a lot of different things to different people. Can you be specific and list what digital marketing tactics CLC is currently utilizing?	Digital covers SEM, paid social media, rich media units, push ads, distance to retailer ads, YouTube ads, Connected TV (including live sports), streaming and audio podcasts, RSS jackpot feeds to promote iLottery, as well as funding for maintenance of our digital menu boards (currently in 50 retail locations).
41	On page 7 of the RFP, there is a budget line item for CRM. Does this refer to the 2nd Chance CRM messaging?	The CRM budget line item is for service fees for our CRM platform, Optimove, not the additional CRM messaging provided as part of our 2nd Chance program.
42	How is the support for Fanatics / Sports Betting (Sports Bar & Sportsbook) managed within the media budget? (ie is that considered part of the OOH budget or media promotions budget on page 7)?	There is a separate budget that will be provided to support any sports betting advertising.
43	On page 7; 1.5 can you clarify what the successor would manage regarding corporate relations (clarify in or out of scope)?	Corporate relations work falls in the scope for Creative, Advertising, and Marketing Services. However, CLC sponsorships are also funded through this budget line item. The Successful Proposer will work on the design and printing of CLC's annual report, creation of signage, audio and video assets needed for sponsorships, and potentially also work on promotional products, such as t-shirt or coasters.
44	Page 25 : Proposer must demonstrate that its organization is of sufficient size and has the qualifications required to perform the requested services as defined in this RFP. The Proposal must include the following: i. Evidence that Proposer has annual billings of at least ten million dollars (\$10,000,000) for each desired Service the Proposer is interested in providing to CLC. If the above is not met is that automatic disqualification for the RFP? Please confirm this means \$10,000,000 in creative service billings and \$10,000,000 in media service billings.	See response to Question #32. Proposers who do not meet the required annual billings are not eligible for this RFP.
45	Beyond the expiration of current contracts, are there specific strategic or operational challenges CLC is looking to solve with a new partner that were not fully addressed in the previous term?	See response to Question #20.
45	What qualities are you looking for in your agency partner beyond creative output — category knowledge, strategic insight, speed, collaboration, creative, data expertise?	We are looking for an agency partner that goes beyond execution to serve as a true strategic collaborator. Deep category knowledge, strong strategic and data-driven insight, agility, and a highly collaborative approach are essential. We value partners who understand the rapidly evolving media landscape and can help position lottery in relevant, modern, and responsible ways. We aspire to campaigns that are cohesive and integrated, yet expressive and dynamic—creative that not only breaks through the clutter but is purpose-built for each channel. Success will come from ideas that flex across platforms while leveraging the unique strengths of each medium, rather than relying on uniform creative treatments. We are seeking a partner who can elevate our work with thoughtful strategy, innovative thinking, and disciplined execution.

47	What do you feel has or hasn't been working creatively in your recent campaigns for instant games and sports betting?	The First Tuesday scratch games campaign has been effective as we look to create a cadence for players waiting for new scratch game launches. We would like to improve our campaigns for the scratch game themes that we launch annually (e.g., multiplier, loaded/hits, holiday). There continues to be an opportunity for us to more uniquely and creatively bring each game's motivating insight to life for players in our advertising. Sports betting messaging has been limited to awareness that our sportsbooks are places where people can bet/watch games/eat/drink. We are interested in looking at whether more targeted marketing versus general awareness campaigns would be effective in the future.
48	What kind of emotional connection do you want players to feel through your campaigns— excitement, community pride, aspiration, or something else?	The tone/manner for each campaign will vary based on its objective and is defined in the creative brief.
49	What's your perspective on the balance of excitement and responsible play in creative and messaging? Have you felt this to be a struggle historically? Do you feel you've captured the right balance?	We believe the creative can be exciting and fun while adhering to our advertising standards. Balancing excitement and responsible play has not been overly challenging. We have guidelines that help us achieve this balance, such as working to ensure messages are not overly promissory in nature so that players do not infer that they are guaranteed a win.
50	Is the design and development of the new consumer website included in the scope of this RFP, or will that be handled by a separate technology vendor?	The design and development of a new consumer website is not in the scope of this RFP. Website Redesign Request For Proposals CLC #202504 has concluded and work is currently underway.
51	Section 1.3.5 notes the Successful Proposer will be responsible for "limited creative... for [specific] Sportsbook locations." Can you confirm that brand-level advertising for "Fanatics Sportsbook" (TV, statewide digital, etc.) is handled by a separate agency and is not part of this scope?	The Fanatics brand-level advertising is handled by a different agency and is not part of the scope of this RFP.
52	The Strategic Plan mentions "Revitalize Brand & Reputation" and a goal to launch a "new... brand identity" by 2028. Is the expectation that the selected agency will begin the process for a rebranding in Year 1, or is this a longer-term initiative that is dependent on other aspects of the organizational evolution before development begins?	The plan for revitalizing the brand is still in progress; a timeline has not been determined. The Successful Proposer(s) may be part of this process.
53	The RFP doesn't explicitly call out the use of social media influencers/creators, but if the brand were to leverage them to create social content for the brand campaigns—would that come out of the Production line item in the budget?	CLC has used influencers in the past for game launches and our holiday campaign. The cost for influencers would fall under digital in the media budget.
54	Does CLC view the iLottery player as a distinct audience from the retail player, or is the strategy to convert retail players to omnichannel players?	iLottery is still new and many players do not realize they can buy lottery online. CLC needs to grow that audience, which includes both a distinct iLottery only player and omnichannel players that are playing at both retail and online.
55	Agency Fee Cap: Section 1.5 lists a budget line item for "Advertising Agency and Service Fees" at \$1,125,000\$ for FY2025 and FY2026. Is this figure intended to be the maximum allowable combined fee for both Creative and Media retainers, or is it an estimated historical placeholder?	FY2025 and FY2026 figures are based on the existing contractual agreements and are provided as historical context and for transparency. Proposers should propose a fee that will allow them to successfully provide the level of service that will meet the high-volume, fast-paced needs of CLC.
56	Social Media: Section 2.2 (Line F) references social media campaigns, strategies, and buys, but the only social media-related line item in the budget is \$20,000 and is listed as "internal use." Is the paid social investment baked into the digital media budget (or any other line items)? If so, do you have a more specific number for paid social?	Paid social is part of the digital media budget. See response to Question #84 regarding the social media budget line item.
57	The budget table outlines specific allocations for TV, Radio, OOH, and Digital. Are these allocations fixed based on internal mandates, or is the agency typically permitted to recommend shifting funds between channels (e.g., moving TV dollars to CTV/Streaming) for greater performance?	There is a fixed cost for CLC's six out-of-home tall Digi billboards that are leased to promote Powerball and Mega Millions. Otherwise, the allocations are not mandates, and the budget can shift between channels for greater performance.
58	Is there a set-aside "Jackpot Contingency" budget outside of the \$13.8M total, or do you typically hold back a percentage of the annual media budget to cover these surges?	There is not a separate budget for jackpots. A certain amount of funds is held for each quarter to cover jackpot surges.

59	<p>Beyond revenue generation: Brand soul Page 78 of your RFP emphasizes your mission to “generate revenue for the State of Connecticut,” yet your strategic plan speaks to becoming a “top workplace” and earning public trust. How do you envision balancing the tension between aggressive sales performance and building an emotionally resonant brand that Connecticut residents feel genuinely proud to support?</p>	<p>We don’t believe there’s a tradeoff between strong sales performance and building public trust — we believe the best results come from doing both well. Revenue growth is strongest when it’s driven by trust, pride, and responsible engagement, not short-term sales tactics. CLC has the leadership, vision, and values in place to prove that a public gaming organization can be commercially successful while also being a top workplace and a brand Connecticut residents are proud to support. We’re looking for an agency partner that’s ready to help push that standard forward — accelerating growth while shaping a modern, emotionally resonant brand that reflects our public mission.</p>
60	<p>The strategic partner question: In practical terms, what does that partnership look like? Where and when do you want an agency to challenge your thinking versus execute your vision? What’s the tenure of your current marketing team and how large is it today?</p>	<p>CLC views its agency relationship as a true strategic partnership. Successful Proposer(s) are expected to be deeply immersed in our business and actively invested in driving sales growth and General Fund contributions. This includes regularly reviewing performance—down to daily sales results—and bringing forward insights and recommendations to optimize performance as conditions change.</p> <p>We value partners who are willing to challenge our thinking with fresh, innovative, and data-informed ideas, while also executing our vision with discipline and excellence. We are not seeking an agency that simply follows a project plan, but one that brings proactive, “out-of-the-box” thinking and serves as a trusted advisor.</p> <p>CLC’s marketing team brings a wide range of experience, with tenure spanning from under one year to more than 28 years, providing both deep institutional knowledge and openness to new approaches.</p>
61	<p>Long-term brand building in a performance marketing world: You mention advertising should work both “rationally to have immediate business effects” and “emotionally to drive business and perception over the long term.” Given your fiscal year pressures and the need to maximize General Fund contributions, how do you allocate mental energy and budget between performance-driven product marketing (the 40-45 monthly scratch games) versus longer-term brand building?</p>	<p>We do not view performance-driven product marketing and long-term brand building as competing priorities, but as complementary and mutually reinforcing. Given our fiscal responsibilities and the need to maximize General Fund contributions, a meaningful portion of our budget and day-to-day focus is directed toward performance-driven marketing that supports our active portfolio of scratch games and delivers near-term sales results.</p> <p>At the same time, we intentionally invest in brand building to ensure sustained relevance, trust, and engagement over time. Strong brand equity improves the efficiency and effectiveness of product marketing, allowing individual game launches to perform better within a familiar and credible brand framework.</p> <p>From a practical standpoint, we seek ideas and executions that do both—communications that can drive immediate action while also reinforcing long-term brand perceptions. This includes establishing consistent brand foundations while allowing creative flexibility to highlight specific products and promotions. Budget allocation and emphasis may shift throughout the fiscal year based on performance, but maintaining a balance between short-term results and long-term brand health is essential to our overall success.</p>

62	<p>The player acquisition paradox: On page 4 of your RFP, your 2nd Chance program saw explosive growth (24K to 98K active players in one year), suggesting significant untapped digital engagement potential. Meanwhile, 44% of your revenue comes from scratch tickets sold through 2,800 retail locations. As you think about the next three years, are you primarily focused on driving existing players to spend more frequently or are you equally focused on expanding your player base to include people who've never considered lottery? If you had to prioritize one strategy, which would you choose?</p>	<p>Over the next three years, our primary focus is on expanding the overall player base rather than increasing frequency or spend among existing players. Sustainable growth—and responsible stewardship of the category—depends on attracting new and lapsed players who may not have previously considered lottery or who engage only occasionally today. At the same time, we recognize that lottery operates in an increasingly competitive environment, with expanded gaming options both within the state and in neighboring jurisdictions. As a result, part of our strategy is focused on maintaining existing sales levels that are at risk due to this heightened competition—not by encouraging increased frequency, but by reinforcing relevance, visibility, and choice within a crowded entertainment landscape.</p> <p>If required to prioritize one strategy, we would choose player acquisition. Growing the player base supports long-term sustainability, aligns with responsible gaming principles, and helps offset competitive pressures while strengthening both retail and digital participation over time.</p>
63	<p>Does CLC require that media buying staff or operations be physically located in Connecticut, or is a remote team acceptable if supported by demonstrated Connecticut market expertise?</p>	<p>CLC does not require staff or operations to be physically located in Connecticut; however, as stated in Sections 2.1(A)(3) and 2.2(A)(3) of the RFP, staff are expected to attend regular meetings at CLC headquarters. Additionally, the Successful Proposer(s) must be authorized to do business in Connecticut.</p>
64	<p>Does CLC use internal dashboards or BI tools that the agency would be required to integrate with?</p>	<p>Currently, CLC uses dashboards supplied by our media agency to monitor the performance of our digital advertising. CLC does not have internal dashboards or BI tools that the Successful Proposer(s) would be required to integrate with.</p>
65	<p>Regarding Section 1.5, we were wondering why the market research budget increased tenfold from last year? a. Will this allocation be leveraged for the winning agency to conduct additional 3rd party brand lift/sales lift studies associated with the paid media?</p>	<p>See response to Question #39. As indicated in Sections 2.1(K)(2) and 2.2(K)(2) of the RFP, proposers are invited to include research as an optional service offering.</p>
66	<p>Q&A Period: Is there a formal Q&A period or deadline for submitting questions about the RFP?</p>	<p>Potential proposers should refer to Part III, Section 3.1 of the RFP.</p>
67	<p>The Opportunity: Is there a specific reason for the RFP review outside of the completion of the last contract term?</p>	<p>The existing contract is nearing expiration, and CLC is conducting a competitive procurement in accordance with standard procurement practices. Evaluation will be based solely on responses to this RFP. Also see response to Question #20.</p>
68	<p>In terms of the Media ROI Analysis outlined in the document, are you currently utilizing a dedicated attribution or MMM tool for analysis and optimizations/scenario modeling? If so, how often is sales data uploaded to the model? Is that tool owned by CLC or your current agency?</p>	<p>CLC is not currently utilizing a dedicated attribution or MMM tool for analysis and optimization modeling. CLC will work with the Successful Proposer(s) to evaluate the best tool for analysis and modeling in the future.</p>
69	<p>What does ultimate success look like for CLC in partnering with a new agency, particularly in terms of KPIs and measurable outcomes?</p>	<p>See response to Question #5.</p>
70	<p>RFP Section: 2.2 Media Planning and Buying Services, Section B. Dedicated Account Management: Section 2.2(B) states that the Media Account Management Team will be “assigned exclusively to CLC business.” Please clarify whether CLC expects all members of the Media Account Management Team, including media buyers and support staff, to be dedicated exclusively to the CLC account, or whether exclusivity is limited to certain core roles such as the primary account lead.</p>	<p>The media support staff (e.g., media buyers for TV, radio, digital, OOH, etc.) do not need to be dedicated to just the CLC account. There must be a primary account lead assigned exclusively to the CLC account.</p>
71	<p>RFP Section: 2.2 Media Planning and Buying Services, Section H. Media Plan Return-on-Investment Performance Analysis: Section 2.2(H) references the use of sales data to support ROI modeling and quarterly reviews. How frequently does CLC typically provide sales data to its media agency to support optimization and performance analysis?</p>	<p>Lottery sales data is provided to the agency daily.</p>
72	<p>How does CLC envision the next evolution of its brand identity, tone, and consumer promise as it seeks to increase relevance with both core and emerging adult audiences?</p>	<p>This is yet to be determined. CLC will partner with the Successful Proposer(s) to conduct research that will inform the brand evolution.</p>

73	Are there any creative, tonal, or thematic territories that are considered off-limits or have proven historically ineffective for CLC? Conversely, are there areas where CLC is particularly eager to see bold or innovative thinking?	CLC looks for new, bold and innovative creative, but concepts must stay within our guidelines and not sell the lottery as a "way out" or an alternative to work.
74	(Section 2.1.L - page 15 and Section 2.2.K - page 20) Can you share which agency partners are currently in place for services such as brand identity, website design, loyalty programs, customer experience, or public relations? Are there any of these areas where CLC is open to collaboration or expanded scope with the agency selected through this RFP?	The Brand Behaviorists is developing our new website. As indicated in Sections 2.1(L) and 2.2(K) of the RFP, CLC invites proposers to include public relations as an optional service. CLC is open for collaboration for future projects.
75	What aspects of agency coordination, whether internally at CLC or across external partners, have historically presented challenges? What improvements would be most valuable from a new lead agency?	<p>As with any multi-agency environment, coordination across internal teams and external partners can present challenges, particularly around alignment, timing, and clarity of roles as campaigns move from strategy to execution. Differences in planning rhythms, handoffs, and performance measurement have at times limited speed and efficiency.</p> <p>The most valuable improvement from a new lead agency would be stronger end-to-end orchestration—bringing strategy, creative, media, and data together in a more integrated and proactive way. We are seeking a partner that can help establish clearer processes, improve cross-agency communication, and provide greater visibility into priorities, timelines, and performance.</p> <p>Ultimately, success will come from a lead agency that acts as a connective tissue across partners—anticipating needs, resolving friction quickly, and ensuring that all efforts are aligned against shared business objectives.</p>
76	How far in advance are campaigns typically scoped and planned, and how does the July–June fiscal year structure influence creative development and media planning cycles?	The marketing plan will be provided at the beginning of the fiscal year. Campaign development and media planning and buying are normally worked on quarterly basis. The Successful Proposer(s) will help CLC plan further ahead, with a goal of having campaigns scoped and planned at a minimum of six months in advance.
77	Section 3.1 - When will you be notifying and inviting proposers from phase I to phase II?	Proposers will be notified of Phase II selections in late January or early February.
78	Question 2. B. iii. - Regarding the organization diagram requested, are you looking for a representation of our entire agency, or only the staff who would service the CLC account specifically?	The organization diagram should reflect your entire agency as it is important to understand how the CLC account staff fit within the broader organization.
79	Which CLC brands have had the largest/smallest growth in recent years? Are certain brands more of a priority than others?	Fast Play games have had the highest growth in recent years. While scratch games have seen a decline in the past few years, they remain our largest revenue generator and, therefore, a priority. Powerball and Mega Millions sales declined in FY 2025 due to lack of high jackpots; however, larger Powerball jackpots in the first half of FY 2026 have resulted in an increase in Powerball sales.
80	Can you share details of your player profiles, associated demographic information, frequency of play for the habitual instant player, jackpot chasers, the occasional/social players, and online players? Any player profile data (core, casual, infrequent, lapsed) would be appreciated.	The last segmentation study was done in November 2019 and will be shared with the Successful Proposer(s).
81	What do you see as the biggest challenge in promoting Responsible Gaming?	The biggest challenge in promoting responsible gaming is making the message feel relevant and authentic to players who don't see themselves as at risk. Effective responsible gambling promotion requires normalizing safer play without being patronizing, delivering messages at the right moment, and integrating responsible gambling into the player experience rather than treating it as a compliance exercise.
82	Can you share any details around proposed or previous rewards/loyalty programs and how they performed, or if they were only proposed but not implemented then why?	See Section 1.3(A)(4) of the RFP for information about our 2nd Chance program. At this time, that is the only program available to lottery players; however, we are looking to add a loyalty program in the future. Note that regulatory approval for a full loyalty program was only recently obtained in 2025.
83	For project management software (page 13, J), are you open to Monday.com?	CLC is open to considering proposers' recommendations for project management software.
84	On page 7; 1.5 can you clarify Social media (internal use)?	This budget is used by CLC's internal social media team to boost its organic posts and for other expenses related to managing CLC's social media accounts.

85	On page 7; 1.5 can you clarify what the successor would manage regarding point of sale (in or out of scope)?	POS is in scope for the Creative, Advertising and Marketing Communications Services. The Successful Proposer is responsible for creating all POS (including, but not limited to, posters, flyers, counter mats, signs, wobblers, and banners), bidding out production of the POS to printers, preparing estimates, performing pre-print press checks, and ensuring POS is printed and delivered to CLC headquarters on time. The Successful Proposer is required to provide certain delivery details (e.g., bulk, pallets, etc.,) to CLC prior to delivery to CLC's warehouse.
86	Page 80: Revitalize brand and reputation: Are there studies or trackers to show that trust or reputation is slipping? If so, can that decline be quantified (or research shared)?	There is no recent tracking study. CLC will partner with the Successful Proposer(s) to develop a brand scorecard for ongoing brand health measurement.
87	For Phase 2 (the in-person presentation) how many attendees are allowed / expected to attend?	The number of attendees from CLC will be discussed with the proposers invited to give presentations during Phase II. As indicated in Section 1.2 of the RFP, CLC expects the proposer's key personnel who would be directly assigned to the CLC's account to deliver the presentation.
88	The Opportunity: Are out of state agencies allowed to submit proposal?	Out-of-state agencies may submit proposals. The Successful Proposer(s) will be required to register to do business in Connecticut, to attend meetings at CLC headquarters in Wallingford, CT, and to comply with all applicable licensing and regulatory requirements.
89	i. Evidence that Proposer has annual billings of at least ten million dollars (\$10,000,000) for each desired Service the Proposer is interested in providing to CLC. If the above is not met is that automatic disqualification for the RFP? Please confirm this means \$10,000,000 in creative service billings and \$10,000,000 in media service billings.	See response to Question #44.
90	Page 19, I, i - "Media invoices will be paid only upon completion of the media flights": Does this mean we can't bill on approved media plans or does it mean we have to wait until the completion of the actual media flight? Are we able to bill the media monthly as the campaign is running?	The media agency is responsible for receiving and vetting invoices and submitting accurate invoices to CLC for payment. CLC will make payment directly to the applicable vendor. Invoices may be submitted to CLC as they are received and vetted by the media agency.
91	Can you confirm the current agency of record for (a) Creative Services and (b) Media Planning/Buying Services? Are the incumbent agencies invited to participate in this RFP process?	Decker is CLC's current creative agency, and Makaris Media is CLC's current media agency. Any agency is allowed to submit proposals and will be evaluated on the same basis as all other proposers.
92	Can you prioritize the following: a. Engaging existing players more deeply b. Extending reach to new, younger demographics	See response to Question #62.
93	How open are you to exploring unconventional approaches (e.g., influencer partnerships, interactive content, gamified loyalty programs)?	CLC is open to exploring unconventional approaches that meet our advertising standards described in Section 1.4 of the RFP. Note that lottery is a highly regulated industry, therefore these approaches must also meet regulatory and statutory requirements.
94	Will the selected media agency have access to CLC's first-party player data (CRM lists, iLottery active player data) for the purpose of creating lookalike audiences and programmatic targeting?	CRM and iLottery player data can be made available to the Successful Proposer(s) for lookalike and programmatic targeting.
95	Beyond standard age-gating, are there specific inclusion/exclusion lists or category blocks (e.g., alcohol, tobacco) that CLC enforces for programmatic buying?	CLC will provide standard guidelines and age requirements to the Successful Proposer(s).
96	Safe creative vs. Breakthrough creative Page 7 of your RFP asks for advertising that "breaks through the clutter" while also requiring compliance with extensive responsible gaming standards and prohibitions. Can you share an example of a campaign — one you've run specifically — that represents the upper boundary of creative risk-taking you'd be comfortable with? What did "brave" work look like in that moment and what was CLC's risk tolerance?	CLC does not have a current example.

97	<p>On page 83 of your RFP document, you mention "By June 30, 2028, develop and launch a new, fun, fresh, modern and mission-focused brand identity that enhances brand perception and relevance, resulting in statistically significant increases in brand perception and relevancy." What are current perceptions of the CLC brand with your audiences? Does the CLC have a notable brand promise or tagline that's currently being used? For example MN uses "I'MN"; CA uses "Imagine what good could do"; FL "Anything can happen". Is there an opportunity to shape and lift the CLC brand promise/tagline in addition to promoting specific branded monthly scratch game tickets? How would you describe the CLC brand today and how is it currently "connecting to CT culture" as mentioned on page 9 of your RFP?</p>	<p>Today, the CT Lottery brand is known and present, but it often operates more in the background than as an emotionally driven, conversation-starting brand. Awareness is strong, while relevance, differentiation, and affinity present clear opportunities for growth. CLC does not currently have a singular, widely recognized brand promise or tagline. We see this as a significant opportunity to define and activate a modern, fun, mission-focused brand idea that elevates the CT Lottery beyond individual products and strengthens its connection to Connecticut communities. That connection is rooted in CLC's statewide retail presence and stakeholder impact. Going forward, we want it to feel more intentional, contemporary, and engaging — positioning CLC as a fun, responsible, and value-driven entertainment brand that reflects Connecticut pride, leadership, and progress.</p>
98	<p>Responsible gaming: Compliance checkbox or brand differentiator? On page 83 of your RFP, you're pursuing WLA Level 4 certification and investing \$3.3M annually in problem gambling programs — significantly more than many lotteries. Do you see responsible gaming primarily as risk mitigation and regulatory compliance or as a potential brand differentiator that could actually strengthen your positioning while giving players permission to play?</p>	<p>Responsible gaming is a differentiator for the lottery and can strengthen our brand positioning. Responsible gaming is one of CLC's core values, because we are committed to growing revenue responsibly. Our focus on responsible gaming builds trust with players and the public, which ultimately leads to sales growth and loyalty.</p>
99	<p>The beneficiary story you're not telling — loudly On page 2 of your RFP, you contributed \$387 million to Connecticut's General Fund in FY 2024, funding education, public health, public safety and libraries. Yet based on the RFP, beneficiary messaging seems to be one component among many rather than a more central brand pillar. Do you believe Connecticut residents have a clear, emotional understanding of how lottery dollars improve their communities? Is there an untapped opportunity to make the beneficiary story more central to brand positioning and creative — turning players into community champions rather than just entertainment seekers?</p>	<p>Connecticut residents do not have a clear understanding that lottery sales support the state's General Fund and help to improve their communities. We believe there is an untapped opportunity for greater beneficiary messaging.</p>
100	<p>Can CLC clarify anticipated production volume across the year (e.g., expected number of TV/video assets per campaign and number of campaigns annually)?</p>	<p>The marketing plan will be provided at the beginning of the fiscal year with specific details. However, it is important that proposers plan for future growth during the term of the contract. Therefore, it is best to assume that there will be a need for a new creative campaign with TV (:30, :15, :06), digital, social, OOH, radio and POS needed for six to eight instances per year. This does not include the need for updated end tags on five to six First Tuesday spots, which run at the end of every month. This may however include the need to update campaign spots being reused from a prior year.</p>
101	<p>What are the expected turnaround times for video deliverables after requested from CLC—broadcast, digital, and social , especially for First Tuesday scratch launches and time-sensitive jackpot messaging?</p>	<p>The agency will have a minimum of three months to develop TV/video for new, full campaigns. This is reduced to one to two months for the First Tuesday assets including TV, digital, and POS because this is usually just an update to the current spots. Jackpot messaging will be recorded well ahead of the time it is needed, and needs to be trafficked based on the different jackpot levels as they occur. There is a quick turnaround of a day or two depending on which draw game is promoted.</p>
102	<p>Are there preferred or required technical specifications for video assets across broadcast, OTT/CTV, social platforms, in-venue sportsbook screens, and digital placements?</p>	<p>Each vendor on the media plan will have requirements/technical specs for digital, broadcast and social platforms. The vendors are secured by the media agency. Currently, CLC does not provide content for the in-venue sportsbook screens.</p>
103	<p>Are there specific transparency requirements for media systems (e.g., access to buying logs, pacing dashboards, post-buys, verification tools)?</p>	<p>There are no specific transparency requirements for media systems.</p>
104	<p>Is CLC open to a centralized media buying model, or does it prefer in-state vendor relationships for specific channels?</p>	<p>CLC reviews all buys (buy detail and recaps) and receives post-buys information. CLC does prefer in-state relationships when it is advantageous for reducing costs.</p>
105	<p>What reporting cadence does CLC prefer (weekly, monthly, quarterly), and should reporting formats be standardized across all channels?</p>	<p>Reporting cadence requirements vary. CLC's reporting expectations are described in Sections 2.1(B),(E), (G), and (I) and Sections 2.2(B),(C), (D), (F), and (H) of the RFP.</p>
106	<p>For recurring or dynamic creative how much flexibility does CLC allow for iterative creative updates, and is there an established rapid-approval process?</p>	<p>There is not a formal rapid-approval process. All advertising requires both executive and legal approval. However, exceptions can be made depending on the medium and risk level.</p>

107	Does CLC currently conduct consumer testing or message validation, and should the agency assume this will be part of all primary creative cycles?	Currently there is no testing. This may change in the future.
108	Can CLC guide the expected frequency of POS production, distribution cycles, and changeovers across the 2,800+ retailers?	POS is produced monthly for all 2,800 retailers to promote the new scratch tickets. POS for draw games will be produced as needed. Proposers should assume six productions a year.
109	Are there existing production specifications or templates (sizes, materials, compliance requirements) for in-store displays, mats, posters, and signage?	<p>CLC has specifications for some of our POS (e.g., counter mat inserts, playstation inserts, flyers, pump topper -- <i>see below</i>) to ensure that the POS fits into established frames or mats. CLC looks to our creative agency to make recommendations on new POS pieces and sizes.</p> <p>FLYER SIZE: 8.5" x 11" STOCK: 10 pt cover gloss BLEED: Yes INK: 4/0 (CMYK) FINISHING: Pack in 25s</p> <p>PLAYSTATION INSERT SIZE: 13.5" x 23.75" STOCK: 14pt C1S with gloss coating BLEED: Yes INK: 4/0 (CMYK) FINISHING: Pack in 25s</p> <p>PUMP TOPPER SIZE: 12" x 20" STOCK: 10 pt. white rigid matte vinyl BLEED: Yes INK: 4/0; CMYK fade resistant ink + synthetic AQ FINISHING: Pack in 25s</p> <p>LARGE COUNTERMAT INSERT SIZE: 16.75" x 9.875" STOCK: 10 pt cover gloss BLEED: Yes INK: 4/0 (CMYK) FINISHING: Pack in 25s</p>
110	Are there distinct approval pathways for Responsible Gaming messaging or other compliance-sensitive content?	All advertising requires executive and legal approval. In some circumstances, concepts may be shared with CLC's outside responsible gambling partners.
111	Regarding Part 1, are you actively seeking a new agency, or is this RFP primarily driven by state requirements to issue a competitive bid?	The existing contract is nearing expiration, and CLC is conducting a competitive procurement in accordance with standard procurement practices. Also see response to Question #20.
112	Regarding Section 2.2.D, do you have any preferred media vendors that we can leverage existing relationships for to attain greater negotiated discounts?	Proposers for media services should have existing media relationships.
113	Regarding Section 2.2.C, what research tools are you or your agency currently using for consumer insights, trends, and emerging technologies?	CLC works with our gaming vendors for industry insights, trends and technology updates. Our media agency provides consumer buying habits and media trends. CLC plans on partnering with the Successful Proposer(s) to develop and conduct future research regarding brand health and marketing effectiveness.
114	Regarding Section 2.2.I. 1.i (page 19), can you please clarify your billing expectations for paid media buying? Based on this section, it appears that invoices would not be paid prior to 90-120 days after the close of a flight. This would mean the proposer would be buying media out of pocket and floating for the flight plus 90-120 days. Is this correct?	See response to Question #90.
115	Regarding Section 2.1.H, are you currently providing marketing and advertising to support multiple languages?	Our larger creative campaigns are supported with Spanish language TV, radio, digital and social.
116	Submission Method: Is there a vendor portal where we should register and submit our proposal, or should submissions be sent via email to this address?	Potential proposers should reference Sections 3.6 and 3.6(A) of the RFP.
117	File Format: What is the preferred file format for proposal documents (PDF, Word, etc.)?	CLC does not prescribe a preferred file format; proposers may submit materials in the format of their choosing, provided the format is a commonly used document format that is accessible to CLC. If CLC is unable to open or review a submitted file, the proposer may be required to resubmit the document in an accessible format.

118	Submission Components: Should financial statements and work samples be submitted as separate files, or included within the main proposal document?	CLC defers to the discretion of the proposer.
119	What messaging methods is CLC using through its CRM? Text message? Email? Both? Neither?	Email only at this time.
120	As an agency proposing to provide both Creative and Media services, should we submit a single, combined Phase I PDF, or would CLC prefer two separate PDF files (one for each service discipline)?	Proposers may submit a combined Phase I PDF or separate PDFs for each service discipline, at their discretion. Submissions should be clearly organized and easy to review.
121	What is the required approval workflow for digital assets, including social, display, email, and website assets?	All projects start with a creative brief from the agency. The brief outlines what assets are needed and provides due dates. Concepts are presented and once a creative concept is selected, work begins on all assets. Creative is reviewed internally by the Advertising Director and Senior Director of Marketing and then presented to the President & CEO for review and approval. All assets are reviewed by legal for final approval.