Central Office, Information Technology Department, 2nd Floor, Jeevan Seva Annex, Santacruz (West),Mumbai- 400054

Clarifications wrt prebid queries received for EOI for Consultancy for Digital Transformation LIC/CO/IT-BPR/NP/DT/2021-22/EOI/1

Date: 31st Dec 2021

Sr.No.	RFP Document Reference (Section & Page Number)	Clause (in brief) of RFP requiring clarification (S)	Brief Details / Query in reference to the clause	Clarification
1	Section 2.4, Pg 7	9. Pre-contract itegrity pact:This EOI is issued on the condition that only those bidders who submit a signed Pre-Contract Integrity Pact with LIC, on a stamp paper of Rs. 500, would be eligible to participate in bidding. “Pre Contract Integrity Pact" format is given in Annexure XIII.	Annexure XIII as mentioned is missing	Annexure XIII is uploaded now
2	Section 2.13, Pg 10	f. The bid may be treated as legally void and may be rejected if: An image of signature found pasted on pages instead of wet signature or	We request that a wet signature is not required on every page of submission given a Power of ATtorney is being submitted. We request that a digital copy of the signature pasted on each page of the eligibility and technical submission with a wet signature on all the key declarations be deemed sufficient.	EOI conditions stand
3	Section 2.13 Pg 10	Softcopy on CD	As is usual practice in public sector RFPs we request LIC to accept an online submission of the Eligibility and the Technical Bid via email or on the portal along with 1 hardcopy. We request that the "softcopy on CD" clause be removed.	EOI conditions stand .Softcopy can be submitted on CD/USB
4	Section 2.25	Technical presentation	We request that LIC provides a minimum 7 working days notice for the Presentation to the qualified bidders. Given the need to showcase global experts, we will need advance notice to align the calendars across multiple countries. We also request that the presentation timing is done suitably so that people in other time zones (e.g. US) are able to attend the meeting virtually. It is suggested that the meeting happens late afternoon or early evening India time	The request is noted
5	Section 2.26 Pg 15	LIC, at its own discretion, may float either an open RFP or LTE (among technically qualified bidders of this EOI) based on total number of technically qualified bidders.	Clarification needed if the proposed "RFP" in the next phase will have a fresh technical evaluation or will the scores from this round of Technical Evaluation get carried over to the RFP stage and only a price bid will be required in the subsequent phase.	RFP in next phase will have fresh technical evalution related specific to the project
6	Section 3.1 Eligibility Criteria Pg 20	Item 7 - "... following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy"	The scope of the RFP requires competency across a few other areas in our view. We request that along with Operational Excellence and Customer Experience Improvement through Digital Transformation and Analytics, please also include "Digitally enabled sales". We also request that the comma separated list is treated as either / or. So in the same project the bidder will not need to demonstrate operational excellence as well as customer experience improvement. The project will be eligible as long as the bidder demonstrates any one of those topics but all of the topics have to be covered across all the projects.	Digitally enabled sales comes under the broad topic of Digital transformation Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
7	Section 3.2, Technical Criteria, Pg 22,23	Criteria 1a and 1b: "... following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy"	The scope of the RFP requires competency across a few other areas in our view. We request that along with Operational Excellence and Customer Experience Improvement through Digital Transformation and Analytics, please also include "Digitally enabled sales". We also request that the comma separated list is treated as either / or. So in the same project the bidder will not need to demonstrate operational excellence as well as customer experience improvement. The project will be eligible to get full marks as long as the bidder demonstrates any one of those topics but all of the topics have to be covered across all the projects.	Digitally enabled sales comes under the broad topic of Digital transformation Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
8	Section 3.2, Technical Criteria, Pg 22,23	Criteria 1a and 1b: Clarification needed	Please clarify that the bidder will NOT need to submit documentary evidence for the projects listed under Technical Evaluation Criteria. A detailed description of the projects with a self declaration from the authorized representative of the bidder will be sufficient.	Documentary Evidence is required for Technical Evalutaion Criteria

9	Section 3.2, Technical Criteria, Pg 22,23	1a. Experience: Each project must be INR 5 crores or greater in fees payable to the Consulting Agency Bidder at the time of award of contract with minimum duration of 24 weeks (6 months) 1b. Experience: Each project must be USD 1M or equivalent or greater in fees payable to the Consulting Agency Bidder at the time of award of contract with minimum duration of 24 weeks (6 months)	Often Strategy & Design Phase of projects in India can be shorter than 6 months but with fees above INR 5 Crores. Similarly, projects globally can be >1M USD in value but shorterthan 6 months. We request that bidders are allowed to submit Indian projects with fees higher than INR 5 Crore, and global projects with fees higher than 1M USD without the constraint of the minimum duration of 6 months. Perhaps the constraint can be lowered to 3 months or eliminated completely.	Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
10	Section 3.2 Pg 25	3a. Evaluation of Resource Strength and Competency	Currently this section carries 120 out of 200 marks i.e. 60% of the evaluation criteria. Majority of these criteria are not differentiated. For example - all reputed consultancies in India will have more than 85 people on their payroll and will score 20/20 on criteria 3a. Similarly all premium consultancies will score full marks on criteria 4 and 5 as well. A disproportionate amount of marks (60) has been allocated to resource CVs which all reputed firms will be able to provide and therefore limited differentiation will be possible. We request that LIC follows a maximum 30% weightage to the "evaluation of resource strength and competency" given the strategic nature of the RFP, the need to have a consulting partner with deep global expertise and deep business understanding of the Insurance market in India. We recommend that the overall distribution of weightage for Technical Evaluation be as follows: 1. Experience of the Consultant - Indian and global - total 25 marks 2. Approach and methodology - 50 marks (since this is where the consultant's quality of thinking and understanding of the key issues will be demonstrated which is critical for LIC to evaluate and choose the right partner for this strategic assignment) 3. Resource strength - 25 marks (with maximum emphasis on Project Directors and Subject Matter Experts)	Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
11	Section 3.2, Page 25	Criteria 3a: Team of specialists and professionals on bidders' payroll in india	with reference to our comment above, we request that these two criteria be either deleted or moved into the Eligibility section since they will not help LIC differentiate between the bidders	Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
12	Section 3.2, Page 25	Criteria 3b: Number of Specialised Resource on payroll in India	with reference to our comment above, we request that the weightage on this criteria be reduced	Eligibility Criteria and Technical Criteria are modified .Please refer corrigendum
13	Section 3.2, Page 25	Criteria 4 and 5	with reference to our comment above, we request that these two criteria be either deleted or moved into the Eligibility section since they will not help LIC differentiate between the bidders	EOI Conditions stand
14	Section 3.2, Technical Criteria, Pg 25	3b. Number of Specialised Resource on payroll in India	We request that this criteria be expanded to include global experts given the nature of the RFP where global best practices will be required	EOI condition is modified .Please refer to corrigendum
15	Section 3.2, Technical Criteria, Pg 25	3b. Number of Specialised Resource on payroll in India- Project Director Experience	Our suggestions: The project Director role is critical to the success of this engagement. In practice only 2 Project Directors will lead the engagement. We propose that we distinguish between Project Directors who are deep in Insurance domain and those that are deep in technology domain since both types of experience will be needed and the same individual will not meet both criteria. We propose that given the importance of this role, the RFP be amended to seek 2 Project Director CVs one each with Insurance and Digital domain experience. The marking scheme be changed to 2*5 marks per Director = 10 marks.	EOI condition is modified .Please refer to corrigendum
16	Section 3.2, Technical Criteria, Pg 25	3b. Number of Specialised Resource on payroll in India- Project Director Experience	We request that the expereince ask for the two Project Directors be different and the bar on experience be raised significantly given the seniority and criticality of these roles: Project Director 1: Overall 20+ years of experience in consultancy services with 10+ yrs of Insurance Consulting Project Director 2: Overall 20+ years of experience in consultancy services with 10+ yrs of Technology / Digital Consulting The professionals should hold requried management or Technical degree Grade I Indian and Global Institutues	EOI condition is modified .Please refer to corrigendum
17	Section 3.2, Technical Criteria, Pg 25	3b. Number of Specialised Resource on payroll in India- Project Manager Experience	We request that the experience for Project Managers be amended as follows: Overall 8+ years of work experience with 4+ yrs of experience in Banking or Financial Services or Insurance or Digital transformation consulting The professionals should hold required management or technical degree from Grade I Indian or Global Institutes	EOI condition is modified .Please refer to corrigendum

18	Section 3.2, Technical Criteria, Pg 25	3b. Subject Matter Experts (IT/Digital Architect expert, Analytics & Data Architect expert, , IT Security & Audit Expert, Infrastructure expert)	We request that the experience for Subject Matter Experts: Overall 10+ years of work experience with 5+ yrs of experience in their respective domain expertise relevant to EOI (e.g., IT/Digitial Architect) The professionals should hold required management or Technical degree Grade I Indian or Global Institutes	EOI condition is modified .Please refer to corrigendum
19	Section 3.2, Technical Criteria, Pg 25	3b. Subject Matter expert- Global Insurance technology expert, Insurance Business Process expert	We request that the Insurance Technology Expert criteria be removed since the technology experts are covered in the previous pool. We propose that we reduce this criteria to Insurance Business Process experts only with the following experience profile. Overall 10+ years of work experience with 5+ yrs of experience in their respective domain expertise relevant to EOI The professionals should hold required management or Technical degree Grade I Indian or Global Institutes	EOI condition is modified .Please refer to corrigendum
20	Section 4, Scope of work, Pg 27	Duration of project basis Scope of Work	It appears from the scope that the expected duration of Component 1 (Digital LIC) and Component 2 (Organic transformation) are different. Component 2 has three phases and requires the bidder to do implementation whereas Component 1 is strategy and roadmap development only. Is this interpretation correct? Further is there an expected duration that LIC has envisaged for the overall scope of work or the consultant is expect to suggest the same?	Component 1 (Digital LIC) requires preparation of RFP and implemenatation of new initiatives
21	Section 3.2, Technical Criteria, Annexure VI A	Project Citation details	In the Annexure VI A, under number table row number 16 : "Other relevant information" . Can we submit detailed case studies in powerpoint / slides format as most of our detailed methodology is stored in powerpoint/ slides format.	Yes
22	Section 2.3, Activity Schedule	Online Reverse Auction	Online reverse auctions are typically not done of strategy and digital transformation projects. We recommend that LIC does not include reverse auction as part of the evaluation process. We request a clarification in this regard.	Online reverse auction is not part of EOI it may be incorporated in the future RFP
23	Annexure VI A	10. Project/ Consultancy services start date, 11. Project Consultancy services completetion date	We request that month and year for these dates suffice. For example, January 2018 be sufficient as start date.	Yes month and Year would suffice as start date
24	Annexure VI A	10. Purchase order date	Is purchase order date mandatory for all examples provided under Eligiblity, Specific Indian and Global experiences as Annexure VII also mentions that documentary proof need not include purchase orders	Purchase order date is required Annexure VII mentions documentary proofs like work order etc
25	Annexure VI A	11. Whether Project/Consultancy Services is Live	Need more clarification on what should be included under this especially for Strategy and Digital transformation projects	It means whether Project/Consultancy services is is implemented
26	Annexure VI A	12. Whether Site is referenceable	Need more clarification on what should be included under this especially for Strategy and Digital transformation projects	It means Whether LIC would be able to take client reference
27	Annexure VI A	13. Location of Site	Need more clarification on what should be included under this especially for Strategy and Digital transformation projects	Location/Address to be provided
28	Annexure VI A	Point 3 and 14 a) Name of the Project/ Consultancy services	Are they the same points repeated twice or is there a differnce in the two?	The point is repeated
29	Annexure VI A	Attach Work orders/ Purchase Order/ Certificates specifying “completion” or “satisfactory work in progress”	Is this mandatory for all examples provided under Eligibility, Specific Indian and Global experiences given annexure VII also allows other options for documentary evidence. Can we follow Annexure VII guidelines?	Annexure VII guidelines can also be followed
30	Annexure VI B	Date of Certification (If Applicable)	Need more clarification on what should be included under this column in Annexure VI B	Date of certification of completion of project is required
31	3.2 Technical Criteria, Pg 25 & Annexure VII	3a. Team of Specialist and professionals on bidder’s payroll	Is Self-declaration / Undertaking by the bidder on their letter head by the Company Secretary/CFO sufficient for grading?	Yes Self declaration /undertaking by bidder signed by authorised signatory and Company Secretary /CFO
32	3.2 Technical Criteria, Pg 25 & Annexure VII	4. Years of Experience in consulting services	Is there any additional document to be provided over and above the regsitration certificate provided in minimum eligibility?	Registration Certificate provided in Minimum Eligibility is sufficient
33	3.2 Technical Criteria, Pg 25 & Annexure VII	5. Average Turn over in the last 3 years in providing consultancy services	Is there any additional document to be provided over and above the last 3 yrs financials under the min eligibility section?	Please refer the Eligibility criteria

34	Annexure XI- NDA, Pg 5	Indemnity clause: The Respondent herein agree and undertake to indemnify and hold LIC harmless from any loss, damage, claims, liabilities, charges, costs, or expense (including reasonable attorneys' fees), that may arise or be caused or result from or be paid/ incurred/ suffered or caused to be paid/ incurred/ suffered by reason of any breach, failure, delay, impropriety or irregularity on its part to honor, observe, adhere to, abide by or comply with any of the terms and conditions of this Agreement	Suggested modification: The Respondent herein agree and undertake to be liable to LIC for any loss, damage, claims, liabilities, charges, costs, or expense (including reasonable attorneys' fees), that result from or be paid/ incurred/ suffered by reason of any breach, failure, delay, impropriety or irregularity on its part to honor, observe, adhere to, abide by or comply with any of the terms and conditions of this Agreement as adjudicated in a final, non appealable order from a court of competent jurisdiction.	EOI conditions stand
35	Payment Terms		We would like to time the payment of our invoices. Hence would request you to accept a payment term of 7 days from the invoice date within which we would like to receive payments. As per our standard terms, we would like to add the clause on interest on late payment. "BCG will impose a 1.5% per month late payment fee for invoices that remain unsettled after 30 days from raising the invoice." Request you to accept the same	Payment terms are not part of EOI
36	Right to terminate the Process, Section 2.3, Pg 16	a. LIC may terminate the.. whatsoever. LIC makes no commitments, express or implied, that this process will result in a business transaction with anyone. b. This EOI document does not constitute an offer by LIC this EOI may/may not result into selection of bidder(s) after completion of selection process as detailed in this c. LIC reserves the right to accept or reject any proposal, and to annul the process and reject all liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for its action. this matter	We would recommend that the engagement can be terminated by either of the parties.	EOI conditions stand
37	Eligibility Criteria, Section 3.1, 20	7. Bidder should have directly provided management strategy Indian or global Bank/ on projects covering the following topics: Operational Excellence, experience improvement Transformation and Analytics St The assignments must fulfill the below minimum criteria: Consulting Bidder should have executed at least 3 such projects years -Date of Contract/PO on or after 1-1-2017 -Projects that are ongoing as well as completed are eligible -Each project must be INR 5 (if Indian project) or USD 1M (for global projects) or equivalent of award of contract in fees payable to the Bidder, -Each project with a minimum duration of 24 weeks (6 months) -At least one of the projects should be India and atleast one should be for Life Insurance company. Excludes audit, taxation, transaction advisory, IT support, services, systems integration projects - Bidder must have successfully completed a consulting assignment in Bank/Insurance minimum 1 assignment of INR 10	We have signed confidentiality agreements with our clients that limit our ability to disclose their names & the contracts / work orders with them. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA.	Certificate attested by CA would be acceptable
38	2.13 instructions for bid submission, Pg 10	EMD of Rs 5,00,000/- (Five lakhs only) in the form of unconditional and irrevocable Bank guarantee, payable at Mumbai, which should be executed by a Nationalized / Scheduled Bank	Clarification needed if we can issue the BG from HSBC as in the RFP its mentioned as only Nationalized/ scheduled bank	Bank should be nationalized /scheduled bank

39	Section 3.2 & Page 25	Note:Eachprofessionalshould haveminimum 8-10 years'experiencein consultancy services and minimum 4-5 years of expertise in their respective fields and necessarily in Digital Transformation in Indian/Global Life insurance Industry. The professionals should hold required Management and Technical degree from Grade I Indian and Global institutes.	We request you to broaden this criteria to professionals having BFSI exoerience so we can bring our expertise of Digital transformation in the overall BFSI sector.	EOI condition is modified .Please refer to corrigendum
40	Section 3.1, Point 7, Page 20	Consulting Bidder should have executed at least 3 such projects in the last 5 financial years. -Date of Contract/PO of the Project must be. on or after 1-1-2017. -Projects that are ongoing as well as completed are eligible. -Each project must be INR 5 crore or greater (if Indian project) or USD 1M (for global projects) or equivalent or greater at the time of award of contract in fees payable to the bidder. Each project with a minimum duration of 24 weeks (6 months) -At least one of the projects should be from India and atleast one should be for Life Insurance company. Excludes audit, taxation, transaction advisory, IT support, services, systems integration projects - Bidder must have successfully completed a consulting assignment in Bank/Insurance minimum 1 assignment of INR 10	We request you to broaden this criteria from just Life Insurance sector to overall BFSI sector as there have not been many such large transformation projects in Life Insurance sector in India.	EOI condition is modified .Please refer to corrigendum
41	3.1 Eligibility Criteria, Page 20	The Bidder should be as on the date of submission of this bid, a or Incorporate in India, Company's Act 1956. in business of providing consultancy services in India	LLPs and Partnership firms should also be allowed to bid **Suggested Clause:** The Bidder should be as on the date of submission of this bid, a company registered or Incorporate in India registered under the Company's Act 1956 or Partnership Firm/LLP having its registered offices in India. With minimum 5 years in business of providing consultancy services in India. Document required: Bidder should submit Company Profile as per Annexure II Copy of Certificate of Incoperation issued by Registrar of Companies, with full address of the Registered Office of the entity or Bidder should submit Company Profile as per Annexure II	EOI clause is modified .Please refer corrigendum
42	3.1 Eligibility Criteria, Page 20, 21	Bidder should have directly provided management strategy consulting services to Indian or global Bank/Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy The assignments must fulfill the below minimum criteria: Consulting Bidder should have executed at least 3 such projects in the last 5 financial years --> Each project must be INR 5 crore or greater (if Indian project) or USD 1M (for global projects) or equivalent or greater at the time award of contract in fees payable to the bidder	1. A wave of transformation has been going across financial services organizations in India and globally including NBFCs and Asset Management Companies which have been excluded in this clause. We request you to modify this clause to include the transformation experience for Financial Services as well to ensure adequate weightage to the work performed in financial services sector. **Suggested Clause** *Bidder should have directly provided IT consulting/ management consulting services to Indian or global Bank/Insurance companies/Financial Institution (including NBFC) on projects covering the following topics: Operational Excellence/ Customer experience improvement through Digital Transformation/ Analytics Strategy The assignments must fulfill the below minimum criteria:* 2. A lot of the transformation projects are long term and the contract are extended and renewed multiple times. How will LIC be evaluating the project extensions and addendums that are signed for a project. **Suggested Clause** *Atleast one project must be INR 5 crore or greater (if Indian project) or USD 0.5 M 1M (for global projects) or equivalent or greater for the enagement contract period* The condition on fee amount at the time of award of the contract should be removed and the total engagement fee including the project extensions and addendums should be considered as contract amount	EOI clause is modified .Please refer corrigendum
43	3.1 Eligibility Criteria, Page 20, 21	Bidder should have directly provided management strategy consulting services to Indian or global Bank/Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy The assignments must fulfill the below minimum criteria: Bidder must have successfully completed a consulting assignment in Bank/Insurance minimum 1 assignment of INR 10 crore or greater (if Indian project) or USD 2M or greater (for global projects)	The criteria for the minimum contract value should be removed if the project experience matches the description of the services LIC has asked for. If the work delivered covers the topic listed in the clause, the fee charged for the work shall not be an issue. Below caluse should be removed: Bidder must have successfully completed a consulting assignment in Bank/Insurance minimum 1 assignment of INR 10 crore or greater (if Indian project) or USD 2M or greater (for global projects)	EOI clause is modified .Please refer corrigendum

44	3.2 Technical Criteria : 1a Specific Indian experience of the Consultant (as a firm) relevant to scope of the EOI, Page 22	Consulting Agency Bidder should have directly provided management strategy consulting services to Indian Bank / Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy The assignments must fulfill the below minimum criteria:	1. A wave of transformation has been going across financial services organizations in India and globally including NBFCs and Asset Management Companies which have been excluded in this clause. We request you to modify this clause to include the transformation experience for Financial Services as well to ensure adequate weightage is given to the work performed in financial services sector 2. A lot of the transformation projects are long term and the contract are extended and renewed multiple times. How will LIC be evaluating the project extensions and addendums that are signed for a project? The condition on fee amount at the time of award of the contract should be removed and the total engagement fee including the project extensions and addendums should be considered as contract amount **Suggested Clause** *Bidder should have directly provided IT consulting/management consulting services to Indian or global Bank/Insurance companies/Financial Institution (including NBFC) on projects covering the following topics: Operational Excellence/ Customer experience improvement through Digital Transformation/ Analytics Strategy The assignments must fulfill the below minimum criteria:*	EOI clause is modified .Please refer corrigendum
45	3.2 Technical Criteria : 1b Specific Indian experience of the Consultant (as a firm) relevant to scope of the EOI, Page 23	Consulting Agency Bidder should have directly provided management consulting services to global Life Insurance companies on projects covering one or more of the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy	The transformation initiatives at global banks and other financial services are equally relevant and should be considered with the insurance experience. We request you modify this clause to include the transformation experience for Financial Services as well to ensure adequate weightage to the work performed in financial services sector The clause could be revised as following: *Consulting Agency Bidder should have directly provided IT Consulting/management consulting services to global Banks/Life Insurance companies/Financial Services Companies on projects covering one or more of the following topics: Operational Excellence/ Customer experience improvement through Digital Transformation / Analytics Strategy*	EOI clause is modified .Please refer corrigendum
46	3.2 Technical Criteria : 1b Specific Indian experience of the Consultant (as a firm) relevant to scope of the EOI, Page 23	Consulting Agency Bidder should have directly provided management consulting services to global Life Insurance companies on projects covering one or more of the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy Marking Criteria: Project of value IM up to 4.99M->5 marks Project of value 5M and greater->10 marks	The criteria for the minimum contract value should be removed if the project experience matches the description of the services LIC has asked for. If the work delivered covers the topic listed in the clause, the fee charged for the work shall not be an issue. **Suggested Clause** *Consulting Agency Bidder shoul have directly provided IT consulting/management consulting services to financial services companies/global banks/ Insurance companies on projects covering one or more of the follo ing topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy* *Operational Excellence/ Customer experience improvement through Digital Transformation / Analytics Strategy* *Note:* *-Project showcased in Minimum Qualification criteria can be repeated* *-Date of contract/PO must be within last 5 years from the iss e date of this EOI i.e not earlier to 01.01.2017* *-Both ongoing as well as completed projects* *-Atleast one project must be USD 0.5M 1M or equivalent or greater in fees payable to the Consulting Agency as the total engagement contract value with minimum duration of 24 weeks (6 months)* *-Excludes audit, taxation, transaction advisory, IT support, services, systems integration projects* *-The bidder must provide details of the projects (as much as possible) for the evaluation committee to* *ascertain relevance.* *Marking criteria:* *-marks per project; each project to be graded basis the description provided by the Consultant and basis its relevance to the scope outlined in this EOI*	EOI clause is modified .Please refer corrigendum
47	3.2 Technical Criteria : 3a Team of Specialist and professionals on bidder's payroll, Page 25	Total number of professional in India in excess of minimum criteria of 75 Professionals	Does the bidder need to share the details of each individual resource? What shall be the criteria to evaluate the profiles of the resources?	Individual resource details can be listed wrt qualifications and experience in consultancy projects
48	3.2 Technical Criteria : 3b Number of Specialized Resource on payroll in India, Page 25	Should hold required qualification from Grade 1 Institutes in India and abroad, must have sufficient experience in their area of specialization.	The criteria for Grade I institutes should be removed. The resources should be evaluated based on experience and expertise of the resource.	EOI clause is modified .Please refer corrigendum

49	3.2 Technical Criteria, Note, Page 25	Note: Each professional should have minimum 8- 10 years of experience in consultancy services and minimum 4-5 years of expertise in their respective field and necessarily in Digital Transformation in Indian/Global Life insurance Industry. The professionals should hold required Management and Technical degree from Grade I Indian and Global institutes	Digital transformation experience in financial services shall be considered as relevant experience and criteria for Grade I colleges should be removed.	EOI clause is modified .Please refer corrigendum
50	3.2 Technical Criteria : 3b Number of Specialized Resource on payroll in India, Page 25	Project Director-2 marks for each Professional—Max 10 marks Project Manager-2 marks for each Professional—max 10 marks Subject Matter Experts (IT/Digital Architect expert, Analytics & Data Architect expert, , IT Security & Audit Expert, Infrastructure expert)---2 Marks for each Professional—max 20 marks Subject Matter expert- Global Insurance technology expert, Insurance Business Process expert—2 marks for each professional, max 20 marks	Are all these roles exclusive (e.g. a Project Director might be an Insurance Business Process Expert as well) or can one person have multiple roles	The roles specified are exclusive
51	2.3 Activity Schedule, Page 6	Last date and time for submission of bids : 17th Jan 2022	Request for timeline extension. Since this is a large proposal and requires professionals with various strengths to come together and put forward the best approach, request timeline extension for bid submission	EOI activity schedule stands
52	4.1 Scope of Work, Page 26	LIC intends to develop clearly outlined strategy it would follow over the next 5 years	Is there an end state in mind / visibility on key quantitative or qualitative objectives to be achieved / key pillars that would form a part of the 5 year strategic roadmap? *(e.g., having a world class technology architecture, achieving growth of XX% due to digital initiatives etc.,)* This will help us curate the approach for LIC	key quantitative or qualitative objectives may be provided in the RFP
53	4.2 Scope of Work, Page 27	Collaboration strategies for digital world with platforms and ecosystems like InsureTech, Fintech etc	Does this include identification of Insurtechs / Fintechs for the purpose of collaboration or is limited to a strategy irrespective of the insurtech / fintech player?	Strategy , Criteria and RFP/Process for selection of suitable Insuretech Fintech is required to be provided
54	4.2 Scope of Work, Page 27	Design thinking led approach to transforming business processes	We understand that customer facing and distributor facing processes are a part of the transformation. Are non core processes like Finance, etc., (mostly related to Head Office) part of this transformation journey? Is there a list of processes relevant for this EoI?	Non Core processes like Finance are not part of the transformation journey .Further Details may be provided in the RFP
55	4.2 Scope of Work, Page 27	Digitalization of Insurance Advisory journey	Does this include processes from advisory pre - recruitment, recruitment and onboarding to enabling advisors for sales?	It includes processes from advisory pre - recruitment, recruitment and onboarding to enabling advisors for sales?
56	4.2 Scope of work, Page 29	Consultant is also expected to determine suitable operating model, people, technology, data and other capabilities Task 3 : HR policy changes	What is the expectation from a people standpoint? Is it only limited to impact on policy changes or does it extend to identifying skills relevant to suit the operating model, etc., Request more clarity on the people front.	Yes it extends to identifying skills relevant to identifying skills relevant to suit the operating model Further Details may be provided in the RFP
57	4.2 Scope of work, Page 29	Assess cultural issues and sensitivities that need to be managed across the enterprise	Change management is going to be a critical element for the success of this digital transformation. How does LIC envisage the involvement of the consultant on this?	Kindly refer Scope of work :Phase 2 -Implementation approach and supervision
58	3.1 Eligibility Criteria, Page 21	Bidders should have directly provided management strategy consulting services to Indian or Global Bank / Insurance companies on projects covering : Operational excellence, customer experience improvement through digital and transformation and analytics strategy. '- At least one of the projects should be from India and atleast one should be for Life Insurance company	Can the Life Insurance company be global in this case?	Yes Life Insurance Company can be Global
59	2.13 Instructions for Bid Submission, Page 9	All harcopies of the bid (all documents and Annexure submitted as a part of bid) must be spirally bound and pages serially numbered	Please consider accepting the online bids instead of hard copies	EOI conditions stand
60	General	Bid submission date	Our offices shall be closed for two weeks starting 24th Dec'21. It will be very challengeing to meet the bid submission deadline of Jan 17th 2022 since a lot of information needs be collated to prepare a quality response to the EOI. We request you to please extend the bid submission Feb 14th 2022.	EOI activity schedule stands

61	Task 2: The bidder will develop the target tech architecture and tech modernization initiatives., Page 28	iii. AI systems and tools across full model development lifecycle e.g. featurization, rule automation systems, , model development and optimization	Please elaborate on the scope for Model Development. Is the consultant requires to build risk models for Underwriting/ Claims etc.	Detailed scope of work will be provided in RFP
62	2.4 General Instrcutions (Page 7)	Pre-contract Integrity Pact	Signed Pre-contract Integrity Pact with LIC on stamp paper of Rs.500 is needed to be submitted to participate in bidding. The format is mentioned to bew given in Annexure XIII but this Annexure is not available with us. Can you please provide access?	Annexure XIII is uploaded now
63	2.13 Instructions for bid submission (Page 9)	Address for receipt/submission of bids	Do the bidding documents have to be sent only to the given address in physical form (envelopes and CD)? Is there a simulataneous digital submission to be done? If yes, what are the details for the same?	There is no digital submission of bidding documents
64	2.3 Activity schedule (Page 6)	Indicative Commercial bid opening date, time and venue	Our understanding is that no commercial bid to be made at this stage. Is that correct? It has been stated that no pricing (or indicative pricing) is to be included in the Eligibility and Technical bid (point 'n.' on page 11)	EOI condition is deleted .Please refer corrigendum
65	2.3 Activity schedule (Page 6)	Online Reverse Auction	Given no commercial bid is being made at this stage, it would be good to know context and relevance of the reverse auction.	EOI condition is deleted .Please refer corrigendum
66	2.31 Disqualifications (Page 16)	LIC may disqualify a Bidder if they have submitted a Proposal with price adjustment / variation provision?	What does a price adjustment / variation provision exactly constitute? If the final commercial bid includes a variable price element, will it be rejected?	EOI condition is deleted .Please refer corrigendum
67	3.2 Technical Criteria (Page 25)	Each professional should have minimum 8-10 years' experience in consultancy services and minimum 4-5 years of expertise in their respective fields	Does this qualification criteria apply to Project Director and Subject Matter Experts only? Or also to the Project Manager? What kind of details are required - CVs or list of names, etc.?	This appliees to Pt 3 b of technical evaluation -Specialised Resource on payroll in India
68	4.2 Scope of work: Digital Transformation (Page 27)	Inorganic technology strategy highlighted in scope of work	For a transformation of this scale, a key component in designing a target state architecture is having governing architecture principles and baselines at an organizational/enterprise level. Is that something the bidder is expected to formulate or does client have that already in place?	The bidder is expected to formulate
69	4.2 Scope of work: Digital Transformation (Page 30)	Phase 2 - implementation support - technology modernization strategy	Is the bidder expected to procure/manage licenses for any of the tech services being deployed in modernization? We have a policy of not evaluating or participating in commercial or contract-related discussions. Would be good to clarify as we have service line boundaries on that topic.	LIC will procure /manage licenses for tech services being deployed
70	4.2 Scope of work: Digital Transformation (Page 28)	Task 2: The bidder will develop the target tech architecture and tech modernization initiatives	With regards to 'Security Architecture' (referenced on Page 28), while Firm can provide best practices on hardening the security of various components within the architecture, the ultimate accountability and responsibility (including validation of security design and implementation in deliverables) shall rest on the client based on their security baseline standards, and regulatory/compliance requirements in insurance/BFSI sector. Can you please confirm this?	Implementation of Security Architecture will be part of Implementation responsibilities of the consultant
71	4.2 Scope of work: Digital Transformation (Page 27)	Goal of New talent and capability building towards a world-class technology organization	Regarding 'New Talent building' (Page 27), please clarify what is the expected scope of involvement from Bidder in "New Talent building" E.g. profiling candidates, conducting on-job or on-project training for new skillsets, etc.	Detailed scope of work will be provided in RFP
72	2.1 Invitation to Expression of Interest (Page 5 and 6)	Overview and Objective of the EOI: to develop a Strategy Roadmap for Digital Transformation of LIC of India in line with its Business Strategy	Please confirm whether the bidders would receive a copy LIC's documented business strategy for the purpose of aligning bidder's strategy proposal? How does LIC envisage the bidders align their proposals with LIC's business strategy?	Consultant will as part of engagement will study and gather the existing business strategy from business teams
73	2.11 Earnest Money Deposit (Page 8)	Earnest Money Deposit requirement	We fully stand behind the commitments we make in terms of ensuring that the deliverables of the project are completed within the timeframe and resources set out in our proposal. The success of a project is dependent on: certain assumptions (including with respect to industry performance, general business and economic conditions and other matters) that we will develop with the client's management team, whether or not the client chooses to implement our advice, the quality of the client's implementation of such advice, and other factors which are beyond our control. For that reason, we will not guarantee particular results.	Consultant engagement is expected to be result oriented
74	2.34.1 Warranty that there is no conflict of interest (Page 18)	In point c (i), conflict of interest entails inter alia: the Bidder, or Associates (or any constituent thereof) and any other Bidder, or Associate(or any constituent thereof) have common controlling or other ownership interest;	We request to delete 'or other ownership interest'.	EOI conditions stand

75	2.34.1 Warranty that there is no conflict of interest (Page 18)	In point c (iii), the following line reads as follows: While providing services to LIC for this particular assignment, the Bidder shall not take up any assignment that by its nature will result in conflict with the present assignment.	We have a policy to serve competing clients and clients with potentially conflicting interests as well as counter-parties in merger, acquisition and alliance opportunities, and to do so without compromising our professional responsibility to maintain the confidentiality of client information. We are consistent with such practice and our confidentiality obligations to our other clients. Accordingly, we request to delete this line.	EOI conditions stand
76	3.1 Eligibility Criteria (Page 20)	Points 4 and 5 read as follows: (4) The Bidder should have earned minimum Strategy Consultancy average revenue of Rs. 100 crores in the last three financial years, namely 2020-21, 2019-20, 2018-2019 (5) The bidder should have registered an annual turnover of at least Rs. the three financial years 2019-20 and 2018-19	As a private company, we do not disclose our financial information. We are confident, however, that we can provide you with the necessary assurance that we have the financial capability to provide the services described in this EOI. We can provided auditor attested statements that we meet this requirement.	EOI condition is modified .Please refer corrigendum
77	3.2 Eligibility Criteria (Financial) and Technical Criteria (Page 20 and 22)	Sr No 7; 3.2 – Sr No 1a and 1b: Bidder should have directly provided management strategy consulting services to Indian or global Bank / Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy Documentary Proof to be submitted as per Annexure VI A and VI B	In keeping with our policy and commitments on client confidentiality, we will provide a mix of generic information where we do not have permission from client, and specific client information where clients have acknowledged that we can share details of the work	EOI conditions stand
78	Section 2.2 & Page no. 5	The Consultant should also suggest best tools and processes for same, draw last mile adoption strategy as well to ensure that Road Map drawn is implemented as per the definite timelines through their continued consultancy at each point of time and milestone	We believe that implementation is a big element of taking the project to its desired outcome. We undersand that consultants are required to develop a strategy roadmap as well as design and implement the proposed initiatives including journey, business and process initiatives. Please clarify if this understanding is correct; if yes, please provide more details on implementation support required than what is mentioned in 'Phase 2' on page 30	Yes the understanding is correct Detailed scope of Work will be given in the RFP
79	Section 2.3 - 6 & Page no.10	Address for receipt/ Submission of bid	We request to enable the bid submission through online mode	EOI conditions stand
80	Section 2.3 - 7 & Page no.10	Submission Date	We request 2 weeks extension on the account of: Year End Closing - Since the RFP ask for global credentials & supporting document and all our global as well as India teams and clients are on leave for 2 weeks, we need time to arrange the required credentials.	EOI conditions stand
81	Section 2.4 & Page no. 7	"Pre Contract Integrity Pact" format is given in Annexure XIII	Annexure XIII seems to be missing from the list of EOI Consultancy Annexures. Request you to provide the same	Annexure XIII is uploaded now
82	Section 3.1(1) & Page no. 20	The Bidder should be as on the date of submission of this bid, a company registered or Incorporate in India, registered under the Company's act 1956. With minimum 5 years in business of providing consulting services in India	We are a limited liability partnership under LLP act hence we request firms registered under LLP to participate	EOI condition is modified .Please refer to corrigendum
83	Section 3.1(4) & Page no. 20	The Bidder should have earned minimum Strategy Consultancy average revenue of Rs. 100 crores in the last three financial years, namely 2021-20, 2019-20, 2018-2019	We request to consider that the criteria of the RFP should be relevant & proportional to the scope of work. Scope of the RFP is for consultancy services for digital transformation of LIC. It also include digital, business & technology consulting services hence we request to reconsider the word "Strategy Consultancy" & include digital business & technology consultancy for the purpose of the criteria	EOI condition is modified .Please refer to corrigendum
84	Section 3.1(7) & Page no. 20	Bidder should have directly provided management strategy consulting services to Indian or global Bank/Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital and Analytics Strategy	Nature of service being sought in the RFP is of digital business consulting which covers aspects like technology consulting & business consulting. We request you to amend the criteria to consider any credential which falls under the domain of digital consulting. If you look at recent RFP's released by banks & Insurance companies, the exact words "Operational Excellence", and "Analytics Strategy" need not necessarily be a part of the scope of work	EOI condition is modified .Please refer to corrigendum
85	Section 3.1(7) & Page no. 20	Bidder should have directly provided management strategy consulting services to Indian or global Bank/Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital and Analytics Strategy	We request bank to please consider NBFC/FI's (RBI regulated entities) experience in digital transformation as significant amount of digital innovation has been carried out in NBFC sector in the last 2-3 years whereas Banks/Insurance companies have embarked on the digital innovation journey recently	EOI conditions stand
86	Section 3.1(7) & Page no. 20	Bidder should have directly provided management strategy consulting services to Indian or global Bank/Insurance companies on projects covering the following topics: Operational Excellence, Customer experience improvement through Digital and Analytics Strategy	We request to have similar wording here w.r.t "covering one or more of the following topic" as per Section 3.2 1(b)	EOI condition is modified .Please refer to corrigendum

87	Section 3.1(7) & Page no. 20	The assignments must fulfill the below minimum criteria: Consulting Bidder should have executed at least 3 such projects in the last 5 financial years Date of Contract/PO of the Project must be on or after 1-1-2017	We request LIC to kindly consider projects executed in the last 7 financial years i.e. starting from 1-1-2015	EOI conditions stand
88	Section 3.1(7) & Page no. 20	Each project must be INR 5 crore or greater (if Indian project) or USD 1M (for global projects) or equivalent or greater at the time of award of contract in fees payable to the Bidder,	We request LIC to amend the size of the project to INR 4 crore or greater	EOI condition is modified .Please refer to corrigendum
89	Section 3.1(7) & Page no. 21	Each project with a minimum duration of 24 weeks (6 Months)	We understand that the minimum duration of the contract should be of 6 months, kindly confirm	EOI condition is modified .Please refer to corrigendum
90	Section 3.2 1(a) & Page no. 22	Consulting Agency Bidder should have directly provided management strategy consulting services to Indian Bank/Insurance companies on projects covering the following topic: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy	Nature of service being sought in the RFP is of digital business consulting which covers aspects like technology consulting & business consulting. We request you to amend the criteria to consider any credential which falls under the domain of digital consulting. If you look at recent RFP's released by banks & Insurance companies, the exact words "Operational Excellence", and "Analytics Strategy" need not necessarily be a part of the scope of work	EOI condition is modified .Please refer to corrigendum
91	Section 3.2 1(a) and & Page no. 22	Consulting Agency Bidder should have directly provided management strategy consulting services to Indian Bank/Insurance companies on projects covering the following topic: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy	We request bank to please consider NBFC/FI's (RBI regulated entities) experience in digital transformation as significant amount of digital innovation has been carried out in NBFC sector in the last 2-3 years whereas Banks/Insurance companies have embarked on the digital innovation journey recently	EOI conditions stand
92	Section 3.2 1(a) & Page no. 22	Consulting Agency Bidder should have directly provided management strategy consulting services to Indian Bank/Insurance companies on projects covering the following topic: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy	We request to have similar wording here w.r.t "covering one or more of the following topic" as per Section 3.2 1(b)	EOI condition is modified .Please refer to corrigendum
93	Section 3.2 1(a) & Page no. 22	Each project must be INR 5 crores or greater in fees payable to the Consulting Agency- Bidder at the time of award of contract with minimum duration of 24 weeks (6 months)	We request LIC to amend the size of the project to INR 4 crore or greater	EOI condition is modified .Please refer to corrigendum
94	Section 3.2 1(a) & Page no. 22	Each project must be INR 5 crores or greater in fees payable to the Consulting Agency- Bidder at the time of award of contract with minimum duration of 24 weeks (6 months)	All of the private sector clients split their digital transformation programme into multiple phases & award engagement letters & contracts to consultant. Hence we request to consider these multiple contracts as one size contract Also clients tend to split projects basis on line of business (Education loan, SME bank, retail loan) or over the phases of the project (strategy, design, implementation). Hence we request to consider these multiple splitted contracts as one size contract	EOI conditions stand
95	Section 3.2 1(b) & Page no. 23	Consulting Agency Bidder should have directly provided management consulting services to global life insurance companies on projects covering one or more of the following topic: Operational Excellence, Customer experience improvement through Digital Transformation and Analytics Strategy	Since scope of this RFP is technology consulting oriented hence we request to consider technology consulting projects. As global projects doesn't provide satisfactory certificates hence we request to consider Email references issued by our clients to us for the purpose of establishing this criteria	Email references may be provided
96	Section 3.2 1(b) & Page no. 23	Each project must be USD 1 M or equivalent or greater in fees payable to the Consulting Agency- Bidder at the time of award of contract with minimum duration of 24 weeks (6 months)	All of the private sector clients split their digital transformation programme into multiple phases & award engagement letters & contracts to consultant. Hence we request to consider these multiple contracts as one size contract Also clients tend to split projects basis on line of business (Education loan, SME bank, retail loan) or over the phases of the project (strategy, design, implementation). Hence we request to consider these multiple splitted contracts as one size contract	EOI conditions stand
97	Section 3.2 3(a), 3(b) & Page no. 25	Team of Specialist and professionals on bidder's payroll / Number of Specialised Resource on payroll in India	All the profiles to be submitted by bidder are to be full time employee of the bidder	Yes ,all the profiles to be submitted by bidder should be full time employees on the pay roll
98	Section 3.2 3(a) & Page no. 25	Team of Specialist and professionals on bidder's payroll	We request to clarify that 75 professionals been sought are dedicated insurance consulting professionals who are full time employees of the bidder based in India	EOI condition is modified .Please refer to corrigendum
99	Section 3.2 3(b) & Page no. 25	Number of Specialised Resource on payroll in India	We request your clarification that all the professionals except global SME been sought are dedicated insurance consulting professionals who are full time employees of the bidder based in India	EOI conditions stand
100	Section 3.2 3(b) & page no. 25	Subject Matter expert- Global Insurance technology expert, Insurance Business Process expert—2 marks for each professional, max 20 marks	Request to split the experience scoring as: 10 marks for professionals based in India 10 marks for professionals based in global world	EOI conditions stand

101	Section 3.2 3(a) 3(b) & Page no. 25	General	We request you to seek CV of all the professionals	CV is not required ,list of professionals with qualifications ,experience to be provided as per Annexure XIV Team Composition
102	Section 3.2 & Page no. 25	Each professional should have minimum 8-10 years' experience in consultancy services and minimum 4-5 years of expertise in their respective fields and necessarily in Digital Transformation in Indian/Global Life insurance Industry. The professionals should hold required Management and Technical degree from Grade I Indian and Global institutes	We request LIC to consider professionals holding either technical degrees or management degrees. We also request LIC to consider the situation where people don't have both technical & management degrees but are professionals with significant consulting experience We request LIC to amend the clause as: "The professionals should preferably hold required Management and/or Technical degree from Grade I Indian and Global institutes OR The professionals should have significant consulting experience"	EOI condition is modified .Please refer to corrigendum
103	Section 3.2 & Page no. 25	Each professional should have minimum 8-10 years' experience in consultancy services and minimum 4-5 years of expertise in their respective fields and necessarily in Digital Transformation in Indian/Global Life insurance Industry. The professionals should hold required Management and Technical degree from Grade I Indian and Global institutes	We request to amend the experience as minimum 8-10 years' experience in consultancy services applicable to the program director & program manager; and minimum 4-5 years of expertise in their respective fields for subject matter expert	EOI condition is modified .Please refer to corrigendum
104	Section 4.1 & Page no. 26	The strategy must also cover implications of such Digital initiatives over next 10 years at sufficiently granular level	Our understanding is that the consultants will be required to provide the outcome parameters of proposed initiatives over next 10 years . Please clarify if our understanding is correct	Detailed scope of work will be provided in RFP
105	Section 4.2 & Page no. 27	Digitalization of Customer Journey, Journey with Back office Supporting Process in customer and agents requests fulfillment, customer prospecting, onboarding, underwriting, servicing, retention, Claims, Loan, Performance Management System (IT-based), Customer Grievance handling and 360 degree view of the Customers	We believe that transformation of front end journey (customer and distributor facing) would warrant significant changes in the back-end processes (esp. Operations) as well. We understand that the process transformation of Operations is part of the scope. Please clarify if our understanding is correct	Yes ,the understanding is correct
106	Section 4.2 & Page no. 28	Assessment of current pain points in LIC's business value chain –. across all channel i.e. agency, direct, digital, banca, etc	Our understanding is that this value chain refers to assessment of the sales process and onboarding journey; it will not include other levers such as payout, structure, change management among others. Please clarify if our understanding is correct	Detailed scope of work will be provided in RFP
107	General		We request to consider Email references issued by our clients to us for the purpose of establishing eligibility & technical evaluation criteria	Email references may be provided
108	Section 2.25| Page 15	Activities/tasks, project planning, resource planning, effort estimate et	Kindly suggest the template for Effort estimation or is the consultant free to use their own template	Detailed scope of work will be provided in RFP
109	Section 2.25| Page 15	Activities/tasks, project planning, resource planning, effort estimate et	Kindly suggest the template for listing details of resources to be deployed on the project or is the consultant free to use their own template	Template to be used is as per Annexure XIV Team Composition
110	Section 4.2| Page 26	Scope of work: Digital Transformation	Please clarify if the scope is limited to Retail side of Business or this includes Group and social security Business also	Scope is limited to Retail side of business
111	Section 4.2| Page 26	Scope of work: Digital Transformation	We suggest to include Cloud strategy as a separate theme with focus on the overall Infrastructure transformation in terms of network, storage/computing/network etc as, success of the digital transformation is based on the resiliency/scalability of the underlying infrastructure	Detailed scope of work will be provided in RFP
112	Section 4.2| Page 26	Scope of work: Digital Transformation	We suggest to include Digital Analytics as a separate theme for driving inorganic growth	Detailed scope of work will be provided in RFP
113	Section 4.2 | Page 27	Digitalization of Customer Journey, Journey with Back office Supporting Process in customer and agents requests fulfillment, customer prospecting, onboarding, underwriting, servicing, retention, Claims, Loan, Performance Management System (IT-based), Customer Grievance handling and 360 degree view of the Customers	Is the scope limited to Insurance Business systems/processes or it also covers systems/processes related to Enterprise funtions like Finance, Procurements, HRMS etc	Scope does not cover Finance ,Procurements ,HRMS
114	Section 4.2| Page 29	Assess HR policy changes	Please clarify if this involves reviewing the HR policies organization-wide	Scope does not cover HR policies organization wide
115	Section 4.2| Page 29	Design the target tech organization and operating model	Please clarify if the operating model is limited to the technology organization/vertical or involves the entire organization including business organization	Operating Model is limited to Technology Organization
116	Section 4.2| Page 30	Consultant to set up a value assurance methodology	Please elaborate on this	Detailed scope of work will be provided in RFP

117	Section 4.2| Page 30	Consultant should assist in the go-to-market strategy for the new technology propositions within LIC and drive adoption of critical changes	Please elaborate on this	Detailed scope of work will be provided in RFP
118	Section 4.2 & Page 27	Build a world class analytics capability Integrated roadmap that brings together the various technology, digital, data and analytics capabilities	1. Are there predictive / analytics models on customer cross-sell/upsell, customer retention that LIC is using ? 2. What are different products for which these models are currently operational ? 3. Is the LIC using open source analytics tools or license softwares or analytics platforms ? 4. Does LIC has a dedicated Team / Department for analytics, having skills on data engineering and data science ? 5. Does LIC has dedicate Hardware or using Cloud infra for analytics ?	Detailed scope of work will be provided in RFP and to successful consultant during the project
119	Section 4.2 & Page 27	Analytics enablement of the Insurance Advisor journeys	1. Is the Historical data on Advisors captured in HR systems ? 2. Is the advisory interaction with the customer information captured, if yes, is different languages ? 3. Is LIC using call center to engage with the customers ?	Detailed scope of work will be provided in RFP and to successful consultant during the project
120	Section 4.2 & Page 27	Consultant is also expected to detremine suitable operating model, people, technollogy, data and other other capabilities	1. LIC is looking to build dedicated Analytics center of excellence for organizational analytics need ? 2. What is the current analytics team size and skills of exiting analytics team, if any? 3. Is the current team on analytics need to be scalled up in analytics ? 4. Is there a dedicated team that run marketing campigns and monitors the efficacy ? 5. Is there a dedicated hardware, software that the team is currently using to service analytics need , or it the MIS team what is currently supporting on adhoc reports ?	There is no Analytics center or team or software or hardware at present
121	Task 2 & Page 28	AI sytems and tools acroos full model development lifecycle e.g. featurization, rule automation systems, model development and optimization	1. Are there Open surce tools or licensed analytics/AI tools LIC MIS/ Analytics team is using ? 2. What visulisation tool is being used by LIC? 3. Does LIC has licences for ETL tool 4. Has LIC license to any cloud analytics framework ?	Detailed scope of work will be provided in RFP and such information successful consultant during the project
122	Task 2 & Page 28	Data management, data stores and data processing systems. Security architecture to bloster legacy tech debt and enable digital processes	1. Is LIC using Unstructured data from Internal/External sources ? 2. Is the data also available in business process in excel sheet or other document formats ? 3. Are there challenges in the data quality/concurrence on data available in ERPs ? 4.What are different data source systems ? 5. Is LIC currently using cloud infra for analytics?	Detailed scope of work will be provided in RFP and such information successful consultant during the project
123	Task 2 & Page 29	Advanced analytics models and tools	1. Is there any vendor or specific auto ML tool/framework that LIC is using ? 2. Does LIC has a Digital Campaign execution and management framework 3. Is LIC using Big Data analytics tools and infrastructure?	Detailed scope of work will be provided in RFP and such information successful consultant during the project
124	Task 4 & Page 29	Journey redesign - bluepring, user stories and UI wireframes/Analytics model devlopment	1. Analytics model and wire frames should cover all channels and all products, pls confirm 2. What are the number of customer journey are in scope for the RFP?	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project
125	Phase 2 & Page 30	Consultant will be involved with the vendor in granular Reimagined journey flow, user stories and UI wireframe/Analytics model development, backlog	Basis the wire frame and design blueprint - vendor will develop. Consultants will project manage execution and review. Pls confirm	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project
126	Section 4.2 & Page 27	Digitalization of Customer Journey, Journey with Back office Supporting Process in customer and agents requests fulfillment, customer prospecting, onboarding, underwriting, servicing, retention, Claims, Loan, Performance Management System (IT-based), Customer Grievance handling and 360 degree view of the Customers.	Analytics interventions and model design to be shared by consultants across value chain from onboarding to customer greviance management	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project
127	Section 4.2 & Page 29	Develop recommendations for specific technology and data initiatives across above areas to deliver a modern technology-based platform at LIC	Please suggest if LIC is fine to adopt tools and cognitive services from Cloud environment	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project

128	Section 4.2 | Page 29	Develop recommendations for specific technology and data initiatives across above areas to deliver a modern technology-based platform at LIC	Please suggest if LIC has a restriction for solutions to be available in any speicific Tech stack (Preference to open stack/Licenced)	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project
129	Section 4.2 | Page 30	Phase 2: Implementation support -Technology modernization strategy	For the identified initiatives, whether LIC intends to implement them Big Bang approach or in Agile manner	Detailed scope of work will be provided in RFP and such information will be provided tosuccessful consultant during the project
130	Sec 2.13 Clause f	The bid may be treated as legally void and may be rejected if: · Bid is not signed by the duly authorized person or · Bid submitted is unsigned or partially unsigned or · An image of signature found pasted on pages instead of wet signature or · Scanned bid is submitted · Bids are not submitted in respective envelopes as stipulated above	Is there any possibility for digital submission and if yes, will the digitally signed bids be accepted?	EOI conditions stand
131	Sec 2.33 Consortiums or sub	No consortium bidding is allowed. LIC will not consider joint or collaborative proposals that require a contract with more than one prime Vendor. Bidder need to fulfill all the eligibility criteria and technical evaluation criteria in its individual capacity unless mentioned otherwise	Is sub-contracting allowed (subject to maximum allowed %age) where the overall responsibility of the project delivery lies with the bidder? This will allow the bidder to quote a competitive price point	EOI conditions stand
132	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2	Develop target technology solution architecture covering Front i. distribution channels /agents/marketing officials ii. Transaction processing application i.e., the legacy system. Other software applications within the Retail business iii. AI systems and tools across full model development lifecycle e.g. featurization, rule automation systems, , model development and optimization iv. Data Security architecture to bolster legacy tech debt and digital processes v. Infrastructure including data centers and cloud strategy vi. Integration architecture vii. Automation of processes at Branch level.	1. We assume that the vendor will need to assess the current AI landscape and capabilities. Is there a view of what are the current tools/AI capabilities used by the LIC? 2. What are the current technology / tools used which the bidder will need to review for understanding the tech debts?	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project
133	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2	Review data capabilities at LIC and suggest a suitable way forward i. Data vision and Strategy ii. Data architecture and ecosystem iii. Data governance iv. Data availability v. Advanced analytics models and tools	1. Does it include assessment of the current repotting capabilities and if yes how many reports/dashboards will the bidder need to assess/rationalize/redesign (wireframing)? 2. Does the scope include tools benchmarking and selection for DG, MDM, DQ? If yes, what are the current tools under consideration? 3. What is the current data architecture platform? Is it possible to get a diagram of the current data architecture as well as enterprise architecture showing integrations across the systems? 4. What are the current advanced analytics models used? How big is the Advanced analytics team supporting the enterprise?	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project
134	2.2 Overview and Objective of EOI	The drawn strategy should be in line with LIC's Business Strategy	IS there any defined business strategy document already present elaborating the major points of organizational growth, sustainable competitive advantage, increased productivity of intermediaries, creating unique value ? Can that document be shared with the bidders ?	Consultant will as part of engagement will study and gather the existing business strategy from business teams
135	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2	The consultant should critically assess current architecture and recommend the target architecture ?	Is there any documentation available to understand current application, integration, deployment architecture and data flow diagram for all core and non-core systems?	such information will be provided to successful consultant during the project
136	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2	The consultant should critically assess current architecture and recommend the target architecture ?	Do the bidders need to analyze technology components pertaining to other internal functions like payment, finance , accounting & reconciliation? HR, Legal etc	Scope does not cover Finance ,Procurements ,HRMS,Legal
137	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 1	Assessment of current pain points We assume the assessment of paint points includes analysis of all phases (lead management, customer acquisition, policy issuance, renewal, servicing, claims etc.) and all the relevant users operational challenges in the ecosystem. Please mention in any specific function / group of users is excluded from the scope.		Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project
138	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2, Point 5	The consultant should critically assess current architecture and recommend the target architecture ?	Is there any documentation available for current infrastructure (data center / network) ?	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project

139	4.1.1 Background and Object	Multiple existing digital initiatives	We assume the ongoing digital initiatives should also be considered in the overall assessment scope and if required significant changes can be suggested as part of the overall roadmap. Please confirm	Yes the assumption is correct
140	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2, Point 2	Transaction processing application i.e., the legacy system. Other software applications within the Retail business	Please mention the list of transaction processing application and functions they are catering to.	such information will be provided to successful consultant during the project
141	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 2, Point 2	Transaction processing application i.e., the legacy system. Other software applications within the Retail business	Is Group Business out of scope for the overall engagement?	Yes Group Business is out of scope
142	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 3, Point 2	Transformation will require a shift to the Agile development culture and delivery	What is the current software development mechanism for in-house team? Does this agile mandate mean LIC will intend to move the execution mode of different projects managed by vendor ecosystem to Agile also? Is there any future roadmap to change the future RFPs from fixed bid cost to a different modality?	such information will be provided to successful consultant during the project
143	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 3, Point 5	Assess HR Policy changes	Please elaborate. We assume the current HR Policy assessment and recommendation is limited to fulfill the business objectives drawn out in this RFP. Please confirm	Yes HR Policy assessment and recommendation is limited to fulfill the business objectives drawn out in this RFP.
144	4.2 Scope of work: Digital Transformation, Phase 1, Component 2, Task 4	Journey Design	Will the actual journey design, user story writing, UI/UX wireframe design be part of the bidder's scope or it will be outsourced to vendors through RFP	Design will be part of bidders scope
145	Generic	Timeline	What is the timeline horizon bidder should consider at this point in time while estimating the effort and cost? While the one time strategy work will have a definite timeline, but the PMO /Supervision track will run throughout the execution phase and the length of the execution phase along with number of execution projects will only be known at the end of the strategic exercise?	Detailed scope of work and timelines will be provided in RFP
146	4.2. Scope of work: Digital Transformation, Phase 1	do gap analysis and articulate an inorganic as well as organic technology strategy in line with Business Strategy	Can you share some of the priority dimensions of your business strategy (specifics not required but at a high level) ? This will help us align and demonstrate our tech/digital strategy point of view with relevance	Please refer Scope of Work in EOI
147	Generic	Current tech challenges	What are your current top tech challenges that exists that you believe are bottlenecks in your journey to become a tech driven insurer ? This will help us understand your current tech context better and provide our point of view on realistic integrated transformation roadmap	such information will be provided to successful consultant during the project
148	4.2. Scope of work: Digital Transformation, Phase 1, Component 1	Consultant should help determine elements of operating model that will be completely independent in LIC digital and the one which will be coshared with existing set-up	Can you please elaborate on your idea of an independent LIC Digital in terms of tech tools, infrastructure, and ownership of data standpoint?	such information will be provided to successful consultant during the project
149	Section 4 Scope of Work; Clause 4.2, Page 26	Component 1, Inorganic Technology Strategy (Digital LIC), overall	Our understanding is that 'inorganic' means here a set of 'new' technology solutions, systems that will be identified and prioritized for acquisition by LIC from the market through the business use case approach. Inorganic doesn't mean here purchasing stakes in the vendor firms etc. Please confirm	Yes ,'inorganic' means here a set of 'new' technology solutions, systems and does not mean purchasing stakes in vendor firms
150	Section 4 Scope of Work; Clau	Component 1, Inorganic Technology Strategy (Digital LIC) 'Detail out potential customer journeys and Insurance Advisor/Alternate Distribution Channel/Marketing Officials'	For the digitalization of the journeys we have noted that customers and distribution intermediaries are focused. As such our understanding is that for the insurance claims assessors etc. a journey mapping is not required/ envisaged. Please let us know if you would want to include the same.	Please refer following point in EOI ● Digitalization of Customer Journey, Journey with Back office Supporting Process in customer and agents requests fulfillment, customer prospecting, onboarding, underwriting, servicing, retention, Claims, Loan, Performance Management System (IT-based), Customer
151			1. Does LIC also look at security posture improvement as part of this journey	Yes Security posture improvement is a part
152			2. What are the key pain points at an overall business level that LIC is looking to improve on after	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project

153			3. Does LIC have a committee for Cloud Modernization and migration - Is that included in this exe	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project
154			4. Does LIC see cloud as a platform for innovation and change	Detailed scope of work will be provided in RFP and such information will be provided to successful consultant during the project
155			5. Are process improvements at operational level also a part of this EOI - Or this is purely a technology only transformation	Process Improvements at operational level is also part of EOI

Executive Director(IT/BPR)