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November 1, 2022

## LETTER OF TRANSMITTAL

Ms. Roxanne Koltermann  
Contracts Coordinator  
Texas Lottery Commission  
P. O. Box 16630  
Austin, TX 78761-6630

Dear Ms. Koltermann:

LatinWorks Marketing, LLC dba THIRD EAR is pleased to submit our proposal to the Texas Lottery Commission for Advertising Media Services as detailed in RFP No. 362-2023-0002. We are grateful to have served as the Texas Lottery Commission's Advertising Services Agency of Record since 2012 and are equally honored to be given the opportunity to bid for the privilege of continuing serving in a new capacity for Advertising Media Services. Please note that we are a full-service advertising agency based right here in Austin, Texas, and prior to serving as the TLC's Lead agency, we served as your Ethnic Market agency since 2008.

As you review our response, you will see that our innovative media approach, as well as our proprietary tools, our people and our ability to adapt to the unique and distinct operational and business needs of our client-partners, position THIRD EAR as the most qualified Proposer to provide the goods and services required by the Texas Lottery in this RFP. We believe no agency in Texas — or beyond — is as uniquely qualified to continue as your agency partner in a new capacity as is THIRD EAR.

Please accept this letter and the attached Proposal as our sincere commitment to deliver the goods and services specified in the RFP with the utmost professionalism, excellence, and ethical standards that have been the hallmarks of our work with the Texas Lottery Commission. We have read, understand, and will comply with the Terms and Conditions as set forth in Part 3. Moreover, we have read, understand, and will comply with the items as detailed in Parts 1 and 2.

The accompanying Proposal is valid for one hundred and eighty (180) days beginning November 1, 2022. Should you have any questions please feel free to contact my colleague, Shelley Hall or me as follows:

Shelley Hall  
Mobile: 404-353-7582  
Email: [shelley@wearethirdear.com](mailto:shelley@wearethirdear.com)

Alejandro Ruelas  
Mobile: 512-699-6940  
Email: [ruelas@wearethirdear.com](mailto:ruelas@wearethirdear.com)

We are grateful for this opportunity and look forward to the next steps in the process.

Kind regards,

Alejandro Ruelas  
Founder & CEO  
THIRD EAR



## Executive Summary

As the Texas Lottery Commission's Advertising Services partner since 2012, all of us at THIRD EAR are grateful for the opportunity to submit this proposal in response to RFP No. 362-2023-0002. We are proud of all that we, Client and agency, have accomplished together, dating back to 2008 when we served as your Ethnic Markets agency, and subsequently as your lead agency since 2012. We recognize that none of it would have been possible without the open, productive partnership we enjoy with the Texas Lottery Commission. Should we be fortunate enough to be once again named the Successful Proposer, we look forward to bigger and better things in collaboration with you.

We submit this proposal with the belief that we are uniquely qualified to continue being your agency-partner in 2022 and beyond. THIRD EAR thoroughly understands the unique requirements of the Texas Lottery business and is fully prepared to continue meeting and exceeding your high standards and expectations as we achieve our YOY goals on behalf of Texas Education and Veterans. Beyond the expected services of an ad agency, several characteristics clearly set THIRD EAR apart: Passionate people with the right experience and commitment to the causes embodied by the TLC; a deep understanding of the State of Texas; and our innovative media approach, proprietary processes, and sound financial position. We look forward to sharing details of these as you evaluate our proposal.

### Our Media Approach

AT THIRD EAR, we believe that media - the data it leverages and the data it produces - is one of the most powerful tools to create a competitive advantage for marketers today. These two elements allow us to be selective in who we talk to, efficient in what we purchase, purposeful in the message we deliver, and most importantly effective in producing the desired business results.

THIRD EAR's approach to developing an effective and efficient media plan is grounded in 5 key pillars: Business Understanding, Audience, Marketplace, Channel Characteristics and Communication Goals. When developing media plans, we look at the objectives we're setting out to achieve, who we are trying to reach, and what are the right channels to deliver the message we want to convey. This approach allows us to be more precise and better tailored to brands' unique business needs, while still remaining flexible and reactive to the ever-changing media landscape. Combining data-informed insights with powerful media executions, these plans form a master communications plan that helps efficiently move the prospect through the consumer journey.

As set forth in our response to Section 4.1.1, and demonstrated in response to 8.1, we have a proven process that delivers results-driven media recommendations across all consumer constituencies. This approach is especially valuable for the Texas Lottery Commission as it enables us to effectively and efficiently engage with all Texans 18+ while respecting our established Advertising Sensitivities.

### Proprietary Tools and Processes

As previously mentioned, our proprietary planning tools and processes further help drive the effectiveness and efficiency of our campaigns. THIRD EAR uses a variety of syndicated research resources across audience insights; media planning and competitive research; operational, negotiation and stewardship; and media measurement. Two tools that give us an edge are Omni and OnePulse.

To preview what you will review in our proposal:

- **Omni:** Beyond all the traditional, syndicated media/strategy tools, studies and data; what gives us an edge when developing strategies for our clients is our Proprietary Platform called Omni. It provides a single-view of the consumer from insights development, to audience building, channel planning, content inspiration, and message distribution. You'll find examples of how we've leveraged this tool in our response to Section 8.1.4 and Section 4.1.1.
- **OnePulse:** A primary research tool which offers our clients immediate, unlimited access to primary quantitative polling. This allows us to take market research into an engaging, real-time conversation. An example of using OnePulse for market insights in practice is provided in our response to Section 8.1.4(a).

Ultimately, we believe that working with an agency-partner that has the proven thinking and tools with which to engage all Texans 18+ with the right people and commitment to continuing to evolve our approach and understanding, would be invaluable to the continued success of the Texas Lottery Commission.

### **Our Deep Understanding of Texas**

In addition to a proven media approach, as mentioned above, throughout our tenure as the lead agency-partner of the Texas Lottery Commission THIRD EAR has demonstrated that we have our pulse on the cultural and demographic changes affecting our great State.

We have an intimate understanding of our state's consumers and what motivates them to action. Over the past two decades, we've helped brands lead with strategically-driven media solutions focusing on beliefs and behaviors that drive Texans of all ages, races, ethnicities and language preferences. Our collective experience managing the Texas Lottery Advertising Services contract over the past decade, and understanding of the state's population and media behaviors through our ongoing work within this market uniquely qualifies us to continue on as the Advertising Media Services AOR for the Texas Lottery. More on the implications of these market nuances and data and how it impacts our recommendation for the Media Plan can be found in Part 8 of our response.

### **Strategic Media Audience Development**

Through this development process, we took the opportunity to refine and re-evaluate our core audience. Rather than keeping a broad look of Texans 18+, THIRD EAR has leveraged a suite of primary and secondary research tools to dive deep into the audience to further refine a strategic segment that allows us to better understand the makeup of Texans most likely to perform a purchase of a draw ticket or scratch ticket game.

This analysis includes primary research to uncover insights and players' reasoning behind participating in the Texas Lottery using our primary research survey tool, OnePulse. We determined that audiences who have never played a lottery game are highly unlikely to play in the future. Of those who have, we discovered their motivations to participate in either scratch, draw games, or both. We then dissected and compared the demographics, interests, consumption habits and browsing behaviors (sourced from our syndicated research tools) of audiences that would buy lottery ticket games. This yielded our product based view of Scratch Players, Draw Players, and in some cases a player who frequently enjoys both. Next, we explored media consumption behaviors specific to channel, platform, context, and device type of these segments to better develop our channel mix strategy.

With a deep understanding of our Texas 18+ audience that is most likely to purchase and play a lottery game, we provided a media strategy that best positions the Texas Lottery across mediums and environments where there is best opportunity to reach, resonate, and ultimately lead to increased frequency of purchase with consumers.

### **Our Commitment to HUB**

Few agencies can understand the significance of minority-owned organizations in our communities and their impact on our economy than THIRD EAR. We believe in the importance of the HUB program and, through our subcontracting partnerships, are committed to continuing to promote and support HUB enterprises in our State.

As the Texas Lottery Commission's Lead AOR since 2012, we have exceeded the expressed HUB goals since Day One of our contract and are pleased to report that, as evidenced in our response to Part 5, we will continue doing so should we be fortunate enough to be named the Successful Proposer during this process. Our HSP Proposal is an accurate "real world" plan that we would be in a position to implement immediately in FY24. The subcontracting partners we identified are established entities and have proven they can deliver on the high standards of the Texas Lottery Commission. We feel privileged that they have agreed to work with THIRD EAR as opportunities present themselves. More details on our partnership with Avalanche Media Group is below.

### **Capabilities and Staffing**

THIRD EAR is a full-service advertising agency headquartered in Austin, offering a comprehensive suite of capabilities, including, but not limited to, media planning and buying; account management; strategic planning; creative development; production; experiential strategy, live activation, contract negotiation – including partner management; and retail engagement. In addition, the agency has a proven media services group, able to expertly deliver planning and buying across all relevant channels: traditional, broadcast, digital and social media. The agency was founded under the name LatinWorks in 1998, when Hispanic advertising and marketing was a box to be checked by most marketing organizations, instead of a business imperative. With over two decades of Hispanic Market and General Market expertise, we offer a fresh perspective on cultures by understanding when to lean into similarities and when to highlight differences.

As expressed in our responses to Part 6, we believe we have a solid team in place. Our Texas Lottery team is responsive, responsible and committed to delivering on, and reflecting, the shared core values of the Texas Lottery Commission as detailed in Section 1.3 of this RFP. Importantly, we all understand the nuances and unique processes of the Texas Lottery business that may not be evident to others in this RFP, and are committed to continuing to improve and strengthen our working relationships with the extended Texas Lottery Commission team as we have done since 2008.

We are thrilled to bring in Avalanche Media Group as a key subcontracting partner, who will be responsible for management of essential, evergreen permanent jackpot billboards and campaign OOH during key flights. Avalanche is an award-winning, woman-owned, WBENC and Texas HUB-certified, independent media marketing agency, founded by Kalyn Asher in Austin in 2012. Their proven experience with Texas-based media clients and operational excellence in managing traditional media like OOH will bring even more operational efficiencies to the Texas Lottery Commission in partnership with THIRD EAR.

Within this RFP response and updates to the Scope of Services as identified in Part 7, we are recommending an integrated team across media, finance and operations. Key cross-functional work and functions of each team member is detailed in our response to Section 6.2.3 and Section 6.2.4.

The true strength of our candidacy is within the talent and experiences of staff in our Media Department and the team at Avalanche Media Group. Cailin Bula, our Executive Director of Media Services, and former media planning lead for the Nissan account with TBWA\Chiat\Day NY, will direct a team of media planners and buyers, who have extensive experience within the Texas Media market across negotiation, execution, and stewardship of media campaigns inclusive of online and offline strategies. This team is built based on our learnings from the past decade servicing the Texas Lottery Commission, and we have made optimizations to ensure the best value to provide the scope and services detailed in Part 7 of this RFP.

To summarize, our response will showcase:

- Our results-driven, innovative Media Approach
- Our deep understanding of Texas
- Our understanding of the Texas Lottery business and Texan consumer
- Our respect for the Texas Lottery's unique requirements and Advertising Sensitivities
- Our proprietary processes and tools
- Our sound financial position
- Most importantly, our talented team across media, finance and operations that make it all happen

### **Moving Forward**

Through the Texas Lottery's products, experiential activations and sponsorships across the State, we clearly bring fun, luck and chance to life for Texans everywhere. And with the Texas Lottery's contributions to Texas Education and Veterans services, we make a positive impact on our communities and the future. Combined, these have the potential to further drive meaningful connections with Texan Adults of all backgrounds – in simple and tangible ways.

THIRD EAR would be honored and privileged to continue playing a role alongside the Texas Lottery Commission for the benefit of the citizens of our great State.

## Part 1 Acceptance

**We have read, understand, and will comply with the items and requirements as detailed in Part 1.**

### 1.7. Proposals Subject to The Texas Public Information Act

1.7.1 The Texas Lottery is subject to the Texas Public Information Act (Act) (Chapter 552, Government Code). Proposals submitted to the Texas Lottery in response to this RFP are subject (in their entirety) to release by the Texas Lottery as public information. A Proposal, or specific parts thereof, may, however, be shown by the Proposer to fall within one or more of the exceptions to disclosure provided in the Act, the State Lottery Act or other applicable law. Marking an entire Proposal as "confidential" or "copyrighted" is unacceptable. If a Proposer believes that parts of its Proposal are confidential under the Act, it should specify the confidential information by marking "Confidential" on each page or by each paragraph containing such information prior to submitting the Proposal to the Texas Lottery. In response to this section, Proposers shall provide the Texas Lottery with specific and detailed reasons for each item marked "Confidential". Vague and general claims to confidentiality are not acceptable. This detail is necessary so that the Texas Lottery will have sufficient information to provide to the Attorney General of Texas, if a ruling regarding the confidentiality of such information is requested. Failure of a Proposer to respond to such notification may result in the release of all or part of the Proposal as public information. It is the Proposer's obligation to submit briefing to the Attorney General setting forth the basis upon which the requested information should remain confidential. The Attorney General may determine all or part of a Proposal to be public information even though parts of the Proposal were marked "Confidential" by the Proposer. Additionally, see Sec. 552.0222 of the Act relating to contracting information that is considered public and must be released.

**We have read, understand, and will comply.**

**Detailed below are the sections in this RFP marked confidential by THIRD EAR.**

- **Section 4.1.1: The entire case studies provided in this section for Beech-Nut, the North Texas Tollway Authority, Texas Lottery, Downtown Austin Alliance and Visit Austin are confidential due to non disclosure agreements with our client partners regarding proprietary brand information, brand strategy and results.**
- **Section 4.1.2: Client billings are confidential due to non disclosure agreements in our contracts with these client-partners.**
- **Section 4.1.3: Information in this section is confidential, due to client contract agreements and contact information with our previous client partners.**
- **Section 4.2: This section is confidential due to the release of contact information for senior-level clients included in this section.**
- **Section 4.5: Agency Financials provided in this section are confidential due to the sensitive information about our organization.**
- **Section 8.1.5 The entire case studies provided in this section for Beech-Nut, Bravo and the American Heart Association are confidential due to non disclosure agreements with our client partners regarding proprietary brand information, brand strategy and results.**
- **Attachment H, Cost Proposal: Our cost proposal is confidential due to our agency's pricing and trade secrets. Should our pricing methodologies be made public, it could give an advantage to a competitor or bidder.**

## Part 2 Acceptance

We have read, understand, and will comply with the items and requirements as detailed in Part 2.

## Part 3 Acceptance

We have read, understand, and will comply with the items and requirements as detailed in Part 3.

## 4. Required Information

### 4.1. Experience of the Proposer

4.1.1. Each Proposer should state why it believes it has the required experience to provide the goods and services required under this RFP. Proposers must demonstrate an understanding of Texas as a minority-majority state as well as the ability to effectively reach and speak to all Texans (ages 18+).

**We have read, understand, and will comply. Please find our response to Section 4.1.1 on the following pages.**



### SECTION 4.1.1

THIRD EAR is a full-service advertising agency headquartered in Austin, offering a comprehensive suite of capabilities, including, but not limited to, media planning and buying; account management; strategic planning; creative development; production; experiential strategy, live activation, contract negotiation – including partner management; and retail engagement.

The agency was founded under the name LatinWorks in 1998, when Hispanic advertising and marketing was a box to be checked by most marketing organizations, instead of a business imperative. With over two decades of Hispanic Market and General Market expertise, we offer a fresh perspective on cultures by understanding when to lean into similarities and when to highlight differences. Insight-driven solutions begin and end with understanding people. That's why we go beyond demographics and focus on shared mindsets. Focusing on what brings humans together — passion points, identity, values — rather than what sets them apart enables us to find powerful insights that motivate action. We are driven by the desire to provide solutions that address even the most challenging client-partner business problems and work on a mix of project and AOR relationships.

Beyond these capabilities, what truly sets THIRD EAR apart is our innovative media approach, as well as our proprietary tools, our people and our ability to adapt to the unique and distinct operational and business needs of our client-partners, like we have for the Texas Lottery over the past decade.

As we evaluated the Scope of Work detailed in Section 7, we identified key opportunities to better service the Texas Lottery and are thrilled to bring an agency subcontracting partner to our Integrated Agency Team solution, Avalanche Media Group. Avalanche is an award-winning, woman-owned, WBENC and Texas HUB-certified, independent media marketing agency, founded by Kalyn Asher in Austin in 2012. Their proven experience with Texas-based media clients and operational excellence in managing traditional media like OOH will bring even more operational efficiencies to the Texas Lottery Commission in partnership with THIRD EAR. THIRD EAR will continue to manage all strategic media planning across all mediums and

buying across digital, print, broadcast (when planned) and innovation media, while Avalanche will be responsible for management of essential, evergreen permanent jackpot billboards and campaign OOH during key flights.

More on our people, agency culture and proposed team is provided in our response to Section 6.1.



THIRD EAR began working with the Texas Lottery as its multicultural agency of record in 2008, and was awarded the general market business in 2012. And in 2018, we were awarded the Texas Lottery Advertising Services contract for an additional four years, acting as brand stewards for this highly regulated and scrutinized state agency. The FY18 - FY22 contract included cross-channel media buying for traditional, digital and social; creative development and production for POS, digital, social and video; and experiential and sponsorship contract management and execution for partners like the State Fair, Dallas Cowboys, MLB and more. Currently, we are stewarding a contract in FY23 similar to that of the current FY24 RFP, including management of all Texas Lottery Media Services.

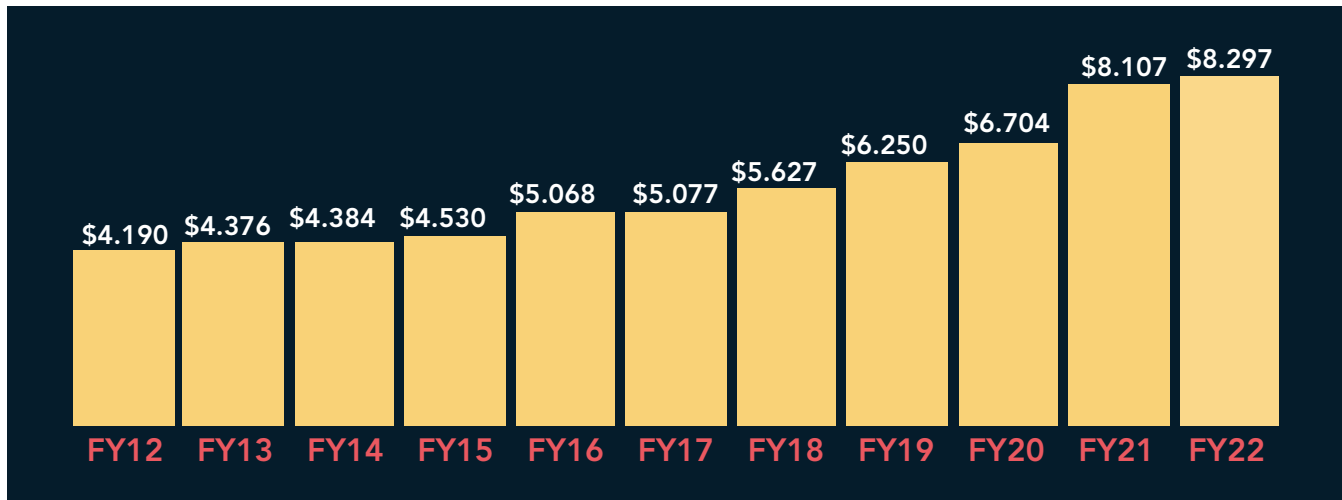
Our experience in managing the Texas Lottery Advertising Services budget and adhering to operational, reporting and contracting guidelines makes us uniquely qualified to continue as the Media Services agency partner for the Texas Lottery Commission. Throughout our tenure in negotiating and planning all media buys, we have averaged well over 20% in media added value on behalf of the Texas Lottery. During the recent FY23 Ad Plan development and recommendation, our team was able to uncover efficiencies that resulted in almost \$900K in additional working media budget versus the prior fiscal year. We are committed to providing excellence in all processes across all vendor, media, reporting and billing requirements as detailed in Scope of Services.

One of our proudest achievements with the Texas Lottery are the sales and business results. Even with changing, and continued reduced budgets set forth by the Legislature, we've worked with our client-partner to achieve year-over-year, record-breaking sales numbers.

**Since the beginning of our partnership, the Texas Lottery has experienced record year-over-year sales increases since FY10 and contributed more than \$1 billion each year to Texas Education and Texas Veterans services.**



More recently in FY22 (ending August 31, 2022), THIRD EAR helped the Texas Lottery set a new all-time sales record, surpassing the \$8 Billion mark for the second time in its history. Despite budget challenges, we are proud to serve as business partners with the Texas Lottery and serve as part of a team that has seen a growth in sales of \$3.219 billion, or 63.4%, over the past five years.



None of this would have been possible without a body of work driven by collaboration, integration and a shared vision for benefiting the state of Texas with the Texas Lottery.

## MEDIA CAPABILITIES

THIRD EAR's media offering is inclusive of planning and buying all traditional and digital channels. Planning encompasses the evaluation of audience, competitive analysis, industry trends, identifying communication goals, media mix, channel strategy, tactical execution and measurement plans. THIRD EAR buying includes negotiation, cost evaluation, purchase, implementation, monitoring, optimization, reporting and verification of delivery and success measurement to ensure it meets client standards and achieves objectives.

### TRADITIONAL CAPABILITIES

- National and local broadcast (TV/cable/radio)
- Out-of-home
- Experiential
- Magazine
- Newspaper
- Direct response
- Alternative mediums

### DIGITAL CAPABILITIES

National and local coverage for all standard and emerging digital platforms including:

- Programmatic media buying
- Cross-platform display
- Streaming audio & video
- Social
- Influencer campaigns
- Digital out-of-home
- SEO
- Custom high-impact programs

## MEDIA TOOLS

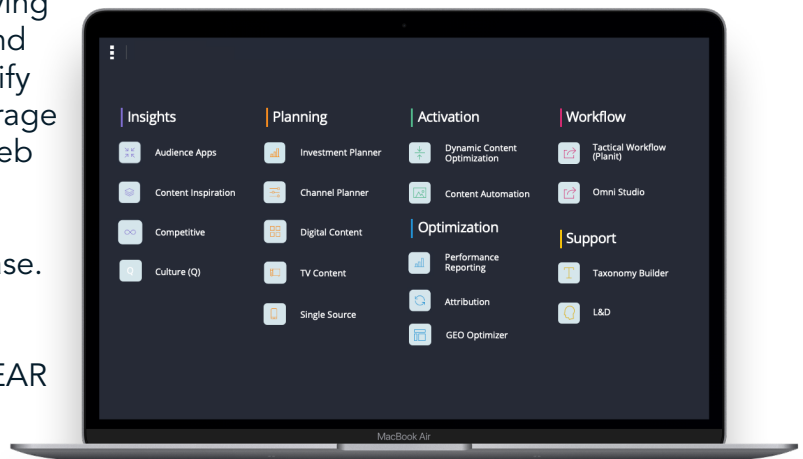
THIRD EAR uses a variety of syndicated research resources. Beyond all the traditional, syndicated media/strategy tools, studies and data; what gives us an edge when developing strategies for our clients is our Proprietary Platform called Omni. It provides a single-view of the consumer from insights development, to audience building, channel planning, content inspiration and message distribution.



**omni**

Omni is an end-to-end planning and buying platform that leverages both 1st party and 3rd party data sets that allow us to identify and define audience segments and leverage their actual behavioral data across the web (versus reported behavior in a survey) to develop a greater understanding of who they are and their motivations for purchase.

While primary research can often be expensive and time-consuming, THIRD EAR is proud to partner with Austin-based OnePulse to offer our client-partners immediate, unlimited access to primary quantitative polling. These surveys can be fielded anytime, and survey results with up to 500 respondents per survey are available within 24 hours.



Particular emphasis is also placed on Simmons OneView, a survey analysis and planning software that measures and provides access to U.S. consumer psychographics, attitudes, spending and media behaviors. Whether it's helping us determine the key audience for a product, the media platforms that best reach our audiences, or an audience's brand usage, Simmons' comprehensive crosstabs provide us with in-depth consumer insights that enable us to make data-driven decisions. We also utilize other syndicated sources which provide us with industry-specific trends reports and consumer data.

Together with our partners at Avalanche, we will leverage our combined access to tools used for detailed audience insights, audience measurement, media analysis, competitive data, operational delivery/cost management and ad tracking to help us make the most informed decisions for the Texas Lottery.

More detail on our full set of tools across Strategic Planning and Media can be found on the following page.

## THIRD EAR &amp; AVALANCHE GROUP MEDIA TOOLS

TOOL	PURPOSE
<b>Audience Insights — Combine various data sources to help identify and understand our unique audiences as they evolve throughout the customer journey</b>	
MRI-Simmons	Robust 3rd party consumer behavioral data source to identify the interests and motivations of existing and potential consumers
NetBase Social Monitoring	Monitor, segment and analyze conversations across social media platforms in order to measure brand sentiment, the effectiveness of social campaigns, and to fuel content creation for target audiences
OnePulse	Real-time, custom built quantitative polling that allows us to deploy custom surveys at scale to access timely consumer insights.
OMNI	End-to-end planning and buying tool that allows for behavior based audience planning utilizing 1st and 3rd party datasets. Audiences can also be activated against within platform across major media partners.
<b>Media Planning and Competitive — Leverage competitive data sources and various planning tools to enhance and inform our day-to-day planning processes</b>	
Nielsen IMS: Clear Decisions / MediaMix	Media Planning software pulling reach and frequency based on Nielsen data and media mix modeling
AAM (Alliance for Audited Media)	Measures magazine audiences across multiple platforms and formats —print and digital editions, desktop and mobile websites, and video —to provide a 360° picture of magazine media reach
Nielsen AdViews	Captures, organizes and analyzes competitive advertising spend and creative; offers the most complete source of cross-platform ad intelligence available today
comScore	Provides cross-platform measurement of audiences, advertising and consumer behavior to increase engagement and return on investment
SQAD	TV, Radio, and OOH cost databases
Kantar Media	Track competitive advertising/spending activity by brand, market, time period and media channel.
eMarketer Reports	In-depth reports on how digital is transforming marketing, media and ecommerce by focusing on the latest trends, insights and analysis that's easy to understand in a highly visual format.



TOOL	PURPOSE
<b>Operational, Negotiation and Stewardship - Seamless orchestration across media intelligence, media management, and media finance</b>	
MediaOcean Suite including Prisma, Print Buy Toolkit, Spot Buy Toolkit, Spot Toolkit	Media Intelligence, Media Management, and Media Finance in a single platform for end-to-end control
<b>Media Measurement - Ensure maintenance and optimization is happening in real time to ensure campaign objectives and goals are being met</b>	
Datorama	Centralize all media efforts in a single platform designed to help agencies integrate current and future tech stack and data visibility
Sizmek Ad Suite	Global, multichannel ad server used to create, distribute, customize, measure, and optimize digital campaigns across a variety of screens. Offers multiple options for creative authoring, streamlined campaign management tools and advanced dynamic creative optimization capabilities
IAS (Integral Ad Science)	Digital ad verification service allowing agencies to activate and optimize campaigns, and ensure delivered ads are brand safe, viewable, and in fraud-free environments
Nielsen Local TV and Audio	TV and Radio ratings reports across DMA/MSAs

### OMNICOM ADVANTAGES & ADDED VALUE

THIRD EAR is part of the Omnicom network, providing our media planning and buying teams with the advantages of a large media agency. Through our relationship with Omnicom, THIRD EAR has access to tools and research, preferred contracts and rates, and access to sister agencies in the network. THIRD EAR uses these advantages to help secure the most cost efficient and effective media buys available. All buys will be heavily negotiated and seek to deliver 25-35% added value ROI.

## NEGOTIATION POWER

One of our team's biggest strengths is our negotiation power. We leverage many assets when negotiating the best rates for our clients. These include our powerful Omnicom relationship, providing benchmarks to ensure we have the most efficient rates offered within the marketplace.

**Throughout our agency's history, we have placed over \$400 million in media for our clients and utilize more than 15 years of historical pricing, with robust market experience in the state of Texas.**

Our market and channel specialists have been in the business for over 15 years, bringing high level negotiating skills and deep rooted partner relationships to the table.

**In fact, just this last year for Texas Lottery's FY23 Ad Plan, our team was able to negotiate rates down by as much as 28% from what partners were initially proposing in media rates.**

All of these tools and resources give us the leverage needed to continually provide strong results and deliver high ROI through added-value media to our client-partners.

As part of our relationship with Omnicom, we have access to the OMG Market Partnership deals and rates negotiated at the holding company level. This not only gives us direct access to leading media partners but allows us to be extremely competitive in the pricing we negotiate and secure for our clients.

You can see a snapshot view of those partners on the following page.

# OMG U.S. MARKET PARTNERSHIPS 2022

DRIVING VALUE & UNIQUE OPPORTUNITY FOR CLIENTS

## ..... BY'21-'22 UPFRONT .....



## ..... PLATFORM PARTNERSHIPS .....



## ..... COMMERCE & RETAIL PARTNERSHIPS .....



## ..... CORE PARTNERSHIPS .....



## ..... DE&I/DCN .....



## ..... IN-DEVELOPMENT .....





## TEXAS EXPERTISE

We have an intimate understanding of our state's consumers and what motivates them to action. Over the past two decades, we've helped brands lead with strategically-driven creative solutions focusing on beliefs and behaviors that drive Texans of all ages, races, ethnicities and language preferences. Together with Avalanche, we have deep roots with state and local government accounts. Our category expertise is broad, and includes solid experience working for highly regulated industries — including government contracts, nonprofits and large Fortune 500 companies.



Critical to demonstrating our deep understanding of Texas, is our perspective on the State's most vital resource: its diverse people. Looking at Statewide and National population trends, we see that Latino population growth in Texas is accelerating at a faster rate than the Nation as a whole. Recently, the Hispanic population has grown to be almost the same size as the non-Hispanic white population, with Texas gaining nearly 11 Hispanic residents for every additional white resident over the past ten years. This trend is expected to accelerate in the coming decades, resulting in an increasingly, culturally-rich society. By 2050, Latinos will represent over half of the Texas population. Most notably, native-born bilingual or English-preferred Latinos will continue to lead the charge starting here in our diverse communities.

When looking at the 2020 U.S. Census Bureau data for the top 20 Texas DMAs, 39% of the adult 18+ population are Hispanic (11.4M) compared to 19% of the total U.S. population.

The top four Texas DMAs for the general market population – Dallas-Ft. Worth, Houston, San Antonio, and Austin – surprisingly don't mirror the exact top four DMAs for the Hispanic market population. Out of the 10.4M Hispanic Texans, roughly 78.7% live in Houston, Dallas-Ft. Worth, San Antonio, RGV and Austin, with El Paso trailing close behind.

More detail on population ranking and composition by Hispanic Market and General Market in each DMA is on the following pages.

## HISPANIC MARKET POPULATION DATA IN TEXAS

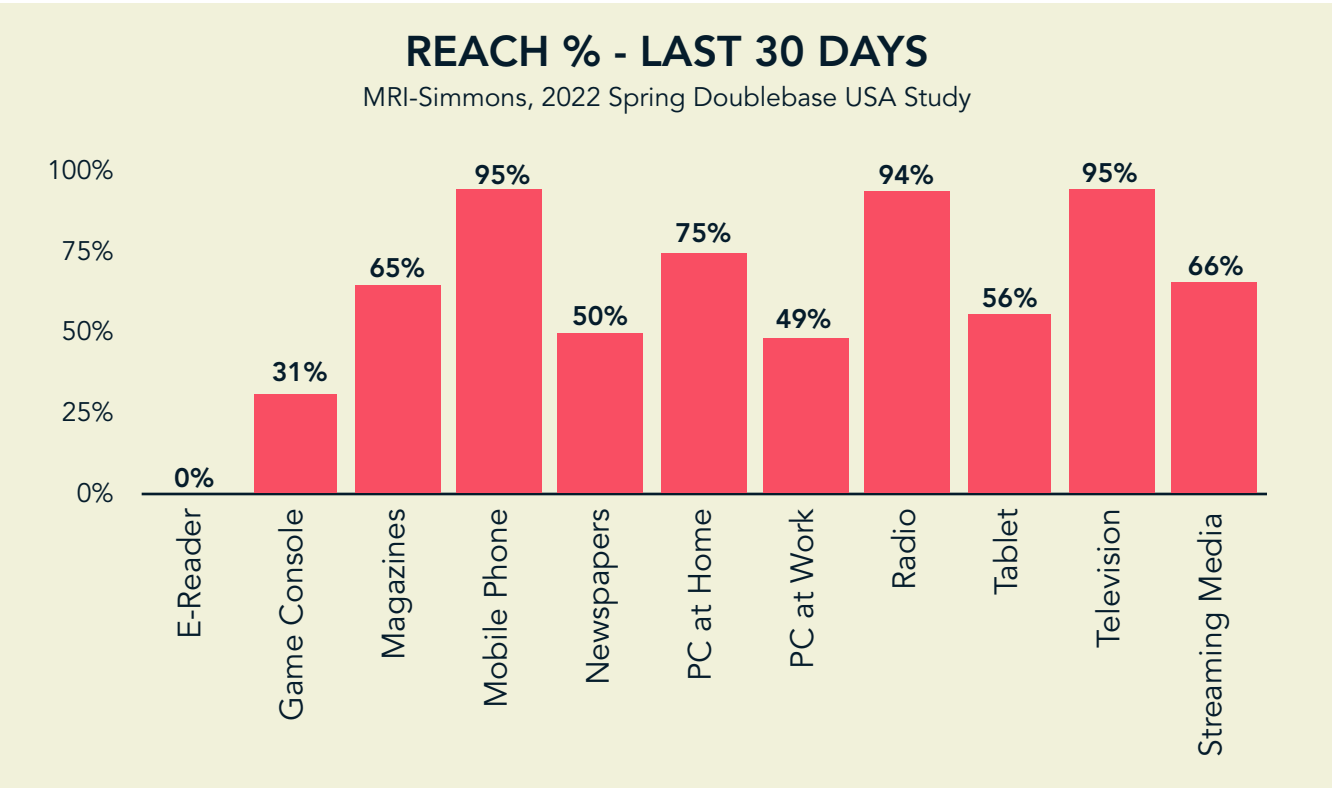
Hisp. Rank	Market	Hispanic Adults 18+ Population	% of Hispanic Total Population
1	Houston	2,682,311	25.70%
2	Dallas-Ft. Worth	2,219,072	21.20%
3	San Antonio	1,420,687	13.60%
4	Harlingen/Brownsville/McAllen/Weslaco	1,184,317	11.30%
5	Austin	726,124	6.90%
6	El Paso	699,471	6.70%
7	Corpus Christi	272,675	2.60%
8	Laredo	263,899	2.50%
9	Waco/Temple/Bryan	249,304	2.40%
10	Odessa/Midland	188,084	1.80%
11	Lubbock	118,616	1.10%
12	Tyler/Longview	92,959	0.90%
13	Amarillo	78,564	0.80%
14	Beaumont/Port Arthur	66,091	0.60%
15	San Angelo	49,589	0.50%
16	Victoria	46,371	0.40%
17	Abilene/Sweetwater	43,037	0.40%
18	Wichita Falls	27,641	0.30%
19	Sherman/Ada	19,370	0.20%
		<b>10,448,182</b>	<b>100%</b>

## GENERAL MARKET POPULATION DATA IN TEXAS

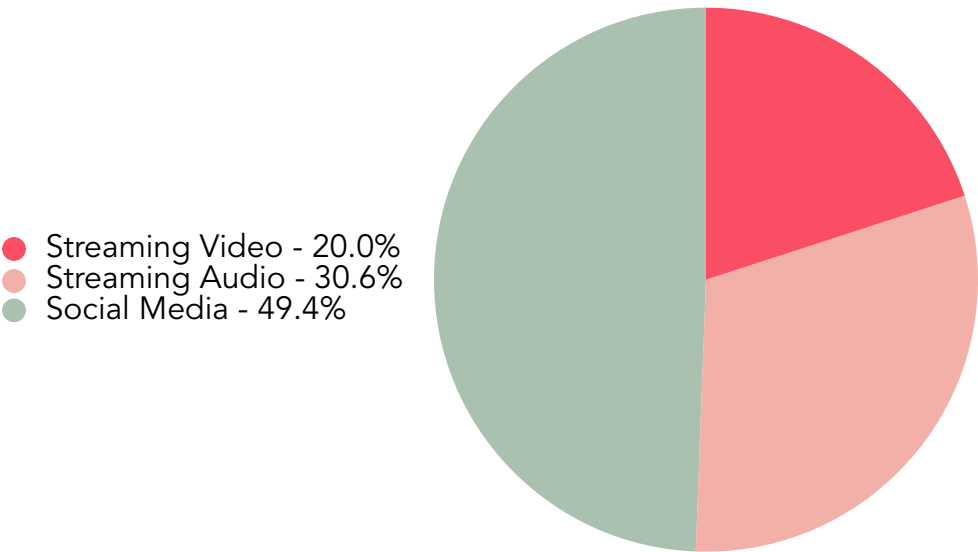
GM Rank	Market	Adults 18+ Population	% of Total Population
1	Houston	7,573,136	29.40%
2	Dallas-Ft. Worth	7,066,140	27.40%
3	San Antonio	2,550,960	9.90%
4	Austin	2,227,083	8.60%
5	Harlingen/Brownsville/McAllen/Weslaco	1,291,870	5.00%
6	El Paso	999,962	3.90%
7	Corpus Christi	843,725	3.30%
8	Laredo	519,408	2.00%
9	Waco/Temple/Bryan	429,024	1.70%
10	Odessa/Midland	392,563	1.50%
11	Lubbock	349,005	1.40%
12	Tyler/Longview	321,982	1.20%
13	Amarillo	276,652	1.10%
14	Beaumont/Port Arthur	269,447	1.00%
15	San Angelo	171,795	0.70%
16	Victoria	151,254	0.60%
17	Abilene/Sweetwater	136,212	0.50%
18	Wichita Falls	121,376	0.50%
19	Sherman/Ada	99,090	0.40%
		<b>25,790,684</b>	<b>100%</b>

MEDIA CONSUMPTION IN TEXAS

In regards to media consumption among Texas’s adult 18+ population, reach is highest on mobile phone, television, and radio, while home PC, streaming media, and tablets still have a good amount of users, with a reach between 56-75%. As many of us witness this in our own lives, digital media (mobile phone, PC, streaming media, and tablets) continues to climb in prevalence, as television and radio see slight declines in overall time spent.



Using OMNI, we were able to delve a little deeper into the digital consumption habits of Texas 18+. Based on our findings, we see that this user has a high propensity to use Social Media, Streaming Audio, and Streaming Video.



Source: Source: MRI-Simmons, 2022 Spring Doublebase USA Study & OMNI

## WE HAVE DEEP ROOTS IN TEXAS MEDIA CLIENTS

Our collective experience managing the Texas Lottery Advertising Services contract over the past decade, and understanding of the state's population and media behaviors through our ongoing work within this market uniquely qualifies us to continue on as the Advertising Media Services AOR for the Texas Lottery. More on the implications of these market nuances and data and how it impacts our recommendation for the Advertising Plan can be found in Part 8 of our response.

Throughout the past two decades, we have guided clients like the Texas Lottery, Visit Austin, North Texas Tollway Authority, Downtown Austin Alliance, Stripes Stores and H-E-B through these marketplace trends in Texas that propel our minority-majority status in the years to come, and the implications of all these factors.



On the following pages, we invite you to review for some media case studies for our recent work with Texas-based brands, including the Texas Lottery.

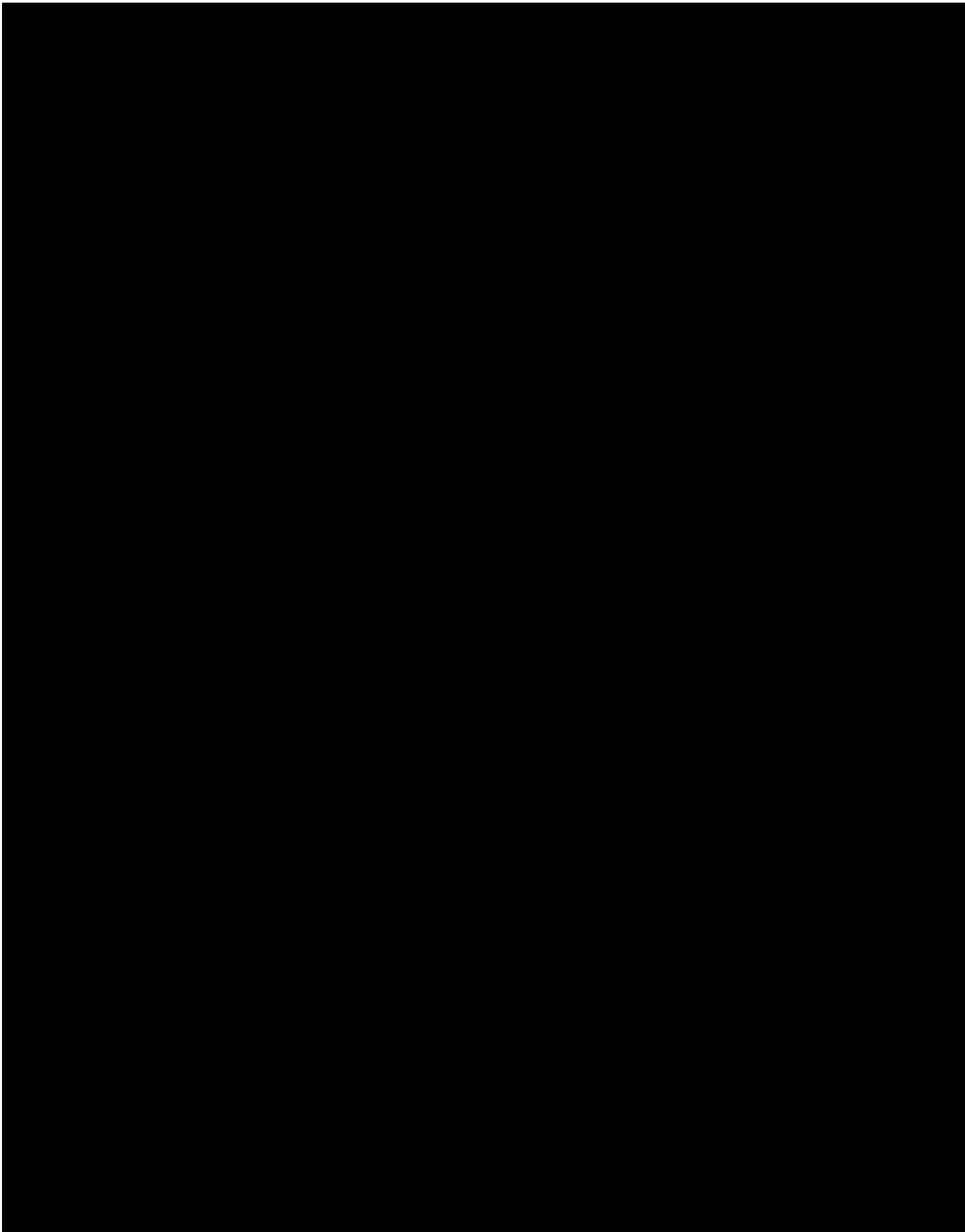
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TX Gov't Code §552.110

Part 4 - Page 15 of 34

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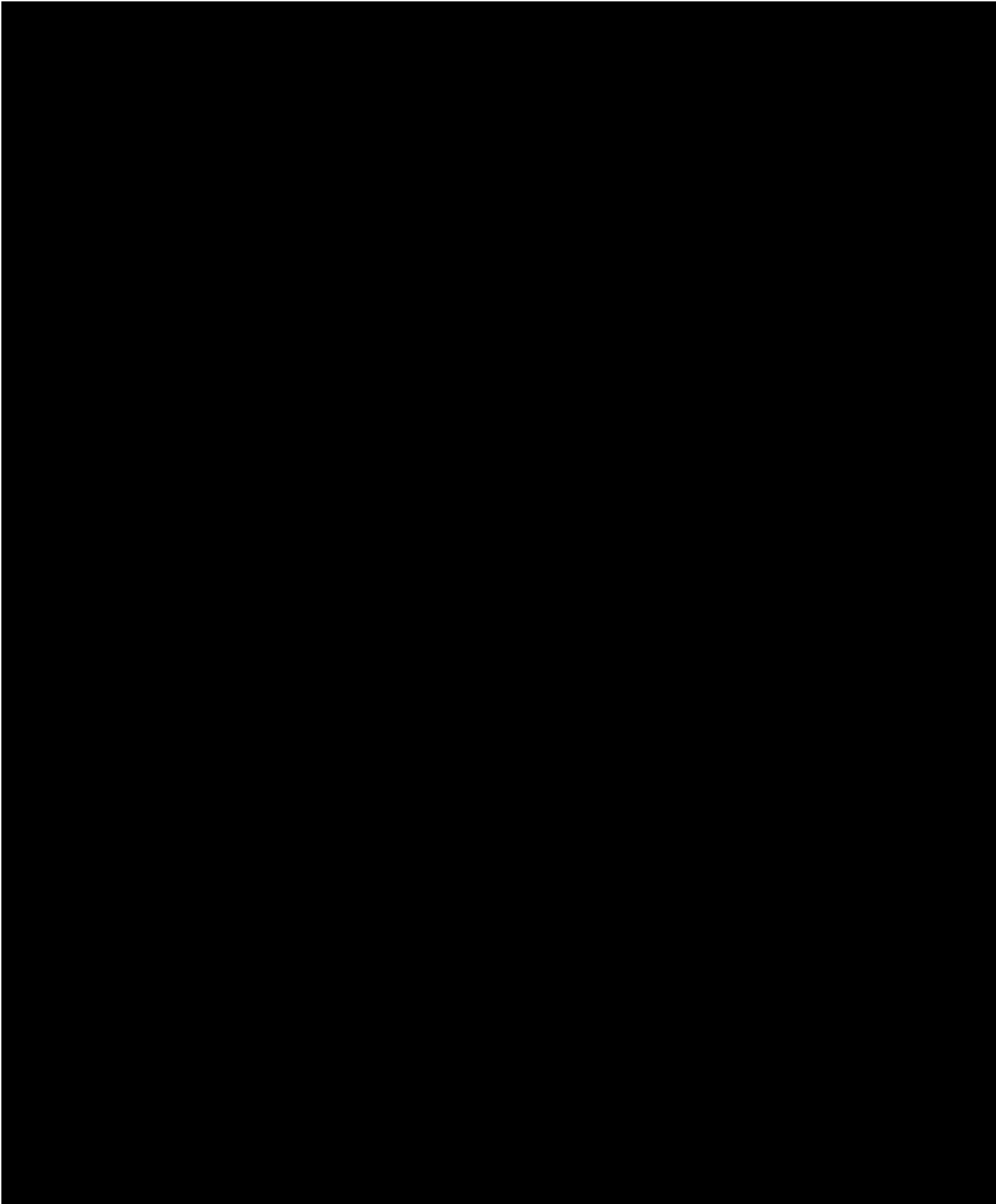
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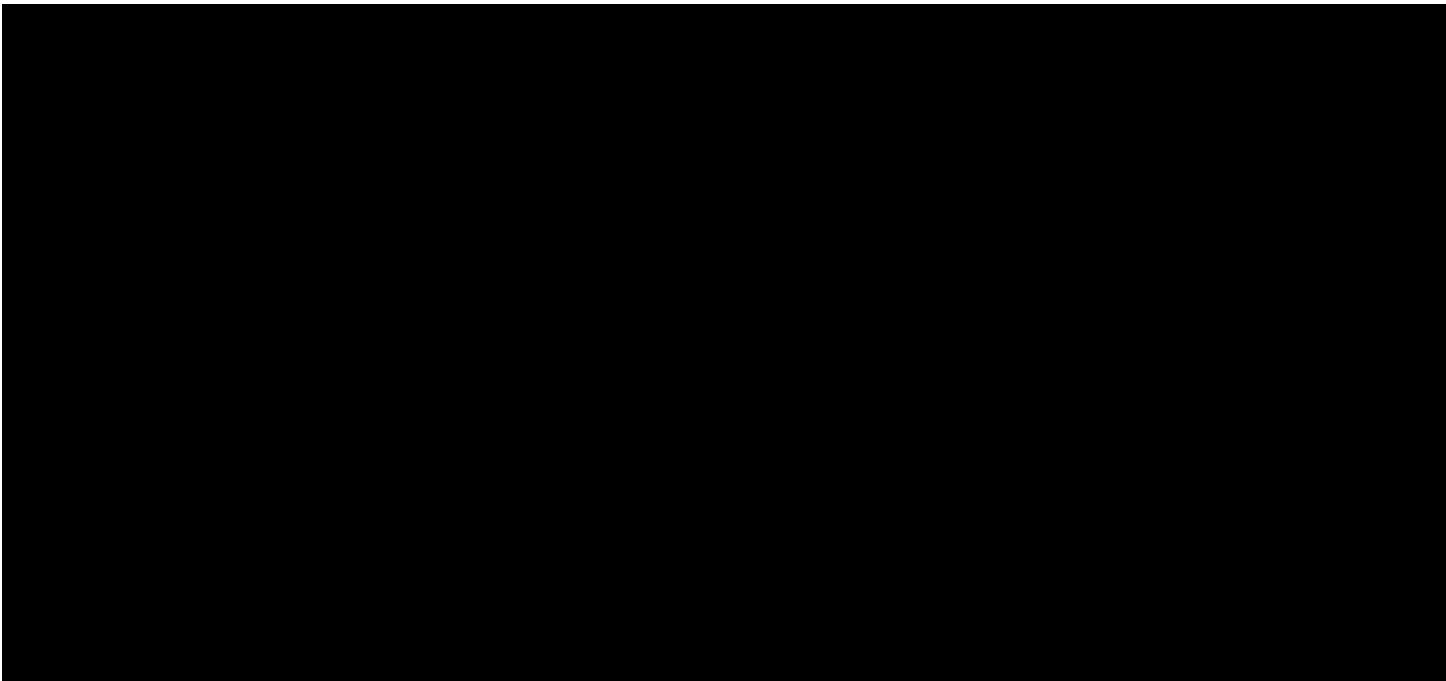
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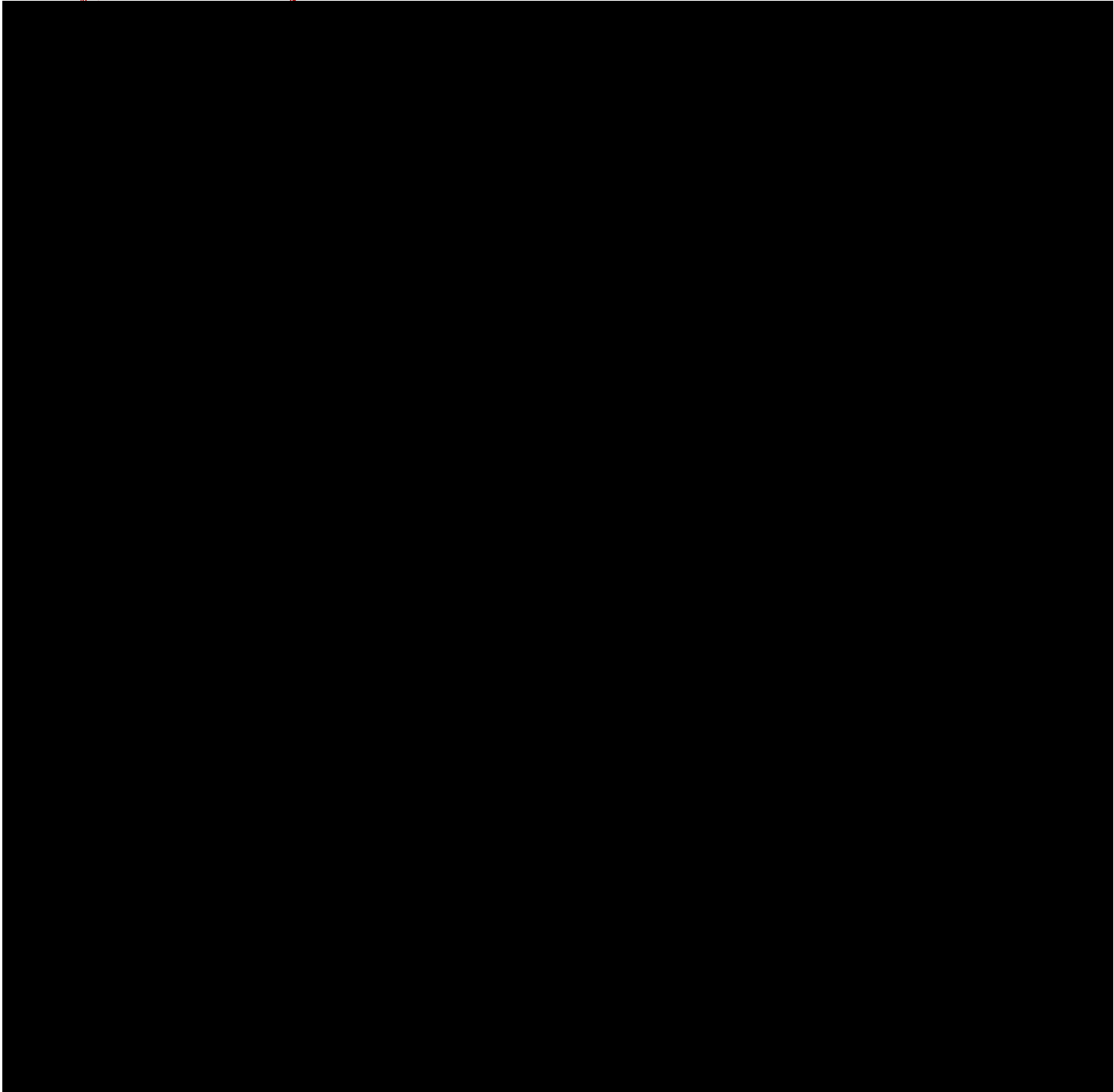
Part 4 - Page 21 of 34



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**Notes:**

- a) Please see the figures listed in the column marked "Size of Contract."
- b) Clients in the chart on the previous page are currently active contracts. Clients on the chart above are no longer in effect. See below for details.

THIRD EAR past contracts

**Bravo:** Project was completed for the assigned scope of work, and the programming for Mexican Dynasties was not renewed for a second season.

**Thrivent Financial:** Once we had approval of the media plan, our creative team worked on online video, display banners, radio, OOH, social media assets, collateral and the brand website. As we got into completion of these materials, Thrivent realized that they needed more time to finetune the product and service offering, train their staff in the local office, as well as work on some operational issues so they decided to do a phased approach for the launch and not launch with the brand campaign until the "house was in order". Though we didn't get to fully launch Buen Camino by Thrivent, the strong partnership with Thrivent Financial set up the brand with a strong foundation and learnings that will allow them to go to market more easily, when they're ready.

Avalanche Media Group past contracts

**Brookfield:** Client consolidated agency partners.

**Wingstop DFW & El Paso:** Wingstop eliminated Co-op funding.

**Lamar Institute of Technology:** Contract expired and was not renewed.

**Organicare:** Contract is dormant due to distribution changes.

**Austin Board of Realtors:** Contract not renewed due to market conditions of the pandemic.

4.1.3. The Proposer shall state whether or not any of the following have occurred during the last five (5) years:

- a) The Proposer has had a contract terminated, and, if so, shall provide full details, including the other party's name, address and telephone number.
- b) The Proposer has been assessed any penalties or liquidated damages under any existing or past contracts, and, if so, note the reason for and the amount of the penalty or liquidated damages for each incident.
- c) c. The Proposer was the subject of (i) any disciplinary action for substandard work and unethical practices or (ii) any order, judgment or decree of any federal or state authority barring, suspending or otherwise limiting the right of the Proposer to engage in any business, practice or activity.
- d) The Proposer has been involved in any litigation related to contract performance.

**We have read, understand, and will comply.**

**CONFIDENTIAL**

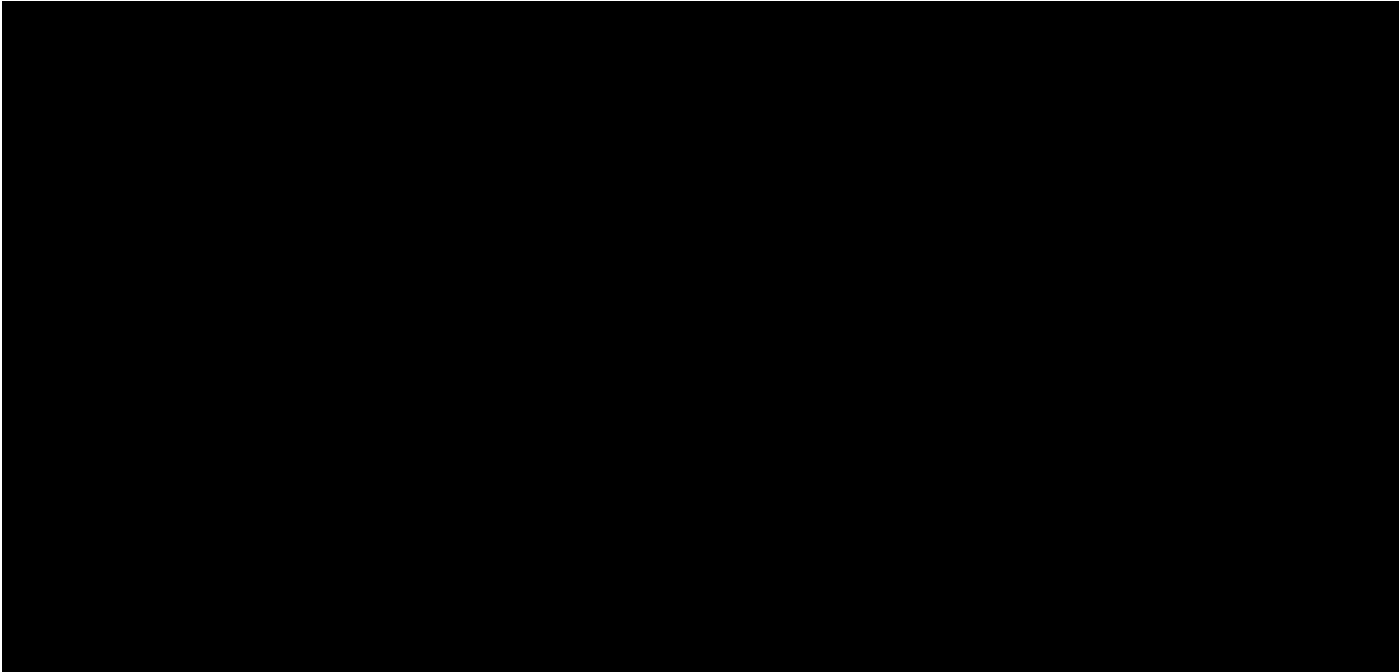
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TX Gov't Code §552.110

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TX Gov't Code §552.110

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### 4.3. Contact Person

4.3.1. Each Proposer shall provide the name, address, telephone number, and email address of a person to contact concerning questions regarding its Proposal.

**We have read, understand, and will comply.**

Shelley Hall  
828 West 6th Street  
Suite 150  
Austin, Texas 78703  
Cell: 404-353-7582  
[shelley@wearethirdear.com](mailto:shelley@wearethirdear.com)

4.3.2. Each Proposer shall provide the name, address, telephone number, and email address of a person to contact (if different than the person identified in Section 4.3.1) concerning the Contract.

**We have read, understand, and will comply.**

Scott Radigk  
828 West 6th Street  
Suite 150  
Austin, Texas 78703  
Cell: 512-983-4580  
[scott@wearethirdear.com](mailto:scott@wearethirdear.com)

## 4.4. Conflict of Interest

4.4.1. The Proposer must disclose any actual, potential or perceived conflict of interest relative to the performance of the requirements of this RFP. The Proposer must disclose any personal or business relationship of (a) itself; (b) any of its principals, officers, directors, investors, owners, partners, and employees (collectively, Proposer Personnel); (c) any spouse, child, brother, sister, or parent residing as a member of the same household in the principal place of residence of any Proposer Personnel; (d) any affiliate; or (e) any Subcontractor with (1) any employee or representative of the Texas Lottery (including the Texas Lottery Executive Director and its commissioners) or (2) the Lottery's vendors with contracts over \$100,000. The list for all Texas Lottery® contracts over \$100,000, including major and prime contracts, is regularly updated at the following website link:

[https://www.texaslottery.com/export/sites/lottery/About\\_Us/Doing\\_Business\\_with\\_TLC/Contracts\\_Over\\_\\$100x000/](https://www.texaslottery.com/export/sites/lottery/About_Us/Doing_Business_with_TLC/Contracts_Over_$100x000/)

Failure to promptly disclose any such relationship may be a cause for disqualification of a Proposal.

**We have read, understand, and will comply.**

**In our capacity as the current general contractor for Advertising Services, we have regular contact with employees and representatives of the Texas Lottery. In the execution of our responsibilities, on occasion we also engage with IGT. Notwithstanding these professional relationships on behalf of the Texas Lottery, there is no conflict.**

4.4.2. This is a continuing disclosure requirement. The Successful Proposer shall disclose to the Texas Lottery in writing any actual, potential or perceived conflict of interest, relative to the performance of the requirements of this RFP, both prior to Contract Award and after Contract Award, at the time the conflict is identified. Failure to promptly notify the Texas Lottery may be a cause for rejecting the Proposal, sanctioning the Successful Proposer, or exercising any other appropriate remedy under the Contract.

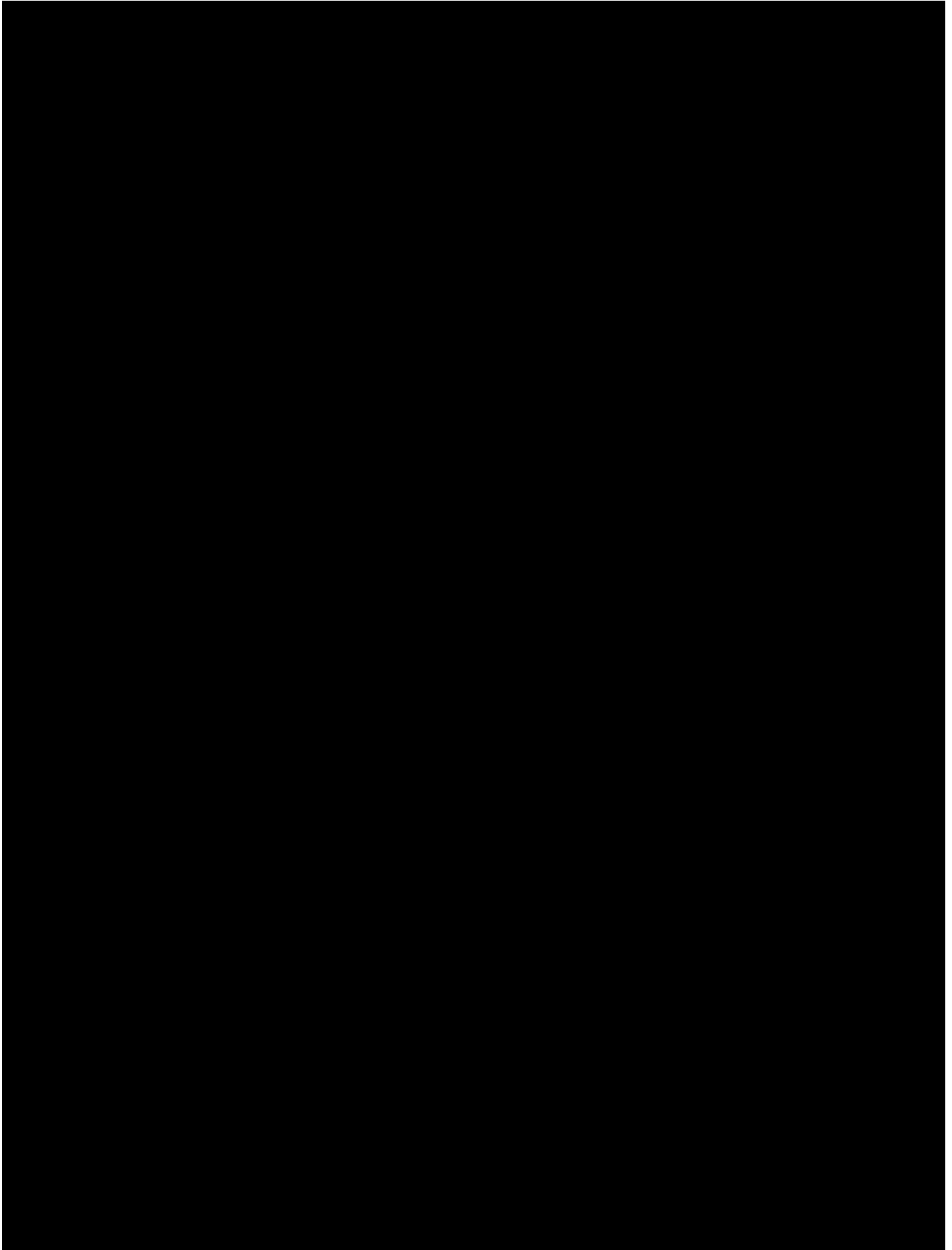
**We have read, understand, and will comply.**

## 4.5. Financial Soundness

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TX Gov't Code §552.110





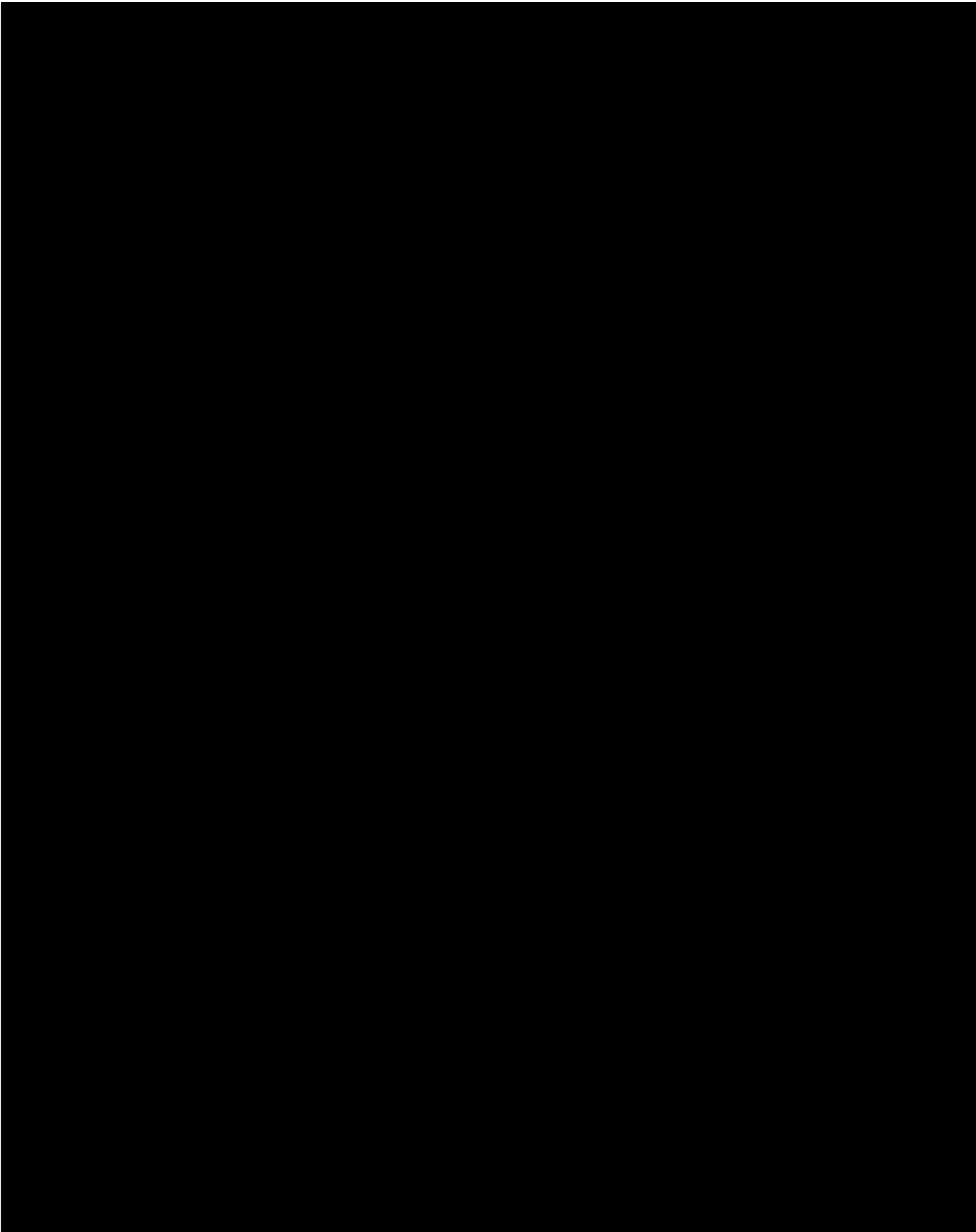
## 4.6. Background Investigations

**4.6.1. Vendor Background Investigation.** Under Tex. Gov't Code §466.103, the Executive Director of the Texas Lottery is prohibited from awarding a contract for goods or services related to lottery operations to a person or legal entity who would not qualify for a sales agent license under the requirements of Tex. Gov't Code §466.155.

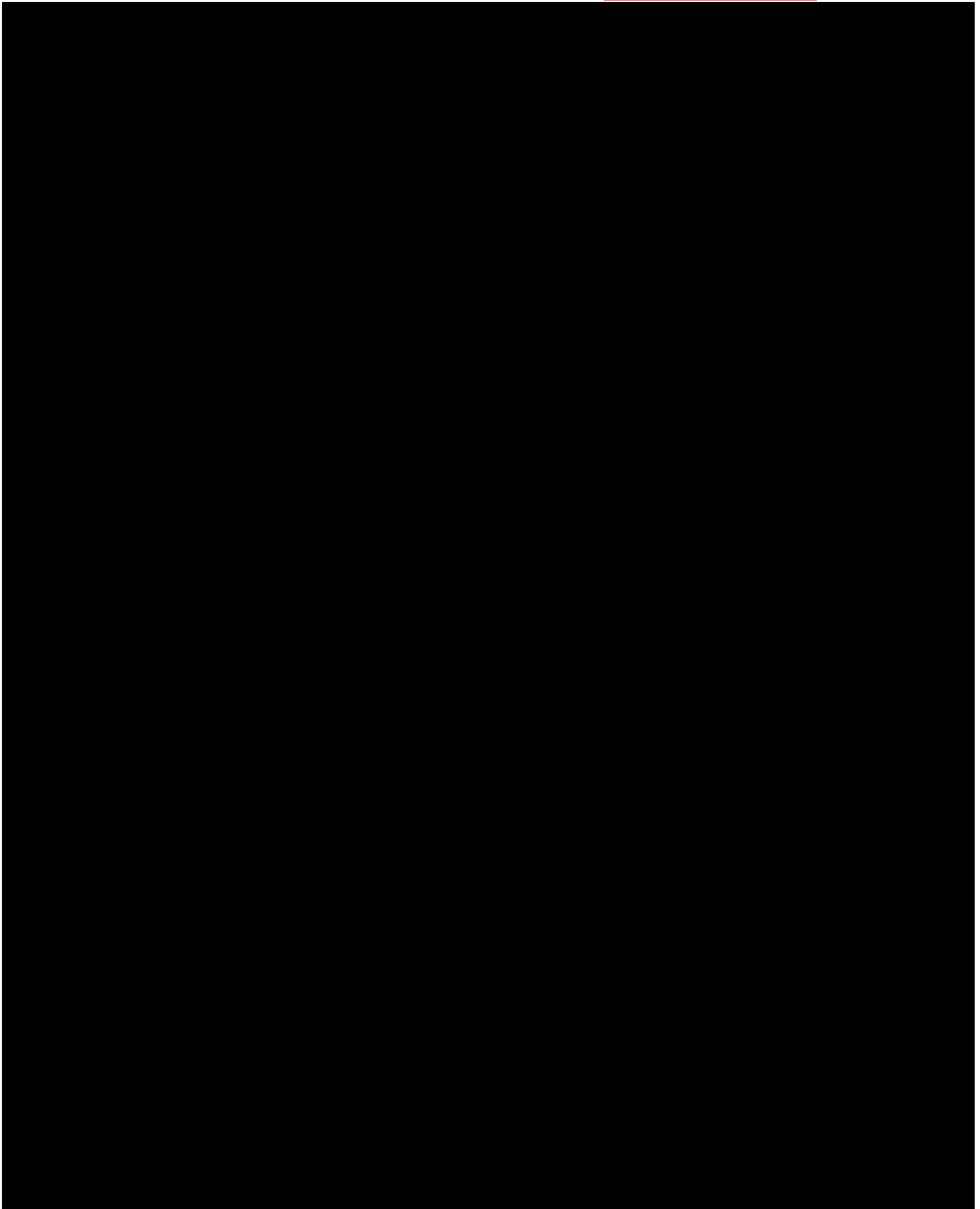
The Texas Lottery Commission may initiate investigations into the backgrounds of (a) any Apparent Successful Proposer; (b) any of the Apparent Successful Proposer's officers, directors, investors, owners, partners and other principals, as more particularly described in Tex. Gov't Code §466.155 (collectively, Apparent Successful Proposer Principals); (c) any of the Apparent Successful Proposer's employees; (d) any of the Apparent Successful Proposer's Subcontractors, or the Subcontractors' officers, directors, investors, owners, partners, principals or employees (collectively, Subcontractor Personnel); or (e) any other associates of the Apparent Successful Proposer it deems appropriate. The Texas Lottery Commission may also request background information for a spouse, child, brother, sister or parent residing as a member of the same household in the principal place of residence of the Apparent Successful Proposer, any Apparent Successful Proposer Principals, or Apparent Successful Proposer employees described above. Such background investigations may include fingerprint identification by the Texas Department of Public Safety and the Federal Bureau of Investigation, and any other law enforcement agency.

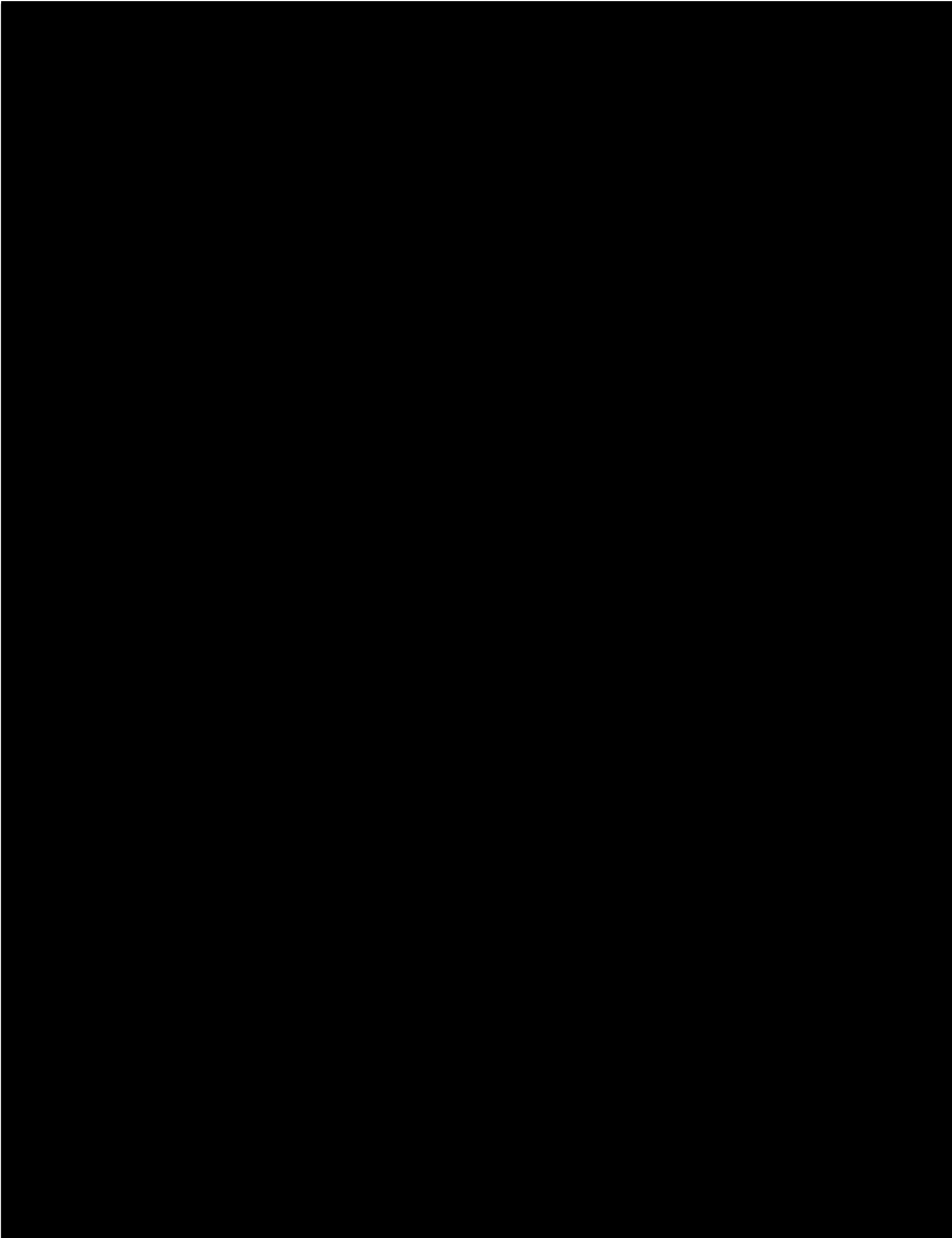
The Apparent Successful Proposer shall be obligated to provide such information about any Apparent Successful Proposer Principals, Apparent Successful Proposer employees, and Subcontractor Personnel as the Texas Lottery may prescribe. The Apparent Successful Proposer also agrees that the Texas Lottery may conduct background investigations of such persons. The Texas Lottery may reject a Proposal and/or terminate the Contract based solely upon the Apparent Successful Proposer's failure to provide information to complete a background investigation or the results of these background investigations.

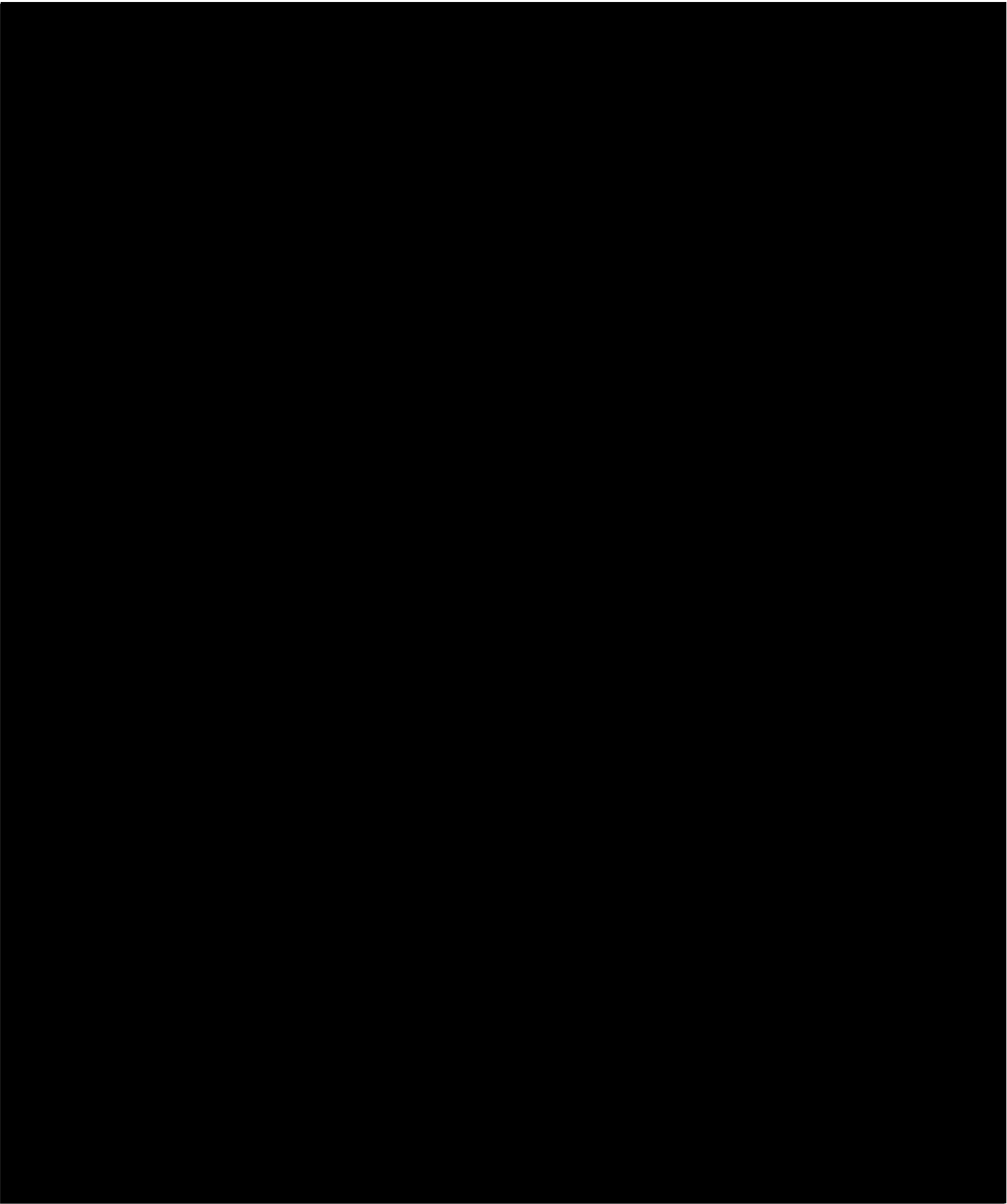
**We have read, understand, and will comply.**

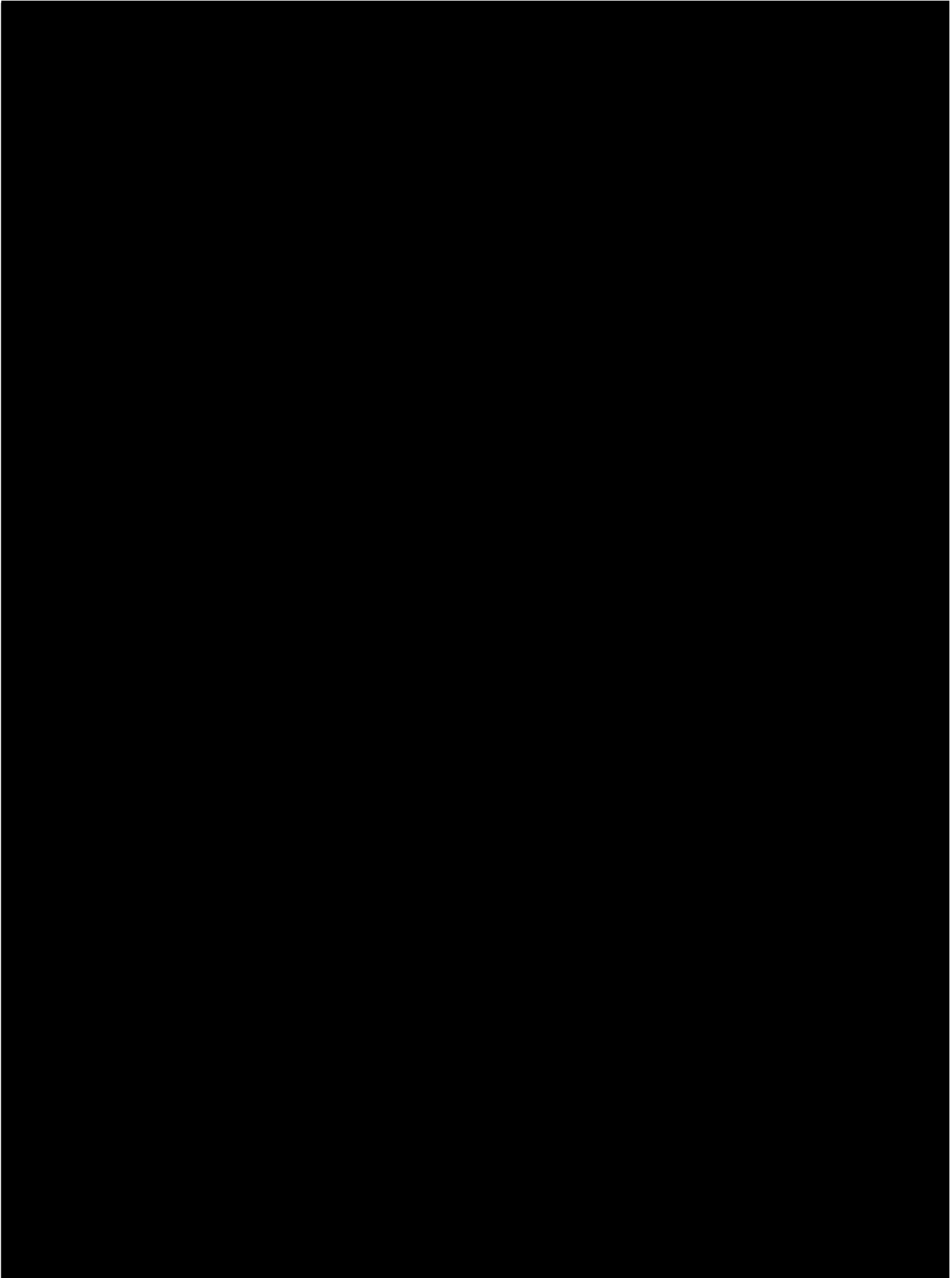


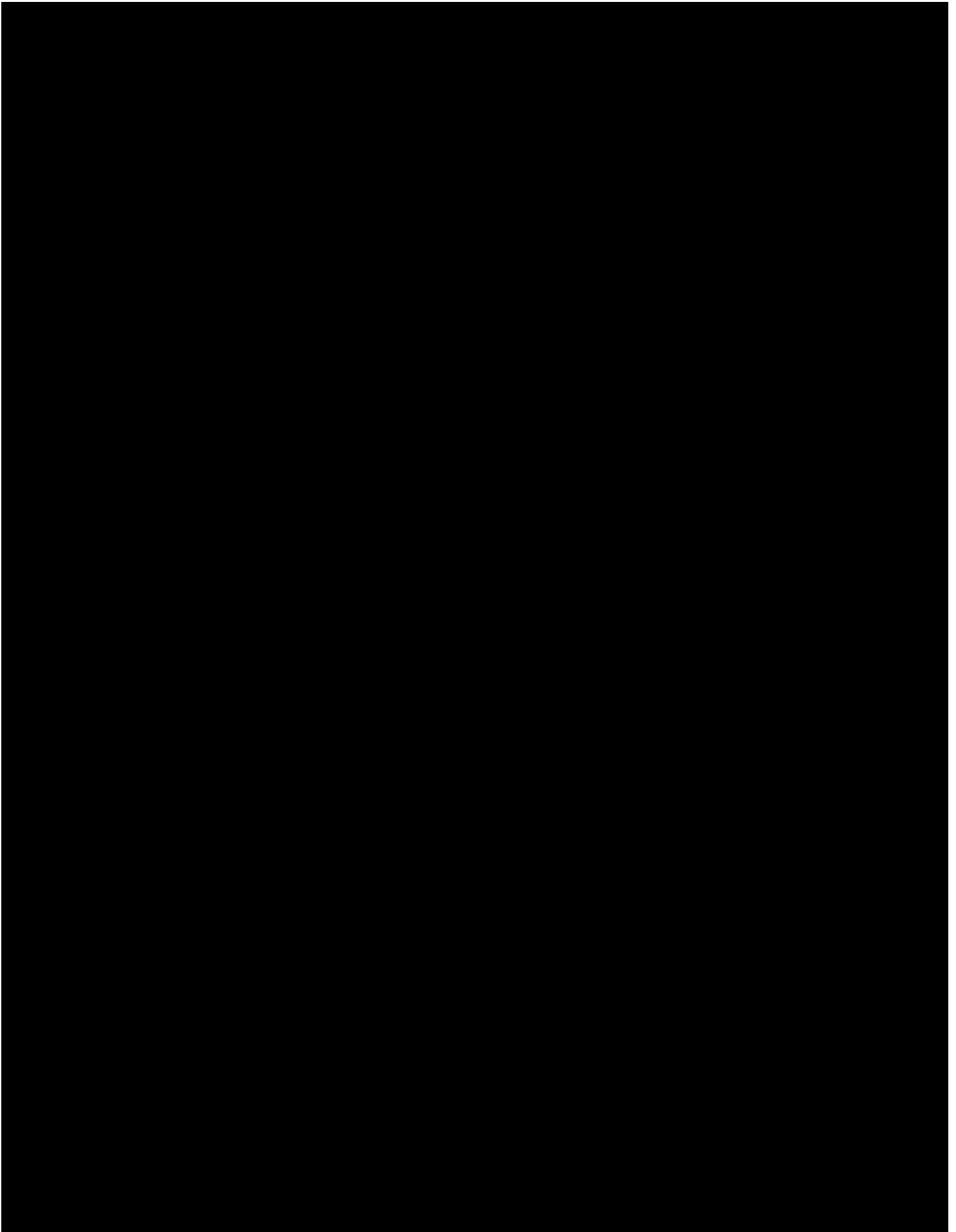








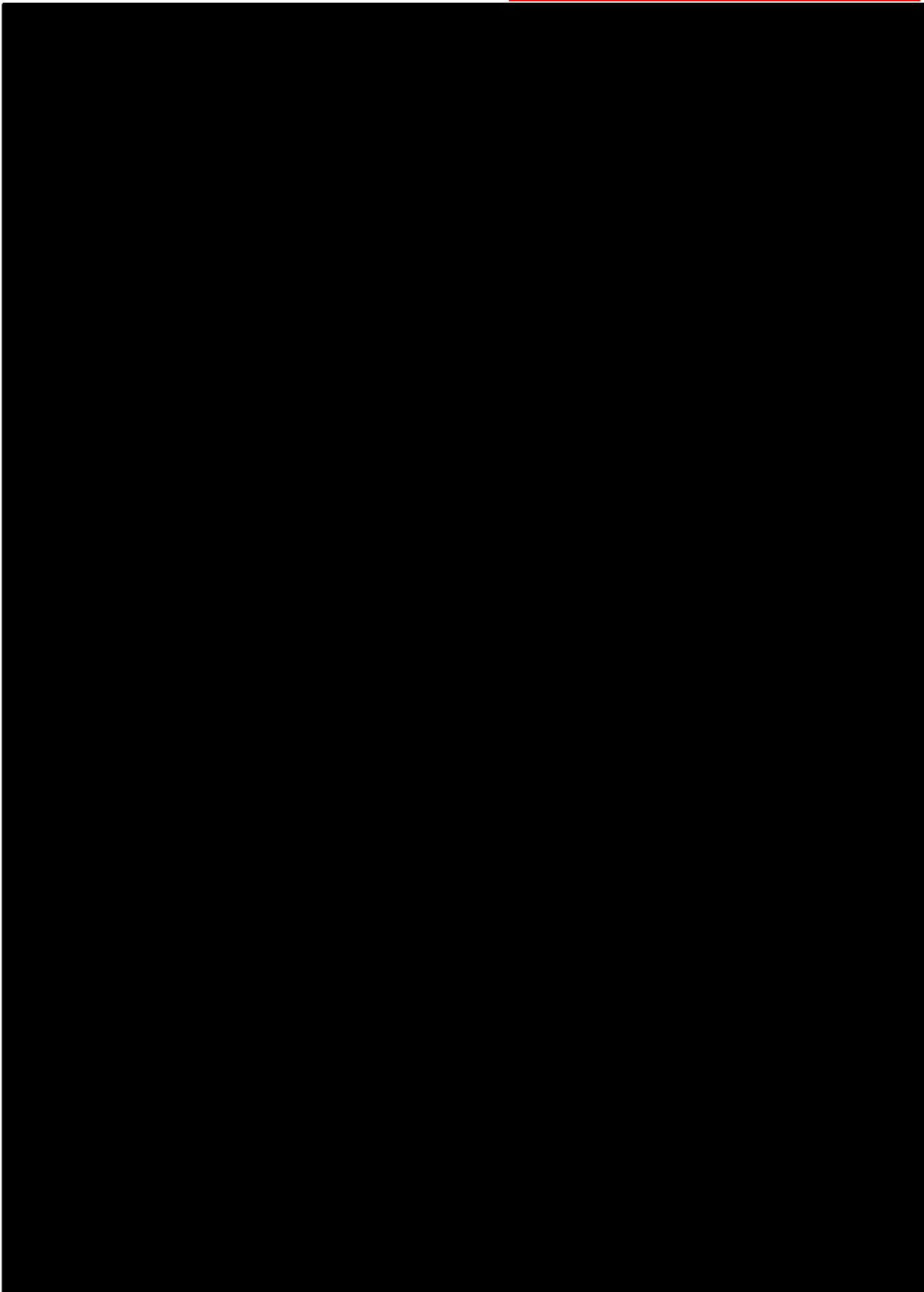


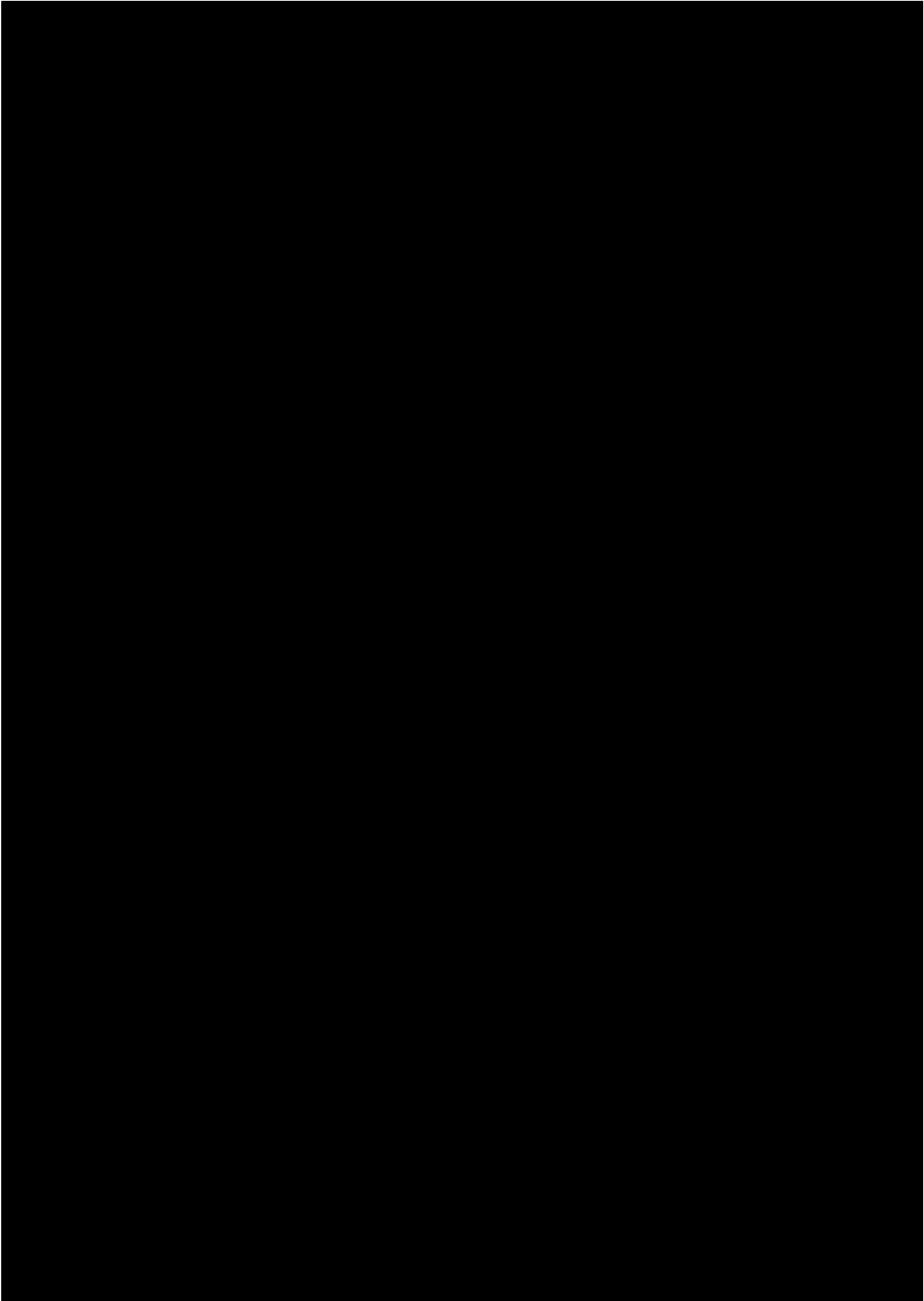


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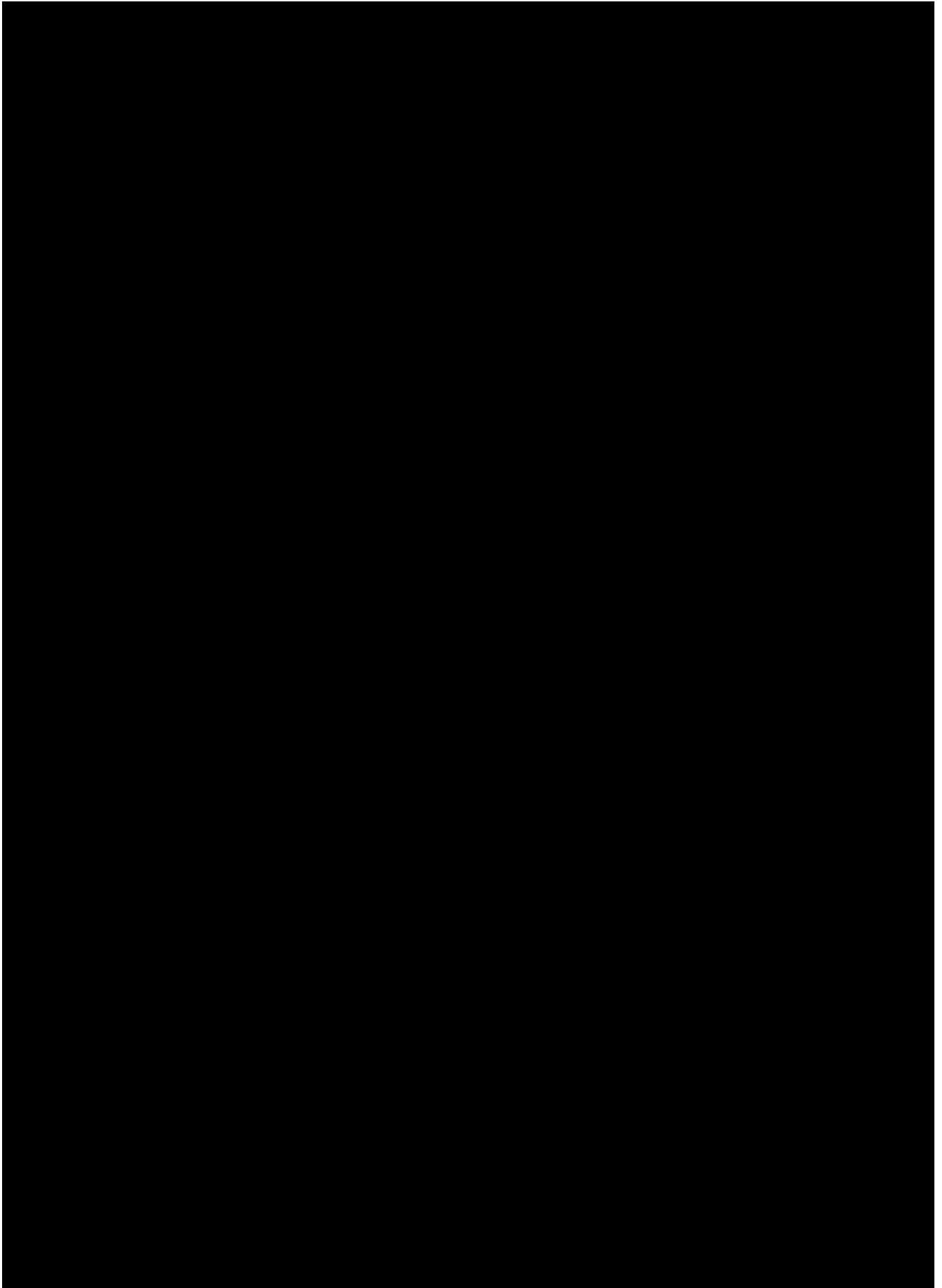
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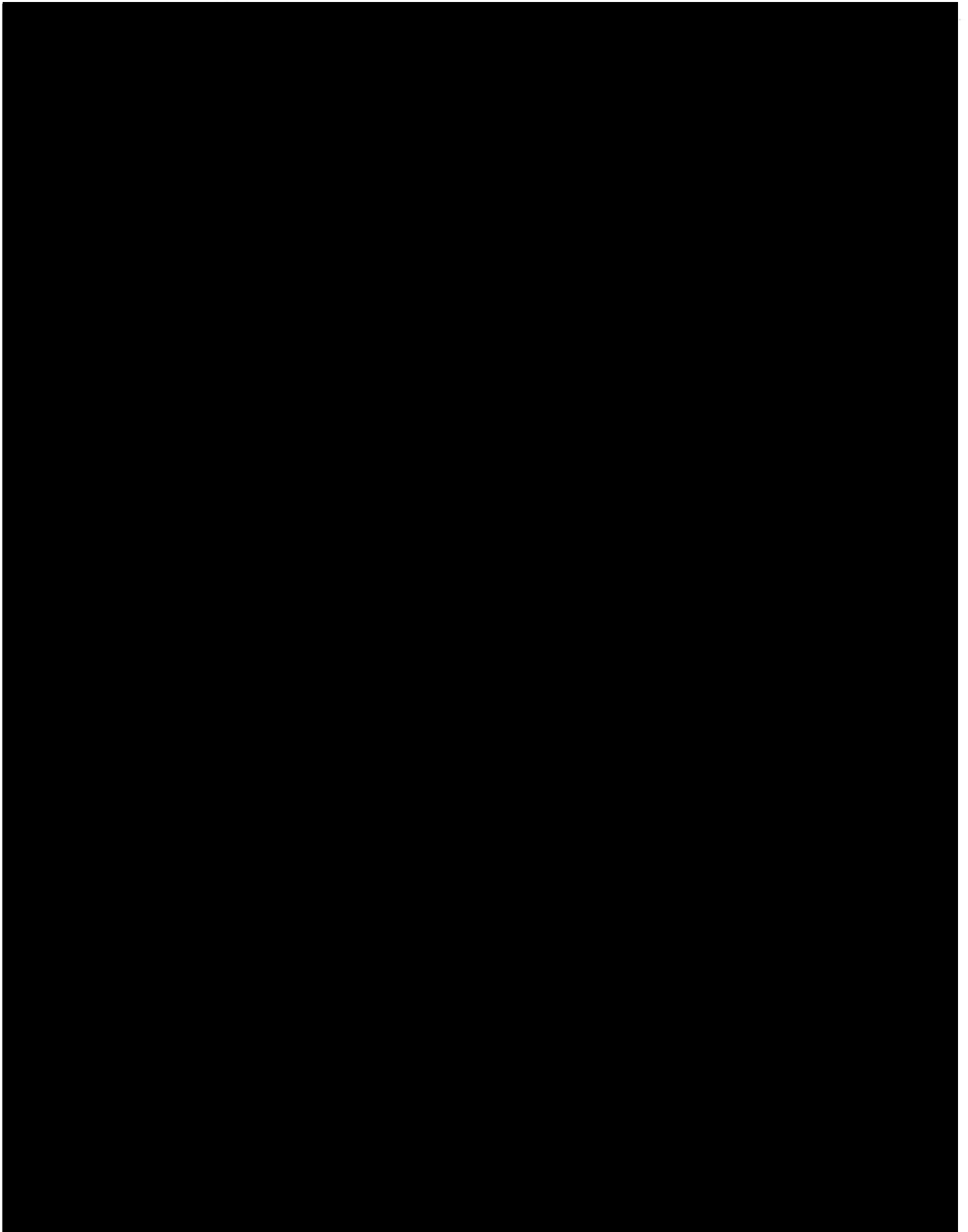
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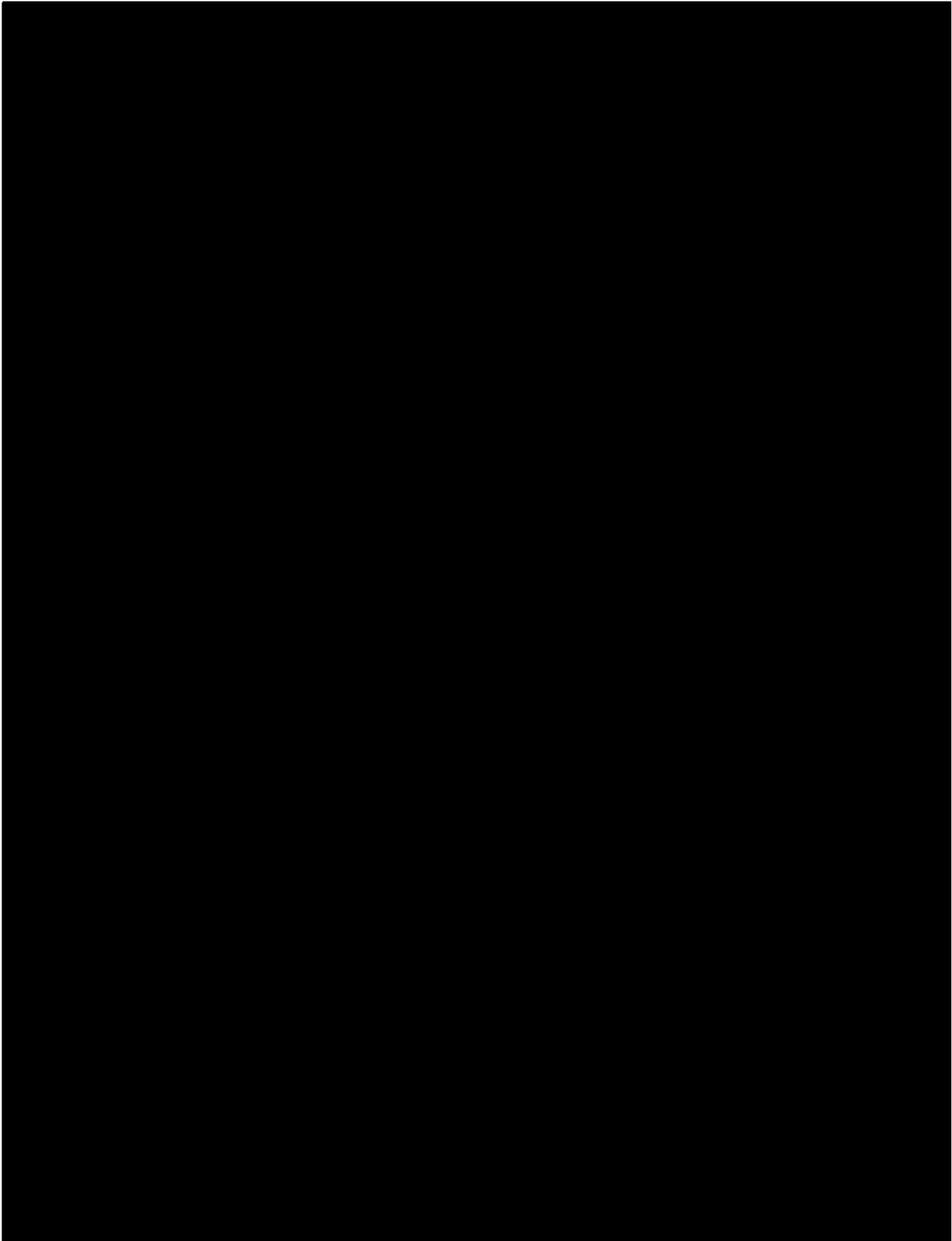


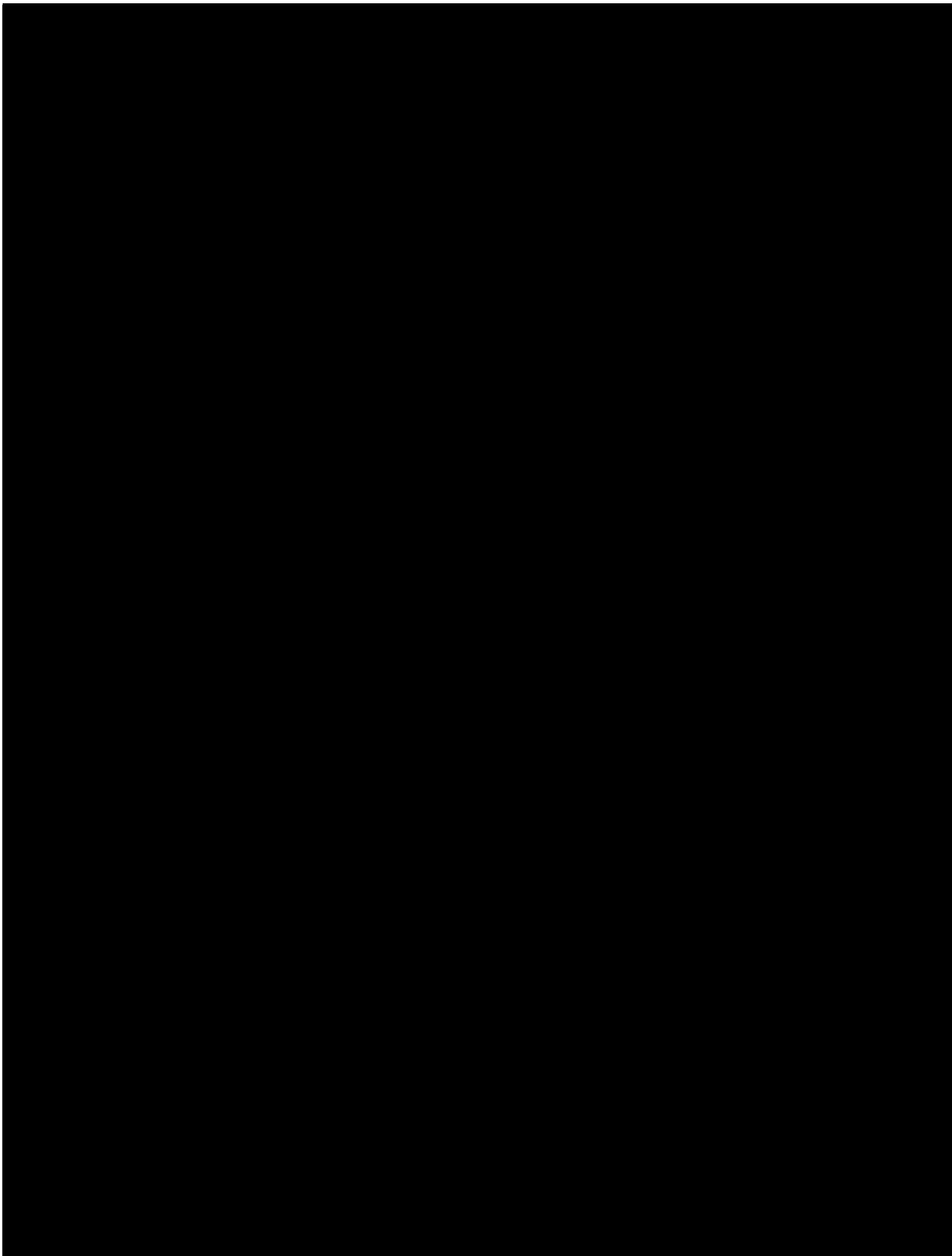






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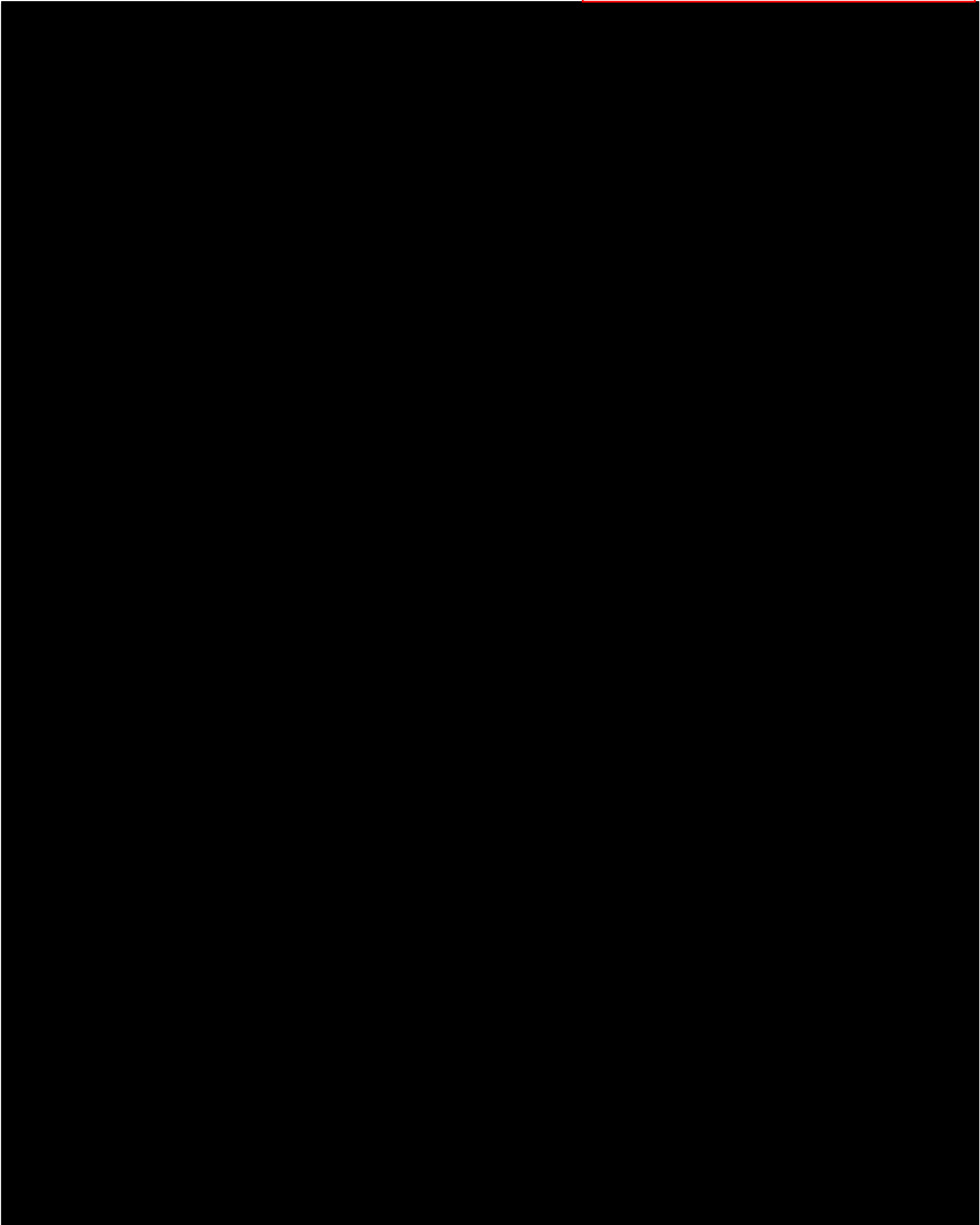


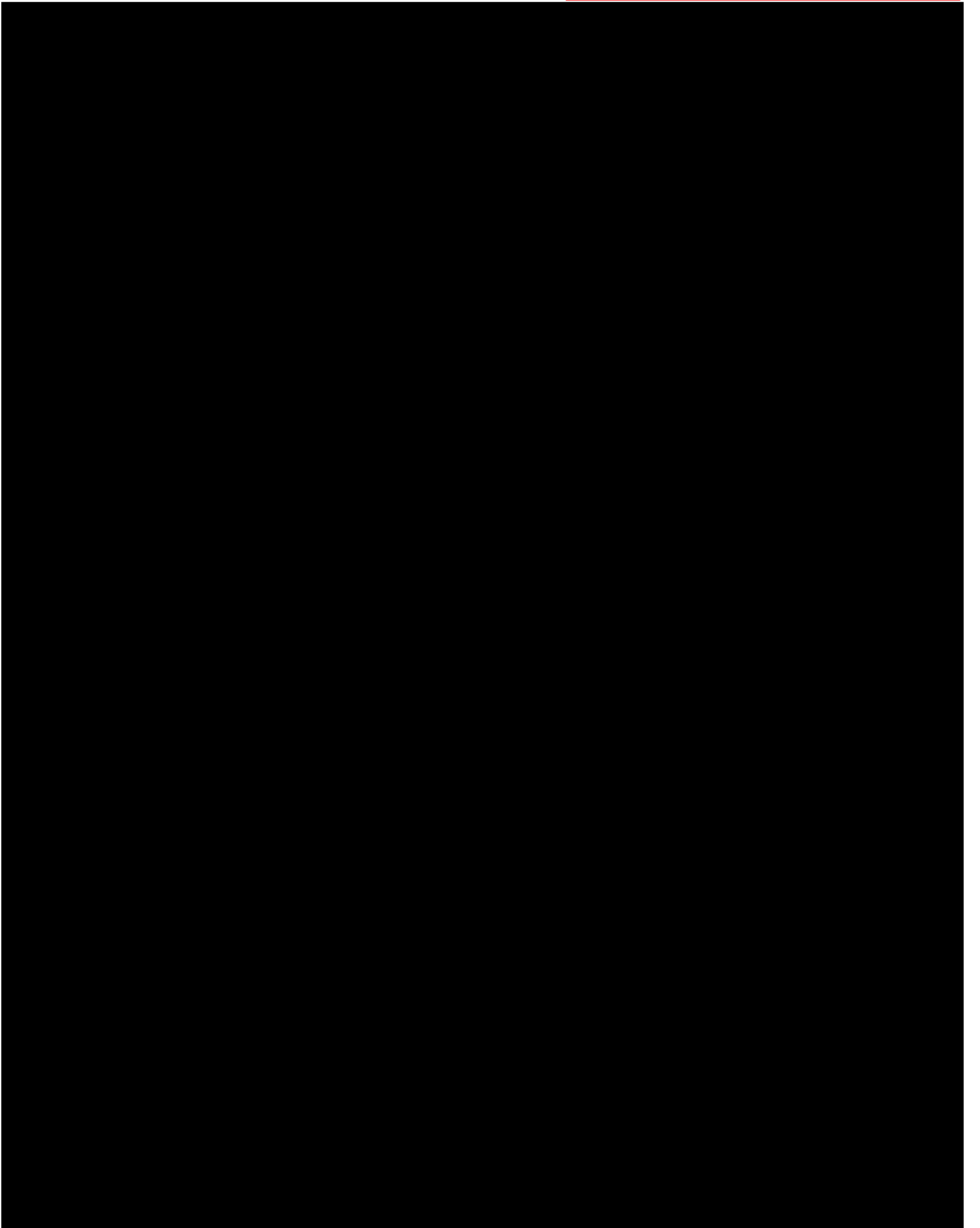
**Latinworks Marketing LLC  
(dba Third Ear)**

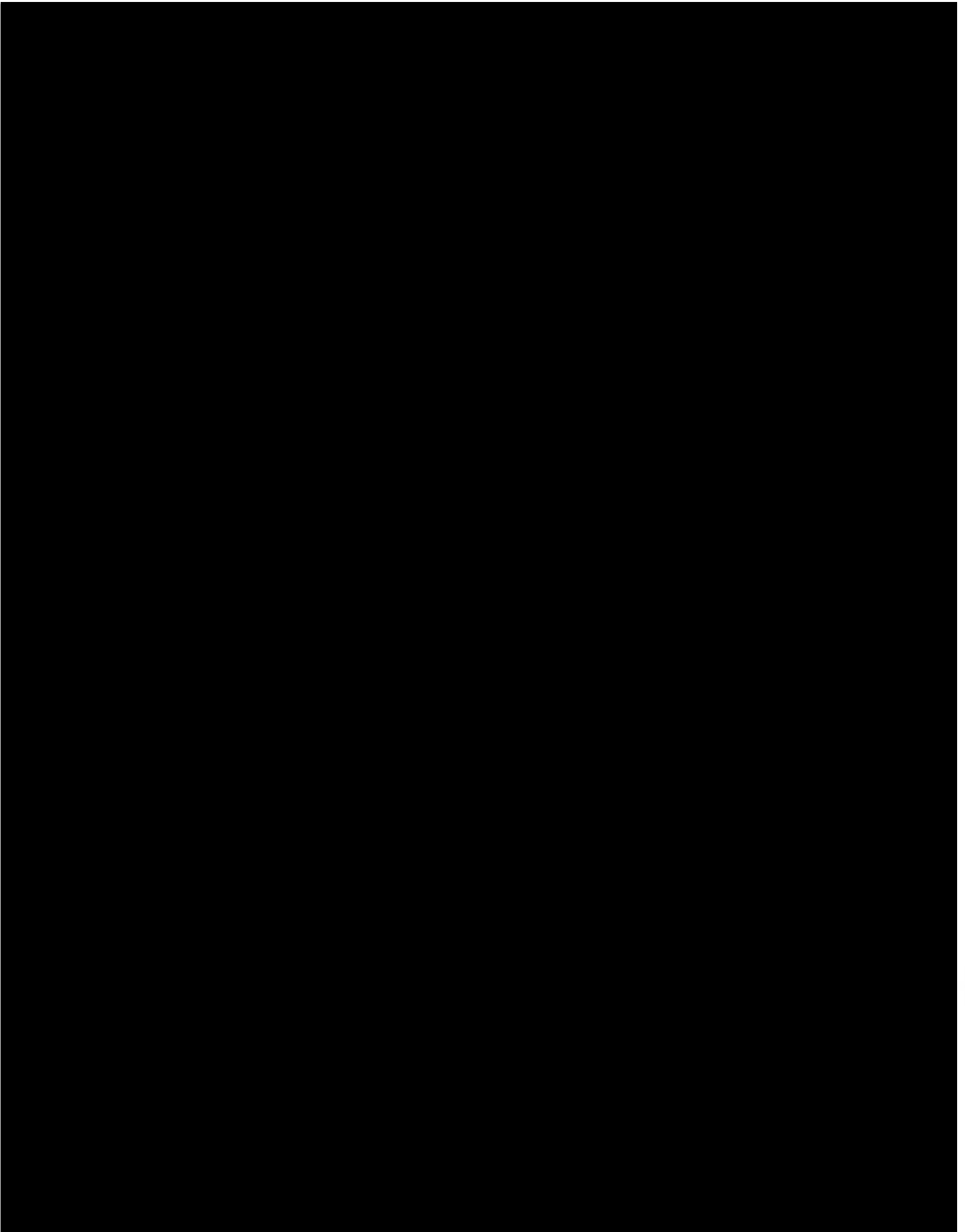
**Financial Statements  
as of and for the Year Ended  
December 31, 2020 and  
Independent Accountants'  
Review Report**

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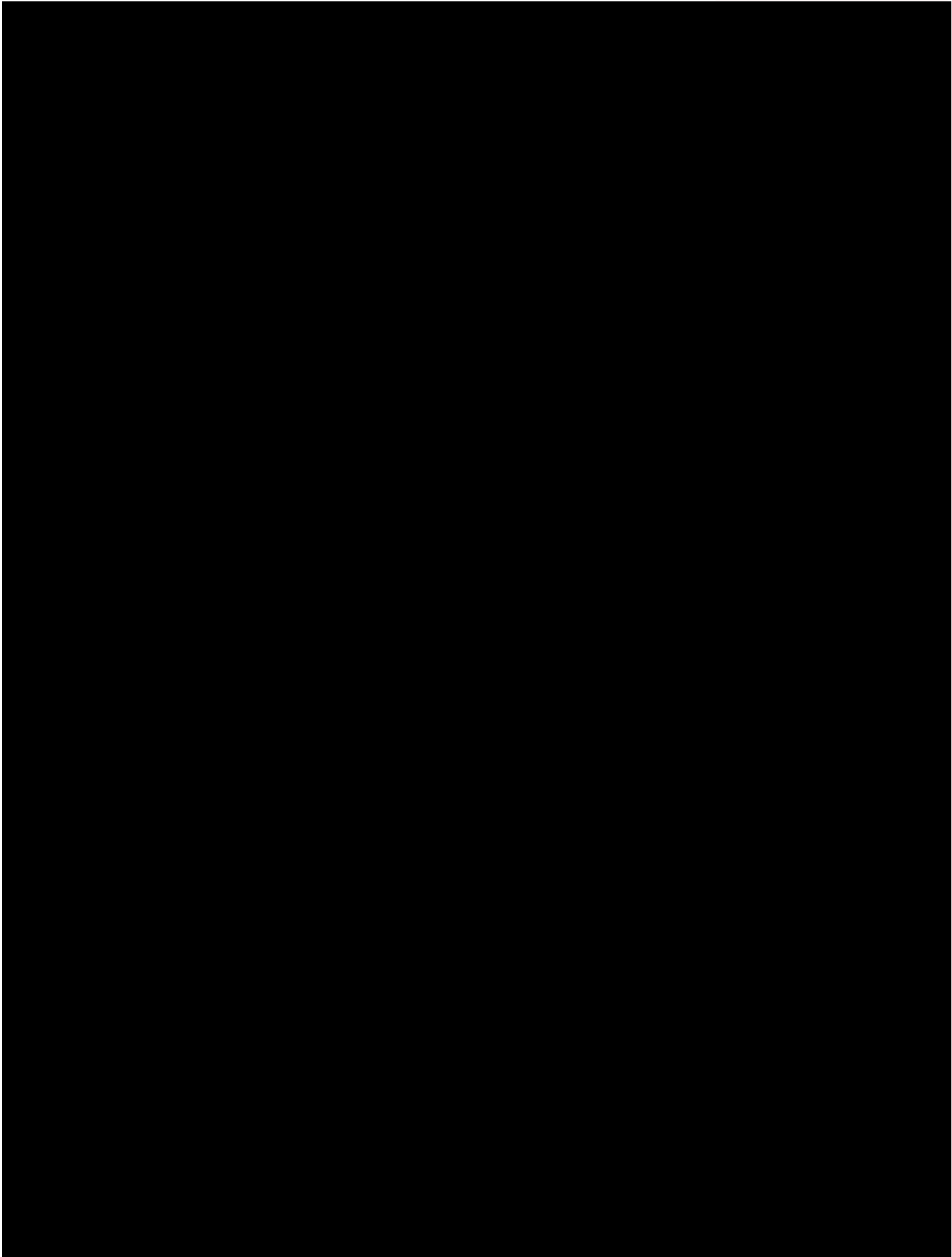
MAXWELL  
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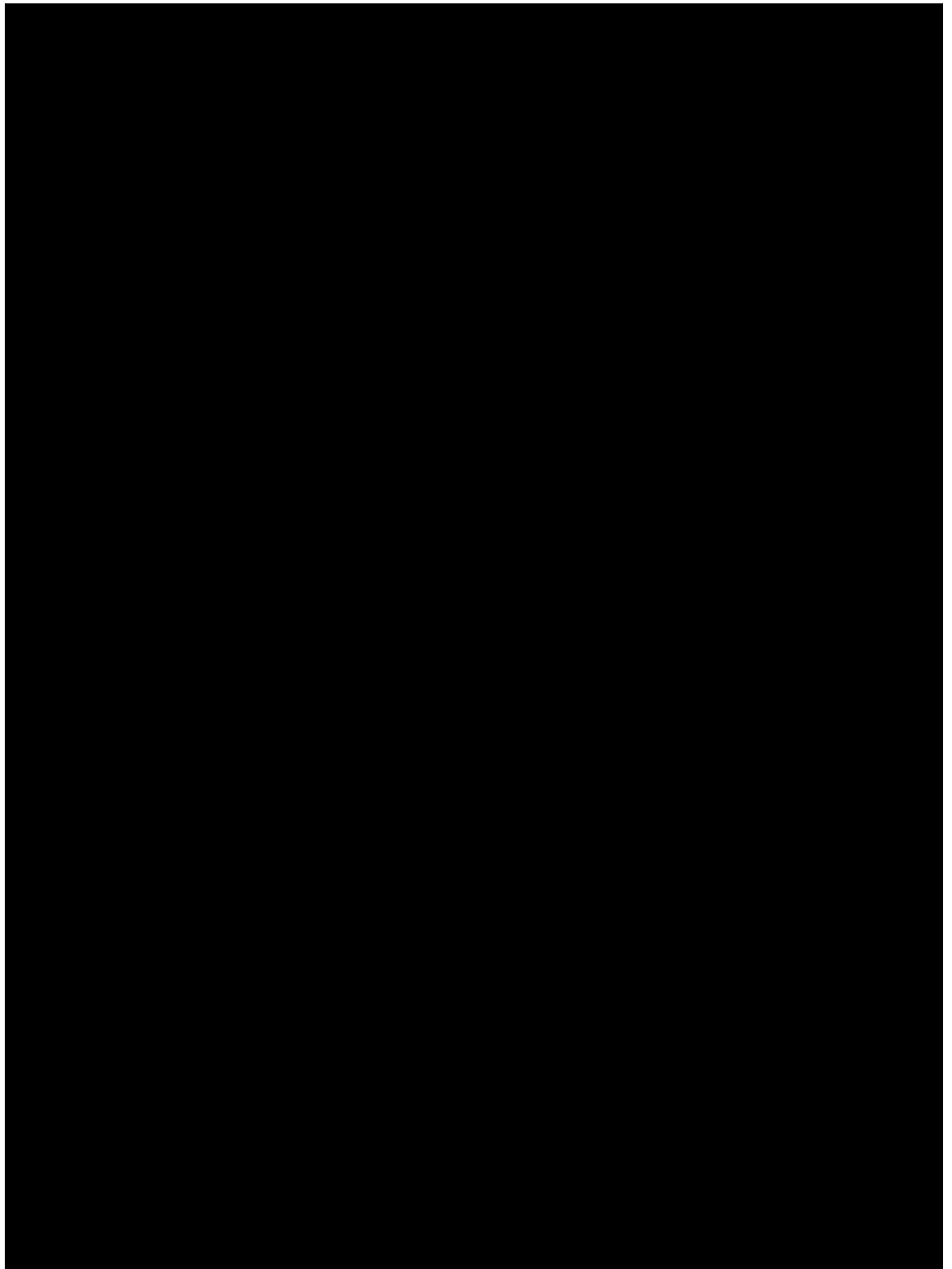


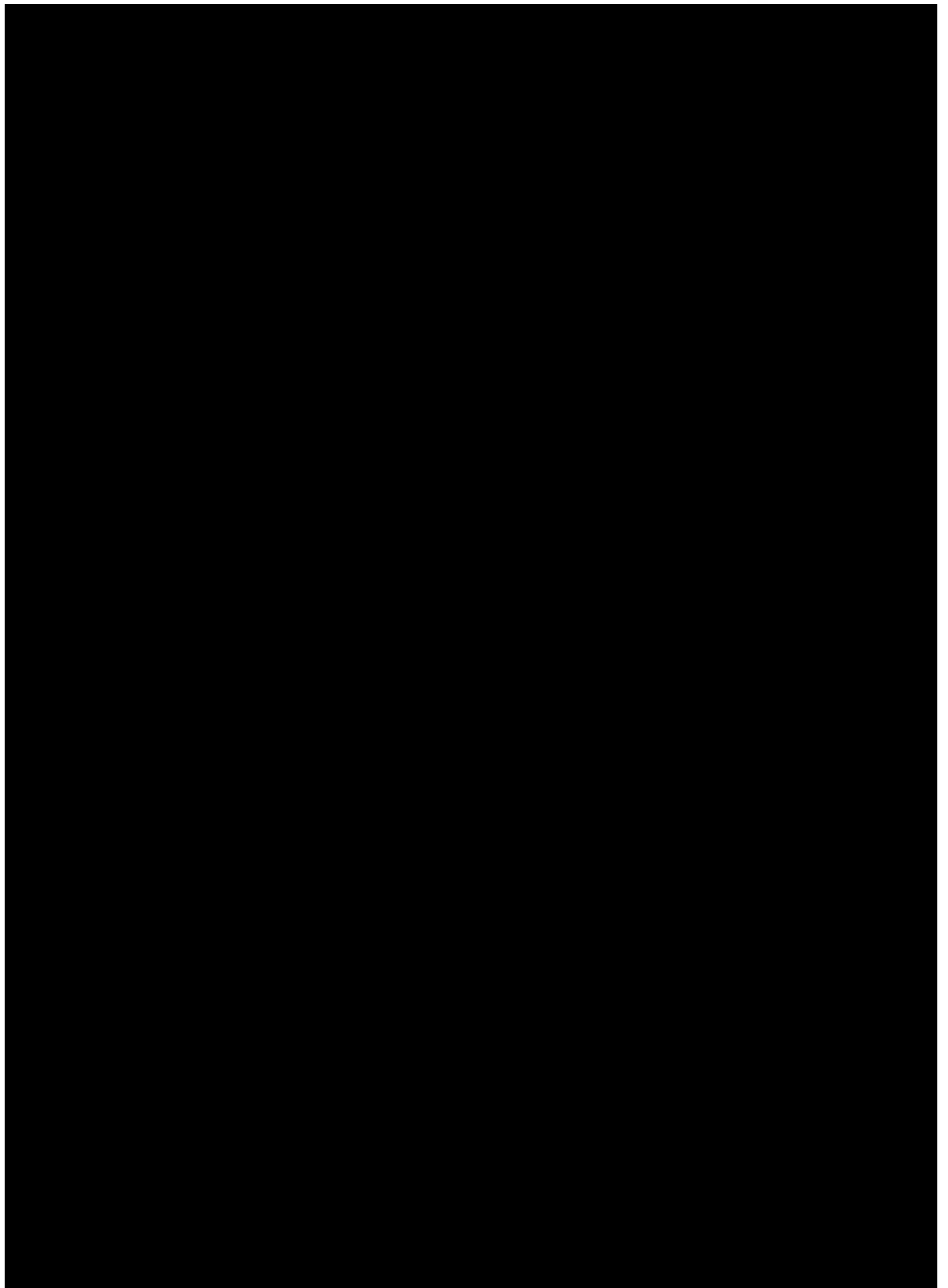


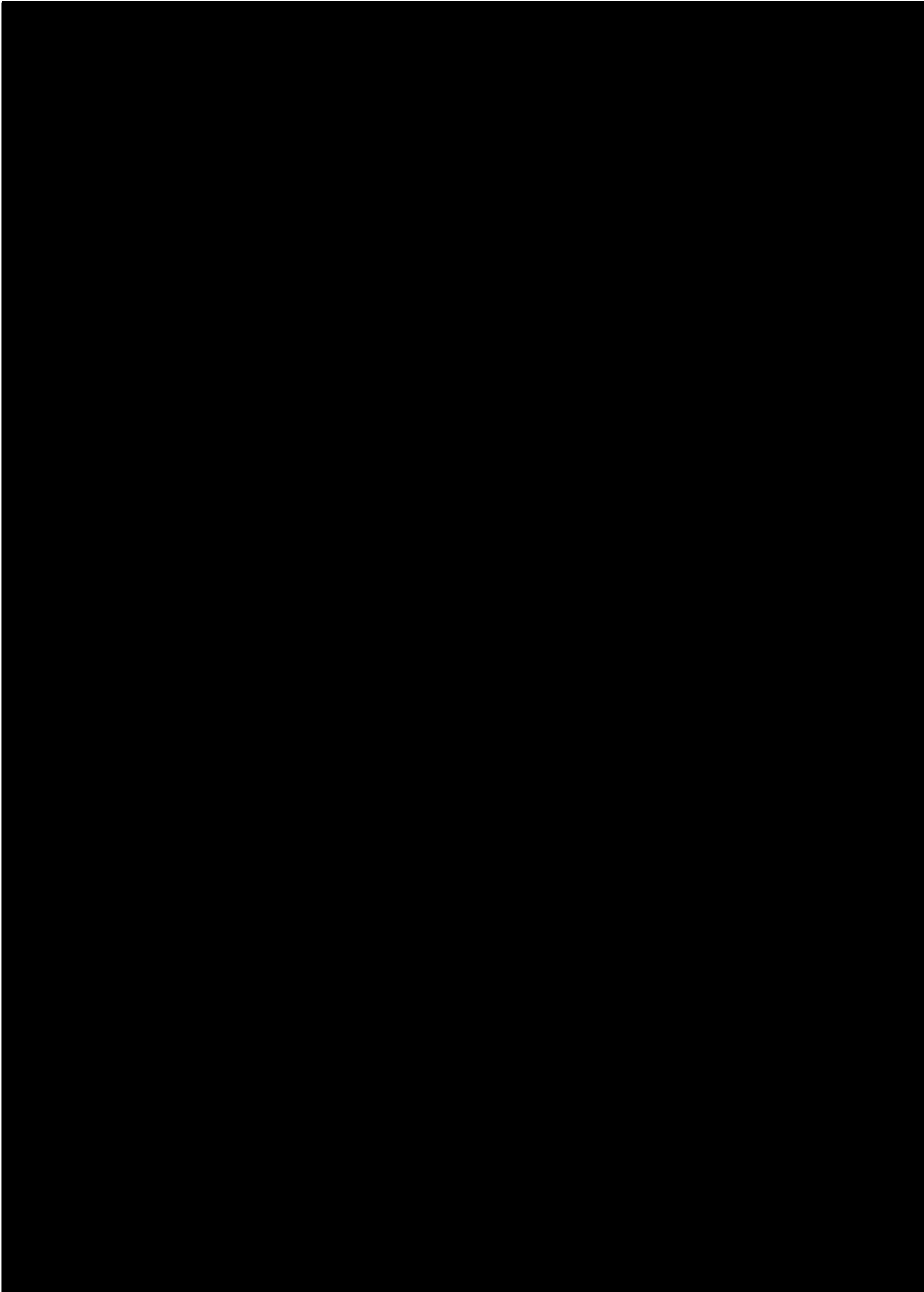


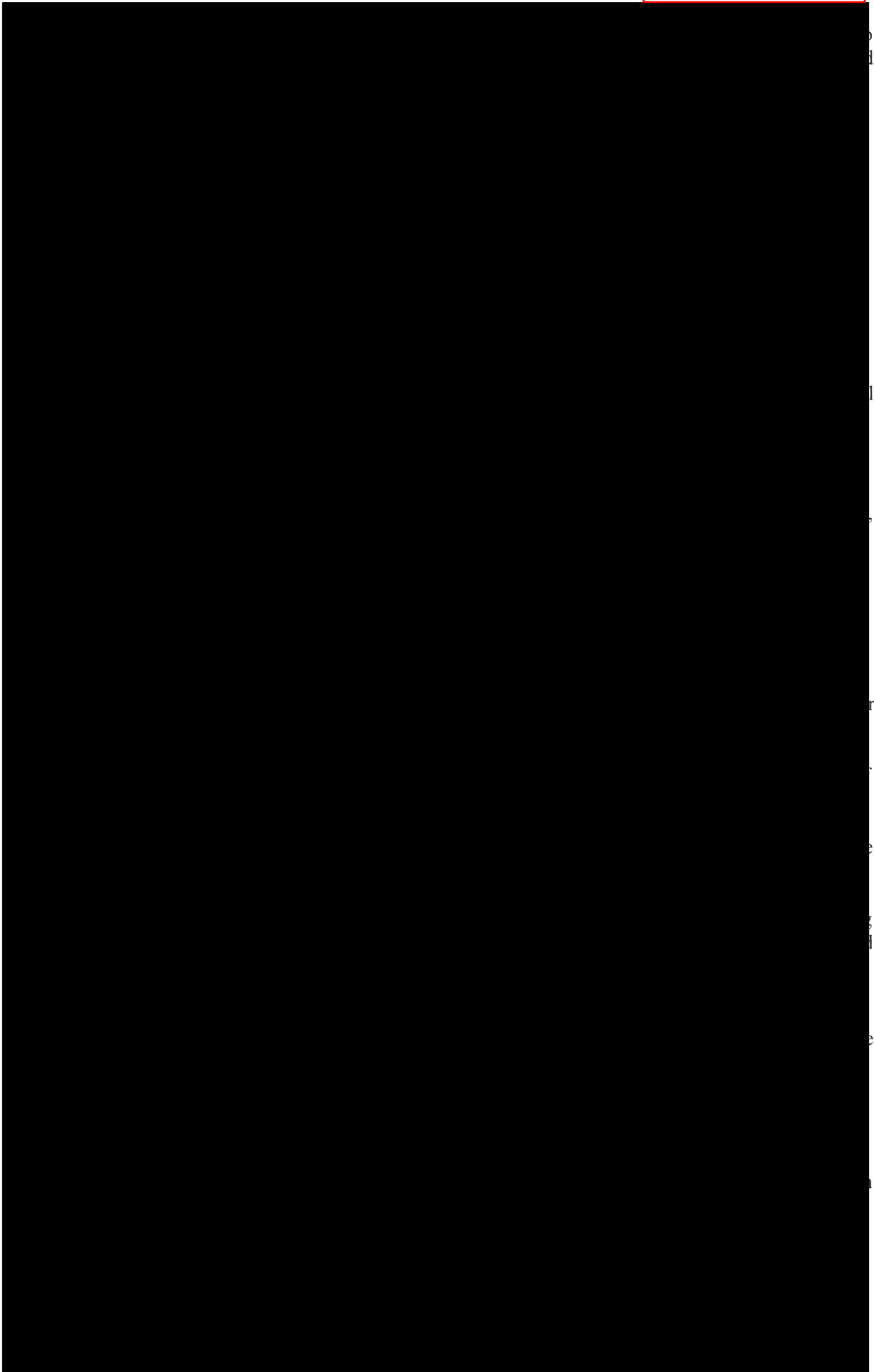


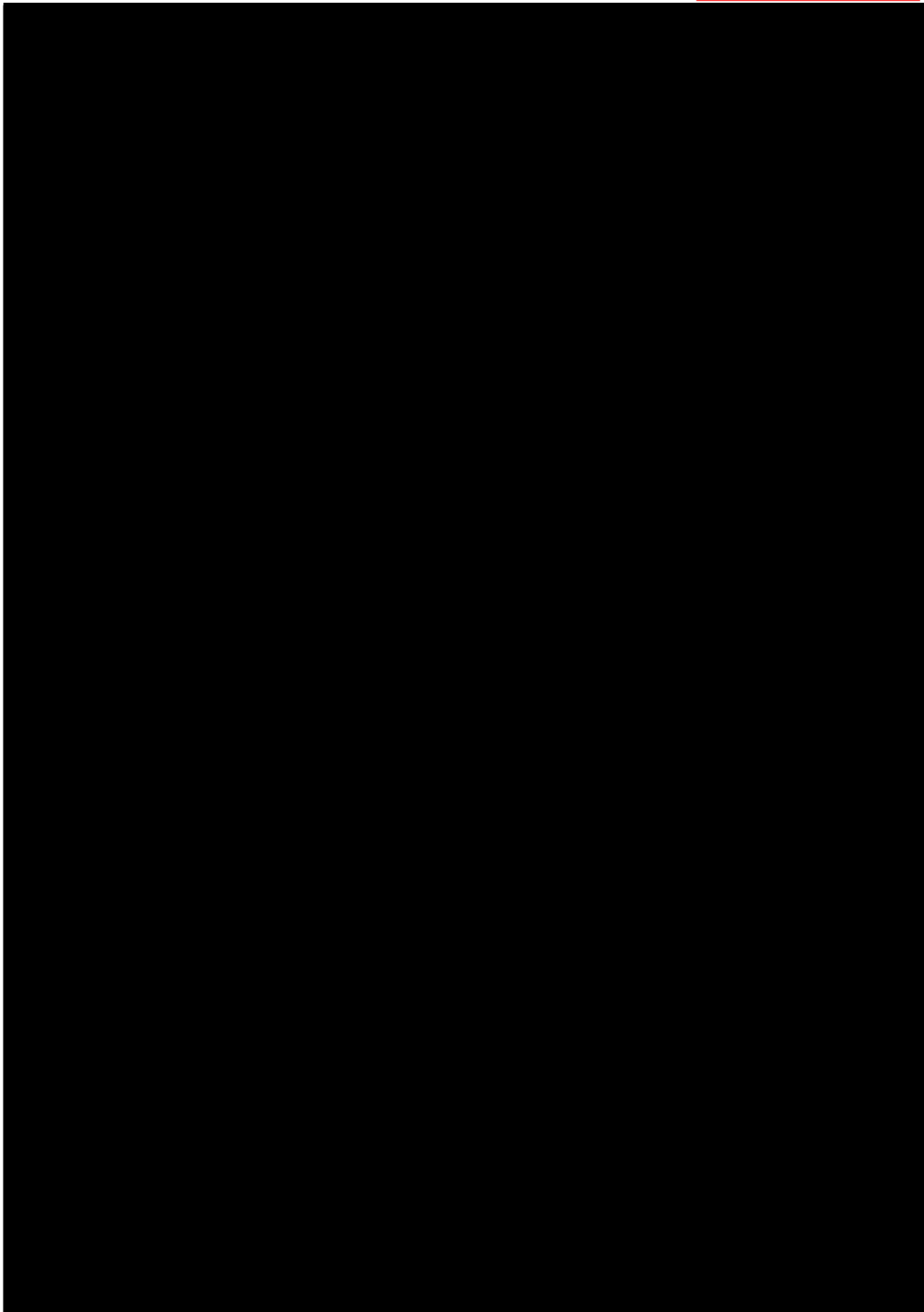


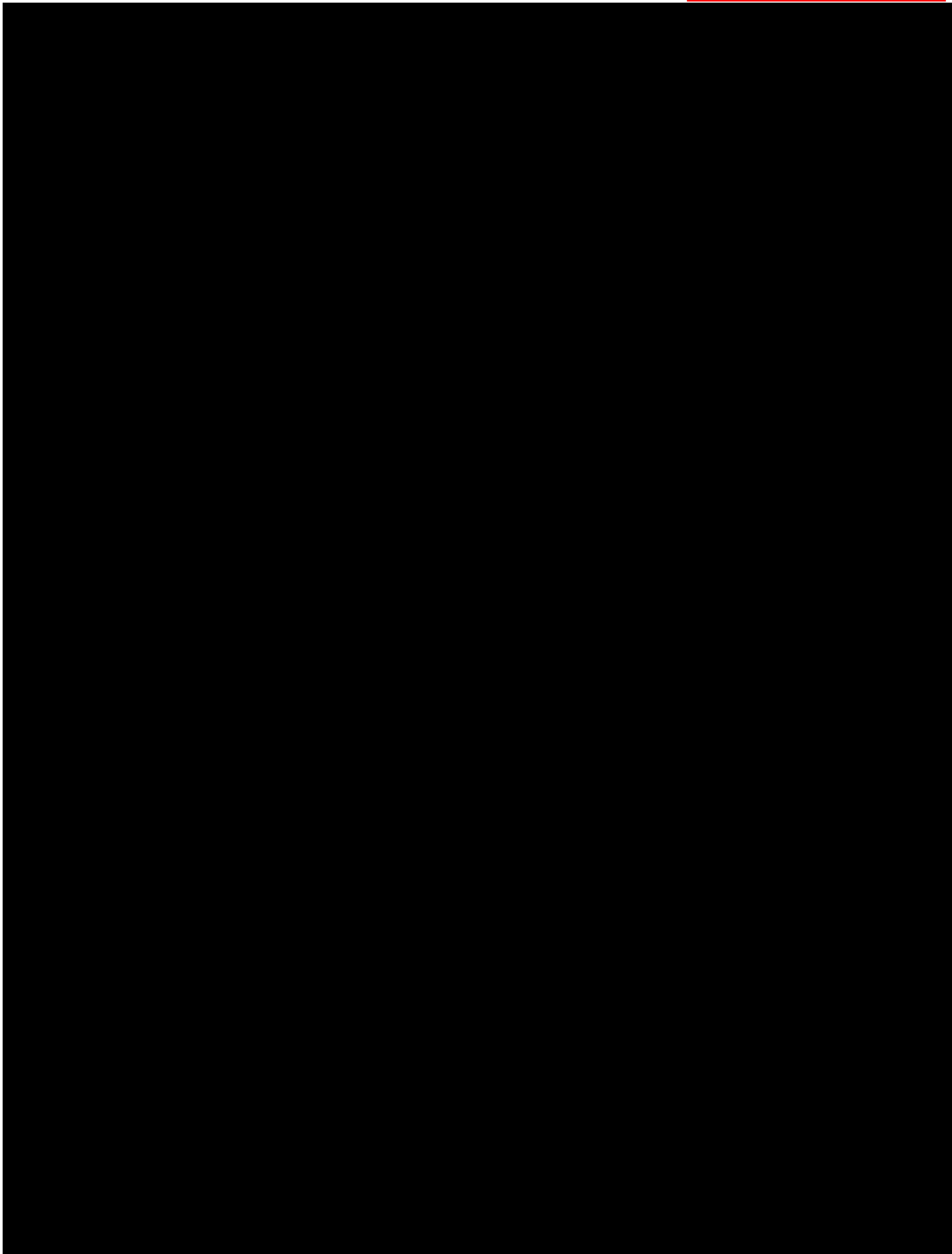


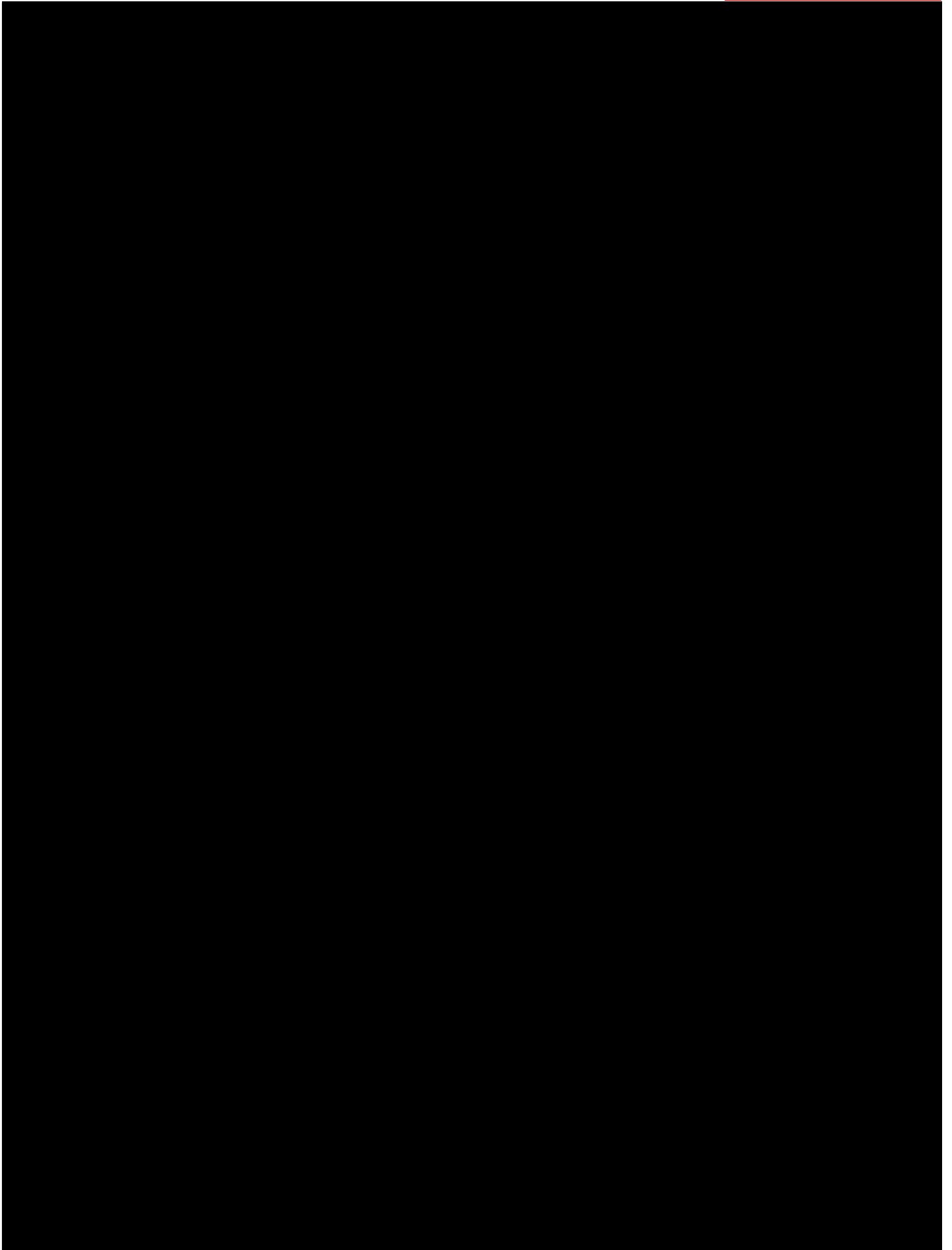




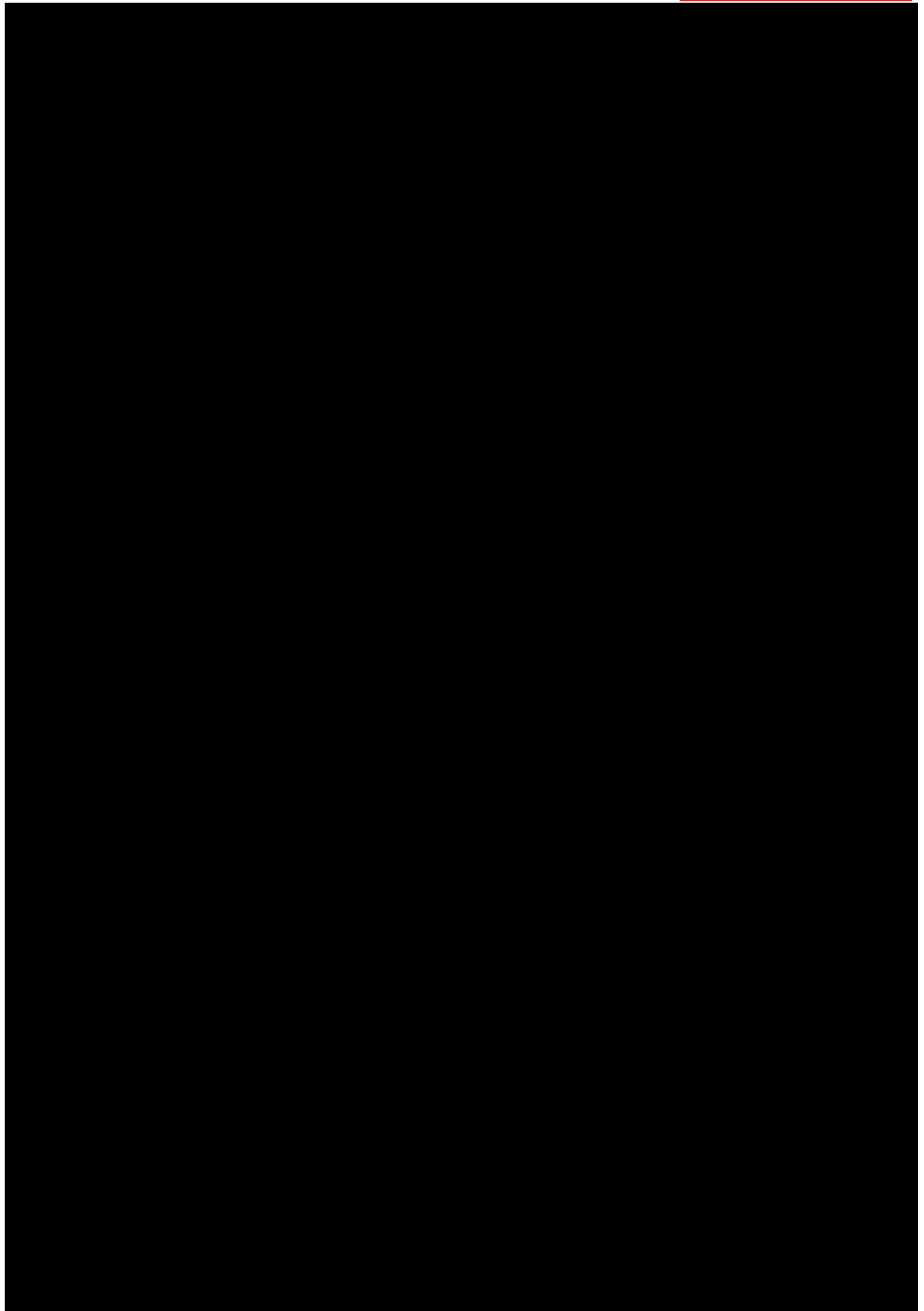












**4.6.2. Contractually Defined Vendor Principal(s) Background Investigation.** The Texas Lottery may initiate background investigations on the Apparent Successful Proposer Principals who will be directly involved in selling or leasing the goods or performing the services that are the subject of this RFP or the Contract. This includes any oversight function performed by such individuals. For purposes of this section and the attachments, these individuals are called "contractually defined vendor principals."

**We have read, understand, and will comply.**

**4.6.3. Vendor Employee Background Investigations.** The Successful Proposer agrees that, during the term of the Contract and any extension thereof, it shall be obligated to provide such information about any principals, employees, and Subcontractor Personnel as the Texas Lottery may prescribe. The Successful Proposer also agrees that the Texas Lottery may conduct background investigations of such persons.

The Texas Lottery will conduct vendor employee background investigations on any of the Successful Proposer's principals, employees, and Subcontractor Personnel who meet one (1) or more of the following criteria:

- they perform services that may impact the security and integrity of the core gaming business as determined by the Texas Lottery;
- they provide audit, financial, legal, or compliance services;
- they provide goods and/or services that control or monitor access to lottery premises;
- they have unescorted access to TLC facilities; and/or
- they have direct access to TLC information systems.

**We have read, understand, and will comply.**

**4.6.4. Apparent Successful Proposer.** If requested by the Texas Lottery, the Apparent Successful Proposer may be required to complete and return the following forms within ten (10) Working Days, or as otherwise directed by the Texas Lottery, after the written Announcement of the Apparent Successful Proposer is issued:

- a) Vendor Background Investigation Form (Attachment E).
- b) Certified List of Vendor Principals Form (Attachment E-1).
- c) Certified List of Contractually Defined Vendor Principals Form (Attachment E-2).
- d) Consent to Background Investigation and Release of Personal Information Form (Attachment E-4). A separate form shall be completed for each vendor principal included on Attachment E-2 Certified List of Contractually Defined Vendor Principals Form and each vendor/Subcontractor employee included on Attachment E-3 Vendor Employee Background Investigation List.
- e) Vendor Employee Background Investigation List (Attachment E-3).

**We have read, understand, and will comply.**

## 4.7. Disclosure of Interested Parties

Tex. Gov't Code §2252.908 states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties (Form 1295) to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The Texas Ethics Commission has adopted rules requiring the business entity to file Form 1295 electronically with the Ethics Commission (See <https://www.ethics.state.tx.us/rules/commission/ch46.php>). If requested by the Texas Lottery, the Apparent Successful Proposer may be required to complete and file the Form 1295 with the Ethics Commission after the written Announcement of the Apparent Successful Proposer is issued and prior to contract execution.

**We have read, understand, and will comply.**

## 5. Historically Underutilized Business (HUB) Participation

### 5.1. HSP Requirement

The Texas Lottery has adopted the rules promulgated by the Comptroller of Public Accounts (CPA) regarding Historically Underutilized Businesses (HUBs) in 34 Texas Administrative Code (TAC) §§ 20.281 – 20.298 (See [http://texreg.sos.state.tx.us/public/readtac\\$ext.ViewTAC?tac\\_view=5&ti=34&pt=1&ch=20&sch=D&div=1&rl=Y](http://texreg.sos.state.tx.us/public/readtac$ext.ViewTAC?tac_view=5&ti=34&pt=1&ch=20&sch=D&div=1&rl=Y)). By submitting a Proposal, the Proposer certifies that it has reviewed 34 TAC §§ 20.281 - 20.298. Rule 20.285 addresses the specific requirements of Historically Underutilized Business subcontracting plans (HSPs).

**We have read, understand, and will comply.**

### 5.2. HSP Submission and Texas Lottery Review

5.2.1. All proposals must include an HSP (Attachment C, including Method A or B, if applicable) in the format required by the CPA. Proposers may access the HSP forms on-line at the following CPA website link: <https://www.comptroller.texas.gov/purchasing/vendor/hub/forms.php>. The forms must be printed, signed and submitted with your Proposal. The HSP is a pass/fail requirement. PROPOSALS THAT DO NOT INCLUDE A COMPLETED HUB SUBCONTRACTING PLAN PREPARED IN ACCORDANCE WITH 34 TAC §20.285 SHALL BE REJECTED AND WILL NOT BE EVALUATED.

**We have read, understand, and will comply.**

5.2.2. The HSP form is provided in Attachment C of this RFP. To determine whether a Proposer has performed a good faith effort in preparing its HSP as required by the CPA's HUB rules, the Texas Lottery may request clarifications, if necessary. The HSP will be reviewed based on the Proposer's submission and any clarifications requested by the agency.

**We have read, understand, and will comply.**

### 5.3. HSP Submission and Texas Lottery Review

5.3.1. *Pre-Proposal Conference*. Proposers are encouraged to attend the pre-Proposal conference, which will include a brief overview of the HSP requirements. Proposers may ask questions at the pre-Proposal conference regarding the HSP. A copy of the TLC's Pre-Bid/Proposal Conference Booklet regarding HSP requirements is available on the agency's website at:

[http://www.txlottery.com/export/sites/lottery/About\\_Us/Doing\\_Business\\_with\\_TLC/Procurement/](http://www.txlottery.com/export/sites/lottery/About_Us/Doing_Business_with_TLC/Procurement/) Proposers should review the HSP booklet thoroughly to ensure they fill out and submit all forms correctly.

**We have read, understand, and will comply.**

### 5.3.2. *HSP Quick Check List and HUB Subcontracting Opportunity Notification Form.*

Attached to this RFP are an HSP Quick Check List (Attachment C-1) prepared by the CPA and a HUB Subcontracting Opportunity Notification Form (Attachment C-2). Attachment C-1 is intended to assist Proposers in preparing the HSP forms, but is not required to be submitted with Proposals. Proposers are encouraged to use Attachment C-2 when sending notice of subcontracting opportunities.

**We have read, understand, and will comply.**

5.3.3. *Additional TLC Assistance.* As stated above, if an HSP is rejected, the Proposal will be disqualified and will not be considered. **Therefore, Proposers are strongly encouraged to start preparing HSP forms as soon as possible and take advantage of the following TLC assistance. Please note there are deadlines associated with this process and Proposers have a limited amount of time to cure any deficiencies.**

- Written questions regarding the HSP can be submitted at any time up until the Proposal deadline. The TLC will compile and post a separate HSP question-and-answer document on the TLC website. The document will be updated as questions are submitted. It is the Proposer's responsibility to check the TLC website for this information.
- The TLC will conduct one-on-one HSP workshops with Proposers upon request. The workshops will cover detailed information on how to complete the HSP forms. Workshops must be concluded by the date and time listed in the Schedule of Events. Workshops due to gathering restrictions may be conducted via Zoom, TEAMS or telephone conference. Proposers are responsible for contacting the Texas Lottery to schedule a workshop during the specified time period. Proposers may schedule a workshop up until the final date listed in the Schedule of Events.
- The TLC will review and provide individual written feedback on draft HSP forms submitted by Proposers. Draft HSP forms must be submitted by the date and time listed in the Schedule of Events. Upon request, the TLC may also provide verbal feedback.

Note that "draft HSP forms" consist only of the forms included in Attachments C, C-1 and C-2 of the RFP and documentation related to performance of the good faith effort. In reviewing draft forms, the TLC will not comment on responses to any other sections of the RFP, even if they are referred to in the HSP forms. Proposers are instructed not to submit any other portions of their Proposal to the TLC as part of the draft HSP.

One-on-one workshops and the TLC's review of draft HSP forms do not guarantee that the HSP submitted with the Proposal will pass.

**We have read, understand, and will comply.**

## 5. 4. Requirements for Completing the HSP Forms

5.4.1. TLC's HUB Participation Goal. The goods and/or services requested in this RFP are classified in the category of Other Services Contracts. The agency's HUB participation goal for this RFP is 24.30%.

**We have read, understand, and will comply.**

5.4.2. Requirements of the HUB subcontracting plan. Each Proposer shall complete the HSP forms prescribed by the CPA (Attachment C) and provide the following:

- a) a certification the Proposer has made a good faith effort to meet the requirements of 34 TAC § 20.285;
- b) the names of the subcontractors that will be used during the course of the Contract;
- c) the expected percentage of work to be subcontracted; and
- d) the approximate dollar value of that percentage of work.

Each Proposer shall provide all documentation required by the agency to demonstrate the Proposer's compliance with the good faith effort requirements prior to Contract Award. If a Proposer fails to provide supporting documentation (phone logs, fax transmittals, electronic mail, etc.) by the deadline specified by the agency, the Proposal shall be rejected for material failure to comply with Tex. Gov't Code §2161.252 (b).

**We have read, understand, and will comply.**

#### 5.4.3. Proposer Intends to Subcontract

Proposers who intend to subcontract any portion of the Contract must indicate in the HSP form that they intend to subcontract, and must perform one of the three good faith effort methods identified below.

- **Method A (1):** Using 100% HUB Subcontractors. Proposer will use only Texas-certified HUBs for all identified subcontracting opportunities.
- **Method A (2):** Meeting the Specified HUB Contract Goal. Proposer will meet the HUB contract goal by using only Texas-certified HUBs with whom the Proposer has contracted for five years or less.
- **Method B:** Good Faith Effort Outreach. Proposer will perform good faith effort outreach for each identified subcontracting opportunity by contacting at least three Texas-certified HUBs and two trade organizations or development centers that serve members of the HUB groups. **Proposers using this method must perform the outreach even for areas where a Proposer has a pre-existing subcontracting relationship.**

**PROPOSERS WHO INTEND TO SUBCONTRACT, AT A MINIMUM, MUST USE ONE OF THE METHODS OUTLINED ABOVE. FAILURE TO DO SO WILL RESULT IN DISQUALIFICATION.**

**We have read, understand, and will comply.**

#### 5.4.4. Proposer Does Not Intend to Subcontract

Proposers who intend to fulfill the entire Contract using only their own existing resources and employees, without subcontracting, should check the appropriate box in Section 2 of the HSP form and complete Sections 3 and 4 of the form.

The Proposer must explain how all functions of the Contract will be performed without the use of Subcontractors and should refer to Section 3 of the HSP form.

**We have read, understand, and will comply.**

## 5.5. Subcontracting Opportunities

5.5.1. The Texas Lottery has determined there are no subcontracting opportunities for broadcast, newspaper, digital, social, out-of-home media, and sponsorship activations vendors. For example, if you are the primary (only) advertising media planning and buying agency to provide buying and stewardship, with a media vendor such as TV stations or Instagram this is not considered a subcontracting opportunity. However, if you are using more than one (1) advertising media planning and buying agency to provide services under this RFP, this is considered subcontracting. Another example is buying out-of-home media, including production of any billboard vinyl from the media vendor is not considered subcontracting. However, if using a non-media vendor to produce the vinyl separately, this is considered subcontracting.

**We have read, understand, and will comply.**

5.5.2. The Texas Lottery has identified the following potential subcontracting opportunities under this RFP. Proposers intending to subcontract any must perform the good faith effort detailed in the HSP instructions and include a compliant HSP with the Proposal.

### **CLASS 559: MASS TRANSPORTATION, RAIL VEHICLE PARTS AND ACCESSORIES**

#### **Item Numbers and Commodity Descriptions:**

559-70 Signage: Destination, Routing and Advertising

### **CLASS 801: SIGNS, SIGN MATERIALS, SIGN MAKING EQUIPMENT, AND RELATED SUPPLIES**

#### **Item Numbers and Commodity Descriptions:**

801-58 Signs: Billboard, Advertising, etc.

### **CLASS 915: COMMUNICATIONS AND MEDIA RELATED SERVICES**

#### **Item Numbers and Commodity Descriptions:**

915-01 Advertising Agency Services  
 915-04 Advertising Services, Outdoor Billboard, etc.  
 915-10 Advertising, Digital  
 915-59 Mail Services, Express  
 915-71 Newspaper and Publication Advertising, Non-legal

### **CLASS 918: CONSULTING SERVICES**

#### **Item Numbers and Commodity Descriptions:**

918-07 Advertising Consulting  
 918-76 Marketing Consulting

### **CLASS 920: DATA PROCESSING, COMPUTER, PROGRAMMING, AND SOFTWARE SERVICES**

#### **Item Numbers and Commodity Descriptions:**

920-28 Emergency Back-up, Disaster Recovery Services and Facilities for Data Processing

### **CLASS 958: MANAGEMENT AND OPERATION SERVICES (NOT OTHERWISE CLASSIFIED)**

#### **Item Numbers and Commodity Descriptions:**

958-84 Social Media Management Services

### **CLASS 961: MISCELLANEOUS SERVICES, NO. 1 (NOT OTHERWISE CLASSIFIED)**

#### **Item Numbers and Commodity Descriptions:**

961-49 Legal Services, Attorneys  
961-66 Sign Making and Painting Services

### **CLASS 962: MISCELLANEOUS SERVICES, NO. 2 (NOT OTHERWISE CLASSIFIED)**

#### **Item Numbers and Commodity Descriptions:**

962-24 Courier/Delivery Services, Including Air Courier Services)  
962-86 Transportation of Goods, Shipping and Handling, and Other Freight Services

### **CLASS 971: REAL PROPERTY RENTAL OR LEASE**

#### **Item Numbers and Commodity Descriptions:**

971-70 Storage Space Rental or Lease

**We have read, understand, and will comply.**

5.5.3. The potential subcontracting opportunities listed above may or may not be areas that a Proposer would subcontract, depending on that Proposer's existing resources, employees, and business model. Further, Proposers are not limited to the list above, and may identify additional areas of subcontracting. Proposers who intend to subcontract are responsible for identifying all areas that will be subcontracted and shall submit a completed HSP demonstrating evidence of good faith effort in developing that plan.

**We have read, understand, and will comply.**



5.5.4. A list of HUB vendors registered with the CPA for the subcontracting opportunities identified above is included under the HUB/CMBL tab of this RFP. This list is provided as a resource to assist Proposers in preparing and submitting an HSP. The Texas Lottery Commission does not endorse, recommend or attest to the capabilities of any company or individual listed. Note that currently active certified HUBs will have a status code of "A." All other status codes indicate that a vendor is inactive or not a HUB.

**We have read, understand, and will comply.**

5.5.5. Please refer to the HUB/CMBL Directory Instructions and HUB Vendor Reference Lists under the HUB/CMBL tab of this RFP to locate potential HUB Subcontractors.

**We have read, understand, and will comply.**

## **5. 6. Post-Contract Award**

### **5.6.1. Notification of Subcontractors**

Following Contract Award, the Successful Proposer must provide notice to all subcontractors (HUBs and Non-HUBs) of their selection for the awarded Contract. The Successful Proposer is also required to provide a copy of each notice to the agency's HUB Coordinator for the Contract no later than ten (10) Working Days after the Contract is awarded. Proposers should refer to Section 4 of the HSP form for additional information about this requirement.

**We have read, understand, and will comply.**

### **5.6.2. HSP Changes**

Following Contract Award, any proposed changes to the HSP must be submitted, in writing, by the Successful Proposer to the Texas Lottery for prior review and must be approved by the Texas Lottery in writing before becoming effective under the Contract.

**We have read, understand, and will comply.**

### **5.6.3. HSP Reporting**

Following Contract Award, if the Successful Proposer is subcontracting, the Successful Proposer shall maintain business records documenting compliance with the HSP and shall submit a monthly compliance report in the format required by the Texas Lottery. The monthly compliance report shall be submitted to the Texas Lottery by the 10th of the following month or on the date requested by the agency's HUB Coordinator or his/her designee. The submission of the monthly compliance report is required as a condition of payment.

**We have read, understand, and will comply.**

## 6. Advertising Agency Staffing Requirements

### 6.1. Ad Agency Staffing

6.1.1. It is crucial that the Successful Proposer and the team assigned to work on the Texas Lottery account demonstrate the experience and skills required to effectively reach and communicate with the diverse population of Texas.

**We have read, understand, and will comply.**

**The success of our work starts with our people. The THIRD EAR team, supported by our subcontracting partner Avalanche Media Group, is made up of talented professionals of diverse backgrounds with experience in effectively reaching and communicating with the diverse population of Texas.**

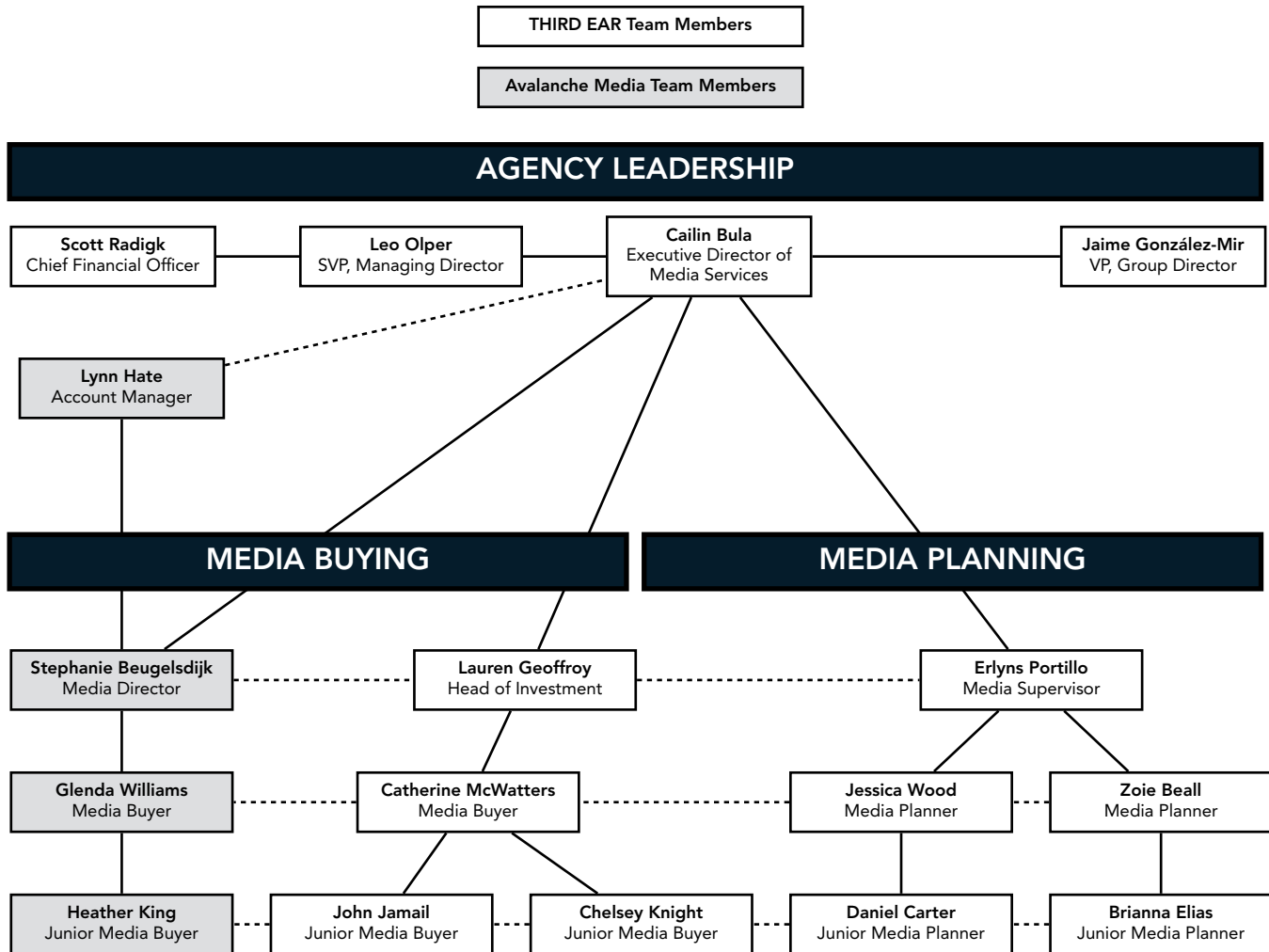
6.1.2. Proposers must provide an organizational chart which identifies all staff, including media planning and/or media buying subcontracting personnel who will support the Texas Lottery account. The organizational chart should include the position titles, number of positions, and names of all personnel. The organizational chart should include corporate directors and/or officers who will provide direction or oversight to the Texas Lottery account.

**We have read, understand, and will comply.**

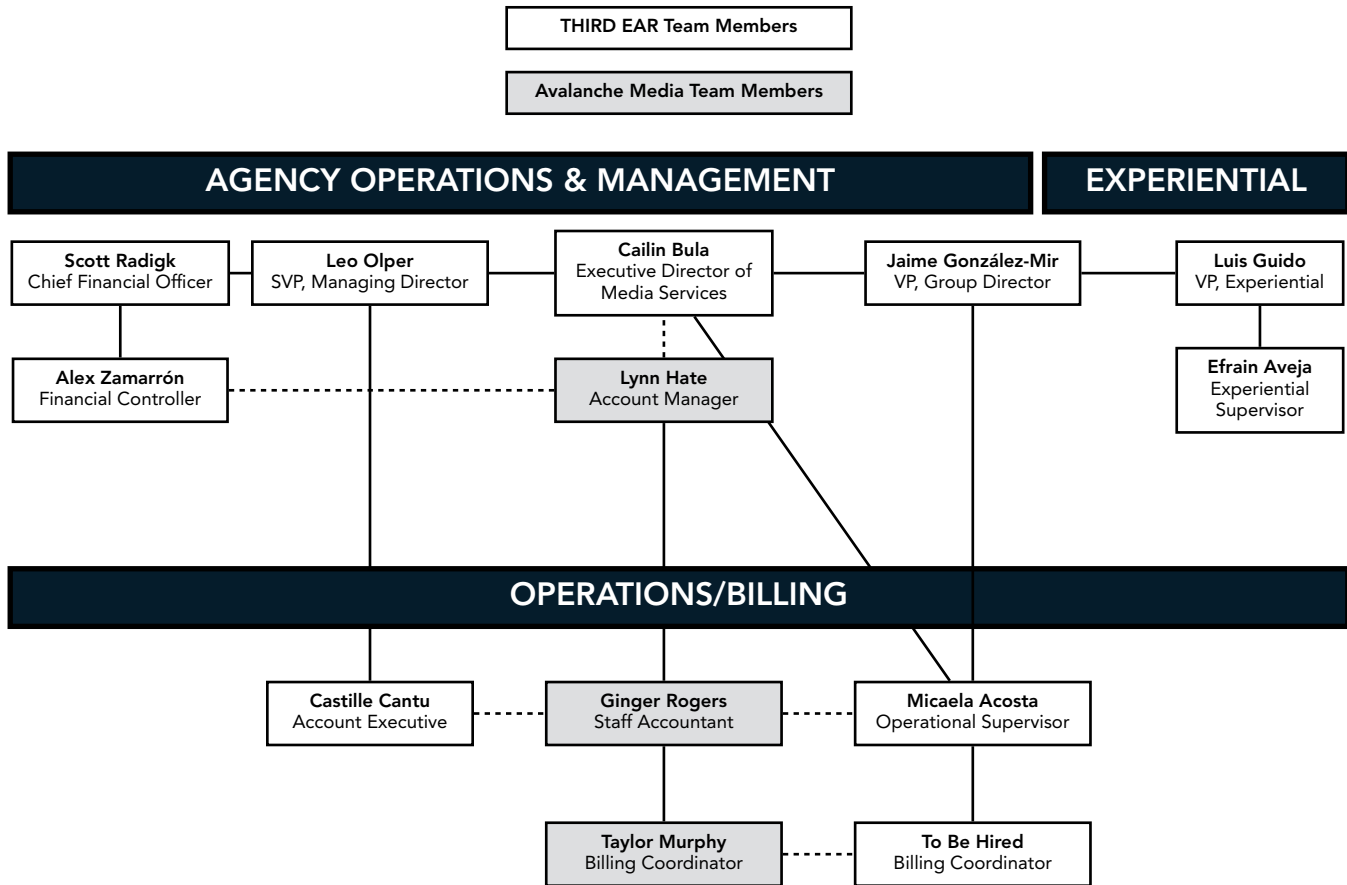
**Please find our response to Section 6.1.2 on the following pages, including organizational charts across departments. Please note that while billing operations are on a separate page, there will be direct collaboration between the media planning and buying teams with the billing and operations teams.**

**NOTE: the number of positions reflected in these organizational charts do not necessarily indicate full-time employees. Percent time will vary, and is detailed in our response to Section 6.2.3 and 6.2.4.**

## Media Organizational Chart



## Agency Operations & Management + Billing Organizational Chart



## 6.2. Agency Staff Structure

6.2.1. Proposers must submit an in-depth staffing plan for the Texas Lottery account. However, the Texas Lottery is not predisposed to any particular staffing model. Proposers are encouraged to propose staffing plans that offer the best value to the Texas Lottery. If a different individual will not be assigned to each position, the Proposer must explain how service levels will be maintained and staffing needs met.

### **We have read, understand, and will comply.**

We have read, understand, and will comply. As provided in our responses to 6.1.1 and 6.1.2, THIRD EAR has the talent and experience to service the Texas Lottery account. Detailed staffing plans are provided in each organizational chart by department.

It is important to note that due to our 11+ year tenure working with the Texas Lottery Commission, we are well versed in the operational requirements and service levels required to ensure the Texas Lottery needs are met at the most efficient and effective levels possible. Within this RFP response and updates to the Scope of Services as identified in Section 7, we are recommending an integrated team across media, finance and operations.

The Operations/Billing Team, working with oversight from Scott Radigk, Leo Olper and Cailin Bula, will ensure thorough reviews and accuracy of all media billing documents, bi-weekly billing binder question submissions and contractually accurate submission of all bi-weekly billing. This will be led by a seasoned Operational Supervisor and supported on all day-to-day management and submission of billing invoices by a Billing Coordinator at THIRD EAR, who will work directly with the media planners and buyers in reviewing each invoice for accuracy and all required details for final submission. Given our working relationship with Avalanche media, their buyers and account team will be integrated into our review and submission processes to ensure seamless operation and delivery of the Texas Lottery billing requirements.

A strength of our candidacy is the deep experience and understanding of the operational excellence required to maintain the Texas Lottery Business, and this team will ensure a seamless process and transition from the current Advertising Services Contract to manage the Media Advertising Services Contract. Jaime González-Mir will continue to provide leadership and adherence to contractual requirements, including managing the HUB Subcontracting Goal and HSP Reporting. Finally, we have included within our staffing plan oversight from Luis Guido, our head of Experiential to support in any contract negotiations for any Experiential activations. His experience in managing contracts with the State Fair of Texas, NFL, MLS, MLB and NBA teams are included in his resume in section 6.2.2.

The true strength of our candidacy is within the talent and experiences of staff in our Media Department, and that of our partner, Avalanche Media Group. Cailin Bula will oversee a team of media planners and buyers, who have extensive experience within the Texas Media market across negotiation, execution and stewardship of media campaigns inclusive of online and offline strategies. We are excited to complement our THIRD EAR media team with the experience and new perspective that the Avalanche team brings to the table. THIRD EAR and Avalanche will work in lockstep together to ensure that all Outdoor media plans are accurately and effectively executed and managed, ultimately delivering against overarching goals of the FY24 advertising plan. This integrated team is built based on our learnings from the past decade servicing the Texas Lottery Commission, and we have made optimizations to ensure the best value to provide the scope and services detailed in Part 7 of this RFP.

6.2.2. Proposers must provide a list of personnel, including media planning and/or media buying subcontracting personnel to be assigned to the Texas Lottery account and include detailed resumes for all personnel, which include, at minimum name: title and job description; number of years of experience; description of current duties, and length of time spent doing present (or related) duties; projects accomplished, including scope and name of customer's company; and relevant continuing professional education. If duties were performed for an employer other than the Proposer, the Proposal must indicate that employer's name.

**We have read, understand, and will comply. The resumes to follow provide proof of the depth and scope of their experience, an excellent indication of our ability to effectively reach and communicate with the diverse population of Texas, in part because we ourselves are representative of it.**

## Alex Zamarron | THIRD EAR

Financial Controller

### Professional Profile

Alex has worked in the Accounting department at THIRD EAR for 19 years, working in tandem with his team, media and account management teams to ensure on-time processing of invoices and billing. Alex has also assisted teams with hours analyses and worked with team members to help clarify any and all questions related to the finance process on accounts. In addition, Alex is also responsible for all accounting controls, monthly closes, Year End closes, annual audits, and preparing internal and external financial reports.

### Work History

Dates	Company	Job Title & Representative Clients
2003 - Present	THIRD EAR (formerly LatinWorks)	Controller; all agency clients

### Current Job Description

Oversees all billings and accounting functions on the account.

### Years of Experience

19

### Education

Texas State University, BBA in Business Finance

Brianna Elias | THIRDEAR  
Junior Media Planner

Professional Profile

Recent graduate with high honors from a top-tier university with experience designing and conducting advertising campaigns. Emphasis on executing advertisements through emerging media platforms and other digital avenues. Proficient understanding of the following areas: consumer psychology, copywriting, account management, event planning, brand awareness, research, account planning, brand development, data analytics, public relations, content marketing, and media planning.

Work History

Dates	Company	Job Title & Representative Clients
2022 - Present	THIRD EAR	Media Strategy Coordinator: Texas Lottery and Beech-Nut
2021-2022	AngelView Land Development	Media Planning Consultant
2018-2018	OnBuzz	Marketing Intern

Current Job Description

Conducts in-depth research and analysis for on-going and future business as well as creating audience profile tools. Assists media planners and buyers in aiding clients.

Years of Experience

1

Education

Texas Tech University, BA in Advertising



## Cailin Bula | THIRD EAR

### Executive Director of Media Services

### Professional Profile

Cailin Bula represents a new generation of media executive. With solid broadcast experience and a firm command of digital platforms and the expert use of data and analytics to inform her work, Cailin believes in the power of merging strategy, creative, and media to build integrated campaigns that drive business results for her client brands.

She comes to THIRD EAR from TBWA\Chiat\Day NY, where she helped lead strategy and planning for Nissan's \$1.3B media business. Prior to TBWA, she held various roles at OMD where she worked in the Auto and Telecom categories, specifically on Time-Warner/Spectrum. Her work has been recognized with OMMA and ARF David Ogilvy Awards.

Cailin is an inspiring leader whose strong work ethic and passion for overcoming challenges was forged as a NCAA Division 1 athlete. She captained SMU's volleyball team and led the university to its first ever Volleyball Conference Championship and NCAA tournament appearance.

### Work History

Dates	Company	Job Title & Representative Clients
2021 - Present	THIRD EAR	Media Director – Texas Lottery, Beech-Nut Baby Food, Downtown Austin Alliance, American Heart Association, NTTA
2021	TBWA\Chiat\Day	Associate Media Director – Nissan USA North American
2016 - 2021	OMD New York	Media Supervisor   Media Strategist   Associate Media Strategist   Associate Digital Analyst – Nissan, Time Warner / Spectrum.
2015 - 2016	Twin Oaks Shopper Marketing   Riveron Consulting, Dallas TX	Account Leadership – Coca-Cola, Lavazza Coffee, Elmer's, Staples, Office Depot Max, Nature Made.

### Current Job Description

Oversees management of all media strategies, planning and buying. Presents media plans, as needed, including objectives, strategic research and demographic analysis. Supervises the development and execution of media plans including digital and social.

### Years of Experience

8

### Education

Southern Methodist University, Bachelor of Arts in Advertising/Creative Specialization from the Meadows School of the Arts, Business Minor from the Cox School of Business.

## Castille Cantu | THIRD EAR

### Account Executive

### Professional Profile

Castille graduated from Texas State University with her degree in Advertising. During her time at Texas State, she worked as a social media coordinator for the restaurant Moses Roses Hideout and more recently, interned with Austin Monthly as a sales and marketing intern. There, she assisted with monthly advertising leads, reviewing advertising credits for clients and assisted on events with their events marketing team. Castille has strong interpersonal communication skills and is well-versed in offline and online advertising. The variety of experiences during her undergraduate program have instilled a passion for advertising and an eagerness to start her career as an Assistant Account Executive at THIRD EAR. She will support the account management team and work to become a positive asset to the Texas Lottery business.

### Work History

Dates	Company	Job Title & Representative Clients
2021 - Present	THIRD EAR	Account Executive - Texas Lottery, Tecate, Humana
2021	Austin Monthly	Sales & Marketing Intern
2019 - 2020	Moses Roses Hideout	Social Media Coordinator

### Current Job Description

Provides support to the account service team to ensure projects are on strategy, meet deadlines and are within budget. Will assist in any review of creative assets delivered from the Texas Lottery team to ensure flawless delivery.

### Years of Experience

2

### Education

Texas State University – Bachelor of Science in Advertising, 2021

## Catherine McWatters | THIRD EAR

Media Buyer

### Professional Profile

Catherine began her career at ThinkStreet working on the TX Dot account. In this role she was responsible for the development and implementation of media buys in all Texas markets. Her other responsibilities included regular buy maintenance, managing billing discrepancies, confirming schedules, inputting under delivery and maintaining client and media vendor relations. Catherine then joined Proof Advertising as an Assistant Media Planner/Buyer, quickly working her way up to Senior Media Planner/Buyer. Catherine joined LatinWorks as a Sr. Media Buyer where she worked on the Texas Lottery Account. After another brief move to Proof Advertising, Catherine moved on to become the Director of Enrollment Marketing at Concordia University for six years. Catherine has now moved back to THIRD EAR (formerly LatinWorks) as a media buyer having now moved into digital and programmatic buying. She is responsible for the implementation of programmatic buys, optimization of these buys, and researching new tools and platforms to provide the best and most efficient advertising efforts for our clients.

### Work History

Dates	Company	Job Title & Representative Clients
2022 - Present	THIRD EAR	Media Buyer – BeechNut, NTTA, AHA
2016 - Feb 2022	Concordia University Texas	Director of Enrollment Marketing – In house Buyer
2015 - 2016	Proof Advertising	Sr. Media Planner Buyer – Subway, Columbia State Univ.
2013 - 2014	LatinWorks	Sr. Media Buyer – Texas Lottery, Stripes, Aio
2012 - 2013	Proof Advertising	Sr. Media Planner/Buyer- Subway, Baylor, Extraco Banks
2011 - 2012	Proof Advertising	Media Planner/Buyer – Subway, Baylor, Extraco Banks
2010 - 2011	Proof Advertising	Assistant Media Planner/Buyer – Subway, Baylor
2007 - 2010	ThinkStreet	Media Buyer – TXDot

### Current Job Description

Negotiates with media sales representatives to buy and place advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.

### Years of Experience

14

### Education

The University of Texas at Austin, MA in Advertising, 2007

The University of Texas at Austin, BA in English, 2003

**Chelsey Knight | THIRD EAR**  
Junior Media Buyer

**Professional Profile**

Chelsey has worked as a Billing Coordinator on the Texas Lottery account for the past 3 years, managing Print, Radio, and OOH billing with vendor partners. She has well-rounded Accounting experience working across a variety of business environments. While pursuing her undergraduate degree, Chelsey worked at Texas Bank in Stephenville, Texas, then moved on to Lawyers Abstract & Title Co as an escrow assistant. Most recently, she worked at KSM South as a Client Accounting Assistant for three years.

**Work History**

Dates	Company	Job Title & Representative Clients
2019 - Present	THIRD EAR	Billing Coordinator: Texas Lottery Commission
2019	RC Billing	Jr. Accountant
2015 - 2018	KSM South	Client Accounting Assistant
2014 - 2015	Lawyers Abstract & Title Co	Escrow Assistant

**Current Job Description**

Assists the Media Buyer with negotiating media, entering rates and makegoods and following up on invoice discrepancies.

**Years of Experience**

8

**Education**

Tarleton State University

Daniel Carter | THIRD EAR  
Assistant Media Planner

Professional Profile

Prior to THIRD EAR, Daniel worked as the Content Specialist for Sage Recovery & Wellness in Austin. His prior experience has given him experience with campaign management and optimization, as well as insights into demographics and audiences. In school, he honed his skills at The University of Miami, studying both Graphic Design and Marketing. Daniel has a passion for social media and audience trends, as well as leveraging innovative and unique technologies to drive campaign results. He holds an undergraduate degree from the College of Arts and Sciences at The University of Miami.

Work History

Dates	Company	Job Title & Representative Clients
March 2022 - Present	THIRD EAR	Assistant Media Planner: Texas Lottery Commission, Beech-Nut, American Heart Association
September 2021 - March 2022	Sage Recovery & Wellness	Content Specialist

Current Job Description

Responsible for all media activities, including developing the media plan and selecting media to achieve marketing objectives within a predetermined budget. Assists planners and buyers serving as Texas Lottery contact.

Years of Experience

1

Education

- University of Miami, BA in Fine Arts
- Photography and Graphic Design
  - Marketing Minor

## Efrain Aveja | THIRD EAR

### Experiential Supervisor

### Professional Profile

Efrain joined LatinWorks/THIRD EAR in 2016 as an Experiential Coordinator in our Experiential Department. Since his arrival, he has proven to be a trusted team member on both the Experiential and Account Leadership teams for a variety of client-partners, most notably for the Texas Lottery where he has managed the State Fair, Texas Motor Speedway, Poteet Strawberry Festival, Sound & Cinema, and Houston Rodeo activations to name a few. He is also in charge of ensuring Texas Lottery's contract deliverables are being met by securing proper proof of performance from each of its Experiential partners. On the Account Leadership team, Efrain manages POS and OOH creative production, reviews bi-weekly billing binders for inaccuracies, and monitors added value during each campaign.

Efrain honed his Account Leadership/Experiential management skills at Texas State University where he successfully planned and managed various coursework projects for Hewlett-Packard. This led to Hewlett-Packard awarding \$35,000 in grant funds to the school. Prior to joining LatinWorks/THIRD EAR, he interned at Waterloo Media Group (f.k.a. Emmis Communications) where he led various projects for the promotions team and helped execute "KGSR's Blues on the Green" and "101x Summer Cinema."

### Work History

Dates	Company	Job Title & Representative Clients
2016 - Present	THIRD EAR (formerly Latinworks)	Senior Account Executive – The Texas Lottery, Heineken, Google, Visit Austin, Presidente, Target, Lay's, Starbucks, Thrivent Financial
2016 - 2021	Ad2Austin (AAF Affiliate)	Code2College
2015 - 2016	GSD&M	IT Manager; No clients

### Current Job Description

Creates and coordinates activities related to the selection, development, negotiation, execution, contracting and evaluation of experiential events and sponsorship activations. Duties may include developing budgets, negotiating events and managing event activation deliverables.

### Years of Experience

8

### Education

Texas State University, BS in Advertising, Minor in Business Administration

## Erlyns Portillo | THIRD EAR

### Media Supervisor

### Professional Profile

Erlyns Portillo is a media supervisor at THIRD EAR. With 12+ years in advertising, Erlyns has extensive media planning and buying experience. She's worked with a wide array of clients in verticals such as healthcare, energy, retail, and entertainment. A respected media professional, Erlyns has been nominated for Planner/Buyer of the Year by Media Alliance of Houston for three consecutive years. She holds a BS in Advertising from the University of Texas at Austin. In her spare time, Erlyns enjoys playing the piano and going for runs with her two rescue dogs.

### Work History

Dates	Company	Job Title & Representative Clients
2021 - Present	THIRD EAR	Media Supervisor – Beech-Nut, Texas Lottery, American Heart Association
2021	Carlberg	Brand Media Manager – UTHealth Houston, Wingstop, Central Texas College, J5 Tractors
2016 - 2021	Love Advertising	Media Supervisor   Senior Media Planner – CenterPoint Energy, Houston Livestock Show and Rodeo, C & D Scrap Metal, Gulf Capital Bank, ENGIE, Texas ENT Specialists, Buffalo Wild Wings, Boy Scouts, Gallery Furniture, Texas Renaissance Festival, Papa John's
2015 - 2016	BrivicMedia, Inc.	Media Planner/Buyer – Houston Methodist, Christian Brothers Automotive, Gexa Energy, Sun & Ski
2012 - 2014	Ansira	Media Planner/Buyer – Domino's, Baskin-Robbins, Wendy's
2011 - 2012	MMI	Assistant Media Buyer/Planner – Perry's Steakhouse & Grille, American General, MD Anderson Cancer Center
2010 - 2011	Zimmerman Advertising	Assistant Media Planner – Captain D's, Ashley Furniture

### Current Job Description

Responsible for all media activities, including developing the media plan and selecting media to achieve marketing objectives within a predetermined budget. Supervises planners and buyers, serves as main point of contact to the Avalanche media team, and serves as the main day-to-day Texas Lottery contact.

### Years of Experience

12

### Education

The University of Texas at Austin, BS in Advertising

## Ginger Rogers | AVALANCHE MEDIA GROUP

Staff Accountant

### Professional Profile

Ginger has been with Avalanche Media Group two and a half years and is a key member of the Operations team, responsible for reconciling financial accounts and paying vendors. Ginger comes to Avalanche with 20+ years of experience providing staff accounting, operations management, and financial application support in many industry settings.

### Work History

Dates	Company	Job Title & Representative Clients
2020 - Present	Asher Media/ Avalanche Media Group	Staff Accountant/Finance Manager
2018 - 2020	Budha Girl	Staff Accountant/Finance Manager
2016 - 2018	MD Equipment	Staff Accountant/Finance Manager/ Operations Manager
2007 - 2016	Archive Supplies	VP Operations/ Controller/ HR Manager

### Current Job Description

Collects, assembles and processes invoices, estimates and overall accounting documentation.

### Years of Experience

20

### Education

Tarrant County Community College



Glenda Williams | AVALANCHE MEDIA GROUP

Media Buyer

Professional Profile

Glenda has been with Avalanche Media Group nine months and is a key member of the Operations team, responsible for entering insertion orders and reconciling vendor invoices to ensure accurate delivery of media buys. Glenda comes to Avalanche with 15+ years experience providing application support in healthcare insurance and billing.

Work History

Dates	Company	Job Title & Representative Clients
2022– Present	Asher Media/ Avalanche Media Group	Media Coordinator; All Agency clients
2007-2018	Optum/UnitedHealth Group	IT Systems Analyst II
2004-2007	The Schumacher Group	IT Applications Support Analyst
2002-2004	Baylor Healthcare Systems	Service Support

Current Job Description

Negotiates with media sales representatives to buy and place OOH advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.

Years of Experience

20

Education

University of North Texas – 1990-1992

## Heather King | AVALANCHE MEDIA GROUP

### Junior Media Buyer

### Professional Profile

Heather has worked in the planning department at Avalanche Media Group for almost a year, working with her team members to effectively manage and report on client media campaigns. She previously has served in the marketing field as a representative and account manager, working to retain customers and earn new customers' trust. Heather's current responsibilities include client reporting, google data studio, creative traffic, and various other campaign needs. She effectively assists the planning and buying departments throughout the life of the campaign through creating and updating essential campaign documents. In addition, Heather is also currently assisting in training, teaching daily tasks and media processes.

### Work History

Dates	Company	Job Title & Representative Clients
Dec 2021- Present	Avalanche Media Group	Media Assistant; All Agency Clients
July 2021-Dec 2021	Austin Physical Therapy Specialists	Marketing Representative; All Clients from Georgetown, TX to Kyle, TX
March 2021-June 2021	Mopac LLC	Account Manager; Child Help

### Current Job Description

Responsible for OOH media activities, including selecting Outdoor media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists OOH Buyer and serves as key THIRD EAR contact.

### Years of Experience

1

### Education

Texas Tech University, BBA in Business Marketing, Psychology Minor

## Jaime González-Mir | THIRD EAR

VP, Group Director

### Professional Profile

Jaime has cultivated a well-rounded business perspective spanning three decades of International and U.S. multicultural advertising. His agency career includes a stint as General Manager of a leading agency in New York and award-winning advertising campaigns, among them, national and international accolades for Pfizer's Hispanic Heart Health initiative. In 2006 his diverse experience attracted the attention of one of the most reputable Media organizations in Latin America, Argentina's Grupo La Nación. At La Nación Media, Jaime led U.S. expansion efforts for Rolling Stone en Español as Managing Director of U.S. Operations. This position, as well as his extensive Creative and Production background, led to consultancy work in Integrated Marketing and Branded Entertainment for brands such as Billboard, Verizon and Microsoft, among others. This valuable Media experience in turn contributed to Jaime's successful management of major Media brands at THIRD EAR (formerly LatinWorks) including networks in the Disney, NBCUniversal and FOX Hispanic portfolios. THIRD EAR's proven, inclusive mindset-driven strategic and creative approach attracted Jaime to the Agency where, since his arrival in 2009, he has successfully led pan-cultural efforts for a range of partners including the Texas Lottery Commission among others.

### Work History

Dates	Company	Job Title & Representative Clients
2009 - Present	THIRD EAR (formerly LatinWorks)	VP Group Director: Texas Lottery Commission; Lay's; TWIX, Pedigree, IAMS, Skittles; Major League Baseball; Hennessy; Jack Daniel's; Bacardi; Visit Austin; Honey Bunches of Oats, Pebbles; Kleenex, Huggies, Pull-Ups, Scott, Kotex; various Media brands among others
2009	Branded Entertainment Consultancy	Principal: 13th Floor Studios – Billboard, Verizon V-Cast, MSN Latino, Telemundo
2006 - 2009	La Nación Media	Managing Director: Rolling Stone, other leading regional Latin American publications
2003 - 2006	Dieste Harmel & Partners (now Dieste)	General Manager: Pepsi-Cola North America portfolio; Pfizer; Cuervo; GE among others

### Current Job Description

Serves as main point of contact for Texas Lottery Commission regarding contractual matters and ensures contractual compliance and accurate reporting. Directly oversees HUB Subcontracting Plan and Subcontractor Management. Supports Media Director in efficient management of the TLC business.

### Years of Experience

33

### Education

University of Miami, BS in Communication

## Jessica Wood | THIRD EAR

### Media Planner

### Professional Profile

Jessica brings to THIRD EAR diverse media strategy and negotiation experience for representative clients across various industries. At KSM, Jessica executed media planning and strategy initiatives for Eyemart Express, Chuy's and Men's Best Primary Care. Using industry leading research tools, she performed regular analysis of media trends, competitive landscape, and target audiences to produce data-driven intelligence reports. At HCB Health, Jessica gained B2B experience, planning and implementing national print and digital placements targeting HCPs for two Aries Pharmaceuticals product launch campaigns, as well as experience with cancer care and treatment campaigns for Texas Oncology and Texas Center for Proton Therapy. At EnviroMedia, Jessica gained experience within the government and public health verticals developing and placing media plans for Superior HealthPlan, a top provider of Medicaid, STAR, and CHIP programs throughout Texas, as well as for Tennessee Department of Transportation (Highway Beautification), North Texas Municipal Water District and Washington Regional Alcohol Program.

### Work History

Dates	Company	Job Title & Representative Clients
2020 - Present	THIRD EAR	Texas Lottery Commision, Downtown Austin Alliance
2019 - 2020	Kelly Scott Madison	Eyemart Express; Chuy's; Men's Best Primary Care
2018-2019	HCB Health	Texas Oncology; Texas Center for Proton Therapy; Aries Pharmaceuticals
2017 - 2018	EnviroMedia	Superior HealthPlan; Tennessee Department of Transportation; North Texas Municipal Water District; Washington Regional Alcohol Program

### Current Job Description

Implements the process and assists with the management of the strategic and tactical execution of all media channels. Evaluates composition of a wide range of media vehicles to determine which would most effectively reach the intended audience.

### Years of Experience

5

### Education

Indiana University, B.A. in Telecommunications

- Business Minor
- Psychology Minor

**John Jamail | THIRD EAR**  
Junior Media Buyer

**Professional Profile**

John has worked in the Media Department at THIRD EAR for nearly six months, working on the Texas Lottery account. Primary responsibilities include reviewing and approving print invoices and working with account leadership to create binders for Texas Lottery Commission to review.

**Work History**

Dates	Company	Job Title & Representative Clients
2022 – Present	THIRD EAR	Junior Media Buyer - Texas Lottery
2018 - 2022	John Jamail Media Consulting	Owner - Real Estate and Health-Related Clients
2001 - 2018	Compass Marketing	Media Director - Real Estate Clients
1991 - 2001	McCann - Erikson	Senior Broadcast Buyer – All McCann accounts

**Current Job Description**

Responsible for media activities, including developing the media plan, selecting media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists planners and buyers serving as Texas Lottery contact.

**Years of Experience**

25

**Education**

University of Texas at Austin, BS in Advertising

## Lauren Geoffroy | THIRD EAR

### Head of Investment

### Professional Profile

Lauren started her career at GSD&M as an Assistant Media Buyer. She then joined THIRD EAR and helped launch the Media Buying Department in 2008 when the agency was known as LatinWorks. With over 15 years of experience, Lauren has played an integral role at THIRD EAR within the Media department. Over the years, she has been a steadfast fixture for the team – whether it's mentoring new team members to her deep wealth of historical knowledge of clients, Lauren has been there every step of the way and has helped grown the team to what it is today. Lauren prides herself on having outstanding relationships with media vendors and is able to negotiate efficient media buys and added value promotions for Texas Lottery as well as other clients. Lauren has extensive experience in negotiation, stewardship and post buy analysis for GM and Hispanic TV and Radio as well as Digital. Lauren has recently stepped into a new role of leading the media buying team which includes overseeing TV, Radio, Audio and Digital plan execution.

### Work History

Dates	Company	Job Title & Representative Clients
2008 - Present	THIRD EAR (formerly LatinWorks)	Head of Investment – American Heart Association, Beech-Nut Baby Food, NTTA, and Texas Lottery Senior Media Buyer – Beech-Nut Baby Food, Goya, and Texas Lottery Media Buyer - Aio Wireless, Domino's Pizza, H-E-B, Heinz, Marshalls, and Stripes Assistant Media Buyer – Domino's Pizza
2006 - 2007	GSD&M	Assistant Media Buyer - AARP, Air Force, AT&T, BMW, Chili's Grill & Bar, MasterCard, and Wal-Mart

### Current Job Description

Implements the process and assists with the management of the strategic and tactical execution of all media channels. Evaluates composition of a wide range of media vehicles to determine which would most effectively reach the intended audience.

### Years of Experience

16

### Education

Southwestern University, B.A. in Communication Studies

## Leo Olper | THIRD EAR

### Managing Director

### Professional Profile

Leo has 30 years of advertising experience having started as an AAE at Leo Burnett (LB) in Mexico City. Throughout his career, Leo held various positions within the Leo Burnett organization, rising to the rank of SVP/Chief Operating Officer at Lápis, LB's Multicultural Agency. He later was appointed to the position of Chief Executive Officer at Totality, the multicultural arm of Havas/Euro RSCG New York. Prior to joining THIRD EAR he served as Partner, at d'expósito & Partners in New York. He is a graduate of Brandeis University and also studied at the London School of Economics.

### Work History

Dates	Company	Job Title & Representative Clients
2016 - Present	THIRD EAR (formerly Latinworks)	SVP, Managing Director: Mars, Texas Lottery, Unilever, American Heart Association, Beech-Nut Baby Food, Heineken, Frito-Lay, Hennessy, Google
2012 - 2016	D Expósito & Partners	Partner, Lead of Accounts: McDonald's, AARP, Tajin
2011 - 2012	Totality Havas	Chief Executive Officer – Pernod Ricard, Hershey, St. Jude's Children's Hospital
2000 - 2010	Lápis (Leo Burnett)	SVP/Chief Operating Officer – Kellogg's, Procter & Gamble, McDonald's, Allstate, Coca-Cola, H&R Block, Brown Forman, JP Morgan Chase
1992 - 2000	Leo Burnett Mexico	Kellogg's, McDonald's

### Current Job Description

Serves as the brand steward assisting to determine the Texas Lottery's strategic brand objectives, assessing the brand position, and managing the internal team resources to best service the overall Texas Lottery account. Ensures the timely development and execution of plans, campaigns, and projects to assure goals are achieved. Supervises the development of the advertising activities in accordance with the Texas Lottery's objectives and budget limitations. Provides oversight of all account service staff.

### Years of Experience

30

### Education

Brandeis University, BA in Political Science and History

The London School of Economics and Political Science, Political Science

## Luis Guido | THIRD EAR

Vice President, Experiential

### Professional Profile

A native Texan, Luis Guido has spent his entire 20+ year marketing career here in Texas. He currently leads our Experiential and Shopper teams who focuses on live engagement moments for our clients. Recent work includes leading the first live branded experience for Heineken's new partnership with AustinFC in 2021. Luis brings well-rounded agency and client-side experiences, most recently at Compass Learning, a K-12 educational software company, where he led the marketing team in deploying a new company website, launched four (4) successful software products and led the event marketing team. During his tenure at Compass, the company garnered numerous creative awards in the educational space.

His background extends to GMR, the leading event marketing agency in the country, and also had a client-side marketing/sales position at Miller Brewing Company with an emphasis on retail, sports sponsorships and experiential programs in the state of Texas.

### Work History

Dates	Company	Job Title & Representative Clients
2017 - Present	THIRD EAR	Vice President, Experiential – Texas Lottery, Heineken, Tecate, Canijilla, American Heart Association
2014 - 2016	Compass Learning	Marketing Director for Educational Software Company
2007 - 2014	THIRD EAR (formerly LatinWorks)	Lowe's Home Improvement, Mars Snackfoods, Anheuser-Busch, Texas Lottery, Marriott Hotels, Heinz Ketchup, Jack Daniels, PepsiCo, POST, Jamba Juice
2005 - 2007	Miller Brewing Company	Client-side role
2002 - 2005	GMR Marketing	Miller Brewing Company
2000 - 2002	Cartel Group	US Army, JCPenney

### Current Job Description

Serves as the brand steward assisting to determine the Texas Lottery's strategic brand objectives, assessing the brand position, and managing the internal team resources to best service the overall Texas Lottery account. Ensures the timely development and execution of plans, campaigns, and projects to assure goals are achieved. Supervises the development of the advertising activities in accordance with the Texas Lottery's objectives and budget limitations. Provides oversight of all account service staff.

### Years of Experience

22

### Education

The University of Texas at San Antonio, BBA in Marketing



## Lynn Hate | AVALANCHE MEDIA GROUP

Account Manager

### Professional Profile

Lynn leads the Operations team, specializing in client billing. Her background as a Planning Director brings a client-focused approach to Operations, whose top priority is verifying that ad placements run correctly, and vendors are paid promptly. Being with the agency for 20+ years in various roles has allowed Lynn to see all sides of the Agency and provide insight for teams to work most efficiently together.

### Work History

Dates	Company	Job Title & Representative Clients
2016 – Present	Asher Media/ Avalanche Media Group	Director of Operations; All Asher Media and Avalanche Media Group clients
2001-2015	Asher Media	Group Media Director; Consolidated Restaurant Operations (CRO), Texas Department of State Health Services (DSHS) - Healthy Texas Babies, WARHEADS Candy, Texas Lottery Commission, Wright Brand Bacon
1996-2000	Berry Brown Advertising	Associate Media Director; Quaker Oats Company, ConAgra, Wolf Brand Chili, Manwich
1989-1996	Bozell, Temerlin McClain	Media Supervisor/Media Planner/Assistant Media Planner; American Airlines, Greyhound Bus Company, JC Penney, Blue Cross & Blue Shield of Texas

### Current Job Description

Responsible for ensuring the accuracy of all media vendor payments and operations on behalf of Avalanche. Maintains adequate controls of receipts and disbursements.

### Years of Experience

33

### Education

University of Texas at Austin, BS in Advertising

## Micaela Acosta | THIRD EAR

### Operational Supervisor

### Professional Profile

Micaela worked on the Texas Lottery business between 2016 and 2021 as an Account Coordinator where she gained experience managing weekly billing and payment of invoices. She also gained knowledge of budget and estimate approvals and oversaw billing timelines to help ensure the Texas Lottery account continued to run efficiently. In 2019, Micaela was promoted to Junior Account Executive where she continued to assist the team. In addition to billing, Micaela monitored experiential entitlements to create proof-of-performance reports for various partners, trafficked radio and added value instructions and assisted the account team with various campaign needs. Micaela continues to prove her commitment to the Texas Lottery business and the THIRD EAR account team by consistently increasing her knowledge of day-to-day duties, assisting with campaign timelines and development, and providing clear and timely communication to the Texas Lottery team. She returns to the team at THIRD EAR to provide subject matter expertise on the Texas Lottery billing process.

### Work History

Dates	Company	Job Title & Representative Clients
2022 - Present	THIRD EAR	Operational Supervisor - Texas Lottery
2021 - Present	Calida Artistry	Owner - N/A
2019 - 2021	THIRD EAR	Account Executive – Texas Lottery
2016 - 2019	THIRD EAR (formerly Latinworks)	Account Coordinator and Junior Account Executive – Texas Lottery
2015 - 2016	City of Austin Planning and Development Review Department	N/A
2012 - 2015	Texas Physical Therapy Specialists	N/A

### Current Job Description

Manages and oversees all logistics associated with contractual compliance and final invoicing. Initiates planning that will lead to execution of advertising activities. Consults with media, finance and experiential staff to ensure Texas Lottery objectives are clearly understood to develop strategic solutions.

### Years of Experience

9

### Education

Austin Community College - Bachelor of Science in Business Administration (degree in progress)

Texas Tech University, 2010-2011

## Scott Radigk | THIRD EAR

Chief Financial Officer

### Professional Profile

Scott serves THIRD EAR as the Chief Financial Officer, overseeing financial and content production operations. Scott has over 30 years of experience in advertising and has worked on clients of all sizes, operating in all mediums and has held positions in finance, production, account service, negotiations, and project management. His client experience ranges from national work on McDonald's, United Airlines, Allstate, Kelloggs, Reebok, PepsiCo, and more, as well as cross-cultural and/or Hispanic work on Texas Lottery, Visit Austin, Jack Daniel's, MLB, Mars, General Motors, Anheuser-Busch, Pizza Hut, AT&T, Frito Lay, and Burger King, among others. His goal is to work with all agency departments to provide the best service for our clients, and the best value possible for the budget with a fee made up of balance hours to scope optimum efficiency.

### Work History

Dates	Company	Job Title & Representative Clients
2009 – Present	THIRD EAR (formerly LatinWorks)	CFO: Texas Lottery, Visit Austin, Jack Daniel's, Stripes stores, Laredo Taco Company, MLB, Mars (M&M's, Snickers, Twix), Lowe's, Kimberly-Clark, Domino's Pizza, Anheuser-Busch, Chevrolet, U.S. Cellular, HEB
2008 – 2009	The Marketing Arm	Frito Lay, AT&T, Gillette, State Farm
2001 – 2007	Dieste	PepsiCo, Hyundai, Taco Bell, Pizza Hut, AT&T, Bud Light, Frito Lay
1999 – 2000	Ackerman McQueen	Six Flags, Williams Energy, Pizza Hut, Oklahoma Tourism, Cricket Wireless, Leapfrog Educational
1995 – 1999	DDB/Dallas	GTE, Reebok, PepsiCo, FootAction, Hampton Inn, Dallas Morning News
1985 – 1994	Leo Burnett	McDonald's, United Airlines, Fruit of the Loom, Beef Industry Council, Allstate, Kellogg, P&G, Reebok, Miller Lite

### Current Job Description

Responsible for ensuring accuracy of all account transactions and the preparation of all financial reports. Maintains adequate controls of receipts and disbursements. Ensures operational and financial excellence in adherence to the Texas Lottery contractual requirements.

### Years of Experience

37

### Education

Governors State University, BA in Business Administration/Marketing  
 Oklahoma City University, MBA, Marketing  
 University of Dallas, MA, Accounting  
 University of Texas, Certificate, Project Management Professional

Stephanie Beugelsdijk | AVALANCHE MEDIA GROUP

Media Director

Professional Profile

A fresh and forward-thinking media specialist with a strong background in service industries, Stephanie is digital-savvy and curiously creative, and is known for going the extra mile on behalf of her clients to develop strategic and efficient media plans.

Work History

Dates	Company	Job Title & Representative Clients
Present	Avalanche Media Group	Group Media Director – Texas Beef Council, Pilgrim’s, Just Bare
2012-2022	Asher Media (Avalanche Media Group sister agency)	Group Media Director – Texas State Technical College, Semptra Energy, McAlister’s Deli, Moe’s, Kiolbassa, Texas Lottery Commission
2007 – 2011	TM Advertising	Media Planner – Nationwide Insurance, American Airlines

Current Job Description

Oversees management of all media strategies, planning and buying. Presents media plans, as needed, including objectives, strategic research and demographic analysis. Supervises the development and execution of media plans for Out-of-Home.

Years of Experience

15

Education

University of Missouri, Bachelor of Journalism (Strategic Communication)

**Taylor Murphy | AVALANCHE MEDIA GROUP**  
Billing Coordinator

**Professional Profile**

Taylor joined Avalanche almost two years ago as Billing Manager, managing Operations team workflow and training new Media Coordinators. She supervises Coordinators’ entry of vendor invoices for payment and reviews delivery from all media vendors. Taylor is also responsible for vendor payables and internal accounting audits. Her past accounting experience includes lockbox research and check posting, preparing daily deposits, and creating and sending invoices.

**Work History**

Dates	Company	Job Title & Representative Clients
2020-Present	Asher Media/ Avalanche Media Group	Billing Manager; All Agency clients
2018-2020	Nexstar Broadcasting	Accounts Receivable Analyst
2016-2018	Toyota of Plano	Accounting Clerk

**Current Job Description**

Collects, assembles and processes invoices, estimates and overall accounting documentation.

**Years of Experience**

6

**Education**

Texas A&M University San Antonio, BBA in Business

## Zoie Beall | THIRD EAR

### Media Planner

### Professional Profile

Prior to THIRD EAR, Zoie spent her college years working in the service industry and as a marketing intern for Tokyo Electron. In school, she honed her advertising skills in the Texas Media and Analytics sequence, learning how to visualize data, tell meaningful stories through data, and how to be a good client-agency liaison – through campaigns for MassMutual, Doc Martens, Lodgewell, and woom Bikes. Zoie has a passion for audience research and insights, as well as leveraging innovative and unique technologies to drive campaign results. She holds an undergraduate degree in advertising from the Moody College of Communication at The University of Texas, where she crafted her strategic acumen for media investments and strategy.

### Work History

Dates	Company	Job Title & Representative Clients
2022 – Present	THIRD EAR	Media Planner & Junior Media Planner: Texas Lottery Commission, Beech-Nut, American Heart Association
2021 – 2021	Tokyo Electron, Ltd.	Marketing Communications Intern

### Current Job Description

Responsible for media activities, including developing the media plan, selecting media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists planners and buyers serving as Texas Lottery contact.

### Years of Experience

2

### Education

University of Texas at Austin, BSA in Advertising – Moody College of Communication

- Media and Analytics sequence
- Business Minor – McCombs School of Business

6.2.3. Media Staffing. Each Proposer must describe the staffing levels and functions of its media department, identify the personnel assigned to each function, and cross reference to the personnel list as necessary. The Media Director should have a minimum of seven (7) (7) years of relevant media experience and the Media Supervisor should have a minimum of five (5) years of relevant media experience. Media staff may include the following:

- Media Director
- Media Supervisor
- Senior Media Planner
- Media Planner
- Junior Media Planner
- Senior Media Buyer
- Media Buyer
- Junior Media Buyer

**We have read, understand, and will comply. Please see below for staffing levels, presented as a percentage of a Full Time Employee (FTE) and functions for Media Staffing across each personnel assigned to the Texas Lottery business.**

Name & Title	Staffing Level	Job Description	Key Functions
<b>THIRD EAR</b>			
Cailin Bula — Executive Director of Media Services	15%	Oversees management of all media strategies, planning and buying. Presents media plans, as needed, including objectives, strategic research and demographic analysis. Supervises the development and execution of media plans including digital and social.	<ul style="list-style-type: none"> <li>• Oversees planning and buying personnel across all media channels</li> <li>• Client-partner lead</li> <li>• Leads Strategy and ensures client success</li> <li>• Provides support across all media initiatives as needed</li> </ul>
Lauren Geoffroy — Head of Investment	15%	Supervises all Media Buying activity. Negotiates with media sales representatives to buy and place advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.	<ul style="list-style-type: none"> <li>• Vendor- partner lead</li> <li>• Leads executional oversight of planned purchases</li> <li>• Oversees ad-hoc client requests pertaining to buying/broadcast</li> <li>• Vendor management</li> <li>• Digital campaign support</li> <li>• Oversees team pacing and campaign management</li> </ul>

Name & Title	Staffing Level	Job Description	Key Functions
<b>THIRD EAR</b>			
Catherine McWatters — Media Buyer	40%	Negotiates with media sales representatives to buy and place advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.	<ul style="list-style-type: none"> <li>• Execution and delivery of digital campaigns</li> <li>• Execution of opportunistic market-specific broadcast when applicable</li> <li>• Ad-hoc client requests pertaining to buying/broadcast</li> <li>• Vendor management</li> <li>• Campaign pacing and management</li> </ul>
Erylns Portillo — Media Supervisor	40%	Responsible for all media activities, including developing the media plan and selecting media to achieve marketing objectives within a predetermined budget. Supervises planners and buyers, serves as main point of contact to the Avalanche media team, and serves as the main day-to-day Texas Lottery contact.	<ul style="list-style-type: none"> <li>• Client day-to-day lead</li> <li>• Day-to-day lead with Avalanche Media team</li> <li>• Leads campaign strategy and planning for Annual Fiscal Year Ad Plan</li> <li>• Manages account deliverables, timelines, client requests, etc.</li> <li>• Oversight of planned purchases</li> <li>• Oversees ad-hoc client requests</li> <li>• Vendor management</li> </ul>
Zoie Beall — Media Planner	40%	Implements the process and assists with the management of the strategic and tactical execution of all media channels. Evaluates composition of a wide range of media vehicles to determine which would most effectively reach the intended audience.	<ul style="list-style-type: none"> <li>• Media Strategy (ad-hoc requests)</li> <li>• Budget Management and Expenditure Report Lead</li> <li>• Shares Digital responsibilities with other Media Planner</li> <li>• Shares Social responsibilities with other Media Planner</li> <li>• GM &amp; EM Print Media lead</li> <li>• AdOps Planning and management</li> <li>• Digital campaign stewardship and planning</li> <li>• GM &amp; EM Print Media billing oversight</li> <li>• Billing Binder Question Review Support</li> <li>• Post Buy Reports Support</li> </ul>



Name & Title	Staffing Level	Job Description	Key Functions
THIRD EAR			
Jessica Wood — Media Planner	55%	Implements the process and assists with the management of the strategic and tactical execution of all media channels. Evaluates composition of a wide range of media vehicles to determine which would most effectively reach the intended audience.	<ul style="list-style-type: none"> <li>• Media Strategy (ad-hoc requests)</li> <li>• Shares Digital responsibilities with other Media Planner</li> <li>• Shares Social responsibilities with other Media Planner</li> <li>• Lead on Innovation media opportunities</li> <li>• Media production vendor relations</li> <li>• AdOps Planning and management</li> <li>• Digital campaign stewardship and planning</li> <li>• Digital Billing Oversight</li> <li>• Billing Binder Question Review Support</li> <li>• Post Buy Reports Support</li> </ul>
John Jamail — Junior Media Buyer	80%	Assists the Media Buyer with negotiating media, entering rates and makegoods and following up on invoice discrepancies with vendors and internal stakeholders.	<ul style="list-style-type: none"> <li>• Lead on day-to-day Print management</li> <li>• Assists with Print vendor communication</li> <li>• Print Audit reports and management</li> <li>• Monthly EOG trafficking and management</li> <li>• Leads Print billing responsibilities with oversight from operations team</li> <li>• Year-end close-out emails</li> <li>• TLC Media Billing Support</li> <li>• Billing Binder delivery</li> </ul>
Chelsey Knight — Junior Media Buyer	50%	Assists the Media Buyer with negotiating media, entering rates and makegoods and following up on invoice discrepancies.	<ul style="list-style-type: none"> <li>• Shares Print management and billing responsibilities</li> <li>• Overall media billing binder support</li> <li>• Digital campaign pacing and billing</li> <li>• Assists with campaign set up and trafficking</li> <li>• Digital billing, pacing, and Billing Binder Question Management</li> <li>• Campaign screenshots</li> <li>• Year-end close-out emails</li> </ul>

Name & Title	Staffing Level	Job Description	Key Functions
THIRD EAR			
Brianna Ellias — Junior Media Planner	35%	Responsible for media activities, including developing the media plan, selecting media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists planners and buyers serving as Texas Lottery contact.	<ul style="list-style-type: none"> <li>• Supports Planning team with annual fiscal year planning needs</li> <li>• Supports Media Planners with campaign screenshots, pacing and stewardship</li> <li>• Gathers and houses ad specs across campaigns</li> <li>• Supports any need for data pulls/ad-hoc planning/strategy requests (SQAD, Nielsen Ratings, Geopath, etc.)</li> <li>• Assists Junior Media Buyers with billing process as needed</li> <li>• Billing Binder Question Reviews Support</li> <li>• Post Buy Report Support</li> </ul>
Daniel Carter — Junior Media Planner	40%	Responsible for media activities, including developing the media plan, selecting media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists planners and buyers serving as Texas Lottery contact.	<ul style="list-style-type: none"> <li>• Supports Planning team with annual fiscal year planning needs</li> <li>• Supports Media Planners with campaign screenshots, pacing and stewardship</li> <li>• Supports any need for data pulls/ad-hoc planning/strategy requests (SQAD, Nielsen Ratings, Geopath, etc.)</li> <li>• Supports Media Planner with social media planning, management and reporting</li> <li>• Assists Junior Media Buyers with billing process as needed</li> <li>• Campaign Stewardship and planning support with media planners</li> <li>• Billing Binder Question Reviews Support</li> <li>• Post Buy Report Support</li> </ul>

Name & Title	Staffing Level	Job Description	Key Functions
<b>AVALANCHE</b>			
Stephanie Beugelsdijk — Media Director	5%	Works directly with the THIRD EAR Executive Media Director to ensure strategic alignment across OOH medium. Oversees implementation and management of OOH media buy. Supervises team managing the negotiation and implementation of Outdoor media buys.	<ul style="list-style-type: none"> <li>Oversees buying and operational personnel across Avalanche team</li> <li>Client-partner lead</li> <li>Ensures agency and client success</li> <li>Provides support across other media initiatives as needed</li> </ul>
Glenda Williams — Media Buyer	15%	Negotiates with media sales representatives to buy and place OOH advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.	<ul style="list-style-type: none"> <li>Negotiates and secures OOH media placements</li> <li>Ensures buy delivers against communication goals</li> <li>Campaign OOH stewardship and reporting</li> <li>Supports OOH billing, reconciliation, and binder building</li> <li>Manages OOH PBRs</li> </ul>
Heather King — Junior Media Planner	10%	Responsible for OOH media activities, including selecting Outdoor media to achieve marketing objectives within a predetermined budget, and campaign stewardship. Assists OOH Buyer and serves as key THIRD EAR contact.	<ul style="list-style-type: none"> <li>Supports Media Planning Team and OOH Buyer with campaign screenshots, delivery and stewardship</li> <li>Supports any need for data pulls/ad-hoc planning/strategy requests (SQAD, Nielsen Ratings, Geopath, etc.)</li> <li>Assists operations team with billing and reconciliation needs</li> <li>Billing Binder Question Reviews Support</li> <li>Post Buy Report Support</li> </ul>

6.2.4. Other Staff. Each Proposer must describe the staffing levels and functions of any other departments and identify the personnel, including media planning and/or media buying subcontractors assigned to the Texas Lottery account. The Proposal should include or cross-reference to information reflecting the number of years of experience and the job description for each.

We have read, understand and will comply. As detailed in our response to 6.2.1, we are proposing a financial operations team to support the Media Team for all scope and services detailed in 7.13. Additionally, we will provide staff in our Experiential Department to provide support for Sponsorship Activations and Entitlements. Please see below for staffing levels, presented as a percentage of a Full Time Employee (FTE) and functions across each personnel assigned to the Texas Lottery business within our Agency Operations, Finance, Management and Experiential teams.

Name & Title	Staffing Level	Job Description	Key Functions
THIRD EAR			
Micaela Acosta — Operations Supervisor	20%	Manages and oversees all logistics associated with contractual compliance and final invoicing. Consults with media, finance and experiential staff to ensure Texas Lottery operations and billing processes remain efficient and accurate.	<ul style="list-style-type: none"> <li>• Primary Texas Lottery contact for Billing Binder Questions</li> <li>• Budget Oversight</li> <li>• Billing resources management</li> <li>• Billing Lead across Media and Finance disciplines (including but not limited to Training, Quality Assurance, Supervision and Direction of cross-functional Team)</li> <li>• Billing Binder Question reviews</li> <li>• Invoice reviews</li> <li>• Final billing binder review support</li> <li>• Expenditure report review</li> </ul>

Name & Title	Staffing Level	Job Description	Key Functions
<b>THIRD EAR</b>			
To be Hired — Billing Coordinator	50%	Collects, assembles and processes invoices, estimates and overall accounting documentation.	<ul style="list-style-type: none"> <li>• Vendor Invoice Management               <ul style="list-style-type: none"> <li>• Reviews and checks all invoices for accuracy with key media department leads ensure accuracy of amounts</li> <li>• Cross-department lead with media and finance teams for invoice requests and operations for each billing cycle</li> <li>• Billing Binder Lead - builds, reviews and oversees submission of bi-weekly billing</li> <li>• Billing Binder Questions - reviews, coordinates with media leads all questions related to submitted billing</li> </ul> </li> <li>• Key liaison to Avalanche billing coordinator and operations team members</li> <li>• Media estimate management</li> </ul>
Scott Radigk — Chief Financial Officer	2%	Responsible for ensuring accuracy of all account transactions and the preparation of all financial reports. Maintains adequate controls of receipts and disbursements. Ensures operational and financial excellence in adherence to the Texas Lottery contractual requirements.	
Jaime González-Mir — VP, Group Director	5%	Serves as main point of contact for Texas Lottery Commission regarding contractual matters and ensures contractual compliance and accurate reporting. Directly oversees HUB Subcontracting Plan and Subcontractor Management. Supports Media Director in efficient management of the TLC business.	
Leo Olper — SVP, Managing Director	2%	Serves as the brand steward assisting to determine the Texas Lottery's strategic brand objectives, assessing the brand position, and managing the internal team resources to best service the overall Texas Lottery account. Ensures the timely development and execution of plans, campaigns, and projects to assure goals are achieved. Supervises the development of the advertising activities in accordance with the Texas Lottery's objectives and budget limitations. Provides oversight of all account service staff.	

Name & Title	Staffing Level	Job Description	Key Functions
<b>THIRD EAR</b>			
Alex Zamarrón — Financial Controller	10%	Oversees all billings and accounting functions on the account.	
Luis Guido — VP, Experiential	2%	Creates and coordinates activities related to the development, negotiation, execution and evaluation of experiential events and marketing activations. Duties may include developing budgets, negotiating events and managing event activation deliverables.	
Efrain Aveja — Experiential Supervisor	5%	Creates and coordinates activities related to the selection, development, negotiation, execution, contracting and evaluation of experiential events and sponsorship activations. Duties may include developing budgets, negotiating events and managing event activation deliverables.	
Castille Cantu — Account Executive	5%	Provides support to the account service team to ensure projects are on strategy, meet deadlines and are within budget. Will assist in any review of creative assets delivered from the Texas Lottery team to ensure flawless delivery.	
<b>AVALANCHE</b>			
Lynn Hate — Account Manager	5%	Responsible for ensuring the accuracy of all media vendor payments and operations. Maintains adequate controls of receipts and disbursements.	
Ginger Rogers — Staff Accountant	3%	Provides support to the account service team to ensure projects are on strategy, meet deadlines and are within budget. Will assist in any review of creative assets delivered from the Texas Lottery team to ensure flawless delivery.	

Name & Title	Staffing Level	Job Description	Key Functions
<b>AVALANCHE</b>			
Taylor Murphy — Billing Coordinator	10%	Collects, assembles and processes invoices, estimates and overall accounting documentation.	<ul style="list-style-type: none"> <li>• Vendor Invoice Management               <ul style="list-style-type: none"> <li>• Reviews and checks all invoices for accuracy with key media department leads ensure accuracy of amounts</li> <li>• Cross-department lead with media and finance teams for invoice requests and operations for each billing cycle</li> <li>• OOH Billing Binder Lead - builds, reviews and oversees submission of bi-weekly billing</li> <li>• OOH Billing Binder Questions - reviews, coordinates with media leads all questions related to submitted billing</li> <li>• </li> </ul> </li> <li>• Key liaison to THIRD EAR billing coordinator and operations team members</li> <li>• OOH Media estimate management</li> </ul>

## 7. Scope of Services

This section defines the scope of the services to be performed by the Successful Proposer as part of this RFP for Advertising Media Services.

### 7.1. General Description of Services and Requirements

7.1.1. The Successful Proposer must be able to perform the functions of an advertising media planning and buying agency, including, but not limited to, planning, buying and stewardship of broadcast, newspaper, digital, social, out-of-home media, and sponsorship activations.

**We have read, understand, and will comply.**

7.1.2. The Successful Proposer shall exhibit a thorough understanding of Texas as a minority-majority state and must demonstrate the ability to effectively reach all adult Texans (ages 18+).

**We have read, understand, and will comply. More details on our thorough understanding of Texas can be found in Section 4.1.1 of our RFP response.**

### 7.2. Advertising Sensitivity

7.2.1. The Texas Lottery is an agency of the State of Texas, and all advertising efforts shall be conducted in a manner commensurate with the dignity and integrity of the State of Texas. Advertising should be consistent with the core values, mission and vision of the Texas Lottery. Further, in accordance with Tex. Gov't Code §466.110. (Prohibited Advertisements), "advertisements or promotions sponsored by the commission or the division for the lottery [must] not be of a nature that unduly influences any person to purchase a lottery ticket or number."

**We have read, understand, and will comply.**

7.2.2. Please refer to (Attachment M) for detailed sensitivity guidelines.

**We have read, understand, and will comply.**

### 7.3. Media Plan

7.3.1. The Texas Lottery will provide the Successful Proposer with planned product flights, overall budget, any pre-existing media commitments and projected sales goals for each fiscal year. The Successful Proposer shall provide the media strategy, media goals and communication objectives. The Texas Lottery and the Successful Proposer shall meet as needed to review the goals and objectives. The Texas Lottery may modify the goals and objectives at any time.

**We have read, understand, and will comply.**

7.3.2. Media Plan. The Successful Proposer shall be required to develop an annual media plan that is consistent with the Texas Lottery's sales and media goals and communication objectives and must be approved in writing by the Texas Lottery. The Texas Lottery's media plan should reach all adult Texans (ages 18+). Unless otherwise specified by the Texas Lottery, the media plan, at a minimum, must include:



- (1) Allocation of dollars by media, DMA and/or measured geography with detailed rationale.
- (2) Billboard production projected costs. (Section 7.8)
- (3) Measurable metrics as appropriate for each medium (i.e., impressions, GRPs, etc.).
- (4) Detailed media flowchart that specifies mediums, markets and costs.
- (5) Any other topics specified by the Texas Lottery.

The media plan should be based on the Texas Lottery's fiscal year (FY) (September 1 – August 31). The Successful Proposer shall submit a media plan for FY24 no later than four weeks after the Contract execution date, or as specified by the Texas Lottery. Media plans will be due annually thereafter no later than May 31 or as specified by the Texas Lottery.

**We have read, understand, and will comply.**

## 7.4. Budget

7.4.1. The level of anticipated annual FY spending will be determined by the Texas Lottery. The budget for FY 2023 is \$10,000,000 net. The Successful Proposer shall develop a cost-efficient and effective media plan that is responsive to the Texas Lottery's marketing needs.

**We have read, understand, and will comply.**

7.4.2. The Successful Proposer shall make recommendations for savings wherever possible. The budget will be reviewed as needed and shall be revised as required by the Texas Lottery.

**We have read, understand, and will comply.**

7.4.3. The Successful Proposer shall make no commitment on behalf of the Texas Lottery without prior written approval by the Texas Lottery.

**We have read, understand, and will comply.**

## 7.5. Reports

7.5.1. The Successful Proposer shall provide the following reports to the Texas Lottery in a format approved or prescribed by the Texas Lottery. The Successful Proposer shall submit reports in accordance with the deadlines below, unless otherwise directed in writing by the Texas Lottery.

**We have read, understand, and will comply.**

7.5.2. The following report is due by the 10th of each month:

- The HUB Subcontracting Plan Prime Contractor Progress Assessment Report. This report documents monthly payments made by the Successful Proposer to subcontractors under the Contract.

**We have read, understand, and will comply.**

7.5.3. The following report is due the first Wednesday of each month:

- **Approved Expenditure Report.** A summary of all approved expenditures to date for the current fiscal year by media type. The summary shall indicate the total amount available in the budget and the total amount currently committed. The summary may also include current amounts invoiced, amounts invoiced but not paid, remaining amounts committed but not invoiced, current amounts paid, and closed dates.

**We have read, understand, and will comply.**

7.5.4. The following report is due quarterly:

- **Quarterly Print Audit Report.** All newspapers must have a current compliant print audit to be eligible for consideration. No more than thirty (30) Days following the end of each quarter, the Successful Proposer shall submit a quarterly print audit report. Print audit report will include name of publication, circulation, DMA, year established, publication frequency, distribution sites, audit information (status, method/firm, relevant dates), as well as publisher contact information.

**We have read, understand, and will comply.**

7.5.5. The following report is due on an annual basis:

- **Fiscal Year-End Added Value Report.** The Successful Proposer shall submit a fiscal year-end summary of actual added value achieved as a result of the previous fiscal year's media buys no later than December 15 or as otherwise prescribed by the Texas Lottery.

**We have read, understand, and will comply.**

7.5.6. The following reports are due no later than three (3) weeks prior to each campaign launch as follows:

- **Media Buys.** All media buys must include a summary of planned and purchased goal metrics met by purchased geography, and any cost savings achieved.
- **Added Value.** In accordance with Section 7.6.7, added value reports are required with the media buys or as prescribed by the Texas Lottery. These reports must include description, quantity and net value by purchased geography.

**We have read, understand, and will comply.**

7.5.7. The following report is due within ninety (90) Days after campaign completion as follows:

- **Post Buy Report.** No more than ninety (90) Days following the end of the campaign flight, the Successful Proposer shall provide the Texas Lottery with a Post Buy report indicating whether the planned and purchased measurable metrics of each buy were achieved within budget. If the broadcast goals were not achieved, the report shall contain a make-good report where under delivery was issued. If the digital, social and out-of-home goals were not achieved, the report shall show savings for missed delivery.

**We have read, understand, and will comply.**

7.5.8. The following report is due no later than thirty (30) Days after each sponsorship activation completion

- Post Sponsorship Report. This report provides a recap of each sponsorship activation as prescribed by the Texas Lottery.

**We have read, understand, and will comply.**

7.5.9. At its sole discretion and with thirty (30) days' advance written notice to the Successful Proposer, the Texas Lottery may change the due dates of any required reports listed above. Failure to provide any reports as required (including in accordance with any revised due dates set by TLC) may result in the assessment of liquated damages under Section 3.48.9.

**We have read, understand, and will comply.**

7.5.10. Ad Hoc Reports. The Texas Lottery may require the Successful Proposer to develop media reports or analysis of advertising opportunities with mutually agreed upon dates for delivery.

**We have read, understand, and will comply.**

## **7.6 .Media Services**

7.6.1. Media Buying Guidelines will be prepared by the Texas Lottery in cooperation with the Successful Proposer and shall be agreed to by both parties in writing. (See Attachment N) The Guidelines may be updated annually or more often as necessary during the term of this Contract. The Successful Proposer shall be responsible for adhering to the Media Buying Guidelines.

**We have read, understand, and will comply.**

7.6.2. Planning. The Successful Proposer shall be responsible for the planning of the media budget. Allocation will be agreed upon by both parties. Proposers are required to discuss their access to advertising research, both quantitative and qualitative, for the Texas Lottery.

**We have read, understand, and will comply. More details on our full suite of advertising research tools can be found in Section 4.1.1 of our RFP response.**

7.6.3. Negotiation and Placement. The Successful Proposer shall be responsible for the placement and purchase of all media, which may include: broadcast, digital, social, out- of- home and newspaper media as directed by the Texas Lottery. In negotiating media purchases, the Successful Proposer shall make the Texas Lottery aware of any savings that might be achieved through long-term commitments. Media vendors shall be invoiced at net cost with no mark-up. All broadcast stations are required to have a minimum ratings criterion defined by the Texas Lottery.

**We have read, understand, and will comply.**

7.6.4. Trafficking of Media. The Successful Proposer shall be responsible for the trafficking of all creative assets to media and out-of-home production vendors in a timely manner and adhere to all deadlines with receipt confirmation. The Successful Proposer must provide the Texas Lottery with detailed creative asset specifications and creative due dates in a timeline as prescribed by the Texas Lottery. The Texas Lottery will provide all creative assets.

**We have read, understand, and will comply.**

7.6.5. Stewardship. The Successful Proposer shall ensure that all media runs according to any contracts or insertion orders. This includes but is not limited to: order receipt/input confirmation, traffic instruction confirmation, reviewing pre-log times, negotiating makegoods of comparable or greater value, etc.

**We have read, understand, and will comply.**

7.6.6. Placement Verification. The Successful Proposer shall review, process invoices and address any discrepancies prior to submitting to the Texas Lottery. This includes but not limited to: confirming traffic, rotation, in-geo placements, brand safety, and flight dates for the purchased media channels. In addition, the Successful Proposer shall provide, at no cost to the Texas Lottery, affidavits, tearsheets or any other placement verification requested by the Texas Lottery.

**We have read, understand, and will comply.**

7.6.7. Added Value Media Placements. The Successful Proposer shall negotiate added value for all media included in any Texas Lottery buy. The Texas Lottery shall establish a goal for added value for each fiscal year. (See Attachment N)

**We have read, understand, and will comply.**

## **7.7. Media Evaluations**

Up to fifteen (15) times per year, the Texas Lottery shall require the Successful Proposer up to provide media evaluations, an analysis of advertising opportunities with third-parties, with mutually agreed upon due dates. This may include retailer co-op promotional opportunities and sponsorship activations.

**We have read, understand, and will comply.**

## **7.8. Out-Of-Home Production**

Campaign billboards. The Successful Proposer shall be responsible for negotiating and contracting out-of-home billboard assets including but not limited to: vinyls, extensions, and snipes.

Permanent Jackpot billboards. The Successful Proposer shall be responsible for negotiating and contracting new and replacement out-of-home billboard assets including but not limited to: vinyls, and jackpot number box replacement or repair. In addition, the Successful Proposer will also be responsible for resolving signal failures with jackpot box vendor.

**We have read, understand, and will comply.**

## 7.9. Goods and Equipment

The Successful Proposer shall be responsible for all storage, destruction and other costs in connection with the disposal of jackpot boxes and equipment as requested by the Texas Lottery. The Texas Lottery will reimburse the Successful Proposer for these costs. If needed, the Successful Proposer shall be required to provide supporting documentation confirming disposal or destruction of such items. The Successful Proposer is expressly prohibited from reproducing, distributing, displaying, performing publicly, making copies or derivative works of, selling, using, re-using or otherwise conveying to other persons or entities any goods and/or equipment bearing any Texas Lottery mark without prior written approval by an authorized Texas Lottery representative.

**We have read, understand, and will comply.**

## 7.10. Sponsorship Activations and Entitlements

7.10.1. The Texas Lottery works with the Lottery Operator to select promotional selling activations at fairs, festivals, other public events and in-store retailer promotions that create awareness and interest for Texas Lottery products among adult Texans. Sponsorship activations are intended to increase product trial and educate new and potential players about Lottery products.

**We have read, understand, and will comply.**

7.10.2. At the Texas Lottery's request, the Successful Proposer shall assist in contract negotiation and execution of sponsorship activations in support of the Texas Lottery brand and products. This may include contracted services with third-party vendors but does not include separate production or staffing.

**We have read, understand, and will comply.**

7.10.3. *Free Tickets and Other Benefits.* Entitlements often carry with them an offer for free tickets to events, premium items and other special benefits. All such benefits provided in relation to sponsorship activations on behalf of the Texas Lottery shall be fully disclosed and documented. The Texas Lottery reserves the right to accept or reject the offer of any such items or benefits offered in association with an entitlement. The Successful Proposer may not utilize any such items for its own benefit or the benefit of other clients. No such item shall be provided to an employee of the Texas Lottery. The Successful Proposer shall maintain a listing of any or all items or benefits provided to the Texas Lottery, and shall make a recommendation for their use. If, at the Texas Lottery's sole discretion, the Texas Lottery cannot make appropriate use of the items offered, it shall be the obligation of the Successful Proposer to negotiate lower rates or alternative benefits.

**We have read, understand, and will comply.**

## 7.11. Conventions and Meeting

7.11.1. *Conventions and Meetings.* All Texas Lottery vendors should stay current on industry trends by attending various conventions, HUB expos and related meetings. When the Successful Proposer's attendance is requested by the Texas Lottery, the Successful Proposer shall request prior written approval of actual expenses from the Texas Lottery and travel expenses will be reimbursed pursuant to Texas State per diem rates (See Section 7.14).

**We have read, understand, and will comply.**

## 7.12. Expenditure Approval

7.12.1. The Successful Proposer shall prepare written estimates for all expenditures and obtain prior written approval from the Texas Lottery before making any commitment on behalf of the Texas Lottery. The Texas Lottery will not be responsible for any expenditure unless pre-approved in writing. The Successful Proposer shall provide at least five (5) Working Days for all estimate approvals and shall submit estimates in a format prescribed by the Texas Lottery.

**We have read, understand, and will comply.**

7.12.2. Agency Fee. Each estimate will include a line item for agency fees (based on the projected expenditure of the job and commission percentage). This applies to any estimates related to any pre-existing media commitments that the Successful Proposer will take over.

**We have read, understand, and will comply.**

7.12.3. Estimate Revisions. Revisions to approved estimates must be pre-approved in writing by the Texas Lottery. All revised estimates shall contain the cost differential, including previous approved amounts and reason for revision. No cost changes estimates will be prescribed by the Texas Lottery.

**We have read, understand, and will comply.**

7.12.4. Estimate Cancellations. For any previously approved estimate that is cancelled, the Successful Proposer shall submit a zero-dollar closed invoice to the Texas Lottery, or other documentation process as prescribed by the Texas Lottery.

**We have read, understand, and will comply.**

## 7.13. Billing/Invoices

7.13.1. In accordance with Section 3.8 and as further described herein, the Successful Proposer shall submit invoices to the Texas Lottery following delivery of completed services in accordance with a signed and pre-approved estimate.

**We have read, understand, and will comply.**

7.13.2. The Successful Proposer shall submit invoices in duplicate every other Monday, or as prescribed by the Texas Lottery, together with supporting documentation to substantiate all expenses incurred. If the designated Monday is a State holiday, invoices will be due the next State Working Day. By submitting an invoice for payment, the Successful Proposer certifies that services have been rendered in accordance with the Contract.

**We have read, understand, and will comply.**

7.13.3. The Successful Proposer shall submit with each billing cycle, or as prescribed by the Texas Lottery, a billing contents list and a closed jobs list. Each billing binder to include a summary statement of invoices that lists all jobs.

**We have read, understand, and will comply.**

7.13.4. The Successful Proposer must include, at a minimum, or as prescribed by the Texas Lottery the following with each invoice: (i) invoice with invoice number, PO number, date of service, estimate number, and any line items; flight dates; and amount; (ii) cost detail with approved estimate amount, current billed amount, amount billed to date and balance remaining; (iii) all approved estimates and revisions; and (iv) supporting documentation (e.g., vendor invoices, tearsheets, affidavits, etc.).

**We have read, understand, and will comply.**

7.13.5. No payment will be made to the Successful Proposer without a signed and approved estimate. The Texas Lottery will only authorize payments upon the completion and acceptance of services. The Texas Lottery does not pay any vendors directly.

**We have read, understand, and will comply.**

7.13.6. Agency Fees to be billed with each invoice after invoice reconciliation at an actualized amount (based on the actual expenditure of the job and commission percentage). Invoices will include media placements, Out Of Home Production (Section 7.8), Goods and Equipment (Section 7.9), Sponsorship Activation (Section 7.10), Conventions and Meeting (Section 7.11) and Travel (Section 7.14).

**We have read, understand, and will comply.**

7.13.7. The Texas Lottery does not pay sales tax. The Successful Proposer will be provided a tax exemption letter.

**We have read, understand, and will comply.**

7.13.8. Estimates will be closed ninety (90) Days after the completion of the media job. Once an estimate is closed, no further billing can be submitted. The Successful Proposer is required to mark "Closed" on the all final job invoice submitted to the Texas Lottery for payment.

**We have read, understand, and will comply.**

7.13.9. The State's fiscal year is September 1 through August 31. Any invoices submitted after August 31 for services performed during the previous fiscal year must be submitted to the Texas Lottery no later than October 30 of the immediately following fiscal year.

**We have read, understand, and will comply.**

7.13.10. If no final invoice is received within ninety (90) Days after the termination or expiration of the Contract, the Successful Proposer waives the right to receive any further payments.

**We have read, understand, and will comply.**



7.13.11. Any invoices submitted that do not have all required detail to process for payment will be disputed in accordance with Tex. Gov't Code §2251.042 et. seq. (Disputed Payment). A disputed invoice will be processed for payment as soon as possible following settlement of dispute, but no sooner than thirty (30) Days from original invoice received date.

**We have read, understand, and will comply.**

7.13.12. The Successful Proposer shall be required to reimburse the Texas Lottery for any overpayment determined as a result of an audit or inspection of records on work performed under the Contract. At the Texas Lottery's sole discretion, reimbursement may be in the form of a credit or actual payment made by the Successful Proposer.

**We have read, understand, and will comply.**

## **7.14. Travel**

The Texas Lottery does not reimburse for the Successful Proposer's travel-related expenses for regularly held meetings at Lottery Headquarters. If the TLC requires the Successful Proposer to travel, for sponsorship activation or any other reason requested by and pre-approved by the TLC, actual travel costs will be reimbursed pursuant to Texas State per diem rates. Travel expenses shall not be reimbursed without a prior approved estimate.

**We have read, understand, and will comply.**

## **7.15. Unacceptable Services**

The Successful Proposer shall be responsible for any costs incurred in conjunction with services provided on behalf of the Texas Lottery which are deemed unacceptable due to failure to meet deadlines that warrant services unusable or rendered in a manner inconsistent with the services approved by the Texas Lottery.

**We have read, understand, and will comply.**

## **7.16. Meetings with TLC Vendors**

Any meetings or conference calls that are held between the Successful Proposer and any of the Texas Lottery's vendors must be approved in advance by the Texas Lottery. Texas Lottery staff may attend any meeting or conference call the Successful Proposer and any of the Texas Lottery vendors may have.

**We have read, understand, and will comply.**

## **7.17. Media Review**

The Texas Lottery, in its sole discretion may conduct media reviews to ensure compliance with the Scope of this RFP. The Successful Proposer shall comply with any media review conducted by the Texas Lottery, or its designee.

**We have read, understand, and will comply.**



## 7.18. Other Associated Services (Offered Option)

Offered Options are not identified in this RFP but may be identified by the Proposer and included in the Proposal. This is an opportunity for Proposers to offer options the Texas Lottery may not have been aware of at the time this RFP was written. As an Offered Option, Proposers should describe in detail any other service(s) proposed to be provided to the Texas Lottery that are not specifically addressed in this RFP. The Proposer should include the cost or fee associated with an Offered Option, on a separate sheet to be included with the sealed cost proposal. The Proposer also should specify how those services would assist the Texas Lottery in achieving its objectives as outlined in this RFP.

**We have read, understand, and will comply. Confirming we will not be providing Offered Options in our response to the RFP.**

## 7.19. Office Location

The Successful Proposer is not required to maintain an office in Austin, Texas. Appropriate staff will need to be available upon request to attend meetings in person at the Texas Lottery headquarters.

**We have read, understand, and will comply.**

## 8. Media Response

### 8.1. Media Plan Assignment

8.1.1. The Texas Lottery is interested in the Proposer's process and approach to resolving communication challenges. The Texas Lottery will assess the Proposer's ability to utilize qualitative and quantitative data and translate the findings into a concise media plan that is both cost efficient and effective.

#### **We have read, understand, and will comply.**

At THIRD EAR, we believe that media — the data it leverages and the data it produces — is one of the most powerful tools to create a competitive advantage for marketers today. These two elements allow us to be mindful of our audience, efficient in what we purchase, purposeful in the message we deliver, and most importantly effective in producing the desired business results.

THIRD EAR's approach to developing an effective and efficient media plan is grounded in 5 key pillars:

1

#### **BUSINESS UNDERSTANDING**

Your business becomes our business. Therefore, it is imperative that we understand your brand, products, competition, challenges, value proposition, and anything else that can impact the success of your business.

2

#### **AUDIENCE**

We leverage 1st, 2nd and 3rd party data sources to identify and define your high-value audience at scale, enabling our media mix and tactical approach to be that much more efficient and effective, ultimately delivering on the desired business results.

3

#### **MARKETPLACE**

Where are we buying and what are the marketplace conditions unique to that location and our client's business? National vs. Local, Los Angeles vs. El Paso, there are key differentiations to the way in which media is planned and purchased that make a marketplace analysis key to the success of any campaign.

4

#### **CHANNEL CHARACTERISTICS**

Every channel has its strengths and weaknesses which means no one channel can do it all. It's up to us to understand the right moment in time to tap into each so that when combined, the right channel mix works in harmony to effectively and efficiently reach your consumer audience.

5

#### **COMMUNICATION GOALS**

At THIRD EAR we believe in outsmarting competition, not shouting them down, therefore establishing communication goals at the start is key. Are our efforts focused on the brand or a specific product? Is it a high involvement or low involvement purchase? What does the purchase cycle look like? These are all questions we ask as we evaluate and establish goals by channel that all ladder up to the overall goal. We're mindful of investing enough to have impact while being mindful of not over-saturating the market.

Taking a planning approach with these 5 pillars at the forefront allows us to be more precise and better tailored to brands' unique business needs, while still remaining flexible and reactive to the ever-changing media landscape. We use our media tools referenced in Section 4.1 to bring these pillars to life in a meaningful way that drives powerful business results for our clients. Combining data-informed insights with strategic media solutions, these plans form a master communications plan that helps efficiently move our audiences through the consumer journey. You'll see this process come to life as we work through these 5 criteria in order to best deliver against the Media Assignment outlined in section 8.1.4.

**8.1.2. Introduction.** The Texas Lottery's product mix consists of scratch ticket games and draw games. The Texas Lottery introduces approximately ninety (90) scratch ticket games annually ranging in price point from \$1 to \$100, which account for approximately 82% of overall Texas Lottery® sales. Draw games (Powerball®, Mega Millions®, Lotto Texas®, Cash Five®, Daily 4™, Pick 3™, All or Nothing™, and Texas Two Step®) range in price point from \$.50 to \$2 and account for approximately 18% of Texas Lottery sales. Several of the draw games also offer optional purchase add-on features.

**We have read, understand, and will comply.**

**8.1.3. Advertising Media Impact.** Past advertising campaigns have primarily supported scratch ticket families. Each scratch ticket family has large print runs and multiple tickets resulting in more market longevity and greater advertising efficiency than supporting standard individual scratch tickets. Powerball and Mega Millions draw games are promoted year-round through permanent statewide billboards. With eight (8) draw games and approximately ninety (90) scratch tickets each year, the current ad budget cannot support impactful reach for all products.

**We have read, understand, and will comply.**

**8.1.4. The Assignment.** Each Proposer shall create and submit as part of its Proposal, a cost efficient and effective FY 24 annual media plan that is designed to increase product awareness, trial and participation by adult (ages 18+) Texans. The media plan should detail the markets, mediums, planned goals (impressions, GRPs, etc.), and flight dates utilized to reach the intended audience. The media plan must exclude agency fee costs within the allocated budget.

Considerations are as follows:

**(a) Media Commitments**

The following annual media commitments are required in the media plan:

- Permanent Jackpot Billboards. Texas Lottery looks to enter into a new 2-year deal with ninety-five (95) permanent billboards throughout Texas. For FY23, this dollar commitment is \$5,778,883 inclusive of both billboard media and jackpot box vendor costs.
- Newspaper. Public notice of game closings run in approximately seventy (70) newspapers across the state. These insertions run monthly and are negotiated annually. For FY23, this dollar commitment is \$135,000.

**(b) Media Audience**

Goal is to reach Adults 18+ Texans with a media core audience of Adults 18-49.

**(c) Budget**

The budget should include all media costs (do not include out-of-home production costs) and shall not exceed \$10 million. **The budget shall not exceed \$10 million and should only include all media costs. Agency fees and out-of-home production costs shall not be included in this assignment.**

**(d) *Flighting***

At a minimum, flighting should include three (3) campaigns to occur September, January and May. Additional windows for campaign consideration are December and March. Texas Lottery fiscal year runs September 1 through August 31.

**(e) *Markets***

Markets to be considered based on sales and population as well as any other factors deemed important.

**We have read, understand, and will comply. Please find our complete response to 8.1.4. On the following pages.**

## Media Plan Assignment

Our approach for the Media Plan Assignment is one not only grounded in our five strategic planning pillars, but set with the expectation that **we deliver all new and innovative opportunities for the Texas Lottery** so that we can continue to build on the success we've seen as your partner since 2008. We are thrilled to share with you a high reaching, Texas audience focused, cost efficient, and innovative media plan for the Texas Lottery's FY24 media plan.

1

### BUSINESS UNDERSTANDING

We are incredibly proud to say we've been the Texas Lottery's agency partner for the last 14+ years and can confidently say we know your business better than anyone else in the game. Year in and year out we've taken on your challenges as our own, striving to find marketing solutions that deliver business results. We've celebrated Texas Lottery successes, which includes year-over-year record-breaking sales lifts and annual billion-dollar contributions to Texas Education and Veterans Services. With continued budget cuts from the State Legislature, we understand and accept the challenge of doing more with less.

As shown with your FY23 advertising plan, new leadership and fresh talent within the THIRD EAR media team took a fresh look at TLC requirements and needs and were able to garner significant efficiencies (almost \$900k in additional working media spend vs. FY22) while

**\$900K**

**ADDITIONAL WORKING  
MEDIA SPEND VS. FY22**

*\*ROUNDED UP*



diversifying the overall media mix. Our deep-rooted knowledge of your business coupled with that fresh perspective has allowed us to approach this RFP assignment in a way that perfectly combines the required media planning and executional needs with new and innovative thinking for opportunities that will allow you to continue achieving and out-delivering against your business goals.

2

### AUDIENCE

While we understand the Texas Lottery's core audience is Texans 18 years and older, we've taken a more tailored approach to how we can best align our media efforts to not only reach but resonate with consumers most open to playing. By doing this, we'll be able to better tailor our media channel mix and contextual environments to the unique viewing habits and consumption of those within this vast audience who are most likely to respond to an ad. This allows us to reduce media waste, increase media efficiencies and ultimately yield a higher return for the Texas Lottery's advertising efforts.

## FY24 Strategic Audience: Scratch Ticket vs. Draw Game Players

Using our sandbox of media research tools (MRI-Simmons, Comscore, OMNI, OnePulse), we identified key differences between the two types of lottery players, Scratch Ticket Players and Draw Players, and recommend leaning into this perspective of a player as it relates to the overall media plan, especially as we know that Campaign efforts typically run in support of high-volume scratch ticket games.



**The recommended strategic audience, media mix, and communication goals to follow will also hone in on this perspective and work in harmony to re-engage past players and engage potential players.**

After finding that Scratch Ticket Players and Draw Game Players differentiate quite a bit through our various quantitative research tools, we used our qualitative OnePulse survey tool to help ensure that we're engaging these player types across media touchpoints that will provide the Texas Lottery with the highest gains, though our findings indicate that scratch ticket games represent the highest interest across current lottery game players.



## Demographic Makeup

Texans 18+ who:	Purchased a Scratch Ticket Game (Last 30 days)		Purchased Draw/Jackpot Game Ticket (Last 30 days)		Purchased Any Lottery Game (Last 30 days)	
	%	Index	%	Index	%	Index
% Ages 18-49	61%	103	51%	85	54%	91
% Male	21%	113	24%	125	22%	116
% Female	36%	92	35%	90	38%	96
% White	66%	91	71%	99	68%	93
% Hispanic	45%	127	39%	112	41%	118
% African American	20%	162	13%	108	14%	115
% Eng-Dom	85%	108	80%	101	77%	98
% Span-Dom	15%	75	20%	99	22%	110
Gen Z (1997-2010)	9%	68	8%	60	12%	90
Millennials (1977-1996)	44%	116	32%	83	34%	90
Gen X (1965-1976)	19%	98	28%	144	21%	106
Boomers (1964 or earlier)	28%	95	33%	110	34%	113
Low HHI (\$0-50k)	34%	106	33%	103	32%	100
Medium HHI (\$50-125k)	47%	101	45%	97	50%	106
High HHI (\$125k+)	18%	89	21%	103	18%	88
High School Degree	43%	109	40%	100	39%	100
4-Year College Degree	57%	94	61%	100	61%	100
Married	59%	106	60%	107	58%	104
Never Married	27%	97	24%	88	26%	94
Divorced/Seperated/Widowed	14%	83	16%	96	16%	95
Parent/Guardian - Yes	35%	106	28%	85	33%	100

- Texans of all backgrounds show a strong interest in both Scratch and Draw games, with some subtle differences.
- Millennials love a good game. Whether that's watching their favorite team score a touchdown with 5-seconds left on the clock, a game-winning dunk, striking a homerun to seal the deal, or revealing the same symbol 3 times to win \$500, the group favors the bold. With **44% of Millennials within the past 30 days having played at least one scratch ticket game and 31% having bought a draw game** within the same timeframe, this group screams opportunity.



- Compared to their generational neighbor, only 9% of Gen Z has played a scratch ticket game within the past 30 days. Our research indicates Gen Z cares more about good causes and good moments than a good game. Will they play a stocking scratch ticket game? Sure will. Will they go out of their way to buy a scratch ticket game with their morning latte? Unfortunately, no. However, showcasing to this generation that money generated from Texas Lottery sales does in fact go towards good causes and good people, whether that be scratch ticket games or draw games, might change their ways.
- When it comes to the parents and grandparents of the aforementioned generations, Boomers and Gen X alike make up the majority of Draw Game Players, with 33% having played at least once within the past 30 days, slightly higher than their reported incidence of playing scratch ticket games (28%).

### Attitudes and Interests

- When it comes to lottery players' attitudes regarding brands and advertising, we see that **Scratch Ticket Game Players are influenced by social media**, whereas **Draw Game Players are drawn in by social causes**. Scratch Ticket Game Players enjoy following their favorite brands on social media and engaging with their content. They also are intrigued by social media advertising, saying that they are more likely to purchase something advertised on social media. As for Draw Game Players, they are driven by social causes near and dear to them and expect their favorite brands to support important movements and charities. If a brand does, Draw Game Players are more likely to purchase their products.
- Looking at data across OnePulse survey and MRI-Simmons, we see that Scratch Ticket Game Players and Draw Game Players have fairly similar interests, with these primarily being news, sports, music (80%), and movies. However, Scratch Ticket Game Players are more likely to be interested in technology (42%) and video games (50%), while both groups enjoy viewing current events (51%), sports (28%), and entertainment news (26%).

INTERESTS	ANY LOTTERY PLAYER	SCRATCH TICKET GAME PLAYER	DRAW GAME PLAYER
MUSIC	66.62%	60.00%	50.00%
SPORTS	40.19%	30.00%	37.50%
TECHNOLOGY	53.27%	42.00%	37.50%
TV & FILMS	52.34%	36.00%	43.75%
VIDEO GAMES	53.27%	50.00%	43.75%
POP CULTURE	26.17%	18.00%	25.00%

Source: MRI-Simmons, 2022 Spring Doublebase USA Study & OnePulse, n=500 survey respondents



- Including sports as an element of Texas Lottery's ad plan has the ability to provide tremendous reach and brand lift.

Football is a Texas staple, and our primary research matches this notion, with lottery players of any type showing heavy interest in the sport, both professional and collegiate. Knowing the Texas Lottery's campaign schedule as well as when certain sports are in full swing, this offers opportunities to reach Texas Lottery players within tentpole programming in the sports category.







## Media Consumption Habits

### SOCIAL MEDIA

With the world wide web having its place in most people's back pocket, an online presence will make up a large part of any media plan. In our daily lives, we often turn to social media when we have something important to share, want to find inspiration, or just to have fun – Lottery players are no different. Lottery game players of all types are most frequently found on **Facebook** and **Instagram**, which is not surprising as these two platforms have been industry leaders for nearly a decade now.

However, we see that Scratch Ticket Game Players over index (110) for using **Snapchat**, while a significant 20% of Draw Game Players commonly browse **Twitter**. These channels can be used in an omni-platform effort to increase draw game awareness and participation amongst Scratch Ticket Game Players and increase scratch ticket game trial with Draw Game Players.

Texans 18+ who:		Purchased a Scratch Ticket	Purchased a Draw Game Ticket	Purchased any Lottery Game
Social Media Used (Last 30 days)		68%   104i	71%   108i	66%   101i
		37%   95i	36%   92i	36%   93i
		24%   110i	19%   84i	22%   99i
		15%   77i	20%   101i	17%   88i

## LISTENING HABITS (Radio/Audio)

Over three-quarters of Lottery game players say that music is an important part of their life. To no surprise, **audio streaming services** are commonly used by Lottery game players of all types. Contrary to recent opinions, **radio is not a dead medium** as we see 67% of Draw Game Players listening to traditional radio. These two channels can be utilized in conjunction with each other in order to diversify the Texas Lottery's media plan and provide additional reach to both types of game players.



Radio

### TOP FORMATS






Scratch Ticket Game Players over indexed for listening to CHR (127) and Rhythmic (154) while Draw Game Players over indexed for listening to Country (133) and Hispanic (129) radios



Digital  
Audio

### TOP PLATFORMS

Scratch Ticket Game Players and Draw Game Players both over index for using Pandora Radio. Draw Game Players also over index for listening to iHeart Radio (133).

Texans 18+ who:		Purchased a Scratch Ticket	Purchased a Draw Game Ticket	Purchased any Lottery Game
Streaming Audio platforms used (Last 30 days)	 Spotify®	27%   89i	27%   91i	30%   99i
	 pandora®	30%   113i	30%   114i	30%   112i
	 amazon music	15%   89i	18%   105i	17%   98i
	 Apple Music	17%   113i	10%   67i	15%   99i
	 iHeart RADIO	10%   109i	12%   133i	11%   127i

Texans 18+ who:		Purchased a Scratch Ticket	Purchased a Draw Game Ticket	Purchased any Lottery Game
Radio Formats (Last 30 days)	Adult contemporary	68%   104i	71%   108i	66%   101i
	CHR	37%   95i	36%   92i	36%   93i
	Country	24%   110i	19%   84i	22%   99i
	Hispanic	15%   77i	20%   101i	17%   88i
	Rhythmic	51%   92i	50%   90i	51%   92i

Source: MRI-Simmons, 2022 Spring Doublebase USA Study

## VIDEO VIEWING HABITS

70% of Lottery players pinpoint TV as their main source of entertainment. However, TV is no longer necessarily cable and broadcast – now it means content that originated on linear TV or on a streaming platform. These days we see TV and other long-form content being viewed on any combination of streaming services and devices – rarely just one.

## TOP STREAMING PLATFORMS

1	<b>NETFLIX</b>	72% of Lottery players of all types
2	<b>You Tube</b>	57% of Lottery players of all types
3	<b>prime video</b>	48% of Lottery players of all types
4	<b>hulu</b>	38% of Lottery players of all types
5	<b>HBO</b>	26% of Lottery players of all types
6	<b>STARZ</b>	12% of Lottery players of all types (123 index)

Texans 18+ who:		Purchased a Scratch Ticket	Purchased a Draw Game Ticket	Purchased any Lottery Game
Streaming video platforms used (Last 30 days)	<b>STARZ</b>	13%   133i	13%   1133i	12%   123i
	<b>hulu</b>	38%   108i	37%   105i	38%   106i
	<b>NETFLIX</b>	72%   102i	70%   98i	72%   101i
	<b>prime video</b>	47%   97i	49%   102i	48%   100i
	<b>You Tube</b>	53%   89i	55%   92i	57%   96i
	<b>HBO</b>	27%   113i	25%   107i	26%   112i

*Netflix and HBO to become ad-supported by 2023*

## ACTIVITIES CONDUCTED ONLINE

To no surprise, the most frequented sites by Texan Lottery players are social media sites and video and audio streaming services, further solidifying the importance of social media, online video, and digital audio to the Texas Lottery. However, when digging more into content type, we see that Lottery players regardless of game type search for information related to **entertainment/celebrities**, **sports**, as well as **current news** on a regular basis. However, we see that when it comes to browsing movie showings and reviews, Scratch Ticket Game Players tend to over-index.

\*OMNI data



## SPANISH LANGUAGE CONSUMPTION ACROSS MEDIA

As noted earlier, the Hispanic community makes up 38% of Lottery players of any games and a significant 45% of just Scratch Ticket Game players. This audience over indexes for consuming media in Spanish, particularly TV (117). This audience is also extremely receptive to advertising on Spanish-language media, believing that brands at least advertising in English on Spanish-language media is better than not advertising on those networks at all.

It will be important for the Texas Lottery to be present in the language this group feels comfortable and at home with in order to better resonate with these viewers and inspire action with the Texas Lottery. As experts on the Texas market and the unique DMAs within it, we know reaching our audience in Spanish Language will be a key buying tactic required as part of our overall plan. Below you'll see our snapshot of Spanish Language consumption across key media channels in each major Texas market. We'll look to this data to help guide our deployment of Spanish Language messaging within the media buy.

Texans 18+ who:		Purchased a Scratch Ticket	Purchased a Draw Game Ticket	Purchased any Lottery Game
Spanish Language Media	Radio: Listened to any Hispanic format	12%   110i	15%   129i	12%   107i
	Internet: visited a SL website or app	11%   109i	9%   91i	12%   120i
	Television: watched a SL network	33%   117i	29%   104i	32%   116i

**Key takeaways from the media strategy:**

- Unique similarities exist between Scratch Ticket Players and Draw Game Players that can be leveraged in reengaging Current, Potential and Past Players
- Though not their usual game-of-choice, Draw Game Players are also open to playing Scratch Games
- There are quite a few common interests across generations to inform our Media Strategy, particularly around Sports and Entertainment
- Language serves as a key connector in reaching Texans 18+ of All Backgrounds
- Our media strategy will be focused on increasing engagement with existing players of both draw and scratch ticket games, with our plan tailored to contexts and environments where our data supports will best resonate with them

## 3

**MARKETPLACE**

Now that we understand the key traits and behaviors of our Scratch Ticket Game and Draw Game Players, we've enhanced our view of opportunity through analyzing the Texas marketplace leveraging our Texas planning and buying expertise. Specific to this assignment, we've taken into consideration four key data points: overall audience composition, TLC sales, sales by population and the location makeup of our strategic Scratch Ticket Game and Draw Game Players.

From this we've been able to uncover the following notable insights...

**The Texas Lottery could reach as much as 70% of the total Texas 18+ population by just focusing media efforts in the four DMAs with the highest population density: Dallas-Ft. Worth, Houston, San Antonio, and Austin.**

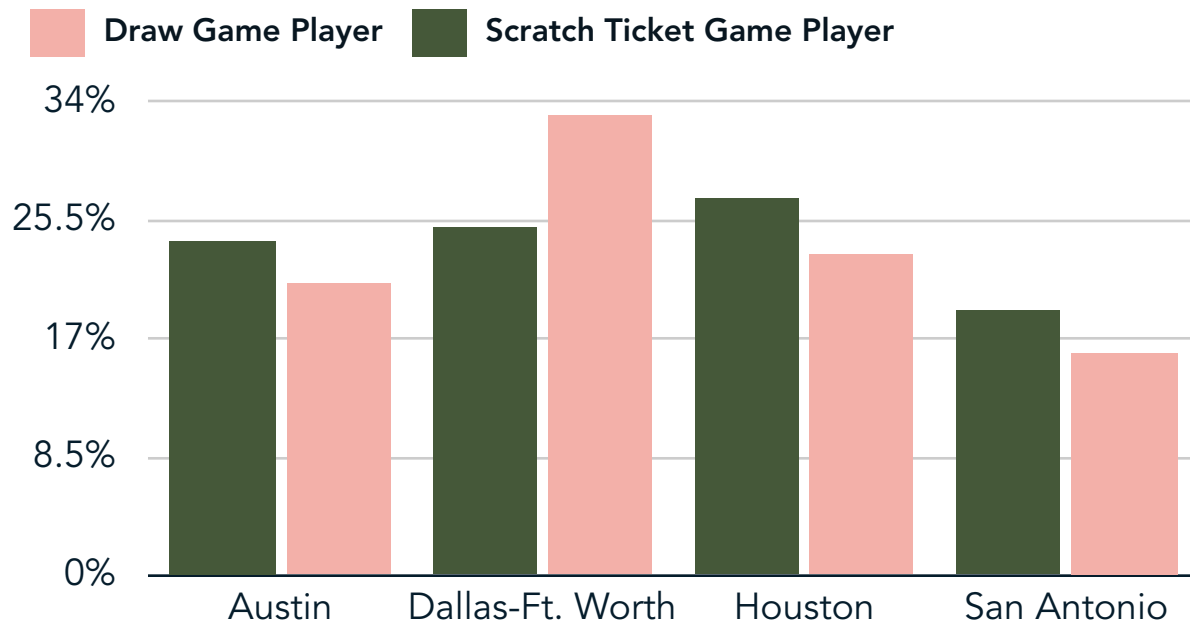
**Victoria, San Angelo, Corpus Christi, and Waco-Temple-Bryan provide a great opportunity for the Texas Lottery to continue driving sales as these markets tend to "over contribute" to sales compared to their population size.**

**We're estimating that about 85% or higher of total Draw and Scratch Ticket Game Players live in the top four DMAs. Dallas-Ft. Worth has the most Lottery players followed by Houston and then Austin.**

**Dallas-Ft. Worth, Houston, San Antonio and Austin also represent the top sales DMAs.**

**Scratch Ticket Game vs. Draw Players across top DMAs**

Houston over-indexed with scratch ticket game players (107) while Dallas-Ft. Worth over-indexed with draw game players (114). Both San Antonio and Austin over-indexed with Scratch Ticket players (184 and 128, respectively) and Draw Game Players (158 and 110, respectively).



## SALES AND POPULATION DATA ANALYSIS

SALES		SALES VS. POPULATION	
Rank	DMA	Rank	DMA
1	Dallas-Ft. Worth	1	Victoria
2	Houston	2	San Angelo
3	San Antonio	3	Corpus Christi
4	Austin	4	Waco-Temple-Bryan
5	Waco-Temple-Bryan	5	Odessa-Midland
6	Harlingen-Browsville-McAllen-Weslaco	6	San Antonio
7	Tyler-Longview	7	Tyler-Longview
8	Corpus Christi	8	Beaumont-Port Arthur
9	Odessa-Midland	9	Abilene-Sweetwater
10	Beaumont-Port Arthur	10	Austin
11	El Paso	11	Harlingen-Browsville-McAllen-Weslaco
12	Amarillo	12	Houston
13	Lubbock	13	Dallas-Ft. Worth
14	Abilene-Sweetwater	14	Lubbock
15	Shreveport	15	Amarillo
16	Laredo	16	Laredo
17	San Angelo	17	Wichita Falls
18	Wichita Falls	18	El Paso
19	Victoria	19	Sherman-Ada
20	Sherman-Ada	20	Shreveport



## MARKETPLACE RECOMMENDATION

When we are unable to deploy media statewide and must focus certain media efforts to specific geographies, THIRD EAR recommends honing in our Core Market group to only include the top four Texas DMA's - Austin, Dallas, Houston, and San Antonio. This will ensure high reach to Texans 18+ and focus efforts in locations where we know reside the highest volume of our lottery game players allowing us to focus on driving a higher frequency of playing.



### KEY TAKEAWAYS FROM THIS SECTION:

- Establishing a core geography group will allow us to focus media efforts in areas most likely to drive impact, when planning geographic-based channels
- Focusing on Top 4 DMAs ensures Texas Lottery will reach at least 70% of Texans 18+
- At least 85% of Scratch Ticket Players reside in the Top 4 DMAs

4

## CHANNEL CHARACTERISTICS

### MEDIA MIX & TACTICAL APPROACH

Next we seek to find the perfect combination of channels that will best deliver against the Texas Lottery's FY24 Marketing objectives. We arrived at our media mix through careful consideration of the following 4 points:

1

Scratch Ticket Game and Draw Game Player's unique media consumption habits both by channel and platform

2

Balancing the need for high reaching, awareness mediums while driving media efficiencies within the budget

3

Prioritizing mediums best suited for driving increased awareness in campaign periods while staying steady with always-on medium for evergreen efforts

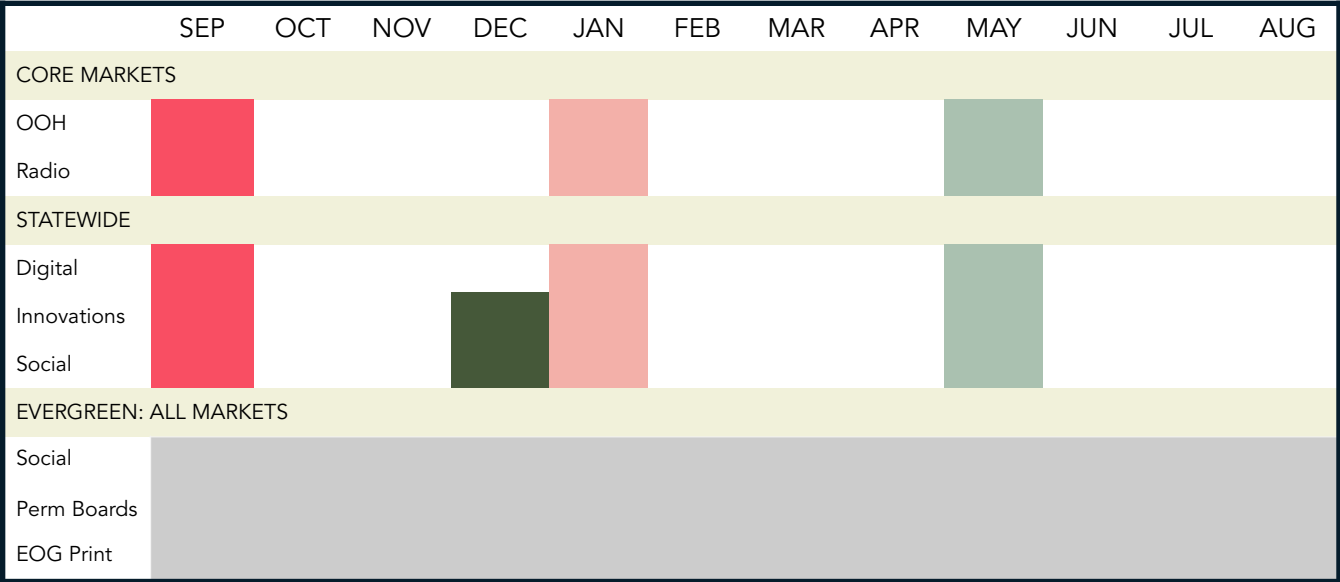
4

THIRD EAR's commitment to delivering all new and innovative opportunities for the Texas Lottery

Our overall FY24 foundational media mix includes Outdoor, Social, Digital, Radio, and Print. Outdoor will take the largest portion of the budget at 66% followed by Digital at 21%.

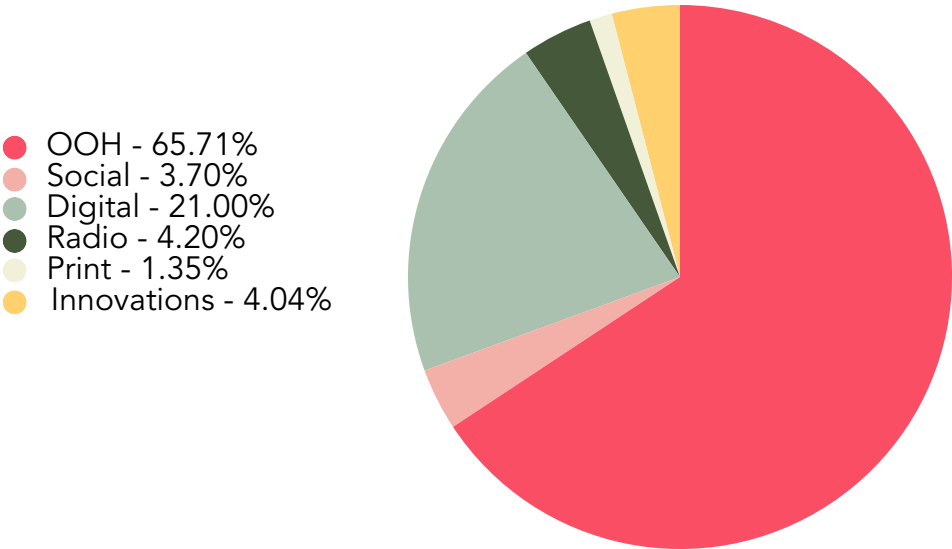


For FY24, we’re proposing four campaign periods: Fall (September), Holiday (November-December), Winter (January), and Spring (May). All campaigns with the exception of Holiday will include our tried and true channels of Out-of-home, Digital, Social and being brought back into the mix for FY24, Radio.



In addition to these four foundational media channels, we are thrilled to include an all new addition to our allocation mix which is what we’re calling the **Innovations bucket**. The Holiday campaign budget is currently being accounted for within Innovations, as we know we’ll need to be nimble and efficient with spend while still making an impact during this timeframe. More on this below.

Permanent Billboards, Social and Print will run throughout the state of Texas as evergreen efforts, allowing for always-on awareness driving media.





## Outdoor

Outdoor will be utilized as a highly visible medium that will help grow strong ad recall as consumers are exposed. The Outdoor budget will be broken out into two parts: Campaigns and Perm Boards. 12% of the Outdoor budget will go towards Campaigns in our previously mentioned Core Markets while the other 88% will go towards Perm Boards. THIRD EAR recommends using large-format highway static and digital bulletins to generate mass campaign awareness and to capitalize on premium creative sizing.



PLATFORM	TOTAL (%)
OOH Campaigns	12.05%
OOH Perm Boards	87.95%
	100%



## Radio

Radio will be our second traditional mass-reach medium. Not only will it help us reach our broad audience we know over-indexes for listening, radio is a cost-effective medium for increasing frequency alongside other channels. Formats and dayparts will be selected based on our audience consumption habits. The purchase demo for radio will be Adults 18-49 in our Core markets. THIRD EAR will look to leverage total radio spend with fewer, highly rated stations in order to gain incremental opportunities such as radio remotes, live reads, experiential elements, and added value promotions.



## Video

Focus on premium full episode players (FEP) and connected TV (CTV/OTT) inventory that commands maximum audience attention and provides positive brand awareness. With video streaming giants such as Netflix and Disney+ introducing ad-supported subscription tiers, there are only going to be more ad opportunities within the most watched platforms in the coming months (and years) — ensuring placement in age-gated, 18+ high profile programming options like ESPN and Hulu. THIRD EAR will look to the top streamed video platforms across our strategic audiences in order to best align TLC messaging to engage with audiences most likely to play. Supplement with OLV pre-roll on mobile devices to expand reach and drive efficiency.



### Audio

Streaming Audio will focus on platforms and placements that will drive the highest incremental reach opportunity for the Texas Lottery as we continue to find consumers across their various media touchpoints throughout their daily routine.



### Rich Media

Custom rich media experiences will be deployed during campaign windows to engage users in gamification or reward-based opportunities. As we saw with our qualitative research, consumers are looking to be rewarded by their participation, therefore digital rich media opportunities provide an excellent way to capture attention, drive engagement, and keep the Texas Lottery Scratch tickets top-of-mind.

MEDIUM	TOTAL (%)
Audio	30%
Video	60%
Custom	10%
	100%



### Paid Social

Paid Social will allow the Texas Lottery to not only drive mass reach to an addressable audience, limiting waste, but also increase engagement with key players. Platform focus will be on Facebook and Instagram. THIRD EAR is excited to leverage efficiencies found within the budget to explore an untapped Texan 18+ audience across additional social platforms such as TikTok, Snapchat and Pinterest. Note, utilizing Paid Social as an Evergreen tactic will give the Texas Lottery the opportunity to support additional products beyond the three focused campaigns throughout the fiscal year by utilizing creative rotations and messaging swaps during key time periods.

PLATFORM	TOTAL (%)
Facebook & Instagram	85%
Snapchat, TikTok, etc.	15%
	100%



### Print

Print media is an easy medium to spread awareness in a particular geographic location, as local newspapers have trusted weekly followers who never miss a weekly paper. Ads Include: Classified Ads and Display Ads.

## INNOVATIONS

At this point we have established always-on and foundational campaign elements for both evergreen and campaign initiatives with an effective and efficient channel mix. We are thrilled to introduce something we've never done before — **dedicated budget support for all new innovative opportunities during each campaign period**. We're confident this will allow the Texas Lottery to elevate its media mix from the status-quo and catch your audience's eye like never before.

As we've seen, Lottery-playing Texans have diverse interests that they are deeply devoted and loyal to. This in mind, THIRD EAR is recommending that the Texas Lottery play into those varying interests during each campaign with an innovations element that will put the Texas Lottery at the forefront of these passion points.

## We want the Texas Lottery to OWN these moments in the eyes of their consumers.

Each campaign period aligns perfectly to a seasonality-based passion point of Texas Lottery Players. Football is in full swing come September, holidays are a time of giving back and gifting, new movies and shows are in high demand in the cold month of January, and May never disappoints when it comes to getting people back outside to enjoy summertime concerts. How could this come to life with the media, you might ask? While our goal would be to collaborate and brainstorm with the Texas Lottery team on each campaign, we wanted to share just a few potential examples of what this could look like.

The September Campaign goes all in on football as the sport's popularity surges. With all new ad-supported streaming opportunities such as Thursday Night Football on Prime Video, the Texas Lottery can reach football fanatics as they approach their weekends.

This presence carries over into the coming days as Texans keep a close eye on their fantasy brackets sponsored by none other than the Texas Lottery, as they continue to be exposed to messaging throughout various foundational football viewing environments. Or maybe we take advantage of all those Texans 18+ that frequent the games in person by geo-fencing various NFL and college football stadiums across the state of Texas allowing us to reach them with our messaging as they move into their work week across various media channels included within our mix (streaming audio, video, CTV, etc.).

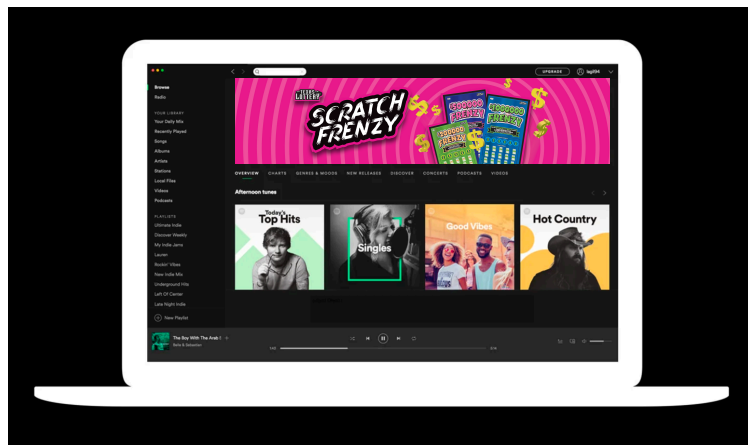


The Holiday and/or Winter campaign makes itself known with strong presence across movies and entertainment contexts. In-theater cinema ads during the Holidays, which happens to be film's highest-yielding season, through interactive on-screen games sponsored by Texas Lottery that play before trailers begin. Even before the audience hits the big screen, the Texas Lottery can take over the homepage of IMDb as consumers



look to read the reviews of the season's blockbuster hit. Or for those Scratch Ticket Game Players that prefer viewing from home, we'll identify premium streaming platforms with takeover opportunities around new shows airing or seasons being dropped for binge worthy moments.

For the May campaign, capitalize on the perfect alignment between music, warmer weather, new record releases, and festival season getting into full swing. Think a Texas Lottery Sponsored Station on Pandora or Spotify, inclusive of the season's best new music. Or if we're looking to engage with players in an immersive experience, we can leverage spend from our foundational radio buy to negotiate custom local opportunities in our core DMAs or go all in around the iHeart Country Music festival reaching 25k+ attendees in our very own state capital, Austin.



We are beyond excited for these shiny new ways to re-ignite excitement and re-introduce the Texas Lottery scratch ticket games to Texans 18+ within contexts they enjoy and passionately love. Pairing these efforts with our strong base of foundational media support will enhance our overall buy, allowing the media to work harder, reach audiences smarter, and allow FY24 messaging to stand out even more.



## A DAY IN THE LIFE OF A PLAYER

To bring all of these various touch points together, we like to provide an example day in the life of one of your Texas 18+ consumers living in Austin. Our audience is highly engaged and enjoys entertainment and being informed. From the moment they wake up to the moment they go to bed, they're exposed to a variety of channels.



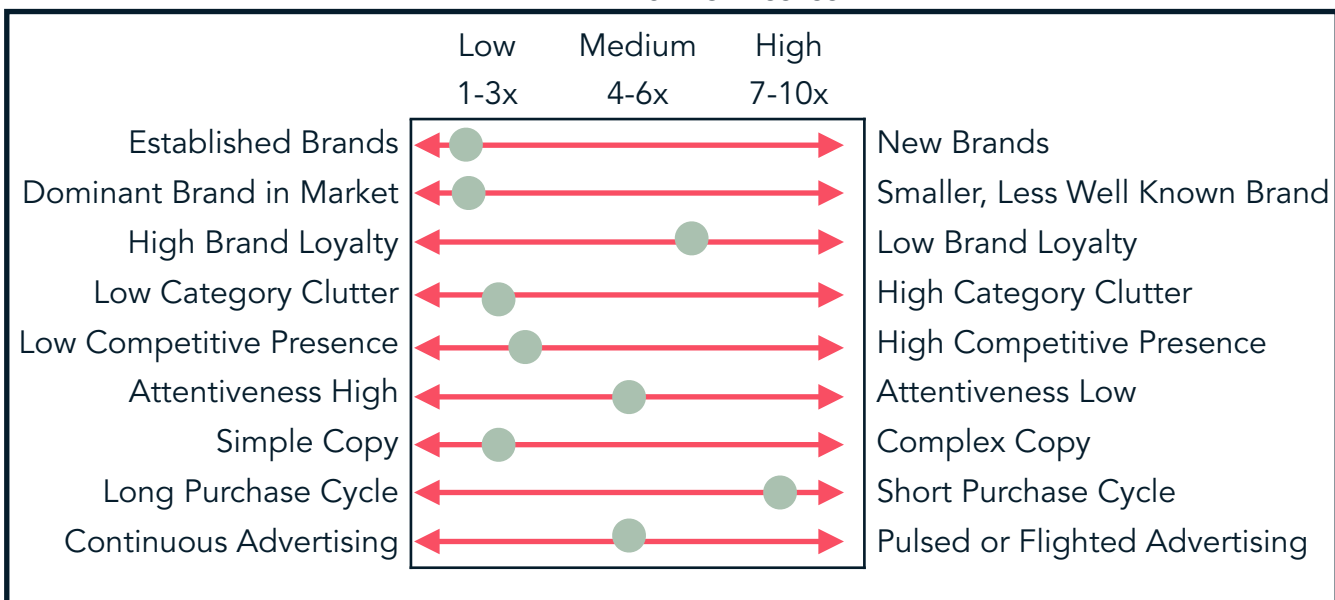
From social media to radio to in-app games to streaming audio and video, there are countless opportunities to reach this audience each and every day. Our media mix incorporates all of the aforementioned channels in order to maximize the opportunity to get our message in front of this audience, ultimately keeping Texas Lottery top-of-mind.

## 5

**COMMUNICATIONS GOALS**

The Texas Lottery Commission is focused on increased product awareness, trial, and participation by Texans 18+. To deliver on this objective, THIRD EAR recommends setting goals that will deliver high reach at consistent levels throughout the Texas Lottery's fiscal year, with heavy-ups during key campaign windows. Always-on brand messaging can live in-market at lower frequency levels across the state of Texas, which will maintain a continuous and complete purchase cycle to keep the Texas Lottery and its products top of mind. To encourage participation during key scratch ticket game periods, THIRD EAR recommends higher levels of effective reach at higher frequency levels to drive awareness in all Texas markets. This strategy extends the budget, limits waste, and optimizes for a product with the most marketable time windows.

We recommend that each campaign be set at an **overall effective reach of 85% with a weekly frequency of 3+**. This will allow the Texas Lottery to reach a significant volume of Texans 18+ enough times during each campaign to stay top of mind and help drive ticket purchases.

**THIRD EAR FREQUENCY ASSESSMENT**

Below and on the following pages, you'll find the goals we've set for each campaign by channel:

Traditional: Reach/Frequency   Core Markets   4-Week Flight						
DMA	OUT OF HOME			RADIO		
	GRPs	Effective Reach	Freq	GRPs	Effective Reach	Freq
Austin	500	87%	5.6	100	33%	3
Dallas-Ft. Worth	500	87%	5.6	100	33%	3
Houston	500	87%	5.6	100	33%	3
San Antonio	500	87%	5.6	100	33%	3

Digital: Reach/Frequency   Core Markets   4-Week Flight								
Texas Statewide	Social Campaign				Digital Campaign			
	IMPs	Reach %	Freq	Cost	IMPs	Reach %	Freq	Cost
	18M	25%	1x week	\$90,000	30M	70%	1x week	\$700,000

Social Communications Goals   Statewide   Evergreen				
Texas Statewide	Social Evergreen (Monthly)			
	IMPs	Reach %	Freq	Cost
	25M	20%	1x	\$100,000

### BUDGET OVERVIEW

Majority of dollars are being spent in our OOH channels due to the existing commitment, with Digital coming in at 21%.

MEDIUM	FY24 BUDGET	% OF TOTAL BUDGET
OOH	\$6,570,703	65.71%
Social	\$370,000	3.7%
Radio	\$420,000	4.20%
Digital	\$2,100,000	21.00%
Print	\$135,000	1.35%
Innovations	\$404,297	4.04%
TOTAL	\$10,000,000	100%



September 1, 2023 – August 31, 2024

THIRD EAR has budgeted for three separate campaign flights that will span 4 weeks each. An additional campaign for Holiday inclusive of Innovations and Social is also included.

- Campaign 1: September 4, 2023 – October 1, 2023
- Campaign 2 (Innovations and Social Support only): November 27, 2023 – December 24, 2023
- Campaign 3: January 1, 2024 – January 28, 2024
- Campaign 4: April 29, 2024 – May 26, 2024

## FLOWCHART

Please find the media flowchart below and also on the following page enlarged, detailing tactical media activity and cost by Campaign and Evergreen initiatives.

	Campaign 1										Holiday					Campaign 3										Campaign 4																										
Media	Q1										Q2										Q3										Q4										TOTAL (NET)											
	Sep-23		Oct-23				Nov-23				Dec-23		Jan-24				Feb-24				Mar-24		Apr-24				May-24		Jun-24				Jul-24				Aug-24															
Audience: A18+	9/28	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/4	3/11	3/18	3/25	4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20	5/27	6/3	6/10	6/17	6/24	7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19
CAMPAIGN																																												\$3,986,117								
CORE: Austin, Dallas-Ft. Worth, Houston, San Antonio																																																				
OOH	9/4-10/1										1/1-1/28										4/29-5/26										\$791,820																					
Radio	9/4-10/1										1/1-1/28										4/29-5/26										\$420,000																					
STATEWIDE: All Markets																																																				
Digital	9/5-10/1										1/1-1/28										4/29-5/26										\$2,100,000																					
Innovations	9/5-10/1										11/27 - 12/24										1/1-1/28										4/29-5/26										\$404,297											
Social	9/5-10/1										11/27 - 12/24										1/1-1/28										4/29-5/26										\$270,000											
EVERGREEN: All Markets																																												\$6,013,883								
Social																																												\$100,000								
Perm Boards																																												\$5,778,883								
EOG Print																																												\$135,000								
FY24 GRAND TOTAL																																												\$10,000,000								

		Campaign 1		Q1		Holiday		Q2		Campaign 3		Q3		Campaign 4		Q4																																				
Media	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24																																								
Audience: A18+	8,238	9/4	9/11	9/18	9/25	10/2	10/9	10/16	10/23	10/30	11/6	11/13	11/20	11/27	12/4	12/11	12/18	12/25	1/1	1/8	1/15	1/22	1/29	2/5	2/12	2/19	2/26	3/4	3/11	3/18	3/25	4/1	4/8	4/15	4/22	4/29	5/6	5/13	5/20	5/27	6/3	6/10	6/17	6/24	7/1	7/8	7/15	7/22	7/29	8/5	8/12	8/19
CAMPAIGN																																																				
CORE: Austin, Dallas-Ft. Worth, Houston, San Antonio																																																				
OOH	9/4-10/1																																																			
Radio	9/4-10/1																																																			
STATEWIDE: All Markets																																																				
Digital	9/5-10/1																																																			
Innovations	9/5-10/1		11/27 - 12/24																																																	
Social	9/5-10/1		11/27 - 12/24																																																	
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Social																																																				
Perm Boards																																																				
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FY24 GRAND TOTAL																																																				
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**8.1.5. Evaluation of Campaign Effectiveness.** The Texas Lottery has provided resources in Section 1.1.2 for use by Proposers in completing the Annual Media Plan assignment. Proposers are encouraged to conduct additional quantitative and qualitative analysis. The response should include media plan support as well as any examples or case studies related to the assignment. Lastly, the proposer is to provide methods used to evaluate campaign effectiveness during and/or post campaign and stewardship procedures.

### **We have read, understand, and will comply.**

THIRD EAR uses multiple methods to monitor, track and measure the effectiveness and efficiency of campaigns to meet the planned communication goals. The foundation of effectively measuring the success of our marketing efforts comes from having open dialogue with our client-partners and a deep understanding of business objectives. THIRD EAR acknowledges that we may have an advantage in this respect due to the successful partnership with the Texas Lottery as your Lead AOR since 2012. Positive performance is well documented in year-end reports and independent third-party media audits. It is also proven through YOY sales growth, even in the absence of record high jackpots and several Legislative budget reductions, that can be attributed in part to effective advertising being developed by THIRD EAR in collaboration with the Texas Lottery Advertising & Promotions and Products Teams.

Methods used to evaluate campaign effectiveness during the campaign will include weekly stewardship of the campaign pacing and ensuring that all strategic goals are being met by measuring key performance indicators from beginning to end of the campaign. THIRD EAR will also utilize measurement from Sizmek to validate metrics and partner adherence to viewability, ad fraud, and geography standards via quality control verification and monitoring. THIRD EAR will work with third party vendors on quality assurance and any optimizations worth exploring. THIRD EAR will also provide the Texas Lottery with a post buy report to reflect results of the campaign and provide any insights to optimize future campaigns for continued success.

Aside from fiscal year reporting and audit requirements, THIRD EAR provides sales analysis by promoted product and media market on an ongoing basis. These are included in post-campaign reports at the end of each campaign.

Given one of the key objectives is brand awareness, a brand tracker would ideally be in place to measure campaign effectiveness across media and creative. Managing budgets, THIRD EAR will continue to seek added value studies from media partners to support campaign awareness tracking.

THIRD EAR also faithfully stewards the Texas Lottery's advertising dollars and implements many tactics for monitoring and tracking that all media that is purchased is being efficiently and effectively deployed. The following methods are and will continue to be implemented to ensure campaign performance.

- **Broadcast Stewardship:** Weekly pre/post logs, re-rates before and during flights, upgraded make-goods, in-flight bonus to ensure delivery, strict monitoring to ensure all guidelines are met and credits issued as needed. All stations to sign off on buying guidelines prior to placing orders.
  - **All buys are posted off Nielsen measurement data and each market/station must deliver** within guidelines (LPM/PPM Markets = 95-105%; Metered/Diary Markets = 90-110%) or compensatory weight is owed. Rationale is provided for all over/under-deliveries and compensatory schedules are secured with stations that under-deliver. All compensatory weight is tracked and posted to ensure all GRPs are achieved.

- **In-flight optimization:** Based on media and partner specific KPIs established by industry and brand benchmarks across all media types
- **Reporting Cadence:** Weekly pacing reports, Mid-Campaign, Post Campaign, Year-End
- **3rd Party Verification:** Independent, unbiased systems tracking all digital media
  - **Delivery verification:** Sizmek is our digital media ad server tracking media delivery and performance
  - **Quality control verification:** Integral Ad Science (IAS) will be implemented to confirm partner adherence to Viewability, Ad fraud, Geography standards
  - **Audits:** MMI annual reviews of all media to ensure guidelines are met and cost efficiencies are achieved; learnings are applied to improve future processes



- **Adherence to all brand guidelines:** As established in accordance with the Texas Lottery
  - **Experiential:** Guidelines for performance measurement to include sales per hour thresholds, digital-first extensions, positive social media sentiment and flawless execution

On the following pages, please find three case studies related to this assignment, and our experience in delivering campaign effectiveness for our client partners.

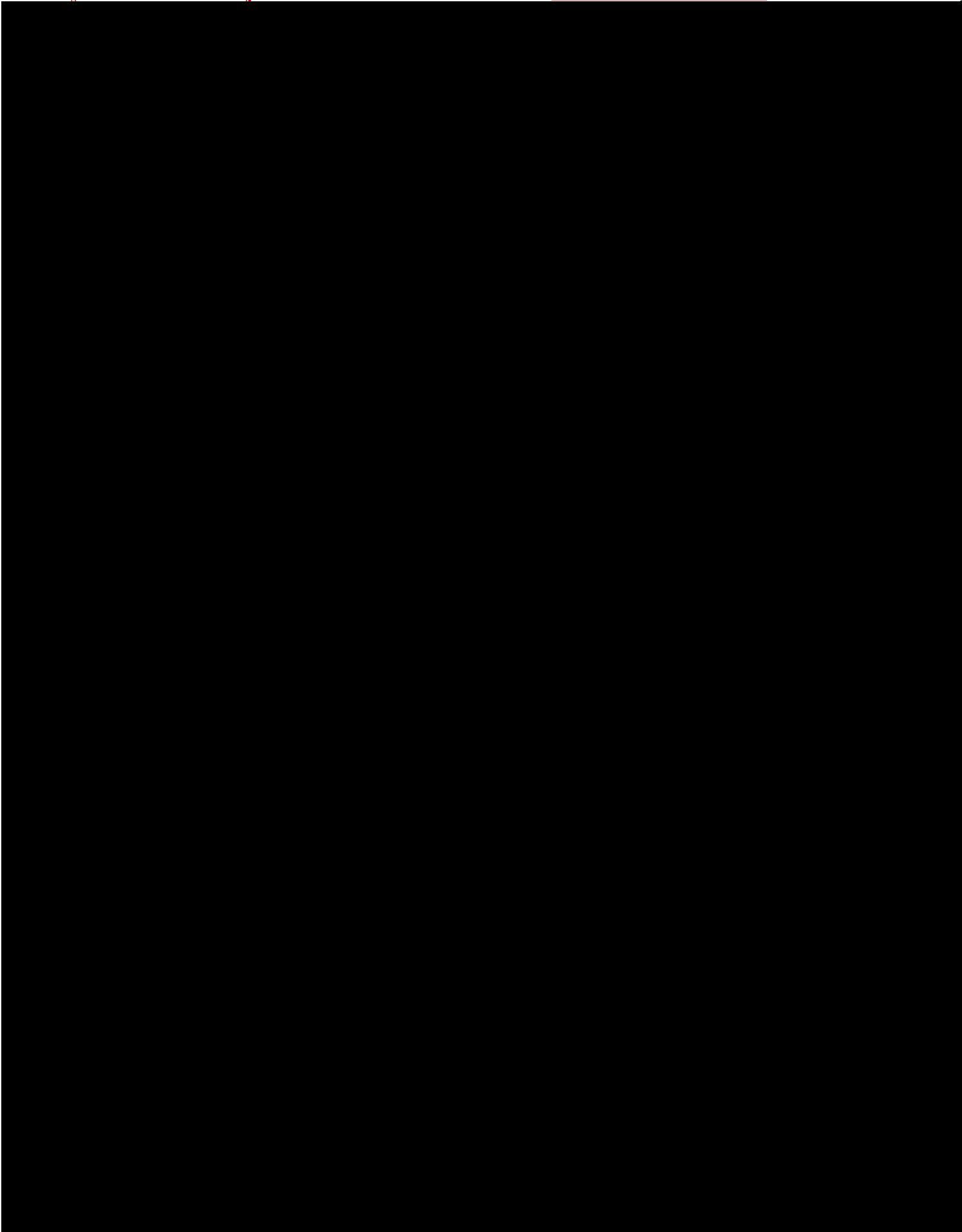
**CONFIDENTIAL**

Confidentiality Claimed  
TX Gov't Code §552.110

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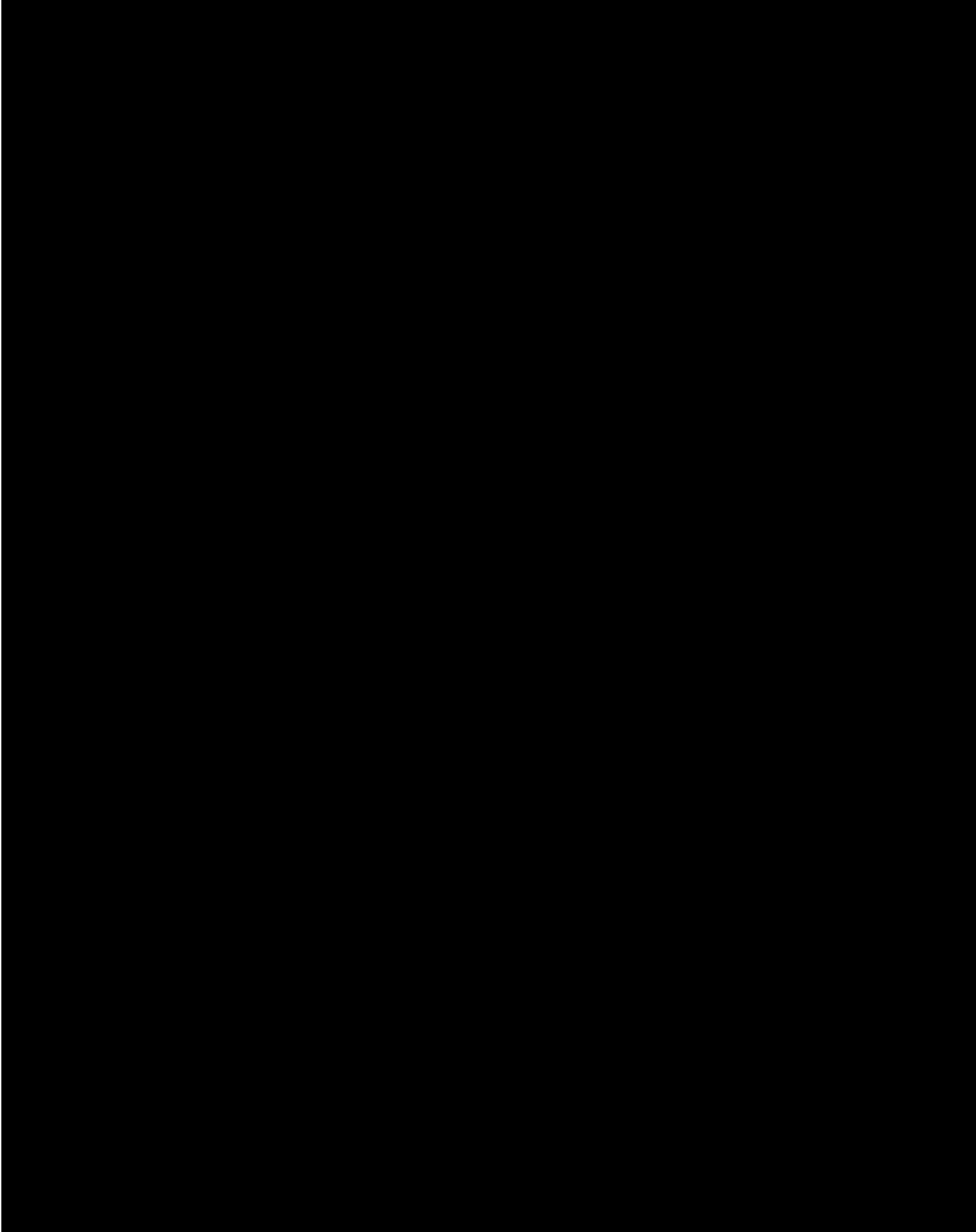
Confidentiality Claimed  
TX Gov't Code §552.110



**CONFIDENTIAL**

Confidentiality Claimed  
TX Gov't Code §552.110

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## ATTACHMENT D-1 BACKGROUND INFORMATION CERTIFICATION

Texas Government Code §466.155

Under Texas Government Code §466.103, the Executive Director of the Texas Lottery Commission may not award a contract for the purchase or lease of facilities, goods or services related to lottery operations to a person who would be denied a license as a sales agent under Texas Government Code §466.155.

LatinWorks Marketing LLC d/b/a THIRD EAR  
(Company Name)

certifies that it has reviewed Texas Government Code §466.155 and that it would not be denied a license as a sales agent under said section.

  
(signature of person authorized to contractually bind the Proposer)

Alejandro Ruelas  
(printed name)

Founder - CEO  
(title)

November 1, 2022  
(date)



**ATTACHMENT A  
PROPOSER'S COMMITMENT**

I hereby commit Latinworks marketing LLC d/b/a THIRD EAR  
(Company Name)

to provide the goods and services described in the attached Proposal for Advertising Media Services required by the Request for Proposals for the Texas Lottery Commission.

Signature: [Handwritten Signature]

Title: Founder- CEO

Date: November 1, 2022