

S.No	EoI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
1	Clause 2.12(b) Page 10	Only 2 representatives per bidder will be allowed to attend the meetings/ events related to this EOI	We request LIC to allow 3 representatives from us to attend the meeting as this is a strategic, marquee and comprehensive EOI and we would like to bring in our key Partners who will manage the engagement	The prebid meeting will be held in hybrid manner (physical + Online). Thus, two of your representatives can attend the meeting physically and rest can participate online through WebEx (link is already provided in the EoI document).
2	Annexure XII	Specific global experience of the Bidder	Could you please confirm if the scoring criteria for the bid evaluation process allows for consideration of global projects?	No change. Please be guided by the EOI document.
3	Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Assignment Cost (PO Value in INR)	Can the project technical scoring be relaxed considering more weightage of scope & quality of work rather than budget? Hence, we would like to kindly request your consideration for a revised clause regarding the evaluation process. By incorporating the evaluation of scope & quality, we believe that the selection process will not only emphasize financial aspects but also recognize the value & potential that below revised clause may bring. a) Assignment Cost (PO Value in INR) >= 50 Lakhs --> 1 Mark >= 1 Crore ----> 2 Marks >= 2 Crore ----> 3 Marks >= 5 Crore ----> 4 Marks	No change. Please be guided by the EOI document.
4	Annexure_PQC: Bidder's Pre-Qualification Criteria Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies Life Insurance Client - 3 Marks	Regarding the qualification criteria, it is mentioned that assignments regulated by RBI or IRDAI are eligible. However, in the scoring section (Evaluation Matrix Annexure), there is a specific mention of 3 Marks for the life insurance clients. Could you please clarify if there will be a separate scoring category for projects regulated by RBI?	No change. Please be guided by the EOI document.

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5	Annexure_PQC: Bidder's Pre-Qualification Criteria Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Successfully Completed/ Undertaken Assignments: Bidder should have experience of at least two works of consultancy assignments completed /In Progress during the last 5 years ended as on date of EOI , in the field of consultancy for the 'similar relevant work'. Assignment Status: Completed - 3 Marks	Regarding the qualification criteria, it states that the assignment could be either completed or undertaken. However, the scoring appears to only consider completed assignments with a score of 3 marks. Will there also be scoring allocated for projects that have been undertaken or In Progress?	No change. Please be guided by the EOI document.
6	EOI Pg No 10	Scope of Work	Can please explain the situations when LIC may ask bidders to extend the time for their bids?	No change. Please be guided by the EOI document.
7	AnnexurePQC- Bidder's Pre-Qualification Criteria	Qualified and Experienced Professionals	Is there a specific format for providing details of key qualified professionals employed by the company?	Please refer to corrigendum-1 document (New annexure called Annexure_XVI added)
8	Annexure VI B	Project Experience Details	Regarding the number of projects mentioned by LIC, which is stated as three, & the possibility of submitting additional assignments, could you please confirm whether the scoring will be based on the top three projects?	No change. Please be guided by the EOI document.
9	EOI Pg No 12	Documents for Submission	Could you please confirm if, according to EOI, we are required to submit the physical copy of EMD within 24 hours after the bid closing time? And could you please clarify that bid closing time is 3:30 pm?	No change. Please be guided by the EOI document. It is clarified that, Online bid closing time is 03.30PM on the scheduled date as per EOI document. Scanned copy of the bank guarantee is to be uploaded online before the scheduled date & time of submission of Eoi response. Following physical (original) documents are required to be submitted within 24 hours of bid submission date and time. 1. Bank guarantee as EMD . 2. Pre-contract integrity pact. 3. Non Disclosure Agreement.

EoI for Consultancy for Digital Transformation at LIC
Ref.No.: LIC/CO/DM/DT/2023-2024/EOI/01 dated 04.07.2023

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10	Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Additional Assignment	How many additional assignments are allowed to be submitted as per LIC's requirements, considering that only two additional assignments are mentioned in the annexure?	Eoi requirement/condition is self-explanatory. Please be guided by the EOI document.
11	Annexure_PQC: Bidder's Pre-Qualification Criteria	At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies	Request if we can add SEBI regulated entities in the ambit including for scoring as the Securities and AMC market has witnessed significant digital disruptions and Depositories are also transforming themselves digitally and such learnings can be used as well	No change. Please be guided by the EOI document.
12	EOI Pg No 7, 2.3 Activity Schedule	Last date and time for submission of bids	Request if we can extend the timeline for bid submission from 02.08.2023; 3:30PM to 18.08.2023; 3:30PM	No change. Please be guided by the EOI document.
13	Annexure PQC, pg 1	4.The Bidder must have an average annual turnover of minimum Rs.300 crore during last 03 (three) financial year(s) i.e. FY 2020-21, FY2021-22 and FY2022-23.	We shall be submitting the copy of the audited financial statements for FY 2020-2021, FY 2021-22, and provisional financial Statement for FY 2022-23. We shall be submitting a CA certificate for the same as well. Request confirmation that this is sufficient to meet the requirement	Please refer to corrigendum-1 document. (Revised_Annexure_PQC - Point no. 4 : Documents to be submitted)
14	Annexure PQC, pg 2	5.The Bidder should be a profitable organization on the basis of profit before tax (PBT) for at least 02 (two) out of last 03 (three) financial years, mentioned above and a positive networth in all the above three years	We shall be submitting the audited financial statement along with profit and loss statement for FY 2020-2021, FY 2021-22 and provisional financial Statement for FY 2022-23 and Certificate from Chartered Accountant. Request confirmation that this is sufficient to meet the requirement	Please refer to corrigendum-1 document. (Annexure_PQC - Point no. 5 : Documents to be submitted)
15	Annexure PQC, pg 2	#6: Work Experience : Bidder should have experience of minimum 5 years as on March 31,2023 in providing Consultancy Services for the 'similar relevant work'. Bidder should furnish a copy of the Certificate of completion of the work from client OR certified by auditor/ User acceptance report/ Sign off report demonstrating last 5 Years of work experience for the 'similar relevant work'.	We will provide registration certificate that indicates when our services were started in India. In addition, suggest modification to include work order plus self certification of project completion to demonstrate last 5 years of work experience for similar relevant work. This would make the supporting document requirements for previous assignments consistent with Annexure VII Technical Proposal	No change. Please be guided by the EOI document.

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16	Annexure PQC, pg 2	<p>#7: Successfully Completed/ Undertaken Assignments: Bidder should have experience of at least two works of consultancy assignments completed /In Progress during the last 5 years ended as on date of EOI , in the field of consultancy for the 'similar relevant work'.</p> <p>Consultancy Assignments must be with a minimum duration of 6 months and performed in India .</p> <p>At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies.</p> <p>Bidder should furnish copy of the Certificate of completion of the work from client OR certified by auditor/ User acceptance report/ Sign off report.</p> <p>Attach work orders/ certificates specifying "completion" OR "satisfactory work in progress" OR Reference Details on the Bidder's Letterhead with Contact Details for</p>	<p>Similar to above, suggest modification to include self certification of project completion to demonstrate this requirement. This would make the supporting document requirements for previous assignments consistent with Annexure VII Technical Proposal</p>	<p>No change. Please be guided by the EOI document.</p>
17	Annexure VI A, Pg 2	#16: Other relevant information	Under this row, Can we submit detailed case studies in powerpoint / slides format as most of our detailed methodology is stored in powerpoint/ slides format?	Yes
18	Annexure VI A, Pg 2	#10: Project/ Consultancy services duration, #11: Project/Consultancy services completion date	For the purchase order date, start date and completion date, will month and year suffice or do we need to provide exact date?	Yes, month and year will suffice if exact dates are not available.
19	Annexure VI A, Pg 2	#12: Whether Site is referenceable	Need more clarification on what should be included under this	Eoi requirement/condition is self-explanatory. Please be guided by the EOI document [also refer clause 2.21(e)]
20	Annexure VI A, Pg 2	#13: Location of Site	We will provide the city name where the client head office was located during the assignment. Please clarify if this is sufficient or something else is expected	No change. Please be guided by the EOI document.

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21	Annexure VI A, Pg 1 & 2	#3 and #14: Name of the Project/ Consultancy services	Are they the same points repeated twice or is there a difference in the two?	Details may be provided only under item 3 of Annexure VI A, Item 14 may be left blank
22	Annexure VI B, Pg 1	Date of Certification (If Applicable)	Need more clarification on what should be included under this column. Our understanding is that this is the date on the assignment completion certificate which can either be provided by the client or by self	Date of assignment completion certificate required from client, wherever applicable. Self declaration would not be accepted.
23	Annexure VII, Pg 1-2	Submissions: Relevant Experience Details along with Completion Certificates from the client ; OR Work Order + Self Certificate of Completion ; OR Work Order + Phase Completion Certificate(from ongoing projects) from the client. OR Reference Details on the Bidder's Letter head with Client Contact Details for reference	Our understanding is that for both Indian and global assignments, any one of the four options as provided below is allowed as supporting document: 1. Completion Certificates from the client 2. Work Order + Self Certificate of Completion 3. Work Order + Phase Completion Certificate(from ongoing projects) from the client 4. Reference Details on the Bidder's Letter head with Client Contact Details for reference For example, if work order cannot be shared for a particular assignment due to confidentiality constraints, then providing reference details on the bidder's letter head with client contact details will be considered as an eligible supporting document. Please confirm if this understanding is correct	No change. Please be guided by the EOI document.
24	Annexure VII, Pg 1-2	#6: Team of Specialist and professionals on bidder's payroll #7: Number of Specialised Resource on payroll in India	We request for clarification on the definition of "specialist" and "specialised" resources Our understanding is that we have to provide a) Total number of professionals in India on payroll b) Number of specialized professionals in India on payroll as also requested for in point #11 of Annexure PQC Please confirm if above understanding is correct	Yes
25	Clause 3.1 , Page 22	Approximate Value of the assignment must be indicated where the exact value can't be disclosed due to NDA with client. (Example Project Value may be indicated as > 25 Lacs, or > 50 Lacs) with brief description of clients duly certified by auditors.	We will indicate the range of the project value as requested in the EOI. We are unable to disclose the exact value since we have signed confidentiality agreements with our clients. Suggest modification: Project value can be self certified by the authorized signatory instead of auditors.	No change. Please be guided by the EOI document.

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26	Clause 4, Page 23	Duration of project basis Scope of Work	Is there an expected duration that LIC has envisaged for the overall assignment (both Phase 1 and Phase 2) or the consultant is expected to suggest the same based on experience in similar relevant assignments?	Details of the expected duration etc. shall be provided during RFP process
27	Clause 4, Component#1 Page 23	Scope of work: Phase I, Component #1: Collaboration strategies for digital world with platforms and ecosystems like InsurTech, Fintech firms etc	<p>We request clarification on this scope item: does this mean design and build of the ecosystem tech platform?</p> <p>If yes, we suggest that this item is removed from the scope of work. Partnerships and ecosystems is an adjacent topic requiring a dedicated program to holistically look at tech stack of potential partners as well to design the LIC ecosystem tech stack. In addition, the regulations governing such partnerships are evolving and it may be premature to design the tech stack with the current regulatory landscape</p> <p>However, if this item means ensuring that the LIC tech stack is designed to be partner friendly in the future, that scope item is well understood and accepted.</p>	Not applicable at EoI stage.
28	Clause 4 Page 23-28	Scope of Work	We suggest addition of a upfront module in the scope that is focused on assessment of business priorities for LIC, strategic agenda for the next 3-5 years and business implications from competitive and regulatory landscape. This exercise should also include a global benchmarking of leading Insurnace companies to assess future trends that may impact LIC. This exercise should be conducted at the start of the program / beginning of Phase 1 to ensure that the tech, data and digital roadmap is strongly linked to current and future business priorities.	Not applicable at EoI stage.
29	Annexure EM, Pg 1	Criteria c) Assignment Status: Completed - 3 Marks	<p>We request that this criterion is removed so that equal weightage is given to currently on-going projects also.</p> <p>Given the rapidly evolving nature of technology and emergence of new trends such as generative AI in last 6-12 months post COVID, it is unlikely that the bidder's completed projects would contain the application of such trends. We submit that our expertise and learnings from on-going projects are as relevant to LIC's scope of work as those from already completed projects.</p>	No change. Please be guided by the EOI document.

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30	Annexure EM, Pg 1	Criteria d) Life Insurance Client - 3 Marks	<p>We request that this criterion is edited to provide full 3 marks for Life Insurance Client OR General Insurance Client</p> <p>While the core systems may be different, the business use cases of technology, digital and analytics in the general insurance business are similar to life insurance. For example, direct online customer journeys or analytics enablement of the insurance advisor are common themes across both.</p> <p>In addition, general insurance players in India have been faster adopters of technology trends such as direct online onboarding and hence learnings from those programs are equally relevant to LIC's scope of work</p>	No change. Please be guided by the EOI document.
31	Annexure EM, Pg 1	Criteria a) Assignment Cost (PO Value in INR)	<p>Suggest modification in the scoring grid to provide full marks for assignments where PO value is ≥ 15 Crore (compared to ≥ 25 Crore as of now).</p> <p>The proposed scope of work in the EOI contains several different components such as customer journeys, analytics enablement, CRM and personalization, tech architecture, etc. Some insurers have chosen to implement these across separate projects instead of one single program. Hence these assignments are moderately sized in value and duration compared to full fledged transformations. Experience from such projects is equally relevant to the scope of work in EOI. Hence, we request that the assignment duration criteria is modified as above</p>	No change. Please be guided by the EOI document.
32	Annexure EM, Pg 1	Criteria b) Assignment duration	<p>Suggest modification in the scoring grid to provide full marks for assignments where duration is ≥ 12 months (compared to ≥ 18 months as of now).</p> <p>The proposed scope of work in the EOI contains several different components such as customer journeys, analytics enablement, CRM and personalization, tech architecture, etc. Some insurers have chosen to implement these across separate projects instead of one single program. Hence these assignments are moderately sized in value and duration compared to full fledged transformations. Experience from such projects is equally relevant to the scope of work in EOI. Hence, we request that the assignment duration criteria is modified as above</p>	<p>Please refer to corrigendum-1 document (Revised_Annexure_EM).</p> <p>Purchase/work orders pertaining to the "Similar Relevant Work" of same client may be clubbed to meet this criteria for the concerned assignment cited by bidder.</p> <p>No other change in this clause.</p>

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33	Annexure EM, Pg 1-5	No weightage provided for PSU transformation experience and e	We suggest addition in technical evaluation criteria to include a parameter that demonstrates the bidder's expertise in implementing large scale digital and technology led change in public sector financial institutions and other PSU entities. Further, experience in engaging with relevant ministries and regulatory bodies should also be included as part of this parameter since it exhibits credibility and strong understanding of making change happen in a PSU or government entity.	No change. Please be guided by the EOI document.
34	Annexure EM, Pg 1-5	Weightage to key personnel of the bidder	We suggest that sufficient weightage is given to the expertise of Project Director, Project Manager and Subject Matter Experts within the overall "Presentation" component. In our experience, experience of key personnel is a critical factor for success of such programs and hence we recommend that this is made a core element of the evaluation process	No change. Please be guided by the EOI document.
35	Annexure PQC (Point #4), Page 1	Pre-qualification criteria: The Bidder must have an average annual turnover of minimum Rs.300 crore during last 03 (three) financial year(s) i.e. FY 2020-21, FY2021-22 and FY2022-23 Documents to be submitted: Copy of the audited financial statement for required financial years. (Certificate from the statutory auditor/ Chartered Accountant for preceding 3 (three) Financial Year(s), may be submitted.)	We have audited financials for FY21 & FY22; FY23 is unaudited so we can provide CA certificate for unaudited numbers of FY23. Request you to please confirm that as sufficient.	Please refer to corrigendum-1 document. (Revised_Annexure_PQC - Point no. 4 : Documents to be submitted)

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36	Annexure PQC (Point #5), Page 2	Pre-qualification criteria: The Bidder should be a profitable organization on the basis of profit before tax (PBT) for at least 02 (two) out of last 03 (three) financial years, mentioned above and a positive networth in all the above three years. Documents to be submitted: Copy of the audited financial statement along with profit and loss statement for corresponding years and /or Certificate of the statutory auditor /Chartered Accountant	We have audited financials for FY21 & FY22; FY23 is unaudited so we can provide CA certificate for unaudited numbers of FY23. Request you to please confirm that as sufficient.	Please refer to corrigendum-1 document. (Revised_Annexure_PQC - Point no. 5 : Documents to be submitted)
37	Annexure EM (Point #2), Page 3	Turnover from Consultancy Assignment as on 31.03.2023	We have audited financials for FY21 & FY22; FY23 is unaudited so we can provide CA certificate for unaudited numbers of FY23. Request you to please confirm that as sufficient.	Please refer to corrigendum-1 document. (Revised_Annexure_PQC - Point no. 4 : Documents to be submitted)
38	Annexure PQC (Point #13), Page 5	The bidder would undertake not to sub-contract / outsource any part of the consultancy work	We request to please confirm if a self-certification saying we will not sub-contract/ outsource any of the consultancy work will be sufficient	Yes
39	2.1 Invitation to Expression of Interest (Page 6)	Expression of Interest (EOI) from bidders who provide Strategy Consulting Services, to develop a Strategy Roadmap for Digital Transformation of LIC of India in line with its Business Strategy	Request to confirm that bidders will receive the necessary understanding of LIC's business strategy as needed	Not applicable at EoI stage.
40	2.3 Activity Schedule (Point #2); EOI Page 7	Bid Processing Fee	What is the timeline for submission of bid processing fee?	The Bid Processing Fee shall be submitted online before the scheduled date & time of submission of EOI response . The transaction details need to be mentioned in the EoI response.

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41	2.25 Eligibility Criteria Evaluation, Page 15	The proof provided has to be in line with the details mentioned in Annexure II– Minimum Eligibility Criteria and Annexure_XIV – Financial Capability Statement	We have not received Annexure II - Minimum Eligibility Criteria; we've received Annexure PQC - Bidders Pre-Qualification Criteria, and Annexure II - Bidder Details; Request to clarify and confirm	Please refer to corrigendum-1 document. 2.25 Eligibility Criteria Evaluation (Page 15 of Eoi document) : The text "Annexure II–Minimum Eligibility Criteria" shall be read as "Annexure_PQC - Minimum Eligibility Criteria".
42	2.26 Eligibility Criteria and Technical (Shortlisting) Criteria Evaluation, Page 16	Stage I Eligibility (Pre Qualification) Criteria Evaluation: Ability to meet Minimum Eligibility Criteria Evaluation and provide the requisite proofs, wherever required as per Annexure II	Annexure-II received does not have any minimum eligible criteria; we've received Annexure PQC - Bidders Pre-Qualification Criteria, and Annexure II - Bidder Details; Request to clarify and confirm	Please refer to corrigendum-1 document. 2.25 Eligibility Criteria Evaluation (Page 15 of Eoi document) : The text "Annexure II–Minimum Eligibility Criteria" shall be read as "Annexure_PQC - Minimum Eligibility Criteria".
43	2.35 Warranty that there is no conflict of interest, Page 19	Conflict of Interest: 2.35.1(b) The Bidder shall not accept or engage in any assignment that would be in conflict with its prior or current obligations to LIC, or that may place it in a position of not being able to carry out the assignment in an impartial manner and in the best interests of LIC.	It is XXXXXXX long-standing policy to serve competing clients and clients with potentially conflicting interests as well as counter-parties in merger, acquisition and alliance opportunities, and to do so without compromising XXXXXXX professional responsibility to maintain the confidentiality of client information. Consistent with such practice and XXXXXXX confidentiality obligations to its other clients, McKinsey is not able to advise or consult with McKinsey about XXXXXXX serving XXXXXXX competitors or other parties. This allows us to bring in industry best practices and be mindful of latest trends. We always ensure that the core working teams are never conflicted or overlapping between potentially conflicting assignments, and that we remain completely impartial and deliver our assignments in the best interests of LIC. Accordingly, we request to delete this line.	No change. Please be guided by the EOI document.
44	2.35.1 Warranty that there is no conflict of interest (Page 19)	In point c (i), conflict of interest entails inter alia: the Bidder, or Associates (or any constituent thereof) and any other Bidder, or Associate(or any constituent thereof) have common controlling or other ownership interest;	We request to delete 'or other ownership interest'.	No change. Please be guided by the EOI document.

EoI for Consultancy for Digital Transformation at LIC
 Ref.No.: LIC/CO/DM/DT/2023-2024/EOI/01 dated 04.07.2023

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45	2.35.1 Warranty that there is no conflict of interest (Page 19)	In point c (iii), the following line reads as follows: While providing services to LIC for this particular assignment, the Bidder shall not take up any assignment that by its nature will result in conflict with the present assignment.	We have a policy to serve competing clients and clients with potentially conflicting interests as well as counter-parties in merger, acquisition and alliance opportunities, and to do so without compromising our professional responsibility to maintain the confidentiality of client information. We are consistent with such practice and our confidentiality obligations to our other clients. Accordingly, we request to delete this line.	No change. Please be guided by the EOI document.
46	2.3 Activity Schedule (Point #2); EOI Page 7	Earnest Money Deposit	What is the timeline for submission of earnest money deposit?	No change. Please be guided by the EOI document. It is clarified that, Online bid closing time is 03.30PM on the scheduled date as per EOI document. Scanned copy of the bank guarantee is to be uploaded online before the scheduled date & time of submission of Eoi response. Following physical (original) documents are required to be submitted within 24 hours of bid submission date and time. 1. Bank guarantee as EMD . 2. Pre-contract integrity pact. 3. Non Disclosure Agreement.
47	4.2 Scope of work (Terms of Reference): Digital Transformation at LIC, Page 25	Component #1: Inorganic technology strategy (Digital LIC)	For a transformation of this scale, a key component in designing a target state architecture is having governing architecture principles and baselines at an organizational/enterprise level. Is that something the bidder is expected to formulate or does client have that already in place?	Not applicable at Eoi stage.
48	4.2 Scope of work (Terms of Reference): Digital Transformation at LIC, Page 28	Phase 2: Implementation support - Technology modernization strategy	Is the bidder expected to procure/manage licenses for any of the tech services being deployed in modernization? We have a policy of not evaluating or participating in commercial or contract-related discussions. Would be good to clarify as we have service line boundaries on that topic.	Not applicable at Eoi stage.

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49	4.2 Scope of work (Terms of Reference): Digital Transformation at LIC, Page 25	Task 2: The bidder will develop the target tech architecture and tech modernization initiatives	With regards to 'Security Architecture' (referenced on Page 28), while bidder can provide best practices on hardening the security of various components within the architecture, the ultimate accountability and responsibility (including validation of security design and implementation in deliverables) shall rest on the client based on their security baseline standards, and regulatory/compliance requirements in insurance/BFSI sector. Can you please confirm this?	Not applicable at EoI stage.
50	4.2 Scope of work (Terms of Reference): Digital Transformation at LIC, Page 24	(Phase I) New talent, Capability building & operating model towards a world-class Technology organization	Regarding 'New Talent building', please clarify what is the expected scope of involvement from Bidder in "New Talent building" E.g. profiling candidates, conducting on-job or on-project training for new skillsets, etc. Also, we have a policy of not participating in commercial or contract-related discussions with any 3rd party partners. Hence, while we will help evaluate partners and profiles and define the SOP, we will not be able to directly partake in the hiring process. Request you to please clarify as we have service line boundaries on that topic.	Not applicable at EoI stage.
51	Annexure_PQC: Bidder's Pre-Qualification Criteria, Page 4	10. Bidder's Consent : Consulting firm engaged to provide consulting services for the preparation or implementation of assignment, and any of its affiliates, shall not be eligible to participate subsequently for providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation.	Please clarify whether eligibility to participate in providing services, goods or works is only in respect of LIC wherein LIC shall be the service recipient.	Yes.
52	Annexure_EM Sr. No. 1 and Page Number 1	Assignment must be for Indian Clients and performed in India.	We request you to please allow us to submit Global Insurance and Banking Credentials that meet the criteria for more relevancy to LIC's scope of work.	No change. Please be guided by the EOI document.
53	EoI document Section 2.3, Point 8 and Page Number 7	Last date and time for submission of bids	Considering the comprehensive scope of the EOI as well as the need to reach out to our clients for references, we request LIC to please grant us at least 2 weeks of extension for bid submission, till 16th August 2023.	No change. Please be guided by the EOI document.

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54	Annexure_EM Sr. No. 1 a) and Page Number 1	Each assignment will be evaluated as per following criteria a) Assignment Cost (PO Value in INR) >= 5 Crore - 1 Mark >=10 Crore - 2 Marks >=20 Crore - 3 Marks >=25 Crore - 4 Marks	We request LIC to amend the criteria as below: a) Assignment Cost (PO Value in INR) >= 2 Crore - 1 Mark >=3 Crore - 2 Marks >=5 Crore - 3 Marks >=7 Crore - 4 Marks	No change. Please be guided by the EOI document.
55	Annexure_EM Sr. No. 1 d) and Page Number 1	Each assignment will be evaluated as per following criteria : d) Life Insurance Client - 3 Marks	We request LIC to amend the criteria as below: d) Insurance Client - 3 Marks BFSI client other than Insurance – 2 Marks Non-FS Client – 1 Mark	No change. Please be guided by the EOI document.
56	Annexure_EM Sr. No. 1 c) and Page Number 1	Each assignment will be evaluated as per following criteria : c) Assignment Status: Completed - 3 Marks	We request LIC to amend the criteria as below: c) Assignment Status: Completed Project: 3 marks Ongoing project with letter of satisfaction from client : 3 marks	No change. Please be guided by the EOI document.
57	Annexure_EM Sr. No. 1 a) and Page Number 1	Each assignment will be evaluated as per following criteria a) Multiple PO for Continuation of Same Assignment will be considered	We request you to consider multiple POs across all digital initiatives in a single client such as Digital Lending, setting up of Analytics CoE, Operations Transformation, CRM, etc. as one assignment as most of our private clients provide us multiple POs for each digital initiative.	Please refer to corrigendum-1 document (Revised_Annexure_EM). Purchase/work orders pertaining to the "Similar Relevant Work" of same client may be clubbed to meet this criteria for the concerned assignment cited by bidder. No other change in this clause.
58	Annexure_EM Sr. No 1 b) and Page Number 1	Each assignment will be evaluated as per following criteria b) Assignment Duration >=6 months - 1 Mark >=9 months - 2 Marks >=12 months-3 Marks >=18 months- 4 Marks	We request you to consider multiple POs across all digital initiatives in a single client such as Digital Lending, setting up of Analytics CoE, Operations Transformation, CRM, etc. as one assignment, as most of our private clients provide us multiple POs for each digital initiative. We request you to consider the assignment duration as the total duration of all the POs put together.	Please refer to corrigendum-1 document (Revised_Annexure_EM). Purchase/work orders pertaining to the "Similar Relevant Work" of same client may be clubbed to meet this criteria for the concerned assignment cited by bidder. No other change in this clause.

S.No	EoI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
59	Annexure VII Point 7 and Page Number 2	Number of Specialised Resource on payroll in India Specify Number ,Role ,Qualifications ,Experience	Please let us know if we need to submit CVs of proposed resources or the details with respect to experience of the firm and the number of specialized resources will suffice.	Please refer to corrigendum-1 document (New annexure called Annexure_XVI added)
60	EoI document Section 4.2 and Page Number 24	Scope of digital transformation at LIC	Please clarify on key initiatives that are already in the pipeline or likely to be proposed (from tech/business side) that may impact the scope of work for this engagement	Not applicable at EoI stage.
61	EoI document Section 4.2 and Page Number 24	Scope of digital transformation at LIC	Our understanding is that the scope includes both retail and group business portfolios. Please clarify if our understanding is correct	Not applicable at EoI stage.
62	EoI document Section 2.14, subpoint I, Page Number 12; and Section 2.19, subpoint b, Page Number 14	- If any compliance or clarification sought by LIC is not submitted within 2 business days of being called for, bids are liable to be rejected , - If any compliance or clarification sought by LIC is not submitted within 7 business days of being called for, the bids are liable to be rejected	Our request is to provide the bidder with 7 business days of turnaround time for reverting to queries.	Please refer to corrigendum-1 document [Point no. 2.14(I) stands deleted]
63	EoI document Section 4.2, Component 1 and Page Number 25	Digitalization of Customer Journey, Journey with Back office Supporting Process in customer and intermediary requests fulfilment, customer prospecting, onboarding, underwriting, servicing, retention, Claims, Loan. Performance Management System (ITbased), Customer service request, Grievance handling and 360 degree view of the Customers	Our understanding is that the impact of the change originating from the digital initiatives on the enterprise applications (Policy Admin:eFEAP, Finance, Procurement, HRMS etc) will have to be covered as a part of the diagnose and design phase. End to end assessment of enterprise applications will not be a part of the scope to the delivered. Kindly help confirm the understanding.	Not applicable at EoI stage.

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
64	Eoi document Section 4.2, Task 3 and Page Number 27	Assess HR policy changes	We understand that the policy changes referred here will only be limited to suggested change in the Tech organization and the Target operating model being defined for the Technology function	Not applicable at Eoi stage.
65	Eoi document Section 4.2 and Page Number 25	New talent, Capability building & operating model towards a world-class Technology organization	We understand that we are expected to look at the current skill mix and propose talent management initiatives for long term sustenance for the Tech organization. Kindly confirm the understanding	Not applicable at Eoi stage.
66	Eoi document Section 2.26, Point 3 and Page Number 16	Activities/tasks, project planning, resource planning, effort estimate etc, thought leadership, awards and recognitions	Effort estimates will be part of the RFP and not at EOI stage. Kindly help confirm the understanding.	Only the "approach and methodology" needs to be explained during presentation stage .
67	Eoi document Section 3.1 and Page Number 22	Assignments without a strong emphasis on digital technology adoption may not be considered a digital transformation assignment. Similarly Consulting assignments for Migrations, Up gradations, Mergers, Audit, Financial Restructuring, Regulatory Compliance, Market Research, HR and Talent Management may not be considered for reference. This also Excludes audit, taxation, transaction advisory, IT support, services, systems integration assignments.	Kindly confirm if we can consider consultancy assignments on digital transformation initiatives like CRM, Data platforms, etc. as part of project citations.	Eoi requirement/condition is self-explanatory - only "Similar Relevant Work" shall be considered (Please refer to the definitions & abbreviations para 1 , point no. 24)

S.No	EoI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
68	EoI document Section 4.2 and Page Number 25	Component#1: Inorganic technology strategy (Digital LIC): Detail out potential direct online customer journeys and Insurance Advisor Distribution Channel/Marketing Officials journeys and revenue model	Our understanding is that we need to propose a business strategy for D2C and distributor journeys and not limited to technical and functional architecture for the journeys. Kindly help confirm the understanding.	Not applicable at EoI stage.
69	EoI document Section 4.2 and Page Number 26	Component#2: The Organic technology (existing eFeap-Next Core Application system, other non-core and Digital Applications currently operational in LIC)	Our understanding is that the CoreeFEAP will have to be assessed from an integration and data perspective for enablement of the digital ecosystems. Kindly help confirm the understanding that modernization of eFEAP is not a part of the scope.	Not applicable at EoI stage
70	EoI document Section 4.2 and Page Number 28	Implementation Approach and Supervision: Bidder to set up a value assurance methodology	We request to elaborate the requirements for the value assurance methodology	EoI requirement is self explanatory.
71	Scope of Work (Section 4 & Page.23)	The bidder needs to keep in mind the expected business volumes and the nature of growth that will be achieved post implementation of Digital platform and various Digital Customer Journeys	What is the expected growth in number of policies over next 5 years	Not applicable at EoI stage
72	Background & Objective (Section 4.1 & Page.23)	Multiple other digital initiatives besides our in house developed core Insurance package have been undertaken by LIC over the years	Reinsurance is undertaken in which system	Not applicable at EoI stage
73	Scope of Work (Section 4.2 & Page.24)	The Strategy will include detailed procurement plans of recommended technology partners, solutions and infrastructure.	Does this include third party software	Not applicable at EoI stage

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
74	Scope of Work Task 4: Develop the transformation roadmap, journey redesign and procurement plan (Section 4.2 & Page 27)	Devise Strategy for tie-up with Fintech companies as tech enablers for business volume generation	The expected % shift in business (NB and Renewal) to Fintechs	Not applicable at EoI stage
75	Scope of Work (Section 4.2 & Page.23)	Scope of Work	Is Cyber Security part of the scope?	Yes
76	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	What are the SLAs for Performance Testing and Result Metrics?	Not applicable at EoI stage
77	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	What are the number of concurrent users for each application? Avg load and peak load	Not applicable at EoI stage
78	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Is there any need for any other types of Performance testing like stress testing, endurance testing etc. apart from the Load test.	Not applicable at EoI stage
79	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Will separate test environment be provided for performance testing?	Not applicable at EoI stage
80	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Is the environment an exact replica of Production. If not specify the difference?	Not applicable at EoI stage
81	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Do we have any APM tools that will be provided for monitoring the load test? Monitoring server and application metrics	Not applicable at EoI stage
82	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Is there any expected throughput for each of the applications?	Not applicable at EoI stage
83	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Performance testing)	Is it required to generate load from multiple geographical regions? If yes, which?	Not applicable at EoI stage
84	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Testing)	What are current testing tool landscape available for functional testing, test management and defect reporting, automation, performance, browser, security, API and mobile automation testing?	Not applicable at EoI stage
85	Scope of Work (Section 4.2 & Page.23)	Scope of Work(Testing)	Are the employees expected to be in client office or work from remote location	Not applicable at EoI stage

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
86	Annexure 6 A Points 3 and 9	3) Name of Project/Consultancy services and 9) Total Contract Value	Pre-selection we can arrange a reference call, however on account of NDA with the client, we will not be able to give a value or a price range	No change. Please be guided by the EOI document. Refer to Clause 3.1 of the EoI document regarding "Approximate value range of the assignment".
87	Annexure 6 A Supplementary Point	Attach Work orders/ Purchase Order/ Certificates specifying "completion" or "satisfactory work in progress"	Certificates are subjective for ongoing projects, we can provide reference checks which LIC can do. Self certification can be provided.	No change. Please be guided by the EOI document.
88	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. a Assignment Cost	Each assignment will be evaluated as per following criteria a) Assignment Cost (PO Value in INR) >= 5 Crore - 1 Mark >=10 Crore - 2 Marks >=20 Crore - 3 Marks >=25 Crore - 4 Marks	We request you to revise the scoring criteria to : >=3 Crore - 1 Mark >=5 Crore - 2 Marks >=10 Crores - 3 Marks >=15 Crores - 4 Marks	No change. Please be guided by the EOI document.
89	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. b Assignment Duration	b) Assignment Duration >=6 months - 1 Mark >=9 months - 2 Marks >=12 months-3 Marks >=18 months- 4 Marks	We request you to revise the scoring criteria to : >= 3 months - 1 Mark >= 6 months - 2 Marks >= 9 months - 3 Marks >=12 months - 4 Marks	No change. Please be guided by the EOI document.
90	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. b Assignment Status	Assignment Status: Completed - 3 Marks	We request you to revise the scoring criteria to : Assignment Status: Completed/ Ongoing - 3 Marks	No change. Please be guided by the EOI document.

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
91	Annexure- PQC Sr No. 10	Consulting firm engaged to provide consulting services for the preparation or implementation of assignment, and any of its affiliates, shall not be eligible to participate subsequently for providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation	We request you to revise the criteria to allow the consulting firm to be eligible to participate in the subsequent phase for implementation	No change. Please be guided by the EOI document.
92	Annexure EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Criteria 1: Consulting experience	1. As the PO value of a project may not be deterministic of the nature and quality of work performed, we would like to request LIC that a scoring be awarded to projects covering similar relevant work even if they are below a cost of 5 crores, and not linked to PO value 2. Since the scope entails mapping global best practices, it is requested that even global client projects be considered for the evaluation under point	No change. Please be guided by the EOI document.
93	Annexure PQC-point 8, Page 3	Brief details of litigations/disputes	We request the client to kindly appreciate that any entity having long standing operations would be a party in. certain litigations / arbitrations in its ordinary course of business. Such litigations/ arbitrations, even if adversely determined, may not necessarily impact the entity's ability to perform the services under this EOI or future RFP. Further, we understand that the law requires parties to an arbitration, to keep such matters confidential. Hence, we request you to kindly modify the undertaking/ qualification criteria to the effect that the bidders are required to submit only a self- declaration (without mentioning litigation history) stating that there is no material pending litigation which if adversely determined would impact the ability of the Bidder to perform services under the RFP. Request that this be aligned to point 4 of Annexure V.	No change. Please be guided by the EOI document.

EoI for Consultancy for Digital Transformation at LIC
Ref.No.: LIC/CO/DM/DT/2023-2024/EOI/01 dated 04.07.2023

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
94	Annexure PQC-point 9, Page 3	Debarment/ blacklisting	We would like to humbly submit that the eligibility criteria/declaration regarding prior blacklisting is open- ended in terms of the time period. We request you to kindly limit the eligibility criteria regarding blacklisting to bidders not blacklisted as on the date of submission of the bid or have not been blacklisted for a definitive period, such as 2 years. We also request you to kindly allow Bidders to declare that they are not blacklisted as on date or for a specific period (like 2 years) in the past.	No change. Please be guided by the EOI document.
95	EOI Section 2.3, Page 7	Last date and time for submission of bids	We kindly request you to extend the final date of submission of bids to 21 days post the sharing of clarifications of the pre-bid queries. It is kindly requested that the EMD requirement for the EOI process be removed and moved further to the RFP/ LTE process.	No change. Please be guided by the EOI document.
96	EOI Section 2.11, Page 10	Clause e, f	It is kindly requested that the EMD requirement for the EOI process be removed and moved further to the RFP/ LTE process.	No change. Please be guided by the EOI document.
97	EOI Section 2.27, Page 17	LIC reserves the right to elaborate the scope of work, qualification criteria and other terms & conditions without vitiating the shortlisting process.	In the event of changes being made in the terms and conditions or scope under the EOI/RFP after the shortlisting of Bidders, we trust that the Bidders will be provided an option to withdraw their bid from the EOI process and the EMD will be duly returned to the Bidder on such Yes withdrawal.	Please refer to corrigendum-1 document. (Para 2.27 of the EoI document has been modified)
98	EOI Section 4.2	Scope of work	We would greatly appreciate your guidance regarding the following information:	Not applicable at EoI stage
99	EOI Section 4.2, Page 24	Phase 1	Is there any timeline within which bidder's have to complete the strategy exercise	Not applicable at EoI stage
100	EOI Section 4.2, Page 25	Phase 1	Current analytics capabilities, number of AI/ML models, current data scientist team size, infrastructure details (on- prem/cloud) etc.	Not applicable at EoI stage
101	EOI Section 4.2, Page 25	Phase 1, Component # 1	Number of critical journeys to be considered under the Next Gen Digital business model	Not applicable at EoI stage
102	EOI Section 4.2, Page 25	Phase 1, Component # 1	List of identified processes to be assessed for Intelligent Automation (IA)	Not applicable at EoI stage
103	EOI Section 4.2, Page 25	Phase 1	Fraud detection and early alert platform - Does LIC have any auditor module	Not applicable at EoI stage
104	EOI Section 4.2, Page 25	Phase 1	Are there any anti-fraud policies or remediation policy in LIC and would the EO! scope include framing or enhancing the same	Not applicable at EoI stage
105	EOI Section 4.2, Page 26	Phase 1, Task 1	Does the scope also include Bancassurance transformation and designing of open architecture as a part of digital marketing	Not applicable at EoI stage

S.No	EoI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
106	EoI Section 4.2, Page 26	Phase 1, Task 2	Details of existing technology stack of data management systems (Database, ETL, BI tool etc.)	Not applicable at EoI stage
107	EoI Section 4.2, Page 26	Phase 1, Task 2	Technologies that LIC is looking to cover under IA e.g. Chatbot, OCR, etc.	Not applicable at EoI stage
108	EoI Section 4.2, Page 26	Phase 1, Task 2	List of RPA tools at LIC	Not applicable at EoI stage
109	EoI Section 4.2, Page 26	Phase 1, Task 2	Is the existing Mitra chatbot part of the scope	Not applicable at EoI stage
110	EoI Section 4.2, Page 26	Phase 1, Task 2	Does the scope also include redesigning customer journeys and reengineering of existing processes (front-end and back- end) in the course of digitizing or automating them	Not applicable at EoI stage
111	EoI Section 4.2, Page 27	Phase 1, Task 3	Does the vendor have to setup the IA COE and governance mechanism	Not applicable at EoI stage
112	EoI Section 4.2, Page 28	Phase 2, Implementation support	Request you to please clarify if any of the existing and on- going initiatives will be considered under the purview of implementation support.	Not applicable at EoI stage
113	Annexure XI	NDA	We request client to reduce the survival period of confidentiality obligations to one year post expiry or termination	No change. Please be guided by the EOI document.
114	Annexure_PQC: Bidder's Pre-Qualification Criteria, Page 4	10. Bidder's Consent : Consulting firm engaged to provide consulting services for the preparation or implementation of assignment, and any of its affiliates, shall not be eligible to participate subsequently for providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation.	Please clarify whether eligibility to participate in providing services, goods or works <u>is only</u> in respect of LIC wherein LIC shall be the <u>service recipient</u> .	Yes.
115	Annexure VII, Page 2	6. Team of Specialist and professionals on bidder's payroll; Total number of professional in India - Specify Number	Does this mean the total # of consultants/experts employed by the bidder entity?	EoI requirement is self explanatory.
116	Annexure VII, Page 2	7. Number of Specialised Resource on payroll in India; Specify Number ,Role ,Qualifications ,Experience"	- Who all would qualify as specialized resources? - If there are 50 resources, do we need to provide role, qualifications and experience of all 50 individually? - Do we also need to provide CVs for all of these resources? Do we need to provide CVs for any resource/ personnel?	Please refer to corrigendum-1 document (New annexure called Annexure_XVI added)

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
117	Annexure XIII, Page 6	CEO Signature	McKinsey & Co. doesn't have a CEO, but rather a Head of 'McKinsey & Company India LLP' entity; Request you to please change the "CEO" to "CEO/ Head of Bidder entity/ Managing Director"	Please refer to corrigendum-1 document (Revised_Annexure_XIII)
118	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. a Assignment Cost	Each assignment will be evaluated as per following criteria a) Assignment Cost (PO Value in INR) >= 5 Crore - 1 Mark >=10 Crore - 2 Marks >=20 Crore - 3 Marks >=25 Crore - 4 Marks	Can we include Global assignments as well?	No change. Please be guided by the EOI document
119	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. b Assignment Duration	b) Assignment Duration >=6 months - 1 Mark >=9 months - 2 Marks >=12 months-3 Marks >=18 months- 4 Marks	Can we include Global assignments as well?	No change. Please be guided by the EOI document
120	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) 1. d Life Insurance Client	d) Life Insurance Client - 3 Marks	Can we expand these 3 marks to BFSI	No change. Please be guided by the EOI document.
121	Annexure EM - Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria) Sr No. 1	Satisfactory Outcome/Program Progress Letter from Client	Can we self certify, since we have NDA with our clients	No change. Please be guided by the EOI document.
122	Last date of Bid Submission	02/08/2023	Request an extension of 2 weeks . i.e. 16/08/2023	No change. Please be guided by the EOI document.

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
123	Annexure XII Technical Proposal	Specific global experience of the Bidder	Could you please confirm if the scoring criteria for the bid evaluation process allows for consideration of global projects?	No change. Please be guided by the EOI document
124	Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Assignment Cost (PO Value in INR)	<p>Can the project technical scoring be relaxed considering more weightage on scope & quality of work rather than value of POs?</p> <p>We would suggest the below scoring mechanism for better relevance to the Insurance and BFSI market.</p> <p>a) Assignment Cost (PO Value in INR) >= 2 Crore --> 1 Mark >= 4 Crore ----> 2 Marks >= 7 Crore ----> 3 Marks >= 10 Crore ----> 4 Marks</p>	No change. Please be guided by the EOI document.
125	Annexure_PQC: Bidder's Pre-Qualification Criteria Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies Life Insurance Client - 3 Marks	Regarding the qualification criteria, it states that the assignment could be either completed or undertaken. However, the scoring appears to only consider completed assignments with a score of 3 marks. We request to consider projects in In-Progress status for evaluation as some of our projects are long term with respect to the similar scope.	No change. Please be guided by the EOI document.
126	Annexure-Bidder's Qualification Criteria	Qualified and Experienced Professionals	Is there a specific format for providing details of key qualified professionals employed by the company?	Please refer to corrigendum-1 document (New annexure called Annexure_XVI added)
127	Annexure VI B	Project Experience Details	Regarding the number of projects mentioned by LIC, which is stated as three, & the possibility of submitting additional assignments, could you please confirm whether the scoring will be based on the top three projects?	No change. Please be guided by the EOI document.
128	Annexure_PQC: Bidder's Pre-Qualification Criteria	At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies	Request if we can add SEBI regulated entities (example- mutual funds related projects) in the ambit including for scoring as the Securities and AMC market has witnessed significant digital disruptions and Depositories are also transforming themselves digitally and such learnings can be used as well	No change. Please be guided by the EOI document.

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
129	Annexure_PQC: Bidder's Pre-Qualification Criteria	At Least One Assignment is for RBI / IRDAI regulated Scheduled Bank and Insurance Companies	Regarding the qualification criteria, it is mentioned that assignments regulated by RBI or IRDAI are eligible. However, in the scoring section (Evaluation Matrix Annexure), there is a specific mention of 3 Marks for the life insurance clients. Could you please clarify if there will be a separate scoring category for projects regulated by RBI and SEBI(mutual funds), if considered as per one of our request?	No change. Please be guided by the EOI document.
130	EOI Pg No 7, 2.3 Activity Schedule	Last date and time for submission of bids	Request if we can extend the timeline for bid submission from 02.08.2023; 3:30PM to 18.08.2023; 3:30PM	No change. Please be guided by the EOI document.
131	Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Turnover	Will the turnover be considered for a particular entity within a firm in the India practice or we can provide the turnover combining all our existing entities in India as the resources are shared for the India geography? Example, In India we have multiple entities like KACSL, KISL etc. within the India practice. Should we consider a cumulative turnover for the India practice or only a particular entity's turnover be considered?	No change. Please be guided by the EOI document.
132	EOI Pg No 10	Scope of Work	Request to remove the scoring for "implementation" as most of the consulting projects will not have implementation within the scope for the same but may have PMO.	Please refer to corrigendum-1 document (Revised_Annexure_EM)
133	Annexure_EM: Evaluation Matrix for Shortlisting From the pre-qualified bidders (Technical Criteria)	Three Completed/Undertaken assignment experience of extending consultancy for the 'similar relevant works' during the last 5 years ending as on date of EOI.	Regarding the assignments to be submitted within 5 years, can we submit the assignments over the last 10 years relevant to the scope & other criteria since digital transformation projects in the Indian insurance space is relatively less compared to other BFSI domains?	No change. Please be guided by the EOI document.
134	EOI Pg No 16	Eligibility Criteria and Technical (Shortlisting) Criteria Evaluation Eligibility Criteria and Technical (Shortlisting) Criteria Evaluation	Can you please provide more details about the shortlisting criteria for the technical presentation during the EOI phase? The technical presentation is allocated 30 marks, but it is mentioned that not all aspects can be covered at this stage. Could you elaborate on how the evaluation will be conducted & what factors will be considered? Additionally, will vendors have an opportunity to modify their technical presentation after qualifying for the RFP stage in order to add more points or provide additional information?	Eoi requirement/condition is self explanatory regarding "Evaluation Matrix"

S.No	EOI Clause No. / Annexure No. & Page No.	Clause (in brief) of RFP requiring clarification(s)	Pre-Bid Query	LIC Response / Clarification
135	Annexure_EM Sr. No. 2 and Page Number 3	Turnover from Consultancy Assignment as on 31.03.2023 (Turnover of Bidder Entity incorporated in India)	We would like to state that we have not yet published our audited financials for FY23, hence we request LIC to please consider Consultancy Assignments turnover as on 31.03.2022.	Turnover of year-ending 31.03.2022 can not be considered for financial year ending 31.03.2023. Please refer to corrigendum-1 document. [Revised_Annexure_PQC - Point no. 4 : Documents to be submitted]
136	Annexure PQC – Bidders Qualification Criteria Sr. No.4 and Page Number 1	The Bidder must have an average annual turnover of minimum Rs.300 crore during last 03 (three) financial year(s) i.e. FY 2020-21, FY2021-22 and FY2022-23.	We request LIC to please consider only turnover from India only.	No change. Please be guided by the EOI document.
137	Annexure PQC – Bidders Qualification Criteria Sr. No. 4 and Page Number 1	The Bidder must have an average annual turnover of minimum Rs.300 crore during last 03 (three) financial year(s) i.e. FY 2020-21, FY2021-22 and FY2022-23.	We would like to state that we have not yet published our audited financials for FY23, hence we request LIC to please consider average annual turnover for the financial years FY2019-20, FY 2020-21, FY2021-22.	Please refer to corrigendum-1 document. [Revised_Annexure_PQC - Point no. 4 : Documents to be submitted]
138	Annexure PQC – Bidders Qualification Criteria Sr. No. 5 and Page Number 2	The Bidder should be a profitable organization on the basis of profit before tax (PBT) for at least 02 (two) out of last 03 (three) financial years, mentioned above and a positive networth in all the above three years	We would like to state that we have not yet published our audited financials for FY23, hence we request LIC to please consider profit before tax (PBT) for the financial years FY2019-20, FY 2020-21, FY2021-22.	Please refer to corrigendum-1 document. [Revised_Annexure_PQC - Point no. 5 : Documents to be submitted]
139	Annexure VII Point 7 and Page Number 2	Number of Specialised Resource on payroll in India Specify Number, Role, Qualifications, Experience	We request LIC to please confirm our understanding that we need to submit the count of resources on our payroll dedicated for insurance business in India	Please refer to corrigendum-1 document (New annexure called Annexure_XVI added)

Note: In case of any ambiguity, the EOI document will stand

Date : 14.07.2023
Place : Mumbai

Executive Director
(Digital Marketing)

<===== End of Document =====>