

WOMEN'S INITIATIVE *in* LOTTERY LEADERSHIP



The Women's Initiative in Lottery Leadership

The WILL initiative was established in 2016 with the objective of advancing women into leadership positions in the lottery sector. Three years later, the WILL initiative is expanding into Europe with plans for Africa and Asia-Pacific on the horizon. As it seeks to transform the business culture of the lottery sector, WILL is both a celebration and confirmation of the WLA's commitment to diversity, integrity, and inclusion. In this issue, we hear from the women driving this initiative, and discuss their great strides towards diversity in lottery leadership.



Gia Rivera, Senior Marketing Analyst, IGT



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Founded in 2016 by WLA President, Rebecca Hargrove, WILL now has an international board of directors and mentorship programs on two continents.

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Since the repeal of PASPA in 2018, eleven US states have rolled out sports betting, and that number continues to climb as more and more states across the US pass sports betting legislation. Activate – a consulting firm in sports, media and technology – estimates that sports betting revenues in the US will exceed USD 130 billion annually by the year 2023.

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The professional life of Guy Simonis is revealed in his memoir – *Lottery Lore* – as a mixture of fate, strategy, risk, and diplomacy, that culminated in the founding of the World Lottery Association (WLA) and brought him international renown as an educator and authority on the global lottery and sports betting sector.

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Diversity is the essence of our community



Diversity plays a key role in making the WLA the unique organization that it is. It enriches our pool of professional knowledge and provides fertile ground for the sharing of expertise and experience. Diversity does not cause our members to deviate from the shared goal of raising profits for good causes; rather it allows them to grow together as a community under that common cause. It is in this spirit that our President, Rebecca Hargrove, founded the Women's Initiative in Lottery

Leadership (WILL) in 2016. Since then, the WILL initiative has been working to promote the advancement of women into top lottery management positions. Through a program of mentorship, WILL provides women with access to the knowledge of some of the industry's most prominent professionals, clearing the way for professional women to become the next-generation leaders of the lottery sector. I am proud that the WLA stands behind WILL, as diversity lies at the core of who we are as an association. In this issue of the WLA magazine we take a closer look at the WILL initiative and some of the people who have helped make this effort the resounding international success that it is.

Looking forward, we are currently working to improve the WLA Global Lottery Data Compendium (GLDC). The next issue of the GLDC will see an extend scope of baseline metrics for lottery members, such as GGR, digital sales, and money spent on responsible gaming measures. The printed version of the GLDC will go out to the members in the coming days. A digital version of the GLDC, or eCompendium as it will be called, is also planned and will make its debut sometime in the first quarter of 2020. The eCompendium will expedite the data collection process, allowing members to enter their information online. Once the eCompendium has been established, we aim to expand its capabilities, allowing WLA members to perform their own aggregate analysis of the data received from the world lottery community.

We have recently also launched an online information center for WLA members seeking compliance to the EU's General Data Protection Regulation (GDPR). This service, which can be found in the member section of the WLA website, will provide WLA member organizations with most everything they will need to know about the GDPR.

In other news, we are pleased to announce that as of October 1, Carmanah Signs, Inc. has become a WLA Gold Contributor. For the past seven years, Carmanah Signs has been a WLA Associate Member in good standing and we are honored that they have taken their commitment to the world lottery community to the next level. I would like to thank Carmanah Signs for their continued trust and support, and we look forward to serving them as WLA Gold Contributor.

As 2019 comes to an end, I would like to thank the WLA members, Executive Committee, and staff for making my first year as WLA Executive Director as fruitful as it was memorable. I look forward to an equally productive and successful 2020.

Luca Esposito
WLA Executive Director

Driving Diversity – Rebecca Hargrove on the WILL initiative

The Women’s Initiative in Lottery Leadership has been gaining rapid ground since its conception in 2016. To find out more about the program, its aims and challenges, we sat down with WLA President, Rebecca Hargrove, the program’s founder and chief proponent.

In this issue of the WLA magazine, we feature the Women’s Initiative in Lottery Leadership (WILL). Let’s begin with a simple direct question. Why does diversity matter?

Diversity in the workplace brings a variety of viewpoints and experiences to an organization. Ensuring gender equity adds valuable depth, bringing a well-rounded voice internally and externally.

Additionally, diversity is critical in being able to adapt to a fast-changing world – and it’s not about meeting numbers. It is about acceptance and welcoming all opinions. What others have to say should be considered as an important component in any conversation as decisions are made for moving business forward.

After just three years, the WILL initiative has gone global. In Europe, the EL has organized and is moving forward with their own branch of WILL, and the seeds have been planted for WILL initiatives in both Africa and the Asia Pacific region. How does this global expansion of the initiative make you feel?

WILL began as a global initiative, so growth in the program has been a goal all along. This progression certainly creates a level of satisfaction – but not so much so that we can rest on our laurels. I’m looking forward to meeting the ever-growing group of WILL participants and seeing the impact from the program across the globe.

What do you feel is still needed to push the envelope even further on the WILL initiative? What barriers do we still face that we need to overcome in order to move the needle on diversity even further?

The push for a true diverse workforce has to start at the top. That is when real differences will be realized. Important directives such as the requirement to begin any hiring process with a diverse pool of qualified applicants can begin to eliminate the barrier of a limited talent pool. It could take a real effort to recruit applicants, but it will pay off in the end.

As a professional with more than three decades in the industry, what advice would you give women who have just started working in the lottery sector?

I’ve always encouraged people – both men and women alike – to simply be the best they can be. As for those women new to the industry, I advise them to ask questions, learn about the depth of our complex business, reach out to colleagues and not stay silent. We need voices from all levels. And certainly, ask to participate in WILL!

What do you feel is the most essential characteristic of any leader, regardless of gender?

First and foremost, a truly great leader inspires others. By setting a strong example, other members of the team can grow and add more to an organization. Great

leaders are committed and passionate to their mission. They are honest and conduct business with the utmost integrity. And they have empathy – the ability to walk in another’s shoes. By doing this, a variety of viewpoints will be understood.

Studies indicate that companies that commit to diverse leadership are more financially successful. Why do you suppose this is?

Ed Labaye, Managing Director, McKinsey & Company, France, was quoted in the McKinsey & Company report, *Women Matter*, as saying: “As women represent over half of the global talent pool, it is clear to us that they should be at the forefront of the economic and social scene, not just out of a sense of fairness, but to ensure that the very best minds, men’s and women’s alike, are brought together to address the challenges that society faces.” Diversity reflects the communities we serve. I am not speaking solely about gender diversity, but diversity in all areas, including race, creed, age, physical disabilities, or sexual orientation. Mirroring the communities we serve, and embracing the largest audience possible, can certainly help lead to financial success.

With WLA initiatives, such as the Responsible Gaming Framework, we have taken a one-size-fits-all approach to take into account the cultural and regulatory differences inherent in each jurisdiction. Do you envision a simi-

“The overall goal of WILL is to prepare, train and empower women to grow into leadership positions in our industry.”

– Rebecca Hargrove –



lar approach with the WILL initiative as it goes global?

The overall goal of WILL is to prepare, train and empower women to grow into leadership positions in our industry. Our initial approach is by creating mentor/mentee partnerships. If an organization has additional ways to meet this mission, then we welcome and encourage those ideas.

On another topic, in less than one year, the WLA will be holding the World Lottery Summit 2020 (WLS 2020) in Vancouver, Canada.

How are preparations advancing?

Preparations are progressing beautifully. We have an extraordinary program planned. Especially significant is that WLA and NASPL will be coming together for their annual conferences at the World Lottery Summit in 2020. The last time these two important organizations hosted their annual conferences together was in 2012 in Montreal, Canada (WLS 2012). For those of us who had the pleasure of attending, it was exciting and invigorating to be able to network with so many in the same profession from around the globe. Content was rich with insights and education. We are sure that the 2020 Summit program will elevate the experience to the next level.

“Leading the journey. Inspiring the future.” is the theme for WLS 2020. Could you tell us something about the sentiment behind this message?

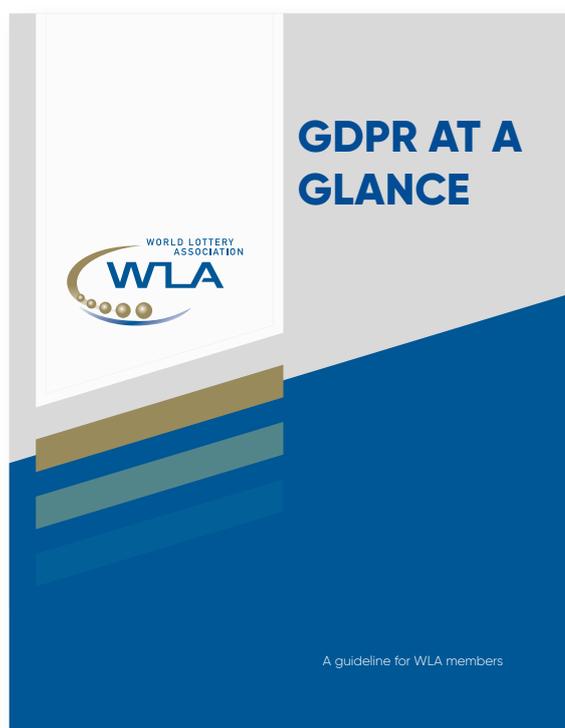
As someone who has served the lottery industry for over three decades, the theme resonates with me personally. I think it is up to the seasoned members of our industry to ensure the next generation of lottery leaders learn from us, and at the same time, we need to learn from them. Are we doing what we need to do to prepare them for the future? Are we providing them with encouragement, education, training and new opportunities? How can we improve our efforts? Will they be prepared when opportunities present themselves?

As your first year as WLA President comes to an end, what is the one message you would like to send out to the world lottery community?

Be open-minded to embrace new ideas, always listening for them. It may surprise you where the next new idea comes from.

The WLA launches a suite of online GDPR tools

The advent of the General Data Protection Regulation (GDPR) in the European Union (EU) demonstrates how legislators across the globe are moving to enact laws to protect the privacy of individuals. With player data becoming increasingly important to the lottery and betting sector, it is vital that WLA members are aware of the GDPR and its potential consequences for their operations.



“GDPR at a glance”, the WLA’s concise overview of the GDPR, is available for downloading from the member section of the WLA website.

The EU General Data Protection Regulation or GDPR was enacted in May 2016 and came into force in May 2018. Its primary aims are to protect the privacy of individuals living in the EU/EEA and to give them more control over their personal data. The GDPR affects entities operating both inside and outside the EU that process the personal data of individuals living within the EU/EEA. As such, GDPR compliance is fundamental to anyone doing business in the EU/EEA. Neglect of GDPR directives, whether willful or not, may lead to fines of up to EUR 20 million, or up to 4% of an organization’s annual worldwide turnover for the preceding financial year, whichever is the greater.

The WLA GDPR web portal

The WLA’s GDPR web portal defines the fundamentals and principles of the GDPR, outlines the rights of individuals in relation to their personal data, and provides entities with the information necessary to determine if GDPR compliance is relevant for their organizations. Further, it provides WLA members with the tools to become GDPR compliant should the need for compliance be determined.

As the WLA GDPR web portal is located in the members-only section of the WLA website, a username and password are required for access. Should you need login credentials, you can obtain them by contacting

Matthew Spinks at matthew.spinks@world-lotteries.org.

As an international organization, the WLA has a vested interest in informing its global members about legislation that may impact their daily operations.

With this in mind, the WLA has created the following tools for WLA members seeking GDPR compliance:

- The WLA GDPR web portal, a section of the WLA website dedicated to the GDPR;
- “GDPR at a glance”, a brief guide to the GDPR and GDPR compliance; and
- “GDPR – Lotteries”, a Telegram Messenger group to establish a community of people dealing with data-processing issues.

Matthew Spinks at matthew.spinks@world-lotteries.org.

“GDPR at a glance”, the WLA’s guide to the GDPR

In the GDPR section of the WLA website, you will also find a short four-page guide entitled, “GDPR at a glance” available for downloading in PDF format. The guide provides a concise overview of the GDPR, lists the compliance-relevant documents that you will need, and outlines the basic actions that must be undertaken for your organization to become GDPR compliant. The guide also provides a self-assessment tool called “You and the GDPR” that will help you quickly determine if GDPR compliance is applicable to your organization.

“GDPR – Lotteries”, the WLA’s GDPR Telegram Messenger group

A WLA GDPR group has also been set up on the Telegram Messenger platform. The group is meant to serve as an advice hotline and to share GDPR knowledge and experiences with your lottery peers. The group can be accessed via the Telegram Messenger app, available for downloading through the iOS App Store for iPhones or the Google Play Store for Android phones. Once you have created a Telegram account, you can join the WLA’s GDPR group by searching in the Telegram app for “GDPR – Lotteries”. Should you encounter any problems joining the GDPR Telegram group, you can contact our GDPR expert, Valeria Serpentina at valeria.serpentina@world-lotteries.org.

We hope these tools will be a great asset to you as you and your organization seek GDPR compliance, and that they will serve to facilitate the exchange of GDPR-related information with like-minded colleagues in the world lottery community.

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A new wind for Mexico's national lottery



Mexico's two largest operators are set to merge, in an effort to revitalize the flagging national lottery.

World Lottery Association member lotteries, Mexico's Lotería Nacional para la Asistencia Pública (LOTENAL) and Pronósticos para la Asistencia Pública (Pronósticos) announced they intend to merge. News of the merger between Mexico's two major lottery operators – LOTENAL and Pronósticos – came on October 15 after a near-unani-

mous vote by the Plenary of the Chamber of Deputies.

Through this merger, the Mexican government hopes to bolster LOTENAL's sales, which have been in steady decline since 2008. During the above-mentioned vote, the relevant laws were repealed, and the merger of the two lottery operators approved.

It is expected that Pronósticos will immediately assume the mantle of lottery operator,

and continue to offer the same games that LOTENAL has offered to date. The Ministry of Finance and Public Credit, alongside the Ministry of Public Administration, will be responsible for coordinating the transfer of human resources to Pronósticos. The newly merged entity will, however, retain the name Lotería Nacional para la Asistencia Pública, due to the historic nature of this organization, which has been in existence since 1770. As a result, the new LOTENAL will retain its exclusive license to offer lottery games nationwide.

The merger was initially proposed by Mexico's newly elected president, Andrés Manuel López Obrador, in July 2019. This unification of Mexico's two largest operators will result in one of the largest lotteries in the region.

The history of Spain's lottery, reflected

A new exhibition, co-hosted by SELAE, the Spanish National Lottery, and Agencia EFE, Spain's largest international news agency, seeks to cast the spotlight on 200 years of lottery history. The exhibition, entitled *History of the Lottery – A Mirror on Spanish Society*, showcases the integral part played by Spain's lottery in the country's development.

On October 21, Jesús Huerta, president of the Sociedad Estatal Loterías y Apuestas del Estado (SELAE) and EL representative on the WLA Executive Committee, opened a new exhibition entitled *Historia de la Lotería. Espejo de la sociedad española* (History of the Lottery – A Mirror on Spanish Society). Co-presented by SELAE and the EFE Agency, the exhibition comprises a photographic tour that highlights the close relationship between the Spanish people and their best-known and most traditional draw, which has been ongoing for over 200 years.

The photographs, which show a visual history of SELAE's milestones, were drawn from the EFE Agency's archives, and are on dis-



A photographic history of Spain's SELAE, highlights the close link between the National Lottery and the people of Spain.

play at the EFE museum. The EFE Agency itself has a long history with Spain, and celebrates its eightieth anniversary as a public agency this year.

During his opening presentation, Huerta expressed the sense of pride and celebration that the exhibition engenders in everyone within SELAE. He noted that the true protagonists of the history reflected in the photographs are the Spanish people, for whose benefit the lottery exists.

Huerta said: “The people have maintained the tradition of the draw as a mirror that reflects the changes made [by the lottery] over time. There are milestones in the history of the lottery that have accompanied changes in our society – the football “boom” of the 1940s, where it emerged as a major sport, sparked the emergence of the Quiniela (pools), while the National Lottery’s first

draw coincided with the Constitution of Cádiz, showing the union of our society around embracing the modern.”

He further stated that SELAE, throughout its history, has been centered on values of solidarity, sharing, tradition, and responsible play. The organization is committed to promoting responsible gaming, good practices, and ensuring that vulnerable groups are protected.

Since its foundation, SELAE has been committed to generating benefits for Spanish society, by providing social benefits to the people. As a result, lottery benefits are distributed through various social policies linked to the general state budgets. Through its sponsorship policy, the lottery contributes to cancer research, supports vulnerable groups, promotes culture, and collaborates in grassroots sport development. “All of

these represent initiatives and projects that make us grow and evolve as a society,” Huerta added, before offering thanks to the EFE Agency.

Thanks to the broad scope of the photographs, which have captured the last 80 years of SELAE’s history, visitors will be able to not only see the common elements and symbols they are used to, but also how these elements have evolved, much like gaming itself.

Fernando Garea, President of EFE, invited visitors to enjoy the exhibition and discover how, through EFE’s rich archives, they can see how the lottery is present for every stage of Spanish life.

The exhibition was on display at the EFE museum (Museo EFE, La Casa De Las Noticias) in Madrid, Spain, from October 21 through December 2, 2019.

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Luis Gama re-elected CIBELAE President

At the recent CIBELAE general assembly, held concurrently with the 17th CIBELAE Congress, in Costa Rica, incumbent President Luis Gama was re-elected to a fourth consecutive term. Gama, who is CEO of Dirección Nacional de Loterías y Quinielas, Uruguay, and CIBELAE representative on the WLA Executive Committee, will remain in office until the next CIBELAE general assembly in 2021.



Luis Gama, re-elected as CIBELAE President.

Together with the re-election of Luis Gama, the following people were appointed to CIBELAE's Executive Committee:

First Vice President

Gloriela del Río

Director, Lotería Nacional de Beneficencia de Panamá, Panama

Second Vice President

Ángel Sánchez Cánovas

Executive Director of Strategy, Business Marketing, and International Relations, ONCE, Spain

Secretary General

José Ortiz

President, Comisión Nacional de Juegos de Azar (CONAZJAR), Paraguay

Treasurer

Esmeralda Britton González

President, Junta de Protección Social, Costa Rica

Members

Jesús Huerta Almendro

President, Sociedad Estatal Loterías y Apuestas del Estado (SELAE)

Javier Milián

President, Lotería Nacional de Beneficencia de El Salvador, El Salvador

Rossio Pimentel

Executive Director, Lotería Nacional de Beneficencia y Salubridad, Bolivia

Gildardo Pérez

Manager, Lotería de Medellín, Colombia

Thierry Gabarret

CEO, La Pacifique des Jeux, Polynesia

Edmundo Martinho

President, Santa Casa da Misericórdia de Lisboa (SCML), Portugal

Carmanah Signs becomes WLA Gold Contributor



The World Lottery Association is pleased to announce that Carmanah Signs, a division of STRATACACHE, joined the ranks of the WLA Gold Contributors on October 1, 2019. Carmanah Signs has been a WLA Associate Member in good standing since joining the association in January 2012. Since then, they have actively participated in World Lottery Summit trade shows and have been present in many other WLA events. The company is an important supplier to the global lottery industry, and a valued member of the international lottery community.

Carmanah Signs is the Lottery & Gaming Division of STRATACACHE, a leading provider of intelligent digital media and in-store marketing technology. Serving 54 lottery customers on four continents, Carmanah Signs

and STRATACACHE together have over two million software activations and 155,000 wireless jackpot signs at retailers worldwide.

The company offers customers a variety of products and services that are designed to help optimize the lottery retail experience and increase sales. The company's offerings include digital signage content management and distribution software; media player and display hardware including ARM-based media players and interactive tablets; complete hosting, network monitoring, scheduling and other network operating services; content strategy and creation including hyper-localization; and specialized field services.

Upon becoming a WLA Gold Contributor, President and CEO of Carmanah Signs, Mr.

Cameron Waldie, stated, "Our global team is proud that Carmanah has become a WLA Gold Contributor. We have been active participants in WLA events for over ten years, and we highly value the WLA's service to the international lottery community. I look forward to expanding our partnership with WLA and collaborating on initiatives that benefit our lottery partners around the world."

WLA Executive Director, Luca Esposito, welcomed Carmanah Signs saying, "We are pleased to welcome Carmanah Signs as a Gold Contributor, reflecting the valuable contribution they have made to the global lottery sector over the years. The WLA has enjoyed their continued support, and we look forward to serving them as Gold Contributor in future."



Women in lottery leadership: The WILL to succeed

The Women's Initiative in Lottery Leadership (WILL) was conceived in December 2016 with the aim of advancing women into leadership positions in the lottery sector. Expanding its reach across the globe, WILL continues to go from strength to strength, creating a path for talented and passionate women professionals to realize their full potential.

The program was founded by WLA President and Tennessee Education Lottery Corporation President and CEO Rebecca Hargrove, as part of her lifelong commitment to nurturing new and unrecognized talent in the lottery industry. Its stated mission is to drive high-performance business growth by promoting the advancement of women into top lottery management positions.

Rebecca, a 34-year lottery-industry veteran, has served as the chief executive of four U.S.

lotteries: the Illinois Lottery; the Florida Lottery; the Georgia Lottery; and, since September 2003, the Tennessee Education Lottery Corporation. In addition to serving on the WLA Executive Committee for the past six years, she has served as President and/or Chair of all offices of the North American Association of State and Provincial Lotteries (NASPL), the U.S. Multi-State Lottery Association (MUSL), and President of AILE (International Association of State Lotteries). As such, she is well-versed in the issues and challenges

that professional women face. Rebecca remains one of the most respected, experienced, and admired leaders in the lottery industry today.

Speaking on the WILL program at the 2018 NASPL Professional Development Seminar in Orlando, Florida, Rebecca spoke of a tour of the English Parliament that she was fortunate enough to make. While on the tour, she noticed the following quote from Mary Wollstonecraft, the 18th century English writer, philosopher, and advocate

of women’s rights: “I do not wish women to have power over men, but to have power over themselves.” According to Rebecca, this dictum expresses the essence of WILL.

At a WILL kick-off meeting at the 2017 EL Convention in Krakow, Poland, Rebecca stated, “It is my goal for WILL to be an instrument of personal growth and development for women in our industry – to help them be the very best they can be. It is important that we unlock the brain trust and full capabilities of all, including women. It is vital that we clear a path for women in our industry, so that their contributions can be recognized and rewarded. This is the best strategy that I know to drive the lottery sector to be the most exciting success story of the future.”

When looking at the 149 lottery members of the WLA, there are a very small number of female CEOs and even fewer on the associate member side. (Associate members are

suppliers to the lottery industry.) The WILL leadership is therefore timely in its effort to achieve gender parity in the lottery sector, as there is still much work to be done.

Across all business sectors globally, women continue to make up less than 40 percent of the global labor force, and only 25 percent of management positions globally – while at the same time they are responsible for 75 percent of unpaid care work, according to the global management consulting firm, McKinsey and Company. For more than a decade McKinsey and Company has researched and reported on issues of gender diversity and has provided a fact base to support efforts by companies, governments, and social sector organizations to advance the cause of women in the workplace.

In their 2017 report, “Women Matter – Time to accelerate”, McKinsey establishes that although women make up half the world’s

population, they only contribute about 37 percent to the global GDP. McKinsey estimates that USD 12 trillion could be added to annual global GDP by 2025 if the gender gap is narrowed. This is about equivalent to the GDP of Japan, Germany, and the UK combined. According to McKinsey, the number of organizations that are taking the issue of gender seriously is increasing. These organizations have come to recognize that the pursuit of gender equality is both a moral and an economic imperative for success in the twenty-first century. The WILL initiative is proud to be part of this growing effort. It reflects the sincere desire of the world lottery community to achieve gender parity in the lottery sector globally.

The mentor program

The objective of the WILL mission is achieved primarily through mentorship. The purpose of the program is to establish mentoring relationships that provide women

Chair



Rebecca Hargrove

WLA President and President and CEO,
Tennessee Education Lottery Corporation
USA

Members



May Scheve Reardon

Executive Director
Missouri Lottery
USA



Stéphane Pallez

President and CEO
La Française des Jeux (FDJ)
France



Lynne Roiter

President and CEO
Loto-Québec
Canada



Rose Hudson

President and CEO
Louisiana Lottery Corporation
USA



Rhita Lahlou

Director of Communications
La Marocaine des Jeux et des Sports (MDJS)
Morocco



Sue van der Merwe

Managing Director of Lotteries and Keno
Tabcorp
Australia



United under a common cause: The Women's Initiative in Lottery Leadership is bringing the power of diversity to the global lottery sector by helping women in the industry rise to their fullest potential.

with the opportunity to realize both professional and personal development, as well as enable the lottery industry to strengthen women in leadership capabilities.

The mentor program was launched in July 2017 in Nashville, Tennessee, following the NASPL Professional Development Seminar. Professional men and women signed up to be mentors at that time. Mentors can be male or female – what matters most is that they care about having the brightest and best people working in the lottery industry. The initial web-based training session for these mentors was held on April 24 and May 1, 2018. The first mentors included such high-level lottery executives as Jim Kennedy, Chief Executive of the Lottery Group and Executive Vice President at Scientific Games, and Jennifer Westbury, Executive Vice President of Sales and Marketing at Pollard Banknote.

After the initial mentor training, the mentors were paired with their prospective protégés, or mentees. The mentor-mentee pairs were selected by Rebecca Hargrove, Chair of the WILL Board, along with Wanda Wilson, Chair of the WILL Curriculum Committee. Matches were sought that would bring people together who paired well owing to their skill sets and their personalities. The first actual mentoring programs began in June 2018. By the end of July 2018, 15 mentor pairs had been selected. The timeframe

for each mentoring program is nine months. Early in 2019, it was agreed to establish mentorship programs in Europe and in the Asia-Pacific region. By mid-2019, arrangements were being made to establish a mentorship program in Africa as well.

Regionalization

In an effort to push the WILL agenda globally, Rebecca Hargrove teamed up with

Stéphane Pallez, President and CEO of FDJ, France early on. As a seasoned professional woman, it was natural that Stéphane Pallez would join the WILL effort and carry the torch in Europe.

After graduating from the Institut d'Etudes Politiques de Paris and ENA, she began her career in 1984 at the French Treasury Department, where she held various posi-



Rebecca Hargrove, WILL Chair and WLA President, together with WILL board member Rose Hudson, President and CEO Louisiana Lottery Corporation at a WILL networking event in Nashville, Tennessee in July 2017.

tions until 2004. From 1988 until 1990 she served as Deputy Director on the board of the World Bank in Washington; from 1991 until 1993, she was an adviser on industrial matters to the French Minister of the Economy and Finance; from 1995 until 1998 she was responsible for the Insurance Division of France's Treasury Department; between 1998 and 2000, she was in charge of a portfolio of public shareholdings; and from 2000 until 2004 she was Head of European and International Affairs at the Treasury Department.

In 2004, Stéphane joined France Télécom/Orange as Deputy CFO and in July 2011 she became President and CEO of Caisse Centrale de Réassurance. At the same time, she held mandates as Board Member at some of France's leading companies, including CNP Assurances, GDF Suez (now ENGIE), and Eurazeo. In 2014, Stéphane was appointed President and CEO of FDJ and in 2015 she became a member of the WLA Executive Committee. She also serves on the executive committee of the European Lottery Associations (EL) as first Vice President.

Throughout her professional career, Stéphane has worked to overcome bias and help organizations to become more diversified. She believes that diversity fits naturally with the values of the lottery sector and that it is an important factor in driving innovation. Together, Stéphane and Rebecca decided to institute WILL networking events in conjunction with lottery seminars and conventions around the globe. The first major WILL networking event was held at the EL Congress in Krakow, Poland in June 2017. Through Stéphane's impetus, the EL got behind the WILL initiative and began structuring an action plan. The EL executive committee set a budget aside for WILL events and the development of their own mentoring program.

WILL governance

WILL is governed by a Board of Directors comprising lottery CEOs and high-level lottery executives from around the world. The members of the WILL board are listed in the organizational chart on page 12. The Board is the main decision-making body for WILL worldwide. The leadership of WILL is dedicated to strategic initiatives for modernizing and sustaining the global lottery sector.

The WILL program was launched in partnership with Paul and Susan Jason of the Public Gaming Research Institute (PGRI), and has since been administered by them. Along with the regional lottery associations and the WLA, PGRI has organized events and promoted WILL in the media. As the program expands globally, the individual regional associations involved in the project, such as the EL, will assume the administration in their respective regions.

WILL events

WILL has held a number of events that are boosting the community and creating opportunities to enhance the Initiative. Since being founded in 2016, around 15 WILL events and meetings have been held across the globe with a total attendance of more than 1,000 participants. The most recent WILL Educational Seminar was held October 30, 2019 in New York City in conjunction with the PGRI Lottery Expo. Further WILL events for 2020 are in the making. For all the latest on the WILL program and events, please refer to the official WILL website at www.womeninlotteryleadership.com.

PGRI and Women's Initiative in Lottery Leadership



PGRI's Susan and Paul Jason.

PGRI (Public Gaming Research Institute) began 48 years ago as an agent of advocacy for the government lotteries in the United States. The global industry has grown exponentially since then, and PGRI continues in its mission to serve in whatever ways it can. When Rebecca Hargrove identified a need to organize efforts to support the advancement of women and diversity in the workplace, she asked Susan and Paul Jason to help in the promotion and administration of

the initiative. Of course, the co-CEOs of PGRI are pleased and honored to help in whatever ways they are able. WILL has now been formally established as a non-profit company with Susan Jason as Secretary.

PGRI deploys its media resources to support WILL in a variety of ways. The print magazine (Public Gaming International Magazine) and PGRI news website (PublicGaming.com) feature articles written by Rebecca Hargrove (chair of WILL) and others who are working to shape a workplace that embraces the talent, energy, and vision of women, and remove obstacles to the goal of advancement of women into leadership roles. PGRI coordinates half-day WILL Seminars to educate, train, empower, and inspire women and men to lead their enterprises towards maximum productivity and effectiveness through diversity in the workplace. The WILL website (womeninlotteryleadership.com) is the go-to resource for all WILL-

related information, initiatives, seminars, and mentoring programs.

Many women-in-leadership issues are universal and have the attention of a broad global audience from numerous industries. WILL Seminars include speakers from outside the government-gaming industry to bring that universal perspective, but fundamental to WILL, is its focus on women in the lottery industry. This focus is evident in the content of its articles and seminars, and the mentorship programs that connect women and men within the government-gaming industry. PGRI has always been about service to the global industry of government gaming, and WILL is the most vital initiative we have ever undertaken. You are all welcomed to join us in our efforts to forge a pathway forward that benefits women, men, and the enterprises they serve. Please visit womeninlotteryleadership.com and e-mail sjason@publicgaming.com if you have questions or want to know more about WILL.



WILL's mission and vision are enhanced through various networking events that take place in conjunction with lottery-industry seminars and conventions around the globe.

The WILL mentorship program: A success story

The WILL mentorship program saw its first group of 15 mentees “graduate” from their mentoring with great success. We heard from two participants who both derived considerable benefit from their mentor-mentee relationship.



WLA President and WILL Chair, Rebecca Hargrove, speaking to Sarah Taylor (mentor), Executive Director of the Hoosier Lottery, and Ryann Petit-Frere (mentee), Marketing Manager at IGT.

Since its launch in 2017, the Women’s Initiative in Lottery Leadership (WILL) has made great strides in helping women in the lottery industry grow and advance their careers. The first mentorship program commenced in July 2018, with 15 mentor-mentee pairs set to work together over the coming nine months. One of these pairs comprised Sarah Taylor, Executive Director of the Hoosier Lottery in the mentor role, and Ryann Petit-Frere, Marketing Manager at IGT in the mentee role. Recently, WLA President and WILL Chair, Rebecca Hargrove, spoke with both women about the experience.

As explained by Ms. Hargrove, the WILL program invited leaders in the lottery industry in North America to volunteer for the mentorship program and invited applications from those wanting to be mentored. Ms. Hargrove and Wanda Wilson, Chair of the WILL Curriculum Committee, selected the pairings for the first program. The pairings were based on who showed potential to work well together, taking into account skill

sets, experience and personalities. Sarah Taylor and Ryann Petit-Frere were one resulting pair and, in Ms. Hargrove’s opinion, were a “perfect match”.

During the discussion, Sarah and Ryann outlined their approach to working together. Initially, they began with email communication to establish what each of them wanted to accomplish through the program. From there, it grew organically into something that, according to Ryann, was greater than either of them expected.

The guidelines provided by the WILL program set the parameters for the mentorship. It is then up to the mentee to identify her personal goals and up to both participants to develop a timeline. Sarah noted that it was good to have those “guard-rails” up front, and that knowing what Ryann’s goals were helped guide their objectives.

Sarah explained that based on the mentor-mentee relationship between her own Chief

of Staff, Carrie Stroud, and Jim Kennedy, Executive Vice President, Group Chief Executive, Lottery for Scientific Games, they set out to put something together for themselves. Mr. Kennedy and Ms. Stroud worked through a management leadership book together, and while Sarah and Ryann didn’t feel the same book was right for them, the idea was sound. To find the right book to base their work together on, Sarah asked several young women, recently out of college, for recommendations. As a result, they settled on the book, *How Women Rise: Break the 12 Habits Holding You Back from Your Next Raise, Promotion, or Job*, by Sally Helgesen and Marshall Goldsmith.

In this book, the authors lay out and discuss the varied roadblocks that women face in the workplace while advancing their careers. They aim to highlight the mistakes and self-limiting behaviors women experience, and help them self-correct. By working through the book, Sarah and Ryann wanted to identify characteristics they saw repeated through

various women-in-leadership programs and where they could improve upon them. In the process, both women discovered they identified with several self-limiting characteristics.

According to Ryann, the book provided a catalyst for the two women to share their vulnerabilities. "Initially, we thought we would have to come together and have a conversation about a particular career path, and that Sarah would initially provide direction, clarity, and perhaps some coaching on building relationships. What it very quickly turned into was this self-exposure to who we are as professionals and working on our own development. Using the book to compare and contrast our self-limiting characteristics, and sharing that with each other was actually what I called "The Sarah Taylor 101s."

Of concern to many who are considering joining the program, is the amount of time it will require. Ms. Hargrove asked Sarah and Ryann how much time they found them-

selves spending on mentoring. Neither found it too demanding, time-wise. As Ryann explained, the guidelines provided by WILL recommend two hours per month. What they experienced, however, was that it became more organic, using time and methods that were convenient for both; ad hoc telephone calls, text messaging, and meeting whenever it worked for them. Sarah added that she enjoyed the time spent together so much that she wanted the relationship to continue.

As a successful example of the program, Ms. Hargrove wanted to know what they wished they knew before joining the program that could allay the concerns of others considering participation. Ryann responded that they received great guidelines to facilitate the relationship, but that the best thing that came out of it was defining the parameters that worked for their unique circumstances. The two women have developed a strong relationship that is mutually beneficial. Despite the program only lasting six months, they will remain friends.

Sarah added that Ryann is an excellent communicator and is very disciplined, which made the program an experience to look forward to. She also noted that Ryann was from the vendor side and she is from the government side, yet, despite being from different sectors of the industry, it still worked well. "You don't have to think that your mentor has to be from a part of the lottery industry that is identical to yours. There is still a lot to learn from each other," she added.

Both agreed that the key to the success of the program was defining clear goals and setting out a path that worked for them. They centered the relationship around a route suitable to their personalities and their mutual love of reading.

Following the successes of the program in North America to date, WILL is establishing mentorship programs in Europe and Asia-Pacific, as well as laying the groundwork for the program in Africa.

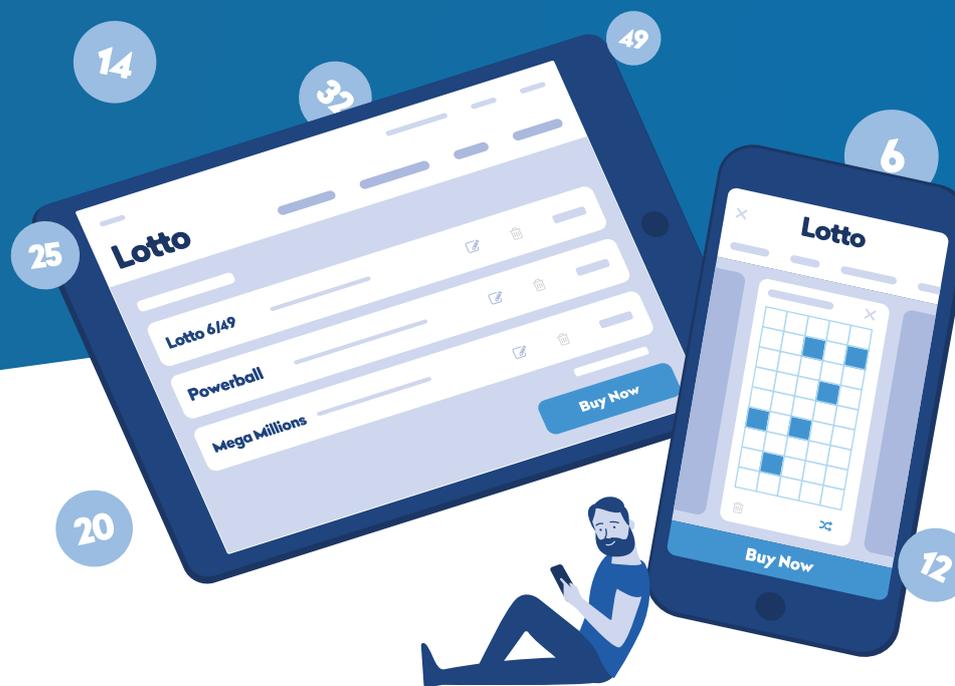
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The WILL Mentoring Pilot Program in Europe

Following the successful founding of the Women's Initiative in Lottery Leadership, the program is now being adopted globally throughout the lottery sector. The European Lotteries, in particular, have made strides in advancing women into leadership positions in the lottery sector, through their mentorship program.

Following the conception of the Women's Initiative in Lottery Leadership (WILL) in 2016, Rebecca Hargrove – WILL founder, WLA President, and Tennessee Education Lottery Corporation President and CEO – teamed up with Stéphane Pallez – President and CEO of FDJ and European Lotteries (EL) First Vice President – to promote the program globally.

As early adopters, the EL Executive Committee soon endorsed the initiative's expansion at a European level, with the first announcement taking place at the EL Congress in Krakow in 2017. Just one year later, at the 10th EL Congress in Antwerp, Stéphane Pallez officially announced the WILL Mentoring Pilot Program in Europe.

The program's mission is twofold: to create new opportunities for junior and mid-level women in the EL membership; and to drive high-performance business growth through supporting the advancement of women into positions of lottery management, leadership and responsibility in Europe. Taking place over six months, starting from Autumn 2019, the pilot pairs six duos, comprising



a mentor and a mentee. The pairings were selected by the EL Deputy Director.

Through the development of these relationships, mentors and mentees will be able to realize both professional and personal development, while enabling the lottery industry to strengthen women in leadership capabilities. They will have the opportunity to transfer knowledge and experience, and to give career guidance and development.

posed to new ideas and perspectives from a more junior colleague at a lottery in a different country, widen their network, and share insights. The mentee and mentor will be jointly responsible for driving their relationship, identifying goals, seeking or offering feedback, allocating appropriate time and energy, having reasonable expectations, and respecting confidentiality.

The selected duos will meet for one hour per month via video conference or phone, and will complete a full-day company visit to the mentor's lottery, travelling on an EL scholarship. Participation in this program is an ideal opportunity to increase knowledge and understanding of the wider lottery industry, as well as honing more granular skills and knowledge, including markets, products, sectors, roles and customers in the lottery world.

The pilot program will run for six months. The EL expects to receive feedback from the duos and report on the success of the program during Spring 2020. The next series of mentorships, starting in Autumn 2020, are expected to follow on the heels of a successful pilot program.



Stéphane Pallez, WILL board member and President and CEO La Française des Jeux, France, and Jutta Buyse, Deputy Secretary General of the European Lottery Association announce the launching of WILL Europe's Mentoring Pilot Program at the tenth EL Congress in Antwerp, Belgium.

The **mentee**, a junior to mid-level candidate, can expect to receive advice and insight from their mentor. They will have the opportunity to share new ideas and projects, develop and improve their communication skills, access new networks, and learn from a senior person about a lottery in another country.

The **mentor**, an experienced executive, gains an opportunity to refine their coaching and leadership skills, be ex-

WILL: Embracing a diverse and inclusive business culture

With the culturally heterogeneous character of the world lottery community, diversity is inherent to its nature. It is what unifies the WLA as an association behind its universal mission of raising funds for good causes. However, a need to transform the business culture of the lottery sector has been apparent, in order to achieve a more balanced leadership profile. The Women's Initiative in Lottery Leadership (WILL) was founded in 2016 with this objective in mind. Three years down the road, WILL is paving the way for women professionals to secure top-level positions in the lottery industry. The WILL initiative is a celebration and confirmation of the WLA's commitment to diversity, integrity, and inclusion. As the WILL initiative goes global, the number of women that have profited continues to grow. And the progressive course of gender diversity that the WILL initiative embraces will eventually create a new reality for the lottery sector. We spoke to some of those individuals who make up the heart and soul of the WILL initiative – from members of WILL's governing body, to WILL mentors and their protégés – about diversity and what the WILL initiative means to them, their organizations, and to the lottery sector as a whole.

Rebecca Hargrove, President of the World Lottery Association and President and CEO of the Tennessee Education Lottery Corporation

More than luck: The lottery industry is ripe for women

Rebecca has served in leadership roles in the lottery industry for more than 30 years, including as Chief Executive of the Illinois, Florida, Georgia, and Tennessee lotteries. In three of those four states she led the start-up and remains one of the most respected, experienced leaders in the field.

“When I was growing up, my mother told me I could be anything I wanted to be as long as I did my best. I've always held onto that simple philosophy, and it has served me well.

Becoming the first female President of the World Lottery Association was certainly not on my radar when graduating from college, nor was developing a career in

the lottery industry. After I left television to become Director of the Illinois Lottery, I quickly found the business to be exciting, fascinating and challenging – but I also realized I was a minority. There were two other female Directors at the time and few women in leadership positions.

A lot has changed since then. Currently 20 percent of U.S. lotteries are led by females, which has opened the door for many more rising stars to be at a senior level.

Today's lottery world is fast-moving and ever-evolving. It's a dynamic industry that provides fun for players and billions for good causes. However, when most people hear “lottery,” they think of mega-jackpots – not how games are designed, managed and marketed. They might not realize the

financial, legal, and technical disciplines necessary to run a lottery. Thus, there is a huge variety of professional opportunities.



That was one of the driving forces when I founded the Women's Initiative in Lottery Leadership (WILL). The program's objective is to pave a path to leadership for talented women. WILL was designed as a mentor/mentee training program, allowing women to strengthen their leadership skills and reach their full potential by working closely with leaders – both male and female – in the industry.

This kind of collaboration is just one way change will continue to occur and women will continue to grow into leadership roles. That, and being the best they can be.

Stéphane Pallez, President and CEO, of La Française des Jeux, the French National Lottery



The world is changing, and lotteries play their role.

The need for business culture to evolve towards more gender diversity, enabling women to be at the forefront of the economic and social scene, has become obvious for most companies.

“ Lotteries, like FDJ, can be part of that change and make a big difference for women in many fields where they are not visible enough, allowing them to assume higher re-

sponsibility based on their abilities and to be fairly rewarded for their contributions.

First, in the company we focus on gender diversity and equality to attract and promote the best talents. Specifically, FDJ wants to attract qualified women to technological jobs and make them visible inside and outside the company. This is a virtuous circle logic: the more we see women in such functions, the more obvious it is for qualified women to apply to these positions.

Secondly, as a big sponsor of sport, FDJ has decided to use its investment to promote women in this field where men are much more visible and rewarded than women. We even sponsor a training program for high potential women enabling them to apply to top positions.

Thirdly, I am personally concerned about the potential inequality of women in entrepreneurship and their access to financing, for example in relation to

Sue van der Merwe, Managing Director Lotteries and Keno, Tabcorp, Australia

The power of words – believe in dreams!

“ In the documentary movie “What the Bleep do we Know” the concept of the ability of the power of our thoughts to influence reality is explored. It’s a fascinating idea and one that I have a great interest in.

Thousands of years ago someone had a dream, a dream to create a new industry that would raise funds for good causes. Today that fundamental concept remains true, the global lottery industry raises billions of dollars across the world and the people that work in it are driven by a desire to positively influence reality – other people’s – through life changing wins and returns to good causes.

As a child, my father wouldn’t accept second best from me; “there’s no such word as can’t” he would say as he pushed me, an extremely shy girl, to stretch myself. And my paternal grandmother, a strong and determined woman, preached a mantra of “mind over matter”. It would be many years later that this would finally resonate with me, as I fully understood the power of the mind and words in influencing how one approaches the world. I never saw myself as different, despite being promoted to a senior leadership role at 31 years of age and being the

only female in the executive team. I was always treated the same as my three brothers, expected to work hard and succeed through doing my best. I was taught resilience and self-belief. Now as the Managing Director Lotteries and Keno for Tabcorp, a world-class diversified gambling entertainment group and an ASX50 company; Chair of the Asia Pacific Lottery Association; and, a member of the World Lottery



Association Executive Committee, I am in a position to influence through my own words.

I believe the lottery industry is united by a common set of values around integrity, a desire to contribute positively to the world and a passion for inspiring dreams and building iconic brands that live in the hearts and minds of the communities in which they thrive. It’s a somewhat unique industry with global connections and a collaborative and collegiate way of working across the world.

After 29 years in the industry my passion is as strong as ever and the many lucky prize winners I have met over the years and the families and organizations I have seen first-hand benefit from funds raised,

keep that fire burning. Lotteries gets into the blood and then you’re smitten! The lottery industry is a dynamic, high activity industry with a wide spread impact across thousands of small business retailers and an enviable reach into the population with around 50% of Australian adults participating in a year.

And the latest venture that I am thrilled to be a part of is the Women’s Initiative in Lottery Leadership (WILL) – an initiative aimed at helping to support women in the industry to develop into leadership roles. Backed by a number of influential senior executives from multiple countries, this initiative will be a key enabler in creating a positive reality for young women. The power of collective minds will create a new future, a new reality for this wonderful, sustainable industry for decades to come.

Sue has played an integral role in the successful development of the Australian lottery industry to a AUD 5 billion plus sales turnover industry. She is responsible for one of the world’s most complex lotteries operating across seven of the eight Australian jurisdictions. She was inducted into the PGRI Lottery Industry Hall of Fame in 2016, recognizing her contribution to world lottery excellence and integrity.



venture capital funding. Therefore, together with other prominent women, I launched the SISTAS initiative to attract the attention and action of investor ecosystems, to encourage investment funds in particular to finance more companies created by women.

Pursuing these progressive initiatives, I am confident that gender will stop being an obstacle in a near future. So be confident in your own talents and capabilities and take your chance!



Rose J. Hudson, President and CEO, Louisiana Lottery Corporation, USA

“ The Women’s Initiative in Lottery Leadership (WILL) is about inclusiveness – ALL of us working together to help fellow colleagues to succeed and making sure the door is wide open for women to move into positions of responsibility and influence. My aspiration is that WILL, will be a catalyst to our industry’s embracing diversity and inclusion at every level, whether that be gender, race, religious beliefs or sexual orientation – because research indicates our success as an industry is indeed linked to it!



By 2027, it is estimated that 60 percent of the U.S. labor force will be comprised of women and minorities. By 2050, there will be NO racial or ethnic majority in the U.S. As businesses, how can we craft products for and market them to such a complex consumer base without a shared understanding of what matters to them?

A 2015 McKinsey & Company report found that companies in the top quartile for racial and ethnic diversity to be 35 percent more likely to have financial returns above their respective national industry medians. Those with gender diversity at the executive level, were 15 percent more likely to experience above-average profitability.

When our workforce is a reflection of the communities we serve, our business benefits from *new perspectives and fresh ideas, which drive creativity and spur innovation*. What’s more, when a company values diversity and actively seeks collective input across the organization, *employee morale is boosted, productivity increases and turnover decreases*.

We clearly have so much to gain from embracing diversity and encouraging inclusivity. Industry initiatives like WILL is, will support us in such efforts.



Connie Laverty, lottery industry veteran and former Senior Vice President and Chief Marketing Officer for IGT

“No one can make you feel inferior without your consent.”

“ When I first heard Eleanor Roosevelt’s words, I was working in an industry that I loved ... *that I still love*.

In the early 80s, the New York Lottery senior staff was entirely male, except for me. The industry itself was heavily male. But I always believed to my core that being a woman did not impact my career, albeit it was a constant challenge and delicate balancing act to meet the needs of a young family along with devoting the hours necessary to be successful. However, other competent women colleagues across the industry often felt differently and expressed having different experiences.

While our industry was somewhat more balanced by 2017, with female senior leadership having grown in global lotteries and, to a lesser extent, within our vendor partner community, it still remained skewed.

The Women’s Initiative in Lottery Leadership (WILL) was founded expressly to transform the industry culture to achieve a more balanced industry leadership profile. Our goal was to pave the path for the largest number of deserving women

to become Senior Leader/CEOs.

Why? Because *leadership ability is not gender-exclusive*.

And *research has shown that diversity*

in senior leadership drives superior results. Great leaders inspire people to have confidence in themselves. Leaders like our WLA President, who originally conceived of WILL, epitomize great leadership, effectively modeling the way for future female senior leaders.



May Scheve, Executive Director, Missouri Lottery, USA

“ Ten years ago, I became the first woman to serve as executive director of the Missouri Lottery. Early in my lottery career, I was surprised at how few women there were in state lottery leadership positions (including my own state), as well as in our vendor community. One of my first priorities was to find mentors to help me understand this business. One of those mentors was Rebecca Hargrove, who provides an excellent example for all of us regarding the power of organizational diversity, both sex and race.

In the last ten years, the number of female directors and mentors has increased, but the advancement of more women

in top positions in lottery leadership must remain a top priority for our industry. The Women’s Initiative in

Lottery Leadership program will help make that

a reality, but not without continued support from all lotteries and our vendor partners.



Jennifer Westbury, Executive Vice President, Sales and Customer Development, Pollard Banknote Limited

“ As an industry, we have all benefited from Rebecca Hargrove’s persistence in creating opportunities for women in lottery leadership roles. She has shone a bright light of attention on the need to create more opportunities for advancement for women, and to extend this effort to all underrepresented communities. The WILL mentorship program is a critical tool to close the gender gap in our industry and prepare women to take on leadership roles. Although we lack data specific to lottery, we know that, in general, women are entering the workforce and moving up the lower rungs of the ladder at comparable rates to men, but that progression falls off dramatically as they approach the upper echelons of the corporate ladder. At S&P 1500 firms, for example, women make up only 6% of CEOs and the problem is exacerbated in tech companies.¹

Our challenge is clear – we must work collectively to unlock pathways to leadership for women and other minorities so that our industry can continue to tackle the coming challenges with new and creative perspectives. We know that mentorship can help people develop strategies for success throughout their career. WILL has provided a mentorship program that builds structure to help us do that in the lottery industry, and we are grateful to Rebecca for her leadership on this.”



¹ Source: Goldman Sachs Global Market Institute. <https://www.goldmansachs.com/insights/pages/gmi-gender-gaps.html>.

Rhita Lahlou, Director of Communication for la Marocaine des Jeux et des Sports (MDJS)

“ The Women’s Initiative in Lottery Leadership (WILL) is an ambitious and supportive program that will provide tools and inspire women in their career development to drive themselves to all levels and meet their personal and professional ambitions.

The launch of WILL Africa during the African Lotteries Association (ALA) congress last July in Casablanca, acknowledges ALA’s awareness of the challenges related to the need to strengthen women’s leadership on the African continent. Being associated with this initiative is an honor and a real challenge.

The challenges that the African continent is facing offer opportunities for women to emerge. The African economy relies heavily on women. They play a crucial role in the emergence and development of the African continent.

Nearly 27% of African women are entrepreneurs, the highest rate in the world. This entrepreneurial boldness of women represents an extraordinary potential for the economic development of Africa.

Following on WILL’s path, WILL Africa will enable women in Africa to develop their talents and progress through mutual help and peer support, and to build their skills, self-confidence and leadership.

WILL Africa is fortunate to have the support of Ms. Rebecca Paul Hargrove, founder and President of WILL, to provide the opportunity to its members to achieve their full potential and aspirations, and to become role models themselves.”



Wendy Montgomery, IGT Senior Vice President Global Brand, Marketing, and Communications, and executive sponsor of WIN, IGT’s Women’s Inclusion Network

“ Having worked in the lottery industry for 15 years now, previously at the Ontario Lottery and Gaming Corporation (OLG), I fully recognize the need to support women’s advancement into leadership positions, and I think it’s important for women who are leaders to lean-in to diversity initiatives like the Women’s Initiative in Lottery Leadership (WILL). When I started a women’s initiative at OLG as part of the Lottery’s commitment to diversity and inclusion, our efforts were focused in that geographic area. Since then I’ve served as a mentor at IGT and I’m currently mentoring someone in the industry as part of the WILL initiative. Given this perspective, I appreciate how WILL provides the opportunity for all of us in lottery-leadership positions to come together and make a greater impact across the whole industry, beyond any individual region, lottery, or vendor organization.

Many of us coming together through WILL creates a support network that champions women in a variety of ways. For example, the receptions hosted by WILL at industry events are becoming a great tradition not only for networking but also for celebrating achievements, and WILL seminars are a unique opportunity to hear and learn from other leaders. WILL is also a catalyst for men and women who are leaders today to act as a unified force in championing a diverse mandate, which is critical to the future of our industry. At IGT we have a mantra – One IGT – to celebrate unity in diversity. I think that’s important. Bringing together people who have diverse identities makes us stronger and makes us better prepared to serve diverse player groups around the world. The networking, mentoring, and professional development that happen through WILL help to bring greater visibility and staying power to this effort.”



Jutta Buyse, Deputy Secretary General, The European Lotteries

“ After ten years at The European Lotteries (EL), I am extremely proud to be part of this pioneering initiative for professional women in the lottery sector. Thanks to the commitment and determination of its founder, Rebecca Hargrove, and of Stéphane Pallez, CEO of La Française des Jeux and EL First Vice President, the Women’s Initiative in Lottery Leadership (WILL) has advanced globally. Led by Ms. Pallez, the champion for WILL in Europe, and endorsed by our Executive Committee, EL is honored to lead its first-ever pilot mentoring program, which kicks off this Autumn.

This is an exciting time for the Association. We have the opportunity to support the advancement of women across the EL membership into positions of lottery management, leadership, and responsibility in Europe. Expanding networks and providing such opportunities is an important step for emerging female leaders. It is particularly exciting to bring the mentees together with mentors who are based in a different country, with different backgrounds, languages and cultures. I am excited to see what we can learn during this pilot program about how WILL can be successful in Europe and look forward to the months and years ahead. ”



Carrie Stroud, Chief of Staff, Hoosier Lottery, Indiana, USA

“ It was my honor to participate in the inaugural mentor program of the Women’s Initiative in Lottery Leadership (WILL). As a person who started her career as a CPA in what was then a male-centric industry, I’ve been aware of the need to promote the development of women into leadership positions for many years. WILL’s mission to drive growth in the lottery industry by supporting the advancement of women into leadership and positions of responsibility strongly mirrors my beliefs. The creation of WILL allows women in the industry a safe place to communicate, ask questions, interact, and grow! I feel that a beneficial piece of the WILL mentor program is the proactive search

for men in the industry to serve as mentors. While the goal is to help in the advancement of women, the reality is that men still hold many of the executive positions in the industry. This provides an opportunity for learning. Great leadership isn’t limited to males or females – it’s the person that makes the leader. Providing any person the chance to learn those qualities from someone with experience and the willingness to teach and inspire others can only help the lottery industry as a whole. Our collective goal is to maximize revenues for the good causes that we support. Training up strong leaders ensures that our goals will be met, into the future. ”

Jennifer Seymour, Vice President Central System and Back-Office Applications, IGT

“ The Women’s Initiative in Lottery Leadership (WILL) marks an important milestone in the lottery industry for me personally. Joining the industry in 1987, during the start-up of the Florida Lottery, I have a real appreciation for our industry’s history and day-to-day challenges – but moreover, for the challenges that lottery women face. WILL offers an inclusive forum in which women can learn and share their experiences to strengthen their potential to become leaders in our beloved industry.

For me, participating in the WILL mentor program is both a privilege and a responsibility. I was blessed with excep-

tional mentors, both men and women, who offered wise guidance throughout my career journey. I am passionate about helping other women, particularly younger women that have their whole careers in front of them to navigate the business challenges that will surely come. WILL mentees are bright, ambitious women, who are hungry for positions of responsibility and influence; they need only a little guidance to steer them in the right direction. The WILL mentor program provided a rewarding opportunity for me to cultivate a relationship with a very smart, aspiring woman. ”



Maria Stergiou, Group Chief Sales and Operations Officer, INTRALOT

“ INTRALOT’s success is built on the foundation of great people. To achieve that, we have a diverse and inclusive culture that is based on merit. This diverse workforce provides the thinking power behind INTRALOT’s strive for con-

tinuous innovation and success – in our company DNA, our products, our code of conduct. As a natural consequence of that, women are a strong part of our worldwide team, and in key leadership positions.

Myself as one of them, I invest in growing talent, building on diversity with passion, inspiring and empowering to realize maximum potential for each one of us and as a successful team globally. ”



Nakia Raleigh, Director of Gaming and Software Systems, Tennessee Education Lottery Corporation

“ The notion of women being in leadership positions has always been intriguing to me. Not only because I work for a multi-billion-dollar organization where there is a woman at the helm but, also because I believe that it is necessary in this day and time. The idea behind the Women’s Initiative in Lottery Leadership (WILL) mentorship program was nothing less than remarkable. The program provided

clarity in an otherwise murky outlook on the possibilities in the lottery industry for women. Being strategically paired with an established female professional in the same industry provided significant insight into my field as a lottery professional. Having a conversation about day-to-day happenings with a mentor who understands, and probably has had some of the same experiences, was helpful in so many ways. The advice given was very

specific to the industry and it provided direction that I didn’t realize I needed. The program was well balanced and it was just enough as to where you did not feel overwhelmed by it. In general, I think you get out of anything exactly what you put into it and with that in mind I advise anyone who is provided an opportunity to be a part of WILL mentorship program to accept and sign up immediately. ”

Jennifer Welshons, Senior Vice President, Marketing & Insights for Scientific Games

“ Creating a top-notch cross-functional team of marketing and insights professionals means everyone on your team, can’t look alike, think alike, or have the same background or skill set. This means assembling a diversity of people. Diverse groups lead to diverse thoughts, which lead to innovation. As creators of gaming entertainment, we also know that the success of our products depends upon reaching people who may be very different from us. We have to embody empathy in order to connect with many segments of consumers, and that requires significant diversity on our teams.

But recognition of diversity within Scientific Games is only part of the equa-

tion. To be truly successful, our industry must value and embrace everything that diversity embodies. This is why initiatives such as Women in Lottery Leadership (WILL) are so important. WILL is paving the way for both men and women to engage in meaningful conversations around the future of our industry. We are being strategic in delivering the vision of who is at the decision-making table, and what unique talents they bring to help drive lottery innovation and profits.

Recent research shows us that having women in the C-Suite can significantly increase net margins. As an example, a

survey of nearly 22,000 companies in 91 countries from the Peterson Institute for International Economics found that a profitable firm where 30% of leaders are women could expect to add more than 1 percentage point to its net margin compared with an otherwise similar firm with no female leaders. The report notes that by way of comparison, the typical profitable firm in the sample had a net profit margin of 6.4%, so a 1 percentage point increase represents a 15% boost to profitability. I think this speaks directly to why women in the lottery industry must be promoted and supported as leaders. ”



Lynne Roiter, President and CEO, Loto-Québec, Canada

“ Loto-Québec is celebrating its fiftieth anniversary this December. In its early years it offered only traditional lottery product (draw and instant games); being one of the first company in the world to establish a terminal-based retail sales network.

Over the years our activities have expanded to include sports betting, televised games, full-service casino complexes gaming halls, lottery video, network bingo and online gaming. I am proud



of how far the company has come and to have been part of its evolution for the past 35 years.

I have seen the Loto-Québec grow from about 300 employees of which only some 10 were professional women to 6,000 employees. Women here play an important leadership role: 7 of the 11 Board members are women; when I joined the Senior management team I was the only woman, now there is parity; as well, and more importantly for Loto-Québec’s future, a very significant percentage of our management and professional positions are held by women.

As you can see, diversity has played an important role in the growth of Loto-Québec. Seeing the impact it has on the organization is one of several reasons why I wholeheartedly support the Women’s Initiative in Lottery Leadership (WILL).

I am honored to be on the WILL Board of Directors, working alongside WLA President Rebecca Hargrove, as I believe young talented professionals, regardless of gender, should have a clear shot at top management positions; that diversity, in all its forms, is the key to success, and the future of our lottery industry. ”

11:51

GONE DIGITAL? WHAT'S NEXT?



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New Hampshire State House: Lottery officials crafted sports betting legislation.



Making the law

Since the repeal of PASPA in 2018, US lotteries are moving to roll out sports betting operations. But first they will need to help craft the legislation to make it possible.

New Hampshire will become the third US lottery to roll out its own sports betting operation, when it follows the launches of Delaware and Oregon in early 2020.

The US betting, gaming and lottery market is regulated by state governments – rather than on a federal level. Between them, Delaware, Oregon, and New Hampshire are laying down different templates outlining how US lotteries can approach sports betting as it is rolled out across the US.

New Hampshire Lottery chief executive officer Charles McIntyre tells us: “We took a lot of what we considered best practices from other states’ existing legislation when we crafted the New Hampshire sports betting legislation.”

“The directors of the Delaware and Oregon Lotteries are friends of mine. I speak to both of them regularly. They have been doing this

a long time, so I have been in touch with both of them to ask their advice.”

Since the US Supreme Court repealed the legislation that barred sports betting in most US states (the Professional and Amateur Sports Protection Act of 1992, or PASPA as it is known) in May 2018, 11 US states have rolled out sports betting. That number is increasing on an almost-monthly basis as states pass the legislation and regulations needed to enable the new activity.

The road to sports betting

Activate, a consulting firm in sports, media and technology, predicts that annual sports betting revenue might exceed USD 130 billion by 2023¹ as more and more states move towards legalization. (See graphic page 27.)

According to Activate, the only barriers to achieving this sum will be regulations. Does

the state legalize mobile betting? What are the tax rates? And can customers bet in-play (during a game)?

Those with more liberal regulatory regimes have flourished. Revenue from sports betting in New Jersey, for example, is fast catching up with Nevada, which was exempted under PASPA and has been accepting bets for years. The main reason is that customers can register and bet on their mobile phones, whereas citizens of Nevada need to go to a casino to register before they can use their betting apps.

Seventy-four per cent of the bets wagered in New Jersey’s first year of operation were placed online and yet states such as Mississippi have chosen to launch with sports betting restricted to its land-based casinos.

Thus far, most state regulatory bodies have granted sports betting operating licenses ex-

clusively to the land-based casinos that operate in their states. Delaware, Oregon, and New Hampshire are the exceptions and have shown what a US lottery doing sports betting can look like.

Designing the legislation

New Hampshire lawmakers asked the state lottery to draft a sports betting bill, when they were discussing the legislation. McIntyre estimates that 90 per cent of the resulting law was drafted by him and his colleagues.

“I am staff for the state,” explains McIntyre. “I am a member of the senior executive team for the Governor but I’m staff. I don’t make more money if we do sports betting – or not. I hope they look upon us as resources for the best interests of the state, because there’s no commercial interests for us to launch sports betting. There is a belief that if you want to do it, then this is the best way. That’s the way we thought about it when we presented the legislation.”

Governor Chris Sununu signed legislation in July authorizing the New Hampshire Lottery to conduct sports betting, which will be allowed through as many as 10 physical

sports book locations, and as many as five online sports books.

The law creates a Division of Sports Wagering within the New Hampshire Lottery to oversee sports betting. The legislation prohibits any wagering on New Hampshire college teams or any college games taking place in the Granite State.

Five out of nine New Hampshire cities voted in November to allow the operation of physical sports book retail locations within their communities, while several towns will vote on the same proposal between March and April next year. It is yet to be determined what form these retail locations will take.

“We don’t know what they’re going to look like yet and we don’t even know what they are going to be yet. We have some rough ideas but nothing is set in stone,” says McIntyre.

When it comes to the mobile product. There is no requirement for in-person registration, like in Nevada. That means anyone within the state can download an app and begin betting as soon as their identity is verified. In-play betting is limited to online.



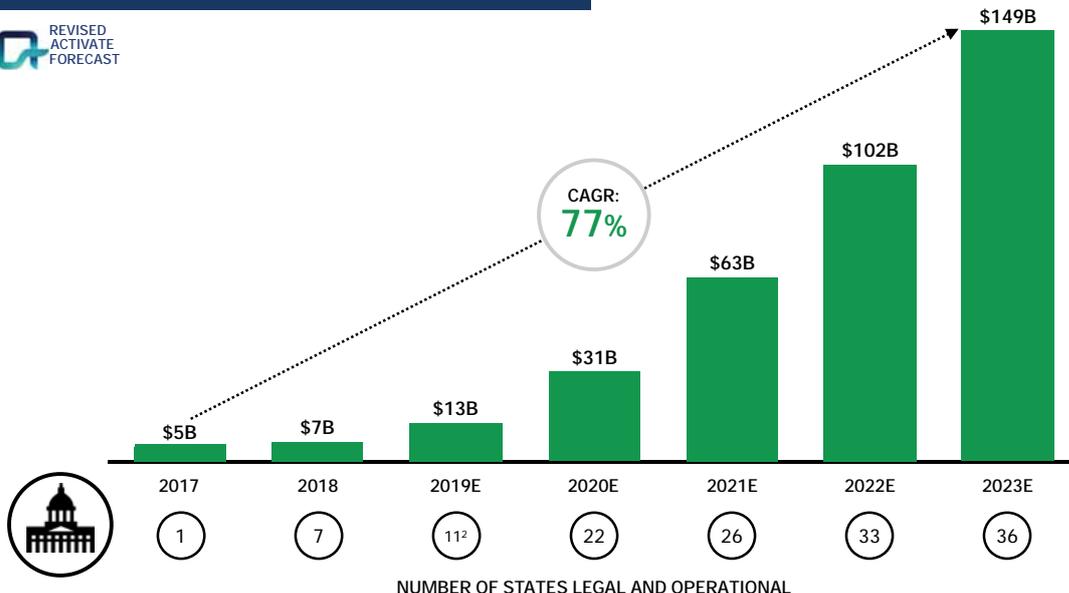
Charles McIntyre, Chief Executive Officer, New Hampshire Lottery

Activate believes in-play betting will be a massive driver of growth. During 2018, 26 per cent of bets made were placed while the game was in-play. By 2023, Activate estimates this figure will rise to 70 percent,

¹ https://www.slideshare.net/ActivateInc/activate-technology-media-outlook-2020-185417815?from_action=save

Driven by strong legislative tailwinds, we forecast that the total sports betting amount wagered will reach nearly \$150B per year by 2023

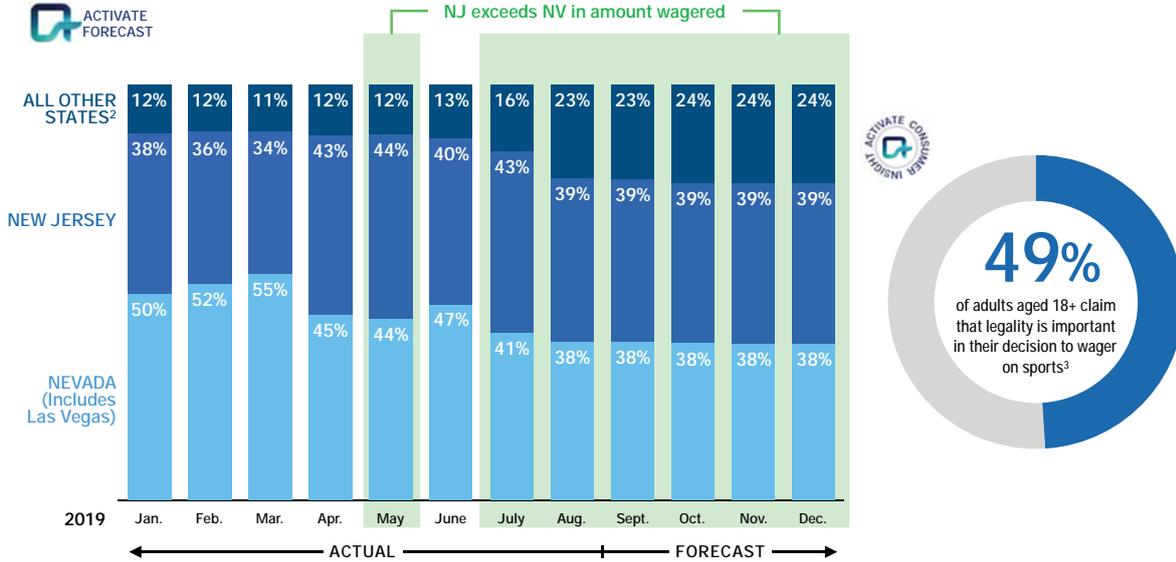
TOTAL AMOUNT WAGERED¹, U.S., 2017-2023E, BILLIONS USD



1. Projection assumes 76% legalization of the U.S. betting economy by 2023. U.S. betting economy consists of the cumulative GDP in states that have legalized sports betting. 2. In 2019 19 states are legal, but only 11 with recognized revenue. Sources: Activate analysis, Bureau of Economic Analysis, Legal Sports Report, Nevada Gaming Control Board

The amount legally wagered on sports in New Jersey will surpass that of Nevada – other states will reach a quarter of all wagers by the end of 2019

AMOUNT WAGERED ON SPORTS BY STATE, U.S., 2019E, % ALL WAGERS¹

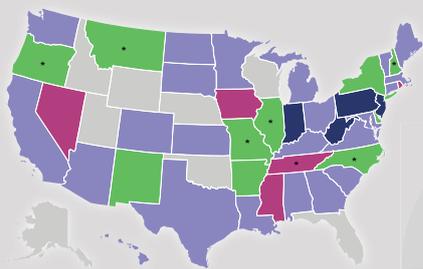


1. Numbers do not sum to 100% because of rounding.
 2. All other states: Delaware, Mississippi, West Virginia, Rhode Island, Pennsylvania, New York, Iowa, Arkansas, and Indiana.
 3. Includes respondents for whom legalization is somewhat, quite, or significantly important.
 Sources: Activate analysis, Activate 2019 Consumer Tech & Media Research Study (n = 4,006), Legal Sports Report, The Lines, Nevada Gaming Control Board



Our projections rely on the eventual ubiquity of remote mobile online sports betting in legalized states, which will increase the number of in-game wagers

SPORTS BETTING LEGALIZATION STATUS, U.S., 2019, BY STATE



24 states¹
Current/Pending
Legislation

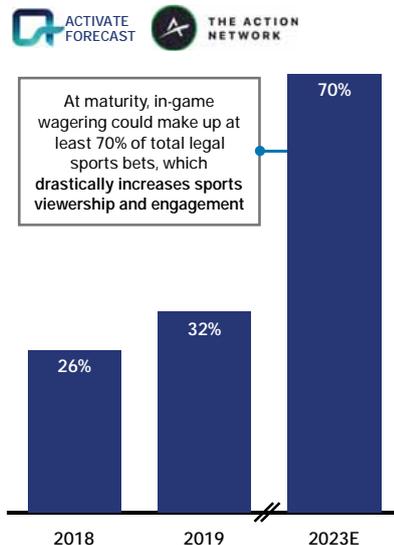
10 states
Legal, No Mobile²

5 states
On-Premise
Mobile²

4 states
Remote Mobile



IN-GAME WAGERING³, U.S., 2018-2023E, % TOTAL BETS



1. Including Washington, D.C. 2. States with asterisks are legal but have not yet launched. 3. "In-game wagering" defined here as bets placed in and after the game start hour, including in-play wagers.
 Sources: Activate analysis, The Action Network, American Gaming Association, Eilers & Krejcik Gaming, Las Vegas Review Journal, Legal Sports Report, PlayUSA, The Wall Street Journal



which it believes “drastically increases sports viewership and engagement”. (See graphic bottom-right page 28.)

New Hampshire has chosen DraftKings to provide sports betting on a mobile app and in the retail locations, while INTRALOT has been chosen to provide it through the lottery itself. How these operations will be branded (for example, whether it is a New Hampshire Lottery app powered by DraftKings or just a DraftKings app) is yet to be decided and there is nothing in the legislation that demands one or the other.

“There is not going to be massive in-state competition – a blood-letting for acquisition,” states McIntyre. “It is one partner of ours’ and we both benefit from that. There is not going to be the giant spend necessary when you have ten competitors all beating each other’s brains in to acquire customers. Competition is not necessarily a bad thing but I think the way we are doing it maximizes the profit for the state.”

Implementing the legislation

Oregon and New Hampshire are the only lottery states to have legislated for sports betting that do not operate land-based casinos. Delaware’s casinos are operated under the supervision of the lottery, as are those in Rhode Island and West Virginia. Unlike the latter two, where sports betting is restricted to the casinos, the Delaware Lottery’s retail outlets are also allowed to accept bets. Mobile sports betting is also legal in Delaware but it has not been launched yet.

Oregon was the first lottery to launch an online sports betting operation, when it launched its Scoreboard product – powered by SBTech – in October.

Players can wager via the Oregon Lottery Sports website and Scoreboard app, with land-based sports betting kiosks set to roll out next year.

Betting options include single-game wagers, parlay, live, in-game betting and more,

with geolocation services used to ensure Scoreboard play occurs within state boundaries, and not on tribal lands. (Oregon has 10 tribal casinos within its borders.)

The Scoreboard platform is now available to players in the state aged 21 and over, and offers a wide range of bets on professional sports including NFL, NBA, MLS, NWSL, MLB and NASCAR.

The Oregon Lottery acted relatively quickly after the repeal of PASPA. Like Delaware, Montana, and Nevada, the state was exempted from PASPA in 1992 because of an existing sports betting operation. The Lottery ran a sports lottery game between 1979 and 2005.

This meant that the state did not need to pass any new legislation when PASPA was repealed. Other states have had to grapple with the politics of getting a bill passed, which has normally meant arguments about how to protect incumbent gaming operators (either

Advertisement

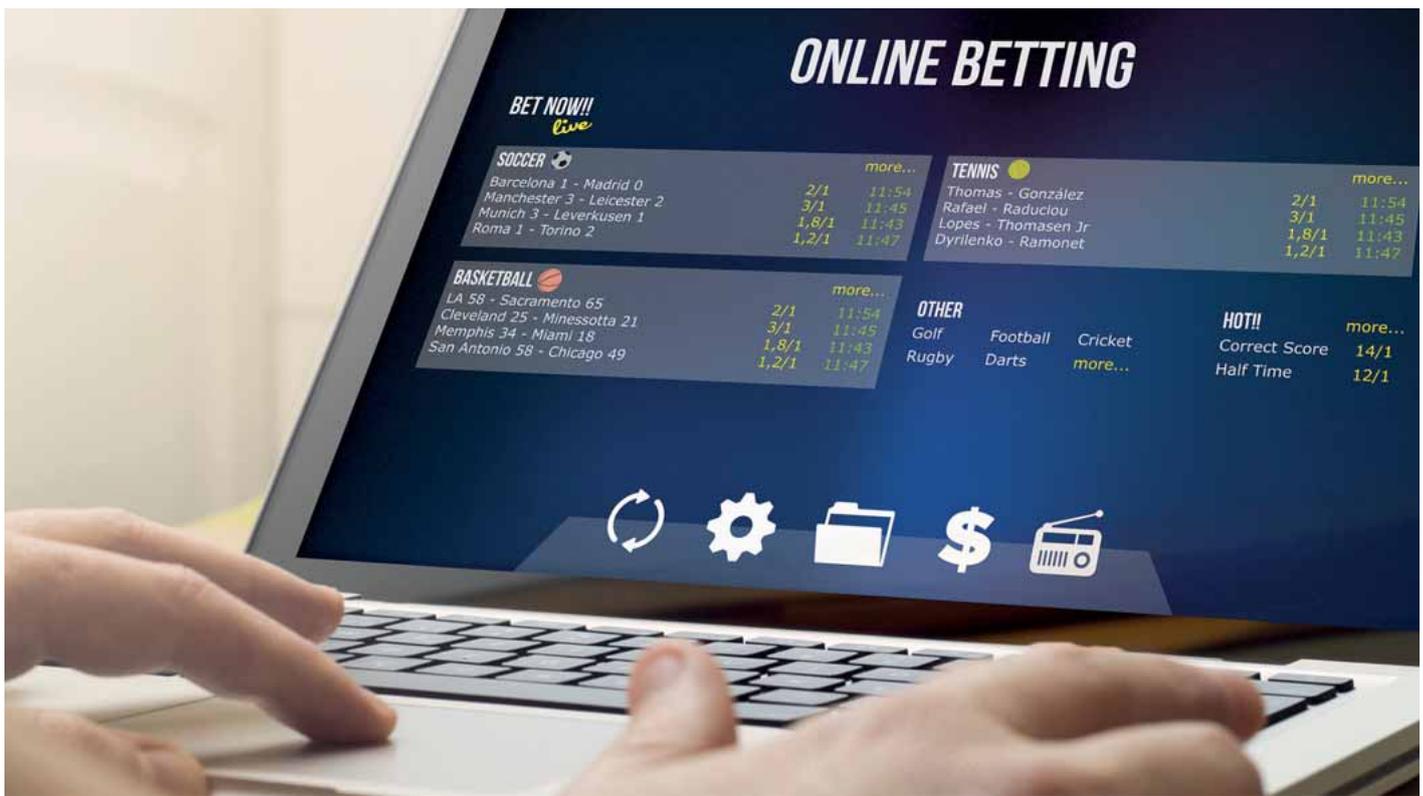


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commercial casinos or the lottery) and how much the new product would be taxed.

Activate Consulting advocates federal legislation to govern inter-state mobile betting but this is a very niche position. States have always regulated gambling within their borders and the arrival of reliable geo-location technology guarantees that even mobile gambling can remain within state boundaries.

Activate also advocates sufficiently low tax rates “to incentivize sports betting operators to participate” in the local market. This will be a matter for the individual states, but in lottery states where competition is less of a concern, there is still a need to make sure that lotteries can be competitive against black market operators.

There are other models and other bills. A bill introduced in Kansas would enable the Kansas Lottery to offer sports betting through authorized lottery gaming facilities and racetrack gaming facilities, both online and in-person.

The Lottery would serve as the licensee for sports betting but would be prohibited from operating its own gaming or sports betting platform until July 1st, 2032.

Each lottery or racetrack gaming facility would be authorized to operate one sports betting platform on behalf of the lottery, subject to a sports wagering revenue tax of 6.75 per cent. But that bill was introduced back in March – and was different to another bill that had been introduced previously. Neither has progressed much since then.

In Kentucky – another lottery state – five sports betting bills have been introduced since 2017.

Michigan has got a bit further down the line. The Michigan House of Representatives has passed a bill allowing the state’s licensed land-based casinos and Indian tribes to offer sports betting and online gaming operations (including poker and other casino-style games). However, the Michigan legislation includes a ban on the casinos offering any games that compete directly with the Michigan Lottery.

“When you have been part of creating law, you know it is its own special breed of thing,” says McIntyre. “Every state has its own process for creating laws and it is unique to each state.”

He advises lotteries to be patient.

“Nobody achieved anything by rushing. We will take our time,” he concludes. “On the

A–Z we’re still somewhere around E. It’s a long road and we’re a ways off.”

New Hampshire is set to launch its mobile product with DraftKings in January. Other states are much further off.

Who are Activate Consulting?

Activate Consulting is a US-based consultancy that specializes in the media, sports, technology and telecoms sectors. Every year it compiles a report surveying the technology and media industries and aims to predict important trends happening over the next few years. The Technology and Media Outlook 2020 covers the explosive growth of the sports betting industry since the repeal of the Professional and Amateur Sports Protection Act in 2018 and places it among other trends within the wider video gaming and digital industries. These include the growth of esports and podcasting, together with changes in the music and financial services industries. Importantly, it combines this with extensive analysis of consumers’ time, preferences and habits.



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We hope to see you there!

Save the date: Oct 26-30, 2020



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A lifetime in the lottery

Lottery Lore, the autobiography of Guy Simonis, details the career of the author – a career that developed in parallel to the evolution of the multi-billion dollar global lottery industry. Guy’s professional life is revealed in the book as a mixture of fate, strategy, risk, and diplomacy, that culminated in the founding of the World Lottery Association (WLA) and brought him international renown as an educator and authority on the global lottery and sports betting sector.

By Paul Peinado
WLA Senior Operations Manager,
Program Management

Having emigrated from his native Holland, Guy’s lottery career began in North America in the early 1970s, at a time when various community elements were even more strongly opposed to gambling than they are today. Specters of the lottery sector’s early critics – for example, those who claim that the lottery is a tax on the poor – still exist today. Or consider present-day government officials, who while openly critical of state-sanctioned gambling, are yet covertly eager to receive the benefits that lottery funding brings to society.

Canada’s entry into the lottery world evolved slowly through the 1960s when calls by national sports federations for government funding of sports began to crescendo, spawned in large part by the Canadian National hockey team’s repeated losses to the national team of the Soviet Union. A strong relationship between sports and the lottery exists even today.

Guy’s entry into the lottery world came through the sport of water polo. Having started as a water polo player, he one day found himself president of the Canadian Water Polo

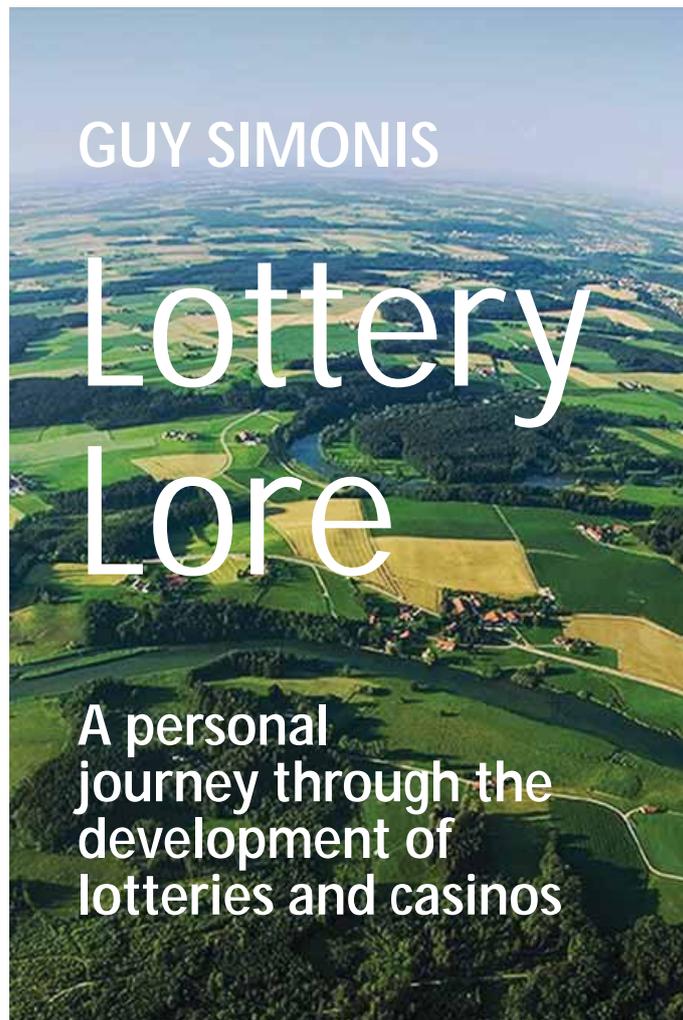
Association and later was named Chairman of the Water Polo Section of the 1967 Pan American Games held in Winnipeg.

The less than stellar showing of Canadian athletes at the 1967 Pan American Games emphasized that Canadian sport needed more government support. The government of Manitoba province then established the Manitoba Sports Federation (MSF) to pro-

vide a unified voice for the athletes in the province and to afford them with the necessary support. All major Olympic sports – including football, wrestling, water polo, *et al.* – were represented on the board of the MSF. Guy found his place on the MSF board representing water polo and was elected president at the MSF’s first official meeting. His knowledge of sports federations in his native Holland – particularly the competence of Dutch sports federations in raising funds through lotteries – was an asset in forming the MSF.

On his many trips back to his European homeland, Guy began collecting information on lotteries for the funding of sports. In the process, he met important individuals that would influence the trajectory of his career and shape the development of the global lottery sector. Among these influential people were Lothar Lammars, father of the modern lotto game, which still forms the basis for the majority of state lottery games around the globe today. Through his association with the Europeans, Guy was able to introduce Sports Toto in Manitoba to help fund the MSF. And it was Sports Toto that later gave Guy his first contact with Intertoto, the umbrella organization of all Toto organizations worldwide, and one of the precursors to the later-to-be-founded World Lottery Association.

Although various lottery schemes had been tolerated in Canada over the years, lotteries were not fully legalized un-



Lottery Lore is available from amazon in paperback and kindle format. Scan the QR code to order your copy from amazon.



til May 1969, when the federal government passed legislation allowing the operation of lotteries solely by the federal or provincial governments. Quebec was the first province to follow suit when, in December 1969, the Crown Corporation Loto-Québec was established to conduct lotteries. The first lottery draw by Loto-Québec premiered three months later, on March 14, 1970.

Shortly thereafter, there was a push to get an interprovincial lottery organization going in western Canada, encompassing the four western provinces of Manitoba, Saskatchewan, Alberta, and British Columbia. The Western Canada Lottery Foundation (WCLF) became a reality in 1974. Guy Simonis played a major role in the formation of the WCLF, which he would lead a short time later. At the 10-year anniversary of the WCLF, the province of British Columbia broke ties with the Foundation, taking Guy Simonis with them. Guy became founding president of the British Columbia Lottery Corporation (BCLC), where he remained until his retirement in 1997.

It was during his tenure at BCLC that Guy really stepped out onto the international stage. In 1985 he was the first non-European elected to the executive committee of Intertoto. And he subsequently organized the first Intertoto Conference on the North American continent at his home base of Vancouver.

In that same year, the President of NASL – the North American Association of State Lotteries – stepped down. The members of NASL elected Guy Simonis to serve as president, the first Canadian to be so honored. Guy immediately set out to change the acronym NASL, which made no reference to Canada's provincial lotteries, to NASPL (the North American Association of State and Provincial Lotteries). In North American lottery circles, Guy was henceforth recognized as the man who put the “pee” in NASPL.

The book is spiked with many such entertaining anecdotes, some of which describe the various quarrels and squabbles leading up to the creation of the World Lottery Association through the merger of the International Association of State Lotteries (AILE) and Intertoto. *Lottery Lore* also provides insider information on the careers



Guy Simonis, founding President of the WLA and author of Lottery Lore.

and personalities of lottery industry VIPs, some of whom are still active in the business today.

In 1993, the first discussion on the merger between AILE and Intertoto took place. Around seventy percent of the world's state lotteries were members of both entities, many of whom saw the time as being right to amalgamate the two associations and leverage the synergies of the two organizations. Although the need for a merger was evident, the cultural differences between the two associations remained an obstacle. In the book, AILE is characterized as being a “largely francophone institution” of traditional state lottery organizations and Intertoto as the lotto and toto company “upstarts” who offered the most popular games and who were the leaders in online technology. Guy was chosen to mediate the merger, which occurred only six years later, after numerous nerve-racking meetings, heated discussions, and bruised egos.

In 1995 Guy became President of AILE while remaining on the Executive Committee of Intertoto. This circumstance occasioned the eventuality of the Intertoto-AILE merger. The real breakthrough came at the end of 1996, when Guy was asked to assume the presidency of Intertoto after then-incumbent president Richard Frigren stepped down. On September 6, 1997, at the 13th Intertoto Congress in Berlin, Germany,

Guy Simonis was confirmed as Intertoto President. Work on the merger then began in earnest. In his inaugural speech, Guy spoke of the advantages of a single world lottery organization. Although his words were met with approval, Guy admits to having felt strange being authorized to dissolve the association that had just elected him president. As president of both AILE and Intertoto, Guy was eventually able to pull both ends together and bring the merger to fruition. It was no longer a question of if a merger was possible, it was a question of when it would take place. The approving echo from AILE finally came at their 22nd congress in November 1998, in Buenos Aires, Argentina. In September 1999, Intertoto and AILE held a joint convention in Oslo, Norway – historically known as the “Oslo relations” – where both organizations formally approved the merger and the World Lottery Association was born.

With a touch of irony, the founder of the WLA admits in the book that he never cared for gambling or lotteries. He qualifies this admission by saying that he did not object to gambling or lotteries, he just was not a devotee. As he put it “Perhaps my lack of personal enthusiasm for gambling was all to the good; it made me cautious, rather than a rabid fan, eager to plunge into ever new gambling schemes.”

Shortly after the founding of the WLA, Guy retired from BCLC and subsequently stepped down as WLA President. But he remained in the lottery industry as a consultant and educator well into the new millennium. Many a lottery professional had the opportunity to attend one of Guy's *Erewhon* seminars. The *Erewhon* State Lottery case-history program began in 1988 as a one-off study program for lottery directors. The program gained in popularity and continued on for nearly thirty years, with Guy leading the course. The final *Erewhon* seminar – in which I had the great fortune to be a participant – was held in Romania in 2007.

For those working in the state-authorized lottery sector, *Lottery Lore* will broaden your perspectives and provide a better understanding of the behind-the-scenes politics that drive the WLA. It affords the reader an entertaining and informative peak behind the mask of diplomacy that permeates the association. I highly recommend this book.

intralot

A “gift box” for Big-Box retails

Lottery has been a staple in grocery stores, gas stations, and social establishments for decades. However, one market, perhaps the largest, has historically been largely impenetrable – Walmart Inc. In 2018, all that changed.



INTRALOT Booth, NASPL 2019 in Little Rock

Seeing an immense opportunity, Walmart Inc. approached U.S. lottery vendors with a proposition, the first of its kind. They requested a self-service vending terminal that would fit their corporate guidelines and height restrictions. As we in the lottery in-

dustry know, it is the lotteries, and their state regulations, that dictate what machines go where, and when. Thus, it was up to the vendors to not only create a machine for Walmart but create a machine that would truly benefit our lotteries and their states.

At INTRALOT we are shaping the future of vending by introducing the first 54-inch (137cm) height self-service terminal with full draw game capabilities, and 25 bin instant scratch ticket capacity. It serves as a powerful advertisement and promotional

“As we look towards 2020, INTRALOT expects to see more states utilizing the Dreamtouch Smart in their Walmart locations, as well as other Big-Box retailers. We are excited to see how this terminal helps modernize the future of retail, and increase lottery returns to the states.”

Kylie Reagan, Marketing Manager, INTRALOT Inc.

channel with its programable multimedia content and call-to-action messaging. This terminal allows lotteries to greatly expand their retailer networks.

It offers enhanced player satisfaction with its functionality, accessibility, and rich set of features. Its main characteristics include:

- 25 instant scratch ticket bins
- 32-inch (81.3cm) full high-definition touchscreen in landscape orientation
- Dedicated 10.1-inch (25.7cm) touchscreen monitor for retailers
- Multi-currency note acceptor
- Credit/debit card payment
- Playslip scanner
- Barcode reader
- High-speed thermal printer
- Separate locker components
- Faros light
- Easy accessibility

The additional number of scratch games offered by the Dreamtouch Smart, compared to any other vending terminal at similar height

offered in the market, is expected to generate an increase on average sales revenues.

The Dreamtouch Smart is ideal for hypermarkets, supercenters and grocery stores, as due to its compact size it gives customers greater visibility across the front end of supercenter stores and checkout areas. The Dreamtouch Smart represents the blend of different visions and needs from multiple parties, all merging into one seamless machine, designed to increase sales and enhance the player experience. Through months of development and fine-tuning, the Dreamtouch Smart is in the field in two states, with more on the horizon.

We are immensely lucky to have innovative and passionate customers, and both Idaho and Arkansas were the first to place Dreamtouch Smarts in the field.

Idaho Lottery

The Idaho Lottery introduced the Dreamtouch Smart in the market in September 2019. Currently, 24 Dreamtouch Smart terminals



INTRALOT Dreamtouch Smart, Idaho Lottery

have been placed in 15 Walmart locations. The games portfolio included in the game menu of the Idaho Lottery Dreamtouch Smart are:

- Nine Current Draw games
- 25 Scratch games with price points from \$1 to \$30
- 11 Current Instaplay games

Arkansas Lottery

The Arkansas Lottery introduced the Dreamtouch Smart in the Arkansas market during August 2019. Currently there are 68 Dreamtouch Smart terminals in 64 Walmart locations. The games portfolio included in the game menu of the Arkansas Lottery Dreamtouch Smart are:

- Six Draw games
- 25 Scratch games with price points from \$1 to \$20
- Three Fast Play games

INTRALOT’s next-generation solutions at NASPL 2019

INTRALOT presented the Dreamtouch Smart at NASPL 2019 in Little Rock, Arkansas with resounding success. It was on show in Arkansas Lottery colors, with its current full game display.



Dreamtouch Smart, NASPL 2019 in Little Rock



iLottery key to industry sustainability

The Pennsylvania Lottery recently shattered records again, contributing more than USD 1 billion to the Commonwealth's Lottery Fund to benefit older Pennsylvanians for the eighth consecutive year. In 2018-2019, the first full year of its new iLottery offering, Pennsylvania Lottery digital games contributed more than USD 381 million to the Lottery's USD 4.5 billion in total sales, and an estimated USD 31.3 million in profit.

Known for its history of innovation in player convenience with self-service vending and cashless lottery play, the Pennsylvania Lottery launched iLottery in May 2018 – it is the most successful iLottery program in North America to date.

Merv Huber-Calvo, Director of Growth Marketing at Scientific Games, joined the company in early 2018 to collaborate with lottery customers exploring iLottery and provide strategic marketing expertise. He and his team work closely with customers to grow digital lottery games without eroding the popularity of traditional instant games. He leverages his background in horseracing, where he has more than a decade of marketing experience in online wagering, to develop robust marketing plans that include affiliate programs, bonus strategies, conversion tactics and retention deliverables.

“It is exciting to be part of the Scientific Games iLottery team and the innovative games, mobile apps and digital programs we offer,” he explained. “The industry is on the cusp of exciting developments with more consumers seeking online and mobile lottery and interactive entertainment. Scientific Games is uniquely positioned with the experience and expertise to help state lotteries engage with these players.”

In 2014, the company launched the first digital instant lottery game in the U.S. and it has created more than 700 digital interactive games and promotions since the early 2000s.

Meet players online

To protect beneficiary funding, it is critical for lotteries to have an online solution for the growing numbers of players who seek other forms of digital entertainment.

Recent projections indicate that iLottery has the potential to be a USD 6 billion* opportunity in the U.S. within the next five years. Players of online games tend to be younger adults and prefer a mobile experience.

To date, 11 of 46 state lotteries in the U.S. actually sell games online. Even lotteries that can't sell games online for the immediate future are engaging with players on digital channels including mobile.

“The Pennsylvania Lottery aggressively laid the groundwork for a successful iLottery launch for years,” Huber-Calvo said. “More than 700,000 players had downloaded their app before digital games launched in 2018 to enter second-chance promotions and stay connected with the Lottery and its games. They already had a sizable and engaged user base for their traditional games sold at retail.”

Provide solutions for retailers

A common concern of state lotteries when considering iLottery games is that it will compromise the success of traditional games, which historically drive sales and returns to beneficiaries.

“One of the most challenging, and rewarding, aspects of growth marketing is the development of successful affiliate programs,” he explained. “In Pennsylvania, more than 9,700 retailers, typically small and family-owned stores, sell lottery games. These retailers were naturally concerned that their sales would be impacted by online/mobile games. We were thoughtful and strategic in approaching them with a rewarding solution.”



This solution involves a two-fold approach. The first is to make a strong connection between retail and online channels. An affiliate marketing program with a robust retail component gives retailers a reason – ongoing monetary incentives for every player they refer and those who play games via online/mobile – to promote iLottery as well.

The second approach is to identify new players who aren't already purchasing games at retail. In Pennsylvania, at the time, data showed that more than 55% of iLottery players were not members of the Pennsylvania Lottery's large VIP Players' Club, indicating that they were potentially new players.

Aggressively introduce new games and bonusing

"Our in-house content team develops the industry's most dynamic and engaging games," said Huber-Calvo. "When you pair that with our entertainment-packed library of licensed properties, and our ability to aggregate leading third-party game content, we can quickly introduce exciting games and keep players engaged."

"To date, we've been able to introduce a compelling new online game every 10 days, on average," he shared. "And our content pipeline is picking up pace. We plan to launch at least one new game every week during the holiday season when we see peak activity."



Merv Huber-Calvo, Director of Growth Marketing, Scientific Games

Player reinvestment bonusing strategies also keep interest high. "Traditional lottery interactive programs commonly run just a handful of promotions all year," said Huber-Calvo. "In Pennsylvania for example, on the iLottery side of the business we can and do frequently run six to eight promotions plus hundreds of highly-targeted bonusing automations *each day* for players."

Rich data insights inform everything from game introduction to bonusing and promotions.

"Through our segmentation and automation, we can target the right message, with

the right incentive, to the right player, at the right time, on the right channel."

Build on responsible gaming foundation

As a leading advocate for responsible gaming, Scientific Games intentionally designs its programs and games to comply with best practices and standards to prevent problem gaming.

Huber-Calvo explained, "The responsible gaming feature set within the iLottery platform powered by Scientific Games is built to exceed minimum expectations to protect players. We offer the most robust set of tools players may use to monitor and responsibly manage their levels of play, from two to three-day cool-off periods to options for self-exclusions. They can also set spend limits and manage other behaviors to monitor play within their personal limits."

iLottery has the potential to drive significant sales – and returns to beneficiaries– for state lotteries. The experts like Huber-Calvo behind Scientific Games' innovative iLottery games, platform and affiliate program are helping lotteries help navigate this USD 6 billion* opportunity in the U.S. alone.

*Scientific Games forecast based on industry sales performance.

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How IGT's Diversity and Inclusion Groups are Changing the Game

Company's employee-led groups drive engagement and empowerment



IGT's Renato Ascoli, Executive Sponsor of PRIDE with IGT, and Marco Tasso, member of the company's Global Diversity and Inclusion Council, join in the celebration of Pride with Las Vegas employees.

There is a growing understanding within the lottery industry that diversity is key to ensuring organizational longevity. When different perspectives and voices are considered, companies discover better, more innovative, and more inclusive ways to do business, and can offer products and services that suit a broader target market. IGT's Diversity and Inclusion Groups program not only recognizes the need for inclusion, it actively encourages employees and leaders to get involved, take action and make their voices heard.

For **Stella Biccini**, there's strength in numbers. Biccini is a Senior Specialist, Product Marketing Digital and Betting at IGT's Rome office. As a person with a physical disability, she makes a point of speaking up to ensure that the needs of people living with physical disabilities are considered and respected, both at work and everywhere else.

Thanks to SuperAbilities at IGT, one of the company's Diversity and Inclusion Groups (DIG), she no longer feels like a single voice.

"I feel honored to be part of this group, and I feel I am being heard about issues that affect people with disabilities," said Biccini, who chairs the Italy chapter of the SuperAbilities network. "In the past, I felt like an isolated voice ensuring that our differences and disabilities would be respected. Now, we're part of a group that is clearly being heard."

In addition to the Italy chapter of SuperAbilities at IGT, the group has a global chapter, which launched on December 3, 2019, marking the International Day of Persons with Disabilities. The two chapters of SuperAbilities at IGT were created to educate coworkers about the experiences of people with disabilities and help foster a more inclusive environment. Members include those with disabilities, those who support people with disabilities, and others who believe in the group's mission.

Launched in early 2018, DIGs are internal, employee-led groups, each representing an aspect of diversity. They are supported by IGT's Office of Diversity and Inclusion. Often referred to as "Employee Resource Groups" in other companies, DIGs create opportunities for underrepresented employees and their supporters to find community within the company while creating opportunities to develop professionally and contribute to the business in new and different ways.

Employees can establish local chapters to support members based in a specific geography, or they can set up global chapters open to employees around the world. Varying levels and types of abilities – including mental, physical, and emotional – are just some of the many dimensions of human diversity, and IGT's growing array of DIGs is equally as varied. By the end of 2019, IGT will have 10 chapters of five groups:

- **SuperAbilities at IGT**
- **Military Veterans at IGT** A group supporting those who actively serve or previously served in the military. It offers support through mentorship, networking, professional development, and community outreach.
- **PRIDE with IGT** Dedicated to creating a welcoming environment where lesbian, gay, bisexual, transgender and queer employees can thrive.
- **WIN with IGT** The company's Women's Inclusion Network, which empowers women through networking, professional development, and mentorship opportunities.
- **>50 at IGT** A group working to create understanding of the unique issues and opportunities of IGT employees ages 50 and above, while fostering intergenerational collaboration.

Stephanie Huckel, IGT Senior Global Program Manager, Diversity and Inclusion, said that DIGs have caught on rapidly at the company, with more than 700 employees engaging in them from over 20 countries around the world, and more joining every day. "Within one year of launching the first pilot group, more than five percent of IGT employees belong to at least one Diversity and Inclusion Group, and many belong to multiple groups," she said. "We're proud



Declan Harkin, Senior Vice President and Chief Operating Officer of International Lottery, is an executive sponsor of SuperAbilities at IGT

of how enthusiastically employee have responded, and continue to respond, to the DIGs program."

Support from the Top

IGT's DIGs have powerful support in the form of senior executive sponsors across the business. For instance, **Declan Harkin, Senior Vice President and Chief Operating Officer of International Lottery**, and **Marco Becca, Vice President, Digital and Betting**, are co-executive sponsors of SuperAbilities at IGT.

While Harkin doesn't have a disability, he has close family members who do. In addition, injuries he sustained from a serious bicycling accident in 2018 gave him new



The Italy chapter of SuperAbilities at IGT, one of the company's Diversity and Inclusion groups. IGT launched a global chapter of SuperAbilities on December 3, 2019, marking the International Day of Persons with Disabilities.

“Working in a team in which everybody can express their full potential is a determining factor in our success.”

Marco Becca, IGT Vice President, Digital and Betting

empathy for the daily challenges that people with physical disabilities continuously overcome. He’s since recovered, but the experience left a strong impression.

“I spent some weeks in hospital, followed by some months in a wheelchair, and it gave me a first-hand perspective of the challenges that people with physical disabilities encounter,” Harkin said. “I recognize that my experience was a fraction of what people with lifelong disabilities face, but I deeply appreciate the insight into their experience that it’s given me.”

For Marco Becca, it’s important that IGT’s people resemble the customers they serve. According to the World Bank, roughly 15 percent of the global population experiences some form of disability. In addition, Becca said, diversity has been proven to drive excellence: “It’s very important that everyone can express their full potential, and this is particularly true in a business that is extremely competitive and highly focused on innovation. Working in a team in which everybody can express their full potential is a determining factor in our success.”

Other executive sponsors of DIGs include **North America CEO Renato Ascoli**, who supports PRIDE with IGT; **CFO Alberto Fornaro** and **Senior Vice President of Global Brand, Marketing, and Communications Wendy Montgomery**, who co-sponsor WIN with IGT; and **Vice President for North American Field Service, Support Services, and Logistics Ian Hyatt** and **Vice President of Technology Pat Kamm**, who co-sponsor Military Veterans at IGT.

Changing Lives

DIGs have already made a difference in employees’ lives. **IGT Senior Director of Global Order Management, Scheduling, and Installation Services Shondra DeLoach-Perea** co-chairs the WIN with IGT: Las Vegas chapter, the company’s first-ever DIG, initially launched as a pilot in April 2018.

Since the launch, WIN with IGT has tallied a growing list of accomplishments, including the creation of comfort-zone parking close to IGT office entrances for expectant mothers and others who need it. They’ve organized salsa and yoga classes for employ-

ees, and have established Lean In Circles, in which small groups of women meet regularly to learn new skills, network, and encourage each other. “They’re changing lives,” said DeLoach-Perea of the circles. “We discuss critical topics and create an environment where we are able to share and grow with each other’s support.”

In addition to a series of on-campus speakers and events, 50 WIN with IGT: Las Vegas members attended the annual two-day MGM Women’s Leadership Conference in August of 2019, where attendees heard inspiring presentations from women leaders and learned new perspectives and strategies for personal development.

Members recently created a giant chalk wall in one of the busiest areas of IGT’s Las Vegas office, creating awareness around a new project or theme during each quarter. All employees are welcome to handwrite an idea or some words of inspiration. In 2018, the chalk wall was used to raise thousands of dollars for research as part of the 2018 Walk for Breast Cancer, and in 2019, it supported the Marilyn Project, where volunteers collect hygiene kits for homeless women.

The group has also created a new leadership opportunity for DeLoach-Perea. “Being the co-chair has afforded me the opportunity to be the best version of myself. I can share my experiences – good and bad – and network with other women, get out of my comfort zone, and challenge myself to help women,” she said. “It enables me to use my voice on other women’s behalf, as well as mine, and improve engagement to drive cultural change.”

Grassroots Engagement

To join a DIG, employees simply apply through the company intranet. To start a new DIG, employees apply during the enrollment period, which takes place annually from September through December – though applications for new chapters of existing DIGs are welcome year-round. Applicants for new DIGs are asked to review the Diversity & Inclusion Strategic Plan and Diversity & Inclusion Group Guidelines, then reach out to the Office of Diversity & Inclusion to express interest and complete the application.

The Diversity & Inclusion team leveraged a grassroots model by developing guidelines for establishing and operating the groups,



IGT’s Stella Biccini, who chairs the Italy chapter of the company’s SuperAbilities network, and Marco Becca, an executive sponsor of SuperAbilities at IGT, demonstrating the saying that “Inclusion is being asked to dance, not just invited to the party.”



IGT's Shondra DeLoach-Perea co-chairs the Las Vegas chapter of WIN with IGT, the company's Women's Inclusion Network

and created opportunities for employees to come forward with their needs. Each group must demonstrate a connection between itself and the business, explaining the benefits for both, in addition to having a minimum number of interested and committed employees. To set up a DIG, the group must:

- Align with IGT's business priorities and values.
- Address a specific need for support relevant to an underrepresented dimension of diversity (e.g., generation, race, ethnicity, gender, disability, or LGBTQ+ identity).
- Provide awareness and education to colleagues.
- Focus on improving skills relevant to the business and provide continued professional and personal growth.
- Operate without partisan, political, or religious affiliation or activities.

Each DIG has a leadership structure that consists of one or two executive leadership sponsors at the global level. Each local chapter has a leadership team that consists of one or two chairs and additional lead roles, as determined by the need of the local chapter.

"DIGs contribute to a culture that supports IGT's ability to compete, innovate, and advance the company's business goals. They help to identify business opportunities and bring additional resources to the business,

>50 at IGT Military Veterans at IGT WIN with IGT SuperAbilities at IGT PRIDE with IGT

as well as represent the company externally to communities and potential employees," said **Kim Barker Lee, IGT Vice President, Diversity and Inclusion.**

"In this way, DIGs support the needs of individuals and the health of the entire organization. Potential employees increasingly expect employers to offer diversity networks, and DIGs also play a role in supporting talent acquisition, new hires, retention, and cultural change."

Barker Lee said DIGs have shown excellent outcomes in terms of enhancing employees'

relationships with the company. "In 2018, we were able to compare the engagement experience of group members against those who aren't members. In five out of six engagement categories, members expressed significantly higher engagement than their peers," she said. "This initiative to embrace underrepresented groups has brought increased awareness and facilitated open discussions that are driving positive changes throughout IGT."

For more information about IGT's Diversity and Inclusion programs, contact IGT's Office of Diversity & Inclusion at Diversity@IGT.com, or visit IGT.com.

Working with PRIDE

PRIDE with IGT is IGT's Diversity and Inclusion group focused on the experiences of lesbian, gay, bisexual, transgender, and queer (LGBTQ+) employees around the globe. Representing nearly

20 percent of IGT's total DIG members, the acronym – PRIDE – demonstrates the group's commitment to Pluralism, or carrying multiple identities or affiliations at once; Respect; Integrity; Diversity; and Égalité (French for social and political equality).



All of Las Vegas celebrates Pride.

In addition to focusing on celebration through Pride events, including several IGT-sponsored community Pride celebrations in 2019, the group has put a strong emphasis on education.

Thanks to the group's efforts, many IGT employees now include their preferred pronouns in their email signature blocks (i.e., "she/her/hers," "he/him/his," or "they/them/theirs"). This practice helps reduce confusion about how to refer to a person when their gender is not easily assumed based on their name, as well as supporting employees whose gender might not be easily assumed for other reasons.



Driving innovation: The path to lottery success

Innovation, creativity and inventive ways of solving problems are nothing new to the lottery and gaming industry. With consumers' expectations becoming more complex, however, companies like Pollard Banknote are working harder than ever before to keep customers engaged and excited.

From customized solutions, through new technological innovations, to a strong retail strategy, this respected industry supplier shares some of their latest ideas and developments.

Consumers expect innovation at a faster rate than ever before¹. Lottery customers are no exception. In an increasingly complex world, we need to accelerate the pace of innovation and continuously deliver new value to



Loterie Nationale (Belgium) CA\$H Family of Games.

meet player expectations. Pollard Banknote's founder L.O. Pollard understood this, laying down a strong foundation for ongoing success. His pioneering spirit is at the heart of everything we do, inspiring us to turn innovative ideas into successful products. Today, our vision for innovation focuses on three key dimensions: outstanding games, digital innovation, and retail excellence.

Outstanding Games

Pollard Banknote's unwavering focus on outstanding games continues to evolve with the market, leading us to continuously push the boundaries of how an instant ticket looks and plays. This focus ensures we are always offering exciting new games at the pace today's customers expect.

We have developed the strongest portfolio of revenue-driving products that excite



loyal players and attract new ones. Many of Pollard Banknote's innovations, such as Scratch FX™, our patented cold-foil process that makes tickets shine, and Clear Play™, the first-ever transparent ticket, have set new standards in the industry and driven revenue for good causes around the world.

Loterie Nationale (Belgium) is among the multitude of lotteries to experience great success with Scratch FX™. The addition of this innovation to the Lottery's recent CA\$H family led the games to be so well received that CA\$H became a core brand. To ensure the Lottery continues to offer what players want, the Lottery has expanded the family

¹ "Sixty-seven percent of customers expect companies to provide new products/services more frequently than ever before." Source: Salesforce Research, State of the Connected Customer, 3rd edition, 2019, p. 14

to include three new price points. The entire family now accounts for more than 40% of the Lottery's instant sales!

In addition to the innovative products we offer our customers, Pollard Banknote regularly assists lotteries in developing customized instant tickets to delight new and existing players alike. A unique example of this is our work with Loto-Québec to create many unique offerings, such as *Go-Van*, the first instant ticket packaged with a themed air freshener. This fun new offering helped the Lottery meet its goal of engaging players in the coveted 25–34 demographic by encouraging them to share their experience on social media.

Digital Innovation

Digital offerings are another crucial way to meet customer expectations. As expectations evolve, it is increasingly vital for lotteries to give players what they want, where and when they want it. Engaging with lottery products needs to be an effortless experience, accessible from any device.

In recent years, Pollard Banknote has emerged as an industry leader in interactive technology and mobile app development. We have developed an impressive range of products that combine the best aspects of instant tickets and digital games to appeal to an expanded player base.

Our xtraplayGAMES™ extend the life of instant tickets with related play on a website or app. The Western Canada Lottery Corporation has experienced great success



Western Canada Lottery Corporation's *Lucky Gems* ticket supported by xtraplayGAMES™ digital app.

recently with its *Lucky Gems* and *Emerald Mine* instant tickets supported by xtraplayGAMES™. These digital games have exceptional engagement rates, reaching over 40% in recent weeks, with more than 30% of players in the 25–34 age group².

Another example of our continuous innovation in the digital space is *Struck by Luck*, an exciting new instant game product we recently introduced that leverages a progressive jackpot play style. This game transcends the traditional instant experience with multi-tiered game play made possible through a companion app. The app uses progressive jackpots, geo-based notifications, and winner awareness messaging to create a storm of excitement and engagement, helping lotteries reach a broader, more tech-savvy audience.

Retail Excellence

Like digital innovation, advancements in retail are critical value drivers. These advancements allow us to optimize the impulse-nature of the instant ticket market by offering increasingly convenient opportunities for purchase.

Pollard Banknote's retail expertise is informed by industry experts and strengthened by two recent acquisitions: Schafer Systems, a provider of retail solutions for nearly 100 lotteries worldwide, and Fastrak Retail, an innovative supplier to lotteries in the U.K., Ireland, and Illinois. Our team is constantly working to understand what lotteries need in the ever-evolving retail environment, and right now that need is in-lane solutions.

One of these many in-lane solutions is our patent pending scratch & WINDOW games™, a brand-new concept that mirrors the traditional scratch game experience, offering an easy transition for players who shop in grocery and big box stores. What makes this product unique is that tickets contain partial game play, with the rest available digitally or on the register receipt. This allows tickets to be displayed unsecured in-lane where potential players can easily add them to their grocery cart. Customers want to be able to buy lottery products anywhere, anytime – and now they can!

While focusing on new retail opportunities is important, traditional retail spaces are still key drivers of lottery sales. Customers



Scratch & Window games™, Pollard Banknote's new in-lane lottery solution.

want new options, but not at the expense of familiar experiences. Schafer Systems offers industry-leading retail solutions, such as Lighted Menu Boards, to reinvigorate traditional retail spaces. The Michigan Lottery recently tested Lighted Menu Boards in 28 locations, leading to average instant sales growth of 32%³ for participating retailers! The Missouri Lottery experienced similar success with Lighted Menu Boards which they implemented in Casey's General Stores, leading to increased instant ticket sales of over 13%⁴ in the first few weeks!

Foresight is 2020

Pollard Banknote's clients have seen impressive results from products and services in the three dimensions of outstanding games, digital innovation, and retail excellence. L.O. Pollard's vision formed the foundation of innovation that we continue to build on, with a laser focus on providing products and services that help lotteries meet and exceed players' evolving expectations. We'll be sharing our newest, most exciting innovations at the World Lottery Summit 2020 in Vancouver, so come be the first to experience the next big thing!

² WCLC Monthly Digital Games Report – October 2019

³ Comparing quarterly sales following installation of the menu boards with the same quarter the previous year.

⁴ "The numbers tell the story – we easily increased Scratchers sales by more than 13% in a few weeks," said May Scheve Reardon, Missouri Lottery's Executive Director

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i shapes
the
future

i want to be ahead of the game
i want to thrive and conquer
i want intense experiences
i want solutions that fit into my world
i am your player, are you ready for me?

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Foil

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Metallic Ink

Make Sure Your Instant Games Are Heard

From textured inks to light-catching metallic finishes, Scientific Games has a huge selection of instant game enhancements that are sure to break through the noise at retail.

