

PGRI PUBLIC GAMING

SEPTEMBER/OCTOBER 2024

INTERNATIONAL

www.PublicGaming.com

The Closing of One Chapter and the Opening of Another in a Storied Lottery Career

Rebecca Paul

President & CEO, Tennessee Education Lottery Corporation
President, World Lottery Association
Founder & Chair, Women's Initiative in Lottery Leadership

Also Featuring ...

Technological Transformation and the Engagement of the Modern Player

Dan Beebe, Chief Operating Officer, BCLC (Canada)

The 2024 Class of Lottery Industry Hall of Fame

Renato Ascoli
IGT

Paul Erickson
WCLC, Canada

Jannie Haek
Loterie Nationale

Nikos Nikolakopoulos
INTRALOT Group

Sam Wakasugi
Scientific Games



ILLUMINATING YOUR PATH TO GREATNESS



As gaming technology evolves, so do the standards of regulation. You deserve a partner that prioritizes your success and is equipped to leverage industry trends to unlock new and inventive possibilities.

gaminglabs.com

GLI® GAMING
LABORATORIES
INTERNATIONAL®



- ALL THINGS RETAIL
- AWARD-WINNING GAMES
- DIGITAL
- NEXT GENERATION SELF-SERVICE
- OMNICHANNEL



Future Forward. Growth Driven.

Lottery keeps evolving. What hasn't changed is our commitment to drive the industry forward with transformative, award-winning solutions that make more possible for lotteries, retailers, and players.

We're excited to show you the latest! Visit us at NASPL and WLS.

© 2024 IGT. The trademarks used herein are either trademarks or registered trademarks of IGT, its affiliates or its licensors.



CONTENTS



FEATURED INTERVIEWS

12

THE CLOSING OF ONE CHAPTER AND THE OPENING OF ANOTHER IN A STORIED LOTTERY CAREER

Rebecca Paul

*President & CEO, Tennessee Education Lottery Corporation
President, World Lottery Association
Founder & Chair, Women's Initiative in Lottery Leadership*



16

TECHNOLOGICAL TRANSFORMATION AND THE ENGAGEMENT OF THE MODERN PLAYER

Dan Beebe

Chief Operating Officer, BCLC (British Columbia Lottery Corporation)

30

IMAGINE A NEW UNIVERSE OF POSSIBILITIES IN LOTTERY DISTRIBUTION

Simon Butler

Founder & Chief Executive Officer, Abacus Solutions International Group



Publisher & Chief Executive Officer

Paul Jason
pjason@publicgaming.com

President

Susan Jason
sjason@publicgaming.com

Brand and Design

Dan Eggers Design

Honored Founders

Doris & Duane Burke

Subscriptions

United States: \$145 USD
Canada & Mexico: \$160 USD
All other countries: \$225 USD
For email address changes, subscription requests and requests to be placed on our e-Newsletter distribution list, e-mail Susan Jason at sjason@publicgaming.com

Contact Information

PGRI, Inc.

1769 Flagstone Terrace,
The Villages, FL 32162
PublicGaming.com
T: +425.449.3000
F: +206.374.2600

Public Gaming International Magazine

Published six times a year and distributed to readers all around the world. Electronic version is e-mailed and is also available on our news website: PublicGaming.com

September/October 2024

Volume 53, Issue 5

©2023 all rights reserved.

Public Gaming Research Institute

cISSN: 1042-1912



Raise the Bar at Retail

Build a communication platform at retail. **Increase player satisfaction** with the lottery purchase experience.

Automate content with real time jackpots and featured games, proven to **diversify purchase behavior**.

Join the lottery leaders using Carmanah's digital signage to **modernize retail** and **increase funds raised** for beneficiaries.

carmanah
A DIVISION OF
STRATACACHE
signs

FEATURED ARTICLES

20

FROM A VENDOR PROVIDER TO A TRUSTED BUSINESS PARTNER

INTRALOT

22

DIGITAL LOTTERY IS ABOUT SO MUCH MORE THAN SELLING LOTTERY TICKETS ONLINE

Kelley-Jaye Cleland, *Chief Product & Program Officer, New Hampshire Lottery*

Jesse Saccoccio, *Senior Director, Global iLottery Pre-Sales, IGT*

Peter Sullivan, *Chief Executive Officer, Jackpocket*

Rebecca Swindle, *Vice President Strategic Development, INTRALOT*

Matt Taormina, *Director of Digital Products, Scientific Games*

Rob Wesley, *Vice President of North American Customer Development, NeoGames*

24

DRIVING THE OMNI-CHANNEL EXPERIENCE: WHAT ARE THE PROMOTIONAL TOOLS, LEVERS, GAME CONCEPTS, AND STRATEGIES TO ENTICE THE PLAYER TO ENGAGE WITH LOTTERY ON MULTIPLE CHANNELS?

Mark Michalko, *Executive Director of the North Carolina Education Lottery.*

Richard Bateson, *Chief Commercial Officer, INTRALOT*

Shannon DeHaven, *Vice-President of Digital Engagement, Pollard Banknote*

Helene Keeley, *Executive Director, Delaware Lottery*

Randy Spielman, *Deputy Executive Director Product Development & Digital Gaming, North Carolina Education Lottery*

Lorne Weil, *Executive Chairman, Inspired Entertainment*

26

UNDERSTANDING MULTI-CHANNEL PLAYERS: DO PLAYERS' PERCEPTIONS OF LOTTERY DIFFER BY SALES CHANNEL? IGT

29

GAMES ENGINEERED FOR THE MOBILE GENERATION

Fennica Gaming

32

EIGHT ENHANCEMENTS TO ELEVATE YOUR 2025 INSTANT GAME PORTFOLIO

Scientific Games

36

REVOLUTIONIZING ILOTTERY: CATALYST GAMING PLATFORM

Pollard Banknote

38

CONNECTING WITH GEN-Z: HOW LOTTERY PROFESSIONALS LEVERAGE AI FOR BRAND STORYTELLING

European Lottery Association (EL)

40

APPLYING AI FOR POSITIVE IMPACTS ON LOTTERY

Angela Wong, *Vice President of Global Lottery Solutions, Gaming Laboratories International (GLI)*

DEPARTMENTS

8

FROM THE PUBLISHER

Paul Jason

10

BIOGRAPHIES OF THE 2024 CLASS OF LOTTERY INDUSTRY HALL OF FAME INDUCTEES

Renato Ascoli, *CEO Global Lottery, IGT*

Paul Erickson, *President and CEO, Western Canada Lottery Corporation (WCLC)*

Jannie Haek, *Chief Executive Officer, Loterie Nationale (Belgium)*

Nikos Nikolakopoulos, *Chief Executive Officer, INTRALOT GROUP*

Sam Wakasugi, *Vice President of Global Strategy, Scientific Games*

47

PULSE OF THE INDUSTRY:

Synopsis of recent gaming industry news

50

PROTECTING THE SOCIETAL ROLE OF LOTTERIES IN A TRANSFORMING WORLD

Philippe Vlaemminck and Dawid Muller, Vlaemminck.law

Visit Our Family Of Websites



PublicGaming.com

industry news & information

PGRITalks.com

videos of conference presentations

PublicGaming.org

PGRI conference information

PGRIDigitalLibrary.com

magazine archive of past issues

PGRIDirectory.com

listing of lotteries and vendors

PGRIAwards.com

Showcase of industry honorees recognized by the

Lottery Industry Hall of Fame

PGRI Lifetime Achievement Award

Sharp Award for Good Causes

Lottery Industry Statesman

and Stateswoman Award

Rebecca Paul Mentorship Award

Collaboration Award



Subscribe To Our Free Digital Newsletters

Receive our daily newsletters at no charge, published 5 times a week to bring you the latest breaking news in the global lottery industry.

Send an e-mail to:

sjason@PublicGaming.com with "add to Daily Digest list" in the subject line.



New, advanced LotosX Omni

Holistic, Scalable, Limitless



LotosX
OMNI

INTRALOT LotosX Omni introduces a brand new omnichannel gaming solution.

LotosX Omni provides advanced player account management features that enable unified player journeys across all channels for all games. Integrated, state-of-the-art services that allow gaming operators to simplify and accelerate the launch of new games, maximize the configuration of existing content and personalize the player experience.



From the Publisher

The **World Lottery Summit Paris** (October 21 to 25) will be a most excellent adventure: the biggest WLS ever, held in the most splendid City of Lights, featuring world-class speakers from within and outside of the lottery industry, hosting the biggest trade-show of technology partners, and countless side-bar meetings of global lottery leaders. Visit world-lotteries.org for complete info on the bi-annual WLS, as well as the other seminars and services offered by the World Lottery Association.

After serving as president of the WLA for three 2-year terms, **Rebecca Paul** will turn over the leadership mantle to the new president (who will be elected and assume the role of president at WLS Paris on Oct. 24). With massive industry changes being compounded by a pandemic, this has been a volatile six years for all of us. The WLA has evolved with the times, producing timely and relevant educational seminars, updating its standards and procedures for certifications in Security & Risk Management and Responsible Gaming, advocating for regulatory frameworks that protect the interests of government lotteries, strengthening its affiliation with regional lottery associations, and inventing new products to serve its members. Thank you to Rebecca Paul and the fabulous team of World Lottery Association leaders whose dedication supports the global lottery sector as well as each one of its members individually. The World Lottery Summit Paris is also a celebration of the privilege it is to embrace the wonderful mission of government lotteries and service to good causes. Susan and I look forward to seeing you there!

BCLC has always been on the leading edge of technological innovation. Among many “firsts”, BCLC was the first in North America to launch iLottery (in 2004) and manages almost all games-of-chance categories (including casinos, sports betting, and online gambling) in its jurisdiction. **BCLC Chief Operating Officer Dan Beebe** takes us behind the scenes of their recent lottery-centric technology transformation,

executed in one big-bang cutover fashion. It’s a fascinating story, and perhaps illustrative of things to come for all of us.

Wondering about how player behavior is changing with the growth of iLottery? Do players think of iLottery as different from traditional land-based lottery, or as just another way to play the same lottery games? Is there research to show whether lottery spend increases when the players play on multiple channels? Answers to these questions and more can be found in **IGT’s** report on page 26.

Scientific Games not only talks about the amazing enhancements to Instant Tickets, they drill down on the strategy of Instant Game portfolio management. Maximizing sales, and funds to good causes, is partly about producing fabulous games that capture consumer attention and ongoing playership. To that end, Scientific Games is pushing the edge of the Instant Ticket enhancement envelope. Their article on page 32 also delves into the strategy of managing the portfolio (and application of enhancements) to optimize overall performance of the category.

Abacus CEO Simon Butler brings us up to date on the latest technologies enabling the in-lane sales of lottery products, a crucial step towards evolving with consumer shopping and retailing trends.

Nobody understands how political, regulatory, and business dynamics coalesce to shape the world of lottery like **Philippe Vlaeminck**. He shares the vision of others who aspire for government lottery to fulfill its highest calling as a leader, not just in the games-of-chance industry, not just as drivers of innovation and progress, but in business conduct and in society writ large.

Pollard Banknote builds out its iLottery portfolio with the launch of Catalyst, its new fully cloud-native, modular, and API-first iLottery platform.

Digital pioneer **Fennica Gaming** is re-engineering games for the Mobile generation with entertainment-enhanced games to

attract a younger, more diverse audience.

Gaming Laboratories’ (GLI) Angela Wong describes some of the ways AI is being applied to the lottery sector.

The **EL (European Lotteries Association)** is always on the cutting edge of new ways to improve performance and results. The EL seminar on Connecting with Gen-Z focused on leveraging AI tools to enhance communications and brand storytelling, particularly for new generations of players. Actually, read the article as it traverses a whole range of ways in which AI is being applied in lottery right now to transformative effect.

Government Lottery is not the only operator class that is innovating. “Gray” operators continue to find ways to disrupt the industry in ways that should be illegal but manage to stay at least one step ahead of regulatory modernization. Among our “Pulse of Industry” news stories is the way the “sweepstakes model” is raking in huge sums of money while evading regulatory oversight and even the obligation to pay taxes. The sweepstakes model allows customers to play for free or to buy virtual currency to enhance gameplay and win cash prizes. Sweepstake operators cost US states in lost potential tax revenue, present a greater risk for players since they don’t face regulatory scrutiny, and represent a competitive threat to government lotteries and legally authorized forms of gaming.

Similarly, watch out for the ever-expanding portfolio of game categories and distributional strategies of DraftKings and Fanduel. They started as operators of “Fantasy Sports”, moved right into sports betting, and are now moving rapidly into every games-of-chance space including lottery.

See you at WLS Paris!

Paul Jason, Publisher
Public Gaming International Magazine

We Deliver the Most Top-Performing eInstant Games



9 out of
10 games

Michigan Lottery



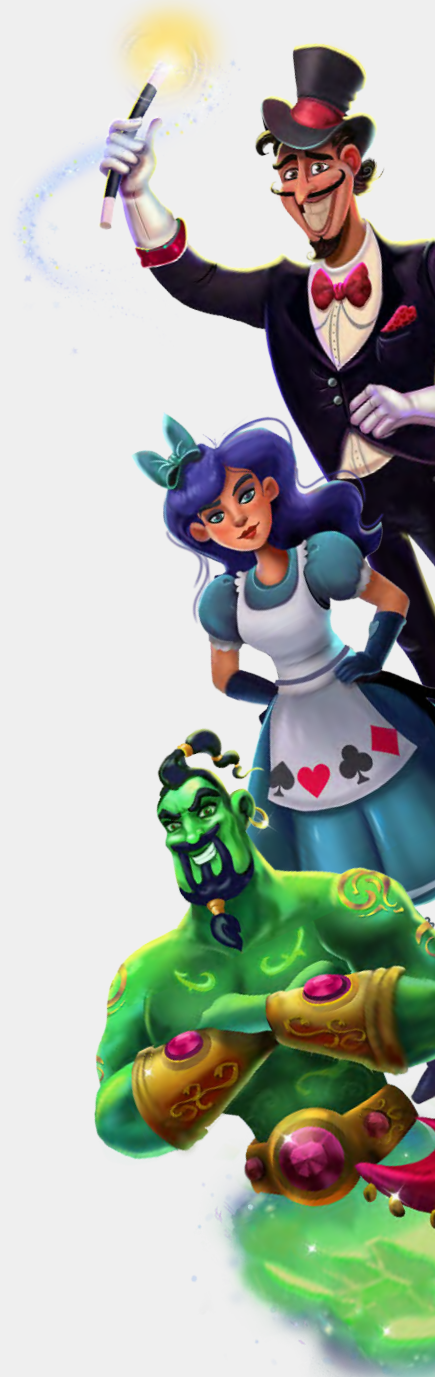
8 out of
10 games

New Hampshire Lottery



6 out of
10 games

Virginia Lottery



 neogamestudio®

Based on the top 10 revenue generating games in 2023



PGRI LOTTERY INDUSTRY HALL OF FAME

Congratulations to the five newest members of the Lottery Industry Hall of Fame

The 106 members of the PGRI Lottery Industry Hall of Fame have voted for and elected five industry leaders to be inducted into the Lottery Industry Hall of Fame for 2024.

The Lottery Industry Hall of Fame was founded in 2005 as a means of honoring those who have done the most to promote excellence and integrity in our industry and make the world lottery industry the great success. The recipients of this award are all a credit to that ideal and are joining a select and distinguished group of world lottery industry professionals. Visit the "Awards" section of PublicGaming.com (or LotteryIndustryHallofFame.com) to read more about the Hall of Fame.

Induction Ceremony

to induct all five new members will be held at the **World Lottery Summit in Paris:**

Wednesday, October 23

17:00 – 17:45 (5:00 to 5:45 pm)

Meeting room 252B (located on Level 2, Neuilly side)

Venue: Palais des Congrès de Paris

Visit World-Lotteries.org for more info about the World Lottery Summit, the biggest event in our industry held once every other year. We look forward to seeing you all there!

Visit LotteryIndustryHallofFame.com for info about the Lottery Industry Hall of Fame and its members. Thank you for your support of the Lottery Hall of Fame.



RENATO ASCOLI
CEO GLOBAL LOTTERY, IGT

Renato Ascoli is a highly accomplished leader when it comes to identifying and navigating opportunities for success within the organization, as well as those across the entire lottery industry. He has served in high-level leadership positions encompassing nearly 20 years of lottery and gaming industry experience, leading multifaceted teams across global markets. In his current role, Renato is responsible for Global lottery and iLottery sales and operations, product and sales development, and technology and support for IGT's 90-plus lottery customers worldwide.

Continued on page 46



PAUL ERICKSON
President and CEO, Western Canada Lottery Corporation (WCLC)

After serving as Interim President for ten months, Paul was appointed to lead the Western Canada Lottery Corporation (WCLC) in May of 2019.

Paul has had a remarkable career journey and trajectory. Paul is known as a "lifer" in the lottery world because, beginning in 1987 at WCLC, he has spent his whole career in this industry. He started out as a part time security officer in lottery, over the years moved into IT, and was appointed to manage the audit department in 1997.

Continued on page 46



JANNIE HAEK
Chief Executive Officer, Loterie Nationale (Belgium)

Jannie Haek is currently the Chief Executive Officer of The National Lottery of Belgium. Appointed as CEO in 2013, he has successfully led one of the most innovative lottery operations in the world for more than a decade.

Jannie has been a longstanding and strong supporter of the lottery industry, as an enthusiastic and thoughtful speaker, contributor and host at various European and World Lottery Association conferences. In 2019, Jannie led the Loterie Nationale Loterij (Belgium) in hosting the very successful European Lottery Congress in Antwerp with the theme of "The Success of Chance", which was attended by more than 800 people.



NIKOS NIKOLAKOPOULOS
Chief Executive Officer, INTRALOT GROUP

Nikos Nikolakopoulos is an Executive Member of the BoD and CEO of the INTRALOT Group, while he serves as the Chairman & CEO of INTRALOT USA. Following multiple roles in multinational technology companies, since 2007 he has been immersed in the lottery industry, collaborating with the global community of State Lotteries for over 17 years.

In his role as CEO, Nikos guides INTRALOT's vision of Shaping the Future of Gaming and ensures sustainable growth that prioritizes stakeholder value, customer satisfaction, and employee well-being.



SAM WAKASUGI
Vice President of Global Strategy, Scientific Games

Sam Wakasugi is an accomplished industry veteran with more than 40 years of experience establishing and developing profitable operations for lotteries worldwide.

As Vice President of Global Strategy for Scientific Games, he supports the company's worldwide strategy for new business opportunities and exploration of new and under-maximized lottery markets. With broad experience in lottery sales, marketing and operational leadership – and a well-known gold standard for customer service excellence –

All continued on page 46



New Era of Crossword

Now players can experience Crossword like never before!

Engage new audiences and loyal fans with vibrant colors and innovative, unique ways to play – brought to life by IGT’s cutting-edge, NextGen game programming and Infinity Instants™ printing technologies.

Learn more at [IGT.com/Infinity](https://www.igt.com/Infinity)



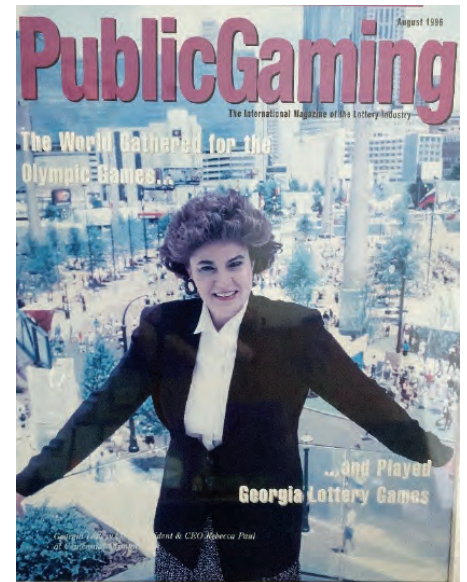
THE CLOSING OF ONE CHAPTER AND THE OPENING OF ANOTHER IN A STORIED LOTTERY CAREER



Rebecca Paul
President & CEO, Tennessee Education Lottery Corporation
President, World Lottery Association
Founder & Chair, Women's Initiative in Lottery Leadership

PGRI Introduction: Rebecca Paul's career in our industry spans nearly 40 years, and her footprint is seen throughout the world. Her career began with her appointment to lead the Illinois Lottery in 1985. She went on to found and serve as the chief executive of the Florida, Georgia, and Tennessee lotteries and is the current president and CEO of the Tennessee Education Lottery Corporation. In the Volunteer State, she has led the charge for more than 20 years and raised over \$7.5 billion for education initiatives such as college scholarships and after-school programs. She has also served as president and/or chair of all offices of NASPL and MUSL and as president of A.I.L.E., and is the founder of Women in Lottery Leadership (WILL).

But it's Rebecca's nearly six-year stint as president of the World Lottery Association that we'll focus on in this interview, as that tenure comes to a close following the WLA's World Lottery Summit in October of this year. What we know already, without even holding a Q & A, is that regardless of her official role, this born leader will forever be engaged with the industry for which she has relentless passion. That said, let's find out a little more:



Rebecca connecting the lottery with the community and the people in Georgia.

honor, and I'm proud to have served in this role. We've seen dramatic challenges during these past six years, and I have so many to thank for helping us work through them successfully.

I'm especially pleased about several accomplishments that have been achieved, which

Paul Jason: October's World Lottery Summit in Paris must be a bittersweet moment. What are you most proud of about your leadership of the World Lottery Association during the past six years?

Rebecca Paul: WLS 2024 has incredible meaning for me for so many reasons. Not only is the event itself a juggernaut of in-depth activity, but it's a chance to dialog with leading experts and colleagues from around the world and connect global trends at the heart of our industry's success. Serving as president of an organization that represents 81 countries has truly been an



Rebecca moderating CEO discussion with panelists Gretchen Corbin, David Barden, Sarah Taylor at WLA/EL Marketing Seminar in London.

250+

eInstant Game Titles and Growing

We're applying 50 years of science to iLottery with 250+ premiere eInstant games from SG Studios. In 2023, our games brought in nearly 23% more unique players and 21% higher total wagers than competitive games. Now, with the *SG Content Hub Partner Program*, we're adding even more innovative, high-performing eInstant games from other lottery-focused content studios worldwide to drive profits for good cause programs.

*THIS IS THE
Science Inside*



ScientificGames.com

Performance measured in the first 30 days live.
© 2024 Scientific Games. All rights reserved.



Rebecca gives a passionate overview of the progress of Women in Lottery Leadership at NASPL's summer 2024 Professional Development Seminar in Omaha, Nebraska.

include development of a strategic plan for WLA, increased membership from North American lotteries, and the evolution of the four strategic WLA committees, which have seen growth and empowerment. I'm also proud to be the first woman to lead the organization, which is a fitting nod to the heart of Women in Lottery Leadership.

How do you see the organizational structure and portfolio of services provided by the industry associations evolving over the coming years?

R. Paul: What I see is a bright future of the regional associations working more closely with WLA and improved coordination between all parties involved. As an industry, we have made remarkable strides in coming together and operating as a cohesive force that does so much good for our collective communities. We'll continue the focus of working in tandem and meeting the needs of our stakeholders while learning from each other.

Few people have the global perspective

that you do. And yet you sometimes have said that "all markets are local." Regulatory frameworks and gaming cultures vary widely. But what are some similarities that all lottery operators share? What aspects of this industry are universal and can be found in many jurisdictions around the world?

R. Paul: What I've found is that every lottery, no matter how big or how small, how new or how old, is dedicated to its mission of raising dollars for good causes and eager to join forces with others to

strengthen the industry. Regardless of differences in structure and design that are sometimes vast, we learn from each other through a variety of platforms. With the rise of virtual meetings and expansion of digital technology, the miles between us have lessened and our bonds have been more solidified. As we continue to envelop ourselves in ever-changing technology, we also work together to empower leaders of tomorrow. After all, ultimately it is the people we mentor and work with who will continue our legacy of success.

What are you most proud of in your nearly 40 years of service to the lottery industry?

R. Paul: There's so much to reflect on as I look back while also looking ahead. What immediately comes to mind is the incredible amount of funding raised for good causes by the

lotteries that I've been fortunate enough to be part of. Some of my favorite days are those where I'm stopped on the street and thanked by someone whose son or daughter or niece or nephew has benefited from a Lottery-funded educational scholarship.

And then there's the global expansion of Women in Lottery Leadership. Working with others to expand this vital program, designed to bring the best and brightest women to the table, is truly satisfying, and I look forward to the ongoing maturity and expansion of opportunities for the talented women in our industry. And it's that mentorship role that I cherish—not just through WILL, but the opportunity I continue to have to encourage, lead and nurture men and women to become leaders. The idiosyncrasies of our industry are many and point to the need for the knowledge gained by working together. It's genuinely gratifying to help others succeed—in fact, more than a dozen of my mentees have gone on to become lottery CEOs.



Raising awareness about dollars raised for good causes is a favorite activity of Rebecca's. Here, she presents a ceremonial check to a representative from Vanderbilt University to highlight the Lottery's contributions to education in the state.

And it's with this togetherness in mind that I plan to launch a new initiative to create a council of past presidents of lottery organizations. This group of seasoned leaders would meet annually and network to discuss issues, provide updates and serve as a vital resource for the industry.

And finally, I would like to express my gratitude for the deep and meaningful relationships I've developed and nurtured over these many years. Our people are the key to our success, and I take pride in bringing together the best and brightest to fulfill our overall mission of providing entertainment in a socially responsible manner to the benefit of our communities. This truly is a special niche we are in, and I'm thankful to be part of it. ■



Rebecca is always at-the-ready to discuss the Tennessee Lottery's positive impact on students in the state. Here, she is featured on a radio talk show at a University of Tennessee football game.



In-lane

Self-Checkout

Mobile

e-commerce



Abacus the lottery innovators at retail

Putting lottery everywhere.

Lottery integration into a retailer's checkout platform can be quite confusing. With our team of experts, our retail and lottery partners and expanding product portfolio Abacus is now able to offer Print on Receipt, Quick Ticket, instant ticket dispensing, validation and redemption along with a suite of digital solutions for mobile.

Abacus offers you a clear retail solution for all your lottery needs.

Contact the Abacus team for more information: info@abacuslottery.com

TECHNOLOGICAL TRANSFORMATION AND THE ENGAGEMENT OF THE MODERN PLAYER

Dan Beebe

Chief Operating Officer, BCLC (British Columbia Lottery Corporation)



PGRI Introduction: BCLC (British Columbia Lottery Corporation) manages all commercial gambling and lottery products in British Columbia including lottery tickets, casinos and online gambling. Based in Kamloops, with a secondary office in Vancouver, BCLC consists of three lines of business: Lottery, Casino and eGaming. With more than 1,300 employees, its annual net profits exceed CDN \$1.5 billion, all of which goes back to the province through investments like health care, education and community programs. Its service providers, who run casinos on its behalf under contract, employ an additional 8,300 people across the province.

In May 2024, BCLC completed its most ambitious transformation to date: replacing and modernizing its legacy lottery equipment and systems, to both support the organization's future success and increase benefit to the province, its retail partners, and importantly, its players. Dan Beebe, chief operating officer, shares his thoughts on this and other integral organizational transformations and their enduring impact.

Paul Jason: BCLC is immersed in every game-of-chance category and distribution channel. How did the need to replace your lottery systems lead to transform your enterprise-wide technology architecture?

Infrastructure determined that 90% of BCLC's legacy technology resided in our lottery systems and infrastructure. Our lottery systems were due for an upgrade. As we explored potential new IT strate-

Dan Beebe: Lottery was the genesis of this company and is foundational to our DNA. And we were proud of our lottery systems which for 20 years were incredible, very efficient and dependable. And because of this, we were able to focus our innovation efforts on casinos and new game categories, like online gambling and sports betting.

However, in 2015, a governmental review of our lottery

gies to enhance operations and the lottery player experience, we were inspired by the possibilities and decided that modernizing our lottery systems could be the cornerstone to something much bigger: the transformation of our business's IT infrastructure.

That's almost ten years ago. Was it a long and winding road to get to where you are now?

D. Beebe: Following the whole RFP process, we were all set to implement the new lottery system in 2017. INTRALOT was the technology partner on the hardware side but not the software side of the system. The vendor responsible for software had a different strategic vision, so we essentially started from scratch again in 2018 with INTRALOT as the hardware, software and application provider. We took the following four years as an opportunity to study the way technology was evolving and to think about the ways that IT infrastructure

POLLARD
banknote limited

POLLARD
CATALYSTTM
GAMING PLATFORM

TRANSFORMING **LOTTERY** | ACCELERATING **GROWTH**

Frictionless Player Experience
Personalized Player Relationships
Optimized for Integration
Built for Your Future



Outstanding Games.
Retail Excellence.
Digital Innovation.



does not just produce specific technological outcomes - it defines the overall corporate architecture and ultimately the player experience.

It was also becoming apparent that cloud technology was primed to occupy a much bigger, more central role in the modern IT infrastructure. We realized we needed to pivot and not just replace our lottery terminals and the lottery game engine behind it but transform our entire lottery ecosystem. On May 26, 2024, BCLC became North America's first cloud-based lottery system.

So you had no blueprint to follow in this technological transformation?

D. Beebe: While BCLC was the first in North America, we had both the benefit of studying other cloud-based ecosystems and INTRALOT had extensive experience with executing switchovers of the type we were considering. They had also completely redesigned their systems to be modular, easier to update and easier to integrate with.

We affectionately called this a “big-bang” approach because we decided to rip out everything that is connected to our lottery system that does not comport with the most modern presentation or operational layers we are adding, and replace it with the most advanced version. INTRALOT was excited about it because they had done this before and could attest to the benefits of this approach. We were confident that INTRALOT’s experience and technical vision combined with our willingness to push the envelope, would

produce the results we wanted. We think it was the perfect marriage for achieving the ambitious outcome of going live with a cloud-based system supporting 30,000 staff on 3,800 retail machines throughout the province. While this system was created for lottery, it is actually going to end up also fueling and providing a casino-style sports book that we never contemplated before.

We are happy to share our experience with others who may want to explore a similar transformational path.

The lottery system does not directly support the other game categories, does it? **D. Beebe:** While the different game categories like casinos, sports betting, and online gambling require different technological functionalities, the new lottery IT infrastructure opened up a whole new view on what we could achieve as well as what we would need if we wanted to integrate those functionalities.

We are now asking the fundamental question of how we can move our entire gambling technology infrastructure into more modern cloud-based, modular and service-oriented architecture.

“We decided that modernizing our lottery systems could be the cornerstone to something much bigger: the transformation of our business’s IT infrastructure.”

It sounds like the starting point for integrating the most advanced IT systems is unrestricted open-ness and interoperability.

D. Beebe: It’s about the freedom to think beyond the parameters and assumptions that may have existed in the past. For instance, we also needed to replace our retail sports betting platform. We asked INTRALOT for ideas on how we could create a player-experience that would enable seamless migration from lottery to sports betting. Now we have deployed new INTRALOT-powered sports books in retail.

Doesn’t “thinking-out-of-the-box” incur additional risk?

D. Beebe: Of course any large-scale transformation will carry at minimum a modicum of anxiety - but INTRALOT did have a lot of experience with the implementation of forward-looking technologies that reflected where we wanted to go. We were still nervous but were assured that everything would work fine – and we’re happy to report that they were right.

You referred to the impact this has on “corporate architecture”. What does that mean exactly?

D. Beebe: It’s about ensuring that the processes supporting our products are inter-connected across multiple game categories and distribution channels – with the capability for instantaneous communication. We used to execute somewhat linearly, executing one task at a time. Data that used to take days to process and post for analyses – for instance, game results – is now available instantly. This new “corporate architecture” removes bottlenecks and facilitates the process of converting data into actionable intelligence.

Continued on page 41



V★PLAY
NFL

DEVELOPED BY INSPIRED

VIRTUAL SPORTS

NOW AVAILABLE



INSPIRED



FROM A VENDOR PROVIDER TO A TRUSTED BUSINESS PARTNER

How INTRALOT worked with BCLC and converted their legacy solution to LotosX Omni.

Nowadays, as companies continue to invest in technology solutions to drive efficiency, innovation, and customer satisfaction, the expectation for an effective vendor-client partnership has never been higher.

Recently, INTRALOT were able to collaborate with **British Columbia Lottery Corporation (BCLC)** to deliver their latest and most significant IT transformation. INTRALOT successfully **migrated BCLC's retail lottery system to its innovative LotosX Omni ecosystem**, deployed on a **Cloud technology stack** and went live with **INTRALOT's next-generation lottery terminals** across the whole of BCLC's retail and hospitality network. BCLC is now one of the first lotteries in the world to adopt a fully cloud-based lottery system and the first in North America.

This partnership not only ensured a successful go-live but, more importantly, strengthened both organizations and inspired **a shared vision for greater possibilities**. As we continue to expand our collaborative roadmap with new initiatives and ambitious goals, it's important to acknowledge that this level of success wouldn't have been possible without the genuine understanding and alignment between the two teams.

At the heart of a successful partnership lies trust, transparency, and mutual respect.

The question is: **how do you get there?**



Set Clear Expectations From the Start

A successful partnership starts with a shared understanding of the goals, required timelines, and outcomes. When kicking off a new engagement, it's essential to have open and honest conversations about what success looks like for both parties. Setting realistic goals avoids future disappointment and sets a foundation for mutual success.

success wouldn't have been possible without the **genuine understanding and alignment** between the two teams

During the business analysis period, both INTRALOT and BCLC worked side by side - both in person and remotely in order to ensure we both fully understood what one another was asking before landing on the final scope definition.

Prioritize Open and Ongoing Communication

Communication is the lifeblood of any strong relationship, and business partnerships are no exception. INTRALOT and BCLC maintained a steady dialog throughout the project allowing us to meet all key milestones. This approach to communication enabled a more agile process, allowing both parties to adapt as needed.



Regular stand up meetings, status updates, and the willingness to listen can go a long way in preventing misunderstandings.



Be Proactive, Not Reactive

A successful business partnership, is not just about solving problems but proactively anticipating them.

a shared roadmap designed to **drive mutual growth and success.**

INTRALOT provided strategic insight into evolving solutions for BCLC, and both parties suggested additional features and flagged potential challenges before they became issues.

For INTRALOT and BCLC, this was the cornerstone of the partnership, allowing for unanimous decisions and facilitation when there was a need to adjust or comply.

Long-Term Value, Not Short-Term Gains

A successful partnership should be seen as an ongoing collaboration, not just a one-time deal. This requires shifting the focus from simply selling a product to delivering long-term value.

INTRALOT is looking toward the future with partners like BCLC. We want our clients to know and feel that we are there for them beyond the initial purchase. This can be achieved through continuous support, ongoing training, and regular discussions of the solution's effectiveness. **We aim to cultivate long-term partnerships, and the BCLC collaboration exemplifies this commitment.**

Humanize the Relationship

While contracts, KPIs, and technical solutions are critical components of any partnership, it's the human element that can make or break the relationship. Too often, the focus remains on the technical or transactional aspects, and the people behind the partnership are overlooked.

Since undertaking the BCLC project, both parties have worked with mutual respect and support to all people involved from both teams. In addition, we have also worked with BCLC's retailers from the beginning to provide operational inputs on system features and usability.

almost **100% retail network readiness** in the first two days after go live.



INTRALOT's Vision for Today and the Future:

Prioritizing People at the Core of Every Partnership



During the BCLC project, many of the individuals involved achieved personal milestones and we acknowledged and celebrated these as they occurred. It is crucial that our partners feel valued and understand how essential their ongoing collaboration is to our success.

The most successful vendors are not only those who offer cutting-edge solutions but also those who prioritize the needs, aspirations, and well-being of the people they work with. By fostering open communication, mutual respect, and a commitment to long-term value, we strive to build enduring partnerships that continue to thrive in the future. **Ultimately, the strength of our relationships comes from our willingness to genuinely listen and connect with the individuals behind them.**

Digital Lottery is about so much more than selling lottery tickets online

L to R: Kelley-Jaye Cleland, Jesse Saccoccio, Peter Sullivan, Rebecca Swindle, Matt Taormina, Rob Wesley



Digitization and modernization can come in many forms, but how can lotteries make the most of the opportunities they present and avoid being left behind in an increasingly fast-paced and competitive games-of-chance environment? Senior executives of the vendor community shared their opinions on everything from an assessment of lotteries’ current digitalization efforts to “the radical future of digital lottery.”

The discussion was moderated by **Kelley-Jaye Cleland**, Chief Product & Program Officer, New Hampshire Lottery, who was joined by panelists:

- **Jesse Saccoccio**, Senior Director, Global iLottery Pre-Sales, IGT
- **Peter Sullivan**, Chief Executive Officer, Jackpocket
- **Rebecca Swindle**, Vice President Strategic Development, INTRALOT
- **Matt Taormina**, Director of Digital Products, Scientific Games
- **Rob Wesley**, Vice President of North American Customer Development, NeoGames

Introducing the discussion, Kelley-Jaye Cleland mentioned how retail still provides the most revenue but also shared an important fact about the importance of

iLottery. “Four of the top ten U.S. lotteries for per capita sales have iLottery. So, although it is not essential to have it, it is helpful as those results show.”

This discussion is about the importance of investing in the digital future, and about how “digital” is about much more than iLottery. “In New Hampshire, we have many digital products, including iLottery. But we also don’t have the foundations to support all our digital initiatives—we don’t have a data warehouse, a business intelligence tool, or internal CRM that gives us a 360-degree view of the customer. So, we’re still in need of modernization, which doesn’t have to mean iLottery.”

Responding to Kelley-Jaye’s question about how lotteries are preparing for the digital future, **Jesse Saccoccio** focused on establishing the infrastructure required for mobile claims and loyalty programs. He also emphasized the importance of CRM. “If you know your players, their behaviors,

and their trends, you can build customer journeys that really enhance each individual’s experience.”

Elaborating on that, **Rob Wesley** spoke about how mobile claims are gaining momentum even though they are only offered by a few lotteries. “Last year, Virginia launched mobile cashing for every retail ticket that’s purchased into the player’s online wallet. And the tickets cashed in one year have been worth about \$25 million.”

Rob emphasized how modernization is not only about the technology you have but also about using it smarter. “It’s not just about building a database anymore, it’s about communicating more effectively by leveraging the technology that you have and learning from each customer’s behavior how, where, and when they want to engage with you. The core of modernization is using technology and data to create better relationships with players.”

“Figure out how to merge programs and collate data so you can reach out to players with the right messages, offers, and incentives at the right time.”

Continued on page 42



SEE YOU AT THE 2024 WORLD LOTTERY SUMMIT IN PARIS!

Get ready to transform your retail presence with Pro-Lite. Our vibrant tools and eye-catching signage are designed to grab customers' attention and skyrocket your sales.

From stunning window displays to dynamic floor signs, we have everything you need to create an unforgettable shopping experience. Let Pro-Lite ignite your retail success and watch your sales soar!

BRIGHT. BRILLIANT. BILLION.
BRIGHT LED. BRILLIANT APP. BILLION\$ JACKPOT.



All lottery sign images are for illustrative purposes. None of these signs are for sale unless written consent from trademark owner(s), authorized reseller(s), and/or authorized marketer(s) is provided. Powerball® is owned by and trademark of Multi-State Lottery Association; Mega Millions® is a trademark of Mega Millions and all the States or Country trademark lotteries are a trademark of the owner by each state or country.

© Copyright 2024. Pro-Lite, Inc.



Driving the Omni-Channel Experience: What are the promotional tools, levers, game concepts, and strategies to entice the player to engage with Lottery on multiple channels?



L-R: Mark Michalko, Richard Bateson, Shannon DeHaven, Helene Keeley, Randy Spielman, Lorne Weil

Omnichannel has been the buzzword du jour across the lottery industry for awhile now. Everyone appreciates its importance, but what exactly does omnichannel mean for the Lottery? And how can we best implement it to generate data, provide seamless player experiences, and maximize player engagement across distributional channels? These were just some of the issues addressed in the panel discussion that brought together experts from the vendor and lottery communities, and moderated by **Mark Michalko**, Executive Director of the North Carolina Education Lottery.

Mark was joined on the panel by:

- **Richard Bateson**, Chief Commercial Officer, INTRALOT
- **Shannon DeHaven**, Vice-President of Digital Engagement, Pollard Banknote
- **Helene Keeley**, Executive Director, Delaware Lottery
- **Randy Spielman**, Deputy Executive Director Product Development & Digital Gaming, North Carolina Education Lottery
- **Lorne Weil**, Executive Chairman, Inspired Entertainment

Mark began by asking the panelists what omnichannel means to them. “Is it just about driving engagement at both land-based retail and online? Or is there more to it than that?”

From the perspective of INTRALOT and the vendor community, **Richard Bateson** emphasized the importance of connection and integration. “As vendors, we sit at the apex of marketing and technology. The omnichannel relationship enables us to identify what players want and allows them to play by whatever means they would like to interact with us. So, having a customer data platform that sits underneath everything else is at the heart of omnichannel.”

Similarly, **Randy Spielman** defined omnichannel as “a player-centric approach to engagement. Omnichannel engagement goes beyond the player purchase of a lottery ticket to encompass marketing, commu-

nication, and even the culture of Lottery itself.”

Sounding a note of caution, **Lorne Weil** took a broader perspective on questions of omni or multichannel. “Lottery is not a closed system, and Draft Kings’ acquisition of Jackpocket shows that the lottery industry is not working in its own isolated universe. For some of our competitors, Lottery is the primary if not only product category with retail as the primary channel of distribution. For others, their strategy is focused on multiple channels like sports bettors online and retail sports bettors as well as lottery players. That’s why we need to think as much about how to defend our turf from competition as we do about the opportunities that omnichannel presents.”

Helene Keeley also described how omnichannel is “a new challenge” for the Delaware Lottery. “In Delaware, all

“Omnichannel offers a seamless experience with the same product no matter how a player chooses to play.”

Continued on page 44

STRENGTH: A WOMAN'S SILENT ROAR

#MAKESPORTSWIN



-18 LET'S PLAY
RESPONSIBLY



MAKE SPORTS WIN

New IGT Research:

Understanding Multi-Channel Players



Do players' perceptions of lottery differ by sales channel? A new IGT global study seeks to understand how and why.

Lotteries around the world are at varying stages in their ability to access and optimize all the available sales channels to sustainably grow returns for good causes.

Yet, as lottery modernization continues, and despite regulatory obstacles to iLottery in some jurisdictions, it's likely that most markets will eventually serve – and need to understand – multi-channel players.

From mature multi-channel markets to nascent ones, the industry as a whole can benefit from insights on this developing player segment. What are the characteristics of multi-channel players? Why do some favor one channel versus another? What strategies could lotteries potentially pursue to encourage more cross-channel play? To serve this need, IGT set out to capture and convey a more detailed understanding of multi-channel players. The company's Global Marketing Insights team partnered with Russell Research in

2024 to invest in a **global thought leadership study**, the largest study the two organizations have fielded together to date.

Researchers surveyed a general population of adult consumers, not morally opposed to playing lottery, in **seven countries**: Australia, Canada, Czech Republic, Finland, Italy, Spain, and the U.S. **Among other topics, the quantitative phase of the research explored general lottery playership**

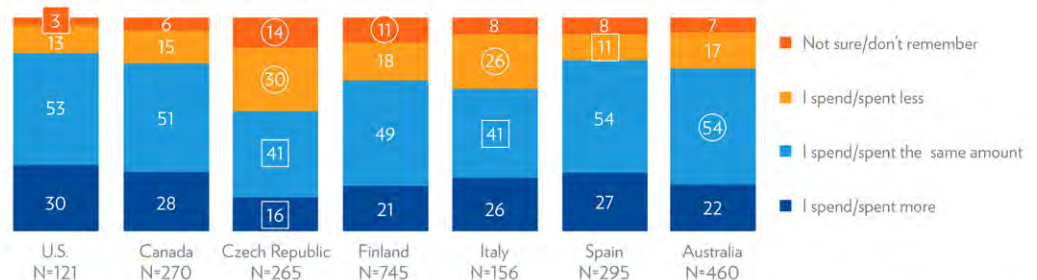
behaviors, especially as they relate to the differences between retail-only and digital-only lottery purchasers and digital/multi-channel lottery purchasers.

Special Report Preview

A new IGT Special Report, based on the research, aims to offer a data-driven understanding of player interactions across the various lottery sales channels, to support lotteries in navigating their

Lottery Purchase Channels – Online Purchasing Effect on Spending

“You indicated that you purchase/purchased your lottery game tickets online using a website or app at least some of the time. Which of the following statements best describes how your online lottery purchases have impacted your overall spending on lottery games?”



unique challenges. **A link to the IGT Special Report can be found at the end of this article.**

For lotteries already offering sales in the digital channel, it shares insights to further refine their channel strategy. Those anticipating regulatory approval for or preparing to launch online sales can use the Report's data and research to inform and shape a multi-channel strategy.

The insights can also help to inform lotteries' strategies for player acquisition and retention.

Of particular interest to PGRI readers is a finding relative to the U.S. market, where digital lottery sales have been authorized in only 15 states to date: While the U.S. currently has the lowest proportion of online players (13%) among the seven countries studied, 30% of American online lottery players indicated that they spend more money on lottery since they started purchasing online — higher than the percentage of players in Australia, Canada, Czech Republic, Finland, Italy, and Spain (see graph).

While the U.S. digital market is still maturing, there are opportunities for

lotteries that can't sell online to digitalize aspects of the retail lottery journey. IGT refers to this as **Connected Play**. Eventually, when regulated to sell via the online channel, **the lottery is better positioned to make the transition to an omnichannel environment**, and players are **already familiar with the ease of use and convenience** of interacting with the lottery digitally.

A set of Connected Play features built into IGT's OMNIA™ solution allows players to access a lottery mobile app to register, create, and use digital playslips at retail. Furthermore, players can check their tickets, claim their winnings, and enter second chance promotions right from their phones, among other convenience features.

For lotteries already selling online, Connected Play functionality provides **a complete view of players across channels**, supplying lotteries with valuable insights to help:

- make more informed decisions to strengthen game portfolios
- offer more tailored promotions and messaging

Methodology

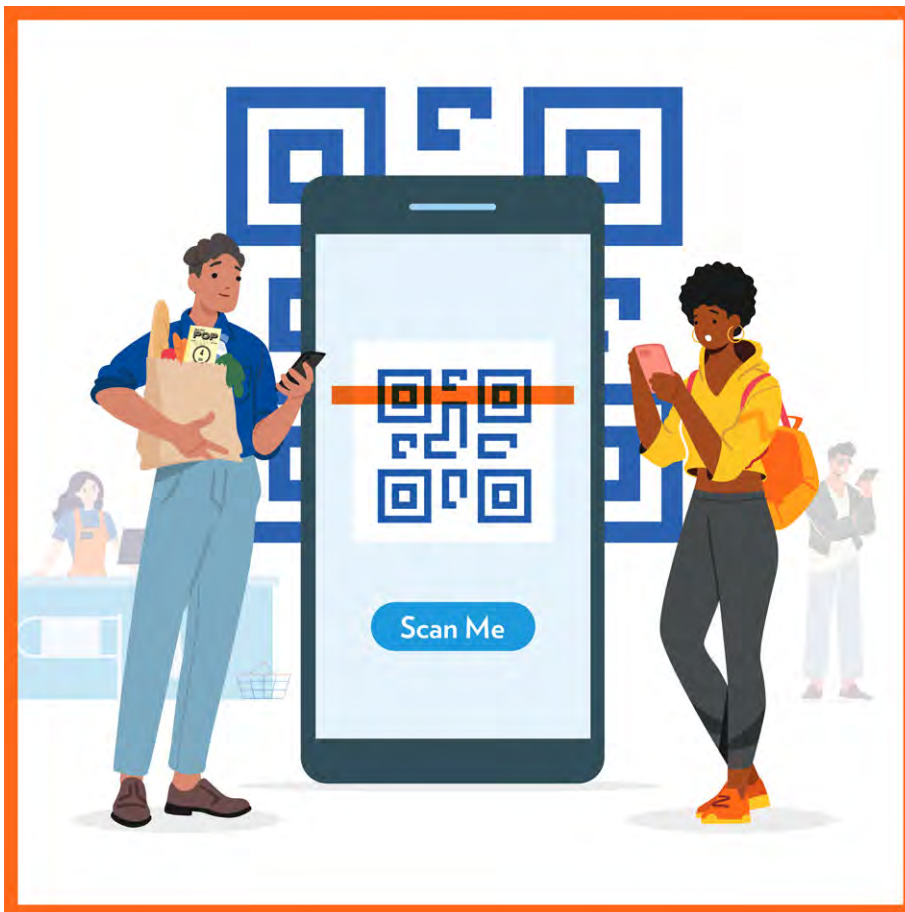
The IGT study was conducted via online surveys from February 21 and April 15, 2024, in Australia, Canada, Czech Republic, Finland, Italy, Spain, and the U.S.

More than 7,000 surveys were collected (between 1,003 and 1,015 in each of the seven countries), encompassing three Lottery Player Segments: current/past-year lottery players; lapsed lottery players; and those who have never played draw-based lottery games or instant lottery games, but would be likely to consider playing lottery games in the future.

- apply modern and more cost-effective digital marketing techniques
- provide players with more information and resources to help them make informed decisions about playing, supporting Responsible Gaming efforts.

IGT's Special Report on multi-channel players explores what's happening in markets around the world and offers findings related to players' age group, purchase behaviors and attitudes, as well as how lotteries can cater to multi-channel players.

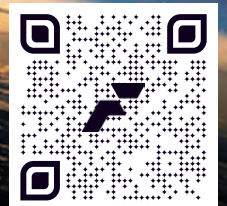
Visit [IGT.com/SpecialReport](https://www.igt.com/SpecialReport) to download the full report.



GAMES ENGINEERED FOR THE MOBILE GENERATION



FENNICA
GAMING
Powered by Veikkaus



Games Engineered for the **Mobile Generation**

Are you seeing your player base shrink as it skews older? Many gaming operators face this challenge, and Veikkaus, the National Lottery of Finland, was no exception. In this article, we look at how Veikkaus has successfully attracted younger players through digital innovation.

A Digital Pioneer

In the 1990s, Veikkaus became a trailblazer in online gaming by launching the first web store among national operators in 1997. Over the next decade, revenues nearly doubled, and the game portfolio tripled, responding to evolving player behavior. Early on, Veikkaus recognized that digital was the future, and took the bold step of developing the first eInstants in the world in 2004. This transition helped establish Veikkaus as a leader in online gaming.

Going Global with Fennica Gaming

The success of these eInstants raised interest among international peers that paved the way for new innovations. After securing regulatory approvals, Veikkaus launched its B2B operations, Fennica Gaming Ltd, in 2022, offering these innovative games to lotteries around the world. "Today Fennica Gaming's games are live on three continents, and the results are clear. In 2.5 years, we've proven these games can expand and sustain a player base, that makes our industry more sustainable" rejoices Joni Hovi.

Are you ready to engineer your games portfolio for the mobile generation?



FENNICA GAMING

Powered by Veikkaus



The Mobile Revolution

But the innovation didn't stop there. "In a country where Nokia was born, a rapid tech adoption was evident. We needed games that appealed to mobile users," says Joni Hovi, Senior Vice President Customers and Marketing at Fennica Gaming. "In 2012, Veikkaus started developing mobile-friendly games that blended scratch cards with elements of mobile gaming. The goal: attract a younger, more diverse audience, particularly women," Joni Hovi continues.

The launch of ChirpAmore (also known as NokkaPokka) in 2013 was a turning point. The first eInstant with entertaining mechanics became an instant success, proving that mobile-first lottery games could engage new demographics and revitalize the player base.



Joni Hovi, SVP Customers & Marketing
Fennica Gaming

IMAGINE A NEW UNIVERSE OF POSSIBILITIES IN LOTTERY DISTRIBUTION



Simon Butler
Founder & Chief Executive Officer, Abacus Solutions International Group
www.lotteryeverywhere.com

Paul Jason: Retail is changing. How are these changes impacting the lottery industry?

Simon Butler: Retailers are facing many challenges. These include supply chain issues, inflation, theft, and labor shortages. From 2018 to 2021, Forbes reported that labor shortages have doubled over this period (which increases costs), and this trend continues to grow year after year. Retailers are reaching out to tech companies to address the pain points they are experiencing.

If you have visited your major lottery retailers, you have probably seen firsthand the changes retailers are adopting and how these changes are impacting the checkout experience.

Why is it important to be aware of how technology is changing at retail?

S. Butler: Simply put, most of these new technological advancements impact how consumers shop at grocery stores and convenience stores. Manned lanes and customer service center desks and kiosks are disappearing. Traditionally, the retail clerk has been key to selling your lottery games. If that service desk is replaced with self-checkout, who's going to sell your scratch and draw game tickets in a convenience and grocery store when there is no clerk? And who's going to ask the customer if they want a Powerball ticket? The simple answer is nobody, and as a result, the lottery sales will decline.

One customer with one self-checkout sale may not be a big impact. However, extrapolate that data across all lanes in all stores across the entire state and the impact does become material. What if I told you that a major convenience store chain in the

US with 7000 stores is completely changing the way its customers check out. No clerk and no person to ask for the sale. Zero counter space for instant ticket dispensers. And with this technology they've already seen lottery sales fall up to 20% per store or up to \$800,000,000 in lost sales annually.

Clerks are disappearing, counter space for scratch products is vanishing, all the ways we currently sell tickets are changing. This is happening right now, the impact is incremental and sales are eroding, and the window of opportunity for lottery to adapt is closing.

What do we do about it?

S. Butler: In order to adapt to the changes occurring at retail, several lotteries are increasing the use of vending machines in an attempt to recapture a percentage of lost sales. Although this seems like a logical approach for convenience stores, space for vending machines is limited and stock outages are prevalent for retailers due to reduced staffing levels. The high cost of vending machines is also a major concern.

Abacus has been working hard for several years with most major retail technology companies that provide retailer point-of-sale (cash register) software, to implement a distribution platform that enables retailers to sell lottery products in both self-service and manned lanes, regardless of the how consumers check out.

This retail distribution platform allows consumers to add lottery products to their shopping basket and receive their lottery products on cash register receipt paper, digitally (if allowed in state) or on any other receipt mechanism used by the retailer. Scratch products are also supported so consumers can play all lottery games in the portfolio.



Abacus is presently working with eight US and Canadian lotteries to provide various retail solutions to address the impact these retail changes are having on their business. In the Netherlands, Abacus has provided integrated solutions into five retail chains and is selling lottery products via manned lanes, self-checkout, scan & go and on the retailers' ecommerce website. In Iowa, Abacus will soon be going live with two of the state's largest grocery/convenience chains. And in Canada, Abacus is implementing a solution with three large retailers – a national grocer, a retail grocery, and merchandise retail chain. Abacus is also live in Arizona and Texas with Kroger and will soon be moving Florida to the Abacus platform.

Sounds like the time is now!

S. Butler: Abacus is an experienced expert in working with lotteries, gaming system providers, retailers, and retail point-of-purchase software providers and manages each piece of the project. With many moving parts, it takes time to scope, develop and implement these projects. Integrating these changes from your gaming system to your retailers can take up to 9 months to complete. Now is a good time to build Abacus into your fiscal budget and planning process to address these changes at retail and capture the increasing volume of sales that are moving to self-service checkout. ■



89 of Top 100

Performing Instant Scratch Games

When it comes to performance, our data-driven scratch games continue to lead the global lottery industry. Backed by 50+ years of science, we're driving success for 19 of the Top 20 performing instant game lotteries in the world. Our partnership means more profits for good cause programs.

*THIS IS THE
Science Inside*



ScientificGames.com

MONOPOLY™, © & © 1935, 2024 Hasbro.

MAP U.S. lottery data for games launched in CY2023, weekly per capita sales for first 12 weeks.
© 2024 Scientific Games. All rights reserved.



EIGHT ENHANCEMENTS TO ELEVATE YOUR 2025 INSTANT GAME PORTFOLIO

For lottery product managers, planning scratch portfolios comes down to science. **It involves a strategic process of evaluating game performance data and making adjustments to products and the overall product mix to position the portfolio for success.** And it means exploring innovations that can enhance performance and keep players excited and entertained.

A small investment in premium enhancements can have a big impact on lottery sales and profits.

Shimmering finishes, high-definition graphics, specialty papers and inks stand out at retail, giving core players one-of-a-kind scratch experiences and attracting new players. But building an instant game portfolio that not only resonates with players but generates profits takes expertise.

“Players are looking for entertainment. They want that thrill of excitement. And that’s why Scientific Games tests every new innovation extensively with

player research and focus groups before presenting them to our lottery partners,” says Danielle Hodges, Senior Director of Global Product Innovation & Development, who brings more than 11 years of experience to lotteries creating and launching the company’s instant game innovations.

At Scientific Games, every recommendation on price point, playstyle and product enhancement in an instant game portfolio is strategically planned. Data comes into play to make sure there’s just the right balance of products to deliver sales performance. The key is managing the entire portfolio to ensure variety and excitement.

“Data is key to how we make recommendations that grow our customers’ business and deliver unparalleled player experiences. We aren’t focused on simply reporting, we’re generating value through insights, our advanced business analytics tools and data science,” explains Hodges. “While Scientific Games is known for game innovation, we have multiple teams and technologies across our business that support our innovative culture but make sure all new product development is as data-driven as possible.”

That strategy has paid off, with the company currently partnering with nine of the top 10-performing instant game lotteries in the world as the sole or primary instant games provider. Scientific Games has more than 100 different enhancements to achieve the lottery’s performance goals.”

“With millions of products competing for attention at retail and online, standing out becomes more challenging every year,” says Hodges. “For this reason, *Strategic Product Enhancements* have never been more important. As players move to higher price points, a premium product is expected.”

Since 2018, 53% of games in the \$10 and higher price point categories produced by Scientific Games for U.S. lotteries had at least one *Strategic Product Enhancement*. These games generated more than 60% of instant game retail sales across those price point categories.

Delivering value in the entertainment experience brings players back to engage further and creates loyalty to the lottery’s brand.

Here are eight ways to do it with *Strategic Product Enhancements* exclusively from Scientific Games.



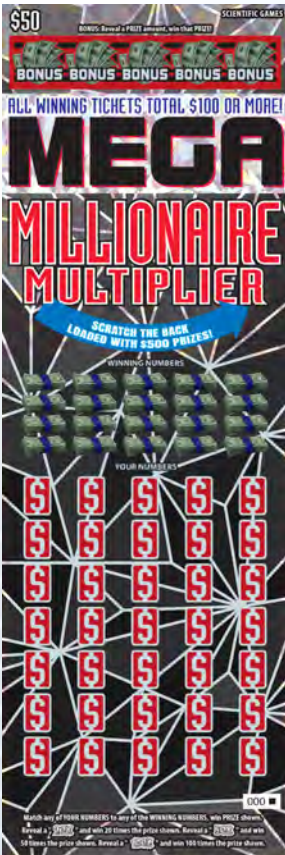
HD Games™

Scientific Games was the first to bring players an enhanced play symbol experience. *HD Games* give players high-definition, easy-to-read numbers and play symbols for a modern, crystal-clear scratch experience. The patented *HD Games* enhancement elevates the overall game experience with high definition variable imaging that allows much sharper detail for characters, prize symbols and fonts.



Every *HD Games* product starts with a premium paper stock, followed by a full or spot HD gloss, depending on the game design. Beneath the high-definition imaging, players find a brighter play area with improved contrast and clarity. The ticket back features a second display color that can pair with price point color themes to help retailers and warehouse employees easily identify games.

Since 2017, *HD Games* contributed more than \$6.9 billion in sales to the industry with more than 200 games launched. Players clearly enjoy the high-definition play experience, with *HD Games* performing 4% better than other games in the \$1 to \$20 price point categories. In fiscal year 2024, *HD Games* sales grew by nearly 29%.



A top performer in player research testing, *Scratch My Back* games offer more entertainment value with more chances to win on the back of the ticket. In fiscal year 2024, *Scratch My Back* game sales grew by more than 22%, topping \$2 billion in industry sales revenue.

The innovation team at Scientific Games also recently trialed and approved the use and material procurement to produce the extra play spots on the back of the company's *Foil* games and *Cracked Ice* holographic for an even more elevated scratch experience.

Ice Ink®

The appeal of *Fluorescent Inks* has been effective in attracting players' attention, enhancing game designs and unifying families of games. The intriguing, crystalized color can also refresh core games. It's also an effective enhancement.

Ice Ink, the latest evolution of Scientific Games' *Fluorescent Inks* brings a gloss and glitter shine seamlessly from the display graphics into the overprint. The frosty shimmer of *Ice Ink* is the perfect way to add a lux feel to scratch games for a premium play experience.



There is a version of *Ice Ink* for every *Fluorescent Ink* and multiple *Ice Inks* can be featured on the same game.

Since 2020 games with *Ice Ink* have performed 7% better than games without the enhancement.

FusionHolo™

Scratch games on holographic paper stock are growing in popularity with players, representing \$4.1 billion in U.S. retail sales in fiscal year 2024 – an increase of 7% from the year prior. Based on the average fiscal index in fiscal year 2024, holographic games outperformed non-holographic games by more than 12% in every price point from \$1 to \$20.

FusionHolo is an all-new holographic scratch game enhancement from Scientific Games featuring two holographic patterns fused together in the game graphics, allowing the shimmering play area to clearly stand out. To create the 'fusion,' lotteries select from a combination of three graphic border themes (Money, Casino or Holiday) and three inner patterns (Silver, Pillars or Diamonds), resulting in a truly unique holographic product.



Dimension™

Unique to the industry, the reflective shine of *Dimension* takes games to the next level with a subtle, dimensional luxury. A transparent holographic overlay allows the graphics below to shine through, creating a reflective effect on the entire ticket including the scratch-off area. Or it can be used to highlight specific areas on the ticket.

Dimension offers well-known holographic patterns like *Cracked Ice* and *Stella* (stars). A Scientific Games exclusive, *Spheric Lens* is the newest dimensional pattern that creates depth and movement at different angle refractions.

Developed by Scientific Games UK teams, the versatile *Dimension* enhancement came to the U.S. in early 2023. By the end of fiscal year 2024, *Dimension* games already represent \$674.7 million in retail sales.



Micromotion™

As the exclusive, worldwide provider of *Micromotion*, Scientific Games uses a patented process with a series of special coatings on a highly reflective foil to create the illusion of motion on games. The finished products reflect light at varying angles to create a dazzling effect. The company's innovators re-engineered *Micromotion* with formulated inks and a specialty holographic-foil hybrid combined with visual graphic enhancements and new patterns that demand players' attention.



Micromotion games performed 9% better than games without *Micromotion* in the \$1 to \$10 price point categories in fiscal year 2024. The \$3 category saw its very first *Micromotion* games in fiscal year 2024, with the games performing 15% better than those without *Micromotion*.

In fiscal year 2024, *Micromotion* was featured in 15% more games than the year prior and sales grew by an impressive 32%.

Platinum™

Instant games shine bright like never before with *Platinum's* limitless combinations of color and high-impact graphics on a mirror-like surface. Spanning categories and themes including licensed properties, multipliers, extended play and blowout games, *Platinum* is proven to be one of the easiest and most versatile ways to upgrade a game and potentially reach more players.

Platinum offers all the benefits of *Foil* games but elevates a product further. It's perfect for designs that maximize the display area. *Platinum's* versatility allows for any number of specialty inks or coatings to be used, and it's a great way to target variable imaging, because of its brilliant white play area for maximum contrast on *HD Games*, the company's digitally produced high-definition play symbols.



In a recent Scientific Games *ONEVoice* panel of over 1,000

players, 76% had strong purchase intent for *Platinum* games. In fiscal year 2024, *Platinum* games performed 6% better than non-*Platinum* games in \$1 to \$25 price point categories. The \$5 and \$10 categories performed particularly well at 10% higher than games that do not feature *Platinum*.

VariPlay™ Duo

VariPlay Duo is the first launch in Scientific Games' *Crossover* product line developed to connect a physical scratch game to a second-chance promotion on players' mobile phones. Instead of just scanning the barcode or entering the ticket numbers into the promotion microsite, players are taken on a quick, intuitive journey with a visual appeal. Players interact with the lottery's brand on their mobile and ideally become open to more digital lottery play experiences.





Scientific Games won a global 2024 Manufacturing Leadership Award for the new *Dimension* lottery instant game production technology. L to R: Danielle Hodges, Tony English, Aaron Warren, Sharon Pool, Andre Jester and Russ Joiner.

Behind the Scenes

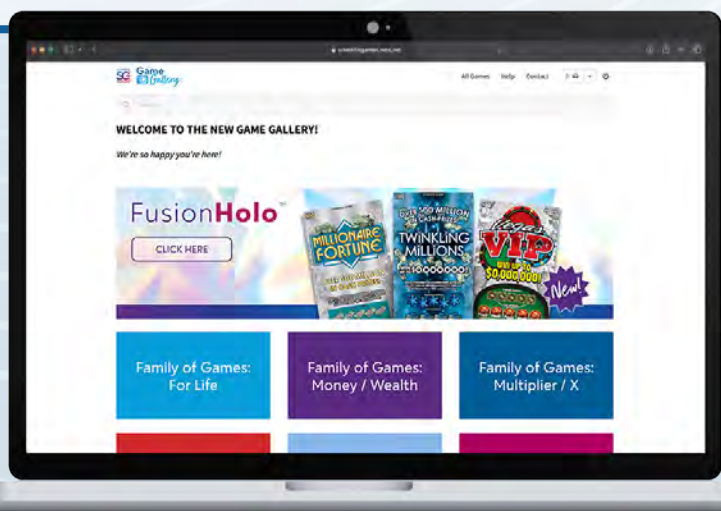
Behind the scenes at Scientific Games, engineers, chemists and instant game production specialists are testing new finishes and papers every day. Analysts study performance trends from every game's launch through its entire lifecycle and prepare customized marketing plans for each lottery customer. Account teams review the data and collaborate with game designers to make sure lotteries have the best-performing products for their portfolios.

"Lotteries want to generate maximum proceeds to their beneficiaries while delivering a memorable experience for players," Hodges explains. "We help them deliver an experience that brings the player back to the retailer or takes them online to continue engaging with the lottery digitally. We help create that ecosystem through the science of total portfolio management."

Game
Gallery™



Scan QR code to
access our NEW
Game Gallery



Micromotion™ is owned by and use with the permission of Serigraph, Inc. All rights reserved.

Dimension™, FusionHolo™, Game Gallery™, HD Games™, Ice Ink®, ONEVoice™, Platinum™ Foil, Scratch My Back® and *VariPlay™ Duo* are trademarks of Scientific Games.

©2024 Scientific Games, LLC. All rights reserved.

POLLARD CATALYST™ GAMING PLATFORM

REVOLUTIONIZING iLOTTERY

Pollard Banknote Sets a New Standard with Cutting-Edge Technology

In this digital age, lotteries increasingly rely on great technology to attract and retain players and drive revenue for their good causes. As competition for players' attention and spending grows from iGaming and online sports betting, and as players' expectations for online experiences evolve, lotteries are faced with tough decisions about investing in technology change and, more specifically, what to prioritize in an iLottery solution. Whether upgrading to a comprehensive iLottery platform from a modest digital infrastructure or replacing a legacy system altogether, investing in the right technology is necessary for lotteries as they seek to fulfill their strategies for growth.

For iLottery, most existing technology in the market is already at least 20 years old and therefore faces many challenges to meet the current and evolving needs of lotteries and their players, who expect the same experiences they have with leading e-commerce platforms. Legacy platforms struggle to deliver the modern player experiences, business agility, and innovation needed to excel in today's competitive digital landscape. And since lottery contracts can be long—often ten years—starting with legacy solutions only increases the risk of technical debt and ultimately foregone revenue over time.

Enter Pollard Banknote. Starting in 2009 with our pioneering 'Space Between' digital lottery portfolio, Pollard Banknote has established itself as a leading innovator in the digital space. Today, we continue to deliver a broad array of digital solutions to lotteries around the world, from best-in-class digital games, mobile apps, websites, and loyalty programs, to now a fully modernized, revolutionary turnkey iLottery solution with the most advanced gaming platform at its core.

Pollard Catalyst™ Gaming Platform: Transforming iLottery

Pollard Banknote has been a key player in iLottery since the inception of this channel in the United States. In 2021, we made a strategic decision to invest in our own end-to-end iLottery technology, beginning with the acquisition of an advanced iLottery platform that had been effectively serving established lotteries in Europe for many years. Leveraging our learnings from a decade of North American iLottery experience, Pollard Banknote advanced this technology for the U.S. market, culminating in the Pollard Catalyst™ Gaming Platform.

Catalyst is a fully cloud-native, modular, and API-first solution that is uniquely positioned to revolutionize the lottery gaming systems space by leapfrogging legacy alternatives. The platform's modern design quickly and easily integrates with other solutions and enables cutting-edge features such as fully automatic scalability, even during high-demand jackpot runs. Catalyst is structured to accelerate roadmap development, testing, and implementation, and speed system modifications as needed by the lottery to achieve its strategies.

Catalyst provides all the essential elements for an exceptional player experience while minimizing the risks of technology and functional obsolescence as lotteries grow over time. Our robust Player Account Management system provides the functionality required for registration, age and identity verification, wallet transactions, and responsible gaming features. Geolocation services are provided through Pollard Banknote's proprietary GeoLocs™ technology, one of the most mature and reliable geolocation compliance solutions available today.

Pollard iLottery Solution: Accelerating Growth

Our state of the art iLottery Solution combines the cutting-edge technology of the Pollard Catalyst™ Gaming Platform with a suite of masterfully crafted games, sophisticated solutions that drive engagement and revenue across channels, and a portfolio of business and operational services that drive revenue growth for lotteries and their good causes. We offer all draw-based games and instant games from the Pollard Digital Games Studio. We provide a suite of services, including marketing, draw operations, risk management, and player support led by a team of experts with unmatched U.S.-based experience operating iLottery programs.

FRICTIONLESS PLAYER EXPERIENCES & DEEP ENGAGEMENT

Our focus is on creating holistic, intuitive, and frictionless player journeys and deep player engagement. Marketing support from our experienced team includes insightful, data-driven recommendations for player acquisition and retention. Our marketing engagement platform is powered by Bloomreach, a leader and visionary in the digital experience platform space, serving over 1400 global brands. The deep integration with Bloomreach allows lotteries to use real-time data to identify player actions in the moment to deliver highly personalized communications. Bloomreach allows lotteries to start building player profiles from first interactions—even before a player is registered—and continuously builds out the profile thereafter, as more player actions take place. It effectively manages the player experience and content throughout their lifecycle in a user-friendly and streamlined manner.

OMNICHANNEL-CENTRIC DESIGN

Our open architecture enables integrations with various systems and solutions currently deployed in retail to support a true omnichannel experience that drives growth across channels. We capture and report on all channels of player engagement to create a single, 360-degree player view. We also track all player interactions at retail through player cards and loyalty numbers, among other options, in a single unified platform. This combined view provides deeper player insight that, in turn, creates more engagement possibilities.

RESPONSIBLE GAMING AT THE CORE

We have fully integrated the best responsible gaming practices from the National Council on Problem Gambling and the World Lottery Association Responsible Gaming Framework, and Catalyst is designed to go above and beyond these standard practices. Our platform enables real-time tracking of responsible gaming-related account changes and the identification of concerning behavioral patterns, as well as categorization of players into risk levels to better address potential issues.

Join the Revolution

Adopting a new iLottery platform or converting from a legacy system is a significant undertaking for a lottery that can be made successful with the right solution and the right partner that can reliably deliver it. Technology is constantly evolving, and lotteries need to start their journey as far along the technology road as possible to position themselves for success. The Pollard Catalyst™ Gaming Platform speeds integration, implementation, and modification over time to meet lottery requirements and evolving player expectations, which results in higher acquisition and retention and ultimately drives revenue for good causes. At Pollard Banknote, we have made the investment, built the team, and done the work to offer an iLottery solution that allows lotteries to achieve their goals now and as they grow.

POLLARD
banknote limited



CONNECTING WITH GEN-Z:

How lottery professionals leverage AI for brand storytelling



THE EUROPEAN
LOTTERIES
FOR THE BENEFIT OF SOCIETY



A successful Communications Workshop, organised by The European Lotteries (EL) focused on leveraging AI tools to enhance communications and brand storytelling, particularly for new generations such as GenZ. Attended by communication professionals in the EL membership and featuring engaging keynote speeches, interactive workshops, and fruitful discussions, the Workshop highlighted how AI and digital transformation can be used to reshape the games of chance sector.

Reaching Gen Z: A Focus on Authenticity and Transparency

"We don't like ads". These were the first words by Keynote speaker and GenZer Sammi Huang of Dentsu who emphasised how the younger generation prefer authentic and transparent communications over traditional advertisements. Gen Z crave meaningful interaction with brands that align with their values. Several examples were highlighted, including Spotify Wrapped and McDonald's #TheOriginalMouthful, both of which foster

personal connections with users through customisation and co-creation. What did we learn?

"Brands should prioritise personalisation, co-creation and authentic storytelling to resonate with this generation. Brands don't always get it right, but what's important is the commitment behind the cause and the efforts that are put in. It's all about the human to human connection and mindset to reach Gen-Z".



Branding storytelling for the next generation: Lottery best practices

Bringing Tradition into the Future: The Case of El Gordo

María Núñez, Head of Communications at SELAE (Spain) showcased how the iconic El Gordo has managed to remain relevant across generations, particularly with the challenge of attracting Gen Z players. It is vital to "speak the Gen Z language", using relatable and authentic content across various channels to reach your target audience.



A New Approach to Engage Customers

Laura Feliziani of IGT Lottery Italy showed how the lottery is combining sustainability with innovation in their communications, despite an advertisement ban in the country. Videos in particular are being used to enrich the visual imagery of IGT's brand, offering a modern and engaging aesthetic that appeals to younger audiences while also promoting environmentally friendly practices.



Rebranding to attract Gen Z

Kamelija Levenska from North Macedonia's National Lottery provided insights into their recent and rapid rebranding efforts (in just seven months!), aimed at making their lottery products more appealing to Gen Z. Incorporating modern

aesthetics and blending local cultural values, inclusivity and the integration of digital engagement, the transformation led to a significant shift in the brand's perception among younger players.

Innovative Game Relaunch to Engage Gen Z

Aliki Kotzamani from OPAP (Greece) shared the experience of relaunching a lottery game tailored specifically at Gen Z with the focus on creating emotional connections by offering an annuity concept, providing stability and empowerment for younger players. OPAP's media strategy, combined with insights into Gen Z's desires for entertainment and community, contributed to significant increases in awareness and participation.



How to make FDJ a Brand for the Youth Culture?

Starting her presentation with her own AI avatar, Laurence Auchère of FDJ (France) presented how the national lottery aims to make its brand relevant to youth culture by leveraging AI and staying authentic. With the integration of AI-generated content in campaigns, with genuine emotional connections with Gen Z,

Laurence showcased how AI can rally enhance storytelling while maintaining responsible gaming standards and the regulatory environment.

Let's get creative with AI... Harnessing the power of Generative AI into day to day lottery communications

In addition to inspiring lottery presentations, a series of interactive sessions gave participants the opportunity to have hands on experience of using cutting edge AI tools and techniques to learn how to enhance content creation and gain a better understanding of how they should and shouldn't be used.

The sessions led by Creative and Social Media Agency Fairy Tailors introduced participants to various AI tools, giving them practical skills in using AI for content creation and campaign development. Participants were eager to learn and worked on projects such as designing scratch cards, developing lotto game tutorials and bringing campaigns to life with text-to-image and text-to-video platforms.



Tom Stehlík, Ondřej Tyleček & Albert Kašpar, Fairy Tailors

Key outcomes and takeaways

The Workshop concluded with an open discussion on the use and future of AI, emphasizing the need for responsible AI use and ensuring it complements human creativity. There is no doubt that AI is a worthwhile support to communications efforts (for example by improving efficiency, simplifying work and bringing endless creative possibilities), but must be used in the right way.

Participants left inspired to incorporate these strategies and tools into their daily operations, with a focus on engaging Gen Z through authentic, transparent, and interactive campaigns. It is evident that there is a real opportunity for lotteries to harness the power of AI and digital transformation to stay relevant to younger generations while ensuring ethical, responsible use of these tools.

The Workshop took place from 4-6 September in Reykjavík, Iceland, hosted by Íslensk Getspá. Thanks to all the participants, to Stefan Konradsson, CEO Íslensk Getspá, the speakers, the EL Marketing and Communications Working Group, and the moderators Hana BAROCHOVA, Allwyn (CZ), James Cunningham, Allwyn (CZ) and Lucy Lenaers-Mathieson, EL. For more information on EL's work and upcoming events, please visit the EL website www.european-lotteries.org

APPLYING AI FOR POSITIVE IMPACTS ON LOTTERY

Angela Wong,
Vice President of Global Lottery Solutions, Gaming Laboratories International (GLI)
GamingLabs.com



W

hile AI may seem like a recent development, it's not. The technology has been with us for decades – from the earliest video games to more everyday tools like Google searches or Amazon's product recommendations. AI is rapidly transforming industries, redefining how we interact with technology and each other. The lottery industry is no exception, and while the integration of AI brings numerous opportunities for innovation and efficiency, it can also present challenges.

AI provides lotteries with a wide range of tools to enhance responsible gaming, improve security, and increase operational efficiency. For example, AI can significantly improve responsible gaming efforts by utilizing analytics in player preferences and behaviors and offering personalized alerts and self-exclusion options. Data-driven insights allow lotteries to send direct messages to players when there are sudden changes in their habits, deliver self-exclusion reminders, connect them to help lines, and more.

The intersection of AI and lottery also offers exciting opportunities to enhance the integrity and safety of lottery operations. By leveraging advanced technologies, lotteries can proactively address security threats,

ensuring fairness and trust for all participants. AI can bolster security and fraud protection by automatically scanning vast amounts of data, identifying and blocking a range of threats, including cyberattacks, attempted player fraud, and internal manipulation. As AI continues to evolve, it will play a crucial role in enhancing lottery operations' security, ushering in a new era of innovation and protection for the industry.

Despite its benefits, as with any technology, AI must be implemented carefully. Lotteries must give careful consideration when implementing AI technology, including proper safeguards, transparency, and oversight mechanisms, which are important to mitigate potential impacts.

The global lottery team at GLI is here to help you with best practices and standards from around the world to speed up implementation while also helping you avoid potential pitfalls.

GLI®

ILLUMINATING YOUR PATH
TO GREATNESS

What is forefront on your radar right now?

D. Beebe: We have three major IT platforms: one for the casino, one for lottery and sports betting, and one for digital. Bringing those three platforms together so that our player can conveniently move across them is one of the major initiatives.

There are around five and a half million people in BC. Three and a half million played lottery within the last year. That connection with the vast majority of the adult population can help us drive growth in other game categories like casino gambling and sports betting, but only if we provide a convenient, seamless, pathway to migrate from one space to the others.

The same underlying technologies that enable a friction-free player journey can also provide us with a single 360 degree view of the player which enhances our ability to provide the right information and the right promotional offers to the right players at the right time.

I don't think we have used the word "omnichannel" yet, but that is what you're describing.

D. Beebe: We want to make sure everything is as easy and convenient as possible for the player, whatever games they want to play, wherever and whenever they want to play.

For example, a casino player is required to show their I.D. at the door to be admitted. They know that's to prevent players who have self-excluded. But it also results in a friction-point where the player is asked to show an I.D. What we can do is build on our modular retail lottery system so that, for example, a player who registers for lottery digital prize payouts can use that same registered ID when entering a casino – reducing that friction, sharpening our ability to reflect the preferences of our players and making them feel valued.

It's great that you see a short-term ROI for the investment you are making, because everyone knows long-term sustainability depends on modernizing like this.

D. Beebe: It becomes not only a way of thinking, but also doing, and I am encouraged to see our other technology partners embracing this philosophy as well.

BCLC is a social purpose organization. Everything we do is to generate win-wins for the greater social good. "Sustainability" is not limited to revenue for good causes. We think it means to maximize overall benefit to society. This includes our commitment to ESG (Environmental, Social, and Governance), shrinking our carbon footprint and stretching to find new ways to be the best corporate citizen.

Cloud technology: What role does it play and why it is important?

D. Beebe: BCLC has its main data center in our head office in Kamloops and then we have a backup data center just outside of Kamloops. That's rows of server stacks that need maintenance, lots of energy, and operational attention. Moving the data storage and management to the cloud enables us to shrink our physical technology and server footprint, reducing the amount of energy, security, controls, maintenance and staff required to manage that physical footprint. It enables us to focus our human resources on higher value-added activities like innovation, improving data-analytics process, optimizing the player experience, and inventing better games. Of course, we now need to manage cloud-based infrastructure, but that is a leaner, more specialized task. Physical data centers require backups, so you have to build two systems in case one goes down. In a cloud-based system, these are all virtual so if you lose the primary, it automatically fails-over with no loss of service to the secondary. Lastly, we do not need to spend time and money updating the hardware as it is all part of the cloud service.

It may be a little too soon to ask, but has player registration increased since the cutover to the new systems?

D. Beebe: Player registration is a good indicator of player engagement and forms the basis for future revenue growth. We are seeing quite an increase in our regis-

tered play. Some of it is due to improvements to the registration process, some of it is just the increased utilization of mobile phones to process digital selection slips. Of course, we are always developing new features and benefits to add value to the mobile playing experience.

BCLC players have increased their mobile lottery play and that does not seem to be tapering off. Pre-pandemic, our digital lottery sales were around 5% of total sales. After the pandemic, we are up to around 15% and almost 900,000 downloads of our lottery mobile app. It is the single biggest ticket checking device in the entire province. It would be important also to note that our retail business has grown right alongside of digital sales growth and is as vital a part of our business as ever.

You referred to registrations as a good indicator of player engagement and the basis for long-term growth.

D. Beebe: It is really about the experience. And that experience includes the land-based retailer. Our digital lottery platform and lottery mobile app need to be an enabler of the retail experience – think of it as a retail companion app.

The partnerships with our retailers are critical to the success of our business. Digital is a great convenience, but it is not always the destination. Our players tell us that there is nothing like buying a lottery ticket and enjoying the dream. We need to preserve those moments because that is the heart and soul of our product.

In the end, our goal is to build out a playing field, a constellation of options for how to engage with BCLC that includes convenient access to all the benefits that we hope will thrill the player, drive ongoing engagement, and inspire everyone to dream. ■

Both Rob and Jesse mentioned the Oklahoma Lottery replacing all paper play slips with digital barcodes at retail to make the player's experience easier and quicker, which Rob cited as an example of the industry going against its traditionally risk-averse approach.

In terms of driving modernization, **Matt Taormina** advised, "Don't let perfect be the enemy of good. Start to build that centralized player profile as soon as possible. Figure out how to merge programs and collate data so you can reach out to players with the right messages, offers, and incentives at the right time. Get your foundations right first, and later you can add loyalty programs, mobile claims, or even online sales. And make sure you keep focused on creating a cohesive omnichannel experience for the player."

Sometimes, however, the limitations that lotteries face when trying to modernize come from legislative constraints. Addressing that, **Rebecca Swindle** argued that lotteries should "to the greatest extent possible, get the legislative authority to monetize their databases. Many lotteries currently lack the authority to get and use player data to grow their business."

Peter Sullivan referred to the importance of retaining control over the data while connecting with the retailer base: "The future of lottery is the digitalization of the retailer base. Bring the big retail chains into iLottery programs so that you can distribute products more widely at lower cost while still retaining all the data because that is what will drive iLottery's exponential growth."

Turning to omnichannel, Kelly-Jaye asked, "What strategies are lotteries using to connect players from retail to digital and vice versa?"

For Matt, the key strategy was using CRM programs and predictive analytics to incentivize players to try something new. "If players are playing a certain game online, we can give them a coupon for the same game at retail. However, it's still easier to create incentives from the digital side until we're able to get better data from retail, which could come from couponing, player cards, or digital wallets."

However, Jesse focused not so much on moving players between channels but rather meeting them wherever they want to be with a modern, personalized experience. "Instead

"Required registration results in 100% of players being known, which also means you can't purchase a ticket without scanning a barcode. It's like logging into an Amazon account. The player gets personalized offers and recommendations."

of forcing or moving them into particular channels, let's just put the player at the center of everything we do and let them decide."

Agreeing with that, Rob said, "Omnichannel is about giving your customers the choice of how, where, and when they want to interact with you. So, you have to create as many touchpoints as possible and offer a frictionless, consistent, and a great experience across them all, which is key to player retention and value."

Approaching the issue from a different angle, Rebecca discussed the ongoing importance of the anonymous player. "We're still selling millions of dollars in tickets for anonymous play. And transitioning the anonymous player might not always be the only goal. Or maybe we redesign what anonymous really is in our industry and tell our customers what they can get back in return for giving away a little bit of information through 'registration light'."

Talking about how new technologies facilitate data collection, Peter highlighted Apple's new Face ID. "Soon, they'll be creating APIs that the Lottery can use so that when a new player starts, a Face ID will be all that's required to show that that player has a payment method that's available for Lottery."

For Rebecca, that raised questions about the extent to which lotteries can use biometrics and retain data. Matt shared some important tips about data collection. "Start by finding out each program's needs and then decide whether you need a full know-your-customer process or whether you just need to verify age, or maybe you don't need to identify the player at all."

Making the case for changing how the industry gathers and uses data, Rob stated, "We are facing direct competition like never before. And if we don't proactively create the relationships that we want with our players, somebody else will do that for us. We might

want to ease into know your customer, but the reality is that the technology and the competition are coming very, very fast, and I think it's critical for Lottery to own that relationship."

Replying to Kelley-Jaye's question about whether more lotteries are adopting apps or staying web-based, Matt said, "Mobile is king, but web's not dead. We see about an 80/20 split, and we can't ignore those players who are still using websites, just like we can't ignore any other player subset in this competitive environment."

Moving on to retail, Peter emphasized the potential for iLottery and retail to drive customers to each other in mutually beneficial ways. "When you first talk about iLottery, retailers' initial reaction is, 'This is not good.' But we've established a partnership with Circle-K so that when they send us a customer, we provide that customer with coupons that they can use in-store for other products. So, people are signing up to play iLottery and then being sent back to the retailer, which is just what the retailer wanted."

That prompted Kelley-Jaye to highlight the retailer affiliate programs that are operating in some iLottery states, "where retailers receive either a percentage of deposits or a initial lump sum for each person they bring to iLottery."

Focusing on Jackpocket, Kelley-Jaye asked Peter how it co-exists with lotteries in the 18 states in which it operates (two of which have the state lottery operating iLottery). He replied, "We're never going to be able to compete with the state lotteries' iLottery on price because we have to charge extra to cover our transaction costs. But we can offer some features that are more attractive to some users. Plus, we can provide new ways to acquire customers digitally through things like making deals with national brands that

wouldn't make sense for a state lottery. And in states where we can offer products like e-Instants or scratch-offs, we want to help promote them as well."

Commenting on whether state lotteries have the resources required to analyze data or do they depend on vendor partners for that, Jesse explained, "Some lotteries don't have the tools they need, others have complete teams doing data analytics. Vendors can still add value because we work with lotteries all over the world, so we can bring new ways to analyze and interpret the data based on leading best practices in other markets."

Reflecting on differences between states, Rob observed, "Some lotteries have the resources and flexibility to build the teams they need; others face restrictions when trying to hire the right people. So, some states need to hire vendors to apply the technology and get the job done. There is also the option of sharing the load, a hybrid model."

Rebecca recommended, "Investing in a robust R&D program that layers in broad strokes, like segmentation marketing, with much more curated approaches that drill down to the individual level. But some lotteries still face challenges about the extent to which public policy allows them to capture and use data."

Elaborating on that point, Kelley-Jaye explained how two-year budget cycles limit lotteries' abilities to react rapidly to new requirements and highlighted how legislatures' demands to grow revenue are not always accompanied by the required resources.

That point prompted Matt to advise "All vendors must invest in our products, so lotteries don't have to do that individually. It's tough at the state level to get funding and navigate policy changes. Vendors don't face the same restrictions, and we can analyze data to inform lotteries' roadmaps."

Peter discussed the challenges of recruiting high-quality data analysts. "They're so expensive and everyone wants them." He also argued, "Data is only useful if it leads to a decision. Having too much can be overwhelming and make it hard to know what to focus on. But AI does have the potential to perform analytical tasks and recommend actions."

Addressing the non-iLottery states, Rob stated that they can still learn from the data and technological approaches being

pioneered by their iLottery peers and vendors. Agreeing, Jesse identified ways in which non-iLottery states can learn about their players, such as through player cards and loyalty or second-chance programs, to continue improving and refining the player experience.

Thinking about best practices in the digital arena, Rebecca said using nationally branded games like Powerball and Mega Millions to attract new players is dramatically reducing customer acquisition costs and offering new opportunities to get valuable data. She also stressed the importance of engagement beyond acquisition. "It could be through social media, or it could be through second chance, which I really believe is one of the industry's superpowers in terms of customer engagement."

Matt also described how claims processes created for iLottery products could be transferred into mobile claims. Discussing how Virginia has been offering mobile claims for a year, Rob also asked, "Why are lotteries not providing a service like a courier service themselves and owning that relationship to leverage the increase in knowing your players opportunities and grow their databases?"

Concerning digitalization in retail, Rebecca identified the opportunities presented by proximity marketing. "You don't have to be inside the store, you can be near it or at a special event, and you can have a special promotion that goes from selling live tickets to offering something digitally or second chance in an enclosed environment that you own."

Returning to the key issue of data ownership, Rebecca also asked, "As lotteries are in retail space why not make the data available to consumer products by putting it on the grocery store card? There are multiple ways for lotteries to use, sell, and monetize that superpower, which shouldn't be given away cheap."

Matt identified digital wallets and player cards as the obvious ways to digitize retail. "Some lotteries internationally require registration, which results in 100% of players being known, which also means you can't purchase a ticket without scanning a barcode. Anything we can do to get closer to that in the U.S. would be great for players. It could be as simple as scanning a loyalty card at the retailer POS to access online offers."

Jesse further highlighted the opportunities presented by player cards. "When players scan that card, it's like logging into an Amazon account, they get all their personalized offers and recommendations. So, that's one way to offer a modern experience at retail."

Concluding the discussion, Kelley-Jaye invited the panelists to give their top pieces of advice to lotteries looking to modernize their digital operations, with or without iLottery.

Peter recommended, "Reading and staying up on trends; we always need to see what we can leverage to stay relevant for our customers. Big tech companies' annual conferences tell you a lot about what new features and capabilities are coming out, so staying up to speed and educated about the future is more important than ever."

Rebecca emphasized the importance of adaptation. "Retail and customer preferences are changing, so leverage new technologies and adapt your strategies and ecosystems to curate the type of brand experience you want."

Quoting Drew Svitko of the Pennsylvania Lottery, Matt said that lotteries must be CRUMY: convenient, relevant, ubiquitous, and modern. "We need to be all of those things if we are going to resonate with players and face the competition." He also reemphasized the importance of working with what limited resources lotteries may currently have to start new initiatives that will develop into bigger and better things.

Rob's succinct advice was "If you haven't started, start; and if you have started, go faster. The competition is only going to grow so we must move quickly to not get left behind. And that requires us to lose the old, methodical, risk-averse mindset because if you apply a wait-and-see approach in a rapidly changing world, you're just going to be leaving opportunities on the table."

Finally, Jesse stressed the importance of learning from other lotteries and doing the research to understand how markets and technology are changing. "Innovate continuously," he advised, "and continue to try new things. If something works, run with it, and if it doesn't, that's okay. Don't be afraid to trial, learn, move on, and try something else." ■

games-of-chance products are sold and/or regulated by the Delaware Lottery. We're the regulator and we sell the products. But competition from the surrounding states means that we still have to pay attention to omnichannel competition. Even though we manage the entire gaming industry in Delaware, we need to keep up with the competition from outside our jurisdiction."

Focusing just on lottery products, Shannon DeHaven, argued that omnichannel is about "consistency and seamlessness. For example, you might have Powerball online and Powerball at retail, but that isn't really omnichannel unless the exact same features are available at both. If it's going to be omnichannel you have to offer a seamless experience with the same product no matter how a player chooses to play. And that's why, when we talk about omnichannel, it's essential to also talk about how you leverage the technology that underpins the consistent and seamless player experiences."

However, Shannon also acknowledged that "there are certain categories, such as instants, where the same product is not going to work on both channels. There are different audiences. But we need to make sure that each audience has the options and the opportunities that they're looking for."

Picking up on that point, Mark highlighted the differences between multichannel and omnichannel approaches. "Multichannel implies an operator-driven approach to maximize outreach at various distribution channels. Whereas omnichannel is about looking at everything from the player's perspective. But, coming back to Shannon's point, how do we connect the experience of playing games into a true omnichannel experience for the player regardless of whether they play online or in-store?"

For Shannon, the key issue was having a data platform that allows you to understand "what's resonating with players online and what's resonating with players at retail. And you also have to identify those players who want to play at both because that creates opportunities for cross-promotion."

Agreeing about the importance of data and technology, Richard said, "If you're

"How do we connect the experience of playing games into a true omnichannel experience for the player regardless of whether they play online or in-store?" the technological priority when moving toward omnichannel should be simply to maximize the content opportunities available to players across those channels."

trying to forcibly connect with a consumer via a channel or location they don't want, then they're not going to be as receptive to it. So, we've got to make ourselves available anytime, anywhere, so that players can access games wherever is most convenient for them."

Building on that, Randy stressed the importance of using data to understand customers' likes and dislikes. "Consumers expect to be listened to and modern technology is making it easier for companies to know their customers. So, if we don't start moving toward a complete, omnichannel understanding of how our players like to engage with us, then we have the potential to turn them off. We don't want to put offers to play scratch-off games in front of people who don't like them."

Responding to Mark's question about how vendors can accelerate lotteries' progress toward an omnichannel relationship with players, Lorne argued that lotteries need to emulate the openness of the rest of the gaming industry. "At Inspired Entertainment, we focus 100% on content creation. Our customers have 20 suppliers, and anybody with a great product can have that on MGM, Caesar's, DraftKings, FanDuel, or wherever. But that openness doesn't exist in the lottery industry. And I think omnichannel is really a pipedream until the most important platform suppliers take down the barriers and make it as easy as possible for content suppliers to get their products into the distribution channels."

Richard also emphasized the importance of integration. "Technology needs to support our business plans and strategies,

and the way to do that is to have a fully interoperable system that can plug in microservices apps, game content, widgets, whatever you need to have in there. With interoperability, you can bring in whatever solutions are right for your customers.

The system enables integration and gives you the openness to work with whoever is going to best meet your customers' needs."

From Shannon's perspective, the issue was not just about content. "As suppliers or business partners, we need to bring forth solutions that are highly adaptable at a much faster pace. And we need to bear in mind that any solution has multiple integrations. Sometimes, you've got to swap one out because something better comes along but you don't want to swap the entire system out. We also need lotteries to open up and discuss with us the challenges they are facing because it's only when we understand those challenges that we can be part of the solution."

Echoing Shannon's point about the pace of change, Randy made the case for contracts that commit vendors to keep up with relevant technological developments over the entire term of the contract. "The world moves so fast that we can't just wait till the next contract period to address the needs of the customer. We've just launched digital instants, and it's already clear that we need to adapt and leverage new tools as soon as they become available, not at the end of a seven or ten-year contract. And we need to speak to our vendors to write that commitment to update and adapt into our contracts."

Randy also identified a specific issue about implementing omnichannel in retail

environments. “Another challenge is we don’t control retail. The best omnichannel companies more than likely control their retail settings. So, we don’t just need conversations with our vendors, we need to engage our retail partners too. There’s more we can do to accelerate the omnichannel expansion by working directly with them.”

Helene explained how Delaware faced specific challenges because of its size. “Delaware is a tiny state, and we have to be prepared to stand up for ourselves to get the same products from vendors that the much bigger states neighboring us are getting. Also, because we don’t have a lot of staff, it’s challenging for us to keep up with the pace of change. But we’re motivated to meet those challenges, and we’ll keep working with our partners to make sure that we do.”

Randy also emphasized the need to change the lottery culture to accelerate the shift to omnichannel. “Lotteries are really good at launching and selling new games. However, we tend to do it within our little silos of traditional methods and departmentalized operations. But for omnichannel we have to drive departmental integration across the organization. Customer service is a great example of that. Players can access customer service via multiple channels like social media or in retail settings, and we have to ensure that they have a seamless experience with customer service that deals with their issues as they’re happening. To achieve that, we need customer service to communicate with the departments that can solve the issues. For that, we need to change our culture and structures.”

While recognizing the importance of technology, Lorne argued that omnichannel cannot be successful without the right content. “Imagine someone built the most technologically advanced supermarket with the greatest POS system and the best customer tracking, and they’re offering one kind of cereal, one kind of milk, and one kind of soda pop. All the technology in the world isn’t going to make that a success. People won’t come to you just because you’ve got great technology, they’ll come if you have content that they want to engage with. So, the technological priority when moving toward omnichan-

nel should be simply to maximize the content opportunities available to players across those channels.”

In response, Shannon made the case for focusing on the technology. “Technology is not the sexy part to talk about, but it’s what makes these great games come alive and enables you to serve them to your players. And technology is changing so fast, that we really need to focus on six or ten years down the road and start asking difficult questions like, ‘Will we even need terminals in the future?’ Because what other consumer products require people to go to a special part of the store to check out? So, are there other solutions to make the experience more seamless? And it all comes back to the point about having flexible contracts.”

“You need to have maximum flexibility written into the contracts,” Richard agreed. “Additionally, you need orchestrated layers within your ecosystem technology so you can easily implement whatever is necessary to respond to market changes. Lotteries require their technology suppliers to provide flexibility and agility to compete effectively. To achieve this, vendors and lotteries must collaborate closely when creating new contracts.”

Returning to the theme of data, Randy highlighted the importance of customer data platforms. “We have so much data that lives in various aspects of our business, and we need to find a way to centralize that and get one true picture of players. I think all lotteries should prioritize looking at their different channels, reviewing how they’re collecting player data through those channels, and coming up with strategies to utilize that data.”

Replying to Mark’s question about how to engage people who don’t currently play the Lottery, Lorne discussed the importance of importing proven gaming content from new game styles or even categories. “We have a library of around 300 games that we sell through every imaginable distribution channel—from physical machines to mobiles—and we know people like these games because they’re playing them like they’re going out of style. So, how can we repurpose these successful games so that they conform technically, ethically, and legally with the requirements of the lottery industry?”

Richard argued that the whole debate comes down to one key issue: relevance. “Omnichannel alone is not going to be a silver bullet. What matters is how you use it to get customer data and insights that enable you to communicate better, craft better value propositions, and build better products that will be more relevant.”

Discussing examples of brands from other industries that provide the most advanced omnichannel experiences, Shannon focused on grocery stores. “Companies like Meijer and Kroger do a really good job regardless of whether customers are buying online or at retail. And they know how to use customer data to provide personalized offers.” Similarly, Randy highlighted Target, which offers “a very seamless experience, you just log into their app when you’re going into the store, and it drops all the offers. They were a little late to the game, but when they got there, it’s as seamless as it gets.”

Invited by Mark to share parting thoughts on the omnichannel player experience,

Lorne returned to his earlier point about the opportunities and threats that exist in an omnichannel world. “Technology is enabling all these different worlds to converge, and that convergence creates amazing opportunities to go omnichannel. But as we’re looking at our world of Lottery, we also need to understand that the same technology is letting the rest of the universe converge on us whether we like it or not. So, we need to be very careful to look outside Lottery and see what’s happening there too, so that we can maximize the opportunities presented by omnichannel and minimize the risks.”

Shannon advised, “Do what you can with what you have; every little step is a step in the right direction, and eventually you will get there.” Richard revisited the importance of “changing mindsets and starting to build up databases that enable you to bring in an omnichannel single view of the player.” Helene recommended, “Trying new things and not being afraid to make a mistake because nine times out of ten you learn from it, and the next thing you do is going to be better for it.” ■

Renato Ascoli – *continued from page 10*

Since the merger of GTECH and IGT in 2015, Renato has successfully led both the Lottery and Gaming business units for the Company. His leadership was paramount in driving new business and innovation. A few key achievements during this time include, launching sports betting with the Rhode Island Lottery, winning a new 10-year contract to replace a competitor's system in South Carolina, partnering with the Mississippi Lottery to begin operations, deploying lottery terminals in Walmart stores, and rolling out IGT's proprietary Cash Pop™ draw game that's now live in over 15 jurisdictions.

With responsibility for one of the largest lotteries in the world, Renato also sustained the launch of the Gratta e Vinci (Scratch & Win) instant ticket brand in Italy. The first Gratta e Vinci concession was awarded in 2001, and the current Gratta e Vinci concession was awarded in 2010 and extended for a further nine years until September 30, 2028. Additionally, he was instrumental in gaining the exclusive Lotto concession in Italy with a consortium led by IGT, Lottoitalia S.r.l. The Italian Lotto, and its associated games 10eLotto and MillionDAY, are among the most popular and successful games in Italy, with annual ticket sales of about €8 billion.

In addition to serving as IGT CEO Global Gaming from July 2020 to February 2024, Renato previously served as General Manager of GTECH S.p.A. (formerly known as Lottomatica Group S.p.A. and Lottomatica S.p.A.) and President of GTECH Products and Services, where he was responsible for overseeing the design, development, and delivery of state-of-the-art platforms, products, and services. Renato had also served as Head of Italian Operations in which he was responsible for the strategic direction and operations of the Company's Italian businesses. He joined GTECH S.p.A. in 2006 as Director of the Gaming division.

Beyond the Global Lottery business unit, Renato is a strong advocate for employees. He serves as a mentor to IGT's next generation of leaders and serves as co-executive sponsor of PRIDE with IGT, an employee impact group supporting IGT's LGBTQ+ community. Through his work with PRIDE, Renato helps foster a supportive and inclusive workplace and promotes a safe, welcoming environment for IGT's LGBTQ+ employees and allies.

Getting back to his roots in lottery and poised with momentum and opportunity, Renato is now leading IGT's Global Lottery division in the next evolution of success while the Company spins off its Global Gaming and Digital business to become a pure-play lottery business.

Paul Erickson – *continued from page 10*

His role prior to his appointment as Interim President was as Director, Risk and Compliance,

where his portfolio of responsibilities included IT Security, Enterprise Risk Management, Compliance, Internal Audit, and Player Protection. Paul also holds a number of professional designations, including Chartered Professional Accountant (CPA).

In 2018 he became the CEO of WCLC. At the time, the business was doing well and had been for many years. But there was also the pressing concern that the business also needed to evolve to ensure it could continue to grow in a changing marketplace.

Paul has also been active with Interprovincial Lottery Corporation (ILC) sub-committees for many years, chairing both the Lottery Risk Assessment and Common Standards teams. He has been a member of the ILC Executive Committee since June 2018. Since stepping into the CEO role, Paul has also been active in NASPL and the WLA.

WCLC conducts and manages lottery and select gaming-related activities for the governments of Alberta, Saskatchewan and Manitoba, Yukon, Northwest Territories, and Nunavut. WCLC's affairs are governed by a Board of Directors consisting of two representatives appointed by the government of each member province.

Jannie Haek – *continued from page 10*

The Congress highlighted how the most innovative ideas come from "giving chance a chance", and being prepared to respond to new opportunities as they present. This challenge to traditional thinking has been a fundamental part of Jannie's leadership at the Lottery.

Most recently, Loterie Nationale Loterij (Belgium) hosted this year's "Lotteries in Europe: Safeguarding a Common Cultural Heritage for Society", focusing on the importance of lotteries for cultural heritage with emphasis on the need to protect them as an integral part of our social fabric.

Jannie continues to serve our industry as a member of the Executive Committee of both the World Lottery Association and the European Lottery Association. He is an energetic and passionate member of the Lottery Industry – committed to the lottery brand; delivering to the many communities which benefit from lottery proceeds. Prior to serving as CEO of the Lottery, Jannie was a Member of the Board and the Government's Commissioner for the Lottery. In total, his tenure at the Lottery is over 21 years.

Nikos Nikolakopoulos – *continued from p10*

Through his leadership at INTRALOT USA the last couple of years, Nikos built a robust organization that delivers innovative technology and services to 12 State Lotteries across the US. He has been instrumental in empowering INTRALOT family to help each customer achieve responsible growth and secure ongoing funding for public education and good causes.

Nikos began his INTRALOT journey in 2007 as Group Strategy Director, spearheading the identification of growth opportunities and strategic partnerships and acquisitions that would create synergies and propel the company forward. Following this and leveraging his experience navigating diverse global challenges, he has been appointed as the Group President Latin America. Under his leadership within a period of five years, the region experienced tremendous growth for INTRALOT and became the second most important region for the company.

As an integral Executive of the growing portfolio of INTRALOT's B2B and B2C business, Nikos steadily ascended leadership ranks, rising from Group Chief Operating Officer, to Group Chief Commercial Officer, and finally to Group Deputy CEO & BoD member, overseeing Commercial, Operations and Product Divisions. During this 10-year tenure, Nikos was managing company operations on every continent, from the Americas to Asia and down under. He played a key role in establishing and supporting the launch of INTRALOT's technology and product portfolio, driving success in multiple operations, around the globe.

Before joining INTRALOT, he held leading positions in multinational IT companies, including the INTRACOM Group, Microsoft, SingularLogic, and Bull. He holds a Bachelor's degree in Information Technology from the Athens University of Economics and Business and an MBA from La Verne University.

Sam Wakasugi – *continued from page 10*

Sam worked for the first 15 years of his career on the government side of the business for Washington's Lottery and as director of the Arizona Lottery.

Joining Scientific Games in 1996, Sam played a major role in helping launch and develop several U.S. and international lotteries, including the China Sports Lottery, one of the largest and most successful instant game lottery start-ups in history and most recently (Feb 2024) the SGEP Operation in support of the UK National Lottery in partnership with Allwyn. In his career at SG, Sam oversaw the Licensing business, managed the Scientific Games Enhanced Partnership (SGEP) group, and oversaw the North American Sales Team and the company's Retail Solutions group.

In the span of his career, Sam's had the unique opportunity to learn from some of the greatest in the industry but has also mentored and been a great teacher for many of his colleagues and lottery customers. His knowledge across all aspects of the business has impacted the success of many lotteries in Scientific Games' network of global customers as well as the success of his teams and contemporaries – just a few of the qualities that have positioned Sam as one of Scientific Games' most respected leaders.



PULSE of the Industry

These news stories comprise a very small fraction of the gaming and lottery news stories posted every day to PublicGaming.com. Too, these stories are the highly edited short versions. You can visit our news website PublicGaming.com and access all of its departments for free, including search to read the full version of the articles. Sign up for our free e-newsletter by sending your e-mail address to sjason@publicgaming.com.

NORTH AMERICAN NEWS

Kentucky Lottery generates more than \$2 billion in sales in fiscal year 2024, an increase of 14% over FY 2023

Michael "Mickey" Boardman, Director of the Maine State Lottery voted the Lead Director of the The Lucky for Life® game group starting July 2024

Virginia Lottery online sales surpass in-store retail sales for the first time Ticket sales reached \$5.521 billion in 2024, smashing the previous fiscal year's \$4.612 billion by an astounding 20%. Of Fiscal Year 2024's total sales, \$3.07 billion came from online games and \$2.45 billion came from retail sales. This is the first time online ticket sales have surpassed in-person retail sales in a U.S. state lottery. Although the shift may seem unsettling to retailers, the general sales trend shows that retail sales continue to grow alongside the rise in online sales. In Fiscal Year 2024, retailers across the state received \$141.5 million in compensation, an increase from \$137.3 million in Fiscal Year 2023. Retail sales increased from \$2.15 billion in 2020 to \$2.45 billion in FY 2024.

Delaware Lottery orders sweepstakes operator Virtual Gaming Worlds to cease operations

The AGA has warns that sweepstakes operators are evading state gambling laws and regulations

Pennsylvania's Hollywood Casino blames skill games for slot machine reduction and ask state to at least tax skill games found in stores equally to slots

After Ontario's successful regulation of online gaming, including poker, in 2022, the Canadian province of Alberta may be taking a similar track in the coming year.

New Hampshire Lottery Surpasses \$631 Million in Total Sales in Fiscal Year 2024 (a 5% YoY increase), Breaking All-Time Sales Record

Bally's accepts \$4.6 billion buyout from Standard General The New York-based hedge fund, managed by Bally's Chairman Soo Kim, will merge Bally's with regional gaming operator The Queen Casino & Entertainment Inc., also part of Standard General's portfolio.

House Study Commission Recommends Ohio iGaming, iLottery

Maryland lawmakers will not introduce another iGaming legalization bill until 2026

Scientific Games to Continue Systems Technology Partnership with the Arizona Lottery



Scientific Games' enterprise systems technology will continue to power the Arizona Lottery for an

additional three years under the company's existing contract, with an option to extend additional years as part of the extension terms. The current Scientific Games systems technology in Arizona went live in 2016. Over the past eight years (2016-2024), the company's systems technology has helped power a 73% growth in the Arizona Lottery's total sales. The company will modernize the Lottery for its next era of profit growth by providing an upgraded, advanced central gaming system, as well as next-generation vending powered by SCiQ technology. "Scientific Games has been a trusted partner of the Arizona Lottery for 43 years and we are proud to continue our partnership into the coming years," said Alec Thomson, CEO of the Arizona Lottery.

Scientific Games Continues as Primary Scratch-offs Partner as Louisiana Lottery Tracks for Great Year

Scientific Games announces Gina Smith has joined the company as the new Vice President, Lottery Enterprise Systems Products

Scientific Games to Continue Systems Technology Partnership with the Arizona Lottery

Carmanah Signs Welcomes Tyson Barr as Vice President of Sales, USA



Tyson joins Carmanah from IGT where, for the past ten years, he held the position of Account Development Manager and General Manager for IGT's lottery operations in Colorado. With over 20 years of experience in the lottery industry, he has overseen many disciplines including sales, client development, training, and corporate account management.

Pollard Banknote Awarded Five-Year Contract Extension From The Inter-provincial Lottery Corporation

The original contract term began on December 30, 2013, and under this extension Pollard Banknote will continue to provide instant tickets, game design, and related services through December 31, 2028, with an option to renew for an additional five years.

Pollard Banknote Reports 2nd Quarter Financial Results, ended June 30



Second quarter revenue reached a record of \$137.8 million, up \$7.0 million from the second quarter of 2023.

EQL Games launches Team USA omni-channel lottery games in Virginia ahead of the Olympic and Paralympic Games Paris 2024

Scientific Games Adds EQL Games as Newest SG Content Hub Partner

Oklahoma lottery's soaring revenue boosts education funding, eyes online expansion "The last two years we've been at about \$87M. If you go back to 2017 it was \$53M, so you can see that big jump that we've had," Jay Finks, Executive Director of Oklahoma Lottery Commission said. Finks wants to raise the wager, betting that the state will make money if players aren't limited to in-person betting. "Our push right now is to get iLottery," Finks said. "There's about 14-15 states that have it right now."

Jobs in U.S. state lotteries: California, Connecticut, Texas, DC Lottery, Georgia, Kentucky, NCEL (North Carolina), Oregon, Vermont

Texas Committee to Evaluate Potential of Casino Gambling Ahead of 2025 Legislative Session

WORLD NEWS

IGT Signs Three-Year Primary Instant Ticket Printing Contract with Santa Casa da Misericórdia de Lisboa



Under the terms of the agreement, SCML will have access to IGT's instant ticket content and innovations portfolio, including top-performing games. IGT will also provide SCML with marketing including game development and analytics. In addition to providing instant ticket games and services, IGT has been the primary lottery technology partner to SCML since 2000, and delivers retail central system hardware, software, terminal maintenance and field services to the Lottery.

INTRALOT signs a three-year (3) contract extension with Premier Lotteries Ireland DAC (PLI).



This extension allows INTRALOT to continue (to November 2027) providing its advanced central gaming system for the operation of the National Lottery of Ireland through a retail network of more than 4.300 INTRALOT terminals, as well as serving mobile and web players.

INTRALOT announces three-year contract extension with Nederlandse Loterij Organisatie B.V. (NLO)

to continue providing operations and management services for TOTO retail sportsbook. TOTO is the sports betting brand of NLO and is operated through a retail network of 4.000 POS. The contract extension is through June 2027. As per the contract, INTRALOT provides its sports betting platform INTRALOT Orion, as well as trading and risk management services coupled with monitoring and performance services for the operation of TOTO games through INTRALOT's Photon terminals.

INTRALOT announces revenue at €173.6 m and EBITDA at €59.5 m in 1H24

Allwyn completes IWG investment as Q2 financial results announced

Multi-national lottery operator Allwyn now holds a 70 per cent interest in Instant Win Gaming. IWG's co-founders, Rhydian Fisher and Simon Bucknall, will retain their roles as IWG's CEO and COO, respectively.

Fennica Gaming Launches its Successful eInstants with La Française des Jeux, FDJ The introduction of eInstants in France is the result of a collaboration with LEIA, Lotteries Entertainment Innovation

Alliance, bringing together the advanced Nordic and French lotteries of the industry. This partnership has ensured that every aspect of

Hong Kong Jockey Club says global turbulence behind 3% drop in racing turnover

Cloud Migration: Thüringer Staatslotterie Relies on adesso for ERP (Enterprise Resource Planning) Modernisation

La Française des Jeux (FDJ) Solid performance in the first half of 2024 Turnover of €1,428 million, up +11% compared to the first half of 2023 and +5% on a comparable basis.

Australia: The Lottery Corporation Full-Year Earnings for the year ended 30 June 2024 increase by 13.8% YoY to \$827 million (on pcp).

Australia-based lottery retailer Jumbo Interactive has released its full-year financial results for the year ending 30 June 2024, reporting a 34.2% increase in revenue year-on-year to AU\$159.3m (US\$107.14m).

Australia: Wagering giant Tabcorp has been hit with a record \$4.6 million fine and issued directions to transform its operations, after extensive investigations uncovered multiple breaches and "systemic" problems.

Australia: Online betting operator Playup Interactive received a record fine of \$586,000 for offering free bets and inducing people to gamble.

Nederlandse Loterij Appoints Arno de Jong as its New Chief Customer Officer

UK: Gambling Commission delays implementation of Social Responsibility Code Update on direct marketing by consent Originally set to take effect on January 17, 2025, the update will now be enforced from May 1, 2025. This decision

follows concerns raised by operators regarding the clarity of the original wording of the new regulations.

Greece: OPAP financial results for the six-month period ended June 30th, 2024:

H1'24 Gross Gaming Revenues (GGR) landed at €1,082.5m vs €1,025.6m in H1'23, higher by 5.6% y-o-y, while Q2'24 GGR stood at €532.8m, higher by 7.0% y-o-y, benefiting from a notable performance in online, which contributed almost 30% of Group's revenues, and a solid retail contribution, also aided by high-profile tournaments at the end of the quarter, driving customer engagement at higher levels.

Shanghai's annual lottery ticket sales increase by 53% to 5.649 billion yuan (US\$787 million)

GERMANY: Glücksspielbehörde (GGL), the Federal Authority of

Protecting the societal role of Lotteries in a transforming world — continued from page 50

are moving beyond just responsible gaming to a broader concept of responsibility in gaming. This comprehensive approach addresses all facets of the business and helps lotteries stand out from other gambling operators. While not entirely new, this concept has yet to be fully integrated into our constitutional approach to lotteries. Historically, the seeds of this responsibility were evident as far back as 1441 with the first documented lottery in Bruges. The European Court of Justice has long recognized the significant societal role of lotteries, but it has also emphasized the need to respect the economic context. More recently, the Court has clarified this perspective further.

Order of the Court of 18 May 2021, *Fluctus and Fluentum* – case C-920/19 §53:

A dual system for organising the gambling market in which the advertising practices of the (Austrian) lottery and casino monopoly holder are designed to encourage active participation in gambling, for example, by trivialising the game, by giving it a positive image through the use of the proceeds for PUBLIC INTEREST ACTIVITIES, or by increasing its appeal through eye-catching advertisements that promise big prizes, is compatible with EU law and the theory of controlled expansion as developed by the Court

German Gambling, has initiated a new strategy to coordinate with state authorities to combat gambling addiction

Veikkaus Oy prepared for the overhaul of the gambling system while focusing on digital and international business

Veikkaus took major steps in the development of digital gaming and international business in the period from January to June 2024. Fennica Gaming, subsidiary to the company, continued to grow, and Veikkaus doubled its' investments in business development during the first half of the year. This way the company prepares for the partial multi-licence system that will be adopted in Finland in 2027, in accordance with the draft legislation on new gambling system.

Fennica Gaming signed three major client agreements during the review

It is certainly achievable to emphasize the societal role of lotteries in today's technology-driven world.

While the operating model, game content, and economic terms are crucial for remaining competitive and economically relevant, the values upheld by lotteries are equally important, if not more so. Lotteries can enhance their competitiveness by demonstrating that their entire model is value-driven. By ensuring that every aspect of their operations and stakeholder interactions reflects a commitment to societal responsibility, lotteries can offer a modern, innovative, and future-oriented service to their customers. This includes embracing

new technologies, managing risks effectively, preventing problem gambling, and looking beyond traditional KPIs.

Lotteries must actively contribute to creating a secure and welcoming society, distinguishing themselves from online gambling operators who focus solely on economic gains. As former EU Council President Herman Van Rompuy eloquently stated about the EU, his general statement, although not addressing lotteries in particular, proves us that in a changing European society, the societal role of lotteries is a defining factor that

period: one in Brazil, one in France, and one in the State of Virginia (USA). The subsidiary currently boasts fifteen signed agreements, ten of which were in production on three different continents at the end of the review period. The turnover prospects of Fennica Gaming are bright.

SPORTS BETTING AND CASINO GAMBLING

Regulated NFL Bets Could Reach \$35B this year

That's a 30% jump from the trade group's forecast of \$26.7 billion at the start of the 2023 NFL season. Making that increase all the more notable is the point that just three states added mobile sports wagering since the conclusion of last season — Maine, North Carolina, and Vermont. Today, 38 states and Washington, DC allow some form of regulated sports betting.

A place – 'ein Ort' – brings protection, stability and belonging

A space – 'ein Raum' – opens up movement and possibilities. It is about direction, speed and time.

WE NEED BOTH.

(extracts from the Charlemagne Prize speech by Herman Van Rompuy)

sets them apart.

(extracts from the Charlemagne Prize speech by Herman Van Rompuy)

To remain relevant in this rapidly evolving industry, we must adapt to the current reality. This adaptation may necessitate greater caution when sharing information within collaborative working groups. While this was less critical in traditional monopolistic markets, stringent competition laws are now crucial in a landscape where competition is unavoidable.

To effectively adapt, stay relevant, and compete with new entrants in the lottery sector, we must think differently. We need to uphold our societal role while also being prepared to review, revise, and implement new strategies as swiftly as the world around us changes. ■

Protecting the societal role of Lotteries in a transforming world

By Philippe Vlaeminck and Dawid Muller

VLAEMINCK.law



Our lottery environment is evolving rapidly. While it has adapted to advancing technology, it now faces the transformative impact of AI. AI is becoming a major force in shaping the lotteries, betting, and gambling sectors, with games evolving and deregulation challenging various communities. Lotteries must navigate these shifts to stay relevant. But how can we effectively manage this transformation?

A crucial question is whether a country's current RFP process can identify operators who can leverage AI technology effectively. With outdated legal frameworks, this is unlikely. RFPs urgently need revision to align with new technologies and changing customer behavior. The WLA RFP Template is outdated, and jurisdictions that have successfully modernized their RFPs have done so by addressing specific contemporary needs. Modern RFPs should emphasize business development, innovation, and integration with the local economy rather than focusing solely on costs. The preparation, drafting, and evaluation of RFPs need to be more transparent, structured, and rule-based to ensure objective assessments, with a strong focus on risk management, responsible gaming within the ESG framework, and integrity and sustainability. A forward-thinking approach might involve issuing an RFI or co-designing solutions before finalizing the RFP. This would enable lotteries to capitalize on innovative opportunities, provided the process is open-minded and inclusive in selecting potential suppliers and future contractors.

However, updating the RFP alone is not enough. It must be accompanied by a revised legal framework that aligns with modern regulations and licensing agreements. Many current regulations were established long ago and fail to adapt quickly to technological advancements. While these outdated regulations aim to

maintain a robust legal gambling environment, they can also hinder innovation and development. To truly foster innovation, lotteries need a more flexible regulatory procurement environment.

Strict, unadapted, regulations create opportunities for illegal operators and other competitors to enter the lottery market. These illegal operators can swiftly exploit new technologies to capture significant market shares. Although lotteries can understand and analyze these innovative strategies, they often struggle to respond effectively due to regulatory constraints that delay approvals and implementation.

Governments need to recognize their role in creating regulatory frameworks that actively support innovation. The EU has implemented a useful model by granting "delegated competences" to the EU Commission, with post-factum oversight by the European Parliament. This model ensures democratic control while enabling quicker responses to technological, economic, and societal changes.

Operating models are also undergoing significant changes. While lotteries often collaborate to advance a modern gaming environment, they can also be competitors, as highlighted by a European-based Lottery CEO. Deregulation and advancements in other sectors of the gambling industry are blurring the lines between lottery activities and betting or gambling. This shift has enabled private, primarily online, operators to capture substantial market share. Despite the distinct appearance and structure of lottery games, online operators are increasingly targeting the lucrative lottery market by leveraging new technologies.

Regulators and politicians often lack the

expertise needed to address these evolving challenges, leading to player confusion and affecting the role of lotteries in the gambling landscape. By competing with lotteries, betting operators introduce complications through their economic efficiency (often contributing little or nothing to good causes), the convergence of gaming activities, and greater regulatory freedom. While competition can help lotteries expand and diversify their activities, ensuring a level playing field is crucial—something that outdated legal frameworks fail to provide. An outdated regulatory framework hinders regulators and politicians in safeguarding their key contributor to good causes, the lottery.

Competition can sometimes be beneficial, but lotteries should not merely aim to become another gambling operator. The Unique Selling Proposition (USP) of lotteries extends beyond economic considerations and competition for new players.

Efficiency, innovation, and competitive products are crucial in today's economic context, but lotteries must maintain a focus on responsible gaming and dedication to good causes and social upliftment. These aspects are central to the mission of any lottery and underscore its societal role. The USP of lotteries lies in their dual commitment to economic and societal goals. Lotteries are tasked with upholding a value-driven approach to gaming, which needs protection within our constitutional frameworks to ensure continued relevance in an increasingly competitive market.

However, even this societal role must be reassessed in the face of new challenges. We

Continued on page 49

PGRI

SMART-TECH

2 0 2 5



Hilton Fort Lauderdale Beach Resort

March 4, 5, and 6, 2025

March 4, Tuesday: Opening Night Reception

March 5, Wednesday: Breakfast, Lunch and Conference sessions all day followed by Reception

March 6, Thursday: Breakfast, Conference sessions followed by Lunch and Reception

See PublicGaming.org for complete information and conference updates

- Conference Info & Details: www.PublicGaming.org
- News website: www.PublicGaming.com
- View video of conference presentations: www.PGRItalks.com
- e-mail: Pjason@PublicGaming.com



T. rex sized fun coming your way



© 2024 Scientific Games, LLC. All rights reserved.

© Universal City Studios LLC and Amblin Entertainment, Inc. All Rights Reserved.