

The Official Publication of the North American Association of State & Provincial Lotteries

INSIGHTS

May/June 2017



Celebrating the Gold in New York

The New York Lottery, the nation's largest, is celebrating its 50th anniversary in 2017, showcasing 50 years of innovation.



FROM THE PRESIDENT

Red Rover, Red Rover

Leveling the Playing Field Across the Globe

When lottery colleagues chat about barriers to creativity or our “biggest challenges,” the topic of regulation is invariably belabored. On one hand, regulations necessitate more proverbial “red tape” and require us to innovate “inside the box.” While acknowledging this challenge, we also appreciate that regulation is the consumer’s friend. It ensures a set of standards and expectations of fairness have been met in a business where trust is the most valuable asset.

Herein lies the double-edged threat illegal lotteries pose to legitimate lotteries and their customers alike. Illegal lotteries don’t play by the same rules and thus unjustly compete to divert profits away from worthy causes while leaving consumers without legal protection or recourse. To add further injury, illegal lotteries operate at our expense, impinging upon our resources and intellectual property.

As with many industry trends, North America can look to our international cohorts to spot such threats and enact swift responses. Recently, the World Lottery Association introduced the Global Lottery Sports Monitoring and Betting System to address match-fixing and illegal sports betting that have afflicted Europe and Asia.

Even with efforts to protect game security and integrity, the illegal gaming community continues to exploit new technology and legal loopholes. WLA President Jean-Luc Moner-Banet expertly outlined the threat at PGRI Smart Tech 2017 with a caveat and call to action. The tactics of these so-called “secondary” lotteries know no borders as they have begun targeting our multistate games Powerball and Mega Millions.

Here’s how they work: A private operator receives a remote gaming license from a low-tax domicile. The operator offers fixed-odds betting on state-authorized lottery products across jurisdictional lines by piggybacking on the results of those games, thereby also taking advantage of the intellectual property of those regulated lotteries. Insurance is purchased to protect against the possibility of a high jackpot win.

One example is Lottoland which offers products across jurisdictional lines using online marketing and technologies, including a website and games that mimic those of jurisdictional lotteries. Lottoland ranks as one of the top two gaming companies by FT 100, which ranks Europe’s fastest-growing companies.

Clearly, these “secondary” lotteries represent a collective threat to the regulated industry, so let’s play a global game of Red Rover! Let NASPL and WLA link our hands to prevent them from entering our jurisdictions, first by legally holding them accountable to the regulatory requirements of our jurisdictions and putting their business models to the test in our courts. On a broader scale, we can also pursue trademark infringement suits on our games.

Finally, we should insist that while players participate in commerce online, they do not “reside” there; technology can prove that every customer falls within a jurisdiction and is subject to the rules therein.

Domain Name Servers (DNS) blocking known illegal operators may be one enforcement method. Another involves utilizing the recently introduced .lotto domain as an internet namespace reserved exclusively for official, state-sanctioned lotteries that users can trust.

Our industry possesses the knowledge, experience and leadership to ensure a level global lottery playing field where the rules are followed and players don’t get “hurt.” Let’s come together to make it happen; our beneficiaries are counting on us.

Rose Hudson
NASPL President
President and CEO,
Louisiana Lottery Corporation



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By Patricia McQueen





DO YOU KNOW THESE PEOPLE?

Do you know their emotions? Their needs? What drives them? You need to. They're the key to growing your lottery business. Which is why you need to read the new whitepaper from IGT's Insights360 team: "Beyond Hope: Engaging Player Emotions."

Download at www.IGT.com/LotteryBlog

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Dream a little.



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Education Lottery gives North Carolinians a chance to “Dream a little”

The N.C. Education Lottery is showing a new look to North Carolina as it refreshes and rebrands for another decade of service to the state.

The introduction of the new look, shown in a statewide advertising campaign that began in mid-May, came in conjunction with the installation of all new lottery equipment, from the centralized operating system to point-of-sale terminals and vending machines in all 6,850 lottery retail locations.

The ad introduces the new brand logo following a series of scenes of reflection capturing every day people’s dreams – a scuba diving vacation, a son remodeling his mom’s kitchen, and a student graduating from college. The lottery’s new logo keeps the familiar mountains to the sea scene, graced with a shooting star, but it now has evolved into a dreaming look with its first tagline: “Dream a little.”

Alice Garland, executive director of the lottery, said when North Carolinians are asked why they play the lottery they say over and over again they have fun thinking about what to do if they win. They talk about their dreams, she said.

“Essentially a lottery is in the business of possibilities,” Garland said. “Lottery games offer prizes that deliver some joy and thrill to winners. Along the way, the dreams that fuel the fun raise millions for education. And the money raised for education helps the dreams of students and educators across our state come true.”

Garland said new equipment and the new look will position the lottery for continued success in raising money for education during a new decade of service. It now raises more than half a billion a year for the state with total contributions since the start of the lottery in 2006 crossing the \$5 billion milestone as of March 31st.

The new lottery system features:

- New lottery terminals or lottery vending machines at all lottery retail locations. The equipment has large user-friendly touch screens and a faster printer. This should speed up the time it takes for lottery transactions to occur at retail locations.



- New instant ticket printing and warehousing system. Instant tickets are the most popular lottery games and the new system should make the ordering and distribution of instant tickets more efficient.
- A ticket checker or a lottery vending machine with a ticket checking function at all retail locations. This allows players to check and see for themselves if they have a winning ticket.
- New play centers at all retail locations. The play centers will make it easier for players to get information about lottery games, odds of winning, and prizes.
 - Players will see more upgrades in the months to come as the lottery unveils a new website and a new mobile app for smartphones. ■

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Six More Lotteries Receive Responsible Gambling Verification

Lotteries are embracing the new responsible gambling verification program, a joint effort of NASPL and the National Council on Problem Gambling (NCPG). Four lotteries received their verification in the pilot program last year (Kentucky, North Carolina, Oregon and Virginia) and six more completed the process in round two, receiving their verifications in the past few months. These include Connecticut, Maryland, Minnesota and Missouri, all receiving verification at the implementation level, plus Michigan and Rhode Island, which received verification at the planning level. Three more lotteries are going through the program in the third round, with results due this summer.

"I am really excited at the interest – it's really good for this industry," said Alice Garland, chair of the NASPL Responsible Gambling Committee and Executive Director of the North Carolina Education Lottery. "I absolutely believe that this verification program is something that is helping move the whole topic forward."

The program has three levels of verification. The first level ("Planning") is for lotteries that have not yet developed a robust responsible gambling program – by submitting an application at this level, lotteries will have experts in the field critique their plans and help them move towards the next level. The second level ("Implementation") assesses current programs and results for lotteries with more advanced responsible gambling programs. The third level ("Sustaining") will review Implementation verification every three years to ensure ongoing performance.

Lottery submissions are assessed in eight areas: research, employee training, retailer training, player education, new/existing product oversight, budget, advertising and engagement/awareness. An independent assessment panel, under the guidance of the NCPG, reviews all applications for verification. Three of the four assessors reviewing each application are chosen by the NCPG; the remaining assessor is chosen by NASPL.

One of the most valuable parts of the program is encouraging lotteries to tie all their responsible gambling initiatives together. "We are finding that lotteries – and even others in the gaming industry – have a lot of different RG initiatives, but far fewer tie all those pieces together into a coherent plan," said Keith Whyte, NCPG Executive Director. "You can have all the great programs in the world, but if they aren't tied together and aren't working towards a common goal, it's almost certainly not going to be as effective as it could be. So what we are really doing is verifying lotteries' plans, which in a lot of cases is the critical missing element."

Once the pilot program was completed, all subsequent participating lotteries have the benefit of a mentor – a lottery that has already been through verification. This unique aspect of the program provides guidance to those that need it. "The mentoring process was something that was very important to us, and I think it proved that it works very well," said Garland.

As the program has evolved, there have been improvements to the process along the way. Things like providing more guidance on the differences between the planning level and the implementation level – and where a lottery would fall in the spectrum – before a lottery actually submits an application. There is also more

guidance for the assessors in that area, to help them make proper evaluations of submissions at either level. Lotteries also now have the ability, if they so choose, to review the assessors' comments on their plan.

One thing that has come out of the program is a growth in the resources available to lotteries by other RG providers, and Whyte is thrilled with that. "What we are seeing is kind of a burgeoning growth of our state affiliate chapters and outside organizations – as more lotteries recognize they have needs in certain areas, or they want to fill a gap in their program, there's a lot more people and organizations that are providing the services to fill that need."

Another development is that other gaming industry trade associations are taking notice of the program. "NASPL is leading the entire gaming industry in having a partnership with the National Council on a national level that benefits all of its members," said Whyte. "Hopefully that will be a model that other industry trade associations and sectors embrace." ■





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Michigan Lottery Achieves iCAP Recertification for Responsible Online Gaming Practices

In April, the Michigan Lottery received recertification for its commitment to responsible gaming after completing the Internet Responsible Gambling Compliance Assessment Program (iCAP) through the National Council on Problem Gambling (NCPG).

The Lottery first earned iCAP certification in October 2015 and was the first lottery in the United States to achieve this certification.

Developed by the NCPG, iCAP is the first and only online responsible gaming assessment program in the United States. The NCPG evaluated the Lottery's compliance with Internet Responsible Gaming (IRG) standards developed based on best practices from jurisdictions around the world. IRG standards are the highest standards for online responsible gaming in the nation. The eight areas of focus for the NCPG iCAP certification are:

- Corporate policy and commitment to responsible gaming
- Staff training
- Information available to players through michiganlottery.com, and player account features to assist players in informed decision making
- Assisting players who indicate they are in distress or experiencing problems
- Self-exclusion and player-initiated restrictions on online play
- Advertising and promotion
- Game and website features that assist with gambling responsibly
- Research based on the transparency of play data

The independent assessment performed by the NCPG determined that the Lottery met or exceeded compliance in each of the eight iCAP focus areas.



MICHIGAN LOTTERY™

iCAP recertification provides Lottery players assurance that MichiganLottery.com is trustworthy and has adopted the best standards of player protection.

The NCPG, a non-profit organization founded in 1972, leads state and national stakeholders in the development of comprehensive policy and programs for all those affected by problem gambling.

Michigan Lottery players have a chance to win up to \$500,000 instantly playing online. Players also may win prizes ranging from \$1 up to multimillion dollar jackpots playing Powerball, Mega Millions, Lotto 47, and Fantasy 5 online. Through its online platform, the Lottery offers players more than 40 different games with plays ranging in price from 5 cents to \$20.

More than 530,000 players have registered to play the Lottery's online games, which were launched in 2014. For more information or to play online, visit <http://bit.ly/MSLOnlineGames>.

In 2016, Lottery players won nearly \$337 million playing games online. ■





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“I’d spend more time volunteering.”

Nic H., Brooklyn



NEW YORK LOTTERY
CASH
4LIFE[™]

Rebooting Cash4Life in New York



By Dana Idema,
Director of Advertising,
New York Lottery

How do you pump new life into a lottery game that’s lost its steam right after it launched? That’s the question New York Lottery faced with Cash4Life (C4L), the game that pays first prize winners \$1,000 a day – and second prize winners \$1,000 a week – for the rest of their lives. The game had been on a downward curve following a brilliant launch in summer 2014. Weekly sales dropped 70 percent from a high of \$5.742 million in August 2014 to a level of \$1.552 million in December 2016.

C4L had been responsive to advertising and promotions, but less so each time we tried. The game and the message were no longer resonating with consumers. From October to December 2016 alone, Cash4Life sales in New York dropped 3.97 percent. We had to find what would motivate consumers to become players if we wanted to revive the game.

Before we created another round of advertising or ran another promotion, we needed to find out why New Yorkers were not responding to the unique game proposition, so we engaged IGT and KS&R to conduct consumer research to help us find the key insight that would turn things around.

The research was designed to determine what “moves” C4L players and non-players at a deeper, emotional level to provide actionable insights to the advertising team. We needed to find out from consumers not only what they thought about the game, but also how they felt about life.

Is your lottery...

BIG LOTTERY
MOBILE APP COMING SOON!

DAY 1

Big fanfare

BIG LOTTERY
WORK IN PROGRESS..

DAY 30

Drawn-out development

BIG LOTTERY
NEARLY THERE..

DAY 60

Dwindling interest

BIG LOTTERY
STILL NO APP..

DAY 120

No market testing

BIG LOTTERY
LAUNCH DAY

DAY 180

But will players like it...?

BIG LOTTERY
VERSION 2

DAY 365

Slow to update

your LOTTERY
iLottery Coming Soon!

DAY 1

Engage players

your LOTTERY
Check Results
More soon..

DAY 28

Simplest product

your LOTTERY
Check Results
Store locator
More soon..

DAY 42

Regular updates

your LOTTERY
Check Results
Store locator
Buy ticket
More soon..

DAY 56

Respond to feedback

your LOTTERY
Check Results
Store locator
Buy ticket
Instant wins

DAY 70

Iterate and learn

your LOTTERY
New Features

DAY 84

Continuous fortnightly updates

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"I'd spend more time playing with my kids."

Mike L., Long Island

We asked:

- What makes you truly happy?
- What inspires you?
- What do you like most about your life?
- What worries you?
- What is the most important thing you do every week?
- If you could change one thing in your life, what would it be?
- What do you associate with "financial well-being"?
- If you won the C4L top prize what would you do? How would your life change?

We needed to truly empathize with the consumer by walking in their shoes, in THEIR environment, the better to understand emotional and subjective factors that might impact

their decisions. We wanted to create that moment where the consumer says – "These people get it. They know exactly how I feel and what I want!" It was important to us to relate to New Yorkers and provide a reason to believe in our product – to convert emotion into action.

Research Approach

Working with KS&R, we combined traditional focus groups with ethnographics.

Specifically, the first phase of the research included a set of six different mobile ethnographic activities that participants were asked to perform prior to the focus group discussions. Ninety-seven participants from four New York markets provided approximately 350 videos and about 750 photos using a

mobile ethnographic app. The second phase consisted of eight in-person focus groups conducted with consumers in those same four markets.

What is mobile ethnography? Participants were asked to download an ethnographic app onto their mobile device. We used EthOS, but there are other apps that have similar capabilities. We then asked them to complete a series of ethnographic observational activities prior to coming to the groups. And why was it the right methodology for this study? Because it allowed us to understand consumers deeply and honestly in their environment. Plus, KS&R, IGT and the New York Lottery had access to an online portal to view respondent submissions in real time, whenever we wanted.

The mobile ethnography asked consumers to submit a self-portrait. In

73%

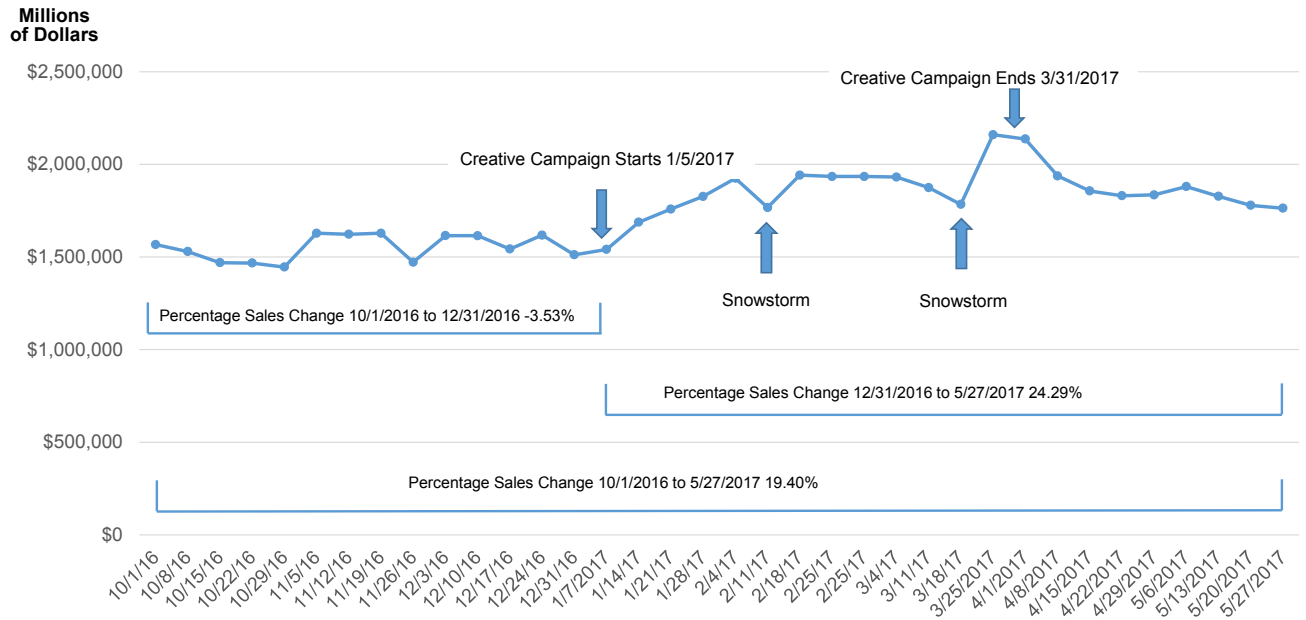
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Cash 4 Life Creative Campaign



In addition to providing photographs, they were also asked to describe themselves. To tell us what makes them happy and inspires them. What is truly important to them? And what would they want to change in their life?

But to truly understand what motivates our consumer, we also had to find out what causes them angst. They were asked to tell us about their worries. What do they worry about? How do they cope with worries? What kind of day-to-day irritants are they faced with?

As a final piece of the mobile ethnography, we asked players to purchase a Cash4Life ticket and describe their thoughts and feelings. What would they feel and do if they won \$1,000 a day for life? What if they won \$1,000 a week for life?

What consumers told us about their thoughts and feelings about happiness and life's worries was not entirely surprising, unless you look at it through the lens of lottery play. Then the findings take on a whole new perspective – one we had not considered before.

The way respondents felt about these existential issues directly influences their perception of our lottery games and plays a significant role in determining game preference. This study revealed that once consumers understood Cash4Life proposition, their likelihood to play the game increased dramatically.

Let's take a closer look at the research methodology and findings.

When we asked "What is true happiness?" these are the answers we got:

- People most frequently mention and submit photos of family and friends.
- People also show in their photos that happiness for them is spending time on interests and hobbies.
- Many images of beaches and other outdoor settings are also used to represent happiness.
- Family is the top mention for happiness, inspiration, and what they like most about their lives.

- Spending time with and taking care of loved ones are mentioned as the most important things participants do every week. It is also how people describe a good day.
- Children are cited most often as participants' proudest accomplishment.
- Pursuing activities outside of work brings people happiness.
- Many participants used photos of nature and the outdoors when describing what they enjoy most in life.
- Many participants mentioned that their pets bring happiness to their lives.
- Participants often shared vacation photos to illustrate some of their happiest moments.
- Owning a home is mentioned as a point of pride and joy for several participants.
- Photos about cooking and the love of good food were shared frequently when asked about what makes participants happy.

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- Animated ticket checking
- Robust responsible gaming options



Cash4Life Purchase Motivators For New Yorkers

- Consumers mentioned **several motivators** for playing Cash4Life, many **related to the incremental payout** of the prize.



Attainability of the Game – perceived as a ‘winnable’ game, daily payouts are approachable, consumers can see themselves winning this game



Appealing and Manageable 1st Prize – can manage \$1,000 a day / week (e.g. don’t need a financial / legal advisor) and feel secure knowing they can’t ‘blow the money’ all at once



What the 1st Prize of \$1,000 / Day Would Provide – many benefits, primarily intangible including independence / freedom, less worrying and a sense of security



Enhancing Their Current Lives – winning can enhance lives, not transform them, more gradual improvement rather than abrupt change (compared to winning Powerball)



‘4Life’ Aspect of the Game – conveys secure, steady, reliable, dependable payouts for the rest of their lives (particularly motivating for younger consumers)



Retaining Anonymity if You Win C4L – modest / incremental payout allows winners to ‘fly under the radar’ without family members, friends, strangers wanting money

Source: KS&R

Then we found out what New Yorkers worry about:

- Finances, including paying bills, planning for retirement, or simply how they will maintain their lifestyle when faced with financial adversity.
- Personal health and that of those they love.

- They worry about their job. The demands of their work and the drain it causes on their own happiness. No matter what career stage or line of work they are in, they worry about keeping their job or having to look for a new one.
- They are concerned with the well-being of children and other family members or loved ones.

Since the ethnography did the heavy lifting on the emotional factors, we were able to turn the focus groups’ attention more towards the game itself. And what we found was that awareness of the game and the prize structure was very low among current lottery players and non-players alike. Low awareness was a significant contributor to declining sales and shrinking participation in the game. The game was simply not on their radar screen.

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We made some mistakes along the way. After the initial push for launch in 2014, there was no dedicated C4L point-of-sale at retail to tell consumers about the game's "for life" prize structure. A second post-launch effort to support the game in 2015 with advertising ("Future You") fell flat on consumers and did not generate increases in awareness or new participation. We hoped that this research would help us be smarter this time around.

Another interesting component of the focus groups was the exercise where participants compared Cash4Life to the big jackpot games of Powerball and Mega Millions. We wanted to see if they had varied responses to the different game propositions. The answer: A resounding "Yes!" Players and non-players were intimidated by the prospect of winning a huge jackpot worth hundreds of millions of dollars. They were concerned that their life would change for the worse. Whereas winning a "for life" prize with C4L, they could continue to live the life they love – only better.

The key insight about Cash4Life is that consumers believe that winning \$1,000 a day for life would enhance the life they already love. They would no longer have to worry about bills and the stresses of daily life. It would free them up to do the things they've always wanted to do, like travel, pursue a different career path, go back to school, and spend more time with their families. The research findings that led us to this insight were incredibly stable and consistent among players and non-players, upstate and downstate. We knew we had a winning idea. Now the challenge was to turn the idea into creative that works.

Building the campaign

Our advertising partners at McCann New York were tasked with the challenge of capturing the unique properties of the game in a way that would tap into the consumer truths generated by the research. The goal of the new Cash4Life

campaign was to generate awareness and drive purchase of the draw game that is truly unique within the New York Lottery portfolio. We needed to create a campaign that would reverse the downward trend with the right kind of message. And the research gave us the insight that was needed to create a truly unique kind of campaign – especially in the lottery space.

Over a month of creative development led to the big idea that acknowledged that Cash4Life is a truly unique kind of draw game. It gives players a unique opportunity to dream about how they'd spend their days, not just their new-found dollars. The research taught us that it's not about yachts and fancy cars with this game. Rather, Cash4Life players want to spend their winnings making everyday life even better. And that's what we looked to tap into with this campaign. The creative asks New Yorkers, "If you won \$1,000 a day for life, how would you spend it?"

Leveraging some real out-of-the-box thinking, the Cash4Life campaign is different from other campaigns we've created. Most New York Lottery advertising is rooted in humor. For this product, which is truly unique among our portfolio, this advertising had to be different. These are very emotional commercials that are evocative of the human spirit that became evident during the consumer research. Don't just show what they would do if they won C4L, but how they would feel.

We went further outside the box by not hiring the typical commercial director. Instead, we put the television scripts in the hands of film director Derek Cianfrance. This gave the commercials a cinematic quality that further elevated the emotion of the spots. The commercials truly capture the essence of the consumer truth that drove the creative development itself: "Winning Cash4Life lets you live the life you love – only better."

Our media team at Universal McCann took the new campaign concept and ran with it. Media tactics from cinema

to custom digital content leveraged the emotional quality of the message with the filmic quality of the creative to build a plan that delivered against objectives to drive awareness and increase participation with Cash4Life.

Without a doubt, the research led to development of in-market advertising and messages that emphasized a deep understanding of the consumer and the results showed that it had a dramatic impact on sales of Cash4Life.

The cohesive campaign drove sales and participation with a 20.6 percent increase in weekly sales for the 14-week campaign versus the 14-week average preceding the campaign, which ran from January through March 2017. Importantly, this campaign reversed the downward trend the game was on prior to the advertising flight. Weekly sales for the eight weeks post campaign levels still remain high. Such an increase is not usually seen outside of game changes such as matrix changes for jackpot games or a long-term sustained improvement of a game like New York's Quick Draw.

The "How would you spend it" campaign will be returning to market for a 10-week flight beginning in mid-June. ■

Special thanks to Gerard Caro of IGT and Jim Kraus of KS&R for their contributions to this article.

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FOSTER KRUPA

Senior Director Product Innovation,
Northstar New Jersey

In 1984, there were just 18 lotteries operating in the United States. Multistate lottery games had not yet made their debut, and instant tickets were just 10 years old. And Foster Krupa joined the 14-year-old New Jersey Lottery as a research assistant.

"I was part of a new group, Planning and Research, which managed research projects and collected data and insights into the lottery industry," he recalled. Little did anyone know back then how easy their task was, compared with what it takes to understand today's complex lottery operations, challenging retail environment and rapidly-changing consumer expectations. Well into his 33rd year on the job, Krupa has seen it all. His role has changed, his lottery has changed, but the end goal is the same – to raise money for education and institutions in New Jersey.

"Foster has always made a huge difference for the NJ Lottery with his forward thinking approach to instant games and his willingness to try new ideas," said Executive Director Carole Hedinger. "He was never afraid to be the first in the industry to do something others had not done. Our entire instant game category would not enjoy the success it has were it not for Foster's talents and creative thinking."

Since about 1990, New Jersey's instant games have been under Krupa's direction in one way or another. First as product manager, later as head of both marketing and products. And when New Jersey decided to outsource its sales and marketing functions, he became one of the key players in Northstar New Jersey, a consortium of IGT and Scientific Games

created to partner with the Lottery in 2013.

"We are very fortunate to have had Foster join the Northstar team," said General Manager Russ Knapp. "His breadth of experience and keen market instincts have been invaluable as we continue to build on the successful track record of the New Jersey Lottery."

Krupa's title, Senior Director Product Innovation, sounds impressive, as it should. After all, he knows a thing or two about innovation. Under his direction, New Jersey was one of the first lotteries to develop a VIP club, was an early adopter of licensed games, produced the first game with an online play component (2004's Cyber Slingo), and created the Million Dollar Replay program. These initiatives and more are all designed to add value to the lottery's overall portfolio.

Not surprisingly, he is a recipient of the prestigious NASPL Powers Award in recognition of outstanding job performance. He has a bachelor of science in business administration and marketing from New Hampshire's Franklin Pierce College.

As much fun as he's had in his lottery career, he has other passions as well. Always an outdoors adventurer, Krupa met his wife Deborah while scuba diving off the New Jersey coast – an area full of fascinating shipwrecks just waiting to be explored, he explained. He also enjoyed fly





fishing, sailing, skiing and snowboarding. With his son Foster Chase, he became an avid motocross rider, and in a cruel twist of fate, motocross changed his life forever. A freak accident in April 2015 left him confined to a wheelchair, but he's grateful it wasn't worse. "I'm fortunate that I still have the use of my arms, my memory and a good career I could come back to." And come back he did – resuming his duties for Northstar in November 2015, barely six months after the accident. "It was something that really drove me, to get back to some sort of normalcy."

Normalcy also involves resuming some of the outdoor activities he has always enjoyed. He has been gaining experience traveling, and in early May found himself fly fishing again. There are numerous programs for other accessible activities, including scuba diving, and he's looking into all of them. "Being as active as I was, I miss all the things I did and was able to do. But I'm learning that I can still do most of them, I just have to do them differently."

You started at the New Jersey Lottery almost 33 years ago. Was there anything lotteries were doing in those early years that could be resurrected today to provide something "new" in today's environment?

At first I'd say no, but in thinking about it, we did an add-on to our lotto

game that was a monthly grand prize drawing for \$1 million. It was a fun event because it brought in lots of people, lots of winners, and there was a live game show that awarded prizes. There was a lot of excitement and it brought the lottery out to the public in a more engaging way. People got to share their experiences or experience the thrill of winning in a very real and live environment. We've done something like that with our Million Dollar Replay drawings, and although that is growing in participation and excitement, we don't get quite the numbers that participated in those old events years ago.

From your perspective, what have been the most important developments in the lottery industry over the years?

Hands down the most important thing was technology – starting with the implementation of the modernized gaming systems adopted by lotteries in the 1980s. It opened up the industry with fully automated systems for accounting, validations and ticket distributions. That technology allowed lottery products, especially instant tickets, to explode. Once these systems came into place, lotteries were really able to focus on the instant product and adopt the multi-game strategy to grow that part of the business. Technology also provides us with more and more data every year, allowing us to

be smarter and stronger in operating the lottery. I can't think of anything else that's been such a game-changer.

What are your thoughts about the current state of innovation in the lottery industry – are we doing enough to meet the demands of today's consumer?

I think the industry has really matured quite a bit, and it has been far more difficult to innovate and come up with really ground-breaking products that have mass appeal. I do think as an industry we have been slow to adopt many of the technologies that are available today. We are still sending people to bricks and mortar stores for paper tickets from a terminal. In contrast, the retail industry and the consumer products industry have found ways to use the technology of the phone and internet to do so much more.

Here in New Jersey we are evolving in this area, at least by engaging people through those devices even if we can't actually sell our products that way. But it is hard to find the right product and open the door to new innovation. I do think it would be helpful for lotteries to focus more on the long term health of the overall industry, and to dedicate more resources to figure out what our products are going to look like in the future. Lotteries have to deliver revenues for their governments every year, and all too often that makes us

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focus on short-term planning that relies on products already in the portfolio.

What new products would you like to see lotteries introduce, or how would you change current products?

I'd like to see something that more utilizes mobile technology, to be able to play games or to engage players in our games. Something that adds entertainment value, but I struggle to know what that is. Maybe games could somehow be skill driven, yet still meet the "games of chance" requirement for lotteries. Just selling our existing products on the phone or internet doesn't really solve what I think is the problem – I think there needs to be types of games that can be more engaging, that can be played on your phone with immediate feedback and winning experiences.

Thinking more traditionally, I've always been a fan of licensed games, and we've done instant games with interactive components. That said, I look for licensed games that are relevant to today's consumer – many of the licenses are somewhat dated, and don't necessarily have a tie-in to something that's fresh and popular. As I pick and choose licenses going forward, I definitely want added value with online play, even if it's only play for fun.

What was it like making the transition from a state lottery employee to an employee of Northstar?

Overall it was an interesting experience. I always thought private management would help the NJ Lottery react to the market more quickly, and provide the resources necessary to operate as a true business that sells a consumer product. That said, when it actually was happening, it was a little scary at first, since it involved leaving the safety of state employment after some 30 years. Fortunately, I was already working closely with people from IGT and Scientific Games, and of course there were a lot of other NJ Lottery employees joining Northstar. So it was a very welcoming environment and we all contributed to its development. Working to get it off and running, to start making changes to stimulate growth, was an interesting challenge and a lot of fun.

At the time of the transition, I had essentially been the marketing director at the Lottery, overseeing everything from marketing and advertising to product development and management. It was fun to have my hands in all of that. With Northstar, as a much larger marketing organization, I am back to focusing on my first love, the instant product, although I still oversee draw games.

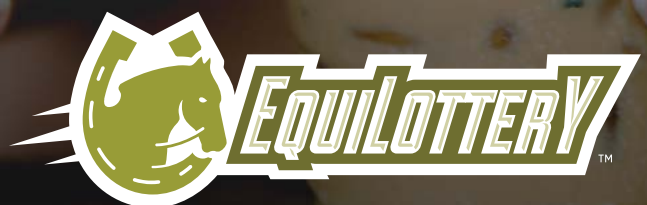
What are the best things about the New Jersey Lottery and Northstar partnership?

Overall we have an excellent collaborative partnership – we are operating in a very efficient and effective manner. We learned from other jurisdictions when we set up the specific arrangement here, and I think the model we created is working really well. With Northstar's exceptional resources, it has really

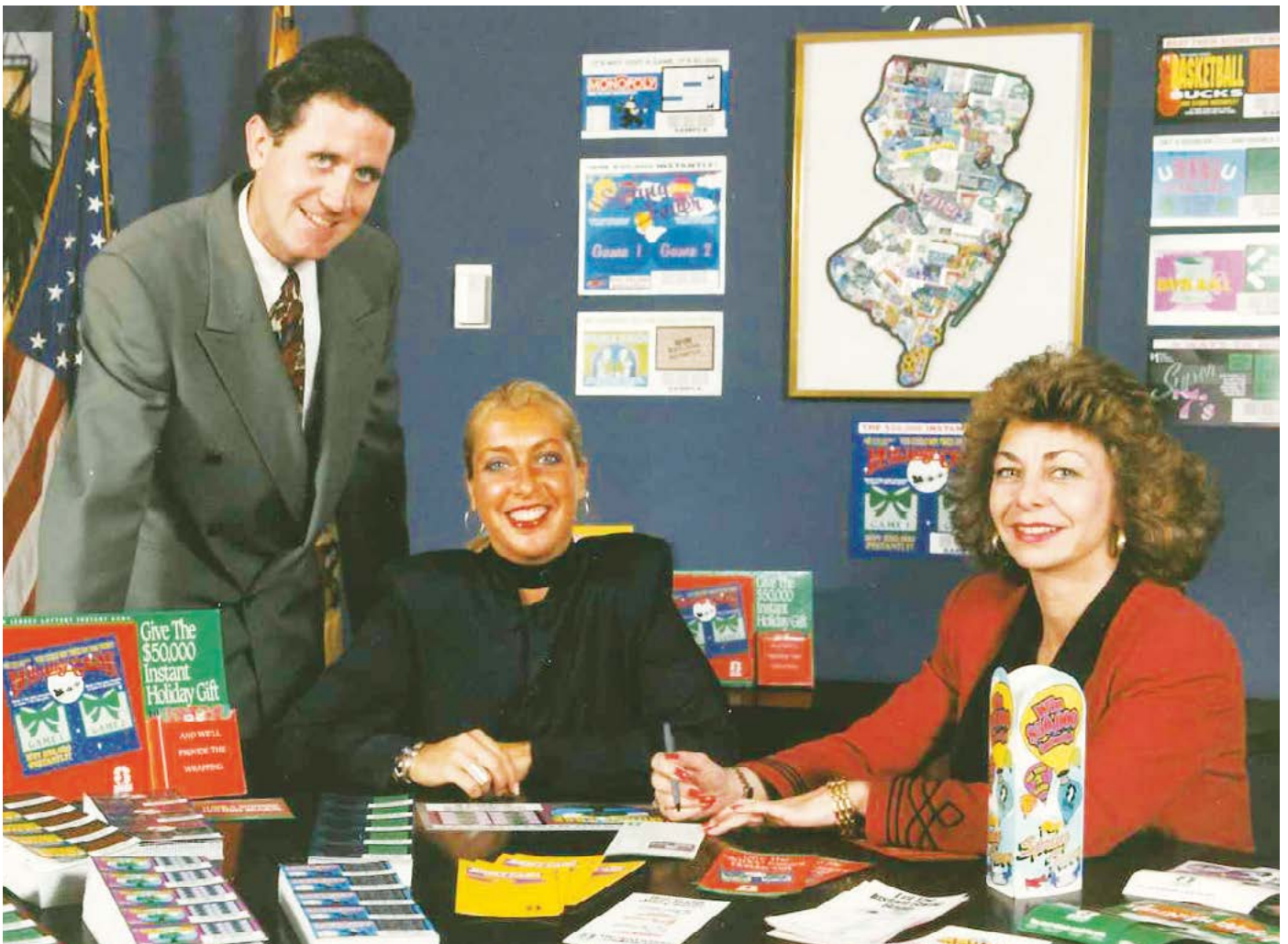


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been something to see the things that we've done in a short time. We've had a lot of innovation on the draw games side, adding new products and introducing add-ons to the games. On the instant side, we have done well with games across all price points, refining our portfolio and introducing our first \$30 games. And our sales group has been expanding and focusing on the retailer network, and that has really done a lot for our business as well. You do hear a lot of emphasis on goals, and all lotteries struggle to meet their goals. But Northstar is in a position to react quickly to the market and try new things, all as part of a long-term plan to get the growth we are looking for from an already strong lottery.

What have you enjoyed most about working in the lottery industry?

It has all been great! It's something

special to be part of the evolution of the industry over the years. As I mentioned, the instant product has always been my passion, and it's exciting that we are approaching \$2 billion in sales here. I've also had a lot of fun acting as the lottery draw host from time to time, and being involved in the production of the TV draw has always been fun.

Probably the best thing, though, is the people. This industry is a close-knit group of people, and I love the long-term relationships I have established. The value of that really hit home after my injury. Everyone was great, helping me get through that difficult time and back to the role I had, and still have today. My work on behalf of the NJ Lottery is the one part of my life that didn't change much. It was just amazing to see the outpouring of support. It's nice to be surrounded by great friends, family and industry associates. ■

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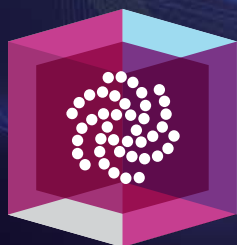
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SHOULDN'T THERE BE A MEASUREMENT FOR THAT?

STEPHEN WADE, PRINCIPAL, LOTTERY MANAGEMENT CONSULTING, LLC.



I have heard that question a lot, in various forms, all through my career. I used to hear it when I was working in the life sciences, before I came to the lottery industry. Maybe I am just listening for it. At any rate, I have spent a lot of time trying to work out valid measurements for things that are of interest to people.

When I first came to the lottery industry, I heard from people in the various states that it was necessary and desirable to have new games launched into the market every few weeks. "Players only play new games" was the reason given. It seemed that building many small games and launching them into the market must be a path to success.

This strategy leads to a need to manage many games in the market at once. There may be more games available than a particular store can effectively display. To make the most of the limited space, we should always show the games that are most popular with players.

However, I soon discovered that there was a problem: There was nowhere I

could look, no report I could find, that talked about what the players were doing. Rather, all the reporting was built around what the retailers were doing. A "sale" was when a retailer agreed to pay for a pack of tickets and presumably exposed it to customers. "Sales are highest for new games" was just an interpretation of "retailers put new stuff onto the floor when they get it." Having worked in my family's hardware store when I was a kid, I know that moving new stuff onto shelves does not mean that customers are going to buy it. It's just what you do with new stuff - otherwise, it's sitting around, taking up space, probably tying up money, and needing to be tracked. It's how fast the customers take it off the shelves that matters.

Given this potential confusion between inventory management and consumption, I became a little skeptical about the "players only play new games" idea. I asked whether there was a measurement for how fast tickets moved from the display into customers' hands. I learned that it is possible to know

when each winning ticket in a pack is claimed as a prize. The only use being made of this was to provide an indication of when the pack was likely depleted. When a pack reached a certain degree of depletion, the retailer who had taken the pack on consignment terms had to pay up, or "settle."

About this time, I got to do a ride-along with an experienced sales rep. I'll call him Otto the Beer Guy. Not because he consumed beer overmuch that I ever saw, but because he had worked in beer distribution before coming to the lottery. He frequently drew on that experience for examples of how retail should run.

I got into the car with a planogram that I had been given in my hand - that is, a color picture of how the ideal 24-bin display of lottery tickets ought to look, that month. I showed it to Otto and asked, "Is it hard to get the same sort of presentation at every store?"

"I don't know," he said. "I don't try."

I may have looked surprised. Otto was reputed to be the most effective lottery sales rep ever. If he was disregarding what headquarters thought was good



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advice, evidently it was working for him.

"So, what do you look for?"

"I figure I've got a set of players, and I've got a set of stores, and I want to set things so that there are lots of places to buy the fast-moving games. I'm responsible for 106 stores right now. Do I believe that one player plays only at one store? No, I do not. I see the same people at different stores. I think I have thousands of players, maybe tens of thousands, who shop at some of my 106 stores. And they probably shop other places too. So, the way I look at it, I want those players to have the opportunity to buy Scratch tickets wherever they go. But they don't have to be able to buy every ticket in every store. I have a lot of opportunity to put stuff out there - each store does not have to be exactly like another. It's the whole set of stores that's my channel. But I do want to make sure that I've got the right mix of product in the channel. Some games are better than others, and those need a bigger part of the channel. You look in a beer cooler, and what do you see? Bud Light. Doors full

of Bud Light. Cases, half-cases, six packs. Because it moves fast. You looking for Stella? You'll find it behind the door with your microbrews, your stouts, and all that other oddball stuff."

"So here, you think more facings for more popular tickets?"

"Yes I do. If I think a game is doing well, I'll try to get an extra facing here and there, or if space is short and I've got to choose one game or the other, of course I'll choose the one I guess is moving faster. But let me tell you, I shouldn't have to guess! Shouldn't there be a measurement for that?"

"How about the index I hear people talking about?"

"Well, I think that's based on how fast retailers are activating a new game. And it's compared to how fast they activated other games. So, I have two main problems with it. First, what happens in the first week or two depends not on the new game, but on the games right before it. If they were dogs, the retailers are trying to sell them out so they won't get stuck with having to process returns or play the end of the pack themselves. So, my slick new game can't get into the market because the ones ahead of it were slow. And it works the other way too. If the last game was really good, the retailers will have sold out of it and they'll be looking for something to fill the space. Along comes my new game that the players are going to hate for some reason, but it indexes high in the first few weeks because it's filling gaps."

"Why do people use the index, then?"

"Well, it might be better than nothing." He gave a sly smile.

"Headquarters has got to put out numbers, after all. And it might be OK for the product manager, because after a few weeks go by and players aren't playing it, the index starts to reflect that. After 12 weeks or so it the index might reflect what happened in the market.

But I don't care anymore because now I've got two new games that have come in behind it. So, your index measurement might be good to somebody who cares about games that

are already dead, but it's not much use to me while the game is live."

"So you need something that's quicker."

"I need to know how it's doing this week."

"And you need to know now, because you have to make choices among what's available now."

"I don't care about how it ranks against all the games ever. I care about whether I ought to have more or less of it as I see chances to change something this week."

Is "turn rate" a term you use?

"I've never seen it in this job, but in the beer business we track it. When we called on a store we kept track of how many days it was taking a guy to turn over his inventory. Fast turns, you want to load him up. Slow turns, you better watch it or you'll be picking up post-dated beer. Beer is heavy. There's no point in trucking it around to where no one is going to drink it."

"You want to know about the turn rate. You want to know which games are moving faster this week."

"Right! How come this outfit doesn't provide that?"

"Probably because no one has ever asked for it. Were you ever involved in the business requirements process?"

"What, you mean like for reports and stuff? Good Lord, no! That's why I don't want to work at headquarters. I hate that!"

I have heard more than once that the step that divides high-value IT projects from the others is the very early one, of understanding the eventual users' business need. Usually we ask them what they want us to provide, and they tell us they want something much like what they have been getting. Doing this is very much like ordering off the menu in a restaurant, rather than telling the chef how you want to feel once you have eaten. It is quicker and less demanding for everyone. It produces the same result time after time. It does not drive innovation or improvement.

However, since my role in research and development allows me to contemplate the work of others, I can build things that people have not yet asked for. Several years ago, after my ride with Otto, I built

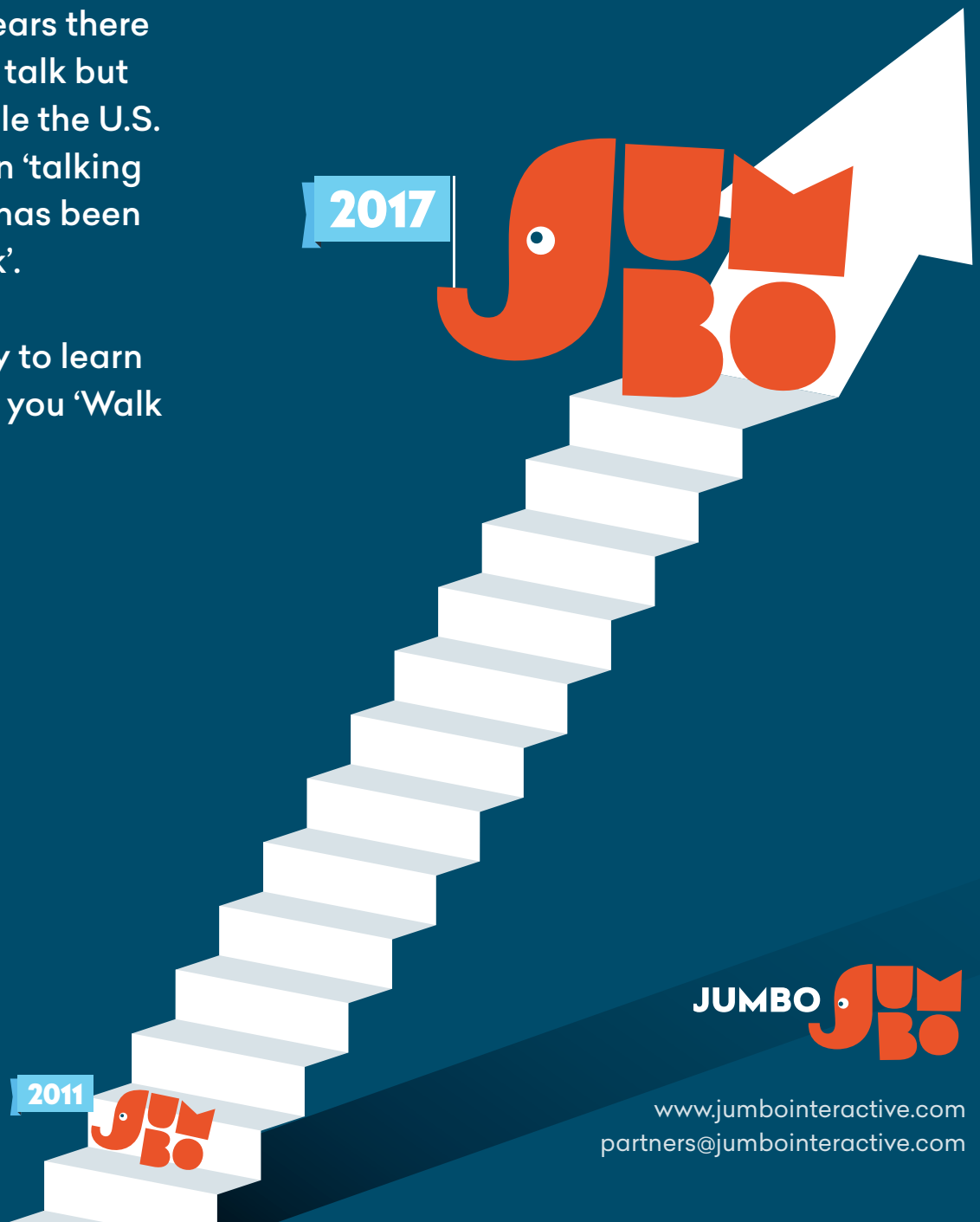
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some measurements for the Scratch business that have now proven their value. I describe here a measurement that serves both the sales reps' need to make good choices about which games to face this week, and the category manager's need to understand which games over the long run have been the most popular with players.

As Otto agreed, this measure is based on turn rates. My purpose here is not to describe precisely how to calculate it: that would interest only a few. Rather, I will sketch what it does. If this sounds like something you would like to have, I will talk calculations with whoever cares about such things.

The most useful measure I have developed is the Game Popularity Index (GPI). This number describes how fast players are consuming the inventory that they find of a game, compared to the mix of all games of the same price and pack size that are on the market this week. If the GPI equals 1.0, the game has a turn rate exactly like the whole mix of games that are for sale this week - it is exactly average. If the GPI equals 0.5, the game is moving off the shelves at only half the rate of the market mix. And if the GPI equals 2.0, the game is moving twice as fast as the category.

When I first rolled out this measure, Otto loved it, and he has used it ever since. His rule of thumb is: when a game has GPI greater than 1.3, swap it in for any game whose GPI is less than 0.8. When a game has GPI around 2, double-face it whenever possible. When a game has GPI less than 0.5, don't restock it - prepare to gather it in for shredding.

Since I recalculate the GPI each week, the effect of Otto's double-facing is to increase the inventory of the favored game, which tends to decrease its GPI toward 1.0. Otto considers that his channel is well stocked if each game has a GPI between 0.7 and 1.5.

This measure is useful for the category manager, too. The GPI of each game on the market can be plotted week-by-week. A truly popular game will produce more consumption per unit of inventory than the category average each week of its market life, especially if sales reps other than Otto are following a planogram that

calls for equal representation of all games. Over time, consistently popular themes or styles can be identified by higher-than-average GPI. The turn-rate-based GPI, unlike the activations index, is not contaminated by the performance of a game's predecessors in the market.

Using the GPI, I can document how player preference changes when a new game is introduced to the market mix. There is some truth in the notion that players only play new games: about 10 percent truth, I would guess. Much of the support for this notion comes from confusing activations with consumption.

The chart below shows the week-by-week GPI for recent \$5 games in Washington. During any particular week, Otto could understand from this chart which games could use more exposure in his retail channel, and which games could use less. Over the whole period, most games show a pattern of very gradual decline in popularity, accelerated by the appearance of new games. Some hold up better than others. The category manager learns from the games with more durable popularity.

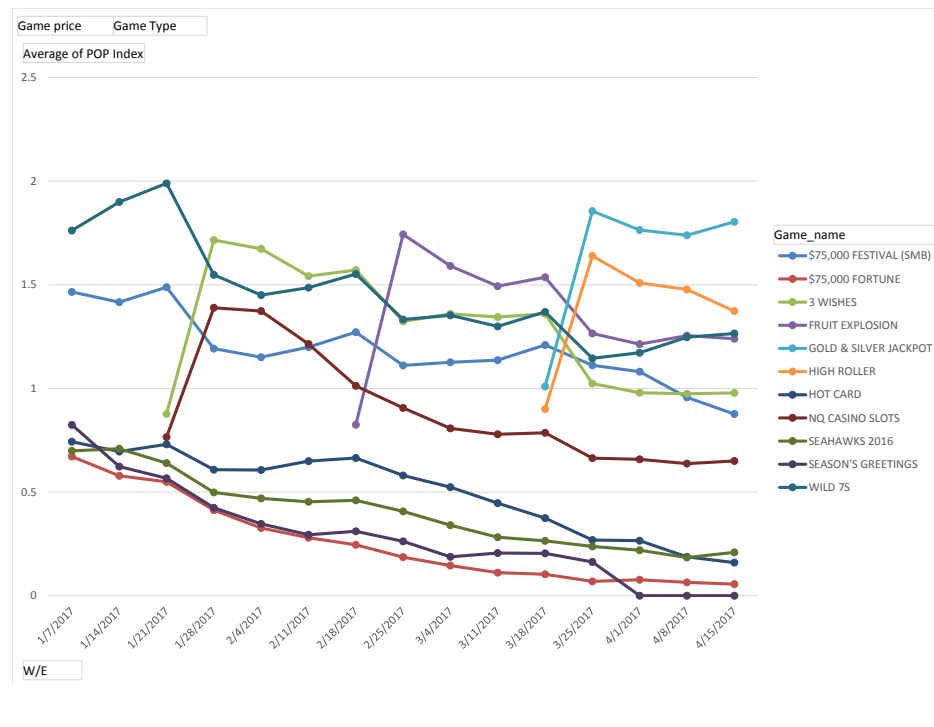
Now, I said I would not go into detail on the math, and I won't, but here is a brief

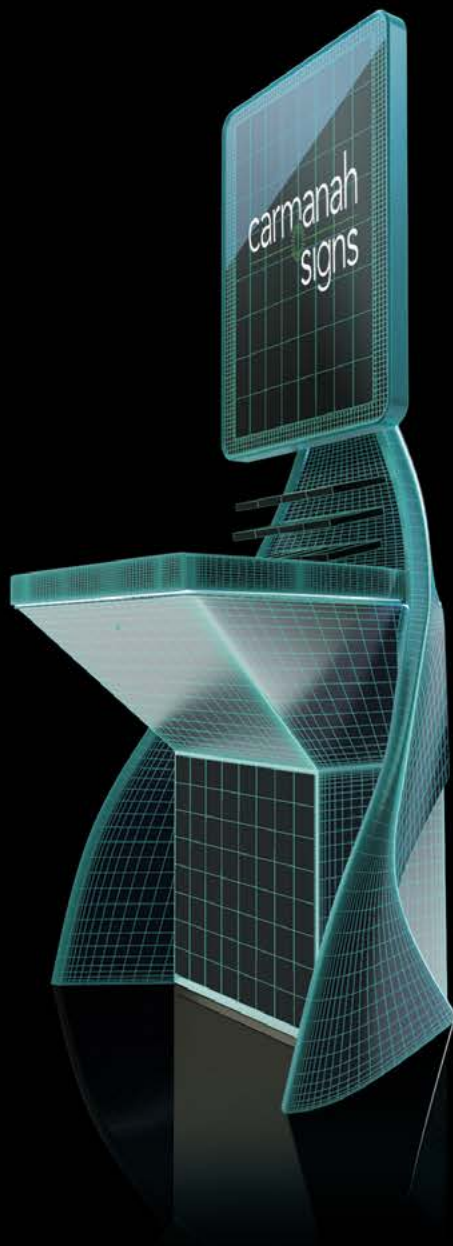
outline for those who may care how to get to this metric:

Let's think about the category of five-dollar games. There are probably several games on the market at once. Thousands of retailers have some stock of each game that they are hoping to sell. Counting the number of tickets held for sale by the retailers and valuing each at \$5 gives an activated inventory value for the category, in the millions of dollars. Of course, we can get the subtotal by game, as well.

During the course of one week, we can estimate the value of tickets that has been consumed by customers, from the number of winning tickets cashed. We can do this by game, and also for the category of \$5 games.

The turn rate for the category would be category consumption divided by category activated inventory. This has units "per week," which many people find awkward. This is one reason why we go further and simply divide the turn rate of each game by the turn rate of its category to produce the Game Popularity Index (GPI). This number has no units, and has the desirable properties outlined above. ■





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Gateway to Leadership

NASPL's Lottery Leadership Institute was held in St. Louis in early April.

By Patricia McQueen





Just how unique is NASPL’s Lottery Leadership Institute? Not only does it focus on developing the individual, it’s the only lottery event where participants are required to do homework before even showing up! It’s all designed to ensure that they get the most out of the experience.

This year’s class of nearly 70 participants included representatives from virtually every lottery discipline. Most were from lotteries around the country; they were joined by a few classmates from industry vendors. They came from a variety of backgrounds – some were brand new lottery employees with just a couple of weeks on the job; others were long-term employees (including a remarkable 28-year lottery veteran!)

Despite that diversity, they all had similar goals – to learn more about the industry they serve, to learn about themselves and to learn about leadership. They defined those goals in the pre-assignment questionnaire required of all Lottery Leadership attendees.

To accomplish the first goal, they were given a broad introduction to the lottery industry by NASPL Executive Director David Gale. That was followed by panel discussions on working in a political environment, establishing successful relationships with retailers and creating partnerships with industry vendors.

These discussions are often part of lottery conferences; what makes Lottery Leadership different is that in advance of the event, attendees are asked to submit questions they’d like to ask of the participating lottery directors, retailers and vendors. Those questions are incorporated into the panel discussions, providing immediate feedback on topics that are most interesting to the current LLI class.

Missouri Lottery Executive Director May Scheve Reardon led a group of her employees through a conversation about working in a political environment – they took questions





from attendees on all sorts of subjects, from games to operations to strategic planning.

In the next session, participating retailers included representatives from three very different Missouri Lottery partners: Schnuck Markets (a chain of almost 100 supermarkets across five states), MFA Break Time (a chain of gas stations and convenience stores in Missouri and Arkansas) and Riverside Red X (a 69-year-old family-owned independent grocery and general store emphasizing personal service).

They all had one thing in common – they understand the value of lotteries and how their own efforts as lottery retailers determine the level of sales they can achieve. One interesting thing they all do is promote how much each of their stores contributes to education in Missouri. It's not just about how much money the lottery raises statewide – they can drill down and celebrate how much each individual store has raised.

Over 70 lottery professionals attended this year's LLI, including a 28-year lottery veteran!



“Leadership is a journey, and the trip is what matters.”

– John Rodgers

The vendor panel included Sean Athey, Vice President System Sales for Scientific Games; Vasia Bakalis, Marketing Director for Intralot; and Michelle Tomao, Chief Operating Officer and Vice President of Finance and Administration for Northstar Lottery Group.

Early on that first day, there were two interactive exercises designed to break the ice, helping everyone get comfortable with each other. By encouraging both individual and collaborative thinking, these exercises helped set the stage for the group work that was to come over the next two days.

Dale Carnegie Training

On day two, John Rodgers gave an all-day seminar on leadership training using the Dale Carnegie method. “Leadership is a journey, and the trip is what matters,” he said. Leadership involves creating environments that influence others to achieve group goals, he explained. Ultimately, successful leaders have developed skills in five interrelated areas: self-direction, people skills, process skills, communication and accountability.

Rodgers peppered his presentation with several group exercises. Some were designed to allow each individual to discover things about themselves that would help them along their own journeys; others explored how effective leaders help drive innovation (by encouraging “green-light thinking,” which generates ideas without evaluation or criticism) and navigate through generational differences.

He wowed attendees with the use of “stacks” – unique visuals that when combined, enable people to remember all the components of something that they never thought they would otherwise remember. Using stacks, for example, he was able to have someone recite the original 13 American colonies – much to their own surprise!

Ready for a break, everyone headed out for an evening of some unorthodox fun at St. Louis Escape and Zombie Laser Tag. Teams headed for escape rooms, where they worked together solving clues to find their way out. It proved a daunting task for most, but a great time was had by all. When not working through escape rooms, they could hone their sharpshooting skills by knocking out zombies in a laser tag room.



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GAME CHANGERS



Find the humor

On the final full day of Lottery Leadership, Dr. Kay Potetz showed why she has been a repeat presenter in recent years – she was honored with a standing ovation upon conclusion. With a great deal of humor, she gave a presentation on “The Other Side of Leadership,” using her signature “WYDIWYG” – What You Do Is What You Get™.

She encouraged everyone to be aware of their own attitudes, to learn how to effectively deal with stress and to find humor in otherwise challenging situations. Through several interactive exercises, she had participants explore how they communicate their feelings and their needs to others; find their own leadership style; and define what is most stressful to them (either at work or at home). She emphasized that successful leadership comes from within – your own attitudes and perceptions and how you project those on others.

Potetz had everyone laughing throughout the day, which she thinks is critical to business, and to life. “The most wasted day is a day when you don’t laugh,” she said. Laughing is what helps you roll with the punches, something every successful leader must be able to do.

Between Potetz and Rodgers, everyone attending Lottery Leadership got the message. As the event concluded, participants were sure of several things as they completed their final interactive exercise. First and foremost, they didn’t expect to have so much fun! Thanks to the speakers who infused their presentations with humor, and an evening hunting zombies, everyone had a great time. And they really came to understand how important humor is in everyday life, especially in the

“WYDIWYG”
What You Do
Is What You Get™
– Dr. Kay Potetz

workplace where humor is all too often forgotten – humor helps you cope.

They learned the value of listening to others in order to see things from other points of view. “It’s not always about me” was heard throughout the concluding discussion. They also learned how important home life is, and the need to create a balance of work and home.

Finally, everyone forged valuable relationships with their peers, relationships they can count on as they continue their lottery journeys. ■

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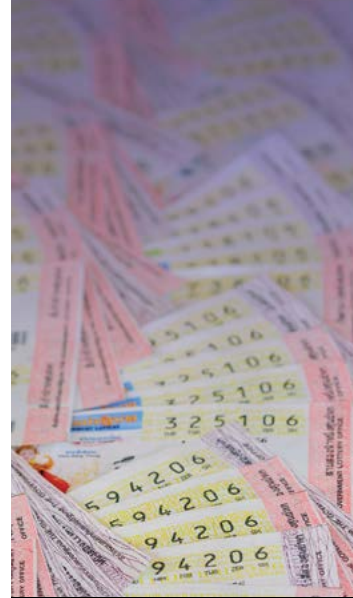
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Celebrating the Gold in New York

The New York Lottery's 50 years have provided more than \$61 billion for education in the state, and it remains the country's largest lottery, now delivering more than \$3 billion in profits annually.

By Patricia McQueen



There was a time when if you wanted to buy a lottery ticket in New York, you had to go to a bank or a few other very limited locations to do so. And you had to wait for a raffle-type drawing to be held once a month. That lasted for the first few years of the New York Lottery after its startup in 1967, back when Lyndon Johnson was President of the United States and Nelson Rockefeller was Governor of New York.

Fifty years later, the New York Lottery offers eight different draw games, ranging from twice daily draws to twice weekly draws, Quick Draw keno, drawn every four minutes, and video gaming machines at nine racetrack and off-track betting locations across the state. It also sells \$4 billion in instant tickets annually. Truly, the New York Lottery offers something for everyone, and players can find what they want in more than 17,100 retail locations.

Although New York is only the fourth-largest state by population, it leads the country in total lottery sales and profits. Sales of traditional lottery products were almost \$7.7 billion for the Lottery's fiscal year ending March 31, 2017. Net gaming revenue from video gaming machines was nearly \$2 billion, and the net return to education from all those activities was \$3.27 billion.

How does it achieve such lofty numbers? "It's been part of the fabric of New Yorkers to play the lottery for 50 years, and there's a real sense of pride among our players," said Gweneth Dean, who became Director of the Lottery Division of the New York Gaming Commission earlier this year. That player loyalty, combined with "the Lottery's phenomenal talent," has produced the country's largest and most profitable lottery.

New direction

Dean has been getting to know that talent in recent months, and has brought her own experiences at the Vermont and Virginia lotteries to the table. "I learned from [former Vermont Lottery Executive Director] Alan Yandow that you put people first. You're only as good as those around you, so it's really important to invest in people and utilize their talents."

She loves what she has seen so far throughout New York. "I'm incredibly impressed with the caliber of the people here at the Lottery," she said. "There's a real sense of camaraderie. Folks are willing to jump in to help each other out, despite busy schedules. They are super committed, extremely proud to be part



of the biggest and best lottery, and they want to make it even better.”

While she was in Virginia, she helped that lottery make the transition from being product focused to consumer focused, something she thinks all lotteries should be doing. “We should be organizing around the consumer, focusing on their changing needs and expectations, especially as they relate to engagement and technology. We should be developing games and solutions based on consumers, not a product release schedule.”

Adding complexity in New York is the changing gaming landscape in the state. New commercial casinos are opening, impacting the revenues from some of the racetrack gaming venues under the lottery’s wing. But because everything is under one roof, so to speak, it’s all good for the state. “If you look at it as a portfolio of gaming options, the lottery is just

one of the categories within that portfolio.”

That one roof is the New York State Gaming Commission, created in 2013 to merge the Lottery with the Racing and Wagering Board. “It’s all about efficiencies and sharing resources,” said Dean. And there’s another benefit to the combined operations as well – sharing ideas, learning about different types of gaming products and seeing how players play different games.

A year-long celebration

Throughout 2017, the New York Lottery is celebrating its first 50 years, always with an eye toward the next 50. The official scratch game to mark the anniversary is \$10 Million Cash, a \$30 ticket with the largest instant cash prize ever offered by the lottery

– \$10 million, as its name suggests.

A big anniversary celebration at Empire State Plaza was scheduled for June 16. Hosted by spokeswoman Yolanda Vega, everyone was invited to join the party, which included special live drawings of the Lottery’s midday Numbers and Win 4 games, giveaways, contests and more. More celebrations will take place at the Great New York State Fair in August.

From June through December, Players Club members can enter the 50th Anniversary Sweepstakes, giving them chances to win monthly cash prizes of \$5,000 and a grand prize of \$50,000.

A big focus of 2017 is a new branding initiative to refresh its look in this 50th year – creating point of sale materials that are bigger, bolder and brighter while retaining the popular New York Lottery globe logo. The new materials should be in place at all retail locations by September.

On the digital front, a brand new website is expected to launch in fall; the Lottery’s mobile apps will be enhanced with an improved customer experience; and there are developments underway that would pilot new distribution channels and new vending opportunities. One expanding pilot is a test of the Linq3 Play at the Pump system for capturing lottery sales at gas pumps.

Looking ahead

Those digital and distribution developments are crucial to future growth. “You have to focus on today, and align yourself as closely as you can with today’s consumer behaviors,” said Dean. “But at the same time, you always have to keep one eye towards the future and recognize that consumers are changing their behavior, and they are changing so quickly.”

That’s why it’s important to look at new distribution channels – especially cashless options – and new offerings that make sense. Last year’s Gold Castle 3D/augmented reality game was certainly something new to try, and this year’s version, Champions of Cash, adds social media components and tournaments. “The whole concept of games and gaming continue to evolve and change because of technology. We have to try to understand where we fit in.”

To do that, Dean believes you have to be outrageous in your thinking about the future, and then step back and ask what can be done right now. “It’s really important to give yourself permission to explore ideas and solutions that may not be allowed today so that you can see a different future and, perhaps, start building a path in that direction. However, you must also be comfortable with





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piloting new ideas and operating in an agile environment...always ready to learn and pivot, especially in the digital world.”

Meanwhile, today’s products need their share of attention. Quick Draw has been growing quite well thanks to promotions, so Dean will be looking to expand that promotional success to other games as well, especially the daily numbers games. She’s also excited about the upcoming changes to Mega Millions.

And then of course there’s the instant game portfolio, which accounts for a little more than half of the Lottery’s traditional sales. “There’s always room to try new

concepts in the instant ticket space,” said Dean. That said, Lottery employees have learned not to mess with New Yorkers.

“New Yorkers love their staple games – Loose Change, Win for Life and others,” said Dean. Those games are always in the market and are in high demand.

She will also be looking at ways to better manage and distribute ticket inventory, noting that there are several different ways tickets are distributed right now. “That’s not necessarily a bad thing, but I want to take a look at how we are managing inventory to see if we can find any efficiencies and also make certain that

we are getting the inventory out to the retailers that will optimize sales.”

All in all, it’s important to be as agile as possible in the current operational framework. “There are initiatives that we know are going to take longer, like traditional lottery games, but then there are options in the digital space that need to move much faster. We have to make sure we have the resources aligned to do that within our more traditional infrastructure – to address the pace of change thanks to rapidly changing technology and consumers demanding new experiences.”

New York Lottery At a Glance

	Traditional Sales	Video Gaming Net	Total Revenues	Traditional Prizes	Net to Education
FY2017*	\$7,679,114,000	\$1,996,607,000	\$9,675,721,000	\$4,639,012,000	\$3,266,076,000
FY2016	7,703,138,000	1,987,373,000	9,690,511,000	4,628,071,000	3,301,780,000
FY2015	7,251,027,000	1,905,309,000	9,156,336,000	4,396,973,000	3,110,570,000
FY2014	7,314,170,000	1,912,320,000	9,226,490,000	4,409,265,000	3,172,958,000
FY2013	7,108,919,000	1,825,369,000	8,934,288,000	4,219,992,000	3,045,774,000

*Preliminary

Current games:

Instant tickets:

About 37 - 39 new games per year; \$1, \$2, \$3, \$5, \$10, \$20, \$25 and \$30

Draw games:

Mega Millions, Powerball, Cash4Life, New York Lotto, Numbers, Win Four, Take 5, Pick 10

Monitor game:

Quick Draw (Keno)

Vital statistics:

Number of employees: 190 (Lottery Division)

Number of licensed retailers: 17,197 (5,244 equipped with keno monitors)

Vending equipment: 3,900 full self-service terminals; 750 ITVMs

Video gaming machines: Nine locations; 18,603 machines as of 5/27/2017

The essence of New York

If you really want to know what New Yorkers want right now, just ask Yolanda Vega. After all, she's been on the job for more than 27 years – first as a regular winning numbers announcer (a task she still does on occasion today but more often manages the rest of the on-air talent), then evolving into a full-time role being the public “face” of the New York Lottery. She attends events around the state, hands out the big checks at winner press events and conducts interviews with the media.

Her unique “I’m Yo-laaaanda Vega” introduction has endeared her to New Yorkers, although at first it made the drawing directors scratch their heads at the precious seconds it took to say it. “I’m proud of who I am – I’m a Latina from Brooklyn,” she said, laughing. “And it kind of caught on.” That’s an understatement. Time and time again she runs across people who consider her to be their good luck charm thanks to her unforgettable presence. In 1993, the Lottery held an ‘I want to be Yolanda Vega’ contest at venues throughout the state, resulting in some hilarious impersonations.

Vega, a former accountant, even made an appearance on the Oprah Winfrey show, and the star introduced her in the same manner. “It was amazing.”

There was also a bobblehead produced in her likeness, which spoke her trademark line, that was made available as a lottery promotional prize. “It was a little weird, but interesting and flattering at the same time,” she said.

So what do New Yorkers like? “I have to honestly say that as much as people want to win the big millions with Powerball and Mega Millions, all they truly enjoy doing is scratching and winning,” said Vega. “People love to scratch tickets.” The \$5 games and especially the \$10 games give them plenty of chances to dream about big prizes; she noted that they just don’t play the \$1 and \$2 games as much anymore.

People also want fun, and they want their lottery to provide them with new and fun things to do. “It’s all about new, exciting, different, innovative, constantly moving, creating. That’s the New York Lottery.”

\$30 **NEW YORK LOTTERY**

\$10,000,000 CASH

NEW YORK LOTTERY
1967 CELEBRATING 50 YEARS 2017

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WINNING NUMBERS

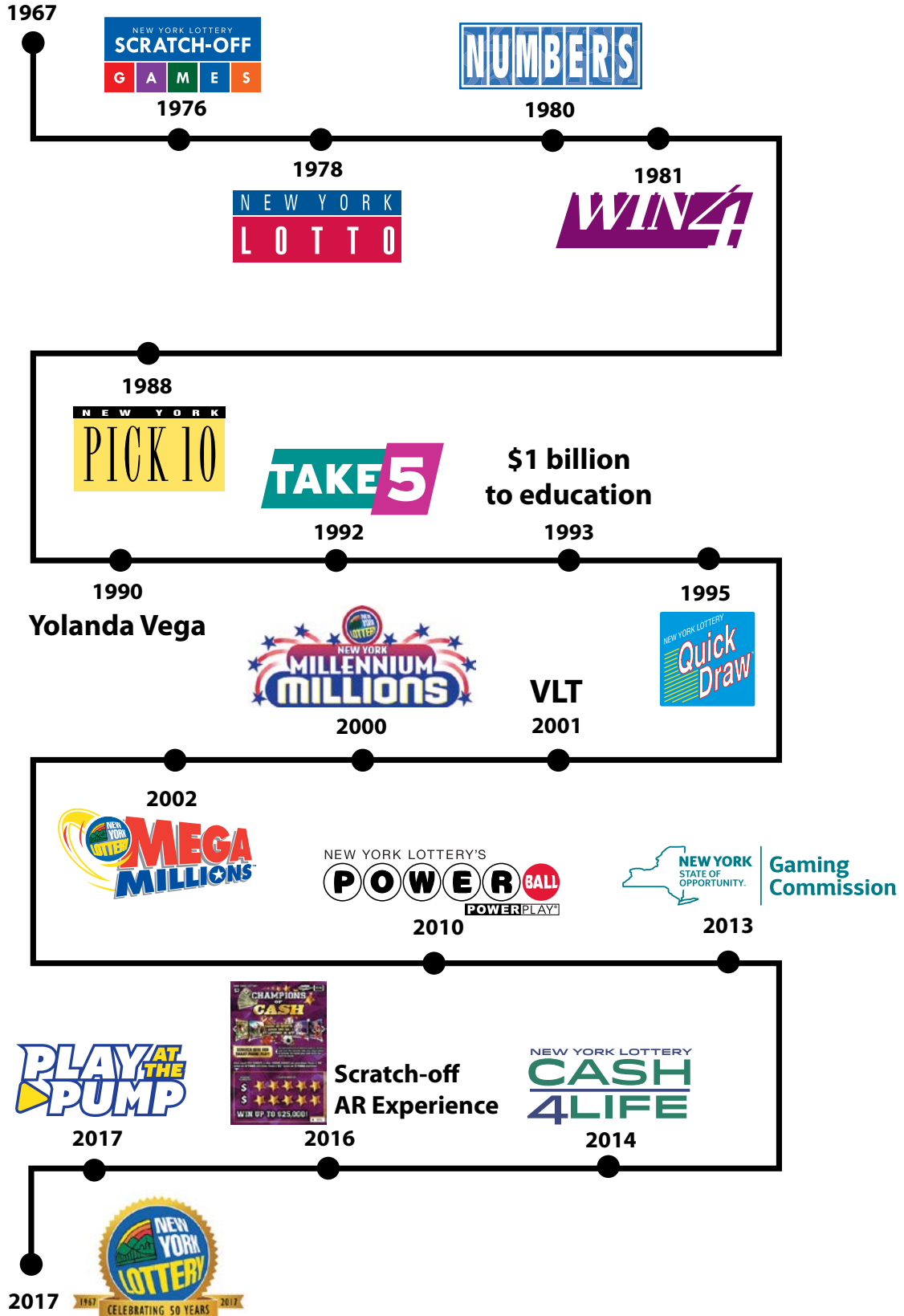
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YOUR NUMBERS

PRIZE	PRIZE	PRIZE	PRIZE	PRIZE
PRIZE	PRIZE	PRIZE	PRIZE	PRIZE
PRIZE	PRIZE	PRIZE	PRIZE	PRIZE
PRIZE	PRIZE	PRIZE	PRIZE	PRIZE

Win up to \$10,000,000! 001

Match any of YOUR NUMBERS to any of the WINNING NUMBERS, win prize shown. Reveal a “**NY**” symbol, win prize shown automatically. Reveal a “**5X**” symbol, win 5 times prize shown. Reveal a “**10X**” symbol, win 10 times prize shown. Reveal a “**20X**” symbol, win 20 times prize shown. Reveal a “**50X**” symbol, win 50 times prize shown.





50 Years of Innovation

Celebrating 50 years of winning this year, the New York Lottery has raised \$61.29 billion for education since its launch in 1967. Here's a sampling of the Lottery's legacy of innovation that has created the largest and most profitable lottery in North America, provided by Director of Advertising Dana D. Idema.

Innovative publicity for new game launches:

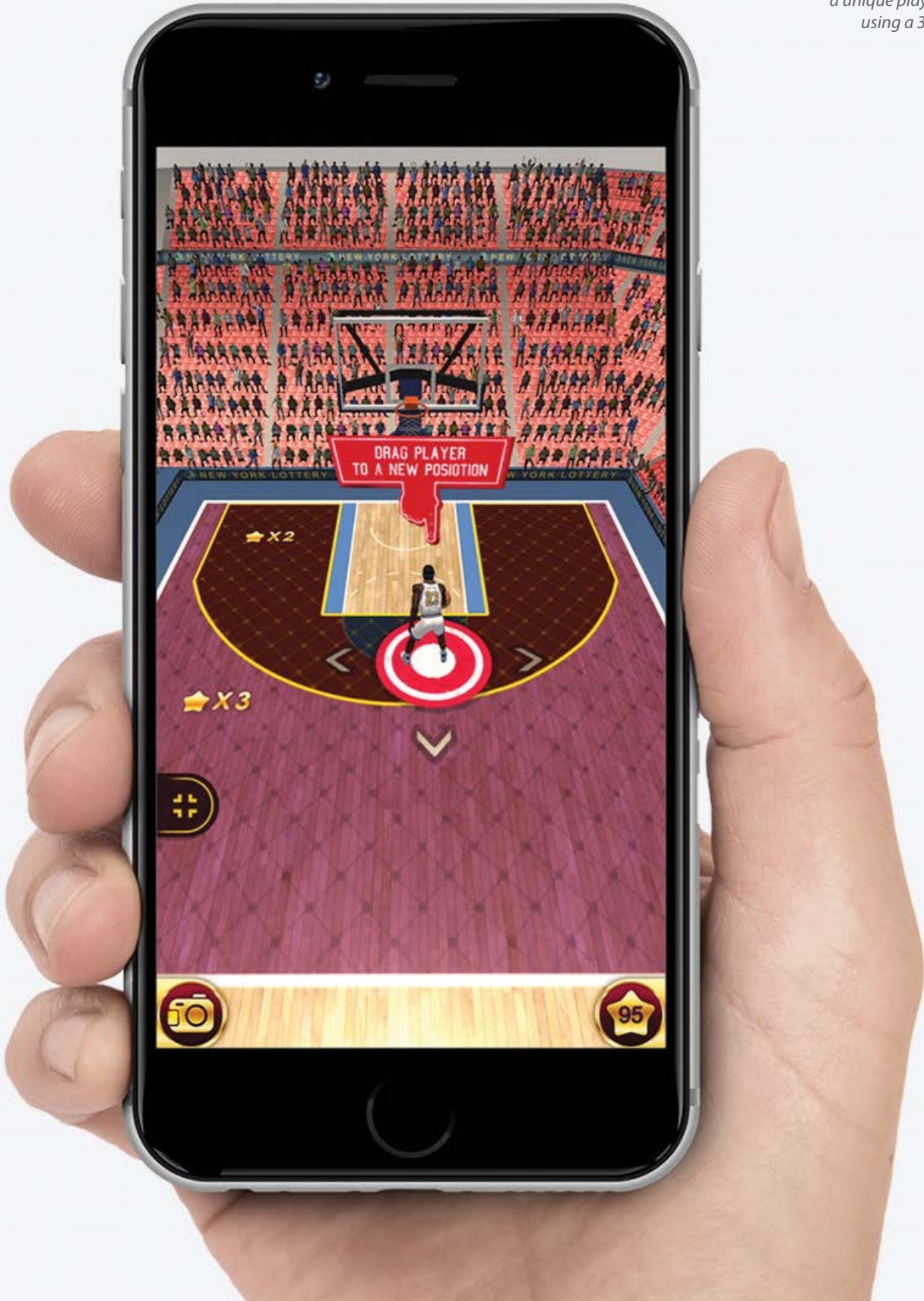
- We introduced Mega Millions in 2002 by driving around the highways and back roads of New York State in a flatbed truck hauling a giant gold Mega Ball. We made stops in major media markets and held spontaneous events at area malls and other public venues. Sales for the first drawing in May of 2002 were through the roof for the initial jackpot.
- We did something a little more static, but no less dramatic, for the Powerball launch in 2010. We took over a portion of New York's iconic Grand Central Station and invited people to dive into a pool of red Cash Balls to celebrate the arrival of that multistate game.
- We literally stopped traffic for our Monopoly Millionaires' Club launch event in Times Square in 2014 with a giant Monopoly board, game pieces and dice (and actor/Monopoly game show host Billy Gardell).
- We captured the attention of busy New Yorkers with a lunchtime launch of the Cash4Life game done in conjunction with New Jersey in 2014. The game itself represents New York's pioneering spirit in that it leverages the success of our best-selling Win for Life scratch-off games in a new draw game format.
 - o The game offers a win \$1,000 a day for life first prize and a win \$1,000 a week for life second prize. "For life" prizes have always been a favorite in the scratch-off category, but had never been part of the draw game category in New York until the launch of Cash4Life. Cash4Life continues to hold a unique place in New York's draw game portfolio.
 - o The launch event was planned to capture lunchtime New Yorkers looking to make a little extra unexpected cash inside a Cash Cube filled with \$1,000 in one-dollar bills. The line to buy tickets and register for a chance to step into the Cash Cube never stopped despite the rain and heat. We partnered with New Jersey on the game launch and the event near New York's Madison Square Park. Eight other states have since joined the game.

Innovation to maintain freshness of existing games:

- Whether it's breathing new life into existing games through the use of Game Ambassadors or improved brand graphics, New York understands that players want and need a little reminder that playing is about winning, of course, but it's also about having fun.

- Look at our Take 5 game and the "Little Bit of Luck Character" we created to remind people that a little extra cash in your pocket is as easy as buying a Take 5 ticket. People either loved that little guy or they didn't like him at all, but they remembered him and he had a positive impact on sales.
- We also created a spokesman for our jackpot games to differentiate them from our scratch-off tickets. Our jackpot announcer served the lottery for years and became a personality to represent the jackpot games. New Yorkers loved him.
- The New York Lottery has a rich advertising history with tag lines such as "You got to be in it to win it," "All you need is a dollar and a dream," and "Hey, you never know." Playfulness and humor has always been a part of the New York Lottery brand. Yet some times and some products call for a more touching approach. The "If I had a million dollars" television commercial helped to bring together the state after the 9/11 attacks. And the latest campaign for Cash4Life celebrates how winners of the game would spend their time, not just their money. One winner spends his time

Champions of Cash is the Lottery's second 3D/ augmented reality game, with a unique player experience using a 3D mobile app





volunteering at the animal shelter, and another spends more time with his kids. The executions struck a chord with New Yorkers, who no longer relate to lavish expenditures from Lottery winnings, but indicate that they would rather dedicate winnings to paying off the mortgage and taking care of family. The Cash4Life campaign tapped into this consumer insight to great success.

- And how about our Quick Draw game? The play area of our Quick Draw TV monitors has undergone a rebranding in recent years to improve engagement with players. Expansion of our retailer footprint as a result of legislative changes, plus the addition of a regular “Bonus Days” promotional schedule has helped push Quick Draw into a whole new sales level for New York.
- We have also brought innovation to the realm of instant games with the launch of two 3D/Augmented Reality games, Gold Castle (2016) and Champions of Cash (2017). These novel games allow our players to experience scratch-off games in a whole new dimension by with the introduction of the NYLottery 3D mobile app. Purchase the ticket at retail and scratch the traditional way, or for a more engaging experience, play in 3D on the NY Lottery 3D mobile app.
- The New York Lottery is on the cutting edge of digital and social media as well. In December 2016, we hosted a very successful Facebook Live show to engage and entertain players during the busy holiday season. Fans tuned in to watch and interact with a man faced with the challenge of untangling a giant ball of holiday lights. A monumental task that took four hours to complete! Fans were encouraged to help our on-screen hero locate hidden scratch-off tickets on his set for a chance to win some holiday instant games. By popular demand, Yolanda Vega even got in on the action! We also have leveraged Facebook canvas and 360 Stitch units and other innovative cutting edge custom content with digital partners like ThinkNear, Roku and Samba TV in our campaigns this year.
- Our Play at the Pump pilot program with Linq3 is underway in Long Island and New York’s Capital District. It allows

players to purchase quick picks on the big jackpot games right at the pump along with a gas purchase. It’s just another way that New York Lottery is bringing innovation to our players.

- We launched new version of our winning numbers mobile app last spring (2016) that added a bit more play into the basic lottery app functionality. New York Lottery App users can pick their numbers using our fun number generator games. Midtown Madness, Niagara Falls Splash, Magic Money Tree, and NY State Fair Bulls-eye help players find their lucky numbers. Push notifications are sent upon request on draw days for favorite games and when the jackpots reach a magic level. We are also in development on our state-of-the art responsive website, scheduled to launch this fall.

Innovative community outreach

- Of course, it’s important to connect with players and retailers to let them know you appreciate their business and their loyalty.
- Over the years, the New York Lottery has partnered with sports teams and concert venues to engage with players and spread the Lottery Luck to people at ball games, hockey games, car races, horse races, store openings, state fairs, street fairs, galas, winner check presentations. You name it, we’ve been there.
- Why? Because playing the lottery is a personal thing. It’s people buying tickets hoping to win more than they paid for them. It’s friends and co-workers pooling money and dreaming about winning. It’s retailers selling lottery tickets to help make their business more successful.
- Some of our more innovative event activations:
 - o NASCAR ticket launch with Mario Andretti’s race car in Times Square.
 - o Millennium Millions VW jackpot bugs - “Have you caught the bug yet?”
 - o Being respectful in the aftermath of 9/11 and helping people return to their routines.
 - o King Kong Cash drawing on top of the Empire State Building.

- o SLMPs with various NY sports teams: semi-pro and national.
- o 42nd Street singing contest with walk-on role for winner.
- o Deal or No Deal.

Innovative social responsibility initiatives

The New York State Gaming Commission and the New York Lottery are proud to promote responsible gaming in everything we do:

- We recently implemented the nation’s broadest voluntary exclusion plan in the industry spanning video lottery, traditional lottery subscriptions, commercial casinos, OTBs and racetracks.
- We began preparing for Level 4 Certification for WLA’s Responsible Gaming Framework.
- In 2015, we rolled out We Check ID training and a related fine structure to help prevent underage gaming.
- We formed the Responsible Play Partnership (RPP) with the NYS Office of Alcoholism and Substance Abuse Services and the NY Council on Problem Gambling to envision and enforce practical solutions to keep gaming fair and responsible across all gaming/ gambling types.
- We wrote the manual on industry best practices for creating and maintaining a responsible gaming plan and distributed it at our workshop at the National Council on Problem Gambling’s 2016 Annual Conference.

Over the next 50 years, we look forward to bringing even more innovative gaming opportunities to our players, to continue to serve them the type of games they want to play -- where and how they want to play them -- so we increase our relevance to the lives of every day New Yorkers. In everything we do, we strive to encourage healthy engagement with the New York Lottery brand and advance our sole mission to support New York State’s public education system and serve the people of New York. ■



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BEING PREPARED

Lotteries must never take lightly the possibility that a disaster may occur – natural or otherwise – to disrupt their business.

By Patricia McQueen



There's really only one sure thing in this world – you have to always expect the unexpected. Business disruptions can occur in a number of different ways – natural disasters, civil or political unrest, terrorist acts and technology failures are prime examples. In many respects, lotteries are like other businesses affected by such events. They have to make sure their employees are safe and then address the impacts on operations. But there are some things that are more critical than in other consumer businesses – the integrity of the games must at all times be paramount, and the bottom-line profits which may be affected by business disruptions don't just go to Wall Street shareholders.





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reparing for disaster doesn't necessarily mean something of the level of hurricanes like Katrina, Sandy and Andrew. "You can walk out the front door of your office and find all kinds of disasters just waiting to happen," said the Kentucky Lottery's Strategic Systems Development Manager Terry Boyer. He noted that the Lottery's headquarters is next to a river with a lot of barge traffic and is near an interstate highway. Nearby is a trucking company, a whiskey distillery and a micro-brewery. There are also sewers in the area, which have been known to explode. "You don't have to walk very far to find all kinds of very plausible scenarios for disasters."

That is the reason to have a very good disaster recovery plan and to have regular exercises that ensure the entire staff is ready for action should the unthinkable happen. The Kentucky Lottery has a three-person team that works on business continuity, preparing scenarios and running corporate exercises. In addition to Boyer, its members include Director of Information Security Shannon Lloyd and Operations and Facilities Manager Pete Bard.

The team comes up with plausible scenarios that could happen in Kentucky. They will be presenting the topic at the NASPL Professional Development Seminar in Nashville in July, exploring how they develop the scenarios and going through all the particulars of their most recent corporate-wide exercise, conducted last December. "I think the presentation will bring home how significant a big event could be," said Boyer.

One of the most important parts of disaster preparedness is to get buy-in from management, noted Lloyd. "I don't think business continuity is typically a top priority for anyone. I get that to a certain degree, but it should still be a priority. We take it very seriously."

Kentucky tries to have a corporate-wide exercise annually, one that includes a scenario that would impact almost every department. "It has to be something that has a significant impact on the lottery, but not so significant that we wouldn't continue doing business," said Lloyd, adding that in all scenarios, at least part of the state would have business as usual, unaffected by the event except for any impact on lottery headquarters.

During the exercise, everyone gathers at an off-site location, although every department doesn't necessarily participate in every corporate exercise. The Lottery's primary vendors are also included.

Some participants in these gatherings will inevitably argue that certain scenarios aren't really plausible, "but strange things have happened, so you need to be prepared for all types of scenarios," said Boyer. And as the brainstorming session continues, the ideas really begin flowing and they work back and forth about what could work to solve a problem and what might not work. "You start getting a lot of team interaction, and you come up with brand new solutions to some of the problems."

Kentucky also does mini-exercises focusing on specific departments, developing scenarios that affect only one or two departments. While the corporate exercise is a "table-top" exercise, some of the mini-exercises are actually put into play. For example, the internal sales group could take a day and work from home, making sure they can successfully take orders working away from the office utilizing a VPN.

"It all makes people think," said Boyer. "We are not looking for solutions during the scenarios – we are trying to get you to think and to work together."

Flooded out in Tennessee

Working together is the key to getting through any disruptive event. Although several lotteries have been impacted by hurricanes, which are typically the largest natural disasters affecting operations, it wasn't too long ago that the Tennessee Lottery experienced river flooding of a historical nature. Although President and Chief Executive Officer Rebecca Hargrove lives some distance from Lottery headquarters and the flood zone, she knew there was a problem when the news coverage showed a portable classroom floating down the interstate.

The sight was just one memory of the May 2010 flooding, which caused more than two dozen deaths and widespread damage that lingered for months – some 31 percent of Tennessee was declared a major disaster area. Also affected were parts of Mississippi and Kentucky.

The management team at the Tennessee Lottery flew into action, guided by a disaster recovery plan of enormous proportions – hundreds of pages. Coincidentally just about three months prior to the flood, senior staff had gone through a table-top exercise about what to do in a disaster, so they were pretty well prepared. "It was an important opportunity for us to see how our disaster recovery plan worked," said Hargrove.

In that plan, the first thing was to ensure the safety of the staff. Then there was an urgent need to move critical components from lottery headquarters, which was in the path of rapidly rising water. Just in time, vehicles were relocated, equipment was removed and the gaming system was switched to the backup site in Austin, Texas.

Time was of the essence – and that’s why copies of the Lottery’s disaster recovery plan are held at bedside of key lottery personnel. Aside from listing policies and procedures, the plan includes a list of personnel in the chain of command, and Hargrove couldn’t emphasize enough the need to keep that list updated as people come and go.

The plan identifies critical business functions and who is responsible for each of them. It spells out offsite locations for drawing and service equipment and prize claims. Information systems needs – cash management, retailer interfaces, tax payments, all the daily activities – can be handled online through a VPN. Advance arrangements were made to piggyback on other states’ drawings in case Tennessee’s own drawings couldn’t be conducted. That was the case in the week following the flood – Tennessee’s prizes were paid based on drawings in Kentucky, Michigan and New York. Those lotteries were chosen because of the similarity in game matrix and drawing times.

And while dozens of retailers were lost and never recovered, there was little overall impact on sales and revenues to education. After all, many parts of the state were unaffected; when lottery players in the flood zone were ready to play, they could simply find other retailers.

Above it all, communications was key. “I think the communications not only to our own staff but to our vendor partners, and to the public, helped make it work very successfully,” emphasized Hargrove.

When it all was over, it was time to take a close look at the disaster recovery plan and identify anything that could be done differently the next time. One thing learned was to make sure everything that happens is carefully documented for future review. Another is to examine ticket return policies and procedures and build in a little flexibility. “When you saw instant tickets floating down the river, obviously the retailer couldn’t return them because they didn’t have them!” So they took a close look at what happened in every affected retail location. “You have to protect yourself from folks who are trying to scam you, but you know how many tickets they have and you know they haven’t been validated,” added Hargrove.

One key thing learned after the flooding is the importance of prioritizing. While the table-top exercises planned on having three or four days to prepare, in the actual flood there were maybe six hours notice. That meant revising the recovery plan to include the priority steps to take if there are only a few hours – or even less – to get ready.

What’s the most critical thing to get out of lottery headquarters? “The technology,” said Hargrove – the drawing systems and the ICS, and make an immediate switch to the backup site. “The integrity of the drawings is the most important piece.” She remembers the Lottery’s Vice President of Security physically taking the ICS box on a plane to Austin. “We had to buy a ticket for it to sit next to him on the plane,” she said, because it had to remain under his control at all times.

“When you saw instant tickets floating down the river, obviously the retailer couldn’t return them because they didn’t have them!”

- Rebecca Hargrove

Katrina rules them all

To this day, Hurricane Katrina remains the costliest natural disaster in the history of the United States. Its August 2005 landfall on the Gulf Coast wrought \$108 billion in property damage from Florida to Texas – destroying the Mississippi Gulf Coast casino industry and flooding most of New Orleans in the process.

For the Louisiana Lottery, that meant losing one-third of its retailers and its largest regional sales office. But with ample warning, lottery officials were able to prepare – ensuring backup files were stored off-site and getting generators ready for its headquarters and distribution center so that drawings and business operations could continue for the rest of the state.

After the storm, there were a few immediate challenges, explained Director of Communications Kimberly Chopin. These included assisting evacuated and displaced employees; making accounting and financial decisions regarding retailers whose businesses were damaged or destroyed; finding a way to continue ticket delivery operations for those retailers who were still in business; assessing damage to and securing ticket inventory/equipment of affected retailers; updating the state of Louisiana on revenue projections; and readjusting/slashing discretionary expenditures such as advertising and travel accordingly. These activities were orchestrated in the midst of very limited cell phone and landline service in parts of the state as well as parcel and postal delivery delays.

For lottery operations, retailers depended on telephone line communications back then (satellite is used today) and it took a long time to restore phone lines even after the power came back on in the affected areas. As time passed, new reports were created to allow management staff to monitor in real time whether retailers were able to get online to sell tickets. “This information was helpful for those looking for a place to play, as well as to continue to revise sales estimates in the Lottery’s effort to meet its obligated return to the state and to plan upcoming game launch schedules,” said President Rose Hudson.

As Hargrove noted in Tennessee, it’s also important to be a little flexible with retailer policies in these special cases. “A system for recognizing and handling stolen and damaged tickets was developed to mitigate loss to both the Lottery and affected retailers,” added Hudson. And because of ongoing delays in parcel deliveries, customer service reps began carrying “trunk stock” to make sure unaffected retailers had enough tickets.

There were changes in the Lottery’s messaging plans in Katrina’s immediate aftermath as well. “With paid advertising sharply curtailed or nonexistent in the southern part of our state, communications messaging and its tone were aligned to provide updates on the status of our operations and other more logistical concerns,” said Hudson.

The Lottery also took care of its own, said Chopin. Displaced employees that could return to work were reassigned to different offices and financial assistance/consult was provided to those hardest hit. A Katrina Relief Fund was established to accept donations of money, clothing and other household



items for these employees. In addition, industry friends and colleagues also stepped up to help through donations to local Red Cross chapters.

While Louisiana was still in the throws of disaster recovery after Katrina, Hurricane Rita hit the state’s western coastline, causing catastrophic destruction in another major city just a month after Katrina.

Chopin noted that the silver lining in the hurricanes’ aftermath was an influx of workers assisting with rebuilding; this helped make up for lost population and boosted the economy while the rest of the nation was impacted by the housing crisis. Combined with strategic efforts to manage inventory, distribution and operations, sales rebounded enough for the Lottery to meet its original budgeted transfers to the state.

“Louisiana is no stranger to weather emergencies,” said Hudson, but each one provides new experiences that are incorporated into the Lottery’s disaster communication and response plans over the years. Technology has improved forecasting, allowing decisions to be made even earlier than before. “I believe we were much more casual about these decisions before Katrina, but we now realize each storm can be ‘the’ storm and so our response is more systematic.”

Technology developments also make it easier today to run the lottery operation from virtually any location. And from the consumer standpoint, technology has changed dramatically over the years. In 2005, social media and the prevalence of smart phones did not exist. These are now valuable tools for communicating quickly in a broadcast fashion with players, retailers, employees and the public alike during these types of crises, said Chopin.

Communications failure

While natural disasters can have wide-ranging impacts that threaten both lives and livelihoods, other crises can have little human impact but still bring business to a grinding halt.

Just ask the Nebraska Lottery. In the summer of 2004, the Lottery's new gaming vendor, INTRALOT, installed a satellite communications network as part of the new system. On Sunday, November 28, 2004, the satellite failed – causing widespread global impacts across industries, including knocking out the Lottery's retail network. Sales of all three draw games – Powerball, Nebraska Pick 5 and 2x2 – were completely disrupted.

It couldn't have come at a worse time – there was a Powerball jackpot of \$127 million for the drawing on Wednesday, December 1, and a Nebraska Pick 5 Doubler jackpot promotion which was due to end November 30. But players couldn't play!

To get retailers back online took work of gargantuan proportions, according to Nebraska Lottery Director Brian Rockey, who was at the time serving as Associate Marketing Director. INTRALOT's entire staff worked around the clock for four days, and management personnel even came from corporate headquarters in Georgia to help. To supplement its own staff, the company brought in dozens of contract technicians from around the country. The technical crews worked more than 2,000 man-hours, visiting every one of the Lottery's nearly 1,000 retailers to restore service. They faced icy conditions as they climbed on rooftops to redirect satellite dishes and reroute equipment.

Remarkably, players seeking Powerball tickets for the December 1 drawing could do so at about 800 retailers statewide by that evening's drawing. Total draw game sales for Wednesday, December 1, were about 70 percent higher than average Wednesday sales for the previous two months, and sales for the week were more than \$240,000 above goal. A combination of the fast recovery effort mounted by INTRALOT staff, and players deferring rather than canceling their ticket purchases, helped to minimize potential losses.

By the evening of Thursday, December 2, the entire Nebraska Lottery retailer network was back online, while other businesses affected by the satellite failure still faced long delays to get their operations back to normal.

As the technicians were scrambling to restore service at retail, the Lottery's public relations efforts kicked into high gear. INTRALOT staff began calling retailers as early as 5:00 a.m. on Sunday morning to inform them of the situation so they knew why they were not able to sign on to their lottery terminals. An outgoing message was added to the hotline number so retailers could get information without waiting for an operator. And since retailers couldn't retrieve their weekly settlement reports via their lottery terminal, the company's staff called them on Monday to provide the settlement amounts for the week.

Rockey worked closely with Misty Wendt, the Public Relations Manager for INTRALOT back then, to keep the media and public informed. They both served as the only media contacts during the situation to ensure the information being conveyed was both accurate and consistent. Press releases were issued daily with a status update. The Lottery's website home page featured a list of retailers that had been reconnected. Rockey and Wendt coordinated the media's requests to meet the technical crews for on-site coverage. And to thank retailers for their patience, then Acting Director Jim Haynes wrote a letter for the Lottery's December retailer newsletter, Ticket Talk, that fully explained what had happened.

"These PR tactics and the expedited response by INTRALOT helped to minimize lost sales, and enhanced our ability to keep Nebraska Lottery retailers and the public informed as the situation was resolved," said Rockey.

Beyond business recovery

All these experiences are just the tip of the iceberg – numerous other lotteries have been through one crisis or another. They've learned that it takes solid planning, good implementation, the ability to react to rapidly-changing situations and an all-hands-on-deck attitude.

In some cases, lotteries may even be asked to help fund disaster recovery efforts with special games or by allocating revenues from specific drawings. This happens more so around the world than in the United States, given the usually rigid funding mechanisms in place in this country. For example, Japan's massive 2011 earthquake led to the creation of two special reconstruction lotteries to raise funds for recovery. Italy also launched a new game to raise funds for earthquake relief in 2009. Lotteries in Australia and New Zealand have dedicated funding from special draws of existing games to support disaster relief efforts, and they saw much higher than typical sales for those special drawings.

In New York, the 9/11 terrorist attacks led to sweeping changes in legislation in that state in part to help counter the negative economic impacts of the disaster. For the New York Lottery, it authorized participation in multistate games for the first time. Out of that was born Mega Millions, a modification of The Big Game. The legislation also authorized video lottery terminals at most of the state's racetracks, and they have raised more than \$7.5 billion for education since their launch in January 2004.

Whatever the call, lotteries answer in an effort to keep the revenues flowing to support their beneficiaries through good times and bad. ■

The background of the entire page is a dense, overlapping pattern of green one-dollar bills. The bills are oriented in various directions, creating a textured, financial theme. A large white circle is centered on the page, containing the main title and subtext.

MONEY LEFT ON THE TABLE

Despite lotteries' best efforts, players will sometimes fail to claim prizes that are rightfully theirs, and many states require that the unclaimed prize fund is returned to players in other ways.

By Patricia McQueen

It's the nature of the beast. When you sell \$73 billion worth of lottery tickets, a small percentage of winning tickets will remain unclaimed. Especially when you consider that a significant percentage of lottery purchases are done on impulse – it's easy for a player to stash the ticket somewhere and forget about it, even a winning instant ticket that they just scratched.

"The Pennsylvania Lottery would prefer if every prize was claimed – we do want our players to claim every penny that they've won," said Executive Director Drew Svitko. "After all, winning is what playing the lottery is all about."

Most of the unclaimed prizes are small in value, but a few big jackpot wins have escaped the public's grasp over the years. The largest appears to be a \$77 million Powerball jackpot that went unclaimed in Georgia in 2011; next was a New York Mega Millions jackpot win of \$68 million back in 2002. As multistate games, the cash value of those (annuitized) jackpots was returned to all the participating lotteries, where their share of the funds were distributed as legislated in each jurisdiction.

That's a different approach than is taken in Canada, where unclaimed prizes in its national games are returned to the prize pool regardless of jurisdiction. These funds are used on a regular basis to support guaranteed jackpot amounts or to offer additional prizes, promotions or bonus draws. The largest unclaimed prize recorded in Canada is a \$14.9 million Lotto 6/49 ticket sold in Alberta that expired in 2006. That is the actual cash value; jackpot games in Canada aren't advertised on an annuity basis as they are in the United States.

The largest unclaimed jackpots (annuity values) in individual jurisdictions are led by a \$66 million Florida Lotto prize in 1999, a 2015 \$63 million SuperLotto prize in California, a \$40 million Lotto Texas prize in 1994 and a \$34 million Michigan Lotto prize in 1997.

How long players have to claim a prize varies by jurisdiction. The time period can be as short as 90 days from the date of the draw (or in the case of instant tickets, 90 days from the date a game is ended) or as long as one year.

Searching for winners

No lottery likes to see its players walk away from winnings, and some go to great lengths to publicize large prizes that are approaching their expiration date. The most common ways to get the word out is through news releases, social media, players club engagement, press conferences and in-store messaging – scrolling messages on lottery terminals and player displays, posters and other signage, and even big countdown clocks. Information about an unclaimed prize may even be printed on all draw game tickets, as the DC Lottery does regularly.

Most lotteries announce the specific retail location where the tickets were purchased, although a few withhold that information for security reasons.

The biggest prizes often get tended to throughout the claim period – with a news release or two every so often (depending on how long the claim period is – some lotteries with one-year claim periods might issue a release on a big unclaimed prize every three months), or through other communication avenues. As the deadline to claim approaches, lotteries might begin their search in earnest a month out.

"It takes a lot of luck to win a big prize, and we don't want any prize to go unclaimed," said Alice Garland, Executive Director of the North Carolina Education Lottery. "We make every effort to raise public awareness and find the winner." In addition to regular news releases and social media posts as the deadline approaches, the Lottery works with retailers to put up a banner or a countdown clock that reminds people to check their tickets.

The Michigan Lottery really works the last week of the claim period for any prizes exceeding \$50,000, issuing five news releases. The first is a week from the

**"AFTER ALL,
WINNING IS
WHAT PLAYING
THE LOTTERY IS
ALL ABOUT."**

- DREW SVITKO

deadline, then two more are issued in the next few days. Finally, two are issued the day of expiration – one in the morning and one shortly after the Lottery's official closing time of 4:45 p.m., confirming that the prize has gone unclaimed and its value is transferred to the School Aid Fund.

"Overall, we get good media play with our approach," said Director of Public Relations Jeff Holyfield. "One benefit is having local media go to the retailers and talk to the manager or owner, and feature their establishments and how they're reminding their regular customers to check their tickets, etc. Our philosophy is that we want to do everything we can by working through the media to help players get the prizes that they've won."

The Tennessee Education Lottery has found that due to the nature of its media markets – where there's no single dominant market – local media does a great job keeping track of unclaimed prizes based on the initial press release announcing the location of a big winning ticket. "As we approach the deadline, it's very rare that the local media from that particular town doesn't call us and doesn't promote it," said President and Chief Executive Officer Rebecca Hargrove. "It's sort of organic, and it happens with almost every prize," adding that prizes of \$50,000 and \$100,000 get a lot of press in Tennessee. So there's no need to issue multiple press releases. "It's always better when they [the media] are asking us the question, because they will print it."



**“CHECK
YOUR POCKETS.
CHECK YOUR
GLOVE BOX. LOOK
UNDER THE COUCH
CUSHIONS.”**

**- NEW YORK LOTTERY
PRESS RELEASE**

Another great tool some lotteries use is a list of current unclaimed prizes on their websites. At last count, 17 North American lotteries do this, but the threshold for inclusion varies. The most comprehensive list by far is that maintained by the Colorado Lottery, which shows all prizes of at least \$100 waiting to be claimed; Iowa's list includes unclaimed prizes greater than \$600. Other lotteries might start their list at \$5,000, \$50,000, \$100,000 or even more.

There is one side benefit of all the media attention in an attempt to find big winners. "Publicizing unclaimed prizes provides an excellent opportunity to remind players that they can check their tickets at all retailers, or by downloading our free mobile apps, which include ticket checking capability," said Maryland Lottery Director of Communications Carole Bober Gentry. "We want to ensure that our players know there are tools available to immediately tell them that they're holding a winning ticket."

Found!

While most prizes that near their expiration remain unclaimed, there have been several recent instances where the extra publicity was successful in finding lucky ticket-holders.

The New York Lottery recently had success locating the winner of sizable \$24.1 million Lotto prize. On May 17, a few days before the ticket, purchased on May 25, 2016, was to expire, the Lottery issued a press release identifying where the ticket was purchased, asking players to "Check your pockets. Check your glove box. Look under the couch cushions." The press release and associated media coverage did the trick – the player came forward on May 23 to claim the prize after hearing about it and searching among old tickets.

The Iowa Lottery goes all out to find the winners of large unclaimed prizes as the deadline approaches. Signs go up in stores, news releases are issued and reminders are

placed on social media. As noted earlier, Iowa is one of a few lotteries that keep an up-to-date list of unclaimed prizes on its website. For the biggest prizes, a press conference is often held. That bore fruit just recently, as an Iowa City man received a \$2 million Powerball prize that had gone unclaimed for more than nine months. When he finally claimed the prize, he cited the Lottery's news conference about the missing winner. "We were glad to hear that feedback and to know that our reminders work," said Vice President of External Relations Mary Neubauer.

The Minnesota Lottery has found social media to be an especially effective way to create awareness about prizes that are set to expire. This spring, the Lottery ran a Facebook campaign looking for a second-tier Lucky for Life winner of \$25,000 a year for life. The ticket-holder saw the Facebook post, checked his tickets, and came forward to claim the prize with one day to spare.

A press release issued by the New Jersey Lottery in February, and the broad swath of news media coverage that followed, resulted in the claim of a second-tier Cash4Life ticket just days before it was due to expire, a year after the drawing on February 22, 2016. The winner, a Vermont resident, started looking for the ticket after her mother saw all the news coverage in New Jersey.

When all else fails

Despite their best efforts to find winners, prizes do remain unclaimed. How those funds are used varies by jurisdiction. Of the 50 lotteries in the continental U.S. and Canada, just over half are able to use some or all of the unclaimed prize fund to support future prizes and promotions. After all, those funds were originally won by players – and this is a way to make sure they get their winnings in one form or another.

In the remaining jurisdictions, the unclaimed prize fund is returned to the lottery beneficiaries, either netted against prize expense and filtering down to the bottom line contributions, or kept as part of a separate fund for direct distribution.

Clearly each jurisdiction has to decide what to do with their unclaimed prize funds, and lotteries serve those decisions by their governments. However, performance expectations need to be adjusted if a lottery



New Jersey Lottery Executive Director Carole Hedinger with Million Dollar Replay winners; the ongoing promotion is funded with unclaimed prize money.

used to having those funds to supplement prizes suddenly finds them taken away, and that needs to be communicated to legislators.

Take the case of Louisiana. By law, the Louisiana Lottery's unclaimed prizes are returned to players in the form of promotions or prizes. The Lottery has strategically utilized its unclaimed prize fund to assist in boosting the prize payout levels of its scratch-off games from 58.5 percent in fiscal year 2008 to 63.1 percent in fiscal year 2016, which helped scratch-off sales grow 60 percent over that eight-year period, with 2016 being the best year on record.

"Unfortunately, to help solve budget woes, the 2015 legislature made a \$20 million one-time sweep of the Lottery's unclaimed prize fund," said President Rose Hudson. "This has caused the Lottery to readjust its long-term strategy, and sales have plateaued in fiscal year 2017 accordingly."

Creative ways to give back

Those lotteries that do return unclaimed prizes to players have done so in a number of creative ways.



DC Lottery

The DC Lottery's unclaimed prize fund must be returned to players. It uses that fund for special promotion prizes. For example, the The Big Payback promotion was an online second chance contest in which \$1,200,000 in prizes was awarded. The fund also paid for the cruises awarded in Alchemy 3's Powerball Power Cruise promotion.

Florida Lottery

Lottery legislation in Florida lets the Florida Lottery retain 20 percent of unclaimed prize money for use in future prizes and special prize promotions. Those funds are used to supplement grand prizes for Florida Lotto, Lucky Money and Scratch-off games, and are also used to purchase merchandise to be awarded as prizes for second chance drawings. Any remaining balance in the fund is considered throughout the year as special promotions and second chance drawings are planned.

Iowa Lottery

Expired unclaimed prizes go into the Iowa Lottery's prize pools for future games and promotions. In many cases, the money is used to bump up the prize percentage in some of the games – "Something that we know players like," said Neubauer. On occasion, the funds are used for special events designed to give the money back to players.



The New Jersey Lottery has made a big event out of Million Dollar Replay, funded with unclaimed prize money.

In 2012, the Lottery held a Mystery Millionaire promotion, giving away \$2 million in unclaimed prize money. It was funded from Iowa's share of two big unclaimed jackpots in multistate games, Hot Lotto and Powerball. In the promotion, the Lottery gave back to players 49 prizes ranging from \$10,000 up to \$1 million; 15 retail locations won prizes from \$500 up to \$2,000; and 15 audience members at the finale event also won prizes from \$250 to \$1,000.

"It was fun to be able to be so creative as we designed that promotion," said Neubauer. "It was a great way to highlight that unclaimed prize money and put into action the fact that we do give it away! We'll continue to look for opportunities like that in the years ahead."

Maryland Lottery

All unclaimed Maryland Lottery prizes go to the Unclaimed Prize Fund, which by law must be used for player prizes.

The fund is used for cash and experiential prizes in a wide variety of second-chance contests. Unclaimed prize money also pays for periodic promotions, such as Keno Sprinkler.

Nebraska Lottery

Nebraska rarely finds itself with an unclaimed high-tier prize, but in 2010 a Ford F-150 truck in the \$2 Truck\$ & Buck\$ Scratch game was never claimed. Truck\$ & Buck\$ is a staple game and is very popular with Nebraskans. The 2010 edition of the game had been on sale for an extended period with one truck prize left. After making sure every ticket had been sold or otherwise accounted for, the Lottery finally closed the game on January 3, 2011, and took steps to encourage anyone that had the winning ticket to come forward. By the expiration date of July 2, 2011, the Lottery still had the truck, and moved quickly to give it away since it was already a year old and there would soon

be a new edition of popular scratch game. To do so, there was a special promotion on Nebraska Pick 5 from Aug. 26 to Sept. 5, 2011, with the unclaimed Ford F-150 as the top prize.

New Jersey Lottery

Seventy percent of New Jersey's unclaimed prizes go back to players, and for the past six years this money has funded the exceptionally popular Million Dollar Replay program. The program provides instant game players with a second-chance opportunity to win cash prizes by entering eligible, non-winning instant tickets into quarterly drawings. With each quarterly drawing, 100 semi-finalists are randomly selected to be eligible to be included in the final Grand Prize Drawing. Each semi-finalist receives a \$250 prize.

The Grand Prize Drawing awards fifteen prizes: one \$1 million winner, two \$100,000 winners, three \$50,000 winners,

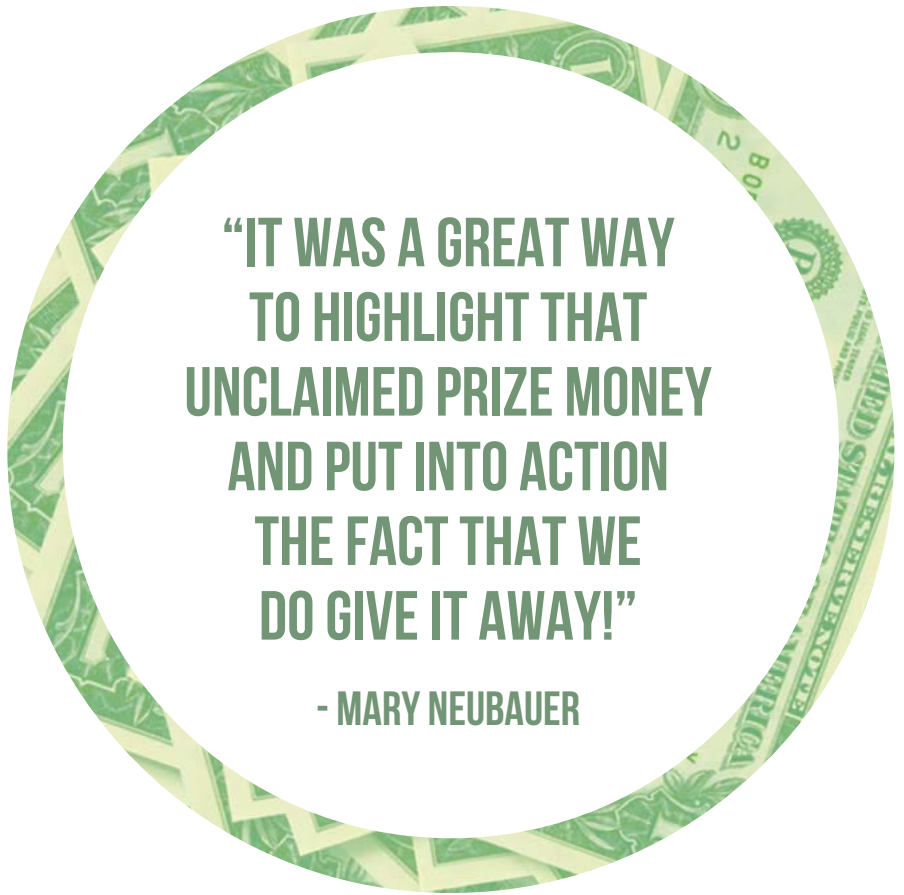
four \$25,000 winners and five \$10,000 winners.

As the program's popularity expanded in its six years since inception, so has the Grand Prize Drawing event. This year a fabulous event was held on St. Patrick's Day at the Trenton War Memorial. The lucky New Jersey Lottery shamrock was on display, and there were hundreds of attendees who enjoyed a luncheon with music performed by the Rutgers University Jazz Ensemble. Event activities included Lottery Ambassador Erica Young greeting guests and signing commemorative photos; a photo screen; a faux money-grab booth with the winnings being exchanged for prizes and lottery swag; and raffles for gift baskets.

North Carolina Education Lottery

Half of North Carolina's unclaimed prize money goes to education, with the other half funding future prizes. The money allows the Lottery to do the following:

- Support the weekly and monthly drawings that offer cash prizes in the Lucke-Rewards player's club.
- Fund second-chance drawings. For example, unclaimed prize money will pay for the four Extreme Millions second-chance drawings, each offering a \$1 million prize, three prizes of \$50,000, and 25 prizes of \$500. Unclaimed prize money also funded a second-chance drawing for the Carolina Panthers ticket, where one player won Panthers season tickets for 20 years.
- Fund game promotions. For example, unclaimed prize money covered the cost of the free ticket offered in "The Works" promotion, which let players get four draw tickets for the price of three. Unclaimed prize money also funded a "Pick 3 Double Draw" promotion – every time a red ball was drawn, a second Pick 3 drawing took place. Unclaimed prize money covered the payout for the second drawing.
- If necessary, help cover the large payouts that can occur when popular numbers such as "trips" or "quads" are drawn in the state's own draw games.



South Dakota Lottery

Unclaimed prize money has been used to fund prizes or promotions such as the Play It Again Second Chance drawing program; the trips for the recent Powerball Power Cruise promotion; and trips, vehicles and other merchandise prizes for scratch ticket games.

West Virginia Lottery

State law requires unclaimed prizes to be returned to players in the form of prizes, so the fund supports promotions and promotional tickets. The fund also pays for the retailer commissions on those unclaimed prizes – retailers in West Virginia receive a one percent sales bonus at the time of claim or at the time a ticket that goes unclaimed expires.

One particular use of the fund is the backing of not-for-sale promotional

tickets used as an added bonus for players who play at special events throughout the year. The Lottery's largest annual special event is the State Fair of West Virginia. During its 10 days, the State Fair becomes the largest traditional lottery retailer for the entire month of August in terms of sales. Members of the Lottery's marketing team are on site, and with a \$10 lottery purchase players get the added bonus of chances to win promotional lottery tickets and promotional items playing Plinko and in daily second chance drawings on site. ■



Unclaimed Prizes

Jurisdiction	Time to claim*	Current unclaimed prize distribution
Arizona	180 days	55% retained by lottery for use as additional prizes for future games 30% to the Court Appointed Special Advocate Account within the state's general fund 15% transferred to the tribal college dual enrollment program fund, not to exceed \$250,000 in any FY
Arkansas	Instant: 90 days Draw: 180 days	After a balance of \$1 million is maintained in the reserve prize fund, unclaimed prizes are remitted to the Education Trust Fund
Atlantic Canada	Draw: one year Sports: two years Instant: no expiration (kept on books for three years)	National games: 100% to the prize fund for future prizes, bonus games and promotions Regional games: to a special prize fund and recorded as a reduction to prize expense and/or used for prizes in subsequent draws
British Columbia	Draw: one year Instant: as stated on ticket	National games: 100% to the prize fund for future prizes, bonus games and promotions BC-only games: returned to the province
California	Powerball and Mega Millions: one year All other: 180 days	100% to the Public Education Fund
Colorado	180 days	100% to lottery beneficiaries
Connecticut	180 days	Lottery may retain as additional revenue for the state, use for promotions to increase sales, or return to players for future prizes
Delaware	One year	100% to the state's general fund
D.C.	180 days	100% to players in the form of second chance contests and other programs
Florida	Instant: 60 days Draw: 180 days	80% to the Educational Enhancement Trust Fund 20% stays in the prize fund to be used for special prize promotions or future prizes
Georgia	Instant: 90 days Draw: 180 days	\$200,000 to compulsive gambling treatment and education programs (which receive an additional \$200,000 from the lottery's COAM operations) Balance included in the lottery's returns to education to help fund the HOPE and Pre-K Programs
Idaho	180 days	100% to lottery beneficiaries

Jurisdiction	Time to claim*	Current unclaimed prize distribution
Illinois	One year	100% to lottery beneficiaries
Indiana	180 days	100% stays in the prize fund to be used for future prizes and promotions
Iowa	Multistate games: one year All other: 90 days	100% stays in the prize fund to be used for future prizes and promotions
Kansas	Instant: 180 days Draw: one year	100% stays in the prize fund to be used for future prizes and promotions
Kentucky	180 days	100% to the Kentucky Educational Excellence Scholarship Program Reserve Account
Louisiana	Instant: 90 days Draw: 180 days	Returned to players in the form of increased payouts on scratch-off tickets, second-chance drawings and other player promotions (Section 8. (B) of Act No. 121 of the 2015 Regular Legislative session required a \$20 million transfer from the Lottery's unclaimed prize fund to the state treasury.)
Maine	One year	Unclaimed instant ticket prizes to the state's general fund Draw game unclaimed prizes are used for future prizes and promotions
Maryland	182 days	100% stays in the prize fund to be used for future prizes and promotions
Massachusetts	One year	100% to the state's general fund
Michigan	One year	100% to the School Aid Fund
Minnesota	One year	100% to the state's general fund
Missouri	180 days	100% to the Lottery Proceeds Fund to benefit public education
Montana	Six months	100% to the state's general fund
Nebraska	180 days	100% to increase prizes in future games
New Hampshire	One year	Tri-State games: to be used for promotions or increased jackpot funding All other games: to the Education Trust Fund
New Jersey	One year	30% to the lottery's beneficiaries, education and institutions 70% to fund future prizes or special prize promotions

Jurisdiction	Time to claim*	Current unclaimed prize distribution
New Mexico	90 days	First to help the Lottery meet the 30% Legislative Mandate Return; leftover funds are used for prizes in future games and promotions
New York	One year	100% stays in the prize fund to be used for future prizes and promotions
North Carolina	Instant: 90 days Draw: 180 days	50% to the Lottery Fund for education 50% to be used to fund future prizes
North Dakota	180 days	100% to the state's general fund
Ohio	180 days	100% to the Lottery Profits Education Fund
Oklahoma	Instant: 90 days Draw: 180 days	First \$750,000 to the compulsive gambling fund Balance used to supplement prize payouts
Ontario	Draw: one year Instant: as stated on ticket	National games: 100% to the prize fund for future prizes, bonus games and promotions Ontario-only games: returned to the province
Oregon	One year	100% to lottery beneficiaries
Pennsylvania	One year	100% to the Lottery Fund to benefit older Pennsylvanians
Quebec	One year	National games: 100% to the prize fund for future prizes, bonus games and promotions Quebec-only games: to the prize fund for future prizes to players and retailers
Rhode Island	One year	100% to the state's general fund
South Carolina	Instant: 90 days Draw: 180 days	100% to the Education Lottery Account
South Dakota	180 days	100% stays in the prize fund to be used for future prizes and promotions
Tennessee	Instant: 90 days Draw: 180 days	100% to the After-School Programs special account
Texas	180 days	100% to lottery beneficiaries
Vermont	One year	Draw games: to be used for future prizes, promotions or second chance drawings Instant games: to the Vermont Education Fund
Virginia	180 days	100% to the Literary Fund for educational purposes

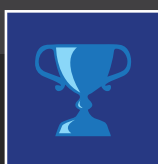
Jurisdiction	Time to claim*	Current unclaimed prize distribution
Washington	180 days	One-third to the Economic Development strategic reserve account Balance may be used for future prizes; anything over \$10 million on June 30 of each year goes to the Washington Opportunity Pathways Account
Western Canada	Draw: one year Instant: as stated on ticket	National games: 100% to the prize fund for future prizes, bonus games and promotions Regional games: returned to the member provinces
West Virginia	180 days	Used to help pay retailer commissions and also for additional prizes, second chance drawings and other promotions
Wisconsin	180 days	100% to the property tax relief fund
Wyoming	180 days	Up to \$200,000 annually reserved for the Department of Health for problem gambling programs Balance to the prize fund for future prizes and promotions

* Time to claim for scratch games is from the date games are officially ended unless otherwise noted

The NASPL Matrix



NASPL Resource Index



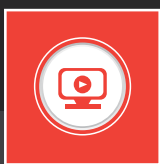
Awards



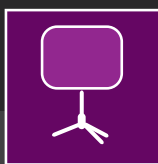
Responsible Gambling



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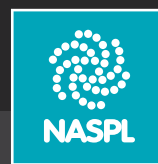
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Business Development and
Product Innovations Conference

September 13-16, 2017

Portland, OR

2017 CONFERENCE CALENDAR

July 24-27, 2017

NASPL Professional Development Seminar

Renaissance Hotel

Nashville, TN

Hosted by the Tennessee Education Lottery

nasplprofessionaldevelopment.com

September 13-16, 2017

NASPL Annual Conference

Portland, OR

Hosted by the Oregon Lottery

www.naspl17.com

October 3-5, 2017

G2E

Sands Expo Center

Las Vegas, NV

October 17-20, 2017

NACS

McCormick Place

Chicago, IL

November 12-16, 2017

La Fleur's 2017 Lottery Conclave

Intercontinental Stephen F. Austin

Austin, TX

2018 CONFERENCE CALENDAR

March 2018

NCPG Problem Gambling Awareness Month

April 9-12, 2018

NASPL Lottery Leadership

Embassy Suites Downtown

Des Moines, IA

Hosted by the Iowa Lottery

June 11-14, 2018

NASPL Directors Meeting & Dialogue

Westin Portland Harborview

Portland, ME

Hosted by the Maine Lottery

July 31 - August 3, 2018

NASPL Professional Development Seminar

Swan Hotel

Orlando, FL

Hosted by the Florida Lottery

September 25-28, 2018

NASPL 2018 Annual Conference

Hilton Cleveland Downtown Hotel

Cleveland, OH

Hosted by the Ohio Lottery

2019 CONFERENCE CALENDAR

March 2019

NCPG Problem Gambling Awareness Month

April 15-18, 2019

NASPL Lottery Leadership

Hyatt Regency Cleveland

Cleveland, OH

Hosted by the Ohio Lottery

June 17-20, 2019

NASPL Directors Meeting & Dialogue

KingsMill Resort

Williamsburg, VA

Hosted by the Virginia Lottery

July 29 - August 1, 2019

NASPL Professional Development Seminar

Arizona Grand Resort

Phoenix, AZ

Hosted by the Arizona Lottery

October 2019

NASPL Annual Conference

2020 CONFERENCE CALENDAR

March 2020

NCPG Problem Gambling Awareness Month

April 20-23, 2020

NASPL Lottery Leadership

Drury Plaza Hotel

Pittsburgh, PA

Hosted by the Pennsylvania Lottery

June 15-18, 2020

NASPL Directors Meeting & Dialogue

Westin San Diego

San Diego, CA

Hosted by the California Lottery

July 20-24, 2020

NASPL Professional Development Seminar

Grand Hyatt Denver

Denver, CO

Hosted by the Colorado Lottery

October 2020

NASPL Annual Conference



BECOME A NASPL ASSOCIATE MEMBER!

“An Associate Membership is a way for your organization to be ‘at the table’ to hear about the key issues affecting our Industry and how we can better service and grow our industry.”

For More Information Contact:

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