

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

# INSIGHTS

March/April 2018



• Special Report •  
**Holiday 2017**

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review of the all-  
important holiday  
season!**

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**Focus On:  
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***Buckle up and enjoy the ride! We've got our route, a full tank of gas, and the cruise control is on as we speed towards the NASPL 2018 Conference and Trade Show in Cleveland, OH.***

***Implementing a project is a lot like planning a road trip. You know where you want to go. The next step is how to get there. With that in mind, here are a few of the routes, points of interests, and destinations this conference plans to explore.***

## **Pedal to the Metal**

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### **Increase your speed to market with Video Lottery**

More Lotteries are being asked to implement video lottery and distributed gaming programs at racinos, casinos, bars and taverns. This working group will explore the regulatory standards for the licensing, testing, and technologies of Video Lottery that may be adapted by lotteries to free up resources and increase their speed to market.

## **Buckle Up & Drive Safely**

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### **Responsible Gambling**

All Lotteries want to provide fun and entertaining games to generate revenue for good causes, but must do so in the most responsible way possible. This session will discuss standards and new initiatives in Responsible Gambling for all aspects of the lottery industry, such as Marketing, Sales, Retailers, Employees, and more.

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## IN THE BACKGROUND:

*Overhead photo of the Cleveland Trust Rotunda Building, home of Heinen's Downtown Grocery. It's the perfect place to grab a quick lunch or pick up some food to sneak back into your hotel room. Located on the corner of E. 9th and Euclid.*

## Detours Ahead

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### Cashless Payments

Consumers carry less cash these days which requires lotteries to explore cashless solutions. The implementation is not without potholes and detours. Lessons learned and unexpected detours from launches and pilot programs across the industry will be shared.

## On Your Mark... Get set... GO!

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### Sports Betting

The State of New Jersey is currently fighting to overturn the 1992 Professional and Amateur Sports Protection Act (PAPSA) which prohibits state-sanctioned sports betting in every state except Delaware, Montana, Nevada and Oregon. While we do not yet know how the Supreme Court will rule (which is expected in the first half of 2018), we plan to explore the various models for states to use if they develop their own sports betting program.

## Forks in the Road

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### Business Intelligence

Everyone agrees that we need data analytics and business intelligence to help guide business priorities, but how do you demonstrate that the data can impact the ROI? In this breakout session, Lottery leaders share how they used data analytics to lead them down the right path with actionable items and trackable results.

## Register today!

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There's more to come, but we hope this glimpse into September's conference has your wheels turning.

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**SEPTEMBER 25-28, 2018**



# FROM THE PRESIDENT

## The internet, by Homer J. Simpson: "Delete browser cookies... mmmm cookies"

So we got sued. The New Hampshire Lottery found itself embroiled in a lawsuit because someone won Powerball for a barrel full of money and didn't want to be disclosed. Actually, way more than a barrel, like 900 barrels. It always amazes me when folks ask if we keep the money at the office – I was fortunate enough to see \$1 million in cash back when I was a prosecutor. It fills a hockey bag, full, if you use \$50s and \$100s. If you were to use \$20s it will fill almost four. The lady won \$560 million and took the \$352 million cash value. For those who don't live in the frozen tundra (by the way, it's still snowing here and I'm about to run amok with a meat cleaver), imagine a bag you could hide a full-grown person in – and that's the size of a hockey bag. So imagine \$352 million – that's 1,400 of them. That's what folks think I have in my office. But I digress.

She signed the back of the ticket. That little ticket is a public document. Seemed kind of simple ... until it wasn't. Apparently this hit a nerve with some folks because the news carried it across the globe. My son and I played a geography game, "Where is the furthest away place the story ran?" It ended up being Western Australia.

So everyone had an opinion, which they were too happy to share with us. There were also a myriad of suggestions and offers – guess what the going price for identity fraud is these days? Somewhere between \$100,000 and 10 percent of the prize. Good citizens even offered to legally change their name to the winner's, including men; I never asked if they would go the full mile and become a woman for honest to God fear of the answer.

At the time, I said that this little piece of paper was the single most valuable 10 square inches on the planet earth – worth more than a Rembrandt or an original of the US Constitution. What I wanted to say was that it was really number #2, Scarlett Johansson's phone number being tops, but I was talked out of it by my lawyer. Wisely, to be sure.

But the point is that we should make sure that accountability and transparency are hallmarks of our business. That it wasn't my mom – who still plays – who won the big prize. But a judge ruled otherwise, on law I did not agree with. Appealing the decision made no sense; we do not win if we are in court with our players, and as directors we always want the experience to be as happy as possible. Not sure what the balance is between the lottery's need for transparency and the player's interest in privacy, although I would suggest that it will come up again and again.

**Charles McIntyre**  
Executive Director, New Hampshire Lottery/  
NASPL President



**NASPL**

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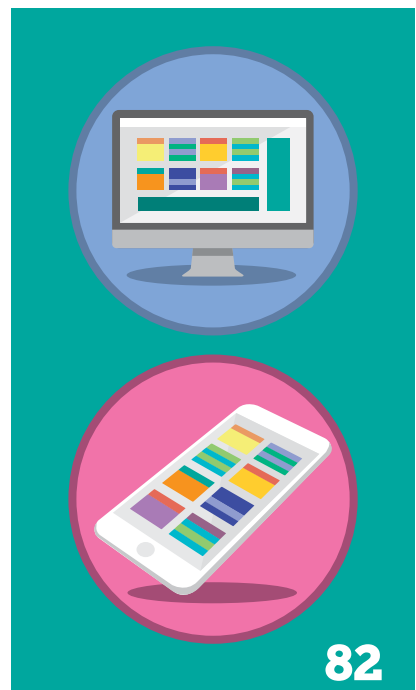
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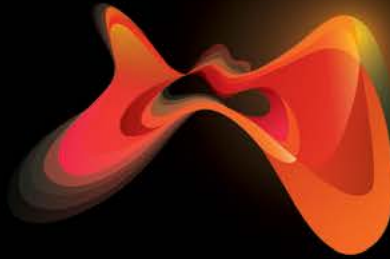
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# intelligence

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## Virginia Lottery Hosts the First Events & Sponsorships Summit



valottery.com

By Patricia McQueen

**O**n February 6, representatives from five lotteries gathered at the Virginia Lottery's headquarters in Richmond for the first-ever lottery Events & Sponsorships Summit. Driven by a desire to discuss best practices, share success stories and meet challenges in the field, the Summit was the brainchild of Virginia's Director of Communications Jill Vaughan and Experiential Marketing Manager Stacey Beardsley.

"We had a pretty strong events and sponsorships program here at the Virginia Lottery for many years," explained Vaughan. Some four years ago, "we decided to elevate the presence and hire an in-house person – Stacey – to really lead it strategically from the inside, instead of relying on agencies to help us drive that business."

Events and sponsorships are important ways for lotteries to get out in front of the public, to build their brands as well as increase sales at fairs, festivals and other events. It's not always about selling. "We also do a lot of brand engagement events here when we are trying to relate and be relevant to new players and younger demographics," said Vaughan. That is accomplished with fun games and prize giveaways, particularly at events that attract younger demographics, like craft beer and music festivals.

It's a lot of work for a lottery, however, and demanding in terms of time and other resources. Virginia may have between 100 and 115 event days per year, noted Beardsley. Given these challenges – and the obvious benefits of getting out in front of players and other stakeholders – she

thought it was the right time to bring together others in the field. Without any dedicated outlet among existing conferences and meetings, the Summit was born.

### Engaged Participants

In addition to several participants from the Virginia Lottery, the Summit attracted individuals involved in events and sponsorships from lotteries in Kentucky, Maryland, North Carolina and West Virginia. Two Virginia state agencies also sent representatives – Virginia Tourism and Virginia 529 (which helps residents pay for higher education; the Virginia Lottery's sole beneficiary is K-12 public education). The last group of eager attendees were those from some of the Lottery's advertising and brand management





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## **SPARK NEW POSSIBILITIES**

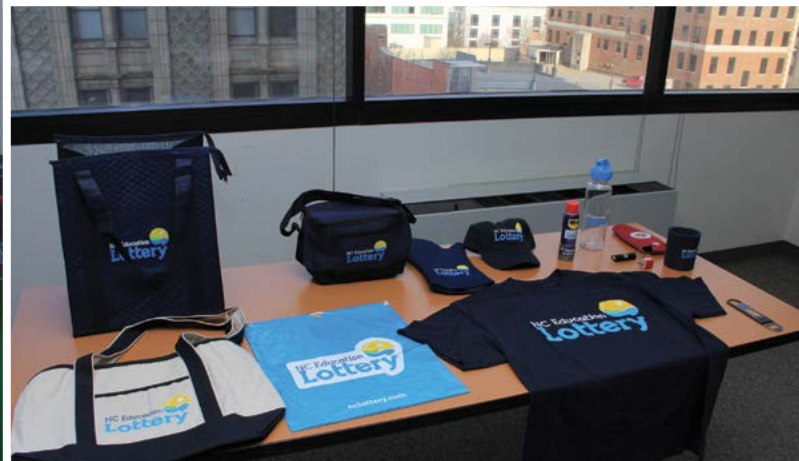
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After introductions, the first item in the day-long agenda was a ‘show and tell’ among the participants, as they shared their experiences with both consumer-focused and beneficiary-focused events and sponsorships. It was followed by a trend report from RedPeg, which Virginia uses to supply brand ambassadors for its events. Finally, there was time for a deep dive into the issues of most interest to the participants.

High on that list was return on investment. “One of the biggest challenges is evaluation and return on investment on these activities, because they don’t always directly contribute to the bottom line,” said Vaughan. “It’s more about engaging with the brand. Sometimes we feel like we are constantly evaluating these things, and we were wondering what other lotteries do.”

Another hot topic was how to make a shift – from selling products to selling brands to selling the beneficiaries – and what messages should be communicated. It’s easier in jurisdictions where there’s a

single beneficiary like education, but there’s always a way to get the message across.

From these larger issues down to smaller details like how to use premiums or the benefits of a promotional ticket, it was a great gathering. “One of the things that I was really impressed with is that each lottery clearly has challenges – it could be evaluation, ROI, the planning process or staffing – and each of the groups are working so hard to tackle those challenges with limited resources,” said Beardsley.

### Successful Start

By all indications, the Summit met its primary goals – to enhance knowledge and best practices based on others’ experiences, and to build relationships going forward.

“The Summit was a great way for me to connect with professionals doing similar job functions in my industry,” said Bethany Jones, Promotions and Production Manager for the Kentucky Lottery. “The sharing of ideas and best practices was beneficial to me and

**“The Summit was a great way for me to connect with professionals doing similar job functions in my industry.”**

**- Bethany Jones, Kentucky Lottery**

the Kentucky Lottery as we continue to work to improve our partnerships throughout the state while engaging players and promoting where the money goes. I hope this type of event occurs annually as we all continue to grow and develop our strategy.”

“I thought the Summit that the Virginia Lottery hosted was a great idea,” echoed Cory Trotter, Marketing Manager, Brand Management & Communications, for the North Carolina Education Lottery.

“Sponsorships and events play a big role in the marketing strategy at most lotteries so I think it would make sense if there were an annual sponsorship summit allowing all lotteries to get together.”

Vaughan and Beardsley hope that the next edition of the event – which they’ve offered to host again in Virginia if it doesn’t get picked up in another format – will attract even more participants and allow for even further in-depth discussion. “Summit participants have continued the conversation [after the fact],” said Beardsley, adding that some of the ideas passed around are already being considered as lotteries plan for the future. ■



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# Florida Lottery Records Best Scratch-off Sales Week in History

\$123.8 million in instant sales provided \$23 million to education in just one week.

The week ending March 4 was an historic achievement in the American lottery industry. That week, the Florida Lottery shattered all previous single-week Scratch-Off sales records nationally, with \$123,841,686 in instant ticket sales. It was also the best overall sales week of Florida's current fiscal year, with \$167,620,057 in total sales.

Florida reclaimed the title it won a year ago, when it broke the then-U.S. record with more than \$105.2 million in weekly instant game sales the week ending March 5, 2017. The California Lottery topped that in December, temporarily, with \$112.1 million in weekly Scratch-off sales.

The Florida Lottery's new \$30 100X THE CASH Scratch-Off game alone recorded \$34,279,230 in sales for the week ending March 4; resulting in total Scratch-Off sales exceeding the

Lottery's previous weekly sales record, set in 2017, by more than \$18 million or 17 percent. More than \$23.5 million in prizes for that single game were also claimed during the record week. This ranks as the second highest sales week by any lottery for a scratch game; Massachusetts holds the current record at \$34,378,500, set in 2002.

100X THE CASH was designed and printed by Scientific Games using a special holographic pattern created by Hazen Paper Company.

With higher sales come higher prize payouts for lottery winners, increased retailer commissions and most importantly more funding to enhance education. The big week's total sales generated approximately \$40 million for Florida's Educational Enhancement Trust Fund (EETF).

"Breaking sales records like this is a significant achievement," said Florida



Lottery Secretary Jim Poppell. "The Florida Lottery is proud to be able to create millions of winners, partner with thousands of retailers statewide, many of whom are small business owners, and provide a reliable source of funding for Florida's students and schools."

Scratch-Off games are an important part of the Lottery's portfolio of games, comprising approximately 68 percent of ticket sales and generating more than \$784 million for the EETF in fiscal year 2016-17. ■

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# NASPL Welcomes New Team Members

By Patricia McQueen



## Natalie Ross-Norris

As NASPL's new accountant, Natalie manages the day-to-day accounting for the association, implements the approved annual and conference budgets, works with the NASPL Treasurer and serves as liaison to the NASPL Accounting and Audit subcommittees. Her background, however, also includes database management, marketing and market research, so as her schedule permits she'll be assisting with conference planning, onsite registration and industry research.

Natalie discovered an affinity for accounting after years as a research chemist in the oil industry – it would probably be hard to find another bookkeeper who has a master's degree in chemistry (obtained from the University of Notre Dame). After beginning her career with Sohio and BP, she partnered with others to form a tech service company, where she started handling accounting and strategic marketing in addition to her chemistry duties.

It wasn't long before she initiated a career shift, joining a marketing and research company, where she did some accounting but also transitioned into database management and market research. "I found that I really liked marketing and accounting, so it was an easy move. With a science background, numbers make a lot of sense to me."

Last fall Natalie was ready for a new challenge when her employer was looking to retire. She applied for the accounting position at NASPL; she thought with her background in market research she could bring much more to the association than just bookkeeping. And as she learns more about the lottery industry, she knows she'll be able to contribute some ideas.

"I am very much a data-driven person, and there is a lot to be learned from all of the data that is collected from the different lotteries. We could do a lot of trend analysis at the national level, and I hope I can contribute to that to at least some degree."

Meanwhile, she's enjoying the lottery learning experience. "I really like it here – this is a fun group to work with and they have been great about answering all my questions! I'm looking forward to going to the NASPL events to learn more about the industry."

In its continuing efforts to serve the lottery industry, NASPL recently brought on board two new staff members. Natalie Ross-Norris took over the association's accounting duties last November, while Mackenzie Whitacre joined in February in the new position of Communications Coordinator.

"We are very pleased to welcome Natalie and Mackenzie to our Ohio office," said Executive Director David Gale. "Both have interesting backgrounds that will enable them to assist us in a variety of ways. They have been eagerly learning about the lottery industry and will be traveling with us to our events this year to meet people and to help with their education."



## Mackenzie Whitacre

Mackenzie will be making the rounds at NASPL events this year for the same reason – to learn the industry and meet its participants, especially with the external-facing nature of her role as Communications Coordinator. She'll be helping with a variety of NASPL projects, including the communications plan, legislative tracking, press releases and social media. She'll also serve as liaison to the Public Relations subcommittee and contribute to Insights magazine.

Joining NASPL after a 2 ½ year stint as a production assistant for the advertising agency Uproar Communications, Mackenzie was looking to put more of her education to practical use. As much as she enjoyed her work at the agency, she wanted to do more writing than it called for. After all, she has a degree in Communication from Ohio University.

She had never given the lottery industry much thought – "My view of lotteries was to buy a Scratcher and see if you win," she said, laughing. When she learned about the job opening, she started researching NASPL and all the things involved in the lottery industry – from their political relationships to their beneficiaries. "The more I looked into it, the more interesting it was."

Especially notable was "everything that lotteries do for their communities. They really do make a real local impact. That's really cool, and not something I realized before." That tells her that there's work the industry needs to do to keep spreading the word about all the good lotteries do for society, and she's eager to play a role in that for NASPL.

She's barely gotten her feet wet, but Mackenzie likes what she sees so far. "It seems like a fun work environment and the industry looks like it's a great close-knit group of people."



## Hoosier Lottery's Innovation in Retailer Training



First in a series of articles exploring the components of NASPL's new Responsible Gambling Guidelines.

By Lori Rugle, Responsible Gambling, NASPL

**N**ASPL recently completed its Lottery Responsible Gambling Guidelines, which can be found in the RG section of the NASPL Matrix website. The process involved a comprehensive review of the full scope of state, provincial and international RG Guidelines and Codes of Conduct. We discovered a very wide range of documents, from a very detailed outline of RG Guidelines as they applied to multiple categories of lottery operations to a one sentence statement acknowledging the need to address RG in a more general lottery code of conduct.

I was quite pleased when there was complete agreement in NASPL administration that we utilize the most comprehensive set of guidelines that I had discovered (thanks and acknowledgement to the Oregon Lottery) as a basis for NASPL's RG Guidelines. I thought I would certainly get some push back that this was too ambitious for our first effort.

Next, I held my breath when our final draft of the Guidelines was presented to the NASPL membership. Again, I expected reviews to come back requesting major revisions to "tone it down." Nothing was requested. This acceptance of the NASPL Lottery Responsible Gambling Guidelines without modification truly demonstrates the great strides that have been taken by North American

lotteries in recognizing the importance of responsible gambling.

To build on the outline presented in the NASPL RG Guidelines, I would like to use this article (and future articles) to focus on specific components of the Guidelines to highlight actual practices lotteries are engaged in that represent creative and innovative RG strategies. Many lotteries are doing exemplary and creative work, and I hope to learn and include more about these efforts in subsequent articles.

This month the focus will be on the area of retailer engagement, communication and training – highlighting the work done by the Hoosier Lottery in this area. I would specifically like to thank the Hoosier Lottery's Katie Carlson, Director of Corporate Social Responsibility & Compliance, and Jade Luchauer, Corporate Social Responsibility Manager, for taking the time to describe their retailer training program and answer all my questions.

As NASPL has begun to plan the development of modules for both retailer and staff trainings, we have been gathering ideas and curriculum from stakeholders and have been learning about the challenges, particularly in developing and disseminating retailer training. One of the common concerns in retailer training is the need to keep trainings brief given the reality of the retail

environment offering very limited windows of time to present trainings. You can imagine how our interest got piqued when, in a recent conversation, Carlson and Luchauer mentioned they had developed 20 – 30 second videos for retailer training, and that they were getting very positive results in their outcome evaluations of information retention. The following strategy and practices used in developing, implementing and evaluating their training program incorporates many key components of NASPL RG Guidelines.

In 2015, the Hoosier Lottery became the second lottery in the United States certified at level 4 of the WLA Responsible Gaming Framework. Over the years, Carlson and Luchauer partnered with the sales and licensing departments to develop the Hoosier Lottery's retailer responsible gaming program. In the area of retailer training, Carlson and Luchauer described the challenges they faced and their results in addressing these challenges.

### Inclusion of Internal and External Stakeholders

The overall process used in this project emphasized communicating and enlisting input from both internal and external stakeholders. From the beginning, lottery sales representatives





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(LSRs) and onsite trainers were included as key stakeholders in this process and the needs and concerns of retailers were given priority.

The LSRs and trainers pointed out the reality of limited time that retail managers and staff have to engage in training and the fact that the lottery is only one small part of any retailer's business. This means that the lottery does not have a great deal of leverage in making demands on retailer time and attention. This spoke to the need to, as Carlson and Luchauer put it, "meet the retailers where they were at" and understand "where they are coming from."

The CSR team consulted with problem gambling experts and stakeholders from the Indiana Problem Gambling Awareness Program at Indiana University to develop a two-part curriculum -- a "train-the-trainer" format for LSRs and retail training delivered by the LSRs. The CSR team felt it was important to work with the Indiana Problem Gambling Awareness Program to assure accurate and realistic content from a problem gambling perspective.

Once the training curriculum was developed, it was delivered to LSRs by onsite training staff to develop their comfort with offering and supporting this training with retailers.

## Content

As a result of listening to their stakeholders, Carlson and Luchauer emphasized that their focus for the training process and videos was to make them "succinct, clear and concise." It was clearly recognized that the content of videos and trainings should not be based on "text book" knowledge, but be relevant to the retailer needs and concerns and be something the retailer would remember and be able to apply in daily life. The training focuses on three practical skills: 1) How to identify a person who may be having difficulty as a result of their lottery play; 2) How to communicate resources for help; and 3) How to provide information on the problem gambling helpline.

As mentioned above, the CSR team collaborated with the Indiana Problem Gambling Awareness Program at

Indiana University in creating three 20 to 30 second scenarios depicting commonly described situations as they might occur in a realistic time frame in an actual retailer setting. For example, one scenario presented a customer purchasing daily draw tickets and the customer saying "wish me luck, I'm out of work and I need this to pay my rent." The clerk is shown responding empathically saying, "Sounds like you are having a difficult time," and offering assistance discreetly and respectfully by pointing to the piece of paper and saying, "There's a number on the back of there if you need someone to talk to." An emphasis is placed on providing information in the most respectful and discreet manner. In addition to placing the helpline number on the back of all tickets for easy reference, there is an RG button on the retailer's terminal that easily prints out an RG message and the problem gambling helpline number.

## Dissemination and Alignment with Familiar Practices

One critical guideline Carlson and Luchauer cited as key to the success of this project was that they did their best to integrate the new training into practices that retailers and lottery sales staff were already familiar with. They cite this as a critical feature in the level of comfort with this training process both by retailers and lottery staff.

It was also recognized that the LSRs were the face of the lottery to their retailers and that it was key to have buy in from the LSRs to make retailer training effective. Also, since many retailers did not have in-store access to technology that would allow for online distribution of trainings, it was necessary to disseminate through lottery sales representatives. The LSRs received a specific training (one hour) on how to train retailers that mirrored the process they were familiar with on training retailers on new games and products. This included an outline of talking points and key information to be given to retailers. Making this training just a natural extension of retailers' typical interaction with the lottery allowed for an easy acceptance of this process. Information sheets

that reinforce key elements of training were left with retailers. They were designed to mirror product "sell in" sheets that retailers are familiar with, again increasing their comfort level by employing a parallel process that both LSRs and retailers know well and utilize.

## Program Evaluation

Another important element of the training process was program evaluation. LSRs administered brief pre- and post-training questions. The CSR team collaborated with their partners at Indiana University to develop and analyze the retailer evaluation. Consistent with the overall approach to the training that focused on relevance to retailers, items focused on retailer comfort with the interventions portrayed in the videos as well as retention of information.

The sales team took six weeks to train approximately 4,300 retailers, and successfully trained 98.4 percent of retailers. At the initial training, retailers were asked to rate the effectiveness of the training and 90.3 percent agreed that "I found the scenarios to be helpful to my understanding of problem gambling." At the follow up mark three months later, another survey was conducted and 94 percent could demonstrate how to use the responsible gaming referral button. Retailers were also asked to show sales representatives the information sheet provided at the initial training, and 48.3 percent could locate and show that handout. Carlson and Luchauer believe this demonstrated that retailers found the information on the sheet valuable enough to keep after the training. Carlson and Luchauer acknowledged they were "pleasantly surprised at how well the information 'stuck.'" They are looking forward to the findings of the one year follow up evaluation that will be conducted this summer so that they can begin working on how they can continue improving their retail training efforts.

Again many thanks to the Katie Carlson, Jade Luchauer and the Hoosier Lottery team for sharing their creative and innovative work in retailer training. ■



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# WHY KENO?

STEPHEN WADE, PRINCIPAL, LOTTERY MANAGEMENT CONSULTING, LLC.



I leaned on my friend M., the economist who likes to gamble, last month. As usual, he helped me learn something significant. People were talking about how my lottery could raise more money. Part of my job is to know about what the various state lotteries do in the way of games – what’s allowed there, what’s forbidden here, where the boundaries of our particular box of regulations lie, and what might happen if our box got stretched a little. Lately, it seems, several lotteries have been allowed to stretch in the direction of running draw games more frequently. The name “Keno” gets mentioned. I knew that the question was soon going to come to me yet again: “What could we get if we ran 4- minute Keno?”

Citing facts from different places and earlier times might make me look well-informed, but I find it does not bring me much confidence. In the past, I have provided estimates based on other states’ success, but with more than usual skepticism.

One evening as I was having a beer with M., I blurted out: “Why would anyone want to play Keno?”

“Compared to what?”

“Compared to some lesser evil, I

suppose. Because people do seem to think it’s a step onto a slippery slope, having Keno every few minutes.”

“A slippery slope leading down to...?”

“Video lottery. Slot machines, and what all. The greater evil, to be kept in casinos.”

“And what you are doing now is just a little evil?”

“It’s proved to be tolerable. And tolerably lucrative. But there’s the question of whether doing basically the same thing, only a lot faster, might be tolerable too, and earn more money. But that’s what I don’t get: Keno is just another lottery game, why would anyone want to play it every four minutes?”

“You don’t get it.”

“I pick numbers, lottery picks numbers, numbers come up on a screen, I probably lose money. No, I don’t get it.”

“But then you don’t really get gambling, do you? And you won’t get it here,” he said, including the pub with a wave. “We need to go where we can play. You want to go to a casino tomorrow?”

The very next evening we drove to a tribal casino a few miles toward the

coast, and M. taught me what Keno is about.

“This is going to cost you \$100,” he said. “I know you understand the rules, so we won’t talk about the rules. This is about the experience.”

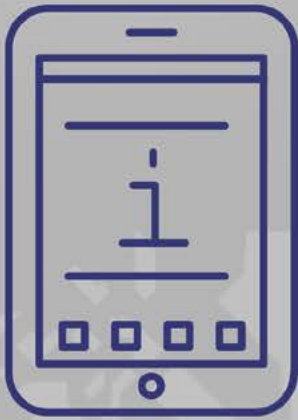
The experience turned out to involve sitting in something very much like a sports bar, with very moderately-priced drinks, adjacent to a gaming floor with lots of video lottery terminals. Flat screens around the walls televised several different sporting events. In among these were screens that showed the Keno field: 8 rows of 10 columns.

“How do I play Keno here?” I asked the bartender. She directed me around the corner, to where the game was happening.

“Now of course,” said M. as we walked, “in a casino they are all about gambling, and so they have people just running Keno. In a bar, it’s all about drinks and appetizers, and if the bar is also selling the lottery’s Keno, that can get to be a hassle for the bar staff. You make a lot more money pouring beer than you do collecting commission on Keno.”

The Keno game was being run by some ladies who gave us betting forms

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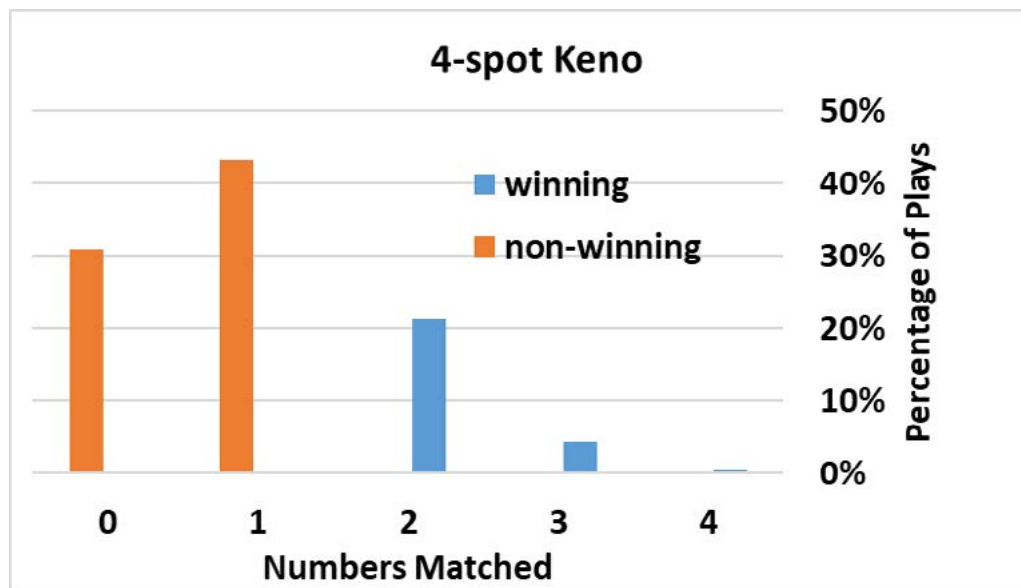
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to fill out. The forms did not look to be any more fun to use than a Lotto form. But seeing that I had ten different bets to choose from, I took what seemed like the easy way out and marked four numbers on the form. I marked it to play the same numbers for 10 drawings, and put \$2 down on each bet to use a \$20 bill. I picked another set of four and played the same way.

When I went to the counter, the cashier said, "If you want to play \$2, you ought to take the multiplier instead. You can win more money." I thanked her and agreed.

"You took the 4-spot? I'll play the eight," said M. "Another thing about Keno is, you've got a choice of propositions. You can play a 1-spot, though I don't know why I would spend time trying to win the price of a beer. You've got your 4-spot that pays, what? \$125 to one. My 8-spot pays \$20,000 to one."

"It seems a little weird that you can have such different value propositions under one game name."

"Traditional game, not invented by marketers."

There was a bustle of activity at the counter as the ladies worked a little machine that blew balls around in a chamber. They deflected balls one at a time into a side chamber where they were captured, until the side chamber was full. As the balls were captured, their corresponding numbers

appeared and were filled in on the big screen.

We got back to the bar. "So, the first thing to know," M. said, "is that you don't go to a Keno lounge to play Keno. You go to sit and talk, watch the game, watch the people, drink, play Keno, talk some more...that's how you can tell it's a lesser evil. It doesn't replace normal human interaction, like playing slots or VLTs. It's low-level, intermittent engagement."

So we talked, we drank our beers, and commented on what was going on with the TVs and with the politics of the week. And every few minutes we watched the Keno board. In my modest little 4-spot bet, I only needed to match two numbers to win my bet back. It seemed like I pretty often matched one, and sometimes two. Once even three.

M. on the other hand, seemed to match three numbers with ease. I also saw him match four numbers, which would have won me \$125, but in his case was only good for a pay-back prize.

After an hour, I felt like we were at a natural point of conclusion. We still hadn't spent the \$100 each, and I knew I had won small amounts on several occasions. I had seen lots of the numbers we picked come up. And the evening had certainly been as much about conversation as it had been about gambling. I had a positive

feeling about Keno that I certainly did not have before; it seemed like I had been very close to winning much of the time. I said as much to M., and he said, "Right. That's the trick. Remember how this feels, and in a couple of days I'll send you a file. Then you will understand why you feel that way, and why Keno works."

Sure enough, M. sent me an Excel workbook full of tabs and charts. I opened the one shown below and got him on the phone.

"So when I was playing," I said, "I felt like I matched one number pretty often. And you are saying here that matching one number is the commonest outcome!"

"When you pick four numbers, yes, matching one is likely to happen more than 40 percent of the time."

"I'm not sure I did that well."

"I did not comment on your luck in particular. This is what the math says about players in general."

"And matching two, to win my money back – that's about twice as hard."

"Right."

"But matching three, to win \$3 – that's not three times as hard. Nor four times."

"It's ten times as hard."

"But I remember I did do that, one time. But I can hardly see the column for matching four."

"That's because it's 14 times harder



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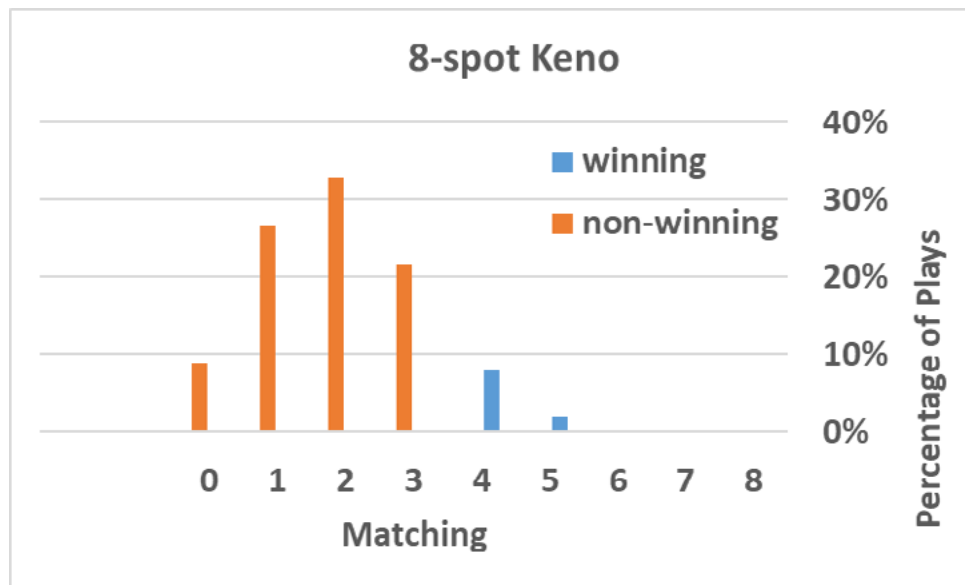
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than matching three.”

My silence must have signaled that this was a teachable moment, because M. continued:

“You remember you asked why Keno should work any better than some other draw game, just by having a drawing every few minutes. I think it works because we expect things to move in smooth-ish lines as they do in everyday life. I mean, physical movement is a teacher. We expect that sort of smooth-line consistency everywhere. If something is changing, we expect steady change. It’s not reasoning, it’s intuition. We do not intuitively expect acceleration – it comes in brief episodes and it’s never sustained.”

“So, in Keno, we pretty often match one number less than would be needed to win a prize. Sometimes, too, we match that one more. That’s important because now we have two points of experience, and our intuition goes to work projecting what to expect. And how it rolls is this: The difference between pretty often and sometimes – that must be what it costs to get another number. And if that’s all it costs, I might as well keep playing!”

I am sure M. was using his fingers to put air quotes around “pretty often” and “sometimes” as he continued, “In fact, the difference between pretty often and sometimes is just the start of an acceleration of improbability.

Getting the next number in 4-spot – that is, going from two to three matches – is not just as hard, it is ten times as hard as going from one match to two. But we don’t intuitively expect acceleration.”

Now, M. does sometimes use words in a peculiar way, and I was not getting much from his use of ‘acceleration,’ though it was obviously key to what he was telling me. Luckily, he let go of theory and went on to example – “It’s like when you throw a ball: you can tell where it’s going pretty quick. You know where it’s going to end up, by seeing how it starts. If it slows down and hits the ground, that’s going to surprise you. With Keno, it’s like it feels like a baseball in the hand, but as soon as you throw it, it turns into a whiffle ball. You remember whiffle balls?”

I do remember whiffle balls, those little hard plastic things that are not much fun to throw, but kind to windows.

“But you got three matches pretty often,” I objected.

“Right. Look at the 8-spot tab.

“I matched three pretty often, and sometimes four. But that’s because I picked eight. And again, being in the money is between twice as hard and three times as hard as matching three. So again, intuitively I expect matching five shouldn’t be all that hard. I know better, of course. But you know, when we’re sitting around watching balls

being thrown and traveling smoothly, seeing people run down the court and end up where they seem to be going, it’s easy to expect that fifth number to turn up.”

I was finally getting it. “So you are saying that being one away, very often, and winning a little, sometimes, is a key feature of Keno. It’s more than reassurance, it’s persuasion because it activates the intuitions you’ve been talking about.”

“That is my view.”

“And getting some experience with the game, rather than disproving this intuition, tends to activate and support it.”

“How long did we play, an hour? And how did you feel, do you remember?”

“You have absolutely got something there. I suppose if I played for a long time I might start to feel like something was off, but I was pretty happy with our session.”

“It’s good of you to admit that, being a scientist and all. But you’re right, of course, about the whole number-picking thing in Keno being very old-school. It’s an ancient game, after all. But if a new slick-looking game comes along that is offered for the same space, just remember to run these charts on it. If it’s going to be as good as Keno, it needs to be just as persuasive.” ■



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# Making A Difference



# Denise Hurst

Assistant Director/Springfield Regional Manager, Massachusetts State Lottery

**Community is her thing. Echoing words in the Massachusetts State Lottery's new advertising campaign, communities are very important to Denise Hurst. And in her first 18 months of serving as the Lottery's Assistant Director and Springfield Regional Manager, she's made sure that her communities are well-served by the Lottery.**

**"D**enise is fairly new to the Massachusetts State Lottery team, but her leadership is making an impact," said Executive Director Michael Sweeney. "With her excellent educational background, impressive professional experience and outstanding commitment to community, she has the potential to be a significant contributor in the lottery industry. I feel very lucky that we were able to convince her to join our organization."

As it turns out, it didn't take a whole lot of arm-twisting. "When I was offered the opportunity, there were two things that helped me decide it would be a good fit," explained Hurst. One was her background in social work and state government, mostly in the areas of mental health and child protective services. "Social workers study people and behavior, and I really enjoy people. As a consumer, I thought it would be interesting to do work that ensures the public is getting great customer service."

The other main consideration was her commitment to communities – among other things, she's an elected member of the Springfield School Committee. "It was a privilege to be asked to join the Lottery, which distributes critical aid to the 351 cities and towns in Massachusetts. It was exciting thinking about being part of that. And on a personal note, I thought it would be a great way for me to further develop my management skills in a very different industry."

Initially as an outside observer, she thought of lottery as very male-dominated field. And although she has been surprised at the diversity within

the Lottery, she's happy to contribute a new voice as woman of color, especially as conversations are ongoing about new gaming developments and lottery innovations.

As manager of the Springfield regional office, Hurst is responsible for overall site management, business, and sales plans that help meet district goals. She manages a staff of 28 employees in the region, and regularly meets with account representatives and lottery agents. She's been instrumental in expanding the Lottery's footprint in the Western part of the state, developing promotional partnerships and relationships with others in the local business community.

And she loves seeing players every day, greeting big winners who come in to claim their prizes. "It's been really energizing and fun to greet the winners, and to be creative about how to grow our business. It's very different than the social service field, where I came from, and its put things in perspective on other ways to help move our community along. I honestly feel like I have won the lottery just by working here!"

A people person, Hurst doesn't hesitate helping out wherever needed. If the lines in the lobby start getting long, she'll lend a helping hand. If a customer service staffer is out for a day, she'll take over that position. She's regularly out in the field talking to lottery agents. Fluent in Spanish, she is also able to translate anytime there is a language barrier. "It's all part of who I am. It's also important for our staff to see that I'm okay with doing the day to day work necessary to make our operation run smoothly."





She has made a lot of things run smoothly in her career, serving on numerous community boards and associations. She is also an Adjunct Professor in the Human Services and Counseling Psychology Department at Springfield's Cambridge College, and a contributing writer for the *African-American Point of View* newspaper. She has been honored with numerous awards, including being named one of the "Top 25 Women to Watch in Western Mass" by *Western Mass Women* magazine, a "40 Under 40" honoree by *BusinessWest* magazine, and one of the "100 Women of Color in New England."

Born and raised in Springfield, Hurst holds a Masters of Social Work from Springfield College and a Bachelor of Arts in Psychology from the University of Massachusetts, Amherst. She came to the Lottery after eight years with the Massachusetts Department of Mental Health, most recently serving as an area site director.

Somehow she manages to find time to spend with her family – her husband Justin and their two sons, Justin Jr. and Jackson. She loves to travel, and is drawn to tropical destinations. "Anywhere that has sun," she says. She has also become more and more fascinated with history and faith, especially women's history and understanding faith-based communities.

#### What parts of your background have the most application to your current role?

The primary purpose of our regional offices is to ensure that lottery agents and our players are getting the best customer service possible and that their needs are met. I came to the table as a good listener, as someone who has strong advocacy skills and understands behavior, as someone who has a great appreciation for good customer service, and as someone who is culturally competent. All of that translates into making sure that our operations are well functioning every single day. We make sure our agents have the POS materials they need and that their equipment is functioning effectively so they can sell our products at optimum levels. We help them make decisions to better promote lottery products to help them increase their own revenues, and provide training for all new retailers in our region. We make it easy for players to purchase and cash winning tickets here, and answer any questions they may have.

#### Have you implemented any new programs or initiatives at the Lottery?

Of course we've participated in all of the larger initiatives that are taking place statewide, the biggest being the installation of new lottery terminals. Everyone has waiting for

these machines, and there's been a lot of strategic planning around their training and installation – there has been a lot of teamwork throughout the Commonwealth to make it happen.

Here in Springfield, I have tried to shift the climate within our office to do more things that are fun and collaborative. We are selling more tickets over the counter and offering incentives for those purchases, we've made sure our lobby is nicely decorated and are trying to increase the excitement when new tickets are released. We've done things like participating with our immediate neighbors in the ALS Ice Bucket Challenge. The major event in Western Massachusetts is the Big E, held in the fall; it's the largest agricultural fair on the East coast. The Lottery has had a presence there for many years, and 2017 was my first year managing our operations there. By changing our strategy a bit, by carefully planning what items we would offer with purchases instead of just giving away promotional items, we really increased our sales. We got our people into the spirit of selling and it was a lot of fun. We also showcased the amount of Lottery revenues received by every city and town.

I also just recently collaborated on a promotional partnership with our local minor league hockey team, the Springfield Thunderbirds. Their mascot

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#### **What have you learned about the lottery industry's commitment to responsible gambling?**

It was interesting that in my work for the Massachusetts Department of Mental Health, I never really heard much about gambling addiction. Once the casino legislation passed, there was more discussion of the issue, but it was only in the latter part of my career in the Department that I learned about the Lottery's work with the Massachusetts Council on Compulsive Gambling. I remember thinking that was pretty interesting. And when I was offered the job here, in my research it was refreshing to hear how much focus our lottery, and lotteries around the country, have placed on responsible gambling. It really demonstrates positive thinking about how lotteries can be a part of prevention, intervention and education.

#### **What's the most interesting thing you have learned about the lottery industry?**

The main thing is just how much contribution lotteries make to society. Yes, the Massachusetts State Lottery sends its revenue to support cities and towns, but there are other programs as well. As a social worker, and especially back

when I worked for the Department of Children and Family, we did a lot of work with Toys for Tots. The amount of toys that we would deliver was amazing – it was such a happy time in my office during the holidays because we would see all these toys. But I never really realized where they came from, and I don't think the average person knows that either. When I joined the Lottery, suddenly I learned that we were involved in the program, helping to collect the toys. I had no clue. And I thought to myself, this is really cool! It's a contribution I never knew existed, and I don't even know if everyone at the Lottery knows just how much of an impact a program like Toys for Tots has. I saw that first hand.

#### **Is there anything about the industry that frustrates you and that you wish you could change?**

My answer relates back to the previous question. There's a lot about the Lottery that I never knew until I started working here. It's important for lotteries to highlight how they contribute positively to responsible gambling and to community involvement. Lotteries are great community partners, and I don't think enough of that gets shared. Doing so could help improve their image help educate the nay-sayers, and it's especially important when you are trying to enact new policy and legislation. Lotteries have a responsibility to share all the great things that they are doing – it's the key to advancement and growth. ■

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# LOTTERY: THE GIFT THAT KEEPS ON GIVING

Once again I have survived another winter, and with it, the pressure of the gift buying experience for my family, friends and co-workers during the holidays. To some people, gift giving is easy and painless. To others, it is an evil necessity. I probably have one foot firmly planted in both camps. Personally, I find that when the clues are there, it helps enormously. There are the pre-determined lists (the most helpful of which are my children's lists to Santa Claus), the subtle hints from my spouse ("I haven't been to the spa in ages"), and then the 'always difficult to buy for' cousin (in this example, Kasey) who I may see only once a year.



**By Simon Jaworski  
Leger**

**D**epending on the time and situation, I can certainly reflect on having to make a judgment call on a potential holiday gift on the way to a holiday party, and like most people I have taken the easy way out ... the gift card. Now it appears that the lottery industry is trying to catch up to the walls of gift cards seen in major stores and convenience shops alike, according to Leger's December U.S. omnibus research. The demand for lottery tickets as gifts appears to be on the rise.

As a whole, lotteries and their scratch-off providers have been known to utilize the seasons to good effect in designing lottery tickets to complement a season or an occasion. MLB themed tickets are launched around baseball's spring training, while in late September, the Halloween Spooktacular scratcher tickets are very noticeable in their orange and black splendor. However, it is the holiday period that really brings out the best in North America lotteries.

State and provincial lotteries conducted a considerable amount of holiday promotions and ticket designs in 2017, and across the U.S. and Canada there were some 227 holiday instant games on the market, including some seasonal offerings.

The New Jersey Lottery, for example, offered two different holiday gift ideas for their players (and potentially lapsed and non-players) that centered around either the Lottery's holiday instant games or its holiday sampler of draw games, with a campaign to match that included a Facebook Ugly Sweater contest and a Holiday Magic sweepstakes. Meanwhile down in Texas, a \$5 scratch offering, Holiday Gift Pack, was one of the Texas Lottery's gift giving focal points.

Leger's research among 1,002 Americans in December perhaps offers the best illustration as to why an even greater emphasis has been made on gifting lottery, and it all appears consumer driven. One of the most surprising key research findings is that nearly a third of all US adults have ever bought lottery tickets to give as a gift (32 percent). Unsurprisingly, this number jumps to 47 percent among past-month lottery players, meaning that almost half of the core lottery player segment is simply looking for an excuse to spread their love of lottery to their friends, family and co-workers, especially around holiday time.

Conceivably more surprising is the fact that more than 60 percent of Americans would consider gifting scratch-offs/instant





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games, almost three times the level of those who would consider gifting a Mega Millions or Powerball ticket. This scratch-off/instant games number is driven by a significantly higher potential of gifting by females (70 percent) than males (53 percent).

Overall for 2017, one in six Americans planned on buying lottery tickets to give as gifts during the 2017 Christmas/Holiday season, increasing to almost three out of ten among past-month lottery players. Perhaps an even more impressive statistic is the fact that those people who planned on gifting lottery skew to some of the most desirable demographics, including an over-index by males, those aged 30-39, households with kids, and even a regional bias towards those living in the Northeast region of the US.

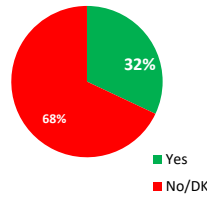
Lottery gifters are generous too. Of those Americans who planned on gifting lottery games in the 2017 holiday season, 40 percent claimed they were going to spend at least \$20 on lottery gifts.

Perhaps the over-index of lottery gifting towards those aged 30-39, and those individuals with children, can be explained very easily – the need for that last minute gift. Convenience stores, historically a stronghold for lottery sales, offer the consumer few viable quality gift options unless your co-worker is particularly partial to an extra-large Mountain Dew or a pack of Camels. The option of a lottery gift pack, or even an individual lottery game with a connection to a particular holiday or season, appears to resonate as a feasible present.

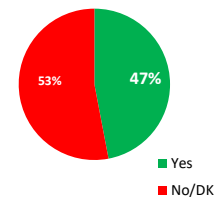
Gifting lottery also appears to be somewhat of a tradition! According to Leger’s research, almost half of all players (46 percent) who have previously bought lottery tickets as a gift planned to gift again during the 2017 holidays. This fact alone seems to indicate that previous attempts to gift lottery tickets have had at least a modicum of success.

One of the most surprising key research findings is that nearly a third of all US adults have ever bought lottery tickets to give as a gift (32%). Unsurprisingly, this number jumps to 47% among past month lottery players.

**% Ever bought lottery tickets to give as a gift**  
(US Adults, n=1,002)

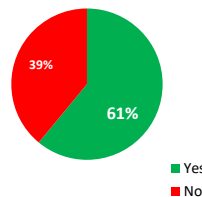


**% Ever bought lottery tickets to give as a gift**  
(Past month lottery player, n=468)

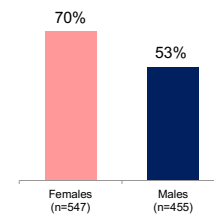


Conceivably more surprising is the fact that more than 60% of Americans would consider gifting scratch-offs/instant games, almost three times the level of those who would consider gifting a Mega Millions or Powerball ticket. This scratch-off/instant games number is driven by a significantly higher potential of gifting by females (70%) than males (53%).

**% Would consider gifting Scratch-off/Instant games**  
(US Adults, n=1,002)



**% Ever bought lottery tickets to give as a gift by gender**



**Lotteries’  
holiday  
tickets are  
always  
prominent  
factors in  
their overall  
gifting  
campaigns.**

However, gifting lottery is not something the gifter takes lightly. In fact ‘immediate family’ and ‘close friends’ are the chief recipients of gifted lottery tickets during the holiday season. Perhaps this factor also plays into another key finding from Leger’s December 2017 omnibus – that on average, respondents who planned on gifting lottery mentioned they will spend around \$20 on holiday lottery tickets during the season.

Plausibly, the key reason why scratch-offs/instant games are the core lottery games to gift in the United States is the simple fact that the tickets themselves are usually designed with the holiday season in mind. Draw games generally remain in their same format throughout the year. Lotteries’ holiday tickets are always prominent factors in their overall gifting campaigns.

Gifting lottery is certainly not exclusive to the holiday season. Among those who had ever gifted lottery games, almost two-thirds have cited either birthdays and/



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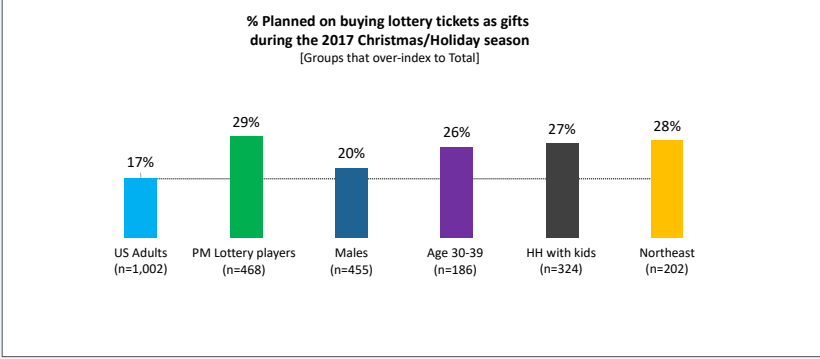
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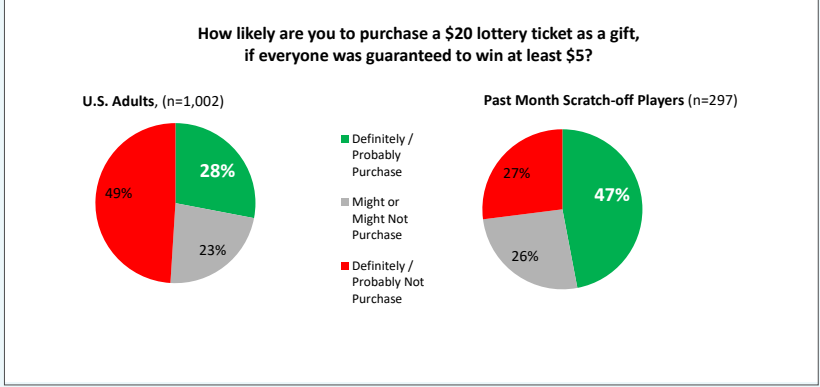


**The ‘price of the ticket,’ followed by ‘odds of winning’ and ‘top prizes,’ are the key factors when looking for a holiday lottery gift.**

Overall for 2017, one in six Americans planned on buying lottery tickets to give as gifts during the 2017 Christmas/Holiday season, increasing to almost three out of ten among past month lottery players. Perhaps an even more impressive statistic is the fact that those people who planned on gifting lottery skew to some of the most desirable demographics, including an over-index by males, those aged 30-39, households with kids, and even a regional bias towards those living in the Northeast region of the US.



More than one-quarter of Americans indicate they would definitely or probably purchase a \$20 lottery ticket as a gift, if everyone was guaranteed to win at least \$5. Unsurprisingly, this number is significantly higher at 47% among past month scratch-off players.



or Christmas/Holidays as the top occasion for doing so. However, past month lottery players skew higher for gifting lottery games for birthdays and also as part of graduation presents.

Although the holiday themes serve as a great attention-grabber, consumers continue to have their priorities of importance when making the purchase decision to gift lottery games. Unsurprisingly, the top three reasons a lottery gift purchaser chooses to gift lottery tickets are the same top three reasons that scratch-off players state when they choose which tickets to play for themselves. The ‘price of the ticket,’ followed by ‘odds of winning’ and ‘top prizes,’ are the key factors when looking for a holiday lottery gift.

Leger also asked the U.S. audience about a lottery gift concept; after all, wouldn't it be nice if the recipient had a guaranteed win instead of coming up empty after receiving lottery tickets as a gift? More than one-quarter of Americans indicate they would definitely or probably purchase a \$20 lottery game as a gift if every ticket was guaranteed to win at least \$5. Unsurprisingly, this number is

significantly higher at 47 percent, among past month scratch-off players. This confirms results seen by the Western Canada Lottery Corporation; WCLC's \$20 Player's Choice Mega Pack (with 10 games) has a guaranteed prize of \$4 per pack, and has consistently been one of their best selling products.

Ultimately, based on the number of Americans that have bought lottery as gifts, or even put lottery games in their consideration set, it would seem logical for lotteries to continue their expansion in this area. The research shows that there is still room for growth in the holiday season, including the possibility of attracting new consumers who might not have entertained the thought about lottery as a gift previously, thus potentially widening the player base. ■



Simon Jaworski is the President of Leger (U.S.) and one of the world's leading experts in lottery and gaming research. He has worked with 24 U.S state lotteries in the past 17 years, and conducted gaming research on six of the seven continents.



# United we can stamp out Fake Lotteries

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**FAKE LOTTERIES**

# All aboard!

The unique Lottery Leadership Institute is the signature event that kicks off the 2018 NASPL conference season.

By Patricia McQueen

**B**e sure to catch a ride on NASPL's 2018 education train, which stops in Iowa, Maine, Florida and Ohio this year. After all, one of NASPL's prime directives is to provide educational opportunities for everyone in the lottery industry, from seasoned professionals always looking for another edge to newcomers eager to digest all there is to offer. Conferences are a great way to meet those needs, and NASPL hosts three major annual events open to everyone in the industry. Each event provides one-of-a-kind learning and networking opportunities for those in attendance.

First up is April's Lottery Leadership Institute, being held in Des Moines, Iowa, from April 9-12 and hosted by the Iowa Lottery. This unique event is limited to a small but eager group of individuals (about 80 in recent years) ready to take their industry knowledge and leadership skills to the next level.

The Professional Development Seminar is NASPL's key summer event, and the 2018 renewal will be held July 23-26 in Orlando, hosted by the Florida Lottery. It's a great chance for lottery professionals in virtually all disciplines to come together for working meetings and networking – participants are often those not attending the association's

annual conference in the fall. In recent years, Professional Development attendance has topped 400 hard-working, hands-on individuals.

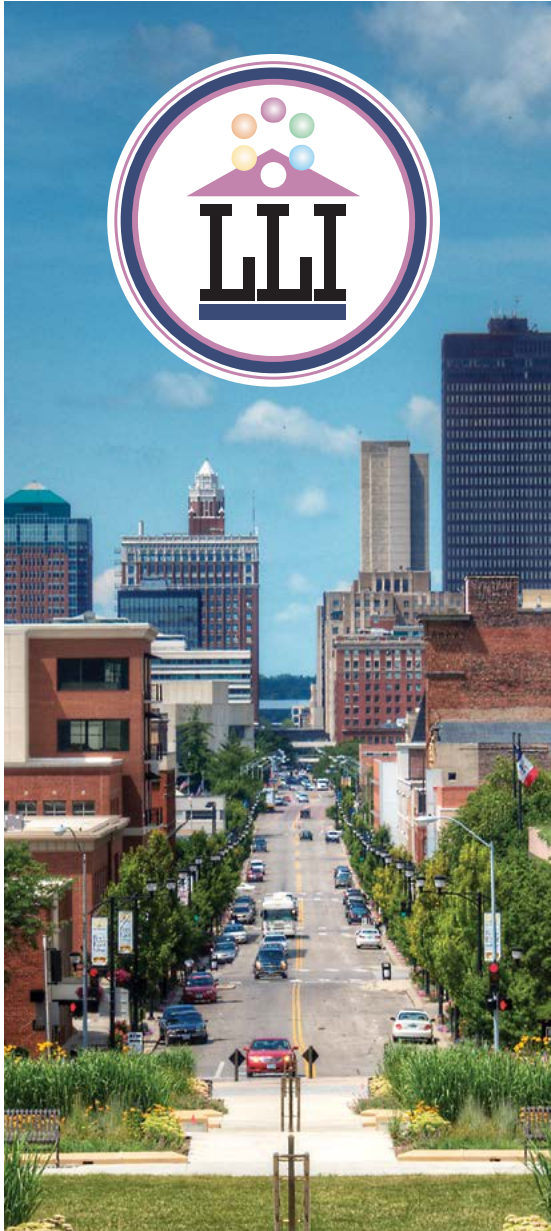
The industry's primary senior-level event is NASPL's annual conference and trade show held each fall. This year's event will be held in Cleveland, Ohio, on September 25-28, hosted by the Ohio Lottery. Some 800 lottery and vendor executives make this a must-attend event on their calendars each year.

While face-to-face networking is a valuable component of any conference, NASPL makes it easy for those unable to attend to participate in the educational experience. Videos of selected sessions and copies of presentations made during each conference are always available through the NASPL Matrix website, accessible by all NASPL members.

NASPL's fourth annual event brings together lottery chief executives for an in-depth discussion of industry issues and conversations about the future direction of NASPL. Also included is the Vendor Dialogue, in which associate members at levels I through III are invited to interact with lottery CEOs on the topics of their own choosing. This year's Spring Directors Meeting will be held in Portland, Maine, on June 11-14.



# Lottery Leadership Institute



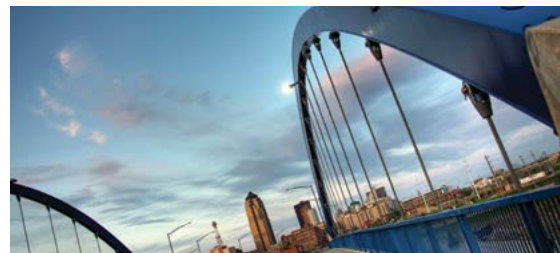
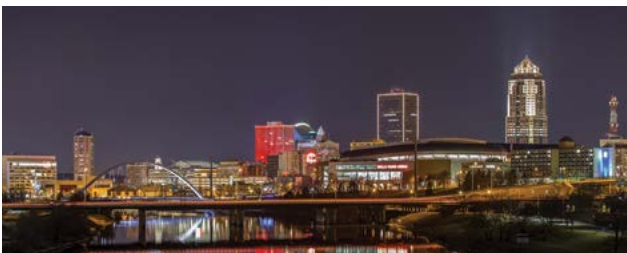
**T**he unique Lottery Leadership Institute provides an overview of the lottery industry and the current issues facing all stakeholders, but its biggest asset is the focus on developing valuable employees and creating leaders to carry the industry forward. The goal is to bring out the very best performance in employees at all levels.

Through panel discussions, seminars, interactive exercises and team projects, attendees will come to recognize their personal leadership styles, skills and strengths, and the impact they have on others. They learn self-awareness, social awareness, effective communication skills, time and project management skills and self- and relationship-management.

This year's conference opened on Monday, April 9, with an overview provided by NASPL Executive Director David Gale and Iowa Lottery Chief Executive Officer Terry Rich. After a short interactive exercise, the rest of the day was spent in a leadership program presented by John Rodgers, Jr., a specialist in the Dale Carnegie Training program. The five core topics include Developing Personal Leadership; Communicate to Lead; Emotional Intelligence; The Five Competencies of Leadership; and Inspire Others with Recognition, Motivation & Appreciation.

After an evening social event, the program continued the next day with sessions that explored all facets of the lottery industry, from responsible gambling to operations and management to working with partners such as retailers and vendors – providing valuable insights to all in attendance. Each year, LLI participants may be newcomers to the industry or long-term employees, but at either level they are not always aware of the what goes on outside their specific departments or outside their jurisdictions.

On the final day, executives from the Iowa Lottery shared some of their initiatives about creating and responding to change, and attendees visited the offices of the Multi-State Lottery Association for an exclusive insider tour. The final general session was headlined by Catherine Huggins, Chief Advisor to the Iowa Governor, who gave a presentation entitled 'The Twisting Path of Leadership: Past, Present & Future.'



# NASPL Professional Development Seminar



**I**n July, the Professional Development Seminar returns to Orlando, beginning with a welcome reception on Monday, July 23. The hallmark of this event is a series of hands-on workshops in all the major lottery disciplines – accounting, audit, information technology, legal, product managers, public relations, research, sales and marketing, security and video lottery. The latter track is back on the agenda this year after a short hiatus.

The small-group format allows for candid discussions and information sharing among participants, and provides attendees with tangible ideas about how to take advantage of the industry's biggest opportunities and find solutions to its biggest challenges. There is no better way to promote communication within the lottery industry, provide education through real-world problem solving,

hear case study presentations and experience unsurpassed networking opportunities.

That said, PDS also serves up broader industry topics relevant to everyone in attendance. Although the schedule is still being developed at this writing, some general sessions have been confirmed.

Opening the event will be a presentation by the Florida Lottery on perhaps one of the most critical issues facing the industry today, entitled 'Combating Fraud and Player Transparency: Integrity – Maintaining Public Confidence in Lotteries and Preventive Measures.'

Keynote speakers currently scheduled to appear during the week are Dr. Mark Griffiths and Dennis Snow. Griffiths is an international expert in the field of gambling addictions, and will give a presentation on responsible

gambling and corporate social responsibility. A former executive with Walt Disney World, Snow is an expert in customer service, employee development and leadership, and his presentation is entitled 'Customer Retention and Employee Loyalty – Lessons Learned from the Mouse.'

Another general session will focus on diversity and inclusion, and the conference will also host a reception for the Women's Initiative in Lottery Leadership.

Attendees will get a break from the intensive educational program with a fun gathering at Epcot's World ShowPlace Pavilion on Tuesday, July 24. Other evenings are open for personal time, and specially-priced tickets to various Disney attractions will be available.



[www.nasplprofessionaldevelopment.com](http://www.nasplprofessionaldevelopment.com)

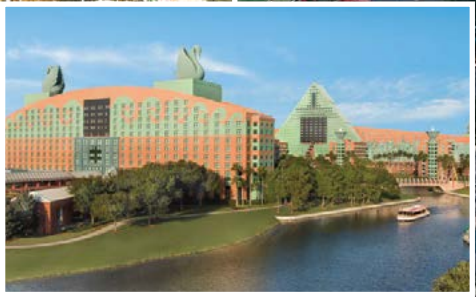


PDS 2018

# ORLANDO

JULY 23-26 2018 | DOLPHIN HOTEL

The graphic features a blue background with a white scalloped border. A green map of Florida is centered, with a blue dolphin leaping from the bottom right. In the top left, a circular seal contains the text 'PDS' and '2018' surrounded by stars. The word 'ORLANDO' is written in large, white, 3D-style letters with a red shadow. At the bottom left, there are two slices of an orange. At the bottom right, the text 'JULY 23-26 2018 | DOLPHIN HOTEL' is displayed in white.



# NASPL 2018 Annual Conference

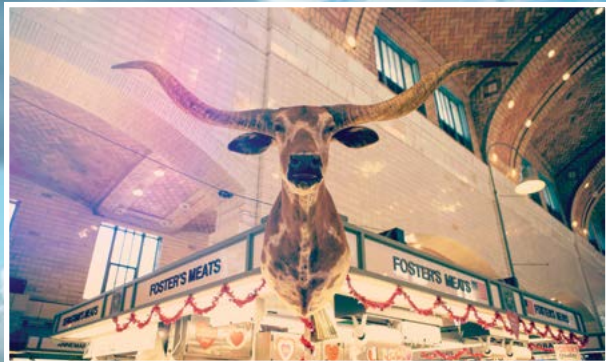
**I**ndustry executives will be ready to rock and roll at NASPL's annual conference in Cleveland. The theme of September's event is GPS for Success – finding the road to success despite numerous twists and turns, detours and delays along the way.

Where is the lottery industry heading? Where are consumers going? Where will the industry find future success? NASPL and the Ohio Lottery are putting together a cutting-edge curriculum to help navigate through the waters. Industry trailblazers will share directions they followed to launch programs like business analytics, cashless transactions, retailer incentives and NASPL standards.

Cleveland will be a wonderful host city for NASPL 2018. After all, *National Geographic* recently named the city as one of the 21 must-see places to visit in 2018. It's a vibrant, world-class city with a bustling cultural and social scene. Nicknamed "The Land," Cleveland has something for everyone.

And if you love rock and roll, you'll love the NASPL All Delegate Event on Tuesday, September 25, held at the Rock & Roll Hall of Fame.

Stay tuned for more information about NASPL 2018 as we get closer to the event – you won't want to miss finding your way with our GPS for Success!



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[naspl18.com](http://naspl18.com)

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# Holiday Gold



**For most lotteries, the holiday season is a very successful time of year for instant ticket sales.**

**By Patricia McQueen**



he end-of-year holidays are all about fun, family and gifting. For lotteries, the season is a chance to really showcase all the creativity they bring to the table, with a range of classic holiday imagery

from beautiful to whimsical, utilizing all sorts of special effects in the printing process.

Across the United States and Canada in 2017, lotteries produced 227 individual holiday games, a figure that includes winter-themed seasonal products in some jurisdictions. In terms of numbers, the Iowa Lottery and Western Canada Lottery Corp. (WCLC) were the most ambitious, each releasing 11 different holiday games. Close behind was British Columbia Lottery Corp. (BCLC), which offered 10 games.

In terms of price points, \$1, \$2 and \$5 holiday games were the most popular, not surprisingly. There were 52 \$2 games released, 51 \$1 games and 47 \$5 games. Next in line were \$10 games, with 37 in the market, and there were 25 \$3 games. As part of its extensive holiday lineup, WCLC was the only lottery with a \$4 game.

At the highest price points, 11 lotteries offered a \$20 holiday game (Arizona, Atlantic Lottery, BCLC, Idaho, Illinois, Kansas, Missouri, Ontario, Oregon, Pennsylvania and WCLC), while just two ventured as high as \$25 (Georgia and Loto-Québec). Wisconsin continues to be the only lottery with a \$15 holiday game, a large format ticket that has done very well there for years.

Family games utilizing the same holiday theme at several price points were offered in Florida (under the banner of Holiday Cash), Kentucky (Holiday Gifts), Louisiana (Holiday Cheer) and Massachusetts (Holiday Bonus). It was the latter's fourth straight year of utilizing the family concept for holiday tickets; Florida has done so for the past three holiday seasons. Game families were new for the holidays in Kentucky and Louisiana, and they were considered very successful in both jurisdictions. Kentucky's holiday sales were particularly strong, up 60 percent, in part because of the family but also due to an advertising campaign featuring actor Bob Newhart (see story on page 46).

Some lotteries treat their holiday games as a family in terms of promotion and marketing, even if they aren't named identically like most families. The Kansas Lottery came closest in that regard, offering five games beginning with 'Holiday' – Holiday Sparkle, Holiday Shine,

Holiday Treasures, Holiday Greetings and Holiday Surprise.

Second chance promotions are an important part of the holiday sales season for many lotteries, and depending on their scheduling, they may help holiday games sell well for weeks after the holidays.

Gift packs/pouches are common Canada, but few American lotteries have gone that route. The most successful lottery at these is WCLC, which offers a \$20 Players' Choice Mega Pack featuring 10 games, with a guaranteed win of at least \$4 in each pouch and a top prize of \$1 million.

The guaranteed prize is a good concept for a holiday game, which are often used for gifting. No matter what price the buyer paid for the ticket, the recipient will at least win something. The same can't be said for most single game tickets given as gifts. Kansas' \$20 Holiday Surprise is an exception to the rule, introduced in 2016 and relaunched for 2017. Every ticket wins at least \$5.

WCLC's Manager of Extended Play Products Ginger Novakowski attributes the success of pouch games there in part to a long history with the \$20 price point, beginning with a pouched passive game more than 20 years ago. The guaranteed win is also a factor, even if only \$4. Since the concept started as a holiday ticket, "it is nice to know there is going to be a winner in there somewhere if you are giving it as a gift," she explained.

The assortment of included games also contributes to its success – they are similar to the most popular games offered individually over the most recent year or two. "It's a convenient pack of favorites," she added. The pouch also gets the most advertising support and generates more awareness than any other scratch product during the year.

The pouch concept is so successful for WCLC during the holidays that the Lottery has introduced a similar product to market through the summer period.

On the following pages you will find several features related to lotteries' holiday season in 2017. The first explores Kentucky's extraordinary experience with Bob Newhart. Then there's a look at the retail point of sale materials developed by the Massachusetts Lottery with its partner Scientific Games. Finally, there's our usual roundup of lottery holiday experiences. In addition, our Research Corner presents the results of a holiday survey conducted by Leger (see page 32). Read on, and find your great ideas for 2018!



# Elf Power!

The Kentucky Lottery struck it rich by securing legendary actor Bob Newhart for its holiday advertising campaign.



**By Patricia McQueen**

**T**he Kentucky Lottery wanted to do something different for holiday 2017. Really different. With a new President and Chief Executive Officer at the helm (Tom Delacenserie took over the roles last June), the summer planning sessions were being led with a fresh set of eyes.

The Lottery challenged its advertising agency to present some new holiday concepts, explained Vice President of Marketing Edie Frakes. While the agency, Bandy Carroll Hellige, offered some proposals that were charming or heartwarming, they were still pretty much standard fare. But one stood out above the rest. Entitled “North Pole Focus Group,” the campaign would feature a focus group being led by elves at the North Pole. At the end of the pitch, the agency then said to imagine that the focus group

moderator was Bob Newhart!

“Our jaws just kind of dropped,” said Frakes. “We were blown away.” After all, Newhart was not only a classic television star in shows bearing his own name, he won his first Emmy with his guest appearances on *The Big Bang Theory*. Oh, and he played the role of Papa Elf in the 2003 holiday feature film *Elf*.

As it turns out, that’s the role that Newhart most wants to be associated with. “He looks at the movie *Elf* as his legacy piece and he is very proud of it,” said Chip Polston, the Lottery’s Senior Vice President of Communications, Public Relations and Social Responsibility. That’s because it has become a holiday classic and will continue to be shown year after year. So Newhart jumped at the chance to relive the role for the Kentucky Lottery – as long as one condition was met:

that he be allowed to have input into the final product (including writing some of the jokes). “He worked as a copywriter at an advertising agency in Chicago back in the early 1960s before he broke big, so he knows how to write an ad,” said Polston. “And he’s a comedy legend – of course we were going to be open to his input!”

While everyone at the Lottery was thrilled with the idea, the first question became “How much is this going to cost – can we actually do this?” As it turned out, they could! Frakes explained that there were some available marketing funds through the Lottery’s contract with Scientific Games that would cover the cost of Newhart’s talent fee. And since Kentucky typically does a holiday television spot, production costs for the new ad wouldn’t be much different than a normal holiday budget, despite



the filming taking place in West Hollywood. “It was in line with other campaigns that we have done,” she said.

Frakes and Polston learned more about Hollywood than they ever imagined as they went through the logistics of the contract. Much of it involved what could and couldn’t be used with respect to costumes because of licensing issues, right down to black curly elf shoes. “There had to had some differentiation,” said Frakes, “but they could still be in the spirit of the original movie.” As the process became more involved they began thinking about syndicating the commercial and offering it to other lotteries so they could also benefit from all that groundwork, but given the time it took to hammer out all the details, that wasn’t going to happen for holiday 2017. The timing was tight – the commercial was shot on November 1 and was on air in Kentucky on November 25.

Still, the idea of sharing was always there, and as they shot the segments generic versions were included. For example, Newhart would reference just ‘lottery’ and not ‘Kentucky Lottery,’ and there were versions with blank visuals, such as the point where the Kentucky Lottery’s tickets were revealed. “From a production standpoint, it wouldn’t be difficult for somebody to adapt this for their own usage,” said Polston.

And that is the idea for holiday 2018. “We’d love for other lotteries to partner with us to run it again,” said Frakes. “The only cost would be in talent renewal fees, because we wouldn’t have to shoot a whole commercial again.”

## Working With an Icon

Newhart provided the Kentucky Lottery staff with moments they will treasure forever. “It was hands down the coolest professional day I’ve ever had in my life,” said Polston. “It was something I don’t think I’ll ever be able to match or top again.” The star’s shtick – the stumbling over words, the pause before a smile – seems so natural and organic, that “it was fascinating to watch him do that over





and over again, and then to sit with him there at the table and watch him kind of dissect those video takes to see what he could do differently on the next ones.”

And he didn’t come with an entourage or a group of handlers. “He was a dream to work with and very down to earth,” said Frakes. “His only demands were easy to open water bottles and to be done in time to get home and watch Game 7 of the World Series.”

Added Polston, “He was a trooper. He’s 88 years old and he stood on the concrete floor of that studio in elf shoes for hours on end. He never complained and never made an issue about anything.”

In addition to the television commercial, Newhart did a short photo shoot for a standee in his image – holding lottery tickets, of course. The standee was placed into 500 lottery retail outlets. “We got tons of social media from that,” said Polston, with people taking selfies with ‘Bob Newhart’ and sharing with their friends.

Although Newhart was the star of the show, another well-known Hollywood performer was on the set as one of the focus group members. Actress Mindy Sterling, best known for her work in the Austin Powers film series, rarely does commercials, but she wanted to work with Newhart. “This was such an opportunity for her that we got some additional star power for the spot,” said Polston.

## Big, Bang-Up Results

Aside from providing a memorable experience, Newhart helped the Lottery generate significant tangible results. In addition to the advertising campaign, new for the 2017 holiday season was a family of games under the Holiday Gifts theme, one

**“He was a trooper. He’s 88 years old and he stood on the concrete floor of that studio in elf shoes for hours on end. He never complained and never made an issue about anything.”**

**- Chip Polston**

each at \$1, \$2, \$5 and \$10. “The proof was in the sales,” said Delacenserie. “We were up 60 percent over the previous holiday period.” He added that during the week of Christmas alone, sales were up 51 percent compared to the same week in 2016.

While the \$5 game was the most successful, all the games did well – the \$1 game had two reorders in order to have enough tickets through the holidays. “The holiday family of games concepts is by far more successful than individually designed holiday games, so we will definitely be utilizing this same concept next year,” he said.

Although he’s a big fan of the family concept, having previously used it in Florida, he credits a lot of Kentucky’s success to the Newhart campaign. “Newhart keeps reinventing himself and is still quite relevant,” he said. “A lot of people can relate to him. It’s very seldom that lotteries get a national figure like that.”

Delacenserie is excited about the prospects of sharing the Newhart campaign with other lotteries next year, noting that there has been tremendous buzz as he’s talked about the experience with other lottery directors. “This is a potentially fantastic example of how lotteries can work together, pool resources and use proven tactics in other states to boost sales.” ■



# X



# Y



# Z



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GAME CHANGERS





# Massachusetts Lottery Packages Up Innovative Holiday Point-of-Sale

**W**hen it comes to instant games, the Massachusetts Lottery is the gold standard – the ‘best of the best’ by which many lotteries around the world measure success. Last holiday season, the lottery packaged up an innovative program like no other.

In 2017, the retail approach to holiday games in Massachusetts had a certain magic to it – and it all began in the heat of the summer when the Lottery approached Scientific Games’ retail point-of-sale creative teams.

The Lottery’s year-long instant product portfolio and marketing plan included five holiday instant games:

- Nutcracker Cashword (\$2 extended play)
- \$10,000 Holiday Bonus (\$1)
- \$100,000 Holiday Bonus (\$2)
- \$1,000,000 Holiday Bonus (\$5)
- \$2,500,000 Holiday Bonus (\$10)

Glimmering in every holiday color, all five games could be entered via mobile or web into the “Extra Holiday Bonus” promotion for the chance to win cash prizes from \$1,000 to \$10,000. Additionally, for 12 days from December 11 to 22, the Lottery gave social media users (Facebook,



Instagram and Twitter) the chance to win a \$100 cash prize, with three lucky winners per day.

The Massachusetts Lottery's 'It's Holiday Bonus Time!' point-of-sale program launched in October featuring an in-store poster, door and floor decals, a versatile, foam-backed display accessory called a 'lug on' – and even an envelope with sparkles and a red bow for holiday shoppers who opted to give the gift of lottery games.

"We wanted our execution for the Massachusetts Lottery holiday point-of-sale to be all it could be: exciting, fun and really celebrating the look of the holidays with a sense of energy, vibrancy and spirit," said Jeanna King, VP of Creative, Trade Shows & Events, Lottery, for Scientific Games. A 17-year industry professional, she has led hundreds of point-of-sale design projects for some of the world's leading lotteries and best-selling licensed properties.

"It was important to make sure what we created was eye catching to promote the five holiday games to players to purchase for themselves and for holiday gift giving," said King.

The Massachusetts Lottery, perennially ranked No. 1 in the world for instant game per capita sales, has one of the best retailer ratios of any U.S. Lottery and a deep understanding of their consumers.

King and her creative team worked very closely with the Lottery's product management team to think through what would work best in the



Jeanna King, VP of Creative, Trade Show & Events, Lottery, for Scientific Games

marketplace, taking into consideration the other instant games and point-of-sale such as WILLY WONKA GOLDEN TICKET™ that would also be on display at Massachusetts Lottery retailers during the holidays.

The team came up with several design concepts before presenting to the Lottery, whose product and marketing managers made slight adjustments before the designs were sent to a trusted point-of-sale printing vendor and shipped to 7,800 lottery retailers throughout Massachusetts.

"Our management team is all about doing new, innovative programs," said Lauren Luttrell, Product Manager for the Massachusetts Lottery. "We wanted to offer a holiday program this year that really popped at retail and brought in new players. Who wouldn't love a big bonus during the holidays? The creative was clever, engaging and colorful."

The Lottery's 'It's Holiday Bonus

Time' program featured new games with new play styles, and the Nutcracker Cashword, a die-cut game that looked just as home in retail displays as any real-life holiday nutcracker. A small retailer incentive program was also offered as part of the holiday program.

"As the Lottery's long-time primary instant game provider, we take a partnership approach to point-of-sale," said King. "The best part is that the Massachusetts Lottery has built its success on time-proven formulas for their game portfolios but they are always willing to try new things at retail, particularly to add excitement to holiday games."

When it comes time to plan for holiday 2018, we'll wait to see what inspires them next. ■

WILLY WONKA AND THE CHOCOLATE FACTORY and all related characters and elements © Warner Bros. Entertainment Inc. (s18)

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# Holiday CASH 3X

Find three identical amounts, win PRIZE shown. Find two identical amounts and a "3X" symbol, win TRIPLE the PRIZE shown!

Find a "CASH SPOT" symbol, win \$10 instantly.

**CASH SPOT**

**WIN UP TO \$500!**

ENTER TO WIN OUR HOLIDAY BONUS GIVEAWAY  
2ND CHANCE TO WIN PRIZES FROM \$500-\$5,000

my2ndChance

VOID

Must be 18 or older to play. Please gift responsibly.



**500,000**

**Holiday**

**UP TO \$2,000**

WINNING NUMBERS

YOUR NUMBERS

\$2

# Polar Bear

Match 3 like amounts, win that amount. Match 2 like amounts and an igloo symbol, win DOUBLE that amount.



\$1

# Treasure TREE

# Holiday Adventures

The November/December issue of *Insights* featured a gallery of holiday tickets from all North American Lotteries. In this regular follow-up feature, we asked them to wrap up their experiences during the holiday season - what worked, what didn't work, and how they will plan for holiday 2018. Their edited responses follow, as compiled by Patricia McQueen in early March.

**500,000**

**Holiday**

**UP TO \$2,000**

WINNING NUMBERS

YOUR NUMBERS

**BONUS NUMBERS**

**WIN UP TO 20 TIMES!**

**IF REMOVED**

**5 BONUS PLAYS**

Eligible for Holiday

# JOLLY HOLIDAY CROSSWORD

YOUR LETTERS

BONUS LETTERS

**UP TO \$30,000!**

\$3

# HOLIDAY WISHES

## SOUHAITS DES FÊTES

YOUR LETTERS • VOS LETTRES

YOUR WISHES • VOS SOUHAITS

1) M U G PRIZE • LOT

2) C A P PRIZE • LOT

3) R I N G PRIZE • LOT

4) B O O K PRIZE • LOT

5) K N I F E PRIZE • LOT

6) B A N J O PRIZE • LOT

7) T I C K E T PRIZE • LOT

8) P O N C H O PRIZE • LOT

9) C O M P A R I S O N PRIZE • LOT

TOP PRIZES OF GROS LOTS DE \$30,000



WINNING NUMBERS

YOUR NUMBERS

Scratch the entire play area to reveal 2 WINNING NUMBERS and 2 YOUR NUMBERS to either of the WINNING NUMBERS, win the prize shown. Reveal a Money Bag symbol, win DOUBLE the prize for that amount.

WINNING NUMBERS

YOUR NUMBERS

**1,000!**

**SCRATCH**

WINNING NUMBERS

YOUR NUMBERS



# Arizona Lottery

Arizona's holiday lineup included six games: one each at \$1, \$2, \$3, \$5, \$10 and \$20.

### Most successful game(s):

Both our \$3 Candy Cane Crossword and our \$5 "7" games did very well. They were fully distributed by early December and had a more than 90 percent sell through.

### Launch and end dates:

Holiday games typically launch the first Tuesday of October, and this year was no exception. All six games launched on October 2. Removal of any remaining holiday games typically begins on the first Tuesday of January when new games are launched.

### General holiday strategies:

We offer holiday games at all price points; this was the first year we included a \$20 holiday game. Our holiday games at the \$1 and \$2 price points tend to have a lighter, more whimsical feel as those are the type of games that historically have performed better. For the first time, we offered a second chance promotion tied to the holiday games.

### Major lessons learned in 2017:

We ran out of three of our holiday games much sooner than had been expected. As a result, we will increase quantities of those games next year. Also, we are planning on doing another holiday promotion; however, we will make sure the messaging of the promotion is more prominent on the tickets.



# Arkansas Scholarship Lottery

Arkansas' holiday lineup included one game at \$1.

### Launch and end dates:

We launched our holiday game in November. Due to our end of game notice requirements the last day to sell typically lands in the summer.

### General holiday strategies:

We traditionally have not done well with holiday themed tickets in Arkansas; therefore, for the last several years we have only launched one \$1 holiday ticket. Distribution and sellout goals are the same as any other \$1 game. There was no specific advertising/promotional support for our holiday ticket, but rather more of a generic gifting campaign. Several years ago we had done other price points for holiday themed games (\$2, \$5 and even \$10).

### Major lessons learned in 2017:

This year again reinforced that we should not place a big emphasis on holiday themed tickets. We may try a licensed property on a holiday themed ticket next year.





# Atlantic Lottery

Atlantic's holiday lineup included five games: two at \$3 and one each at \$5, \$10 and \$20. The \$5 game and one of the \$3 games were winter themed games.

### Most successful game(s):

We are pleased with the performance of all of our holiday tickets. The \$3 Holiday Wishes was our best performing holiday ticket based on a seven percent increase in sales compared to the previous year's game at that price point.

### Launch and end dates:

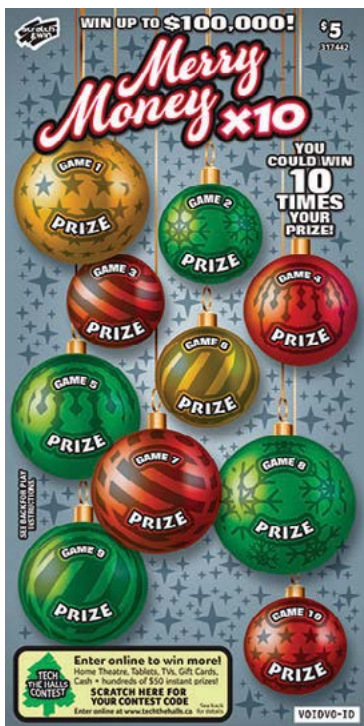
We launched the three holiday tickets on October 18 and the two winter themed games in November. With a second chance program running through February 28, we didn't start issuing returns until March 1.

### General holiday strategies:

We launched five games (holiday and seasonal) in 2017, one less than in 2016 – we removed a \$2 winter game from the lineup. A second chance drawing that ran through February 28 was designed to keep the games fresh after the holidays to help them sell through. We reduced spending on our advertising campaign significantly, spending about \$150,000 less than the previous year. With the reduced budget, we focused on digital advertising and did not utilize television.

### Major lessons learned in 2017:

We need to have ticket returns completed before we can apply any learnings. However, we believe that we will be maintaining a low media budget as the games performed the same as the previous year with significantly less media spend.



# British Columbia Lottery Corp.

BCLC's holiday lineup included ten games: two each at \$1, \$2, \$3 and \$5, and one each at \$10 and \$20.

### Most successful game(s):

In 2017, we saw the most success from our higher price point holiday tickets. Our two \$5 tickets, Holiday Greetings and Merry Money X10, collectively grew 15 per cent over similar products sold in 2016. The \$10 ticket, Holiday Diamonds, performed very well in B.C. and saw a 29 per cent increase in sales versus last year's \$10 ticket. The success of the \$20 Holiday Gift Pack, which consists of nine festive tickets, continues to grow year-over-year with an incremental 11 per cent increase over 2016's Holiday Gift Pack.

### Launch and end dates:

We launched ten holiday games split over two rollouts. In mid October, BCLC introduced the first rollout consisting of five holiday-themed tickets. Two weeks later, we launched the remaining five tickets. We began to remove unsold holiday tickets from the market in the first week of the New Year.

### General holiday strategies:

The holiday season is BCLC Scratch & Win's busiest time of year and our players have come to expect a wide selection of holiday-themed tickets, both for their own



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## British Columbia Lottery Corp. (Continued)

enjoyment and to give as gifts. We launched a variety of tickets ranging from \$1 to \$20, with the goal to enhance light and casual players' experiences. To achieve this, our holiday tickets featured classic holiday themes with better overall odds. Additionally, for the first time players could win free tickets as part of the prizes available. Players that won a free ticket could select any instant product of their choice within the same price point at any lottery retailer. This was an effective way to continue engagement with our light and casual players well into the new year.

For the sixth year straight, our Tech the Halls second-chance contest proved to be extremely successful. This contest provides players with the opportunity to enter their holiday tickets online for a chance to win more prizes such as electronics, cash and gift cards. In 2017, BCLC experienced record growth in participation with the number of tickets entered.

We support our holiday tickets with a mass media campaign and promotional support, utilizing radio, print, digital media, out-of-home elements and retail point-of-sale support. We also implemented account-specific initiatives with some of our key retail accounts.

### Major lessons learned in 2017:

Our goal is to create great winning experiences, whether through prizes or promotions with more chances to win. As we move forward, we will continue to build on past success and offer a wide selection of holiday-themed products. BCLC will also continue to work closely with our retail teams to provide value-added promotions and products.



## California Lottery

California's holiday lineup included two games: one each at \$1 and \$10.

### Most successful game(s):

We only launched two tickets that had a strictly holiday look and feel. We launched our traditional holiday \$1 gift tag but this year we decided on six unique scenes that were shaped like a tag. We had not done this many scenes in quite some time and we believe the variety helped sales. Our other offering was an oversized Gigantix \$10 Holiday Magic ticket that featured a multi-game play style on foil paper. We were surprised but delighted that we saw validation sales go up on this game after Christmas indicating that it was given as a gift even at the higher price point. However, due to the inability for such a large ticket to vend, carrying it is a challenge for retailers.

### Launch and end dates:

We launched \$10 Holiday Magic on October 23 and the \$1 game on November 15. They were both removed from market by January 22.

### General holiday strategies:

Our strategy, as in past years, was focused on how Scratchers make great gifts. We had full marketing support for our holiday Scratchers.

### Major lessons learned in 2017:

This year we eliminated the \$2 holiday game due to a slowdown of sales at that price point and instead launched a winter-themed \$3 extended play Cold Hard Cash. This allowed us to leave this game in market for a longer time and it was well coordinated (graphically) with the holiday launch. In addition we launched a \$5 Pure Gold game that also complemented the other tickets but had a normal life cycle. This strategy works well for us since we know players buy all types of Scratchers as gifts, not just holiday themed games.





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# Colorado Lottery

Colorado's holiday lineup included four games: one each at \$1, \$2, \$3 and \$5.

## Most successful game(s):

We are really excited about the performance of all four of our holiday offerings this year. Every game sold out 95 percent of available inventory prior to Christmas which allowed us the chance to sell inventory of non-holiday games. This was the eighth year the Colorado Lottery offered Reindeer Riche\$ (get eight tiny reindeer and win a prize). This game has proven to be one of our best selling \$1 games year in and year out, and didn't disappoint this year. Our \$2 game, Happy Howl-I-Days!, featured 36 'lottery' dogs dressed up for the holidays (lottery employees submitted pictures of their canine friends to be included in the artwork). At \$3, we had Candy Cane Ca\$h which features a scratch-and-sniff peppermint scent, and at \$5 we had Holiday Gold which features foil paper and metallic inks.

## Launch and end dates:

Our holiday games launch in mid-October. For the past four years we have sold out prior to Christmas, but if they don't sell out, the remaining inventory would be removed from the market at the end of December.

## General holiday strategies:

The Colorado Lottery has a pretty set holiday marketing plan that is implemented each year. The games launch with POS and website messaging, followed by television advertising ('buy our new holiday Scratch games' messaging) in early November, and then wrap up (no pun intended) in December with radio advertising ('Scratch tickets make great last minute gifts' messaging). We hope to sell out at least 90 percent of each game by the end of December, but the past four years we have sold out more than 95 percent of all holiday game inventory by the end of December. Our mid-October launch allows us to get the games in the market just as the overall holiday sales season begins to ramp up. Colorado will most likely continue with a similar holiday plan in FY19.

## Major lessons learned in 2017:

If it ain't broke, don't fix it.



# Connecticut Lottery

Connecticut's holiday lineup included five games: one at \$1 and two each at \$2 and \$5.

## Most successful game(s):

If you base the most successful ticket on which ticket sold out first, then the \$1 Treasure Tree ticket would be the most successful, followed by the \$5 Holiday Riches ticket.

## Launch and end dates:

We launched the \$1 Treasure Tree, \$2 Season's Greetings and \$5 Holiday Riches games on October 30. The second \$5 game, Jingle Jackpot, was launched on November 13. The CT Lottery offers the holiday games until the top prize tickets have been claimed or there is no longer any inventory in our retailer network.

## General holiday strategies:

For 2017, we decided to remove a \$10 holiday ticket from our portfolio and instead offer two five dollar holiday tickets. Both of the five dollar tickets did extremely well



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## Connecticut Lottery (Continued)

and are on pace to sell out faster than the \$10 ticket did in previous year.

In terms of advertising, the Lottery created a new TV and radio spot, but also updated the previous year's spot which mentioned 'Holiday Shopping Made Easy' with scratch tickets. In addition to using that message, we also included the message 'Scratch Tickets Make Great Gifts.' Both messages appeared on billboards, OOH, POS, digital, retailer monitor ads, website and social media ads. For the month of December, we purchased additional digital billboards and supplemented our digital advertising spend featuring the holiday ads.

The POS was limited to a wreath window cling, an isle/tent card and a dispenser topper. Additional signage was created to adhere to our Play Here dispenser signage that mentioned that holiday tickets made great gifts. Retailers were provided free envelopes for their customers.

We ran customized messaging on all draw tickets promoting the 'Scratch Tickets Make Great Gifts' message. We also ran the same message on our crawls that are displayed during our live lottery drawings.

Our internal marketing team created some DIY (Do-it-yourself) videos creating scratch ticket ornaments that were very successful on our social media platforms – Facebook, Instagram and Twitter. Throughout the month of December, some of our other scratch tickets were featured in the posts.

### Major lessons learned in 2017:

For next year we are planning to limit the number of holiday games to just one each at \$1, \$2 and \$5. We also do not plan to launch any winter themed ticket as we have done in the previous years. Strategically, we will launch two spotlight games at the end of the September that will be marketed at the holiday time as well.



## DC Lottery

DC's holiday lineup included two games: one each at \$1 and \$2.

### Most successful game(s):

Our most successful holiday ticket was the \$2 Betty Boop. DC loves Betty Boop. We knew that our customers would flock to a specialty ticket with our beloved Betty Boo. It did as expected and performed well.

### Launch and end dates:

We launched our holiday tickets on November 1. To minimize the need to remove tickets from the marketplace we developed a creative and holistic approach. First, we reduced the print run significantly for both our \$1 and \$2 holiday tickets. Second, we featured creative that was winter-themed instead of the traditional Christmas/Holiday design. This enabled the games to stay in the market past

December without any issue. Lastly, we created a holiday bundler that featured our holiday games with successful non-holiday themed tickets (Neighborhoods). This boosted sales and helped push our holiday tickets at a faster rate.

### General holiday strategies:

Holiday tickets make great stocking stuffers, so our holiday games have traditionally been \$1 and \$2 games. They take about two months to sell through and we've incorporated promotions and bundlers throughout the years to help sell through these products. This year, our spotlight campaign was our \$10 Neighborhoods ticket, which featured a component in which players had to vote on their favorite neighborhoods to be featured on the next rendition of tickets slated to launch in December. This worked out perfectly for us because we were able to promote our holiday tickets with a ticket the public was anticipating to launch. We advertised our holiday products on our website, social, out of home (digital signs and digital bus shelters) and in retail.

### Major lessons learned in 2017:

DC Lottery has always had its challenges with holiday games, but we've gotten better at preparing for the season that ever before. We've learned that licensed projects, such as Betty Boop, work for the holiday season. We've also learned that bundlers that feature holiday, draw and non-holiday tickets work. Next season, we are thinking about launching our holiday games in the late fall.

# Florida Lottery

Florida's holiday lineup included five games: one each at \$1, \$2 and \$10 and two at \$5.

## Most successful game(s):

While our \$10 game had the best sales performance, each of our holiday game price points exceeded previous year sales through the first twelve-week period by double digit percentages and all earned a place at the podium. That said, for the second year in a row our \$10 holiday game took top honors as our most successful holiday Scratch-Off ticket when looking strictly at the numbers. Through twelve weeks, \$10 Holiday Cash sales were 21 percent, or \$10.3 million, higher than sales of our \$10 holiday game from the year prior and truly shined as a player favorite.

## Launch and end dates:

We launched our holiday games on October 23 and we typically remove holiday games from the field by March of the following year. Our 2017 holiday games were completely sold out by the end of January and we didn't have to remove any from the market this year.

## General holiday strategies:

We continued our successful strategy of offering a family of games at the \$10, \$5, \$2 and \$1 price points in 2017. In general, our overall holiday launch strategy hasn't changed much since we began introducing our holiday games as a family in 2015. As a result we've seen holiday sales grow by over 40 percent since 2015. Our main priority for the holiday season was to ensure orderable inventory of our holiday games through Christmas Eve. By making sure we have ample product inventory, retailers can do their part in making sure the games are always in stock through the highest sales volume periods. While it's certainly nice to sell out, we'd much rather have too much inventory as opposed to not enough.



## Major lessons learned in 2017:

We still need to increase our product inventory, despite double digit order quantity increases! Although we achieved our goal of making sure we had enough product inventory to get through Christmas Eve, dollars were left on the table in the days after Christmas and through the New Year holiday as retailers could no longer order our top selling holiday price points while demand was clearly still there. We'll look forward to increasing inventory levels in 2018 to continue improving our holiday strategy.

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# Hoosier Lottery

Hoosier's holiday lineup included six games: two each at \$1 and \$5 and one each at \$2 and \$10. Three were strictly holiday games; the others were seasonal or games included in selected campaign messaging.

## Most successful game(s):

Our most successful holiday Scratch-offs continue to be at the \$1 price point, optimal for gifting. This year, we utilized a traditional holiday-themed ticket that leveraged historical learnings. Holiday Cash 3X outperformed the past two years of holiday \$1 offerings.

## Launch and end dates:

In October, we launched a \$10 large format Scratch-off, Happy Holidays. This was the first time we introduced a holiday large format in Indiana. \$1 Holiday Cash 3X, \$2 \$10,000 Holiday Bonus and \$5 Winner Green were launched on November 7. All holiday games were pulled from market with the launch of new games in January; this was a different approach than previous years based off feedback and sales learnings.

## General holiday strategies:

We developed a three-phased marketing campaign approach that leveraged retail insights. Our initial phase kicked off Black Friday and was focused on driving awareness of our holiday offerings. The second phase started mid-December and created urgency leading up to Christmas. The final phase of support began December 25th and encouraged players to check their tickets with the Hoosier Lottery app and to enter non-winning holiday tickets into the myLOTTERY 2nd Chance Promotion. We shifted that promotion focus to only include \$1 Holiday Cash 3X and \$2 \$10,000 Holiday Bonus.

Instead of offering a traditional \$5 holiday game, we chose a seasonal offering, \$5 Winner Green – a Scratch My Back ticket. We offered two pulses to this game. The first pulse had a wintry look with a blue and white color scheme. As we sold through that inventory, we released a second pulse that looked similar to a standard \$5 offering. This year, we introduced a \$10 large format ticket, Happy Holidays. This was the first time an offering like this has been introduced in Indiana. This created some early holiday buzz at retail.

While a majority of our campaign work focused solely on our holiday offerings, we did include the \$5 Color of Money and \$1 The 4s Scratch-offs in select social and retail support given their great gift giving potential.

## Major lessons learned in 2017:

The shift from a \$5 holiday game to a \$5 seasonal game allowed us to extend the life of the game at retail; the Scratch My Back feature appeals to players. We reduced the top prize offering on the \$1 Holiday Cash 3X from \$1,000 to \$500. By doing that, it allowed all \$1 Holiday Cash 3X Scratch-offs to be cashable at retail. The last top prize for \$1 Holiday Cash 3X was hit on December 31, two days prior to the launch of new



games, which showed us that our inventory was successful at the \$1 price point.

We continued to offer a second chance promotion for our holiday games. This year, we limited the promotion to only include the \$1 and \$2 Holiday Scratch-offs, which was a successful shift in strategy. In 2018, we will look at aligning the Second Chance promotional period with the market life of the holiday tickets. This will help to create urgency when awareness is strongest, especially among light players.

We held off on utilizing broadcast television until mid-December to align with the ramp up of shopping prior to Christmas. This change allowed us to be more effective and efficient with our media approach.

# Idaho Lottery

Idaho's holiday lineup included five games: one each at \$1, \$2, \$3, \$5 and \$20.

## Most successful game(s):

Our \$2 holiday game, Polar Bear Bucks, could possibly be the cutest, sweetest ticket not only of the holiday season, but perhaps ever offered the Idaho Lottery. Polar Bear Bucks was a scene game with a top prize of \$10,000 and included five adorable images of polar bears dressed for a winter wonderland, playing outside in the snow. The game showed an increase of five percent over the previous year's \$2 ticket. The ticket art was very engaging and at \$2, this game saw very little competition from other Lottery products on the market at the same time.

## Launch and end dates:

All five of our holiday games launched within a two week period in October. All of our holiday-themed games usually launch during this window. The Idaho Lottery's games remain on the market until they sell out or claim out. As of early March, only two holiday games remain on the market. Santa's Beard Bucks is over 81 percent sold through and Christmas Cashword is 87 percent sold through. We anticipate both games ending before the end of March. Our other three holiday-themed games ended with winners claiming the last top prizes; two ended in January 2018.

## General holiday strategies:

Every year we try to build a campaign around products that we believe will sell predominantly through the holiday season and maybe last a little while longer into the first of the year. Our theme this year was 'All Wrapped Up' with a secondary message of 'Oh! Oh! Oh!' Our five games in total saw a decrease in sales in 2017 compared to their counterparts from 2016. Overall, though, Scratch game sales across all products were up 4.1 percent in 2017, roughly \$1.5 million in sales more than in 2016. This was due in large part to adding fringe holiday games to the lineup around the time we launched the main holiday lineup. These fringe games included the \$1 Turkey Bucks, the \$5 Pumpkin Spice and the \$10 Silver and Gold Cashword. Unlike in 2016 when our holiday games did not have competition from our own products, these fringe holiday-themed games provided an additional lift in sales as buyers and gift givers spread their dollars among more games on the market.

## Major lessons learned in 2017:

Complicating game performance on the 2017 campaign were some unique variables. When given a choice between a \$1 Sleigh Bills with a top prize of \$1,000 or the \$1 Turkey Bucks with a top prize of \$2,000, players more often than not selected Turkey Bucks. This year's \$3 Christmas Cashword offered a non-traditional, different style, puzzle grid design that did not resonate with players. The \$5 Santa's Beard Bucks also had a less well-defined play area and saw direct competition from the \$5 Pumpkin Spice game. And perhaps more importantly, and certainly not something we can clearly control, the first



top prize of \$200,000 on A Wreath of Franklins was claimed five days after the game launched. Sales for this game never took off.

There was also a marketplace difference between the two years due to the annual performance of our Idaho \$1,000,000 Raffle game. In 2016, that game sold out two days prior to Christmas, meaning that late holiday shoppers looking for gifts could only purchase holiday Scratch games. This year, while sales were strong on Raffle, the game was still available until New Year's Eve day. In 2016, players who had winning experiences on their gifted Christmas scratch tickets could cash their winners and only reinvest in holiday tickets. This year, they had the choice of purchasing Raffle tickets as well.

When put together as a complete whole, the combined Scratch and Draw game portfolios for the Idaho Lottery were up during the holiday season 5.5 percent, making this a very successful year.



# Illinois Lottery

Illinois' holiday lineup included four games: one each at \$1, \$2, \$5 and \$20.

### Most successful game(s):

\$5 Holiday Bonus – this ticket sold quickly at about \$3 million more than the previous year.

### Launch and end dates:

Three of the four holiday games launched in October. The last followed in November. We typically will remove the games from market by the end of April if they don't sell out.

### General holiday strategies:

We went from five to four instant tickets with a second-chance promotion attached to all holiday games. Each price point had an allotment of second-chance prizes, giving players the opportunity to 'play again.' The entry deadline was January 26 and the drawing was held on January 29. Prizes were \$1,000 for the \$1 game entries; \$5,000 for the \$2 game entries; \$10,000 for the \$5 game entries; and \$1 million for the \$20 game entries.

### Major lessons learned in 2017:

We likely will continue with a second-chance promotion on holiday games since we had good engagement with players participating in the promotion.



# Iowa Lottery

Iowa's holiday lineup included 11 games: two each at \$1, \$3, \$5 and \$10, and three at \$2.

### Most successful game(s):

Our \$5 Crossword ticket is consistently a top performer. Crossword players are very loyal throughout the year and really enjoy the holiday themed ticket.

### Launch and end dates:

We traditionally launch our holiday themed tickets in October and pull them from the market the first week of January.

### General holiday strategies:

The Iowa Lottery has followed the same holiday strategy for several years. Each year we launch multiple holiday themed tickets at a variety of price points, build a Play It Again second chance promotion around the holiday theme and award lots of cash and prizes during this last quarter of the calendar year. We support the initiative with a significant multimedia campaign which includes TV, radio, digital online, web and digital outdoor. This year our theme was the licensed app Secret Santa and this was the first holiday where players were allowed to enter the Play It Again promotion via their mobile app. We follow the holiday initiative in January with a major promotion to kick off the new year.

### Major lessons learned in 2017:

This promotion yielded about the same results as prior years. Our players have come to anticipate a big holiday promotion and begin looking for it (and asking for it) every fall. We have a loyal and engaged group of holiday players and don't plan to change our strategy in the near future.



# Kansas Lottery

Kansas' holiday lineup included five games: one each at \$1, \$2, \$5, \$10 and \$20.

## Most successful game(s):

Our entire offering of holiday tickets performed well. Our holiday tickets were designed as a family – with a \$1 Holiday Sparkle, \$2 Holiday Shine, \$5 Holiday Treasures and \$10 Holiday Greetings. We also designed an interactive game, Holiday Luck, which complemented the design of our tickets. Players could earn bonus entries into a second chance drawing and win cash prizes ranging from \$1,000 on a \$1 ticket to \$15,000 on the \$10 ticket. In addition, we re-launched a \$20 holiday ticket that had been in the market the previous year. It was called Holiday Surprise, and each ticket was a guaranteed winner of at least \$5. The top prize in the game was \$1,000.

## Launch and end dates:

We launched holiday games October 5. We began removing games from the market after the second chance drawing was complete, which was January 17.

## General holiday strategies:

Our goal was to build a mini family and focus on branding the interactive game to match. We advertised via radio and digital, as well as POS and the in-store ad show. We did statewide on-air contesting and two-hour live radio remotes at retailers statewide.



Kansas launched PlayOn in January 2017, so this was the first year we could truly harness the power of the player loyalty program to entice our seasonal holiday players. To maximize this opportunity, we collaborated with Pollard Banknote and Stellar Loyalty to create a second chance interactive game within our loyalty program. It was key to host this game within the PlayOn app to make it convenient for our players. During this time, we had more than 500,000 tickets entered, which was 20 percent of total sales, and the membership in PlayOn increased by 46 percent.

## Major lessons learned in 2017:

We learned that our customers really liked the interactive game, and it was easy to promote the holiday family of tickets. We plan to use a similar strategy next year to grow our loyalty program even more.

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# Kentucky Lottery

Kentucky's holiday lineup included four games: one each at \$1, \$2, \$5 and \$10. There were also two holiday instant play games on the iLottery platform.

## Most successful game(s):

In terms of sales, our \$5 holiday game was the most successful with a 73 percent increase over sales of last year's \$5 game, which was actually a licensed property (National Lampoon's Christmas Vacation) instead of a standard game like this year. Our \$1 holiday game was also successful, resulting in two full reorders of tickets to ensure we had enough inventory available through the actual holiday, resulting in a 71 percent increase over last year's \$1 holiday game.

## Launch and end dates:

This year, we launched on October 23, which is typically when we launch holiday games. Our \$1 tickets usually sell out right around the end of December. For holiday games that don't sell out, we usually remove them from market at the end of January or February, based on remaining stock.

## General holiday strategies:

This year for the first time we launched a holiday family of games with \$1, \$2, \$5 and \$10 tickets. In recent years, we only launched at the \$1, \$2 and \$5 price points, so the \$10 was a nice addition to bring back into the fold. Our theme this year was Holiday Gifts and each included the top prize amount in the game name.

We developed a coordinated marketing campaign consisting of indoor/outdoor POS, broadcast TV and radio, digital, social and owned assets, including for the first time ever a holiday landing page on our website. The landing page included downloadable wrapping paper that could be used to wrap Scratch-offs when gifting. Our television commercial, which was also used in pre-roll on digital and available on our holiday landing page, featured a well-known Hollywood actor (see story on page 46).



We provided retailers with a 4-game dispenser tower so the whole family could be displayed separately in these incremental dispenser units. And once the holiday games were gone, these same 4-game units were transitioned to a new family which launched in late January.

## Major lessons learned in 2017:

The biggest learning was that the holiday family of games concepts is far more successful than individually designed holiday games so we will definitely be utilizing this same concept next year.

Total sales for four holiday games were up 60 percent compared to three holiday games and one \$10 non-holiday game last year after 13 weeks. Christmas week sales were up 51 percent compared to Christmas week last year including over \$200,000 for just the \$1 price point. Sales were up \$9.96 million through 13 weeks. Additionally, we'll use many of the same marketing strategies employed this year and we'll pursue other opportunities to further enhance our success from this year's campaign.

# Loto-Québec

Loto-Québec's holiday lineup included seven games: three at \$2, two at \$10 and one each at \$3 and \$25. One of the \$2 games was not strictly part of the six-game holiday portfolio; it is a base/core game with a Christmas scene.

## Most successful game(s):

We have a \$25 holiday product that is celebrating its 30th anniversary this year: Célébration. This ticket is a hybrid game with an instant scratch portion and draws. It is linked to a live TV show aired in mid-January. The sales are always growing even after all these years. We are always searching for new ways/prizes to attract the consumer and it seems to work.

## Launch and end dates:

We launch our Christmas collection at the end of October and remove them the first week of January, except for Célébration which is launched the second week of November and Cadeau Surprise (gifts as prizes) that is removed at the end of February.

## General holiday strategies:

We have increased the number of holiday tickets from five to six. We have focused more on a Christmas/holiday theme than a winter theme. The payouts have been increased. We didn't launch a \$1 ticket for the first time; instead we had two \$2. We had TV advertising with three 15 second spots (one for Étiquettes Cadeau (Gift Tag), one for Advent Calendar and one for the entire holiday collection). Our main efforts in terms of



promotional support were put on our new \$10 Advent Calendar which had pull tabs for the first time. We provided a vertical display to all of our key accounts to present a full size image of the ticket and some samples of the ticket were also distributed to retailers. We also used Scratch FX on all our collection for the first time (except the Calendar).

#### Major lessons learned in 2017:

We will try to present the added values of the products. For example, our Gift Tags will always be displayed/promoted/advertised on a gift or as a table place marker, and our Advent Calendar will always be presented with open tabs so that you can see what's inside. We will continue to avoid the \$1 price point but will replace it with a \$5 this year instead of a \$2, so will put only one \$2 ticket in the market. We will continue to present the entire collection in the same zone of the tray, and this zone will be surrounded by a Christmas garland or fake lights.

## Louisiana Lottery

Louisiana's holiday lineup included three games: one each at \$1, \$2 and \$5.

#### Most successful game(s):

This year, we utilized the family of games concept for our holiday tickets with the \$1 Holiday Cheer, the \$2 \$15,000 Holiday Cheer and the \$5 \$100,000 Holiday Cheer. All three of these games indexed over 130, which was higher than last year's games!

#### Launch and end dates:

Our Holiday Cheer family launched October 30. All top prizes were claimed for the \$2 and \$5 games a few days after Christmas; both games were over 90 percent sold. Inventory for the \$1 game was depleted by the end of December, and the game was closed at the end of January when the last top prize was claimed. We typically start pulling our holiday games as demand for them diminishes, which is usually early to mid-January, so our 2017 holiday games performed right on target.

#### General holiday strategies:

We did not change our launch strategy, timing or price points. The main difference from previous years was using the family or series concept, which proved successful for us. Our advertising



strategies were also similar. The theming allowed us to easily create a website landing page featuring the family, as well as an entry form into a promotion where visitors could submit a photo of how they spread holiday cheer for a chance to win a Holiday Cheer Party Pack that included an assortment of scratch-offs, a branded insulated toasting goblet and matching party snack tray. Traffic to the landing page was driven through an internet ad campaign, social media posts/ads and a two-week radio listener call-in promotion.

#### Major lessons learned in 2017:

We have experienced great success with the family of games concept and learned that it can be equally viable when carried over to our holiday games.

# Maine Lottery

Maine's holiday lineup included three games: one each at \$1, \$2 and \$5.

## Most successful game(s):

We were very pleased with the performance of our \$5 game Holiday Gold. Traditionally, our most successful holiday ticket has been at the \$2 price point but this year the \$5 ticket performed much higher than expected. The combination of the traditional holiday scene and players migrating to higher price points were contributing factors to the game's success.

## Launch and end dates:

We launch our holiday games the first of October with the hopes of selling out by the end of December. If games are still not sold out by the end of January we typically remove them from the marketplace.

## General holiday strategies:

We understand that holiday themed tickets are often given as gifts to people who traditionally do not purchase lottery. When designing play styles, we're always mindful to make the holiday games easy to play to ensure that first time players are not intimidated with complicated play styles. We try to make the games easy to understand by creating a more positive first time experience. In addition to easy to play, we also wanted to offer some variety at price point and game theme. We opted to offer a more whimsical look to the \$1 and \$2 games while going more classic holiday for the higher \$5 game. We supported our holiday games with POS, TV and radio focusing on 'Fun and Easy' games.

## Major lessons learned in 2017:

One thing we learned is to expect the unexpected. We changed our strategy a bit in 2016 when it came to the look of the \$2 and \$5 tickets. In the past, we had always had very good success at the \$2 price point which had always been a whimsical themed game. We were unsure



if the \$2 ticket performed so well because it was whimsical or because it was \$2. We decided to experiment a bit in 2016 and turned our \$2 holiday ticket into a more traditional holiday themed game and made our \$5 game more whimsical. What we found is the \$2 game with the traditional holiday theme still outperformed the \$5 game. We concluded at the time that it must be the \$2 price point rather than the game. We went back to the \$2 whimsical ticket this year and a more traditional \$5 game, and the \$5 game outperformed the \$2 – not what we were expecting but we were happy with the results.



# Maryland Lottery

Maryland's holiday lineup included five games: one each at \$1, \$2, \$3, \$5 and \$10.

## Most successful game(s):

Our \$1 and \$5 holiday tickets were real standouts, with 15 percent and 20 percent higher average weekly sales, respectively, than the previous year's tickets at those price points.

## Launch and end dates:

We launched our 2017 holiday tickets on October 23, replicating the previous year. For several reasons, we typically keep our holiday tickets in the market until early February. First, our holiday second-chance contest has drawings that extend into mid-January. And of course, we will keep tickets on the shelves if they are still producing acceptable sales. To get us beyond the holiday season, we also offer a \$10 ticket that features a winter theme rather than one strictly associated with the holidays. This allows the ticket to have a longer lifespan than the other price points.

### General holiday strategies:

Our holiday 2017 strategy was nearly identical to the three previous holiday seasons. Tickets were launched in late October with the same five price points: \$1, \$2, \$3, \$5 and \$10. For the lower price points, we selected more whimsical designs because of the 'gift-factor appeal.' The \$5 and \$10 tickets were more cash focused with a nod to the holidays and winter, so our players could churn those games like any other core launch. To round out the holiday games, we also offered a \$3 extended play ticket. We did not offer new lottery products in our holiday campaign but are discussing possibilities for next year.

This is the Maryland Lottery's third year offering the Holiday Cash and Dash second chance contest. A holiday favorite among our players, the promotion continues to perform well, and we saw a 13 percent increase in entries compared to the previous year. In addition to these prizes, we also offered books of scratch-offs in the second chance contest, a prize that is appealing to both core and novice players alike.

With one exception, our holiday ad plan was comparable to previous holiday campaign ad plans. This year's television campaign used the nostalgic song "Magic

Moment" to evoke emotion and position holiday scratch-offs in a feel-good light. The previous TV ad, produced for the 2015 holiday season and reused in 2016, focused on holiday gift-giving.

### Major lessons learned in 2017:

Our \$3 Polar Payout used a maze play style and was our slowest-moving holiday ticket, especially when compared to the previous year's \$3 selection, Peppermint Payout. There are several reasons why we believe this \$3 game didn't keep pace with the previous year's \$3 ticket and other games we had in the market at that time. First, the artwork didn't necessarily translate to the maze play style. Secondly, Polar Payout had fewer chances to win than other non-traditional extended-play games (extended-play tickets that aren't bingo or crossword games). Finally, players may have been unfamiliar with the play style, because this was only the second time we have launched this type of ticket in Maryland. That may have discouraged players from purchasing Polar Payout tickets either for self-play or as gifts.

On a positive note, the Warehouse Dash prize in the Holiday Cash and Dash promotion seems to be gaining popularity, garnering increased engagement and entries year over year. We have no plans to substantially change the program for holiday 2018; however, we may add cash prizes to increase interest among core players.



## Massachusetts Lottery

Massachusetts' holiday lineup included five games: one each at \$1, \$5 and \$10 and two at \$2.

### Most successful game(s):

Our \$5 and \$10 Holiday Bonus tickets have been our strongest performers, posting solid sales numbers while also lifting their respective price point categories.

### Launch and end dates:

We launched the holiday family on Tuesday, October 24. They remain on the market until all grand prizes are claimed or there is no more inventory to sell.

### General holiday strategies:

This is the fourth straight year we've gone with a family of four holiday tickets at the \$1, \$2, \$5 and \$10 price points – this year it was Holiday Bonus – and the third straight year we've had a holiday-themed \$2 Cashword game.

New this year, we ran a very successful Extra Holiday Bonus Promotion in which anyone enrolled in our VIP Club could enter their non-winning holiday tickets into a cash drawing for prizes from \$1,000 to \$10,000. The entry period commenced with the holiday launch and concluded in early January. Over the course of the promotion, we gained over 10,000 new VIP Club members and there were more than 7,000 downloads of our second chance mobile app that allows members to scan their tickets for entry. Over 2.4 million tickets were entered, 45 percent of which were entered using the app. We are exploring a Christmas in July promotion that would employ similar mechanics.

## Massachusetts Lottery (Continued)

We took a different approach to our advertising strategy this holiday season, both creatively and in media buying. Our TV campaign was brand-driven, focusing on how the Lottery gives back to our local communities. It did not include any product images or actors, instead utilizing seasonal stock footage from across Massachusetts to deliver a more emotional message. The closing line, 'Giving is your thing,' accompanied by an on-screen 'Happy Holidays' message, did provide somewhat of a gift-giving reminder. We also produced an evergreen version of the spot that can be used throughout the year. The cost efficiencies realized from the reduced production costs of using only stock footage, while at the same time producing a spot that can be used throughout the year, gave us the ability to purchase more media inventory over the second half of the fiscal year.

Because of the nature of our holiday spot, the audience for our media buying was not as core player intensive as in previous years, with increased resources dedicated toward reaching the younger millennial audience. This included expanded digital outlets, as well as some connected TV options.

### Major lessons learned in 2017:

Families of tickets have worked well for us, but we always consider a variety of options. We may explore the possibility of an oversized ticket or another Cashword game as part of our holiday offerings next year. As we do with all shorter run games, we will evaluate ticket quantities at each price point to identify possible adjustments for next year.



## Michigan Lottery

Michigan's holiday lineup included four games: one each at \$1, \$2, \$5 and \$10.

### Most successful game(s):

Our \$5 offering titled Holiday Magic. Out of four holiday price points launched this season it was the only one to perform better than its same price point predecessor from last year, up 6.9 percent during the same observed interval.

### Launch and end dates:

We launched the holiday games on October 31. We typically remove them from distribution in mid-January, providing them an active selling window at retail of about 12 weeks.

### General holiday strategies:

Our strategy didn't radically change from years prior to this per se. We did implement a new traditional TV/radio campaign this season with refreshed retail POS. We also expanded our seasonal offerings by launching a \$20 price point in December that had a winter-esque theme titled Diamond Dazzler. We have never launched a \$20 price point so close to the holiday that had this type of treatment so this was a new approach for us in trying to tap into the energy of the holiday selling season. Diamond Dazzler has underperformed to date and most likely was the reason why our traditional \$10 holiday offering underperformed as well, as Diamond Dazzler was certainly the culprit in having a cannibalizing effect on the \$10 holiday price point.

### Major lessons learned in 2017:

We will most likely not be launching a \$20 seasonal price point. We also may look at building a family of holiday instant games, creating a cohesive theme and brand across the price points. We want to leverage the best practices of the traditional family sub-category and apply those to our holiday product and respective selling season.

# Missouri Lottery

Missouri's holiday lineup included six games: one each at \$1, \$2, \$3, \$5, \$10 and \$20.

## Most successful game(s):

Our \$20 game, Happy Holidays, was our highest-selling \$20 holiday game to date. The game design and format really appealed to our players. It was the first Pop 'n' Play game ever introduced, and it was shaped and opened like an envelope. The game outsold the prior year's \$20 holiday game by 48 percent.

## Launch and end dates:

The \$20 game was launched October 6, and the remaining games at other price points were launched October 16. Our holiday games are generally removed from the market by January 1.

## General holiday strategies:

We wanted to offer a variety of holiday-themed games, play actions and price points, along with an



exciting related promotion with experiential prizes. That promotion, 'Second Chance of a Lifetime: Cruise into the Holidays,' gave players a chance to win their choice of a world-class Alaskan cruise, a river cruise in France or a sailing adventure on a private yacht in the Virgin Islands. The games and promotion were supported through TV, radio and social media spots. Like the previous year, we included draw game tickets as an entry method into the promotion.

## Major lessons learned in 2017:

Players loved the extra value added to our holiday games. The games that were printed using special paper and printing techniques all performed above the prior year's games.



# Montana Lottery

Montana's holiday lineup included three games: two at \$1 and one at \$2.

## Most successful game(s):

The \$1 Cool Cash was our most successful holiday ticket this year. It activated more per week than our other holiday tickets and activated the most (about 96 percent of the total packs).

## Launch and end dates:

We launch our holiday tickets in October and they are usually removed from the market in early February or late January.

## General holiday strategies:

We typically try to have a couple of straight holiday games and one that is more winter themed that we can sell for longer. These games are predominantly at the \$1 and \$2 price points and often end up selling out or getting close. This year followed our general holiday strategy pretty closely.

## Major lessons learned in 2017:

We may be ready to launch some more facings or maybe at a higher price point with the rate at which our warehouse ran out of tickets this year. We also may increase print quantities on the \$1 tickets. Typically we want them to be sold out quickly, so increased print quantities may not be needed.

# New Hampshire Lottery

New Hampshire's holiday lineup included four games: two at \$1 and one each at \$2 and \$5.

## Most successful game(s):

The \$5 Merry and Bright was the most successful from a sales perspective. In comparing the index from this year's game to last year, this year was 146 and last year was 116. However, we were thrilled with how each price point performed. In all, each game performed much better than last year.

## Launch and end dates:

As in the past, we launched the holiday games at the end of October. Generally the games do sell out of the warehouse, but then trickle back in by the third week of January (the gift that keeps on giving). If they don't sell out by the beginning of summer, we may issue a pull notice at the Director's discretion.

## General holiday strategies:

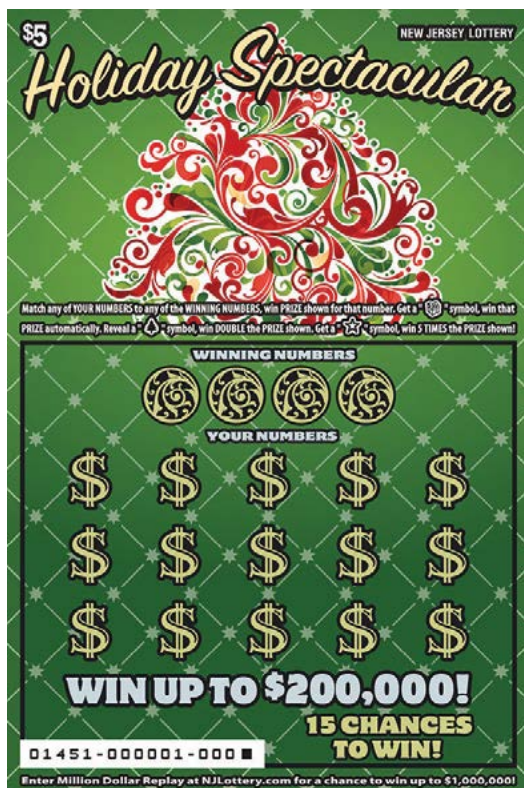
The theme was to keep it traditional and bright. Last year we offered some muted colors and seasonal games, which returned less than ideal sales. This year we went with Santa's Workshop Winnings as a quirky \$1 with four scenes, and the \$1 Holiday Classic as a traditional two-scene red and green ticket. Our \$2 was Tabby Tinsel Tripler (with a caveat

on the back that tinsel is not good for pets), a whimsical wonder with three scenes. Our \$5 Merry and Bright displayed holiday lights, Santa and a reindeer – traditional and light-hearted.

For advertising/promotional support, what we have to tell ourselves year after year is to not overthink the marketing strategy. We are fortunate that our holiday tickets sell well each year and we know our players look forward to seeing what will be available for the holidays. It's all about reminding them that the games are on sale, that they are easy to find, easy to purchase and how they make great gifts. We do a two week radio flight, a holiday poster, messaging on the draw game tickets and have fun on social media with them.

## Major lessons learned in 2017:

We will likely replicate the price points but incorporate a social aspect to the games to expand our reach and interaction with players.



# New Jersey Lottery

New Jersey's holiday lineup included four games: one each at \$1, \$2, \$5 and \$10.

## Most successful game(s):

The \$5 Holiday Spectacular game was the most successful, delivering the greatest volume of sales during the holiday and through the end of December. The week ending December 23 leading up to the holiday achieved record-setting instant game sales of more than \$43 million.

## Launch and end dates:

Three holiday games (\$1 Holiday Sparkle, \$2 Holiday Lucky Times 10 and \$5 Holiday Spectacular) launched on November 6. In addition, a \$10 winter themed game, \$10,000 Bonus, also launched and was bundled with the holiday lineup. In New Jersey, we end or remove games from distribution on a quarterly schedule. The holiday games are removed from the market beginning in April. The \$10 game, with its larger print run and generic graphic, will remain in the market to sell through its inventory.



### General holiday strategies:

The 2017 holiday strategy was reminiscent of the prior year by price point and theme. The goal was to achieve near sellout levels by the turn of the New Year. The three holiday specific themed games sold more than 90 percent of inventory as of the end of January. The Holiday Lucky Times 10 has been a perennial favorite and continues to achieve sellout goals year after year.

As the holiday period is the most important time of year, an all-encompassing advertising campaign supported the holiday instant games and Holiday Draw Game Sampler and promoted gift giving. There have been no significant changes from prior year holiday strategies. If anything, we have modified the \$10 game's proposition year to year to find the right mix in the composition of the holiday offering. For the second year in a row, a draw game Holiday Sampler

was offered. Each \$10 Holiday Sampler includes a voucher for one ticket each of the following games: \$2 Powerball Quick Pick, \$2 Mega Millions Quick Pick, \$2 Cash4Life Quick Pick, \$2 Blizzard Bingo Fast Play, \$1 Pick-6 Quick Pick, and \$1 Jersey Cash 5 Quick Pick. Holiday Sampler vouchers could be given as a singular gift or split up to use for multiple gifts.

### Major lessons learned in 2017:

For the 2018 holiday launch, each price point will keep a similar theme to holiday 2017 games because of their ability to sustain year over year record setting instant game sales. The \$10 winter themed game, \$10,000 Bonus, did not perform as well as the \$10 Cash in a Flash game launched in November 2016. We will reevaluate how we position the \$10 price point in the 2018 launch. New Jersey will continue to support the holiday games by promoting gift-giving during the holiday season.



## New York Lottery

New York's holiday lineup included six games: one each at \$1, \$2, \$3 and \$5 and two at \$10.

### Most successful game(s):

We launched a \$3 Glimmering Gifts on December 5. It was a new play style and printing process to New York. Not sure of how it would be received, we ordered \$12,000,000 (4,080,000 tickets) and sold out in 17 days, on December 22, well beyond our expectations. Glimmering Gifts used a 'linked holographics' process never before used by the New York Lottery. The game was printed on holographic paper that displayed holographic symbols that a player would reveal after removing the scratch off material covering the play area.

### Launch and end dates:

We launched on November 21 this year just before Thanksgiving. Order quantities are adjusted to supply through January 1, taking into account many tickets are in retailer safes. Games slow dramatically after the holidays are typically removed by the end of January.

### General holiday strategies:

Generally we have four games for the holidays launch in mid-November. There is a \$1, \$5 and \$10 with either a \$2 or \$3. This year we added two additional games on December 5 with Glimmering Gifts and a \$10 Winner Cashword to support the initial launch of holiday games. These two games performed very well as holiday shoppers had a new game right in the prime time of the holiday shopping season.

### Major lessons learned in 2017:

Glimmering Gifts, an additional holiday themed game with unique features, has excellent appeal to our holiday players. The effort put into this game was very well received by our retailer base, overcoming any objections to a game launch just two weeks after the holiday games during a very busy retail period. This type of unique, attention grabbing concept was well worth the cost and effort. We will be focused on another idea to take advantage of the expectations this year.

# North Carolina Education Lottery

North Carolina's holiday lineup included five games: one each at \$1, \$2, \$3, \$5 and \$10.

## Most successful game(s):

We were very pleased with how well our 2017 holiday games did. Almost all of them outperformed their 2016 versions. The standout was the \$3 game Holiday Surprise. It exceeded our expectations, and sold 28 percent better than its 2016 counterpart. We attribute that to the fact that it's a coordinate game. It provided an extra element of fun for players, because they had to search for their symbols in a coordinate system instead of just scratching and matching.

## Launch and end dates:

We launched the 2017 holiday games the first Tuesday of November. We typically remove games that don't sell out during the first quarter or second quarter end-of-game process the next calendar year.

## General holiday strategies:

Because we had such a successful 2016, we built upon the strategy we used in order to promote our 2017 holiday games. We offered five games spanning the \$1, \$2, \$3, \$5 and \$10 price points. We increased ticket quantities on most of the games by about 20 percent. This allowed retailers to order the holiday games through the final week of December.

We supported our holiday tickets with engaging and integrated advertising, marketing and communication plans. These plans supported strong sales, but also served as another vehicle for us to deliver our 'Dream a little' brand message. Players saw the message on advertisements, point of sale and on social media, where we encouraged them to 'Gift a Dream' during the holiday season.

We ran a supporting social media promotion to drive engagement from our players. Each week we posted a question on Facebook and Twitter asking people to tell us what their dream gift for someone would be. Players simply had to comment using #GiftADream, and we'd enter them into a drawing for a \$100 gift card. We also entered everyone who commented into a drawing for the grand prize, which was a holiday tree made out of \$100 worth of scratch-off tickets.

We saw an overwhelmingly positive response to this campaign. Each post performed above average and we were able to reach a large percentage of our audience with the holiday brand message.

## Major lessons learned in 2017:

Our biggest insight is that there is room for tickets that aren't holiday themed. In addition to our holiday games, we launched a novelty ticket called Big Money Super Ticket. The ticket is 12 inches tall and 8 inches wide. Players loved it, not just for themselves, but because it gave them another gift giving option for the holidays. Because of the success of the ticket, we're looking at a variety of novelty games to launch next year and not just a holiday family.



# Ohio Lottery

Ohio's holiday lineup included six games: one each at \$1, \$3, \$5 and \$10 and two at \$2.

## Most successful game(s):

The \$1 Holiday Cash game is a perennial favorite. It's a great low-cost stocking stuffer and the sales numbers prove that. For the 2017 holiday sales period (October 18 to December 30), the Ohio Lottery sold 16.2 million tickets of the four core holiday instant games; 82 percent of holiday instant ticket sales (\$13.4 million) came from Holiday Cash.

### Launch and end dates:

Holiday instant tickets were released October 18. A second wave of winter-themed instant games with holiday appeal were released November 29. Ohio Lottery instant games continue to be sold until they sell out or before next year's release of holiday instant games.

### General holiday strategies:

Price points for holiday games in recent years have remained consistent, including \$1, \$2, \$3, \$5 and \$10 games, with \$1 Holiday Cash and \$5 Holiday Lucky Times ongoing favorites that have returned year to year. From 2013 to 2016, the Ohio Lottery held a Holiday Bonus second chance promotion through its player loyalty club, MyLotto Rewards. We chose to pass on the Holiday Bonus promotion for the 2017 holiday season and replace it with a new social media campaign, 'Twelve Days of Unexpected Giveaways.'

This promotion featured prizes that wouldn't typically be associated with the holidays – to provide a reprieve from common holiday gifts. The giveaways kicked off December

11 and concluded December 22. Each day consumers who responded to that day's Facebook post with the hashtag #GetTheUnexpected, and answered the question related to the prize, were entered for a chance to win.

Daily prizes included outdoor patio furniture, four Columbus blue jackets, four Cleveland Cavaliers tickets, an outdoor fireplace, and gift cards ranging from \$200 to \$300 to Red Lobster, Exxon Mobil, Panera, Sunoco, Cabela's, Regal Cinemas, Bass Pro Shops and Sheetz. The prizes were revealed through a fun twist on an anti-holiday advent calendar.

### Major lessons learned in 2017:

On our \$3 game, we used a horizontal format – it was our first game trying this. And it was the bestselling \$3 holiday game in the past three years. We will most likely look for other games with a horizontal layout in the future, dependent on the play. Also, we did not run a holiday second chance promotion this year as we did the last two years, and we realized higher sales this year. Putting the money back into the prize structures helped the games achieve higher sales.

## Ontario Lottery and Gaming

Ontario's holiday lineup included six games: one each at \$2, \$3, \$5 and \$20 and two at \$10.

### Most successful game(s):

With our total holiday sales +23 percent over budget and +47 percent over the year prior, our 2017 holiday ticket lineup was an overall success! We are especially proud of our new \$20 'Big Ticket' 24 Days to Celebrate, which was launched with an incremental merchandiser. Customers enjoyed the calendar-like game play and the amount of prizes.

### Launch and end dates:

Our 2017 holiday tickets began launching October 16 with the \$10 national game Holiday Diamonds, followed by our \$20 'Big Ticket' 24 Days to Celebrate on October 23, and then \$2 Merry Joy Wish, \$3 licensed National Lampoon's Christmas Vacation and \$5 25X Winner Wonderland on November 6. Retailers were able to activate packs of 24 Days to Celebrate for sale until January 5, and the remaining holiday tickets until January 12.

### General holiday strategies:

We always offer holiday games at the \$2, \$3, \$5 and \$10 price points. The new \$20 game was an addition to this year's lineup. These price points allow our customers to enjoy the games themselves, or put together a selection of tickets that make great gifts for friends, co-workers and loved ones! We work to keep our tickets fun, bright and full of holiday spirit, and the tickets are supported through promotional point of sale pieces at retail locations. Some POS pieces also featured our OLG lottery gift card.

### Major lessons learned in 2017:

Each year we learn something new and then try to utilize those learnings moving forward. It could be related to product development, advertising, sales ... there are so many facets to this business that we're continually learning and working to create the best experience for instant players.



# Oregon Lottery

Oregon's holiday lineup included five games: one each at \$1, \$2, \$5, \$10 and \$20.

## Most successful game(s):

We sold out of our scented \$5 Peppermint Fortune Scratch-it faster than any of the other holiday Scratch-its that were offered.

## Launch and end dates:

Holiday games launched on October 3 and remained active until the games were ended on January 31.

## General holiday strategies:

The holidays mark the top selling period for Oregon Lottery Scratch-its. Many customers purchase these tickets as gifts for co-workers and friends and as stocking stuffers for adult family members. As we have done with past holiday strategies, we focused on Scratch-its as a gift giving idea for Oregonians 18+ and our overall strategy was to have five games in the market at various price points to meet all customer needs. Our suite of holiday games fell under our family of games strategy.

An objective was to broaden our player base by expanding our product offering to appeal to lapsed and non-players through gift giving and product sampling (via Surprise & Delight events by our Field Sales Representatives). Another objective was to keep our core players engaged over the holidays.

\$1 Snow Cash had four scenes of woodland creatures pictured in snowy trees with a top prize of \$1,000. They featured a place to write To: and From:, making it an ideal gift tag or stocking stuffer.

\$2 Happy Holidays was a foil ticket with a majestic deer standing in the forest under a night sky. This elegant match symbol game featured a top prize of \$10,000 and had a doubler feature.

Peppermint Fortune, our \$5 offering, had the sweet smell of peppermint when you scratched the ticket and a sweet top prize of \$50,000. This game also had a 2X and a 5X feature.

\$10 Merry and Bright was a classic foil designed ticket with the iconic holiday lights we grew up with. This ticket had a top prize of \$100,000, and there was an instant win feature along with a triple prize feature.

\$20 Winter Riches was our holiday ticket that had an upscale foil design but also sparking glitz. This beautiful ticket had a top prize of \$25,000 a year for 10 years! It was a match number style of play that also had a double, a five times and a 10 times feature.

The creative advertising around our holiday games focused on the idea of 'the best gifts are made from Scratch.' TV media was used to support our efforts. We provided various spots including a :15 responsible gambling spot which mentioned how Scratch-its make great holiday gifts; however, only for people over the age 18. Our POS campaign launched on November 6 and included various point-of-sale printed materials. The materials remained placed through December. We also used digital media and outdoor media (bulletins/wallscapes) and in-store shelf-talkers/freezer clings.

## Major lessons learned in 2017:

Offering a \$20 Holiday Scratch-it rounds out our suite of games and we will continue to include this price point into the next holiday season.



# Pennsylvania Lottery

Pennsylvania's holiday lineup included six games: one each at \$1, \$2, \$3, \$5, \$10 and \$20.

## Most successful game(s):

The entire lineup of 2017 holiday Scratch-Offs sold very well, performing about two percent better over the first 10 weeks of sales than did the previous three launches. Our best seller during the period was the \$10 Holiday Gifts, which performed nearly 11 percent better than previous holiday-themed games at that price point. The game's name, theme and artwork were very popular with our focus groups and our players responded to it enthusiastically. Our \$5 and \$20 games are typically our best sellers at the holidays and year-round. However, our \$5 games have been down slightly over past years, and we launched a \$30 non-holiday game in November that may have kept our \$20 holiday game from reaching historic heights. As a result, we believe the \$10 holiday game was able to capitalize and become our strongest-selling game for the season.

### Launch and end dates:

Our holiday games launched on October 24. As with all of our Scratch-Offs, we carefully monitor the life cycle of each game and make determinations on when it's time to close games according to their allocation rates and sales performance, among many other factors. Players are excited about our holiday-themed tickets each year and many continue to play them after the season has ended. By February, player interest in these games usually begins to tail off.

### General holiday strategies:

For 2017, we launched six games, one at each price point. As with all of our Scratch-Offs, extensive focus group testing helps to steer development of only the best concepts. This valuable research increases our confidence that each ticket will perform well. We continued with the same advertising and marketing efforts we employed during the previous holiday selling season. We aired a radio spot and two television spots, one featuring Gus the groundhog, our Scratch-Offs mascot, and our classic 'Snowfall' spot, versions of which have run for more than 25 years. We also used out-of-home advertising, print advertising, online banner advertising and transit advertising (including bus interior and exterior signage and signage in transit shelters and subways).

In terms of point of sale, we used a violator, poster, die-cuts, a backlit sign and an ITVM topper. Based on feedback from our retailers, we also added some new looks to this year's holiday POS. Updates included eye-catching die-cuts featuring Gus; the signage included both vertical and horizontal formats.

Our holiday-themed second chance drawing turned out to be our biggest one yet. The Very Merry Second-Chance Drawing offered a total of \$1 million in prizes, including three top prizes of \$100,000. Players could enter non-winning, holiday-themed Scratch-Offs and Fast Play games, as well as winning or non-winning tickets for designated draw games. Accepting draw game entries gave us even greater momentum across all categories through the holiday selling season. As usual, players could scan their entries using our official mobile app or enter via palottery.com.

### Major lessons learned in 2017:

The holiday selling season is our biggest sales period of the year, so we will continue to invest heavily in it through game development, advertising and promotion. We also launched several new non-holiday games at the end of November, just as we had done the previous year, and that group of games helped to sustain overall sales after the holiday selling season passed.



## Rhode Island Lottery

Rhode Island's holiday lineup included four games: one each at \$1, \$2, \$5 and \$10.

### Most successful game(s):

The \$5 Merry Mint – the scent of mint (when scratched) was what most players liked.

### Launch and end dates:

We launched on September 25. We pull them back when sales drop below a pre-determined amount.

### General holiday strategies:

We kept the price points at \$1, \$2, \$5 and \$10. Our advertising strategy was similar to previous years in terms of campaign flight dates, and we also used the same creative for TV and radio as last year. We did a social media push in December with contests to give away instant tickets.

### Major lessons learned in 2017:

We would use the scented option again and keep the tickets colorful and fun.



# South Carolina Education Lottery

South Carolina's holiday lineup included two games: one each at \$1 and \$2.

## Most successful game(s):

We launched a Holiday 7 11 21 in a \$1 game and a Triple Peppermint 7s (Find) \$2 game. Both games were successful in their own right, in regards to sell through and sales.

## Launch and end dates:

We launched on October 3. SCEL's end of game procedures state that a game 'ends' 90 days after the top prize of a game is down to one. On the date a game goes down to zero top prizes, it is the game's last day that it is able to be sold.

## General holiday strategies:

Our holiday ticket strategy has not significantly changed from years past. We launched a \$1 and \$2 game with lower order quantity and standard in store POS to support the launch. We did advertise Powerball and Mega Millions on our digital outdoor boards with a subtle holiday theme to remind people that other games do make great holiday gifts.

## Major lessons learned in 2017:

We did launch the holiday games a littler earlier in the month of October. We will continue this strategy in 2018, in hopes that the tickets sell through and are not in the market much past the holiday season.



# South Dakota Lottery

South Dakota's holiday lineup included three games: one each at \$1, \$2 and \$5.

## Most successful game(s):

Our \$2 ticket, Holiday Cash, sold out; it was really our only true holiday-themed game. This game was also at a price point that our players typically enjoy. We also released seasonal tickets with winter themes that extended their shelf lives.

## Launch and end dates:

We launched all three of our holiday/seasonal tickets in October, and we have left them out there until they sell out. Our seasonal tickets still resonate with our players because of the weather, while Holiday Cash sold out.

## General holiday strategies:

We didn't really change any strategy although the payouts jumped up a bit. We also had our Fresh Friday campaign going during this time, and these games were a part of it. From an advertising standpoint, we had more of a presence in the Sioux Falls and Rapid City malls, which are the two largest markets in South Dakota.

## Major lessons learned in 2017:

We typically don't like to pull games, so this year was focused more on introducing seasonal games that could provide more longevity. We will continue to evaluate what tickets and price points appeal to our players, while also looking at the success of other lotteries to provide the best product for our players. The higher price point didn't appeal to our players, so we will continue to evaluate what our players enjoy most.

# Texas Lottery

Texas' holiday lineup included five games: one each at \$1, \$2, \$3, \$5 and \$10.

## Most successful game(s):

\$10 Seasons Greetings. This ticket was an oversized 8" x 12" size and was designed with a large pop-open panel which revealed the play areas. There were five games inside including one large advent-styled game on the left and four additional games on the right. We believe the unique design, ticket size and game variety included in the ticket all added to the success of this game.

## Launch and end dates:

The holiday games all launched in the month of November. Print quantities for all seasonal games are closely managed to allow for closure to typically occur in fairly close proximity to the holiday. The games will be removed from market following our typical game close procedures which means they will be reviewed for closure upon hitting 85 percent sell-through or when it is determined that sales levels have declined to specific levels outlined in our game close procedures.

## General holiday strategies:

We previously have launched our holiday games in October with hopes of selling through them by mid-January. This year we introduced the games in November and made adjustments to print quantities as necessary to reach the same sell-through date. We introduce a \$1, \$2, \$3, \$5 and \$10 holiday game each year. The suite was supported with an advertising campaign which included POS, OOH, radio and digital ads. Television was not included this year as it has been in the past due to recent reductions in the agency's advertising budget.

## Major lessons learned in 2017:

In the past, the \$3 holiday game play style was based on one of our core extended play games such as Crossword or Loteria. This year we used a word-based extended play design, Holiday Wishes, which wasn't Crossword themed and the sales were stellar. We believe that introducing a holiday-themed core game (e.g. Holiday Crossword) just cannibalizes sales from the core Crossword game as retailers have limited dispenser space – thus they replace the core game with the holiday-themed core game. This year Holiday Wishes seemed to supplement the other \$3 games instead of replacing them. We plan to look for additional extended play games outside of our core themes for the \$3 price point for next year's holiday suite of games.



# Virginia Lottery

Virginia's holiday lineup included four games: one each at \$1, \$2, \$5 and \$10. In addition, a seasonal \$5 game was offered.

## Most successful game(s):

Our \$5 Scratchers, Winter Winnings and Casino Cheer, were our most successful holiday games. Both were designed to appeal to our core players and generated more than \$2 million in incremental revenue over the course of the eight week holiday period. Part of the strategy behind this success was pulsing the artwork on Casino Cheer, giving the game a new look after the holiday sales period. By doing so, we eliminated potential returns and both \$5 Scratchers continue to generate over \$1.2 million in weekly sales.

## Launch and end dates:

We launched our holiday games the first week in November and removed them after the new year.

## General holiday strategies:

Our holiday 2017 strategy was designed with a focus on acquiring new and

## Virginia Lottery (Continued)

engaging existing players, as we recognize the popularity of lottery products during the holiday season, specifically as casual gifts. By offering a variety of price points (\$1, \$2, two \$5s, and \$10), themes and play styles, as well as prize structures designed to deliver key winning experiences, we were able to appeal to both audiences and generate a four percent increase in sales year over year.

The \$1 Holiday Dreams Scratchers were designed with familiar holiday imagery, both nostalgic and whimsical, and an 'Easy to Play' branded play style. Our \$2 Peppermint Payout Scratcher also included a simple play style and featured peppermint scented ink to further enhance the holiday theming. Creating games that combined the spirit of the season with an easy play experience was key to the lower price point product strategy, given new players' proclivity for \$1 and \$2 price Scratchers.

The \$5 Winter Winnings Scratcher included a seasonal snowflake design, printed on FX paper. Casino Cheer was a \$5 casino themed Scratcher designed with a prize structure and imagery with specific appeal to core players. The \$10 Merry

Multiplier Scratcher split the difference, offering a game with strong core player appeal, holiday imagery and removal from market after the holiday season.

Ad support for holiday games included TV, radio, billboards, in-store POS, multimedia and social media. In addition, the holiday games were supported by a free holiday themed video game on valottery.com that awarded gift cards for high scores and brought in over 27,000 new visitors to valottery.com. The addition of our Extra Chances (second chance for non-winning Scratchers) feature also brought in over 4,500 new players into our database for future engagement opportunities.

### Major lessons learned in 2017:

Offering easy to play games designed for gift giving, along with an attractive second chance promotion, continues to resonate with new and existing players alike. It's also important that January launch games offer the same easy to play mechanics and recognizable brands to attract new players visiting retailers to cash holiday Scratcher wins.



## Western Canada Lottery Corp.

WCLC's holiday lineup included 11 games: two each at \$1, \$3, \$5 and \$10 and one each at \$2, \$4 and \$20.

### Most successful game(s):

Our premium pouched product \$20 Player's Choice Mega Pack continues to be the strongest selling ticket through the Christmas season. It includes 10 popular games and has a guaranteed win in every pack.

### Launch and end dates:

WCLC launches the Christmas/holiday themed tickets between the middle of October and the first week of November. All are included in the January buyback. Player's Choice is the exception as it is launched at the end of September and is not bought back until March/April. Even though this game is targeted for Christmas and giving (it is the only ticket with a To and From tag in its design), it also is designed with general and popular ticket themes to allow it to be in the market for a longer period of time.

### General holiday strategies:

We have a multi-game approach to our Christmas lineup to appeal to the many consumer insights of Quick Play, Big Play and Extended Play. The tickets span all price points with 11 different offerings through the season. The ticket lineup is also privy to and supported by a Pick Your Present Internet contest through a ticket code entry that is only available on these tickets and at this time of the year.

### Major lessons learned in 2017:

We will continue with the same approach as a move forward as it delivers consistently strong sales.



# Wisconsin Lottery

Wisconsin's holiday lineup included six games: one each at \$1, \$2, \$3, \$5, \$10 and \$15.

## Most successful game(s):

The \$15 oversized ticket is always a hit with our players, and this year was no different. The ticket sold very well, had strong support and was definitely a standout. The \$15 does well for multiple reasons. We don't offer \$15 tickets any other time of the year which makes it unique, and it has a holiday calendar countdown theme that resonates really well. It is also specifically supported by an original TV ad, which was incredibly well received. Finally, the large size definitely helps it stand out and provides a lot of play value for \$15 (our usual \$20 oversized tickets sell well all year round).

## Launch and end dates:

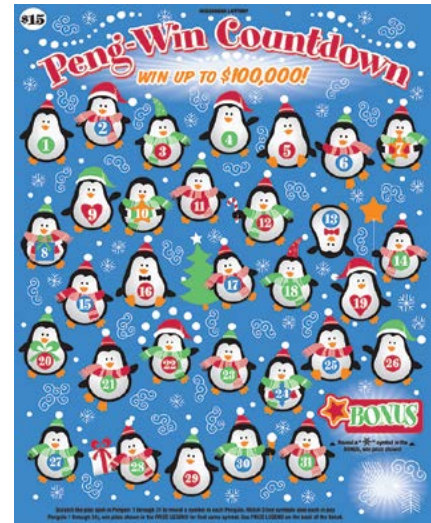
As usual, our holiday tickets launched in October (half on October 13 and the other half on October 20). Also, all of our games sold out of the warehouse prior to the holidays, so we did not have to end them.

## General holiday strategies:

The biggest change we made was to do a \$2 ticket and a full-run \$1, two things we hadn't done in several years. Otherwise, we continued with the same quantities and price points as we have in years past, which are a \$3 Crossword, a \$5 'loaded with low top prizes' game, a \$10 premium ticket and a \$15 oversized ticket.

## Major lessons learned in 2017:

The \$1 and \$2 games did well, but we are still watching returns and so forth before deciding how to proceed next year.



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# Online Progress

The Pennsylvania Lottery gears up to debut iLottery, while Camelot Illinois readies a new online experience.

**By Patricia McQueen**

**B**y some measures, the most successful lottery in North America during the last fiscal year was the Michigan Lottery. Total sales of \$3.3 billion were up 7.3 percent, significantly more growth than any other lottery. More importantly, total revenues to education were up by four percent, to \$924 million. Few lotteries managed to grow their total transfers to good causes in what was a challenging year.

The Michigan Lottery also just happens to have the largest venture into online sales of any U.S. lottery to date, producing net sales just shy of \$92 million last year (defined as net win from instant online games plus total sales of four draw games, all netted against promotional offers).

And guess what? Michigan's biggest retail product line, scratch tickets, were up 16 percent (again leading the industry) despite the availability of a robust portfolio of online instant-win games. Any fear that the introduction of online sales automatically means a reduction in retail sales should be finally put to rest.

The President and Chief Executive Officer of the Kentucky Lottery – the most recent lottery to launch online sales when it went live in April 2016 – would agree with that assessment. Tom Delacenserie hasn't heard any retailer complaints since he assumed his role last summer. "It's a non-factor," he said, noting that overall sales are running around five percent



higher than a year ago. That, combined with the fact that online sales are still a small number in the overall scheme of things, “shows the retailers that they really have nothing to fear – their business is still going forward. We’ve got a number of things that are still driving players into the store.”

Kentucky’s status as the most recent to join the online club is about to end. On May 1, the Pennsylvania Lottery expects to launch its online sales platform, although for VIP Players Club members it will be available about two weeks prior to that date in a soft launch. And this fall, the New Hampshire Lottery will become the ninth American lottery to offer regular online sales, building from its subscription-only online model of past years.

In addition to Michigan and Kentucky, there is the groundbreaking Illinois (which launched America’s first online sales platform in March 2012), plus Georgia, North Carolina, North Dakota and Delaware; the latter is limited to casino products in conjunction with its racetrack gaming partners. That means by the end of this year 11 American lotteries will offer online sales in some fashion, including two with subscription programs only (New York and Virginia).

That’s impressive advancement, but there’s still a long way to go to catch up to Canada’s lotteries in this area. Atlantic Lottery and British Columbia Lottery Corp. both launched their online sales platforms in 2004, with others following later.

All of these lotteries have gone about the experience in different ways. Some have limited product lines available online, others have a broader portfolio. Some have instant-win games or casino games, some offer only existing draw games (thus becoming more of a convenience factor than anything else). But they all have one thing in common – meeting today’s consumers where they live.

## The First Gets an Overhaul

That’s the focus of Camelot Illinois, the new private manager for the Illinois Lottery which assumed its role effective January 2.

It has been six years since the Illinois Lottery made its online debut, limited to just Mega Millions and Lotto to start, with Powerball added later. Other draw games are available on the platform as subscription-only purchases. In fiscal 2017, almost \$20 million in sales came through online channels – some 70 percent of it through mobile devices (about half using the Lottery’s app and half using the mobile

**“It’s not digital vs. retail, it’s very much an omni-channel experience.”**

**Stewart Pedler,  
Camelot Global**

website). For the current fiscal year, that number may reach \$30 million.

But a complete refresh is in the works. At the end of this year, as part of a new central gaming system that will be installed by Intralot, Illinois players will be greeted with an all-new online platform with a mobile first approach – a new mobile app and a new responsive website. “Camelot Illinois is looking to deliver a modern lottery experience for players,” explained Camelot’s Global Head of Digital Stewart Pedler, who is assisting with the transition in Illinois. “We’ve got some key things about making it fun, engaging and socially responsible. It will be a very customer-centric approach, where players can play anytime, anywhere.”

One key element brings back the idea of a digital wallet, part of the original Illinois online offer but eliminated not long after launch to streamline the purchase process for consumers. Since

that initial experience technology has advanced dramatically, and Camelot is working hard to find the right user interface going forward. “We actually started back in August last year to think about what the North American market wants as we’ve gone through the UI process,” said Pedler.

Using tools such as UserTesting.com, the company has tested any number of designs and interfaces with Illinois residents – lottery players and non-lottery players alike. “Everything that we have done is not us thinking what it should be,” he said, emphasizing that Camelot has been testing the designs in the marketplace “with real people in Illinois sitting down and giving us feedback on how it all works.”

He’s excited about all of it, including some of the little things, like a fun way to choose numbers for the daily Pick 3 and Pick 4 games (available as subscription purchases) on a mobile phone. No detail is too small in designing the process of picking numbers, creating a ticket and checking out, whether it be single ticket purchases or subscription purchases, and the interface will be consistent across both mobile and desktop platforms. “These have all been worked on and improved as much as possible,” said Pedler. Combined with a new suite of player protection and responsible gambling controls, “it should make for a slick experience.”

And Camelot hasn’t forgotten about the retailer – far from it. Features in the app will facilitate digital and retail player convergence, with things like mobile play slips if a player chooses to purchase at retail. In addition, the latest personalization and optimization tools will be incorporated, “to provide very relevant player communications. We want



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### KENO ONLINE BY KENTUCKY LOTTERY

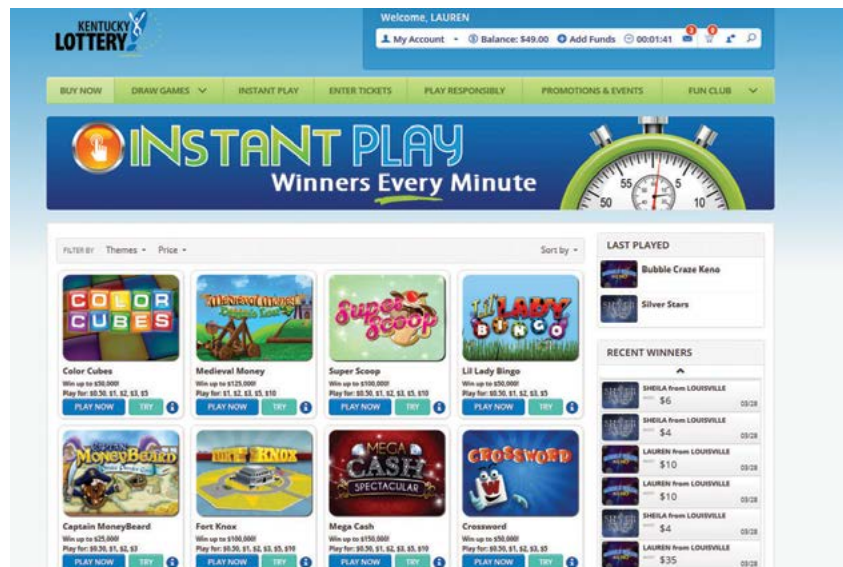
to understand what players do online and provide them the things that they like the most." And with some of the convergence tools, that just might provide information about what players do in the retail space – currently a mostly anonymous activity.

"One of our mantras is that we are looking to get more people to play a little, responsibly, to sustain growth. We are looking to really expand that player base through the digital channel," reaching consumers who aren't currently playing lottery. "If you give younger generations an app and different ways to play that are probably more convenient for them, we might get more people to come in, play the lottery, and ultimately give back to good causes."

He emphasized that "it's not digital vs. retail, it's very much an omni-channel experience. We're not just trying to trade one off the other, we're just trying to create an environment where people have a choice."

## New Offers in Kentucky

Choice is something the Kentucky Lottery is offering its players more of this year. In early March, keno was added to the online mix. The game, drawn every four minutes, is relatively new to Kentucky, having launched at retail in November 2013.



"We firmly believe that online keno is going to present us an omni-channel approach," said Vice President of Marketing Edie Frakes. For example, players might be in a keno establishment but have a better view of the drawings on their phones, or they can make a faster play through the online option if the wait staff is busy. "It's a good opportunity to raise awareness of this game in our state."

That awareness has been very low since keno made its debut in 2013, noted Delacenserie. A new ad campaign, now tagged with the idea of playing online, has been helping.

The whole idea is 'Keno Everywhere' – in the stores and taverns, on the app, on a desktop, laptop or other mobile device.

Another new online development this year is the creation of families in the online instant category, set to debut this spring. Delacenserie is a big fan of instant game families with paper scratch tickets, utilizing the same theme at various price points, and sees more success moving the concept to the online world. A related idea is to mirror the names and themes of retail scratch tickets on the online platform, to help provide synergies



from advertising and let players see games on television, on POS materials and while they are browsing the online game selection.

All the while, lottery officials are paying close attention to their retail partners, working on various programs that will help drive players to retail while at the same time grow online sales. “We are taking it a step at a time in a lot of different areas,” said Delacenserie.

The strategy continues to work. Online playership grew by more than 200 percent from January 2017 to January 2018, and 56 percent of online players are under the age of 45. During the month of January, Kentucky hit the \$1 million mark in monthly online sales for the first time. “We are growing significantly, and that was a fairly big milestone,” he added. “So we are real happy where it’s going.”

## Michigan Enhancements

The happy people at the Michigan Lottery are in no way resting on their laurels. At the end of February, some 766,000 players were registered for online services, and there are an average of 14,000 to 16,000 new registrations each month. But those numbers aren’t enough, as they make barely a dent in the total adult population in the state.

In the hope of casting a wider net, in January the Lottery launched an affiliate marketing program with Income Access. A retailer (or any organization with a website, for that matter) can sign up with the program and obtain a percentage of revenue for every click through that results in a completed player registration and an actual lottery purchase.

“Our website gets plenty of traffic,” noted Director of Public Relations Jeff Holyfield. “What we need are more players,” and the affiliate marketing program – the first of its kind involving an American lottery – could help capture some of those players.

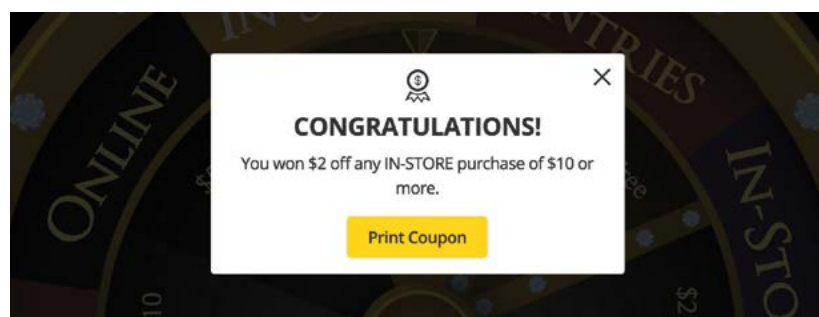
An effort to drive more of that

website traffic to make actual purchases was the reason behind Spin to Win. Michigan launched a new mobile-optimized website and mobile app in January – more than two-thirds of traffic comes from mobile devices – and Spin to Win is a central feature. Replacing the Lottery’s Players Club rewards program, Spin to Win offers a new way for players to engage with the Lottery.

The old rewards program was cumbersome, explained Holyfield, requiring players to enter the codes from non-winning tickets

to earn points for contest entries, merchandise, gift cards, etc. “Our research told us that the program required players to do a lot of work, when what they really wanted was an easy way to win free plays and free coupons.”

Players registered for online services will see the Spin to Win wheel pop up when they sign into their accounts; they can spin the wheel for a chance to win coupons and free play. “It’s very immediate,” explained Holyfield. “We want players to come to the site and once they are there, we want





to give them something of value." Once players have logged into their accounts, they will also see any current special offers, information on new games – whatever the Lottery wants to communicate, and hopefully triggering online purchases. "It's really part of the overall effort to foster growth through the online games platform."

One more exciting product for online players is coming later this year – the debut of virtual sports from Inspired Entertainment. Still in testing mode, the games are expected to launch in the fourth quarter of 2018.

## A New Day in Pennsylvania

Pennsylvania Lottery Executive Director Drew Svitko is happy to follow these pioneers in the online field. "We're grateful to the folks that were first, because it was still a pretty extensive learning curve for us" despite the assistance from those who have gone before.

His journey began with new legislation, first getting buy-in from the Lottery's beneficiaries – the various programs that benefit older Pennsylvanians – and then reaching out to legislators and other stakeholders. "You do have to lobby for it," he explained. "Most of our stakeholders may not understand much about our business, so we have to take the time and effort to educate them, to explain why these new initiatives are important."

More than important, they are critical, and Svitko has very specific goals for iLottery in Pennsylvania. At launch this spring, the online platform will include "a new type of product for a new type of customer, delivered in a new way," he explained. "The most responsible way we can grow our business is to grow by reaching new people, not by asking existing players to spend more." Think more like Candy Crush and Angry Birds than traditional lottery games – games he hopes players will find entertaining, engaging, fun and relevant.

He wants people to see a new type of Pennsylvania Lottery, noting that the greatest opportunity for growth is to do new things. "We really challenged ourselves to think differently and remember what we are competing with – everything else you can do for entertainment on your phone."

And once consumers start finding lottery more relevant with these new games, the hope is that they'll naturally start to see other lottery products the next time they are in stores buying their groceries – instead of walking right past the ticket displays or self-service terminals.

**"We want people to see new and different products."**

**Drew Svitko,  
Pennsylvania Lottery**

Pennsylvania's journey to new relevance begins with a soft launch in mid-April, when members of the Lottery's VIP Players Club will get a chance to try out the online system before the advertising campaign begins on May 1. As part of the goal to drive responsible growth, the new program incorporates the Internet Responsible Gaming Standards developed by the National Council on Problem Gambling.

Like Michigan, Pennsylvania will offer an affiliate marketing program, and Svitko hopes that ultimately the program will both attract a wider audience to the lottery and benefit the retail organizations that participate.

And as planned in Michigan, virtual sports may find its way to Pennsylvania's online platform as well, although these products will first be offered as part of the Lottery's new keno system. Keno, which launches at retail locations statewide on May 1, will be joined this summer by virtual sports games provided by Inspired Entertainment. The Lottery has been busy recruiting new retailers willing to have as many as three monitors to showcase keno and two virtual sports products.

Ultimately, some of the Lottery's traditional draw games – like Powerball and Mega Millions – will also be added to the online product mix to capitalize on convenience play especially during times of huge jackpots. "But that's not the focus of our business online," noted Svitko. "We want people to see new and different products."

No matter what happens online, the Lottery's first priority will always be the 9,400 retailers that generate more than \$1 billion in revenues for older Pennsylvanians every year. The introduction of keno and virtual sports at retail is an example of that commitment, as was the very successful introduction of Fast Play in fiscal 2016. And there will ultimately be iLottery funding mechanisms that involve retailers, much like Michigan's online game card. That new relevance Svitko hopes to create will find its way to traditional retail lottery outlets as well, just as it has in other jurisdictions. "In the end, it's on us to prove that iLottery is good for retail, and we are taking that to heart."

He offered some advice to anyone starting to chart their own online paths. "We heard from other lotteries that this is a different product. That it's going to challenge you and change the way you think about things. I don't think we heard that as loudly as we should have, because it really did end up being a completely different way of thinking about products and the play experience. It's really been interesting, and it's exciting." ■

# Welcome to the NASPL Matrix



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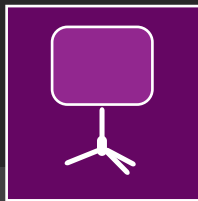
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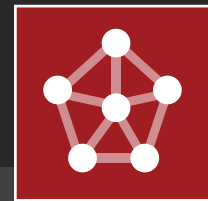
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# Mobile Alternatives

Most American lotteries are still on the outside looking in when it comes to online sales, but recent developments will still help them reach the mobile audience, in potentially big ways.

**By Patricia McQueen**

**I**f you needed any more proof that people are increasingly relying on their mobile devices, lotteries offering online sales are seeing as much as 70 percent, or even more, of those sales coming from mobile – either via apps or through mobile websites.

Lotteries are working hard to capture that mobile-centric audience. Most have apps or responsive websites that provide a whole range of player-friendly features, even if they aren't allowed to sell tickets online. Many apps include the ability to create digital playslips for draw games, for example,

that can then be scanned at retail to produce tickets. For instant games, part of Scientific Games' innovative SCiQ retail technology allows players to pre-order instant games on their mobile apps, then scan their orders at retail locations with SCiQ to have the tickets dispensed automatically upon purchase – the system is now undergoing pilot testing in several lottery jurisdictions with 7-Eleven.

7-Eleven has also committed to pilot testing another revolutionary product, Lazlo, embedding the unique lottery entertainment technology into its 7Rewards app – one of the





most widely distributed apps in the world. More on that later.

The lottery industry could be jumping onto the gift card bandwagon in a big way with Linq3's Lottery Gift Card, with pilot tests this spring in Georgia and Ohio. The gift cards are designed with mobile users in mind and the product has the potential to expand lottery distribution dramatically.

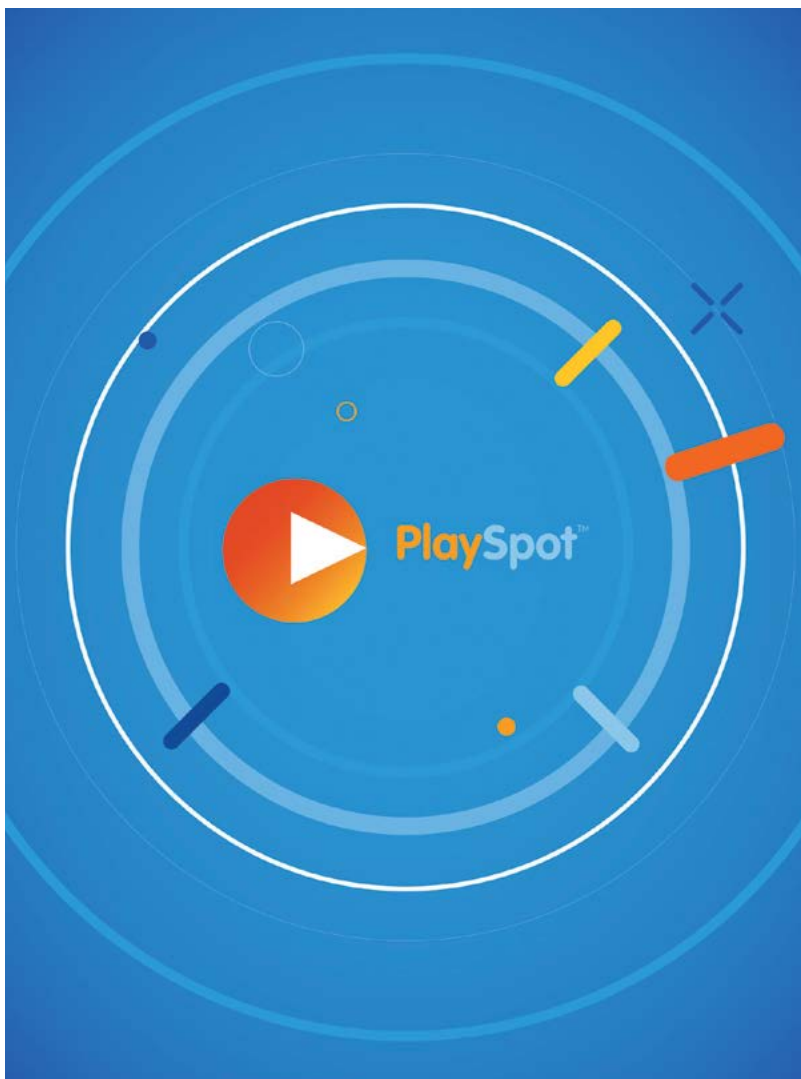
## Tethered Sales

The closest experience to purchasing lottery tickets online via a mobile device, but without actually using the internet, comes through tethering – using a Bluetooth connection to link a player's phone or tablet to a retailer's terminal while in the retail location. The purchase is made not via the internet, but through the retailer's lottery terminal; the connection is only made while the player is within the confines of the location.

IGT has developed the first version of this technology for the lottery industry, dubbed PlaySpot. The Rhode Island Lottery launched the first test of PlaySpot in December 2016 at a single retailer; the test is now up to 10 locations, all social environments that offer keno. By design, it has been a slow process, noted Executive Director Gerry Aubin. "Being a totally new product, there was a learning curve, and a lot of improvements had to be made along the way." The primary goal was to test the technology – from the consumer wallets to the Bluetooth connections to the financial reporting. With that now all settled, it's time to move forward.

In Rhode Island, players can link up to play either keno or e-instants, which follow the same model as traditional scratch games, presented in "packs" where the distribution of games and winners is the same as it would be for a paper ticket.

There are two ways for consumers to fund their play with PlaySpot. One is by purchasing a set amount of lottery play from the retailer on-site and scanning



the resulting voucher to make those funds available to play in their player wallet. The other is by using the app to create a player account, funding that account through bank transfers or payment cards, and using the resulting wallet to purchase tickets and receive any winnings.

The latter option doesn't require any interaction with the retailers. "We believed that would be the most efficient and productive way to get people to play," explained Aubin, "and the retailer would welcome that opportunity to have people playing within their location" without the need to bother wait staff and other

employees. The voucher option was seen as a way to introduce players to the concept, getting them comfortable before downloading the app.

One non-technical challenge was determining the right retailer incentives for each option. Currently keno retailers in Rhode Island receive an eight percent commission on keno play, and that amount was kept for the voucher PlaySpot option, since the purchase still involves retailer interaction. For account play via the app, the retail commission was initially set at two percent, but that was recently increased to five percent. It was felt an additional incentive was



needed for the retailers to promote the concept, even though it's a win-win for them – receiving a commission for lottery but not having to be involved in the actual transactions. Since the Lottery is still paying bank fees for player funding, five percent seemed reasonable.

Actually getting people to play has been another challenge – a big factor in that has simply been the limited number of locations during the test; there has been no advertising to date although there have been ambassadors visiting locations on busy nights to promote and explain PlaySpot. Aubin also noted that people may still be hesitant to download an app and register to play.

To help address that, a new incentive and rewards program will be added this spring, with features designed to “encourage and reward those patrons who are playing and using it on a regular basis.” In addition to that, Rhode Island will resume the ambassador program and add more promotions.

“We truly believe it will be successful, once we are able to launch it statewide and start an advertising and marketing campaign. As people feel more comfortable with it, I think it will get traction,” said Aubin.

The important thing is that all the bugs have been worked out and the technology is ready for prime time. “The product is very stable right now and is ready to be introduced into a larger market,” said Aubin. He doesn't actually see a full rollout in Rhode Island, with all the bells and whistles, until another state makes that leap, so he can learn from their experience.

That other state will be Virginia, which signed a contract amendment with IGT last fall that includes developing the Virginia Lottery's first mobile app and adding other mobile-related enhancements, including PlaySpot. Although Virginia does have an online subscription program, internet sales for regular purchases are prohibited by law.

That's where PlaySpot will come in, since it's a mobile solution that utilizes

on-site retail terminals for the actual gaming transactions. Virginia sees it as a way to offer players new choices while developing digital solutions in concert with its 5,300 retail partners. PlaySpot is expected to start as a pilot during the upcoming fiscal year beginning July 1, eventually rolling out to all retailers.

## Gift Cards

One solution designed in part to appeal to mobile users is the Lottery Gift Card from Linq3 and its partner

Blackhawk Network, one of the leading gift card companies in the world. While the product is a technology solution that allows retailers – especially mass market retailers – to sell lottery products with virtually no new IT integration, equally important is its appeal to today's consumers who live by their mobile devices. The solution is delivered over cellular networks (text services) and that is why it does not cross the line into 'online sales' as prohibited in many jurisdictions.

The gift cards are purchased at retail and activated via a text message with the card's code; quick pick

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Card has no value until purchased.

numbers are instantly texted to a user's mobile device. Everything is done electronically – there's no paper ticket to lose and any winnings are paid automatically (high-tier wins, typically over \$600, have to be collected at a lottery office). In the beginning, Linq3 is using Paypal as its preferred payment method, although players can also choose to receive pre-loaded cash cards or paper checks for their prize money.

"The concept was born out of a desire to engage with a growing segment of lottery players that are becoming increasingly excluded by the traditional lottery process," said Chief Marketing Officer Mark Smith. The mobile element is key, but equally important is convenience. That is especially true after the initial purchase and activation – reusing the card is as easy as swiping it at checkout and paying for a new ticket, which is again delivered automatically via text.

Put mobile and convenience together, and the product has the potential to bring a whole new audience to the lottery industry. "This is what the lotteries are finding so attractive – it's a way they can reach these consumers while doing so within the legal parameters in which they operate," said Smith.

The gift cards are launching in Georgia and Ohio this spring with five and 10 play Powerball and Mega Millions options. Some of the best news is that major mass merchandising retailers – some of whom have never sold lottery products – will be selling the cards. "Retailers are attracted to selling lottery, but they need to do so in a way that aligns with their business model and their consumers' expectations," said Smith.

In fact, retailers have been a driving force behind selling the gift card concept to lotteries. "Retailers are walking in with us as we talk to lottery directors, explaining that they want to sell this product," said Chief Executive Officer Tom Spiegel. "They themselves believe it will be successful. It's a very different approach than a vendor alone trying to sell a new product."

**"The Mega Millions and Powerball gift cards are convenient for mobile phone users and are a great gift-giving alternative."**

**Dennis Berg,  
Ohio Lottery**

Future versions of the gift card could include other lottery draw games and even instant tickets – Powerball and Mega Millions are the well-known brands that make them a good place to start. "It's all about how can we create great products that people want to continue playing," said Smith – especially the younger demographic so tied to convenience through their mobile devices.

That's what the lotteries hope for. "The Ohio Lottery's upcoming pilot for in-lane play offers a unique

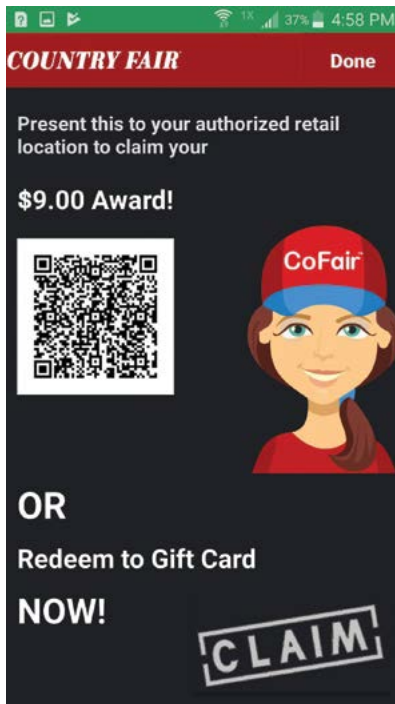
opportunity to connect with customers," said Ohio Lottery Director Dennis Berg. "The Mega Millions and Powerball gift cards are convenient for mobile phone users and are a great gift-giving alternative. We look forward to seeing our customers' response."

## A Revolutionary Concept

And now for something completely different. Lazlo is described by company founder Mike Pinkus as "disruptive," and the mobile-based product does indeed package existing lottery products in a whole new wrapper.

His company was created on the belief that there had to be a way to create a mobile-optimized digital product that provides the same basic essence that has served the lottery industry well for hundreds of years – a simple, anonymous transaction between a lottery player and a retailer that sells lottery products. Without a complicated player registration process and login requirements. And importantly for those jurisdictions where online sales are not allowed (and there are many in the U.S.), without the need for an internet-based transaction.





A sample Lazlo screen indicating a win and available claim options.

A paper lottery ticket is a bearer instrument, so the goal was to create a digital version of that bearer instrument. That opens up a world of possibilities in terms of entertainment value. “We wanted the player experience to mimic what the world is now using as entertainment, which at its heart is images and videos,” explained Pinkus. “So we created intellectual property around turning an image or a video into a ticket, into a bearer instrument.”

That was done using cryptography and a very old school technique called steganography – embedding codes into imagery. All the lottery codes printed on a paper ticket can be securely merged into the data file of an image or video. That image file then downloads onto the mobile device as a lottery ticket.

“We feel that we’ve turned lottery back into what it should be at its roots, which is entertainment. The reality is that iLottery moves us more towards a dispassionate ‘gambling’ experience, and I’m not a fan of that.” He’s a firm believer that the reason instant tickets do so well is that they basically represent pretty images – players are drawn to

colors, graphics and images, and choose their tickets accordingly.

The Lazlo technology is embedded into an app, either a lottery’s app or a retailer’s app, or both. Being included in a retailer’s app is one of the biggest benefits to the Lazlo system – direct lottery exposure inside some of the most widely distributed apps in the world, those run by successful retailers. Several major retailers are excited about the possibilities of using Lazlo in their apps, said Pinkus, and as noted earlier, 7-Eleven has committed to doing pilot tests with one or more lotteries, sometime later this year.

How does it work for the player? In a nutshell, a player opens the app and chooses which lottery game to play, say Pick 3. Then he/she makes another choice – what kind of entertainment experience will be presented as the ‘ticket’ is delivered. Does the player want to see an extreme sports video, or a silly cat video? “It’s really like asking the player what channel on YouTube they like.”

Whatever that choice is, after the player pays the retailer for the ticket, a 15 second video clip downloads to the mobile device with the lottery numbers embedded. That video IS the lottery ticket. “You get to experience your ticket – you play the video and as you are laughing at the silly cats, you are seeing your numbers revealed.”

That experience can easily be defined by the lottery involved – maybe a lottery would prefer a different type of image, maybe something more related to the game purchased. “But that’s not as much fun,” said Pinkus.

And if a player wins? For instant games, any winnings are displayed at the end of the entertainment experience. For draw games, Lazlo will send out push notifications after the drawings if a ticket wins any prize.

How a player collects those prizes (up to the amount that requires an in-person visit to a lottery customer service office) is one of two mechanisms by which Lazlo makes money on the deal – content delivery and award redemption. The company charges lotteries absolutely nothing for the service. It is completely free to embed

**“You get to experience your ticket - you play the video and as you are laughing at the silly cats, you are seeing your numbers revealed.”**

**Mike Pinkus, Lazlo**

the technology – free to the lottery and to the consumer.

The first revenue source involves the images or videos that a player chooses as their entertainment experience – the company gets a fee from the image provider for every downloaded video or image. It might be a Red Bull sponsored extreme sports video, for example.

The second comes from gift card redemption. If a player wins \$20, they can choose to take the ticket on their device back to the lottery retailer and get the cash. But they can also choose to redeem their winnings for a gift card for a “plussed-up” amount, as Pinkus calls it. So that \$20 could be converted to a \$22 Amazon gift card, for example, or a \$24 7-Eleven gift card – the player can choose among several retail brands to get plussed-up value with their lottery winnings. And Lazlo gets a fee from the retail brand chosen when the player converts the winnings to a gift card.

“This is an entirely new business model for lottery – bringing in a new revenue stream from outside of the industry without taking a share of existing revenues,” said Pinkus. “Everyone we are talking with – the big box retailers and the convenience stores in particular – are blown away by this model. Because they don’t want a single lottery transaction to leave their stores, and this accomplishes that. Lazlo enables lotteries, retailers and brands to create a combined value proposition that is greater than the parts.” ■



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Westin Portland Harborview  
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**July 13-15, 2018**

*NCLGS Summer Meeting*  
Cleveland, OH

**July 23-26, 2018**

*NASPL Professional Development Seminar*

Swan Hotel  
Orlando, FL  
Hosted by the Florida Lottery

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*NASPL 2018 Annual Conference*  
Hilton Cleveland Downtown Hotel  
Cleveland, OH  
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**November 18-22, 2018**

*World Lottery Summit 2018*  
Buenos Aires, Argentina

**December 2018**

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## 2019 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

**December 2019**

*NCPG/McGill University RG Lottery Holiday Campaign*

## 2020 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

**December 2020**

*NCPG/McGill University RG Lottery Holiday Campaign*



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