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THE OFFICIAL PUBLICATION OF THE NORTH AMERICAN ASSOCIATION OF STATE & PROVINCIAL LOTTERIES

INSIGHTS

JANUARY/FEBRUARY 2021



**Making a Difference
*Since 1971***

FROM THE NASPL
PRESIDENT



Happy 2021 to each of you and your team members. I am excited to work with you as the new President of NASPL. It is truly an honor to follow in the footsteps of so many strong lottery directors who have served as NASPL President. I would like to provide a special thank you to Angela Wong for her service to NASPL and the lottery industry.

During my term, I look forward to working with the NASPL Executive Committee, membership and staff. I would like to express my deepest appreciation to each of you for your contributions and steadfast support of

the Association during this past year of COVID-19. We have always appreciated one another, but I believe this past year has given us an even deeper appreciation for the ability to call on each other for advice and support.

Our industry is responsible for providing our customers with exciting products, and we are off to a spectacular start this year. We're all introducing exciting new initiatives and have many more in the pipeline. This is a perfect time for NASPL to continue being the strong, supportive association to our industry that it has been throughout its 50-year history.

NASPL is here to serve its jurisdictions as well as to partner with our Associate Members, keeping our lotteries and vendor partners communicating and in sync. Associations are always important for networking and connecting. At no time in our history has an association been as important as this time when we're not able to be together physically. We're appreciative of the work that David and the NASPL team have done to keep us all together virtually, and I appreciate every member who is participating in our virtual events.

In regards to our lottery product, the recent large Mega Millions and Powerball jackpots made headlines around the globe, providing a very solid foundation for participating lotteries to build upon throughout the remainder of the calendar year. While creating lots of excitement and prize winners, the dueling jackpots also generated additional dollars for our beneficiary programs.

Of course, our biggest winners always remain those who benefit from the important programs that we fund.

Former United Nations Foundation President and CEO Kathy Calvin once said, "Giving is not just about making a donation, it's about making a difference."

We are all fortunate to work in an industry where our primary goal each day is to make a difference, positively impacting the citizens and communities throughout our jurisdictions.

Every year, North American lotteries raise billions of dollars for state and local governments, contributing to numerous worthy causes. Like several jurisdictions, lottery dollars in Georgia are earmarked for education, in our case pre-K and college scholarships and grants. Many other lotteries support a wide range of programs for the elderly, veterans' assistance, economic development, health care, cultural activities, wildlife preservation and much more.

We have a lot to look forward to this year. I am excited to continue working with you to ensure the success of NASPL and our lotteries, as we make a difference in the lives of others every day.

Sending my best,
Gretchen Corbin

*President and CEO, Georgia Lottery Corporation
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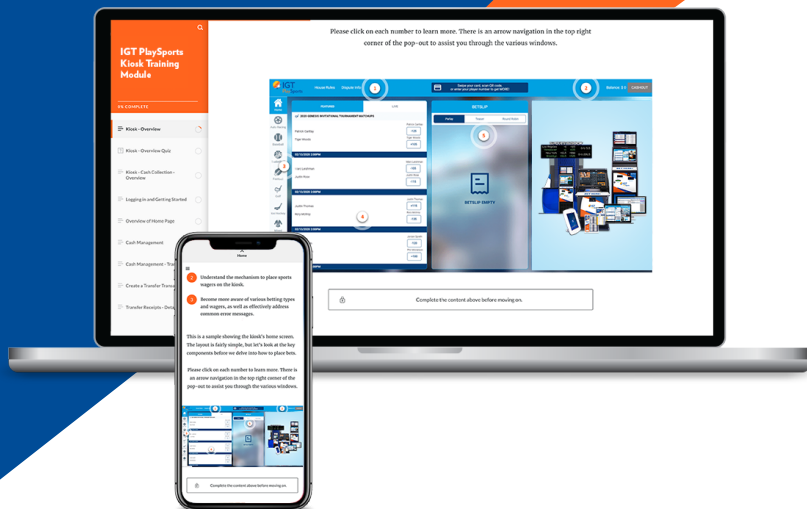
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7757 Auburn Road Unit #7
Concord, OH 44077

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NASPL Email:
info@nasplhq.org

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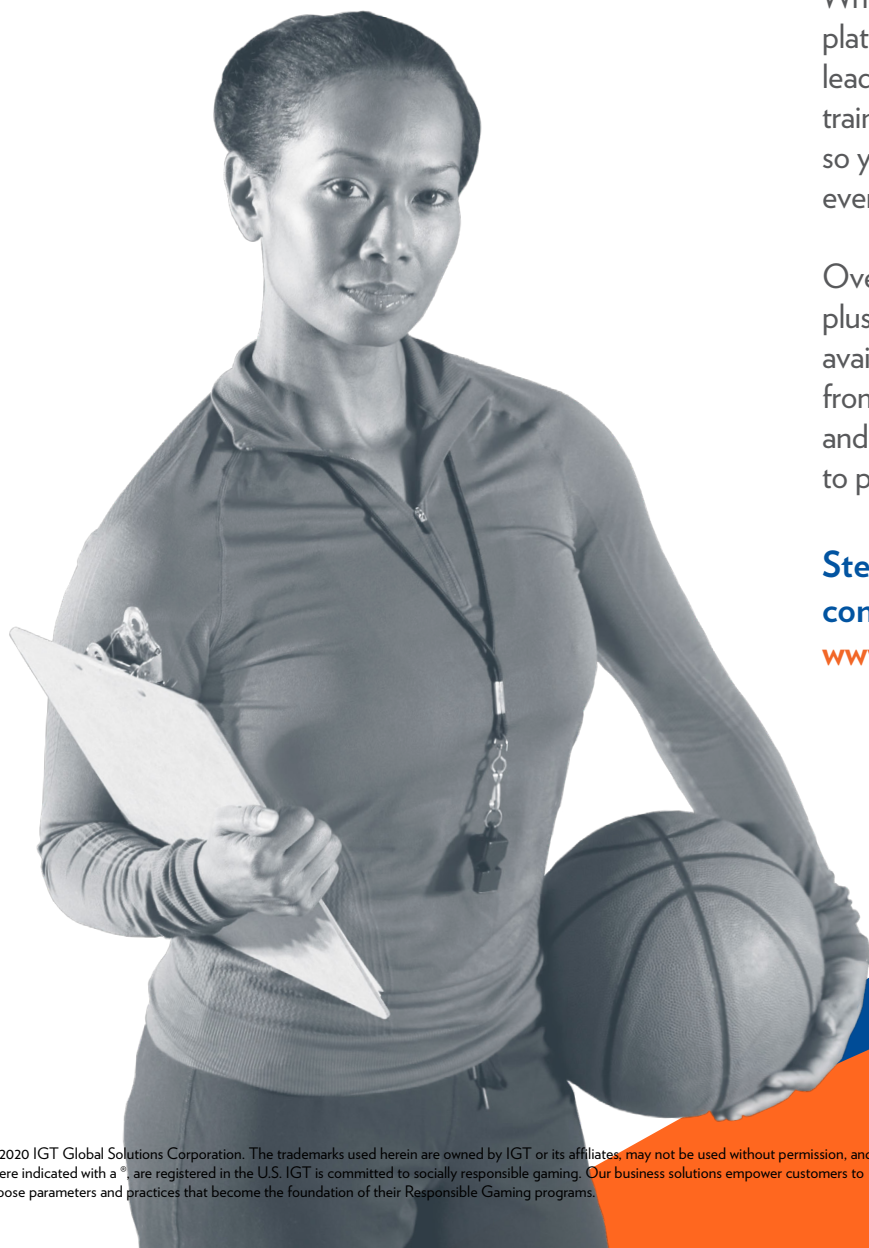
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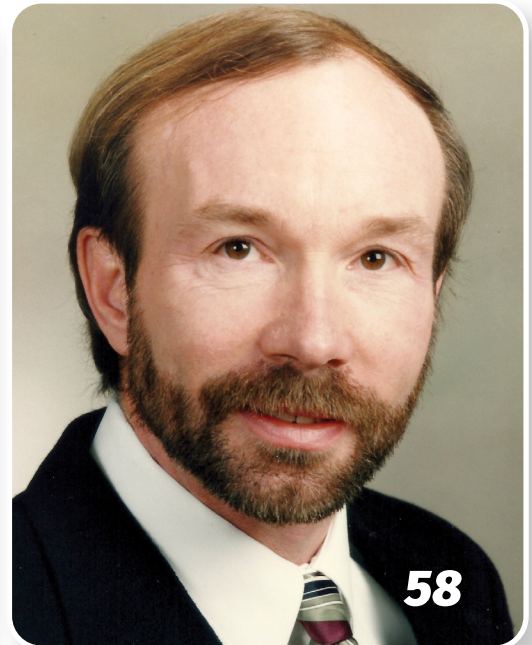
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Next

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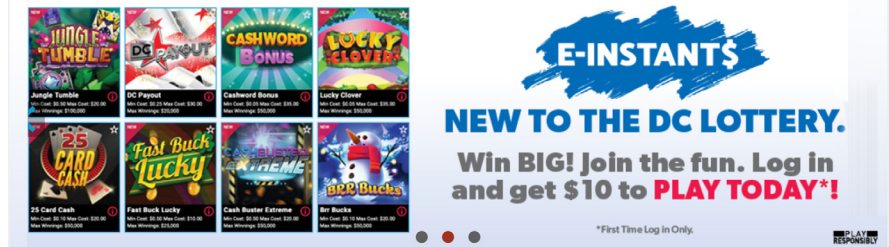
DC Lottery Launches iLottery



On December 18, the DC Lottery joined the growing group of American lotteries with online sales options when it launched an iLottery platform offering eInstants, Powerball and Mega Millions. It's the first step in what will ultimately include the Lottery's entire portfolio of games, with other draw games to be added this spring and three monitor games likely before the end of the year.

It was the culmination of a very busy year for the DC Lottery, which despite the challenges presented by the pandemic launched both sports betting and iLottery in 2020. It couldn't come soon enough for the Lottery, which has seen its daytime population base shrink dramatically as tourism dried up and the daily influx of workers stayed home to work remotely. "We have to continue to be nimble to generate revenue responsibly, to find new players within a shrinking player base," explained Executive Director Beth Bresnahan.

Enter the digital iLottery platform, which helps satisfy growing demand for innovative new entertainment options, and makes playing lottery games more convenient for technology-driven consumers. Players at least 18 years of age, from any jurisdiction, may register to play online, but must be physically present within the District at the time of actual play. As with sports betting and retail lottery operations, play is prohibited within the federal enclave areas as defined by the Shipstead-Luce Act. Players can deposit funds using credit and debit cards, ACH



bank transfers and Skrill, with PayPal coming soon. The platform features several responsible gaming safeguards, including player-set bet limits, deposit limits, time limits and cooling-off periods; self-exclusion is also available and applies to all of the Lottery's products.

The Lottery's gaming vendor, INTRALOT, set up the iLottery system, and the eInstant games currently come from IWG. The platform launched with eight of the company's entertaining instant-win games, with a new game to be added to the mix every three or four weeks. As an introductory offer, the Lottery gives a \$10 free play bonus to everyone who registers for the first time; there is also a 100% match of each player's first deposit, up to \$250.

After a month of activity, Bresnahan is quite happy with the results – the technology has worked well and there was just shy of \$650,000 in sales. "That is a lot for us, being a small lottery," she said, adding that expectations were tempered given that the District's daytime population, for now, is a shell of what it used to be. Not surprisingly, eInstants are leading the way as an engaging and fun new

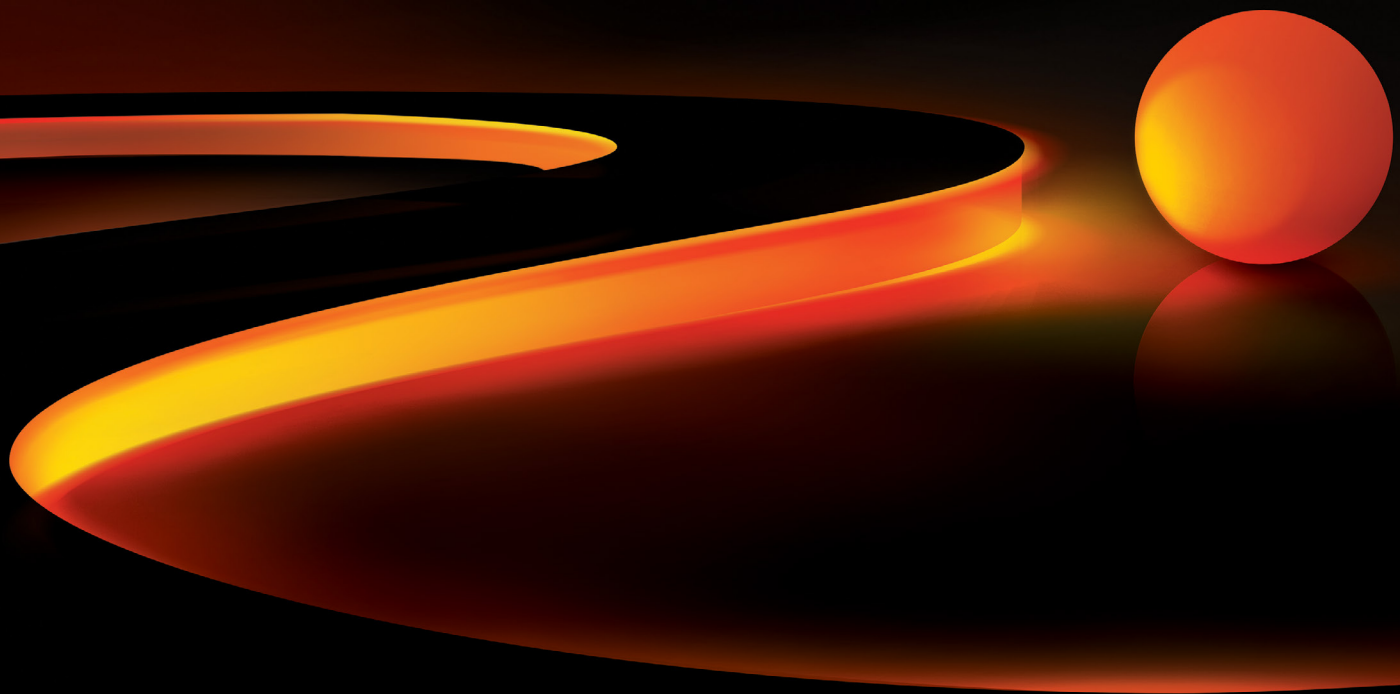
product, but with both Powerball and Mega Millions jackpots finally gaining traction as the New Year dawned, sales of those games were strong as well.

She's grateful to the others who have blazed the trail for iLottery. "This is such a unique industry, with all of our counterparts at other lotteries willing to support and help one another and share best practices." One of the most important things she learned was the need for clear and consistent communications with players, to constantly engage the audience and bring in new players. She looks forward to returning the favor by sharing what DC has learned.

Bresnahan is also eager to add the Lottery's other games to the platform, and investigating all options to work with its retailers. "So far it's going well. We're looking forward to building it out and having it complement our retail network."

And she is so proud of her team for implementing new products and platforms to keep the business afloat when the city was all but shut down multiple times. "I couldn't be more grateful for the time and effort our team has put in to make this happen. And it goes to show you that this is just the beginning – there's a lot more to come from the DC Lottery." ●

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Washington's Lottery Opens First Retail Store

By Patricia McQueen

Cleverly branded as the Department of Imagination, Washington's Lottery now has its own retail store in Spokane's NorthTown Mall. The 2,100-square-foot space, which opened December 21, serves double duty as the Lottery's regional office, warehousing equipment for sales reps as well as serving customers. It's a new concept for the Lottery, blending regional operations with consumer interaction in a single, prominent, accessible location.

"We really wanted to be where people are," explained Crystal

Fischer, the Lottery's Chief Information Officer, who served as project manager for the new store. "Lottery is a convenience product, so hopefully we'll gain new players. But it is also important to educate the public about the money that we give to our beneficiaries, and to be accessible for people who want to claim their winnings."

Inside the store consumers are greeted by an eye-catching "technology wall" containing nine 55" touch-screen monitors elegantly framed together in a 3x3 configuration. People can interact anywhere

on the screens to learn about various aspects of the Lottery, and when not being activated the screens automatically display a multitude of content, all kept fresh and engaging. Also impressive is a 12-foot lightbox that can display any number of different messages, such as the amount of money the Lottery sends to beneficiaries – more than \$4.2 billion since its inception in 1982.

Both displays are kept in service and highly visible during full mall hours, although the store itself is currently only open Monday through Friday, 10am to 5pm. "That was really

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important to us, to still have an asset to communicate with our players and appeal to them even when the Department of Imagination store is closed,” said Fischer. “We have beautiful clear glass doors, our lightbox messaging is lit and the technology wall is on with different content.” All of that content can be programmed by time of day, so for example there might be jackpot information before drawings.

To accommodate players who might want to play during those off hours, the store is complemented by a self-service machine nestled in an alcove right outside its doors. A lighted sign above tells passers-by that the unit is “Always Open” so anyone can purchase tickets during mall hours.

Careful Development

The store was a long time coming after it was first “imagined” in 2018. The mall ownership changed, causing one delay, and then it took time for the new owners to understand the unique requirements of working with a state agency. Importantly, that the lease had to be an exception to mall norms, where typical stores also pay a percentage of sales. Finally, a planned opening last October was delayed for two months mostly because of pandemic-related construction challenges, as materials were hard to find.

The project team completed a thorough analysis of options and explored all the details necessary along the way. “We really had to make sure that this was going to be the best return on investment for the Lottery,” explained Fischer. A mall location was chosen because of highly desirable foot traffic, putting the store where it would be most accessible to players. And now, even if mall traffic may never reach pre-pandemic levels, she is confident that projections were very



conservative and the project will be a big success.

A kiosk setup was considered, but that idea was quickly discarded because it didn't make sense to have both a kiosk in the mall and a separate location for the Lottery's regional warehouse needs; the security when paying prize claims was also a consideration. The back part of its new store offers space to keep play centers, POS materials

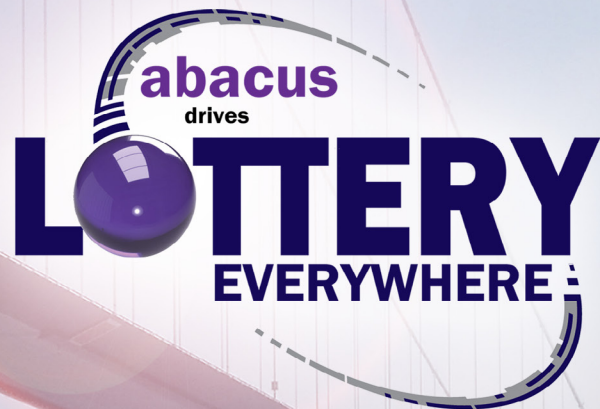
and other items for the sales reps to manage their accounts.

Fischer praised the British Columbia Lottery Corp. for their time spent helping the project get off the ground, with guidance and advice that is sure to save Washington's Lottery time and money going forward. Her team studied BCLC's own flagship store, and learned basic - but important - things like how to deal with

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discarded latex from scratch tickets, what kinds of countertops work best in the long run, how to make design components easily interchangeable, and even what colors to avoid. “All those little things that you wouldn’t think of until you go through it ... they walked us through everything, willing to share. It was great!”

Enthusiastic Reception

While the Lottery’s former Spokane Regional Office paid prizes to players, it did not sell tickets, so that was a new task for the three employees who transitioned to the mall store. To their experience in customer service and administration, they added front line selling and more customer interaction, and it has been a big success. “They love it!” said Fischer of the employees. “They love being able to talk to more people, and they feel a lot more connected with the players.”

Opening just before the holidays and catching the wave of growing jackpots in the national games, it’s hard to predict where sales will go after the initial splash. Fischer noted that the Lottery was very conservative in its sales expectations because it’s a relatively small market – about \$1,500 per week. During the first three weeks, sales were averaging \$5,600 per week! “We went into it very cautiously, and so far we couldn’t be happier with the result. The response from our players and others who come in just to look around, even if they don’t purchase tickets, has been very positive.”

A one-month review of the project found a few physical details that could still be improved upon, like countertop materials that could be easier to clean of latex. But in general, ensuring constant communications between the many suppliers that provided all the different components inside the store paid off. “There are so many moving parts



and everything has to work well together,” noted Fischer. “Utilizing multiple vendors, each specializing in different components, was a decision well made.” In particular, she gave a hearty shoutout to IGT, the Lottery’s ad agency Wunderman Thompson, designer Blake Jarrett, and Carmanah Signs.

Perhaps the most important lesson learned was that a project such as this needs time. “Being a government agency, we have a lot of rules and processes that private businesses don’t. That made negotiations and contract signing take much longer than anticipated.”

That knowledge just might come in handy. As leases for the Lottery’s

other regional offices come up for renewal, there will definitely be consideration given to applying the Spokane concept in other locations.

“This really has been such a unique endeavor for us, and our goal was really to better serve our players,” said Fischer. “And so far, it sounds like we are doing exactly that. Our sales have surpassed our projections, and we’ve worked with a lot of great partners to make it happen. We look forward to a bright future, and maybe we will get to do this again.” ●


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"I believe that if we touch the lives of young people in a positive manner it will impact them through their entire lives."



Colleen Sergent

Lottery Marketing Specialist, Retailer Relations, West Virginia Lottery

It seems appropriate that someone named “Sergent” would spend 20 years in the Air Force, and Colleen Sergent did just that. Fortunately for the West Virginia Lottery, upon her retirement from the military holding the rank of Master Sergeant (E-7), she wanted to continue her career in government. Today, she is an important link between the Lottery and its retailers.

“Colleen began her career with the WV Lottery in our Human Resources Department,” said Director John Myers. “She assisted the Marketing Division with several promotions around the state on weekends or when we needed extra help, and her personality and ability to deal with customers was so impressive that we knew she belonged in marketing. She now is leading our efforts with chains and large retail operations. She was a great addition.”

After high school, Sergent spent 20 years on active duty in the Air Force as a Maintenance Data Systems Analyst, including 12 in the Air National Guard. Her time included deployment to Saudi Arabia during Operation Desert Storm and Desert Shield in 1990/1991. While still on active duty, she received an associate degree in Applied Science from Community College of the Air Force at Maxwell AFB.

In 2007, she joined the West Virginia Lottery as an administrative assistant, specializing in human resources and also assisting with marketing promotions. She loved



helping out with events, and even sometimes wore the Powerball and Mega Millions costumes. “The events really showed me that I love interacting with people,” Colleen said.

So when the Retailer Relations position in the Marketing Division became available in 2018, Sergent jumped at the chance. She interacts with the Lottery’s 1,570 corporate and independent retailers in all facets of lottery operations, and works closely with IGT to ensure that retail locations are serviced in the best possible manner. She plans Lottery-sponsored events and makes sure that all policies and best practices are followed, and evaluates returns on investment so that promotions are appropriate for each location. She also develops training programs for retailers to help them learn Lottery procedures.

In 2020, when the pandemic put a temporary end to retail visits and promotional events, the WV Lottery found ways to thank its retailers, explained Sergent. There were increased communications efforts, along with incentive programs to encourage them to follow best practices. Last summer, coinciding with the launch of Keno Go, retailers were given a sanitizer pack that included a hand sanitizer, a screen cleaner, dry cloth, etc. “We wanted to make sure they know that we appreciate everything they are doing.”

In her spare time, Sergent is in her 22nd year as a Boy Scouts of America volunteer, leading troops, chairing committees, directing camps – you name it! It started with her youngest son in 1999, and continues to this day. “I believe that if we touch the lives of young people

in a positive manner it will impact them through their entire lives.”

That takes up most of her week-ends, but she also enjoys travel when she can get away. And she carries on one tradition from her National Guard days – getting together with former colleagues to coordinate and present awards at West Virginia’s Winter Special Olympics each year. On the home front, she loves playing video games and is a big Harry Potter fan, and shares her home with a 165-pound lap dog named Kane and his “service dog” Sid, who helps soothe the bigger dog’s nerves.



What brought you to the WV Lottery after a career in the military?

Chance and the Lord’s will. When I retired from the military I had to answer the age old question: What do I want to be when I grow up? We joke about it in the military as retirement/separation gets closer, and I decided to make a list of what I liked doing and what I didn’t like doing and narrowed the jobs down. I knew that I wanted to stay within government. Most of my military experience was in data analysis, personnel and clerical work, so I applied for multiple state clerical positions. One of the calls I got was from the WV Lottery, which I knew nothing about. I interviewed for a Human Resources position in 2007 and was hired. It was the best decision I could have made! The WV Lottery welcomed me in and treated me like family from the first day. One of the things I liked doing and still like doing is helping people – I like to help them understand things and make good decisions.

What do you see as the most important issues involving retailers selling lottery? How can lotteries better serve the needs of all retailers?

I think the most important issue is for all of us to understand the circle between the player, the retailer, the Lottery and the vendor supporting the Lottery (IGT for us). Everything we do impacts the other three parties involved. We need to promote awareness at the retailer level of the importance of lottery customer service – the retailer’s attitude towards lottery can have a huge impact on sales, and their willingness to cash tickets affects the player and future sales. Many times the player feels the retailer is a Lottery employee and that we should make them do certain things differently. There is a balance between what the retailer can safely do – for example, many can’t keep enough cash in their drawer to cash the tickets due to theft concerns – and what the player wants: winnings in cash and not a check.



The Lottery can better serve retailers by building a relationship with each of them, which is vital to their understanding of the importance of lottery and getting them to see it's not just a hassle and an extra chore they have to do. When you have that relationship, the retailer is more comfortable explaining their needs and sharing ideas. It's easy to forget there are people behind the numbers, but it's critical that we remember they are people and lottery isn't the only thing they sell; for some retailers we aren't even the most profitable commodity they sell. We have to figure out what motivates the different retailers to increase sales and growth opportunities.

We also have to be careful and treat all of our retailers as uniformly as possible while understanding the different sales volumes and needs of each location. Some independents have more flexibility in what they can do, but you may have to work harder to convince them that good customer service skills can maximize

their profits. Corporate accounts often have more uniformity, but they also are likely to have a structure that includes multiple bonuses and commissions that provide incentives for positive selling behaviors.

What makes a successful retail lottery promotion?

While ROI should be taken into account, I believe the success is in the relationship-building between the retailers, players and Lottery staff. We have players and retailers with whom we've built relationships over the years as they attend or host our promotions; we get to know them and we watch their kids grow up. There's value in the energy and excitement of the promotion where everyone is having fun – watching the players cheer each other on during games, and seeing the players build relationships with each other and share the happiness and excitement of the wins. The public relations aspect of a promotion can't be overstated – players knowing

that we came to their area to bring them opportunities and experiences they may not get anywhere else, like the cash vault. Who doesn't want to get in the vault with money flying around and take home some cash?

What are some of the promotions that have been the most fun?

Our State Fair events have to be at the top of the list; each year we feature a different game. Sometimes it's a life-size game board that players move along using dice. It's so much fun to watch the players really get into the game. They cheer each other and call out encouragement, and I love watching when they hit the "jackpot" – some players are really fun to watch because they don't worry about who is watching them, so they jump, shout and cry. It's an amazing feeling to be part of that.

Currently we are doing a Facebook Live game show each month. We randomly choose five winners from contests we hold each week, and once a month they



compete via a Lottery proxy. We have a big wheel that chooses one of the four games they will play. It's been something people looked forward to during the struggle of 2020, and many players have commented that it is still a benefit to have something to look forward to each week/month.

I also love the trade shows we do for retailers, where we can connect with multiple retailers. Our booth shows dispensers and options for ticket displays, and we can talk about behaviors. We also have Tips and Tricks videos we display during the event. Being able to talk individually with so many retailers in a short amount of time, and interacting with them, is just plain fun!

What do you enjoy most about working at the WV Lottery?

Knowing that we make a difference with the money we help generate for the state and the programs the Lottery supports. In West Virginia, that's senior citizens, education, tourism and veterans. Plus, people are fascinating! Every



day is a little bit different and everyone reacts differently, which means even the same problem may need to be handled differently. I love the challenge of working to discover the best way to get a positive result – there always seems to be something to learn.

Tell us a little about your dedication to volunteering with the Boy Scouts of America.

I blame my children for that, as I started when they were young. Of course they are now 28 and 31, so the real reason is just that it's a lot of fun! I most enjoy the camps and watching the kids have fun and learn skills at the same time. The

BSA opened to girls in 2017, and I am currently an assistant scoutmaster for a girl's troop. Change is always hard, and there was some institutional conflict when girls were included, but I think it teaches everyone to respect each other. One of the missions of BSA is to teach young people to make moral and ethical decisions, so a lot of what we do is teach leadership skills, how to problem-solve and how to build confidence. I love to see them grow in character and skills to become men and women we can be proud of. Watching their faces light up when they reach their goals is the best reward! ●

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Relationships That Fuel Research and ROI

How the Wyoming Lottery makes the most of small research budgets.

By Robin Medina, Chief Operations Officer, Wyoming Lottery



We grabbed a table in a restaurant bar 1,595 miles from home, ordered some appetizers and settled in for a bit. We made this cross-country journey for the people-watching; or more specifically, the player-watching.

The Wyoming Lottery, also known as WyoLotto, sold our first ticket in August 2014. As one of the youngest lotteries, we are passionate about continuing to grow and trying to make the biggest positive impact we can for our state. We have a gaming portfolio that consists of five draw games (two national jackpot games, one national static jackpot game, one Wyoming-specific jackpot game, and one Wyoming-specific

raffle game) and we continue to evaluate how we can grow that portfolio within state legislation boundaries but without cannibalizing our existing games.

We know there is player interest in and revenue potential with expanding our portfolio, but how do we choose?

As the state lottery for Wyoming, the lowest populated state in the country, our budgets are naturally smaller than those of other states. At this point in time, we don't have dedicated budgets for consumer research, hiring partners for cost-analysis with onboarding new games, or other larger research endeavors. But we still find ways to streamline our onboarding

processes, find efficiency in new product launches, and boost the ROI we see in games, promotions and campaigns.

We just have to be a little more crafty, and in this case that meant visiting our friends and lottery colleagues from the North Carolina Education Lottery.

Here for Each Other

In any other business, similar organizations across state lines would likely be or, with growth, become competitors. But in our eyes, the state lotteries are different.

We're not competitors in the true sense of the word. Instead, we look at other states more as collaborators.

Yes, we function independently, selling some of the same products and some different products. But ultimately, at least when it comes to the national jackpot games, the more we drive sales in our individual states, the more it drives up jackpots across the country, which we know continues to drive up sales. It's a cycle that we all collectively feed into, and success for a few can mean more success for all.

This perspective is one of the reasons that we pursue symbiotic relationships with other lotteries – plus it helps supplement our research funds as well!

This time in North Carolina was a single part of the research we have been doing over the last couple of years as we explore how best to grow our game portfolio – and a lot of that research has been fueled through our partnerships with other lotteries. We also visited and/or talked to the lotteries of Ohio, New Hampshire, Tennessee, Nebraska, Kansas and North Dakota.

With every interaction we ask questions about the games we are exploring:

- What was your experience onboarding this game?
- How did it impact sales immediately? Long term?
- Did it bring in new players? Increase how much current players played? Cannibalize sales from an existing game?
- What was your key messaging?
- What did players and retailers have an easy time understanding? What did they have a hard time understanding?
- What did you learn from launching this game?
- What would you have done differently?

And we're grateful for the fruitful conversations and the willingness of

these fellow lotteries to share their learnings and their own research generously. We are reminded of the camaraderie that exists in our industry. These relationships, and the sharing amongst each other, ultimately benefit our bottom line in a positive way.

Analyzing the Possibility of Keno

Keno is one of the games we considered moving forward with, and one that we researched as much as we could during the past few years. We visited locations with Keno (both with and without kiosks) and observed player behavior (using kiosks vs. using sheets handed to retailers). We talked with retailers, particularly bartenders and servers, about what helped them understand the game enough to teach players. And we talked with traditional retailers (c-store, grocery store) about their experience with Keno.

And we combine that observation and player/retailer input with the analytical input we heard from various state lotteries, some of whom were able to do third-party research leading up to their game launches.

Because of this, we walked away with a better understanding of Keno, including the following insights based on various aspects of our research efforts:

- Keno is the only draw product that will allow us to increase our retailer count by expanding into the social establishment category; based on studies and actual retailer growth rates in other states.
- Due to this growth and the nature of play, it provides the highest revenue potential; based on sales growth in similar demographics and markets.

- Players that align with Wyoming's player profiles enjoy the social experience of playing; based on surveys conducted in other states and player interviews.
- The self-service kiosk is not only pivotal for increasing sales, but it also relieves some of the burden with ongoing retailer education in high-turnover environments; based on sales analysis of states with kiosks and states without kiosks, plus interviews with state lotteries as well as retailers with and without kiosks.
- Players notice the difference between a 3-minute interval drawing and a 4-minute interval drawing; based on player discussions and observations.

Because we learned that it is important to launch Keno with self-service kiosks in order to maximize revenues, we have put plans for this game on hold temporarily. In Wyoming it will take a legislative change to execute these free-standing kiosks, so we are hoping to see legislative changes this session that will allow us to offer our retailers this convenience. Our session has been delayed until March so it will be a while until we know, but either way Keno is in Wyoming's future. We are just hoping to launch in a way that maximizes our transfers to the cities, towns and counties of Wyoming!

Assessing and Onboarding 2by2

We're currently in the process of bringing 2by2 to Wyoming. It's been a long, thorough road of examining games with lower price points that would appeal to our demographic without cannibalizing sales of our other games. WyoLotto has also



been eager to expand our portfolio outside of jackpot games to create a bigger foundation of steady sales that are not impacted as much when jackpots are low.

Again, through outreach to other states, visiting and observing, we walked away knowing that 2by2 was the next right move for WyoLotto for the following reasons:

- This game provides a unique opportunity for state personalization when it comes to branding, giving us the opportunity to develop the same support and loyalty that our Wyoming-only game, Cowboy Draw, has amongst our players and residents; based on discussions with other states.
- The lower price point, lower grand prize amount, daily draws, and prize tiers (including a prize of “free play”) bring in more of the “scratch ticket” demographic, a group of players that is important for Wyoming to reach because our legislation prohibits

the sale of scratchers; based on demographic analysis of players in other states.

- The basic tenets of the game are easy to understand, but the promotion feature, 2by2 Tuesdays (which doubles the prize amounts won on Tuesdays for any multi-draw tickets purchased in increments of seven days) is a bigger challenge to communicate to players and retailers; based on campaigns, customer surveys and interviews, retailer education surveys, and sales data.
- Other promotions that utilize this game work well (and the MUSL/2by2 product group provides funding to each of the group members for a promotion a year); based on sales data around promotion campaigns and time periods.

Now as we prepare to announce 2by2 in February and launch it in March, we feel much better

equipped for executing a smart, educational campaign directed at the ideal demographic and focused on what those players need to hear. We want to emphasize two, two, two – our campaign and brand assets highlights “It’s Two Fun.” And we were able to develop a logo for the new game that reflects Wyoming, and hope that our players feel that the new game reflects the beauty of the state.

Sharing the Wealth... of Knowledge

Lotteries are all about getting creative – in our campaigns, in our promotions, and, for WyoLotto, in how we get as much information and data as possible. Whether or not you have the budget to conduct big research projects for new games, we can all benefit from our relationships with each other. Having other lotteries you can reach out to and ask questions of, hear about their learnings, and gain insights from their experiences can help each of us.

And, by sharing these learnings and insights, we all improve – driving up sales and potentially lowering our costs, enabling us to give back even more to each of our states.

Just as much as we have learned from others, we’re happy to share what we’ve learned too. We invite other lotteries to connect with us during your research phases, to learn what promotions and messaging have worked well for us, as well as what we’ve learned along the way.

Lotteries are not just about sharing the wealth (although that’s a very fun part of our jobs); we can also be about sharing a wealth of knowledge with each other. ●

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GAMING ADD GAME SHOWS

in West Virginia

Expanded gaming really put the West Virginia Lottery on the map, but that's not all it has to celebrate after 35 years.

By Patricia McQueen



On January 9, 1986, the new West Virginia Lottery started selling a single \$1 instant game: West Virginia Jackpot. Thirty-five years later, the organization might just have the most diversified portfolio in the American lottery industry. Certainly it has been a trailblazer in the area of expanded gaming, above and beyond more traditional lottery products.

For example, West Virginia was the first American lottery to implement video lottery terminals at racetracks thanks to a limited test at one facility in 1990, two years before Rhode Island jumped into the fray with the first large-scale implementation. But that West Virginia test eventually paved the way for full gaming deployment at all four of the state's racetracks, plus the historic Greenbrier Resort, beginning in September 1994.

When limited video lottery began at bars and clubs in late 2001, West Virginia became the first – and still only – lottery to manage both casino-based and widespread video lottery networks; other lotteries have one or the other. The first table games at American racetracks were introduced in West Virginia beginning in October 2007, in response to new gaming competition in Pennsylvania and more to come in other neighboring states.

And while West Virginia wasn't the first lottery to offer sports betting after the landmark repeal of PASPA in May 2018 (it was third behind Delaware and Rhode Island), it was first to offer mobile sports betting networks through two of its racetrack partners in early 2019.

But don't think for a minute that with all those firsts, the West Virginia Lottery is only about casino games and sports betting! In FY19, the Lottery was the national leader in terms of percentage increase in sales of instant tickets – up 16.5% over the previous year. That was followed by an impressive 25.8% gain in FY20, growth that could only rank

it third by that measure in a year where a pandemic triggered tremendous increases in instant ticket sales for many lotteries.

It all means that the Lottery is able to support good causes in West Virginia. From its inception in January 1986 through the end of FY20, more than \$10.9 billion has been raised for state programs and services. While the list of specific fund recipients is long, the primary beneficiaries are education (including school construction and

From its inception in January 1986 through the end of FY20, more than \$10.9 billion has been raised for state programs and services.

improvements, plus scholarships), tourism, and services for seniors and veterans. One proud achievement is helping nearly 60,000 students since 2002 pursue a college education without the burden of heavy debt thanks to the PROMISE scholarship program. Another was the \$73.5 million, in FY20 alone, that went to benefit the state's senior citizens, part of the \$1.3 billion raised over the years for senior programs.

“We have had leadership in our legislature that has helped us to generate revenue, giving our residents a chance to play the games they want to play,” said Director John Myers. “We’ve supported a number of good causes as a result. That is what is most important to me and to the folks that are working at the Lottery now. We see the benefit of what we do here on a daily basis.”

The Gaming Portfolio

There's no doubt that casino-style gaming generates the most revenue for the state. In recent years, gross gaming revenues from five casinos and limited video lottery have provided as much 85% of the Lottery's total revenues; sports betting was added to the mix in September 2018.

The West Virginia Lottery handles gaming a little differently than most other lotteries overseeing this activity. The primary operating responsibility lies with the facilities themselves – the casinos choose their own gaming equipment and local network system providers, which then link to the Lottery's central system. The bars and clubs with limited video lottery own their own terminals, which also link to the Lottery's system. So essentially, the Lottery serves as a regulator, with less of a hands-on role than other lotteries in the business. With both forms of video lottery, gross gaming revenue (GGR) is recorded as “sales,” which is typically the case across the industry.

By law, other gaming revenue is recognized a little differently, although again, the casino partners are still responsible for setting up their own table games, sports betting and iGaming operations. For these activities, a privilege tax on GGR is considered to be the Lottery's top-line revenue. Table games are taxed at 35%, sports betting at 10% and iGaming at 15%.

Video lottery revenues peaked in FY07, with almost \$1 billion in gross



gaming revenue generated just from the casinos, plus another \$400 million from limited video lottery. Even after table games were added, the decline in casino revenues soon began, due to competition developing in other states – first Pennsylvania, then Maryland, then Ohio. As the dust settled from those impacts, casino gross gaming revenue for video and table games combined seemed to stabilize between \$600 and \$650 million, with limited video

lottery mostly holding its own. That is, until the pandemic.

The casinos and limited video lottery were shut down for a few weeks last spring, and when the casinos returned, they were at 50% occupancy levels and down to about 3,500 terminals compared to nearly 5,500 before the pandemic. As a result, limited video lottery is now exceeding casino video revenue for the first time, with close to 7,500 terminals in some 1,250 bars and clubs around the state.

Each of the state's five casinos also operate sports betting, which began in September 2018. All five now offer online and mobile sports betting options in addition to their

physical properties. Hollywood Casino at Charles Town Races currently leads the way in handle and GGR, both at its casino and through its online/mobile options, with the Greenbrier not far behind, mostly due to its online/mobile service.

The newest venture was launched last July, when iGaming made its debut. As with sports, each of the casinos may contract with multiple managed service providers. The first to debut was the Hollywood Casino on July 15, using a DraftKings platform. The Greenbrier opened its online casino in late August through BetMGM.com.

Even with the reduction in total casino revenues, Myers likes what



The Lottery's first instant game, shown below, is recreated in modern form (at left), along with three other popular games from the past (top).



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West Virginia Lottery at a Glance

..... Gross Gaming Revenues								
	Scratch Off Sales	Draw Game Sales	Casino Video	Table Games	Limited Video	Sports Betting	Total Revenues	Net to State
FY 2020	\$145,435,600	\$61,195,563	\$388,701,947	\$81,836,529	\$329,844,305	\$19,146,700	\$1,026,160,644	\$402,002,458
FY 2019	115,596,133	84,500,687	511,741,575	107,958,651	392,329,925	11,934,030	1,224,061,001	495,141,920
FY 2018	99,194,790	77,839,930	509,140,011	105,517,300	368,067,327		1,159,759,358	473,947,597
FY 2017	94,368,751	72,110,670	525,056,671	115,502,106	347,555,459		1,154,593,657	477,053,471
FY 2016	102,541,884	85,659,600	542,215,325	129,727,289	360,814,338		1,220,958,436	501,301,537

Note: The Lottery records the privilege taxes on table game and sports betting revenue as its revenues from these activities; they are adjusted here to GGR based on 35% and 10% taxes, respectively.

Current games:

Scratch tickets: About 40 new games per year; \$1, \$2, \$3, \$5, \$10 and \$20

Terminal games: Powerball, Mega Millions, Lotto America, Daily 3, Daily 4, Cash 25, Keno Go

Vital statistics:

Number of employees: 182

Number of licensed retailers: 1,508 as of 1/4/21

Number of video lottery terminals at casinos: 3,697 as of 1/9/21

Number of limited video lottery terminals: 7,177 as of December 2020

he sees. “iGaming has been growing, although it’s not a huge part of our revenues at this point.” He noted that sports betting revenues are coming back strong after sports disappeared for a while last year, adding that while the sports betting tax will never produce the kind of revenues that the casino games generate, even a few million dollars a year means more money to good causes.

Traditional Lottery Highlights

On the traditional lottery side, West Virginia has made great strides recently with its instant ticket portfolio, as noted earlier. By moving away from \$1 and \$2 games while adding \$5 and \$10 games, sales have skyrocketed, growing 54% in just three years. Of course, across the industry instant ticket growth was one of the few positive things to come out of the pandemic – in many cases they were the only games in town. But it was a planned effort to change the product mix that set things in motion in the first place. Recognizing that players are

increasingly attracted to large prizes, by increasing the price points in the Lottery’s instant mix it could take advantage of that trend. “So we’ve been able to grow our sales considerably there,” said Myers.

Instant tickets are also playing a role in the Lottery’s 35th anniversary celebration this year. Four pulses of the First to Win ticket are re-releases of popular games of the 1980s and 1990s, starting in January with a new version of the original game, West Virginia Jackpot. That will be followed by pulses honoring Lucky Dog, Ruby 7s and Keno. All of these are also featured in a Collect ‘N Win promotion, along with games in the Jackpot family.

When it comes to the two national games, Powerball and Mega Millions, Myers knows they are difficult to manage, especially when they both suffered from an elongated jackpot slump until things picked up over the holidays. He’s not sure simply making them even more difficult to win would have the desired effect; maybe there could be a larger set prize as a secondary

win that would be more attractive to players. “I’ll have to leave that to the mathematicians,” he mused.

Last summer the Lottery launched Keno Go, an enhancement of its long-running Keno game. Previously, Keno was only available at certain liquor-licensed facilities

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and was drawn every five minutes. Keno Go took the game to all Lottery retailers and increased drawing frequency to every three minutes. Players can watch the draws on the Lottery's convenience app.

And next on the horizon, perhaps this fall, is likely to be Cash Pop, which would complement Keno Go. Current thinking calls for it to be drawn every 15 minutes. "Cash Pop generally has more interest among millennials," noted Director of Marketing Danielle Snidow, so it could be a fun new game for the portfolio that attracts new players.

Retail, Cashless and iLottery Developments

Like all lotteries, West Virginia continues to explore ways to expand its retail base while catering to the way consumers conduct their day-to-day lives in today's world. Self-service machines have gone into Walmart stores, and are picking up business in other venues as well. In fact, new machines have been ordered this year from IGT to accommodate demand.

Also promising are negotiations with some of the bigger grocery chains not yet selling lottery in West Virginia, while current partner Kroger is stepping up its lottery support. "They've expanded their visibility inside their stores for us, and that's helped," said Myers.

A huge determinant of the Lottery's future path will be an effort to get legislative approval for the use of credit cards for lottery purchases. "Nobody carries cash anymore, and we don't want to be left out of the picture because they only carry plastic." While debit cards are authorized, there hasn't been much of a push for retailers to use them given the transaction fees involved. Currently underway is an analysis of cashless payments used by other lotteries, and how fees are handled.

Because it may not be until 2022 that a credit card effort will make it to the legislature, the Lottery is

waiting on some possible future projects, those that make infinitely more sense to implement once more payment options are available to consumers.

For example, in-lane sales. "We're watching developments in this area, but we feel to go in this direction we need credit card authorization," explained Myers. Similarly, he doesn't feel it makes a lot of sense to push debit card adoption by retailers right now, even though it's legal to do so. "We hope to do both debit and credit at the same time, if we are going to go through the expense to make those modifications out in the field."

And then there's the prospect for iLottery, which also requires legislative approval. "It all goes hand in hand," noted Myers. One of the biggest complaints they got from players last year was "How

come I can't buy my Powerball ticket online?" He hopes that those complaints, and the rapid adoption of doing everyday activities online due to the pandemic, will help show that this is something that the customer wants. His staff is gathering information to present to legislators about how iLottery in other jurisdictions has been beneficial to both lotteries and retailers alike – lawmakers want to see the proof in an easy-to-understand way.

Going Virtual

While an online lottery sales platform is a ways off, online marketing and virtual engagement is here and now, and growing every minute especially after the pandemic canceled so many traditional marketing activities and events.





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Snidow is new to the Lottery, hitting the ground running after she took the job last July. Although she had a lot to learn about the lottery industry, she brought with her specific expertise using social media, including a history of keeping her own small business afloat by creating virtual events.

She took that expertise and applied it to lottery promotions, and together with others in her group they came up with the Prize is Right virtual game show on Facebook Live – a first for the West Virginia Lottery. Launched last August, the show is offered monthly, with 15 contestants competing (by proxy using Lottery marketing staffers) in various interactive games for prizes such as free tickets. The contestants are chosen through weekly Facebook promotional games and contests on any number of topics; they may be themed contests based on the season, for example. Recipe contests are very popular and include cooking demonstrations by Snidow and Kari Blankenship, the Lottery’s Promotions Manager. In each production cycle, five winners from each weekly contest will play on the monthly game show.

During the Prize is Right, the Lottery also takes advantage of an engaged audience by talking about current scratch offs and draw games. “The show has created a lot of interest, keeping players engaged

and also showcasing our products,” noted Snidow.

As part of its 35th anniversary celebration, all Prize is Right contestants from August through December were entered into the Lottery’s 35th anniversary drawing, held January 9 on Facebook Live. The drawing awarded 10 winners \$3,500 cash each, for a total of \$35,000. “It’s our biggest virtual promotion to date on social media,” said Snidow, with more cash given away through social media than ever before. Entries into the drawing also came from other social media contests, such as a Throwback Thursday weekly trivia contest.

In addition to these efforts, Snidow wants the Lottery to increase its use of digital advertising, for example securing placements in radio streaming apps like Pandora and Spotify. To assist in that effort, there’s a new advertising agency on board effective January 1. “We need to take advantage of different ways of reaching people who maybe we haven’t reached before.” That expanded digital presence, especially when it appeals to a younger audience, will no doubt serve the Lottery well when iLottery is eventually added to the mix.

Looking Ahead

While iLottery and related efforts may be a little ways off, they provide

specific goals that everyone can get excited about. Myers is confident that they will happen – it goes back to the support given the Lottery by the legislature. For that, he credits the leadership of former Director John Musgrave, who served almost 20 years in that role. “I call him a rock star in the industry.” Another key individual was General Counsel John Melton, who was “instrumental in writing a lot of the legislation that went through to allow us to do some cutting-edge things.”

And by promoting the programs supported by Lottery funding (particularly education, senior citizens and tourism) when the legislature is in session, it becomes much more visible and much more real to those making the decisions.

In the meantime, West Virginia is beginning its 10-year cycle of rebidding the limited video lottery permits, which provide a significant boost in revenue. Bars and taverns can have up to seven machines, with 10 allowed in fraternal organizations. The Lottery sets a minimum bid price, and existing locations may bid up to the number of machines they already own at that price. Any quantity of available permits left over (there is a maximum of 9,000 allowed by law) are subject to competitive bidding by newcomers or current locations that want to increase their numbers if they aren’t already at their limit.

And with a staff that includes a lot of seasoned employees, Myers is also looking to keep the momentum going by adding younger, enthusiastic employees as the current ranks retire. “We always look at succession planning, and we’re excited to keep bringing in new blood.” ●





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MOLottery

Successful partnerships, community involvement, and proceeds to education are the hallmarks of the Missouri Lottery's 35 years.

By Patricia McQueen

Ask Executive Director May Scheve Reardon about the most significant achievements in the 35-year history of the Missouri Lottery, and she finds it hard to narrow them down. She's quick to point out the amazing amount of talent and dedication it has taken to build an organization that over 35 years has provided \$16 billion in prizes to players, \$1.5 billion to retailers, and \$6.6 billion in proceeds to the state. She's hyper-focused on the fact that most of those proceeds – and all of them since 1993 – have gone to elementary, secondary and higher education. “That’s why we go to work every day. We are proud of it and we sing it from the treetops every time we can.”

Reardon also knows that through the Lottery’s partnerships and sponsorships of key organizations and events, “We really have gotten into the pulse and the heartbeat of our communities. People see something exciting every time they turn around.” From partnerships with major league sports, including the St. Louis Cardinals, Kansas City Royals, Kansas City Chiefs and St. Louis Blues, to more non-traditional organizations like the St. Louis Symphony Orchestra, and events like the Missouri State Fair, Taste of St. Louis, KC Brew & Chew, and Rock’n Ribs BBQ Festival, the Lottery has been able to build fun and exciting promotions that reach a wide spectrum of consumers across the state’s 114 counties. “If somebody’s throwing a party, we’re going to be there too to make it even more fun!”

For the Lottery’s 35th anniversary – sales began January 20, 1986 – the celebration is low-key, with a focus on the employees that have delivered all that fun and engagement over the years. After all, they are the ones who stepped up when a pandemic, unprecedented in modern times, shook at the very heart of what we hold dear. Each employee received a new backpack for their work-from-home equipment, embroidered with the Lottery’s “Emerge Stronger” mantra. And through employee meetings and internal communications, “We will take time to

acknowledge and appreciate accomplishments, building excitement for how we can continue to provide the most funds to elementary, secondary and higher education,” said Reardon.

Games Provide the Base

Those funds come from fun and entertaining games, and the Missouri Lottery’s lineup includes Powerball, Mega Millions, Lotto, Show Me Ca\$h, Pick 3, Pick 4, Club Keno, and Lucky for Life. The latter will be replaced with Cash4Life this year to change up the product line a little. There

is also an extensive selection of Scratchers tickets (which account for more than two-thirds of sales) at price points from \$1 to \$30, and Pull-Tabs are offered at veterans and fraternal clubs using Diamond Games’ animated vending machines.

Reardon is the current Chair of the Powerball Product Group in the Multi-State Lottery Association, and is very proud of how strong that brand is in Missouri. But she acknowledges the industry’s challenge with both Powerball and Mega Millions. “I think we need to take a hard look at them. We have started



Selected Missouri Lottery Milestones

1984

Seventy percent of Missouri voters approve a measure to establish a state lottery.

1986

Lottery sales begin on January 20 with the first instant game, Jackpot '86.

1993

Effective July 1, all proceeds are earmarked for education, as approved by 78% of voters the previous year.

1994

Cross-redemption of tickets began, allowing prizes of up to \$600 to be cashed by any Missouri Lottery retailer.

1997

Cumulative proceeds to the state surpass \$1 billion, the Lottery launches its first website, and the Missouri Alliance to Curb Problem Gambling is formed.

2000

The responsible gaming website, 888BETSOFF.org, is launched.

2002

Club Keno is launched.

2003

My Lottery makes its debut as an online player loyalty program.

2012

My Lottery becomes a full-featured Players Club, the Lottery reaches \$1 billion in annual sales, the ongoing Play It Forward beneficiary campaign launches, and the state's largest lottery prize is awarded (a \$293.7 million Powerball jackpot).

2013

A self-exclusion program is established.

2016

The Lottery's first \$30 ticket, \$300,000,000 Golden Ticket, helps celebrate its 30th anniversary with the largest instant-win prize ever offered in the state, \$10 million.

2017

Missouri is one of the first lotteries to receive certification in the NASPL/NCPG responsible gambling verification program.

2018

The Lottery achieves Level 4 certification in the World Lottery Association's Responsible Gaming Framework.

2019

Walmart installs 120 vending machines in 85 Supercenters throughout Missouri.

2020

The Lottery ends FY20 with a record \$1.5 billion in sales, pushing cumulative returns to the state since inception to more than \$6.6 billion.



The backpack each employee received for their work-from-home equipment, embroidered with the Lottery's "Emerge Stronger" mantra.

a national game group with the leaders of both games, to see how we can work together to grow our portfolios. We all need to be seated around one table, because even though we are two different game groups, we all sell these two products that affect our bottom line every year. It would benefit each and every one of our jurisdictions if we had a national game group strategy, focusing on what our path looks like moving forward.”

She knows these games – all games actually – need constant review and constant development, and doesn't think the industry spends nearly enough time on research and design. “We just maintain and project,” said Reardon.

One game she'd really like to see enhanced is Keno. While it does have its fans, she thinks it could use a technology upgrade to make it more exciting and accessible to players. “I think there's a smarter use of technology that we need to capture and conquer to apply to Keno.”

On its own, the Missouri Lottery has had a lot of success utilizing its players' club to understand what the players like and don't like. “We're here to please the ever-changing appetite of the player, and always provide them with fresh bread.”

Improvement Through Distribution

Aside from enhancing the games themselves, Reardon thinks the biggest potential for growth comes through increasing the availability and



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Missouri Lottery at a Glance

	Scratchers Sales	Pull-Tab Sales	Draw Game Sales	Total Sales	Total Prizes	Net to State
FY 2020	\$1,035,198,988	\$109,282,738	\$368,228,313	\$1,512,710,039	\$1,062,489,795	\$321,928,487
FY 2019	914,449,548	114,051,149	437,528,006	1,466,028,703	1,015,091,349	319,376,658
FY 2018	906,750,562	86,031,403	407,434,258	1,400,216,223	939,479,882	333,392,723
FY 2017	868,860,724	107,177,118	366,627,267	1,342,665,109	932,097,045	291,583,694
FY 2016	835,592,355	71,479,292	408,553,199	1,315,624,846	888,861,166	302,582,776

Current games:

Scratchers tickets: About 45 new games per year; \$1, \$2, \$3, \$5, \$10, \$20 and \$30

Pull-Tabs: At veterans and fraternal clubs using vending machines with animated displays

Terminal games: Powerball, Mega Millions, Lotto, Show Me Ca\$h, Pick 3, Pick 4, Lucky for Life, Club Keno

Vital statistics:

Number of employees: 153.5 (one part-time employee)

Number of licensed retailers: 4,671 (as of 1/26/21)

Vending equipment: 192 4-bin ITVMs in 186 locations; 1,284 full-line self-service machines in 873 locations; 376 Pull-Tabs dispensers in 109 retail outlets (some remain closed due to COVID-19)

distribution of lottery products. One shortcoming in the current lottery sales model came to the forefront as the pandemic swept across America and consumers embraced online purchases of basic necessities as never before. Unfortunately, online lottery sales is currently limited to a few jurisdictions, although that number is growing. But there's another option that consumers have adopted, "Buy Online, Pick Up In Store" (BOPIS). "We need to grab hold of that and figure out how to get into the Amazon world of delivering our products to players," emphasized Reardon.

Historically lottery products have been impulse buys, but if people aren't spending time browsing in stores, they won't see lottery tickets. "I think we are doing a disservice to a large population by not making the product available in more ways."

There are certainly other opportunities aside from purchasing online, ones that more easily fall into line with current laws. These include the in-lane sales developments currently being implemented by a

few lotteries around the country, which are being watched closely. Then there's the industry's growing partnership with Walmart, the world's largest retailer. "Everyone has worked so hard on that, and it is proving itself in dollars and cents in the state of Missouri," said Reardon, adding that the partnership in Missouri began four years ago with the Neighborhood Stores and now includes vending machines in 85 Supercenters throughout the state.

One thing that also helps is continued expansion of cashless payments options. The Missouri Lottery received authorization to allow debit cards for lottery purchases two years ago. "That has been a game-changer for us, increasing sales significantly because we recognized, as everyone else has, that people no longer carry cash."

Advertising Challenges

Despite these advancements, one big challenge the Missouri Lottery now faces is the elimination of almost its entire advertising budget.

In FY10, that budget was just \$1.85 million, a barely noticeable pittance compared to sales of almost \$1 billion at the time. In the intervening years, the Lottery was allowed a well-deserved increase in its advertising budget, which peaked at \$16 million annually from FY16 through FY19.

That advertising helped sales grow by 56% from FY10 to FY20, while profits to education were \$62 million higher in FY20 than they were in FY10. "Clearly, being able to utilize the dollars that we generate for advertising helps our business grow," said Reardon. "You can see that in these numbers."

But it all came crashing down after a new state-mandated restriction on advertising. FY20 advertising spend was just \$4.1 million, and for the current year it's down to \$1.2 million. That equates to an almost imperceptible percentage of sales, not even 0.1%. Compare that to other consumer products companies, many of which compete against lottery for impulse purchases – an average of 6% to 7% of sales at those companies is spent on traditional



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and digital advertising. Even at the Missouri Lottery's peak advertising budget of \$16 million, that represented at most just 1.2% of sales.

Reardon knows that the impacts of a \$1.2 million advertising budget will be far-reaching, even beyond the eventual filtering down to sales and profit generation. "That's barely enough to run one good campaign," she noted. It means that the Lottery will be increasingly relying on its existing players for its sales dollars, instead of being able to reach new players through advertising. It means that other Missouri-based entities will also feel the sting – from the actors used in the ads, to the suppliers working on the shoots, to the agencies that develop the creative, to the locally-owned lottery retailers who won't see players coming in because they don't see the Lottery's advertising messages on signage throughout the state or in creative media campaigns.

"We'll miss out on the tools utilized to help build a stronger business, and the recognition of every citizen over the age of 18 that we exist and that we give all our money to good causes," Reardon lamented.

While on the surface, the reduction in advertising that began in FY20 didn't produce an immediate downturn, there were mitigating factors. Oddly enough, the crisis of COVID-19 produced double-digit growth in the Lottery's instant tickets and daily numbers games in FY20, but that was a phenomenon seen around the country. Especially in jurisdictions, like Missouri, where casino competition was shuttered completely for at least a few weeks. Lottery products, sold at essential retail businesses, became the only game in town when entertainment options for consumers dwindled to nothing. And in FY21, the largest jackpots in Powerball and Mega Millions in more than two years, including another visit to the magical \$1 billion level, will bolster both sales and profits in the current year. But these things were exceptional circumstances and there is definitely cause for concern about the future.

Going Virtual

Fortunately, the Lottery is able to continue its highly successful sponsorship partnerships and

promotional events, even if those went virtual in 2020 as a result of the pandemic. As noted earlier, those events are the keys to developing the grassroots community relationships on which the Missouri Lottery thrives.

Some of the more recent virtual events include:

Title sponsor for the St. Louis Live Nation Drive-In Concert Series featuring national headlining artists like Brad Paisley and Nelly. The Missouri Lottery Play It Forward Party Pod was located in the front row and given away to one lucky fan and their three guests each night. Additional Party Pods were given away on air through multiple radio stations and through the Lottery's Facebook page. As part of the sponsorship, the Lottery was recognized throughout the venue with multiple signage opportunities and its inflatable balloon arches, and was included in public address announcements.

Sponsorship of the 2020 Winterfest/Christmas in St. Louis, which helped celebrate the holiday season with virtual story readings

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Match any of YOUR NUMBERS to any of the WINNING NUMBERS, win prize shown. Get a "2X", "5X", "10X" or "20X" symbol and win 2, 5, 10 or 20 TIMES the prize respectively. Get a "LUCKY" symbol, win ALL 12 prizes shown.

WINNING NUMBERS			
YOUR NUMBERS			

WIN UP TO \$0,000,000





and Zoom calls from the North Pole with Mrs. Claus. Winners in the promotion were selected through an enter-to-win contest that was promoted through social media channels.

Sponsorship of various virtual concert series with radio station partners. For example, the iHeart Radio Santa Jam was a virtual 1.5 hour acoustic concert where Old Dominion, Justin Moore, Scotty McCreery, Russell Dickerson, CAM, and Travis Denning performed. Before the virtual event, the Lottery gave away a VIP Zoom Meet and Greet with country star Justin Moore on its Facebook page. And during the livestream of Santa Jam, there were giveaways of Scratchers packs and a \$500 Bass Pro Gift Card.

Participation in the Kansas City Virtual Marathon, awarding lucky winners cash prizes when the runners collectively hit a certain mile marker. The Lottery was also the Official Photo Sponsor, awarding Scratcher tickets to the best photos using its logo frames.

Reardon actually wasn't too sure about what would happen with virtual events that couldn't generate

in-person activity, but she's a believer now (even if she can't wait to get back to the traditional experiences.) "No one could participate in these virtual events from their home and not think 'I need to go buy a lottery ticket,'" she said.

View From the Crystal Ball

Much of what the future holds for the Missouri Lottery is based on chance, or on factors outside its control. Chief among the latter is what happens in the legislative session this year, which could be considering action on sports betting, video lottery terminals, online gaming and player anonymity. "Any or all of those bills will affect our daily operation moving forward," explained Reardon. "We wait with bated breath and a little anxiousness and hope for the best. We know that we will make the best out of whatever cards are dealt us."

She would love to follow other state lotteries in implementing some level of sports betting in Missouri and sees significant benefit in adding an iLottery solution that would further increase profits for Lottery retailers and the Lottery's beneficiary (public education) in Missouri. She is grateful to have the

full support of the five-member Lottery Commission. "We have an amazingly dedicated Commission that is very supportive of the Lottery, always wanting to expand our horizons." That will no doubt help as the Lottery communicates with the legislature, providing information and analysis to help gain support for Lottery modernization strategies.

Reardon is looking forward to the time when the world figures out what it will look like in the wake of the pandemic. Along the way, new processes and procedures have improved prize claims, retailer management and employee development. "We are excited about the opportunities that it will afford all employees, all retailers and all players, to reach a new normal and create new habits and free up more time for family and friends."

And she loves to point out what the Missouri Lottery has done since it launched with a single \$1 instant ticket all those years ago. "We focus on our stakeholders and build our relationships to have fun and create more excitement, motivation and synergy. We are very proud of our 35 years and the \$6.6 billion we have raised for the state." ●



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Relationships MATTER

There are few relationships that help lotteries in as many ways as those with their local NCPG affiliate.

BY PATRICIA MCQUEEN



Responsible gambling is no longer an isolated banner held up by a handful of forward-thinking lotteries. In fact, across the industry it has become acceptable, and even desirable, to have a robust social responsibility program in place. And perhaps no program should be considered entirely complete without cooperation and communication with other industry stakeholders, especially the local affiliates of the National Council on Problem Gambling (NCPG).

Founded in 1972, the NCPG serves as the national advocate for programs and services to assist people and families affected by problem gambling. Its vision is to improve health and wellness by reducing the personal, social and economic costs of problem gambling, and its mission is to lead state and national stakeholders in the development of comprehensive policy and programs for all those affected by problem gambling. The national organization and its regional affiliates share the common core values of neutrality, collaboration, respect and credibility.

All of these things dovetail perfectly with lotteries, whose primary goals are to provide entertaining products to consumers in a socially responsible way, to operate with the utmost integrity, and to raise money for good causes.

Lotteries are not experts in the fields of responsible gambling and problem gambling, although more of that knowledge is being acquired with each passing day. That comes in no small part from the relationships many lotteries have developed with other organizations, especially the NCPG and its local affiliates. It's not always easy to foster those relationships, and sometimes leadership on

either side gets in the way, but for those that have tried, the results are well worth the effort.

"Just like there are a lot of differences between lotteries, so too are there differences in the affiliates," said Keith Whyte, NCPG's Executive Director. Sometimes there are differences of opinion, but there's always a way to find common ground. And across the country, there are myriad examples of the ways the two entities work together. For example, lotteries might hold memberships with their affiliate, sponsor events, attend conferences, or provide in-kind services that might be desperately needed. Or they might work together to develop employee or retailer training programs. No matter what they do, the benefits are tangible.

EXPANDING THE HORIZON

The proof of those benefits grows every day, and there are a number of lotteries who work closely with their NCPG affiliate. In many cases lottery staffers sit on the boards of those affiliates – what better way to learn everyone's point of view? In some jurisdictions there is even a formalized group that goes beyond just lottery. The advantages of such groups is that they further facilitate the communication that builds relationships between all gambling stakeholders – from the operators to the departments of mental health to the treatment providers. Everyone's goal is to ensure player health and the minimizing of harms that come from problem gambling.

The first such organization was the Missouri Alliance to Curb Problem Gambling, formed in late 1997 some three years after casino gaming began in the state.

Members are the Missouri Lottery, the Missouri Gaming Commission, the Missouri Gaming Association, the Missouri Council on Problem Gambling Concerns Inc., the Missouri Department of Mental Health's Division of Alcohol & Drug Abuse, and the Port Authority of Kansas City. As stated on the group's website (888betsoff.org), "This partnership of public, private and nonprofit organizations recognizes the need to address the social problems and costs that are created when some individuals, regardless of their number, have problems handling the product or service that the state and gaming industry provide."

Ohio is another that formed such a group, this one before the state's casinos started opening in 2012. The members of Ohio for Responsible Gambling (org.ohio.gov) are the Ohio Lottery, the Ohio Casino Control Commission, the Ohio State Racing Commission, and the Ohio Department of Mental Health and Addictions Services.

And a new collaboration is being formed in Indiana, as the Hoosier Lottery is planning to launch a recruitment effort among the state's gaming providers for a new responsible gaming committee. The goal is to share responsible gaming best practices, information and achievements, while working together to reduce gambling-related harms in a meaningful and impactful way.

QUALITY ADVICE

The Oregon Lottery, which operates traditional lottery products, plus video lottery terminals and sports betting, is one of the most progressive lotteries in the area of responsible gambling. There is also a very strong relationship between

the Lottery and its NCPG affiliate, the Oregon Council on Problem Gambling (OCPG). And perhaps not surprisingly, Oregon Lottery Director Barry Pack is also the chair of the NASPL Responsible Gambling Committee.

He offers some important advice for lotteries when it comes to working with their local NCPG affiliates:

Participate: Lotteries will benefit from active participation with their affiliate council. This includes attending meetings, events and council-sponsored trainings. A best practice would be to have lottery RG staff seek board membership on their local council. Being on the board enables the lottery to represent the operator's perspective while understanding and addressing concerns from the RG/PG community. In Oregon for example, the OCPG board is comprised of key stakeholders including gaming operators (both Lottery and tribes), public health, treatment, prevention, recovery and advocacy.

Seek Expertise: Invite council members to provide their subject matter expertise on key lottery initiatives, both during planning and at key decision points. For example, the Oregon Lottery invited several council members to provide input on the launch of Scoreboard, its online sports betting app. Expertise was sought during concept development for designing the self-exclusion program and for treatment referral marketing.

Provide Expertise: Nonprofits such as affiliate councils often lack some of the resources they need to realize their objectives. Things like marketing, promotion, web design and social media aren't typically part of the skill set or budget. Lotteries are in a unique position to both understand a council's objectives and assist with creating everything from strategy to assets. For example, the Oregon Lottery helped OCPG with

their strategic plan and provided the resources to launch a new Council website.

Whether an affiliate is well-established or not, lotteries shouldn't be afraid to reach out to start a relationship, if they haven't already, emphasized Whyte. While the councils' stance of neutrality towards gambling is paramount, clearly there are things each party can do for mutual benefit. "Sometimes there may be preconceived notions on each side, so the best thing to do is sit down and have conversations to find common ground, to find where there are strengths and where there might be gaps," he said. "When you can do that, there's incredible potential, and those initial conversations can often lead to very productive partnerships."

There are a number of ways lotteries and their affiliates can work with each other, because there are differences in what could benefit each jurisdiction the most. One may need more public awareness, for example, while another may be more in need of retailer training. Affiliates in some jurisdictions are not state-funded, so memberships, sponsorships and in-kind services from their lotteries can be a lifeline. "I can't imagine that there's any jurisdiction that wouldn't benefit from a better, stronger partnership between the lottery and the affiliate," said Whyte. "There are always opportunities for win-win partnerships."

He also encourages lotteries to reach out in jurisdictions where their affiliate might not be very active. "I think it's a great opportunity for a lottery to help build a strong affiliate, which certainly is going to benefit them in the long run." He noted that an affiliate can be a great advocacy organization, providing a direct connection to the recovery community and to community health organizations. They can even help lotteries who perhaps by law aren't allowed to spend money on

responsible gambling messaging or related efforts. "Going to the legislature or the governor's office is an important role for a council to play. They can explain why, in a modern lottery system, it's appropriate and essential for a lottery to be able to spend money and allocate staff resources and time to responsible gambling."

They can even explain how lotteries' emphasis on player protection and safety is so important when new legislation is being considered. Lotteries may not be able to lobby on their own behalf for permission to launch a new product line or way to play, like sports betting or iLottery for example, but others can. That voice is important.

Affiliates should also be encouraged to engage with the lottery in their jurisdiction, if they aren't already doing so. It's a two-way street, and it shouldn't be just about what lotteries can do for the affiliates. "Affiliates need to be good partners to the lottery industry, and provide services and information that are relevant and offer value to lotteries," said Whyte. "There will be inevitable disagreements, but they need to be willing to have the discussions."

DIVING DEEP

On the following pages you'll find profiles of the relationships between the lottery and the NCPG affiliate in three very different jurisdictions. They all have a good story to tell, and are proof that you don't always need a lottery that is already at the high end of commitment to responsible gambling, nor do you need an affiliate that is well funded. What you need are passion for the mission and a willingness to work together to move both organizations forward – with players the ultimate beneficiary of that cooperation. ●

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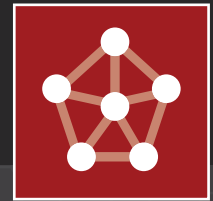
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IN-KIND SERVICES CENTER STAGE IN KENTUCKY



The Kentucky experience proves that there doesn't have to be a big budget for there to be a big relationship between a lottery and the local NCPG affiliate in its state. In fact, the partnership between the Kentucky Lottery and the Kentucky Council on Problem Gambling (KYCPG) goes back more than 25 years, and they have accomplished great things. This despite the fact that the organization gets no state funding at all and relies on memberships, sponsorships, events and other ways of supporting its activities.

The KYCPG was founded in 1995 by Dr. Curtis Barrett, who was one of the first to recognize there was such a thing as a gambling addiction. "He gets credit for getting that ball rolling, but the credit for the cooperation and the recognition of this mutual partnership, and why it is so necessary in our opinion, goes to Arch Gleason," said Mike Stone, KYCPG's Executive Director since 1998. Gleason served as President and Chief Executive Officer of the Kentucky Lottery from 1993 until his death in 2016, and was a driving force in the industry to adopt responsible gambling measures and to work with the problem gambling community.

It didn't take long for Gleason to develop the passion after his conversations with Barrett. Almost immediately, "Arch had a big picture understanding that the product could be dangerous to some people, and his philosophy was that even if

it was only one person who could become harmed by participating in lottery games, the Lottery had a moral obligation to help that person get better," said Stone.

That philosophy was evident at the very beginning, when early support from the Lottery helped establish the 1-800-GAMBLER helpline. Later Lottery funding added text and chat capabilities in 2016, and the Lottery also prints the helpline on tickets and runs three billboard campaigns per year. "All this is critical to what we've been able to do to reach out and establish awareness of problem gambling in Kentucky, which is central to our mission," noted Stone.



The text and chat helpline functions were added when Kentucky launched iLottery. "We felt this type of expansion into more communication methods was going to be necessary for that online audience," explained Chip Polston, the Lottery's Senior Vice President of Communications, PR and Social Responsibility. It was similar thinking that had previously led to an increased awareness campaign centering on billboards when the

Lottery launched Keno in 2013. Displaying the helpline number, these billboards spread the word throughout the Commonwealth.

CRITICAL SERVICES

"The long relationship we've enjoyed with the Kentucky Council has been really helpful to us," said Kentucky Lottery President and Chief Executive Officer Mary Harville. While the helpline, billboards and other awareness campaigns are the biggest items where Kentucky Lottery funding, through annual memberships, is critical, there are other important ways the Lottery assists the KYCPG. "We are the primary sponsor of the two training conferences that are done each year in Kentucky, and we do in-kind work for them using our resources, including our own printing press," said Harville. "The Council has been a tremendous partner in our Play Responsibly efforts for a quarter of a century now. I look forward to continuing our work with the group to provide much-needed training and resources around the Commonwealth."

Added Stone, "Two in-kind services are absolutely critical for our awareness efforts." The first is the KYCPG's media advisories, issued periodically throughout the year to coincide with major events like the Super Bowl, March Madness and the Kentucky Derby, plus the holiday giving season. "We write the



releases, which are very objective and focus on responsible gambling practices and warning signs of problem behavior.” The Lottery then uses its extensive communications network to distribute those advisories to some 300 media outlets throughout Kentucky and in border states.

Polston noted that every now and again, a reporter receiving one of these advisories thinks the Lottery made a mistake by sending it to them. “We have to tell them that we work in partnership with the KYCPG, because they are flagbbergasted that we have this positive relationship with the organization.”

The other critical in-kind service the Lottery provides is help with Choices, an educational program designed to create problem gambling awareness among middle, junior and high school students; it was adapted from the Missouri Lottery’s successful Beat Addiction program. The Lottery produces and distributes the materials and compiles feedback from each school that has implemented the program. “We market Choices by going to conferences and exhibits related to schools in the

CHOICES



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Commonwealth, and school districts have received more than 200 programs to date,” said Stone. “This is an in-kind service that we think has made a tremendous contribution to the health of our youth.”

For Stone, it’s all about keeping the focus on the true goals – raising the awareness of problem gambling and helping those who do suffer from addiction. It takes building relationships with anyone and everyone, regardless of whether they are KYCPG members or not. “We aren’t going to play politics or hold people at arm’s length if they won’t join us, we are just here to help people. That integrity of focus is what has established our credibility with the gaming industry.”

At the Lottery, Polston knows he is fortunate to have such a great relationship with the NCPG affiliate in his state, because he knows that’s not always the case in other jurisdictions. “Sometimes when I tell people that it’s actually very rare that we don’t see eye to eye with the KYCPG, they are kind of surprised. But it relates back to the relationship we’ve had with the organization from the beginning, because they realize that gambling is a way of life. They work very, very hard to make sure that any potential harm is minimized, and work with us to find the best ways of accomplishing their goals.”

He advises any lotteries not yet working closely with their NCPG affiliates to simply reach out and start the dialogue. “Find the common ground to find out how you can work together, even if it’s something small, and build from that. That’s how it happens.” ●



ALL TOGETHER IN OHIO



Ohio Lottery team members at the Ohio Problem Gambling Conference.

Ohio has one of the best-funded problem gambling programs, because legislation that authorized casinos and racetrack video lottery terminals set aside a percentage of revenues for just that purpose. But the history of the state's NCPG affiliates has been rocky, and the strength of the current affiliate is proof that sometimes it takes the dedication of just one person to dive in and start building the relationships that get things done.

The Ohio Lottery itself was an early adopter of responsible gambling efforts, starting with a "Please Play Responsibly" tag on materials in the 1980s and continuing into the next decade by funding the Ohio Problem Gambling Helpline, launched in 1990. Back then the Lottery also provided revenue to what is now called the Ohio Department of Mental Health and

Addictions Services (OhioMHAS), before that funding was formalized by statute after the turn of the century.

Over the same time frame, the volunteer-based Ohio Council on Problem Gambling also received Lottery funding to provide training and other services. But that organization didn't continue on, and there was a big void in the industry up to the time when legislation authorizing casinos and racetrack video lottery terminals passed in 2010. "We filled that gap with our own partnership, creating Ohio for Responsible Gambling," explained Karen Russo, the Lottery's Director of Responsible Gambling. Established before the casinos started opening in 2012, the group includes the Ohio Lottery, the Ohio Casino Control Commission, the Ohio State Racing Commission, and OhioMHAS. "We knew there was a need to have a comprehensive

statewide approach with responsible gambling and problem gambling advocacy."

While ORG helped build that approach, it was also recognized that there needed to be an advocacy voice that was not directly affiliated with the state or any of the gambling operators. That recognition led to a new push to build an effective NCPG affiliate in the state. To that end, the Problem Gambling Network of Ohio (PGNO) was created in 2010, but in the beginning it was still just led by one volunteer and couldn't gain traction. "There just wasn't anyone in the state willing to take on the extraordinary task of building it up," said Russo.

Until Derek Longmeier, who took the helm as the organization's Executive Director in February 2016. "Derek worked very hard to grow that organization to where it is today," said Russo.

“Fortunately we had great support from all the ORG partners and we started with a \$20,000 grant from OhioMHAS, which coordinates the ORG funds,” explained Longmeier. “From that we’ve been able to grow each year, and have created a really strong affiliate. I admit that I am completely biased, but I think we are probably one of the best councils in the country right now – all because of the infrastructure and the support that we have at varying levels.”

Dedication on the lottery side of the equation is vitally important. “A critical aspect of a successful responsible gambling program is having the unwavering support from a lottery’s executive director and the entire management team,” emphasized Russo. She noted that while there has always been some level of commitment at the Ohio Lottery, it was just last year that it was formalized in the organizational structure under current Director Pat McDonald. There is now an Office of Responsible Gambling with Russo leading the way. But she’s quick to point out that she doesn’t work alone. “You don’t want to silo the RG department; you want to share information across the organization. I consider every single employee to be part of my team.”

LISTEN AND SHARE

Russo stays busy in her role, serving as an advisory board member for PGNO and as a board member for a number of local problem gambling coalitions in the state, attending meetings and training sessions, and generally just listening to what everyone has to say. “Most of the board members in these organizations are directly involved in problem gambling treatment, prevention and recovery, so it’s important to hear things first-hand. It’s also important to keep an open mind and not be afraid of what they might have to say.”



As part of the Ohio Lottery’s Speakers Bureau, she’s also available as needed (in-person or virtually, as the case may be). “A lot of my time is spent doing public awareness and outreach about prevention, and it makes such a big impact if all the stakeholders are on the same page. We are in constant communication for a comprehensive, holistic approach to serving problem gamblers.”

She pointed out that lotteries typically have the institutional knowledge that other segments of the gaming industry may not have. She encourages any lottery to reach out and share their knowledge, regardless of who has what budget. “Sometimes it’s just small efforts that make a great success story for a state when it comes to responsible gambling programs and problem gambling services.”

Longmeier echoed Russo about what has made PGNO rise to the occasion in just five short years – communication. That first grant of \$20,000 ensured a new drive to move forward, and while it likely would have been impossible to achieve so much without revenue from gaming operations, some of the success came through considerable individual drive and relationship-building. “We couldn’t be successful if we weren’t engaging and connecting with one another.” He noted that in other industries where there is a need for addiction services, it is often forbidden to work directly with companies who actually provide substances such as alcohol and tobacco. “In the gambling world, partnership and collaboration is

the key to progress and success; without making those connections, we would be in a terrible position.”

And if ORG, PGNO and the individual treatment providers weren’t enough, there is also the state’s Problem Gambling Advisory Board, a volunteer group that provides strategic direction on gambling issues in the state and helps identify resource gaps or other areas of improvement. Maybe it gets confusing sometimes, but the relationships remain strong.

“Having that open dialogue lets us work together and promote a healthy message as a collective. Those opportunities just didn’t exist before,” said Longmeier. He added that while the Lottery has messaging power at the state level, PGNO’s local resources can take that statewide message and possibly work with communities, even retailers, to present the message in slightly different ways to maximize the impact.

Longmeier advises other jurisdictions that may not have state funding for NCPG affiliates to just start small and establish the relationships. It might be something as simple as helping craft the messaging on a lottery’s holiday campaign, which promotes an important message at a time when people need to learn about the impact of giving gambling products to minors. Or during National Problem Gambling Awareness Month, which most lotteries acknowledge in some way. “Don’t go into it saying ‘we need \$10 million or else.’ Go in saying ‘let’s collaborate on a project that won’t cost anything.’” ●

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RENEWED DEDICATION IN WASHINGTON



Washington State provides yet another example of the value of a partnership between a lottery and its local NCPG affiliate, no matter what the details of that partnership are. The Evergreen Council on Problem Gambling is one of the most active NCPG state affiliates, and it comes with a bonus – a longtime Executive Director, Maureen Greeley, who used to work as Communications Director for Washington's Lottery.

“Having Maureen there is a big benefit for us, because she understands what we do and why we do it,” said the Lottery's Director of Legal Services Kristi Weeks, who is currently leading the agency's responsible gambling program. A relative newcomer to the industry, she joined the Lottery three years ago from the public health sector, so she applies some of her background to forging ahead with the Lottery's latest responsible gambling initiatives. In 2019, she helped lead the successful effort to receive verification at the planning stage in the joint NASPL/NCPG Responsible Gambling Verification Program. She's quick to point out that was one result of the Lottery's relationship with Evergreen. “They helped us create our employee and retailer training programs, which were an instrumental part of receiving that verification.”

That was just one element of the Lottery's recent activities in this area that have come under Director Marcus Glasper. “As a government

agency that sells a gambling product, we believe we have a heightened responsibility to the public,” said Weeks. “We want to make sure that our players are playing safely and responsibly.” And she knows that Lottery employees aren't experts in problem gambling, so the agency works closely with Evergreen. “They are the experts and we rely on them to give us advice for all kinds of things,” from rule-making to marketing materials to self-exclusion – a new program currently being developed.



Self-exclusion is a real challenge for any lottery, where most purchases are made anonymously at retail. Weeks knows that the program needs to be presented to players in a non-judgmental and inviting way to encourage use by those in need. “Evergreen can look at our materials and make sure we ask the right questions in the right way. I really appreciate having people with different perspectives weighing in on things like how a person who is in a crisis is going to read the sign-up form, so we can make appropriate tweaks.”

Even though the self-exclusion program is required in Washington, “It says a lot that the Lottery is investing in really researching and ensuring that their self-exclusion

program has some teeth in it, because it's challenging for lotteries to create statewide self-exclusion programs working with and supporting thousands of retailers who are on the front line of the implementation,” noted Greeley.

Affiliates like Evergreen work closely with lotteries to ensure that responsible gambling initiatives are helping players make informed decisions about playing the games, and to ensure that lotteries are providing clear information on where players, and their families, can get help if they do experience problems with gambling. “So that connection between Washington's Lottery and the Evergreen Council has been really important,” said Greeley.

For example, there has been collaboration on player brochures, the holiday lottery campaigns, Problem Gambling Awareness Month, and messaging at retailer locations and on vending machines. Lottery staff, including Weeks, have attended Evergreen's training classes and conferences.

TIP OF THE ICEBERG

There's potential for so much more. Greeley knows lotteries have exceptional marketing and advertising capabilities, so there could be ways to leverage those resources to get pro-bono ad placements or even just discounted media buys, or additional in-kind messaging on responsible gambling.

Gift Responsibly.
KEEP IT FUN
KNOW YOUR LIMIT

LOTTERY TICKETS AREN'T CHILD'S PLAY.

The Washington State Lottery joins the Evergreen Council on Problem Gambling and McGill University (Canada) to promote responsible gambling this holiday season.

24/7 Helpline: 800.547.6133
www.evergreencpg.org
www.youthgambling.com

EVERGREEN
 council on problem gambling

“We don’t have the kind of budget to keep awareness top of mind in our communities.” She points to the spike in helpline calls during Problem Gambling Awareness Month and the holiday lottery campaigns. “When the messaging is out there, people know where to seek help. But when we go through long periods without any media exposure, we see the numbers go back down again. Being able to do more outreach and awareness that reaches the entire state, all year long, would really be helpful.”

While most of Evergreen’s funding comes from gaming dollars in the state – from the Lottery and the commercial and tribal gambling operators – Washington’s Lottery provides the affiliate with additional resources through various sponsorships. “That’s a way of supporting them in exchange for all the work that they do for us,” said Weeks.

Greeley noted that there is a special legislative Problem Gambling Task Force that began in January 2020, created to study the status of gambling and its impacts in Washington and facilitated by state agencies such as the Washington

State Gambling Commission and the Health Care Authority. It’s a group of about 30 participants from all sectors, including lottery, tribal and commercial gambling, horse racing, problem gambling treatment providers, recovery community members, other state agencies, and of course, Evergreen. “That’s pretty unique and pretty exciting,” she said. Some of the work, such as proposed research initiatives, was delayed because of the pandemic, but the Task Force still worked hard throughout 2020 and is reconvening to continue efforts in 2021.

The final report may not be completed until 2022, but the Task Force has already committed to conducting another statewide prevalence study, since the last one was completed in 1999. Lack of funding is the biggest reason for that lapse, but there is also the simple fact that survey methodologies have changed. Gone are the days of simply calling people randomly, and researchers now have to look at very different tools and styles of data gathering, which can be expensive and time consuming.

The study was supposed to start

last year, but of course the pandemic changed that too – and not just because of challenges to those who would be running the study. “Doing research on prevalence studies right now would be very skewed, because it’s not a typical environment for any gaming products; lottery, casino and horse racing players have all been interacting with gambling differently this past year,” noted Greeley.

Overall, she’s grateful that all segments of the gaming industry in the state are supportive of responsible gambling efforts. And while there is formal funding in the state, it’s not just about the money. “It takes people with passion,” said Greeley, noting that people generally don’t grow up wanting to head a problem gambling council so that’s harder than it sounds. Evergreen currently has a passionate staff of four, and they often look past state borders, especially to Oregon. “We find ourselves working together regionally so we can stretch budgets, support each other and not reinvent the wheel. That has also been very valuable to us. So we get a lot done with a small staff and a relatively small budget!” ●



Making a Difference
Since 1971

50 Years of Making a Difference

For many, the year 2021 already feels like a cause for celebration – simply because it’s no longer 2020. Here at NASPL, this year also marks 50 years of service to the North American lottery industry.

The Founding Fathers of NASPL



BYRD



BATCH



POWERS

A lot has happened over the past five decades; and NASPL’s history is a direct reflection of the lottery industry itself.

The modern lottery industry arrived in the U.S. in March 1964, with the launch of the New Hampshire Sweepstakes. A handful of years later, amendments to Canada’s Criminal Code were passed as well, allowing for the introduction of legalized gaming across the country; the first Canadian lottery tickets were sold in Quebec and Manitoba in 1970.

In these early years, it quickly became clear that the growing industry would benefit from an established network of mutual assistance and exchange of information. In that

spirit, three pioneering lottery directors – Edward Powers of New Hampshire, Ernest Byrd of New York, and Ralph Batch of New Jersey – gathered at a resort hotel in New Hampshire in 1971 to create that very network. And on that day, NASPL was born.

The organization was originally founded as the National Association of State Lotteries. In 1984, the name was appropriately updated to its current moniker, the North American Association of State and Provincial Lotteries, to reflect the membership of the Canadian jurisdictions.

Today, NASPL has grown into an active association representing and serving 53 lottery member jurisdictions. However, its primary objectives

remain the same as when the organization was founded: providing a central information source for lotteries to share with others their expertise, resources and advice; facilitating communication among lottery organizations regarding development of industry standards and matters of mutual interest; educating and training lottery staffs; initiating a vehicle for professional and industry research and development; promoting recognition of the importance of maintaining public confidence and support for state- and provincial-sponsored lottery organizations as a means of generating revenue to meet public needs; and establishing a public, united voice on common causes and issues.



To achieve these goals, the association has grown and evolved over the years – much like the lottery industry itself. Read on for some of the most significant milestones in NASPL's history.

1980s

In 1988, NASPL held its first conference with a trade show in Cincinnati, Ohio, in a joint effort with Public Gaming Research Institute.

In 1989, for the first time, member lotteries were divided into four regions, each with its own appointed Regional Director.

1990s

In 1993, the International Lottery Information Database (ILID), an online central

information source developed by NASPL and the British Columbia Lottery Corp., was introduced at the NASPL conference in Richmond, Va.

Later that year, the inaugural issue of *Lottery Insights*, NASPL's first print publication, was distributed. At its start, *Insights* was an eight-page newsletter, shared monthly with the membership.

In 1994, NASPL, in joint cooperation with the Bi-National Regional Initiative Developing Greater Education, held its first weeklong Lottery College in Sault Ste. Marie, Ontario, attracting delegates from Canada, the U.S., Australia and Europe. Enrollment provided industry professionals with a unique networking opportunity and lottery learning experience. This educational opportunity would later evolve

into the Lottery Leadership Institute offered today.

To meet the increasing obligations of a growing membership, in 1995 NASPL hired its first full-time management team, DBG Consulting, Inc., and named David B. Gale its Executive Director.

In 1996, the first World Meet was held in Vancouver, B.C., in collaboration with the World Lottery Association.

In 1998, the first NASPL Dialogue, providing the vendor community an opportunity to discuss the state of the industry with members of the NASPL Executive Committee, was held in Cleveland, Ohio.

Later than year, the Ott Brown Scholarship Program was established, in memory of the late President of the Connecticut Lottery Corp., Ott Brown. The scholarship,

awarded to one deserving lottery professional each year, enables the recipient to participate in the weeklong NASPL Lottery Leadership Institute at no cost.

NASPL's public-facing website launched in 1999, providing a central source of useful lottery information.

2000s

In January 2000, NASPL began offering subscriptions to its new *Lottery Resources Handbook*; this annual subscription to the *Handbook* also included access to the ILID program.

In a collaborative effort among lotteries, vendors and retailers, planning and implementation of the NASPL Standards Initiative (NSI) took place throughout the decade, aiming to better the quality and integrity of the lottery environment by providing increased efficiencies, improving processes, and establishing technical standards.

2010s

In 2012, NASPL launched the password-protected NASPL Matrix. This robust site now houses a wealth of industry tools and information, including the NASPL Resource Index, responsible gambling resources and training, webinars, white papers, job postings and RFPs, advertising standards, and much more.

In 2014, NASPL collaborated with the National Council on Problem Gambling and the North Carolina Education Lottery on producing responsible gambling materials for



both lottery employees and retailers.

In 2015, NASPL began its XML Retailer Technical Standard initiative, partnering with IGT and 7-Eleven. This pilot effort enabled lotteries, vendors and big box retailers to offer and receive the same formatted data in multiple jurisdictions.

With an eye toward continuing to bring the industry into the future, the Application Programming Interface (API) and Cashless Payment initiatives were launched as well.

In 2018, NASPL introduced *Insights Weekly*, a weekly e-newsletter covering the industry's biggest news stories.

2020 and Beyond

In efforts to keep the membership informed and connected, while also prioritizing health and safety in the midst of a pandemic, NASPL began streaming regular educational webinars through its online series, *Insights Direct*.

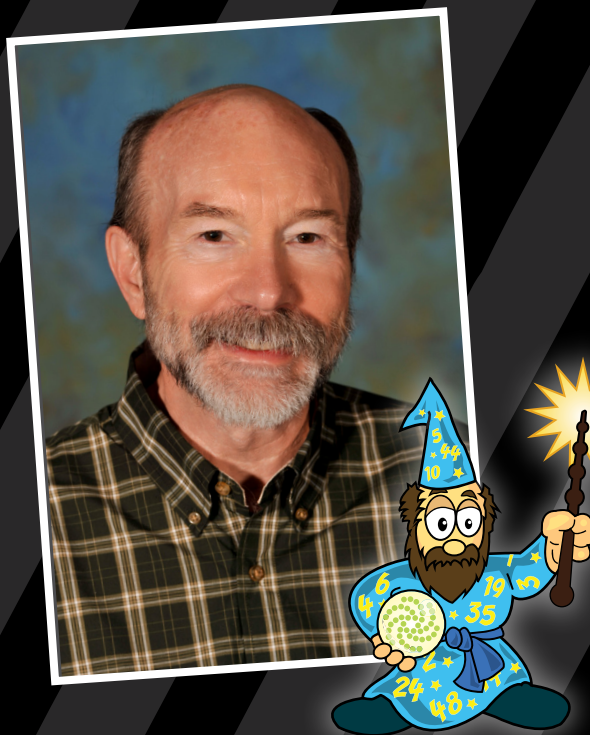
NASPL also hosted its first all-digital annual conference, DeskCon 2020. Through a week of daily virtual presentations, participants attended

informational sessions and engaged with colleagues across the industry. DeskCon attendees also tuned in for the awards presentations for the annual Batchy, Hickey and Buddy Roogow Innovation Awards, as well as the Powers and Ott Brown Scholarship Awards.

For 2021, NASPL has made the decision to take all of its traditionally on-site events – the Lottery Leadership Institute, the Professional Development Seminar and the Annual Conference, in addition to all NASPL Directors' Meetings, Executive Committee Meetings, and Vendor Dialogues – to a digital platform as well. We will also continue to host new episodes of *Insights Direct*, and maintain membership access to our regular online resources, including our weekly e-newsletter, this magazine, and the many tools offered via the NASPL Matrix.

We look forward to, hopefully, seeing more of our membership in person in 2022. In the meantime, we are proud and honored to have served this great industry for 50 years. Here's to fifty more! ●

The Man, The Myth, The Research Wizard



In recounting NASPL's history, we'd be remiss not to recognize Tom Tulloch, a man who has played a significant role throughout his service to NASPL and the entire industry. His distinguished career spans over four decades and across countless contributions to the lottery and gaming sector. Tom announced his retirement at the end of 2020 after, befittingly, receiving the Major Peter J. O'Connell Lottery Lifetime Achievement Award.

Tom joined the lottery industry in the mid-1980s, first working under a management contract to develop training programs for lottery staff and retailers, and working with lotteries on long-range strategic plans. From there, he went to work for British American Bank Note (BABN), first providing consulting services in the areas of research and marketing. He became an instant ticket manager for several of BABN's lottery customers, including the South Dakota, Pennsylvania and New Jersey lotteries. Tom continued to provide

consultative services to both lottery and supplier organizations, including Automated Wagering International, throughout the decade. He swiftly developed a reputation as a research expert within the gambling industry.

In the mid-1990s, Tom was part of the original management company (DBG Consulting, Inc.) that bid on and won the first full-time management contract for the North American Association of State and Provincial Lotteries. He served as the Association's Director of Administration for over 25 years. And through his position with NASPL, Tom continued to bolster his contributions to the lottery world.

"It's been said many times that working for the lottery industry is one of the greatest and most satisfying jobs ever," Tom said. "That satisfaction and pride has been magnified for me, since I've had the opportunity to work for more than 50 lotteries and their suppliers over the years. My involvement with the many incredible lottery and vendor

CEOs and their staffs has been a once in a lifetime experience."

Throughout the years, Tom has interacted personally with each lottery organization and nearly every individual lottery employee. He quickly and solidly established himself as the "go to" person for any type of research needed within the industry, and he continued to maintain that role throughout his career. He not only provided literal reams upon reams of research material over the years, he also spearheaded several of NASPL's special projects. These include the API initiative, RFP specifications, public relations tasks, and strategic planning efforts. Further, Tom remained an essential cog in the organization and execution of all of NASPL's educational programs and resources. His enduring commitment, attention to detail, and incomparable work ethic helped shape NASPL into the organization it is today.

"I couldn't have done my job without the support of David and





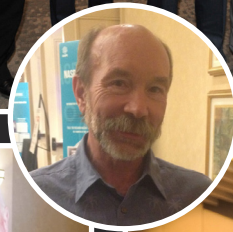
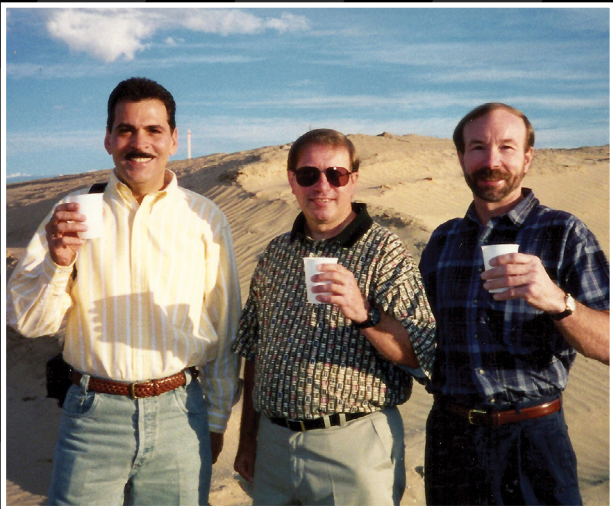
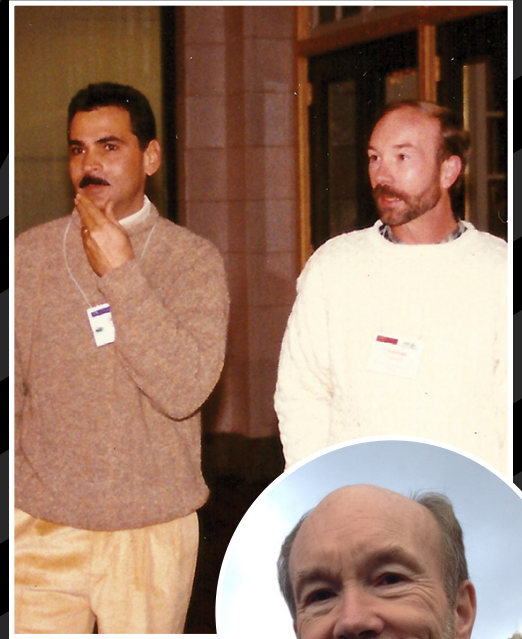
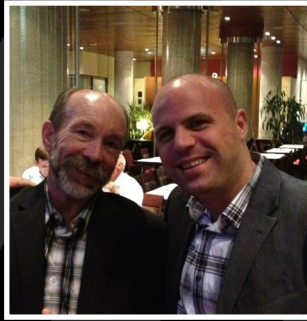
the rest of the NASPL family – Andy, Tamika, John, Jake, Mackenzie, Patricia, Natalie and Paul. I've always greatly appreciated those from lotteries and their suppliers as well, who have supported me through the years by sharing their valuable insights. And I'll miss the daily messages from industry friends – some of whom I've only met through those emails."

If you are one of Tom's many friends, you know it's hard to picture him kicking back and taking it easy. So, as you might imagine, his retirement plans include plenty of industrious ventures and hobbies. "I have been blessed with good health and a relatively stable mind, though my wife claims I have a bit of an attention deficit," he said. "I suppose it's evidenced by my list of many unfinished projects, including some home remodeling, and the restoration of a batch of vintage motorcycles and an old pickup truck. We may even find some time to plan a vacation too."

When asked to sum up his years in the industry, he had this to say: "Einstein is quoted as saying something like, 'We should not strive to become a person of success but to become a person of value.' I do hope that, through the years, I have provided value to our great industry."

Tom's value is, of course, indisputable. And as he transitions into retirement, the NASPL team would like to thank him for his tremendous service. We have big shoes – and a large, pointy wizard's cap – to fill. Congratulations! ●







**Making a Difference
Since 1971**

NASPL and Lottery Industry Calendar of Events

Lottery Leadership Institute

April 27-29, 2021

Online Event

Professional Development Seminar

June 21-24, 2021

July 12-15, 2021

August 2-5, 2021

Online Series

NASPL DeskCon 2021

October 4-8, 2021

Online Conference
and Trade Show

2021 CONFERENCE CALENDAR

March 2021

NCPG Problem Gambling
Awareness Month

March 9-11, 2021

BCLC's New Horizons
in Responsible Gambling
Online Event
horizonsrg.bclc.com

April 27-29, 2021

NASPL Lottery Leadership Institute
Online Event

Dates TBD

NASPL Directors' Meeting
& Dialogue
Online Event

June 21-24, 2021

July 12-15, 2021

August 2-5, 2021

NASPL 2021 Professional
Development Seminar
Online Series

October 4-8, 2021

NASPL DeskCon 2021
Online Conference and Trade Show

December 2021

NCPG/McGill University RG
Lottery Holiday Campaign

2022 CONFERENCE CALENDAR

March 2022

NCPG Problem Gambling
Awareness Month

April 11-14, 2022

NASPL Lottery Leadership Institute
Hyatt Regency Cleveland Arcade
Cleveland, OH
Hosted by the Ohio Lottery

July 25-29, 2022

NASPL 2022 Professional
Development Seminar
Indianapolis, IN
Hosted by the Hoosier Lottery

October 16-20, 2022

World Lottery Summit
Vancouver Convention Center
Vancouver, British Columbia
Hosted by BCLC
worldlotterysummit.org

December 2022

NCPG/McGill University
RG Lottery Holiday Campaign

2023 CONFERENCE SCHEDULE

March 2023

NCPG Problem Gambling
Awareness Month

April 23-27, 2023

NASPL Lottery Leadership Institute
Hyatt Regency Cleveland Arcade
Cleveland, Ohio
Hosted by the Ohio Lottery

December 2023

NCPG/McGill University RG
Lottery Holiday Campaign

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