

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

INSIGHTS

SEPTEMBER/OCTOBER 2023

**Digging Into
Lottery Success
in the Badger
State**





From the NASPL President

This issue of *Insights* focuses on the partnership with our Associate Members, an integral part of our industry. Whether they are ticket printing vendors, software designers, mobile app developers, machine manufacturers, IT firms, game content providers, or one of many other lottery service providers, I thank each of our Associate Members for providing much-needed resources and information to enhance lotteries throughout North America. I encourage you to learn about each Associate Member to better understand their scope of work; they are listed in these pages with links to their profiles on the NASPL website (naspl.org). For those attending NASPL 2023 in Milwaukee, please visit our Associate Members at the trade show as well – and remember, the next NASPL trade show is in 2025!

We also take a look at the human resource challenges that many of us are experiencing, post-COVID. From remote work to employee recruitment, many of our member lotteries share the issues they face and how they have addressed the challenges of the times.

Lastly, this will be my final time writing to you as NASPL President. The last 12 months have been full of challenges, triumphs and great collaboration. We have continued to see record sales and provided significant results for our many good causes. We have resumed in-person meetings, with ample attendance at both PDS and Lottery Leadership Institute, which provided the added ability to further network with our colleagues. We've verified (and reverified) several member lotteries in responsible gambling, while also contracting with Bev Mehmel on both an RG study and an evaluation of lotteries' sustainability best practices; more to come on sustainability soon. We've also revitalized our strategic plan development, charting a course for the future of the Association and the industry. And as we do annually, NASPL welcomed several new lottery directors, while saying goodbye to a few others.

I also could not have done this job without the hard work of the amazing team at the Hoosier Lottery! Thanks to them for keeping the trains running while I tended to presidential duties.

Thanks also to David Gale and his amazing team at NASPL for their dedication to the industry and help during my term.

As I pass on the gavel at conference end, please join me in congratulating our new slate of officers, including incoming NASPL President Cindy Polzin, Director of the Wisconsin Lottery. I know she will take NASPL to new heights and continue to build upon our past successes. It is also fitting that she will accept the gavel in her home state during NASPL 2023. I look forward to seeing you all in Milwaukee.

Thank you again for the honor of serving as the President of this organization which benefits each one of us.

Sarah M. Taylor

Executive Director, Hoosier Lottery
NASPL President



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Lotería Electrónica and Pega 3 33 years of good luck!

By Jayson Torres, Operations Director, Lotería Electrónica



More than three decades ago, Puerto Rico, the Island of Enchantment, began to write a new page in the history of gambling, with the creation of the successful Lotería Electrónica and its exciting Pega 3 draw. Today, 33 years after that launch, we commemorate its anniversary and celebrate 33 years of important revenues, joy, progress, emotion, and above all, good luck!

Lotería Electrónica de Puerto Rico was established in 1989, revolutionizing the participation of Puerto Ricans in gambling. The idea behind Lotería Electrónica was to provide a more efficient and secure gaming experience while maintaining the excitement of winning prizes. With that in mind, electronic lottery terminals were located throughout the Island, allowing players to participate from anywhere and at any time.

A year later, on November 10, 1990, Lotería Electrónica de Puerto Rico presented a game that completely changed the dynamics of gambling: the famous

Pega 3 draw. This game quickly became the players' favorite draw, offering the possibility of winning prizes by just matching three numbers.

The first Pega 3 draw attracted the attention of all of Puerto Rico. The curiosity and expectation was more than evident in the streets, warehouses and supermarkets where the electronic lottery terminals were located. Everyone was eager to be part of this new adventure and try their luck. The process was simple, but at the same time thrilling. Players had to match three numbers, from 0 to 9, selected at random. The excitement of seeing the numbers chosen and finding out if they had won was incomparable.

As the years passed, Pega 3 established itself as one of the most popular games in Puerto Rico. It was simple and offered chances of winning attractive prizes, which is why it was widely accepted by players over the age of 18. Over time, Pega 3 has evolved by adding other game options, such as Pega 2 and Pega 4. These innovations have

maintained the dynamism of the game, guaranteeing the interest of the players in each new draw.

Furthermore, it is important to highlight that the collections from Lotería Electrónica are intended to finance charitable programs and community projects throughout the Island, which gives it additional value. Therefore, in the commemoration of the 33rd anniversary of the first Pega 3 draw, we not only remember a game that has provided excitement and fun to thousands of people, but also a lottery system that has contributed significantly to the progress and well-being of the entire island.

More than a gambling game, Pega 3 is already part of our history and culture. Throughout these 33 years, it has excited and enriched the lives of many Puerto Ricans. Today, we look into the future with the certainty that each game, in addition to bringing good luck, contributes to the progress, quality of life and infrastructure of Puerto Rico. Today we proudly celebrate 33 years of Pega 3! ■

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WyoLotto Celebrates \$200 Million Milestone



WyoLotto's official tenth anniversary, based on its August 24, 2014, launch of ticket sales, may be almost a year away, but Chief Executive Officer Jon Clontz has been on the job for 10 years, since September 23, 2013. Little WyoLotto recently hit a big milestone, surpassing \$200 million in revenue to Wyoming, including distributions to cities, towns and counties, prizes paid to players, and commissions paid to retailers. For one of the nation's smallest lotteries, where the population base is the smallest of any lottery jurisdiction, and where instant tickets are not allowed by statute, that is a significant achievement.

Clontz was hired after WyoLotto was established as a corporation in 2013 by a bill passed by the Wyoming Legislature and then-Governor Matt Mead. The bill allowed for the creation of a lottery, but it also outlined that the creation could not be carried out with any state funding. Clontz was hired to start something from nothing. He and the WyoLotto Board of Directors secured a startup loan from a Wyoming bank that was supportive of the corporation's mission, which is to maximize giving back to Wyoming.

The startup loan was paid off early, in January of 2016, allowing WyoLotto

to make its first net revenue transfer in April 2016 of \$1 million. State statute mandates a quarterly net revenue transfer of 75% or more. WyoLotto has been able to transfer each quarter more than 75%, sometimes reaching over 90% given back to the state. That money is then distributed to Wyoming's cities, towns and counties based on sales. In the Wyoming way, each municipality gets to decide how to use those dollars for their community.

Recently, Clontz announced that the October 2023 revenue transfer to Wyoming is another record amount of \$2,284,120.78. This brings the running total to \$35.64 million going directly back to the state.

The large transfer amount is due in part to high jackpots from Powerball and WyoLotto's in-state game, Cowboy Draw. The other reason for the transfer amount is the recent addition of KENO to the portfolio. The new game, added in September 2022, has created a steady stream of revenue, whereas most games in Wyoming are jackpot driven.

"When you add our quarterly transfers to what players have won and what we have paid retailers in commissions, we have given over \$200 million to Wyoming," said Clontz. "That is a milestone we are very proud of

and worked very hard to achieve in the short nine years that we have been around."

Since the launch of WyoLotto, over \$17 million has been paid in retailer commissions and over \$154 million in winnings to Wyoming players.

As WyoLotto reaches this milestone, it also celebrates 10 years of leadership from its CEO, who has helped navigate not only the corporation's establishment, but also the success since launch. Clontz has led the way for:

- Launching lottery sales with Powerball and Mega Millions;
- Adding WyoLotto's in-state game, Cowboy Draw, in 2015;
- Adding Lucky for Life to the portfolio in 2016;
- Launching WyoLotto's own raffle game in 2018, Ragtime Raffle;
- Adding WyoLotto's first daily game, 2by2 in 2021; and
- Adding KENO to the portfolio in 2022.

The list of achievements is not short. And thanks to Clontz and the support of Wyoming, WyoLotto will officially celebrate 10 years of sales next year on August 24, 2024. He and his team expect to make a big splash! ■



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MAKING A DIFFERENCE

LUIS MORENO

Customer Care Specialist
Ontario Lottery and Gaming



It's not often these days to see an individual take on both work and community challenges, continually striving to make improvements with unbridled enthusiasm. But for Luis Moreno, it's only natural. He has become one of Ontario Lottery & Gaming's most outspoken supporters, encouraging friends and family to play lottery because of all the good OLG does for the community, especially the small businesses that are the backbone of local economies. He also puts his money where his mouth is, volunteering his spare time to help his community in other, more personal ways.

"Luis is a hard worker, and is dedicated, reliable and a prime example of an employee who plays as one team," said Brittany Brown, Manager, Customer Care Retailer Services. "He demonstrates the true values of an OLGer and I am grateful for his positivity and contributions to the team. I admire his vision to make a positive impact in the City of Sault Ste. Marie with a focus on love, hope and change. I look forward to seeing what the future holds for Luis."

Upon graduation from college in 2016, Moreno first joined OLG as a contract worker at the Toronto Prize



Centre. He relocated to the organization's Sault Ste. Marie headquarters in April 2019, initially for a one-year contract as a Customer Care Retailer Support Specialist. He was offered full-time employment before the end of that year, and jumped at the chance. "It was one of the happiest moments of my life," he marvels. "Now I could be a grownup, with the opportunity to have stable income and a stable lifestyle."

Initially he was assigned the task of assisting retailers with closures – for example, stores that were closing permanently or temporarily or that no longer wanted lottery. With only

about 15 closures a month, "It was an easy task so I could develop other skills in the process." That is, until the pandemic, when just about everything shut down and it was often challenging to reach the retailers. "It was one of the most difficult, and busiest, times of all my work here at OLG." The pandemic also triggered new ways of doing things; most obvious was a complete transition from paper documents to electronic storage.

Those extraordinary times aside, Moreno also helps new retailers get their lottery licenses, showing them where to find all the necessary



resources. “I’ve always said that I know the life of a retailer, from the very first day that they would like to have lottery, to the day that they close their store. I’ve become an expert from beginning to end, and anything in the middle.”

After moving to Sault Ste. Marie, he began looking for opportunities to get involved locally. One of the first organizations he joined was the Northern Ontario Latin-Hispanic Association, and they asked him to teach Spanish to beginners. That was the first of many volunteering efforts Moreno took on in his newly-adopted city. “Knowing that the people here are so welcoming, and want to embrace diversity, change, and other cultures, it was exciting!”

Even with all his community involvement, he still finds time to wow friends with his coffee-making skills. “I’m a coffee enthusiast, and I always try to make new creations.” He has just one request of friends

who travel around the world: bring back coffee beans!

Moreno also loves hiking, and Sault Ste. Marie offers plenty of trails that allow close contact with nature. That inspires him to do even more good work for the community. “We have such a beautiful place, and we need to take care of it.” He looks forward to one day starting a family (something his mom encourages!), but for now, he’s enjoying a break from a busy 2022, which saw him compete admirably for a city councilor position.

A native of Mexico, Moreno moved to Toronto with his parents when he was 12 years old. He graduated from the University of Toronto with a Bachelor of Arts, studying political science, history and philosophy.

What first brought you to OLG?

When I was in high school in Toronto, my parents would always play lottery games. Yet never in



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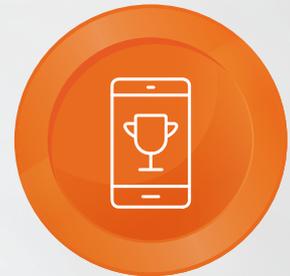
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a million years did I think I'd end up working for "the lottery" (OLG). When I graduated from the University of Toronto, like so many others I didn't quite know exactly how I wanted to start my career. I did apply for many jobs, and realized that I wanted to be in public service, working for the government. After a lot of job hunting and networking, I interviewed at OLG – a Crown corporation, and therefore a government entity – for a contract position in the Toronto Prize Centre. I was so nervous during the interview, but I must have done ok, because I got the job! I quickly learned about OLG and how all the revenue generated goes back to the province. I was never a big lottery player myself, but I always tell my family and friends to play. After all, they have to keep me employed! More importantly, playing lottery games helps the economy and helps small businesses. I'm proud to work

for OLG – we play as one team, we are player obsessed, we dream big and champion change, and we celebrate our differences.

What did you like about working in the Prize Centre?

One of the things I loved about it was simply the location in downtown Toronto! I lived only 10-15 minutes from the Prize Centre, so the commute was easy. Of course, there were also the many great winners I got to meet when they claimed their lottery prizes. I remember one of my first cases in particular – a young couple who came in thinking they had won \$200,000. I was super excited and super happy for them, and it was by far the largest prize I'd ever assisted with. Then when I scanned their ticket, I saw a lot of zeros; the ticket was actually a \$2 million winner! I checked with my supervisor to make sure it wasn't a mistake. I was

shocked at that life-changing amount, and the couple started crying when I told them what the prize actually was. They had wanted to buy a home and start a family, but were worried about the economic situation in Toronto and had doubts. Suddenly, they could make it happen, and I was part of that moment in their lives.

The move to Sault Ste. Marie in 2019, and to retail support, were both big changes. Tell us about your experiences.

I've always lived in big cities, and have always been surrounded by so many people. When my contract at the Prize Centre was coming to an end, I started applying for other jobs with OLG. I knew the headquarters was in Sault Ste. Marie, but honestly I wasn't sure where the city was or even how to pronounce it! Plus it's a lot smaller than anything I had experience with. But I embrace change. Originally, I thought

bridging the gap between lottery and retail



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to come here for the new contract, learn as much as I could about the lottery business by adding retailer knowledge to my winner experiences, and then go back to Toronto.

Aside from getting used to the size of the city, there was all the snow during the winter, and the bears! I had never seen a bear before. They roam around in the spring, and they are the most beautiful things I've ever seen. That's when I realized the sheer beauty of nature in Sault Ste. Marie. It may not have all the shopping malls, restaurants and nightclubs of Toronto, but there's the natural beauty, shorter commutes, opportunities to learn about the First Nations culture, and general affordability. I'm in my fifth year of living here and am not currently planning to go back to Toronto.

From your perspective, what are retailers' biggest challenges and opportunities these days, and how can OLG make things easier for them?

Many small businesses in all corners of the province want to offer lottery. They realize that lottery has become

an important part of our culture, that many of our players are younger adults, that it creates jobs and ultimately benefits the province. I'm seeing a new generation of players, whether they are using their phones and playing online, or actually going to a convenience store because they have developed relationships with retailers. I believe that millennials want to support small businesses, and will go to a convenience store for a purchase and a lottery ticket.

One of the biggest things that can definitely make life easier for retailers is moving to the digital world, and that's something I encourage them to do. One of OLG's biggest projects now is developing a retailer hub, a portal where retailers can find all the information they need, including the latest promotions, detailed sales and commission data, and various instructions for just about any activity related to the sale of lottery tickets. I've been training our sales reps on the new hub so they can in turn assist their retailers. Ultimately, OLG's goal is to make all of our procedures easier for retailers and to streamline all of the services that we provide.

What do you love the most about your job?

Honestly, as much as I like to work from the comfort of my house, I love my co-workers! We have a very close-knit group of people. I had just moved here when the pandemic hit, and there were so many fellow employees who I had never met in person. Everyone is happy to embrace the hybrid model we have now, working remotely and also in the office so we can share experiences. It really makes work fun. And by coming into the office, we continue to support small businesses with our everyday routines, above and beyond the good work that OLG does.

I also appreciate the open, transparent relationship all employees have with OLG senior management. Every month, we have

an open town hall meeting with our President and CEO, Duncan Hannay. We can ask him hard questions about the economy, about our jobs, about the future of our company. I truly am very impressed that he goes out of the way to have discussions with all of us.

You have clearly embraced Sault Ste. Marie. What is it about the city, and its people, that inspires you to spend so much time for the benefit of the community?

As I mentioned, I love being close to nature. And because it's such a small city compared to Toronto, it's a community where everyone knows each other. You will always find people wanting to have a conversation, and it makes you feel welcome. As I learned more about the city, I noticed that in one way, it's like any other city in the world – there is the bad along with the good. I joined a lot of local organizations to talk about how we can improve our city at the local level. I started noticing that young people here want change.

That's what inspired me to run for city council last year. It's a municipal position, not political, so I could continue my career with OLG. Although I technically lost the election (by just 102 votes), I considered it a big win! I was the only outsider in the race, the only one not born and raised in the city. I made contacts and networked throughout the whole ward; I must have knocked on more than 4,000 doors! Better still, I recruited many young people to be part of my campaign, to give them community experience. I care about people, I care about our future generations. I presented my vision for the city, and now I'm more active than ever in a variety of community events and other activities. There's a new wave of people choosing this city as their home, and we need to create the perfect conditions for not only young people to thrive here, but also for our parents and grandparents to stay here when they retire. ■



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Utilizing Lived Experience to Mitigate Gambling Harm

*By Odessa Dwarika, Chief Program Officer,
Massachusetts Council on Gaming and Health*

At one point in our not-so-distant past, services for people struggling with problem gambling did not exist. The idea of lotteries or other gambling industries engaging in responsible gambling programs was unheard of. Gambling problems were often viewed by society as a moral failing or lack of willpower. It took the coordinated and continuous efforts of individuals impacted by problem gambling to begin to speak up and create a demand for services. The first Gamblers Anonymous meeting came into existence in 1957 yet it took decades for the disorder to be taken seriously by the medical establishment. It wasn't until 2012 that "Gambling" joined the Substance-Related and Addictive Disorders in the manual that psychologists and doctors use to diagnose mental health issues. Gambling disorder is arguably the most underrecognized and misunderstood of all addictive disorders. Stigma and lack of basic understanding can make it difficult for the more than two million U.S. residents struggling with their gambling to reach out for help. This is where the voices of others who have lived experience of gambling problems can be a beacon of hope and help for those in need.

There are multiple ways to incorporate people with lived experience

into programmatic efforts and interventions. Here we will discuss some of the strategies used in Massachusetts to incorporate the wisdom and empathy of those in recovery (and their impacted loved ones) into effective safer play strategies. It is important to note that not everyone with lived experience of gambling harm identifies as "being in recovery," and this term is not inclusive of those who have been harmed by someone else's gambling problems. This is why the term "people with lived experience" is gaining traction as a way to encompass a broad spectrum of individuals who have experienced gambling harm.

Recovery Advisory Boards

The primary function of a Recovery Advisory Board (RAB) is to advise and provide a recovery-centered perspective as it relates to program planning and implementation from prevention through recovery. RAB members identify as having experienced problems with their gambling or identify as a family member or loved one of someone with problem gambling. RAB members are ideally a diverse group whose members' lived experiences can contribute to an organization's understanding of how gambling affects different communities, and increase the range and effectiveness of its

efforts to support all impacted individuals. Advisory Board members may act in a voluntary or paid capacity to increase problem gambling awareness, give feedback on harm minimization strategies, and elevate the voices of people impacted by gambling disorder within the scope of work. They can also be called upon to engage with different media outlets looking for perspective from people impacted by gambling harm. RAB members can participate in community education events and assist in the identification of new community partnerships and activities that promote both prevention and recovery.

Peer Recovery Specialists

A Peer Recovery Specialist (PRS) is a person with lived experience of gambling harm who has undergone significant training to provide peer support. They are a great resource to engage with individuals who have opted for a follow-up to their voluntary self-exclusion or who have requested additional support from a helpline or through another referral source. The PRS contacts the individual seeking support via their preferred means of communication. This can include e-mail, phone calls or even text messaging. The Specialist will disclose their status as a person who has lived

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experience with gambling harm and endeavor to understand the goals of the person seeking support. This could be a harm reduction goal such as reducing time or money spent gambling. The goal could also be what is typically referred to as “recovery” in the case of someone who feels that complete abstinence from gambling is their goal. These Specialists will work with anyone on that continuum to provide resources and establish a supportive peer-to-peer relationship. Once the contact has been made, another great resource that a trained peer can offer is Telephone Recovery Support.

Telephone Recovery Support

Telephone Recovery Support (TRS) is a peer-to-peer support service originally designed for use in drug and alcohol recovery settings. It is a low barrier, low commitment intervention that has been shown to be particularly effective with people who may not feel ready for more intensive interventions such as therapy. In the TRS model, a peer in recovery makes weekly calls to “check in” on the “recoveree.” Recoverees are offered support, encouragement and information about resources that may help them seek or maintain their recovery or harm reduction goals. In Massachusetts, a staff member in long-term recovery from problem gambling conducts up to 10 weeks of TRS calls for people looking for support around harm reduction or abstinence from gambling. The goal is to reduce or eliminate problematic behaviors through a combination of support and referrals. Initial evaluations have shown that TRS has been effective in helping people reduce their problematic gambling behaviors.

Peer-Led Gambling Awareness Groups at Addiction Recovery Centers

Gambling disorder rarely travels alone. Individuals who experience a gambling problem are much more likely to have another substance misuse issue. People are much more likely to seek help for substance use or a mood disorder than for their gambling issues, and clinicians rarely screen for co-occurring gambling problems. In addition, there is evidence that people in early recovery from drugs or alcohol use are at much higher risk of developing a gambling disorder for the first time. In the recovery world, this is referred to as “addiction whack-a-mole,” when one addiction is replaced with another as the brain seeks alternative sources of dopamine. A Peer Recovery Specialist can offer gambling awareness groups that help people in early recovery learn to identify the early signs of gambling harm and know where to turn for further support and resources. These in-person or virtual groups allow participants to connect with the PRS in a supportive environment and access resources such as gambling specific referrals or telephone recovery support.

Lottery-Led Initiatives

Lotteries regularly engage in responsible gambling campaigns of one stripe or another. Here are some ways that lotteries can utilize lived experience to improve their RG effort.

1. Set up their own advisory board made up of people with lived experience of gambling harm. The Mass Council on Gaming and Health, for

example, has a Recovery Advisory Board made up of a group of people from across the country who can offer input and review new campaigns, products and policies.

2. Invite trained peer counselors to speak to staff, attend sales conferences and share the story of their path through gambling harm from lottery products.
3. Partner with local Councils to offer funding and other resources to peer support programs.
4. Connect with state gambling helplines to ensure that they are referring to peer services that are available to their residents.
5. Celebrate Addiction Recovery Month each September. This is a great opportunity for lotteries to draw attention to the voices of people who have sought help for gambling problems and now are advocates for awareness and healing.

Engaging with people with lived experience is an extremely valuable tool to help organizations better connect with people in need. There is a significant evidence base for the effectiveness of peer-driven activities in promoting long term recovery outcomes in the addiction world. Trained peers can be a guiding light for programming and messaging designed to reach those experiencing gambling harm. ■

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Digging Into Lottery Success in the Badger State

The Wisconsin Lottery is hosting this year's NASPL Annual Conference, and is also celebrating its 35th anniversary.

By Patricia McQueen

For 35 years, the Wisconsin Lottery has been supporting residents of the Badger state, with proceeds going toward property tax relief for eligible homeowners. Through FY22, those proceeds amounted to about \$5.4 billion since the Lottery's first ticket sales began on Sept. 14, 1988. In addition, retailers have received about \$1.1 billion over the decades, and more than \$10.2 billion in prizes have been awarded to players. That's all based on cumulative sales of about \$18 billion. On top of that, while results for FY23 are still preliminary and subject to change, sales reached a new record of \$961.7 million.

These numbers make Director Cindy Polzin proud. Named to the position in late 2016, she is thrilled that sales have increased 63% since that time. She's quick to credit the whole team of approximately 60 employees for that success, noting that they also have been responsible for 12 consecutive years of record scratch ticket sales. "It's all because of their vision and what they want to accomplish."

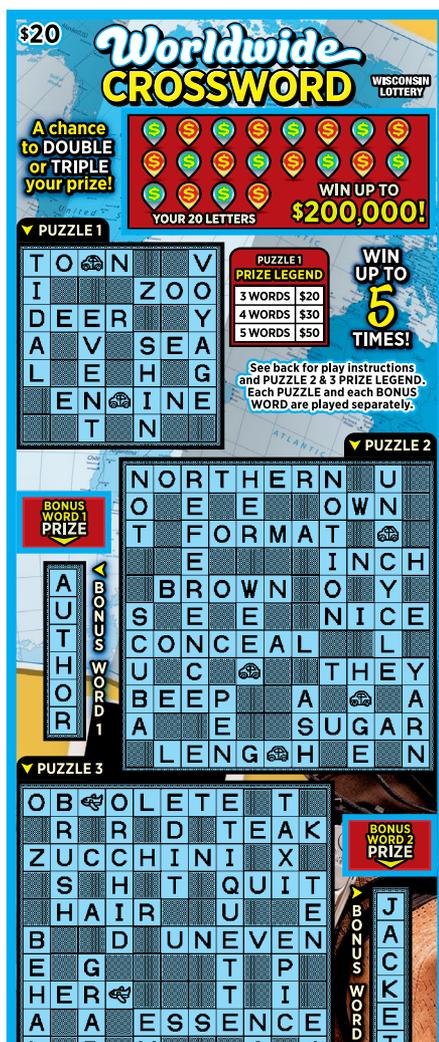
She also points out that Wisconsin Lottery expenses are typically close to 5% of sales. “I’m proud of our efficiencies; it’s something to shout from the rooftop!” And much of that goes back to teamwork, and the ability of a smaller (for its size) staff to handle every task. Everyone is willing to dive in and tackle every initiative, no matter how small or how large, and work as a team to ensure every project is completed without major issues.

Like many American lotteries, the Wisconsin Lottery lives within another state agency; in this case, the Department of Revenue. Polzin has appreciated the support of Revenue Secretary Peter Barca, and there are certainly advantages of being part of a larger entity, especially the ability to tap broader expertise in areas like information technology. As a commercial business unlike most others in government, however, there are challenges for a lottery that needs to respond to market changes – particularly with procurements and their extended timelines. “It’s harder to be nimble, but we make it work.”

Polzin is also proud of last year’s Level 2 certification in the World Lottery Association’s Responsible Gaming Framework. “The most important thing we can do is to be responsible with how we operate.” Although that certification was only recently completed, she noted that the Wisconsin Lottery has been a longtime partner with the Wisconsin Council on Problem Gambling. “We work with them every year, and I believe that’s beneficial for everybody.”

Games Galore

Wisconsin offers a wide variety of products, including scratch games and pull tabs, a number of draw games, and raffles. Scratch games, which typically account for more than 70% of the Lottery’s sales, range from \$1 to \$50. Not surprisingly, there’s a lot of attention given to this product line, with new games launching almost



every week for a total of 80 to 90 new games a year. Research drives those numbers – through focus groups, both players and retailers in Wisconsin show their preferences for new games. “Launching so many new games throughout the year really works well for us,” said Polzin.

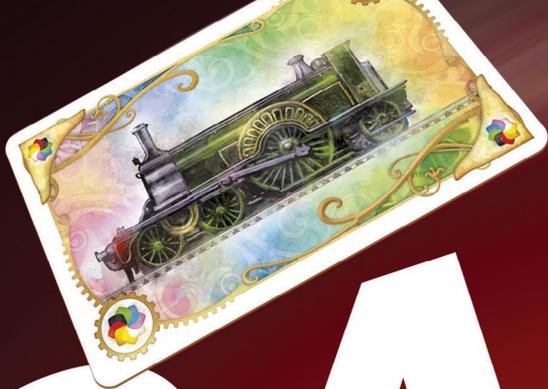
Scroll through the list of available Wisconsin Lottery scratch games and one theme stands out – Crossword. In fact, dozens of Crossword games across price points account for a total of about 30% of scratch sales each year. “We are definitely an extended play state, and Crossword tickets are very, very popular.” Bonus features and varying Crossword themes keep adding to that popularity.

Players have also embraced loaded games, and they have become part of the core scratch portfolio over the past several years. There’s always a loaded \$10 game with either a \$500 or \$1,000 top prize, and holiday loaded games are popular. In addition, a loaded game is sometimes included in the Lottery’s game families.

With the number and types of games driven by market demands, the Lottery’s retailers can decide whether to offer any particular game. “We have recommendations and planograms, but we let the market drive the sales of the games,” noted Sales Director Zach Hyde, who previously served in game development and research.

Wisconsin is one of the few lotteries that offer raffles, with three of them annually. In the springtime is May Madness, with Holly Jolly during the holiday season. Both usually sell out. The third raffle is conducted only at the Wisconsin State Fair each August; with its 50/50 format, the goal is to always have enough

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All Fast Play games (currently six in market, from \$1 to \$10) contribute to a single progressive jackpot. “Our findings showed that a single progressive jackpot would not only be easier to communicate, but is more receptive to the players,” noted Hyde. The launch campaign was very direct, added Polzin, a lively focus on exactly what the Fast Play games had to offer, explaining the product and how to play. “We really do think that campaign was a very important component of why the game was successful in our launch strategy,” she said.

tickets to meet demand. “People who live in Wisconsin are used to raffles,” explained Polzin, noting that charity raffles are common throughout the state. So it’s no surprise the Lottery’s raffles do well. “It’s really part of our culture.”

The newest product is Fast Play, introduced last April. It has been a resounding success, and Polzin again credits research – with not only players but also with lotteries across the country. “We talked with our colleagues and learned best practices, and took all those elements to have a very successful launch.”

More traditional draw games include Powerball and Mega Millions, of course, plus the Wisconsin-only games Megabucks, Badger 5, Supercash!, All or Nothing, Pick 3 and Pick 4. All or Nothing is the newest of these, introduced in 2019. And while the smallest games usually stay in-market for about four years, All or Nothing will have a longer life while it continues

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know about them.” And that means not only communicating that the games are available at their local Lottery retailer, but also how to play – especially in the case of a new game like Fast Play – and what features about the games might attract them enough to make a purchase.

Social media is a great tool to engage directly with players and talk about the Lottery’s products, services and promotions, using the big four platforms – Instagram, Twitter, Facebook and YouTube. But it’s not just informational messaging. “We like to make sure that we are telling fun stories about winners, and we are using a lighthearted approach to talk about our games and our jackpots, and new features.”

That lighthearted approach dominates everything the Wisconsin Lottery does in marketing and communication. “We want to be like the voice of a fun neighbor next door talking to you,” explained Polzin. “Just being chatty and witty, while at the same time being helpful, informative and caring, because we do also incorporate responsible gambling in everything we do.”

For the recent launch of its first mobile app, for example, the Lottery created a little point-of-sale piece that worked out extremely well. Educating both retailers and players about the new app, which among other things can create digital playslips, check tickets and locate retailers, the POS piece had the same general feeling as other materials and was also relatively inexpensive to do.

Excitement in Retail

Apart from games, the most exciting things in Wisconsin right now are coming from new opportunities with retail. For the first time, the Lottery has created a business development position, and the new hire will be

focused on expanding the retailer base to reach non-traditional locations, like taverns and bowling centers. Keno is popular at these venues in other jurisdictions, but prohibited in Wisconsin. The arrival of Fast Play provides an exciting product that would be ideal for these and other types of locations. “It’s a real opportunity, and we’re excited to see where this takes us,” said Polzin.

Also under the new business development umbrella will be the potential expansion of self-service; Wisconsin currently has vending primarily in convenience stores, grocery and Walmarts. “We’re doing our best to make sure what we have are in the best locations for visibility, alignment and sales potential,” explained Hyde.

A pilot program under way is testing lighted ticket menu boards at 13 Wisconsin Woodman’s Markets, a regional chain of grocery stores. The test includes the lighted boards in the customer service area, with Gemini self-service machines (complete with lighted jackpot signs on top) at the stores’ two exits. Again, it’s all about visibility, and optimal retail execution will help drive sales. “I’m a big proponent of trying new things, but they have to make sense,” explained Polzin. “These pilots let us standardize before we optimize.”

In addition to being able to closely monitor and track sales before and after the lighted menu boards were added in each location, the act of installation itself provided opportunities to talk more about lottery. “We got a lot of positive feedback during the installations, since they draw attention to the customer service area and that ‘lottery is here,’” said Hyde. With plenty of potential to showcase different games and features in this new way, there’s a lot of potential. “We’re excited.”

Another industry development being watched carefully are the efforts

with in-lane sales in various iterations. “Another innovation that we cannot ignore,” emphasized Polzin. “We do think there is likely future potential, but still a lot of things to figure out.”

It all goes back to the research – to evaluate the opportunities versus the costs, and to make sure the right decisions are being made for the Lottery, the retailers and the players.

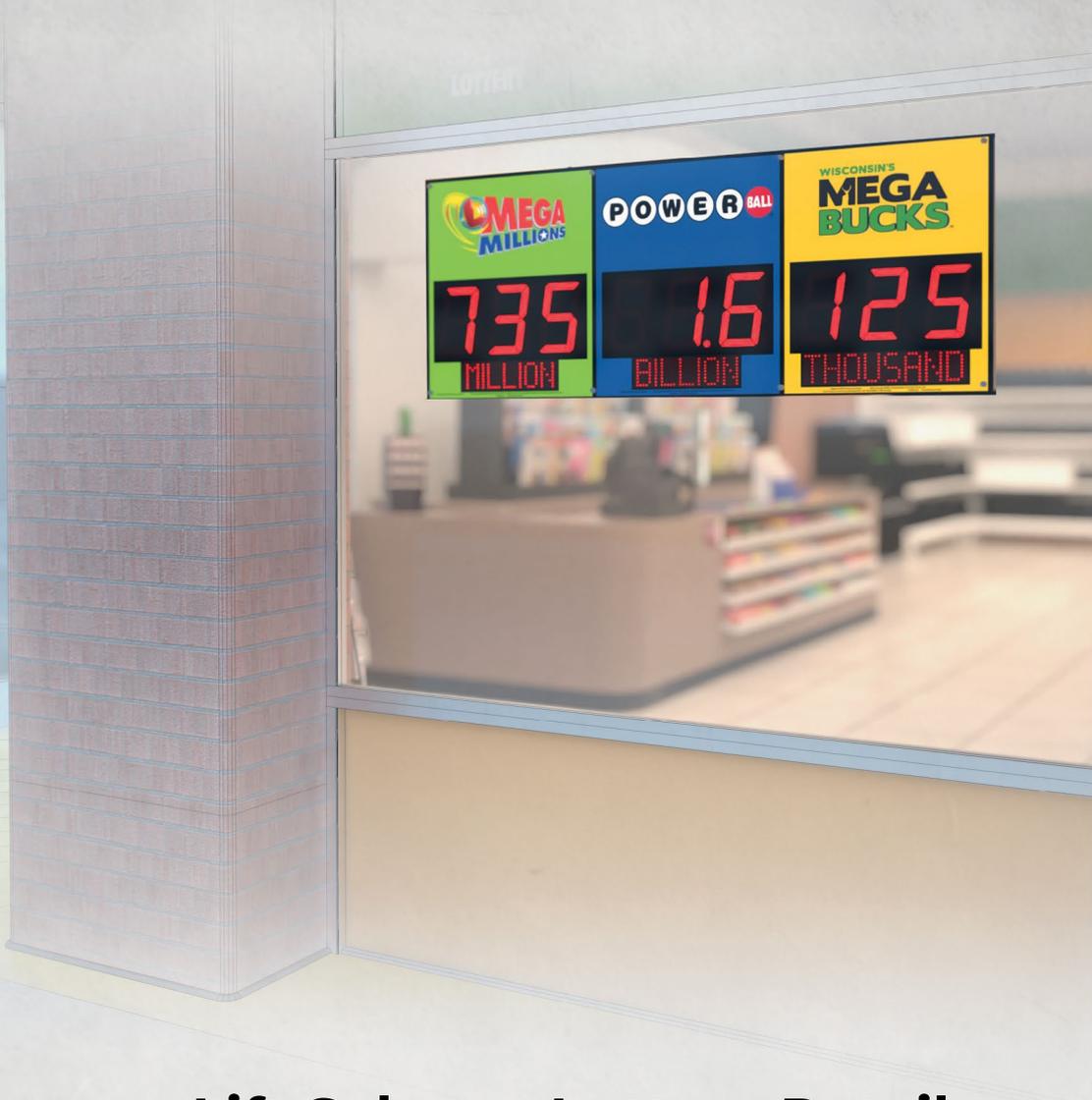
Looking Ahead

Like any lottery, the Wisconsin Lottery has its share of both opportunities and challenges. The latter may come from rules and regulations outside of their control, plus the competitive and cultural environments in which they operate. In Polzin’s crystal ball, annual sales will start with a “b” soon – as in billion. In FY22, sales were just shy of \$890 million, and preliminary FY23 results came “darn close” to that magic billion. “We’re going to get there someday.”

There are a number of ways to accomplish that, and with some limitations in substantive new product offerings (as noted, keno is not allowed, and iLottery is also off the table), incremental growth is critically important. That means finding ways to increase sales of existing products, and the current retail pilot program and upcoming dedication to business development are some of the keys to unlocking that potential.

It also means watching industry innovations closely, such as new games or new technologies, and using research to decide what developments have the most potential and are most cost-effective for Wisconsin.

Given the enthusiastic group of Lottery employees, Polzin is sure they are up to the task of turning challenges into opportunities. “I think that the future of the Wisconsin Lottery is exciting, and I’m absolutely honored to be a part of it!” ■



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FOCUS ON: Human Resources

Lotteries, and Employees, Embrace Remote Work Opportunities

Lotteries recognize the value of at least a partially-remote workforce, keeping in place policies implemented due to the pandemic.

By Patricia McQueen

In fact, the ability to telework is an increasingly important option for employees, especially during the recruitment process when businesses are competing for a limited talent pool.

The pandemic forever changed many things, but few have had more of an impact than the shift to remote workforces. While remote working isn't possible for many jobs in some industries, it's an attractive prospect where it makes sense. In fact, the ability to telework is an increasingly important option for employees, especially during the recruitment process when businesses are competing for a limited talent pool.

Lotteries are no different. Some roles require onsite work, for good reason, although even positions where that was considered essential have changed, thanks in part to evolving technology. For example, the continued adoption of random number generators for lottery drawings has in many cases changed the need for draw staff to be onsite. And even things like the introduction of mobile claims could play a role – it certainly doesn't eliminate the need for a claims office, but can perhaps reduce onsite staffing requirements if embraced by more players.

In a study published earlier this year, Pew Research found that 35% of American workers with jobs that can be done remotely choose to do so all the time. About 41% of those workers prefer a hybrid model, working from home on some days, at the office on others. Fifty-nine percent of them say they work from home three or more days per week.

Pew also found that of those hybrid workers, many of them would actually prefer to work from home all of the time. They value the upsides, especially the ability to balance their work and

personal lives. And despite being physically separated from their co-workers more often than those who work 100% onsite, most remote workers are very satisfied with their relationships with those co-workers.

Hybrid work also benefit employers. At the operational level, companies may be able to cut back on facilities costs as more people work remotely. And happier employees who have less work distractions are more productive. In the Pew study, a majority of those who are working from home at least some of the time say this arrangement helps them get their work done and meet deadlines.

Turning to the lottery industry, 32 lotteries responded to our questions about human resources for this special report. Just five of them have gone back to a 100% onsite workforce after the disruption from the pandemic (Arkansas, Idaho, Mississippi, Oklahoma and Tennessee), although limited exceptions are sometimes possible. The others continue to offer flexible working arrangements to some degree, often depending primarily on job function. Typical positions where teleworking is allowed in some form include those in marketing, communications and general administration. Drawings and claims are two of the most-cited areas where remote work is not possible, with others including operations, IT and security.

Given the record-setting revenues that many lotteries continue to produce, clearly remote working arrangements have proven to be as productive as they are popular. Like most employers, lotteries strive to keep

good employees, and offering flexibility in this day and age – helping with work-life balance – is good for everyone. Especially in an industry where many employees don't work "9 to 5" hours. "For our part, teleworking allows flexibility for staff who work in a 24/7 environment," said Nebraska Lottery Director Brian Rockey. Of the Lottery's 29 employees, 10 work remotely up to three days per week. "While not every position lends itself to remote work, the ability to work remotely helps staff balance regular work hours with the varying nature of our work environment."

Whatever remote working policies are in place, lotteries have to think them through and do what is best for both employees and their organizations. "The North Carolina Education Lottery has found that the best approach to remote work is to focus on what works best for the business," noted NCEL's Marbet Cuthbert, Director of Human Relations. "We focus on making sure that time spent in the office is purposeful and effective."

Remote Working Policies

A number of lotteries provided details of their remote work practices, and we include some of those details here. In addition, some respondents noted that telework isn't necessarily ruled out, if there is a solid case for the arrangement with a given employee.

The **Arizona Lottery** strives for a work culture that affords employees flexibility, autonomy and trust. Depending on the job role and the department's needs, employees may

Atlantic Lottery is pleased to offer flexible workplace options that reflect evolving industry trends, corporate operational needs and employee feedback.

participate in the Lottery's Remote Work Program. The program allows eligible employees to work remotely on three to four days per week. The number of employees working in the office has been consistently less than 45% for the past two years. The departments excluded from this program are customer service and night operations, as their job responsibilities do not allow for remote work. Currently, 66 of 118 employees participate in hybrid work.

After fully remote work during the pandemic, **Atlantic Lottery** introduced a Hybrid Workplace Program that allowed employees to select their preferred working arrangement, subject to management approval. There is currently a mix of remote (minimum two days per month working in an office), hybrid (minimum two days per week in the office) and full-time office (five days per week, with flexibility to work remotely as needed) employees. Atlantic Lottery is pleased to offer flexible workplace options that reflect evolving industry trends, corporate operational needs and employee feedback.

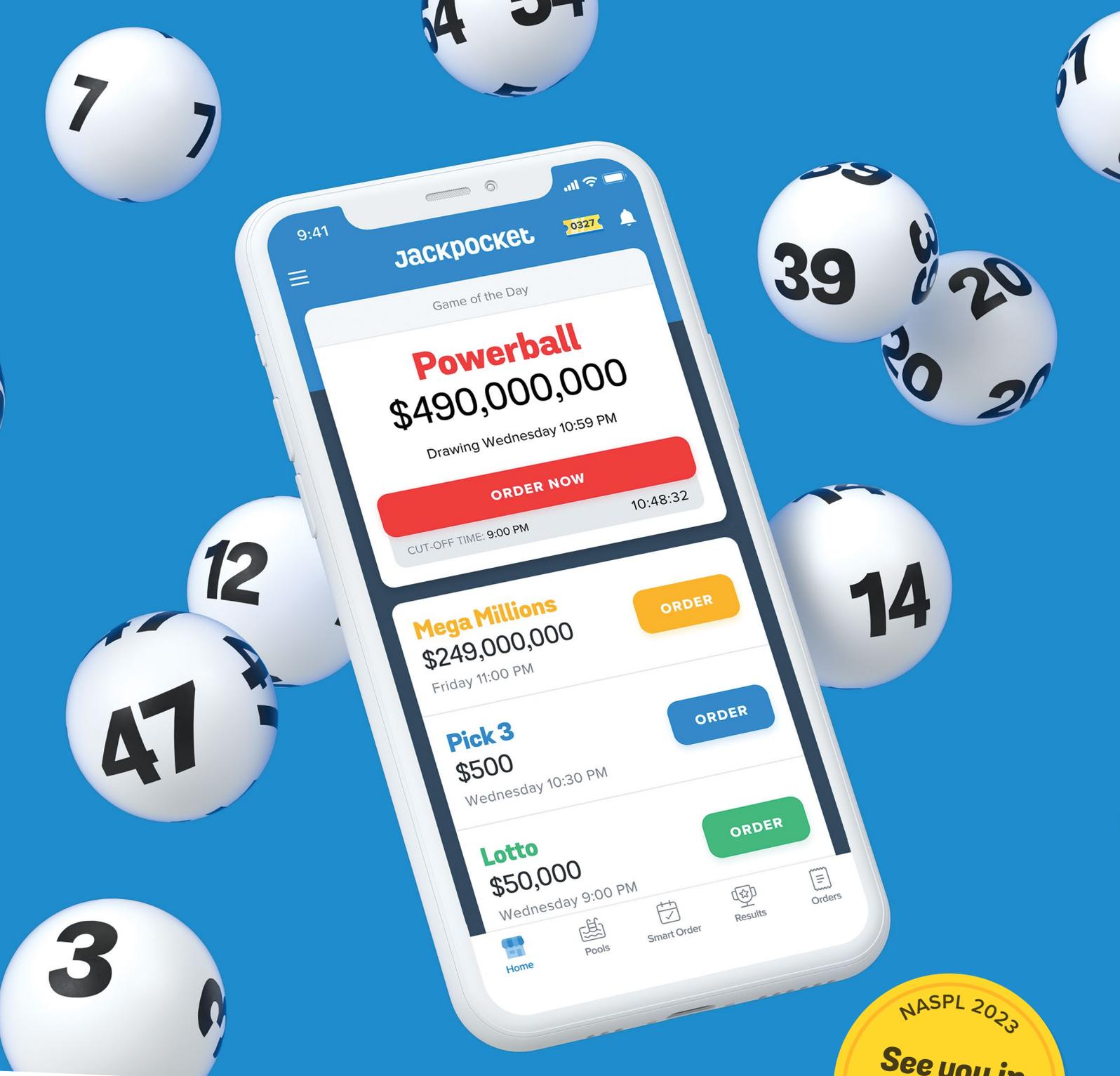
The pandemic taught the **British Columbia Lottery Corp.** about the ways to evolve practices for how people work, including introducing flexible work arrangements, as well as the option for employees to work from anywhere in B.C. if their job function permits. Employees have the option to work remotely or in-office, but the hybrid model seems to be popular, which is attractive for some potential employees. BCLC has a combination of in-office, hybrid and fully-remote staff. Fully remote positions are subject to operational requirements, which can vary across different departments.

At the **California Lottery**, there are remote working options for some positions, depending on an employee's assigned tasks and the Lottery's business needs. The prize payments teams largely works at headquarters, while the sales team has always been mostly in the field. For other divisions, such as marketing, public affairs or legal – just a few examples – most employees are either in full-time remote telework positions or come into the office regularly but on a limited basis. The current breakdown for the California Lottery is approximately 54% remote, 36% in the field, and 10% reporting to a Lottery facility full-time.

About 70% of employees at the **Colorado Lottery** work remotely most of the time, those in marketing, communications, project management, licensing, compliance, cybersecurity and fiscal. They are still considered hybrid, and have to come into the office at least one day per month and sometimes at other times for in-person events or meetings. The remaining 30% of staff are entirely in-office, with jobs that cannot be done remotely, including warehouse, BAMO testing staff, drawings, claims and security staff.

The **Delaware Lottery** offers remote working options, with a 3-days-in, 2-days-remote schedule. The only departments excluded from this are the front desk person and the drawings team. New employees must work in the office five days a week until they have been with the Lottery for a year, and then they are eligible for the hybrid schedule.

The **Illinois Lottery** has fully remote, hybrid and non-remote positions. Its Remote Work Policy is still a pilot program that the Lottery, union and state continue



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NCEL has avoided mandating an arbitrary number of days per week spent in the office. Its employees understand the need to report onsite as needed and they value the autonomy to get their work done in a way that best meets business needs.

to renew. Fully remote positions are lottery telemarketing representatives. Hybrid positions, where in-office may be one to three times a week, may include retailer services, director's office and senior staff, finance (non-claims staff), human resources and legislation. Lottery sales reps and regional coordinators continue to work as in the past, while the Lottery's claims staff and employees in operations and technology are not eligible for remote work.

The **Kansas Lottery** allows up to two days of telework per eligible employee; schedules are approved by the direct manager and executive director. Included departments are marketing, retailer services, human resources, public affairs, finance and sales.

Since October 2021, the **Louisiana Lottery** offers a hybrid work option for certain positions that do not necessitate an in-office presence. Employees can work a hybrid schedule consisting of three days per week in the office and two days per week remotely. Due to the public-facing nature of some job functions, the following departments/positions are excluded from remote work: prize payment, distribution center, regional claims offices and sales representatives.

The **Massachusetts Lottery** currently has 34% of its workforce authorized to telework based on their job functions and the ability to perform these functions and remain productive in a telework capacity. The Lottery's telework policy requires in-office presence two days per week, and one day must be a Monday or Friday. Employees must be available to report to the office on other days as opera-

tional needs warrant, and each department is required to have an in-person team meeting a minimum of one day per month.

Employees not authorized to telework include claim center personnel (in-person, customer-facing functions), account reps and sales staff who have assigned routes and visit agents on a regular basis, field technicians who are assigned daily routes to maintain and repair equipment, some IT positions that require in-office presence, and security and compliance positions.

The **Missouri Lottery** does allow some remote work, determined at the section level, based on the work performed within each section. That includes days per week or minimum in-office coverage. Certain areas, such as the warehouse/distribution center and customer care units (walk-in prize redemption centers), do not have the option of remote work.

Employees of the **Montana Lottery** may work a hybrid schedule, with up to two remote days per week. No departments are specifically excluded, although approval of hybrid schedules is at the discretion of the supervisor. Currently about 25% of the Lottery's staff has a hybrid schedule.

Nebraska Lottery & Charitable Gaming is a division of the Nebraska Department of Revenue, and there is a telecommuting policy for teammates. All Lottery job positions must be available to work in the office, and currently about 38% of Lottery teammates work remotely, one to three days per week.

The **New Jersey Lottery** provides a hybrid teleworking option for approximately 73% (62 employees) of its work-

force. Approved staff can work from their designated telework location (usually their home) two scheduled days a week. The other 27% of staff (23 employees) are comprised of 17 field operators (collections and investigations) and six warehouse employees.

At the **New York Lottery**, remote work is subject to multiple layers of review and approval (supervisor, executive, etc.) and is limited to two days per week for all employees of the New York State Gaming Commission. Certain operational roles, due to their specific duties, do not qualify for remote work (for example, in-person claims center staff, draw staff, etc.). This policy is consistent with most New York state agencies.

Some departments at the **North Carolina Education Lottery** have employees who meet lottery players daily or visit lottery retailers in their stores. Some departments have employees who work remotely more often than others because their jobs lend themselves to working at home. Other departments need employees to collaborate and coordinate and sometimes that is best done in person. NCEL has avoided mandating an arbitrary number of days per week spent in the office. Its employees understand the need to report onsite as needed and they value the autonomy to get their work done in a way that best meets business needs.

The **Ohio Lottery** has a number of positions eligible for hybrid work, which includes a combination of both telework and in-office days each week. The number of days for each is determined by each individual department's



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For many lotteries in the U.S., all employees must be residents of their jurisdiction; some allow applicants from other places, but if hired, they still have to relocate even if they end up working remotely most of the time.

leadership, based on operational needs and what remote options work best for each position. Generally speaking, eligible employees have the ability to work up to 3-4 days a week remotely. There are some departments and positions ineligible for hybrid work and these are generally field-work and customer-facing departments and positions, such as security staff located onsite at racinos and the sales staff.

The **Oregon Lottery** currently offers remote-eligible positions, and the nature of the work dictates the frequency of required in-office time. Currently, 36% of the Lottery's workforce is considered remote-eligible. Departments that have remote work options include accounting and finance, human resources, marketing, analytics and insights, hotline, and select IT positions. Field service staff, account management, and retail contracts team are considered "field" positions, which means they are a combination of remote work and time spent in their designated areas. In-office positions include distribution, technical services, security, player services and select IT positions.

Prior to the COVID-19 pandemic, the **Pennsylvania Lottery** was one of the first agencies in the state to implement a telework model due to the business needs of the retailers. Approximately 25% of positions within the commonwealth of Pennsylvania are telework eligible, as determined by their agency; the Lottery operates as a bureau within the Pennsylvania Department of Revenue. The majority of employees eligible to telework have hybrid schedules. Lottery employees

eligible for full-time telework may still be required to report to a physical location, including the headquarters or other approved sites, for meetings, training, or other onsite duties or as directed by a supervisor.

At the **Rhode Island Lottery**, there are currently seven employees working remotely. One employee is remote one day, four employees are remote three days, one employee is remote four days, and one employee is remote five days. These employees are from the marketing, legal, IT and sales departments.

The **Wisconsin Lottery** has remote working options in place for employees. The remote working policy started in 2021. Remote work options are based on the policies and preferences of the agency, and they include the opportunity to work from home 50% of the time during each pay period. Remote work is available after an employee has been with the Lottery at least six months.

Among other responding lotteries, a hybrid schedule of two telework days per week is available to eligible employees at DC Lottery, Hoosier Lottery, Kentucky Lottery (with the provision that remote days are Wednesday and Friday), and Virginia Lottery. For Loto-Québec, eligible employees may have up to three days of telework per week.

Does Location Matter?

For many lotteries in the U.S., all employees must be residents of their jurisdiction; some allow applicants from other places, but if hired, they still have to relocate even if they end

up working remotely most of the time. As a result, very few lotteries said they actively recruit outside their own jurisdiction.

Of the 32 responding lotteries, just two currently have employees teleworking from other jurisdictions – the Oregon Lottery and Atlantic Lottery. For them, it's all about finding the perfect candidate for often very specialized work.

When filling a role, noted the Oregon Lottery, it's important to find the individual best suited for the position. That may mean they have specialized skills or other attributes, but don't live in Oregon. For remote-eligible positions with minimal in-office requirements, the Lottery allows full-time telework from most U.S. states. Currently, 28 employees (out of 447) perform their work completely outside of Oregon.

Similarly, Atlantic Lottery has at times supported out-of-jurisdiction hires in order to ensure there are the right skills to deliver on the organization's business goals. Although the Lottery's main job markets are located within its four member provinces, there are a small percentage of employees currently living outside the region.

Finding the Right Employees

Regardless of whether employees work onsite or remotely, like any business lotteries try to find the best possible candidates. That is often a challenge these days, and the concluding section of this special report highlights lotteries' current experiences with recruiting. ■

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FOCUS ON: Human Resources

Good Help Is Hard to Find – Or Is It?

Many industries face challenges in finding qualified employees, and lotteries often feel the same pain, in some cases with added complications.

Lotteries are very unique entities in the business world. Most are government agencies, or at least must follow government policies and procedures in many aspects of operations, including human resources. Yet they also actively market and sell products to consumers, either directly or through a vast retailer network. Sometimes those two aspects clash with each other and present challenges not faced by most other businesses.

We asked lotteries the basic question: **“How challenging is it to recruit new employees these days?”** We also asked them to

share hiring strategies and experiences. Their edited responses follow. Keep in mind that jurisdictions will vary, not just because of the way a lottery is structured, but also because of differences in population, economic conditions and other considerations.

The ability to work remotely, even just a day or two a week, potentially helps lotteries recruit new employees, who increasingly desire a hybrid work environment. Some lotteries also emphasize the importance of branding, so how a lottery is perceived in a given jurisdiction may impact its ability to attract a good talent pool.

Arizona Lottery

After observing a tremendous decline in applications during the COVID-19 pandemic, the Arizona Lottery has noticed an upward trend of qualified candidates for various job roles within the past twelve months. A major factor and a strategy used by the Lottery and the state of Arizona is to offer a hybrid of remote work and onsite work. We understand the importance and the benefit of adapting to employees' needs as many now plan their work style around their current or desired life situation. As more and more applicants chose to accept jobs that offer partial telework options, the Lottery adapted to not miss out on qualified candidates.

Atlantic Lottery

Atlantic Lottery is seen as a significant employer within our region. Due to our strong employment brand, Atlantic Lottery continues to be able to hire excellent talent with the capabili-

ties we need to deliver on our strategy and business goals. Although it has been a bit more challenging due to a strong labor market, we are noticing that it has softened somewhat in the past six months and our candidate pools are once again increasing in size.

California Lottery

Like most employers, the California Lottery is experiencing unprecedented challenges in recruiting employees, especially for positions that require in-demand skills and experience. In response, we've doubled down on traditional recruitment methods such as participating in job fairs (both virtually and in-person), advertising vacancies widely online and with professional associations, and using social media to engage directly with prospective applicants. Just as important, we are polishing up our employer brand to retain the talented staff already on board. The recent launch of our updated mission, vision and values program

is being complemented by an update to our public careers web page in the near future and internal updates to Lottery onboarding processes.

Colorado Lottery

Generally, the Lottery does not have as hard a time recruiting staff as other state agencies. The Lottery has that “it” factor where people generally want to work here, as it looks like it would be a fun place to work. That being said, we have had some challenges recruiting for our non-salaried positions, due to the hourly salary we are able to offer. Additionally, when it comes to hiring in certain specialized areas like in our testing lab, we have had some challenges finding expertise, particularly since that is an in-person job at our Pueblo headquarters, so the hiring pool is much smaller.

Our HR team, which does the recruiting for the entire Department of Revenue, has employed tactics like attending job fairs, offering hiring

bonuses (DMV/Tax divisions did this, but Lottery has not had to), as well as trying to think of more non-traditional ways to get the word out regarding positions, like paying to boost on LinkedIn and posting on job boards at universities/colleges for graduating seniors.

DC Lottery

Overall, recruiting has not been a challenge; however, certain specialized positions do require additional placement on channels such as LinkedIn, casino websites, etc. Our HR department is centralized within the Office of the Chief Financial Officer (OCFO); thus, we don't specifically recruit for ourselves.

Hoosier Lottery

As we are a quasi-state agency, we do follow most state policies, including the state's hiring practices. Open positions are posted on the state job bank as well as on the Hoosier Lottery website. For some positions, we may reach out to professional organizations/associations and ask that they share the posting.

Idaho Lottery

We have not really had recruiting challenges. Our most recent available position, that just closed, has nearly four dozen applicants.

Illinois Lottery

There is no lack of applicants for our sales representative positions. However, we compete with other state agencies who may offer remote work options for clerical and office positions.

Kansas Lottery

Recruiting is a challenge in today's job market. We have been utilizing LinkedIn and job fairs, and one of our biggest efforts has been from our own employees finding great candidates.

Kentucky Lottery

We have seen a bigger challenge to recruit for certain departments, such



as IT and accounting. We must be able to sell the strong brand, culture and mission of the Kentucky Lottery in funding college scholarships to attract candidates for our organization. Our hybrid work schedule for most positions and excellent benefit package allows us to recruit and retain top talent. We have also been named a "Best Place to Work" in Kentucky for three consecutive years, which is a great selling point for candidates.

Loto-Québec

We don't have particular challenges recruiting for our lottery teams. Thanks to our reputation and our good work conditions, we receive great applications to fill available positions.

Louisiana Lottery

Recruiting is changing for specialized positions such as product specialist. We have noticed that some candidates do prefer a completely remote schedule instead of a hybrid schedule. This shift in preferences highlights the changing landscape of recruitment.

Massachusetts Lottery

While we have seen an increase in people applying but later withdrawing from consideration because they are looking for fully remote positions, it has not been a significant issue.

Mississippi Lottery

The MLC cultivates a sense of community, and employee morale is high. We believe these aspects and the fast pace of the company have

benefited us during the hiring process through the years. The Lottery is still new in Mississippi, and people want to be a part of the process. In addition to a fun environment, we offer many benefits like personal time off, employee medical/dental insurance, vision and supplemental benefits, employee assistance program, retirement plan, competitive pay and training opportunities.

Missouri Lottery

It is very challenging. We use an application program required by the state of Missouri that feeds into other job sites, such as Indeed and Glassdoor. Outside of the state's official job website (mocareers.mo.gov) and our own website (MOLottery.com), we also utilize our Facebook and Twitter pages to promote job openings. For certain positions, we also post to LinkedIn or take advantage of posting on college websites through the state of Missouri's application program.

We use data mining from the state's program, as well as our open records portal, to find applicants as well. All our employees are reminded that each of them is our best recruiter, and they are encouraged to share job postings. Our lottery sales reps talk to employees at our retail locations when there is an opening in that area. A referral program is currently in the works, but there are not enough details to share yet.

Montana Lottery

It is more challenging for some positions than others, but generally we have not had a significant issue. Starting a few months ago, we began having marketing write the job listings. Anecdotally, it seems to have improved the number of applicants.

New Jersey Lottery

It has been very challenging. New Jersey state employment benefits have been reduced over the past 15 years, which has reduced the appeal of gov-

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ernment work. The law requiring new employees (hired after 2011) to live in the state has also greatly reduced our pool of potential new employees, since the New Jersey state capital sits right along the Pennsylvania/New Jersey border. We've tried many new tactics (rewriting job postings to be less technical, advertising available positions to more recruitment sites, etc.) over the past few years with only modest success.

New York Lottery

We work with the New York State Department of Civil Service and employ traditional methods to recruit job candidates. It is challenging for all levels of public employment.

North Carolina Education Lottery

Recruiting a sufficient pool of qualified candidates has definitely become more difficult. We use the Lottery's LinkedIn page to demonstrate what it is really like to work at the North Carolina Education Lottery. Our employees help us with recruitment by sharing our openings on their social media networks.

We are intentional in using messaging in our job posts to attract candidates. Our job postings attempt to capture the attention of potential candidates by describing our opportunities in an engaging way. For example, we recently posted a digital gaming coordinator job. Here's how we described the work:

"You love data analysis and figuring out how the results can be used to drive business. While you are totally comfortable with numbers and have great attention to detail, it's your curiosity that sets you apart. You're always thinking about what the data says and how it can be used. In this case, you'll be helping to create new online gaming experiences for our players. The Lottery is blazing new trails as we enter a new product category. Join us as we develop this digital product portfolio



and learn from some of the best minds in the business. This opportunity offers exposure to cutting edge expertise, research and technology. We offer the chance to make an impact. You'll participate in shaping new games and monitoring their success and feel good knowing that our proceeds are used to fund a good cause – public education in North Carolina. NCEL is a cutting edge \$4.3 billion entertainment organization which has raised more than \$10 billion for education since its 2006 launch. We were just named one of the Best Places to Work in the Triangle. We offer great benefits, flexibility, professional development, and an environment where colleagues enjoy working together. Come grow your career with us!"

So yes, these are challenging times for the workplace and recruitment, but exciting times as well. We understand we are in competition with some of the best companies in North Carolina to attract the best and brightest. We're holding our own. One sign of that,

as noted, is that the North Carolina Education Lottery recently received, based on a survey of employees, recognition as one of the Best Places to Work in the Triangle. We joined a list of some of the top companies in our region. Now we get to use that award to help us compete for talent.

Ohio Lottery

We experience employee recruitment issues for some difficult-to-fill positions with unusual working schedules, uncommon niche/specialty positions, and information technology positions. The majority of our employment opportunities receive well-qualified and sufficiently sized applicant pools. The Office of Human Resources prioritizes creating candidate-friendly job postings with very good descriptions of the work to be performed in the position. We have found that telework is a good recruitment and retention tool for eligible positions. The Office of Human

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One of the most successful recruitment sources we see comes from current commonwealth employees who tell their friends and family about our open jobs.

- Pennsylvania Lottery

Resources is working with the Office of Communications to expand our LinkedIn usage for promoting our employment opportunities. We also recently partnered with the Office of Communications to create a recruitment video for candidates. For difficult-to-fill positions, we will post positions on related professional organization websites, industry websites, and career sites.

Oklahoma Lottery

We do not have any active recruiting strategies other than simple job postings on Indeed and through our internal state government website. For most openings, we haven't struggled to get a good amount of applications but some positions have been a little harder to fill than others.

Oregon Lottery

We have been successful in recruiting most positions and we commend our team for their willingness to recommend top talent in their networks. About 35% of recent hires are part of the Oregon Lottery network! That means that they were directly referred by or heard about working at the Lottery from someone who already works here. When we're not able to use referrals, we source candidates from local talent networks, Indeed, and LinkedIn.

Pennsylvania Lottery

It has been challenging to recruit new employees. Like other companies in the U.S., the challenge stems from the tight job market and talent short-

age. Part of the difficulty of attracting candidates for Lottery is due to niche jobs and specific qualifications needed.

The commonwealth of Pennsylvania has a recruitment team that the Lottery engages to assist with finding candidates for our openings. A recruiter develops an individualized plan after meeting with the Lottery manager. The plans incorporate a variety of recruitment strategies, which include social media posts, LinkedIn direct messages and posts, and sharing the openings with colleges, local workforce offices, and Chambers of Commerce. For jobs in remote areas, recruiters have shared openings with state legislators and posted flyers throughout the local community.

One of the significant advantages of remote recruiting is the ability to access a larger and more diverse pool of talent. Since the Pennsylvania Lottery started using recruiting services, we have observed an increase in qualified applicants, as well as a decrease in open positions.

One of the most successful recruitment sources we see comes from current commonwealth employees who tell their friends and family about our open jobs. Employing a variety of recruitment strategies has proven to be successful because more people can see those job postings and apply.

Rhode Island Lottery

It is not a challenge to recruit new employees. We post all our vacant positions on a state website and receive great responses.

South Dakota Lottery

While the South Dakota Lottery has been fortunate in hiring quality personnel, we do have some difficulty attracting a large pool of applicants. When we have an opening, we share it on our social media platforms and our website. The state of South Dakota's HR department also does an excellent job in spreading the news.

Virginia Lottery

Recruitment is always challenging. It takes an entire team of engaged HR professionals and hiring managers to make the recruitment process work well. Sourcing ideas that include job fairs at colleges/universities, using LinkedIn recruitment tools, Indeed, and other tools help. The most challenging positions are the IT positions.

Wisconsin Lottery

It has definitely been more challenging recruiting new employees lately for most positions across the enterprise statewide; that is just the trend due to the labor shortage we are in now. The Wisconsin Lottery seems to do okay attracting quality candidates. Jobs are always listed on Wisc.Jobs (mandatory for permanent/project positions), Wisc.Jobs social media, Wisconsin universities/colleges and all national job sites (i.e. LinkedIn, Indeed). Hiring managers might also have some professional organizations or networks they use regularly. ■

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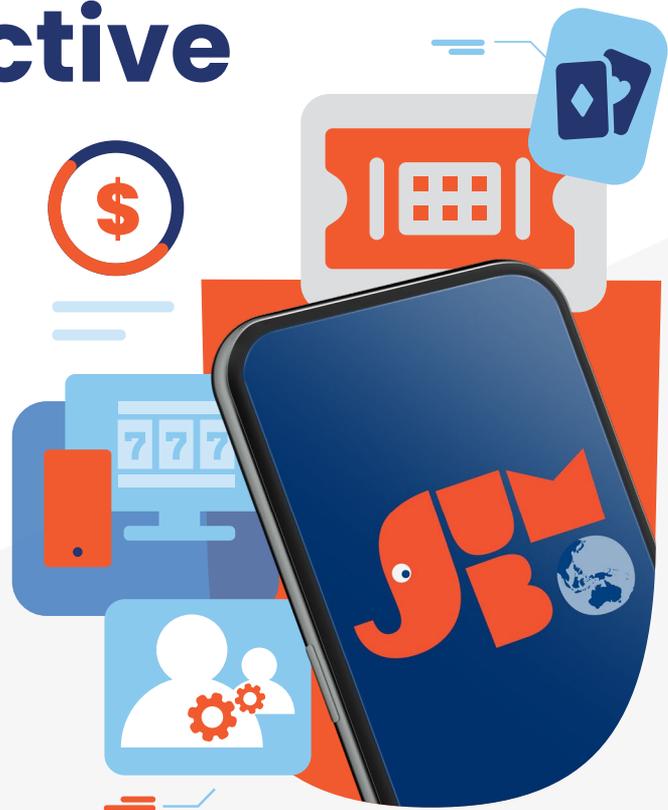


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CEO, Lotterywest



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SCIENTIFIC GAMES



John Schulz, President, Americas & Global Instant Products



Steve Beason, President, Digital & Sports

Moving to One Technology Ecosystem

Scientific Games has been in the lottery systems business for decades. Can you give us an overview of the company's systems business in 2023?

John Schulz: We've been a trusted lottery partner since 1973. That's 50 years of paving the way for secure and purpose-driven lottery entertainment experiences through innovation. From our games to our systems technology, we're 100% focused on responsibly driving maximum profits for beneficiary programs. Today, our systems power more than 40 lotteries worldwide.

Our systems technology powers sales and innovation for instant and draw-based products, retail and digital – including iLottery. It's an omnichannel ecosystem that serves all game categories across all channels. It allows a lottery to adapt quickly to changes in the market or consumer habits and engage in meaningful relationships with players – which is where the industry is moving.

Steve Beason: The industry is moving very naturally to one tech ecosystem. Lotteries can no longer look at channels and systems as dis-

parate. The digital channel has the advantage of being account-based so players are “known.” With our omnichannel ecosystem, this advantage can extend to retail where players aren't known. Lotteries can market games and promotions to add value as a customer moves through all channels. Just like every other consumer product, lottery is moving from cash to cashless, from no account to account-based customers, and from radio and TV advertising to personalized marketing and unique social media interactions. Players can get what they want, where and when they want it.

The systems RFP process is long, and conversions can be complex. Why should a lottery embrace a new or upgraded system, and what goals should they expect?

Schulz: Historically, systems technology served a vital role as the lottery's secure transaction processing engine. Today, lotteries have increasing demands for faster change and a greater need for innovation and speed-to-market with their systems. They're seeking growth requirements within their RFP process that embrace a far larger, enterprise-scale ecosystem that offers flexible integration into their current operational structure, ease of working with third parties, and technology that's customizable for their expanding operations.

A systems partner should demonstrably drive and sustain accelerated growth and expansion through proven innovation. The leaders in growth are lotteries that have embraced innovation and collaborative partnerships. The reality of longer contract terms and procurement cycles must be reconciled against the context of accelerating technology evolution. RFPs that focus on investment and innovation serve the best interests of all lotteries and beneficiary programs. A proven formula for growth is a lottery-vendor partnership based on a shared growth focus.

Beason: Lotteries can be stuck in the past because they're still procuring their systems along channels. So, they can't benefit from the advantages of a single, omnichannel system that is built and ready. The RFP process must be homogenized so lotteries can procure a full-service suite of omnichannel products rather than procuring a central system for X years, an instant games system for X years and digital system for X years. They're never able to get out of this cycle. They can't

procure an all-in-one system with known players across all channels so they can promote and sell their games across all channels. With an omnichannel system, the lottery can view everything across its business at the same time in one database. Legislative remedies may be needed so a lottery can procure all systems under a single RFP contract so they can advance their entire ecosystem when it's time to convert or upgrade outdated systems technology.

What are some of the challenges lotteries face in changing their systems technology?

Schulz: Lotteries have an increasing need to fulfill the higher growth expectations created during the COVID era while adapting to significant modernization happening at retail and online. This includes self-service, cashless and a mobile-first philosophy. It's accelerating their need to integrate systems technology with other third-party suppliers while encouraging faster speed-to-market and overall contractual flexibility to drive growth. They're also seeking expanded game categories like FastPlay, virtual sports and eInstants to drive growth.

Beason: There were some early digital adopters. But recent digital RFPs are looking at a modern business structure. Lotteries are revisiting existing contracts so that everything in their business is more aligned. Some are trying to stitch together brittle systems across channels for promotions and customer relationship management programs – but the result will be multiple databases across multiple channels for both anonymous and known players. Some lotteries are looking at their business through individual, customized systems and tying channels together by replac-

Lotteries can be stuck in the past because they're still procuring their systems along channels. So, they can't benefit from the advantages of a single, omnichannel system that is built and ready.

- Steve Beason

A vendor-partner should offer a technology solution that powers a larger, enterprise-scale ecosystem with agility and speed-to-market as core capabilities.

- John Schulz

ing channel-specific technology for loyalty, mobile, CRM, and a cashless, single wallet.

The lack of legislative approval for iLottery shouldn't prevent lotteries from expanding their capabilities to create a strong digital relationship and all players are known, even though they cannot sell games online.

What should lotteries look for in systems technology?

Schulz: Unlike other state agencies that buy and consume products and services to perform their specific functions, lotteries are unique because they invest in solutions, resources and expertise by partnering with specialized companies that fund new solutions and focus on maximizing their revenue and profit growth. But lottery procurement strategies should shift away from commoditized technology purchases to innovation-seeking and growth-oriented investments that capitalize on new market opportunities. This includes an RFP process that weighs innovation and return on investment more heavily than operations-oriented products and services.

A vendor-partner should offer a technology solution that powers a larger, enterprise-scale ecosystem with agility and speed-to-market as core capabilities. In the retail environment, lotteries should seek a dynamic solutions portfolio that offers the highest and most durable, long-term value. It must enable in-store optimization of their footprint and offer innovations for non-traditional lottery retail locations.

Beason: The industry is shifting to innovation-oriented technology. Lotteries want solutions and long-term value. That means an omni-channel system. And that system has to include single account, cashless single wallet and targeted CRM. States should be buying innovation to drive growth in all channels.

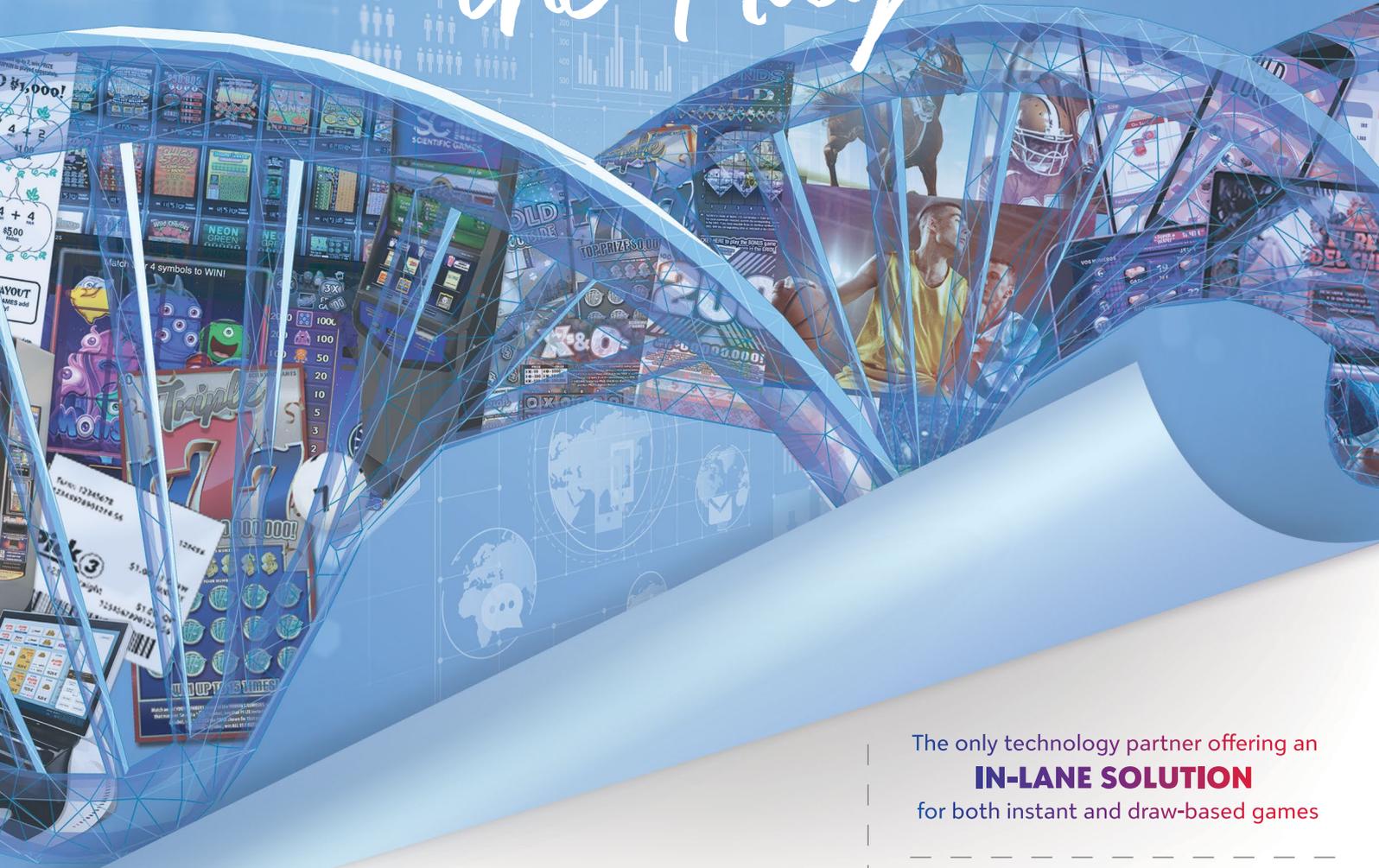
What should lotteries look for in digital capabilities of systems technology today and for future sustainability?

Beason: Lotteries need to invest in high-powered, cross-channel CRM marketing tools so they can interact directly with players in a personalized way with mobile app push notifications. The technology should allow them to directly email players through social channels and move away from TV and radio advertising so they can measure across all of their CRM with A/B testing and see what works and what doesn't. This drives all levels of player interaction, from deposits to play activity to cross-channel promotions, as well as loyalty and rewards.

Starbucks has done a great job with its mobile app and customer loyalty. They have a single wallet rewards system that pushes out new products, promotions and announcements to customers' mobile phones. Lotteries can offer promotional and value-added services at their retailers with affiliate programs and WebCash, so their retailers are more engaged in bringing their customers into the store through local advertising and receive rewards for successfully moving their customers to digital. They have to understand that they can benefit financially from digital. ■



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Melissa Pursley, Senior Vice President
Lottery Product & Sales Development



Keith Cash, Vice President Global
Instant Ticket Services



Srini Nedunuri, Senior Vice President
Global iLottery

How Is IGT Investing To Support Customers' Growth?

Melissa Pursley: We're dedicated to helping our customers accomplish their mission based on their priorities and their market. That's our job as a technology partner, and that's where IGT's investments are focused: bringing customers the choice of the most forward-looking solutions to serve their specific goals and add value to the industry as it evolves.

Our multi-year investment in developing IGT's OMNIA™ solution supports individual growth strategies by providing lotteries with the functionality to adapt to changing consumer expectations no matter where each lottery is on the path to modernization.

It's a truly player-centric omnichannel solution that enables lotteries to offer what we call Connected Play – making it possible for a lottery player who light-registers with just a name and a password to unlock a more convenient, digitalized retail journey, even in jurisdictions that don't offer iLottery. And OMNIA provides the tools to capture previously unrecorded player-behavior data, supporting lotteries' ability to build relationships with players and engage them on a more personalized level.



Given lotteries' increasing need to reimagine and update their retail environments, NASPL annual conference attendees will experience some new and forthcoming products that IGT has developed to serve changing formats and various retail segments. These include IGT's in-lane enabling Lottery Link product, the Retailer Pro S2 terminal, our new self-service vending solution, and a new digital menu board, which enables retailers to easily promote the instant tickets they are currently selling.

IGT's popular Cash Pop™ draw game is now live in 10 U.S. jurisdictions, and we continue to support that innovation – most recently by investing in a new Attitude & Usage player study to provide insights to partner lotteries. Washington's Lottery is launching Cash Pop this fall, and we are now offering this game to lottery customers outside our primary technology customer network, with the Maine State Lottery also launching the game this fall.

We continue to invest in migrating our applications, solutions, and systems to the cloud to allow both IGT and our customers to accelerate innovation, leverage efficiencies using AI, maximize system availability, and expand personalization opportunities. These investments benefit customers via scalability, faster deliveries, and shorter time to market for the latest IGT solutions.

Keith Cash: In our instant ticket business, we've been going through a multi-year transformation focused on four areas: Quality, Integrity & Security, Customer Service, and Innovation.

IGT's patented NextGen instants security system is a product of this program. It applies state-of-the-art blockchain technology to advance security and integrity beyond what legacy systems can provide.

Other examples of this transformation are the integrated quality systems we have implemented and investment in automation. The goal is to take advantage of advances in vision systems and robotics technology to reduce or eliminate human error. All of this and other technologies ensure that our deliverables to customers are responsive and reliable.

In the service category, we're focused on making it easier for customers to do business with IGT and improve the instants game-development process. I view all of it as investing in the value we deliver to customers – integrity and quality, a good service experience – it's all part of what helps customers grow.

In the innovation category, one advance that really is a completely new ballgame is IGT's Infinity Instants games. This new category of instant games continues to evolve. We launched Infinity Instants in a cautious and methodical manner by beginning with enhancements to

We're dedicated to helping our customers accomplish their mission based on their priorities and their market.

- Melissa Pursley



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traditional games and play styles. What I'm excited about is that we're now releasing the more transformational aspects, such as new and enhanced play mechanics. Good examples of this are found in our Linked Wins mechanic and extended play enhancements. For example, almost every lottery in the country has a Crossword game. A key growth strategy is to continuously look for ways to improve product positioning and increase the play value of these games. With Infinity, we can do that like never before with a whole new treasure chest of features and mechanics. So much customization is also possible through this digital printing technology, down to customizing products for a specific retailer.

Lotteries also face limited budgets for advertising, marketing, and promotions – and they're looking for creative ways to launch and support key games and excite players. For IGT's newest Winner's Choice™ second-chance program, we partnered with iHeartRadio to include branded audio spots and digital ad placements across iHeart's radio stations and streaming platforms. The program includes deejay on-air chatter and social media, local event sponsorships, giveaways, billboards and more, to serve that need and bring lotteries the benefit of iHeart's substantial reach.

Beyond this, we're looking forward to sharing even more instant ticket innovations on the horizon.

Srini Nedunuri: Our focus looking forward is on exceeding client expectations and maximizing player experience. Customer proximity is important. IGT has a presence in each of our lottery customers' offices. Working closely with the lottery at their location helps us understand our clients and players better, so we can appreciate firsthand what needs to be part of our offerings.

We use customer research, and concentrate on data, to make informed decisions about which products and



features we bring to market. Our highly data-driven approach provides us with the opportunity to propel some of the world's fastest growing iLotteries. IGT's emphasis on player experience – at game and platform level – directly correlates with the tremendous performance of our lotteries.

To support this terrific iLottery growth, IGT is investing in system stability, and transitioning to new technologies to make iLottery products even more upgradable and scalable. A flexible approach from operators and suppliers about how to use innovation and new solutions, such as cloud-based services, is essential to improve business. Mandating on-premises or in-state data centers, for example, could reduce a lottery's growth, limit player experience, and decrease customer satisfaction.

We are investing in improving our capability to support player relationship management through IGT's partnership with Xtreme Push, a third-party agency that will bring new CRM services to customers for whom we provide marketing support. Via this partnership, IGT will have established player journeys, acquisition and retention strategies, and player communication.

Operators can take advantage of the gamut of CRM services, such as A/B testing, automated journeys, multiple communication channels, in-app messages, browser banners and location-based messaging. This provides lotteries with turnkey, best-practice solutions without needing to start "from scratch" each time.

IGT's product roadmap reflects particular needs, recognizing that unique challenges present themselves in different jurisdictions. We continually look at evolving based on updated technologies, trends, and player expectations. We use our customer conversations and product research to determine which guiding principles will help us bring new iLottery features to market. Our aim is to deliver benefits to lotteries as part of standard product upgrades.

We have a longstanding commitment to lottery R&D activities and processes. We recognize explosive growth in trends and experiences in the iLottery space. We focus on harnessing innovation and bringing it to customers on a consistent basis, upgrading and enhancing during the contract period, so they can utilize these new features and solutions on a more frequent schedule. ■



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Exploring Essential Growth Strategies With Pollard Banknote

Pollard Banknote has been on an aggressive growth path, and Co-Chief Executive Officer Doug Pollard discusses the strategy behind the acquisitions and enhancements the company has made in the past decade.

The industry has been watching with interest the dramatic growth path of Pollard Banknote over the past few years, and much of that activity has been in bringing new digital solutions to the industry. Can you tell us what the genesis of this growth strategy is?

Pollard Banknote has always been an innovative company, and we're really proud of the contributions we have made to the lottery industry over the past four decades. In 2009, we began our important journey in digital engagement. Then, in 2011, the United States Department of Justice clarified that the Wire Act didn't apply to lotteries, effectively making iLottery legal in the United States.

In 2014, working with the Michigan Lottery, Pollard Banknote realized there was an opportunity to bring a really successful iLottery solution to market. Our partners at the Michigan Lottery recognized that the existing legacy solutions weren't sufficient to compete in the e-commerce space. To execute on the opportunity, we needed great supporting technology and we identified NeoGames as our technology partner. When Pollard Banknote bid on, and won, the Michigan iLottery contract with NeoGames as our subcontractor, Michigan understood they were taking a risk, but they knew it was worth it. That gamble paid off. The Michigan Lottery went on to establish the successful model that U.S lotteries have followed ever since.

Where does that bring us to today?

As you know, our joint venture company, NeoPollard Interactive, is the market leader in the U.S. with 66% of the market share, and the highest per capita sales on iLottery platforms. We're very proud of the work we've done together with our partners at the Michigan Lottery, the New Hampshire Lottery, the North Carolina Education Lottery, and the Virginia Lottery, as well as Alberta Gaming, Liquor and Cannabis in Canada. We're also looking forward to going live in West Virginia in 2024.

However, we identified how important it is for us to be able to work with our clients around the world to have a modern, modular, cloud-first solution that can compete effectively in the e-commerce and online gaming space. So, we've built our own industry-leading, true omnichannel Pollard iLottery Solution that is ready to deploy in the U.S. and other markets. We're in the process of showcasing our one-of-a-kind platform to some of our lottery partners.

When you look at the experience from U.S. online casino and sports betting activities, you can see that operators like FanDuel and DraftKings are taking market share from other operators, including BetMGM. The principal reason cited for the shift is a superior product. Similarly, lotteries will see the same benefit from having the best product, which we believe is our Pollard iLottery Solution.

Pollard Banknote has made some significant acquisitions in the last few years in the digital space. How do these fit into your strategy?

The escalation of both iGaming and sports betting has informed our view that lotteries need access to the best, most modern modular solution that is designed for the cloud. That is what Pollard Banknote is offering with our Pollard iLottery Solution. This solution was developed by Betware and then Novomatic and has been significantly re-platformed in the last two years by Pollard Banknote. When lotteries select their iLottery partner, they are making a decision for the next 10+ years. If they select a legacy-based solution that is already old, they will be significantly compromising their competitive position for years to come. If lotteries want to be responsive to evolving player demands and a changing gaming landscape, they need a modern technology solution which can provide that responsiveness. We also acquired mkodo, who specializes in building web and mobile apps in the lottery and gaming sector, so we can bring not just the engine to power iLottery, but also a world class UX.

Finally, in 2022, we launched Pollard Digital Games Studio. We're proud to say that some of those games are already live in European jurisdictions, as well as being used in our loyalty program extension in Arizona, called Lucky Lounge. We're excited to bring new and innovative content to the iLottery sector, knowing that new content is vital. We're leveraging our licensed games to create omnichannel content, particularly for our highly successful Arcade Classics game suite which includes games like Frogger and PAC-MAN™. It might surprise you to know that we have over 400 digital games across our company, and we have been deploying them in a variety of channels and formats for quite some time.

If lotteries want to be responsive to evolving player demands and a changing gaming landscape, they need a modern technology solution which can provide that responsiveness.

As you know, I'm always reminding our staff to "Never Fall Out of Love with our Core Business."

And what about the people who are doing all this work for you? What can you tell us about them?

This is the most exciting part. We've assembled a team of really smart, really accomplished and experienced people who are driving this effort. They are led by Shannon DeHaven, our Vice President of Digital Engagement, who draws on her incredible experience with the Michigan Lottery, where she led the Lottery's digital programs, which includes the development of their iLottery strategy and operations to its current success. She is working with a team of experts across engagement, analytics, payments, responsible gaming, compliance, security and IT, who have deployed successful iLottery programs across North America and around the world. They are backed by a team of over 600 specialists who are hard at work on propelling our digital momentum. I learn something new from this team every day, and I'm convinced that they are going to take iLottery to a new level of success within the industry!

What about the retail side of the business? What are you working on there?

We've got some exciting new initiatives on the retail side of the business. Of course, we continue to bring innovative instant games to market, like our EasyPack™ solution, which allows players to experience an oversize instant game, and allows lotteries to dispense it from all their dispensers, whether that is traditional on-counter or an ITVM.

In the last year, we have deployed several exciting new retail solutions. Our digital menu boards are driving instant sales growth wherever they have been deployed, with an average lift in instant sales of 13-17%. Our scanACTIV Instants™ solution is live in Arizona,

where it's marketed as Scratch & Scan, and easyVEND™, our in-lane instant ticket vending solution, is live in Texas, where it's been deployed to dispense instant tickets in-lane at grocery stores. easyVEND™ has been a collaborative effort between two of our other companies, Schafer Retail Solutions + and Diamond Game.

As you know, I'm always reminding our staff to "Never Fall Out of Love with our Core Business." We know that lotteries will be moving at different rates to deploy their iLottery programs, and that the most successful lotteries use a variety of tactics and strategies to grow their own player bases and ecosystems. Our challenge as a vendor is to be ready to assist lotteries with the best, most innovative solutions when they are able and ready to move forward, whether that's at retail or iLottery. ■

POLLARD
banknote limited

INVESTED IN
iLOTTERY

We're building on our digital momentum with the introduction of our **iLottery platform**. A true omnichannel approach to provide a 360 degree view of players to lotteries, and continue generating funds for good causes.

ARE YOU SEEING A
**FULL
PLAYER
VIEW?**

Artificial Intelligence + Lottery = ?

A hot topic in business – and society at large – today is artificial intelligence. The topic frightens some, and encourages others. It's no different in the lottery industry.

We posed the following question to our NASPL associate members: **"How is artificial intelligence impacting the lottery industry, and where do we go from here?"** We asked them to consider what they might be doing in their own companies, and how they might see AI being used across the industry regardless of their own activities.

Responses from many of our associate members follow. Others are still looking at ways they can leverage AI in their own business. Asked the same question in a year's time, they might have more to say on the subject.



Some have suggested that artificial intelligence isn't yet affecting our industry, but this misconception is likely based on the observers' definition of it. The realm of AI is much broader than the ChatGPT tool dominating the headlines. AI offers a wide spectrum of benefits, from data analysis all the way through automation.

AI facilitates decision-making and problem-solving in a very different way than business intelligence (BI), which used to be the dominant paradigm for data-driven insights. BI deals with historical data, whereas AI can find patterns within data in real time, and, with machine learning, excels at delivering predictions with very high accuracy by uncovering patterns, trends and statistical probabilities. Today, we are already using this form of AI – machine-learning algorithms – to provide lottery customers with predictive analytics on game performance and player behavior. Lotteries can use such insights to strengthen player relationships, segment the player base, and increase engagement with offers of exciting new games and promotions that are timely and relevant for individual players. Our team in Italy has done work with AI around analyzing prospective retailers and locations, preventing retailer churn, and developing even more accurate sales forecasts.

Where could the industry go from here? In the near term, AI has the potential to further evolve the player experience by providing immediate, real-time, scalable contact-center support and in generating customized game content. We envision that the eInstants game category would be suitable for AI innovations – where AI looks at the player data and consumption patterns, and proposes games that are likely to be high performers in a given market. AI tools could also be applied to marketing for such uses as media planning or content generation in advertising/promotions.

Beyond this, we can envision AI being used to analyze the performance of terminals, or in determining where to place self-service units based on player-behavior analysis. Through advanced algorithms, AI might be applied to detect vending-machine or payment-related fraud, helping to safeguard industry integrity.

These are just a few examples. In the next few years, AI is going to touch many different aspects of lottery, including operations. As an industry, we're going to become more data-driven and more automated, resulting in greater productivity while advancing the player experience. The investment in AI around the world is astronomical right now, and the lottery industry and its stakeholders will continue to benefit from those overall investments.

**- Sri Jawaharlal, SVP and Chief Technology Officer,
Global Lottery**

As an industry, we're going to become more data-driven and more automated, resulting in greater productivity while advancing the player experience.

intralot

By implementing AI-driven solutions, lotteries can create an environment of trust, transparency and entertainment, ultimately revolutionizing the way millions engage with the lottery ecosystem.

As the lottery industry starts to embrace AI, we find ourselves on the verge of endless possibilities. With visionary minds and a playful spirit, we can unlock the full potential of this technology and envision a future where AI seamlessly integrates with the lottery ecosystem, offering unparalleled entertainment and opportunities for players.

Understanding the Player. From advanced data analytics to intelligent prediction algorithms, AI empowers lotteries to provide personalized experiences tailored to players' preferences. Imagine a lottery that understands your unique playing style, suggests numbers based on your lucky patterns, and offers interactive gameplay that immerses you in a world of enchantment. The fusion of AI and lottery opens doors to unexplored realms of entertainment, keeping players engaged and eager to participate.

Responsible Gaming. Promoting positive play and growing healthy playing behaviors has always been the priority. AI can help identify players' limits and safely motivate them to stay within the game. AI algorithms have the capability to analyze user behavior, identify signs of excessive gambling, and provide timely interventions to safeguard players' well-being. By gamifying responsible gaming measures, we create an environment that is both supportive and enjoyable, fostering a culture of responsible play and long-term sustainability.

Second Chance. Say goodbye to disappointments and welcome second chances with open arms! AI-enabled second chance participation redefines the lottery experience. Players who missed out on winning

in the initial draw now have an additional opportunity to claim a prize. Thanks to AI, we embrace a future where every ticket holds the promise of a customized second shot at fortune, tailored precisely to meet each individual player's needs.

Numerical Games on Steroids. Get ready to be captivated by the magic of AI-powered games! The possibility of having AI-generated personalized numerical side games is an exciting development in the field of gaming. AI algorithms can analyze a player's preferences and playing style to create custom numerical games tailored to their individual needs and interests. By using machine learning techniques, AI can generate mini games, challenges, and levels that are specifically designed to engage and challenge the player. This personalized approach ensures that players have a truly immersive and enjoyable gaming experience that is tailored to their abilities and preferences.

By implementing AI-driven solutions, lotteries can create an environment of trust, transparency and entertainment, ultimately revolutionizing the way millions engage with the lottery ecosystem. Get ready to witness the magic unfold and let your lottery dreams soar to new heights with the power of AI.

- **Dr. Chris Chrisostomidis,**
VP of Product

Pollard Banknote is no stranger to innovation; it's deeply engrained in our DNA. So, the exciting new advances in artificial intelligence are something we're watching closely. From operational efficiencies to improving player experiences, there are ways we, as an industry, can utilize this advanced technology as it continues to leave its mark on the world.

Strategic Game Planning and Personalization. AI has the potential to reshape game planning. Machine-learning algorithms improve sales forecasting by analyzing game patterns, accounting for price, style and seasonality. These algorithms can predict the effects of momentous events, such as large prize wins, and offer suggestions based on player preferences and behaviors, making it easier to get the right games to the right places for players to enjoy.

Unleashing Design Innovation. AI's ability to aid in creating concept art and game designs will elevate designers' capabilities. Beyond aesthetics, AI's pattern recognition optimizes game structures, enhancing player experiences and revenue. AI's ability to generate customized content, from images to videos, opens doors to new lottery experiences!

Hyper-Personalized Marketing. The merging of AI and data analysis reshapes marketing dynamics, giving lotteries a competitive edge by producing individualized content that resonates with players. AI-powered campaigns redefine player outreach and engagement, enhancing the digital experience with customized user interfaces and personalized rewards. This alignment of strategies and content generation optimizes

resource allocation and return on investment.

Enhanced Player Safety. Responsible gaming AI safeguards players' well-being. By identifying patterns indicative of problem gaming, lotteries can use various responsible gaming tools to enhance the ways they offer a socially responsible experience.

Optimizing Retail Operations. Retailers benefit from AI-driven operational improvements and cost reduction. AI data analysis optimizes manufacturing processes, redefines logistics with predictive ordering, and streamlines supply chains, ensuring appropriate inventory levels.

Elevated Customer Service. Large language models (LLMs) revolutionize customer service interactions. Comprehending natural language queries, LLMs provide fast, intuitive, and automated interactions, benefiting agents and players.

Security, Risk Management, and Fraud Prevention. AI mitigates security concerns through Know Your Customer (KYC) and identity verification, account analysis, and behavioral monitoring. Ensuring ongoing security involves managing AI-related risks while maintaining the trust of stakeholders and regulators.

Striking the Right Balance. While AI offers vast potential for lotteries, a balanced approach is essential. Lotteries and regulators must be assured that benefits don't compromise the confidentiality, integrity or trust of players and regulatory bodies. By harnessing AI's potential, while managing risks, lotteries can usher in a new era of innovation and player-centric experiences.

From operational efficiencies to improving player experiences, there are ways we, as an industry, can utilize this advanced technology as it continues to leave its mark on the world.



AI is here to stay. It's a tool we all need to learn how to use effectively just as we did when the smartphone first came out.

AI is here to stay. It's a tool we all need to learn how to use effectively just as we did when the smartphone first came out. AI can help lotteries improve daily operations and work smarter. The AI robot will do things faster, but it must be trained and integrated into our business intelligently. And humans are part of that solution.

Analytics. Combining industry-leading analytics and AI creates a quantum leap to leveraging data to drive player engagement and develop game portfolios.

Player acquisition. AI can analyze data to give lotteries insights into player behavior to make informed decisions and improve game access. It can analyze return to player and prize structure math models. AI can look at payout models to help determine if high or low volatility games work best in general or for a specific player.

Personalized marketing. AI can send personalized messages to players based on their habits, like reminders to purchase tickets for their favorite draws or letting them know about similar games. Lotteries can view a player's activity and send a personalized message such as: "Steve, nice win. Check out this new game and let us know if you like it." It's not just about knowing the player but creating a personalized marketing campaign for that player.

Responsible Gaming. An avatar that looks and sounds like a real human can be created for the sole purpose of age verification, RG education, personalized messages based on spending behavior and self-exclusion. Players may respond more positively to a "human" rather than a pop-up message or text alert.

Player Interaction and Services. A trained chatbot reduces lottery customer service workload and

provides immediate responses to player questions such as game rules, draw dates and prize claims. It can change the way lotteries interface with players through a voice recognition "retailer" that processes transactions, provides winning numbers, cashes winning tickets, etc. AI can also provide voice-based interfaces for visually impaired players.

Fraud Detection. Lotteries generate large amounts of data on game plays, winning percentages, random numbers for quick picks and draw results, player purchases, jackpots etc. AI technologies, such as machine learning algorithms, can analyze large amounts of data and detect patterns and anomalies that may indicate fraudulent activities.

Product innovation. Lotteries can use AI for early phase innovation to generate potential names and logos for new games. It's good at brainstorming if given correctly structured queries. Checks for plagiarism and prior use must be used.

- Steve Beason, President of Digital & Sports



Abacus has been watching artificial intelligence developments with a wary eye. Artificial “learning” has been around for some time and has been mostly used to marry customers with frequent or suggestive purchases at retail.

We are developing strategies and tactics to expand the lottery player base instead of just selling more product to the same players, and AI can play several roles. For example, many stores are fighting for survival in the marketplace, and they are looking for answers. They are finally turning to the largely ignored lottery category as a possible solution. This is our chance. Via collaboration, we are sharpening the self-checkout options for lottery products, and we are experimenting with AI systems that virtually eliminate the retailer’s labor using a totally frictionless checkout. We are also working on BOPIS, Scan & Go, and other frictionless solutions that are heavily involved with AI learning systems.

On a broader scale, the lottery industry can leverage AI in several ways to sell more products and improve overall efficiency. Strategies and applications include personalized marketing, predictive analytics (game-specific), chatbots and virtual assistants, fraud detection, customer insights, recommender systems (suggestions for additional purchases based on past purchases), mobile apps and online platforms using AI-driven features to enhance the user experience, data-driven ticket pricing, social media engagement, gamification to make lottery products more engaging, and responsible gambling (including detecting problem gambling behavior and providing resources to those individuals.)

By harnessing the power of artificial intelligence, lotteries can enhance customer engagement, tailor their offerings, and create a more seamless and enjoyable experience for players, ultimately driving increased sales and revenue. However, it’s essential to balance these strategies with responsible gaming practices to ensure a safe and ethical gaming environment. It behooves us all to learn how to use AI properly and responsibly.

- **Terry Presta, Head of Business North America**



While the iLottery industry has traditionally relied on human methodologies to analyze data and produce telling insights, AI systems have come to the fore of late in automating this process more powerfully than ever before. At NeoGames, we have leveraged the largest and most unique data sets to identify potentially problematic player behaviors early on in order to create a safety net, while also utilizing the technology to deliver engaging, highly personalized experiences within that safe and secure environment.

AI solutions can be implemented to potentially set customized deposit limits, fully tailored to the needs of each lottery. This proactive approach to responsible gambling allows for targeted prevention strategies to be implemented through pop-ups, email and other communication forms to suggest time limits or other self-exclusion options. AI can also play a major role in minimizing fraud risk for lotteries, utilizing multiple data points to flag suspect player behaviors and checkback activity.

In terms of gameplay, we have found that AI can create bespoke experiences based on a player’s segment, curating personalized lobbies and issuing customized bonus types to increase retention rates. As the technology continues to advance at a rapid rate, we expect that engagement through real-time communications will become ever more sophisticated. Through such solutions, AI can help to enhance brand relationships, creating targeted campaigns based on past preferences.

We are still in the very early stages in terms of how AI can help iLottery operators, but the benefits of utilizing the technology across different aspects of operations are already apparent. Ultimately, by creating a superior playing experience within an environment that is secure, safe and which has new safeguards against fraudulent activity, suppliers like NeoGames are among the vanguard when it comes to using AI technology to help lotteries increase their revenues.



Artificial intelligence can apply predictive analysis to help lotteries optimize jackpot rolls, modify instant game prize structures, and effectively manage inventory. That all happens behind the scenes and is not normally apparent to the end user. If lotteries and their players are open to the idea of automated assistance, AI can be useful in providing more immediate answers to questions and common troubleshooting issues. AI can monitor purchasing behavior and help set limits to encourage more responsible play while informing players of events, promotions, and activities that are likely to be of interest on an individual basis.

However, there is still a level of distrust in artificial intelligence among some lottery players who may agree with consumers who go out of their way to disable Siri and Google assistants. These players will sacrifice convenience for fear that someone else may be listening or monitoring their behavior. For AI to be more effective, there has to be more transparency, clear understanding, and a healthy respect for player privacy. The companies that are leading in the development of this technology need to do more to make the lottery player feel comfortable.

- Paul Guziel, Chief Executive Officer



AI has the potential to transform the precision, speed and cost-efficiency of every industry, including lottery. Over time, AI will impact virtually all aspects of lottery, ranging from order management and responsible gaming to game development and suggestive sell automation. Carmanah's focus is on using retail marketing technologies to increase player engagement. So where do we go from here?

First, we need to meet players when and where they want to purchase. With the majority of lottery sales taking place at retail, we need to ensure lottery is conveniently available and that players are aware of lottery products and jackpot values at the point-of-sale. Building from there, we can become more sophisticated in our approach.

Lotteries can future-proof and be ready to take advantage of AI by beginning to build a digital signage network at retail. With a digital communication platform, lottery marketers can deliver

targeted messaging to the right people at the right time and place.

Retail marketing is most effective when we change content dynamically based on data (such as point-of-sale information, inventory, and jackpot thresholds). The most critical component of a digital signage network is the content management software, with the most advanced software currently using algorithms to drive programmatic content changes.

As AI advances, static algorithms will be replaced with predictive AI that makes live suggestions. This will enable lottery marketers to target, personalize, and automate marketing campaigns in real time, as well as provide a robust data set for future optimization and consumer relationship management.



While there are not a lot of current instances of AI being utilized in the lottery industry, we believe it will become an important tool for enhancing the player journey and allowing lotteries to gain better insights on the products they offer. And yet, as helpful as we believe AI can be for the industry, we must also make sure to not lose the human touch by solely relying on AI or any other technology to make our decisions.



AI is one of the, if not THE most discussed technological disruptions of our age. Opinions range from some diffuse

anxiety to buoyant optimism. Efficient use of AI has the potential to make our lives a lot easier, whereas a malicious use might cause severe damage to society.

We at adesso have identified and already implemented many AI applications, with a strong beneficial impact on the lottery industry:

Customer experience. AI can be used to create more personalized and engaging customer experiences through targeted marketing campaigns and real-time customer support. For example, it can recommend lottery games to certain players.

Operational efficiency. AI can be used to automate tasks and streamline operations, leading to increased efficiency and reduced costs.

Security. AI can be used to detect and prevent fraud, as well as to ensure the integrity of lottery games. For instance, it's possible to protect lottery systems from cyberattacks using AI.

AI can also influence new hardware solutions. We have developed a retail terminal based on consumer tablets that uses machine-learning algorithms to read play slips in unprecedented quality.

The future of AI in the lottery industry is incredibly bright. As AI technology continues to develop, we can expect to see even more innovative and impactful applications in the years to come. A few areas where AI is expected to have a significant impact in the future are predictive analytics, personalized marketing and real-time data analysis.

In short, AI is a powerful tool that is transforming the lottery industry in remarkable ways. AI should be in every forward-thinking lottery toolbox. By carefully selecting and customizing AI modules, leveraging industry insights, and embracing AI-driven innovations, lottery operators can position themselves for success in the ever-evolving lottery industry landscape.



We use AI in our lottery audit work to handle routine, repeatable parts of the process to be more efficient. We leverage data analysis tools to scan provided evidence for completion, and identify inconsistencies in data sets that could possibly lead to an issue. That doesn't mean we remove the human element from the work we do. We must analyze and interpret the data on a deeper level to make decisions and, sometimes, override the technology to determine how compliant a lottery system, vendor or agency is against established frameworks and standards. Without the human element in our work, game integrity could be questioned by the greater public, which could adversely impact public perception of the industry.

- **Christopher S. Ellingwood, Principal**



ChatGPT's release in 2022 is poised to disrupt industries across the board. With over 80% of Fortune 500 companies utilizing OpenAI's ChatGPT, as evidenced by accounts linked to corporate email domains, its influence is undeniable. However, lotteries appear to be cautious in its adoption. Some lotteries have gone so far as to ban the use of ChatGPT on lottery devices, while others have imposed strict usage limitations. Lotteries need to recognize the potential of AI to revolutionize employee productivity.

Lotteries that harness ChatGPT to generate draft output can significantly enhance the productivity of their

workforce. ChatGPT can be effectively employed for many common tasks, including brainstorming, research, information summarization, content creation and repurposing, document drafting, software code creation, project planning, and scheduling. By tapping into ChatGPT's generative capabilities, lotteries can foster improved team collaboration and productivity. Lotteries failing to provide employees with ChatGPT training will miss the opportunity to boost employee efficiency. Importantly, with proper usage guidelines in place, security risks can be effectively mitigated.

For innovative lotteries, the introduction of ChatGPT Enterprise in August 2023 presents an opportunity to integrate generative AI capabilities into various core functions, such as sales, marketing, product development, and customer service. ChatGPT Enterprise addresses security concerns by offering enterprise-grade security and privacy, adhering to SOC 2 Type 2 compliance standards. From a productivity perspective, ChatGPT Enterprise provides an array of advantages, including unlimited access to GPT-4, extended context windows for processing inputs, advanced data analytics, and customization options.

By embracing the power of AI, lotteries can significantly enhance their future performance.



AI has ushered in a transformative era for the lottery industry, offering opportunities that are redefining how we can operate and interact with players.

Jumbo Interactive has always been an early adopter of new technology and has been experimenting with AI

for several years. Our goal is to add value to our clients' lotteries and be well-prepared for the ethical considerations that this technology may raise. Given the opportunities for optimization and enhanced customer experience that AI presents, we are enthusiastic about its potential for our clients. It's a fast-moving field, and we've been closely following market developments and expert discussions around AI.

Through AI technology, we are constantly enhancing lottery management for our clients and players. We're actively using machine learning to analyze player behavior, develop predictive models, and provide product recommendations. Incorporating machine learning into our marketing and data handling procedures will improve campaign efficiency and increase audience engagement.

We're also exploring generative AI for copywriting and image generation to further enhance marketing efforts. Currently in development are chatbots for 24/7 customer support and fraud prevention detectors.

Ethical considerations are always front-of-mind. This technological leap has the potential to reshape the industry in profound ways, but it's essential to balance the benefits of AI with responsible play. Jumbo is committed to ensuring that the use of AI technologies maintain a primary focus on player well-being. This balance is crucial to ensure that decisions about what tools are used, and how they are used, align with our integrity and governance framework.

Moving forward, our recommendation on best practices in the industry should continue to explore and embrace AI's potential to create exceptional player experiences, while prioritizing responsible and ethical practices to maintain trust and integrity. Responsible adoption will shape future success.



We see potential in utilizing AI to streamline lottery operations for retailers. One of the primary challenges for retailers is managing and overseeing employees, especially when it comes to spotting potential operational issues like theft. AI presents a viable solution to this problem. By training models on diverse data sets, AI can recognize anomalies or atypical employee behaviors. Rather than relying on fixed rules, which can be bypassed as theft techniques evolve, the flexibility of AI allows for detection of previously unseen theft techniques. This enables retailers to proactively tackle concerns, prevent inventory shortages, and maintain seamless operations.

- Seb Kiureghian, Chief Technology Officer



The vast majority of lottery sales in the U.S. still come from traditional retail. It isn't clear exactly how AI could have a meaningful impact on retail sales as they typically occur in cash and there is limited data available from these transactions. At Lotto.com, however, we are already using AI in many ways.

Marketing. For starters, our mission is to bring incremental players and funds to the lottery and NOT cannibalize retail. One of the ways we accomplish this is by focusing our marketing efforts on digital channels as opposed to traditional Out of Home (OOH) advertising. Our programmatic advertising and CRM systems leverage AI to determine the answer to questions like "what is our target demographic?" or "what is the best time to send a marketing email?"

Customer Success. We use an integrated AI-powered Chat Widget to streamline our customer service. This tool intelligently serves up relevant articles in response to user inquiries, providing immediate assistance prior to chatting with a live agent.

Business Intelligence. Since we are a digital operator, to say we have a lot of data relating to sales and customer behavior would be an understatement. In fact we have so much data that it is almost overwhelming. As a result, our Product and Business Intelligence teams use several analytics platforms and tools that leverage AI and machine learning to better understand these vast amounts of data. These valuable insights help us create innovative acquisition models which generate more sales from new customers playing within their means!



The use of AI is not new to the lottery industry. Marketing analysis, fraud detection, security analysis, segmentation, personalization, one-to-one marketing, and predictive modeling have all used AI (in most cases, machine learning) to help drive efficiency and effectiveness. The latest hype cycle around generative AI brings with it some potential new avenues of use, but more importantly it is likely to act as a catalyst for the entire AI industry. In the near term, the biggest impact will likely come from improvements in existing tools, leading to greater returns on those investments. As it relates to generative AI, specifically customer engagement is likely to be the primary area to benefit, through improved personalization, one-to-one marketing and content creation, and improved customer support.



AI is not just a buzzword – it's a transformative force which will redefine everything from document management to retailer experiences and staff operations.

At Patterson Pope, our solution employs Intelligent Document Processing (IDP) to navigate the bridge between traditional paperwork and digital systems. This technology understands and extracts data from retailer applications, prize claims, and administrative documents, transforming how we handle operations like mileage logs, citizen complaints and accident reports.

AI's potential will shine notably in compliance and licensing. We will be implementing machine learning algorithms to automate the vetting process for retailer applications. This technology will not only reduce time but also enhance accuracy and efficiency in predicting the success rates of these applications. The same will hold true for prize claims, where AI will have the capability to flag anomalies in realtime, mitigating fraud and expediting genuine claims. AI will transform operations for retailers, streamlining applications, adjustments and automating daily tasks for efficiency, profitability, and compliance.

The player experience is another realm ready for AI disruption. In claim centers, real-time ticket validation and advanced security measures could drastically reduce wait times and enhance overall player trust. Meanwhile, retailers benefit from AI-driven algorithms that manage inventory adjustments, making financial reconciliation robust and efficient.

For lottery staff, the impacts are equally transformative. AI algorithms assist in diverse functions, from scrutinizing retailer applications to flagging prize anomalies and monitoring suspicious activities. These technologies

also streamline administrative operations and enable predictive analytics for sales/field service reps, freeing them for more strategic roles.

In short, as we continue working toward integrating AI into our offerings, we see it as the cornerstone for an evolving lottery industry, offering scalability, efficiency and adaptability for the future. Our roadmap aims to set new standards in operational efficiency and industry compliance, making the most of AI's transformative potential.



AI is already a powerful tool leveraged across multiple industries and undoubtedly making its way through the lotteries and partner/vendors. Internally, Pro-Lite uses AI to optimize processes, serve as a comprehensive internal resource, and multiply the effectiveness of our workforce in many daily and complex tasks. In addition, AI is being integrated slowly into customer-facing tools as a multiplication of our customer service force. It seems, at its current trajectory, adaptation of AI into some form of business process is an inevitable outcome regardless of industry. Data security, integrity and accuracy will dictate the effectiveness of AI and its ability to be used as a meaningful tool for growth or organizational optimization. It would then make sense for lotteries to follow suit, maintaining best practices for data security and accuracy to multiply the effects of their efforts to return maximum proceeds for good causes.

Applications for AI's use are only now just being explored. As AI becomes increasingly robust, and more widespread adoption of AI becomes the norm, we will continue to see inventive

ways in which this resource can be used to help organizations with their goals.

(No AI was used in the generation of the above reply!)

Szrek2Solutions

AI is forcing companies to rethink business models, redesign strategic positioning, and implement processes that improve efficiency. The lottery industry is no exception – as the industry learns how to fully seize the benefits yielded by AI, they will also need to address how to tackle the inherent risks.

At Szrek2Solutions, we embrace AI with prudent enthusiasm: we seek opportunities to generate added value for our stakeholders, while also ensuring that draw integrity is at the forefront of all development. To us AI will yield benefits, including increased efficiency in code development, access to new tools for preventive security, and shorter time to market, which are essential to the solutions that we offer.

Lotteries and central gaming system vendors will likely see their activities much more impacted by AI as customers will expect a much quicker reply to their evolving needs. Higher levels of connectivity and automation will be required as well as additional guarantees in terms of security and detection. With AI, perpetrators will also have access to new tools to meddle with the required randomness of the number generation process. The need to reassure players and regulators of the transparency of the process will become even more fundamental.

The biggest challenge for random number generation is verifying and ensuring that winning numbers were generated without any interference (fraud, faults, etc.). Random number verification is not a creative process,

but rather a precise process that relies on the soundness of mathematical proof to cultivate trust. A provider of secure and reliable RNG products, Szrek2Solutions will help the industry seize the benefits of AI by providing lotteries and vendors with systems that use connectivity, automation, efficiency and flexibility without compromising security, transparency or draw integrity. ■





NASPL Associate Membership

NASPL 2023 Associate Members

We again thank all of our Associate Members for their continuing support of NASPL.

Level I Members



Level II Members



Level III Members



Level IV Members





NASPL and Lottery Industry Schedule of Events

2023 SCHEDULE

October 30 - November 2, 2023

NASPL Annual Conference

Milwaukee, WI

Hosted by the Wisconsin Lottery

December 2023

NCPG/McGill University

Gift Responsibly Campaign

2024 SCHEDULE

March 2024

NCPG Problem Gambling

Awareness Month

April 15-18, 2024

NASPL Lottery

Leadership Institute

Nashville, TN

Hosted by the Tennessee Education Lottery

July 22-24, 2024

NASPL Professional

Development Seminar

Omaha, NE

Hosted by the Nebraska Lottery

September 9-12, 2024

NASPL Annual Conference

Kansas City, MO

Hosted by the Missouri Lottery

December 2024

NCPG/McGill University

Gift Responsibly Campaign



NASPL 2023

BREWING THE BEST

MILWAUKEE, WI



BREWING THE BEST

From polka music to root beer, the Wisconsin Lottery is pulling out all the stops for a fabulous event, including a final celebratory night unlike any other. Visit nasp123.com for more details!

OCT.30-NOV.2 2023 | MILWAUKEE, WI

BREWING THE BEST

NASPL 23
MILWAUKEE, WI