

# EL Corporate University 2026

November 30 - December 3, 2026  
Zagreb, Croatia



**THE EUROPEAN  
LOTTERIES**  
FOR THE BENEFIT OF SOCIETY

*Hosted by The Croatian National Lottery*

# Programme

## Welcome

Monday, November 30, 2026

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Arrival of the participants (transfers will not be organised)

18.30-19.00      **Welcome Desk**

19.00-22.00      **Welcome Dinner**

**Venue : Foyer and Restaurant – ground floor Hotel International**

## Day 1

Tuesday, December 1, 2026

Seminar venue : To be confirmed

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09.00-09.40      **Welcome Addresses & Introductions to Programme**

Piet VAN BAEVEGHEM, EL Secretary General

Croatian Lottery (speaker TBC)

Ray BATES, Moderator

09.40-10.00      **Short History and Unique Mission of State Lotteries**

Piet VAN BAEVEGHEM, EL Secretary General

10.00-10.45      **What Are We & What Do We Do?**

“Setting the Scene”

Ray BATES, Moderator

10.45-11.00      **Coffee break / Networking (Foyer – ground floor)**

Seminar venue : Hotel International – Miramarska 24, 10000 Zagreb

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## Day 1

Tuesday, December 1, 2026

Seminar venue : Sinergy room, groundfloor:

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11.00-12.30 **CSR/Responsible Gaming + Case Studies**  
Laura DA SILVA GOMES

12.30-14.00 **Lunch (Restaurant of the Hotel)**

14.00-14.45 **Family of Lottery Games, Lotto/Keno and other DBGs Instant Games. Online Games**  
Ray BATES

14.45-15.30 **Multi – Jurisdictional Games + Synthetic Lotteries**  
Richard BATESON

15.30-16.30 **Instant Games in Detail. Introduction to Case Study**  
Ray BATES

16.30-17.30 **Group Case Study Work**  
Groups

**Overnight Work on Case Study | Free evening**

Seminar venue : Hotel International – Miramarska 24, 10000 Zagreb

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## Day 2

Wednesday, December 2, 2026

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- 09.00–10.00 **Groups Complete Case Studies**  
GROUPS
- 10.00–11.00 **Groups present Solutions + Evaluation and critique of Solutions**  
GROUPS + Ray BATES
- 11.00–11.30 **Coffee break / Networking (Foyer – ground floor)**
- 11.30–12.15 **Digitalisation of Retail / Omnichannel**  
Roger SOLEIM
- 12.15–13.45 **Lunch (Restaurant of the Hotel)**
- 13.45–15.45 **PR / Communication – Story Telling**  
Jack MURRAY
- 15.45–16.00 **Coffee break / Networking (Foyer – ground floor)**
- 16.00–17.00 **Marketing**  
Hana BAROCHOVA
- 17.00–17.30 **Market Research**  
Ray BATES

**Evening Hosted by the Croatia National Lottery (details TBC)**

Seminar venue : Hotel International – Miramarska 24, 10000 Zagreb

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## Day 3

Thursday, December 3, 2026

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09.00–09.45	<b>Retail</b> Emily O’KANE
09.45–10.30	<b>Digital Lottery Ecosystem</b> Bénédicte LOBELLE
10.30–10.50	<b>Coffee break / Networking (Foyer – ground floor)</b>
10.50–11.40	<b>Sports Betting</b> Chirstian KALB
11.40–12.15	<b>Legal</b> Philippe VLAEMMINCK
12.15–12.35	<b>EL at a Glance: What we do for members</b> Lucy LENAERS MATHIESON
12.35–13.00	<b>Q&amp;A and closing remarks</b> Ray BATES
13.00	<b>Departure Lunch (Restaurant of the Hotel)</b>



## Speakers



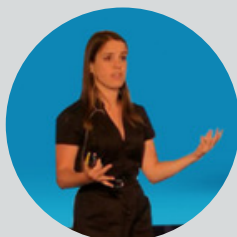
### **RAY BATES, EL HONORARY PRESIDENT**

Ray is an Honorary President of EL and served as its President for six years. He was Director of the Irish National Lottery from 1988 to 2006. Ray remains active in the lottery world, moderating among others EL's Corporate University.



### **PIET VAN BAEVEGHEM**

Piet is the EL Secretary General since July 2025. Prior to this he served with the Belgian National Lottery for 15 years in Senior roles dealing mainly with Corporate, Legal and Regulatory affairs. He has served as the Executive Chair of the EL Legal & Regulatory Working Group.



### **LAURA DA SILVA GOMES**

Laura is the Founder Director of [www.digitalRG.com](http://www.digitalRG.com). She works specifically on sustainability, responsible gaming and innovation with lotteries from all over the world as well as other industries interested in Doing Well By Doing Good. [www.digitalRG.com](http://www.digitalRG.com) is the only cloud platform specifically developed to help the industry improve its impact on society & the environment



### **RICHARD BATESON**

Richard has recently stepped down as Chief Executive Officer and member of the Board at Intralot Inc. His past positions include Chief Commercial Officer with Jumbo Interactive and Commercial Director at Camelot UK. Since 2001 Richard has served in a number of capacities within the Camelot Group, notably as Marketing Director from 2009 to 2012.



## Speakers



### **ROGER SOLEIM**

Roger is EVP and Chief Commercial Officer in Norsk Tipping. He has been at the company for 17 years, during which time he has served in a number of Senior roles, including Head of Omnichannel distribution and Sales Manager.



### **JACK MURRAY**

Jack is an entrepreneur, story consultant, speaker, and author. He is the CEO and founder of MediaHQ, a media contacts database and press release distribution tool, and of the storytelling agency All Good Tales. His first Book - "The Magic Slice - How to Master the Art of Storytelling for Business" is available now on Amazon. At MediaHQ, he leads a team that builds a technology platform that helps the world's top PR and communications teams connect their stories with their audiences. At All Good Tales, he helps companies define their storytelling strategies, train staff in storytelling, and share stories with their audiences.



### **HANA BAROCHOVA**

Hana has years of experience in all aspects of Marketing. She is International Category Manager with Allwyn. She has worked as a Senior Brand Manager at Sazka, Czech Republic. She is the Executive Chair of the EL Marketing and Communications Community of Experts. Before entering the world of lotteries in 2013, Hana worked in senior positions in marketing (GlaxoSmithKline, H.J. Heinz) and advertising (Leo Burnett).



### **EMILY O'KANE**

Emily is the Retail Customer Experience Manager at PLI the operator of the Irish National Lottery. Before joining the National Lottery in 2021 she held Senior Marketing positions with Kraft Heinz, Unilever and Colgate Palmolive.



## Speakers



### **BÉNÉDICTE LOBELLE**

Bénédicte first worked for more than 20 years in media circles, at Mediahuis, and then at Sanoma. At the end of 2013 she left Sanoma to work on a media economics project at SMIT. In 2015, she joined the Belgian National Lottery where she now works as Chief Marketing Officer.



### **CHRISTIAN KALB**

Christian is an expert of the sports betting industry and the governance of sports organisations. Creator and Director of CK Consulting, company specialised on strategy with regards to sport and gaming, he has been working for various governments in Europe, Asia and Africa on regulatory issues, as well as for European institutions and EL/WLA members.



### **PHILIPPE VLAEMMINCK**

Philippe has more than 35 years' experience as a specialist in EU law, lottery & gambling legislation. He is widely regarded as a leading player in the current debate on state lotteries and gambling in the EEA & WTO, and has been involved as a Member State representative in every gambling case brought before the CJEU and the EFTA court (more than 70 cases). He also acts as a legal advisor to various states, (state owned) operators and associations (EL & ALA) in lottery & gambling regulatory and legal affairs.



### **LUCY LENAERS-MATHIESON**

Lucy is the Communications Officer at EL for the past seven years, coordinating the Association's internal and external communications. With over 15 years' experience in the non-profit sector in Brussels, Lucy brings extensive experience in strategic communications and stakeholder engagement and has a particular interest in sustainability, human rights, and environmental issues.