AN EXCLUSIVE INTERVIEW WITH EU COMMISSIONER FOR EDUCATION, CULTURE, YOUTH AND SPORT TIBOR NAVRACSICS
AGENDA 2015

MAY
• RETAILING SEMINAR
  Dates: 4 – 6 May
  Location: St. Julian’s, Malta
  Host: Maltco Lotteries Ltd.

• JOINT EL/WLA SPORTS BETTING SEMINAR
  Dates: 26 – 28 May
  Location: Warsaw, Poland
  Host: Totalizator Sportowy Sp. z o.o.

JUNE
• EL GENERAL ASSEMBLY
  Date: 8 June (14:00-18:00)
  Location: Oslo, Norway

• EL CONGRESS
  Dates: 8 – 11 June
  Location: Oslo, Norway
  Host: Norsk Tipping AS

• PUBLIC ORDER SEMINAR
  Dates: 16 – 18 June
  Location: Prague / Czech Republic
  Host: Sázka a.s.

SEPTEMBER
• ELU
  Dates: 30 August – 4 September
  Location: Dubrovnik, Croatia
  Host: Hrvatska Lutrija d.o.o.

• RESPONSIBLE GAMING SEMINAR
  Dates: 10 – 18 September
  Location: Helsinki, Finland
  Hosts: RAY Raha-automatiyhdistys & Veikkaus Oy

• SEMINAR ON CREATIVITY & INNOVATION (GAME DEVELOPMENT)
  Dates: 23 – 25 September
  Location: Warsaw, Poland
  Host: Totalizator Sportowy Sp. z o.o.

OCTOBER
• LEGAL SEMINAR
  Dates: 7 – 9 October
  Location: Budapest, Hungary
  Host: Szerencsejáték Zrt.

• JOINT EL/WLA SECURITY SEMINAR
  Dates: 27 – 29 October
  Location: Stockholm, Sweden
  Host: AB Svenska Spel

NOVEMBER
• PR, COMMUNICATION & SOCIAL MEDIA WORKSHOP
  Dates: 16 – 18 November
  Location: Brussels, Belgium
  Host: Loterie Nationale

For 2015, we are combining two topics – Public Relations / Communications and Social Media – into a single workshop entitled “The Lottery as Publisher”. This novel theme opens up many possibilities for exploring and discussing lottery story-telling, developing corporate narratives, communicating with players and opinion leaders, developing two-way relationships with players, and coordinating information flows from all departments in the Lottery to the players and public.

Registration for all our seminars can be made online at http://www.european-lotteries.org
All events are available on our website (under events). Announcements are made a few months in advance.

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**FOREWORD**

**DEAR EL MEMBERS, DEAR FRIENDS,**

We now are a few weeks away from our Congress and our General Assembly in Oslo where we will have the opportunity to exchange on the current and future challenges for our model, and the approach that The European Lotteries should follow in this context. The answers to the questionnaire on “New trends for 2015 and beyond” in this magazine will surely provide for first impulses for constructive discussions in Oslo.

The coming General Assembly marks the end of my mandate as President of The European Lotteries. I cannot stress enough how proud I have been to represent the lotteries in Europe for the past six years.

Shortly after I took office six years ago, I met with the then newly appointed Commissioner Michel Barnier, who was determined to announce a public consultation and initiatives in the field of gambling. In 2011, the Commission published its Green Paper on Online Gambling. The Green Paper process, to which EL made an elaborate submission, marked the start to an intense discussion on gambling at BE-level. Our Association was at the forefront of engagement with the EU institutions on all the initiatives that followed. Immediately after I took office, we established specific communications material to present our contributions to society, to policy makers, outlining the projects for which our members provide fundamentally essential support. Through intense contact-building and actions by the Association and its Members, we took the centre stage in the many debates on the European Commission’s actions. I had the opportunity to participate in many public discussions and together with our Members, we were able to reach out to Members of the European Parliament and also the European Economic and Social Committee with messages on how to preserve our gambling model whereby we operate for the benefit of society. We presented a White Paper in 2012, a 7-point programme on preserving sports integrity in March 2013 and our Ambitious Model for the best protection of consumers in April 2015.

I believe that it is notably through these actions that we were able to successfully convince policy makers at European level that a sectoral Directive in gambling is not opportune. The two Resolutions on online gambling adopted by the European Parliament (in 2011 and in 2013, the ‘Creutzmann’ and ‘Fox’ reports, respectively) reflect our positions on subsidiarity, integrity, solidarity and precaution. In all rulings by the EU Court directly relevant to our sector, we were one of the main stakeholders quoted with our reaction. We have succeeded in being admitted as Observers into the Expert Groups dealing with sport integrity and the economic dimension in sport where we participate in the discussion together with representatives of the Member States.

Following the European institutions’ renewal last year, we have started engaging with the new actors, stakeholders, and policy makers who are likely to play an active role for our sector. Monitoring closely the new changes that have been taken place, the new organisation of the institutions, and taking every opportunity to present our model and our activity were a priority for our endeavours in the EU sphere.

This initial engagement has made it clear that my successor will be faced with a very different context at EU policy level than the one I have faced during my tenure as President of EL in the period 2009-2015. It looks unlikely that the European Commission will adopt new initiatives that would be comparable to notably the 2012 Action Plan on Online Gambling during its new term. Indeed, from now on forward, we can expect a situation in which it is not the EU institutions themselves that drive public debate on gambling policy discussions at BE-level. While we in the past years had to prioritise to seek to influence as well as to provide sharp and quick reactions to new initiatives, the next years could constitute a period in which the EU institutions continue to work on gambling but do not allow for a public discussion on the subject to take centre stage.

Such periods of deceptive calm can be extremely dangerous even if public announcements might be rarer, the administration will continue to work on gambling matters, notably through an evaluation of the Recommendation on Online Gambling and through the establishment of a standard in the field of gambling. Infringement proceedings will continue and we can expect that new ones will be opened focusing particularly on online gambling regimes.

In such a period, it will be essential to be highly alert to any development that could touch on gambling through close engagement with policy makers. It will also be fundamental to maintain a ‘steady drumbeat’ on the need to preserve our public benefit model. Otherwise, we risk to be forgotten and lose the support of those policy makers that are sympathetic to our cause. In the next years, we may need to be even more present in the public sphere through communication campaigns – possibly with external help - that go even beyond the events that we have held in the past.

Our participation in the European Week of Sport in September 2015 is an example for an opportunity for a public presentation of our contributions. We are currently reflecting and exchanging on the activities and messages that EL wants to convey on that occasion 2015 will also hopefully be the year for the European Commission’s signature of the Council of Europe Convention on match-fixing. We need strong commitment from all governments and EU Institutions to protect sport integrity. From our side, we have just recently successfully set up the GLMS, the Global Lottery Monitoring System.

In June, the current term of the existing Executive Committee will also come to an end. I wish to thank each and every one of our Executive Committee members for their commitment and tireless dedication of time and effort to our Association. As for me, I can only say that it has been an extremely rewarding experience and an honour to serve this Association and all the Members as President. It goes without saying that all our achievements would not have been possible without the incredible support from our Secretariat General, our EU Representation and our Legal Adviser and I believe I can thank them on behalf of all of us for their hard work.

I look forward to all of us meeting in Oslo to reflect together on the many developments in the past years and prepare our common future.

Yours sincerely,

Friedrich Stickler
EL President
GTECH, the largest global lottery business, and IGT, the world leader in the gaming equipment space, are merging to create the world’s leading end-to-end gaming company. By adopting the IGT name and GTECH’s visual identity, we’re melding two iconic brands into one. Together, we’ll be uniquely positioned to provide the government-sponsored and commercial gaming industry with proven solutions across the entire continuum of products and channels.
2015: A YEAR OF SPORT AND GREATER EVENTS!

NEW LOTTERY TRENDS FOR 2015 AND BEYOND
It is believed that 2015 will see a greater convergence in the gaming world with lotteries, social games, Internet games and sport games crossing into each other’s traditional space. In this issue we provide you with some insights about the future trends of the Lottery sector such as plans for self-service terminals, consumer retention policies and more.

A WIDE RANGE OF EDUCATIONAL SEMINARS
As always, EL tries to make sure that all its Members are on top of all vital information and has over the last months successfully organised the traditional EL/WLA Marketing seminar which was attended by a record-breaking number of participants who praised the very first Workshop on Design Thinking. The EL General Secretariat is looking at a busy year with the organisation of a large number of seminars that are coming up, including the Retailing Seminar in St. Julian’s (4-6 May 2015), the EL/WLA Sports Betting Seminar in Warsaw (26-28 May 2015) and the Public Order Seminar in Prague (16-18 June 2015). The seminars of the 2nd part of the year are also shaping up and we look forward to welcoming participants at all these events.

PRIMARY PARTNERS FOR SPORT
EL has a new partnership with the European Commission with regard to its new initiative, the European Week of Sport (EWoS). In a collaborative effort for sport, EL and its Members will support and promote this initiative with the objective to promote physical exercise and sport at all levels.

On 21 January, EL and WLA held the first General Meeting of the Global Lottery Monitoring System (GLMS). The GLMS, which will officially start operating on 1 June 2015, will implement the most up-to-date technology offering its members global coverage on sports betting activity, service around the clock 365 days a year, and automatic alerts on live betting.

EL has also agreed to be a key partner in a project that the Council of Europe has proposed to the European Commission with the objective to promote the International Convention against the manipulation of sport events. Following a decision of the Executive Committee, EL accepted to join this project as a partner. The International Olympic Committee and Interpol are also partnering. The decision of the Commission is expected in the summer and, if approved, the project will kick-off at the end of 2015.

EL CONGRESS AND GENERAL ASSEMBLY 2015 IN OSLO
The date of our Congress (8-11 June 2015) is quickly approaching and I urge you to sign up for this important event where you will have an opportunity to share your knowledge and network with executives of other Lotteries. In addition to days of learning and strategy discussions, you will be able to experience the friendly and vibrant ambiance of this Norse city.

Please remember that on the first day of the Congress, 8 June 2015, the General Assembly of the Association will take place and it is of utmost importance that you all attend and actively participate in the discussions.

Also, EL is pleased to announce that for the very first time, five (5) Premium Partners and one (1) Semi-Premium Partner will join in for the period 2015-2017. With such an expert group on board, we can expect enhanced collaboration and greater support with the latest technology – indeed a very promising partnership!

I look forward to seeing you all in Oslo in June.

Bernadette Lobjois
Secretary General
NEW LOTTERY TRENDS IN 2015 AND BEYOND TO BETTER CHANNEL GAMING DESIRE

Over the last few years, Lotteries have tried to adapt to fast changes in both technology and consumerism. Decisions made today will have consequences on their future, and so at the beginning of each year, they rely on studies valuable to understand and shape the development of their activities. Such a method is based on a variety of tools for highlighting the most desirable dimensions of the present and drafting possible scenarios of the future. Lotteries then put in place a vision of an alternative future with feasible decisions that will ensure their brand’s sustainability. Let’s look at the plans and new resolutions of some of our Members!

CONVERGENCE AS A POSSIBLE NEW DIMENSION: WHAT IS IN THE PLANS?

Most Lotteries believe that, due to the strict regulations of their environment, there is little chance to see a full convergence or games crisscrossing each other’s space, at the exception perhaps of Internet or social games – those anyway seem to be more of an extension of the typical lottery play, with a modern appeal and digital compatibility. Nevertheless, organisations are taking this trend as a probability in a distant future and are already making plans with the implementation of novelties.

Austrian Lotteries is banking on its 2nd Chance draws of scratch games and online betting slips. Betting tickets can be entered in additional Internet draws and to participate players must register for the draw via Internet. Mobile distribution will be exploited once the organisation launches its Lotteries App to create a connection between regular points of sale and its Internet shop. With this technology, Lotto and EuroMillions games will be offered via the Lotteries Shaker App: the bets are playfully presented by means of a shaker on the mobile App, but they will be also available on Internet along with scratch cards. Another game that has been developed in 2014 responds to demands for social games: Team-Tipp based on Lotto, EuroMillions and Toto, offering the social feature of playing in game communities. Also implemented last year, Tipp-Box of Tipp3 takes full advantage of self-service terminals.

With stagnation and even slow-down of traditional sales channels and serious growth opportunities in online offers, fast-play games and sports betting, Szerencsejáték Zrt in Hungary made the decision to set up a dedicated unit responsible for implementing a plan of action. Interactive Games Department (IGD) collaborates with Marketing, Sales and IT departments to manage online integration of every sales channels, support offline sales methods and work on the omni-channel customer experience. In the immediate future, new products, more desirable for younger audiences, have been launched in 2015: the very first online sports betting, Tippmaxpro, is designed to battle illegal bookmakers; Eurojackpot will be launched on Internet this year and there has been a complete revamping of Tippmix, the retail-based sport betting product. In the long-term, the Lottery is envisioning possibilities for virtual betting and online scratch games. Other possibilities lie in the introduction of self-service terminals, enhancing impulse purchases: to determine whether Hungarian players will like these Instant Ticket Vending Machines, the Lottery is planning to launch a pilot project.

For Norsk Tipping, an increased convergence trend is already happening, especially between traditional games and interactive, social and instant game types. The Lottery’s perspective is to modernise its product mix by adding modern features like interactivity, social dimensions and more instant gratification in order to create a more compelling lottery offering, especially for a segment of the population that is not attracted to traditional, retail-based lottery games.

ONE in Spain has noticed that in terms of convergence it is more obvious for its Internet sales and its presence on social networks such as Twitter and Facebook. This condition affects mainly the Lotto with large jackpots, as well as Keno games and instant lotteries. Therefore the Lottery is seriously...
viewing some actions while preserving the image of the brand. The first step has been to revamp completely the Internet distribution along with the game portfolio supported by this channel. The other action will entail an extension of its sales activities to mobile devices to reach a wider range of players.

Totalizator Sportowy in Poland does see problems — not with convergence, but with the changes affecting the traditional gaming market. With this in mind, the Lottery is focusing on providing new entertainment: an essential factor for an organisation operating in a cultural, sport and technology environment, and supporting young creative talents in developing their (often online-based) ideas. The other important point for TS is to become a global player to be perceived as a modern Lottery and a real partner for online entertainment. The plan of actions is geared in two directions: first, the development of the 5-minute Keno. To support this project, TS decided to set up a new style of point of sales especially in the busy HoReCa's market environment, extend the drawing time by 4 ½ hours and implement a 4-minute Keno. Second, meet the customers and retailers' expectations with enhanced flexibility and accessibility in the selling process. Each POS will be equipped with two tablets – one for the retailer to handle all sales operations and the other for the customers to allow self-service, even though payments must be done the traditional way as requested by law. The project will then be extended to the entire sales network.

Self-service gaming is also in the plans for Lotteries such as Svenska Spel in Sweden to offer easy information on winnings and easy access to bet slips, but as in many countries and due to regulations, payment will not be allowed on self-service terminals. A new Internet presence will be designed with a vastly improved social platform for better interaction with players.

Internet, social games and greater use of mobile technology are the most imminent preoccupations for a lot of organisations. Santa Casa da Misericórdia de Lisboa in Portugal is not only preparing a new sports betting offer, it is planning to make all its games optimal for mobile and interactive TV formats. A native App for mobile gaming is scheduled to roll out in April.

In Germany, the Block Lotteries have been active in evaluating possible variations of their products that need to be more distinguishable from each other by enhancing their unique game profile. Lotto-Toto GmbH Sachsen-Anhalt is looking at launching very soon a Lotto App, along with providing storage of favourite bets on the customer's cards. The Lottery is currently testing the Beacon Technology to integrate land-based games with Internet products. Saarland-Sporttoto GmbH is in the exploratory phase for Self-Service Terminals and according to the results of the survey, a probable decision to launch will be made in November of this year. On the mobile front, a Lottery App should be on the market in the summer.

ENGAGING THE “CONNECTED PLAYERS”
The new generations of players are very attractive for Lotteries, but the lack of interest for games of chance by the “Millennials” is a challenge. Understanding this group’s preferences, meeting their needs for more social interaction and using omni-channel distribution for a seamless gaming experience are some of the questions currently being studied by Lotteries around the globe. The future will be about hyper-connection and gaming operators have to plan to ensure a sustainable game model with this connected segment.

Austrian Lotteries already is using diverse channels to engage their young customers with co-creation of betting tickets, promotion and regular alerts for the Lotto on Internet and Facebook, Lotto and EuroMillions App for mobile betting, and a social media platform TeamTipp where participants find each other and team up to play the Lotto, EuroMillions and Toto. Constant data analysis of players’ data gives the tools to define target groups and create a specific approach.

Szerencsejáték Zrt is currently conducting a comprehensive upgrade of its central system to build the basics of a planned omni-channel program. At the moment, the Lottery is using multi-channel.
NEW LOTTERY TRENDS IN 2015 AND BEYOND TO BETTER CHANNEL GAMING DESIRE

distribution: POS, Internet, SMS, ATM and a game mobile App. To increase customer satisfaction, the Lottery will propose a unified and integrated web portfolio that will also offer digital support to offline sales. The fully integrated system will be highly responsive and easy to use. In addition, the Lottery is implementing new gamification elements across its game mix to improve the gaming experience and attract the “Millennials.” The Lottery will capitalize on the opportunities presented by Big Data, a new Loyalty Program via Player Card, Real Time Bidding and more.

Norsk Tipping has identified two different segments that need to be addressed with improved game experience. In the immediate future, the “Thirty-somethings”, a modern family with young children, with specific consumer expectations in terms of game; And in the long-range, the “Millennials.” The Lottery is currently conducting a program, involving a focus group of young interns to help design innovative ideas for this particular segment. Again, the ability to utilise customer data is key to develop compelling products in Norway.

The “Internet of Thing (IoT)” that will emphasise the ultra-connection everywhere, in each sector, in the future is a concern for Lotteries. ONCE is working at improving its Web platform, mobile Apps and a new variety of omni-channel supported products more focused on the online player. This is the same approach at Santa Casa da Misericórdia de Lisboa with greater mobile gaming to reach the 57% of Internet and mobile users.

Retail environment is being updated by Svenska Spel to offer omni-channel solutions that will integrate mobile, Internet and retail world. The key words in Sweden are easy and fully integrated gaming.

Lotterie-Treuhandgesellschaft mbH Thüringen in Germany is viewing the challenges of offering community-style games on social networks, the “playground” of younger generations. The win is beside the point with this segment that favours fun and interaction, participating in great numbers in crowdsourcing projects. But this is the future and the Lottery must be prepared.

Along with community games on social media, the convergence of retail environment and online sales is a must for Saarland-Sporttoto GmbH that is looking at creating a Unique Player Account in the coming years. Process standardisation will make playing a very easy and pleasing experience for the German customer.

In Poland, the goals of Totalizator Sportowy Sp. z o.o are also designed to engage and build a loyal customer base among the young audience: a new product promotional approach - each purchase of a lottery ticket comes with an additional promotional ticket used to participate in the main draw once registered on the Lottery website, and mobile solutions to connect offline products and connected people.
The 8th European Lotteries congress is titled «Touch tomorrow» and will take place in Oslo. Norway is known as a technological power center and a world leader in the development of technology. Few businesses are so well suited to the modern technology platforms as the lottery business and the industry is definitely a business in change. This has inspired Norsk Tipping when outlining the topic for the 2015 congress in Oslo.

- The trade-show is already fully booked
- The Young Lions are ready for their challenge
- The keynote speakers are ready to inspire you with tomorrow's customer and trends
- The jury are waiting for your submissions to the advertising and innovation awards

We are ready to welcome you to Norway – are you ready to join?

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The registration deadline is April 10th
The Adverts and innovations can be submitted until April 23rd 2015

See you in Oslo!
Geo-Games checkmark all the boxes when it comes to reach younger tech-savvy audiences: simple to play, high entertainment value, broad distribution - all very appealing factors to consumers looking for interactive and more-socially engaged online experiences. Various Lotteries around the world have been experimenting new gaming formats to attract new players and ensure sustainability for their brand with the next generations – the “techno-junkies”. The latest geo-games that seem to gain ground have been launched in Norway and Finland. We caught up with Norsk Tipping and Veikkaus to discuss their “Neighbourhood” games.

When Norsk Tipping chose to launch “Nabolaget” (The Neighbourhood), it needed to come up with a new game format based on the following characteristics: a broad mass-market appeal to attract a young player segment, an easy and intuitive play that could be optimal for digital distribution and a focus on shared experience of winning with friends/neighbours as opposed to the message of traditional lottery games: “win the big prize.” This new game was to be also suitable for content marketing as “Nabolager” generates lots of stories, a weekly entertainment programme was created following celebrity Alex Rosén who travels around the country to interview people in winning neighbourhoods, spot-lighting at the same time local stories and communities across Norway.

The geo-game was the perfect format to answer all requirements and focus on the game new dimension “Winning Together.” In Norway, players must be registered with the Lottery in order to play. With that information in its database, Norsk Tipping...
As with any new concepts, geo-games have had a slow acceptance rate in some countries. Therefore, Norsk Tipping anticipates a learning curve before consumers fully understand the game and is willing to subsidise prizes for a while. The other proactive step has been to produce content for the game on social networks: the high rate of responses on social posts proves the efficiency of this approach. The Lottery’s emphasis has been on the message “Winning Together” with geo-games, while downplaying the geographical aspect of the game - all tactical strategies designed to make the humanitarian and social companies funded by Norsk Tipping the real winners!

With a population tuned in to the latest technology, Finland’s Lottery, Veikkaus, has to be at the forefront of leading-edge games to keep its players interested in the brand. So, it was logical for Veikkaus to supplement its game portfolio with Naapurit (The Neighbours), a novel game format, based on geo-data, with the potential of a Lotto game but more modern to appeal to a younger audience. The other captivating characteristic of a Geolottery for Veikkaus is its propensity to foster regionalism and community spirit by linking multiple players located in a same neighbourhood or town.

automatically generated a “Geo Coordinate” (or Geo Point), which is stored on the player’s profile. To participate in a premium game such as Nabolager, players buy 1 to 10 tickets maximum for each weekly draw. How does it work? The game platform uses a Random Number Generator to pick the main winner, and the other winners are determined by their proximity to the main winner’s geo point: for instance, if the second price-tier has 5 prizes of 100,000 NOK, the 5 closest participating neighbours win 100,000 each, and so on. The game has a very flexible prize structure, which can be changed as the number of players grows. Norsk Tipping always tries to ensure that the number of winners in the highest three tiers are in a normal neighbourhood range (30–70) and the lower prize tiers have enough winners to present an overall good win frequency (between 1:30 to 1:40). The game is content-driven and the draw is broadcast during a 30-minute TV show on prime time along with stories about the previous week winners.
Players register with their home address, which becomes the game coordinate. Veikkaus announces the game’s preliminary fixed prize distribution. A draw picks the winner of the jackpot amongst all the entries. Then, the remaining entries are classified with respect to their proximity to the main winner in each prize tier: the nearest players win second-tier prizes, then the next closest winners win third-tier prizes and so on, until all announced prizes are distributed. Already, the Geolottery has captured the interest of over 370,000 Finns, both existing and new players, and has the potential for becoming the biggest game in the country. Its price point makes it a premium game at €20 per one ticket valid for all daily draws during a calendar month, although Veikkaus allows purchases based on shorter period with a price of €0.75 per draw for each remaining day of the month. Players can also sign up for subscriptions automatically renewed at the end of each month.
Veikkaus is conscious of the difficulties facing such a new concept in gaming. The long period of play – monthly – is unusual for the public who needs to be reminded to make their entries for the following month. Although the game has expanded slowly, its growth has been steady since its launch thanks mainly to a very efficient use of all the Lottery's marketing tools (web store, POS, CRM communications, TV show, and social media). Also the Lottery keeps revamping the product by modifying the prize distribution: prizes and prize structure vary between days. For instance, on Sundays, the main winner is guaranteed a jackpot of €100,000 whereas on weekdays, the top winner will receive €10,000. Lower prizes are distributed in up to 4 tiers. Veikkaus has come to the conclusion that in games with smaller prizes than the ones typically offered in Lotto games, it is necessary to have good odds of winning to keep the players interested in that game, month after month. Consequently, Veikkaus makes sure that small prizes are distributed to wide areas around the location of the winner’s home – even though they don’t exactly fit in the original game mechanism in which players in “same neighbourhoods” win together. After all, adding a social element to the Lottery is what Veikkaus believes will attract new players and for that, the Lottery must remain flexible and innovative.
THE 4\textsuperscript{TH} ANTI-MONEY LAUNDERING DIRECTIVE AND LOTTERIES

While the final text of the 4\textsuperscript{th} Anti-Money Laundering Directive ("AMLD") has, at the time of writing, not yet received the European Parliament's final approval, the final vote in the Parliament's plenary session is expected to take place in the coming weeks and is not likely to produce any significant changes to the current compromise text that has been reached between the European Parliament, Council and Commission.

In this context, this article will briefly outline how the major prospective legislative changes are likely to impact upon lottery operators.

The first significant legislative modification is that all types of gambling provider will become subject to the 4\textsuperscript{th} AMLD; so lottery operators and online gambling operators will all come within the 4\textsuperscript{th} AMLD's scope. This situation will be significantly different to the current situation under the 3\textsuperscript{rd} AMLD in which, except as otherwise decided by EU Member States, only land based casino operators must comply with the AML obligations, requirements and procedures set out in the 3\textsuperscript{rd} AMLD.

Therefore Lotteries, as well as online gambling operators, will be subject to Customer Due Diligence requirements and procedures when carrying out transactions above a certain threshold (including, for example, customer identification and registration, record keeping, reporting obligations) either upon the collection of winnings or upon the wagering of a stake, when carrying out occasional transactions amounting to EUR 2 000 or more, whether the transaction is carried out in a single operation or in several operations which appear to be linked" (Article 10 4\textsuperscript{th} AMLD).

Although Lotteries currently come under AML obligations, the application's extension could be seen as an achievement for EL and the lottery sector as a whole as all have managed to block the intense lobbying undertaken by the online gambling providers. All gambling operators will now operate on a level playing field in terms of AML obligations.

However, the rest of this article will demonstrate that such a conclusion must be nuanced.

Indeed, at first, the 4\textsuperscript{th} AMLD provides the EU Member States with the leeway to fully or partially exempt certain types of gambling activity or provider from the national provisions implementing the 4\textsuperscript{th} AMLD. This possibility is not offered to land based casinos. Casinos remain in any case subject to the AML obligations without allowing EU Member States to provide any exemption.

Lotteries are not per se a low-risk game of chance, even if they may be perceived as such. This perception is largely due to the fact that, all over the world, Lotteries are subject to a strict, mostly monopolistic, regulatory framework that curtails all aspects of their offering and operation. The two
predominant perceived risks posed by Lotteries are related to crime and consumer protection. As regards crime, there is the risk that winnings could be utilised for money laundering. Such a risk is best contained through a highly-restrictive and exclusive or monopolistic framework. Only within such a qualitative legal framework, subject to a permanent quantitative assessment, can the risks of Lotteries be limited and any assessment made as to whether (and to what extent) a Member State could propose exempting certain aspects of the lottery activity from the full application of the AML rules.

Unfortunately, a number of factors (including the general terms used in the 4th AMLD; the discretion granted to Member States; and the operators' preference for online gambling hubs such as Malta) mean it is very likely that online gambling hubs' governments will seek to exempt online gambling operators from all the Directive's obligations so as to enhance, or at least, safeguard those Member States' so-called "attractiveness" and "assets" as well as their GDP (for example, in Malta where online gambling activities comprise approximately 15% of GDP). It is difficult to understand how remote gambling activities, which are, according to the CJEU (and the WTO), far more dangerous than land based activities, could ever benefit from an exemption. It remains very important to monitor the approach that the remote gambling hubs will now follow and, if necessary, to challenge any inconsistent application of the exemption rules.

Given the risk that online gambling operators could also benefit in certain Member States from the exemption given by the 4th AMLD and the importance conferred upon the Guidelines (to be issued by the Commission within the notification procedure), it is important for EL and all Lotteries to closely monitor developments in the regulation of other sectors. Furthermore, EL and Lotteries must carry out a long-term, strategic, and thought-through lobbying effort for the Guidelines to set out very strict requirements intended to prevent the full or partial exemption of online gambling operators. The EL Public Order and Security Working Group's work on guidelines to properly address these questions is therefore highly important.

By Philippe Vlaemminck
EL Legal adviser

Article written with the assistance of Lucas Falco, associate lawyer at Altius.

Statement made by Ural Loto

URAL LOTO LTD. HAS TO CLOSE AFTER NEW SALES RECORD

The federal lottery law, passed by the Russian State Duma in late December 2013, has forced Ural Loto Ltd. to prematurely discontinue all lottery operations - as of 30th of June 2014 after 6 years of successful work in the Republic of Bashkortostan - and this despite a new sales record in the first half of 2014 and a license valid until mid-2018.

Austrian Lotteries, as a majority owner of Ural Loto, therefore, had to make the decision to initiate the closing procedure. Currently the proper liquidation of the company is conducted in accordance with all the requirements imposed by the Russian legislation. Therefore, the exit from the EL and the WLA associations is planned in the forthcoming months.

The distribution network of Ural Loto has most recently included over 1,520 distributors and generated sales of over 3.3 billion RUB from September 2009 to June 2014. The entire amount of social contributions of Ural Loto, over 330 million RUB, was lawfully used to finance institutions and projects significantly involved in society as well as charitable organisations. All stakeholders of Ural Loto thank EL and wish the Association and its Members all the best for the future.

Austrian Lotteries hold 59% stake in Russian Austrian Lottery Company Ltd., which, in turn, is 100%-owner of Ural Loto. Ural Loto has been a member of EL since December 2011.
To promote its “10’000 à l’heure” ticket, Loterie Romande created in June 2014 an innovative campaign based on a Treasure Hunt launched on the social network Twitter, with the aim of building awareness among a young engaged audience. Noticing the remarkable results of this initiative, Twitter decided to conduct a “Case Study” to analyse its positive impact.

The “10’000 à l’heure” ticket proposed two built-in distinct games: a classic scratch game with multiple prize tiers and a CHF 10,000 jackpot, while the second half presented two codes for an opportunity to participate in 24 draws – each with a CHF 10,000 prize – taking place on the lucky day of Friday the 13th (one draw an hour – thus the name of the ticket.)

In parallel with the sale of the new ticket, Loterie Romande ensured its promotion through a brand new type of Treasure Hunt – independently of the ticket itself – linked to the social network Twitter from June 5-12, 2014. To participate in the hunt, players had to follow the @10000alh account created for the occasion and tweet using the #10000alheure hashtag in order to unlock clues for the locations of the treasure. The more tweets were sent, the more clues were revealed. During the six-day operation (one day per Canton in Suisse Romande), daily prizes were hidden in locations kept secret. The first 14 persons to discover the mystery locations were welcomed by a representative of Loterie Romande and received merchandise prizes such as iPad Air, smartphones or earphones.

To maximise awareness, Loterie Romande used Twitter-powered Promoted Trends, which placed the #10000alheure hashtag at the top of the most popular mentions on the social network for two days. Over a million impressions were tallied on the first day of the operation.

For the CEO of Loterie Romande, Jean-Luc Moner-Banet, “this experience confirms the possibility to have an efficient communication with both a young and a more connected audience. The campaign exceeded all our expectations in terms of awareness and engagement. It helped us drive a positive and innovative image of Loterie Romande, by positioning ourselves in a still-unexploited segment and thus establishing the foundation of our future communication on branded content.”

“Case Study” key results:
- Over a million impressions of the #10000alheure trend on the first day
- 3.7% peak click-through rate (CTR) on Promoted Trend
- 2K mentions of #10000alheure hashtag

To consult Twitter “Case Study”, go to: https://biz.twitter.com/success-stories/loterie-romande
Last November, Stéphane Pallez was appointed Chief Executive Officer of French Lottery operator Française des Jeux. She replaced Christophe Blanchard-Dignac, who had led the organisation since the end of the year 2000.

A graduate of the prestigious French post-graduate institution for civil service education, the École Nationale d’Administration, Stéphane Pallez began her career in 1984 in the Treasury Department of the French Ministry for the Economy and Finance. She also spent two years as Alternate Executive Director on the Board of Directors of the World Bank in Washington. She then held several regulatory positions in the financial sectors of banking and insurance, before joining the Agence des Participations de l’Etat (the French State Holdings Agency), where she was responsible for French state holdings in the high-tech, energy and transport sectors. From 2000 to 2004, she was Head of European and International Affairs at the French Treasury Department before spending seven years as Deputy Chief Financial Officer with the France Télécom (Orange) Group.

In 2011, she became Chairwoman and Chief Executive Officer at the Caisse Centrale de Réassurance, the French central reinsurance company, where she was responsible for devising and managing effective instruments for hedging exceptional risks on behalf of the French government.

THREE MONTHS AFTER TAKING UP YOUR POST, WHAT ARE YOUR INITIAL OBSERVATIONS?

First of all, I am incredibly proud to be part of Française des Jeux, which is a dynamic organisation, ranked second in Europe and fourth in the world, and whose mission is to contribute to the public good. I am also aware that there are major challenges to overcome in this difficult economic climate, and that our players are changing the way they play day-to-day, with the development of new technological tools, such as mobile phones and tablets. Furthermore, due to its European and world rankings, Française des Jeux is an international benchmark that is the subject of close scrutiny, both from its fellow Lotteries and from its major suppliers. This attracts very specific attention in terms of how it performs and innovates for the future.

My professional background is particularly valuable, in that it helps me understand the range of key domains in which the lottery and sports betting operate. Gambling is a sensitive business with a high degree of government regulation, and regulation was a key part of my role at the French Treasury Department. I am also familiar with risk management from my experience as CEO of the Caisse Centrale de Réassurance. My year with France Télécom/Orange enabled me to get the measure of the consumer products and new technology markets. And finally, I have experienced the international issues faced by public enterprises in my role with the Agence des Participations de l’Etat and as Director of large French companies, as well as with the World Bank.

DESPITE YOUR RECENT ARRIVAL, HAVE YOU ALREADY DETERMINED ANY DIRECTIONS THAT YOU CONSIDER ESSENTIAL FOR THE COMPANY TO TAKE?

I don’t want to make any definitive statements at this stage, but the issues of getting closer to our players and winning over new generations of players are major future challenges for lotteries, both with regard to the traditional, draw-based games and the scratch cards, which are still not often played on digital devices. In addition to this, our traditional, standard games are now facing indirect competition from casual or skill games, which are extremely entertaining and virtually free of charge, and which are played daily, by today’s players and will be even more so by future players. And so it follows that it is absolutely vital to be innovative in combining the lottery or gambling with digital technology and enhanced gaming. Although our traditional sales network has not yet emerged unscathed from changes in consumer trends, its geographical coverage and its proximity to our players mean that it remains our preferred point of contact. It should also take advantage of the digital switch-over, to satisfy those customers whose habits are evolving. The functionality offered by smartphones changes our perspectives and opens up numerous opportunities.

In terms of the range of games we offer, Française des Jeux is ranked number two in Europe for sports betting, and this type of game, which is perfectly in line with the new, more game-based expectations of some players, has great potential and should be further developed.

Internationally, we have seen, on the one hand, major changes in terms of regulation, particularly in Europe, where to a greater or lesser extent the market is being opened up to competition, or illegal gambling is still tolerated. Long-term preservation of a recreational game model for the public, secure at the highest level, transparent and beneficial to all, is a challenge for society. I therefore plan to focus on furthering the reach of this responsible and sustainable model of gambling, which is associated with the principles of exclusivity that are attached to the exclusive rights we are granted. Finally, it seems to me that international cooperation is to be considered, as it has proved to be effective, not only as regards the Euromillions game, which has become the world’s leading multi-state draw, but it is also now a strategic game for the ten Lotteries that take part. New initiatives could be taken in the future, both in terms of the games themselves, and also in terms of more technical collaboration based on the individual expertise of the Lotteries.

I have just initiated a project to clarify our vision for the next ten years and, therefore, to identify the priority areas of work for the organisation.

UNTIL NOW, FRANÇAISE DES JEUX HAS BEEN VERY INVOLVED IN LOTTERY ASSOCIATIONS, AND PARTICULARLY IN EUROPEAN LOTTERIES. HOW DO YOU SEE YOUR FUTURE POSITION IN THIS RESPECT?

I hope to follow in the footsteps of my predecessor and be able to play an active part in the European Association. Promoting and protecting our responsible gaming model for the benefit of many will be major challenges for us all in the future, particularly as a state-run Lottery, operating in a sector coveted by some operators who are motivated by purely commercial success rather than by the principles and missions we hold. As sports betting expands, integrity in sport is a priority area in which EU can consider itself a leader, and FDJ will use its proven skills to help with this.
Lotteries are very unique businesses - they offer products with a very long life cycle and are targeted towards an extremely wide audience of almost all ages. The key to ensuring the longevity of their products is to be similarly attractive to all target groups. Drawing the attention of younger groups such as “the Millennials” - people born after 1980 that have a huge purchasing power that will continue for many years - is one of the challenges that the modern Lottery has to face. “The Millennials” are confident, connected, open to change and extremely tech savvy. According to Nielsen Research, 85% owns a Smartphone and it is one of the first and last things they reach for. To appeal to this target group it is crucial to operate the most advanced technology on the market. Technology that is agile, cost effective and a driving force for the lottery’s growth instead of being its barrier. At the same time it has to remain fully secure and stable.

Here’s where the omni-channel enters the equation. It is a consumer-driven trend where all the channels share the same central system and provide the player with a seamless experience, even in retail. This reduces complexity and time to market for the Lottery and opens up a world of amazing possibilities to better serve and engage players. Imagine if a player buys a ticket at retail and then gets a text message on the cellphone if he has won the prize, asking how the player wishes to have it paid out. Or loads his online wallet at retail, can claim prizes at retail for tickets bought online, or has a second prize (replay) option for physical tickets bought at retail when playing online. With omni-channel, the ways to get synergy between the different channels are almost countless as long as the goal is to have a single, unified experience - an omni-channel experience, for all players.

Novomatic Lottery Solutions’ (NLS) approach to the omni-channel goes further than just the regular “multi-channel” and is fully focused on the player’s experience. In the “multi-channel” approach there was no continuity between the channels and retail was not considered part of the equation, while it should clearly be considered at its centre. NLS can help Lotteries become leaders in the omni-channel approach by modernizing the retail strategy, which is the key to effectively apply omni-channel. A true omni-channel approach brings together the player, the lottery operator and the sales channels from retail to online, while keeping the primary benefit of having a “multi-channel” approach: reaching players anywhere, anytime.

It breaks down the barriers that did exist between channels in the “multi-channel” approach. A “connected” retailer, who can apply digital technology, greatly enhances the player’s experience in the store (QR code scanners, screens with targeted messages and advertising, player cards) creating a true entertaining experience that then goes across all the channels and that strengthens the relationship between the Lottery and its players.

This is especially important when targeting the younger audience with the capacity to access the Lottery through more than one channel. The audience expects to have all their favourite games at easy reach - anytime, anywhere.

Deciding to use the omni-channel approach is a strategic decision to focus on the player experience creating a dynamic, interactive online connection with the player that carries on from online to retail and back; an experience that keeps younger players engaged for longer and in the end generates additional sales for the Lottery. This experience helps the Lottery become the powerful entertainment hub and remain attractive for “the Generation Y” for years to come.

Article provided by NOVOMATIC LOTTERY SOLUTIONS
When pretty much everyone in a country who wants a smartphone has one (or two), congratulations – you’ve reached Peak Smartphone.

For many this is a very happy place to be, this state of universal plugged-in-ness. So let us rejoice. Throw a tickertape parade, take our families for a picnic, and post everything on Instagram.

Hype aside, it is pretty remarkable that less than ten years have passed since Steve Jobs first came down from the mountain to show us the iPhone in January 2007. He said, “This will change everything,” and even the price was immodest – US$500 with a two-year contract. The future doesn’t come cheap.

Between then and now, half the world’s adult population has begged, bought, or borrowed a smartphone. In developed economies it’s even higher. More than two-thirds of Norwegians, for example, own at least one smartphone.

Adoption among younger people is at, or near, saturation levels. In the U.K., 91% of 18–24 year olds now have a smartphone. It’s gotten to the point where doctors worry about what all this screen time means for brain development. On the plus side, under 20s spend so much on apps there’s probably not much left over for traditional teenage distractions with more well-defined adverse health effects.

So let’s accept the fact that in many countries, we are at or very near Peak Smartphone. The question is: What happens next?

The easiest prediction to make is that manufacturers will need to find new ways to extract margin from a market that isn’t growing like it used to. Smartwatches are surely a sign that, with no one new to sell a phone to, the folks in Seoul and Cupertino begged, bought, or borrowed a smartphone. In developed economies it’s even higher. More than two-thirds of Norwegians, for example, own at least one smartphone.

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Faced with sales lifts in one product category and drops in others, European Lotteries are working with their suppliers on new ways to expand their retail base, get to know their players better and attract new players to the games. Throughout 2014 and into 2015, trends leading the way in Europe include a variety of initiatives that can be integrated into lottery marketing plans with the ultimate goal to increase sustainable sales and profit performance for all products and sales channels.

SUPERMARKETS
To reach new players, Lotteries like Norway’s Norsk Tipping and De Lotto in the Netherlands have actively expanded their retail network to supermarkets. While product strategies work in the short term, long-term in-lane solutions make games available at large supermarket chains where many consumers shop regularly. In-store displays, point-of-sale technology and consumer messaging are all customized for the individual chain. This often calls for close partnership with a technology supplier that fully understands consumers and the retail industry’s many different trade styles and operating technologies.

SEGMENTATION
Thanks to advancements in systems and sales analytics technologies, some lotteries are planning to move away from a “one size fits all” approach to retail. The concept is a simple but big change in direction. All retailers are not supplied with ALL of the lottery’s games. Today’s new technology allows the lottery to analyze historical sales data then separate their retail estate into different segments so individual retailers throughout the country can be offered specific products depending on their ability to sell at that specific location. This new approach also enables the lottery to strategically expand its product portfolio, increasing choice for current players and potentially attracting new players to a product category.

INSTANT GAMES
Global instant game best practices are driving record sales for several European lotteries. Developed in the U.S., where instant games are the leading category – and successfully implemented in Italy, France, U.K. and other European countries – these practices for game design, prize structure and positioning strategies actually work. And the numbers prove it. Lotteries are embracing recommendations to refresh their current instant games and expand the number of instant games in their product portfolio to provide a more relevant, wider variety of choice to players. Licensed brands like MONOPOLY™, Rubik’s Cube® and Connect 4™ add entertainment value and introduce creative marketing opportunities.

INTERACTIVE 2ND CHANCE PROMOTIONS
Innovative 2nd chance promotions, like the one TIPOS launched in Slovak, are offering players more chances to win by entering codes from lottery tickets purchased at retail in internet and mobile promotions. These extend player engagement with the Lottery’s brand through a “second chance” opportunity to win cash, merchandise and experiential prizes online. Some promotions award players with points for playing which can then be redeemed for merchandise and experiential prizes in an exclusive online store.

MOBILE AND SOCIAL
Mobile phone penetration is increasing in Europe at a rapid rate – already 84% for the region and more than 100% in some countries. Lotteries understand their brand must be where consumers are – and today’s consumers are on mobile. Mobile apps that conveniently connect loyal players to the lottery and its products, as regulation permits, are increasingly used to stay in-tune with current consumer product purchasing trends. Some lotteries integrate a social media component into games and promotions, allowing their players to be brand ambassadors and share excitement with friends and family. The goal with mobile is to seamlessly connect the mobile channel with brick-and-mortar retail.

NORWAY’S NORSK TIPPING LEADS THE WAY
Always on the industry’s global stage with successful new innovations, Norsk Tipping is one of Europe’s most progressive Lotteries when it comes to secure systems, retail technology, games, multi-channel play – and most importantly, responsible gaming. Working with its systems supplier, Scientific Games, the Lottery recently rolled out advanced, modular WAVE M™ retail terminals. In 2008, Norsk Tipping pioneered the launch of a new in-lane supermarket solution. The Lottery is presently working with Scientific Games to refresh its instant product portfolio and plan a new segmented approach to instants that will supply retailers throughout Norway with products best-suited to their customers’ preferences. With a highly successful internet channel launched 13 years ago and a mobile channel added several years later, Norsk Tipping stays connected to its players through required play card registration – a great tool to help manage responsible gaming. The play cards offer players their account history (like favourites and wins) – and debit card-like convenience. Players set up one account and use their play card to purchase games in all channels: retail, in-lane, internet and mobile.

Article provided by SCIENTIFIC GAMES
INTRALOT’S SOLUTIONS LEAD SELF SERVICE GAMING INTO A NEW ERA

By George Plakas, INTRALOT Group Director of Retail Solutions

The self-service concept is quite common and applies in many retail industries while at the same time it becomes more popular by the day. This practice is familiar to the gaming industry as well. The last few years there has been a plethora of self-service gaming solutions that deliver real time content and gaming products in many different game categories (instant win video games, numeric, betting and scratch ticket vending) to the end user. INTRALOT’s incomparable combination of cutting edge technologies and its customer centric approach has led to the development of innovative products, taking the industry one step ahead.

This is undoubtedly the “infotainment era” where the informative and the entertaining elements are inter-related in a very smooth way. Nowadays infotainment and digital signage apply in many industries and reveal its importance and impact it has on people. Such examples can be widely found in retail, public transportation, malls, airports, entertainment sector etc. through the existence of large screen information kiosks, video walls and high quality led displays, providing useful content combined with catchy animations that magnetize people’s attention. Digital signage is one of the most effective and eye catching communication mediums that tremendously enhances players' experience. Findings of recent studies conducted by specialized research firms have shown that a player’s interaction with digital signage may influence them to spend 20% more than what he was initially planning to spend.

INTRALOT has acknowledged the aforementioned trends and engineered Dreamtouch, a 42inch multitasking touch screen vending terminal, which is considered as an example to be soon followed by other gaming vendors as well. INTRALOT’s Dreamtouch range of products is making the most of digital signage by offering - self-promotions, seasonal promotions, 3rd party advertisement products and opens a new space for Lottery operators allowing direct communication with their valuable customer base. Players are anticipating for relevant information to help them make a wiser decision even if they are interrupted in filling in just a single, one column Lottery or Keno ticket or the most complex multi-choice bet slip.

Furthermore, a blooming trend, which is gaming ground, relates to recent developments in payment methods. All new advanced payment solutions share a common characteristic, which is highly associated with promoting players’ convenience and ease in completing a transaction. A typical example is Apple pay that helps take the gaming industry a step ahead in terms of self-service gaming solutions wide acceptance. Quite soon, the cashless concept will gain the lion’s share compared to real money transactions, which will lead in a larger variety of cost effective solutions in terms of open and open self-service gaming solutions for the operators to choose from. INTRALOT embraces all suitable customer friendly trends to deliver exciting gaming products for both the players and the operators.

The ongoing prevalence and penetration of the mobile technology have inspired INTRALOT to explore the self-service concept inside the retail environment as well as to introduce Genion paperless solution. INTRALOT has always encouraged retailers to conduct business in a variety of ways by offering them a range of solutions to help them expand their operations always in line with the principles of responsible gaming. INTRALOT’s systems do not exclude unregistered players making it possible for Lotteries to access a wider audience and further improve their performance. Punters can proceed with placing their bets from a desktop or a mobile device without filling the traditional coupon and then check their generated electronic coupons and QR codes by using the Genion self-service point. In addition, the players can choose between a usual paper receipt and an electronic receipt sent to them by email. This way we manage to eliminate paper consumables, boost our environmental consciousness and at the same time increase the players’ convenience. INTRALOT is heavily investing in the development and improvement of self-service terminals both for the public and the private sector by working shoulder to shoulder with numerous B2G customers and operators.

INTRALOT terminals: Coronis MP, Gablet & DreamTouch

INTRALOT’s product portfolio of gaming solutions covers a large variety of different preferences and can satisfy even the most demanding group of players. Digital signage, interactive displays, self-service kiosks, point-of-sale systems, tablets and the smartphones that most of us possess, may serve as touch points to provide the players with information, services and gaming products. Our solutions such as the gaming station Gablet, the two-screen Coronis MP and the state-of-the-art vending machine Dreamtouch, can provide combined offerings, which include gaming content and information, betting programs and digital signage characteristics. The design and the implementation process of INTRALOT’s solutions are based on customers’ demand of fast and easy transactions and embody all those elements that will elevate the gaming experience.
PIONEERING OMNI-CHANNEL GAMING

By Mor Weizer, CBO, Playtech

For several years Playtech has been working closely with both existing and potential customers to deliver cross-product solutions and a true, seamless, omni-channel player experience. This has brought powerful new cross-sell opportunities for all product verticals, and the opportunity to introduce each product to a wider player base in the future. This convergence process has been gathering pace for some time now, and it is certainly Playtech’s intention to remain at the forefront of developments in this crucial area.

The products that we see most often being included in this convergence process are lottery – in particular draw games – sports (fixed odds), as well as the full spectrum of interactive lottery, and bingo games delivered across retail, online or mobile devices and technologies.

Channel is important, but this broad wave of thinking and omni-channel delivery today enables operators to leverage their assets to broader player bases. This therefore increases the number of opportunities to engage with their players and understand their activities and preferences to a much more granular degree.

Playtech continues to be fully-engaged with the process of convergence. In 2014 we launched and delivered the industry’s first truly omni-channel gaming project with one of the UK’s largest operators enabling players a seamless experience on any content, across any device, in any location (retail, online or mobile) and at any time – all with single wallet and single account.

The ability for customers to have access to a single wallet across retail and online channels has seen significantly increased acquisition, retention and loyalty with online players acquired through this channel spending 1.7 times more than others. This demonstrates the importance of an omni-channel offering in a highly competitive betting and gaming environment.

Using one system that unifies all products, devices and channels, operators also benefit from a single player view, as they are handed complete visibility and control, enabling greater marketing opportunities as well as increased responsible gaming functionality.

Our solution offers operators the ability to segment customers based on the overall value to their business and gain full visibility of player lifecycles – all within one seamless ecosystem. This success story has led to a number of other significant brands seeking a similar omni-channel solution and it is currently being rolled out to other customers worldwide.

In addition, Playtech has developed a new series of data-driven, real-time business intelligence software tools which provide operators with deep insights through the use of complex analytics. These insights in turn enable operators to lower player churn, extend player lifetime value, build overall revenue, and to personalise and thus significantly enhance a customer’s unique gaming experience.

Consequently Playtech offers a truly complete omni-channel solution to operators and the resulting playing experience to players that is seamlessly integrated as a single ecosystem. We firmly believe this approach is the future of the industry.

ENGAGING A NEW GENERATION

In the 12 months that our omni-channel solution has been live across the UK, it has spanned 1,800 retail outlets, plus the online and mobile channels of one of the UK’s largest sports betting operators. In that time, the customer in question has witnessed a significant increase in player activity, player satisfaction and a sharp rise in revenue.

So what does this mean in the context of engaging a new generation? From an operator perspective, our omni-channel capabilities enable the provision of content, wallet, promotions, player tracking, and loyalty across any channel. Revenue is maximised through the single view of every player’s activities that is created, enabling the offering of unique and individual promotions to ensure that engagement is per customer rather than per channel.

At a player level, this has created greater brand loyalty with omni-channel players spending 1.7 times more than their online counterparts. The brand’s active player base has increased by more than 90%, gaming stakes have grown by more than 80%, while more than 50% of online players are now regularly active on mobile.

For some time now we have seen significant engagement from the younger player segment in sports, through online and, in particular, mobile markets. Because the online space is the genesis of where Playtech’s journey began, we do not see the absence of these players in the same way as is notable in traditional lottery markets. When it comes to marketing lottery games and products, ‘millennials’ require a more focused approach to engagement than other player groups. Playing styles, immediacy of outcomes, the ability to ‘socialise’ each product, as well as making games easy to play and user-friendly, are all vital factors in this engagement process. We believe this is as important in lottery as it is in other gaming sectors.

Another key element of this engagement process is via land-based, self-service terminals. Operators of Lotteries and other gaming verticals are now offering players more possibilities for self-service terminals both in standalone form and integrated with ‘traditional’ systems. Playtech offers a range of self-service terminals for sports betting and VLT games, as well as catering for the full omni-channel experience across online and mobile for a whole range of lottery, sports and casino content. A spectrum of access therefore exists, ranging from smartphones and tablets through to traditional lottery terminals, and it is the breadth of this spectrum which is helping to drive down costs and increase accessibility for players.

FUTURE PROJECTS

Although our heritage is in online, real-money gaming, we have been equally active in the social and casual games sector for several years, and we are constantly seeking new ways in which to grow this area of the business. Our acquisition of YoYo Games in early 2015 is part of a bigger plan to further diversify our strong and growing segment in casual gaming, an area where we feel we can add considerable value via a combination of many years of expertise, cutting-edge technology and market value.

Prior to acquiring YoYo Games we made significant investments in our own in-house casual games studio entitled Plamee which currently employs more than 120 developers. YoYo, alongside Plamee, will play a vital role in the future of Playtech’s casual games strategy and, on a wider level, a vital role in the overall growth of the Playtech group.

Of course, social and casual is not the only growth area. The omni-channel word is spreading rapidly and a number of large lottery and gaming operators have approached us to discover more. Our vision is to continue to pioneer this approach that has proven to be such a great success and to take it to the next level. One area we are actively developing is increased and seamless personalization on any content and across any channel or device. In the next 5 to 18 months we will introduce a number of highly innovative, industry-first features, particularly on mobile and tablet devices. Watch this space!

For more information please contact:
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Article provided by PLAYTECH
EUROPEAN WEEK OF SPORT
LOTTERIES TO ASSIST THE EUROPEAN COMMISSION IN GETTING EUROPEANS TO #BEACTIVE!

In 2015 the Eurobarometer indicated that 59% of Europeans rarely or never practice any sport. Seeking to address the increasing rates of physical inactivity in Europe, the European Commission launched a new initiative: the European Week of Sport.

The first edition of the European Week of Sport will take place on 7-13 September 2015 with the aim to promote participation in physical activity and sport in Europe. In order to best promote the initiative and reach out to a big number of Europeans, the European Commission encouraged stakeholders who have been actively contributing to the development of the European dimension in sport to join the #BeActive campaign. As a result, 14 European organisations signed a partnership agreement (in form of a letter of intent to support the Week) with the European Commission during the EU Sport Forum in December 2014. Several more are expected to do the same in the coming months.

As the traditional partners of grassroots sport, the Lotteries in Europe could not of course stay idle and not promote such a significant initiative. Following a meeting with the European Commission on 24 February and a discussion of proposed actions, EL will also join the #BeActive campaign and contribute to the promotion of the European Week of Sport initiative with the goal to make Europeans move more.

With the partnership agreement that EL will sign officially with the Commission, EL commits to encourage its Members to contribute to the objectives of the European Week of Sport. In this regard, both EL and its Members shall promote the Week through their traditional and social media platforms. In addition, EL Members are recommended to link with the European Week of Sport the established successful events that they have been organising at a national level or organise new events/initiatives on the occasion of the Week. In addition, EL Members are encouraged to use their network of outlets in order to promote the campaign through posters, information on screens etc. Moreover, all EL Members are invited to propose their innovative ideas in terms of ways they could promote the Week and could make citizens move more! EL is also planning to organise an event during the Week to further promote this initiative.

And of course, we should all set an example and on 7-13 September all our collaborators are encouraged to get more physically active by using the stairs, coming to work on foot/by bike if possible and inspire other citizens!

For any further information, please don’t hesitate to contact EL Sport Executive Secretary, Evangelos Alexandrakis, at el-sport@european-lotteries.org.
EXCLUSIVE INTERVIEW
WITH EU COMMISSIONER
FOR EDUCATION, CULTURE, YOUTH
AND SPORT - TIBOR NAVRACSICS

You are the first Commissioner having “sport” clearly mentioned in his title. How important is this for you and which will be your priorities in this domain over the next years?

Sport has strong links to the other parts of my portfolio - education, culture and youth. All of these policy areas are about people, about building communities. Sport has a vital part to play in this. It has a strong potential to make people's lives better in many respects, and I am convinced that we must exploit that potential to the full.

In particular, as Commissioner for sport, I want to focus on three priorities:

First, I want to promote the grassroots dimension of sport. This is an issue close to my heart. Practicing sport will help us to lead healthier lives, but most importantly, it brings together people of different ages, nationalities and social backgrounds. This is something we should cherish, protect and support.

Second, I want to tackle the big threats of sport, the threats that challenge its very essence and its place and acceptance in society, from racism to violence, from match-fixing to corruption. Sport is run by its organisations, and that is the way it should be. But it depends on citizens' trust. I am ready to work with the sport family, Member States, as well as actors at regional and local level, to ensure that the integrity of sport is restored and protected.

Third, I want to raise awareness of how much the sport sector contributes to economic growth, innovation and job creation. And I want to ensure that the European Commission as well as the Member States recognise and use its potential to give a boost to Europe’s economy.

The new Erasmus+ Sport programme provides a stable financing framework that supports your policy agenda. How do you see the evolution of Erasmus+ Sport in the future?

It is indeed the first specific EU programme funding for sport. Over seven years (2014-2020), around EUR 286 million will be available for Erasmus+ Sport. More than 5000 organisations are expected to participate in over 800 collaborative partnerships and up to 60 not-for-profit European sport events are expected to take place. We started with EUR 22.3 million in 2014, and the budget will grow steadily over the years.

This new programme is clearly very popular. In 2014, the number of applications we received outstripped our funding possibilities by far.

Given the results of these very first calls, we should reflect further on the future shape we want to give to this programme from the 2016 calls onwards. The Erasmus+ Sport objectives reflect the overall political direction of the EU’s agenda for sport. However, efforts can be more significant in one area than another. For instance, sport is an excellent tool for fostering diversity and integration. It also helps in promoting and reinforcing positive fundamental values. In light of the recent terrorist incidents in Paris and Copenhagen, we may consider directing more funding towards innovative projects in the field of tolerance and citizenship, for example.

Finally, I intend to build on the experience gained through the financing of 88 preparatory action projects between 2009 and 2015, for a total of EUR 57 million. At last year’s EU Sport Forum in Milan, it was important for me to see the concrete results achieved with EU funding. I was impressed by what sport and civil society organisations have done to improve sport governance and dual careers, to better protect athletes and to promote traditional sports and games. We should learn from these successful projects.
You mentioned match-fixing as one of the threats sport is facing. How do you see the involvement of the Commission in that field?

Match-fixing is frequently linked to broader criminal activity such as fraud, corruption and money laundering. Addressing the issue requires concerted and coordinated efforts from a multitude of different actors - public policy-makers, law enforcement authorities, the sport movement and betting operators. More importantly, it is very much a trans-national problem that no Member State can tackle on its own.

The European Commission plays an active role in combating match-fixing. This is part of wider efforts to ensure fairness in sporting competitions and protect the integrity of athletes and indeed the game itself, as mandated by Article 165 of the Treaty on the Functioning of the European Union. The Commission acts by supporting, coordinating and supplementing the actions of Member States.

Given that match-fixing is a global phenomenon, the Council of Europe Convention on the manipulation of sport competitions is another important tool. It is the first international convention aiming at tackling match-fixing. The Convention will help foster cooperation and the exchange of information, for example through the creation of national platforms. It will encourage firm action to prevent fraud, illegal betting as well as conflicts of interest among sports betting operators and sport organisations. Therefore, the Commission has asked the Council of Ministers — where EU Member States are represented — to authorise it to sign the Convention, on behalf of the European Union.

Finally, combating match-fixing is also one of the objectives of the Sport Chapter of the new Erasmus+ programme.

What are your expectations for the 1st edition of the European Week of Sport and how do you envisage it evolving in the years to come?

There is broad consensus that we need to tackle the low participation levels in sport and physical activity. A lot has been done already. In my view, the Week should above all bring together our different experiences and initiatives. This will allow us to concentrate efforts on getting people to enjoy sport and physical activity and thereby improve their health and well-being.

The European Week of Sport, the first of its kind, should become an important tool in promoting sport and physical activity in our everyday lives and societies in the years to come. This event will be organised on an annual basis, and here also, Erasmus+ Sport will provide substantial financial support.

We need partners to make the Week a success. The first partnership agreements were signed in December 2014 during the EU Sport Forum in Milan. I hope that these examples will inspire other European sport federations, sport organisations and others to join forces with us.

As has been recognised by the Council Conclusions of December 2010, Lotteries have had a sustainable contribution to society. Indeed, Lotteries in Europe have been supporting sport with around 2 billion Euros annually (with 70% of this amount going to grassroots sport). As you know, the European Lotteries (EL) have agreed to become one of EWoS partners and will be promoting this initiative. What is in your opinion the value that the Lotteries can bring in this initiative?

I am glad that the European Lotteries are on board! It is great news as lotteries can bring a lot to this EU-wide initiative. You mention the financial aspect: Around EUR 2 billion of annual support to sport is impressive. If part of it could be used by lotteries over Europe to organise, in cooperation with their national partners, grassroots sports activities during the Week, this would undeniably be a plus. In addition, you have a huge audience, and a wide range of customers. If you could use your sales network to encourage people playing the lottery to engage in some kind of sport or physical activity, that could make a difference.
LOTTERIES TAKE THE MONITORING WORK ONTO A HIGHER LEVEL

All stakeholders involved in the fight against match-fixing now agree that sports betting monitoring systems have a significant role to play in the fight against the manipulation of sports competitions. They identify abnormal betting patterns on sport events and analyse the situations which may indicate manipulations.

EL Members were actually the very first to develop an international cooperation to be able to detect irregular betting patterns, which started in 1999. This cooperation resulted in the creation of ELMS (European Lotteries Monitoring System) unofficially in 2005 when a Memorandum of Understanding (MoU) with UEFA was signed and officially in 2009. The ELMS operated by Danske Spil over the last years has been extremely active and its monitoring work has been well recognized by FIFA, UEFA and the IOC.

Indeed, the ELMS has reported a very big number of matches. From July 2009 when it officially started its operations until December 2014, the ELMS has reported 88 matches to FIFA, 363 matches to UEFA and 21 matches to the Tennis Integrity Unit (TIU) of the International Tennis Federation. It has to be noted that although the ELMS monitors only football competitions as well as IOC events (through the agreement between WLA and the IOC), tennis has been also monitored on an unofficial basis.

The methodology of the ELMS mainly consists in the comprehensive analysis of betting patterns of ELMS Members and odds changes in the general betting market. After consultation with ELMS Members through the ELMS online platform and if any abnormal betting patterns and/or odds changes cannot be justified on objective grounds, ELMS reports the match to the relevant sports federation.

As match-fixing clearly has an international dimension, EL and WLA started working in 2012 towards the globalization of the ELMS. After a series of experts’ meetings and an intensive consultation, the Global Lottery Monitoring System (GLMS) held its inaugural General Assembly on Wednesday, January 21, 2015 in Brussels. Twenty-seven representatives of Lotteries that offer sports betting from twenty-five different nations came together to found the GLMS and more Lotteries from all over the world are expected to join later. The meeting marked the establishment of the GLMS as a non-profit association, mandated by the world lottery community to monitor sports betting activity for irregular betting patterns in an effort to combat corruption in sports.

The GLMS will be built upon the European Lottery Monitoring System (ELMS) for sports betting and will enhance the monitoring work, implementing the most up-to-date technology offering its members global coverage on sports betting activity, service around the clock 365 days a year, and automatic alerts on live betting.

At the GLMS’s inaugural General Assembly, the bylaws for the new association were adopted and the association’s first Executive Committee was elected, and had its first meeting right after the General Assembly. Current EL President, Friedrich Stickler, was elected GLMS President.

The GLMS is set to go live on June 1, 2015 and will supersede the ELMS at that time.

GLMS GLOBAL LOTTERY MONITORING SYSTEM
**WORKSHOP ON DESIGN THINKING**  
**LONDON – UK, 4 FEBRUARY 2015**

**DESIGN THINKING DRIVES INNOVATION**

The Knowledge & Innovation Working Group (KIWG), made out of experts from various Lotteries, was created in 2013 with the objective of sharing innovative practices, opening the field of possible and thus contributing to the dissemination of a culture of innovation within the Lottery world.

The first ever workshop organised by the group was held in London in February, aiming at incorporating a method in full development, Design Thinking. This method, developed by Alex Osborn in the 50s, “applies the design tools used by designers to problem solving in the field of innovation, by ways of a human-centred interdisciplinary approach.” This method was “democratised” by the Design Agency IDEO in the early 90s.

40 participants representing 16 EL Members (Lotteries and Associates) attended this workshop. Facilitated by design thinking specialist, Hester Hilbrecht, along with Konrad Roepke and Corinne Werner, responsible of Collective Intelligence at FDJ (who has already incorporated design thinking in the creation of the new customer-POS experience), the workshop’s goal was to introduce the participants to the fundamentals of design thinking and allow them to conduct during the day a hands-on experiment of the method based on a pre-defined challenge.

The participants were divided in groups of diverse profiles. The first exercise of the morning, called “Marshmallow Challenge” aimed at team building. Equipped with ten spaghettis, some marshmallows and a few pieces of scotch tape, the teams had to build the highest possible structure – a time for discovery, discussions and creativity in a good spirit ambiance…

Then came time for design thinking and its application, the workshop allowed participants to discover the strength of design thinking as well as its process through the six steps of the approach.

1. **Scoping the challenge:** in this first phase, the teams had to face the challenge and reformulate it to allow a shared adaption of the subject.

2. **Full circle research – becoming an expert:** In this phase, the teams had to reflect on the questions they were going to ask the customers face to face. The turning point of the workshop, to the participants’ astonishment, came from the presence of players recruited for the occasion, with the assistance of Jane Macgillivray of Camelot UK Lotteries Ltd. The participants interviewed these ten occasional players with very different profiles to better comprehend their expectations and their habits in order to come up with a proposal of value. Once they were done with the interviews, they categorised the data in terms of thinking, feeling, saying and doing.

3. **Synthesis – sharing findings and converging:** During this third phase, the teams were able to define from the collected elements what is called in design thinking a “persona” (a stereotyped fictional character), and give it key qualitative features and design a point of view.

4. **Ideation:** From all the collected data and the shared vision, each team was asked to imagine a maximum number of relevant solutions in response to the expressed problems and needs, and then select 5 ideas among their lists to bring them to the players.

5. **Prototyping – making an idea viable:** In this phase, the teams were invited to bring their five best ideas to the players in order to either select or redirect one of them – or combine them to formulate the final idea and create a prototype.

6. **Testing, gathering feedback and iterating:** This last phase of the workshop was meant for each team to present to the players and all the participants their own prototype and obtain their perceptions and comments with the objective to improve or transform their concept.

At the end of this intense and rich day, all the participants were invited to evaluate the workshop both in terms of format and substance, in order to improve the next seminars. The feedbacks have been very positive and the participants would have liked to have more time even to study the method thoroughly.

The seminar ended with a brief presentation by Wojciech Szpil, President of the Knowledge & Innovation Committee, who thanked all the people involved in the organisation of this seminar as well as the participants and gave them rendez-vous at the beginning of September for a new edition.

*Corinne WERNER*  
Facilitator
A record number of participants from over 50 Lotteries attended the joint EL/WLA Marketing Seminar held in London 4 – 6 February 2015. The keynote speaker, Geoff RAMM, author of OMG (Observational Marketing Greats) challenged the participants with a number of marketing initiatives and ideas which produced maximum impact for reasonable expenditure.

He was followed by Kristina ASKSTEDT, VP of Customer Interaction at Svenska Spel, who began with her definition that “Gaming is for everyone’s enjoyment”. With 60% of media voice in Sweden coming from illegal operators they were forced to ask the difficult question... where is the customer? This led to the development of their omnichannel approach, or Project “Horizon”, where the player can see the same information simultaneously across all channels. She left the audience with two messages - work with retail partners and don’t use Social Media as a marketing tool.

Torben VEJEN (CEO Responsive A/S, Denmark) helps clients monetize the true value of their customer portfolio. We must consider customer life-time value and use predictive analytical models based on transactions and events. He maintains that “the best customer interface is no interface”.

Professor of Marketing, John FANNING, suggested that advertising should be the start of a “riveting conversation” and that the time of linear sequential models is definitely over. Advertising is now more about producing emotional, creative advertising material, which has been proved to correlate with effectiveness. John showed the classic VW Beetle TV ad “Have you ever wondered how the man who drives a snowplough … drives to the snowplough?”

to make the point that there will always be a market for a great TV ad.

The panel on advertising (John Fanning, Marc FREDERIK from Belgian National Lottery and Sally COWDRY from Camelot UK Lotteries Ltd.) produced some interesting discussion on how to foster the best relationship with an agency, how to recruit the best agency, how to evaluate the potential creativity displayed in an agency, and how best to remunerate the agency – with the difficult part being how to evaluate and reward creativity.

The two-hander panel on Geo-Games (Henry OAKS, Geonomics Global Games Ltd. and Laszlo NEMETH, Genera Networks AB) produced a lively discussion with little agreement on the best strategy. While Geonomics game is a pure geo game, the Neighbour game being introduced in Norway is a traditional raffle, with the low tier prizes being distributed on the basis of the location of the winning...
ticket (made possible by the fact that in Norway all players of the game must be registered).

Rebecca PAUL HARGROVE (CEO of Tennessee Education Lottery Corporation) explained developments with the Monopoly Millionaires Club Game. While sales of the original scratch card game have been suspended, as the players did not see the game as a compelling proposition, there is a consensus among the participating States that the associated TV Game Show is an excellent product that must be saved. Interesting to watch developments over the coming months.

Harry DROMEY (Mischief Manager at Paddy Power) explained how their anarchic and audacious approach to advertising and promotion is their practical answer to a business problem, and Paul LEBLANC completed the seminar with a presentation of the Karma Gaming White Paper on Deconstructing Internet Lottery.

The Partners/Contributors – INTRALOT GROUP, SCIENTIFIC GAMES, GTECH CORPORATION, PLAYTECH and NOVOMATIC were invited to make five presentations on how they help their customers to support their customers – the players. These presentations were very well received by the participants, both in terms of format and content.

Ray EATES
Moderator

Terry RICH (President of NASPL) gave an excellent review of North American developments, as well as his personal perspective on how to create an innovative environment. He also shared the elegant idea that lottery budgets might show normalised budgets over 3 years to cope with extreme runs of rollovers.

Marilyn LING, Marketing Director of Singapore Pools (Private) Limited, told the amazing story of her company’s decision to increase their lotto matrix from 6/45 to 6/49. In a presentation, which really showed up different societal and gaming approaches she explained how a successful change of matrix was achieved by keeping the whole operation as low-key as possible. It would never have worked in other jurisdictions, but it was the perfect approach in the very strictly regulated Singapore market.

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Ulf Rehnström has twenty years extensive experience from working with suppliers to the global government regulated lottery industry. Since 2011, Ulf has been responsible for sales to government regulated lotteries at Kambi. Today, Ulf interviews Reidar Nordby, Jr, Senior Advisor at Kambi and Chairman at Nordby Associates who has served as CEO at Norsk Tipping and has played a crucial role in the advancement of the lottery industry in Europe as President of the WLA.

**Ulf:** Reidar, you have been in this industry for a very long time. Could you please give us some background?

**Reidar:** I entered the lottery sector in 1988 when I was appointed President and CEO of Norsk Tipping. During the years to follow, we worked hard to develop the corporate profile of the lottery with a new eye-catching logo, new retailer interior and stronger public presence. In the mid 90’s we were rated the most admired company in Norway, and have since held the top three position. This is an important way of building customer loyalty, since lotteries are not only selling excitement and entertainment; they are also relying on the players trust. When you expand your product range, players must feel comfortable that the games come from a professional and reliable operator. A strong corporate profile is even more important today since competition is not only towards other gaming operators but also towards all the other forms of entertainment existing today.

In 2000, I became the first elected president of the WLA, a position I held until 2006. And after leaving Norsk Tipping at the end of 2007, I have been working with several national and international businesses, including being Chairman of Multilot, a company offering innovative mobile lottery solutions. I’m also Senior Advisor to Kambi, a B2B Sportsbook provider, who foresaw the changes in the market at a very early stage.

**Ulf:** Many things have happened in the industry since 1988 and now re-regulation is sweeping through Europe. From a lottery perspective, what do you think of this?

**Reidar:** The trend of re-regulating the sports betting market is a worry for many lottery directors. How can a single lottery be able to compete with other gaming operators but also towards all the other forms of entertainment existing today?

In the coming years, but the future is bright for those that choose to seize the opportunities. It’s a matter of designing the product and service offering to meet the preferences of the new consumers, whilst being able to compete with the very best in the market at the same time. This will require the ability to be open-minded, innovative and to continuously review and renew.

**Ulf:** What opportunities and challenges in the re-regulation market would you expect lotteries to explore near-term?

**Reidar:** One of the biggest challenges for Government Regulated Lotteries (GRLs) is to consider when to prepare for a re-regulated market. It’s important for GRLs to prepare their product offering and build brand loyalty well ahead of re-regulation, rather than being pushed in to those activities once powerful new operators enter the market.

It’s a big challenge for a single lottery with only the national market potential to be able to set up a full-fledged Sportsbook operation with all facilities like risk management, customer analysis, early warning systems etc. In order to compete with other operators, the alternatives are to invest in the Sportsbook, which is extremely costly, or to outsource the Sportsbook to a provider, which is more cost efficient. There is power in being able to select a solution which can be scalable, flexible and competitive which subsequently attracts and retains players within the national environment.

**Ulf:** What are some of the most important lessons to be learned from the European re-regulated markets to date in your opinion?

**Reidar:** It’s clear that it is not enough to just have a strong brand as products offered have to be top of the line too. In Italy it was evident that operators required a Sportsbook that excelled and could be used as an engine to grab market share. In a very short period of time, companies with a superior Sportsbook gained market share from operators with a Sportsbook that had fallen behind. This is also the case in Spain where a few companies with a very good Sportsbook, have a sports betting market share of almost 75%.

**Ulf:** Thank you very much for your time and for sharing your insight. Do you have any final words?

**Reidar:** There are many challenges arising for lotteries in the coming years, but the future is bright for those that choose to seize the opportunities. It’s a matter of designing the product and service offering to meet the preferences of the new consumers, whilst being able to compete with the very best in the market at the same time. This will require the ability to be open-minded, innovative and to continuously review and renew.

Reidar Nordby, Jr. has been awarded the Peter O’Connell Lifetime Lottery Achievement Award, Public Gaming’ Lottery Industry Hall of Fame Award and WLA Guy Simonis Lifetime Achievement Award. He has also been appointed Commander of the Order of the Polar for his work as Consul for Sweden through 20 years.

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