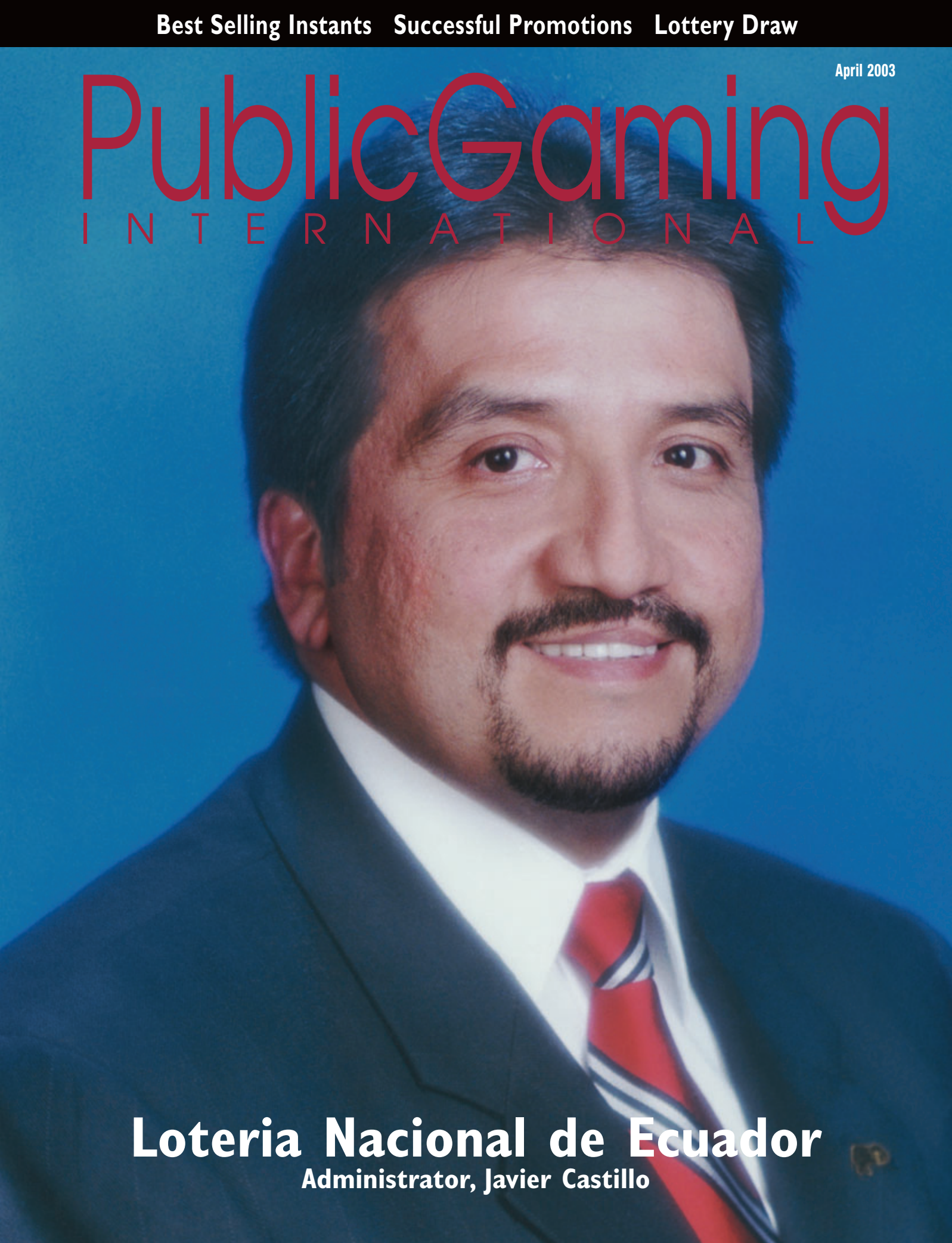


Best Selling Instants Successful Promotions Lottery Draw

April 2003

Public Gaming

I N T E R N A T I O N A L



Loteria Nacional de Ecuador

Administrator, Javier Castillo

This is the new generation of lottery players



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The Price is Right

Record sales were the norm not the exception. Most ideas turned to gold. There was enough wealth and prosperity to share with everyone. If you have a marketing idea, promotion idea or sell lottery equipment just call and we'll work out a deal.



Sound like a fantasy-marketing world? Just a short time ago the economy was booming and that was the way the business world worked. Unfortunately, all good things must come to an end and now the Lottery industry's marketing departments must develop even more stringent ways of doing business.

With every aspect of government agencies being put under the microscope it is imperative that lotteries take the lead in finding new methods to get the most bang for the buck. That includes everything from advertising to sponsorships. Just because it might have been done in the past, does not mean that's the way it will be done in the future. Similar to other corporations, it would not hurt to take a step back and analyze why we do what we do.

Ever since the New Hampshire lottery began selling tickets in 1964 lotteries have been conducting business in a similar fashion. And why not, if it ain't broke, don't fix it. Lotteries along with vendors worked hand-in-hand developing what today is a \$40 billion industry. However, with the struggling economy we are facing new challenges. Agencies are being asked to reduce budgets, downsize their workforce yet generate more revenue. Accountability is more important than ever.

While it will always be important for lotteries, corporate sponsors and business partners that provide specialty products to continue to support one another, the industry climate has changed and the phrase - return on investment - means more than ever. In the past, some partnerships were taken for granted. For example, if a lottery sponsored an event in the past, it was likely they would support that event in the future. Business partners who offer a variety of items would call lotteries and say, you did this with another company now it's my turn, and for the most part if the idea had any merit, lotteries would agree - remember - share the wealth. And the way lotteries advertise

their games have followed the traditional methods of advertising - one product one message.

"If one desires a change, one must be that change before that change can take place." Gita Belli - motivational speaker

We must ask ourselves, what will benefit the organization the most? If your current practices aren't the answers you're looking for, you must take it upon yourself to change them.

Maybe it's time to walk away from the same-old sponsorships for a year and evaluate whether or not there are better alternatives or possibly negotiate what you want instead of the package being offered. Simply walking away can be an easy means to building a stronger partnership. Event organizers will realize how important your support was and will be in the future.

The relationship between industry associates and lotteries can change for the better. Competition for business will increase and the days of easy product sales to lotteries is a thing of the past. Today, the best offer wins. Lotteries are looking at getting the most for the least. Marketing departments might need to look at alternatives from the norm. For example, instead of relying on other companies to handle all the details, lotteries can develop promotional games in-house, shop your ideas around, use local travel agents, car dealers, retailers etc. Whatever the case, just like in the T.V. game show *The Price is Right*, the one who comes closest to the actual retail price, without going over, wins.

Whether or not these ideas will work for you is not the issue. As Yogi Berra said, "it's tough to make predictions, especially about the future." Nobody really knows what will work and what won't. All we can do is give it our best effort, keep an open mind and continue to focus on making our industry stronger than ever. If we remain focused there's no doubt everyone involved will come out a winner.

Mark Zamarripa

A MONSTER CAST

CAN MAKE YOUR HALLOWEEN INSTANT GAME LAST LONGER

When your game features the original Universal Studios Monsters®, you tap into the branding equity of 70 years of scary horror movies and the fans who love them. Here are "The Monsters" who literally created the horror film genre - Frankenstein's Monster, Bride of Frankenstein, Wolf Man, Dracula, The Mummy, Phantom of the Opera and Creature from the Black Lagoon. Available for instant or on-line promotions, only through Universal Studios and MDI, these Monsters will give your game staying power.

A GAME TO SCARE UP PLAYERS

You have exclusive access to logos, Monster names and the images of Boris Karloff, Lon Chaney, Lon Chaney Jr., and Bela Lugosi in their famous film roles. Build your game around these Monsters and attract players ANY time - not just during Halloween.

DON'T BE AFRAID OF SUCCESS

Your game will be a success when you offer players grand prize trips to Universal Studios for Halloween Horror Nights - or for any time of the year. Also, MDI has created exciting and unique Monster Prize Packs available for you to offer as second chance drawing bonuses.

THE ORIGINAL MONSTERS ARE READY FOR A MAJOR ROLE IN YOUR NEXT INSTANT GAME



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For more information, call your MDI sales representative toll-free at 1-800-572-7082.

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New Mexico Approves Scientific Games For Instant Ticket Contract

The New Mexico Lottery Authority board of directors approved Scientific Games International as the successful competitive bid winner of a new contract for instant ticket printing, related marketing services and a customer relationship management system.

Under terms of the new contract, SGI will be paid 1.65 percent of New Mexico Lottery gross scratcher sales, less returns. The cost of the new contract is estimated at approximately \$1.32 million annually.

Intralot Reports Successful 2002

2002 was another successful year for Intralot which continued its international expansion, in Latin and North American markets. The company achieved a 20.3% growth in its pre-tax profits, 13.3% in sales (to Euro 319.3 m) and 18.2% (Euro 87.1 m) in EBITDA, for the year ended December 31, 2002. Intralot sustained a high growth in its revenues, operating earnings, earnings per share and to maintain its ability to generate considerable operating cash flow.

August 2002 saw the successful launch of the operation of Intralot's new on-line system in Chile. In Romania the installation of Video Lotto terminals continues to expand, while in 2002 more than 500 terminals were in operation.

In Bulgaria, the Fixed Odds betting games saw a 30% sales increase and is expected to rise further when the operation of the new on-line system will take place by the end of the 1st Quarter of 2003.

Finally, the company won several new contracts, including: Peru, Turkey, Yugoslavia, Moldova, Poland, and FYROM (Macendonia).

Scientific Games Awarded On-Line System Contract for Peru

Scientific Games Corporation has been awarded a contract to supply an on-line AEGIS® lottery system to International Lotto Corp., S.A. (ILC), a Peruvian Company installing the first "Real-Time and On-Line Electronic Lottery" in the Republic of Peru. The initial term of the contract is fifteen years with an option to renew for an additional fifteen-year period. The company estimates that the new contract could be worth approximately \$30 million over the initial five-year period. The contract also calls for the Company to provide 2,500 EXTREMA® terminals, project implementation support and ongoing project oversight and consulting services. AEGIS features include an advanced open system approach which enables the use of a cost effective, rapid deployment cellular communications network. The start up date for the new lottery is expected by early summer of 2003.

TeleCom Extends Hasbro Line

TeleCom Productions announced a contract with Hasbro Classic Games which allows TeleCom Game Factory to use Hasbro's Life®, Risk® and Twister® names and logos in the development of lottery instant scratch games. The agreement grants TeleCom Game Factory exclusive use featuring names, characters, images, trademarks, logos, game pieces, play styles and other imagery associated with the Hasbro games.

GTECH Enters Into Agreement to Acquire Polcard S.A.

GTECH has entered into an agreement to purchase a controlling equity position in PolCard S.A., the leading debit and credit card merchant transaction acquirer and processor company in Poland, with a nationwide retail network of 34,000 point-of-sale terminals and well-established relationships with many of the country's leading card-issuing banks.

GTECH, partnered with two funds managed by Innova Capital Sp. z o.o., a Warsaw-based private equity investment advisor, will acquire an aggregate of 99.7 percent of the outstanding share capital of PolCard for a total equity purchase price of approximately \$60 million. In addition, \$2 million of debt will be assumed for a total enterprise purchase price of approximately \$62 million.

GTECH will hold a 62.8 percent equity stake in PolCard and 36.9 percent will be held by Innova. The remaining 0.3 percent will be retained by one of the current owners, the Polish Bank Association. GTECH has the option to purchase Innova's interest and Innova has a reciprocal right to sell its interest to GTECH in four to six years after the closing.

Based upon an anticipated closing within 90 days, the Company expects PolCard to generate aggregate revenues of \$40 to \$50 million in fiscal 2004. Furthermore, the Company expects this transaction to be earnings per share neutral in its first year of operation.

Benchmark Lottery Merchandising Introduces Lottery Lightning Ball

Benchmark Lottery Merchandising has introduced an electrifying new tool to "power-up" online product sales at retail - the Lottery Lightning Ball. This exciting item utilizes cutting edge plasma lightning illumination technology to generate both new and renewed player awareness of online games, such as Lotto or Powerball®. It invites players to "touch the Lightning Ball for luck", and enables lotteries to feature game logos and to make a call to action from a prominent position on the sales counter. It is available in a variety of colors.

The Kentucky Lottery Corporation, the first U.S. jurisdiction to place this item at the retail agent level to energize Powerball sales, reports strong retailer acceptance and exceptional player response. ■



your partner in success

Intralot holds a leading position in the international gaming market, offering the most advanced and flexible systems available in the world. The extensive know how, the highest product specifications and the substantial experience in organizing and operating lottery games, make Intralot your ideal partner. **Intralot** will provide you with the most sophisticated systems and services, ensuring maximum efficiency, absolute security and increased sales.



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Around the World

Argentina

The Spanish group Codere, which administrates bingo and gaming machines in Argentina, has signed an agreement with Digital Orchid to sell gambling games via cellular phones. The agreement will allow the companies to sell lottery, bingo, roulette, poker, slot, blackjack and sports games via cell phones.

Australia

Tattersall's Victoria lottery license has been extended from 2004 to 2007. The gambling giant is expected to make \$120 million from a three-year exclusive lottery license sold by the State Government for \$3 million.

Czech Republic

SAZKA has moved ahead with plans to build the Hala Sazka ice-hockey stadium in Prague despite widespread fears in recent weeks that the project could be halted for lack of financial backing. Apparently the company signed a loan agreement with a consortium of banks that will allow it to complete the arena in time for the April 2004 World Ice Hockey Championships.

Greece

Greek fixed-odds betting registered a turnover rise of more than 15% in 2002, which was another sales record year. With sales of betting products topping euro 1.5 billion for the year, Betting Company maintains its leading position in the fixed-odds betting and bookmaking business, worldwide. Betting Company is a member of the Intralot Group.

France

La Francaise des Jeux has launched a new game, Passeport, offering a holiday as the prize. The product offers winners the option of cashing in the prize if they prefer. Should the player go for the holiday, choices include: Greece, Mexico, the US, Africa, Asia or Polynesia. According to an opinion poll, Polynesia is the most popular of these destinations.

Israel

The launch of a new daily game pick-3 style, called 1-2-3 that Mifal Hapais had scheduled for February 19 has been postponed for a one-month period due to concerns surrounding the Iraq crisis. The preparations for the launching of the game have been completed, on the levels of computer setup, marketing and advertising, but the Lottery fears that public attention is so gripped by the threat of war that the launch of a new game may go relatively unnoticed.

The Israeli Treasury Department has rejected Mifal Hapais' request to launch four new lottery games, including Bingo. The Treasury rejected the Bingo request because Bingo is considered illegal and it is beyond the Treasury's authority to allow it.

Macedonia

Intralot announced the signing of a six-year contract with Lotarija na Makedonija, the lottery organization of the Former Yugoslav Republic of Macedonia (FYROM), for the supply, installation, support and operation of an integrated on-line lottery system. Under the contract, Intralot will install an on-line terminal system around the country for the operation of lottery, soccer bet, bingo and other on-line lottery games in FYROM. Intralot expects turnover to exceed 40 million euros annually.

New Zealand

The New Zealand Lotteries Commission's net surplus for the six months to December 31, 2002 was above budget, with sales also running slightly ahead of budget. This was mainly attributable to a strong sales performance in the second quarter when sales had been at levels not seen for two years.

Norway

Norsk Tipping launched its wide range of games both on the Internet and as a test pilot on mobile telephones in 2002. In the year ahead, customers will also get the opportunity to make their bets via their digital television, and it is also very likely that the government will give Norsk Tipping the exclusive right to run slot machines in Norway.

Portugal

Oberthur Gaming Technologies signed a one-year contract extension with Santa Casa da Misericórdia de Lisboa - Departamento de Jogos (SCML) for the printing of its instant ticket games and related services.

Switzerland

Loterie Romande's Banco Jass draws will now be made electronically using NterDraw software. Loterie Romande will broadcast the results on TV using animated banners produced automatically by the NterMedia solution. It will collect draw results directly from the NterDraw application via a secure Internet connection, thereby eliminating the risks associated with the manual transcription of results.

Thailand

The Director of Thailand's Government Lottery Office announced that approximately 3,000 lottery terminals will be installed by July. The Director said that eventually there would be 12,000 terminals installed nationwide. The terminals would sell two and three-digit tickets.

UK

Camelot launched a new online interactive service allowing players to purchase National Lottery tickets over the Internet, on TV and cellular phones. The five new interactive Instant Win Games start at just 25p per ticket and are available for play between 7:00 am and midnight seven days a week with a maximum instant jackpot of £10,000. ■

Lotería Nacional de Ecuador

Administrador Javier Castillo

Cambiando lo Negativo a Algo Positivo

"Debido a la falta de atención del gobierno y a la caída en las ventas de lotería, es posible que cerremos alguna de nuestras dependencias de beneficencia social en el Ecuador" declaró a la prensa el Señor Lautaro Aspiazu, Director de la Junta de Beneficencia de Guayaquil, a fines de mayo 2000. El hecho es que la obra de beneficencia más importante de Ecuador estaba en riesgo de disminuir la cobertura de ayuda social, como resultado de un decrecimiento del 50% en las ventas de lotería. Entretanto, en junio del mismo año, Javier Castillo, el recientemente designado Administrador de Lotería Nacional, había aceptado el desafío de darle la vuelta a las cosas y muy pronto lideró una nueva orientación de mercadeo para la institución.

Fundada en 1894, Lotería Nacional es una de las loterías más antiguas en el continente y ha generado durante 108 años los fondos requeridos por la Junta de Beneficencia de Guayaquil, cuyo objetivo fundamental es la beneficencia social y ayuda en salud, educación y áreas de bienestar social; a través de sus hospitales, escuelas, hospicios, asilos, cementerio general y servicios funerales. Más del 5% de la población total de Ecuador es asistida anualmente a través de la Junta de Beneficencia de Guayaquil.

"De mis experiencias anteriores en el mercadeo de productos de consumo masivo, estaba convencido que podríamos navegar con seguridad a través de las aguas turbulentas" comentó Javier Castillo cuando definió el nuevo plan para Lotería Nacional. "Nuestra investigación de los consumidores reveló que había un problema de credibilidad con relación a la entrega de los premios y un decreciente interés con relación a nuestros productos" comentó Castillo. "Además, nuestra fuerza de vendedores ambulantes estaba desmotivada y pesimista" agregó nuestro entrevistado.

La confianza que muestra Javier Castillo nace de su ambición, que él la define como "una firme convicción de que se puede realizar lo que la mente puede imaginar", y de sus experiencias anteriores en el mercadeo de productos de consumo masivo como gerente de mercadeo para compañías multinacionales tales como Johnson & Johnson, Colgate Palmolive y Reckitt & Colman. Su experiencia de trabajo se complementa bien con su preparación académica habiendo obtenido un Master en Administración de Negocios, de la UQAM (Université du Québec à Montréal), Canadá; Master en Administración Estratégica del ITESM (el Instituto Tecnológico de Monterrey), México; y un Bachelor of Science, Administración de Negocios con especial-

ización en Marketing, de la Universidad de St. John's, EE.UU..

"Había una necesidad de redefinir nuestro negocio de la venta pura de lotería, al negocio de entretenimiento de los consumidores", comentó Javier Castillo, y dijo, "con esta perspectiva, fuimos muy ágiles en llevar a cabo los cambios". "Había una necesidad de innovación en los productos tradicionales pasivos Lotto y Lotería." "Introducimos el concepto del boleto combinado

a través del cual además del sorteo semanal, agregamos un juego instantáneo."

"En el segmento de los juegos instantáneos, introducimos juegos instantáneos de "co-branding" con marcas bien establecidas y que son fácilmente reconocidas por los consumidores, como por ejemplo KFC (la franquicia de comidas rápida); y de personajes muy populares como Betty la fea, la heroína del muy exitoso culebrón; además de Moti y el Cholito, personajes cómicos locales famosos. Los consumi-

dores respondieron muy favorablemente a las nuevas propuestas. Este resultado se reflejó en el cambio de inflexión de la curva de ventas con un 98% de crecimiento en las ventas netas de \$26.1 millones en el 2000 a \$51.6 millones en el 2001, y aumentando a \$56.8 millón en el 2002, a pesar de la difícil situación económica reinante.

"Dentro de nuestra institución, hicimos los cambios necesarios e introducimos una estructura de gerencia de producto que contribuye a mantener el enfoque del concepto de mercadeo a lo largo de la organización", comentó Castillo. El trabajo de equipo es muy apreciado en Lotería Nacional y el reconocimiento a los mejores jugadores de equipo es parte integrante de la filosofía de la institución.

Para enfrentar el problema de credibilidad con relación a la entrega de premios, Lotería Nacional emprendió una campaña que empezó dentro de la organización con la aplicación del plan "el nuevo millonario." "La idea es darles lo que yo llamo el tratamiento del "Oscar" a los ganadores, con lo cual a cada ganador se le concede una categoría de "celebridad" por todos nuestros empleados", remarcó Castillo; y agregó, "Esto mueve a nuestros ganadores a difundir la buena noticia y a estar más predispuesto a contar su historia a la prensa"

Las alianzas estratégicas de Lotería Nacional han sido interesantes. Entre otras, se destaca la asociación con la Compañía General Motors que comanda un 52% del mercado en Ecuador; Philips Electronics con la una calidad percibida alta de sus productos electrónicos; Colgate Palmolive, una compañía líder en productos de consumo masivo. Así las cosas, Chevrolet es el vehículo "ofi-



cial" de la lotería y parte importante de la estructura de premios para los sorteos extraordinarios; Philips también proporciona los premios en estos sorteos; y Colgate Palmolive ha programado sorteos especiales. "Estos esfuerzos han elevado la exposición de Lotería Nacional en el mercado y han hecho que nuestra institución sea más visible al público general" comentó Castillo. "También nos hemos asociado eficazmente con la franquicia británica de un exitoso juego televisivo llamado "Quién quiere ser millonario?" y que en un período corto de tiempo alcanzó el primer lugar en sintonía en Ecuador. La asociación incluyó el lanzamiento de un juego instantáneo alusivo al juego televisivo.

"Creemos firmemente en las asociaciones de largo plazo con todos los involucrados en nuestra cadena de valor". "Así, hemos desarrollado relaciones ganar-ganar en proyectos nuevos con nuestro proveedor más importante Scientific Games Latino América" comentó Castillo. En la misma línea de pensamiento, Javier comenta, "nosotros hemos animado a nuestra agencia publicitaria, Norlop, afiliada a J Walter Thompson, a producir publicidad extraordinaria." Esto no sólo ha sido reconocido en nuestro mercado interno con comentarios positivos y aumento en las ventas, sino también en el evento Expo Internacional 2002 organizado por la Lotería de Florida en cuyo evento nuestra publicidad obtuvo el primer lugar entre las loterías que participaron"

Concurso voces de Solidaridad

Javier Castillo describe con orgullo "En Lotería Nacional creemos en el concepto de Comunicaciones Integradas de Mercadeo (CIM) y definimos como prioridad nuestras relaciones con la prensa." "Estábamos buscando cobertura de las noticias de nuestro impacto de beneficencia social en Ecuador, para que los consumidores puedan justificar su compra de productos de la lotería." "Nuestros presupuestos de publicidad se enfocaron en promover los beneficios directos del producto." "Por consiguiente, pensamos que una manera idónea de cumplir nuestro objetivo era el de promover un concurso entre los medios de comunicación." Lo denominamos "Voces de Solidaridad." "Se invitaron a participar a los medios de comunicación televisivos e impresos y se otorgaron premios a la mejor cobertura periodística de impacto social de la Junta de Beneficencia de Guayaquil." Los resultados fueron excepcionales, todas las semanas había por lo menos dos noticias relacionadas con nuestra obra de beneficencia durante los cuatro meses que duró el concurso." "La ceremonia de la entrega de los premios fue cubierta por la mayoría de los principales medios de comunicación, el efecto que generó en la prensa posteriormente es inconmensurable." "En Lotería Nacional nos jactamos en tener la mejor relación con la prensa y eso ayuda a la generación positiva de la noticia con el correspondiente testimonio." El concurso se reprogramará cada dos años, según nuestro entrevistado.

Prolotero - Programa de Capacitación a los vendedores ambulantes

"La red de distribución de Lotería Nacional está comprendida por varias tiendas de conveniencia al menudeo, y principal-

mente por una fuerza de vendedores ambulantes a lo largo y ancho del país." "Esta fuerza de ventas es fundamentalmente poco educada y se encontraba desmotivada en la búsqueda de mejores alternativas." "Se sentían distantes a Lotería Nacional y no una parte integrante de nuestra organización." "Habíamos registrado cerca de 3,500 vendedores ambulantes extendidos alrededor del país." "Nuestra investigación reveló que estos vendedores eran heterogéneos, con bajos niveles de educación y autoestima." "Encontramos también que tenían una pobre calidad de vida y una buena predisposición a aprender para mejorar su situación." El objetivo estaba claramente definido y



así Lotería Nacional estableció el primer programa de entrenamiento denominado "Prolotero", comentó Castillo. Lotería Nacional fijó un programa de entrenamiento íntegro que enfocó tres aspectos: 1) Mejorando la autoestima y calidad de vida 2) Técnicas de venta de loterías y 3) Elementos básicos de la administración comercial. El programa fue impartido en forma gratuita. Los fondos para el programa fueron propor-

cionados por Lotería Nacional en un 50% y el 50% restante por la Corporación Financiera Nacional, agencia gubernamental. Los materiales de los cursos e instructores fueron proporcionados por la Universidad Politécnica del Litoral. Cada módulo contemplaba 60 horas de clase y se entregó refrigerios a los participantes. Los horarios se coordinaron alrededor de las horas de trabajo regulares de los vendedores, durante las tardes. "Los resultados en lo que se refiere a la moral y a la parte de la creación de un sentido de pertenencia fueron muy buenos." "En lo que se refiere a las ventas, registramos una mejora notable después de las sesiones de entrenamiento." "El programa fue muy visible y se generó la buena voluntad del consumidor hacia el vendedor ambulante de loterías." "Esperamos extender el programa en el futuro cercano", comentó Javier Castillo.

"Hemos caminado un largo recorrido en estos 108 años y es muy gratificante ser reconocidos hoy como una de las instituciones más respetables en Ecuador gracias a una cuidadosa gestión de nuestro capital de marca", comentó Javier Castillo orgullosamente. También dijo "En nuestro mercado, Lotería Nacional es sinónimo de beneficencia, de buenas prácticas comerciales, de transparencia, de credibilidad y de entretenimiento"

"En lo que se refiere al futuro, esperamos realizar nuevas alianzas." "Tenemos grandes expectativas de una alianza con Barcelona, el equipo del fútbol más popular de Ecuador." "También esperamos extender nuestros juegos instantáneos." "Para el tercer trimestre 2003, estaremos lanzando un juego de tipo lotto pre-impreso." "Hacis el 2004 estamos evaluando varios juegos en línea.", comentó Castillo.

Javier Castillo dijo finalmente, "afortunadamente, gracias a nuestras ventas de la lotería actuales, podemos declarar con optimismo que no habrá ningún corte en el futuro previsible de los programas sociales que se manejan a través de la Junta de Beneficencia de Guayaquil" ■

Loteria Nacional de Ecuador

Administrator Javier Castillo

Turning Negatives into Positives

"Due to the government's lack of attention and to declining sales of our lottery, we may be closing down a few of our social charity programs in Ecuador" declared Mr. Lautaro Aspiazu, Director of the Board of Charity of the city of Guayaquil, in late May 2000. The fact is that Ecuador's largest charity was at risk of narrowing down its social care and assistance coverage, due to a 50 percent drop in lottery sales. Meanwhile, in June of the same year, newly appointed Lottery Administrator, Javier Castillo, accepted the challenge to turn things around and quickly spearheaded a new marketing oriented Loteria Nacional.

Founded in 1894, Loteria Nacional is one of the oldest lotteries on the continent and has, for 108 years, funded the Board of Charity of Guayaquil, whose fundamental objective is social care and assistance in the health, education and social welfare areas, through hospitals, schools, elderly homes, asylums, a general cemetery and funeral services. More than 5% of Ecuador's total population is serviced yearly through the Board of Charity of Guayaquil.

"From prior experiences in the marketing of consumer products, I was confident we could steer our ship safely through troubled waters" mentioned Javier Castillo as he laid down the new plan for Loteria Nacional. "Our consumer research showed that there was a credibility issue with relation to the delivery of our prizes and a diminishing interest with relation to our products. Furthermore, our street vendor sales force was unmotivated and feeling left out."

Javier Castillo's confidence springs from his ambition which he defines as the "inner drive to achieve what the mind conceives", and from prior experiences in the marketing of consumer products as marketing manager for multinational companies such as Johnson & Johnson, Colgate Palmolive and UK based Reckitt & Colman. His work experience is well complemented with a Master of Business Administration degree, from UQAM (Université du Québec à Montréal), Canada; a Master in Strategic Administration degree from ITESM (Technological Institute of Monterrey), Mexico; and a Bachelor of Science degree, Business Administration with a major in Marketing, from St. John's University, USA.

"There was a need to redefine our lottery business from the mere selling of lottery to the business of entertaining consumers," mentioned Castillo. "With this in mind, we were quick at implementing changes. There was a need for product innovation in both passive draw games (Loteria) and Lotto at Loteria Nacional. We introduced the combined ticket concept whereby in addition to the weekly draw we added an instant game. In the instant games segment we introduced co-branded instants with well known brands which are easily recognized by consumers, such as KFC (Kentucky Fried Chicken) and very popular locally licensed instants such as Betty la fea, a very successful soap opera heroine, and Moti and el Cholito,

famous local comedy characters. Consumers responded very favorably to the changes and it reflected in the sales curve inflection change with a 98% growth in net sales from \$26.1 million in 2000 to \$51.6 in 2001, and further increase to \$56.8 million in 2002, in spite of reigning economic turmoil."

"Within our institution, we made the necessary changes and introduced a product management structure which helps to maintain the marketing concept in focus throughout the organization," added Castillo. Team work is highly praised at Loteria Nacional and recognition for the best team players is part and parcel of its reward system.

To cope with the credibility problem with relation to the delivery of prizes, Loteria Nacional mounted a campaign which began with the implementation of "the new millionaire program." "The idea is to give winners what I call the "Oscar" treatment whereby every winner is granted a celebrity status by all our employees," cited Castillo. "This moves our winners to spread the good word and to be more willing to tell their story to the press"

The Lottery's strategic alliances and partnerships have ranged, among others, from General Motors and Philips Electronics to Colgate Palmolive. While Chevrolet is the "official" lottery vehicle and is an integral part of the prize structure for some drawings, Philips provides prizes and Colgate Palmolive has scheduled special drawings.

"These efforts have heightened Loteria Nacional's market exposure and have made our institution more visible to the general public" remarked Castillo. "We also effectively partnered with the British franchised TV contest show 'Who Wants to be a Millionaire,' which in a short period of time became the number one rated TV program in Ecuador. The partnership included the launch of an instant ticket game allusive to the TV show."

Castillo added, "We firmly believe in long term partnerships with all involved in our value chain. Thus, we have developed win-win projects with our key ticket supplier Scientific Games Latin America."

Voices of Solidarity Contest

"At Loteria Nacional we believe in the Integrated Marketing Communications concept and deemed our relations with the press a priority," Castillo explained. "We were seeking news coverage of our social charity impact in Ecuador, so that consumers may justify their purchase of lottery products. Our advertising funds were focused on promoting direct product benefits. Therefore, we thought a nice way to fulfill our objective was to promote a contest among the news media. We dubbed it 'Voices of Solidarity'. The TV and printed media were invited to participate; prizes were awarded to the best journalistic coverage of the social impact of

...Continued on page 26

Latin America's

New Pipeline to Instant Lottery Profits

One Year After Merger, Scientific Games Latino America Draws Upon Expanded Resources To Provide Revenue-Enhancing Business Solutions

In 1989, and for 13 years after its inception, Serchi was an independent printing company known throughout Latin America as a producer of secure, quality instant lottery tickets and prepaid phone cards.

Then, in April 2002, the highly regarded Chilean-based printing company was acquired by Scientific Games, which promptly renamed the new, resource-enhanced entity - Scientific Games Latino America (SGLA).

In the ensuing 12 months, officials of the newly combined company have frequently found themselves on the receiving end of an often-asked question from top Latin American lottery executives: What benefits will we see as a result of the union of Scientific Games and Serchi?

"For starters, from an operational standpoint, SGLA has implemented additional security procedures which mirror those required by U.S. lotteries and that frankly are more rigorous than the security standards traditionally required in Latin America," replies Alejandro Fontanet, SGLA's sales and marketing manager.

"In addition, we have installed a state-of-the-art laboratory for quality control analysis and testing of the instant product, and required SGLA employees to submit to stringent training at Scientific Games' Georgia facility to ensure proper operation of this new equipment."

But perhaps the most important and certainly most noticeable change, Mr. Fontanet says, is the level of support SGLA can now make available to its customers, which is manifest in a number of ways.

"All data, research and analytical marketing tools from the world's top instant per capita sales market are now available to lotteries in Latin America. We are now able to tangibly demonstrate to our customers in, say, El Salvador, Ecuador, and the Dominican Republic, how and why many U.S. lotteries continue to be the most successful marketers of the

instant scratch-off product."

Mr. Fontanet says that Scientific Games' global marketing muscle is a key reason why last year's merger is being received so positively by new and longstanding Latin American lottery customers. Scientific Games, in fact, has more marketers in its U.S. operation than the combined number of marketers of instant ticket suppliers.

"Almost immediately after the merger we began receiving a lot of very good information from Scientific Games on the mechanics of good game design, and how to set the optimum mix of price points and play styles," he says. "We have since been able to share these fundamental marketing principles with our Latin American customers."

One area on which SGLA has focused increased customer attention has been the strategic deployment of multiple price points. In Latin American lottery jurisdictions, a limited number of price points are used - typically between 25 and 50 cents (U.S. equivalent).

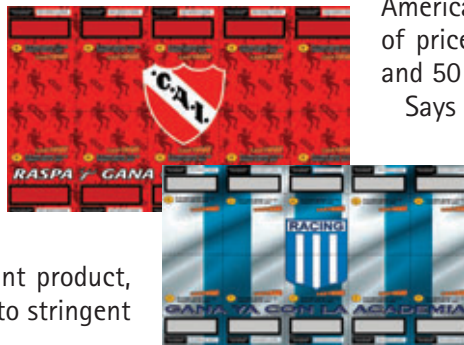
Says Mr. Fontanet: "Over the past year we have been providing our customers with empirical data proving the incremental sales benefits of pushing the price-point of the instant product category to new and higher levels. This is a radical change in strategy for our market, but one we believe will help lotteries experience growth at percentage levels not yet witnessed in Latin America."

The Case for Multiple Price Points

Since 1992, the greatest impact on instant ticket revenue growth in the U.S. has come from higher price points. In fact, most states are growing only because of the surge in what is known

as the product's average selling price.

Probably the most obvious example of this phenomenon is in Massachusetts, which ranks first in the world in per capita instant sales, as well as first in the U.S. based on government revenue as a percentage of state personal income and first based on cents spent to generate one sales dollar.



Since last year's merger, SGLA has produced a number of top-selling games, including Racing/Independiente for the Argentinean market, and Sorteo for the market in Ecuador. The initial 100,000 Racing/Independiente instant tickets - launched in October 2002 - sold out in one month. The print quantity for the second series of tickets was increased to 600,000 and sold out in two months. Sorteo Loteria Combinada combined the traditional weekly passive lottery with an instant game. Ticket sales were brisk. Sorteo sold approximately 1.7 million tickets a week.

In the Bay State, lottery sales more than tripled from Fiscal 1992 - Fiscal 2002, bringing Massachusetts to a world record \$457 per capita. However, their unit sales did not increase. All of their growth came from higher price points.

Jim O'Brien, who for 21 years was the marketing director for the Massachusetts Lottery, and who is now director of marketing for Scientific Games, says: "The industry has realized that consumers much prefer the higher price point games as the prizes generated by these games are much more exciting. At this point, the whole lottery industry is rapidly moving to higher price points."

Licensed To Thrill

The Serchi / Scientific Games merger has also given customers expanded access to licensed property games, which, Mr. Fontanet says, are popular in Latin America. In addition to reinforcing the entertainment value of the lottery industry, in general, licensed property games and related branded merchandising programs, in particular, help lotteries to achieve their strategic objectives of growing sales and broadening their player base.

According to Mr. Fontanet, however, Latin American lotteries have had difficulty justifying the sales of licensed games after

paying all license and royalty fees for the rights to sell the games. Because price-points are much lower in Latin America versus the U.S. market, the cost of these fees has often precluded lotteries from offering licensed games to their players.

But in January of this year, Scientific Games acquired MDI Entertainment, the number one name in licensed properties and entertainment-based promotions for the worldwide lottery industry.

"As a result of this acquisition, SGLA has obtained favorable licensing conditions which we believe will open the door for our customers to offer these games to their players," he says. "Not only can we design and print these games, we can also procure and fulfill the related branded merchandise prize packages."

Scientific Games' complete fulfillment capabilities include audited drawings, inventory control, prize distribution, and winner relations.

"All in all," says Mr. Fontanet, "we have enjoyed many successes in our first year as SGLA, as we have demonstrated that no other solution can match the collaborative capabilities and enhanced marketing resources that are now available to lotteries in Latin America." ■

Average Selling Price - In the last decade, the growth in sales of the instant product category in the U.S. has been almost solely due to upward movement in the Average Selling Price of the games.

As this chart illustrates, a higher *Average Selling Price* is a major ingredient for success.

Rank	State	FY02 Sales (in millions)	Average Selling Price	Annual Per Capita
1	Massachusetts	\$2,924.8	\$3.13	\$457
2	Connecticut	\$543.24	\$3.43	\$160
3	Georgia	\$1,225.87	\$1.81	\$146
4	New Hampshire	\$140.38	\$2.23	\$115
5	Vermont	\$68.73	\$1.90	\$108
6	New York	\$1,966.52	\$1.92	\$104
7	Ohio	\$997.40	\$1.89	\$91
8	Maine	\$117.20	\$1.61	\$90
9	New Jersey	\$773.67	\$2.16	\$88
10	Texas	\$1,877.30	\$1.96	\$87
Subtotals	Top 10	\$10,635.17	\$2.204	\$144.56
Subtotals	Jurisdictions 11-38	\$7,572.48	\$1.718	\$44.60
Totals	All 38 lotteries	\$18,207.65	\$1.845	\$70.91

- The Average Selling Price for the Top 10 US lotteries is \$2.20 and these states are producing an average \$144.56 annual per capita level.
- The Average Selling Price for the remaining 28 US lotteries (Jurisdictions 11-38) is \$1.72 and these jurisdictions produce an average annual per capita of only \$44.60.
- Comparing the Top 10 to the Remaining 28 shows that the Top 10 has an average annual per capita 224.1% higher than the Remaining 28; and an Average Selling Price 28.3% higher than the rest of the industry.

Although Average Selling Price certainly is not the only variable to success, it is clearly a major factor driving instant scratch-off sales in today's environment.

Juegos en Línea vs. El Pueblo

Patricio Prado V., Gerente Regional

Países Andinos y Centro América - OLIVETTI GROUP

Hace algunos años, una lotería estatal centroamericana decidió mejorar las ventas de su lotería tradicional, a través de la reestructuración de su plan de premios. La estrategia era bastante lógica: entregar premios mayores más atractivos. La forma en que se obtendrían los recursos, tampoco revelaba un gran descubrimiento: se disminuiría la frecuencia "echando mano" a los premios ubicados en las terminaciones. El resultado fue categórico. El primer sorteo con la nueva estructura prácticamente no se vendió y peor aún, fue la chispa que encendió una ácida batalla entre dos conocidos polos de las loterías latinoamericanas: la gerencia y los concesionarios.

"Esta es una lotería para ricos, fue una de las frases que más se repetía en boca de miles de concesionarios y subconcesionarios la cual, rápidamente se traspasó a oídos de otros miles de jugadores quienes terminaron viendo en este nuevo maquillaje de la lotería tradicional "un oscuro rostro de malos manejos".

Este caso explica en alguna medida, la relación entre los vendedores de los productos de loterías y los gerentes de las loterías estatales de América Latina. El primero normalmente es un grupo compuesto por varios miles de concesionarios de extracto popular, que se han dedicados por muchos años de manera independiente, a la venta de boletos, muchas veces heredado por sus padres. La manera de agruparse es a través de sólidos sindicatos que se encargan de velar por toda actividad llevada a cabo por la gerencia, y apuntar a cualquier plan que pudiera menoscabar los intereses de sus representados. Esta atención no sólo se centra en las comisiones o prestaciones de salud, sino en posibles nuevos juegos que la lotería pudiera lanzar o incluso la elección de un nuevo proveedor para la impresión de los juegos. La visión que los concesionarios tienen de la misión de la Lotería es una sola: la institución existe para darles empleo.

Por otro lado, la gerencia normalmente está encabezada por un gerente general cuya fecha de comienzo y de término en el cargo está relativamente definida o determinada por la duración del gobierno, dado que el cargo es de la absoluta confianza del Presidente. Cada lotería existe para ayudar a determinadas instituciones del Estado por lo que la misión de este cargo es similar en casi todos los casos: lograr incrementar al máximo, la recaudación de fondos para la beneficencia.

Estas dos visiones distintas sobre un mismo negocio, genera el mayor obstáculo para el desarrollo y la modernización de las loterías estatales latinoamericanas. Las negociaciones se mantienen bien mientras nada de lo que lleva funcionando durante decenas de años, se altere. Y se ve friccionada cada vez que se pretende buscar nuevos caminos para mejorar las ventas o generar nuevos productos, en un mercado donde la innovación y la variedad resulta fundamental no sólo para crecer sino también para mantenerse. Esto se dificulta aún más, si con-

sideramos los recursos con que cuenta una lotería estatal latinoamericana, para conseguir financiar una investigación de mercado que pudiera al menos dar una base científica a la propuesta de un cambio. Por lo tanto, la única y más efectiva herramienta que tienen los gerentes para descubrir nuevos productos, es a través del ensayo y error.

Aun así, muchos gerentes al leer este artículo deben estar pensando lo utópico que resulta en la práctica, presentar a los jefes de sindicatos, una investigación de mercado seria, que demuestre estadísticamente la necesidad de lanzar, por ejemplo, un juego en línea. Y con esto, no estoy menospreciando la capacidad de comprensión de los concesionarios, sino resaltar que muchas veces sus intereses se superponen a los de la institución (y, por lo tanto, a los del Estado), esto gracias a la importancia que tienen como único canal de ventas de la Lotería. El resultado de esto es, en definitiva el estancamiento de la institución y la menor recaudación de fondos para cientos de miles de personas que reciben sus beneficios. Y obviamente, el estancamiento de los concesionarios.

En este escenario, los juegos en línea resultan ser una tremenda amenaza para un concesionario que ha alcanzado (en al menos dos generaciones), un cierto grado de conformismo con la venta de billetes o instantáneas. La aparición de un juego que acarrea tecnología, nuevos canales de venta, fuerte inversión en publicidad, grandes premios mayores y un bajo precio, definitivamente podría ser lapidario para su supervivencia. Y la respuesta, podría traerle un costo político indeseable para el voluntarioso gerente que encabece este lanzamiento.

Esta ha sido la condición que durante años han tenido las distintas loterías estatales de Latinoamérica. Sin embargo, actualmente existe un grupo de gerentes ávidos de nuevos juegos, inquietos al ver la brecha que los separa de loterías de otros países con mercados más desarrollados y con la impotencia de saber que tienen todas la herramientas para crecer y, sin embargo, no encuentran la primera dificultad en el eterno invitado de piedra de los emprendimientos gubernamentales, la falta de recursos, sino en los que debieran ser sus primeros socios: los concesionarios.

Los juegos en línea resultan ser un vehículo de transformación importante en los países donde llega por primera vez y obviamente, un enorme generador de recursos. ¿Qué hacer? Toda estrategia debe ser extremadamente sensible a los actores de cada país, a sus propias regulaciones, a los actuales productos y definitivamente a las relaciones que se existan



entre gerentes y concesionarios.

En este contexto, los proveedores que trabajamos en este mercado, podemos cumplir un importante rol al demostrar cómo es posible hacer convivir distintos juegos de lotería, sin que esto signifique el termino de los concesionarios. No hay que olvidar que la forma en que ellos venden es recorriendo muchísimos puntos de las ciudad, lo cual resulta una gran ventaja, sobre todo en aquellos países donde la lotería ilegal aún es muy fuerte.

Segundo, lo gravitante de los concesionarios está en la fuerza que les da el ser el único canal de venta. Y la instauración de un juego en línea, necesariamente requiere de la apertura de nuevos puntos de venta, el cual generalmente encuentra su mayor asidero en el pequeño y mediano comercio. Y nuevos canales significa nuevos nichos de mercados.

Tercero, por mucho que una lotería tradicional sea el único producto que tenga el mercado, el perfil de un jugador de billetes es distinto al de un juego de lotería en

línea. Conuerdo en que hay caso en que pueden ser los mismos, sobretodo en aquellos en que el premio mayor del juego en línea se acumula a cifras más que interesantes, pero en esos casos somos todos jugadores. Por lo tanto, mientras uno seguirá vendiéndose a un jugador mayor, de números o terminaciones cabaleras, que compra en un lugar y día casi invariable, el otro pueden enfocarse a un jugador más joven, a veces con menos recursos, con importante participación femenina, menos conocido por el vendedor, pero mucho más masivo.

Así, la lotería alcanzará a un mercado mucho mayor, podremos ver la incorporación de nuevos jugadores y quién sabe, una nueva generación de concesionarios, verdaderamente interesados en crecer e invertir en sus propias agencias o distribuidoras.

Esto permitirá a la institución "democratizar" sus productos y beneficiar de manera directa a su más importante dueño: El Pueblo. ■

Online Games vs. the People (summarized)

Patricio Prado V., Regional Manager

Andean Countries and Central America - OLIVETTI GROUP

A few years ago, a Central American Lottery attempted to improve their traditional lottery sales by restructuring the prize plans to include larger, more attractive prizes. In order to do this, the Lottery cut down on the number of prizes. Unfortunately, the first drawing with the new prize structure did not sell well, and resulted in bad feelings between lottery management and retailers.

This case explains the relationship between retailers and lottery managers in much of Latin America. Retailers are typically working class citizens that have dedicated many years to selling tickets (some have even inherited their position from their parents), and they form coalitions that examine lottery management activities in order to protect their own interests. The vision that retailers have of the mission of the Lottery is only one: the institution exists to give them employment.

Of course, the view of the lottery manager is that the existence of the lottery is to help specific government institutions and to maintain maximum revenues for beneficiaries. These two different ways of seeing things generates the biggest obstacle for the development and modernization of the government lotteries in Latin America. Friction develops at any attempt to introduce something new.

Online games can be perceived as a big threat by a retailer that has grown comfortable with traditional tickets or scratch-off sales. The arrival of a new game that requires technology, new ways of selling, strong investments in publicity, bigger prizes and a lower price, can threaten their survival.

Many Latin American managers are eager for the new games needed to erase the gap that separates them from lotteries in other countries that have more developed markets. Still, though they know they have all the tools to grow, they find that the retailers are the first hurdle to cross, even though these retailers should be their biggest ally.

What to Do?

Online games have transformed lotteries all over the world, helping them to generate more revenue. Any strategy aimed at developing these games should be sensitive to all factors involved in each country - regulations, current products and the manager/retailer relationship must all be considered.

In this context, we, the providers that work in this market or field, can play an important role in showing how it is possible for different types of lottery games to co-exist within the current parameters.

One critical point is that the strength of the retailers comes from being the only sales channel. The installation of an online game requires opening new points of sale, with the most effective sales channels being medium and small businesses.

It's also important to remember that the profile of a traditional lottery player is different than that of an online player. While these players sometimes overlap, the fact remains that these products are aimed at different players, which only serves to create a bigger market. We could see the incorporation of new players and who knows, a new generation of retailers, truly interested in growing and in investing in their own distribution agencies or points of sale. ■

The International Lottery Draw

Online games are incredibly important to the reputation of lotteries. The concept of lotteries started out with draws, and today several lotteries are virtually synonymous with their flagship Lotto games. Last month, PGI interviewed several North American lotteries in an attempt to get to the heart of their draw programs. This month, we've taken the questions to international lotteries. We asked for the most important objective to the draw program, the biggest obstacle to reaching that objective, and what lotteries felt was the most unique aspect of their draw program.

Bulgarian Sports Totalizator

Bulgarian Sports Totalizator (BST) strives for two important objectives with its draws: increase the number of Lotto clients, and increase the diversity of games in order to attract a wider range of players. The biggest challenge in reaching these objectives is differentiating the groups of players in Toto games with an emphasis on the 18-25 age group.

One aspect of BST's draws that is unique deals with a new game, "Second Toto Chance." The only criterion for deciding the winners is the pre-printed numbers of the slips for each game.

BST will soon be conducting public opinion research to find out about the level of trust its players would place in computer generated drawings.

Camelot

The BBC and Camelot work together to deliver formats that in terms of production values and themes support the brand values of The National Lottery. Camelot has the option to provide input or feedback on new or returning formats, however, the final decision will always remain with the BBC.

Since 1999, Camelot and the BBC have worked to deliver a minimum of four formats per year (Saturday), some of which have been returning successful shows (like Winning Lines and Jet Set) and around one per year that will be brand new. This approach has ensured that the Lottery shows are regularly refreshed, but gives loyal viewers consistency with returning series. This tactic has helped to maintain a healthy audience base of 6 million viewers, and a viewing share of 35%.

Unfortunately Wednesday is a different matter, as both the BBC and Camelot feel that the right format has not yet been found. Wednesday night viewing has been traditionally more factual and drama based. The National Lottery, being entertainment, tries hard to find its place within the schedules.

With the launch of Camelot's Daily Game in September this year, they will be looking to use a Random Number Generator to conduct the draw. The intention was never to cover the



Smartplay's Keno Criterion model is used to draw Svenska Spel's keno game.

draw live, as is done with Lotto and Thunderball.

National Lottery of New Zealand

The most important objective of New Zealand's draw program is maintaining the integrity of the draw process in the eyes of Lottery customers and prospective customers. The biggest challenge in meeting this objective is ensuring the equipment and the communication link with the

gaming system works flawlessly. The draw also needs to have television appeal to ensure it reaches the ratings target set.

The Lottery did state that they have an open mind to the possibility of computer generated draws and would not rule it out in the future.

National Lottery of Kazakhstan

The main objective for the National Lottery of Kazakhstan is to conduct the lottery drawing on air. In one program there are three games - Loto 5/36, Loto 6/40 and Pick-5. The most difficult part of the draw program is collecting the data, due to their use of semi-online terminals.

One unique aspect of the Kazakh draw program is that the Sunday on-air draw is conducted in both Kazakh and Russian. The Lottery uses three Editec drawing machines to conduct the Wednesday (10 minutes) and Sunday (20 minutes) programs.

The Lottery is not considering the use of computer generated draws.

SAZKA, a.s.

The primary goal of SAZKA's draw program is to increase the proceeds of games and lotteries, thus gaining the ability to better assist benefactors. to assist better and more effectively wherever such assistance will be needed. The biggest challenge in achieving this goal is attracting the business of the portion of the public which has not yet shown interest in Lottery activity. The interest of the public in the prepared novelties will be checked continuously and more extensively by appropriately focused market research conducted by the

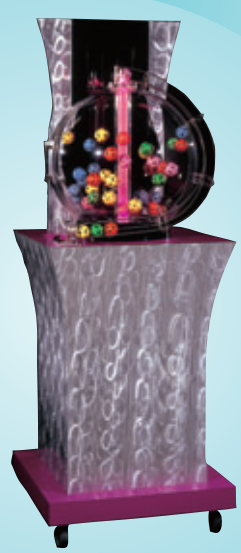
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Best Selling Instants

on the International Market

Public Gaming International recently surveyed lotteries worldwide to find out which were the best selling instant tickets for each lottery. The optional categories were: Total sales revenue; High rate for a short run; and Total tickets sold.

Understanding that each game is different, and several factors can influence the life of a game, we also gave lotteries an option of listing a few more tickets that were worthy of mention.

Eesti Loto

Total sales revenue: The Instant with the best overall sales judging by revenue was Euroлото, at 4,585,010 kr (295,870 EUR). It's estimated that Euroлото did well due to Estonia's EU negotiations. The theme was very topical. Also, the back of the ticket served as a survey, asking whether Estonia should join EU or not and players could send their answers in.



High rate for a short run: Eesti Loto only offered Eurovision for a little more than four months before the game sold out, generating 2,490,000 kr (160,645 EUR). In May the Eurovision Song Contest 2002 was held in Estonia, and together with Estonian TV, the organizer of the Contest, the Lottery launched the game. Again a very topical theme.

Total Tickets Sold: Vitamiin garnered this honor by selling 643,357 tickets in CY02. This ticket was launched in September, and sells for half the price of Euroлото. Still the game generated revenue of 3,216,785 kr (207,534 EUR). The Lottery believes the ticket did well due to the price and also the tickets design. It is simple but funny and joyful.

Of the tickets mentioned, only Eurovision received any television promotion (the Lottery usually doesn't advertise Instant tickets on TV).

Uthingo - South Africa

National Lottery scratchcards were launched in South Africa as recently as 2000. For various reasons the product did not perform as well as expected. The result is that Uthingo decided to revamp and relaunch the whole product in October of 2002. Because of this, it is difficult to gauge which tickets are performing best.

Be that as it may, the Lottery's best selling ticket by revenue

for the year was a R5 ticket called Cash Explosion which netted just over R20 million for the year. The game was relaunched under the name of Wina Manje (win now) and made available on two different game cards in late October, supplemented by another two games in mid-November.

The R2 Wina Manje ticket offered, Wild 7's Doubler, was released and fully issued within eight weeks. The other ticket offered in October at the R3 price point (Mzansi Gold) was also well received and fully issued within eight weeks.

With Wina Manje as a brand the Lottery completely changed the colors of the tickets, top prize levels, as well as the total prize fund, and tried to revitalise the whole image of the brand, by offering different play mechanics to the public..

Loto Catalunya

Loto Catalunya issues approximately 20 ticket series per year, all of them with similar basic characteristics regarding price, design and prize structure. Due to this similarity, there is no special characteristic to be outlined. The one variable this year was a special series to celebrate the Lottery's 15th anniversary. The total revenue was approximately 7.80 M euro.

Loto Catalunya's instant lottery has been supported through regular publicity campaigns based on commercials and promotions via TV, radio, press and licensed stores.



Dansk Tipstjeneste

Total sales revenue: Quick 7-9-13, selling DKK498 million. This ticket was re-launched in April 2002. The top prize changed from DKK500.000 to DKK1 million. At the same time the price was raised from DKK20 to DKK25 and the frequency of winning from 1:5 to 1:4. Thus the turnover has

been increased by 30 percent in 2002. Of course, another factor in the success of the ticket is a great effort by Lottery retailers. Quick 7-9-13 was promoted a bit more heavily than other Instant games. This is actually not unusual as it is the Lottery's biggest selling Instant game.

High rate for a short run: Julekalender Quick, which is marketed every year around Christmas. The turnover was DKK55 million from November 5 through December. Again, the Lottery credits retailer effort for the success.

Total Tickets Sold: Quick 7-9-13, selling some 20 million.



Westdeutsche Lotterie GmbH & Co. OHG

Total sales revenue: Weihnachts-Zauber, a special Christmas ticket, selling 8.7 million Euros from October through December. This ticket arouses emotions and interest because the layout is very pleasant and the Santa Claus is cute. The ticket also owes some success to consistency. The Lottery has launched a Christmas ticket in October every year since 2000.

High rate for a short run: Weihnachts-Zauber

Total Tickets Sold: Las Vegas, selling approximately 38 million tickets. This was the only ticket offered throughout the year. All other tickets were offered only for a short period (3 months up to 6 months). Las Vegas was first launched in 1997. The layout was changed several times during this period but the Lottery didn't change any of the characteristics of the game.

Another ticket the Lottery felt worthy of mention was Extra-Gehalt, which sold about 26 million tickets from January until June. The top prize of this game was 2,000,00 Euro paid monthly as an "extra salary" for 10 years.

TIPOS, s.k. - Slovakia

Total sales revenue: Rich and Healthy #21, selling 110,292,000 SKK in 40 weeks. This ticket owes its success to the fact that it had the highest price point of any Instant ticket.

Total Tickets Sold: Lucky 7 #13, selling 8,227,000 units in 47 weeks. This ticket has been on the market since 1998, and while it has undergone several graphic and color changes, it has maintained the same prize structure. The low price point and the diverse prize structure are instrumental in the success of the game.

SAZKA

Total sales revenue: Šťastná Čísla (Lucky Numbers), selling 53,047,540 CZK (\$1,829,226 USD). This ticket was successful because of the idea of lucky numbers, a good price point (20 CZK), and a good ticket design.

High rate for a short run: Srdičko (Little heart), selling CZK 23,553,320. in six months. This ticket succeeded due to a good design, a good prize foundation, and the theme of love.

Total Tickets Sold: Lucky Numbers, selling 2,652,377 units. SAZKA launched the ITVS system in 2002 so none of the instant games were on the market for the whole year.

Other Tickets the Lottery felt worthy of mention were: Horoskopy (Horoscopes), Casino, and Trezor (Safety box). These tickets have been popular for a long time and have interesting themes - zodiac, casino - playing cards, treasure in the Safety box. They are popular because of an interesting design and an affordable price - CZK 20.

Lotto-Toto GmbH Sachsen-Anhalt

Sachsen-Anhalt's marketing concept for instant tickets does not include single tickets. It works with a standard ticket and several special-offer tickets. The price of all tickets is 50 Cts.

In 2002 the Lottery sold: a special-offer ticket "Extra-Gehalt" (win an Extra-Salary of 1,000 EUR each month for 5 years); a special-offer-ticket called "Autolos" (win a car Mercedes E 270 CDI); and a special-offer-ticket "Weihnachtslos" (win the first prize of 25,000 EUR or 250 EUR Christmas-Money). Between these special offers the Lottery sold its standard-ticket. In 2002 sales increased to 7,186,000 EUR (+ 45.7 % to 2001).

The success of this marketing concept depends on the changing of standard and special-offer-tickets with strong advertisements - especially radio and POS - and on the high motivation of the Lottery's sales organization.

Camelot

Total sales revenue: Cash for Life, selling £40 million. This games annuity was a new proposition, and was researched as very successful. Also, the game received above the line advertising support (£820k TV only).

High rate for a short run: Merry Christmas, selling £16million between October 19 and January 24. This ticket featured a seasonal theme, six games to play (and therefore good value for money), and a good design that helped it stand out in the dispenser

Total Tickets Sold: Monopoly 2, selling 29 million tickets. This game was a licensed property, and received above the line advertising (£826k TV only)

Other games the Lottery felt worthy of mention include a £100k base game that has been going since instants were launched. It is the only consistently available game. It sells £1.4m per week. Pharaohs Fortune, a £2 game, has a very popular Egyptian theme, and Lucky Devil, a whimsical luck ticket with fun graphic.

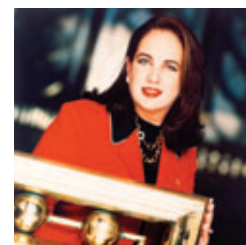
Saarland-Sporttoto GmbH

Total sales revenue: Sternenglück, selling 1,741,200 EUR. The Lottery attributes the success of this ticket to the fact that it was new.

Total Tickets Sold: Sternenglück, selling 1,741,200 tickets. ■



Actualización de Lotería Nacional para la Asistencia Pública, Mexico



Lotería Nacional Director General Laura Valdés

Un suplemento de la entrevista a la directora general Lic. Laura Valdés, publicada en abril 2002, en Public Gaming International.

PGI: Cuando platicamos la última vez, usted mencionó algunas de las metas importantes que Lotería Nacional para la Asistencia Pública tenía para el 2002. ¿Qué progreso han hecho?

Laura Valdés (LV): Me da mucho gusto informarles que pudimos lograr uno de nuestros principales objetivos relacionados con la venta de boletos y la rentabilidad, después de los tristes números que tuvimos en el 2001.

PGI: ¿Los resultados de cierre del 2002 fueron mejores o peores?

LV: A pesar del escenario económico mundial y el debilitamiento del peso, la Lotería Nacional reportó un ingreso total por venta de billetes de \$4,949.75 MM MXP (\$449.97 MM USD), y un total de margen de utilidad de \$419.4 MM MXP (\$38.13 MM USD).

PGI: ¿Fue un incremento o decremento y de cuanto?

LV: Hubo un incremento del 3.5% en la venta de billetes. Además Lotería Nacional pudo bajar sus costos operativos en un 1.2%, asegurando que vamos por buen camino para lograr nuestra meta de bajar nuestros costos operativos en un 10% para el 2006.

PGI: Usted también habló sobre la transparencia como una de sus metas. ¿Qué nos puede decir al respecto?

LV: Como recordará, en agosto del 2001 se creó el Fideicomiso de Lotería Nacional para la Asistencia Pública Transforma México que entrega recursos a organizaciones de la sociedad civil.

PGI: ¿Cuánto dinero distribuyó la Lotería Nacional a través de Transforma México en el 2002? ¿Quiénes se beneficiaron?

LV: Me complace mucho poder reportar que el 2002 fue un año maravilloso para Lotería Nacional, ya que entregó recursos a 38 instituciones en la República Mexicana, que trabajan en las comunidades para mejorar la educación y los programas de salud. De hecho, se distribuyeron un total de \$104.63 MM MXP (\$9.51 MM USD) que equivalen al 2.8% de las ventas anuales, aunque cabe aclarar que el grueso de las utilidades de Lotería Nacional se entrega a la Tesorería de la Federación.

PGI: ¿Ven ustedes que Transforma México esté cambiando la cultura institucional de Lotería Nacional?

LV: Si, ha habido un gran cambio. El equipo de Lotería Nacional recuerda su misión diariamente, ya que nuestra función es la Asistencia Pública. Ese es el nombre de nues-

tra organización, y es nuestra tarea de todos los días. Nos mantiene concentrados y nos provee evidencia directa de que el dinero de los billetes de lotería se utiliza para apoyar programas de asistencia social.

PGI: En el 2002 ustedes se refirieron a la Lotería Nacional como una institución que requiere de modernización. ¿Cuál es el reto más grande a este respecto?

LV: La Lotería Nacional para la Asistencia Pública forma parte de la rama ejecutiva del Gobierno Mexicano comúnmente referida como la Administración Pública Federal, la cual incluye organismos centralizados y paraestatales. Nuestra institución es un ejemplo de un órgano descentralizado.

Las Leyes Orgánicas gobiernan a los organismos paraestatales y el revocar, enmendar o aprobar una nueva Ley Orgánica corresponde a la Legislatura Federal y como sucede en cualquier proceso legislativo, el Ejecutivo propone y el Legislativo dispone.

Para poder emprender el amplio esfuerzo de modernización que permitiría la fusión de dos entidades que actualmente funcionan por separado, como son la Lotería Nacional y Pronósticos para la Asistencia Pública y poder desarrollar y crear nuevos productos y servicios, introducir nuevas tecnologías estructurar la operación de la institución en un entorno cambiante, la legislatura debe pasar la nueva Ley Orgánica.

Este es por lo tanto, el reto más grande que enfrentamos para poder lograr las metas que nos hemos propuesto para los próximos 3 años.

PGI: ¿Cuál es su apreciación de la probabilidad de que se apruebe esta nueva Ley Orgánica?

LV: El equipo en Lotería Nacional ha trabajado diligente y cuidadosamente en esta propuesta de ley para proveerle suficiente flexibilidad que le permita crecer y prosperar, no solo para la próxima generación, sino las del futuro.

Mi bola de cristal no es más clara que la de cualquier otra persona, pero esperamos que se instrumente esta nueva Ley Orgánica para fin de año.

PGI: ¿Usted cree que está en camino para lograr las metas propuestas para Lotería Nacional durante su gestión?

LV: El progreso no ha sido tan rápido como yo quisiera y hemos tenido que enfrentar muchos retos que no se anticipaban. Sin embargo, creo que la carrera no es para el veloz, ni la batalla para el fuerte. Seremos pacientes y mantendremos el rumbo. ■

An Update on Mexico's Lotería Nacional para la Asistencia Pública



A supplement to Public Gaming International's April 2002 interview with Director General Laua Valdés.

PGI: Last time we spoke you mentioned some important goals for Lotería Nacional para la Asistencia Pública in 2002, what progress have you made?

Laura Valdes (LV): I am very happy to report that we were able to achieve one of our primary goals with respect to ticket sales and profitability. After a big disappointment in 2001, end of year results for 2002 were more or less satisfying. Despite the global economic turndown and a weakening peso, Loteria Nacional reported total revenue from ticket sales of 4,949.75 million pesos (US\$449.97 million), and a total profit of 419.4 million pesos (US\$38.13 million). There was an increase in revenue compared to last year of 3.5 percent. Loteria Nacional was able to further control its operating costs, which were 861.46 million pesos (US\$78.32 million). This 1.2 percent decline in operating expenses keeps us on track to meet our 2006 goal of 10 percent of sales.

PGI: You had also made reference to improving transparency in the organization as a goal. Do you have some feedback for us?

LV: As you may recall, as a first step to improve public perception of the role of Loteria Nacional in providing public assistance was to establish a Fideicomiso, Transforma Mexico. This arm of Loteria Nacional is an accountable, transparent public trust, Transforma Mexico, delivering tangible public assistance by channeling funds to organizations for continuation of their worthy programs.

PGI: How much money has Loteria Nacional distributed through Transforma Mexico in 2002, and who has benefited?

LV: It is with feelings of both pride and humility that I am able to say that 2002 was a wonderful year for Loteria Nacional in fulfilling its mission. Through its trust fund Transforma México, the National Lottery handed over money to 38 civil institutions all across Mexico. These are the local organizations that are working in their communities to improve education and health programs. In fact, a total of 104.6 million pesos (US\$9.51 million) was distributed or 2.11% of Loteria Nacional's annual ticket sales. Of course the bulk of Loteria Nacional's earnings goes to the National Treasury.

PGI: Do you view Transforma Mexico as changing the corporate culture?

LV: Yes, it is the most demonstrable change. Every day the

team at Loteria Nacional remembers its mission. Our function is public assistance. That is the name of this organization and the task of every day. It keeps us focused and provides direct evidence that money spent on lottery tickets is used to support proven programs administered by third parties.

PGI: In 2002 you referred to Loteria Nacional as an aged institution that requires modernization. What is your greatest challenge in this effort?

LV: Loteria Nacional is part of the executive branch of the Mexican government often referred to as the Federal Public Administration, which includes centralized and parastatal organisms. Loteria Nacional is an example of these decentralized entities in Mexico.

Parastatal organisms are created and operate pursuant to their respective charters, called organic laws (ley orgánica). The purpose of which is to prescribe the rules governing the organization and operation of a particular public body, such as the Organic Law of Loteria Nacional of 1947.

Repealing, amending or passing a new Ley Orgánica is in the hands of the federal legislature. And like any legislative process, the Executive proposes and the legislature disposes.

In order to undertake the broad modernization effort that would enable the fusion of the two separately constituted and functioning entities, Loteria Nacional and Pronosticos, to develop and launch new products and services, to introduce new technology, and to structure the institution to function in a changing environment, the legislature must pass a new Ley Orgánica.

Therefore it is the passage of a new modern law as the greatest challenge and the best opportunity to achieve our goals for the next three years.

PGI: What is your assessment of the likelihood of a new Ley Orgánica being passed?

LV: The team at Loteria Nacional has worked diligently and carefully on its proposed law to provide sufficient flexibility for Loteria Nacional to grow and prosper not only for another generation but for many to come.

My crystal ball is not any clearer than any one else's, but we hope for implementation by year-end.

PGI: Do you believe you are on track to achieve the goals you had established for Loteria Nacional during your administration?

LV: Well, progress has not been as fast as I would like, and there have been a number of unanticipated challenges. Nevertheless, I believe the race is not to the swift, nor the battle to the strong. We will be patient and focused. ■

Successful Lottery Promotions

Promotion is the name of the game. A good promotion can bolster the effectiveness of a new game or can bring a dying game back to life.

Most lotteries run a few promotions each year and are perpetually on the lookout for fresh ideas. Several lotteries were kind enough to share some of their recent success stories, thereby, making the hunt for new ideas a little easier.

Colorado

Instant – Road Trip: During the summer, the Colorado Lottery sponsors many events throughout the state. In preparing for 2002, the Lottery wanted to develop a promotion with significant talk-value that would carry through the entire summer.

Because the Lottery travels throughout the state during the summer, the "Road Trip" theme was developed. A \$2 Scratch ticket was produced, but in order to give the ticket a fun and exciting personality, the Lottery looked for a promotional partner. A partnership with Chevrolet was quickly formed: Chevrolet was excited about the prospect of promoting its new truck, the "Avalanche", and the Lottery was thrilled with the opportunity to work with Chevy.

A merchandised game like "Road Trip" provides great opportunities to reach an audience beyond the Lottery's standard target and to give away prizes that create buzz throughout the market place. Not only did the Road Trip Scratch ticket provide the chance to win up to \$25,000 instantly, players could win one of three Avalanche trucks instantly or enter to win a fourth Avalanche by entering non-cash-winning tickets in a drawing.

The relationship between the Lottery and Chevy was truly a co-promotion as no dollars were exchanged; both organizations simply incorporated each other's message into the overall marketing efforts. Chevrolet provided the Lottery with three Avalanche trucks to drive around during the promotion. Additionally, the Lottery purchased three trucks, all which were given away as top prizes, and Chevy donated an additional vehicle for the second chance drawing.

The excitement of Chevy's new truck, the Lottery's new Scratch ticket and participation at great summer events were the perfect combination for the Lottery's personality.

The promotion's "talk-value" was invaluable. Participation at the various summer events allowed the Lottery to support communities throughout the state, and the brightly wrapped trucks created excitement at every event, especially those events in

towns outside the Denver area. Overall ticket sales throughout the summer at the promotional events totaled \$277,200, an average per capita of 0.14 – all in the course of five months. Altogether, the Colorado Lottery and Chevrolet reached approximately 2,715,457 people through the Road Trip promotion.

Online – Catch the Lotto Bug: The Colorado Lottery just wrapped up its second round of the "Catch the Lotto Bug" promotion. On Valentine's Day, two lucky Coloradans were awarded Volkswagen Beetles worth approximately \$35,000. A total of four Bugs were given away in the month long promotion that had players sending in non-cash winning Lotto tickets. The VWs are catchy, fun and create the excitement the Lottery looks for in a promotion.

Three "Lotto Bugs" were also driven across the state to over 140 retail locations. The cars were decaled with Lotto balls, the

Lotto logo and information about the promotion. They served as moving billboards racking up more than 14,000 miles. The Lotto Bugs helped to increase visibility and player awareness for Colorado's Lotto game and were a big hit with the public and retailers alike! The Lottery chose to repeat the "Catch the Lotto Bug" promotion in an effort to capitalize on the equity gained from the promotion the previous year.



Kentucky

Instant – Beetlemania: From May 24, 2002 through October 31, 2002 the Kentucky Lottery gave away ten 2002 Volkswagen Beetles in its Beetlemania promotion. The \$5 game featured the Lottery's first dye-cut ticket, and the vehicles were won instantly, while the top cash prize was \$50,000.

The KLC generated publicity for the ticket by inviting local radio and television talent to participate in a Scratch-Off contest. The Celebrity Scratchers had to scratch as many "Beetlemania" tickets as possible in a 3 minute time period. Some of the local talent broadcast live from the event. The KLC donated tickets to each of the participants favorite charities and the dealership matched that with a cash donation in the celebrity's name.

To further promote the ticket, the Lottery developed press kits for local media that included sample tickets and a Volkswagen Beetle key chain. KLC also had an appearance on a local morning show where the Lottery and the dealership tried to fit as many people as possible into a VW Beetle.

The dealership helped promote the ticket by having special decals produced for the cars and parking them in front of their new location at a very busy intersection in Louisville.

KLC goals for this promotion were to entice new or lapsed players to play Scratch-offs by offering a non-cash prize of a new VW Beetle, and to co-partner with a dealership in the area to share publicity and leverage marketing dollars in support of the ticket.



The results were very favorable. Ticket sales indicate this was very popular with players in Kentucky. The ticket generated \$4.82 million in sales and was more successful than other similar \$5 tickets offered to date with merchandise.

The cost of the vehicles was built into the prize structure, so the only outside cost for the promotion were the point of sale materials. These were produced in-house for under \$1000.

Online – With All These Winners, You Oughta Be Playing!: "With All These Winners, You Oughta Be Playing," was an Online Promotion focusing on Kentucky Cash Ball and using Powerball as an introductory vehicle to reach potential Cash Ball players.

The Online Promotion had two parts. The first part ran September 22 through October 5th. The second part ran October 6th through October 19th.

In part one, players who purchased a \$5 Powerball ticket received a Free \$1 Kentucky Cash Ball play. In part two, players who purchased a \$3 Kentucky Cash Ball ticket received a Free \$1 Kentucky Cash Ball play.

The goal of the promotion was to promote winner awareness and to encourage trial and repeat play of KY Cash Ball.

There was little incremental cost for this promotion. The POS for the promotion was produced in-house at a cost of approximately \$500. The cost of the free plays was offset by the increase in sales.

The promotion was deemed a success as the Lottery experienced a substantial sales increase in Kentucky Cash Ball during the promotional period and continued improvement after. Advertising measures also indicate increased game awareness.

Maine

Instant – Road Trip Second Chance: From January through May 2002, the Maine Lottery ran a second chance promotion for its \$5 Road Trip instant. Players filled out the back of non-winning tickets to enter drawings for prizes.

The Lottery held four drawings leading up to the Grand Prize drawing in May. The players were eligible to win Lottery logo wear, tickets to events throughout the state, and the Grand Prize, a 2002 Winnebago with taxes paid.

The Lottery partnered with thirteen sponsors who provided tickets to events like hockey games, rafting trips, baseball games, train rides, speedways and more.

With the trip prize tickets being donated by sponsors for a mention on the Lottery's POS and TV commercial, and the Winnebago built into the game prize structure, Lottery costs were reasonable.

Maine players responded so well to the promotion that the Lottery's giant drawing drum could barely hold another ticket. The game sold out much faster than the average \$5 game.

Online – Holiday Bonus: Every year the Maine State Lottery, in conjunction with the Tri-State Lotto, runs a

Holiday promotion in December. This Holiday Bonus promo offers "12 Days of Winning," December 14-25. Any player buying a single Megabucks ticket of \$5 or more is eligible to win \$10 instantly. For the first time, Pick 3, Pick 4 and Cash Lotto players who purchased a single ticket of \$2 or more had the chance to win \$5 instantly. In addition \$1 million annuitized was added to the Megabucks jackpot drawing on December 25th. The Instant win prizes and the addition to the jackpot were funded by expired unclaimed prizes.

Promotional costs were minimal - a POS piece and a tag to Holiday radio and TV commercials. In the weeks leading up to the promo the Lottery used a teaser on the tickets and on CAD displays at the agent locations to advertise the upcoming promo.

Players loved the promotion. It generated a 53 percent increase in sales.

Rhode Island

Instant – Retailer Incentive: From July 1, 2001 through June 30, 2002 the Rhode Island Lottery ran a retailer incentive dealing with all instants in an effort to increase sales and reward those retailers who do a good job.

To become eligible retailers needed to increase sales by at least 12.4 percent over the previous year. Only retailers who had been selling Lottery product for at least one year were eligible. Those retailers that did qualify for the promotion received 25 percent additional commission on settled books.

The promotion cost \$1.11 million, and was deemed a success because retailers promoted Lottery products more aggressively.

Online – Keno Nights and Daily Number Days: On Friday afternoons and evenings the Rhode Island Lottery ran a promotion for its Keno and Numbers games called Keno Nights and Daily Numbers Days. All Lottery players were eligible for the promotion, and received T-shirts, caps Instant tickets and mugs.

The promotion is a success. Keno sales continue to grow, and the Numbers game is holding its own.

New Jersey

Online – Double Cash Weekends: In October 2000, the Lottery changed the draw format of Jersey Cash 5 to seven days per week. In October 2001 and November 2002, the New Jersey Lottery ran the Double Cash Weekends promotion for its Jersey Cash 5 game. The goal of the promotion was to raise awareness of weekend drawings for Jersey Cash 5.

Players became eligible for the promotion by purchasing Jersey Cash 5 tickets on weekends. All prizes were doubled on Saturdays and Sundays during the month of the promotion. In all, the promotion ended up costing \$314,000

Player response was very positive. Sales increased by more than \$2.5 million during the first run of the promotion. For the second run sales increased by \$1 million for the month.

Instant – Lottery Bonus Zone: On June 17, 2002, the New Jersey Lottery launched a promotion called Lottery Bonus Zone in conjunction with the Tabasco Hot Cash instant in order to increase participation in the Lottery's VIP Club.



Players became eligible to win one of ten Tabasco backyard barbecue packages and a "Red Hot Kitchen Makeover" by sending in three non-winning Tabasco Hot Cash tickets.

Player response was very positive. The game sold better than average, contributing to the overall growth of Instant sales, and increased membership in the VIP Club.

Maryland

Instant – Cash Encounters Second Chance: The Maryland Lottery is currently running a successful promotion called Cash Encounters Second Chance Contest. The highly attractive \$10 Cash Encounters card has a one million dollar top prize, and the second chance component consists of a series of ten drawings for five players each time, with a grand finale consisting of a 30-minute game show for 20 finalists in May. Nearly \$1.6 million in cash prizes will be awarded.

The promotion began on Oct. 29, 2002, and to date more than 225,000 entries have been received. Players enter by writing their name and address and affixing a stamp to the back of a non-winning Cash Encounters ticket. The ease of entry is felt to be one of the reasons for the game's success.

Another reason for the promotions success is television. The ten preliminary rounds are each televised statewide at 7:45pm every two-weeks. This is terrific exposure as the viewers witness real people from Maryland playing the Lottery and winning!

Its goal, to generate extra sales while building fun and excitement for the players, has been successful. Sales of Instants recently reached record levels for a single week at 7.1 million.

Online – Pick-3 25th Anniversary: Maryland's most successful online promotion was its Pick-3 25th Anniversary Promotion. It ran from September 24, 2001 through October 21, 2001.

The goal of the promotion was to reverse the decline in Pick-3 ticket sales. The estimated investment in the project was \$1.7 million. It was deemed highly successful because for many months following the event, ticket sales increased.

Players became eligible via winning raffle numbers printed on their tickets. If the number ended in 25, the player instantly won \$250. If a player's number was drawn in one of four drawings over the promotion period, that player won either \$100,000, a Ford Expedition, or a home entertainment system. These drawings were televised in conjunction with the evening's Pick-3 Pick-4 drawings, and that viewing excitement contributed to the promotion's success.

DC

Online – Hot Five Ticket to Ride: From June 1st through August 25, 2002, the DC Lottery ran a promotion entitled, "Hot Five Ticket to Ride." The goal of the promotion was to increase sales and attract new players to the 5-digit lotto game, HOT FIVE. The promotion consisted of four primary elements, a free ticket incentive, a Mercedes Benz SLK 230,

a concert partnership, and Internet Advertising.

The free ticket incentive was developed for both the current and the new player. When players participated in the offer, they were bound to have a winning experience, an important factor in player retention.

The Mercedes was designed to attract new players. It was used as the grand prize for a second chance drawing. Players had to purchase five Hot Five tickets to participate.

The Lottery was a sponsor of a 13-week, free, outdoor concert series aimed at helping the Lottery reach and engage a younger, more affluent non-playing target demographic. The car was displayed at the concert and used to get the attention of the new player. The partnership was important in advertising the Lottery on TV, radio and concert web site in a cost-efficient manner.

Finally, the Lottery used Internet banner advertisements for additional reach into its target demographic.

The total return on investment based on the estimated increase in ticket sales over the duration of the summer-long campaign, was approximately eight percent. The promotion and concert series venue proved to be an effective means of reaching new players. Post concert survey results indicated that approximately half of all concert attendees were aware of the promotion. Of those who were aware, 14 percent participated (i.e., purchased a ticket). Of those who participated, more than 50% had never played the D.C. Lottery in the past.

Texas

Instant – Harley Davidson Second Chance Drawings: From June 4, 2002 through January 14, 2003, the Texas Lottery ran a second chance promotion in an effort to increase excitement about the Harley-Davidson® instant game and give players a second chance to win a motorcycle or HD merchandise. Five Harley-Davidson Sporster® 1200 Custom™ motorcycles and 5,175 prize packages were awarded in five different drawings. Players became eligible by mailing in one non-winning Harley-Davidson ticket for each drawing.

The players were enthusiastic about these drawings. Many players said they bought the ticket just to enter the drawings. Players also said that they would enter future second chance drawings, depending on the prize.

The response received for each drawing was outstanding, with the average number of entries at 124,600. Even with a five-month gap between the fourth drawing and the final drawing, the player interest was still there. Sales for this game were an additional indicator of the overall success of the game. Harley-Davidson was one of the Lottery's top ten scratch-off games for more than 14 weeks. The game broke an industry record in the first month of sales by selling more than \$12 million.

Online – Texas Two Step/Cash Five Clerk and Player Promotions: In February, 2003, the Lottery promoted its Texas Two Step and Cash Five games with promotions aimed at both



retailers and players. The goal was to raise awareness and trial of the Two Step game while cross-promoting the Cash Five game.

Here's how it worked. For every fifth Texas Two Step ticket with a purchase of \$5 or more, clerks received a voucher for Texas Two Step sport bags. The players who purchase \$5 or more worth of Texas Two Step plays on one ticket received a free Cash Five Quick Pick, good for the current drawing.

There were 23,420 clerk vouchers generated during the promotion. The vouchers were exchanged for Texas Two Step sport bags. If all 23,420 vouchers are redeemed, the cost of the clerk promotion will be \$54,568. There were 302,806 free Cash Five Quick Picks generated during the player promotion. The Lottery's cost for those tickets is \$166,543.

The Lottery had estimated that approximately 246,620 free tickets would be generated during the two-week player promotion. The actual total of 302,806 is more than 22 percent above estimates. The Lottery is continuing to analyze Texas Two Step sales to see how the promotion may have encouraged players to join and subsequently stay in the game.

Washington

Instant – Harley Davidson: One of the Washington State Lottery's most successful Scratch ticket launches involved the \$3 Harley-Davidson® ticket, launched November 4, 2002.

The game featured Ten Harley-Davidson motorcycles, 466 Harley-Davidson merchandise prize packages, and five \$30,000 top prizes.

The Lottery ran radio promotions at HD dealers throughout the state. The feedback from the dealerships was very positive—one dealership, in fact, is interested in becoming a Lottery retailer.

Player response was phenomenal – 95 percent of the game was sold out by week 10. Normally Scratch games are projected to sell 90 percent after 16 weeks.

The Lottery deems this game a success due to the fact that all 10 motorcycles have been claimed. The game was completely sold out and the Lottery was able to launch its replacement seven weeks earlier than scheduled.

Online – Mega Millions: On September 4, 2003, the Washington State Lottery launched Mega Millions. The goal of the game was to increase both player base and online sales.

The budget to start up Mega Millions in Washington was \$2.3 million, which covered costs such as: advertising (television, radio, print, outdoor, point of sale), kickoff material, retailer sell-in material, player prize packages, jackpot alert promotional items and more.

Although sales have not been as anticipated, Washington did have a \$93 million Mega Millions jackpot winner (its largest ever), and there was a tremendous amount of media response with the launch.

The Lottery was recently honored by the Puget Sound Chapter of the Public Relations Society of America for the Mega Millions Motor Tour which took place at several landmarks and retail locations across the state to support the launch of Mega Millions and the "move" of the Space Needle to Moses Lake. ■

The California Lottery and MDI Shoot for the Loot

Jeffrey Schweig, V.P./Director of Creative Planning and Development, MDI Entertainment

Because we have come to recognize the tremendous promotional opportunities available to lotteries launching our licensed games, MDI Entertainment has established a service to help lotteries make the most of that potential. From public media events at game launch to special events at retail, our goal is to provide our customers with integrated marketing services to take advantage of the special appeal of our properties.

Last month, The California Lottery launched a collection of NBA Scratchers® licensed through MDI. The \$2 series features the names and logos of seven NBA teams including the Sacramento Kings, Los Angeles Clippers, Los Angeles Lakers, the Golden State Warriors, Portland Trailblazers, Seattle Supersonics and Phoenix Suns. In addition to winning cash, consumers can mail in non-winning tickets for second chance drawings that award exciting NBA trips and merchandise.

Through a collaborative effort, the Lottery and MDI negotiated a series of overlay promotional programs with the California NBA teams (and the radio stations that air each team's games). For 13 weeks, consumers throughout California have the opportunity to visit Lottery retailers to win Lottery and NBA premiums and California Lottery NBA Scratchers. Vans wrapped with NBA and California Lottery graphics are visiting many of the lottery's premiere retailers. At each event, consumers who purchase an NBA Scratcher have the opportunity to spin a wheel modeled after the Lottery's "Big Spin®" TV game show to win a prize.

Over 100 promotional events are taking place throughout the state during the promotional period. The radio stations are airing 15 second spots to drive traffic to the retailer events, and the program is also promoted on the official NBA team and radio station websites. Moreover, there is a series of in-stadium promotions at Clippers, Kings and Warriors games designed to generate even greater awareness of the NBA instant tickets.

To launch the game, the Lottery organized a "Media Shoot Out" contest where media "celebrities" competed against each other for the title of "Media Free Throw King (or Queen). A donation was made to the winner's children's charity of choice.





Guy Lines

www.notwebsitesagain.com by Guy Simonis

Advertising, public relations, corporate image – all these hallowed ingredients of marketing are always on the lottery director's radar screen. Print, TV, and radio are the main conduits for promoting corporate objectives. These older media are lovingly edited, polished and shaped to put our best foot forward. Still, corporate websites don't seem to be given the same care.

In a previous column I rued the general bleakness of lottery websites. After viewing close to a hundred of the world's lottery sites for a research project, I concluded that there was no real focus of what this new medium was and could do.

It is easy for me, writing a column for your amusement, to criticize the website efforts, but I too had to ask myself, who is the audience?

Why would anyone, in the course of a busy daily life in the computer lane click on to a lottery page, other than a fleeting curiosity or, perhaps, having landed there by chance (no pun intended)?

Who actually has a good reason to look?

The most likely visitor is a lottery player. He or she may want winning numbers of draws past, many players I know have a desk drawer featuring a stack of unchecked tickets. Once we have this numbers seeker's attention, what else do we want him to see? Why would we want to retain him?

Is this website a medium to create sales? An advertising vehicle? Not many sites show any conviction in this idea. Is it perhaps more suited to create credibility and prestige for our organization?

I am now of the opinion that without much thought we lottery managers have decided on three actual audiences: the player, our critics (media pro or con, politicians) and ourselves, the lottery organization.

The Player

The player is a first priority on all websites. The lottery numbers are published, winners featured, games explained. Limited function, but pretty good; although, creatively... shall we say..... somber?

The Media and the Critics

A handful of websites have smartly judged that journalists with negative or positive stories to write can, if properly directed, be valuable visitors to the website. The properly designed and maintained website is a super-duper electronic media kit. For print reporters they provide a repository of meaningful and relevant news releases (i.e. free of useless

DBS and outdated junk) professional proofs of logos, recorded sound bites of game promotions, winner interviews and perhaps director's comments. Some present live drawings and re-runs of for archival use. Also, included in a few cases, is an ordered library of problem gaming articles, studies on economic impact, comparative annual reports and anything that a serious journalist would treasure in helping to complete a knowledgeable story. The Media (critic) Center may perhaps prove to be the best way to gain additional corporate credibility. But, let me caution you. This is not the place to file self-congratulatory baloney and overblown stories of the lottery's importance. Bombast doesn't sell here.

To paraphrase a famous general we have found the enemy and it's us. Many sites are being used as the electronic dumpster. We stuff information in there solely to say we published it. We know no one will read the legislation. We realize the troubled compulsive player will not read our warning notice on problem gambling. We acknowledge that no one planning to buy an instant ticket will look to see which prizes have expired. No one cares for descriptions of instant games that died many moons ago. And how come the never-asked Frequently Asked Questions stay there forever without a single comma changed? My advice is to keep it functional. Think of being of service rather than defending against real or imaginary foes.

Layout and Creativity

Content of interest and value is paramount. But looks and ease of finding your way around are indispensable attributes if the site is to fulfill its purpose. Again, we should ask ourselves, what should this face of the lottery look like?

If we wish to convey that "we are in the entertainment business, you'll have fun with us, we laugh and hope you like what we do," the site should look bright, happy, inviting, colorful and exciting.

If we want to say: "This is your government. We are plain, solid, never fly first class, think politically correct, wear sensible shoes and have gray walls in our offices" then your site will reflect that in somber design and black bordered legal disclaimers.

Meanwhile if you wish to see the most lavish and complete website go visit our Czech colleagues, the Sazka lottery in Prague. It does not matter that you do not speak or read Czech; just go to www.sazka.cz and click anything and everything you see. Be sure to take the virtual tour of their offices. ■

Please send responses to this column to Guy Simonis at gsimonis@telus.net.

People

Texas Governor Rick Perry appointed **Reagan Greer** as the new executive director of the Texas Lottery. Mr. Greer, 45, most recently held the position of Bexar County district clerk. Mr. Greer was a real estate broker and justice of the peace before his election as district clerk in 1998. **Gary Grief**, the lottery operations director who has been serving as acting executive director was named deputy executive director.



Florida Governor **Jeb Bush** named former state Film Commissioner **Rebecca Mattingly** to head the Florida Lottery. Former Lottery secretary **David Griffin** is now serving as executive director of the transition team that Bush appointed after his re-election to review each of the state's major agencies.



Arizona Governor **Janet Napolitano** has appointed corporate marketing specialist **Kathleen "Katie" Pushor** (pictured left) as Acting Executive Director of the Arizona State Lottery, effective March 3.

For the past four years, Pushor has helped companies develop CIS and

business development strategies using the Internet and other high tech means. She is the former Executive VP and Chief Marketing Officer of MicroAge, Inc., and previously worked for PricewaterhouseCoopers as an accountant and director of Personnel, Finance and Administration.

Former Executive Director of the Arizona Lottery, **Geoffrey E. Gonsler**, will serve as Acting Executive Director of the Racing Department.

Loto-Québec Chairman, President and CEO, **Mr. Gaétan Frigon**, conveyed his decision to the Government to leave the public corporation effective immediately and to return to the private sector. Mr. Frigon will be returning to Publipage, a directory-advertising agency he co-founded with his wife in 1996.

Maine Lottery Director **Eben Marsh** resigned January 21 2003. **Pam Coutts**, who has been serving as Deputy Director for the Bureau of Alcoholic Beverages and Lottery Operations, was appointed Acting Director.

After over 26 years at the New York Lottery, **Vinnie Monitto** retired, effective February 21st. Later in the year, he will be relocating to Orlando, Florida where his wife is currently working for Disney. He may be contacted via email at vjmlot01@aol.com. ■

Turning Negatives into Positives ...Continued from page 9

the Board of Charity of Guayaquil. The results were overwhelming, during the four months period of the contest, every week there were at least two different pieces of news related to our charity work. The award ceremony was covered by most major media, the after effect is incommensurable. We pride ourselves on having the best relationship with the press and that helps us to generate good will." The contest will be rescheduled every two years.

Prolotero – Lottery street vendor training program

Loteria Nacional's distribution network is comprised of a number of retail outlets, and a street vendor force which sells throughout the country. The mostly uneducated sales force tends to be unmotivated in the quest for better alternatives. They were feeling left out and not an integral part of the Lottery's organization. Castillo explained, "We had registered close to 3,500 street vendors around the country. Our research revealed that these vendors were heterogeneous, with low levels of education and self-esteem. We also found a poor quality of life among them and a predisposition to learning better ways for themselves."

The objective was clearly defined and Loteria Nacional scheduled the first training program dubbed "Prolotero". The Lottery scheduled an integral training program focusing on three aspects: improving self-esteem and quality of life; lottery selling techniques; and business administration basics. Funding for the program was split between Loteria Nacional and Corporación Financiera Nacional, a government agency for self-employment

aid. The courses materials and instructors were provided by the Regional Polytechnic University. Each module contemplated 60 in-class hours which were scheduled around the vendor's regular working hours. "The results in terms of morale and feeling part of the team were very auspicious. In terms of sales, we registered a notable improvement after the training sessions. The program was highly visible and received much publicity and they have been very gratifying, not only in sales improvement but in consumer goodwill," quipped Castillo.

"We have come a long way, 108 years to be precise, to being recognized today as one of the most respectable institutions in Ecuador, thanks to a careful management of our brand equity," Castillo remarked proudly. He also said "In our market, Loteria Nacional is synonymous with charity, good business practice, transparency, credibility and outright fun."

"In terms of the future, we expect to bring in new alliances. One of which we have high expectations is with Barcelona, Ecuador's most popular soccer team. We also expect to expand our instant games. By third quarter 2003 we will be launching a pre-printed lotto type game. For 2004 we are evaluating several on-line games."

Javier Castillo finally said, "fortunately, thanks to our lottery sales today, we can optimistically state that there will be no cuts in the foreseeable future of the social programs which are managed by the Board of Charity of Guayaquil" ■

California.

The California Lottery and the NBA teamed-up to offer sports fans a shot at the NBA Finals with the new \$2 NBA Scratchers. The tickets feature the teams like the Sacramento Kings, Los Angeles Lakers and others, and incorporate the kind of bonus prizes that make sports fans dreams come true...game tickets, 12 road trips, all-star experiences, plus packages of high quality, genuine NBA collectible merchandise.

Connecticut

It's virtual fun at ctlottery.org. Viewers to the lottery's web site can now view and try game demonstrations for three of the Lottery's newest scratch games: "Progressive Poker," "Progressive Blackjack," and "Slingo".

DC

To heighten its visibility among the business community, the D.C. Lottery has formed strategic alliances with the District of Columbia Chamber of Commerce and the Greater Washington Board of Trade. These partnerships provide the Lottery with access to more than 6,000 corporate decision-makers, who can promote to their companies the value of using Lottery products, particularly Instant "scratch" tickets as incentives, gifts, or promotional items. In addition, the D.C. Lottery is able to sponsor events, which strengthens co-branding opportunities and enhances the Lottery's image throughout the corporate industry.

Georgia

The Georgia Lottery Corporation recently swept the Atlanta Addy Awards for excellence in television advertising, winning more awards than any other organization in local television. Mega Millions "Bank Teller" and Instant Holiday Games "Monkey" tv spots both won gold awards and three Mega Millions television commercials starring Fabio all won silver awards!

Iowa

The Iowa Lottery and PETCO stores are teaming up in the "Dog-Gone Lucky" contest, which will determine six dogs whose photos will be put on tickets in a Dog-Gone Lucky scratch game this fall. The owners of the six lucky dogs will each receive \$500 from the lottery, a \$50 gift card from PETCO and other prizes from the pet-supply stores. Eighteen semifinalist dogs' photos will be on the lottery web site from May 5-18, when the public can vote on them. The six "Dog-Gone Lucky" dogs will be announced May 20 on the lottery web site and at the participating PETCO stores.

Idaho

The Idaho Lottery hosted its annual charity event called Scratch for Schools to help schools in the greater Twin Falls area raise additional funds. Ninety-five schools in the region were invited to participate. Eighteen were interested, and all were chosen to play a part in the event. Here's what happens: Each team of two adults is given 300 Idaho Lottery scratch tickets, and they get to scratch like crazy for 5 minutes. Schools get to keep what the team uncovers on the tickets. There are additional prizes awarded to the team that uncovers the largest dollar amount and the team that scratches off the most tickets.

Kentucky

The KLC currently has several promotions running: every 10th purchase of \$5 of Pick 3 or Pick 4 tickets receives a \$1 Powerball Quick Pick; every 6-day multi-draw of Kentucky Cash Ball receives \$2 Powerball Quick Picks; and Lucky 599 (if a Lucky 599 is found under the player's pull-tab ticket, that player can mail in the ticket for a chance to win \$599). The Lottery also has a Harley-Davidson promo.

Massachusetts

The Massachusetts Lottery is speeding the pace of Keno games to generate more revenue. The games, which were drawing every five minutes will now be drawn every four minutes. Officials are hoping the change will result in an extra \$30 million per year.

Minnesota

The Minnesota Lottery is switching from bouncing balls to digital for their Gopher 5 and Pick 3 games. It's been estimated that the change will save the lottery about \$600,000 a year.

Missouri

The Missouri Lottery's Pick 3 "American Muscle" promotion is slated to begin on March 30. The four-week promotion will give players a chance to win a Ford Thunderbird, two Ford Mustangs, 200 cash prizes of \$598 and 2,000 Pick 3 T-shirts. Players will receive an entry slip when they make a \$3 purchase of Pick 3 plays. Players will be able to enter on-line, at retail locations or by mail.

The Lottery's Fun & Fortune Wheel Spin continues to be a hit with players. In the first nine spin events, \$1,329,500 in prizes has been awarded to finalists and spin contestants.

New Mexico

In March, the New Mexici Lottery issued a casting call for Lottery Success Scholarship recipients who graduated from a New Mexico college, university or community college and stayed in New Mexico to work. These former students will appear in the Lottery's next round of television, radio and print advertising.

To celebrate the five-year anniversary of the Lottery's Roadrunner Cash game, the Lottery is hitting the road in search of the next Roadrunner Cash mascot. Auditions will be held for that special pet that has a special trick or any other talent.

Rhode Island

Baseball is back. One of the longest instant ticket runs in the history of lotteries is back for another turn at bat. Now in its 28th consecutive year, Instant Baseball is still a Rhode Island favorite.

The Rhode Island Lottery recently sponsored the "Rhode Island Problem Gambling Awareness Week". This program, conducted by the Rhode Island Council on Problem Gambling, included informational booths at various locations around the State. The goal was to increase public awareness of problem and pathological gambling. The Rhode Island Lottery's Play Responsibly Campaign theme of "there is hope; there is help" was well received.

South Carolina

NASCAR fans can soon see the South Carolina Education Lottery's logo on Mike Wallace's NASCAR Busch Series car. In partnership with Mike Wallace and Biagi Bros., SCEL has agreed to become an associate sponsor for his car at two Darlington races (March 15, and August 30.). The deal also includes several radio

interviews statewide and PSAs with the SCEL's "Play Responsibly" message. Wallace will also host a Pick 3 and Pick 4 drawing.

Texas

Over the past few years, more than \$3 million has been lost in a scam primarily run by Central and South American con artists using bogus or altered Texas Lottery tickets. Since its launch in March 2002, the Texas Lottery Commission's Latin Lotto Scam Public Awareness Campaign has resulted in increased awareness among the elderly population, particularly within the Hispanic community, of the dangers of being scammed. The Commission's efforts to collaborate with local law enforcement have also produced the desired effects. In recent months, local law enforcement around the state reported back to the commission that instead of hearing from victims who have been scammed, they are hearing more and more from elderly who call to report that they were approached but "didn't fall for it."

Publicity materials (viewable at www.txlottery.org) include The Truth Report, a bilingual flyer detailing how the con game works; news releases with city-specific information and periodic updates; articles in targeted newsletters and magazines; and resource links.

Washington

The Washington Lottery, the Mid-Columbia Reading Foundation,

and the Tri-City Americans are working to advance children's literacy. Hockey fans age 18 or older who brought a new children's book to a hockey game at the Tri-Cities Coliseum got free \$1 Scratch ticket from the Lottery. All books collected benefited the Mid-Columbia Reading Foundation, which supports children's literacy and reading programs in South Central Washington.

Western Canada

The Edmonton Oilers and Calgary Flames have expanded their hockey lottery, adding a new \$5 scratch-and-win ticket. The game follows two editions of "Breakaway to Win," a \$10 ticket that split profits between the two NHL clubs. The previous two campaigns have earned the Flames and Oilers \$1.5 million each before marketing and advertising costs.

Wisconsin

The Wisconsin Lottery launched a new daily online game - Badger 5. The \$1 game features a 5:31 matrix, starting jackpots of \$10,000, and a rollover minimum of \$1,000 a day until it is won. The game also features the best odds of hitting the jackpot of any game the Lottery has ever offered - one in 170,000. To make room for the game, the Lottery has discontinued its City Picks game. ■

The International Lottery Draw ...Continued from page 14

Lottery. Emphasis will also be put on a stimulating structure of winnings at each quota.

Unique aspects of SAZKA's draw program include immediate televising of the amounts and number of winnings on the first and second draw. Also, SAZKA customers are able to recharge telephone credits at the Lottery's online terminals.

SAZKA uses computer animated draws for its Keno game. The principal reason for the selection of this method of drawing is the frequency (daily five-minute intervals). Random computer checks of the draws by state supervision representatives are routine.

Computer draws are not used in the other number lotteries and games, because the Lottery's research indicates that draws without the use of computers seem more reliable to bettors.

SKL

The objectives of the SKL draw program are to draw the numbers for the diverse prizes as they are guaranteed in the winning plan; make sure that winning numbers are determined at random; and to address the winning numbers quickly and correctly through different medias to the public. The biggest challenge the SKL faces in this is to create different technical and organizational dispositions to ensure an authentic drawing

The SKL does use computer generated draws in its "Euro-Joker" game. Drawings are held every hour. Computer generated draws are the only efficient way to



Uthingo uses Smartplay's Criterion model to draw their lotto game.

meet the demands of the games draw schedule.

South African National Lottery

The most important objective of the Uthingo's Lottery draw program, Road2Riches, is to deliver the live LOTTO draw and to provide fun and entertainment to viewers and the playing public. The Lottery's biggest challenge in reaching this objective is maintaining public interest and viewership.

The South African National Lottery is still quite young and at this stage of its evolution, its players prefer to see the numbers drawn normally. So, computer generated draws will not be making an appearance for some time.

Svenska Spel

The Svenska Spel has integrated computer technology into the televised drawing of their keno game. When they had initially introduced a creative, colorful graphic presentation of the winning keno numbers, the Keno Criterion machine (still used to pick the winning numbers) was dropped from the presentation. Eventually the machine was brought back due to player desire to see the numbers come out of the machine.

TIPOS, a.s. - Slovakia

The main objective in the TIPOS, a.s. draw program is fun, transparency, increasing lottery business, and realization of the new style of drawing.

TIPOS, a.s. came out with the first online Internet game in the Eastern European market. The biggest problem the Lottery faced in this launch was addressing customers concerns with Internet security. ■

How do you develop successful instant games and consistently post year-over-year sales increases?

You begin by partnering with a global leader that has a seasoned team of creative and product development specialists, a vast library of instant games from lotteries around the world, as well as state-of-the-art printing presses (in the U.S., U.K., and Chile) to ensure your products are of the highest quality and security.

You make sure the company has a deep, genuine commitment to understanding your instant game, your language, your culture and your market needs.

You look for a company with a proven record of delivering revenue-enhancing business solutions.

Innovative Business Solutions such as:

- Speeding up the validation process at the point-of-sale.
- Expanding the retailer network.
- Reducing inventory obsolescence.
- Streamlining the ticket delivery process.

And you look for a company with a long history of benchmarking product performance – for example:

- What is the most effective strategy for setting price-points?
- At what level do prize payouts optimize sales and net revenue?
- Which licensed property games are performing well and why?
- What are the marketing strategies of the world's highest per capita lotteries?

Providing complete business solutions that support the highest quality product is what sets Scientific Games apart in the world of instant tickets.

It is more than a point of differentiation.

It is more than a philosophy.

It is our commitment to you.



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