



WOMEN'S INITIATIVE IN LOTTERY LEADERSHIP

On December 23, 2017, a group of Lottery industry female executives received a call to action: to become part of an initiative aimed at encouraging the development of women in leadership in the industry. The call came from Rebecca Paul Hargrove, a lifetime contributor to our industry. As many of us know, Rebecca is deeply vested in the global Lottery business, possessing a passion for advancing it and supporting strategic initiatives to sustain and modernize it. Separately, and as importantly, she is a strong supporter of other women in the industry, and has mentored many of us across the world coming into new, challenging Lottery leadership positions. Her track record, as Senior Vice president of the WLA and the President & CEO of the Tennessee Lottery (and prior to that was the CEO of

the talent, abilities, and passion of Lottery women professionals to realize their full potential.” She goes on to say that WILL should be a mission that involves everyone. It’s about giving a voice and influence to the highly-capable women who are helping to shape the future of the Lottery industry. The goal is to create a program designed to nurture the development of our many talented women colleagues.

McKinsey & Company’s report, “*Diversity Matters*,” found that companies in the top quartile for gender diversity outperform those in the bottom quartile by 15 percent. A recent survey of Lottery CEOs globally yielded that, out of over 170 CEOs leading regulated lotteries, only 25 (that’s less than 15%) are female.

“As women represent over half of the global

diversity, what always matters ultimately is leadership!” McKinsey & Co., “*Women Matter*,” 2009.

Rebecca proposed a small Organizing Committee meeting, which was held in conjunction with the EL/WLA Marketing Seminar in London on February 7, with a follow-on meeting held on March 21 in New York City, in conjunction with the PGRI SMART-Tech Conference.

Rebecca’s initial vision was that the Women’s Initiative in Lottery Leadership would serve as a platform to support mentorship, foster personal development, install an industry-wide WILL communication network, and build out the specific professional programs to help women acquire the broad range of skills necessary to attain the top leadership positions within their organizations. At both inaugural meetings, there was intense discussion over the **varied definition of diversity and inclusion** in various geographies and cultures. The group stressed the necessity for deeper discovery into the meaning of diversity and inclusion, with everyone agreeing that this group **should not be exclusionary** and that diverse/female leadership has been proven to represent a competitive edge for the future.

The Peterson Institute for International Economics and EY analyzed results from 21,980 global, publicly traded companies, in 91 countries from various industries and sectors and showed that having at least 30% of women in leadership positions, or the “C-suite” adds 6% to net profit margin.

the Georgia, Florida, and Illinois Lotteries), and for sponsoring a very thoughtful and comprehensive “Emerging Leaders Program”, has been exceptional, demonstrating her deep commitment to bringing along young people and developing talent through a multi-disciplined curriculum.

Her vision is for the PGRI Women’s Initiative in Lottery Leadership (WILL) to be “a highly-inclusive, multi-faceted, and ambitious program that paves a path for

talent pool, it is clear to us that women should be at the forefront of the economic and social scene, **not just out of a sense of fairness, but to ensure that the very best minds, men’s and women’s alike, are brought together** to address the challenges that society faces. Achieving gender diversity in corporations, at all levels, is a long and demanding journey, which requires the involvement of the whole company and the strong commitment of top management.

Therefore, we believe that beyond gender

Following a lively discussion and thoughtfully considering diverse views, both within and outside of the room, the following Mission Statement was formally approved by the group:

To further drive high-performance business growth through supporting the advancement of women into top positions of lottery management leadership and responsibility.

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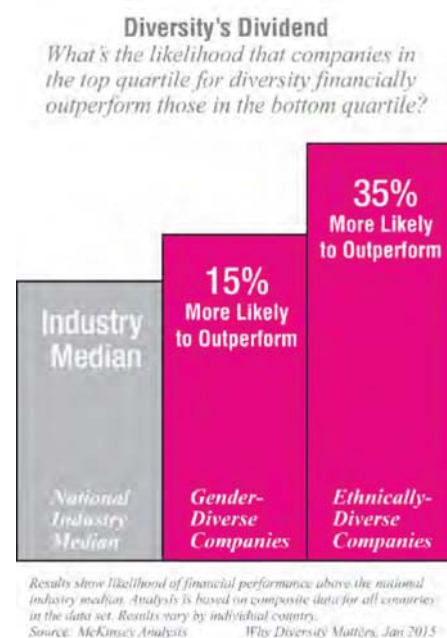
WILL Group Structure

The group structure will include a Board of Directors, comprised primarily of all the female CEOs of lotteries worldwide and top-ranking women from the vendor partner community, as well as male CEOs with a strong track record of mentoring and supporting women in leadership positions.

Lynne Roiter, CEO, Loto-Quebec and Secretary General, World Lottery Association, offered the following insight into WILL: The creation of WILL is proof that the lottery industry has come a long way in the past 10 years. Creating the environment that celebrates diversity and mentors talented professional women in Lottery will not only enable them to reach their full leadership potential but also benefits the industry and all its stakeholders.

Stephane Pallez, President & CEO, La Française des Jeux, believes that expanding networking and mentorship opportunities for young professional women is a good

way to increase opportunities for emerging female leaders.



Sue van der Merwe, COO of Tatts Group Lotteries, sees WILL as a vehicle to help

women acquire the skills and insights to forge their own unique journey towards career development and fulfillment.

May Scheve Reardon, Executive Director of the Missouri Lottery stated, diversity should be seen as a core value of any business, and vital tool for a multi-billion dollar industry that provides millions to beneficiaries around the world.

Debbie Alford, President & CEO, Georgia Lottery Corporation, envisions WILL as providing an opportunity for women to gain insight into different aspects of the lottery business in order to broaden their perspective and provide greater understanding of what it takes to run a lottery.

PGRI has agreed to administrate this exciting initiative, using its global media platform to promote WILL, and harness the industry-wide resources to support the professional development of women. The Women's Initiative in Lottery is about all of us working together to do something wonderful by helping our colleagues to succeed and making sure the door is wide open for women to move into positions of responsibility and influence. ■

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don't ... they will slow down everything and ask analysts for information that should be automated.

5. Do you work with predictive analytics?

Imagine you could predict which customers that are most likely to act on whatever you think is important. At Svenska Spel we are just starting to work on this now in 2017. We estimate that we have developed our predictive analytics skill to 60% of our target by the end of 2018.

6. Are you a Customer-centric governed organisation?

Everyone says they are customer focused, but the truth is that most organisations are still product and/or channel focused. Does top management discuss sales and movements from a customer view? Or do they still only discuss it from a product and channel perspective? Does your organisation set objectives, strategies and development plans from a customer segment point of view? Do you have KPI's on customer segment level?

7. Are you working with advanced CRM?

If you want to be relevant with your customers, always, in real-time, in all channels ... First, you need to work with all steps mentioned above. Second, you need a modern CRM platform. We (the lottery industry) do have an advantage over several other industries (telecom, travel, fashion etc.). The advantage is that our customers visit us more frequently online. Many customers visit us every week, to play or to check their results. This means that our own online channel is super important as a CRM channel. Imagine recognising every customer when they visit with a relevant message just for them, in combination with other CRM channels; email, postal, SMS, notifications, social media etc., this turns into a huge opportunity, to always be relevant depending on how you want to develop your customers.

So, what's in it for us? There is clearly business value in the end, but you need to know where you are right now. You need a credible vision and strategy to get there. It will take time and it will take top management commitment to succeed and it is my firm belief that if you don't invest here, you will be left behind. Good luck with your data!

Ps. In regards of the PZAC MODEL... don't google it. To keep my boards, and your, attention... PZAC stands for: Peter Zall's (own Analytics and CRM model ... ;) ■