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REBECCA PAUL: REFLECTIONS ON 37 YEARS IN THE LOTTERY INDUSTRY



Thirty-seven years: reflections on partnerships, progress and learning from each other

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PGRI INTRODUCTION: Rebecca Paul's lottery career started in 1985 with her appointment to lead the Illinois Lottery. She then went on to lead the start of the Florida Lottery in 1987, the Georgia Lottery in 1993, and the Tennessee Lottery in 2003. She was elected as president of the World Lottery Association (WLA) in 2018. As one industry friend puts it: "Like Buffet, Gates, Jobs, and Cher, you only need to use one part of her name – "Rebecca" – for everyone to know who you mean and to appreciate the woman who has done as much for our industry as anyone, helping to raise billions of dollars for education and other good causes."

Paul Jason: You played a major role in the global lottery industry for many years. How has your view of the industry changed as a result of your experience as president of the WLA?

Rebecca Paul: It's truly an honor and a pleasure to serve in this role. Throughout my lottery career, I have always been impressed by the benefits our industry brings to communities. But my experience on the WLA Executive Committee and now as WLA president has given me the opportunity to focus on and interact with all regions around the world, which has been an incredible experience. And what I've found is that every lottery, no matter how big or small, old or young, is dedicated to its mission and eager to join forces with one another to strengthen our industry as a whole. I've seen collaboration between organizations that appear to have little in common—but are open to learning from each other's strengths and weaknesses to evolve in a positive direction. Variances between regulatory structures, political climates, gaming cultures and more exist from market-to-market around the world, but I've been impressed with how

these differences do not stop us from learning from one another.

And from this experience, my belief in the foundation WLA has laid and the endless potential we have by working together has never been stronger. I'm excited about the accomplishments we have made over the years and confident in our universal commitment to continuous improvement. Ultimately, our strength as an industry is reflected in the benefits we provide to stakeholders who depend on the funds we generate. Opportunities abound, and the platform for sustainable growth has never been stronger.

Is the future rich with opportunity, but perhaps fraught with uncertainty?

R. Paul: Definitely. And the time we live in now is probably even more disruptive than usual. But uncertainty goes with the territory, and it's our job to navigate through challenges, identify opportunities, clarify



Above: Illinois Gov. James Thompson and Rebecca are all smiles following her 1985 appointment as director of the state's lottery.

Below: Rebecca was quickly recognized for using her coaching skills to build a strong "dream team" at the Illinois Lottery.

action plans, and execute. We're fortunate that we're not alone. We have colleagues around the world who are facing similar challenges. And we're all working hard to meet and exceed our short-term financial obligations while positioning our organizations for long-term success.

I hope to see all of you at the World Lottery Summit in Vancouver in October. There, you will see what I mean. The event features world-class speakers who connect global trends and big-picture themes to our own industry, and the break-out sessions that



1. Following Gov. Bob Martinez's appointment of Rebecca as the first secretary of the Florida Lottery who led its start-up in 1987, she wasted no time playing "show and tell" with the first instant game.
2. Leading a lottery requires wearing many hats, from executive meetings to endless interviews at non-stop events such as the one here at the Florida Lottery.

address industry-specific issues will be invaluable. So, too, will be the vital time spent visiting with our technology partners to learn about products and solutions that will be changing the world in the future. And finally, the WLS offers the chance to meet colleagues from all around the globe and forge business relationships and friendships that last forever. Truly, this experience is a life-changing event.

One of the most valuable assets of lottery is security and integrity. We have seen how brand value based on integrity takes decades to build and can be undermined in a moment. Lottery truly is the gold standard, certainly in the games-of-chance sector but even among all business sectors. The WLA standards and certification processes are an essential tool to keep it that way. How are they evolving?

R. Paul: The needs of our membership change over time. The foundations that have been built over the years enable growth and evolution. For instance, twenty years ago, sports betting was not a part of government

lottery in most places like it is for many today. So, the WLA developed the WLA Betting Integrity on Sports and Horse Racing Committee (BISHR) to support our ability to uphold the highest ethical principles. It aims to further the collective interests of WLA Members and contribute towards safeguarding their reputations by combating the manipulation of sporting and horse racing events on which bets and wagers are taken. Over the past two years, this committee has developed informative materials including:

- The Macolin Convention Brief Guide on the Council of Europe Convention on the Manipulation of Sports Competitions and why it is important for the lottery and sports betting sector.

3. Rebecca was poised for her position as president and CEO of the Georgia Lottery.

4. Rebecca was again recruited to launch a new lottery, this time in the Peach State in 1993. Gov. Zell Miller and Rebecca have fun showcasing the ever-popular dancing draw balls.

5. Public Gaming magazine was proud to feature a 1996 cover story on Rebecca and the success of the Georgia Lottery.

6. As shown here at the Georgia Lottery, Rebecca is adept at mentoring a team of successful leaders.

7. Georgia welcomed its new lottery and Rebecca as she unveiled its first instant games.

- The Sports Betting Marketing Best Practices guide, which focuses on the marketing communications of sports betting products. This best practice guide offers guidance on marketing sports betting products competitively, yet responsibly, to maintain an upper-hand on the countless illegal betting operations around the globe.

BISHR is currently drafting a brochure that will examine the different types of horse betting offerings and provide models to ensure they are responsible. Other work underway includes drafting a best practice guide for detecting fraud specifically aimed at money laundering. This guide is being developed in collaboration with Loterie Romande and Pari Mutuel Urbain, and will address the issue of illegal operators and the illegal use of Intellectual Property rights. And finally, the committee organized a webinar on Digitalization

and Horse Race Betting last November, during which global experts discussed recent developments and challenges of the digitalization of horse race betting.

What initiatives are really global in nature, calling for a united global approach?

R. Paul: What we can do at the global level is protect the security and integrity of everything we do. We depend on each other to protect the integrity of the brand. And that means implementing the highest standards of security because a breach in even one jurisdiction impacts all of us. That's why the WLA developed the standards of security and certification process. We also have certification processes that help everyone learn how to implement the highest standards of Responsible Gaming and Corporate Social Responsibility.

An interesting part of the certification process is the role of mentorship. The WLA can help connect mentoring lotteries with those working toward the next level of certification or recertification. Lotteries are typically in different stages of development, and we do not compete with each other. Instead, we truly benefit individually when

our peers around the world do well, and we can learn from them.

Another area that is best served by a global approach is the effort to stop illegal gambling, especially illegal online gaming. To that end, the WLA formed its Illegal Lotteries and Betting Committee (ILBC) to combat illegal lottery operations. Where possible, we provide materials, tools and advice to our members on how to best fight unauthorized lotteries within the regulatory framework of their respective jurisdictions.

One of the activities from the past couple of years includes the development of the Overview of Illegal Lottery and Betting Operations database. This database provides country fact sheets on legislative, judicial and commercial situations regarding bet-on lotteries and courier services in each country. This data is available to WLA members.

ILBC held its first webinar in March on Unauthorized Lottery and Sports Betting Operations. That webinar included presentations from international experts that addressed:

- Bet-on lotteries and courier services
- The state of sports betting
- Payment methods and associated risks
- Blockchain and cryptocurrency technologies and how they impact the lottery sector

The ILBC also produced an informative brochure on Combatting Illegal Betting to Protect the Integrity of Sports. The brochure was developed with one of the working groups of the WLA Betting Integrity on Sports and Horse Racing Committee (BISHR). It reviews the trends and technologies that have contributed to the global expansion of illegal betting operators and the impact that such operators have on the legal lottery and sports betting sector. This document also examines the WLA's global effort to protect sports integrity through collaboration with organizations such as The Global Lottery Monitoring System (GLMS), the Council of Europe, Interpol, and numerous national and international sports federations.

The nature of illegal betting is complex given the differing rules, regulations and levels of enforcement in different jurisdictions. ILBC closely monitors its members

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8. Go team! Rebecca is flanked by a Tennessee Lottery board member and representatives from the University of Tennessee in 2018 to raise awareness about the ever-increasing funds raised for education.

9. Rebecca gives tips to Tennessee Gov. Phil Bredesen and State Rep. Chris Newton on the first day of ticket sales on Jan. 20, 2004.

10. Rebecca and Sharon Sharp, a long-time industry colleague and friend, join forces to mark the Tennessee Lottery's first day of sales in 2004.

11. Always at-the-ready to share milestones to the public, Tennessee's President and CEO provided pertinent news to a reporter about the \$2.4 billion raised for education by the time 2012 rolled in.

12. Rebecca leads a costumed crew and adds fun to a Tennessee Lottery Sales Meeting.

13. Who wouldn't want a call from Rebecca? Here she makes notification calls to winners of a series of second-chance "Play It Again!" drawings.



14. WICS-TV, the NBC affiliate in Springfield, Illinois, gained a shining star when Rebecca joined the team in 1977.

15. Now a regular part of programs at lottery industry events around the globe, Rebecca joins industry CEOs at a NASPL conference in Providence, Rhode Island in 2013.

to ensure that they only operate their brands in jurisdictions where they have authorization. The committee also recently developed a set of useful letter templates, one for multi-jurisdictional entities and one for suppliers. These templates can be used as needed and deemed appropriate by the affected jurisdiction to inform regulators and stakeholders that brands are being operated without the appropriate authorization.

The ILBC continues to grow new partnerships such as with the Asian Racing Federation Council on Anti-Illegal Betting & Related Financial Crime. And we have worked together on publications and at various industry webinars and events.

To what extent can the WLA help lotteries inform and educate their political stakeholders about regulatory issues in general and illegal online gaming in particular?

R. Paul: Lotteries will request information or data from us and we are pleased to provide assistance. But the WLA does not intervene directly in political matters. That is out of our purview.

The shared experience and learning can go in both directions, right? Large mature lotteries learning from emerging markets as well as vice-versa?

R. Paul: There are lotteries in Europe and South America that have been operating for centuries. Some of their games have a cultural significance that has taken on a life

of their own completely apart from modern marketing and promotional initiatives. El Gordo in Spain is a perfect example. The centuries-old alchemy that inspires such a nationwide embrace of a lottery game is quite remarkable. But even though it is not realistic to try to transplant El Gordo into our own marketplace, we can learn from the wide variety of ways lottery gaming connects with its audience. Seeing how other markets operate, how other lotteries connect with their customers, and the diversity of game concepts and value propositions offered present possibilities and potential for us all. And WLA educational seminars and conferences afford us the opportunity to share these valuable experiences and insights.

We think of mature markets as being more technologically advanced. But, perhaps paradoxically, widespread consumer adoption of new technological platforms can be accelerated when it is not constrained by a legacy infrastructure. For instance, emerging markets have a less-developed land-based communications and telephone infrastructure than mature markets.

That actually became an advantage when cellular technology became available. Their ability to move forward with next generation technology was not constrained by the ball-and-chain of legacy systems. Going forward, I think we can expect to see as much innovation coming out of emerging markets as we see in mature markets. We

can learn a great deal from those who operate under much different conditions, in different cultural and regulatory environments, and in different stages of market development.

Another example: The U.S. has a highly developed consumer market, but is in the infancy of developing its sports betting market. So, there is a lot to learn from our counterparts in other parts of the world. And Europe is technologically advanced and more mature than others like the U.S., but they learned from the success of instant games in the U.S.

How does the WLA nurture such a mutually supportive relationship with the regional associations?

R. Paul: Each regional association is represented by its own member on the WLA Executive Committee. The WLA works together with the regions to coordinate the most effective approach towards serving the membership of all the associations. From joint seminars, to shared resources, we learn from and help each other optimize the support we give to lotteries worldwide.

The WLA Global Lottery Data Compendium (GLDC) really showcases how amazingly successful the global community of lotteries is at raising funds to support good causes. Are there other features of the GLDC you'd like to share?

R. Paul: The GLDC also provides valuable business intelligence for WLA Members on

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16. Rebecca joins Desiree Rogers and Sharon Sharp in 1991 for a reunion of former Illinois Lottery directors known as "Three of Hearts."

17. "Miss Indiana" (pictured on far right) shines at the Miss America pageant in 1973, where she earned the honor of 4th runner-up.

the state of the lottery and sports betting sector worldwide. It is a big and ongoing project carried out by the talented and dedicated team at the WLA headquarters in Switzerland. Now in its ninth year, the GLDC includes a number of key performance indicators, such as sales revenues and funds returned to good causes. All the information is sourced directly from our Regular and Associate Members, and the indicators are carefully selected to ensure compliance with competition laws. We know this resource is appreciated by everyone because the influx of inquiries starts to build up when we are finishing the next edition. The GLDC wouldn't exist without the input of all our

members, and we appreciate everyone's participation. In fact, the 2021 edition of the GLDC received data from 88% of members despite the difficulties of the global pandemic. The 2022 edition will be made available to delegates of the World Lottery Summit 2022 (WLS 2022) in electronic format. Hard copies will be distributed to WLA Lottery Members and WLA Associate Members immediately following the summit.

The GLDC also has contact and other information about the lotteries, right?

R. Paul: As part of the continued path of digitalization of our products and services, we have been busy over the past two years developing the e-Compendium member directory as an extension to the WLA website. Importantly, the website offers

ways to access and use member profiles that were unavailable in the paper format.

This electronic version includes additional new features such as:

- A built-in exchange rate (World Bank) that allows instant conversion of annual sales figures into different currencies.
- An option to select multiple years so users can compare annual figures.
- A filter that allows users to find information for all lotteries by region or by country.

It has been almost four years since we were all together at the World Lottery Summit in Buenos Aires. It seems like the WLA has taken advantage of this time to enhance its communications strategies and methods to stay connected with its membership.

R. Paul: Improving the lines of communication and outreach has always been an important WLA objective. The last couple years, though, have prompted us to think about how we might further enhance these services to keep our global community of members and partners informed on the latest news and other relevant topics. We have initiated and continue a variety of strategies to meet this goal, including:

- A weekly, informative newsletter prepared by our colleagues in Lausanne.
- Regular updates on our website that feature corporate and member news.
- Increased blog content.
- Our WLA magazine, which is published three times a year and focuses on pertinent themes.

We are also ramping up our presence on social media and creating more video content on our YouTube channel. We believe that our members can learn much from each other, and we strongly encourage you to share your news with us by visiting the About Us section of our website. And finally, we continue to digitalize our services to bring you these products in a more accessible, easy-to-use manner.

I would like to close by thanking everyone for supporting the WLA. I hope you enjoy or (as the case may be depending on when you read this) enjoyed the WLS in Vancouver, Canada! ■