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REBECCA PAUL: REFLECTIONS ON 37 YEARS IN THE LOTTERY INDUSTRY



How Family of Games Sales Exploded

Secrets of Success: A snapshot of six top-performing families

When Scientific Games VP of Strategic Marketing Jim O'Brien and a team of data analysts began developing the concept of an integrated family of *For Life* games in 2010, they didn't realize how rapidly the concept would catch fire.

By 2012, the company's *For Life* families offered by top performing lotteries in the U.S. – Florida, Illinois, Massachusetts, and Pennsylvania – hit a total of \$1 billion in sales. The same as sales for stand-alone *For Life* games at 14 other lotteries combined.

"*For Life* families were the first families that made a major impact," says O'Brien. "Next was a multiplier family which started in Massachusetts at \$1, \$2, \$5 and \$10, and it exploded from there."

The idea to simultaneously launch an integrated family of games was bold. O'Brien's concept went through rigorous game design, prize structure development and more analysis before reaching production. Over the next decade, he and the company's analysts followed every nuance of how integrated families were positioned in customers' portfolios so they could play off one another.

Scientific Games focused on basic marketing principles in the marketing mix to develop a product line of integrated family of games:

- **Product** – All the products in a family had a consistent, core look and feel so consumers would easily recognize that they belonged together.
- **Price** – Each price point in the family offered unique entertainment value to the consumer. Highlighted callouts drive home the special prize attributes featured in the games.
- **Promotion** – The family could be effectively advertised by lotteries and understood by consumers.
- **Place** – The position of the family in the lottery's total game portfolio at retail.

Geared to one basic concept, O'Brien explains that families transition players up the price point ladder to try an already familiar product at a higher price point.

"A family of games also makes the use of advertising dollars more efficient. One simple ad campaign sells all the games in the family, and this has been demonstrated time and time again by the top lotteries in the country," says O'Brien, who was former Director of Marketing for the Massachusetts Lottery where his mathematical formulas and breakthrough marketing strategies were credited with revolutionizing the industry's instant scratch game business.

In fiscal year 2022, families of games produced by Scientific Games generated \$4.78 billion in revenue for U.S. lotteries – 72.2% of all revenue generated by families of games.



Modern Families

With continuous innovation driven by data analytics, families of games have developed significantly over the past decade at Scientific Games. Modern families feature more value enhancements – including digital – than ever to give players a memorable experience, and price points as high as \$30 and \$50. Product enhancements can include specialty inks, paper stocks and finishes, second-chance promotions, digital games and licensed properties.

When it comes to families, keeping up with performance data and consumer trends is key to retail and digital product positioning.

“Our name says it all – we take the science inside the game very

seriously because we know that’s the foundation for creating fun experiences for players,” shares Jennifer Welshons, Chief Marketing Officer. “With families of games, our experienced analytics and marketing teams have to go a step further in working with customers to ensure that the player value of this mini-product line is well communicated in the context of the full portfolio.”

The company’s science is carefully applied to creating and positioning families of games in the overall portfolio, benefitting sales and returns for its Primary and *Scientific Games Enhanced Partnership* customers. The *SGEP* program includes portfolio management services, as well as technology-driven analytics

and insights, advanced logistics, marketing, sales support and licensed brand services. The advanced logistics are powered by Scientific Games’ patented *SciTrak* and *OrderCast* systems to direct proper inventory management and distribution across the lottery retail network.

A cohesive view of the game portfolio and the overall lottery ecosystem offers a huge opportunity to optimize retail sales as these six lotteries have proven – several using digital as a key component of their modern family’s success.

Massachusetts Lottery: X The Money Multiplier Family

Launched: June 2022

Performance: 21% higher (first 8 weeks of sales compared to other families in the market).

Family price points: \$1, \$2, \$5, \$10

Highest performer: \$5

Top prizes/multipliers/bonuses: \$1 – \$10,000 (10X), \$2 – \$100,000 (20X), \$5 – \$1 million (50X), \$10 – \$4 million (100X)

Strategic Product Enhancements: Fluorescent inks, simulated foil stock, *Sparkle Select*

Portfolio strategy: In June, the multiplier family launch is the most important launch of the year. The games are designed to be eye-catching and quickly communicate the multiplier and value proposition messages.

Interesting note: The October holiday family is also one of the most important and best performing launches in Massachusetts every year. There was also recent success with a *Decade of Dollars* family.

“Since launching the Massachusetts Lottery’s first family of multiplier games in 2013, they have consistently been among our highest performing tickets across all price points included in the family. Our customers now anticipate these releases each year and we have found ways to keep the games fresh by utilizing fluorescent inks and holographic design, while adding bonus plays and double winning symbols. Due in part to the popularity of our multiplier families, we introduced a family of holiday tickets in 2014 and have continued to do so ever since. We recently found success with a new family of tickets, Decade of Dollars, which offered a 10-year monthly payment option for grand prizes.”

– Edward Farley, Chief Marketing Officer, Massachusetts Lottery



Ohio Lottery: MONOPOLY For Life Family

Launched: \$30 January and \$1-10 February 2022

Performance: Games in the family performed on average 12% higher than non-family games (same price point and timeframe).

Family price points: \$1, \$2, \$5, \$10, \$30

Highest performer: \$30

Top prizes/multipliers/bonuses: \$1 – \$18,250 a year for 20 years, \$2 – \$52,000 a year for 20 years, \$5 – \$120,000 a year for 20 years, \$10 – \$250,000 a year for 20 years, \$30 – \$200,000 a year for 25 years + 10X, 20X, 50X, 200X multipliers

Strategic Product Enhancements:

Licensed property

Portfolio strategy: This family launched in 2022 due to the success of the MONOPOLY families in the past. The launch was slightly different, as the \$30 ticket launched in January with the rest of the family following in February. This gave the \$30 game time to grow and propelled the success of the rest of the price points. Ultimately, the \$30 game is the most successful of all \$30 games ever launched in Ohio.

Interesting note: Every winter, the Ohio Lottery launches a family of games in February or March and MONOPOLY has been a consistent winner in terms of sales. Next year, a family of games is planned based on the Lottery's wildly popular *Cash Explosion* franchise and game show in Ohio.

“MONOPOLY games have been part of the Ohio Lottery's scratch-off portfolio since the early 1990s. They're very popular with our players and consistently perform well with the current family of games having had a great impact on our sales.”

– Ron Fornaro, Scratch-Off Product Manager,
Ohio Gaming

South Carolina Education Lottery: Carolina Gold Multiplier Family

Launched: June 2022

Performance: 63% higher (first 8 weeks of sales compared to other families in the market).

Family price points: \$1, \$2, \$5, \$10

Highest performer: \$10

Top prizes/multipliers/bonuses: \$1 – \$5,000 (2X, 5X, 10X), \$2 – \$30,000 (2X, 5X, 10X, 20X), \$5 – \$200,000 (2X, 5X, 10X, 20X, 50X), \$10 – \$300,000 (2X, 5X, 10X, 20X, 50X, 100X)

Strategic Product Enhancements: Foil stock, premium metallic ink, combination spot matte/gloss finish

Portfolio strategy: While South Carolina has launched multiplier families before, this was designed as a premier family with enhanced multipliers of 10X, 20X, 50X and 100X – different from previous families with 5X, 10X, 20X and 50X multipliers. The Lottery further improved the prize structures of the games to ensure the multipliers are significant and appealing to players and that they appear often enough to produce meaningful wins. The family is part of a series of games eligible for the Lottery's 20th Anniversary Second-Chance Promotion which awards \$2,000 each to 20 winners per month.

Interesting note: As part of the 20th Anniversary promotion, the *Carolina Gold* family of games drove sales and second-chance entries at the lower price points. The Lottery first introduced a family of game to players in 2014-15, with each launch gaining popularity. Historically, the Lottery launches two families each year.

“Families of games have proven over time to be an integral part of the scratch game strategy and portfolio. The multiplier families have outperformed every other family of games we have launched; this has been the main reason we decided to launch one every year. Our Product team, Marketing team, and SG have continued to work together to grow the most successful family of games in our portfolio. For this particular family, our strategy was to increase performance by introducing our highest multipliers to date.”

– Ammie Smith, Director of Product Development,
South Carolina Education Lottery





Arkansas Scholarship Lottery: X The Money Multiplier Family

Launched: March 2022

Performance: 18% higher (first 8 weeks of sales compared to other families in the market).

Family price points: \$1, \$2, \$5, \$10, \$20

Highest performer: \$10

Top prizes/multipliers/ bonuses: \$1 – \$5,000 (2X, 4X, 5X, 10X), \$2 – \$25,000 (2X, 5X, 10X, 20X), \$5 – \$100,000 (5X, 10X, 20X, 50X), \$10 – \$250,000 (5X, 10X, 20X, 50X, 100X), \$20 – \$500,000 (5X, 10X, 20X, 50X, 100X, 200X)

Strategic Product

Enhancements: Fluorescent inks, premium silver metallic ink

Portfolio strategy: Optimized prize structures for an engaging and entertaining player experience through the life cycle of this family of games. Strategically identified and selected game design and enhancements that highlighted the multiplier theme, while differentiating this family from previous year's families, as well as other games in market. Using historical data, optimized order quantities to deliver meaningful prizes to players and insuring games remained in market until the next family launched. Kept in mind how the family would be displayed in all planograms and dispensers, as well as in point-of-sale materials.

Interesting note: The Arkansas Scholarship Lottery's first multiplier family of games launched in March 2013 at the \$1, \$2, \$5, and \$10 price points. Due to the success of this family, since then the Lottery has launched a multiplier family every March. For the past four years, it has expanded to include a \$20 price point, which performed extremely well. The multiplier family launched in March 2022 generated over 38% of total sales for that month.

“The multiplier family of games, as well as all multiplier-themed games, have become core games at each price point in our portfolio. Our revenue forecast each fiscal year is dependent on these games performing well.”

– Mike Smith, Gaming Director, Arkansas Scholarship Lottery





Pennsylvania Lottery: MONOPOLY Multiplier Family

Launched: March 2021

Performance: 29% higher (first 8 weeks of sales compared to other families in the market).

Family price points: \$2, \$5, \$10, \$30 scratch, \$1, \$2, \$5, \$20 FastPlay, \$0.50 - \$30.00 iLottery

Highest performer: \$30 scratch game

Top prizes/multipliers/bonuses: \$2 – \$20,000 (10X), \$5 – \$250,000 (20X), \$10 – \$500,000 (50X), \$30 – \$3 million (100X)

Strategic Product Enhancements: Licensed property, HD Games and Sparkle

“Families of games have been a successful part of the Pennsylvania Lottery’s game portfolio for decades. The family strategy allows us to take a powerful theme or playstyle and develop a variety of games across price points that appeal to a broad audience. These families, especially when they are built around a licensed property, lend themselves to attention-grabbing marketing and retail promotion. In recent years, we’ve taken that idea further by launching families of games across product lines supported by omni-channel marketing efforts.”

Portfolio strategy: Multi-channel promotional strategy across instant scratch, FastPlay and iLottery games to drive players to all product channels, leveraging the popular MONOPOLY brand to draw attention to all products.

Interesting note: A recut of the California Lottery’s MONOPOLY TV ad was used with permission. Featuring high-definition MONOPOLY play symbols, this family of MONOPOLY instant scratch games performed very well in Pennsylvania. The iLottery game featured the MONOPOLY gameboard and other iconic elements, and the multi-channel second chance promotion was highly successful.

– Kara Sparks, Director of Products, Pennsylvania Lottery

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▼ **PLAYING BOARD 1** **CALLER CARDS**

\$10,000	\$5	\$15	\$25	\$50		
\$75	THE ROOSTER	THE UMBRELLA	THE STAR	THE DEER		
\$100	THE TREE	THE PITCHER	THE GONG	THE ROSE		
\$250	THE CROWN	THE PARROT	THE HAND	THE BOOT		
\$1,000	THE WATERMELON	THE DRUM	THE FROG	THE ARROWS		

▼ **PLAYING BOARD 2**

\$10,000	\$10	\$20	\$40	\$75
\$100	THE UMBRELLA	THE PEAR	THE ROOSTER	THE ROSE
\$250	THE WATERMELON	THE STAR	THE WORLD	THE SUN
\$500	THE BELL	THE PITCHER	THE DEER	THE TREE
\$1,000	THE FLOWERPOT	THE MERMAID	THE FROG	THE MUSICIAN

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The Fun.

We take pride in keeping fun at the center of lottery play.
This means using our *Healthy Play* program across every product we offer so that each one unleashes the power of fun and a moment happiness.



Florida Lottery: MONOPOLY Doublor Family

Launched: July 2022

Performance: All families perform extremely well, with this one achieving \$1.40 in weekly per capita sales.

Family price points: \$1, \$2, \$5, \$10, \$20

Highest performer: \$20

Top prizes/multipliers/bonuses: \$1 – \$10,000, \$2 – \$100,000, \$5 – \$1 million, \$10 – \$2 million, \$20 – \$5 million. Doublor box on each game. \$5, \$10 and \$20 games also have additional multipliers.

Strategic Product Enhancements: Licensed property, also each game features a second-chance opportunity played digitally.

Portfolio strategy: A new MONOPOLY family launches in July every other year as part of a five family of games mix that includes *Gold Rush*, *X the Cash*, *For Life* and holiday-themed families.

Interesting note: All five games in the family launched together in order to include a \$20 game, which bolsters sales as \$20 stand-alone MONOPOLY games do. A total of three families of games launch every year and rotate out every other year. This strategy has been used successfully for more than 15 years, in Florida, with families among the top performers in the portfolio overall.

“Scratch-Off families continue to be an integral part of the Florida Lottery’s product launch schedule. In FY 2022-23, we will introduce four new families, including the MONOPOLY Doublor family of games, which launched in July. These games are projected to contribute more than \$193 million to the Education Enhancement Trust Fund and \$66.7 million in retailer profits. MONOPOLY-themed tickets are the most popular licensed brand offered by the Florida Lottery and have generated over \$7.7 billion in ticket sales while contributing more than \$1.3 billion to education. The first MONOPOLY game offered by the Florida Lottery in 1996 generated more than \$71 million in sales. The subsequent launch, in 1998, generated more than \$93 million in ticket sales. Exceeding sales of the original game iteration is a feat rarely accomplished by licensed products.”

– Diane McGuffey, Senior Product Manager,
Florida Lottery

