



Wayne Pickup

Chief Executive of Camelot Lottery Solutions



Engaging players and growing lotteries in a digital world

PGRI Introduction:

With more than 20 years' experience delivering technology, services and lottery operations to lotteries around the world, Camelot Global has recently announced it will be moving forward as Camelot Lottery Solutions.

With a new executive team, new branding and new offices recently opened in Chicago and London, Camelot is furthering its commitment to the lottery industry and its customers in North America and across Europe. Camelot Lottery Solutions Chief Executive Wayne Pickup recently shared his views about the evolving lottery landscape, how lotteries can deepen engagement with their players, and the importance of building solutions today to ensure a bright and sustainable future for the lottery and good causes.

Paul Jason: Camelot Global has a long and fabled history. Who is Camelot Lottery Solutions today and what's next?

W. Pickup: When I looked to join Camelot last year, I was excited to be part of a company with the heritage of being a very successful lottery operator, solely focused on lottery customers, and with technology expertise in modern digital solutions like mobile, cloud and data. These all combine to make us who we are - a company that knows how to successfully grow our customers' business, in the lottery space, through creating powerful solutions.

Our data and digital platforms and services power some of the most innovative and fastest growing lotteries in the world, including the Irish and UK national lotteries, and Loterie Romande. We have purpose-built digital technology, a multi-million dollar investment, designed and developed by Camelot engineers for the lottery industry with the lottery player at the center of the experience. We're also the integrated lottery business manager for the Illinois Lottery and a business management services partner with the Arkansas Scholarship Lottery.

With a team of more than 400 employees across London, Chicago, Dublin and Athens, and a strong leadership team and Board with decades of lottery and business experience, we're focused on helping lotteries better understand and engage with their players. As a privately-owned business, we take a long-term business view to partner with lotteries to help build sustainable and responsible growth over time.

How would you describe your defining characteristic, the attributes and skill-sets of Camelot Lottery Solutions that your customers value most?

W. Pickup: For a start, we're dedicated solely on the lottery industry. We're a lottery company supporting our lottery customers. With more than 20 years operator experience, we also view the lottery through the lens of the business versus a product-only view, taking a unique player-first approach to every aspect of the lottery mix.

Our customers also value our people. I extend an open invitation to tour our offices and meet our team. Because we offer the opportunity to work for a digital company in an industry that does social good, we've

attracted amazing talent across digital marketing, technology design, security and responsible gaming.

And our commercial initiatives are positively aligned with the goals of the governments and states that we support. Put simply, we succeed when lotteries and the communities they serve succeed.

Digital is transforming business and our personal lives. What does the evolution of digital and e-commerce mean for lotteries, and how can lotteries prepare for this digital journey?

W. Pickup: The lottery industry in the US is starting to prepare for a world that is digital - it's not a *trend* in the consumer world, digital *is* the consumer world. Now is a very important time for the lottery industry in the US, as it starts to evolve to become more digitally driven.

At a high-level, preparation centers around relevant legislation, thinking through retail engagement to create a holistic digital offering, ensuring access to not only technology but also the talent and expertise needed for digital marketing and data management, and having a digital business plan in place for success. These are all areas where Camelot excels.

"Going digital" is not like a systems contract - it's more than infrastructure and operations, and requires a modern approach with new ways of thinking about the business and the opportunity. I'd also encourage a lottery to look very carefully at game strategy. High payout casino-style instant win games look good at the topline but when you take a closer look, the contribution to profitability and the player segment is not necessarily in-line with where a lottery brand should be looking to align.

Camelot's digital lottery and data platform was originally designed for the UK National Lottery, and has been in market in the UK for 10 years. Over that time, digital sales have increased steadily year-on-year with annual top line sales of \$2.3 billion now representing about 25% of the total UK portfolio.

and player engagement by providing a personalised, relevant experience has been crucial to this success.

This has also paved the way for more digital innovation and is helping the Irish National Lottery establish itself as the lottery of the future. At the end of last

works for them. That may be through our next-generation data and digital lottery platforms, advisory partnerships, or by providing operational expertise. We don't try to be all things to all people.

An example is our advisory partnership with the Arkansas Scholarship lottery, where we support the lottery's business plan for games, brand, marketing, retail, player relationships and operations aimed at improving sales and net revenue to benefit scholarship recipients. With Camelot's support in the 2018 fiscal year, the Arkansas Scholarship Lottery announced record-breaking sales and increased proceeds to scholarships of almost \$92 million.

What does the future hold for Camelot in 2019?

W. Pickup: The future for Camelot, and for our customers, is data driven. I've talked about the power of digital to improve the player experience, increase engagement and build loved and trusted brands. Just

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What about lotteries that are unable to offer digital lottery sales in their jurisdiction?

W. Pickup: The world is now digital - whether or not lotteries are able to sell games online. A “bricks and mortar-only” view of retail for the consumer really doesn't exist any more. It's interesting to note that a large portion of the population now order their morning coffee using a mobile app. And your morning cup of coffee is very much a physical consumer good.

It's not just about selling online - it's about combining digital and retail to create an engaging brand experience. It's about knowing your customers and meeting them where they are. For example, offering the ability to check tickets and find stores through a lottery-branded app improves the lottery experience for players - both from an enjoyment and security perspective.

Taking an international view and looking at the US market, we see nothing but fantastic opportunity in the digital space for lotteries to increase engagement with their brands and grow sales and revenue - and ultimately grow returns to the communities they serve.

Camelot Lottery Solutions manages the digital lottery for the Irish National Lottery and manages the Illinois Lottery. What are some of the opportunities you are most excited about in those markets, and what are some of the unanticipated obstacles you have had to overcome?

W. Pickup: Since 2015, we have fully managed the digital lottery for the National Lottery in Ireland, with a focus on developing and growing its digital channel. With Camelot's support and digital marketing expertise, the Irish National Lottery has nearly tripled digital sales over that time. Recognising what is unique about Ireland and its players, and building brand strength

year, we introduced our 'Lottery Now' assistive voice technology feature that allows lottery players to use Amazon Alexa to check their lottery tickets.

For the Illinois Lottery, we essentially managed the start-up of a lottery

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operation, including organizational design, delivering business and brand strategies, and negotiating major contracts. The combination of local resources and access to a network of global lottery professionals laid the foundations for the lottery's success. Already the Illinois Lottery is seeing positive returns, with increased revenue of almost four percent in 2018 compared to the previous year.

In early 2019, we'll complete one of the largest technology and retail transformations ever undertaken by any lottery in the US to create a world-class operations and technology platform for the Illinois Lottery, which will help deliver future growth in net income for the State.

Camelot Lottery Solutions is also customizing solutions for more narrowly defined objectives and projects. Could you describe some of those solutions, those partner relationships, and the increased variety of ways that Camelot brings value to the industry?

W. Pickup: We aim to be a flexible partner, delivering the right solutions for our lottery customers and their players in a way that

as important is the capacity for digital to generate data that can be used to drive business intelligence and generate insights that can unlock massive benefits for lotteries and their players. Access to real-time data helps understand the purchase behavior of players and can help deliver a better experience, by providing more relevant information to our players - whether that's a responsible gaming message or a community message.

The difference between telling players that so many billions of dollars were returned to the community versus telling a player their local park is lottery funded is huge. Using player data to share local and relevant community impact becomes a really powerful tool.

As lotteries embrace the potential of digital, they start to harness the potential to create a one-to-one relationship with their players, which then opens the door for future digital innovations. We'll continue working closely with our customers to develop purpose-built solutions, helping their lotteries take the next leap forward. And ultimately, helping make good things happen in the communities they serve. ■