

# WLA MAGAZINE

a publication of the  
World Lottery Association

Issue no. 26, Spring 2008



## SA Lotteries: Many happy returns!

South Australians have always loved their state lottery, but many were unaware of the extent of its support for healthcare and sport. For SA Lotteries, last year's 40th anniversary was an ideal opportunity to set the record straight. Page 20



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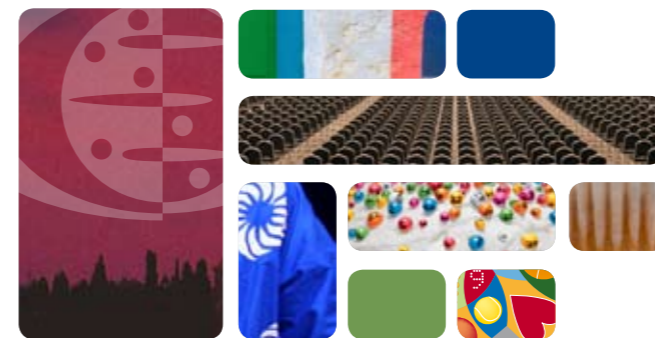
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## Lotteries in action

This issue of the WLA Magazine contains a lot of news, including the latest on the WLA Responsible Gaming Framework – for which we have now received the first 40 voluntary Level 1 to 4 applications – and the publication of the WLA Global Best Practice Marketing Standards. Both these tools allow you to benchmark your own lottery against the best of global experience in the lottery sector.

We also continue our series of articles about lotteries and their beneficiaries. This issue illustrates how South Australia leverages lottery funds to support the community and build a sustainable and responsible relationship with society – truly great work!

You will also find an update on the WLA Convention and Trade Show in Rhodes in October this year. Hosted by OPAP, the event promises some unforgettable highlights and will open for registration on April 1. Never before has our sector developed at such a pace of change and the opportunity to learn from other colleagues can hardly be matched by other forms of training. We look forward to meeting many of you there.

The 2008 WLA Academy program got off to a flying start with the traditional marketing seminar in London and a security seminar in France that was already fully subscribed as we went to press. This high level of interest from members all over the world reflects an increased focus on lottery security in general, and on the WLA Security Control Standard in particular. Currently lotteries from Australia to Canada and the United States to Europe are preparing to be certified to this Standard. We are also running three CSR programs in April and May in response to continuing interest in responsible, sustainable gaming practices. We have partnered with the regional associations to bring these seminars – in Malaysia, Canada and Mexico – as close as possible to our members.

These are just some of the examples of lotteries in action that we are reporting in this issue of the WLA Magazine. Enjoy!

Hans Savonije, Executive Director, WLA

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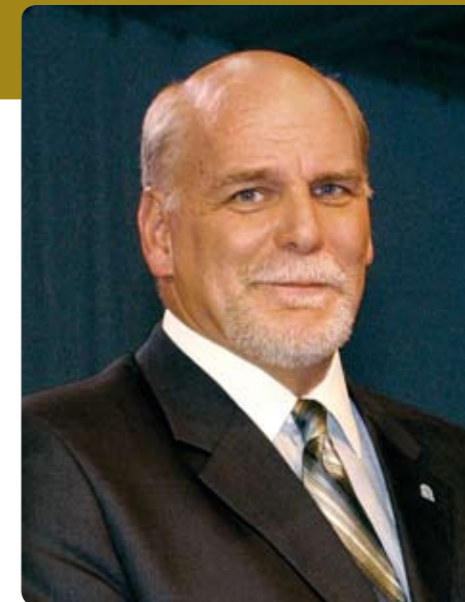
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## Letter from the President



The year ahead promises to be a challenging, exciting, and outstanding one for the WLA, the regional associations, and our lottery and associate members. Based on activities and developments during January and February, it appears we are off to a flying start.

At the Executive Committee meeting in London, January 24-25, bid presentations for the 2010 Convention were made by the Aruba Lottery and Golden Casket Lottery Corporation. Both organizations submitted complete, comprehensive and creative bids, and made enthusiastic presentations to the Committee. Ultimately, Golden Casket's bid to host the convention in Brisbane, Australia was accepted. We express our deepest gratitude to both of these lotteries for their exceptional efforts. More information about Brisbane and Golden Casket's bid is reported in this issue.

Other matters undertaken by the Executive Committee included approval of a revised 2008 operating budget, an amended agreement for FIFA Early Warning System, ratification of the appointment of José Manuel Avilés as CIBELAE's representative, and appointment of Jean-Luc Moner-Banet to fulfill the unexpired term of Basile Neidas on the Executive Committee. Reports were received from the chairs of standing committees and the Executive Committee approved the appointment of Thierry Pujol as Chair of the Security & Risk Management Committee. Appointments were also approved of Ray Bates (Chair), Ed Stanek, and Winfried Wortmann to the Nominating

Committee and Rolf Stypmann (Chair), Jan Stewart, José Manuel Avilés, and Lynne Roiter to the By-laws Committee, and David Loeb, President & CEO, Western Canada Lottery Corporation and former Executive Committee member to the Audit Committee.

The 2008 WLA Academy program is well underway. Corporate Social Responsibility (CSR) seminars will be held in cooperation with APLA, NASPL and CIBELAE respectively in April and May. A second CSR session in cooperation with CIBELAE is scheduled for Lima, Peru in November.

The planning and organization of the 2008 WLA Convention and Trade Show, hosted by OPAP on the island of Rhodes in October, are progressing well. A site visit with representatives of the WLA's major contributors, the OPAP organizing committee and the WLA Convention steering committee was completed during the first week of March. Further details on the Convention are reported in these pages and will be reported in future issues of the WLA Magazine. Registration will open in April. We look forward to a highly successful, informative, entertaining and enjoyable event in Rhodes and to seeing many of you there. Register early to ensure your participation and desired hotel accommodations, as we expect our hotel room blocks will sell out quickly in this highly desirable location.

The challenges facing the WLA, the regional associations and member lotteries will continue during 2008. Our efforts in responsible gaming, security standards and the development of marketing & advertising guidelines should prove invaluable

to our members in addressing and responding to the issues of retail distribution and consumer protection; the continued legislative, regulatory, and legal developments in Germany, France, Greece and elsewhere in Europe; further liberalization efforts by the European Commission, and settlements and final resolution of the WTO dispute between Antigua & Barbuda and the United States. State governors and legislative bodies in the United States will continue their discussions and consideration of state lottery operations privatization. The US Federal Government and Congress will continue their review of proposed regulations related to the Unlawful Internet Gambling Enforcement Act (UIGEA) and consider whether amended or modified legislation should be enacted. The WLA will continue to work on these matters with the regional associations, particularly EL and NASPL, in an effort to achieve the desired and best possible outcomes on behalf of our members. See Lynne Roiter's column for more details.

Most definitely 2008 will be a challenging and exciting year for all of us. We look forward to working with you in **building sustainable gaming excellence** amongst our members, and for our mutual success on behalf of our sponsoring governments, and the good causes and public benefit organizations/programs supported by our revenues.

*Arch Gleason*

Arch Gleason  
WLA President

# Association business

## New Executive Committee members

The Executive Committee meeting in London in January was attended by two new committee members: José Manuel Avilés, president of Lotería Nacional de Beneficencia de El Salvador and Jean-Luc Moner-Banet, General Director of Loterie Romande. José Manuel Avilés has been President of the National Lottery of El Salvador since January of 2006. He formerly held a number of governmental positions in El Salvador, serving as both Minister of Tourism and President of the Salvadorian Institute of Tourism (ISTU). Avilés was also a member of the Executive Committee for the International Fair of El Salvador, and in 2004 he was part of the Central American Integration System (SICA), where he was responsible for the Japan/Central America agenda.

In October 2007, José Manuel Avilés was



**José Manuel Avilés, President of Lotería Nacional de Beneficencia de El Salvador and President of CIBELAE**

elected President of the regional lottery association CIBELAE. He had previously served as a Vice-President of CIBELAE.

Jean-Luc Moner-Banet has headed Switzerland's Loterie Romande since January 2007 and has worked for the lottery since 1998. He served as Deputy Director of Loterie Romande from 2001 until 2006. In 2006, Moner-Banet left Loterie Romande for a brief time to work for GTECH as their Business Development Director for Europe. There he was in



**Jean-Luc Moner-Banet, General Director of Loterie Romande, Switzerland**

charge of managing public and governmental relations with state and public entities on the continent. Prior to joining the lottery in 1998, Moner-Banet held a number of management positions in the areas of marketing and international sales.

The WLA welcomes these two new members of the Executive Committee and looks forward to benefiting from their experience and professionalism.

## New chair of security committee

John Branscombe was head of security for Camelot plc in the United Kingdom and had chaired the WLA Security and Risk Management Committee (SRMC) since 2004. With effect from January 1, 2008, John relinquishes both these tasks to take up a new challenge.

John served on the Committee since 1998 and for the past three years has led the SRMC with unflagging energy and commitment, creating a team of excellent professionals who have brought their expertise to the broader lottery community. We regret John's decision to step down, but thank him for his great leadership and the instrumental role he has played in the WLA's emergence as a standard-setter in the field of lottery security and risk management. John will be handing over some of his tasks to a number of the current members of the SMRC.

The WLA is pleased to announce the appointment of Thierry Pujol, Head of



**Stepping down: John Branscombe had served on the SRMC since 1998.**

Security and Global Risk Management at La Française des Jeux, as the new Chairman of the SRMC, effective immediately. Thierry joined the French national lottery in 2005 and has been a member of its executive leadership team since then. Before that he worked for 26 years at the French Ministry of Defense and for five years with the Rothschild Group in charge of safety and security. His membership of the senior management team of one of the world's leading lotteries, together with his extensive experience with the various dimensions of security and his prior engagement in WLA matters, make Thierry an excellent and worthy successor to John Branscombe.



**Thierry Pujol, head of security for La Française des Jeux, has assumed the chairmanship of the SRMC.**

Thierry's key focus will be to continue the current path of the SRMC of refining operational aspects of the WLA Security Control Standard and its implementation by an increasing number of WLA members in close cooperation with the Basel business office. Thierry will work with Hans Savonije and John Branscombe to secure a seamless hand-over in the coming weeks. John will be requested to serve the WLA on an ad hoc basis. Please join us in congratulating Thierry on this challenging appointment and in wishing John a successful future.

## WLA Marketing Standards endorsed

Acting on a decision by the Executive Committee, the WLA put together a group of lottery professionals in 2007 to create the WLA Global Best Practice Marketing Standards. Under the leadership of Jan Stewart, CEO of Lotterywest in Australia, a group of WLA members drafted a recommendation for best practices in lottery marketing that allows all our members to benchmark their own communication bundle and benefit from the accumulated experience of lottery peers from around the globe.

### Benchmarking and enhancing lottery marketing practices

The group followed the following process to establish the guidelines:

- Gather existing advertising and communication practices from many lotteries on a truly global scale
- Study these practices and focus on the common elements
- Decide on necessary common elements
- Write up a supporting, yet flexible framework of key focus areas
- Submit this framework to the Executive Committee for approval.

The above work was fielded and prepared by Paul Banks of Lotterywest, whom we thank for his energy and professionalism. The approved framework on lottery marketing provide clear guidelines in the following areas and are a logical continuation of the existing WLA Responsible Gaming Framework and WLA Security Control Standard:

- General principles of communication
- Tone of voice
- Communication to minors
- Game information
- Beneficiaries
- Winner publicity
- Corporate Social Responsibility and WLA Responsible Gaming Framework
- Internet-based communication
- Third parties.

The full text of the WLA Global Best Practice Marketing Standards as endorsed by the Executive Committee at its London meeting is available to registered members on the WLA website. We strongly encourage all WLA members to actively study and leverage the content of this truly solid piece of work – as marketing really works! *Hans Savonije*

## Implementing the FIFA Early Warning System

As members are aware, the WLA and FIFA, football's international governing body, have agreed to work together to protect the integrity of football and safeguard WLA members' betting systems and products. After running a successful pilot project for the 2006 FIFA World Cup™, FIFA has formally set up an Early Warning System to help investigate suspicious betting patterns on the 2010 FIFA World Cup™ qualifiers and the finals in South Africa.

Under our agreement with FIFA, WLA members will provide relevant betting information to assist investigation of suspicious patterns of betting on these games.

### Warning signs of irregular betting

- a much higher turnover than expected on a match
- an unusual betting distribution (home/draw/away) on a match
- an unusual single, large bet on a match
- any credible rumors about irregularities surrounding a match.

All WLA members offering sports betting are encouraged to immediately report any relevant information which could be useful for other lotteries in regards to match-fixing connected with FIFA competition matches. Please contact Jens Nielsen at [jn@danskspil.dk](mailto:jn@danskspil.dk) or [oddset@danskspil.dk](mailto:oddset@danskspil.dk).

## New WLA members

### The LudWin Group, France

Based in Paris, France, LudWin Group has been approved as an Associate Member. Headed by Yves Hémard and Christophe Caye, the firm offers the gaming industry a new alternative, providing independent consultancy and support, and a wide range of products and services available through reliable, recognized partners. LudWin Group offers a different approach in the sense that it believes content takes precedence over technology and that product and service offerings must be tailored to local needs and contexts – not the other way around.

### Gidani, South Africa

The new operator of South Africa's National Lottery, which resumed operations in October 2007, has been granted provisional membership of the WLA, pending approval by the General Assembly.

Gidani aims to serve and reflect South Africa's multi-cultural and multi-lingual society in the true expression of a united nation with a multiple heritage. The company prides itself on being the first lottery operator to return 34% of its revenue to good causes since the South African government introduced the National Lottery in 1999. As an empowerment company, Gidani's business ethos is fortified by its profound commitment to the issues of broad-based Black Economic Empowerment.

One of the driving forces behind Gidani is its ability to combine the lottery related business acumen of each of its shareholder companies. Intralot is the company's international technology and strategic partner and owns 18%. The South African government owns 20%, and other major shareholders include Gravitas Investment Holdings, Kopano Ke Matla Investments, Nozala Holdings, Partnership Investments and Vunani Capital Holdings with 10.8% each.



APLA Chairman Henry Chan (center), Endoh Yasuhiko, President of the Japan Lottery Association (left), and Satoshi Ninoyu, Vice-Minister for Internal Affairs and Communications (right), opened the conference with a traditional Japanese ritual followed by a ceremonial sake toast.

## Synergy, sustainability and social value

The third conference of the Asia Pacific Lottery Association (APLA) was held in vibrant Tokyo in late November 2007. Hosted by the Japan Lottery Association and themed on "Synergy, Sustainability and Social Value", the conference was attended by over 150 delegates from 59 organizations representing 20 countries.

### Regional synergies

In his opening address, APLA Chairman Henry Chan invited delegates to broaden their horizons not only within their own organizations and countries but also within the Asia Pacific region. Developing these same thoughts, Prof. Motohige Itoh, Dean of the Graduate School of Economics at the University of Tokyo, set a strategic context for the conference with a focus on the importance of working with neighboring countries. The Asian region now has a type of trade bloc, with an ever-increasing amount of intra-industry and intra-company trade across national borders in a lightly regulated environment. He pointed out that free trade agreements, which were limited to Europe fifty years ago, now number more than 250 worldwide and add to the complexity of developing partnerships with other countries. The notion of building partnerships among



lottery organizations in the Asia Pacific region needs to be viewed in this context, Prof. Itoh said.

### Sustainability and leadership

WLA Executive Director Hans Savonije presented a manifesto for Building Sustainable Gaming Excellence and stressed the importance of placing consumers and societal changes at the core of our thinking. These drivers create huge opportunities and huge issues, Hans Savonije said. In 1820, 50% of the world's

GDP was in China and India. By 1970, this proportion had fallen to 10% but by 2020 it will be back at 50%. The importance of this shift back towards Asia must be recognized in growing economies, and offers a potential area of development in Asia Pacific lottery partnerships or bloc type arrangements.

Hiroyuki Watanabe of Toyota Motor Corporation discussed the carmaker's plan for sustainable production of hybrid vehicles and phasing out petroleum-based vehicles over the next 30 years. His presentation offered some fascinating insight into technological research processes as well as stressing the importance of strong leadership. Mr. Hiroyuki built his presentation around Sir Ernest Shackleton's 1914-1916 Endurance expedition across the Antarctic. He pointed to some of the key factors that had enabled the legendary explorer's team to survive and succeed. Shackleton set clear targets; his crew shared in the process; he instructed the crew in how to act in an emergency; they maintained a sense of urgency; and Shackleton had faith in his crew and delegated authority.



Endoh Yasuhiko introduced the theme of the conference: The Three S's – Synergy, Sustainability and Social Value.



WLA President Arch Gleason provided a global summary of lottery sales and the estimated funds returned to society for good causes.

**From community values to neuromarketing**  
Mathius Hedlund, VP Direct Division, Svenska Spel discussed the "secret" to his company's long-term success – the customer! Svenska Spel operates multiple distribution channels and its customers' expectation about social value is very high. Svenska Spel has increased its market share in this context by leveraging its corporate brand and pursuing an active product development strategy. At the same time, the Swedish lottery has focused on the customer's gaming experience in an effort to build a community of players. Organization is another success factor, with internet gaming organized as an independent business unit, and Svenska Spel has found that profitability rises significantly when customers use both the internet and retail outlets.

The lottery's own research points to a higher share of problem gaming amongst users of mobile/online distribution channels and the need to help users in tracking their spending. Svenska Spel now uses its Customer Relationship Management (CRM) system to identify players who are increasing the frequency of their gambling rather than tracking players who do not spend enough. The lottery considers this an extremely important business tool and strategy in helping to achieve and maintain its level of corporate responsibility.

Sasaki Atushi, Planning Director, Consumer Analysis Office Centre for Consumer Studies Dentsu Inc, provided an outline of neuromarketing – the study of behavioral economics – a discipline that fuses marketing with brain science and cognitive science. This includes studies of judgment

under uncertainty and, in a broader sense, the triggers for our decision-making processes. Decisions are made in less than 2 seconds – so how are these decisions influenced? Extensive studies are underway to better understand how the brain works in the decision-making process. There are also experiments looking at the relationship between brand and brain activity and between media channels and brain activity. This complex science is still in its developmental stage, but the research could ultimately have a significant influence on mainstream consumer marketing.

### Asian advances

Among the conference's key conclusions was that the fast growth of the world economy in general, and of the lottery world in particular, is largely driven by advances in Asia. Both sophisticated and emerging lottery operations in this region

are showing accelerated growth through innovation and a continuous drive for excellence.

Organized under the leadership of APLA Chairman Henry Chan and of Endoh Yasuhiko, President of the Japan Lottery Association, the conference was an exceptional event and a multi-dimensional learning experience. In addition to the knowledge and conceptual content of the conference itself, delegates had ample opportunities to network with peers from other lottery jurisdictions in the region and from across the globe.

With its highly professional staff and impeccable organization, APLA's third conference was a showcase for Asian hospitality at its best and a milestone in the region's continuing quest for sustainable excellence in the lottery world.

### Players with a passion

Some 70% of the Japanese adult population have played the lottery since the Japan Lottery Association was formed 60 years ago. Current sales revenue is around 1 trillion yen (US\$9.2bn) for a population of some 120 million. Japanese players' dreams tend to be modest and grounded in day-to-day events such as paying for a wedding or buying a home. But that doesn't stop them playing with a level of passion – and patience – that testifies to the social and cultural significance of the lottery in the land of the rising sun. A short video on Japan's Jumbo Lottery screened by Takashi Yoshida, Manager of the Lottery Division of Mizuho

Bank, during the APLA conference gave delegates an idea of the Japanese playing public's attachment to their lottery games. The number 1 is a lucky number in Japanese culture, and, as luck would have it, booth No. 1 in the Ginza district of Tokyo had sold tickets for two of the last five top prizes in the lottery just before the video was made. People were flooding in from all over Tokyo – indeed, some had flown in specially from other cities – to buy lottery tickets from the "lucky" booth. The queues were up to 400 meters long, but in the queue-conditioned city of Tokyo, the extra wait was perfectly acceptable for a chance to win a prize!

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WLA Convention and Trade Show  
Rhodes, Greece, October 19-24, 2008



# Sharing the values of fortune



2008  
CONVENTION  
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WORLD LOTTERY ASSOCIATION

The verb *sharing* reflects the universal constituent of games of chance, the widespread prosperity, the team spirit and the ability to divide the historic itinerary of fortune.

The word *values* conveys the significance of the elemental sense of betting and taking part in games of chance, the fundamental rudiments that shape the importance of fortune and the ethical approach to gaming.

The word *fortune* showcases the momentous assessment of luck, akin to that of prosperity.

Continued on the following page.



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### WLA 2008 Convention and Trade Show

OPAP is delighted to invite the global lottery community to participate in the 2008 WLA Convention and Trade Show on the Greek island of Rhodes in October. We promise to host you in the true spirit of hospitality – *philoxenia* – combining Greece's unique history with our contemporary achievements.

We are committed to doing everything in our power to stage a successful event. A group of very experienced lottery staff will be supporting the team of skilled and qualified professionals.

OPAP is aiming for the complete satisfaction of each and every delegate. Members of the global lottery community will have a unique chance to improve their knowledge of the international gaming sector while building relationships with executives of corresponding companies abroad and exchanging views and ideas concerning various areas of our industry.

We are committed to sharing the experience of developing and managing the future of our lottery industry, as we believe that OPAP and the various lotteries around the world have many common goals and objectives.

Greece is a reliable and secure country combining natural beauty, a unique cultural history and world-class facilities. Our country has proved more than capable to cater for the organizational needs of complex and large-scale events. With a state-of-the-art transport, telecommunications, hospitality, conference and environmental infrastructure, and a unique sense of service, Rhodes is an ideal conference destination that has a special legacy to share with the global lottery community.

Together, let us build the future of lottery!

### The Island of Rhodes

The largest island in the Dodecanese, Rhodes is an important crossroads of three continents and many diverse civilizations. Its rich history and cultural wealth, combined with its cosmopolitan and luxurious atmosphere, and the unique colors of the Aegean, will contribute to the success of such an important event and appeal greatly to participants.

Rhodes is also a full member of the European Federation of Conference Towns and the Organization of World Heritage Cities, thus offering a safe environment and an ideal choice for major events. The island has hosted many European and international conferences and major political events in the last fifty years and therefore has the essential know-how, experience and infrastructure required to host a key industry gathering such as the

WLA Convention and Trade Show. This history of hosting events is probably why the whole of Rhodes has an international atmosphere and will help to make the island an ideal destination.

Rhodes is also known as the *Island of Roses* due to its superb gardens, the *Island of the Sun* due to its good weather and the *Island of St. John's Knights* due to its unique and very well preserved medieval city – a world heritage site protected by UNESCO. The Medieval City of Rhodes is of great cultural and historical importance as it is the biggest and best-preserved medieval town in Europe, with over 6,000 permanent inhabitants all year round.

Rhodes is a very lively island throughout the year. Its main capital, combining the Medieval City and the modern city of Rhodes, is very cosmopolitan and offers

guests from all over the world a variety of recreational activities, with a championship golf course, a casino, the national theatre, various festivals and cultural events, numerous restaurants and cafes, lush parks and a vast array of archaeological sites.

With its mild weather all year round, the hospitality of its people, its natural beauty, historic monuments, masterpieces and legends – the Colossus of Rhodes was one of the seven wonders of the world – the island combines traditional values with a modern, cosmopolitan lifestyle to create a uniquely romantic character and an unforgettable experience!

### Rhodes facts and figures

- The largest of the Dodecanese islands in terms of both land area and population.
- As of 2001 Rhodes had a population of 117,007, of which 53,709 resided in the capital city of the island.
- The island of Rhodes is 79.7 km (49.5 miles) long and 38 km (24 miles) wide, with a coastline of approximately 220 km (137 miles).
- The predominant religion is Greek Orthodox, with a significant Catholic minority, and a Muslim minority dating back to Ottoman Turkish times.
- The main industry of Rhodes is tourism.
- Rhodes was the film setting for "The Guns of Navarone" (starring Gregory Peck and Anthony Quinn) and "Escape to Athena" (starring Roger Moore and Telly Savalas).

### A colorful history

- The Minoans came to Rhodes in the 16th century BC, and the island was later invaded by the Persians before they were defeated by the forces from Athens in 478 BC.
- The Colossus of Rhodes was a bronze colossus of the Greek god Helios, erected between 292 and 280 BC. It is considered one of the Seven Wonders of the Ancient World. It stood over 30 meters (107 ft) high until it was destroyed in an earthquake after just 54 years. Afraid they had offended Helios, the Rhodians left the remains on the ground for over 800 years.
- In 164 BC, Rhodes signed a treaty with Rome, and became a major schooling center for Roman noble families, especially noted for its teachers of rhetoric.
- In 395, the long Byzantine Empire period began for Rhodes, when the Roman Empire was split and the eastern half gradually became a Greek empire.
- In 1309 the island was subjugated by forces of the Knights Hospitaller. Under the rule of the newly named "Knights of Rhodes", the city was rebuilt into a model of the European medieval ideal.
- After the Knights of Rhodes moved their base of operations to Malta, the island became a possession of the Ottoman Empire for nearly four centuries.
- In 1912, Rhodes was seized from the Turks by the Italians, and in 1948, together with the other islands of the Dodecanese, was united with Greece.
- In 1949, Israel signed an armistice agreement with Egypt, Jordan, Lebanon, and Syria on the island of Rhodes.

## Is Your Lotto Game Up-to-Speed?





**2008**  
CONVENTION  
RHODES - GREECE  
WORLD LOTTERY ASSOCIATION  
19-24 OCTOBER



**Marika Capsis 2000 Convention Center features Greece's largest naturally lit multi-purpose room**

### Venue and accommodation

#### Convention and Exhibition Center

The Marika Capsis 2000 Convention Centre is located adjacent to the Capsis Hotel Rhodes resort hotel, within 4 km of the Medieval City and just 11 km from Rhodes International airport. This venue is the largest resort convention center in Greece and one of the largest in Europe, with a conference capacity of 8,000 delegates and a total of 100 meeting rooms. The convention center features Greece's largest multi-purpose room with natural lighting, holding up to 3,400 delegates, 5,990 sq.m. of exhibition space, and a fully equipped business center. The organization has staged congresses for the

past 30 years and provides state-of-the-art telecommunication services, translation systems and the latest technology in audiovisual equipment.

#### Capsis Hotel Rhodes

The convention center is part of the Capsis Hotel Rhodes, which features 691 executive rooms. Guests will find all the business and leisure facilities they require, such as the conference and exhibition centers, restaurants and bars, various sports and recreational activities, multilingual hotel staff, superb catering and banqueting facilities, as well as 24-hour room service. The facility has been created with every attention to detail in order to harmoniously combine the refreshing

sea breeze and the luxury of a fully renovated world-class hotel complex.

#### Rodos Palace Hotel

For those seeking the intimacy of luxury, the Rodos Palace Hotel presents a refined accommodation choice with 785 guest rooms conveniently situated just across from the convention center for immediate access. Located on one of the most alluring destinations of the Mediterranean, Rodos Palace constitutes the finest deluxe resort complex on the island of Rhodes. Designed in a trend-setting style, blending luxury with space and freedom, this classy hotel combines refined accommodation standards with an exceptional array of resort facilities.

### Spotlight on the host company



OPAP SA is the leading gaming company in Greece and currently holds the sole concession to operate and manage nine existing numerical lottery and sports betting games. The company also holds the exclusive right to operate and manage absolute and variable fixed odds betting, subject to government approval of each game. By virtue of the company's position as the market leader in the Greek gaming industry, OPAP believes that the operations have a significant impact on the public's gaming activities and should be carried out in a socially responsible manner.

OPAP is one of the most prominent companies to be governed by a sense of reciprocity to society. Its contribution to various

bodies in sports, culture, healthcare and education is tangible proof that entrepreneurship can go hand in hand with social responsibility. In the last few years, active citizens have witnessed significant actions on behalf of the company, which serve as a positive example and guide for the Greek business community. Such actions have accentuated and established a new relationship between business ethics and social care.

OPAP is a high-performance organization that operates in an environment of teamwork and highly skilled professionals. Through its quality management system, the company has developed policies, procedures and solid infrastructures to ensure that employees can successfully perform their tasks, improvise when necessary and direct themselves towards continuous improvement.

The company takes an active part in various promotions, conventions and fairs, and has sponsored numerous sports, cultural and other events. By constantly renewing its corporate image, it has established a modern profile for each one of its current games.

OPAP closely monitors the international gaming sector and plays an important role in its worldwide activities. Through its membership of various international gaming bodies and organizations, including the WLA, European Lotteries (EL), the European Football Pool (EFP) and the European Association for the Study of Gambling (EASG), the company plays an active role in the international development of the sector.



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of fortune

OPAP S.A. has the honor of hosting the 2008 WLA Convention on the sunny island of Rhodes from 19th to 24th October 2008. Share with us our commitment to the global lottery community and explore the beauties of this unique destination.

We are looking forward to welcoming you.



www.wla2008.com, info@wla2008.com



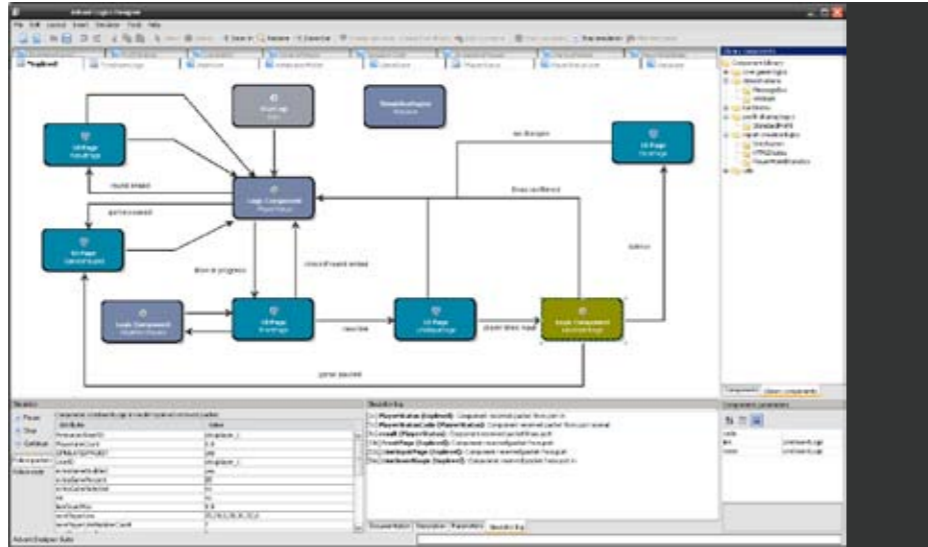
## Fast prototyping for lottery games

Good lottery games are based on good ideas, but many of those ideas will come to nothing because of limited resources. As competition with other entertainment media increases, consumers are becoming more demanding and lottery product life cycles are getting shorter. Finnish lottery operator Veikkaus and Advant Games, a spinoff from Tampere University of Technology, are applying an innovative model-based development process to evaluate new game concepts more quickly than ever before.

### Ten years of cooperation

Veikkaus started working with Tampere University of Technology in 1998 on real-time gaming network management and security solutions. Those developments pointed to the need for a more structured approach to lottery game development and ultimately led to the invention of a model-based lottery game design method. The method supports systematic lottery game development and substantial design automation and is now part of Veikkaus' overall product development process. A university research group developed the new model-based methodology, a tool framework, and an infrastructure for an online game test site. The work formed the basis for a complete, automated lottery game design environment combining the university's interdisciplinary research on interactive lottery games with Veikkaus' expertise in game modeling and lottery theory. Advant Games was founded to commercialize the research findings, and its first product, Advant Designer Suite, was formally adopted by the Finnish lottery last year.

The new model-driven development process results in seamless design flows, with game functionality and mathematics implemented as a set of independent models. New lottery games are built from reusable modular components that can be devel-



Advant Designer Suite enables rapid prototyping of new games and streamlines the whole design process.

oped independently or simultaneously by multiple design team members. By reusing existing modules and automating most of the repetitive tasks involved in game design, the toolset enables rapid prototyping of new games and streamlines the whole design process.

### The need for speed

Innovative games with narrow target groups and short life cycles have to be developed quickly if lottery organizations are to remain relevant to their player base. Fast, reliable evaluations of new ideas and concepts are thus essential, and publishing test games is a vital part of the design process. The key strength of the new methodology is its ability to speed the development of game ideas into working prototypes. These prototypes are then used for internal dissemination and pre-marketing to provide a solid basis for business decisions.

The new design process centered on the Advant Designer Suite toolset is focused on the consumer and incorporates social and legislative aspects as well as responsible gaming issues. As part of the overall effort, Veikkaus and the Finnish Slot Machine Association developed a tool known as Responsibility Evaluator for performing multidimensional analysis of game products and concepts. A graphi-

cal evaluation report covers various estimated social aspects based on availability, attractiveness and the economic risk incurred by the player through excessive gaming. As a result, the game's problematic features can be recognized during the design process and adjusted to meet the policy of the lottery company and comply with local legislation.

By adopting the new model-based design process in the early phases of product development, Veikkaus can build prototype games within as little as 24 hours of a brainstorming workshop. Game ideas are later refined, simulated, extended and modified as they converge towards new products. Existing products can also be rapidly altered to extend their life cycles and widen the product family.

"Any idea that gets picked up from the innovation management system can now be turned into a playable demonstration of a product in a matter of days," says Riku Soininen, business development manager and innovation process leader at Veikkaus. "Compare that with the weeks it can take to prepare definitions and brief a software supplier to develop a game prototype. The new methodology saves us time and money, which is vital at the innovation front end."

## Lottery scams: A taste of things to come?

As lottery organizations expand their web presence and consumers become more at ease with online transactions, our brand capital and reputations are becoming increasingly vulnerable.

Ed Stefan\* describes the practice of "domain tasting" and explains how expired domain names and look-alike websites have the potential to undermine years of brand-building effort and damage the public's trust in their lotteries.

In our last issue, we briefly touched on the heightened legitimacy that a scammer derives from registering an authorized internet domain name when it is unintentionally allowed to expire. In response, some have inquired how this acquisition is possible and what other intentions the would-be scammer could have. Enter the world of domain tasting.

In its simplest form, domain tasting is the process of registering internet domain names that have been allowed to expire in an attempt to determine their marketability. Tasters register the newly expired domain and retain it if the web traffic it receives pays a dividend. If a particular website name fails to drive traffic, the resultant cancellation provides a full credit of the original registration fee so long as it comes within a five-day grace period. The new domain name owner typically places miscellaneous advertising on the possibly temporary site, capitalizing on pay-per-click advertising – or potentially uses the new page ownership to legitimize a phishing scam.

Tasting has been a serious challenge for the Internet community and has grown exponentially since 2004. In January 2007 the top 10 domain tasters accounted for 95% of all deleted .com and .net domain names — or 45,450,897 domain names out of 47,824,131 total deletes. Innumerable businesses have sprung up as sources

for these loophole artists to inexpensively gain daily or even more frequent access to listings of domain names that are about to expire or already have. Once the list is in hand, it is a trivial process to automate the registration, traffic tracking, and possible deletion of the names.

### Minimizing due diligence

The process is resulting in fewer and fewer generic domain names being eligible for acquisition, thus pressing some of the registrants involved to widen their search criteria and minimize their due diligence on the retained names. As such, some

*Well-known brands, lotteries included, are finding variants of their names registered to registrants with no commercial basis for holding the name.*

well-known brands, lotteries included, are finding variants of their names registered to registrants with no commercial basis for holding the name.

A quick test on the Euromillions theme, for example, reveals some interesting results. While [www.euromillions.co.uk](http://www.euromillions.co.uk) redirects the user to the official UK National Lottery site, typing in [www.euromillions.de](http://www.euromillions.de) (or [www.euromillionen.de](http://www.euromillionen.de)) sends the user to an online gaming site that includes

### What can lotteries do?

To combat the threat of brand erosion, unofficial ticket sales and phishing, lottery organizations should consider:

- Ensuring the continued registration of already owned domain names.
- Evaluating the continued value of domain

names once their original intended use has been fulfilled.

- Using ICANN's Uniform Domain-Name Dispute Resolution Policy (see <http://www.icann.org/udrp/>) and other resources to vigilantly protect their trademarks.
- Owning or controlling additional similar sounding domain names with redirects back to the official home page.

none of the Euromillions branding and no way to identify the operator. Only registered players can officially take part in Euromillions online. But our test clearly shows that scope exists for luring an unsuspecting visitor to send money and financial information to an unofficial ticket agent or a scammer. And who knows if these sites will still be there by the time you read this article?

In late January 2008, the official domain name oversight body ICANN made a proposal that would end tasting by charging fees on registrar domain registrations as soon as a domain name is registered. Registrars will vote on this issue in June 2008, but they stand to lose financially since their overall registrations will drop and they have already invested to automate their processes to allow for the automatic deletion of registered names.

Whatever the outcome of the vote on domain tasting, the business viability for the acquisition of similar sounding lottery domain names for phishing purposes will remain unchanged.

As our organizations' internet presence continues to define us, we cannot afford to sit idly while others profit from the brands we have so diligently worked to build and protect. Staying in the loop on changes such as the ones being proposed by ICANN is simply good risk management in action.

*\*Ed Stefan serves as the Chief Information Officer for the Multi-State Lottery Association and is Deputy Chairman of the WLA's Security and Risk Management Committee.*

## Organizing for full deployment

The WLA Responsible Gaming Framework has been developed to help lottery organizations incorporate the Responsible Gaming Principles – formally adopted by the membership in Mérida in 2006 – into their day-to-day operations. As per the WLA General Assembly decision of November 16, 2006, the minimum requirement for any WLA member is a Level 1 declaration by its CEO to adhere to the WLA Framework. Letters of Commitment need to be posted to the WLA Executive Director no later than July 1, 2008.

To ensure the Framework will serve as the foundation for WLA organizations' responsible gaming programs, the WLA Executive and its CSR Committee recently reviewed a number of items that will contribute to successful implementation.

### Mandatory membership

Lottery organizations are reminded that entry into Level 1 of the Framework is a condition of WLA membership. All lotteries that are not making already plans to enter Level 2, 3 or 4 should submit their Level 1 Letter of Commitment to the Basel business office as soon as possible.

### Level 4 third-party assurance

The WLA will adopt the European Lotteries selection criteria for third-party assurance providers. This will ensure that the requirements for both the WLA Framework and the EL Standard are verified by similar organizations with the same qualifications. Operators can choose their providers, but the WLA must have proof that the organization meets all the necessary criteria before the assessment is conducted. This will enable our EL members to address the WLA and EL requirements in a cohesive manner.

### Assessment panels

To guarantee independence and account for regional differences, three-person regional assessment panels are being established to review applications for entry into the Framework. Individual panels will be set up in each of the following regions: Latin America; North America;

Asia; Australia and New Zealand; Europe; and Africa. Each panel will consist of an independent CSR expert, a chair and a peer reviewer. The WLA is currently recruiting for these positions. If you are aware of either a suitable peer reviewer or a knowledgeable independent reviewer candidate we look forward to your suggestions and ideas.

### Fees and timelines

Application for the Responsible Gaming Framework needs to be made to the WLA Basel office. The application fees for Level 1 and Level 4 are CHF 1,200. The application fees for Level 2 and Level 3 are CHF 4,000. If a member moves forward for a next level application within 18 months of its last application, it will be credited for its first payment.

### CSR Committee structure

To ensure that the Framework continues to be relevant to members, a new structure for the CSR Committee has been finalized. The Committee will have members from each of the regions covered by the assessment panels. A Chair and Deputy Chair will facilitate meetings and decision-making, and will work with Committee members to ensure success factors are met. Dianne Thompson, CEO of Camelot plc, and Michelle Carinci, President and CEO of Atlantic Lottery Corporation, have agreed to continue to serve in these roles.

CSR Committee members will act as ambassadors for the program in their respective regions. They will research and propose ideas for consideration by the Committee, as well as recruiting members of their staff to be part of the CSR Working Group. The Working Group is responsible for planning, development

and execution of implementation plans. This group will have two leads, each a member of staff of the organizations headed by the Committee Chair and Deputy Chair. Anne Pattberg, Corporate Responsibility Manager, Camelot Group plc, and Mike Randall, Vice President, Social Responsibility & Communications, Atlantic Lottery Corporation, will serve as co-leads of the Working Group. They will liaise with the WLA Executive Director and work directly with the WLA Framework coordinator to execute the plans.

### Framework coordinator

For the past year, Janet MacBeth of Atlantic Lottery Corporation has held the position of Framework coordinator. With Janet's one-year secondment now ending, Mélissa Azam has been appointed as WLA coordinator of the Responsible Gaming



**Mélissa Azam: the newly appointed WLA Responsible Gaming Framework coordinator**  
azam@loto-quebec.com

Framework project effective March 1. Mélissa has served the WLA since 2005 at the Montreal Office in an increasingly demanding role. She has an administrative background and is currently finishing her masters degree in international administration. She will be responsible for overall management of the program and will also assist with the assessment process.

### Communication

As well as deploying the Framework process, the Committee and Working Group will support the program design for the WLA's CSR seminars. This year's seminars are planned in, amongst others, Canada, Malaysia and Mexico (see pages 25-26).

## A bright future in Brisbane



**Lottery professionals from around the world will converge on Brisbane, Australia, in 2010 for the WLA Convention and Trade Show to be hosted by Golden Casket Lottery Corporation.**

The convention will be held from October 31 to November 5, 2010 in Brisbane – a modern, dynamic and sophisticated city that revels in its relaxed outdoor lifestyle. Brisbane is Australia's third-largest city and one of the world's most popular holiday destinations. With an international airport for easy access, world-class conference facilities and amazing natural attractions, Brisbane promises to provide delegates with the trip of a lifetime!

### A bright future

Queensland is well known around the world as the location of the Great Barrier

Reef. The Great Barrier Reef is a natural wonderland that comprises clear turquoise waters, colorful corals and iridescent tropical fish and marine life.

Golden Casket has chosen the symbol of the butterfly fish for the Convention logo as it represents all that is bright in



Queensland and at Golden Casket – and the bright future that lies ahead for the lottery industry. Indeed, "A Bright Future" is the chosen theme for the entire 2010 WLA Convention and Trade Show.

The lottery industry is constantly evolving in line with global changes and developments. As an industry and to ensure long-term sustainability, it is critical that lottery organizations keep abreast of changes so

that the future of the industry is assured. A Bright Future is what all lottery organizations should aspire to. Each organization has a role to play in its respective jurisdiction and has a responsibility to ensure that its communities and beneficiaries also benefit from a brighter future. Prominent keynote speakers will challenge delegates' thinking and will explore global best practice across a range of topics.

Golden Casket is one of Australia's oldest lotteries. It is the licensed lottery operator for Queensland and has been active in the state for over 90 years. Today the company and is part of Tatts Lotteries, the lottery business unit of Tatts Group Limited, a major Australian provider of gambling and entertainment products and services both in Australia and internationally. Golden Casket and Tattersall's are long-standing members of the WLA and have hosted a number of international WLA events. Golden Casket looks forward to seeing you in Brisbane in 2010!

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## Delivering health and wealth to South Australians

The SA Lotteries Symphony Sessions program is aimed at promoting the positive effects of music on health and well-being in the hospital community.

With an adult population of 1.2 million, South Australia comprises less than 8% of the Australian population. Approximately 74% reside in the capital city, Adelaide. Back in 1965, the public voted overwhelmingly in favor of establishing a State-run organization to promote and conduct lottery games. The next year, the Lotteries Commission of South Australia, now known as SA Lotteries, was established to return profits to South Australia's public hospitals – a function the organization continues to carry out today.



Initial doubts about the profitability of lotteries in South Australia were proven to be unfounded in the very early years of SA Lotteries' operations. In its first decade, SA Lotteries had distributed more than AU\$27 million to State hospitals and, by its 21st anniversary, was celebrating community returns in excess of AU\$298 million.

"Now, more than 40 years later, SA Lotteries operates and promotes eight lottery games that collectively generate an annual turnover of almost AU\$350 million," says SA Lotteries Chief Executive June Roache.

All profits from Lotto, Oz Lotto, Powerball, Instant Scratchies, Keno and Super 66 are distributed to South Australia's Hospitals Fund, with The Pools profits directed to the State's Recreation and Sport Fund. Since 1967, more than AU\$1.8 billion in SA Lotteries game profits have been contributed to the provision, maintenance, development and improvement of State public hospitals and, since 1987, more

Continued on page 22



*"Social responsibility is not an add-on to our existing operations. It is inherent in our business purpose and strategy."*

**SA Lotteries  
Chief Executive  
June Roache**

**Continued from page 21**

than AU\$8 million has been returned to support recreation and sport and develop local sporting facilities and services.

**Raising public awareness**

While most players are familiar with its games, SA Lotteries found that many South Australians were largely unaware of the magnitude of profits distributed to its beneficiaries. In May 2007, SA Lotteries celebrated the 40th anniversary of the sale of the first lottery ticket, which presented an ideal opportunity for the State-owned and operated organization to promote its contributions to health and sport.

SA Lotteries developed a 40th anniversary logo with the tagline "Prizes to players. Profits to hospitals." The commemorative logo features on SA Lotteries' corporate and brand advertisements, stationery, game material and agency point of sale until the conclusion of SA Lotteries' 40th anniversary year. SA Lotteries' retail network was "wrapped" in the 40th anniversary branding during the two-week launch period, which gave the logo and tagline high exposure across a diverse mix of businesses, including newsagents, delicatessens, chemists, supermarkets, kiosks, service stations, hotels and clubs. SA Lotteries' 545 agencies provide convenient access for the 74% of South Australians who play at least once each year, generating more than 55 million lottery tickets. Many of these tickets include messages that promote SA Lotteries' contributions to hospitals.

Each year, approximately AU\$86 million

in game profits are directed to public hospitals via the Hospitals Fund. Given this legislative arrangement, tangible provisions of the profit distribution are unavailable and, as such, SA Lotteries must explore other opportunities to promote this community contribution.

In September last year, SA Lotteries united with the State's largest newspaper to give away 30,000 outdoor medical kits, which provided a tangible means of promoting its principal beneficiary. Customized with the message, "Our profits go to hospitals. Feel better?", South Australians received a free medical kit upon presenting tokens from three consecutive editions of The Advertiser/Sunday Mail newspaper at an SA Lotteries agency. Numerous editorial and pictorial opportunities were also offered to SA Lotteries as part of this media partnership.

To further promote its returns to the community, each year SA Lotteries forms an annual partnership with a metropolitan radio station to grant the wishes of South Australians during the lead-up to Christmas. Each year, the two-week Christmas Wish promotion encourages adult listeners to register their dreams for Christmas on the radio station's website. The wishes of ten South Australians are granted by SA Lotteries, which utilizes the on-air opportunity to promote its returns to State hospitals.

**Cross-promotions with a difference**

SA Lotteries has also identified the need to align its sponsorship focus toward hospital-related projects and initiatives, seeking strategic partnerships with other iconic

South Australian organizations and events to promote its community returns. The redevelopment of an existing partnership with the Adelaide Symphony Orchestra resulted in the launch of a series of performances for patients at various wards in a local public hospital.

"This creative partnership provided the perfect complement to SA Lotteries' existing returns to South Australia's hospitals, and supported the growing body of research into the positive contribution of music to the general well-being of people in the community and in health care," says June Roache.

A similar partnership was formed with the world's second-largest arts event, the annual Adelaide Fringe. The Fringe Goes to Hospital program brings Adelaide Fringe performances to various metropolitan hospitals for those not well enough to attend shows. SA Lotteries has extended its involvement with the 2008 event by providing 2,000 outdoor medical kits for attendees at the Adelaide Fringe Family Weekend.

SA Lotteries has also implemented a scheme to benefit the local women's and children's hospital. The initiative provides family movie passes for long-term patients upon discharge from the hospital's high-dependency unit. SA Lotteries' support also extends to the nursing staff at the hospital, who are rewarded with an SA Lotteries' corporate picnic pack as part of the hospital's Staff Recognition Scheme. Further, by developing these corporate picnic packs for community fund-raising purposes, SA Lotteries has discovered yet another way to benefit its local community. To date, SA Lotteries' fund-raising kits have been forwarded to more than 100 local clubs, schools, sporting groups and charities for use as prizes for fund-raising raffles, quiz nights or sporting days.

**Support for sport**

Capitalizing on its returns to the Recreation and Sport Fund, SA Lotteries enjoys a strong association with sport in South Australia. Australia's premier cycling race and the only ProTour event outside of Europe, the Tour Down Under provides SA Lotteries with a high-profile way to pro-

Continued on page 24

**Many happy returns South Australia.**

For 40 years you've played your lucky numbers, won more than \$3.8 billion in prize money and helped us return more than \$1.8 billion to South Australia's hospitals. Thanks for playing.

**SA Lotteries** 40 YEARS

SA Lotteries advertisement celebrating 40 years of returning profits to South Australian hospitals.



The commemorative logo has helped to raise public awareness of the extent of the lottery's support for its beneficiaries.

'Our profits go to hospitals. Feel better?' Last year, SA Lotteries gave away 30,000 outdoor medical kits, which provided a tangible means of promoting its principal beneficiary.



As Sprint Jersey sponsor of the Tour Down Under, SA Lotteries is able to promote its returns to a spectator audience in excess of 400,000.

The lottery tickets include messages that promote SA Lotteries' contributions to hospitals.





French team Cofidis rider Mickael Buffaz wins the SA Lotteries Sprint Jersey at Stage 2 of the 2008 Tour Down Under.

COURTESY THE ADVERTISER  
PHOTOGRAPHER: SARAH REED.

**Continued from page 22**

mote its returns. As Sprint Jersey sponsor of the Tour Down Under, SA Lotteries is able to promote its returns to a spectator audience in excess of 400,000. During the event, SA Lotteries gives away thousands of promotional items from a vehicle forming part of the official Tour Down Under parade, including medical kits, fortune cookies, caps and backpacks – all carrying the organization's key message: "Prizes to players, profits to hospitals, support for sport." This year, SA Lotteries partnered with St. John Ambulance to facilitate the inclusion of an ambulance into the official Tour Down Under parade to reinforce its

contribution to the South Australian medical industry. SA Lotteries ensured any visual of the SA Lotteries Sprint Jersey would also communicate its principal beneficiary.

SA Lotteries also maintains a focus on minimizing its impact on the environment, having already achieved its target in reducing greenhouse gas emissions four years in advance. This reduction was achieved via the organization's use of energy generated from renewable sources, along with other environmentally efficient initiatives. SA Lotteries' newest partnership is a free bus service, which transports South Australians to Australian Football

League (AFL) matches at the State's football arena. Launching in March to coincide with the start of the 2008 AFL premiership season, SA Lotteries Footy Express is just another way SA Lotteries is benefiting the local community, while also helping to reduce carbon emissions.

**Embedding responsibility in the organization**

Extending its community returns beyond its legislative requirements, SA Lotteries has identified other best practice strategies to make a positive impact on business and the community. These strategies form the organization's Corporate Social Responsibility (CSR) program, which has been progressively implemented since July 2006.

"The future success of SA Lotteries, like any organization, relies on whether it can adapt its business practices to better benefit the community it operates in," says June Roache. "The ongoing implementation of SA Lotteries' CSR Program is championed by a committee of passionate staff members and embraced by all employees."

Segmented into four impact areas – environmental, social, economic and corporate governance – SA Lotteries' program is centered on minimizing the organization's impact on the environment and maximizing the social and economic benefits it brings to the State.

The program, which is aligned with the State Government's Strategic Plan, incorporates schemes relating to workplace giving, community support and corporate volunteering, which have so far benefited more than 75 community and not-for-profit organizations across the State. As part of the CSR program, lottery employees manage and implement regular events and initiatives to raise funds for local charities. Each dollar raised by employees is matched by SA Lotteries, resulting in charity contributions in excess of AU\$12,000 in just over 12 months.

SA Lotteries' commitment to promoting responsible play is also reflected in the CSR program. While lottery products are rarely associated with problem play in South Australia, SA Lotteries is mindful of the balance between social responsibility and revenue generation. SA Lotteries and its retailers operate in accordance with

strict regulatory responsible gambling and advertising codes of practice. To complement these codes, SA Lotteries proactively implemented a 28-point compliance program whereby each agent is audited to ensure that they are selling lottery games in a responsible manner. The compliance program includes ensuring that all selling agents have undertaken responsible gambling training, as well as the provision of a dedicated training module on the prevention of underage gambling.

**Working with legislators**

In a move strongly supported by SA Lotteries, in 2007 the legal age to play lotteries in South Australia increased from 16 to 18 years. The age increase complemented SA Lotteries' own commitment to the promotion of responsible gambling. "Increasing the legal age to 18 has enhanced SA Lotteries' existing harm minimization program," says June Roache.

In 2007, SA Lotteries pursued legislative changes to allow the conduct and promotion of special appeal lotteries to benefit State-based causes or disasters. As a re-

*SA Lotteries returns approximately 95 cents in every dollar to the South Australian community, proving that it isn't just the winners who share the good fortune of lotteries.*

sult, SA Lotteries is able to conduct special appeal lotteries and direct 100% of profits to an approved beneficiary.

The strategies within SA Lotteries' CSR program are measured and regularly monitored and reviewed by a committee of staff members, who each represent a department within the organization.

"To make a real difference, CSR takes a whole-of-business approach," explains

June Roache. "Our CSR program is not merely an add-on to our existing operations. It is inherent in our business purpose and strategy, and has set the foundation for a bright future for SA Lotteries and the South Australian community."

SA Lotteries has played an intrinsic role in the lives of most South Australians since the first lottery ticket went on sale in South Australia in 1967. Whether through playing a lottery game, dreaming of a big win or benefiting from SA Lotteries' community contributions, South Australians have shared in many significant achievements and memorable moments that represent 40 successful years of lotteries in the state.

SA Lotteries returns approximately 95 cents in every dollar to the South Australian community – a practice that is set to continue well into the future – proving that it isn't just the winners who share the good fortune of lotteries.

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# Enforcing the law: principles and practice

**As the United States makes its intentions clear on cross-border gambling, the practicalities of online payment bans are still the subject of debate on both sides of the Atlantic. Meanwhile, European countries continue to defend their right to set policy on grounds of public order and public morals.**

Last year ended on a very positive note for those who support the position that states, for considerations of public order and public morals, have the right to control gambling access within their borders. But already the first quarter of 2008 has shown that legal challenges, both on the national and international level, continue to be the order of the day.

At the start of 2008 there was every reason to believe that Antigua's WTO challenge to US laws prohibiting internet gambling had

reached its conclusion. These proceedings started over four years ago, so a short recap might be in order here. Antigua filed its complaint in 2003, and the WTO Dispute Panel found in Antigua's favor in 2004, concluding that the US should bring itself in line with its GATS commitments and amend its laws to permit cross-border internet gambling. Following this decision, many of the remote gambling suppliers were confident that they had not only won the battle but also the war. Their optimism proved to be groundless.

### United States changes its GATS commitments

The US appealed the finding, claiming that it had never been its intent to establish commitments for gambling services under GATS and that in any case, even under GATS, a WTO member is entitled to adopt restrictive gambling laws to protect public order and public morals. The Appellate Body's decision was more favorable to the US. While it found that gambling services did fall under the US's GATS commitments, it recognized the validity of the public order/public morals argument. However, it

also concluded that the US was not applying the prohibitions equally to foreign and domestic service providers of remote horseracing betting services since US law permitted interstate horse betting via the internet. The US was given a deadline to bring its horseracing legislation into conformity, failing which it should open up its market to foreign providers.

Rather than change the terms of the Interstate Horseracing Act, the US government announced in the spring of 2007 that, as it had never been its intent in 1994 to include internet gambling services in its undertakings, it was correcting this "oversight" and modifying its GATS commitments to withdraw gambling services. This in essence meant that the US was not contesting the Appellate Body decision.

While GATS does recognize the right of a member to withdraw its commitments, in so doing other countries affected by the modification can request compensation. The European Union, Canada, Japan, Australia, India, Costa Rica, Antigua and Macau filed for compensation.

announced a merger of HR 4411 and HR 4777. The merger of these two complementary approaches resulted in the Internet Gambling Prohibition and Enforcement Act. Under this revamped measure, the Wire Act would be updated to cover new technologies, and criminal penalties would be enhanced for gambling businesses knowingly accepting payment in the form of certain financial instruments, credit cards and fund transfers. The legislation was passed by a vote of 317-93 in the US House of Representatives on July 11, 2006 and signed into law by President Bush a few months later.

### The Unlawful Internet Gambling Enforcement Act

On November 18, 2005, Republican US Representative Jim Leach from Iowa introduced the Unlawful Internet Gambling Enforcement Act (UIGEA) of 2005. The legislation aims to cut the flow of money from gamblers to internet gambling sites by prohibiting any person engaged in the business of betting or wagering from knowingly accepting certain financial instruments, credit cards and fund transfers for unlawful internet gambling. In addition, it would enhance current criminal liability for those individuals engaged in unlawful internet gambling and require payment systems to implement procedures for blocking such transactions. The

bill, known as HR 4411, was passed by the House Judiciary Committee on May 25, 2006.

On February 16, 2006, Republican US Representative Bob Goodlatte from Virginia introduced the Internet Gambling Prohibition Act (HR 4777), designed to update The Wire Act of 1961 to include all forms of interstate gambling and cover new technologies including the internet. Like HR 4111, the Goodlatte bill would prohibit a gambling business from accepting certain financial instruments, credit cards and fund transfers in illegal gambling transactions. In early July 2006, Representatives Leach and Goodlatte



Lynne Roiter, facilitator of the Global Legal Network, is head of the WLA Montréal office and VP Corporate Affairs and Corporate Secretary at Loto-Québec.

*The WTO has granted Antigua & Barbuda limited compensation, and several other countries have reached negotiated settlements with the United States.*

Antigua also filed for arbitration, seeking payment of the damages it was entitled to following the Appellate Body's decision since the United States had not changed its horseracing legislation.

Again there were all types of dire predictions. Antigua was seeking \$3 billion a year in compensation – failing which it would retaliate by disregarding US intellectual property laws. The EU claim was even higher, valued at \$100 billion by some industry representatives.

### Compensation limited to horseracing

However, once again the right of a nation to restrict gambling services on grounds of public order/public morals won out. At the end of December 2007, the arbitration panel handed down its final decision, awarding compensation of \$21 million, a far cry from the loss of \$3 billion Antigua had claimed. One of the reasons for the discrepancy is of particular interest – namely, that the Appellate Body did not find that the United States had violated its commitments in relation to all gambling services. Horseracing was found to be the only case where discriminatory practices existed, so the compensation was limited to potential losses for that gambling activity alone.

Similarly, contrary to some earlier predictions, negotiations with the EU over compensation for the withdrawal by the US of gambling services from its GATS commitments ended in late December 2007 with a settlement. The terms of the settlement include opening up access to the US postal and courier sectors, research & development, and storage and warehousing. Gambling was not included. Settlements have also been reached with Canada, Australia and Japan, while Costa Rica has filed for arbitration.

European internet gambling operators were clearly disappointed at how the matter had played out. In a move to try to keep the matter alive, the Remote Gambling Association (RGA) at the end of December lodged a complaint with the European Commission under the EU's Trade Barriers Regulation, alleging that the US is selectively enforcing its laws against foreign suppliers of online gambling services in violation of WTO agreements. The private operators were forced to use this route as they have no standing before the WTO.

The European Commission announced on March 10, 2008 that it would undertake an investigation. The investigation could take 7-9 months and could lead to WTO proceedings. However, now that the US has announced its intention to withdraw gambling services from its GATS commitments, the situation could change significantly during that time, and some experts are questioning what the RGA complaint can accomplish.

### The enforcement debate goes international

In the United States, the long-awaited regulations that will govern the application of the Unlawful Internet Gambling

Enforcement Act (UIGEA) are still the subject of much debate. The rules were published in October and 126 organizations have since submitted comments. There is a concern that the rules as written are too ambiguous as to what sort of transaction has to be blocked. Congressman Barney Frank, chairman of the House Committee on Financial Services, who is a vocal supporter of regulated internet gambling, plans to hold hearings on the matter in April.

UIGEA has however met the test of its first court challenge. The Interactive Media Entertainment and Gaming Association had sought a temporary restraining order against the Act claiming that it violated American civil rights and was contrary to international treaty obligations. The motion was dismissed by the US District Court of New Jersey at the beginning of March 2008. The Court found that it was not its role to question the wisdom of a congressional act, nor was it appropriate



Congressman Barney Frank, Chairman of the House Committee on Financial Services, is a vocal supporter of regulated internet gambling.

for the court to speculate as to its effectiveness. UIGEA was found to be lawfully enacted and it did not intrude on constitutional guarantees.

The impact of UIGEA is being felt beyond the borders of the United States. In the first week of March, the Canadian federal government announced that it was considering similar legislation. This would

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be a significant move against the 400-odd internet gambling sites that are based on the Kahnawake native reservation outside Montreal, Quebec.

Several European nations are also studying the imposition of laws that would require financial institutions to block payments from unrecognized online gambling companies. Norway, Germany, the Netherlands, Turkey and Israel are all considering such moves.

On March 4, 2008, the European Commission issued a "detailed opinion" to France in order to stop it from adopting a decree that bans payments from internet gambling sites other than those legally operated by La Française des Jeux and the PMU. This is the second intervention by the European Commission. The first was issued last July when France proposed to adopt a decree obliging Internet Service Providers (ISPs) to block consumers trying to access websites other than those legally operated in France by La Française des Jeux and the PMU. This second detailed opinion prevents France from adopting the "payment ban" decree until the end of March. If France goes ahead after that it could face infringement proceedings.

*France faces infringement proceedings in Brussels if it goes ahead with its ban on payments from foreign-based internet gambling sites.*

However, it is interesting to note that Italy, citing consumer protection concerns, adopted a law in 2006 sanctioning site-blocking by ISPs, with stiff fines for those that do not prevent access to the sites that have been blacklisted by the authorities. Its application has been successful and over 1,200 foreign websites identified by the authorities are presently being blocked by ISPs.

The European Commission at the end of February also issued reasoned opinions to the Greek and Dutch governments asking them to amend their restrictive legislation that is applied to gambling services. For

the Netherlands, only legislation dealing with sports betting is covered by the reasoned opinion, while for Greece the legislation involves sports betting as well as other games of chance. This move follows investigations launched in 2006 which led the Commission to conclude that in its opinion the Dutch and Greek gambling laws are not compatible with EU law in that the measures taken to restrict the free movement of gambling services have not been shown to be necessary, proportionate and non-discriminatory.

The governments now have two months to respond to the request, failing which the Commission could institute proceedings before the European Court of Justice. It is expected that both Greece and the Netherlands will defend their gambling laws. In March and June last year, the Commission issued reasoned opinions against Denmark, Finland, Hungary, France and Sweden.

## Henry Chan

Executive Director, HKJC Lotteries Limited



Things happen so fast in Hong Kong that it's often said you can leave for a week's holiday and find everything changed when you get back. The Hong Kong Jockey Club (HKJC) has certainly seen dramatic change over the past 35 years, progressing from a modest organization centered on one racecourse to a full-service, high-tech betting and lottery operation acknowledged as a world leader in the industry. But one thing that has not changed over the same period is the ever-present influence of Henry Chan.

Back in the early 1970s, the only legal form of betting in Hong Kong was on horse racing, and even that was limited to people attending the races at the Club's single Happy Valley track. But illegal off-course betting was rife, leading the government to authorize HKJC to set up off-course betting branches. Chan was one of 12 new supervisors taken on to get the job done. "I knew very little about betting when I was hired," Chan admits, "but with the first new branches due to open just two months later, and the help of a visiting expert from Australia, I found myself learning very quickly!"

### New challenges

With legal off-course betting successfully established, Chan quickly embarked on a series of new assignments, launching the telebetting operation that was part of the same initiative to combat illegal gambling, then helping to completely revamp racecourse betting operations. In 1978, he was put in charge of all customer and betting facilities at the new second racecourse at Sha Tin, and during the 1980s he oversaw the automation of all the off-track operations.

After a three-year change of scenery heading the Human Resources department, Chan was appointed head of the Betting

Division in 1992 and has led the operation ever since, overseeing a period of dramatic growth.

One of his proudest achievements is the successful launch of a new football betting service in 2003, again at the government's request as the growth of live TV coverage had spawned a huge illegal market in football betting. This involved recruiting some 4,000 new staff and training a further 6,000 existing employees within an incredibly tight timescale.

Football betting brought a fundamental change in the Club's operations, as it was now offering fixed-odds betting in contrast to the pool betting system that had always been adopted for horse racing. "Since 2003 I've also been a bookmaker!" Chan laughs, noting that HKJC is now the world's biggest single football betting operator.



香港賽馬會  
The Hong Kong Jockey Club

Chan has also been closely involved in Hong Kong's Mark Six lottery since its inception in 1975 – another move targeted at combating illegal numbers game such as chi fa. Today, some four million of Hong Kong's adult population are customers of HKJC's regulated horse racing, football betting and Mark Six services.

### Beating the competition

Encouraging as that may be, Chan knows that HKJC can never rest on its laurels. "The illegal market here in Hong Kong is now down to quite a small scale, but with the growth of the Internet, our customers are exposed to other gaming opportunities all over the world," he points out. "A lot of people think we have a monopoly but that's not really the case. We have a lot of competition from other parts of the

leisure industry so our products and services have to be just as attractive to meet that demand."

"The Hong Kong model has proved very successful over the years and is much admired elsewhere in the world," he comments. "I feel very proud of the HKJC's achievements and the part I've been able to play."

Since 2000, Chan has been putting his experience to further good use as an Executive Committee member and now Chairman of APLA, strengthening ties with other lottery operators in the region and helping developing nations set up not-for-profit lottery operations. He has also been an Executive Committee member of the WLA since 2004, where his experience of HKJC's responsible gaming policy has been a valuable contribution to the process of establishing the WLA's Responsible Gaming Framework.

Married for 31 years with three daughters and two grandchildren, Chan's devotion to his family is well-known among HKJC colleagues, though he still finds time to engage in charity work on a personal level, for example through his 20-year membership of the Rotary Club.

Although retirement is not on the immediate horizon, he also hopes to continue making use of his professional expertise after leaving the HKJC. "The development of lotteries in Mainland China is still at a very early stage, and I would be more than happy to contribute my time and experience if it would be useful. Not many Chinese people have such experience, especially across so many different areas including lotteries, bookmaking and horse racing," Chan notes.

"If I can pass on my skills and experience to my successors at the HKJC or to others in the industry as a final contribution, I will feel very satisfied with my career."

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Unassuming in appearance, this clever device saves time by accommodating online and instant ticket prize checks – anywhere in the store. Connected to the online terminal, Ticket-Scan allows retail staffs to sell games while players sweep their tickets through the red beam and quickly view results on the display screen—before handing over to clerks for validation and prize payment. Now there's some peace of mind.

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## The learning curve

### WLA Academy: Responsibility on the agenda

#### Corporate Social Responsibility, Responsible Marketing and Ethics Kuala Lumpur, Malaysia April 7 - 10, 2008

Sustainability of our lotteries and our relationships with our players and our communities are more topical than ever. Communication and marketing are key in building and maintaining these relationships. What makes us unique in the world of gaming is our ongoing quest for responsible gaming, marketing and ethics in our businesses.

This seminar will provide a unique opportunity to learn and find answers to critical questions such as:

- Why is responsible marketing so important?
- How does lottery communication affect player behavior?
- What is the right balance between marketing investment and player protection?



The Petronas Towers dominate the skyline of Kuala Lumpur, venue for the third seminar of the 2008 WLA Academy season.

- What tone is used around the world to communicate with consumers?
- How significant are cultural differences in the area of responsible gaming?
- How can the WLA Responsible Gaming Framework support lotteries' day-to-day operations?

Executives from all around the fast-growing Asia Pacific region and elsewhere will

meet in Kuala Lumpur to share their experiences. Participants will have a chance to sharpen their understanding of these critical questions, and are requested to bring examples of responsible marketing from their own lotteries. These materials will serve as a basis for discussions during the various working sessions.

#### Costs (including seminar fee and 4 nights' accommodation)

WLA/APLA members: USD 1,400  
Associate members: USD 1,600  
Non-members: USD 1,900

#### Registration

Register online at  
<http://www.world-lotteries.org>  
Registration deadline: March 24

#### Cancellation policy:

Cancellations after March 24: 50% charge  
Cancellations after April 1: 100% charge



Canada's capital city, Ottawa, will be the setting for the WLA/NASPL seminar in April.

#### Embedding Responsible Gaming into Your Organization Ottawa, Canada April 16 - 18, 2008

Lotteries must show their stakeholders they are responsible organizations doing the right thing for both players and the community. State-controlled gaming operators have always played a significant role in addressing responsible gaming issues. Going forward, they must ensure that responsibility is firmly embedded within their organizations.

With the unanimous adoption of the WLA Responsible Gaming Principles and

Framework, the worldwide lottery community has taken its commitment to responsible gaming and corporate social responsibility to a new level. WLA members have committed themselves to making responsible gaming an integral part of their daily operations. Involvement in the Framework demonstrates that they are operating in the best interest of society.

But how does a lottery operator translate these Principles into actions that are embraced by the entire organization?

These issues will be addressed in the WLA/NASPL seminar to be hosted by Loto-Québec, in Gatineau, Québec, ten minutes from the Canadian capital of Ottawa. A host of experts from inside and outside the lottery sector will present ideas on how to incorporate responsible gaming into lotteries' daily operations.

#### Selected topics

- How to enter the WLA Responsible Gaming Framework
- Creating a responsible gaming mindset
- Incorporating responsible gaming into research
- Social responsibility assessments

- Researching social impacts
- Social marketing
- Responsible gaming training
- CSR reporting
- Prevention programs
- Recent research on problem gaming

Space is limited so act now to reserve your place for what will likely be the only seminar of its kind this year in North America.

#### Cost (including seminar fee and 2 nights' accommodation)

WLA/NASPL members: USD 1,600  
Associate members: USD 1,850  
Non-members: USD 2,100

#### Registration

Register online at  
<http://www.world-lotteries.org>  
Registration deadline: April 2

#### Cancellation policy:

Cancellations after April 2: 50% charge  
Cancellations after April 9: 100% charge

## WLA Academy: a crossroads in marketing?



**EL Secretary General Bernadette Lobjois and moderator Gilbert Rehayem provided a solid seminar organization.**



**WLA President Arch Gleason kicked off the annual marketing seminar in London with the welcome address.**

### WLA/EL Marketing Seminar: The POS – Are we at a crossroads? London, United Kingdom January 23 -25, 2008

More than 130 attendees from around the globe were on hand for the WLA/EL marketing seminar in London this past January 23-25. This yearly seminar is known throughout the lottery community and has become an important part of the EL and WLA seminar program.

This year's program focused on the point of sale and how it is evolving in the face of new communication technologies, social trends and new and ever-changing customer demands. The meeting kicked off the 2008 seminar program for both European Lotteries (EL) and the WLA.

#### POS vs POP

Owing to the fast pace of new technologies and the increased accessibility for the consumer which it creates, the interface between the point of sale (POS) and the point of purchase (POP) is becoming progressively more important. Relentless

consumer demand has required lottery organizations to maintain, market and promote their points of sale on a 24/7 basis. The player, on the other hand, usually uses the point of purchase for only a brief time. During those few short moments of interaction, a lottery organization must ensure that its products and services, its uniqueness and its competitive edge are clearly communicated and well perceived by the consumer.

#### The continued importance of CSR

Despite the regional, cultural and organizational differences of the many participants, certain global consumer trends are clearly recognizable. More than ever, the importance of corporate social responsibility and maintaining the integrity of the lottery are of significant value in the marketing of lottery products.

We wish to thank Camelot for their generous hosting of the seminar and European Lotteries, in particular Secretary General Bernadette Lobjois and her team, for their excellent organization.



**Ray Bates, former Managing Director of Ireland's National Lottery, and Jussi Isotalo, Executive Vice President, Veikkaus, Finland**



**Golden Casket CEO Bill Thorburn's presentation focused on retailer motivation programs in Queensland, Australia.**

## Upcoming seminars

**April 7 – 10, 2008**

**Corporate Social Responsibility – Responsible Marketing and Ethics**  
Kuala Lumpur, Malaysia  
*Organized in cooperation with APLA*

**April 16 – 18, 2008**

**Embedding Responsible Gaming into Your Organization**  
Ottawa, Canada  
*Organized in cooperation with NASPL*

**May 4 – 9, 2008**

**English for the Lottery Business, Step 1**  
Aldwark Manor, York, UK  
*Conducted by Partners in Training*

**May 27 – 30, 2008**

**CSR, Responsible Gaming and Marketing: Part 1**  
Mexico City, Mexico  
*Organized in cooperation with CIBELAE*

**October 27 – 30, 2008**

**Security and Risk Management**  
St. Louis, Missouri  
*Organized in cooperation with NASPL*

**November, 2008\***

**CSR, Responsible Gaming and Marketing: Part 2**  
Lima, Peru  
*Organized in cooperation with CIBELAE*

*\*Exact date to be announced*

## WLA Conventions

**October 19 – 24, 2008**

**Discover the island of Rhodes**  
2008 WLA Convention and Trade Show  
Rhodes, Greece  
*hosted by OPAP*

## Corporate news

### Video terminals return to Norway

ACE Interactive has received an initial order for 500 interactive video terminals as part of Norsk Tipping's re-launch of its video gaming program this summer. The terminals are part of the True Server Based Gaming project which was initially launched by Ace Interactive (formerly Essnet Interactive) and the Norwegian lottery in 2003. The project was delayed pending the outcome of a legal challenge brought by existing video lottery operators. The case was resolved in court in March 2007 and as a result the Norwegian government authorized Norsk Tipping to resume the rollout of the project.

### Denmark chooses Pollard

As well as winning a five-year extension to its contract with the Western Canada Lottery Corporation, valued at some CAN\$45 million, Pollard Banknote has signed a new two-year contract with the Iowa Lottery and added a new European client to the growing roster of international lotteries served by the company. Danske Spil, operator of Denmark's national lottery, has awarded the company a three-year contract to supply instant tickets. The contract value over the initial term is approximately CAN\$3.5 million and the lottery has the option to extend the contract for two additional one-year terms.

### Scientific Games in China

In early February, Scientific Games announced an agreement with China Sports Lottery Printing to establish a state-of-the-art instant ticket manufacturing facility at an existing location in China. The Scientific Games share price rose on the news. Analysts believe the stock was oversold after a series of online contract losses by the company and expect the China agreement to be followed by further good news for investors. Morgan Stanley upgraded the stock at the end of January. In February, Scientific Games was selected as the primary instant ticket provider to La Française des Jeux, which sold instant games worth some \$4.5bn last year.

The new ticket printing facility in China is the latest in a series of moves by Scientific

Games to build its presence in the world's fastest-growing gaming market. Last July, the firm acquired 50% of Guard Libang, a provider of instant lottery ticket cooperative services in China.

### Swedish racing in Poland

Intralot's subsidiary in Poland has been granted a license to operate on the European Pool of the Swedish Horse Racing Totalisator Board, ATG, which offers betting on Swedish horse races in a number of countries. Polish players will now be able to take part in big European jackpots and gain substantially bigger prizes.

In January, the South Carolina Education Lottery became the fifth US lottery to choose an online system from Intralot. Ernie Passailaigue, the lottery's Executive Director and current President of NASPL, said the winning Intralot proposal combined "enhanced functionality with significant cost savings and the potential for generating additional revenue for education programs in South Carolina."

### GTECH acquires Boss Media

GTECH and the Swedish group Medströms announced on March 3 that, further to the public cash offer to the shareholders of Boss Media, the companies have acquired approximately 92% of Boss Media's outstanding share capital and voting rights. The Board of Directors of Boss Media had recommended the offer and can now commence a process to compel the sale of the remaining minority interests.

### Lottery Dynamics breakthrough

The Florida Lottery has become the first US operator to adopt the risk transfer program marketed by Silver Contributor Lottery Dynamics since 2005. The Texas-based company believes its patented revenue enhancement programs have the potential to revitalize lotto by enabling players to "supersize" their jackpots by taking part in an add-on game.



# A symbol of excellence reborn



PHOTO: DANIEL INFANGER

**Work in progress:** Paul Peinado, Nadia Melileo and Jeannine Lanz of the WLA business office discuss the development of the logo with Astrid Horvath of !Now Communications.



**WORLD LOTTERY ASSOCIATION WLA**

After years of indefatigable service, the existing WLA logo is soon to enter retirement.

*This past year we at the business office here in Basel, Switzerland, have been working to improve existing structures and to give new impetus to the WLA's operations. In line with these changes, we have also been working silently in the background to give the Association a new face. This has not been an easy task. We have been mindful of the need to respect the WLA's rich heritage while at the same time embracing the future and the myriad of changes which are set to shape our organization in the years and decades to come.*

*Soon to be unveiled will be the new WLA logo, a new symbol of sustainable excellence that is due to make its debut in the next edition of the WLA Magazine. Thereafter you will notice a series of other improvements, both visual and practical, that reflect the WLA's commitment to moving ahead with its membership.*

*This work is the culmination of a year of effort and close cooperation with the advertising agency !Now Communications in Basel, who have applied their creative craftsmanship to the development of our new visual identity. The Executive Committee has also invested a considerable amount of time and effort in guiding the process, approving the results, and making sure that the project stayed on track and on target.*

*With that, dear members, I will leave you in suspense until the new logo is unveiled in the coming issue of the WLA Magazine!*

*Paul Peinado  
WLA Communications Coordinator*

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