



## From the Publisher

Congratulations to **Carole Hedinger**, Executive Director of the New Jersey Lottery and **Bill Jourdain**, Deputy Executive Director of the North Carolina Lottery, the recipients of the Lottery Industry Lifetime Achievement Award! Carole and Bill will be honored in the ceremony at PGRI SMART-Tech NYC on March 21. See Bill's biography on page 14. As the recipient of the 2016 Lottery Industry Lifetime Achievement Award, Carole's bio was published in the Sept 2016 issue of PGRI magazine which can be viewed at [pgridigitallibrary.com](http://pgridigitallibrary.com).

### Value is driven not by invention and creation but by 're-mixing' existing technologies and applying them in new ways.

Congratulations to **Randy Miller** and the entire team at the **North Dakota Lottery** for their fabulous performance in fiscal 2016. The extraordinary 54% year-over-year increase in net funds turned over to their beneficiary was tops in the North America, earning them recognition as the winner of the Sharp Award for Good Causes. Join us at PGRI SMART-Tech NYC to recognize Carole Hedinger, Bill Jourdain, and the North Dakota Lottery for their achievements.

The interviews and articles in this issue reflect the struggle we are having with momentous changes which seem to be converging on us all at one time. And the last three industry conferences (WLS Singapore, NASPL Atlanta, PGRI Miami) also reflect a focus on how to adapt to challenges and exploit opportunities that are coming at us from many different directions. Consumer engagement strategy is segmenting the market into narrower slices, for instance, while the biggest technological and operational opportunities require multi-jurisdictional collaboration, and eventually even global perspectives. Our stakeholders all reside within our own jurisdiction, yet regulatory issues are being influenced at national and even global levels. Strategies to connect with the individual consumer combine with digital campaigns that drive 'viral' sharing that have no geographical or traditional demographic boundaries. Thankfully, the Lottery industry has the benefit of seeing how leaders in other sectors are taking advantage of these opportunities. World Lottery Summit (last one held in Singapore in November. Congrats to Team WLA!) always has world-class keynote speakers from outside our industry to inspire us to think bigger and look outside ourselves for answers to our questions. NASPL Atlanta (held in October, Congrats to Debbie Alford and Team NASPL!) program that was a revelation. Top executives from Coca Cola and UPS, the CEOs of the Atlanta Hawks and Fal-

cons, futurists and rule-breaking media disrupters ... shared next-generation strategies that are being implemented right now.

In his most recent book *The Inevitable*, Kevin Kelly provides an interesting take on the 'future-shock' aspect of modern life. His primary thesis is that for all the change that has been thrust upon us over the last twenty years, we are still at the starting line, the beginning of a new era, a time when technological advancements have hardly begun to be applied, a time when the biggest advances are yet to come, and they'll be coming at a faster and faster rate. If this was the industrial revolution, it is like 1785 and we have just witnessed the unveiling of the first steam-powered loom, but have yet to see how it transforms the textile industry, much less how it ushers in two centuries of change and progress. The consolation is that we're all in the same boat, and are each of us empowered with the access and capacity to be the one who makes a difference. Further to that, Kelly explains that the key to innovation is not creating or inventing the Next Big Thing, something completely new and different. The cost of transformational technologies constantly declines so that being a 'late adopter' has the advantage of even lower costs and improved functionality. That is why value is driven not by invention and creation but by 're-mixing' existing technologies and applying them in new ways. The industry pioneers have not only re-mixed the technologies, they have re-mixed strategies and methods of execution. Most of the heavy-lifting has been done for us. We just need to connect the dots for how the experience of others can be applied to our industry. Of course, that last stage does expose 'last-mile' rubber-hits-the-road obstacles that represent opportunities for resolve and fortitude!

PGRI conferences focus on this task of applying technologies and business processes to Lottery that have been successfully applied in other industries. The fact that there are far more similarities between Lottery and other industries than there are differences does not change the fact that Lottery needs to vet every single issue before pulling the trigger to implement a new technology or business process.

We hope to see you at PGRI's SMART-Tech New York. Mark your calendars for March 20, 21, and 22 in NYC for this popular event. Visit [PublicGaming.org](http://PublicGaming.org) for conference info, updates, and registration and room reservations links. ■

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**Public Gaming International Magazine**