



# Gardner GURNEY

Director of the Division of Lottery,  
New York State Gaming Commission

## Is it a “Growth Stock” or Blue Chip Stock?”

The New York Lottery is the biggest and among the oldest lotteries in the country. And it's delivered 5.8% growth in FY 2016!

**PGRI Introduction:** The New York Lottery fiscal year ends March 31 and so they have announced the results of Fiscal 2015/2016, and what a year this was! Overall revenue (including Lottery and VLT) increased 5.8% to hit a new record high of \$9.69 billion, yielding a record total of \$3.3 billion in net funds for distribution to public education. *“On all metrics, the New York Lottery continues to be the most profitable lottery on the continent and underscores the success of New York’s smart gaming policies,”* said NY Gaming Commission Executive Director Robert Williams. Traditional lottery games set a new record of \$7.7 billion in sales in FY 2015/16, a 6.2% increase over the previous year’s \$7.25 billion. This encompasses draw games such as Mega Millions, Powerball, Cash4Life, Lotto, Numbers, Win 4, Take 5, Pick 10, Quick Draw, and Instant Games. Draw game sales grew to \$3.79 billion in FY 2015/16 from \$3.49 billion in 2014/15, an increase of 8.6%. Instant “scratch-offs” games grew to \$3.91 billion in

FY 2015/16 from \$3.76 billion the prior year, an increase of 4%. VLT net win increased by 4.3% with a record \$1.98 billion in FY 2015/16. The NY Lottery’s contribution represents 14% of the state’s total aid to education in local school districts.

What makes these results so impressive is that the NY Lottery is one of the

sales for traditional lottery games, the third highest in the U.S.), and one of the most mature lotteries (started 49 years ago in 1967).

Over the past 27 years, Gardner Gurney has served in many capacities at the New York Lottery including its Director of Financial Administration, Administrative Officer, Director



Marketing and promotions are as much about logistics, operations, and the science of demographics, as they are about creative advertising and promotion.



most highly developed market-places in the U.S. Sales increased from a performance base-line that is already the largest in traditional lottery sales (\$7.7 billion which is 25% higher than the second highest), one of the most highly penetrated (at \$378 per capita

of Operations, Executive Deputy Director, and Director. As the industry ‘go-to’ person for matters requiring the experience, wisdom, and decades of successful leadership in the country’s biggest lottery, Mr. Gurney applies a no nonsense practicality

to assessing the pros and cons to solutions involving API's, managing jackpots, developing Mobile apps, building the brand, and other topics that we address. Gardner Gurney received the Major Peter J O'Connell Lottery Industry Lifetime Achievement Award in 2015.

**Paul Jason, PGRI:** *The New York Lottery has had some clever themes. A few years ago, it was "Yeah, that kind of rich," and "You need to be in it, to win it." This year, the theme is "Hey, you never know." Is there any one of these that struck you as particularly resonant with your audience?*

**Gardner Gurney:** It is less about having a clever slogan than having every part of our messaging work together in a mutually reinforcing, organic way. We change the advertising theme based upon the overarching marketing and brand management strategies we are developing.

We have been working on new brand development strategies for the past year with McCann World Group, our new ad' agency. We are now implementing a more integrated brand building approach to augment the product specific promotions. We're clarifying who we are, who we want to be, and what we can offer to consumers that other CPG's (consumer package goods) cannot. Think about our "Hey, you never know" and compare that with "Yeah, that kind of rich." They are quite different. "Hey, you never know" is a softer-sell, more like an invitation to play. "Yeah, that kind of rich" is a more conventional appeal to the desire to win a jackpot, to get rich. Our new theme is more about helping the consumer to feel good about playing than tapping into the desire to be rich. The Lottery is a playful brand. This approach also aligns with our longer term goal of sustainability and responsible gaming.

"Hey, you never know" is also in tune with a more contemporary messaging concept of trying to connect with today's consumer, and especially a younger audience, which resists and may even disconnect from the harder sell approach. It's more about connecting with a positive



## NEW YORK LOTTERY ENTERS NEW DIMENSION WITH FIRST-OF-ITS-KIND 3D SCRATCH-OFF GAME

The Gold Castle instant game allows New York Lottery players to experience augmented reality in an entirely new & exciting way—via mobile app to play scratch-off games growth in FY 2016!

The New York Lottery has launched an innovative, first-of-its-kind 3-dimensional instant game that brings players into the next dimension. Gold Castle combines the excitement of dragons, castles and fantasy on a new instant game with revolutionary augmented reality (AR) via a new mobile app—all with the chance to win a \$250,000 top prize. The game underscores the New York Lottery's goal to provide innovative entertainment for its players with state-of-the-art technology.

*"The New York Lottery is proud to offer the first-ever scratch-off that brings AR to life in game play,"* said Gardner Gurney, Director of the Division of Lottery for the New York State Gaming Commission. *"Gold Castle changes the narrative in how instant games are played, bringing players into a new world with an exciting way to win up to \$250,000."*

To bring the Gold Castle game to life, players simply need to download the free NY Lottery 3D mobile app and then scratch to reveal the special barcode on their \$5 ticket, available for purchase at more than 14,500 retailers across the state. Scanning the barcode will launch a 3D rendering of a medieval castle on the player's smartphone (complete with a looming dragon nearby). Players then tap the castle windows to reveal any cash prizes and earn points. With chances to win between \$5 and \$250,000, players can share news of their winnings on social networks directly through the app.

Players may also play Gold Castle as a traditional scratch-off on the bottom half of the ticket. The end result is the same regardless of whether or not the individual plays the game in 3D or in the traditional scratch-off way.

Players collect winnings by presenting the ticket to a New York Lottery retailer or customer service center. The new NY Lottery 3D app is available through Google Play for Android devices and the App Store for Apple devices.

For more information, please visit [NYLottery3D.com](http://NYLottery3D.com) or follow @newyorklottery and @goldcastle3D on Twitter and New York Lottery and Gold Castle 3D on Facebook. This innovative 3D technology is licensed to the NY Lottery exclusively through IGT Global Solutions and powered by Paymaxx. ■

feeling and emotion than pitching a value proposition, like spend \$1 for a chance to win a life-changing jackpot.

*You used “Hey, you never know” before, years ago with your in-state lotto game, right?*

**G. Gurney:** It is important to refresh the messaging even if it still seems to be working well. The “Hey, you never know” worked very well for us, but we wanted a refresh. So we just put it on the shelf for a few years and decided now was a good time to bring it back, and it connects very well with our brand image.

We are deliberately steering ourselves away from some of the hard sell appeal to jackpot fever mentality. Even the “I make a way better rich person” we used for our Lotto is intended as a tongue in cheek view of how people believe they would be more realistic in their use of new found wealth than imagined eccentrics. At the time we used this last year, our state Lotto was hitting some high very jackpots, like \$40 million. This campaign was very effective because it points out that \$5 million or \$2 million or even \$1 million is a lot of money and a life-changing event for most of us. And when you think about how it’s going to change your life, you’re going to do “rich” much better than these other people. Younger adult fantasies are typically not all about being rich and self-indulgent. This campaign creates space for the millennials to imagine how they would help other people and fulfill other aspirations.

We look back at what has worked over the past nearly 50 years and resurrect and recast some of the successful strategies and marketing themes that have worked well before. Even our branding includes some of the colors from the 70s, which we think are fun and whimsical. Right now, our branding is more of an invitation to just be yourself and imprint your own attitude and imagination onto the playing experience. We want consumers to see us as a playful brand, to find an interesting game

that they can think of as their own little diversion or break in life.

*It's less about creative and original than about optimizing ROI, applying resources to produce the best result.*

**G. Gurney:** Absolutely. We also move promotions around to keep our expenses down. It costs money to run promotional campaigns every day for an entire week and refresh every week. But still, it is important to maintain visibility and keep it fresh for the consumer. So now we mix it up. A campaign might have a promotion run just one day a week, or for just a few hours a day. And we have brand messaging that attracts attention to specific promotions—like improving the chances to win higher prizes if you play during a preset two hour period, like during lunch time. Buy the ticket during these hours and increase your odds to win by 50%. Or play this particular game to receive a bonus play. Normally we run our Quick Draw promotions in the early evening or

groups. Rather than going back to the same core players with enhanced value propositions, we try to maintain visibility and mind share of the core players, and focus on reaching new player groups at the same time. Promotions that are different but simple have the virtue of not alienating our core players. And ultimately, that's what it is about—broadening the player base in the most cost effective way.

The NY Lottery also just won two North American Effie awards for efficiency in Marketing. It was for a project to locate a winner who hadn't claimed a Cash4Life ticket worth \$7,000,000. Operational efficiency is fundamental to our business model. This was a very low-tech guerrilla marketing effort with stick figure posters that we affectionately called Mr. Sticky—partly because of the stick figures and partly because it stuck with the media and consumers.

*New York has the biggest marketing budget in the country. Yet you focus as much on ROI as anyone.*

**G. Gurney:** Marketing and promotions are as much about logistics, operations, and the science of demographics, as they are about creative advertising and promotion. We do have a robust marketing plan, but that has to be fully leveraged in order to connect with a very diverse consumer base in New York—remember we have a population of nearly 20 million that is spread across 10

late afternoon. Now we've inserted one at lunch time to create a slightly different offer. These promotions appear to be fresh and new but cost much less than what had become our standard promotion. Maybe they'll cause the consumer to change their routine, try doing something different, like buying a lottery ticket. Players that may have always played on Thursdays try playing on Tuesday to take advantage of the promotion. Also, we find that these promotions that may have been conceived for the purpose of reducing promotional costs are actually pulling in new consumer



We need to capture that new player info in the form of player registrations so that we can develop a relationship and communicate with them going forward.



DMAs and generate nearly \$8 billion in sales. New York has the highest cost of advertising in the country. When you look at it that way, we are under as much pressure as anyone to eke out every ounce of ROI from our spending. Each jurisdiction has different sets of challenges, different sets of resources and circumstances to deal with. We know we can't advertise every single game, or reach every single consumer in a predictable way. So we focus perhaps more than most on building the brand, creating awareness, and promoting the spirit of fun. Our thought is that in-

viting the player to choose the game that appeals to him or her is the best way to lift all the games.

*How does portfolio management differ from keeping the games that sell best and dropping the games that sell poorly?*

**G. Gurney:** Portfolio management is definitely a best business practice on the Instants side. We always have a pipeline of good games to come in behind games that are running out of steam or stock in the market place. We work constantly with our vendors to consider price points, proven game features, play styles and new ideas. Each combination of factors results in varied products to fulfill different needs in the market place. A game may have lower sales but pulling in a new demographic. Another game may have higher sales but is overlapping with other games and so not contributing as much to the overall results.

We have a limited amount of counter space so it's important that we are offering the right product mix. Other CPG brands actually pay for premium space. So it is vital that our product offering is optimized for the benefit of the retailer as well as our own sales objectives. And so we are constantly going in and out of games on the Instants side to make sure that every product is serving its purpose.

The draw games require a longer term strategy—they can't be switched as fluidly as the Instants. And all the games have to be managed as a category to optimize overall results. The draw game product mix and presentation has to complement the Instant side, and vice-versa. One key metric, of course, is the impact of product mix on net funds to good causes. Since we are tasked with hitting a number in the net funds column, and since margins vary, we need to track changes in product mix as well as sales. The shift to higher price points in the Instants, and the challenge of meeting consumer and media expectations in the big jackpot games, is putting

pressure on margins which means we promote, market and freshen the higher margin draw based games to hold their strong position in the product mix.

*So that is a good reason for launching the Cash4Life regional draw-game.*

**G. Gurney:** We think of Cash4Life as a much needed addition to the portfolio of draw games. Powerball and Mega Millions will continue to be fabulous prod-

*a new draw-game concept like Cash4Life?*

**G. Gurney:** I don't see Cash4Life as being a 20-30 year game like Mega and Powerball. We are seeing some degradation in Cash4Life year-over-year, so we need to be thinking about how to evolve the category. We are researching this now to develop a new marketing campaign for the fall. Maybe it needs a change in the messaging or product positioning or how we are representing the game to the play-

ers. We think there needs to be a change, maybe just change the day or time of the drawing, include an add-on feature or some other tweak to invigorate consumer interest. We're not afraid to swap out games here in New York just like we did when Cash4Life replaced another draw game. But ultimately the decision to make changes or not is based on consumer demand and how we can address their perceived needs. We might always have a "For Life" draw based product but refresh it periodically.

*I would have thought that it takes a longer time for draw-games to gain traction, take a longer time to recoup the cost of launching and building the player base for draw-games, and therefore uneconomic to switch them out.*

**G. Gurney:** That's true. The economics of launching and switching out Instants are certainly much lower than draw games.

Most of our discussions about products involve the entire product line. Decisions about how to evolve the portfolio of products rarely focus on the performance of a single product, or even a single group of products. In fact, the discussions typically involve a diverse range of opinions because they almost always involve an element of strategic planning. That colors the economic assessment because the success of a single game is never as important as the overall business plan. We are always willing to change, but we are keenly aware of all the costs, including the underlying costs of retraining sales representatives

**We saw very substantial increases in web-based purchases on the day of launch of the e-newsletter, and for the days following the launch.**

ucts with huge demand. But we need to smooth out the sales volatility that occurs when those jackpots slump. The impact of a sales slump of the jackpot games on profitability is heightened by the fact of the high margins that those games drive.

In addition to Cash4Life, we are focusing on our daily numbers games. Those games have a dedicated player base, and consumer awareness of the games is very significant. The players all know that the drawings are twice a day, so they can jump into the game with their favorite numbers and quickly see if they won. A few years ago our daily three and daily four sales were flat to negative so we put some promotional emphasis on them and sales increased 2%. This past year, we ran game specific and general draw based game advertising in support of the product line, and the consumer response was exactly what we were hoping for. We went from 2% growth to 4% on Numbers, and 7% on our Win4 draw game.

*The portfolio of draw-games can never be quite as diverse as it is in Instants. Do you feel good about the number of draw-games you have or are you constantly searching for*

and retailers to sell a new product.

For example, moving from a 4-week cycle to a 6-week cycle for our Instants was a huge decision because it required our retailers to adjust to a whole new schedule. Changes like this are undertaken with full awareness of the costs involved, both hard costs and opportunity costs. The NY Lottery is not a small enterprise. Even small changes can involve a significant allocation of time and resources. We do run pilots and tests to make sure we have a clear picture of how people will respond, and hopefully avoid surprises—well at least bad surprises!

*With the record-setting jackpot, and the residual downstream benefit of that—what did you do to try to leverage the publicity and the excitement and add value to your overall brand and the other products in the portfolio?*

**G. Gurney:** We saw some lift in basically all products during the Powerball roll-up. There's no doubt that much of that lift is directly attributable to the record Powerball jackpot in January of this year. Of course, we wish we had been more prepared to take even more advantage of the increased brand awareness that the record jackpot generated. We are working on lots of exciting things right now, including broadening our second chance offers into all product lines. I sort of kick myself on a daily basis for not having that in place last January for the jackpot run. That record run brought in entirely new consumer groups who had never played the lottery before. We didn't have the mechanisms to follow up and reinforce the positive impact of that exciting event, at least not as much as we would have liked. We still enjoyed fabulous residual impact from it, but wish it could have been leveraged to even extend the interaction with new players and additional brand-building benefit.

*About the sustainability of the jackpot games ... How do we overcome rising consumer expectations and leverage the positive public-*

*ity that only comes intermittently with a big jackpot, into a longer-term strategy of maintaining positive growth in the jackpot-driven draw games?*

**G. Gurney:** We need to take full advantage of the media and promotional opportunities to hold on to new players and reinforce the positive impact on existing players that the big jackpots provide. We need to capture that new player info in the form of player registrations so that we can

ing for a few days. We need to provide them a second chance to play and find ways to help them have fun and feel good about playing the lottery. It is also a chance to introduce them to other games that give the player a much higher chance of winning a small amount. That's a very important part of our promotional agenda. The Lottery is not just about the jackpot game.

*Even though you do not sell lottery products online except in subscriptions, the NY Lottery has had tremendous success with its Mobile app.*

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develop a relationship and communicate with them going forward.

Included in much of our communications is the support the NY Lottery gives to public school education. Whenever we have the attention of our audience, we like to reinforce the true mission of the lottery and hopefully impart to them the positive feeling of being a part of a worthy cause.

The media is always highly focused on sales during the big jackpot roll. But we also like to reinforce the role that Lottery has in generating support and commissions to small businesses, and the residual sales that accrue to Lottery retailers from consumers buying other CPG's along with their lottery tickets.

Also, we need to recognize that the vast majority of people who were introduced to the game did not win cash despite having the experience of anticipation and dream-

**G. Gurney:** We had over 98,000 active unique users of our Mobile app here in New York over a five week period. And recently, we had over 560,000 sessions where people took a moment to check their winning numbers app, and see what we were up to and whether they had a winning ticket. That is a seriously large number of contacts with players. Visitors are with us an average of a minute and a half. The most solid stat is that over 50% of visitors are coming just to look at the winning numbers to see if they have a winner. With our Keno game QuickDraw,

players are using it to check winning numbers and watch the current drawing. Clearly, many of our Quick Draw players are watching the drawing on their smartphone rather than the monitor, perhaps because they bought their ticket and then left the POS before the draw took place.

We just introduced a digital newsletter that delivered to over 400,000 emails in one day. We had a very strong open rate of those emails and one of the things that we touted was the fact that we have web-based subscriptions. No discount offer, just a "Hey! Did you happen to know that we have this subscription site?" We saw very substantial increases in web-based purchases on the day of launch of the e-newsletter, and for the days following the launch. This was our first significant foray into direct mobile marketing, and we are very optimistic about the potential of digital to directly

“ So I think capping or managing jackpot size may well be a part of working with a maturing product, and trying to keep ahead of players, and keeping them from getting turned off or tired of a product.

engage our known players. And that was basically just broad mass market messaging. Now we are working to customize and pinpoint our messaging based upon learnings.

*Where did you get 400,000 email addresses?*

**G. Gurney:** Some of them were from the winning numbers app, some were from subscriptions, and some were from people that sent in winning tickets. We have held second chance drawings for years and that is a source for email contact information. Now we are thinking about how to gather more email information and really build on this to develop an even stronger email marketing campaign throughout this year.

With the new winning numbers app we've also developed, through our marketing partner, fun ways to pick your lucky numbers and interact with the NY Lottery. We integrated illustrated scenes of New York State into the app, like Niagara Falls and mid-town Manhattan, to add local flavor. We also have a feature that enables the player to set the jackpot amount for draw games of when they want to be notified when the jackpot hits that point. We are working on creating digital coupons that are scannable to make it easier to use your mobile device to play at the retailer or a self-serve station.

*You did not get many complaints from people not wanting to receive the emails?*

**G. Gurney:** Correct, hardly any at all. Keep in mind, we emailed only people who had signed up to receive notices or something from us. And we make it easy to be removed from the list if they want. We may have had a couple thousand people ask to be removed. But in one month alone, we gained 20,000 new followers. We need to look at the big picture and just make sure we deliver relevant messaging and respect everyone's preferences.

*What is your thought on managed jackpots, or capping the jackpot of the big jackpot games?*

**G. Gurney:** Mega Millions and Powerball are two highly successful games. Like any other product, they have to be managed with a long-term strategy and with an eye towards sustainability. Jurisdictions sometimes change lottery directors, which means we get different input and sometimes fresh input from the stakeholders of these games. That makes it even more important for us to have a defined long-term strategy in place. We all need to respect the fact that these games serve the interests and objectives of all participating lotteries. We need to realize that every decision to change something is based on the information we have now about how to grow the games. And that information changes over time. Three years from now, we will have a different perspective on what is needed to produce optimal results. In spite of uncertainties about how demographics, marketing methods, consumer preferences, technology, and everything else about what the future holds, we need to continually push to keep the games fresh and relevant.

More and more, we need to view our business as a competition for the discretionary spend, the entertainment dollar. That is an important concept because competition for the entertainment dollar is getting more intense and innovating far faster than lottery games are evolving. So I think capping or managing jackpot size may well be a part of working with a maturing product, and trying to keep ahead of players, and keeping them from getting turned off or tired of a product. I would say it's just good business sense to stay ahead with known changes in consumer mindsets and what consumers consider important. The answer can't be that we just keep changing the matrix, making it more difficult to win, in order to drive the jackpot to higher levels.

*Retailers, especially corporate accounts, need advance notice to cross-sell and otherwise help Lottery to promote its products. Does the NY Lottery give its retailers advance notice about the games to be launched in the coming months?*

**G. Gurney:** Yes, we do give retailers advance notice. We know well in advance what we are doing and have a pipeline of Instants ready to launch as needed. Next year will be the NY Lottery's 50th anniversary, and we are preparing games and promotions to celebrate that. And we always have a great set of holiday games which we give the retailers lots of advance notice so they can help us promote them.

We work closely with our retailers and especially our corporate accounts to ensure we are doing everything possible, or at least making the suggestions, to optimize performance. For example, there is a new feature on a recently launched instant game - Gold Castle. Months before launch, we started demonstrating how the game would work at the New York Association of Convenience Stores Conference. Closer to launch the sales staff was introducing the game play to our retailers to make sure that they know about it and hopefully help us to promote it. Corporate accounts like 7-Eleven like to cross promote products to promote their high margin categories like food and beverage. Of course, that's great for us since it also promotes Lottery and so it is an effort that we are actively working to improve.

*You are a supporter of multi-jurisdictional collaboration to build an API. How will API's help individual U.S. lotteries?*

**G. Gurney:** API's have the potential to reduce costs and time to market. Most lotteries already apply API technologies internally to enable the seamless transfer of data. We need to now work together to establish multi-jurisdictional protocols for a variety

of needs. Interfacing with multi-state corporate accounts/retailers may be the most critical, and the most easily understood. Multi-state retailers need lotteries to create standardized programs so that they do not have to interface with multiple varied software and data transfer programs like they do now. Presently, these multi-state retailers need to create different sets of procedures for interfacing, sending and receiving data, with each individual lottery. It is very inefficient. We need to develop the API's that enable us to provide the most seamless data transfer across all jurisdictions. That means collaborating to build the API that provides one standard with which the retailers can connect.

There are different ways to enable major retailers to access the data. I think the way to start is get a pilot program going. Something simple that would enable the multi-jurisdiction retailer to start getting certain reports and information the same way from multiple jurisdictions. Then we can build from that foundation as we acquire the knowledge and competencies to develop API applications. Instead of trying to implement

an API that would be robust and comprehensive enough to address all the things we know need to be done, we need a way to prove that it works, and demonstrate the benefits to both Lottery and retailers. We need to build consensus and a collaborative process that includes all stakeholders, including the vendor community, the lotteries, and the retail chains.

APIs are not new to big box retailers. API's are already in extensive use by these large enterprises. Every individual lottery will benefit by enabling the large retailer chains to do business with us. We all know that, but we need to think nationally. The investment in building the API would pay off huge in terms of sales and net funds to good causes. Development costs are an obstacle. But the benefits, the ROI on those costs, are profound. So we need to figure it out together.

The API involves a lot more than just sales data. We need to start with a pilot pro-

gram, but we also need to realize that the long game of an API includes a wide variety of applications, many of which may not even be known to us right now. What we do know now is that we need to have a secure way to transact data with multi-jurisdictional organizations. Thinking about the entire lottery business model and process, API's are truly a vital step to unlocking the full potential for Lottery to serve its stakeholders. Perhaps the best way to start is to collaborate with a multi-jurisdictional retailer to build the API pilot that meets their specific needs.



**The investment in building the API would pay off huge in terms of sales and net funds to good causes.**

**Development costs are an obstacle. But the benefits, the ROI on those costs, are profound. So we need to figure it out together.**



*We need a smaller-scale pilot program to manage costs and enable everyone to embrace the project. But shouldn't the more ambitious long-term applications of the API be baked into the process from the beginning?*

**G. Gurney:** Yes, but a pilot program is necessary to ensure that the time and resources invested in the API include the features that are relevant. The pilot will minimize the costs of adjustments that are likely to be needed along the way. Of course, the whole process should be implemented with a view toward the end result of a fully featured API. And to do that, we need the active participation of all lottery stakeholders, and definitely including our retail partners. If we can provide them relevant and consistent data, they can then easily convert the data forms to whatever works best for them. Since the retailers already interface with other CPG supplier

API's, Lottery will benefit by the input and guidance of our retail partners.

*So implementing an API that requires multiple lottery jurisdictions to agree to common standards and protocols is very do-able. There are no intractable obstacles to making this happen?*

**G. Gurney:** If we say we cannot go forward unless we have the agreement of every jurisdiction in the United States, it's never going to happen. I would add that, from an operations perspective, if we never did anything in the New York Lottery until it was perfect, we never would have launched anything. Why did Cash4Life start with only two states, New York and New Jersey? Because we couldn't get others to agree and commit their limited resources of staff and time. Now there are seven states in Cash4Life. And I think the expansion of Cash4Life into multiple states prompted further expansion of the Lucky-for-Life into even more states. (Cash4Life and Lucky-for-Life are almost identical games, the main difference being the prize payout percentage.) Once people see the

benefits proven out in the market place, they want to jump on board. We just need to get that traction going for the API. Start with a handful of state lotteries and expand from there. ■