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PGRI Introduction: *Monopoly Millionaires' Club launches October 19, five days from the time this is being written, but before this is published and so before you are reading it. We will be joining a host of U.S. lottery directors and executive staff at Times Square in New York for the grand "Top Hats Will Be Flying" launch event, and look forward to reporting on that. One notable aspect of this discussion with Rebecca Hargrove is that it will not include the benefit of 20/20 hindsight—So the next report will focus on how to fully capitalize on the momentum created by this amazing project!*

Rebecca Hargrove is a Lottery legend. She began her career as lottery director in Illinois. She then launched the Florida Lottery in 1988, moved to Georgia to start that lottery in 1993, then on to Tennessee in 2003 to start its lottery, where she still serves as President and CEO. Ms. Hargrove was a key player in both Powerball and Mega Millions. So, it's hard not to respect her view and share her enthusiasm about Monopoly Millionaires' Club. The excitement surrounding this new game launch is infectious, and for good reason. Monopoly Millionaires' Club is by far the biggest game launch in the history of U.S. Lotteries.



Paul Jason, PGRI: *Monopoly Millionaires' Club integrates some wonderful "gamifying" elements into the player experience. What would you say is the "killer app" that makes this whole project so special?*

Rebecca Hargrove: An emphasis on the player experience is certainly part of it—Monopoly Millionaires' Club has a larger variety of gaming elements that engage the players and appeal to new groups who are looking for something fresh and different. But what truly makes MMC spe-

cial is the TV Game Show and the national platform that goes along with it. The TV Game Show is the cornerstone to a grand vision for a truly national game. The Game Show is one element, albeit the most important element, of a national program that includes an integrated marketing, promotional, advertising, and brand messaging agenda. It includes internet-based initiatives to engage the consumer as well. This multi-media promotional strategy provides the consumer with fresh, innovative, and compelling ways to engage in a national lottery game.

Another important element to the overall Monopoly Millionaires' Club project is the consistency of brand marks, promotional iconography, and brand messaging in general. A big obstacle to getting accepted by large national retailers has always been the lack of national brand consistency. These

retailers do everything on a big scale and they need their suppliers to operate that way too. Promotional programs and branding that vary state-by-state create complications for them that they'd prefer to avoid. What we've done with Monopoly Millionaires' Club is to deliver the kind of national brand messaging and marketing consistency that makes it much easier for national retailers to do business with Lotteries.

The TV Game Show along with the creative use of Monopoly iconography in the promotion of the Monopoly Millionaires' Club should make an impression unlike anything we have ever seen in the lottery world.

R. Hargrove: I do think that Monopoly Millionaires' Club will eventually acquire a level of brand awareness that is more expansive and multi-dimensional than anything we have ever done; and that this will confer



attractive value to the whole category of Lottery products. For example, we have always tried to integrate into our brand messaging the role of the Lottery in funding Good Causes. With the launch of Monopoly Millionaires' Club, we'll have a multi-level national platform with a compelling TV Game Show to help communicate the way in which Lotteries benefit society through the funding of myriad Good Causes. During the program itself, there will be messages for national branding of the multitude of good causes supported by different U.S. Lotteries—education, senior citizens, health and public welfare, environmental protection, state recreational parks, public works and economic development, state employee pension funds, culture and art, and the general fund in some states—to the tune of more than \$20 billion in net funding a year nationally. And this branding effort will be both targeted and national in scope. The broadcasts in each state will include messages about the Good Causes supported by that state's own Lottery, as well as a Good Causes messaging segment that speaks to the national audience.

It's our hope that Monopoly Millionaires' Club will become a platform that helps us speak to a national audience in ways that have never been possible before, or at least in ways that have never been done before. Brand messaging on this national stage could reshape the perception of the Lottery industry in ways that could not be accomplished on a local or state level. National brand consciousness, the kind enjoyed by mega-brands like Coca Cola and Microsoft whose brand success transcends the sum of their parts, is something that Lotteries have never effectively acquired because communicating our brand messaging has always been confined to our local markets. There is a whole host of emotional connotations

that are embodied within a brand and inhabit the consumers' perception of that brand. Just as Coca Cola is about more than just a fizzy soft-drink and Microsoft is about more than just computer software, our Lotteries are about so much more than the possibility of just winning some money. They are about more than the chance to "change your life" and the lives of those around you. Great stuff, sure, but there's much more to who and what we are. For one thing, our brand should always convey our core mission: namely, our dedication to and success in raising funds for the Good Causes supported by Lotteries. Maybe it's also about the shared experience of playing a game that millions of others all around the country are also playing. The "community-creating" aspects of lottery, so to speak. This kind of brand messaging, though, is hard to fashion and convey on a purely local level. It's the national TV Game Show that will drive the creation of a positive mega-brand that resonates on an emotional level. It's the national platform that will provide us with a rich canvass to create brand messaging that will, we hope, reshape consumers' hearts and minds when it comes to the Lottery. If we're successful with our mega-brand we can break through to become an entertainment and recreational activity that causes people to say "Yes, the Lottery is for people like me." Right now we don't really know what all will be possible. We do know, however, that Monopoly Millionaires' Club provides a new kind of platform that opens us up to new possibilities, new pathways to shape the perception of what the Lottery can represent to the consumer.

What are some of the broader trends and consumer behavior and game playing styles that are being addressed by Monopoly Millionaires' Club?

R. Hargrove: We've all encountered this many times, the age-old question that is asked by everyone: Why should one player win \$100 million instead of awarding \$1 million to a hundred different players. Well,

for the first time, Monopoly Millionaires' Club does just that. The top prize is capped at \$25 million and each rollover thereafter funds the creation of additional \$1 million prizes instead of increasing the size of the jackpot. We also are very excited about the potential for the TV Game Show to engage a national audience in a way that we've never done before. And no drawing-style game has ever provided the level of entertainment value that Monopoly Millionaires' Club will provide. The increasing popularity of Instant Tickets can partly be attributed to the added element of fun and brand license. We hope that Monopoly Millionaires' Club replicates some of that entertainment value. There have been innovations like this in some locally based drawing games, but nothing like the scale and scope we'll see with Monopoly Millionaires' Club.

Is there a concern that Monopoly Millionaires' Club is too complicated?

R. Hargrove: The work that has gone into the development and launch of Monopoly Millionaires' Club is considerably more than what has gone into any other game that has ever been produced in the U.S. The logistics and the multiple moving parts certainly created a formidable project management challenge - one might even say "complicated." But no, the game itself is not especially complicated for the player. There is nothing about this game that the player has not already experienced with other traditional lottery games. First, there is the number selected for the top prize. Simple. Just like Powerball, Mega Millions, or any other drawing-style game. In addition to that number for the top prize draw, the player is given another number for the million dollar prizes. Lastly, the player can enter the number into the drawing for the "second chance" prize, which is the chance to participate in the TV Game Show. That process, too, works just like what the players have been doing for years with the Instant games. Those are the three basic elements to the game. Easy and familiar to the core players who are accus-

tomed to all three game plays.

One of the more exciting and interesting aspects to Monopoly Millionaires' Club is that it introduces new elements to the overall gaming experience that will appeal to players in search of more variety, and to younger adults in general. The younger players will be drawn to and engaged by the web components, the internet and Mobile apps, as well as the TV Game Show. The player does not need to participate in these other optional plays. Players still have two other avenues in which to win a million dollars or more whether they engage in the web-based components or not.

In the early stages of the game, the weeks following the launch on October 19, isn't it likely that there will be a learning curve for the consumer?

R. Hargrove: That's possible, of course. Even after 25 years, some people still say that Powerball is complicated and they can't figure out how to play. But there are tens of millions of others who were inspired to learn how to play because they wanted a shot at winning the jackpot. And anyone who has ever played the Lottery will quickly and easily recognize how to play Monopoly Millionaires' Club. If you don't know how to play Powerball, then that might be the better game to start with. But the fundamental play-style of Monopoly Millionaires' Club is no different than popular lottery games already in existence. U.S. consumers buy over \$60 billion of the existing games a year, so there are lots of people who will know how to play Monopoly Millionaires' Club right from the start.

We have made an intensive effort to educate the retailers on how the game is played and how to sell it. The promotional impression made with the launch will be bigger than anything we have done before. So it is our hope that all the efforts behind the launch will provide a sturdy foundation upon which the game will grow over time. Moreover, we

think that once people see the TV Game Show and read about the many million dollar winners—it could be upwards of seventy or even a hundred or more depending on when the top prize hits - they will be inspired to learn how to play the game if they didn't know how to do so already.

To your point, though, it's true that drawing-based games tend to start out slowly and pick up momentum with time. That's different from most Instant tickets which tend to launch with a bang and then decline over time. I would expect the trajectory of Monopoly Millionaires' Club to follow the path of all other drawing-style games and gain interest and increase sales traction over time.

Maybe Monopoly Millionaires' Club will also be a catalyst to attract people to Lottery who may choose to start out with Powerball before graduating to Monopoly Millionaires' Club.

R. Hargrove: We can hope so. I do think that this entire process of collaboration has revealed opportunities to apply some of these ideas to the other national games. The level of collaboration among state lotteries that has been required to implement Monopoly Millionaires' Club is unprecedented and should open doors to new and better ways to promote and manage our other national games. Monopoly Millionaires' Club will influence consumer perception of the entire product category of Lottery. I agree with you that the impact it will have on the Lottery, and the sale of the other Lottery products, will be positive. The collaborative effort to develop and launch Monopoly Millionaire' Club is already having a positive impact on the ability of 45 lottery directors to work together on the numerous other projects we always have in the pipeline. That alone is quite a feat!

As senior vice-president of the WLA (World Lottery Association), you meet with and talk with industry leaders from all around the world. What have you learned about the process of collaboration and working through the

differences between Lottery jurisdictions?

R. Hargrove: We have been trying to put together a "World Game" for many years. The obstacles are formidable—different languages, different currencies, different regulatory statutes, different gaming cultures, etc. We still don't have that elusive World Game yet. But the process of working together to overcome those obstacles has definitely informed our ability to cut through the many differences among U.S. lotteries and collaborate on Monopoly Millionaires' Club. MUSL has also been involved in the World Game project and that experience has given us insight into the operational challenges and solutions.

U.S. lottery directors all deserve so much credit for pulling together to make Monopoly Millionaires' Club happen. There are countless details that can interfere with the ability to collaborate on a project of this magnitude. It is an amazing testament to the fortitude and vision of U.S. lottery directors that they persevered to see this through to its culmination on October 19.

Though there are many obvious differences among jurisdictions, lotteries all around the world also face challenges quite similar to our own. We all operate a market-driven business within a highly political structure. We are all trying to evolve with a rapidly changing consumer market. We are all trying to appeal to new consumer groups and especially to connect with the young adult players. And the pathways to success are not always readily apparent. There is no obvious silver bullet. The confluence of creativity and vision is driving innovation and adaptation, but the secret to success all around the world remains the same: hard work, learning from each other and intelligent application of the success strategies of our peers in other lotteries. And increasingly it's about effective collaboration. The development and launch of Monopoly Millionaires' Club is an achievement that will

benefit each and every lottery in ways that could not be done individually. In fact, my friend and colleague Chuck Strutt and I learned many lessons during this process that we will bring to the the World Game discussions in an effort to move that effort along a path similar to what the U.S. lottery directors have accomplished with Monopoly Millionaires' Club.

Before we finish, I would really like to recognize and salute the chairs of the dif-

ferent committees that shepherded this project through to its launch. Scott Bowen (Commissioner, Michigan Lottery), Arch Gleeson (CEO, Kentucky Lottery), Carole Hedinger (Executive Director, New Jersey Lottery), Paula Otto (Executive Director, Virginia Lottery), Cindy O'Connell (Secretary, Florida Lottery), Buddy Roogow (Executive Director, D.C. Lottery), Gardner Gurney (Acting Director, Division of the Lottery at New York

State Gaming Executive Director), and Terry Rich (CEO, Iowa Lottery) led the way. Scientific Games and GTECH collaborated on the marketing and the training and countless details of implementation. The joint efforts of everyone, of all the lottery directors and vendors, has been essential to the remarkable development, implementation and launch of Monopoly Millionaires' Club. ■