

# LOTTERY SALES FORCE OPTIMIZATION

By Lapis Software Associates



Sales Force Automation (“SFA”) is increasingly giving way to Sales Force Optimization (“SFO”). Websites were first

used to simply automate the communication of information via the web. Over time, the focus shifted to optimizing the accessibility and usefulness of websites; often referred to as Search Engine Optimization or “SEO.” Similarly, lotteries first used Sales Force Automation (“SFA”) to automate manual tasks. Today, with advanced capabilities lotteries can now focus on optimizing their sales reps performance, which might be thought of as Sales Force Optimization or (“SFO”).

The shift from retail service visits to sales meetings is enabled by more accurate and up to date information, graphic sales reports and performance tools like real time goal tracking, surveys and scorecards for retail benchmarking. The fact is, lottery sales reps now have more detailed, real time information at their fingertips, with faster and more graphical ways to present information. This allows them to focus their attention on the areas that can improve their retailer performance and increase sales.

What do these new capabilities mean for the daily work of a lottery sales rep? How does real time access to information change the way managers work and what creative new ideas are being operationalized with more flexible and customizable platforms?

We recently asked several leading lotteries their thoughts on the ways that they have leveraged their SFA tools to optimize their sales forces. Their comments centered on 3 key areas of improvement ...

## IMPROVED TEAMWORK AND BUSINESS PROCESSES

Real time information has been a game changer for the Penn-

sylvania Lottery. Upgrading from their legacy store-and-forward SFA software in 2012, the Lottery has had years of experience leveraging their new tool set. According to Eric Grubbs, Deputy Executive Director

Pennsylvania Lottery, Retail Operations Division, their District Lottery Representatives (“DLRs”) ability to drill down and have multiple screens open simultaneously means their calls are now “data-driven,” detailed and dynamic because based on questions from retailers, the DLRs can access the information they need, when they need it.

The Florida Lottery implemented SFA in 2014, and according to Tom Delacenserie, Deputy Secretary of Sales and Marketing, their success over the last year of record sales is the result of doing a number of things well, not just one thing, and their SFA solution plays a key role. One of the areas of optimization was improving the quality of every sales call. With real time information, Reps now give retailers immediate answers (“No more, I’ll get back to you on that one” and the associated work cycles of emails, calls and meetings), and best of all, Reps can show immediate sales trends. “The ability to provide retailers with timely, accurate and up to date information from their tablets has helped to increase customer satisfaction, which has led to increased shelf space, point of sale displays and additional facings,” said Tom.

Lotteries can now focus on optimizing their sales reps performance—Sales Force Optimization or SFO.

Tom also pointed out that having a single platform and user interface, with the flexibility and ease of use for the Lottery staff to add new items and change things quickly has been great; allowing reps to show the graphic images of new Point of Sale displays and signage, sign forms and view training and product videos has been a force multiplier.

The Kansas Lottery is the latest lottery to deploy the power of SFA, with an immediate focus on using the capabilities to drive SFO. Terry Presta, the Director of the Kansas Lottery

commented that while they only started using their solution recently, the operations managers and field, District Managers are “in awe” of the power and potential of their platform. According to Terry, “Right now, we are looking at it like a spaceship just delivered a tool that is beyond what we ever imagined existed,” and the Lottery started using the tools right away. From replacing slow and labor intensive internal processes with nearly “instantaneous” answers and resolutions, to augmenting their ability to improve in-stock inventory, the Lottery reps are already changing the way they work. Terry summed it up as saying they feel they are already “light years” ahead.

The Michigan Lottery upgraded its SFA system this last spring with a new solution that was customized for their business processes and ideas. The Lottery’s SFA Administrator and several sales managers agreed that, “Being able to see your idea translated into a new software capability in minutes really helps us see how new functions can work for our reps.” The Lottery sales team has also seen big improvements in productivity with capabilities like the real time, two-way communications (being able to see actions in real time), electronic forms (eForms) that automatically populate and provide the workflow routing, and the advantages of simplified operations, including no software or application installation or daily downloading. “Saving just 30 minutes a day across 60 reps is new found time that translates into more sales calls and better productivity.”

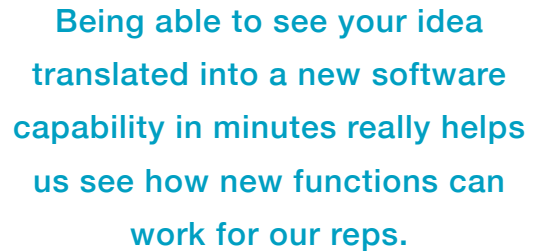
## HIGHER VALUE RETAILER VISITS

The Florida Lottery has not only improved operations and saved costs, but also accelerated the service for retailers. The “eForm” capability has helped the Lottery dramatically reduce the amount of paper sales reps were required to keep track of. Retailer documents and internal administrative tasks can all be handled more efficiently. This efficient form of “paper management” allows sales reps to spend more time in the field and still meet their administrative responsibilities and due dates. It also allows more time for pre-call planning, selling and increasing Lottery sales.

As Tom reflected on the impact of optimizing the sales process, he pointed out that the multi-media capabilities allowed the Lottery to create a “teaching platform.” This includes sales and product training videos sales reps can use to learn the best

practice sales skills and improve their product knowledge.

Eric described Pennsylvania Lottery retailer visits and DLR daily tasks as being far more effective, the result of ongoing analysis to improve sales effectiveness. An example is their new



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“Blitz” icon that gives the DLRs real time information as to new pack activations and suggestions for replacement of stale games. In addition, the DLRs show retailers new promotions and Point of Sale displays in real time with color graphics right on their device. “It is easy for our staff to upload the graphic images, easy for the DLRs to access it (and no need to carry samples), and best of all it is a really great way to build retailer excitement and commitment,” Eric said.

For Michigan Lottery DSRs, SFO means having “more Business-like conversations with retailers” based on better information and presentation. It is also good for supervisors, who can pull up the same screen with the rep on a sales call. Capabilities like a “Goals” dashboard help DSRs have much better discussions with retailers because the simple graphical goal tracking reports open the door for “more productive” discussions on the incentive plan performance and actions to increase sales such as higher price points or promotions.”

Terry also commented on the immediate impact on sales visits to Kansas Lottery retailers. SFA is not only saving the reps time, but the access to up to date and detailed information “at their fingertips,” that can be displayed graphically on their Microsoft Surface tablets is already a game changer. In addition, the ability to use multiple devices is already allowing Lottery managers to use their SFA platform, anywhere, any time; and they are!

## INSTANT TICKET SALES GROWTH

Probably the topic that really has the lotteries most excited is

the impact SFO is having on instant ticket sales.

The Massachusetts State Lottery Commission (MSLC) pioneered the real time management and ordering of instant tickets from their SFA mobile application. As the leading lottery for per capita instant ticket sales, the MSLC has focused its SFO efforts on improving the ability for the reps to optimize the facings mix and inventories including a “Suggested Order” function that recommends orders for each retailer, in real time.

Michigan Lottery DSRs are making the most of real time information by using their customized “NO-ACT” icon to quickly spot retailers who have not activated new games. “Instant sales are up statewide, and we think a key contributor is the increase in activations to over 95%. Even if the DSR is not visiting the retailer that day, they can zero in on who needs to be contacted immediately, even exporting the phone list to Excel for easy reference. We want to continue optimizing our instant ticket sales process by having the DSRs update the in-store facings inventory in real time, when they are in each location.”

The Pennsylvania Lottery is using real time information to proactively drive sales. “Our DLRs seeing the real time status of all instant tickets by price point has been invaluable, said Eric. With our DSRs able to see actual pack status in real time, they can zero in on ensuring all facings are fully stocked right now.”

The Florida Lottery just closed another record fiscal year and is the world leader in instant ticket sales. Adding 100,000 new facings last year, the real time connection with the Lottery TelSel system eliminated the gaps and blind spots in an environment of increased volume. “Our TelSel system is great, but as the rate of sales fluctuates from day to day across 13,000 locations and up to 100 facings in some locations, gaps can occur. Reps can now work to eliminate out of stocks and keep bins full by monitoring high volume locations and placing instant orders where needed right from their tablet.”

The Kansas Lottery also sees the impact on instant ticket sales as the most fundamental game changer. Terry described the success their DMs are already having using real time instant ticket sales information and graphical sales charts to show retailers the sales potential in higher price point tickets. The Lottery is leveraging their DM “boots on the ground” to augment the automated inventory replenishment system. Using creative Icons that were customized for the Lottery, the “Eight

Ball” Icon represents the top 8 instant ticket sellers every week. As Terry commented, “Consumers vote every week with their dollars and we must increase our inventory levels of these top games. DMs having the ability to improve the merchandising and facing mix on a daily basis is “a very attractive business model” for the Lottery. With the planned additions of real time instant ticket ordering and suggested orders, Terry foresees even more optimization for their instant ticket management processes; “it is all about the turns and with the right ticket at the right place at the right time.”

## CONCLUSION

The exciting progress being made by lotteries in SFO not only offers quantifiable business value, but can inspire the end users. Every lottery we talked to stressed the positive “human” benefits that have emerged as a result of better communication, organization and information. Sales reps feel more empowered to help their retailers grow sales and all report that the retailers are clearly more satisfied.

Perhaps, several quotes from lottery sales personnel sum it up best;

- “Now I feel like I can control my business. They keep asking me about retirement, but I am having a blast!,” a Michigan Lottery District Sales Rep.
- “For the first time, I feel like I can really make a difference for my retailers and for the Lottery,” a Kansas Lottery District Manager with over 20 year’s experience.

Now that is truly Sales Force Optimization! ■



## ABOUT LAPIS

*Lapis Software Associates LLC is a global-recognized industry supplier providing lottery-specialized applications and retail sales support solutions. Their product portfolio include the real-time gemIntelligence™ sales force automation system, and the gemRetailer™ portal, providing extended retailer access through lottery websites.*

*Lapis recently introduced gemScore™, the lottery industry’s first retail scorecard and benchmarking system.*

*Find out more by visiting <http://www.gemIntelligence.com> or calling +1 973 884 4006*