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The mission of the WLA is to identify best practices, turn best practices into curricula and procedures that can be applied in individual lotteries throughout the world, and to update the programs on a regular basis. The industry is evolving constantly. Our member lotteries want to keep up with the consumer and hopefully assume a leadership role in the progress our industry makes. The WLA is committed to helping each of our members achieve that goal. For instance, the WLA Security Control Standard was recently updated to address the use and application of new technologies and business practices, most particularly as they relate to internet and interactive gaming. As with everything the WLA does, we make our efforts transparent to the membership and invite all the member lotteries to provide input and guidance. The revision of the Security Control Standard involved a great deal of time and effort on the part of the WLA committees involved, and took place over the previous two years. But in the end, the final version was made available to the membership for them to vote and approve the implementation of this revised Standard. I share this example because it illustrates one of our core values, which is that of a democratic process and leadership, inclusive of the input from all of our Association members.

PGRI Introduction: The World Lotteries Association (WLA) serves a most vital role in advancing the interests of lottery operators all around the globe. Their website, www.world-lotteries.org, explains in detail the services they provide, how the lotteries can benefit by them, and how to get started in the certification processes and the many educational opportunities. It is a fabulous organization that is led by an executive committee and president who are lottery leaders themselves, and who generously volunteer their time in the service of the WLA membership. Check out their website to learn more about the WLA!

Paul Jason, Public Gaming: *The role that the WLA performs for our industry is invaluable. Let's start with the WLA certification process. What is it and why is it important?*

Jean-Luc Moner-Banet: Our mission is to serve our members. To that end, we try to identify those areas where we, as the global organization of lottery operators, could contribute the most. Included in that would be initiatives that require the engagement of the

global community of lottery operators. The WLA certification process identifies areas of interest pertinent to all lotteries everywhere, and endeavors to help individual lotteries apply best practices as they are established on the world-wide stage of lottery operations. Presently, there are two areas that we focus on, Responsible Gaming and Security. These are two areas of operation that are mission-critical to all lotteries everywhere.

The purpose of the WLA Security Control Standards is to help lotteries learn and apply the best practices to ensure security in all aspects of lottery operations. That is such a vital issue to all of our stakeholders – the players, the regulators and our political constituents, the general public. It is also vital to concrete business considerations, like preserving the reputation and brand value of the lottery itself. The certification process is very rigorous. It demands a deep commitment to learning and applying the very best practices as they exist on a global scale. And there are different levels of certification to enable the lottery operator to progress at a rate that works best for them.

All of the principles that guide our efforts in the certification process for Security also apply to the process for Responsible Gaming. The goal of the certification process is to systematize the application of best practices to elevate the performance of lottery operators. The community of lottery operators already sets a standard of excellence and integrity throughout the world. We want to help our members keep it that way. More than that, we want to be the ones to raise the bar on ourselves, continually to raise the standards of performance so that the player, the general public, and the shapers of public policy recognize the value of their government-gaming operator.

The lotteries which have just moved up a level in the Security or the Responsible Gaming certifications are very proud of their achievement. When I ask them if their political constituents recognize the value of the certifications, they tell me that the real value of the certifications is that the process of earning it caused them to improve their operations, to improve their performance and be a better lottery.

J. L. Moner-Banet: The goal is to be the best operator we can be, to deliver the highest level of security, to protect the consumer with an effective Responsible Gaming program, and exceed the expectations of all our stakeholders. I believe that our political constituents, and all our stakeholders, will recognize and respect the achievements we make and the high standards we are setting. In the end, though, there simply is no substitute for peak performance. That is the ultimate competitive advantage. That is what our stakeholders expect from us. And helping lotteries achieve peak performance is really what the whole certification process is all about.

I have talked to many lottery operators who have gone through the process. They speak so highly of the entire experience. I hope that someday all 300+ government lotteries all around the world will have taken the steps to put their operation to the test and upgrade their practices to the standards established by the certification process.

J. L. Moner-Banet: Again, I would want to commend all lotteries for the superior level of performance and reputation for integrity that they all deserve and have already earned. The WLA exists to serve its members, and to do so at the direction of its members. We respect that all jurisdictions are different and in fact we endeavor to learn from those differences. We value the diversity of our member organizations and see that diversity as a tremendous resource, something that we can all learn and benefit from. The WLA educational programs, seminars, and certification processes all operate to leverage the talent and brain-trust of the global community of lotteries for the benefit of each individual lottery.

The concept of reverse innovation speaks to how much we all have to learn from each other.

J. L. Moner-Banet: And that is true precisely because of our differences. Reverse innovation refers to the flow of new ideas from emerging economies to mature ones. For instance, the WLA has always facilitated the flow of knowledge from lotteries in mature markets over to those in emerging markets, like those in Africa, Asia or South America. As a vehicle to transfer knowledge from the more advanced lottery operators to emerging lotteries, the WLA membership has helped the government-gaming industry expand and preserve its reputation for security and integrity. More recently, though, there has been a reversal of sorts. Lotteries in developing markets must make due with far fewer resources than the mature lotteries are used to having. They have to produce more sales without the benefit of an established brand and adequate resources to build the business. So, just as necessity is the mother of invention, new methods of operation are being applied more readily in some of these emerging markets than they could ever be in mature, established lotteries. For example, many of the lotteries in emerging markets are the early adopters of wireless technologies and interactive forms of gaming, partly because they are not as tied to legacy land-based communications infrastructure and retail distribution networks.

When it comes to mobile, the consumers there are leapfrogging their counterparts in mature markets. Younger lotteries in developing markets do have much to learn from the mature and established lotteries, but the converse is true as well. So, you see, we can all learn from each other!

The government of your country, Switzerland, recently approved an amendment to the constitution, clarifying that the profits generated by games of chance, all games of chance including lottery and casino gambling and internet gaming, must be channeled back to benefit society, as opposed to private profit, correct?

J. L. Moner-Banet: Yes. This is what the people of Switzerland wanted. It was put to a popular vote and was approved by 87% of the Swiss citizens. The Swiss people are willing to have gaming activities developed, with the expansion of i-gaming and sports-betting and other new gaming categories. It's just that the profits need to be exclusively dedicated to benefit worthy causes that help society. That is now a part of our country's constitution.

How do the efforts of the WLA augment those of the Regional Associations?

J. L. Moner-Banet: A top priority for us at this time is to develop even closer lines of communication and further collaborative links with the Regional Associations. We all realize that there are differences between lotteries. The markets, the regulatory frameworks, the legacy gaming cultures, the operating structures and public policy agendas differ widely throughout the world. But that is the source of our strength and should be the source for tremendous learning opportunity. The fact is, for all the differences that exist, there are profound similarities among lotteries all around the world. We are all in the business of selling lottery tickets. We all have consumers who are attracted to the "hope and dream" that playing the lottery gives to them. We all have political constituents who expect the highest level of performance and integrity. We all have the general mass media to deal with. We all have beneficiaries who depend on lottery funding. We all want to evolve our games and methods of distribution to appeal to the next generation of player. Think about all that we have in common – Thankfully, there are actually some differences so that our learning curves are not replicated to the nth degree! The similar business models, similar challenges and obstacles, and similar

goals combine with differing circumstances and environments to give rise to a wealth of creative solutions and success strategies. The mission of the WLA is to harness the power of our diversity, to harvest the best practices from all across the globe and work with our members to see how and where our methods of operation can be enhanced by a global perspective of this business. More concretely, we work hard to integrate the best ideas from all around the globe into educational curricula that speaks to the specific and unique needs of each individual lottery. Of course, we collaborate with the Regionals to make this happen, to bridge the global perspective with the local realities, and to bring the two together for the benefit of the lotteries.

What if we could combine the best of all lotteries, to make a “Fantasy lottery” like Fantasy Football? All lotteries around the world would have the sophistication of the Asian lotteries and some of the European lotteries in internet gaming, the advanced Mobile gaming franchise found in Latin America, the effective strategies to channelize demand as found in the Canadian lotteries, robust Instant sales and dynamic growth in the multi-state block games as in the U.S. lotteries, the intensely collaborative and resourceful political action agendas as in the European lotteries ... I’m over-simplifying and failing to acknowledge the many other successes of many lotteries and regions. But the goal of the WLA is to try to help all individual lotteries learn from the best practices as they exist in all the various regions throughout the world.

That makes so much sense. It’s not about replicating methods of operation from one lottery to another. It’s about learning from each other, acquiring the understanding we need to break through with better solutions for our own unique situation.

J. L. Moner-Banet: Exactly. It’s not about duplication, it’s about inspiration. Building the roads to help lotteries share their best practices and become better operators is basically the reason the WLA was created.

When we talked a couple years ago, the WLA was building an informational database that would contain and organize data and information from lotteries all around the world. This database could then be shared with your members to help them have a better understanding of the industry, and of the metrics as established by the global community of lottery operators.

J. L. Moner-Banet: We are still working on this project; it is still on the agenda. The obstacle is that there are many restrictions to the rights of lotteries to disclose information. And, in Europe, there are restrictions relating to the ways in which we as independent operators in the gaming industry are allowed to collaborate and share information for the purpose of improving our competitive advantage. Having said that, we are working on this project, and I hope that we will succeed to put in place a comprehensive database program. It will not be as complete as I had originally hoped, but it will still be an invaluable resource, including sales figures and other data useful to helping us to understand the trend-lines, direction the industry is going, and to assess our performance relative to our peers and such. NASPL has made tremendous progress in this area so we hope to learn from and emulate their success. NASPL has always been very willing to share the data and we appreciate that as well.

Is there anything that the WLA could do to help the Regionals and/or the member lotteries around the world to communicate the benefit of government gaming model to the shapers of public policy? I hesitate to call it lobbying. But perhaps the WLA could help lotteries do in their jurisdictions what the European Lotteries Association has accomplished in their jurisdictions. Or, for that matter, what the two Swiss Lotteries have become for the national government of Switzerland – a trusted source to at least provide input as public and regulatory policy is being defined. Could or should the WLA become an influential force in the political action and regulatory arenas.

J. L. Moner-Banet: No, definitely not. That is simply not the role of the WLA. The members would not want the WLA to attempt such a task because it would not be productive. All politics is local, and needs to be addressed by the body politic that is directly affected. For instance, while the WLA has insight and data that relates to regulation of internet gaming, the WLA exercises no influence in Brussels on that issue, nor would the WLA have any voice in Washington to address this issue, or any issue for that matter. The European Lottery Association defends the interests of its members in Brussels. And I see that a team of U.S. lottery directors went to Washington D.C. to meet with federal legislators on this topic. That is how these issues need to be dealt with.

Sports-betting is exploding globally and is increasingly difficult to monitor, regulate, and prevent corruption. The WLA is playing a big role in the global effort to get better control of the sports-betting industry.

J. L. Moner-Banet: It is a big focus because the regulation of sports-betting, the preservation of integrity and prevention of corruption in sports-betting, is quite problematic. We work closely with the Fédération Internationale de Football Association (FIFA) and Early Warning Systems GmbH to safeguard the games and betting systems of WLA members. We also have developed strategic collaborations with the Union Européenne de Football Association (UEFA) and of course with the International Olympic Committee (IOC). And the WLA general assembly just voted approval for the WLA to expand the European Lottery Monitoring Systems to lotteries all around the globe who are operating sports betting. The WLA has taken a leadership role in working to prevent corruption in sports-betting.

Why limit the focus to sports-betting – why not use the foundation you are creating for sports-betting to protect the integrity of all varieties of internet gaming? Don’t lotteries and governments everywhere need an international cooperation to address this issue for internet gaming in all its forms?

J. L. Moner-Banet: There will certainly be an increased need for international cooperation. And the work we are doing to reinforce the integrity of sports-betting will provide a good foundation for developing similar global initiatives in other categories of internet gaming. But our resources are limited. So for the time being, we want to be focused and concentrate on the immediate and urgent need to help the governments prevent corruption in sports-betting.

What are your personal goals as president of the WLA?

J. L. Moner-Banet: My personal goal is to clarify the purpose and the importance of international cooperation, to enhance the level of genuine and productive communication and interaction between lotteries all around the world. That is, I feel, the foundation for all the other goals we have. We all have so much to gain by working together. As long as we realize that and act on it, there is no limit to how much we can accomplish. ♦