



Going back two decades, Lotteries played a very important role as the European Communities (the forerunner to the European Union) was working towards introducing the single European currency. The President of the European Parliament, José María Gil-Robles said in 1998: “The transition to the Single Currency requires the support of the European citizen. It is he or she who is going to use it. Any currency can only be as strong as the confidence it enjoys. The Euro merits our trust. Trust is based on understanding.” Since, historically, half of Europe’s citizens played a lottery game at least once a year, Lotteries had a significant role in introducing the Euro currency through their retail networks. Specifically, it was necessary to quickly replace the Eurozone’s multiple national currencies with the single currency. Lotteries collaborated to set up training programmes across their large local retail networks to support the Euro’s smooth introduction. This cooperation occurred in no less than 11 Member States! Subsequently, the European Parliament, in a resolution entitled “the EURO and the consumer,” recognized the important educational and social role that state lotteries played as intermediaries in advancing the European cause through supporting the single currency’s introduction.

Fast-forward to the present decade: on 9 December 2010, the EU’s Council of Ministers—the body that brings together the 28 Member State governments—unanimously adopted its “Conclusions on gambling.” Here, for the first time, was the Council’s full recognition of lotteries’ role for European society:

16. AGREES that this specific role should be recognized in discussions at the European level.”

This recognition, by both the European Parliament and the Council of Ministers, was based on fact. In 2011, members of the European Lotteries Association contributed more than 25 billion Euro to Member State budgets and various good causes.

Almost 70 per cent of the gross gaming revenue generated by European Lotteries was returned to society, equalling on average 46 Euro per capita.

Lotteries are the largest contributor to the EU sport model (contributing more than 2 billion Euro). Lotteries are also the most important patrons of arts and culture and make substantial contributions in social projects including health, development aid, the integration of the disabled (i.e. ONCE created 99,340 jobs for people with disabilities).

But lotteries do more, through the way in which they operate; they pursue the highest level of consumer protection and strong support of public order. The integrity of sport, the fights against money laundering and cybercrime are very high on the Lotteries’ respective agendas. Lotteries are strongly embedded in society, making them the logical and responsible partners of both the Member States and the European Union. The fundamental values that the lotteries pursue follow the EU Treaty’s principles.

Recently the European Commission published a factsheet on the need for a digital single market. The European Commission strongly believes that “A Digital Single Market” can create up to 415 Euro billion in additional growth and hundreds of thousands of new jobs.

To succeed one needs again to create trust as it happened at the time of the Euro’s introduction. Lotteries were amongst the first organisations to start investing in the Internet’s use in a safe, responsible manner that would be subject to strict security standards. Lotteries did not see the Internet as an aggressive medium to make more profits, but as an additional distribution method to enhance the channeling of gaming desire away from illegal operators into a strongly-controlled environment without undermining the incumbent land-based structures.

Building an inclusive e-society, as is one of the EU’s ambitions, requires education and trust among the EU’s population. Almost half of the EU’s population (47%) is not properly digitally skilled, yet, in the near future, 90% of jobs will require some level of digital skills. Lotteries have always been driven by innovation and the need to respond to today’s citizens’ desires. Lotteries operate games in a “social manner.” Indeed

A Sustainable Gambling Policy for the Benefit of Society in Europe

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“III. THE SUSTAINABLE CONTRIBUTION OF LOTTERY AND RELATED SERVICES TO SOCIETY (...)

15. RECOGNIZES that contributions, in particular from state lotteries or lotteries licensed by the competent state authorities play an important role for society, via for example the funding of good causes, directly or indirectly where applicable.

Keno, which drives up their per-cap figures.

Analyzing and disaggregating per-capita figures can help you focus on areas where you actually have the ability to improve. When looking at other jurisdictions' figures, consider factors such as cross-border issues (Georgia benefits from being next to Alabama, a non-lottery state), competition (primarily casinos) and context (e.g., a history of illegal numbers playing). But the reverse is also important—don't look at individual game per-caps in isolation; they must be considered in the context of your jurisdictions' total game portfolio. Performance measurement, and the proper use of the metrics available, is as much art as science. It's not the sole province of the financial staff or the marketing staff or the operations staff. Bring everyone together in their evaluation and understanding.

Finally, one of the greatest sources of growth potential for your lottery is your staff. And while you may not be able to reward people financially, recognition is hugely important in motivating your people. Sales people in particular are competitive; measure their performance and give awards for "Best Sales Person" for July, or for Region 3, or for the year. If you're allowed to have sales conferences, use them to reward your staff. If not, use your regular

office meetings to highlight success stories and thank your high performers. Good performance is infectious and will spread to many others. Be fair, be generous in your praise, be explicit about goals and objectives and avoid playing favorites. Use your annual performance evaluations (you do have annual written performance evaluations, don't you?) to inspire and motivate, not punish.

Some ideas may be corny, but are still effective. Keep "Employee of the Month" selections lighthearted, celebrate personal occasions, keep up the daily "fun" quotient in your office routines, greet your players (and especially your winners) with sincere affection and always reinforce the sheer pleasure of playing the lottery. Employee morale can be a hugely important tool for business success, and can be developed in any type of organization, private or public. It simply requires managers to recognize its value and prioritize its role.

Private management of lotteries, while having clear potential benefits, does not imply that public management cannot be similarly effective in delivering superior results. The tools may be different, but enlightened managers can still be highly successful. The distinction between public and private lottery management is not necessarily a key determinant of high performance. ■

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they are companies who reach out to a very large and varied audience of citizens by offering their services in a strictly-controlled and responsible manner and by respecting the law.

Lotteries can play an active role in the development of a sustainable digital society, in fully respecting the balance of competence between the Member States and the European Union. Lotteries can, through dialogue with the digital community and SNS operators, enhance consumer confidence and commercial fairness. They can help shape the right environment for other services to flourish in a digital market while, at the same time, fully respecting the laws of the Member States and the principle of subsidiarity through the appropriate and fully justified digital tools.

This brings us to our final point, which looks to the future development of the European Union and the fact that Lotteries can be the partners of both the Member States and the European Union.

Over the past few decades, the discussion within the EU has been limited to the question of whether the Member States could implement their own gambling policy. In the absence of harmonisation, the Court of Justice of the EU accepted that, for reasons of consumer protection and/or the fight against fraud and crime, the Member States could maintain certain restrictions. However, it is necessary to move beyond that limited paradigm. Lotteries should be one of the main driving forces in the pan-European recognition that there are common principles

that the EU and the Member States consider essential: a political, social and cultural Union alongside the economic project of continued European integration.

Lotteries agree that, while respecting their national respective legal and social traditions, a strong connection must be forged between the proceeds, with their origins in an activity which is always ethically open-to-debate, and the support for societally-desirable objectives. At the EU level, lotteries can further develop that message, and contribute to the development of 21st century projects, such as the Digital Single Market, as they once did with the introduction of the Euro without undermining the Member States competence.

Lotteries also capture the diversity of the European Union project. Member States are not identical, and have different cultural, ethical and religious backgrounds, which should continue to be recognised as well. The Euro captures this image perfectly: one side of the Euro coin is the same, stating "1 EURO" with the European map in the background. The other side of the coin is different for each Eurozone Member State: Austria puts Mozart on the Euro coin, Belgium places its King, and Italy places Leonardo Da Vinci's Vitruvian man on the background.

In a similar vein, lotteries will continue to contribute to the EU's socio-economic and cultural unity-in-diversity in the 21st century as they did before. ■