

Turning Up the Volume on Sales

To fine-tune and drive incremental growth, the **Georgia Lottery Corporation** is focused on a program of **retail sales and execution** improvements.



Founded in 1992 to enhance educational funding, the Georgia Lottery Corporation (GLC) has since established itself as one of the world's most progressive lotteries, with more than \$19 billion returned to the state for Georgia's popular HOPE scholarship and pre-K education programs.

In a proactive effort to drive continuing growth, the GLC implemented a series of customized programs to support ongoing enhancement of its retail sales and execution, including:

- **A series of training programs** to help the successful sales force position new products and get the most from their sales calls
- Customized sales-growth programs especially for **corporate accounts** and **large retailer groups**
- **Corporate scorecards** and other automated reports for more effective chain account management.

Refining Sales Execution to Accelerate Growth

Topping your own performance can be a challenge for any lottery, especially one that's been setting sales and transfer records year after year. Where do you look to improve on previous records? As the second largest lottery in the U.S. in per capita sales and seventh in the world, the Georgia Lottery Corporation is continually looking for ways to improve, and the sales force is as involved as the marketing and operations teams in challenging itself to fine-tune.

At the start of 2016, GLC's Senior Vice President of Sales, Frank Taylor, reached out to IGT to share the plans that he and Statewide Sales Director, Derrick Shelton, developed to explore new strategic retail priorities in support of the Lottery's growth plans. This conversation led to a program to fuel growth through a variety of retail sales and execution efforts. "We asked IGT to share ideas around a set of services they'd designed to help with some areas of retail where we and other lotteries are looking for continual improvement," says Taylor.

"The Georgia Lottery Corporation is very open to new ideas and perspectives," says IGT's Nat Worley, Vice President, North American Marketing. "They have a vision for what they want to do, and they look to implement world-class solutions in everything they do." The team in Georgia worked in partnership with IGT over the course of 2016 and 2017 to implement a tailored series of retail growth initiatives.



A series of customized **LaunchBox** trainings delivered highly interactive learning and tailored activities to support an ambitious program of new-product launches.



Above, left: Frank Taylor, Senior Vice President of Sales, the GLC.

Customized Tools to Enhance Retail Sales and Execution

The first wave of initiatives centered on a multi-part program of targeted **sales training** to further enhance the GLC team's sales calls with their retailers.

"The Georgia Lottery Corporation had challenged itself with an aggressive schedule of three new-product launches in one year," notes IGT's Danielle Davis, Manager of Sales Enablement, who partnered with Taylor's team in Georgia to deliver many of the solutions.

"It can be difficult to engage even an experienced sales force with that many product launches and make sure they have the information they need while still handling all of the other aspects of their day-to-day work."

To help ensure that reps were ready and excited to sell-in the new games and effectively train retailers, Allyson Taylor, Sales Trainer for the GLC, worked with IGT's Retail Sales and Execution Team to support sales reps using three customized versions of IGT's **LaunchBox program for new lottery-game launches**.

"The training incorporated highly interactive learning activities, so our reps were practicing their sales pitches and were ready to go out there, enthusiastic about the new products," says Allyson Taylor. "Collaboration with our marketing department ensured that the messages were consistent across our training and the tools."

The Michigan and Tennessee lotteries have since worked with IGT to deploy two new LaunchBox programs with their sales teams. "LaunchBox uses a modular approach, so we can provide as much or as little training and support as a customer wants, depending on their needs and the type of launch," notes IGT's Davis.

"Georgia already has a highly successful sales force, and part of their success comes from being receptive to new ways to make an already progressive lottery even more leading-edge," notes IGT's Nat Worley. The Lottery had been using IGT's Sales Wizard automation tool (formerly OnePlace) to give the sales force the ability to access retailer-specific sales and inventory data at a glance via a mobile device or web browser. However, reps had not received any recent, formal training on the tool to optimize its use.

The Lottery worked with IGT to develop and deliver **Sales Wizard training** tailored to the Georgia sales teams' specific goals. These included using the tool to improve the sell-in of best-selling Scratchers games, analyze the price-point mix, and work with retailers to further improve execution.

Sales Wizard includes service-history management tools, project management functions, and comprehensive reporting to give management insight into their employees' performance and areas of opportunity. Notes GLC's Frank Taylor: "The training not only helped to empower the sales force, it's also providing more key information to our sales managers." IGT has since delivered additional Sales Wizard Training and is working with Allyson Taylor of the Lottery to become a superuser and onsite trainer.



Customized Training on the **Sales Wizard** automation tool supports sales reps with specific goals such as selling-in games and analyzing the price-point mix, while providing a greater amount of actionable information to sales managers.

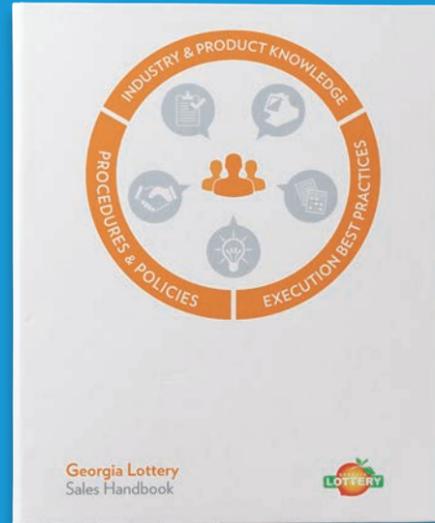
A One-Stop Shop for Knowledge Sharing to Improve Performance

One of the Georgia Lottery Corporation's priorities was to provide sales staff with a comprehensive, updated **sales handbook** that could be accessed digitally on iPads as well as in a physical format.

"We wanted to give our reps a one-stop shop for everything related to their work, from procedures such as returning instant-ticket books, to broader policies and our code of conduct, to HR-related information," says the GLC's Allyson Taylor, Sales Trainer. She

worked with IGT to organize and streamline more than 500 pages of sales-related material into a concise, easy-to-use manual.

"This single tool helps to establish a more consistent approach at retail and ensure consistent knowledge capture and transfer to drive best practices and enhance our future performance," she notes. "It's also invaluable for onboarding, because it provides knowledge sharing not only about specific products but about our organization and the wider industry."



Above: The Georgia Lottery Corporation's experienced sales force takes part in a program of interactive learning activities and targeted sales training. Opposite page, bottom: Allyson Taylor, Sales Trainer for the GLC, conducting a store makeover at the Texaco Food Mart in Atlanta.

Sales, Frank Taylor. As a result, the GLC plans to develop both a co-op promotion and an in-lane scratch merchandiser pilot for corporate accounts based on similar deployments in Texas.

Another goal of Frank Taylor and Statewide Sales Director Derrick Shelton has been to continue to improve the Lottery's merchandising at retail, both to increase consistency across stores and to fulfill the requests of sales reps to improve stores that haven't previously qualified for special remerchandising initiatives.

"Now that our sales team has received the training to make more strategic use of our sales-force automation tool and be even more successful with new-product launches and communications, the groundwork is in place to execute the merchandising initiative," notes Taylor.

The multi-step process involves delivering the right tools and information to enhance in-store merchandising. To better understand the retail environment beyond anecdotal conversations with sales reps and managers, the IGT team conducted a curb-to-counter **execution survey** to learn everything it could about the Lottery's retail network, enabling the team to analyze the data and understand the main pain points and the best place to begin making improvements across the network.

Together, a **merchandising standards tool** and **project execution training** will provide sales reps with a clear picture of the perfect store. "In previous execution surveys, one of our major findings has been that, often, what sales reps see is very subjective," explains IGT's Danielle Davis. Using the merchandising standards tool, the Georgia Lottery Corporation's sales reps will establish consistent standards for its retail point-of sale and merchandising execution.

"As we all know, it's very easy over time to look at lottery from the sales rep perspective or the lottery perspective," says Davis. "But it's also possible to take a step back and look at it from a player's perspective, or more importantly, a non-player's. How do we engage people who never have played lottery? We are working with the Georgia Lottery to create these merchandising standards tools, and then move on to project execution."

Project execution will begin with "Fresh Eyes See More" training to help sales reps look at the data from the execution survey and define their goals moving forward. "We anticipate that some of the focus areas will include winner awareness, visibility of the ESMM screen, effective point-of-sale placement, and other kinds of tangible things that can improve how the Lottery brand and the GLC's products look in the Georgia retail environment," says Davis.

To address ongoing maintenance and execution, the team will implement a **retailer scorecard**, deployed through the Sales Wizard business application. Reps will fill out a perfect-store scorecard quarterly or every six months, and the ratings can be used as a coaching guide for managers.

"The Lottery's sales team, from Frank Taylor and Derrick Shelton to all of the sales reps, embrace every activity that drives excellence in field execution," observes Worley. "They adopt new tools enthusiastically, and their continuous improvement drives record sales and transfers."

The IGT Retail Sales and Execution Team works with lotteries to drive growth through three focus areas: Sales Tools & Training, Business Development, and Retail Sales Optimization. Talk with us to explore what's possible, from stand-alone, tactical solutions to multifaceted improvement programs. Contact Nat Worley at Nathanael.Worley@IGT.com or +1 (401) 392-7403.



Tailored **iSpeak Training** draws on real issues from the field to improve sales skills.

For a central part of the overall training initiative, the Georgia team worked with IGT and third-party vendor iSpeak to develop customized **sales-skills training and coaching**. This award-winning approach, delivered by iSpeak, uses real-world examples from the field to further develop best-in-class sales forces through a mix of individual and group activities.

The training for lotteries can encompass a wide range of improvements, for example: creating a high standard and a common model

for preparing, selling, and executing at retail; clarifying team members' responsibilities and expectations; improving employee engagement; delivering leadership training for managers, and more.

"In the lottery industry, iSpeak works exclusively with IGT to provide training," notes Allyson Taylor. The Georgia team is now engaging in a second round of iSpeak training to build on the success of the first.

A Second Wave of Strategic Retail Initiatives

"One of Georgia's key requests was a **corporate scorecard**," says IGT's Melanie Washburn, Senior Marketing Manager. "The Lottery had been tracking corporate performance in a time-consuming manual report, with people typing numbers into more than 40 spread sheets."

Working on-site with the Lottery, IGT designed an automated corporate scorecard



for the Lottery's existing Business Intelligence system. With the Lottery now using the data from its BI systems to assist in retail execution, the corporate accounts staff spends dramatically less time preparing account updates manually.

The IGT team is in the process of delivering a tool that will help the Lottery track planogram performance and assist the reps and managers with other data needs.

"The more we can automate our manual reporting, the more time we have to focus on our other initiatives," says Bill James, Director of Corporate Accounts and Retail Development for the Georgia Lottery. "I was totally impressed with the depth and detail of the corporate scorecard. This will be a terrific tool to help move chain accounts in the right direction." The IGT team is also in

the process of delivering a tool that will help the Lottery track the performance of Scratchers game planograms, which the Georgia Lottery uses primarily in chain retail locations.

In addition, the Lottery wanted to evaluate strategic sales-growth opportunities with its **chain accounts**. "One of the benefits of our collaboration with IGT's Retail Sales and Execution Team has been the opportunity to leverage existing relationships with retail associations, specifically in Texas, to facilitate discussions with our partner groups in Georgia," says the Lottery's SVP of



A **Corporate Scorecard** and other automated reports for chain account management and optimization have created a streamlined process that saves time while delivering more actionable information.