

STRATEGIC PLANNING



Multi-State Lottery Association
La Fleur's D.C. Conference

BACKGROUND

MUSL Strategic Plan

- Strategic Plan & Implementation Plan adopted in 2017.
- Board of Directors met in Arizona to evaluate the Strategic Plan last March.



Multi-State Lottery Association

BACKGROUND

MUSL Strategic Plan

1. Affirm MUSL's Mission, Vision, Core Values & Strategic Intent
2. Re-evaluate MUSL's Strengths, Weaknesses, Opportunities & Threats
3. Gather input on outstanding Action Items in the Implementation Plan



Multi-State Lottery Association

Pre-Meeting Anonymous Survey

Mission & Vision Statements

VISION – To be the preeminent and most respected enterprise in the global lottery industry. ✓

MISSION – To provide Member Lotteries with world-class games to maximize profits responsibly for good causes. ✓



Multi-State Lottery Association

Pre-Meeting Anonymous Survey

Is MUSL living up to its Core Values?

- Integrity ✓
- Accountability ✓
- Transparency ✓
- Entertainment ✓
- Innovation ✓



Multi-State Lottery Association

Pre-Meeting Anonymous Survey

Strategic Intent

Yes or No – is the MUSL Strategic Intent still applicable and achievable?

By June 30, 2022, double gross gaming revenues to \$6 billion derived from multi-jurisdictional games offered or facilitated by MUSL.



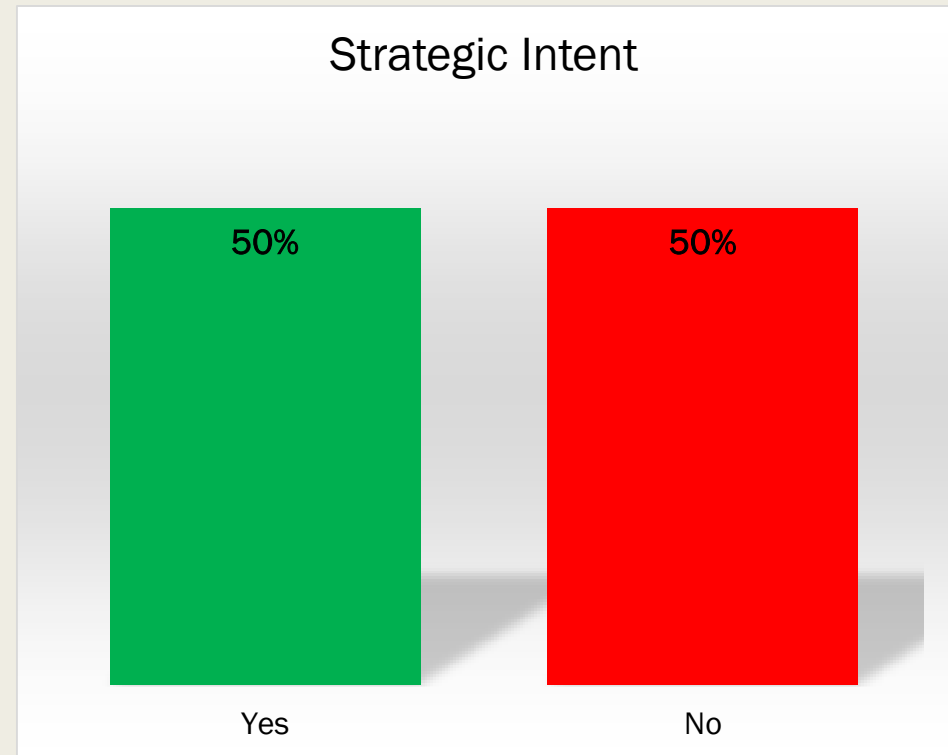
Multi-State Lottery Association

Pre-Meeting Anonymous Survey

Strategic Intent

Yes or No – is the MUSL Strategic Intent still applicable and achievable?

By June 30, 2022, double gross gaming revenues to \$6 billion derived from multi-jurisdictional games offered or facilitated by MUSL.



Multi-State Lottery Association

2017 SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>World-class brand Collaboration Membership collaboration – Board members willing to participate Exceptional resource – expertise of 36 lottery directors and their professional teams</p> <p>Delivery of unique services and capabilities Experienced, responsive, knowledgeable staff Financial systems and processes Professionally conduct drawings Security and integrity procedures</p> <p>Solid organizational structure, improved and strengthened processes and procedures</p>	<p>Development of new multi-jurisdictional products, ideas and opportunities</p> <p>Brand management Brand image – centralized control</p> <p>Evolving player expectations</p> <p>Inability to quickly enact changes Director/Board member turnover Challenging to reach consensus given cross currents (laws, politics, etc.) in each jurisdiction</p>	<p>Powerball is an industry leader and a multibillion-dollar business – how do we seize the business aspects/opportunities while recognizing public policy limitations</p> <p>Develop new multi-jurisdictional products/concepts/projects</p> <p>Control sales of Powerball internationally</p> <p>Explore and develop Powerball brand partnerships</p> <p>Follow a Strategic Plan for consistency, transparency and communications</p>	<p>Better-funded and technologically-advanced competition Third Parties reselling Powerball both within and outside the U.S. Digital competition Parasite lotteries – bookmakers</p> <p>Changing demographics Aging player base and relevancy to younger players</p> <p>Continuing pace of technology Lottery scams, external system fraud, system intrusion attacks, maintaining expertise to manage cyber security</p> <p>Constant turnover of lottery directors, inadequate succession planning at MUSL</p> <p>Consistent Powerball brand identification</p> <p>Federal Intervention Legislatures, gaming legislative effects, public policy process Jurisdiction legislature and/or Rules/Laws contradict MUSL goals Game malfunction/fraud Legal actions Outstanding legal actions and investigations Negative media response to legal actions Organizational paralysis, lack of nimbleness</p>

2019 SWOT Analysis

MUSL Board of Directors

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1.	World Class Brand	Politics	Global/International	Feds, Politics, DOJ
2.	Integrity	Inability to Enact Change Quickly	Digital	Changing Demographics
3.	Member Collaboration	Evolving Player Expectations	Control Sales of Powerball Internationally	Fatigue, Apathy

*Attributes highlighted blue are new to the lists.

2019 SWOT Analysis

MUSL Staff

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1.	Integrity	Inability to Enact Change Quickly	Digital	Fatigue, Apathy
2.	World Class Brand	Brand Management	Global/International	Continuing Pace of Technology - scams, external system fraud, system intrusion attacks, etc.
3.	Delivery of Unique Services & Capabilities	Politics	Cashless	Changing Demographics

*Attributes highlighted yellow were also ranked in the Top 3 by the Board

By June 30, 2022,
double gross gaming revenues to \$6 billion
derived from multi-jurisdictional games offered or facilitated by MUSL.

Member Lotteries & Stakeholders' Experience & Engagement

International
Opportunities

Powerball &
Other Games

Organization
Excellence

Industry
Collaboration

Vision: To be the preeminent and most respected enterprise in the global lottery

Mission: To provide Member Lotteries with world-class games to maximize profits responsibly for good causes.

Values: Integrity, Accountability, Transparency, Entertainment, Innovation

Board Input on Action Items

MUSL Strategic Planning Meeting



Action Items with Unanimous Support

MUSL Implementation Plan

- Is there interest in stronger collaboration in the management of the national games category?
- Is there interest in quantifying Powerball's brand value?
- Is there interest in identifying specific strategies to expand the Powerball brand; e.g. sponsorships, promotions?
- Do we agree with adopting the following criteria for future game and product development: Flexible, Scalable, Winnable, Entertainment Value, Alignment?
- Does the group have any interest in determining which, if any, third party resellers are offering MUSL products and where tickets may be purchased and/or sold?

New Communications Plan

Strategic Plan

1. Monthly Newsletter
2. Dashboard – Inventory of Action Items
3. Score Card – Key Performance Indicators
4. Board Meeting/Teleconference Updates
5. SharePoint
6. Master Planning Calendar the Fiscal Year



Multi-State Lottery Association

Next Steps

MUSL Strategic Plan & Implementation Plan

- MUSL staff are incorporating the Board's feedback into the Strategic Plan and Implementation Plan.
- Living, breathing documents that need to adapt to the landscape of the business.



Multi-State Lottery Association