

A close-up, slightly blurred photograph of several lottery balls in various colors (yellow, green, purple, white) with numbers on them, and a portion of a lottery machine with a transparent ball cage and a white ball being drawn.

ELSE

Redesigning Loterie Romande's eGaming Platform

Executive Summary

A company with a mission

Loterie Romande is the lottery provider for the six French-speaking Swiss Cantons. An estimated 63% of the French-speaking Swiss population are Loterie Romande players, yet the existing online offer was outdated and in need of a wider rethink.

Since it was founded in 1937, with its objective to work for the public good, Loterie Romande has been organising and operating lottery games and sports betting in the six cantons of French-speaking Switzerland. It distributes 100% of its profits to non-profit-making bodies and organisations, active in a broad spectrum of fields, such as social welfare, culture, sport, education and the environment.

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Loterie Romande operates across four pillars — draw-based games (EuroMillions, Swiss Loto, Magic 3 & 4, LotoExpress and Banco), sport bet games (a range of 12 sports), PMU horse race betting, and instant win games (a suite of games including Tribolo, which has experienced more than 400 different skins).

A winning platform

In April 2016, we commenced work on the redesign Loterie Romande's eGaming platform and since its launch in September 2017, we have continued working closely with Loterie Romande to incrementally improve the experience for players, including running rounds of user testing and adding to the portfolio, with a relaunch of the sports betting product.

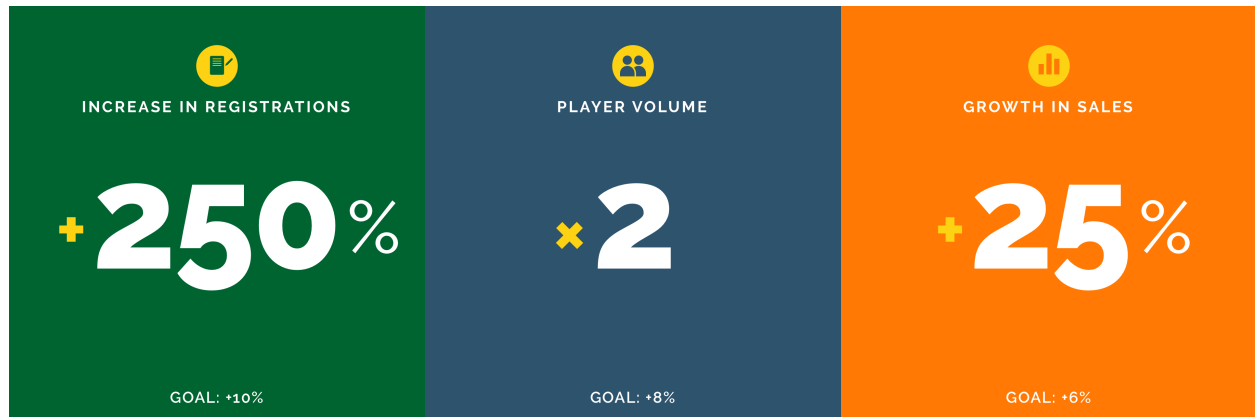
The redesign, in partnership with a lottery technology provider business – far exceeded all original objectives and has opened up significant new revenue opportunities, and therefore increased funds available for social good, by bringing a more entertaining and sophisticated experience to players living in Switzerland.

Key performance indicators show that the platform achieved a **+250% increase in registrations** and **player volume doubled**, which in turn delivered a **+25% growth in sales**.

"Your old site was heavy and not very user-friendly. The new site is just the opposite, in three minutes, we can play SwissLoto! Congratulations for the change"



75% of users interviewed said they find it easier to buy SwissLoto tickets on a mobile device, which is a key developing platform for gameplay.



Following the redesign, further new opportunities are now possible through player tracking, cross-sell, repeat usage, CRM and cross-device play, as well as targeted in-platform marketing and personalisation. Further, AB testing can now be run, allowing Loterie Romande to test and iterate different design solutions.

Case Study Overview

The business objectives for the original Loterie Romande eGaming platform were:

- +8% sales growth in 2017, + 10% in 2018
- +6% of active player in 2017, +7% in 2018
- +10% registrations in 2017

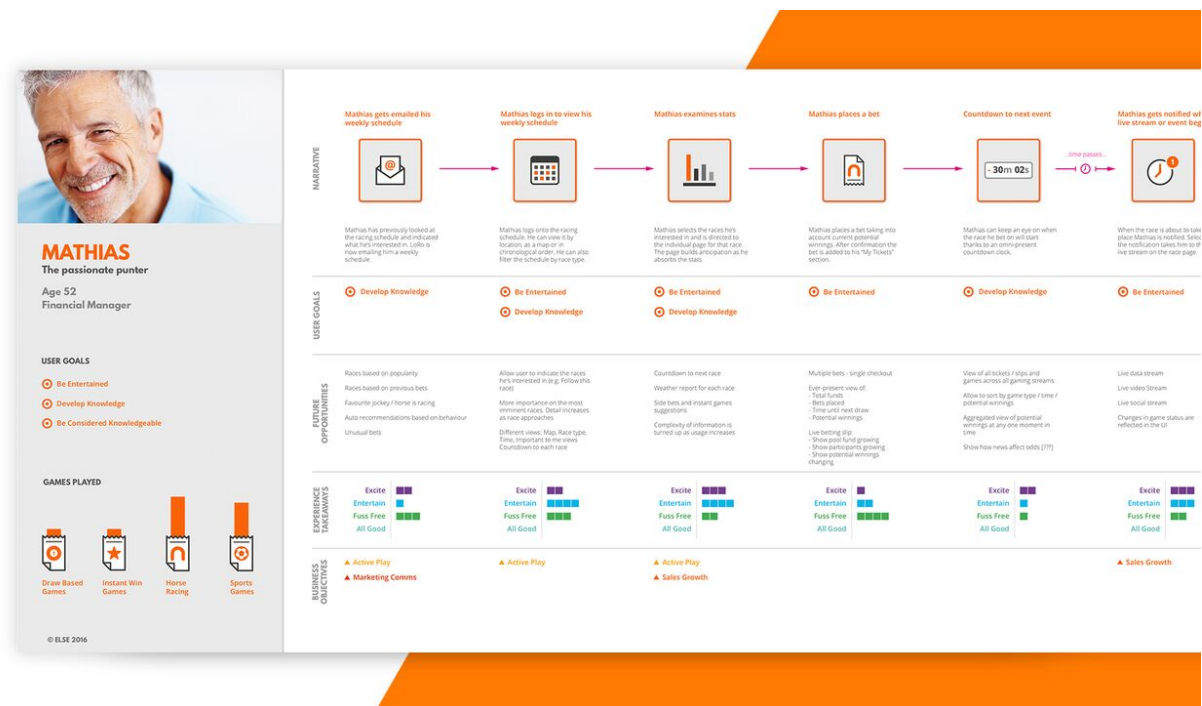
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Loro doesn't have any direct competition for the lottery as the two major providers service different cantons. Almost 70% of people in French-speaking Switzerland regularly play Loterie Romande games.

We worked with Loterie Romande to deliver a new, modern and consistent design system for Loterie Romande's eGaming platform (jeux.loro.ch). With mobile at its core, the new design creates a modern and usable aesthetic, whilst complimenting their newly-launched corporate social website.

KPIs to support business objectives for launch in 2017 included **8% sales growth, 10% growth in registrations and 6% increase in active players** – so in short, the new design needed to deliver more players, more registrations and more repeat usage.

The platform itself is extensive, encompassing more than draw-based lottery products and instant win games, to also include sports betting and horse racing. In Switzerland, it is illegal to use unofficial or overseas sports betting platforms, so the challenge from the start has been to balance the design to deliver sophistication and depth to regular sports betting players, whilst at the same time ensuring ease-of-use to infrequent lottery players.



A modern, relevant and personalised experience

A key question from the brief was: 'How can we create a **modern, relevant and personalised** experience for our players?'

With values of respect, trust and loyalty, Loterie Romande is a well known Swiss institution. However, the perception of what a lottery offers is always a tricky balance to strike. On the one hand, a noble social agenda to bring funding into community projects – on the other, a desire to serve players'

needs — from a casual and infrequent lottery player, to an avid sports fan — in a responsible yet engaging way.

Our start point was to reach into what a lottery stands for and try to evoke its social responsibility, whilst balancing this with an engaging yet elegant digital design aesthetic to suit the Swiss French market.

We took inspiration from a wealth of different online entertainment experiences, including TV and online gaming, to develop a dynamic, shuffling site that follows a weekly rhythm of draws and events. The new website dances to this rhythm, shifting and reshaping itself on certain key pages, to better showcase the offer.

So, for example, the focus for a Saturday afternoon might be around promoting play for SwissLoto, PMU and Sportsbet. Then, as we move through the week toward the jackpot for EuroMillions on Tuesday evening, the emphasis becomes more about supporting the high traffic volumes of people wanting to play for that evening and building a sense of occasion.

Principles for success

We developed a set of design principles to guide the design of the new experience. These were:

Entertain them — Whether a weekly visitor, a sports player, or an occasional draw entrant, we always seek to entertain the player and bring a sense of occasion to their experience, leading on the next big thing, or, if we have them suitably profiled, the next relevant thing to them.

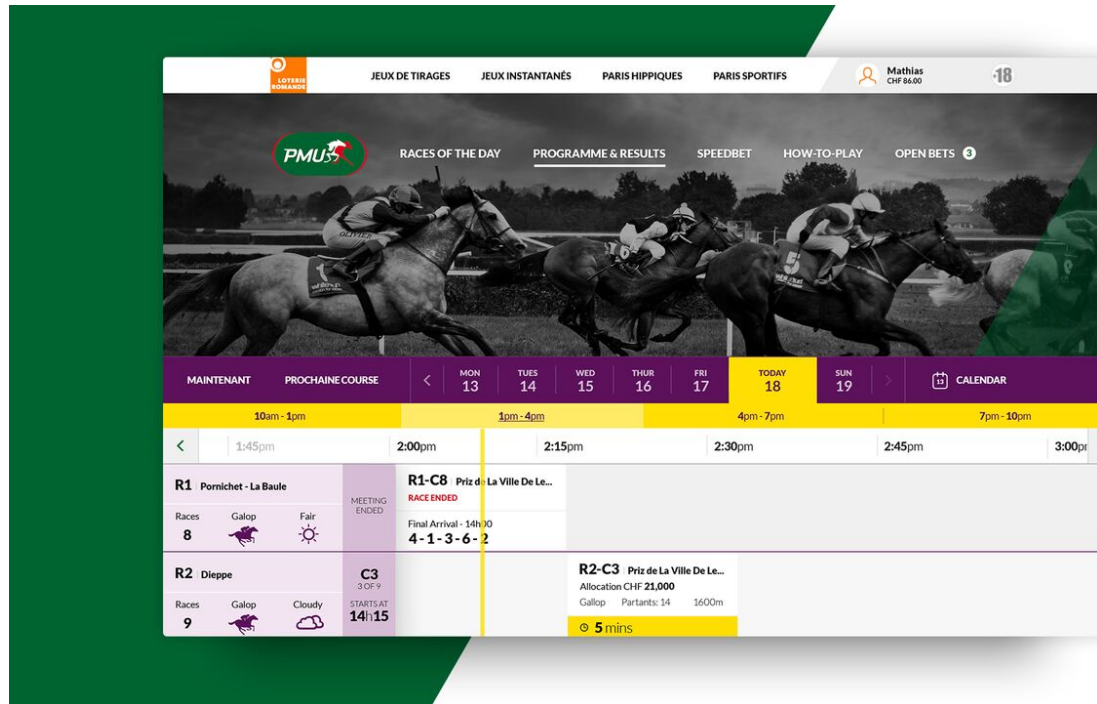
Create excitement — We shall create a sense of anticipation and heighten the drama and the potential of playing and winning these games. We celebrate the occasion, we celebrate the win, we celebrate the impact a lottery can have.

Be fuss-free — Nothing gets in the way of your gameplay. No matter what channel you engage with us through, whether you want to check your numbers, place a bet, play some Instant Win games while waiting for the Metro, or simply withdraw some funds – our experience is designed to be as friction free as possible.

Demonstrate the good — Having been entertained by Loterie Romande's games, players that win or lose have some sense of satisfaction with Loterie Romande's social agenda. This doesn't get in the way of players' entertainment, but it is a reason that lotteries, per se, exist.

Using these principles encouraged us to bring in new ways to browse multi-events, by borrowing features like the Electronic Programme Guide (EPG), commonly used to browse TV schedules, and applying this to Horse Betting, to enable people to quickly see what races are up next / on today.

Providing players with a way of easily scanning multiple events not only facilitates play but also makes for a more multi-dimensional player experience.



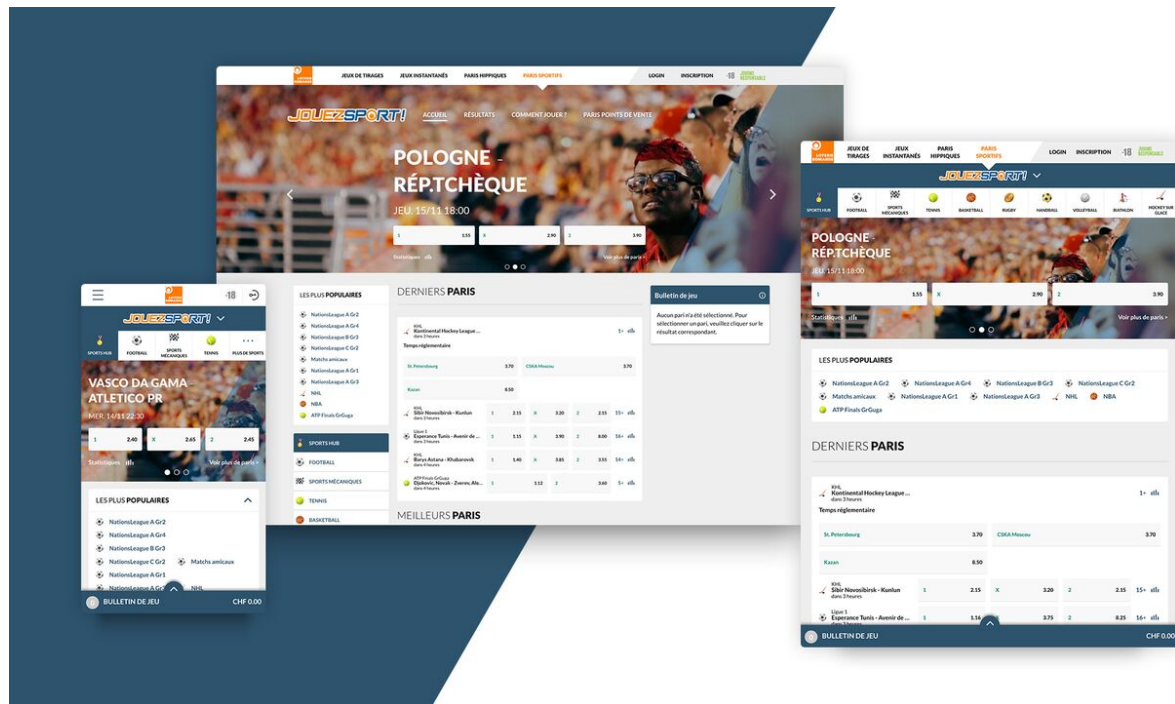
The design system

A key challenge to the project was how to harmonise the visual language of different lottery products under one roof. As far as branding goes, lottery websites rank high on the list of complexity, with each lottery product having its own unique branding and all of those brands fighting for the user's attention. From the very beginning of the project, we worked to identify what unites them, while at the same time, working out the differences that set them apart. The result is a system that houses over 10 brands, each with its own style, while making them still feel like part of the same family.

Prior to the redesign, Loterie Romande didn't have an optimised mobile experience, so the focus was on creating a very accessible service with simple navigational structures, enabling any game to be played within two clicks across any device. Given the timely nature of the games, we ensured we created a mobile first design system.

For much of the platform, a mobile first approach was industry leading — for example, when we helped Loterie Romande relaunch their sports betting offer in January 2018. As well as integrating a multi-faceted and broad experience into the existing site structure, there was also the opportunity to unify and simplify the Sports Bet journey. Due to an unappealing offering, with uncompetitive odds, Loterie Romande lost a portion of their customer base to international providers. The new site had to

re-attract this audience and mobile was a key way to do this. We developed a design system that was perfect for mobile use and then scaled up to larger screens.



A partnership of minds

For the duration of the project we worked in partnership with a global lottery platform provider, who developed out the platform. Their ambition is to develop a best-in-class lottery platform, that can be versioned for different international lotteries and customised to the culture of that region.

The successful delivery of Loterie Romande's eGaming platform has already led to this business winning the contract for another global lottery, which we provided the experience design vision for.

New customers vs Channel shift

A concern early on in the project was that if the digital platform became very effective, it might cannibalise the retail outlets for physical sales, many of which are franchised. With much of the organisation focused on their own product streams, the website was the one place where a full offer can be experienced. During the early strategic stages of the project, we worked through reframing this perceived challenge.

Avoiding the honey traps and clichés

Many lotteries around the world use imagery that represents a big win or unattainable scenario, such as sitting on a private jet sipping champagne. But the truth is that winnings are large and small and this concept simply doesn't scale down to become an image that feels like a realistic scenario. Our approach to imagery for the new platform was to focus on feeling and expectation over material assets. We rolled out across all the draw-based games, as well as the sports and horse racing verticals.

For horses and sports, we tried to find a viewpoint that felt distinct in that space. So much of horse racing is documented in wide format and it feels very difficult to get up close to the action of the race, or to feel that you are taking part in something that is real and alive. We sought to find shots that focused on the detail — the scuff of the course, the image across the starting blocks, the slow motion head turn — and so demonstrated a different way of looking at the sport through Loterie Romande.

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Results

The results for the redesign have been astounding. The original business objectives seemed ambitious at the start of the project and have been exceeded early on. During the time period after launch there were both the World Cup and Winter Olympics, which would have created additional traffic to the Sports Bet products of the website, however, there was no exceptional marketing / promotional activity created during this time, so was a result of natural inbound flow.

A major contributor to these results was the facility to now view the website on a mobile device to play and check results, as well as manage ongoing subscriptions. By opening up this facility, it created a far more effective platform for players to engage with.

We've expanded on the headline results to show averages across the year as well as highs and lows to demonstrate that this isn't just following the relaunch, that the numbers have sustained and grown overtime.

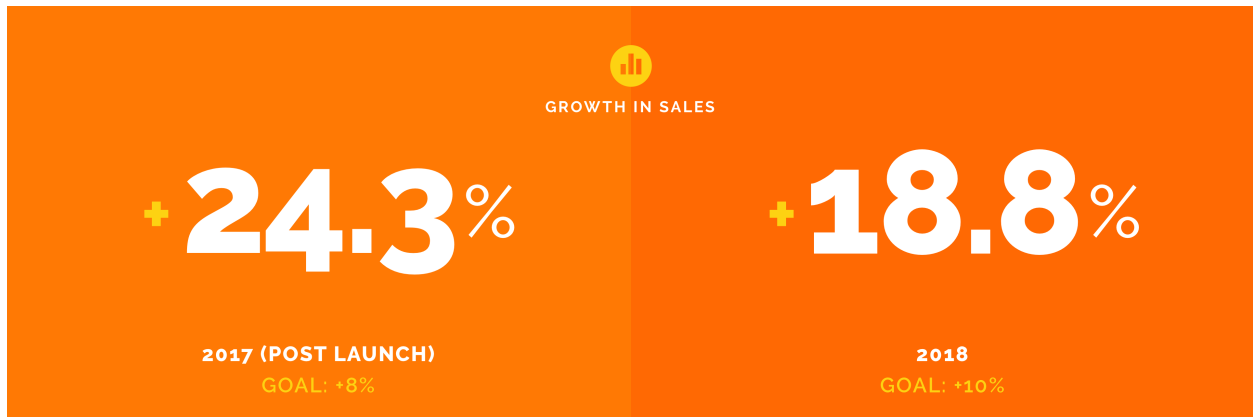
The original business objectives looked to achieve the following:

- +8% sales growth in 2017, + 10% in 2018
- +6% of active player in 2017, +7% in 2018
- +10% registrations in 2017

These objectives were exceeded by the following results:

+24.3% sales growth in 2017 (post relaunch), +18.8% in 2018.

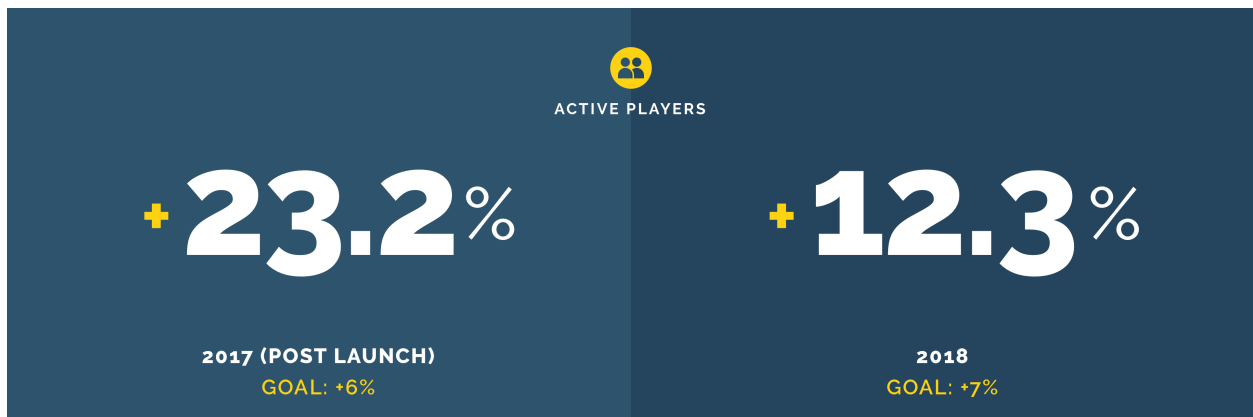
These are based on the average, as the jackpots on the lotteries can have a major impact on weekly sales.



****Redacted confidential data****

Figures show that in 2018 the worst performing week was higher than the highest performing week pre-launch.

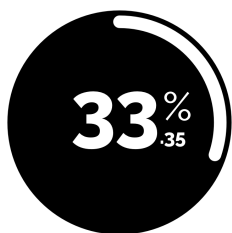
+23.2% increase of active player in 2017, +12.3% in 2018.



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Figures show that in 2018, our lowest week is only a few hundred players shy of the best performing week pre the re-launch of the site.

Other noteworthy results are listed below, including the best day for online revenue on record.



During the first month, an all time revenue high was reached. **+33.35%** higher than previous records.

- Between Sept 11th - 31st October 2017 (the first month of launch) the site generated an all time revenue high. **+33.35%** higher than previous records.
- **Redacted confidential data**
- Sales across the gaming verticals:
 - Instant win** +70% sales growth in 2017 (post launch*), +24.3% in 2018
 - PMU** +44.6% sales growth in 2017 (post launch*), +16.5% in 2018
 - Sport** +3.76% sales growth (post launch*), +232% in 2018 (post re-launch of sports)
 - EuroMillions** +37.8% sales growth (post launch*), +8.5% in 2018



SALES GROWTH ACROSS THE GAME VERTICALS

2017 (POST LAUNCH)		2018	
Instant Win	70% ↑	Instant Win	24.3% ↑
PMU	44.6% ↑	PMU	16.5% ↑
Sport	3.76% ↑	Sport	232% ↑
Euro Millions	37.8% ↑	Euro Millions	8.5% ↑

- Active players across the gaming verticals
 - Instant win** +50.8% increase of active players in 2017, +12.9% in 2018
 - PMU** +54.2% increase of active players in 2017, +7.5% in 2018
 - Sport** +52.9% increase of active players in 2017, +29.2% in 2018
 - Swiss Loto** +8.5% increase of active players in 2017, +18.7% in 2018
 - EuroMillions** +39.3% increase of active players in 2017, +8.5% in 2018

*Post launch meaning weekly average from month September to December



ACTIVE PLAYERS ACROSS GAME VERTICALS

2017 (POST LAUNCH)		2018	
Instant Win	50.8% ↑	Instant Win	12.9% ↑
PMU	54.2% ↑	PMU	7.5% ↑
Sport	52.9% ↑	Sport	29.2% ↑
Euro Millions	39.3% ↑	Euro Millions	8.5% ↑

What the users said

On launch the redesign was tested via a Hotjar survey with 756 people. The survey was run for three days, during March 2018. It encompassed multiple choice for some questions on usage, as well as free form responses for how users might improve the buying process and suggestions for improving the site in general.

Some of the comments that came back from this were:

"TOP! Highly a related application!" [sic]

"Do not change anything, it's perfect (at least for me!)" [sic]

"It's so much better than before!" [sic]

"I find it very powerful and see nothing to add to it." [sic]

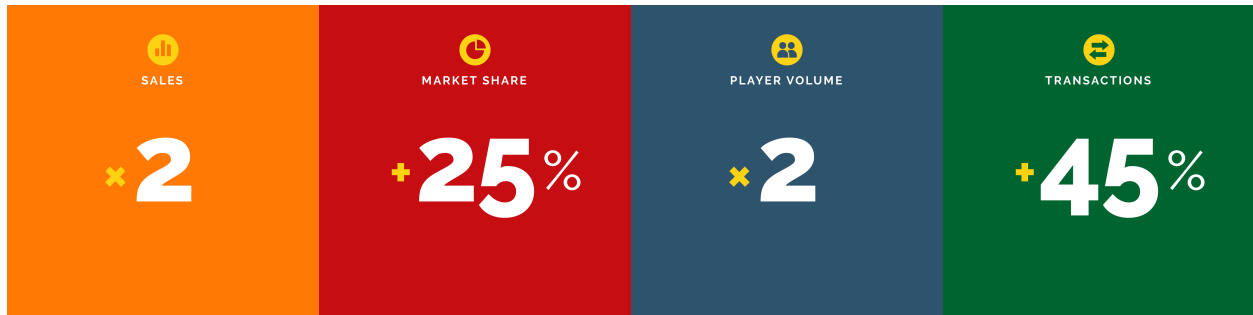
"I find it easier to play the system of favourites to play the same grid several times." [sic]

"Your old site was heavy and not very user-friendly. The new is just the opposite, in 3 minutes, we can play Swissloto! Congratulations for the change." [sic]

Through 2018

Once the site went live in September 2017, we worked continually with Loterie Romande to incrementally improve the experience for players. The below results showcase a selection of year-on-year wins.

- Sales **doubled** year-on-year sales 2017 / 2018, including **record business sales** in September 2018
- Market share increased by **25%**
- Player volume **doubled**
- Transactions up circa **45%**



And finally, our key ongoing client for the eGaming project had the following to say:

"The quality of the designs and UX they delivered were beyond my expectations. We entrusted them with a very complex project and the whole team managed, with a user centric approach, to immerse themselves in the very specific world of our customers."

Céline Briod, Head of eCommerce at Loterie Romande

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