

VIRGINIA LOTTERY STRATEGY MAP

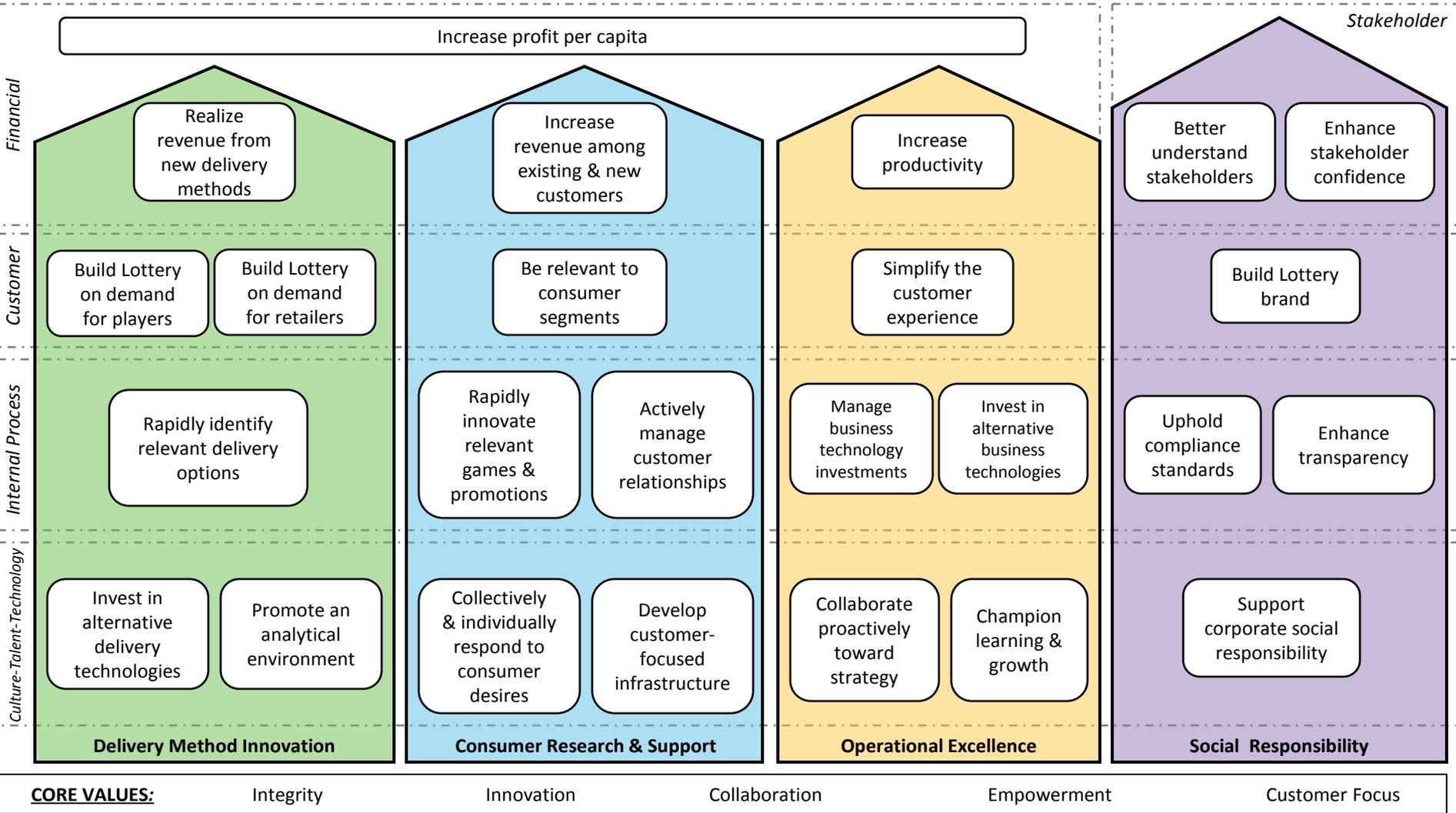
MISSION: Contributing to Virginia's future one play at a time.

VISION: the Virginia Lottery will become an innovative leader in delivering games to the broadest possible consumer base.

STRATEGY 2017: To increase the number of adult Virginians who play at least monthly to 37% by December 2017, we will focus our efforts on the digital needs of consumers and provide a superior customer experience.

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strategy
we're game for growth



Perspectives

Perspectives are the horizontal slices of the strategy map, labeled at the far left and the upper right. There are five.

Financial (outcome)

This perspective appears at the top of the map (and takes up ¼ of that space) to reflect that the purpose of the Virginia Lottery is to generate profits for public education K-12 in the Commonwealth of Virginia. The Virginia Lottery exists for a financial reason.

Stakeholder (outcome)

This perspective also appears at the top of the map (¼ of the space) to reflect that although the Lottery exists to generate profits, it does not do so without considering the expectations of its stakeholders. Stakeholders include entities that have authority over the Lottery (Governor, General Assembly, Lottery Board) and entities that can influence opinion about the Lottery (media, educational community). There are laws, regulations, and societal expectations that the Lottery must consider as it goes about its business.

Customer (outcome)

This perspective is the first outcome perspective. If the objectives below this perspective are met, then the Lottery will be able to meet and exceed the customer expectations reflected in this perspective. Customers include players, potential players, and retailers.

Internal Process (input)

This perspective is an input perspective, meaning that it is necessary in order for the objectives above it to be achieved. Internal processes are the stuff that gets done every day, week, and month. This perspective does not reflect every process at the Lottery, but it should reflect those that need to be introduced, modified, or abolished as business changes.

Culture-Talent-Technology (input)

This perspective is also an input. The Lottery must identify and develop a *culture* that will support its mission, vision, and strategy. The Lottery must attract and retain the appropriate *talent* to achieve the objectives in the Internal Process perspective. The Lottery must identify and invest in the right *technology* to move the organization forward.

Themes

Themes are the vertical slices of the strategy map, the four colored arrows. Each theme is comprised of 5-7 strategic objectives. The Lottery's strategy map has four strategic themes, or major agency goals. Collectively, the four themes support the Lottery's 2017 strategy statement and its long-term vision. The three key elements of each theme are outlined below.

Delivery Method Innovation (growth)

- Continue to expand the number of retailers selling Lottery products
- Deliver products, service, and information to players via new technologies
- Deliver service and information to Lottery retailers via new technologies

Consumer Research & Support (growth)

- Product development and delivery are informed by consumer segmentation
- Transition from a product-focused organization to a consumer-focused organization
- Modify internal processes & procedures to decrease time-to-market

Operational Excellence (productivity)

- Organizational culture supports evolution into a consumer-focused organization
- An appreciation for internal customers is developed; processes and procedures are streamlined
- Technology investments for internal processes improve decision-making and efficiency

Social Responsibility (productivity)

- Develop an over-arching brand for players, retailers, stakeholders, and the general public
- Compliance, transparency, and ongoing communication with stakeholder groups
- Support employee volunteer efforts in Virginia's public schools

Core Values

The Lottery's five core values serve as the foundation for the strategy map.

INTEGRITY Acting with integrity means that we are honest and trustworthy in every interaction with our customers, partners, stakeholders and each other. It also means that we do what we say we are going to do when we say we are going to do it. This responsibility and accountability for individual and team performance are standards we all live by. All of us understand that acting with integrity is critical to maintaining the public trust and confidence required to ensure transparency and security at the Virginia Lottery.

INNOVATION We combine our knowledge of customer needs, current and future marketplace trends, industry best practices and advances in technology with our passion for creativity. The outcome is the proactive development of new and improved Lottery products and services, partnerships and ways of doing business. Our focus on innovation translates into opportunities for personal growth for our people, increased customer satisfaction and enhanced financial benefits for Virginia's public schools.

COLLABORATION We have a passion for working closely with each other, customers, partners and other stakeholders, regardless of location or department, to achieve the Virginia Lottery's goals and objectives as a team. Working together effectively includes listening to what others say with respect and understanding; engaging in two-way communication and dialogue; providing support and encouragement to each other; and sharing ideas, knowledge and resources freely for the common good.

EMPOWERMENT Everyone at the Virginia Lottery understands our strategy, goals and objectives. Everyone is willing and able to take appropriate, strategy-focused action independently and proactively when they see the need. Each of us has the power to make decisions that will positively affect business results. All of us participate by actively sharing critical information, ideas and opinions to make strategy a reality.

CUSTOMER FOCUS We are dedicated to meeting the expectations and requirements of our internal and external customers. We get first-hand customer information and use it to improve our products and services. We act with the customers in mind, while establishing and maintaining their respect and trust.