

Randy Weyersberg: [00:00](#) We know that there is some members of the under 35, that if only we spoke to them differently, if only we served up our experience differently, we can entice them to participate in that experience with us. So how are we doing it? If they're not going to come to us, how about we come to them?

Amber Mac: [00:17](#) I'm Amber Mac...

Brent Chaters: [00:18](#) ...and I'm Brent Chaters.

Amber Mac: [00:19](#) This is Marketing Disrupted, the practitioner's guide to marketing. Brent, let's talk about OLG. Some people may not be familiar with OLG, but of course, they are familiar with gaming, and lotto companies.

Brent Chaters: [00:31](#) So, OLG or Ontario Lottery Gaming, is in a really interesting spot today, right? Very heavily regulated, but on top of that, they're in an industry that's really being attacked from a variety of grey market and new rising forms of entertainment. So most people only have a set amount of disposable income, and so OLG needs to figure out, how do they start to unlock the value and identify new ways to connect with their customers?

You start to see this rise of online poker, and so do I go and play a little bit more online poker, or do I put something into ProLine, and how does that start to change the way I connect with those brands and what is that community? So, where I think OLG is going is more into this experiential space, and they're moving away from a lot of the traditional, but their journey I think is just beginning right now. It's going to be interesting to see where they go over the next few years.

Amber Mac: [01:30](#) And of course when you talk about marketing something like gaming, we have to answer the question of, what do you have to be conscious of?

Brent Chaters: [01:36](#) I think there's a lot that's happening in this space. I think as a whole you need to be more aware in terms of how your dollars are being used, who you're targeting. You need to make sure that your message is landing on point, but also I think there's a lot more transparency in terms of what is the value that online gaming is providing, where the dollars are going, in terms of the existing spend within markets, and how that's actually going back to inform communities. So, you know, providing improved housing and providing care to those that require it.

And so really understanding you as a consumer, where your dollar's going towards. But at the same time, being able to have a little bit of fun with it.

- Amber Mac: [02:19](#) Well, we sat down with Randy Westerberg, the Vice President of Marketing and Brand at OLG, and we started out by asking him a little bit more about the organization.
- Randy Weyersberg: [02:28](#) OLG is the entity responsible for gaming in this jurisdiction, responsible for casinos, lotteries, sports gambling, as well as online casinos.
- Brent Chaters: [02:39](#) Today we're really here to talk about the science of marketing. When you think about where OLG is going and kind of how you guys think about building your campaigns, how are you guys using science to develop that?
- Randy Weyersberg: [02:51](#) Very good question as it relates to the art and science of marketing. First of all, marketing is an important driver of revenue in the business. Recognizing that this category is discretionary spend for consumers. The science has been developed very accurately in the context of using predictive analytics. A lot of data is available to us because of all of our points of distribution and investments that we're making.
- So, we're really building out that capability, but we're doing it with a framework, and a very mindful framework, understanding the path the purchase that is likely and part of the journey for our players' experience at OLG.
- Brent Chaters: [03:33](#) We see a lot of businesses are taking on this journey-centric approach, customer-centric approach. Can you tell us, how are you guys thinking about journeys, and again how you're using data to define what that journey looks like?
- Randy Weyersberg: [03:44](#) Okay, so first of all, I'll qualify that I as a marketer have always been customer centric, but now we're talking about journeys. To me, that's customer centricity on steroids. It's very exciting, because you're talking about every single touch point in the total experience, from awareness all the way through to play and repeat. So, as an organization, we're defining those journeys for each and every one of the player types that we're likely to encounter, both existing players and those who are prospects for us. So we're putting a lot of energy in that.
- Amber Mac: [04:19](#) Can you tell us a little bit in terms of a customer journey, what that looks like for one specific type of player?

Randy Weyersberg: [04:26](#)

Okay, so if we look at, for instance, what is an important part in the business, there are many facets. There are sports players, there's lottery players from your casino, online players, but let's take lottery as an example. The journey of a lottery player starts with creating an awareness. Most players are familiar, be it casual or core player. Of the brand Lotto Max, it's a substantial brand in the marketplace. It's much larger than most consumer products brands and it's just about a billion dollars in Ontario, so it's quite significant.

The awareness starts with, what's the size of the jackpot? That will determine whether it'll trigger an interest or not. The larger the jackpot, the more frenzy the interest becomes, but marketing plays an important role in creating that awareness. But it's one thing to have an awareness, it's quite another to consider to make that purchase, and that's the second most important phase, and that is, what is it about this brand that makes it enticing? What is it about the potential of the dream of winning that jackpot that makes it interesting?

Once you have that established, then of course in order to build a business over time, you need frequency. That's an important third pillar from a marketing investment stand point, and really building mechanisms that drive that frequency. One of the reasons why you see jackpots, saying at convenience outlets, such as service stations, they are flashing in the window is because we're trying to drive an awareness, but mostly of frequency. So, that's an example, but let's walk through one scenario.

Let's say the jackpot goes to frenzy level. It's \$50 million, and you're a casual player and you've chosen to engage in a purchase and you bought \$25 worth of tickets. Most people will lose, however, part of the engagement is, how are you feeling about that purchase, especially after you read that your numbers didn't come up this week. Hence there is an opportunity to create a messaging that brings you back into the game. One of those messages that we do know works very hard, and as a motivation to purchase, is what are we doing with the proceeds as part of the Ontario government, that come from the lottery, which last year was over 2.5 billion dollars.

So we talk about the good of giving back to the community, and we know that the under 35, who have more of a cause and purpose mindset, that resonates with them. So, that advertising is tailored to happen right after that jackpot is announced and has been won, and then we start to cycle over again. So, that's

how we look at journey mapping in an example of the lottery business.

- Brent Chaters: [07:10](#) I've seen a lot of customers speak about that event. You guys have realized it. What are the big challenges of getting content, so how do you guys operationalize that? To make sure that we're seeing somebody come in, we know that we have this opportunity, it's a very small window. How do you guys just move so fast?
- Randy Weyersberg: [07:28](#) It requires partners that are receptive to our requirements in terms of quick turnaround for media placement. We have an internal team as well, well over 20 individuals who sit in our digital communication area, whose accountability is to focus on our own media, be it the app, be it the web. In future state, we're looking at digital display stands at all 10,000 points of distribution, and it's not just to promote the existing and very common part of our business, which is the lottery, but more importantly, the online gaming experience. Be it online casinos, be it the offering of an I-lottery ticket. That is the future state. That is what we're building right now, and that's what this transformation is about.
- Amber Mac: [08:13](#) I think we all know that famous quote that the definition of insanity is doing the same thing over and over again, and of course getting the same result, and I think about people who are buying lotto tickets and they keep coming back, and I'm really curious about the psychology of why that is and what data you may have on hand to understand why people continue to do this for five, 10, 15, 25 years?
- Randy Weyersberg: [08:38](#) It's a very good question, and it boils back down to, what are core drivers in human behavior as it relates to making a purchase decision? You're motivated by either a barrier being addressed, knowing that there are winners, for instance, it's about dealing with a barrier, but what you're speaking to more specifically is, is about what stimulates the motivation that I want to be part of this game this week, and be it an online game or lottery game. It's this hope, this anticipation.
- There are some of our brands that capture that essence very well. 6/49 is a good example, and there's a long history of campaign advertising that actually focuses on that specific message. Now, it's relevant for all of our game, across all of our platforms, including sports for instance, but that is a message that needs to resonate, and we're moving more towards advertising that is designed to satisfy and meet the needs of all of our game verticals. So it sits above the product messaging

now. So even though 6/49 might have had that embedded in its strategy, we're moving forward in a strategy that is designed to support all lines of business. The notion of a rising tide lifts all ships and anticipation, and removing barriers are two areas that we're going to be focusing on messaging.

Brent Chaters: [09:59](#)

Listening to you talk, it sounds like you've got a deep quant background, a deep qual background. You really know what are the psychological motivators for your customers, but then you're also looking at what are the trends that we see. How do you cut through all the noise, and use that so that you're not paralyzed by the data, but you're actually moving forward and creating your next idea, your next concept?

Randy Weyersberg: [10:20](#)

I have to admit that there are times where it feels overwhelming and you're not quite sure how to cut through the clutter. For me, being a marketer and one whose always emphasized innovation, in order to succeed personally in this space, I've had to create frameworks. And so I have frameworks in my mind that I work with. I've talked to you about the path to purchase, I really focus a lot of awareness, consideration of frequency. There are other components to think about, but those to me are the big levers.

The more you can focus on the other elements, once you've established this in the framework, the more successful you can be, absolutely. But there's no doubt that there needs to be a high level of a quant appreciation when you're running a business like ours, which is a fairly substantive, it's over four billion dollars. The overall including the casino is over \$8 billion dollars, so it's quite substantive in nature and so you really need to start to break it down. And so, understanding where revenue opportunity exists, through a predictive modeling, in some parts using regression, but very much in terms of thinking in terms of the future, where that opportunity is, like focusing on the under 35 and what is the inherent barrier that's preventing them from engaging with you.

But importantly, it's not all about just marketing investment. Yes, media is a big part of building that business and focusing on the RY, but you need the right product, so that requires technology in our space. You need to have the right user experience, so you need to be willing to invest in app and web upgrades continuously. I mentioned earlier about digital display stands. This is not meant to satisfy one piece of our business, but the omnichannel and across all of our lines of business. So we're always thinking investments that is about the whole, not necessarily the individual parts.

Brent Chaters: [12:24](#) And you mentioned frameworks, is there any framework in particular that is kind of your favorite?

Randy Weyersberg: [12:29](#) Yeah, the path to purchase is definitely a favorite model for me. It has always served me very well, and from that what I do is I typically carve out a path of purchase for each of our personas or segments. It does require heavy lifting around analytics in order to be able to size up the opportunity. In other words, where is there a breakdown in your path to purchase where a consumer had a choice, either to make the purchase with you, or alternatively to seek out another form of entertainment. That's how we see our business by the way, and especially in a jurisdiction where, yes there are grey markets but it's not like in many other categories where there is competitors at every corner.

So I'm always thinking about where was there a drop off, where could I have performed better to retain that consumer through that path to purchase, and that has always served me well.

Amber Mac: [13:24](#) I think it's safe to say when we talk about that under 35 group, that they have more choices than ever before when it comes to entertainment. So how do you actually reach them?

Randy Weyersberg: [13:34](#) So, under 35 and I'll add to that. We've done an analysis over the last 10 years that what is the makeup of our player model, is that less have been coming into at that age group. So, absolutely it's because there are so many more options and choices, many of which are online. The grey market has developed itself very well, not just in sports but in casino style games, and we have seen those platforms appeal to the under 35. So, that's the issue, that's the reality. We cannot continue to operate and offer the same experiences, so we're transforming.

While we're building new digital capabilities, which is intended to be a sustainable growth plan for us, we're thinking differently about the marketing effort, which can be activated immediately. We know that there is some members of the under 35 that if only we spoke to them differently, if only we served up our experience differently, even though the journey is going to change over time and be more appealing to them, we can entice them to participate in that experience with us.

So how are we doing it? We're starting first and foremost thinking about if they're not going to come to us, how about we come to them? And so be where they are is part of our strategy and we're doing that around three core pillars of passion that we know resonates with the under 35 -- music, sports, and

lifestyle. Lifestyle, albeit a catch all category, but in that includes TV, movies, automotive, fashion and food. We have been on this journey for the last three years, so to speak, priming the pump, getting very effective at developing partnerships and sponsorship programs with the ambition that we want to learn more about how to appeal to the under 35 while we're building a play mechanism that is digital based that will be a lot more welcoming in the future.

Brent Chaters: [15:41](#)

So you've mentioned partnerships. Can you tell us a little bit about some of the new products, the new experiences that your building? Maybe like, what were the insights or the data that you're using to say like, this is the thing that we need to do?

Randy Weyersberg: [15:51](#)

Let me talk about partnerships in broad terms. There are a number of partnerships that we have established against those three passion point verticals, so just to mention a few, in music we have live ent. We also have Universal Music. We're going into our fourth year with Universal Music, with a program called Lotto Max Up Close, where we host a marquee event where we bring celebrated artists to do a up close and personal concert for those who participate in what we call a second chance contest.

Obviously we're in sports. MLSE is a big partner of ours, so it's the Blue Jays and within the MLSE banner, there is of course the Leafs and the Raptors. We're deep into the playoffs with a playoffs campaign with the Raptors that has served us very well, and we're also looking at, we have a partnership with leagues, like the NBA. What's most important is not just having individual partnerships, but it's bringing them together and creating synergistic programs where everyone has an element to play in the overall program. And I have to say also we have media partners, which are very important. So it's not just about having an asset in music or sports, but to have a platform in which to communicate and broadcast that program, that initiative. So those partners are important as well.

Brent Chaters: [17:24](#)

One of the things you mentioned earlier, you talked about the things that OLG is doing to give back to the community as well. Corporate social responsibility.

Randy Weyersberg: [17:32](#)

Yes.

Brent Chaters: [17:32](#)

It's something now that every company is expected to be involved in. Are you guys using any sort of science or data to also say, this is how we can make the most impact?

Randy Weyersberg: [17:42](#) So, OLG is proud to be the builder and developer of a program called Play Smart. Play Smart has been recognized twice in the last five years as the world's best responsible gambling program. In fact, it won the second time this award just this last year. It's a very progressive program, and it's built on education. It's not a model where you feel a sense of concern about your limits to play, but it's more about empowering you to be informed about your play style and your risks as it relates to play. Clearly it has a higher consideration for certain game styles -- online casino styles and traditional casinos -- but we use this program across all of our lines, including sports and in the lottery business as well. So I'm proud to say that we have a very strong program that's well recognized internationally.

Amber Mac: [18:45](#) There's a lot to unpack there, particularly around CSR, which we're going to get into on our next episode, but Brent, I wonder if you can explain to us a little bit more about the framework that you recommend in terms of handling data from the path to purchase.

Brent Chaters: [19:00](#) Yeah, I think when Randy was talking about the path to purchase, I think he hit the nail on the head for a lot of it. The biggest thing that we're seeing is that the rise of the path to purchase is coming because marketers need to start to think about interconnected experiences. And so the old way of doing this is what we would call batch and blast, right? I go out, I send a message out to a targeted audience and hope for the best. In the new way, you need to start to connect a lot of different dots, so it's who is the audience? What was the time that they engaged? What was the place that they were at? What is the historical information that I know about them? What products do they own?

Then on top of that, it's not just about what is the message that I need to get to them. What should I be suppressing? So how am I saving money by suppressing the message that's not relevant or not to the right audience. And then you start to build that out into, what I would effectively say is the shift of two-dimensional thinking to three or multi-dimensional thinking. It's just a completely new way for marketers to start to wrap their head around this. And so the journey becomes a nice construct to see how all of those elements connect visually, and to really build your plan around it.

Amber Mac: [20:12](#) We also know that marketers are drowning right now in terms of an abundance of data. So we chatted with Jeremiah Owyang, who is from Kaleido Insights, and asked him what marketers should do about that.

Jeremiah Owyang: [20:24](#)

Marketers have too much data now. They don't know actually how to sort it. There's so much data they can't even process it, so the actual haystack has become the size of a mountain and they have no idea even what needle to look for. It's even more daunting than before.

Consumers can rely on each other, peer to peer, to get information and that's been the biggest driver. So most companies are offering the ability to do reviews and ratings and people can see how well did a product actually work, and that information spreads within minutes. Take, for example, there was a phone that was released, I believe yesterday, and it didn't work so well and within minutes people realized that it didn't correctly fold and it would actually break the screen. So that information spread and now people are very unlikely to purchase that phone around the globe.

So, that information sharing is very fast. But that's just the baseline data that we have now. We're starting to track that there's new types of data that are merging, biometric data, that it's just on the verge of becoming a little bit more mainstream data. We call this trend modern wellness, or in the technology set it's called wellness technology, or well tech. That's kind of a fancy way of saying all of the devices that are on our bodies, whether that be an Apple Watch or people breathing into new devices like the Lumen device, which is coming out which looks at the microbes in your breath. Or it's actually facial recognition technology like Emotion Lab, who we interviewed and they can find up to 100 micro expressions in your face to see if you're actually interested or not in a product or piece of content.

So basically consumers can't really lie anymore. They can't mask their emotions, and marketers and sales people will be able to quickly tell, is somebody interested or not in real time, using artificial intelligence.

Amber Mac: [22:21](#)

Brent, so it's safe to say that companies now know pretty much everything about customers, but we could also argue that customers want more and more transparency from brands.

Brent Chaters: [22:31](#)

Yeah, I think that it's easier for consumers to get educated today. The media's picking up a lot more on this as well. And so, as consumers are starting to engage with brands, they're really starting to set the expectation of, what do you truly know about me? Are you really giving me the experience, it feels like you know who I am? Not just what I do, but who I am and what I care about, and then how are you using that to not just provide me relevant products, but also how are you positioning your

role as a brand within the space of what you're doing to give back to the communities that I'm a part of, and that I care about, and how does your brand represent when I show up in that same space?

- Amber Mac: [23:10](#) So we know that transparency is key and consumers can't lie, but neither can marketers, which brings us to CSR, which of course stands for Corporate Social Responsibility, which we heard about as a big part of the OLG story. In the next episode, we're going to hit the road and look at transportation, safety, diversity and climate change with Lyft and Volvo, and how they're trying to walk the talk. Michael Masserman, the head of global social impact at Lyft.
- Mike Masserman: [23:38](#) First and foremost, you have to do it in an authentic way. I think that nowadays, people will call you out if you're doing it just for the sake of doing it. You have to, I think, really come forward, not just with your voice, but I also believe in using whatever product or service you have, and utilizing that superpower to really have a meaningful impact.
- Amber Mac: [23:58](#) Next time, on Marketing Disrupted. I'm Amber Mac.
- Brent Chaters: [24:01](#) And I'm Brent Chaters.
- Amber Mac: [24:02](#) Thanks for listening. Marketing Disrupted is a production of Antica Productions and eOne. It's produced by Stuart Coxe, music by Boombox Sound, and this podcast is supported by Accenture.