

# Achieving Success with a Corporate Sales Representative Program

## A New CSR Program Helps the New Jersey Lottery Succeed



**Executive Summary.** In April 2017, a Corporate Sales Representative (CSR) program was established to support corporate chain stores that sell lottery in New Jersey.

The need for the program was identified through account visits, as well as feedback from sales representatives and customers. The sales team trained existing representatives, without adding headcount, and reps were trained specifically to interact and support their accounts with a clear understanding of the corporate organizational structure. With the CSRs providing support and training, the stores followed best practices for lottery retail merchandising, instant ticket portfolio optimization, and inventory management.

After one year, the program increased both sales and engagement with in-store personnel and corporate-level contacts, securing a long-term relationship with the corporate accounts.

**Challenges.** It is critical to a lottery's success that sales representatives provide excellent customer service and meet their sales quotas. Sales representatives for the New Jersey Lottery are expected to provide the highest possible level of service to retailers in their territories, identifying retailers' needs, answering questions about products and services, and recommending solutions. They contribute to the profitability of the lottery by ensuring that both retailers and players are satisfied with the lottery retail experience.

Prior to the implementation of the CSR program, each Lottery Sales Representative was responsible for approximately 117 lottery retail locations – a mix of independent retailers and corporate chain stores.

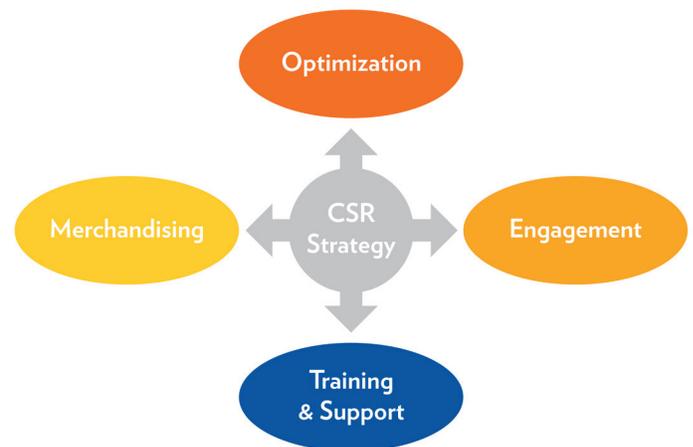
### How the Corporate Sales Representative Program Helped.

In January 2017, a pilot sales team consisting of six CSRs and one Corporate Account Representative (CAR) was created to support corporate accounts. They supported three major regional convenience store chains, representing 514 total locations. Training was conducted to give an overview of territories and expectations, provide detailed account overviews, and review merchandise and point-of-sale placement. An overview of the corporate account culture was invaluable for the CSR and CAR

roles to better understand the needs of these retailers. The sales representatives' goals focused on increasing the frequency of account visits, improving in-store merchandising, executing corporate priorities, and providing training of in-store staff to implement lottery best practices.

During the three-month pilot, stores showed a steady improvement in new game activations and year-over-year sales performance. Store managers that were part of the pilot program viewed it as a positive, value-added service. They expressed that the reps were knowledgeable and helpful, highly engaged, responsive to their questions and concerns, and assisted in driving placement of products and point of sale materials. The learnings from this successful pilot led to the current program structure and strategy, which continue to evolve and focus on increasing engagement and supporting instant ticket portfolio optimization and sustainability.

The current CSR program has grown over the past 12 months to include nine sales reps and three CARs that provide service to 22 corporate chains, representing 895 accounts. The CSRs leverage their knowledge of each store to proactively work with store management to raise the visibility of lottery, and emphasize the impact it makes on their sales.



Corporate Sales Representative Program Strategy

It is important to develop a strong corporate partnership, and the CSR program has defined methods for increasing engagement at every level – in-store, regional, and corporate offices. The CARs schedule quarterly status meetings with corporate contacts, maintaining communication with decision makers to help drive alignment and buy-in of lottery best practices. The CSRs develop a well-defined and structured program for each corporate chain. A Corporate Playbook was created and is used to highlight specific tactics executed at each chain store to meet goals; it is used during the status meetings to answer the question "what's in it for me?" by presenting progress reports and sales results, showing the importance of continuing to sell more lottery. The engagement

with the chain stores' District and Regional Managers has led to the invitation of Lottery Corporate Sales representatives to their District Leader meetings. This opens opportunities for more collaboration with corporate partners.

**Results.** The involvement of lottery representatives with key corporate decision makers has helped chain stores understand the importance of selecting instant ticket games that follow the planogram, and ensured that instant ticket vending machines are loaded and filled to capacity. The CSRs partnered with chain back-office operations to implement the partial pack return process and provide optimization training to managers and clerks. With better communication with store managers, improved instant game activation has occurred as instructed – within the first five days, to maximize sales.



Instant Ticket Vending Machine with Optimized Portfolio

The instant ticket sales improvements also included maximizing on-counter and in-counter ticket locations (i.e., grocery stores), “facelifts” or replacements of the black box units, and installing second vending machines when applicable. CSRs developed instructions and guided managers on merchandise and POS placement for the greatest visibility in high-traffic areas of the store. The Corporate accounts team conducts equipment expansion and optimization to better position lottery in stores (e.g., additional vending machines at supermarkets, and placing mini jackpot signs).

The Corporate Sales Representative program is constantly being evaluated and refined. Corporate Scorecards were created and are executed regularly to monitor the program. Managers make unscheduled visits to random locations supported by CSRs. These Scorecards present a performance snapshot at the retail level and are shared with the reps to recognize program compliance, and to identify when additional improvement is needed.

The Corporate Sales Representative program has proven that these stores benefit from additional, dedicated service, training, and more timely communications. The CSRs have developed close partnerships with many of the accounts, building loyalty for the lottery as a primary vendor for their business. It becomes a win-win for both the chain stores and the lottery – game sales increase, players have an improved selection of products, and store managers see repeat visits from customers, which also improves sales for other products in their stores.

Based on current successes, 2019 may bring an expanded program.