



CASE STUDY

Northstar New Jersey Lottery Group Gains 360-Degree View of All Marketing and Sales Projects with Workfront

Workfront speeds project approvals, improves reporting accuracy, streamlines compliance, and increases time for creativity for New Jersey Lottery business partner.

When the New Jersey Lottery engaged the Northstar New Jersey Lottery Group in 2013 to help it manage growth, the IGT business unit quickly got to work. The staff began to develop new processes to support the New Jersey Lottery's Draw, Instant, and Multi-State Games, as well as more than 7,000 retail outlets. This new team brought valuable expertise, and preferred work processes to Northstar which presented immediate challenges. Northstar deployed Workfront to standardize marketing project management across its teams. Rapid adoption of the centralized, cloud-based Workfront solution has resulted in improving communications and reducing rework while delivering a 360-degree view of all work projects.

The Northstar New Jersey Lottery Group is responsible for managing sales and marketing for the New Jersey Lottery. It is a fully integrated company established by IGT and Scientific Games, the world's leading providers of operations management, technology solutions, and innovative lottery products, with investments from Ontario Municipal Employees Retirement System (ONERS). With more than 50 years of combined experience, Northstar responsibly drives the growth of New Jersey Lottery revenues to support education and institutions in the State of New Jersey.

The Challenge

Each month, the New Jersey Lottery introduces new games that require in-store point of sale (POS) and promotional materials, advertising support, web and social pages, retailer newsletters, and more. Deadlines to complete and deliver the items are tight.



-  Northstar New Jersey
-  Entertainment
-  northstarnewjerseylottery.com
-  Lawrenceville, New Jersey

At a Glance

Challenges

- Lengthy approval cycles
- Rework and rushed production
- Incomplete reporting

Benefits

- 360-degree visibility
- Improved turnaround time for project approvals by 24 hours
- 90% faster and more accurate reporting
- More productive meeting time
- Less time searching for files
- Streamlined compliance

“There are lots of project management solutions but Workfront is the best for marketing environments.”

*– Laura Antos, Senior Manager,
360 Marketing Operations,
Northstar New Jersey*

Lengthy Approval Cycles and Rework

Without a centralized system, the team had difficulty tracking projects. Individuals relied on email and used a variety of applications—Microsoft Excel, Word, PowerPoint, InfoPath, and OneNote—to capture requests, route approvals, and manage deliverables. One team member, for example, was managing more than 200 POS projects in a single spreadsheet.

Employees’ disconnected, manual processes resulted in miscommunication, clogged email accounts, longer approval cycles, and rushed rework. About the same time every month, 4–8 approvers would receive several Adobe PDF files that were often each 5MB or larger. Because of limits on email inbox sizes, approvers found their accounts locked in “mail jail.” Releasing accounts took time, and when comments or corrections were returned in annotated PDFs, creative team members had to consolidate all of the edits before creating final files. As workloads increased, team members had to complete jobs faster to meet deadlines. Last-minute changes and rushed proofing caused mistakes resulting in internal rework and external reprinting charges.

“It was difficult and time-consuming to track everything going back and forth in email. Requests or comments would occasionally be lost or misfiled and we caught errors too late which required reprinting. Reprints added time and cost to the job,” remembers Laura Antos, senior manager, 360 Marketing Operations for Northstar New Jersey. “I realized very quickly that managing projects this way wasn’t going to scale.”

Incomplete Reporting

Inconsistent processes and low visibility across projects also prevented the Northstar marketing team from delivering a comprehensive report of all of the work that its retail, interactive, sales, and research teams completed. The retail team, for example, had a separate, ad hoc reporting procedure that relied on individuals informing the marketing operations manager, who then recorded each known project in a spreadsheet. However, confidence in the report’s accuracy was low because projects not mentioned were not included.

Moreover, the POS report only detailed approximately 40% of Northstar’s total marketing and sales projects because interactive team projects—such as updates to social channels or web pages—and advertising projects were reported separately.

In the summer of 2014, Northstar began to look for a cloud-based solution to manage its entire 360-degree project life cycle. It wanted to find a solution that could be implemented quickly, and easily configured and maintained with minimal internal IT support.

“We have really tight deadlines so we needed a solution where everyone could look at the same document, at the same time, and provide comments and approvals,” explains Antos. “Workfront was a credible solution that would ease our workflow pain.”

The Workfront Solution

In December 2014, Northstar deployed the Workfront Marketing Work Management solution to improve project communication and management.

Real-Time Status Updates and Templates

Before Workfront, Northstar struggled to gain visibility across all projects and teams. Now every request, task, quote, invoice, and approval is connected in the centralized Workfront Marketing Work Management solution.

“Workfront has given us a complete view, so that at any point in time we can show what we are working on to support a product or campaign,” says Antos. “We have real-time status updates, plus visibility into all of the notes and conversations around a project.”

Product and sales team members with campaign material needs must now complete project request templates in Workfront. As a result, there is much clearer communication about what is expected from requestors and creative team members. Because past projects are archived in Workfront, new requestors with similar campaigns can search job numbers and enter them into new requests as reference jobs, saving everyone time.

Workfront is also preventing product and sales teams from making unrealistic deadline requests of their creative team colleagues. Northstar provides a production calendar for deliverables as part of the request template. With accurate completion dates, teams understand when they must submit requests, approve documents, and manage deliveries and distribution, which results in less scrambling and fewer errors.

Digital Proofing

Creative team members used to send multiple emails and route many PDF documents for approval. Every time changes came back, employees would make them, then reroute the files until they were final, resulting in a tremendous amount of back and forth. Now that all communication and collaboration is captured in Workfront, creative teams can be more efficient, spending less time on manual tasks and more time on creative work.

Workfront's Digital Proofing tool integrates with Northstar's marketing workflows and keeps jobs from getting delayed or lost in approval black holes. Without sending huge email attachments, marketing leads share digital proofs with stakeholders who can then mark-up, comment, and provide feedback without dealing with “mail jail.” In Workfront, any team member can make and track comments to ensure all feedback is captured in one place. Workfront's Digital Proofing tool lets the team manage high-quality proofs in static and interactive file types.

Outlook Plug-In

Northstar's interactive team also has everything it needs to manage tasks with the power of Workfront integrated right into Microsoft Outlook. Team members no longer have to toggle back and forth between email and their work because they are seamlessly blended. Outlook integration in Workfront gives Northstar direct access to Workfront folders at all times so the team can receive work requests, track work, and collaborate with others in Workfront, even when they are in Outlook. This is particularly helpful for accomplishing ad-hoc, rapid-update tasks such as changes to the Lottery's web page and social media sites.

Compliance Checklist

As part of the New Jersey Lottery's commitment to responsible gaming standards prescribed by the World Lottery Association, it must comply with specific requirements. Projects created in Workfront have an associated digital compliance checklist that includes responsible gaming language, help line phone numbers, and more. A project can only be marked complete when the Legal department has approved it and the checklist has been completed.

Dashboard Reporting

Using Workfront customized dashboard capabilities, Northstar can accurately report the status of each project which helps management understand where procedures are working effectively and instances where they may be breaking down. For example, one dashboard shows how many projects have been completed year to date, current team tasks, projects awaiting approvals, and late requests.

Benefits

Since deploying the Workfront solution, Northstar has achieved the following benefits:

- **360-degree visibility** – Almost immediately, Workfront helped Northstar more clearly define its request, review, approval, and reporting processes. By standardizing and streamlining processes in Workfront, Northstar has visibility into all of the projects it has completed and the ones it is currently working on for the New Jersey Lottery. Northstar has increased the number of monthly projects it manages from approximately 50 to 80 since deploying Workfront. According to Antos, the social-like interface of the work management solution simplified training and helped speed adoption.
- **Improved turnaround time for project approvals by 24 hours** – Workfront’s Digital Proofing capabilities have improved Northstar communications, relieved email inboxes, and reduced rework. Project turnaround time is estimated to be at least 24 hours faster. All comments, changes, and approvals are captured in a single document online and visible to everyone, eliminating wasted downtime.
- **90% faster and more accurate reporting** – Now that all sales and marketing project information is housed in Workfront, Northstar can report accurately across all programs. It can also more effectively employ freelancers during peak times. Workfront easily breaks down tasks to show Northstar exactly where it spends time and budget. This is important as the company reports its achievements regularly to the New Jersey Lottery.
- **More productive meeting time** – Northstar marketing and sales status meetings typically involve a lead from each team. Where previously six or seven people spent an hour discussing in-progress projects, now 15-minute sprint meetings cover need-to-know critical details prior to product and campaign launches. Meeting notes and other project details in support of the campaign are tracked in Workfront.
- **Less time searching for files** – Workfront enables Northstar teams to spend more time being creative. Sales and marketing staff spend half as much time looking for files in Workfront than they did previously searching servers and email folders.
- **Streamlined compliance** – By adding and automating a compliance checklist process, Northstar is helping to safeguard and speed project delivery.

Looking ahead, Northstar plans to roll out the issue tracking capabilities in Workfront. With issue tracking, team members will be able to quickly alert other employees when they become project bottlenecks. “Workfront does more than help us manage projects, it helps us make people more accountable,” concludes Antos.

Since rolling out Workfront at Northstar New Jersey, sister company IGT Indiana has also deployed the Work Management solution.

Devour Your Team's Work Chaos With Workfront

Meet the King of Work Management. With real-time work planning, tracking, collaboration, and reporting, Workfront enables enterprise teams to:

- Drive greater productivity by automating repetitive manual tasks
- Increase communication and transparency through social-style updates and dashboards
- Reduce project failure with real-time views into project progress and resource workloads
- Provide data-driven insights for constant improvement

