



WEEK 25

FRIDAY 19 JUN 2015

THIS WEEK

- BwinParty shares placed
- Betfair operating profit up
- AAC preview interviews
- Columnist: Mikael Gummerus on customers

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TOP STORY

NEW UKGC CHIEF EXEC REVEALED

Sarah Harrison to take over in October



Photo: Ian Sutton - flickr.com/gamingfloor

The Gambling Commission's main office in Birmingham

Sarah Harrison is to become the new chief executive of UK gambling regulator the Gambling Commission (UKGC). Having worked as senior partner, sustainable development for electricity and gas market regulator Ofgem, Harrison will be leaving to initially join UKGC on 7 September as a commissioner, before replacing Jenny Williams in the role of chief executive on 1 October.

Harrison said: "I am very pleased to be appointed chief executive of the Gambling Commission, and look forward to the challenges of keeping gambling fair and safe and regulating an industry which is changing rapidly with technology. Working with the staff, industry, stakeholders and partners in government, I welcome the opportunity to build on the strong foundations laid by the Commission over the last decade."

Harrison previously served as managing director of corporate affairs for Ofgem and as communications director before that, and has been with the regulator since 2000. She was the chief executive of UK industry premium rate telephone services regulator ICSTIS prior to her time at Ofgem, while her earlier career involved roles in government and public relations consultancy.

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FROM FRONT PAGE ►

UKGC chairman Philip Graf said of her appointment to UKGC: "I am delighted that Sarah is joining the Commission and look forward to working closely with her. We are making significant progress in our aims to raise standards in the gambling industry, empower consumers to manage the risks of gambling and to build partnership and understanding of gambling issues.

"Sarah has a wealth of experience in regulation along with social and consumer policy and communications – she is well placed to lead the Commission into its second decade as the regulator of commercial gambling in Great Britain."

It was announced in September that Williams would be vacating the position of chief executive, a role she has held since 2004. She will leave having overseen the implementation of the UK point-of-consumption licensing regime in November, which sees any operator serving the UK market required to apply for a UK-specific licence.

KEY POINTS

- Sarah Harrison [pictured] has been named as the new UKGC chief executive
- Harrison will assume the position on 1 October, replacing Jenny Williams
- Williams has been in the role since 2004



FINANCIAL

PARTYGAMING FOUNDERS TO SELL BWINPARTY SHARES

Fifty million shares placed at 93p

Two of the largest shareholders in operator BwinParty have placed 50 million shares. Trustees for Emerald Bay

and Stinson Ridge, which are owned by operator PartyGaming founders Ruth Parasol and her former husband James Russell DeLeon respectively, placed the shares at 93p. The holding accounts for 6% of BwinParty. PartyGaming merged with fellow operator Bwin in 2011.

In October 2013, Emerald Bay and Stinson Ridge elected to enter into a divestiture agreement with BwinParty and the New Jersey Division of Gaming Enforcement (DGE), when it was announced that certain substantial shareholders in BwinParty would be required to submit individual licence applications to the DGE or otherwise dispose of their shareholdings.

BwinParty's shares fell 7% in afternoon trading last Friday.

BwinParty chairman Philip Yea said the sale "has no bearing on the board's discussions" regarding recent third-party proposals to acquire its business.

KEY POINT

- Fifty million BwinParty shares have been placed by PartyGaming founders Ruth Parasol and James Russell DeLeon

FINANCIAL

BETFAIR OPERATING PROFIT UP 53% FOR FY15

Revenue and EBITDA also increase

Operator Betfair has reported a 53% year-on-year operating profit increase for the year ended 30 April. The total of £94.3m is up from £61.6m, while revenue also improved, rising 21% to £476.5m.

EBITDA improved 32% to £120.2m – up 53% when excluding the point-of-consumption tax regime. Earnings per share went up 75% to 85.9p and dividend per share ascended 70% to 34.0p.

New customer acquisition rose 65%, while active customer numbers increased 52% to 1.7 million. The number of customers cross-sold from sports to gaming saw a 100% upturn.

In the fourth quarter alone, revenue went up 13% to £124.3m and active customer numbers increased 46% to one million.

CEO Breon Corcoran said: “FY15 has been an excellent year for Betfair. We are successfully executing our strategy

and achieving profitable scale in sustainable markets.”

KEY POINT

- Betfair’s operating profit increases 53% to £94.3m for FY15

LEGAL

EUROPEAN COURT OF JUSTICE INVESTIGATES GERMANY

Court to assess legality of licensing regulations

The European Court of Justice is to investigate Germany’s sports-betting licensing procedure. A judge has asked the court to assess the legality of the regulations, which allowed for the licensing of 20 operators last year.

The Administrative Court of Wiesbaden ruled in May that Germany’s process of issuing sports-betting licences violated a number of laws.

The passing of the federal Interstate Gambling Treaty in 2012 allowed for Germany to grant up to 20 sports-betting licences, and the Hessian Ministry of the Interior initially declined all applicants,

before sending out additional instructions as to how to fill out applications last year.

Following the eventual awarding of the 20 licences, the Wiesbaden Court placed a temporary suspension on the approvals in October until the appeals of failed licensees had been heard.

KEY POINT

- Germany’s sports-betting licensing procedure is under investigation from the European Court of Justice



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INDUSTRY OPINION - CONNECTIVE GAMES

"WHY AWARDS MATTER"



by **Julia Salagaeva**
Head of Business Development & Corporate Communications, Connective Games

"Some people shudder at the thought of awards ceremonies – endless self-congratulatory back-slapping, with prizes going to the candidates with the biggest marketing spend. That's the perception, at least. No-one goes into business to churn out awards, they argue. And this last bit is true, unless your business happens to be the design and bespoke manufacture of specialist awards trophies, in which case good luck to you.

But the truth is that awards do matter. An industry without awards is a complacent industry, one that is indifferent to the recognition

of excellence, and where the achievements of your peers are irrelevant. That's a very lazy way to do business.

By putting yourself up for an award you are saying you believe in what you do. It's the opportunity to stand shoulder to shoulder with industry giants and smaller technology companies alike, to step back and see what's out there, to learn about the methodologies of your competitors, and gain a clearer picture of industry innovation and trends.

Awards drive business, elevate team morale and document and preserve innovation and achievement. Staff that work behind the scenes are very rarely given a good old pat on the back, and entering a project for an award can make them results-focused from the beginning. Too often their contributions to a project can be quickly forgotten, but when each detail of that project is outlined in the form of an awards submission, a valuable record of their achievements is created.

It can also cement relationships between you and your clients. Why not include the contribution of a client as a part of your application for an award? And it's great from an investor relations aspect, too – endorsing all the hard work that the senior exec team are doing in terms of taking the company forward.

Awards, of course, are there to be PR'd and marketed. But more than just creating a buzz on social media, or a blitz of press releases, an award nomination can even assist in closing that big deal you've been after.

You are, after all, being judged and (hopefully) acknowledged by your peers as a paragon of the industry.

So, apart from boosting public relations, client relations, investor relations and staff morale, sealing lucrative deals and keeping us on the pulse of the industry, what have awards ceremonies ever done for us? Did we mention the canapés?"

If you have an idea for an opinion piece, feel free to get in touch

**AAC PREVIEW - ENERGYCASINO
"DEEPLY PERSONALISED B2B"**



Emilia Rynkowska
Head of Affiliates, EnergyCasino

As this year's Amsterdam Affiliate Conference approaches, GI Friday speaks to a selection of attendees and exhibitors about their plans for the big show and which aspects of the event they are most looking forward to.

Why will you be exhibiting at this year's Amsterdam Affiliate Conference?

To have our dreamy EnergyGirls pour drinks for our affiliates. Whether they're big league or they're generating traffic on a smaller scale, they've helped us to where we are now. We want to personally get to know the people behind the

NetRefer stats. Of course, like the rest of our i-gaming competitors, we're exhibiting to entice the affiliate marketing whales to chat with us at booth E20. However, we've an exciting new affiliate offer that'll deliver affiliate marketing minnows starting capital to grow their businesses too.

What sort of business will you be looking to do at the show?

Deeply personalised B2B. I've selected a confident team of men and women to accompany me to Amsterdam. We're not afraid of being sold to, nor have we any qualms about putting ourselves out there. Yes, booth E20 will be manned (well, manned and woman-ed by EnergyGirls and our affiliate management team), but we'll be on the floor, and at each networking party and event too. There we'll be proving we've got the winning energy that marketers should be partnering with.

Why do you think other firms should want to meet with you at the show?

I don't want to over-spin EnergyCasino's elevator pitch, preferring to speak it to

our intended affiliates face-to-face in Amsterdam. I will say though that we do things right. We treat our gamers right, and our high player retention rates achieve solid lifetime affiliate earnings. Our EnergyPoints system, where every euro spun is rewarded, is actualising additional loyalty. EnergyCasino is a business that rewards loyalty – from player, from employee and from our traffic-directing masterminds.

What aspects of the show are you most looking forward to personally?

Practicing investigative networking. EnergyCasino is truly global. Staying up to speed with regulatory changes can daunt – I'm not alone in saying "it's kept me up at night." I'm looking forward to the "Global overview of recent regulatory changes" talk on Wednesday. Once that nervous tic is satiated, I'll be directing my attention onto the CEO of the Lagos State Lotteries board. Africa really excites me, and his discussion on the opportunities for licensed i-gaming in Africa will compel.

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AAC PREVIEW - BET365

“THERE’S NO SUBSTITUTE FOR MEETING IN PERSON”



Jonathan Ball
Performance
Marketing
Manager, Bet365

Why will you be exhibiting at this year’s Amsterdam Affiliate Conference?

Bet365 exhibit at the iGaming Business shows because they offer a fantastic opportunity to meet with our existing affiliates and to make contact with promising new prospects too, which is obviously key to continuing to grow the affiliate side of our business. As an affiliate programme we think it’s important to maintain a presence at the industry events and to capitalise on opportunities afforded to us.

What sort of business will you be looking to do at the show?

Broadly speaking we’ll be focused around two key areas in Amsterdam – meeting with our established affiliate partners to discuss their plans for the current financial year, and meeting with new opportunities who are interested in promoting Bet365. What’s great is that we get to talk with our affiliates face-to-face – there’s no substitute for meeting in person and having an open and productive conversation. We tend to do a lot of our business around the shows and the value that they add to relationships is immeasurable. Meeting with new opportunities is also extremely valuable to us as we regularly meet promising affiliates at the shows who we can help to develop to our mutual benefit.

Why do you think other firms should want to meet with you at the show?

Put simply, I don’t think there’s an affiliate programme out there that offers better long-term earning potential. Our business model is such

that we enjoy some of the highest retention rates and customer values, and I’m confident that the vast majority of our affiliates would tell you the same thing. We think that we are a solid partner for affiliates, and hope for all affiliates to come and speak to us about promoting Bet365 so they can see just how much we have to offer.

What aspects of the show are you most looking forward to personally?

The highlight of the show is catching up with friends and colleagues in the industry, and generating lots of new business. As an industry we’re based all around the world, so it’s not too often we get the chance to catch up and enjoy each other’s company! We also look forward to the range of talks that iGB put on every year – they always find speakers and topics that are current and relevant, and they’re really useful to us in fine tuning our approach to the affiliate programme. We’re also looking forward to seeing some exciting changes to our stand.

AAC PREVIEW - EUROPARTNERS

**"WE ATTEND THE SHOWS
WITH AN OPEN MIND"**


Robin Becker
Head of Marcom,
Europartners

**Why will you be exhibiting
at this year's Amsterdam
Affiliate Conference?**

This event is like three conferences in one. The Amsterdam show not only has the usual affiliates' area, but also the B2B Zone and now the FTP. This gives the attendees a great opportunity to meet each other and learn about other aspects and opportunities in our industry. There are also some very interesting panel discussions and speakers that you don't always come by at a regular

affiliate conference. Last but certainly not least, who can resist a visit to Amsterdam?

**What sort of business will you
be looking to do at the show?**

We attend the shows with an open mind and just enjoy the chance to meet as many new people and potential partners as possible. Even more important to us is the opportunity to build on our existing relationships – to open new channels of communication and make them stronger and more personal. It's always good to get to know the face behind the email or Skype address.

**Why do you think other firms
should want to meet with you
at the show?**

We have a great team with amazing products, so why wouldn't they want to meet us? Truth be told, we have a lot of exciting new developments in the mix that we're sure people will be interested in hearing about.

**What aspects of the show
are you most looking forward
to personally?**

There are actually several sessions that I would really like to attend this year. One in particular is the Twitter Now! session, as I'm very interested in learning how I can be taking advantage of all they are offering for the i-gaming sector. I would also love to catch The Sun's Emma Loveday's session on brand advocacy.

Of course, I am also looking forward to all the networking events, my favourite being the Friday Unwind Session. There will be another canal boat ride and if it is anything like last year's it should not be missed. Most of all, I am looking forward to the great cocktail bar that we will be hosting at our stand. We'll be serving up some lovely drinks and hope that everyone will stop by for a toast.

'Brand Advocacy - Harness People Power Advertising', featuring The Sun's Emma Loveday, takes place on 25 June from 2pm-2.45pm

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AAC PREVIEW - GALA CORAL INTERACTIVE

**"IT'S GREAT TO PUT
FACES TO NAMES"**



Ciara Martin
*Affiliate
Programme
Manager, Gala
Coral Interactive*

Why will you be exhibiting at this year's Amsterdam Affiliate Conference?

As a leading, trusted UK brand we at Gala Coral Interactive will present our top brands to the affiliate community in order to enable them to take the opportunity to learn, join and promote Gala Bingo and Gala Casino to the gaming world. We also believe human interaction is the foundation of any business relationship, even in today's fast-paced technology-ruled world. You can't beat meeting in the flesh and it's great to put faces to names.

What special promotions, events or activities do you have planned for the show?

Free water?! Seriously now, will we do anything? Well, we like to think that we don't need a lot of gimmicks to sell our products. We want to let our fantastic affiliate programme speak for itself!

What sort of business will you be looking to do at the show?

This is a great opportunity to meet with our many existing affiliates and add new ones to our growing affiliate programme. Therefore we strive to expand our current affiliate relationships and generate new ones. We can't wait to present the latest promotions, technological developments and marketing tools that will give an edge to our business partners in promoting our brands. We'll also attend some of the many great lectures at the conference and get fully involved in all aspects of the event. Hopefully our products and programme will impress and maybe surprise some people who don't know us.

Why do you think other firms should want to meet with you at the show?

The Gala brands are well known in the affiliate community as top notch, transparent and high performance products. As it is very difficult for all companies to reach out to all the other firms in the industry, these events give all parties an accessible route to meet, greet and bounce ideas off of their peers. We like to think our great team of professional marketers will have a fantastic experience and be able to discuss how our joint efforts can lead to growth for all involved.

What aspects of the show are you most looking forward to personally?

We look forward to meeting our long-time partners and having a productive and fun exhibition at one of the leading affiliate summits in the world. I also want to enjoy the wealth of activities to be found in the beautiful city of Amsterdam.

AAC PREVIEW - VISTA GAMING

"I LOVE THE SYNERGY"



Fabiola Oloso
Affiliate Manager,
Vista Gaming

What special promotions, events or activities do you have planned for the show?

This year at AAC we are looking forward to meeting as many of our affiliates as possible – both new and established. AAC is the perfect opportunity to meet and talk in person. We have opted not to have a physical stand at AAC but we are looking forward to seeing familiar faces and getting to meet new people and enjoy the show.

This year we are offering all affiliates both attending and not attending AAC the chance to win an Apple Watch. All

they have to do is enter their affiliate details on our affiliate site along with the code APPLE2015 for their chance to win.

What sort of business will you be looking to do at the show?

Our main focus will be to touch base with our current affiliates and welcome some new ones on board. We have been in the industry since 1996 with our well-known bingo brands, but when it comes to our casino brand we are newcomers in comparison, and we welcome the chance to meet new casino affiliates and share my excitement at the growth and potential within our Vegas Crest Casino brand, hopefully getting them to register and promote it.

Why do you think other firms should want to meet with you at the show?

We have a great product that is well known within the industry and we are confident that both affiliates and operators can benefit from what we have to offer. Most importantly, we

have a dedicated team that have many years' experience within the industry and are there to help our affiliates every step of the way. We are not afraid to tailor in a special deal where we both feel comfortable – we are here to help and make our existing and new affiliates feel like they belong and are at the correct place.

What aspects of the show are you most looking forward to personally?

I love the synergy between affiliates and operators – at the end of the day the intention is for us all to benefit from the partnership. I am also very interested in all the latest developments within the industry: the latest technical advances, current trends etc.

I always look forward to the conferences at Amsterdam. They are hosting the Player Acquisition Strategies conference and I look forward to hearing what is out there that might help us to further improve our programme.



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AAC PREVIEW - MEDIA SKUNKWORKS

**“WE’RE DELIGHTED TO BE
PRESENTING THE TECHNOLOGY”**



Paul Reilly
Founder, Media
Skunk Works

What special promotions, events or activities do you have planned for the show?

Well, I guess after three years of R&D we’re now delighted to be presenting the capabilities of the technology we’ve built. This is the same technology we use to power many of the industry’s biggest SEO successes. It’s quite a revolutionary piece of kit. We’re holding private briefings for key industry people where we’ll be demonstrating the REACH.AI platform, its current capabilities, current research, as well as getting feedback to help steer the

development roadmap. In exchange we’re offering preview access for our industry friends and clients.

What sort of business will you be looking to do at the show?

We usually find ourselves delivering particularly tricky large scale, content and link intensive projects. Although this time we’re looking to identify a small number of top-tier clients who want to run REACH.AI on their servers. Larger enterprise affiliates or operators, looking to manage a fully scalable SEO agency from end-to-end or to determine which signals Google wants to see in granular detail, or perhaps remove a penalty, surgically, by performing distributed computation over upwards of a trillion pages.

Why do you think other firms should want to meet with you at the show?

I expect the firms most likely to want a meeting will be those companies suffering from a Google penalty, plus the usual candidates looking to nail their in-house SEO. While we’ve traditionally

worked with sophisticated clients, often supplying agencies or large in-house departments, we’ll now be moving toward providing technology to enable MSW scale activity in-house. I’m also aware that we also need to limit access to the tools and tech, since we don’t want to diminish the competitive advantage we’ve created by giving everyone this kind of capability.

What aspects of the show are you most looking forward to personally?

The Europartners bar, as it’s always good to see our friends from Israel. Plus I also lived in Malta for a short spell, so I enjoy catching up with old friends from the rock.

The Amsterdam Affiliate Conference is one of eight co-located conferences which form the iGaming Super Show, which takes place between 23-26 June at the Amsterdam RAI – the largest exhibition space in the Netherlands. The 2015 Super Show is expected to attract over 3,500 delegates, more than 100 speakers and 100+ stands

SUPER SHOW PREVIEW - LATEST NEWS

IGAMING SUPER SHOW UPDATE

The latest news ahead of next week's Super Show in Amsterdam



The keynote session for the Player Acquisition Strategies conference, part of the iGaming Super Show, will be presented by Minter Dial, president and founder of boutique agency The Myndset Company. Dial, who will also be moderating the conference, is an

international professional consultant on branding and digital strategy. He has worked with major brands such as Samsung, Gucci, Alexander McQueen, Puma, Credit Agricole, L'Oreal and Remy Cointreau.

The session, which will take place at 11 am on 25 June, is a personal development session designed to enrich the role of the i-gaming CMO, and is aimed at learning how to get your organisation on board with the brand vision, values and aspirations.

"I intend to inspire the participants to look at how they brand their company and themselves personally in a new light. We will discuss why and how branding has changed and what marketers need to do to stay ahead of the race. We'll finish with some concrete tips and tricks to be an even more efficient executive," said Dial.

Meanwhile the iGaming Executive Conference is close to selling out after receiving an unprecedented number of applications to attend. The Conference approves delegates

prior to attending, while there is a strict ratio of one supplier to three operators.

"We have created something unique for this sector that allows executives to not only network with each other in a variety of settings from activities to cocktail parties, but also sit in a conference that is designed to meet their needs, creating incredible value for them," commented Alex Pratt, head of iGaming Business. "Last year we received really positive feedback from the executives that attended and word has obviously spread as we have had a huge amount of applications to attend this year."

Finally, the full conference schedule for the Payment Solutions Summit has been announced. The Payment Solutions Summit is focused on the rapidly growing payments sector, analysing the latest data, opportunities and trends. The event aims to create a meeting place for the payments industry to learn and network.



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GUEST COLUMNIST

“REDEFINING GROWTH IN GAMBLING”



by **Mikael
Gummerus**
CEO, *Frosmo*

“If you’re in the online gambling business, you want your service to stand out from the competition. Your success is based on how well you understand your customers and provide them with the right offers, at the right place, at the right time. Since their needs are diverse and numerous, how can you understand and serve them better than the competition ever could?”

Without understanding your customers, the speed at which your service adapts to their needs is irrelevant; and without speed,

the customer understanding you possess quickly becomes obsolete. Based on Frosmo’s experience with online gambling, we’ve come to realise speed and knowledge are interdependent – if you have one without the other, you’re no better off.

First, let’s look at learning what your customers want. Say you’d like to know what games they prefer or the amounts they’d like to spend. You want to create a different atmosphere on your website, based on particular player segments.

For the past few years, a lot of focus has been put on A/B testing and its uses as a magic pill to answer questions like: “Will the red button or the blue button increase conversions?” But we have to pause and ask ourselves: are these tests what optimisation is all about? Can this really have a significant impact on your gaming business, considering your goal is to have returning players?

I would argue for a more holistic way of choosing where to focus your attention, especially when it comes

to pleasing players. Segmentation is just the beginning – you also need to modify your website to best address different types of users and their respective needs. This also applies to dynamic services or single page applications. Then it’s a matter of learning as you go.

This is an integrated approach to optimisation and growth, where well-designed, responsive experiences are pivotal. Dedication and patience are process prerequisites. Modifications should be based on analyses of customer segments and the identified business opportunities. There shouldn’t be any guesswork involved.

The impact of each change should be measured and adjusted accordingly. But this whole process can’t exist without the technology to collect the data and react to it dynamically.

Second, we turn to speed. How easily can you change your gaming service content, and how long will it take? What type of content do you have control over? These questions

affect your speed, and determine how fast you can learn about customer needs and adapt to meet them.

Traditionally, modifying your website has been done through IT involvement or CMS software, both with limitations in terms of the time it takes and/or what can be modified. Your service is as unique as the visitor who is using it, so why limit yourself to standard CMS features and other people's timetables, only to end up doing exactly what your competitors are doing?

It's time to redefine web development – to be able to adapt any part of your service to your users' interests and behaviour, when you need to, without having to wait, sometimes for months, for simple implementation.

The technology to do website optimisation as part of a rapid and iterative process, as mentioned above, didn't exist – until now. This combination of speed and knowledge changes everything: from

development to personalisation, and the working processes in between. At first, it's difficult to believe how profound a change from business as usual this is.

Redefining growth in the gambling industry means redefining website optimisation. The results are increased conversions and a more relevant experience for users: a win-win.

If you're wondering about the technology driving this reinvention of optimisation, it's deceptively simple: a JavaScript tag. This tag acts like a layer on top of your website which enables you to make static and dynamic changes to your site without changing any code. These changes and their impact can instantly be measured and analysed.

So there you have it. Your customers are thirsting for relevant content in this info-packed market. Now it's up to you. Do you believe understanding your customers and speedily adapting to their needs is the key to your success?"

Mikael Gummerus is the CEO and founder of Frosmo – a conversion optimisation tool for e-commerce. Frosmo works with many online industries, including retail, travel, online services and gaming. Mikael specialises in helping online businesses grow their revenue. Knowing and anticipating user interests and optimising the website accordingly is the key. Mikael has over six years' experience working with e-commerce companies and constantly develops his expertise.

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