



# WEEK 04

FRIDAY 27 JAN 2017

# LAC PREVIEW



# LONDON CALLING

London Affiliate Conference 9<sup>TH</sup>-12<sup>TH</sup> February 2017 | stand no. J10



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## THIS WEEK

- **Gambling Commission joins forces with Police Scotland**
- **Boylesports on the acquisition trail**
- **Paddy Power Betfair enjoys solid 2016**
- **Interview with LAC organiser Alex Pratt**
- **Guest Columnist: Will Duff Gordon, CEO, Total Performance Data**

# WEEK 04

## FRIDAY 27 JAN 2017

### CAESARS NEARS FINISH LINE

*Upon finalising its \$18bn bankruptcy case, the company can look to reinvigorate its brands and seek new investment opportunities*



Caesars Entertainment Corporation (CEC) has been given the go-ahead to finalise its \$18bn bankruptcy case, with the company now set to focus on restoring its Harrah's, Caesars and Horseshoe brands.

Caesars Entertainment Operating Company (CEOC) won court approval from Chicago District Judge Benjamin Goldgar in the US Bankruptcy Court for the Northern District of Illinois to conclude a court-supervised restructuring process.

Finally ending two years of legal proceedings, CEOC will now follow the debtor's reorganisation, which sets out a new strategy to shed \$10bn of debt and separate US-based property assets from its gaming operations.

As part of the reorganisation plan, Caesars Entertainment will merge with another subsidiary, Caesars Acquisition Company (CAC) with plans to regroup its casinos and hotels under one roof.

The Caesars reorganisation plan is subject to certain gaming regulatory approval and financing transactions, as well as the completion of the parent's merger with CAC.

Caesars private equity backers Apollo Global Management and TPG Capital will retain a 16% "collective" stake in the new business.

President and Chief Executive of Caesars Entertainment, Mark Frissora comments: "The confirmation of the plan marks a major milestone in CEOC's restructuring process and facilitates a path forward to emergence in 2017. ▶

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LEVEL UP AFFILIATE SYSTEM



# THIS WEEK IN NUMBERS

**AUS\$20M** 

The cost of Tabcorp's new project with Sunbets to enter the UK gaming market

**25** 

The reported number of unlicensed platforms in the iGaming market still operating in the Czech Republic despite new laws

**\$6.95m**  

The amount charged to Las Vegas Sands Corp by the US Department of Justice

"We appreciate those that helped make this day possible for Caesars and are grateful for the ongoing support and commitment of our customers and vendors and for the continued hard work and dedication of our employees.

"The new Caesars will be a stronger company with a healthy balance sheet, a plan for growth and investment, operating discipline and a relentless focus on employee and customer satisfaction.

"Upon CEOC's emergence, we will be positioned to strengthen our financial and operational performance by pursuing new opportunities to invest in and expand our brands and business. While there is still much work ahead to complete this process, we are excited about the future of the Caesars enterprise."

Caesars now expects to emerge from bankruptcy later this year. ◀

## KEY POINTS

- Caesars Entertainment Corporation has been approved to finalise its \$18bn bankruptcy case.
- A new strategy has been implemented to shed \$10bn of debt and separate

US-based property assets from CEC's gaming operations.

- CEC will merge with Caesars Acquisition Company.

## GAMBLING COMMISSION JOINS FORCES WITH POLICE SCOTLAND

### The dream team tackle gambling related crime in Falkirk

The Gambling Commission has undertaken a joint operation with Police Scotland at betting shops in Falkirk in order to train police officers on how to conduct inspections of gambling licensed premises, and make betting shop staff aware of the risks of crime.

The visits were conducted with the full support and co-operation of betting shop operators.

Helen Venn, Gambling Commission programme director, comments: "Today's action is just one of a number of operations we have conducted over the last year across Scotland from North Ayrshire to Aberdeenshire. We have used this operation to target a range of possible gambling offences."



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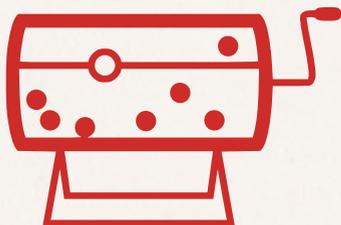


See you at ICE.  
N5-220

# 10.6%

Shrinkage in the number of junkets operating in Macau over the last 12 months

# €1.18BN



Belgian lottery sales after a record 2016 turnover



The amount net trading is up for IG Group in its H1 reporting period to 30 November 2016

## BOYLESPORTS ON THE ACQUISITION TRAIL

*The Irish operator is on the lookout for betting shops across the Republic of Ireland.*

Irish operator BoyleSports is looking to add up to 40 betting shops to its network of stores in the Republic of Ireland, according to a report published in the Irish Independent.

The bookmaker has already inked a deal to this end in 2017, agreeing to acquire nine shops from Bambury Leinster.

If approved by regulators, this would take BoyleSports' land-based presence in Ireland to a total of 219 shops.

Mark O'Neill, the company's Chief Financial Officer, said that BoyleSports was "open for business on the acquisition trail."

He continued: "We're a growth organisation. We have to be with some of the big plcs in our industry, and we're ready and willing to look at any opportunities that we can pick up."

"If we could get another 30 or 40 stores in Ireland over the next 12-18 months, that would be the stated aim, and we can then bring them into our network."

## PADDY POWER BETFAIR SEES 2016 EARNINGS HIT MID-POINT

*Despite the unfavourable turnout of the US election, the Irish operator has the last laugh*

Updating investors, Paddy Power Betfair announced on Monday that revenue in FY2016 was up 18% year-on-year to £1,551m.

The company estimated that its full-year earnings hit the mid-point of its guidance despite a run of adverse sports results at the end of the year, including the US presidential election result that cost the group nearly £5m.

In its online division, the company saw its Q4 revenue reduced by 3% year-on-year, despite a 15% growth in sportsbook stakes.

The group said that lower-than-expected marketing and staff expenses had helped offset the dent in revenues in the final quarter of 2016.

In November, the operator raised its full-year core earnings (EBITDA) forecast to a range of £390-405m from a previous range of £365-385m citing a boost in the sterling value of its euro revenue, last year's merger and favourable sporting results.

# Introducing Portrait Mode



LEARN MORE



**\$586M**

The amount Western Union has been fined over illegal online gambling transactions



**3**



The number of years the Vietnamese government has approved for a pilot scheme allowing consumers in the country to gamble in land-based casinos



**\$279M**

The amount the Philippine Amusement and Gaming Corporation says Jack Lam owes from his gambling operations in the Philippines

## LAC ORGANISER

### INTERVIEW WITH ALEX PRATT



#### *What are the standout features of this year's show?*

There are a few things we're doing slightly different this year, one is the content side. We spent a lot more time this year researching into the content that is more affiliate specific rather than delivering content that's industry specific. We basically did a lot of research speaking to affiliates in the market to find out what their needs are, where their pressure points are, what their problems are, and essentially shape the content around them.

Last year we had two conference rooms, one for gaming and one for finance, this year we've dropped that idea and now the conferences will cover a variety of themes, ranging from business tools, SOS

strategies, and social/paid media. This new way of organising the space means that the conferences are more specific to their needs, which will make a big difference in terms of content perspective.

As well as this, we've now moved from Olympia to ExCeL, which increases the scale of the show in a big way, allowing us far more space for people to network in. Registration is currently flying and is up 41.5% year-on-year. There is a vast number of people registering on a daily basis, which is partly because we've expanded as a sector and the fact that we've moved nearer to ICE which makes it easier for people to attend both events. Another standout feature this year is the social media aspect we've introduced. We have our own Snapchat as well as LAC geo-filters. Also if you are unable to attend, we will be posting Facebook Live videos throughout the duration of the vent as we're trying to make the show a lot more interactive from the social perspective. We've organised some exclusive round tables as well as an interview with Fred Done from BetFred. As well as this there are all the parties we have organised and the awards on the Saturday night.



# WE KNOW SPORTS

**What makes LAC different from other gaming shows?**

Firstly, LAC was the first show we ever put on so it's kind of our flagship event and secondly it's in London. London isn't only a hub for gaming, but also a great city where people want to visit, which pushes LAC to a different level. In comparison to other gaming shows it has a very different atmosphere. Although the affiliate market has matured, we are still in a market that is full of opportunity.

LAC has more of a start-up entrepreneurial buzz where there is still a lot of money to be made and it's still available. This in turn means there's lots of innovation at LAC and there's less of that when you get to some of the other gaming shows where gaming is more mature on the operator side. This makes it harder to make decisions and acquire customers in a more efficient and effective manner.

**What do you think will be the main topics of discussion at the show among delegates?**

I think one of the main topics of discussion at LAC this year will surround new advancements with technology; everyone's

very interested with things like VR and the mobile platform. Everyone says that mobile is delivering huge amounts of volume and people are taking advantage of mobile as a channel, but I don't think affiliates have really leveraged this opportunity in terms of apps. The optimisation of the app store means it's actually far easier to rank different products than it would be on the internet. And then of course anything that goes on the night before and the winners of the awards, which is always highly controversial.

**What did you learn from the feedback after last year's show?**

We always receive lots of feedback and something that we have done for the past ten shows that's slightly different to other events is that we always respond back to the feedback personally. Of course there are some things you just can't do anything about which is part of life but some of the key things we have changed from last year were the parties and the noise, some people love it and others don't. So this year we made sure that we came up with places and venues where we can organise networking events where there is something for everyone.

As well as this year, registration last year was not as smooth as it could have been, and it was difficult to meet the huge amount of demand with such little notice. This year we've invested a great deal more in registration, hopefully making it easier for everyone to flow through with ease.

**What are the key networking opportunities this year?**

One of the biggest networking opportunities this year is definitely the awards. This will be the second year that we are making it free of charge to attend. Traditionally for the first eight shows the event was a formal black tie style, but this wasn't really reflecting where the sector was as a whole. So last year we decided to completely change the awards, both in terms of the amount of awards and the way the winners were decided. We wanted to make the event feel a lot more inclusive, so this year we're hosting it at a way bigger venue (The Brewery) and it will still be free to attend. We're really invested in making the parties a huge success which really celebrates excellence. Last year it was an amazing night, but we've learnt a lot and we're expecting this year to be even bigger.



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## LAC - THE LATEST



The London Affiliate Conference is one of the biggest i-gaming affiliate events in the world. It hosts a wealth of conference sessions which provide its visitors with panels, presentations and expert speakers from many facets of the industry. The event features the iGB Gaming Awards and the Financial Partners Expo. The FPE is the largest expo dedicated to affiliates and introducing brokers within the retail finance sector. The expo will provide affiliates and introducing brokers the opportunity to launch, grow and enhance their businesses. The iGB Affiliate Awards is free to attend and celebrates entrants who stand out from and crowd and have made exceptional progress over the last year. Visitors can choose from an array of networking opportunities and post

exhibition parties to meet fellow delegates and exhibitors.

### ITINERARY

The London two-day conference aims to provide a wealth of information offering panels and presentations. The sessions will focus on industry updates, analysis, and trends and aims to engage you throughout the event.

Exhibitors and delegates will need to pre-register on day one at the Grange Tower Bridge Hotel. Delegates will be given a badge, wristband, e-ticket and delegate guide upon registration.

The exhibition will open at the ExCeL London between the hours of 9.30am and 6pm on Day Two and between 10am and 6pm on Day Three. Conferences, panels and presentations featuring a wide range of topics will be presented by industry experts, and a wealth of exhibitors will be showcasing their stands on the show floor throughout both days.

### VENUE

The London Affiliate Conference will be held at the ExCeL to accommodate surging

demand. The venue boasts a multitude of facilities to make sure each day runs smoothly for exhibitors and delegates alike. The venue provides free WiFi for all guests and houses ChargeBox mobile phone charging points for all major mobile phone brands at the east and west information desks.

ExCeL also has 20 on-site restaurants to choose from, ranging from bespoke brands to well-known chains, so visitors will always be able to find something they fancy. The restaurants are open from 8am until the event closes, so you are able to experience their diverse variety of foods at breakfast, lunch or dinner.

There are also many hotels closer to the venue than the Grange Tower Hotel (which is a half an hour tube ride away). ExCeL has eight on-site hotels with a total of 1,600 rooms, which will spare LAC visitors London's rush-hour traffic.

The site is accessible via tube, car, and DLR. There are over 3,000 parking spaces available at a £15 flat tariff for up to 24 hours for visitors arriving by car.

# bet365 affiliates

## A WORLD OF OPPORTUNITIES

### SPORTS

## LAC 2017 VISIT US AT STAND J6

### VEGAS

### POKER



### CASINO

### BINGO

**LAC PRE-SHOW Q&A'S****ALLISTER  
BAJADA**  
HEAD OF  
AFFILIATES,  
BETSSON  
GROUP**Why will you be attending and exhibiting at this year's LAC show?**

Like most operators, we too use the biggest affiliate conference of the year to meet the partners that help us grow our business year in year out. Given its popularity we find that the majority of the industry gathers under one roof for some well needed face time, a few laughs and chuckles, but also to conclude some important deals that will shape the year.

**What special events or presentations do you have planned for the show?**

Given that we have multiple brands under our portfolio, on the stand apart from affiliate managers

representing the group this year we will also have some our most reputable brand directors, product owners as well as the director of Acquisition. We are very excited to talk about our plans for 2017 and how our partners can contribute towards our success and how we can contribute to theirs.

**What do you think will be the main topics of discussion at the show among delegates?**

I think consolidation and the ongoing M&A happening will definitely be a hot topic during the show. This is shifting the scales and is forcing operators and affiliates to great adaptability efforts so I'm pretty sure this topic will be discussed all throughout the conference.

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

The awards together with meeting many familiar faces in this great industry are definitely always up there amongst the top things to look forward too. I also always enjoy having a look at what others are exhibiting and seeing what's new.

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

LAC is of course a great opportunity not only to meet existing partners but also to form new relationships. You have to keep an open mind and we always come across a number of people who will be pitching different kinds of things and we are open to do business as long as it marries our overall vision.

***"Given LAC's popularity we find that the majority of the industry gathers under one roof for some well needed face time"***

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**RYAN  
HENDERSON**  
HEAD OF  
AFFILIATES,  
KINDRED

**Why will you be attending and exhibiting at this year's LAC show?**

The London Affiliate Conference has always been a key event for us. With an office in Wimbledon and many of the team based in London, it's an obvious event for us to meet with our partners and share our plans for 2017 in a relaxed, but professional environment. With the recent change from Unibet Affiliates to Kindred Affiliates, LAC is also the perfect setting to launch our re-branded program within the industry.

**Do you have any special events or presentations planned for the show?**

This year we'll be giving people the chance to experience a new reality with our Virtual Reality Room.

Attendees will be able to experience activities such as base jumping, white-water canoeing, mountain biking, road luge and rope walking. We'll also be dealing live blackjack to attendees, with one lucky player each day winning a pair of Bose wireless headphones.

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

It used to be the parties, but these days I'm focused on supporting the team and meeting new and existing affiliates. This is my 13<sup>th</sup> year in gaming and so it's great to be able to meet with people I've known throughout this time and see how they and their business has grown. And attend the odd party.

**How has the show developed in the years that you have been attending?**

Well it's certainly grown! From Old Billingsgate, to Earls Court 2, to Kensington Olympia to Excel is a pretty decent expansion. I think this reflects the strength and tenacity of Affiliates (and Operators) to ride out the various storms we've seen over the years. It's also become much more professional, reflecting the fact that the industry itself has moved into a more regulated space with many operators now trading as public companies. One thing that's missing is a good flash mob. If there's not one this year, brace yourself at LAC 2018...

***"This is my 13th year in gaming and so it's great to be able to meet with people I've known throughout this time and see how they and their business has grown"***

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**KATY STAFFORD**  
HEAD OF  
AFFILIATES,  
CHERRY  
AFFILIATES

**What are you most looking forward to at this year's LAC show?**

I am really looking forward to checking out the new venue! LAC is such an important event in the iGaming calendar, and it has grown so much since its inception. So I think to have the space of ExCeL will be awesome! As always our main focus is to catch up with our existing partners and also gain new business. It will be even more fun this year as we're partnering with the EarnAffiliates team - as we will soon be merging programs!

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

For us, it really is about connecting with existing partners; making sure that everything they need, they get,

and also drumming up new business. We have such a great portfolio of brands, even more so now that we have acquired ComeOn! It's all about the great opportunities 2017 will hold for our affiliate partners.

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

2017 will be an incredibly exciting year for Cherry. We recently acquired ComeOn! and their portfolio of brands, which will mean very exciting developments for our affiliate program and also our affiliate partners. EarnAffiliate and CherryAffiliates will be joining forces to become the very best affiliate program, and I think affiliates

will want to be part of the action. I hope that they will be as excited as we are.

**How has the show developed in the years you've been attending?**

Well it's gotten a hell of a lot bigger! Stands are bigger, promotional giveaways are better and it has matured into the go-to conference of the year! As it has matured, it has also become far more of a business conference rather than just a jolly, which is testament to the changing iGaming landscape too. Exhibitors have changed too - for instance, over the last couple of years, we have seen an increase in online lotto providers as well as more and more affiliates exhibiting too.

***"2017 will be an incredibly exciting year for Cherry. We recently acquired ComeOn! and their portfolio of brands, which will mean very exciting developments for our affiliate program and also our affiliate partners"***



**ROI RINTZLER**  
HEAD OF  
AFFILIATES,  
IAFFILIATES

**Why will you be attending and exhibiting at this year's LAC show?**

LAC is the most important show in the industry calendar, and is extremely valuable for us. It's the perfect opportunity to explore new business due to the high volume of affiliates that attend. In addition, it gives us an opportunity to meet face to face with our business partners, as well as to exhibit our products and innovation in the industry.

**What special events or presentations do you have planned for the show in regards to any new products you will be bringing out in the upcoming year?**

We have more than one surprise to showcase at this conference. In particular, we are very excited to introduce the

re-branding of Casino.com - iAffiliates and the Mansion Group's flagship brand. Furthermore, the new logo will be revealed for the first time at Booth H1. iAffiliates will also introduce MansionCasino.com's new website which is fully adaptive and optimised for mobile! Players will enjoy a new design that is perfectly suited for smartphones and operating systems including iOS and Android. And lastly, we're happy to announce the upcoming improvements for the ultimate slot brand, SlotsHeaven.com, which will be transformed to a mobile responsive website in the near future.

**What do you think will be the main topics of discussion at the show among delegates?**

As for the main topics discussed, the future of binary is definitely one of the compatible issues. Within the undergoing changes in the industry, when and how

will the affiliates shift back to the online casino industry? Another important issue is the situation of media sources in UK and their critical influence on media buying and affiliates' traffic due to regulations.

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

In an industry where monetizing in marketing reigns supreme, elements such as innovation and individuality, are highly demanded. iAffiliates is a leading affiliate program that has established a well-known name within the industry. Moreover, the Mansion Group and iAffiliates have recently won the Playtech Award, for marketing excellence and innovation. According to Playtech, we won the prize due to "extensive and innovative marketing of Playtech content and its partnership with, and testing and releasing of Playtech's cutting-edge business intelligence tools".

**“LAC presents the perfect opportunity to explore new business due to the high volume of affiliates that attend”**

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STAND  
NUMBER **A28**



**DIEMO ALBILT**  
HEAD OF  
AFFILIATES,  
LEOVEGAS

**Why will you be attending and exhibiting at this year's LAC show?**

The London Affiliate Conference has become a yearly appointment for all affiliates at LeoVegas. It is a great opportunity for us in raising awareness about our brand and our award-winning affiliate programme. It also provides us with the right exposure to reach-out and connect with new potential partners and thus develop new business opportunities. It is also a great venue for us to strengthen our existing partnerships and talk face to face with our partners.

**What special events or presentations do you have planned for the show?**

We always like to take things to the next level and this year is no exception. At our LAC stand we will be replicating the live casino studio experience so make sure you visit us and participate in our live blackjack tournament, managed by two excited dealers. We will also have several tablets showcasing our casino product; which incidentally has just won the 'Casino of the Year' award at this year's EGR Nordics Awards.

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

Our goal for the LAC is to generate new business deals as well as improve

existing ones. So the sort of deals we will looking at doing are to sign-up new affiliates, establish new partnerships as well as to market LeoVegas and our great products – casino, live casino and our sportspook – LeoVegas Sport.

**How has the show developed in the years you've been attending?**

The industry as a whole has developed a lot over the past years so it is understood that the LAC has developed too. The show is attracting a lot more delegates and a positive aspect is that it has not only increased the quantity of delegates, but also the overall quality.

***“We always like to take things to the next level and this year is no exception. At our LAC stand we will be replicating the live casino studio experience so make sure you visit us and participate in our live blackjack tournament”***



**SIMONA PINTEROVA**  
PR MANAGER,  
ENERGYBET

Given the concerns and issues surrounding new regulations in the EU gambling sector, I would say that will be pretty high on the list.

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

Well, we have had an extremely successful year – an award-winning year in fact. We have developed and launched new products and services, improved existing infrastructure, and steadily grown our customer base. Of course, there is the legendary EnergyBar at our stand too! Seriously though, it is a great place to chat with us about a myriad of exciting business opportunities and partnerships.

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

The London Affiliate Conference is always one of the biggest and most exciting events of the year, and this year it is being held at ExCel for the first time, which means it will be even more impressive. With over 5,000 affiliate visitors over two days, we will be able to meet and talk with more people

than ever before, so that should be fantastic for everyone. Personally, I am also looking forward to the iGB Affiliate Awards, taking place on Saturday 11<sup>th</sup> February, because Energy Partners are shortlisted for Best Foreign Language Affiliate Program – and I am quietly confident that we will see another award brought back to Energy HQ.

**You have recently partnered with Aston Villa Football Club, and Leyton Orient Football Club, do you have any other partnerships on the horizon?**

So far, our experiences as Official Betting Partner with Aston Villa Football Club, and main sponsor of Leyton Orient Football Club, have been amazing! We have built a great working relationship with both clubs, and have benefited immensely from the exposure they have given us. From creating high quality social media content to gaining TV exposure and getting involved on the ground at match days, we have really been making the most of things. Do we have even more things planned for 2017? Absolutely, but you are going to have to wait and see what they are...

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# 2017

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**ANDREW VALENZIA**  
HEAD OF  
MARKETING,  
OVO CASINO

### **What are you most looking forward to at this year's LAC show?**

This is a big year for the industry and an even bigger year for OVO Casino. We will be launching our VIP brand which will focus on supreme customer service that has yet to be seen in the industry. Players irrespective of their life time value to OVO Casino will be treated with the utmost respect they truly deserve. At the LAC we will showcase our brand and offer Affiliates a sample of this service. We are very excited to showcase the very best our brand has to offer for both affiliates and players. It's time to put the player at the forefront of our business like

never before, and this is the message we want to get across.

### **What do you think will be the main topics of discussion at the show among delegates?**

The main topics will definitely be new target markets, new product offerings, and plans for the coming year. The Affiliate conference couldn't come at a better time. It is at a period where companies are determined to roll out their ideas that they have been working on the previous year. For many, the London Affiliate Conference is a stepping stone to launch their new ideas and products.

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

We are sure that other brands are going to sit up and take notice of our stand. First impressions are everything, but they also need to have substance. Firms are going to be keen to see what we are offering, and how we are making things better. We are always willing to share knowledge and ideas with competitors alike.

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

We're hoping to meet as many new and existing affiliates as possible; OVO Casino's buzz word for affiliates for 2017 is conversion. That is going to be the brands ultimate focus. Send us your players and we will convert them. We believe we have the right games, the right platform, and overall superb customer service. At the end of the day, the show will serve to further cement our relationship with our existing partners and start new connections with new affiliates.

### **How has the show developed in the years you've been attending?**

The show continues to evolve. More and more operators see the show as a stepping stone to launch their new product. Operators are becoming more aware of the importance of using the show as a mouthpiece for their plans for the whole year. Bigger stands, bigger venues, and of course a much larger audience in which to market ourselves.

## GUEST COLUMNIST:



**WILL DUFF GORDON**  
CEO, TOTAL  
PERFORMANCE DATA

### **Can you explain what Total Performance Data does?**

I founded Total Performance Data three years ago, to try and create new content and data for horse racing, using our own hardware and technology to tell more stories about how a race is run. There has been a lack of innovation in horse racing in the last decade, so it has a lot to gain from some technological advancements.

### **What is the key information that TPD's horse racing trackers pick up?**

When we began life, our technology partners had the ability to cover heart rate, stride length and positioning all in one device. We have stripped it back to create a race positioning system which focuses on providing a very low latency live data feed of X and Y positions of where a horse is, as many times a second as you want. From that, all sorts of derivative data can be created around speed, acceleration and deceleration, to drive in-running betting and broadcast enhancements. In its rawest form it is positioning data, per horse, taken from satellites.

### **What kind of feedback and interest have you had from the racing industry?**

Our first deal was with Arena Racing Company, which owns and operates 40% of the UK racing fixture list, and their TV pictures and form website is run through At The Races, which is their media partner. The information is viewable after the race on attheraces.com, with nice, interesting speed graphs and eye-catching MPH speeds – interesting new content to attract a younger audience. What we have with Arena Racing Company is very much a partnership. The racecourses are very keen to offer this kind of information - for the race goer, the trainer, for regulatory purposes – there are so many different applications, and everyone involved in horse racing, including betting companies, stands to benefit from the greater transparency this data provides. It's all about who can come to them with a proposition which is commercially viable. That is where we have come in. We have cracked the technology problem, and brought it forward in a manner that is a no brainer offering for race courses. They are

keen, but they have a limited budget, so we have had to come with a business plan as well as technology. We feel we've innovated very heavily in providing a deal that can go straight from nothing to 40% of the UK fixture list.

### **What implications do you see the product having for betting markets?**

We're looking to provide information that will stabilise, and in time increase, horse racing's share of the sports betting market. Horse racing is trying to say to punters, "bet on us, because we have some exciting thrills to offer you, to match the data offered in other sports." In tennis, you can measure serve speed for example, while in golf you have hawkeye for the line of the ball. Are these encouraging bets? They are certainly encouraging broadcast enhancement, and when people are watching sport they like to have a bet on it. A more appealing broadcast can drive betting turnover. Step one is to put some real data on racing broadcasts, which makes anybody watching racing become more interested in what's going on.

There is a lot of code and jargon – every sport has its jargon, but this is especially true for racing, and it is an issue in terms of putting off the more casual viewer. If you put up numbers on screen, everyone can understand which horse accelerated the most at a certain point, for example, providing information a new viewer can get to grips with.

Then you have the impact on new betting markets.

### **What developments will the product have in terms of these new betting markets?**

The most immediately obvious is in-running odds. In-play football bets make up 80% of the football betting market. I don't think horse racing will get to quite that point, but it could develop significantly with this technology. The only venue where you can currently bet in-play is the Betfair Exchange, and it has become the domain of professional gambling types.

More live markets are required for horse racing for those that fancy a quick bet – it's no good telling them on the mobile app that the race is off, and they have to wait five or ten minutes to place a bet. Horse racing is global and around the clock now, particularly with US racing coming in overnight, but we can still increase that by having a longer window for each of those races, not just in the lead up to the start but until it finishes.

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