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WEEK 27

FRIDAY 07 JUL 2023

**IN THIS WEEK'S ISSUE:
MACAU, JAKE PAUL & FLORIDA**



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Digitain

WEEK 27

FRIDAY 07 JUL 2023

FLORIDA'S SEMINOLE TRIBE GRANTED SPORTS BETTING RIGHTS



LADBROKES AND JAKE PAUL: TO TWEET OR NOT TO TWEET

OUT NOW



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The Sunshine State sees a bright future for mobile sports betting, with all servers still based on tribal land



▶ Sports betting is legal for tribes in Florida this week after a Federal Appeals Court ordered the Department of Interior to reinstate a gaming compact signed by Governor Ron Desantis in 2021. Previously, the Seminole Tribe was given exclusive rights to sports betting within the Sunshine State, but Federal Judge Dabney L. Freidrich blocked the compact the same year. At the time, the Seminole Tribe agreed an annual compact fee of \$500m, which would not only allow it to operate a mobile sportsbook app, but also allow fantasy betting and add roulette and craps to Seminole-run casinos. At least \$2.5bn was meant to be paid to the state in the initial five years of the deal.

A panel of three judges on the US Court of Appeals for the District of Columbia Circuit has now unanimously ruled that the state may enter a 30-year agreement with the Seminole Tribe. This means Florida joins the 34+ other states where sports betting is legal (but for tribes only); however, it is now in the process of setting up the framework that is needed to launch the practice. In 2021, this was briefly done through Hard Rock's sports betting app, before Judge Fredrich overruled the compact. This new deal, if it lasts, will be a completely unique tribal affair, as commercial gambling is still illegal in Florida. On tribal land, the Seminoles own and operate seven casinos.

Since 1988, the Indian Gaming Regulatory Act (IGRA) has regulated casinos and gaming venues on tribal land – but how does a sports betting mobile app figure into those regulations? How do you keep the internet and associated online betting activities on tribal land? According to the State of Florida, by keeping the gaming servers on tribal property, this will satisfy those regulations. This same debate, about how to launch a product that is simultaneously 'mobile' and based exclusively on tribal land, was exactly what caused Judge Freidrich to question the 2021 compact.

West Flagler Associates, the owner of both Magic City Casino in Miami-Dade County, and Bonita Springs Poker Room in Lee County filed lawsuits claiming that the Seminole monopoly on sports betting would be "significant and potentially devastating" for business, as well as violate federal law. Magic City Casino, which offers pari-mutuel wagering was sold to PCI Gaming Authority, run by the Poarch Band of Creek Indians in Alabama.

Marc Dunbar, a law professor at Florida State University specialising in governmental relations, legislative advocacy and

gaming, said Florida is, "the most complicated gaming jurisdiction in the country." However, there are over 220 tribes across 29 states that currently fall under IGRA regulations.

Hard Rock Sportsbook has not yet released a statement about its impending launch, but Seminole Tribe spokesperson, Gary Bitner, said the Tribe is "reviewing the decision to determine its next steps."

John Sowinski, a spokesperson for state anti-gambling organisation, No Casinos, has said that this ruling "will not be the final word" on the issue. The organisation believes that Amendment 3 to the Florida Constitution has been violated by the re-permitted expansion of Seminole gaming ventures. No Casinos has also filed separate federal lawsuits stating the Federal Government inappropriately approved the compact.

GI Verdict: Other gaming compacts between Native American tribes and their individual states have also recently come into question, with the Seneca Nation in New York and the Wabanaki Nation in Maine seeking to change their relationships as well.

Florida's Seminole Nation has essentially won the right to operate one of the most popular betting products in the nation as mobile sports betting's popularity climbs. Other tribes' efforts toward both gaming and other rights have, however, recently been stalled by their states' respective governors.

Governor Janet Mills in Maine has vetoed a bi-partisan bill meant to align the Wabanaki Nation Tribes' sovereignty with those of other tribes that benefit from federal laws regarding healthcare, water rights, and environmental issues in addition to casino operation.

Governor Kathy Hochul in New York has, meanwhile, recused herself from negotiation with the Seneca Nation, due to her husband's role within competitor gaming organisation, Delaware North. Other New York lawmakers, however, were also not included in the recent plans for a Seneca-run casino in Rochester. The Seneca Nation and State of New York have still not reached a satisfactory agreement and the tribal gaming compact expires in December.

These three states will not be the only ones to review either their gaming compacts, tribal rights or potential sports betting options this year. As various states launch new betting and gaming verticals, more laws may be scrutinised and found to be outdated within states looking to catch up. Florida's Seminole case may just turn out to be a seminal outcome for the US gaming industry.

TAKING STOCK

SHARE PRICES COVER THURSDAY
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(11:00AM BST)

Rivalry
0.92 EUR ↓ -1%

Caesars
49.23 USD ↓ -3%

MGM Resorts
42.49 USD ↓ -3%

Better Collective
216.50 SEK ↓ -3%

PointsBet
1.69 AUD ↓ -5%

Evolution
1,303 SEK ↓ -5%

Flutter
14,830 GBP ↓ -6%

NeoGames
26.33 USD ↑ 1%

LADBROKES AND JAKE PAUL: TO TWEET OR NOT TO TWEET?

The Advertising Standards Authority (ASA) has ruled that a tweet by Ladbrokes violated the UK's regulations to do with appealing to people under the age of 18.

The tweet in question was released after Paul's boxing match with Tommy Fury in February 2023. The body features the text "@TommyTNTFury beat @JakePaul by split decision last night. So we've got to ask the question... What's next for Jake Paul? Vote here now."

A following poll then features the options, "Win the re-match", "Head to the MMA", "Return to YouTube" and "Join the WWE."

Due to the popularity Paul has with younger audiences, the tweet was deemed to have a "strong appeal" potentially to under-18s. Ladbrokes defended itself and argued that the tweet had no links to its site and that its Twitter feed was unavailable to people under 18. Furthermore, it also said that boxing is listed by the CAP guidance as a sport that isn't of "moderate or high risk in terms of appeal to under-18s."

But the ASA deemed that, due to Paul's huge following on social media and the fact that he broke into fame by making content that was largely popular with a young audience, the post should not stand.

Indeed, the ASA stated: "We considered that Jake Paul had a strong appeal to under-18s. For those reasons, we considered that the ad was

irresponsible and breached the code."

There is a bigger question at play here and that is 'what exactly could Labrokes have done differently?' It was found guilty of appealing to minors through an image of Jake Paul; however, this comes off the back of a boxing bout that the CAP itself deemed to be of low risk to under-18s.

When images of Lionel Messi are posted across Twitter in the aftermath of a game, the ASA doesn't investigate what effect this will have on young people – even though football is a considerably bigger and more influential sport across all demographics than boxing is. The punishment for Ladbrokes amounted to little more than a slap on the wrists, with the ASA telling the operator not to promote the Tweet (sent in February) again and not to appeal to the youth again. No fine, no further punitive action.

And the lack of any hard impact on Ladbrokes from the ASA's findings indicates that the ASA knows the complaint is technically correct but largely irrelevant.

Paul is the face of a man made famous by the internet (alongside his brother, Logan) and one that causes enough controversy to warrant picking on. Messi, on the other hand, is a clean-cut superstar, whose image is found everywhere on Twitter at any given moment.

Perhaps that's all it comes down to: highlighting the hypocritical nature of modern celebrity culture.

THE LATEST ISSUE OF **PAYMENTS FOCUS**
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MOVERS &
SHAKERS

CONNIE JAMES

EVP, CFO, Treasurer and
Corporate Secretary
Light & Wonder

The EVP, CFO, Treasurer and Corporate Secretary of Light & Wonder has revealed she will be stepping down from her roles and departing the company from 25 August.

Oliver Chow will be stepping up as James' replacement.


DR TOBY SUCHAROV

CTO
Citizen

Sucharov has been appointed as Chief Technology Officer of Citizen, a provider of payment services to the iGaming industry. He was previously both Playtech's Head of UK innovation and Technical Revenue Assurance, and Playtech's Head of Games Platform.


SARAH AHLE

Head of Compliance
Citizen

Ahle has been hired as Head of Compliance at Citizen. She's previously held positions at Inpay, OpenPayd, eBay and Worldpay with years of experience applicable to her new role.

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Lion Gaming	Cassino55	iGaming
Novomatic	Technet	Casino
OlyBet	World Series of Poker	iGaming
Pariplay	EQL Games	Slots
Stakelogic	Royal Casino	iGaming


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THE WEEK IN QUOTES

“We want PlayOjo to be the first choice for players looking to enjoy the thrill and excitement of a live casino experience online and are therefore very excited to launch our new integrated campaign showcasing the fun and vibrancy of our live casino product.”

Peter Bennett, CMO of PlayOjo, discusses the launch of its new ‘It’s Alive!’ marketing campaign within the UK

“We are very proud that FDJ has chosen Playtech as its partner. The addition of FDJ to our iPoker.EU is a vital step in the network’s expansion as the buoyancy of the French online gambling market continues, where we get to showcase our extensive product and technology range.”

Marat Koss, VP of Interactive Gaming at Playtech, looks forward to a successful partnership with FDJ

M&A ROUND UP: BETTER COLLECTIVE, EVERYMATRIX AND GOLDEN MATRIX GROUP

This week, we have seen some big acquisitions take place beginning with **Better Collective** acquiring **Playmaker HQ**. The sports media content platform has been acquired by Better Collective for \$54m with \$15m paid up front. The consolidation of Playmaker HQ into Better Collective will be effective immediately.

By the end of the year, Playmaker HQ anticipates achieving more than \$10m in revenue, with an EBITDA margin of 20-25%. Jumping on the acquisition train is **EveryMatrix**, which has acquired data-driven betting and gaming affiliate, **DeepCI**. Lewis Civin, the CEO of DeepCI, will continue to run the company independently within the EveryMatrix Group.

On each site, page and market, DeepCI can determine how much exposure each brand receives and how effective it is, while also giving operators useful recommendations.

The tool enables gaming companies to monitor their own performance, as well as that of their rivals and make quick, profit-generating optimisation decisions.

Lastly, **Golden Matrix Group** has signed an Amended and Restated Purchase Agreement to buy **MeridianBet**. The new agreement extends the closing date of the transaction and reduces the cash Golden Matrix has to pay at closing from \$50m to \$30m, with \$20m in non-contingent cash consideration.

The Amended and Restated Purchase Agreement also extends the required closing date of the transaction and modifies the additional terms of the initial purchase agreement.

Golden Matrix Group is working to obtain the financing needed to complete the transaction. The acquisition is expected to close in the third or fourth quarter of 2023.



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“We are already hosting the largest poker festival in Northern Europe with the Kings of Tallinn, and we expect to go further with the excitement and thrills of having this WSOP Circuit event with the 12 rings and 1 million Euros guaranteed main event. Thousands of poker enthusiasts from around the world will battle to compete in Tallinn and take home the rings.”

Corey Plummer, CEO of Olympic Entertainment Group, talks about WSOP’s growth in Northern Europe

LATAM ROUND-UP: MORE EXPANSIONS AND A TEMPORARY BAN

Latin America continues to be a region full of expansion and opportunities in the gaming market.

Lion Gaming announced a partnership with **Cassino55**. The pair hope that this new partnership will help both companies capitalise on the growing South American iGaming market; however, there is a specific interest in operations in Brazil.

Cassino55 has experience in growing brands in Latin America, something Lion Gaming hopes to be a great benefit to the company in this expansion of its portfolio.

Gaming Innovation Group (GiG) **Bplay** is now live in Mendoza, Argentina. GiG is the online technology provider for Boldt Group’s Bplay and has contributed to Bplay’s growth in Argentina. Mendoza is the fifth jurisdiction where Bplay is live, along with the provinces of Buenos Aires, Santa Fe, Entre Ríos and the City of Buenos Aires. David Bonnefous Saavedra, Commercial

Director at GiG, said: “Our excellent relationship with the Boldt Group, and the continuing expansion of our original deal, highlights the strength of our platform, technology and managed services teams.”

Meanwhile, it’s not all about expansion in Latin America this week. **Valenzuela City** has voted to both ban Philippine Offshore Gaming Operations (POGO) and temporarily suspend all applications for further gambling operations.

Members of the council voted to temporarily halt the application of Small Town Lotteries and other online gambling operations. Those in attendance included Mayor Wes Gatchalian, Vice Mayor Lorie Natividad-Borja and 1st District City Councillor Ricar Enriquez.

Mayor Gatchalian said: “Legal Department just needed some time to analyse this because we do not want to go against national agencies.”

“We are ready to achieve success in the Portuguese market. We are a reference operator in the national market, and it was time to continue growing by exploring new horizons and challenges.”

José Antonio Giacomelli, Consejero Delegado of the Online Division of the MGA Group, is excited about expanding the group’s Portuguese presence



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Notre-Dame tales

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COMING 27 JULY


YGGDRASIL

THE WEEK IN NUMBERS



514%

The increase of Macau's GGR for June

2

The number of slot machine games Velvix unveiled at Chicken Ranch Casino



300,000 ₱



The highest fine that POGOs operating within Valenzuela could face (\$5,411)

SPORTS BETTING ROUND-UP: SKY EXTENDS DEALS AND LEEDS TRAIN WITH UNIBET

This week has seen several sporting stories enter the realm of the gambling industry, which started with the news that **Leeds United** has agreed a deal with **Unibet**.

The agreement means that the Championship club will feature Unibet branding on its training kit from the start of the 2023/24 season.

Prior to the Unibet deal, Leeds United was sponsored by 32Red, with Unibet and 32Red both owned by Kindred Group.

Sam Mead, UK Head of Marketing at **Kindred Group**, commented: "We are delighted to be linking up with Leeds United once again through this new partnership. Our model of sponsorship provides benefits to both clubs and their communities – something we will drive forward throughout the season."

Next, it was revealed that **Sky Bet** and **Sporting Solutions** have renewed their deal, which is now into its ninth year.

The extension of the deal will ensure that Sky Bet continues to use Sporting

Solutions' trading services and tools, which encompass pre-match and in-play odds across an extensive range of sports, through 2024.

Furthermore, Sky Bet also renewed its deals with the English Football League for a further five years – thereby remaining the main sponsors of the Championship, League One and League Two.

Finally, the **AFL Fans Association** has called on the **Australian Government** to help stop the amount of gambling advertisements that can be seen by minors on matchdays.

The Association accused gambling advertising of 'grooming' children in an effort to make them future gamblers.

Commenting on the matter, AFLFA (Australian Football League Fans Association) President Ron Issko said: "It's become normalised that kids think footy and gambling are one and the same. They think that when you barrack for a team you also should be betting because it's everywhere and everyone does it."



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23



The total number of cardrooms Maverick Gaming will own in Washington State after an acquisition of Silverdale's All-Star Lanes & Casino

20%

The new tax rate for sports betting in Ohio



£84,000



The amount Betfred donated to Prostate Cancer UK (\$106,701)

GI THE DEBRIEF FRIDAY

THE MACAU NUMBERS

This week, Macau posted its gross gaming revenue (GGR) figures for June 2023 – showcasing the 205% rise it has already achieved during the first six months of the year.

For June alone, Macau saw a 514% increase, representing MOP 15.2bn (\$1.89bn) over 2022's MOP 2.4bn total.

For the year so far, Macau's total GGR stands at MOP 80bn, indicating the speed of which the Chinese gambling province is recovering from the devastating zero-Covid policy that left China lagging behind worldwide efforts to now live with the virus.

Macau's return to form always seemed a likelihood, even during the depths of Covid and China's zero-Covid policy, so with the figures heading back up in the right direction, there is reason to celebrate for the casinos that operate in the province.

That said, the region has been significantly damaged by the events of the previous three years. It has lost much of its VIP business – which doesn't appear to be coming back any time soon – to other Asian destinations such as Singapore, and while the numbers are now consistently battering those reported by Las Vegas, getting back to pre-pandemic levels might take a lot longer (if at all).

Macau is certainly still the biggest gambling destination on Earth, but what must now be assessed is the allure of other states. The Chinese have largely agreed with this by publicly acknowledging that Macau needs to have a broader appeal than just gambling – after all, Singapore has so much more to offer than Marina Bay Sands and Resorts World Sentosa.

Tulsa, Oklahoma

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MAY REVENUE IN OHIO

Fantini Research partners with *Gambling Insider* to provide weekly gaming industry data. This week, we look at casino and sports betting revenue from Ohio & Rhode Island.

In Ohio, total gaming was down by 3% overall – totalling \$196m – with the Hollywood Toledo recording the biggest fall year-on-year, dropping 13% in revenue in May.

Furthermore, online sports betting in Ohio also fell, this time by 10%. The Cincinnati Bengals Betfred recorded the biggest increase that went against the grain, posting a 123% revenue increase.

Total handle was also down for online sports betting, totalling \$431m – down 15% annually.

TOTAL GAMING	MAY REVENUE (M)	CHANGE (%) YEAR-ON-YEAR
Miami Valley Gaming (CHDN/Del North)	\$20.2	+6
MGM Northfield Park (MGM)	\$26.0	+5
Hollywood Columbus (PENN)	\$22.3	+12
Hollywood Dayton (PENN)	\$13.0	-0.5
Thistledown (JACK)	\$16.0	-0.7
Hollywood Mahoning Valley (PENN)	\$14.0	-1
Scioto Downs (CZR)	\$20.0	-4
JACK Cleveland (JACK)	\$21.0	-7
Hard Rock Cincinnati (Hard Rock)	\$20.0	-10
Belterra Park (BYD)	\$7.3	-12
Hollywood Toledo (PENN)	\$17.8	-13
Total	\$196.0	-3

ONLINE SPORTS BETTING REVENUE	MAY REVENUE (M)	CHANGE (%) YEAR-ON-YEAR
Belterra Park FanDuel (FLTR)	\$24.3	-13
Hollywood Toledo (DKNG)	\$17.5	+2
Cleveland Guardians (Bet365)	\$4.4	-14
MGM Northfield Park ENT (MGM)	\$3.9	-14
Scioto Downs (CZR)	\$2.0	-5
Hollywood Columbus Barstool	\$1.2	-44
Hard Rock Cincinnati Seminole	\$0.5	-46
Hollywood Mahoning Valley (PBH)	\$0.5	+10
Columbus Crew Tipico	\$0.4	-42
Hollywood Dayton (RSI)	\$0.3	+83
JACK Thistledown (BetJack)	\$0.3	-23
Cincinnati Bengals (Betfred)	\$0.2	+123
Belterra Park Digital Gaming	\$0.1	-7
Miami Valley Gaming GameWise	\$0.1	N/A
Hall of Fame Village (Betr)	\$0.1	+62
Muirfield Golf Club Parx	\$0.02	-70
JACK Thistledown (BetJack)	\$0.0	N/A
FC Cincinnati SuperBook	(\$0.011)	-127
Total	\$55.9	-10
Handle	\$430.7	-15

MAY REVENUE IN OHIO

ALL-SOURCES SPORTS BETTING	MAY REVENUE (M)	CHANGE (%) YEAR-ON-YEAR
Belterra Park FanDuel (FLTR)	\$24.3	-13
Hollywood Toledo (DKNG)	\$17.4	+1
Cleveland Guardians (Bet365)	\$4.4	-14
MGM Northfield Park ENT (MGM)	\$4.1	-14
Scioto Downs (CZR)	\$2.0	-10
Hollywood Columbus Barstool	\$2.0	-30
Hard Rock Cincinnati Seminole	\$0.7	-39
JACK Cleveland (BetJack)	\$1.0	-14
Hollywood Mahoning Valley (PBH)	\$0.5	+10
Columbus Crew Tipico	\$0.4	-42
Hollywood Dayton (RSI)	\$0.3	+83
Cincinnati Bengals (Betfred)	\$0.2	+123
Hollywood Mahoning Valley Barstool	\$0.2	+116
Hollywood Toledo Barstool	\$0.1	+55
Miami Valley Gaming GameWise	\$0.1	N/A
Hollywood Dayton Barstool	\$0.1	+128
Cleveland Cavaliers (CZR)	\$0.1	+256
JACK Thistledown (BetJack)	\$0.1	-15
Belterra Park Digital Gaming	\$0.1	-7
Hall of Fame Village (Betr)	\$0.1	+62
Muirfield Golf Club Parx	\$0.02	N/A
Cincinnati Reds ENT (MGM)	\$0.02	N/A
FC Cincinnati SuperBook	(\$0.009)	-125
Total	\$58.0	-9

HANDLE	MAY REVENUE (M)	CHANGE (%) YEAR-ON-YEAR
Belterra Park FanDuel (FLTR)	\$159.0	-14
Hollywood Toledo (DKNG)	\$137.0	-15
Cleveland Guardians (Bet365)	\$32.0	-13
MGM Northfield Park ENT (MGM)	\$32.0	-16
Scioto Downs (CZR)	\$25.0	-9
Hollywood Columbus Barstool	\$23.1	-2
Hard Rock Cincinnati Seminole	\$9.4	+8
Columbus Crew (Tipico)	\$5.0	-34
JACK Cleveland (BetJack)	\$5.0	+29
Hollywood Mahoning Valley (PBH)	\$4.0	+9
Hollywood Dayton (RSI)	\$3.0	-19
Cincinnati Bengals (Betfred)	\$1.8	-2
Hollywood Dayton Barstool	\$1.3	N/A
Miami Valley Gaming GameWise	\$1.3	+77
Cleveland Cavaliers (CZR)	\$1.2	N/A
JACK Thistledown (BetJack)	\$1.0	N/A
Hollywood Mahoning Valley Barstool	\$1.0	N/A
FC Cincinnati SuperBook	\$0.9	-37
Hollywood Toledo Barstool	\$0.9	N/A
Muirfield Golf Club Parx	\$0.8	N/A
Hall of Fame Village Betr	\$0.8	+3
Belterra Park Digital Gaming	\$0.7	-30
Cincinnati Reds ENT (MGM)	\$0.06	N/A
Total	\$446.2	-12

RETAIL SPORTS BETTING REVENUE	MAY REVENUE (M)	CHANGE (%) YEAR-ON-YEAR
Hollywood Columbus Barstool	\$0.4	+420
Hard Rock Cincinnati Seminole	\$0.3	-23
JACK Cleveland BetJack	\$0.3	+0.4
MGM Northfield Park ENT, MGM	\$0.2	-12
Hollywood Mahoning Valley Barstool	\$0.2	+116
Hollywood Toledo Barstool	\$0.1	+55
Hollywood Dayton Barstool	\$0.1	+128
Cleveland Cavaliers CZR	\$0.1	+256
JACK Thistledown BetJack	\$0.1	-15
Miami Valley Gaming GameWise	\$0.07	+194
Belterra Park FanDuel (FLTR)	\$0.05	-28
Cincinnati Reds ENT, MGM	\$0.02	N/A
FC Cincinnati SuperBook	\$0.002	N/A
Scioto Downs CZR	(\$0.042)	-161
Total	\$1.9	+30
Handle	\$15.6	+4


GUEST
COLUMN

IAIN HUTCHISON,
 CHIEF REVENUE OFFICER, DIGITAIN

The iGaming B2B supply chain and landscape has never been more competitive as operators consider the age-old dilemma of in-house development versus outsourced trusted technology partners

In a digital landscape where everyone perhaps uses the much-lambasted marketing hyperbole of innovation, anchored with features and even more features, Digitain talks about building relationships; and earning the trust and respect of the customer, and ensuring the customer is at the centre of the digital technology requirements.

DECISION OVERLOAD

We live in a consumption-based, fast-moving world where technology is intended to make our everyday lives easier, simpler and faster, certainly for repetitive or mundane perceived tasks. However, technology has allowed brands to compete on new or existing product sets. Still, it has also – like most people's busy lives – led to too much choice, which can result in decision overload and, therefore, indecision. Indecisiveness is a well-known psychological state and it affects everyone, perhaps more so when a complicated process involves selecting the correct technology partner to run your iGaming operation.

BUILDING TRUST WITH YOUR TECHNOLOGY PARTNER

As we mentioned, 'indecisiveness' has several contributing factors. That can be a need for more information to compare with other providers in the marketplace or, more than likely, it comes down to trust.

Trust is hugely important and a significant factor in the decision-making process when evaluating technology vendors for such capital-intensive projects, to decide what sportsbook or gaming platform fits the business requirements and ultimately commercially contract with. Likewise, trust is also deep-seated at the personal level. For example, do we trust what this person is telling us, can we validate it as a proof point and almost akin to a reliable or credible witness to a degree?



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Personal trust is a vast, underestimated commodity in the software decision-making process. Technology deals fail for many reasons, most resulting from insufficient or broken trust. Trust must be earned, likewise respect and reputation.

PEOPLE CENTRICITY

Building trust and rapport is about people. It's also about the people behind the software code, the AI, the trading, payments and casino games. It's about creating an all-encompassing ecosystem-centricity solution that allows the partner operator to trust you, allowing a sense of originality that leads to innovation. After all, every business, not just iGaming brands, must be reactive enough to meet market trends and player preferences.

Trust allows the development of a test-and-learn framework that leads towards a growth mindset and realisation to unlock new market access and revenue opportunities. Technology provides the backbone of infrastructure that can allow for those ideations that lead to innovations that will enable the business to move forward – but trust comes first; without that, it is likely the outputs won't succeed.

VENDOR SELECTION

Perhaps, the next time you are at an industry show, pursuing conversations around migrating to a new technology platform from your incumbent or looking to upgrade your current tech stack with another provider.

Consider asking threshold questions around not only features

and benefits but, notably, with your incoming supplier on how they establish personal and professional trust. How they listen and empathise and sympathise with your current and future needs. How trust and building that trust flow maps to success or what success should or could look like.

You may just be surprised by the response.

“Personal trust is a vast, underestimated commodity in the software decision-making process. Technology deals fail for many reasons, most resulting from insufficient or broken trust”



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