

THE **iGamingFuture**

MAGAZINE

SERIES

March 2026

THE FUTURE OF

▶ **AFRICAN
SPORTSBOOK**

▶ **MASTERING
COMPLIANCE**

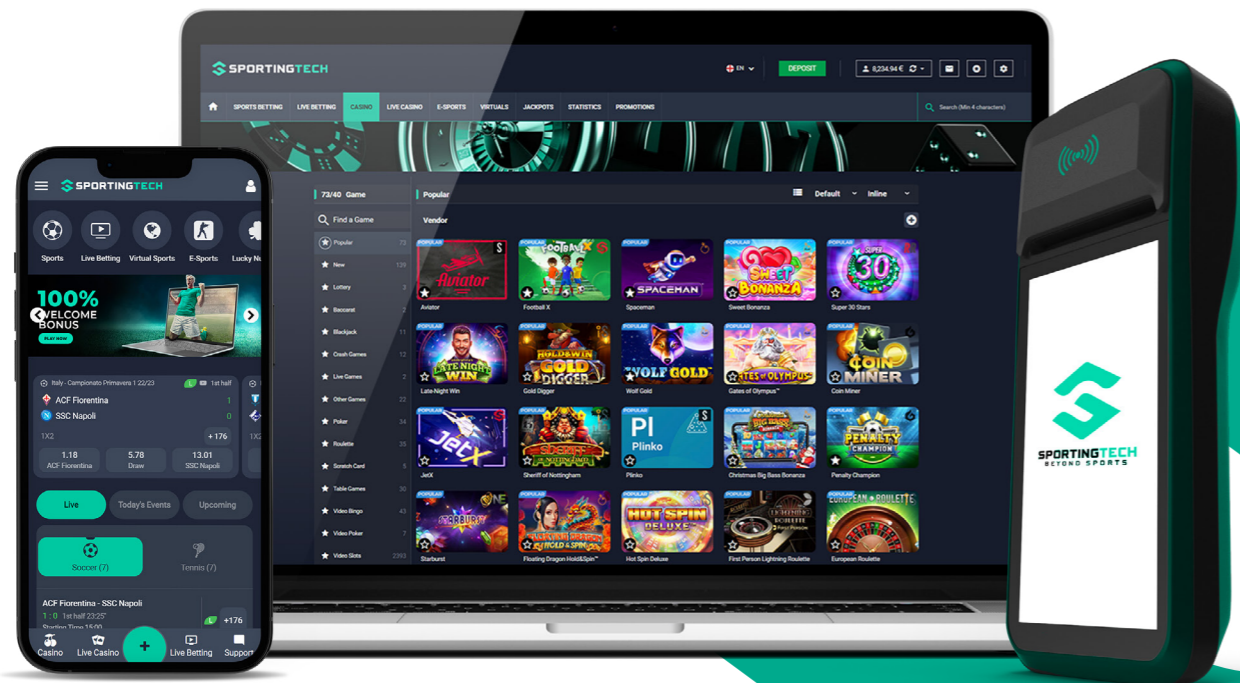
▶ **REGULATED
MARKETS**



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EDITOR'S INTRODUCTION

Setting The iGaming Agenda

Refuting the adage that "less is more", iGamingFuture this quarter brings you a bumper edition of its agenda-setting magazine, featuring not one but three, in-depth, themed explorations of our industry's most salient, exciting and challenging issues.

We bring you "The Future of African Sportbook" before transitioning to "The Future of Mastering Compliance", ending with a forensic examination of "The Future of Regulated Markets".

It's a truly remarkable editorial quarter, packed with data, insight and good sense.

Across Africa, a fascinating, vibrant market set to be worth US\$2.36 billion by 2028 - and an opportunity we've taken to heart - innovation and mobile data has unleashed and reshaped sports betting. And AI - as in so many iGaming jurisdictions - has become a major player. So-called future proofing may be impossible in such a dynamic marketplace, but iGF-curated insight can certainly help you prosper and stay ahead of the competition. While emerging markets like Africa promise a golden iGaming future, compliance and regulation still reign supreme in the world of sustainable business.

Read on as iGaming leaders and innovators from Africa, Latin America and Europe - and the world's top gaming companies - explain how to not just survive but prosper in an industry that's being rocked by future tech for both good and bad.

Our latest edition on Compliance advises all stakeholders on how to navigate and survive the increasingly complex requirements of playing by the rules - with an emphasis on continuity, player safety, trust, commercial protection and fiscal reward. Compliance, as our experts assert, is not just a matter of safety. Mistakes in highly-regulated markets, such as the UK, can cost millions - and wreck nascent ventures anywhere. AI-powered tools and software can help you not only meet, but exceed, tightening regulatory standards.

Finally, but not least, we explore Regulated Markets. The legal global iGaming industry is set to be worth an estimated US\$153.57 billion by 2030 and, whichever way one cuts it, highly-regulated Europe continues to dominate with over 40 percent of total market share, followed by the fast-expanding U.S. Within regulated markets compliance regimes have become ever more sophisticated and complex. And licensing challenges and legal requirements follow the action - everywhere. Tax, compliance, money, momentum, AI - have the stakes and rewards ever been higher?



André Dubronski

EDITOR IN CHIEF
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UNLOCKING SMARTER iGAMING OPERATIONS with AI

Competition in iGaming is getting squeezed from every side: bigger game catalogs, faster in-play odds swings, tighter margins, and fraud and bonus abuse that evolves faster than manual teams can track.



QUOTE FROM: Denys Parkhomenko

CPO
GR8 Tech

That's why AI is becoming the foundation of modern iGaming, powering recommendations, retention, and player communication. **However, the fastest gains with AI come from focusing on a few high-impact use cases first,** areas where AI reduces manual work, improves decision-making and moves key metrics quickly.

Three areas with immediate ROI section

Personalisation is usually the fastest AI win because it reduces choice overload and gets players to relevant content sooner. Operators should have event and market surfacing that adapts to player behavior (with a strong "trending" fallback for low-data users), plus menu reordering and parlay placements that shorten the path from homepage to betslip. In casino, the must-have is a lobby that continuously curates using played + similar + trending signals, with the ability to plug in bonus-aware

discovery. This results in less browsing, more relevant clicks, faster conversion, and higher session value, without constant manual merchandising.

CRM Automation delivers immediate ROI because it turns player data into faster, more accurate decisions about who to contact, when, and with what. The biggest gains come from three capabilities working together: smart segmentation, churn prediction, and next-best action. Operators should segment by behavior and value, include zero-bet intent using early browsing signals, and use churn scores to trigger timely interventions or suppress offers that won't

convert. Pair that with next-best offer/message logic and compliant, multilingual message generation, and CRM moves from "more campaigns" to "better decisions": higher conversion on targeted segments, improved retention, and far less manual work.

In **Risk & Anti-Fraud**, the fastest ROI comes from real-time scoring and automated triage. Operators need millisecond-level evaluation of bets and transactions using behavior signals (timing, odds movement, linked accounts, abnormal patterns) to catch bonus abuse, arbitrage, after-goal exploits, and chargebacks early. The key is automated actioning: allow, limit, flag, or



isolate from promos, so good players stay smooth, while risky behavior is contained. This helps to receive protected margin, fewer false positives, smaller review queues, and fewer "small leaks."

"Across our clients, the impact of advanced AI is showing up fast and clearly: engagement lifts by 25–30%, sessions run 30% longer, and monthly retention reaches 43%, with long-term operators seeing up to 30% revenue growth. On the CRM side, our churn and retention models deliver ~80% accuracy and translate into 75–80% retention improvements, while

automation cuts work that used to take two days down to 15 minutes (and content from 30 minutes to under two). And with real-time monitoring, operators have reported 95% fraud reduction and 99% accuracy in detecting player patterns, often alongside a 20% activity jump in the first week after rollout," said Denys Parkhomenko, CPO at GR8 Tech.

What's next for iGaming

AI's next phase in iGaming is to become the operating layer behind the whole player journey. In 2026, personalisation will get even

more advanced across lobbies, betslips, bonuses, and messaging, based on each player's intent, value, and risk level. AI agents will handle more routine work across support, payments, KYC, basic risk checks, and CRM actions, with humans stepping in only for complex or VIP cases. Add real-time analytics for instant actions, predictive models for LTV/VIP/fraud to guide budgets and limits, and generative AI for localised content and creatives. Moreover, sportsbook, casino, and CRM will increasingly operate as one connected system, optimised continuously.



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THE FUTURE OF
AFRICAN
SPORTSBOOK

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IGAMING
RULES

MARKET OVERVIEW

According to leading iGaming advisory firm, SCCG Research, Africa's total online gambling market was valued at US\$1.85 billion (£1.39 billion) in 2024 and is projected to rise to US\$2.36 billion (£1.77 billion) by 2028 - a compound annual growth rate of some seven percent.

Between 2019 and 2024 the market nearly doubled, driven by rising internet access, mobile penetration and a youthful, tech-savvy population.

With a booming and predominantly young population, but only around seven million projected to be bettors by 2028, the user-penetration rate stands at just 0.5 percent of the continent's adult population.

This is significantly lower than Europe's 6.5 percent average and highlights why the region is viewed as a largely untapped market.

From Nigeria to Kenya, Ghana to Tanzania, innovation is reshaping how players connect and communicate with sportsbook brands. As mobile data becomes more affordable, technology evolves and a new wave of AI-powered tools enters the space, with player expectations shifting rapidly.

With this in mind, let's dive in and discuss the current and future state of play with African sportsbook players.

In this context, it is the operators who adapt first and find ways to bring players along for the ride that will lead the market.

Yet in a regional market defined by disparities in tech infrastructure and accessibility, the challenges are real and in some cases, regionally unique.



Curtis Roach

HEAD OF CONTENT
iGF



KIMANI KIMEMIA
COUNTRY MANAGER
Bongobongo



OYINDAMOLA MICHAELS
COUNTRY MANAGER
LiveScore Group



YEVHEN KRAZHAN
CSO
GR8 Tech

OUR EXPERT SPEAKERS

INDUSTRY INSIGHTS

As the market landscape evolves and adapts to new trends, our industry has now been compelled to react accordingly.

IN THIS EDITION a panel of industry experts explore the next generation of African Sportsbook. As the African iGaming market accelerates into a new phase of maturity, the conversation focuses on how operators can harness emerging technologies, from AI-driven personalisation to mobile-first innovation and smarter payments, to elevate their sportsbook brands.

Looking for more insights?

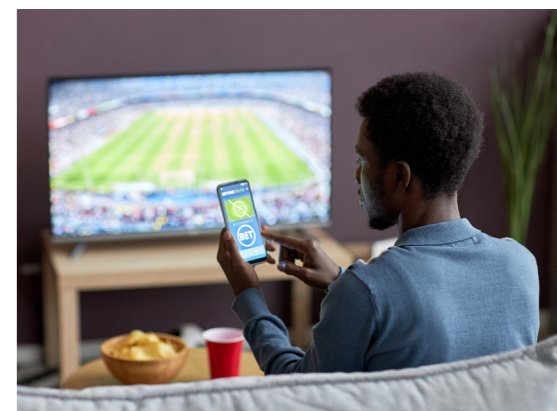


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AFRICA'S iGAMING BOOM BY THE NUMBERS: What Operators Need to Know in 2026

GO Intel's latest research, published in 'The African Goldrush: Market Landscape, Regulation, and Strategic Outlook', **highlights why Africa is a continent that operators can no longer afford to ignore.**



Liam Hoofe

CONTENT STRATEGIST
GameOn



growth.

Across the rest of the continent, regulatory development continues to accelerate. Senegal's *LONASE* is modernising its monopoly system and introducing new gambling tax measures.

Morocco has applied a 30% tax on foreign online gambling winnings, signalling a possible shift toward formal licensing. Ethiopia and the Democratic Republic of Congo are both considered high-potential candidates for new regulatory frameworks by 2027.

Alongside these structural developments, localisation has become one of the most important differentiators for success. The stats show that a one-size-fits-all model imported from Europe or Latin America simply does not work.

GO Intel's research shows that operators who prioritise localisation achieve retention rates 40% higher than those using non-adapted products.

Over the last two years, 70% of iGaming growth across sub-Saharan Africa has come from operators that invested in locally adapted UX, region-specific campaigns, and culturally relevant customer service.

Much of this is grounded in infrastructure. In Nigeria, it is estimated that up to 60% of bettors still use feature phones instead of smartphones. This shapes everything from platform design to customer support, with WhatsApp-based assistance becoming increasingly common and multilingual teams offering services in languages such as Swahili, French, Arabic, Yoruba, Amharic, and Zulu.

This has led to innovations in fintech in the market. Mobile money services, such as *M-Pesa*, *Orange Money* and *MTN Mobile Money*, are the only viable payment channels for millions of users. In Kenya alone, *M-Pesa* processes an extraordinary volume of betting transactions every day. This has even led to unexpected

partnerships between telecoms and betting operators, with *MTN* experimenting with data bundles tied to betting promotions in some countries.

Localisation also strengthens economic growth in countries like Kenya, Ghana and Senegal. Authorities increasingly favour brands that invest in local staff, support domestic sport and uphold responsible gambling standards. These operators are viewed as contributors to national development rather than external profiteers.

H2 Gambling Capital forecasts that Africa's total betting and gaming market will rise from approximately \$17 to \$18 billion in 2025 to more than 22 billion by 2029. South Africa and Nigeria will remain the core revenue engines, but markets such as Ghana, Kenya, Senegal, Cameroon and Zambia are expected to deliver faster growth as connectivity improves and regulation stabilises.

Africa is entering a decisive chapter in its iGaming development. For operators, suppliers and investors, the opportunity lies not only in market size, but in the unique combination of demographics, technology and cultural enthusiasm that drives betting behaviour across the continent.

Latest projections indicate that the market has reached \$ 17.6 billion in gross gaming revenue, making it the fastest-growing market in the world and it shows no signs of slowing down. This growth is driven by youthful demographics, strong sporting culture, fintech innovation and ongoing regulatory development.

Africa is a diverse continent comprising 54 countries. In iGaming, two of them dominate the landscape: South Africa and Nigeria. South Africa remains Africa's most mature market, valued at around €3.63/\$4.22 billion in 2025.

Oversight falls under the *National Gambling Board*, working alongside nine provincial regulators, including the *Western Cape Gambling and Racing Board* and the *Gauteng Gambling Board*. Online sports betting is legal and formally licensed, while online casino gameplay remains prohibited.

Even so, operators continue to expand through fixed odds

number games and low data interfaces. More than 80% of bets in South Africa are now placed on mobile devices, supported by one of the highest mobile penetration rates on the continent.

Nigeria's total gambling activity projected at \$3.6 billion for 2025. Its regulatory environment is divided between the *National Lottery Regulatory Commission* at the federal level and multiple state bodies, such as the *Lagos State Lotteries Board*.

The country is one of the most mobile-centric betting markets in the world, with approximately 93% of wagers placed on mobile platforms and over 60 million active bettors. Payment

systems, such as *Flutterwave*, *Paystack* and *MTN MoMo* are now essential to the user experience.

Kenya and Ghana complete the list of leading regulated markets. Kenya's *Betting Control and Licensing Board* oversees more than 200 licensed operators. Recent tax adjustments in the Finance Bill 2025 continue the country's long-standing efforts to strike a balance between player protection and commercial viability. Ghana's *Gaming Commission* operates a transparent licensing system with a 17.5 percent GGR tax and a 5 percent withholding. Brands, such as *Betika* and *Betway Ghana*, have helped drive consistent digital

EXPLORING THE TRENDS Behind Tanzania's Betting Boom

The Gaming Board of Tanzania (GBT) recently announced its revenue collection from tax and licence fees on all regulated gambling activities - retail 18 percent, online 25 percent - **nearly doubled** from TZS 132 billion (£37.4m) in FY 2020/21 to TZS 260.2 billion (£73.7m) **in 2024/25**.

What's more, the **industry has created over 30,000 direct and indirect jobs and is a major source of foreign direct investment**. In terms of GGR, it's **also one of the fastest-growing gambling markets**, with a projected CAGR of 10.6 percent through to 2029.



Erick L. Gerald
HEAD OF OPERATIONS
Parimatch Africa

These figures give us a robust overview, but what's the story behind them? To explore Tanzania's betting boom, the modern consumption and marketing strategies at play, and how regional operators can leverage the upcoming FIFA World Cup, iGamingFuture invited Erick L. Gerald, Head of Operations at Parimatch Africa, into the studio for an exclusive one-to-one.

1 What do you think is the main reason for the recent surge in market activity, as reported by the increase in GBT revenue? **And what are the main drivers of growth?**

Over the last few years, the mobile penetration rate in Tanzania has skyrocketed and so has the availability and use of digital payment methods. One in nine Tanzanians now has a smartphone, so technology

adoption has been a major factor in the rise in participation.

Payment methods have also developed rapidly. Bank cards are not so popular or widespread in Tanzania, but each of our cellular networks now offers a mobile payment solution. This has transformed the speed with which people can send and receive money and opened the way to online payments.

There are also economic factors to consider. The

number of unemployed in Tanzania has been rising and our population is young, with 65 percent of people under 35-years-old.

This sector of young people has time and motivation to make money, which, combined with easy internet access and mobile payments, means online gambling is viewed both as an escape and a way to earn.

Social media plays a huge role in encouraging this; no matter what channel you look

at, there are big campaigns showing people betting - it's a trend. Influencers and player testimonials are all driving this trend by continuously attracting new players.

From the operator side, Tanzania has made it simpler for investors by modernising the requirements and regulations. There's now access to statistics and the GBT is easy to reach. This simplification means more operators are targeting Tanzania.

2 How significant a role does retail still play in the market? **What are operators doing to encourage more online play and convert retail players to a more omnichannel customer experience?**

If we look back around 10-years or so, due to higher barriers to access - for example, lacking payment methods, poor internet connectivity and low device penetration - retail was the most effective way to bet. But this isn't true anymore.

Now, retail lags behind, and that's causing its decline. You just don't see new investors who are focused on retail anymore.

Part of that is because new



bettors don't use retail. As a result, the business relies on those who are already loyal and have used betting shops for a long time. New bettors favour online services, which is why online operators outnumber retail ones so much.

There are some cases where operators have focused on retail, but they tend to close because there's simply not enough interest. There are also more complex rules for retail operators, because of

the way they engage with society. For example, you are not allowed to locate a betting shop close to a school, religious centre or hospital.

This, combined with the drop in participation, means it doesn't make sense for many operators. And in cases where new retail locations open, they tend to be franchises and not run directly by the brand-name operator.

3 Does the way players consume content and engage with brands differ per region? **What are some of the key trends in player behaviour that are unique to your market?**

I don't think there's much variance across African markets.

Digitalisation has been a game-changer and it is the primary driver of growth.

Players tend to consume content across multiple channels, which means brands have to be very effective with marketing. In Tanzania, *Instagram* and *Telegram* have become the most popular channels for betting content, especially for players and tipsters sharing information.

WhatsApp tends to ban accounts and *X* is more for political content. *Facebook* used to be popular, but people no longer trust the content, so it just doesn't convert.

Overall, we adopt a multi-platform strategy, which uses *Facebook*, *Instagram* and a *Telegram* channel. We also have a *WhatsApp* community.



4 The 2026 FIFA World Cup kicks off this summer, and it will be a great opportunity for operators to increase engagement and traffic. **What are your thoughts and what steps are you taking to ensure Parimatch's African brands leverage the most value from the tournament?**

In my experience in Tanzania, the World Cup doesn't have as much traction as other tournaments. One of the key reasons is that it's unpredictable.



Compared with regular league competitions, which provide constant data and statistics, the World Cup only takes place every four-years. This limits the availability of recent and relevant data.

National teams also vary and don't play together consistently, making predictions harder and discouraging betting in the Tanzanian context.

Of course there's lots of hype and social engagement around the event, but it doesn't necessarily translate into betting volume.

EDITOR'S NOTE



Tanzania has had legal gambling for over two decades, but the market is now surging, underpinned by easier online access and a young, tech-savvy population eager for economic opportunities.

Yet not all sectors are thriving.



According to Erick, retail betting is in decline, maintained only by a loyal, but older generation of bettors. New players overwhelmingly prefer online platforms, drawn in by social media campaigns and influencer content on channels like *Instagram* and *Telegram*.

Surprisingly, despite global excitement around the 2026 FIFA World Cup, Erick believes that Tanzanian bettors are unlikely to increase their betting activity during the tournament.

Why?

Because it only takes place every four-years, meaning bettors lack reliable data to base wagers on. And this makes other leagues and competitions more attractive.



The front-end layout and design of a sportsbook are critical components for the player experience. What are the key elements for an effective front-end in the African market? And how do you see this changing over the next few years?

YEVHEN

From our perspective within the African context, an effective sportsbook front-end needs to focus on speed, simplicity and ease of navigation.

The interface must support low-speed internet connections and players trying to conserve mobile data, so it has to be lightweight and optimised for fast loading. This also makes it easy and simple to navigate and means players stay longer.

In other markets, there tends to be a trend towards information overload, especially in sportsbook layout. But in Africa we're seeing traction by keeping things simple.

There are some traditional products and patterns we see, like players wanting maxi bets, different parlays and bet builders. But in terms of the starting point, it's quick loading, ensuring players stay engaged and easy navigation that will allow you



to compete quickly and aggressively in this market.

Looking forward, I think native apps will become more important as they solve the data and bandwidth issues. If a provider has a basic web app and a native app, that would be the best approach.

KIMANI

Having a simple, lightweight and easy-to-use front-end is a good feature to have in the whole African market - not just where we operate in Kenya. Ease of payment is another important element.

For example, in Kenya, having seamless integrations with local payment systems is a great feature.



It must also be localised to the local language.

OYINDAMOLA

You've also got to consider device diversity and the user-experience on different devices.

African players are using a wide range of phones; from the older styles that use Symbian or Java to more modern options. That means thinking about how the UX works on all of these devices and asking if it is attractive and engaging.

For me, network reliability, localisation and device diversity are the top considerations. In this market, it's not about being flashy, but about prioritising speed, simplicity and being data-light.

IGF 15 Oct 2026 | Carnivore | Nairobi, Kenya

East Africa

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How can AI tools be best leveraged to maximise the customer experience and provide the most added value from a sports perspective and what potential does it have?

YEVHEN

At GR8 Tech, we're actively using AI, but in Africa it's a little bit limited because we prioritise simplicity and speed. The areas we use AI in are learning and recommending, as well as anti-fraud and risk management.

We cannot predict everything, but we need to study and learn consumer preferences.

Within five to 10 player transactions, we can gather enough data to make recommendations regarding tournaments and sports of interest and even more specific things, like setups and markets.



The ideal scenario is to be able to cross-sell between sports and casino and vice versa, which is why having a casino vertical alongside sports betting is a winning strategy.

AI can also identify cases of fraudulent activity very quickly. Using it in this area is one of the fastest ways to avoid problems.

Both of these areas are critical for adding value to operators and are key areas of focus at GR8 Tech.

OYINDAMOLA

AI is being widely used everywhere now.

We've introduced it to facilitate different engagement strategies, analyse player patterns and create products. The future is more personalisation, adapting site layouts to suit different users and their betting patterns and habits.

For example, when you have



a purely sportsbook user, they don't want to see casino ads. It's better to have a personalised sportsbook set up just for them, showing betting tips based on their behaviour and markets they engage in.

AI is here to stay, so it's key that operators learn to adapt and use this technology to improve their products and services.

We're not talking about it taking over jobs, but we have to find the middle ground where we optimise operations and enhance the experience. It can be through integrating the technology with payments, design optimisation or even micro-betting tips. Micro-betting is actually getting very popular in Africa, and AI can help you predict a consumer's next move. This helps build trust and engagement as well as revenue.

Operators already have everything they need to roll out this kind of service, but I think what's lacking is consumer acceptance.

There's still a belief within Africa that humans still trump tech, so right now, there is some resistance; we still want to go the old-school route, picking our games ourselves.

There's also suspicion when things are pre-picked and too easy.

This means we need more education before introducing this type of personalisation and AI use.



KIMANI

From my perspective, I would add that I think AI is best applied in behavioural analytics for personalisation and churn prediction.

This is where it's being applied best to leverage the experience and boost operator value.



The way players consume content varies across regions. From your perspective, working in East Africa, what are some of the key trends or unique characteristics that define player behaviour and engagement with operators in this market?



learning the odds or games deeply.

This pushes operators and platform providers to introduce features that are very popular and immediately engaging.

Like max bets or popular parlays that everyone is betting on.

Having leaderboards showing what other players are doing or winning on is also very effective, which is similar to what we see in Asian markets.

It works because players would rather follow other winners than learn about the product and because sportsbook is vast in terms of markets and outcomes.

When it comes to casino, initially, I expected sports betting to dominate, but we're now seeing casino outperform sports significantly - over 80 percent of operator revenue in some cases.

Simplicity is key.

As Oyindamola said, players

like old-school, like spinning manually; they don't trust too much automation, but this habit is gradually changing because fundamentally humans like ease.

As we introduce more AI and recommendation systems, similar to Netflix's model, we're simplifying and personalising the experience for African players. This is the winning formula.

OYINDAMOLA

Nigeria is a predominantly sportsbook market. Our players love sports betting, even though we have some casino players.

Nigerians - and Africans generally - love instant gratification. Simplicity is key.

Many want to turn a small stake into a huge win overnight.

Players also love bonuses and freebies - bet boosts, reactivation bonuses. That's what gets their pulse racing. This has led to a revolution of tipsters because word of mouth is incredibly important.

If somebody posts a testimonial saying 'I've played this game in this place and I've won X amount of naira or X amount of Kenyan shillings', you see people wanting to subscribe to that channel. They want to get referral codes and join the winning site.

A study was conducted recently about the importance of these tipsters in the African market and in Nigeria, along with the bonus and referral codes.

They found that a big channel for this type of marketing is Telegram, and bettors want to play with the tipsters to get their codes and win.

More experienced or VIP players approach gaming differently.

They understand the odds and strategies better and won't go for 30- or 50-leg accumulators. But the average Nigerian bettor wants to turn ₦100 into ₦10 million and become a success story - 'The Talk of the Town'.

This means betting patterns tend to be tactical.

Follow the bonuses and promotions, go where the best odds are and respond to word of mouth. That's why visibility and reputation matter so much.

Operators need to be seen, heard and offer attractive bonuses.



African gaming markets are relatively new compared to mature regions like Europe. Do you think operators are still primarily focused on acquisition over retention? Or is there now a growing effort to balance activities and invest more in retention?

KIMANI

We are still relatively young, but both acquisition and retention are key parts of the industry.

As much as you focus on acquisition, you must focus on retention. Resources should be split equally, 50/50.

OYINDAMOLA

Ignoring retention is like filling a leaky bucket.

Africa is a game of numbers. The average revenue per user (ARPU) is quite low, so you have to make up for it in the number of players that you



acquire. That's why you see many operators in Africa focusing more on acquisition.

Many of the operators are foreign and experienced in other markets. They have already developed in-house retention tools and they understand retention properly.

They might not understand how to do acquisition in Africa because it's a new region, but the retention tools can be localised.

This is why there is a bigger focus on acquisition.

Once they've signed up, the operator has a whole suite of retention options like free bets, reactivation deposit matches, VIP programmes, bet boosts and accumulator boosts.

If I had to put it in numbers, I'd say it's more like a 70/30 split, with operators focusing more on acquisition than retention.

YEVHEN

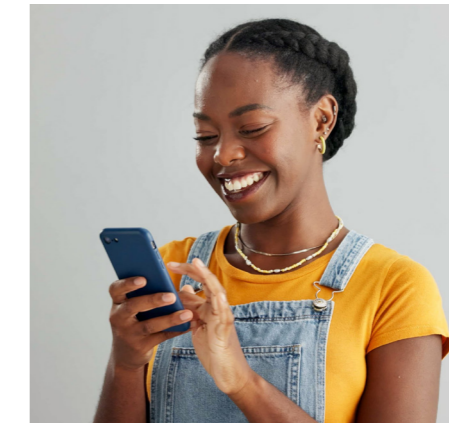
Our position, especially in the last six months, has been strongly oriented towards retention. We've been promoting the Heavyweight Club. And you can't become a "heavyweight" brand by focusing only on acquisition. It's not sustainable.

Because of that, I would say we're 90 percent focused on retention. Using our powerful micro-segmentation tool, our operators' CRM system and bonus engine can constantly adapt to player preferences.

Unfortunately, I think there is a global focus among start-ups to acquire players as rapidly as possible, but then they quickly hit a ceiling and try to 'milk the base'.

But without proper gamification or retention tools, players get bored and move to competitors.

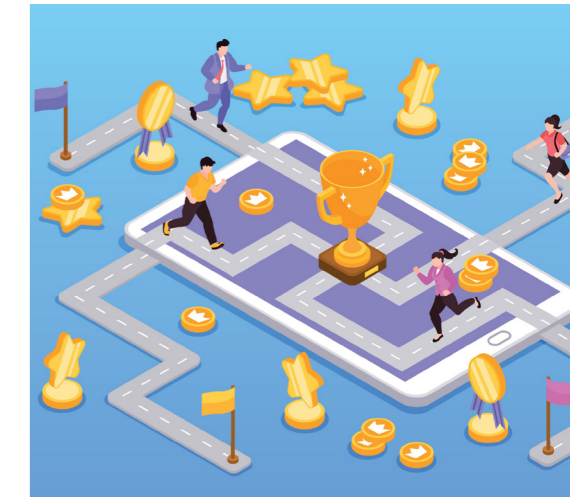
In Africa, there is a prominent case, *BetPower*, which focused heavily on retention: keeping churn low and maintaining close relationships with its player base. AI tools that drive real-time reactions are invaluable in achieving this, as is sharing the right bonuses at the right time and with the right people.



Most of all, you need a strong segmentation engine, and that's what *GR8 Tech* offers.

Our focus in Africa is on completely shifting the focus away from acquisition and onto retention.

If your platform can offer non-stop entertainment and a great player experience, acquisition will come via word of mouth. And it builds quickly.



EDITOR'S CONCLUSION

Africa is often treated as a monolith and a region where tried-and-tested models can be replicated and experienced operators can roll out their pre-established tools and strategies.

In reality, it's a continent defined by diversity.

From the range of devices used for betting, to differences in language, currency and importantly, the most influential tipsters and personalities. As today's experts highlight, success is currently driven by word-of-mouth marketing, attractive bonuses and a player-led journey.

This is what's working today. Our experts agree - albeit to varying degrees - that the future is retention-focused.

Yet achieving necessitates a major mind shift.

As Oyindamola notes, with a lower ARPU, Africa remains a numbers game. And a continued focus on acquisition alone is like trying to fill the proverbial leaky bucket.

ACROSS THE BOARD, THERE'S ALSO CONSENSUS THAT AFRICAN GAMBLING MARKETS ARE MOVING TOWARDS AND BENEFITING FROM MORE TECH AND AI-DRIVEN TOOLS THAT ENHANCE THE PLAYER EXPERIENCE.



Yevhen shares this view. For him, it's about flipping the script almost entirely - up to 90 percent - towards retention activities. His argument is clear: build an exceptional, personalised customer journey, and in a market where word of mouth carries serious weight, acquisition will follow naturally. But challenges remain, and adoption in markets has been slower than in other regions.

Some of these hurdles are unique, yet easier to overcome - such as educating players about how predictive tools work to reduce scepticism and build trust. Others - like delivering sophisticated, high-tech products and UX in markets where many players still rely on low-bandwidth connections - are more complex.

STILL, THE MESSAGE IS CLEAR: AS THE NEXT GENERATION OF AFRICAN BETTORS COMES ONLINE (YOUNG, TECH-SAVVY AND MOBILE-FIRST), MICRO-SEGMENTATION, PERSONALISED BONUSES AND THE CUSTOMER JOURNEY WILL BECOME INCREASINGLY CENTRAL TO LONG-TERM SUCCESS.



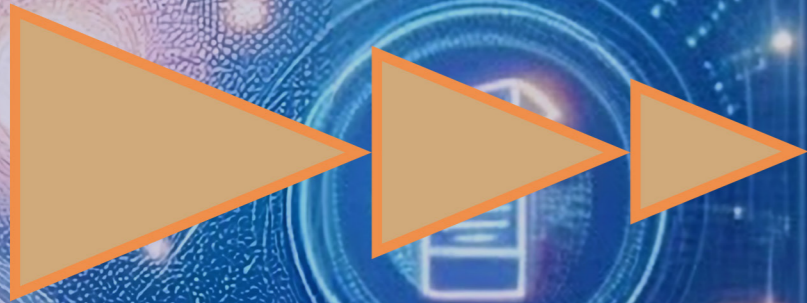
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MARKET OVERVIEW

AI - a market worth US\$244.22 billion (£179.94bn) this year, projected to reach US\$1 trillion (£744.26bn) by 2031 - is changing the game and, when applied with laser focus, makes it easier for operators and suppliers to stay ahead of the compliance curve.

As global markets mature, the industry has entered a new era of regulation: one defined by an increasing focus on sustainability, player safety and stronger protections.

Regulation has moved beyond simple box-ticking. The true test now is balancing complex compliance requirements with commercial viability, while maintaining player trust.

At the same time as markets have matured,

technology has advanced rapidly, giving operators unprecedented power to both target and protect players, spotlighting the growing importance of self-regulation and going above-and-beyond the minimum requirements.

Many operators now work in multiple jurisdictions, adding layers of complexity. But compliance is not just a matter of safety. Missteps in highly regulated markets, such as the UK, can cost millions.

And when things go wrong, it's not just regulatory penalties at stake. The reputational damage can be equally significant.

With intelligent tools and software, operators can now meet and even exceed regulatory standards. But reducing player friction and remaining proactive requires discipline, organisation and close collaboration between compliance and commercial teams.

The UK Gambling Commission, for example, has fined operators over £100 million in a combined 38 sanctions since 2022. The largest fines - £19 million and £17 million - were substantial by any measure.

To unpack the future of AI, regulation and trust, iGamingFuture gathered some of today's leading compliance experts to discuss new technologies and approaches; asking how forward-thinking operators get ahead - and turn compliance into competitive advantage.



Curtis Roach

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GREG PAPANASTASIOU
CHIEF RISK &
COMPLIANCE OFFICER

PLAY NORTH



MARIAN MIHALIA
GLOBAL RESPONSIBLE
GAMING MANAGER

Superbet



DANIEL REILLY
HEAD OF
REGULATORY COMPLIANCE

BOYLE Sports



MIKE DE GRAAFF
CO-FOUNDER &
CHIEF COMPLIANCE OFFICER

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INDUSTRY INSIGHTS

As the market landscape evolves and adapts to new trends, our industry has now been compelled to react accordingly.

IN THIS EDITION a panel of industry experts examine future regulation, AI and trust. As regulatory frameworks evolve and scrutiny intensifies, success will depend on aligning technology with transparency. From AI-driven monitoring to proactive risk management, the discussion explores how operators can strengthen compliance foundations, build player trust and future-proof growth in an increasingly regulated global landscape.

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MASTERING COMPLIANCE in the Era of Mature Regulation

The **iGaming industry** is **more heavily regulated today than ever** before. **Expectations are sky-high and missteps in mature markets can not only cause operators to fall out of favour with players, but also lead to million-pound fines from regulators.** For iGaming operators, the **margin of error has never been thinner.**



Thees Buschmann
SENIOR CONSULTANT
Chevron Group



In this iGamingFuture special session, we're taking a look at the most pertinent compliance challenges currently faced by the industry with regulatory expert **Thees Buschmann**, who has been leading compliance teams for over a decade and has held senior positions at the *Red Rhino Group* and *Tipico*. Read on to get his expert take on mastering modern compliance.

2 With the EU Accessibility Act already in force, what should operators be doing and could accessibility become as big a differentiator as responsible gaming in shaping player trust?

The **approach** and the **preparation** boil down to the **execution channels.**

If you're a **purely online operator offering slot games**, you have to ask yourself what the **accessibility challenges** are. What the **Accessibility Act** mandates? And what is possible?

Many of the **required functions** are already provided within browsers and some simply fall outside the scope of what's possible.

For example, **voice-overs for the visually impaired**: there are **some elements of gambling products** that just don't translate in this sense, like **blinking lights.**

Retail and land-based establishments have more **physical considerations**, for instance: ramp access and wide doors for those with mobility issues, brighter lights for those with vision impairment, et cetera.

Operators need to get on top of this, not just to build trust when players see a brand offering a product and experience for all, **but because it will eventually become very important for regulatory compliance.**

3 In fast-moving markets, how can operators strike the **right balance between maintaining strict compliance while still achieving ambitious commercial and player acquisition goals?**

Compliance management is risk management. It's the law, and therefore non-negotiable, especially in areas such as anti-money

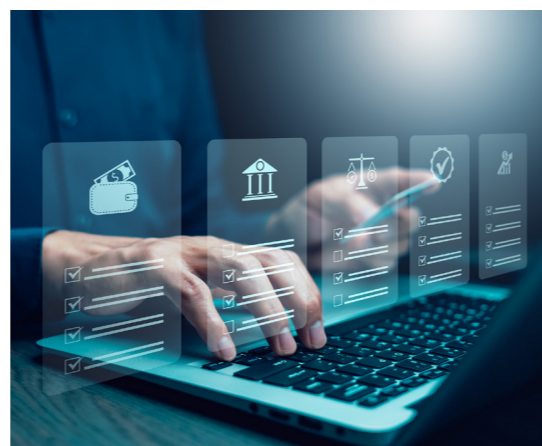
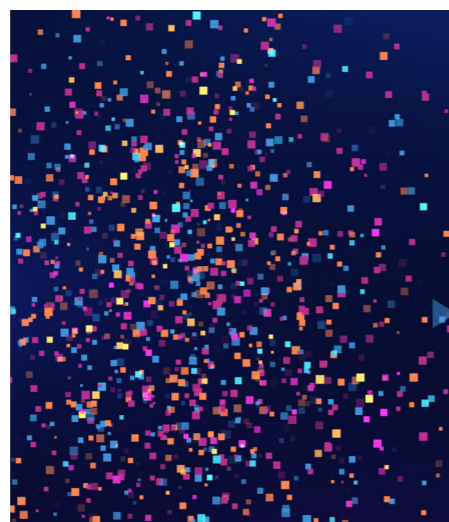
1 What are your thoughts on the impact of new, AI-driven tech on the market? **Are there any key ways for AI to be practically integrated into day-to-day compliance operations to help streamline tasks?**

I firmly believe **AI** is a tool that can help reduce resources spent on compliance tasks, but we need to understand it is a tool and it is not the answer to everything.

It's **great for processing large amounts of data and completing lower-level tasks**, like flagging accounts that

need reviewing. **But ultimately the decision-making process is still human.**

From a regulatory perspective, it cannot replace someone who is working from experience. We're just not at that point yet.



laundering and data protection.

The key is adopting a risk-based approach: understanding the regulation, where the regulator is coming from, and the objective behind the rules. Once that's clear, you can shape your strategy around it.

For example, regulators take different approaches to player protection. Some focus on preventing harm from excessive gambling, others prioritise limiting play more broadly.

Only by understanding the purpose of the regulation can you develop a strategy. Not only for effective compliance, but also to assess how, and whether, your commercial objectives can be pursued within that framework.

It's a delicate balance. Operators often walk a fine line, and effective regulatory risk management can sometimes come at a cost.

4 Do you see self-regulation as a competitive advantage for operators? And what practical steps can companies take to demonstrate leadership in compliance before regulators mandate it?

This again comes back to risk management. If you have a clear risk management framework, understand the market you operate in, know your position, and fully

understand the regulatory environment, then self-regulation can be one of the biggest competitive advantages.

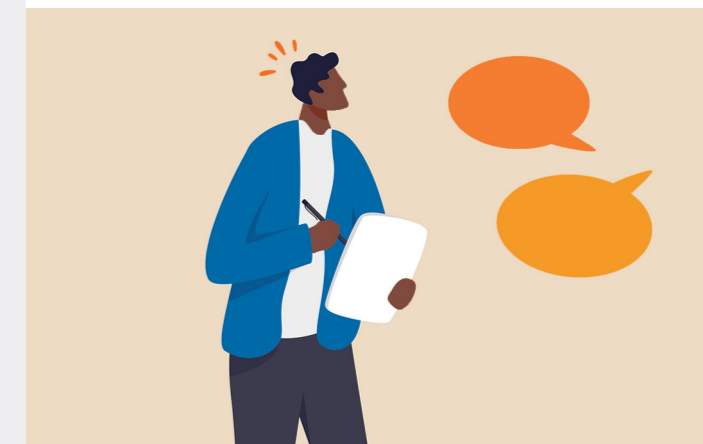
Some of the best examples of self-regulation out there are responsible gambling initiatives, like dashboards that help players better manage how and when they play.

In terms of the practical steps operators can take to

demonstrate this, it all comes down to coherence. Each unit in the business must understand the others, and they must communicate and work effectively together. There also needs to be a structure, like a steering committee or central function, that brings everything together and ensures oversight.

From a strategic perspective, you also need to ensure the procedures you implement reflect the overall governance approach, align with your risk appetite, business objectives and the regulatory expectations.

EDITOR'S NOTE



Thriving in mature and increasingly regulated markets is no easy task. It requires experience, understanding and a coherent approach that prioritises regulation before growth.

In this context, AI is often seen as a silver bullet, particularly for compliance and player safety.

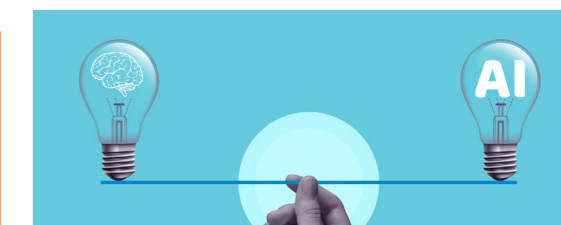


! But according to Thees, while it can certainly handle some heavy lifting, like processing large reams of data, it's simply not yet capable of replacing human decision-making.

And what about self-regulation? Can it be a competitive advantage? Absolutely.

Thees argues that well-governed initiatives can become one of the strongest differentiators, especially as modern players increasingly value operators that genuinely care for their wellbeing.

But achieving this requires alignment across the business and a disciplined approach to regulatory risk.



How can AI be practically integrated into day-to-day compliance operations?

GREG

Technological developments need to be closely monitored for the value they add. Once a business sees both value and sustainability in a method or new technology, that's when they should embrace it.

There are a lot of interesting applications and solutions on the market already, with many companies trying to leverage AI and LLM capabilities to write new software and coordinate compliance documentation; although many of them are still in the early stages. This is a very interesting branch of AI.

The easiest application of AI is to reduce manual and repetitive tasks, which holds a lot of potential for compliance teams in areas like money laundering, responsible gambling, fraud and payments.

For example, we undertake checks and customer risk assessments for tens of thousands of accounts yearly. If automated, this could reduce a task that takes five-to 10-minutes per account to

mere seconds. A human is still required to verify that everything aligns with the intended purpose and functions correctly.

Multiply that time-saving across the tens of thousands of checks applied across the organisation, and we're talking about a massive reduction in workload.

This time and human skill [saved] can then be used elsewhere, like designing further solutions that help scale sustainably.

Another substantial AI application is analysing big data.

Rather than employing your own analysis - becoming an Excel wiz, and trying to figure out player patterns and risky behaviours across thousands of transactions and accounts - AI can analyse and correlate patterns far faster. Our role is to set the correct commands and parameters, then test thoroughly before embedding in material policies or procedures.



MIKE

As Greg has said, one key benefit now is optimising work processes and automating repetitive tasks, allowing the team to focus on tasks that matter more and require human judgment.

AI is only as good as the data you provide, so you need high-quality data and segmentation for AI to perform well.

Some companies and executives believe that simply integrating an AI programme into their tech stack will immediately solve A, B and C.

This is a misconception.

Significant time and effort must first be invested to ensure AI works properly, that the data feeding it is of high quality and that it generates the intended results.



What we're seeing now is that many people try to establish AI's best use only to realise they need to invest more time and resources or apply it differently.

The potential of AI is powerful. But we're not yet at the point where we can identify a problem and simply task AI to solve it.

DANIEL

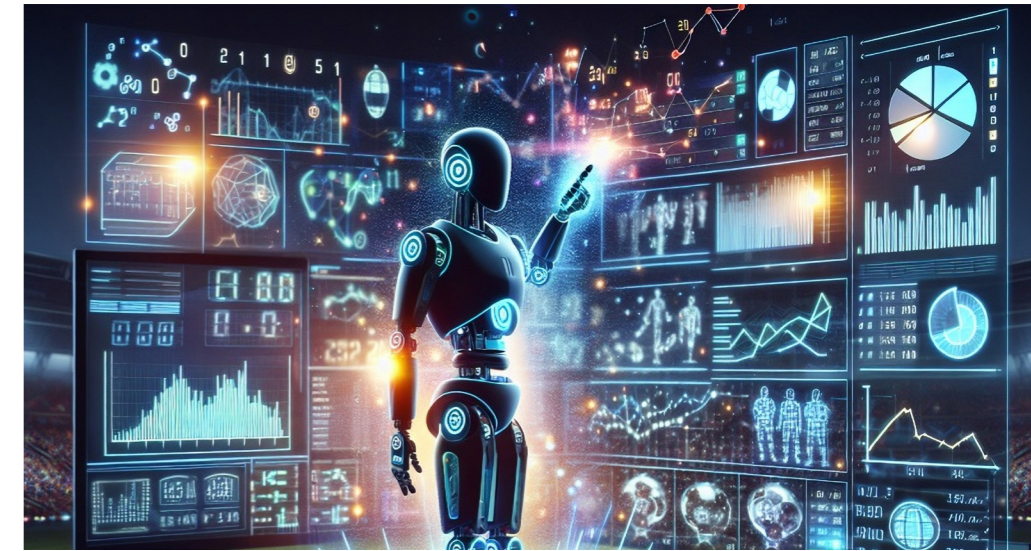
The types of models that we're discussing have been around a long time.

Eight or nine years ago, I was looking at AI models, like those Greg referred to regarding mapping out self-exclusion.

We've now reached the point where AI has become this critical mass and everyone is aware of it. I think this is linked to the fact that regulators are aware of it too.

Five-years-ago, if you told a regulator you're using an AI model and it identifies risky behaviours and players, or money laundering flags, the regulator might take a look and love it.

Now, it's more about explaining AI's decision-making.



Operators often come unstuck because they deploy a solution that works, but don't question its outputs.

In my opinion, it's great that technology is moving so fast, but I think sometimes we have to pause and question what's under the hood and ask whether it's functioning correctly and is appropriate for the business.

MARIAN

Investing in technology nowadays is an absolute must for operators.

You can have a certain number of team members handling KYC checks and analysing player behaviour, but the number of customers playing daily is far greater than the number of employees available to manually do the tasks.



Operators must invest in player verification and KYC tools that allow onboarding quickly, while complying with AML and age-verification regulations.

We have to stay proactive with compliance.

Integrating AI into this picture means using behavioural analysis tools to identify risky player patterns and automatically send proactive messages, while allowing/alerting for human intervention where necessary.



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With the new EU Accessibility Act approaching and so many regulatory changes happening across jurisdictions, what should operators be doing right now to prepare? Do you think accessibility could become as significant a differentiator as responsible gambling when it comes to building player trust?

MIKE

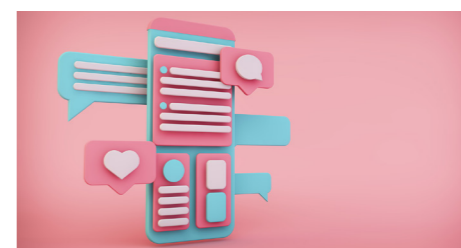
The **EU Accessibility Act (EAA)** is already here, but most operators assume the **five-year grace period** means they can wait. **That's false.**

The **EAA** actually came into force in **June**, and it requires any **e-commerce or digital service platforms in Europe** to be able to support visitors with **disabilities and accessibility issues**, especially regarding payments, KYC, account management, et cetera; **all of these areas apply to iGaming.**

If you're launching or overhauling a site, you must comply with the **EAA** now or have a **roadmap** in place.

Most online casinos do major site overhauls every **five-years**, meaning they must meet **EAA** requirements sooner than expected.

Your platform must work for all.



For example, visually impaired users need **larger fonts and speech-to-text** functionality.

Adaptations are required across multiple areas, and casinos are generally unaccustomed to servicing these clients.

The focus to date has been more on having an **impressive platform** that provides a bunch of **cool functions.**

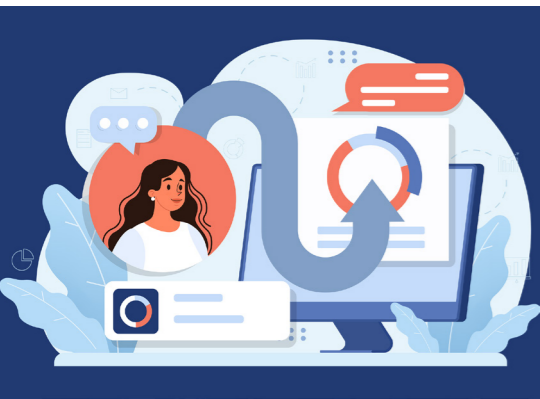
In other parts of gaming regulation, we're meant to protect those with **disabilities and vulnerabilities**, so there's some **contradiction** in the fact that we now have to **build pathways** for people with disabilities. It is a **major overhaul.**

MARIAN

I operate in the **Brazilian market**. I don't know if anyone is aware of the **Bolsa Família Project?**

It was **started many years ago** by the **Government**, and it





helps people in need.

At one point, we were asked to include messaging that we supported the project and advised those receiving support not to gamble. Two weeks later, they introduced a new law prohibiting those who were part of the project from using the platform.

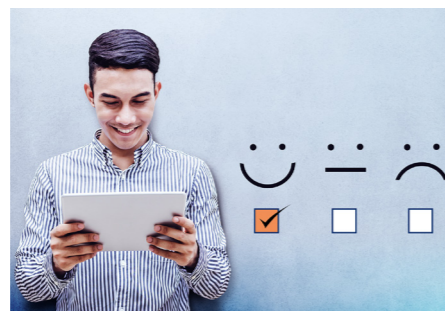
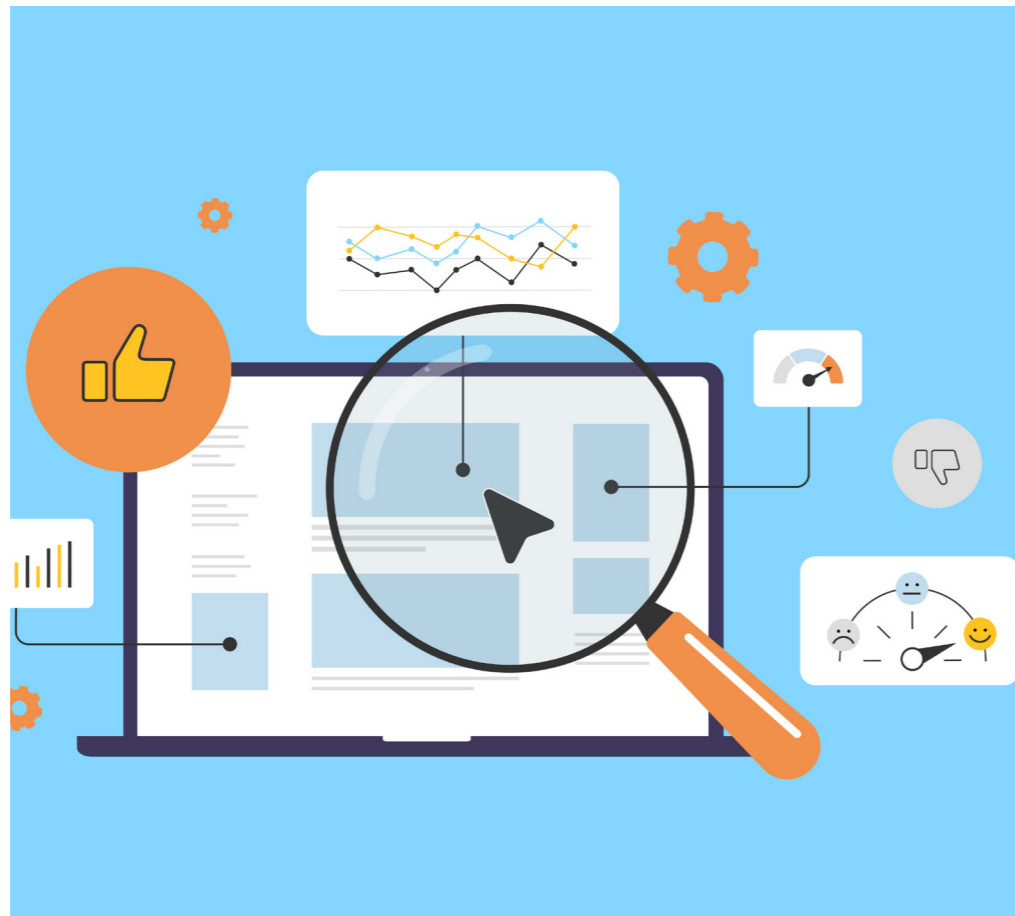
So it's like Mike said, there's some duality in these rules.

GREG

As Mike said, casinos and betting sites have to start thinking about inclusion at some point over the next five-years, and they're simply not used to seeing things through this lens.

Two key attributes: inclusion and flows.

Simplifying processes can provide substantial value, sometimes less is more.



DANIEL

I see it as an expansion of some of the industry's core principles of being transparent and fair.

When considering your customer journey, you're likely thinking about it from the perspective of the mass consumer.

By going through the EEA process, it's going to help operators and service providers expand their scope of thinking and that's a great opportunity.

Not only do you help people who have disabilities, or may be struggling to access your website, but you can also think about your website in a wider consumer context.

We're stuck in a mindset of how our customers look, what they want and how they access the site. And this can be a barrier to innovation; so I agree, we should see this as an opportunity.

What are your thoughts on the current compliance technology trends shaping the industry? How can operators identify which innovations will genuinely deliver ROI rather than just being hype?

DANIEL

There are lots of new technologies and therein, compliance requirements. Think of friction as a currency.

As the requirements increase - take onboarding, vulnerability checks, financial risk checks, KYC - you're adding additional layers and they all use different technologies, making things more complex.

If you can find something that reduces friction for the customer in that journey and which exceeds the requirements, that's where you can really have that impact on ROI in terms of increasing revenue and ensuring customers stick.

I think another area that operators should engage in is the sustainability of their customer base.

There's a lot of focus on acquisition. But there also needs to be more focus on retention.

Not just from the marketing perspective, but from a compliance perspective as well. Understanding risk

behaviours throughout the customer lifecycle allows personalised interaction and safer gambling measures.

My two takeaways: reduce friction without increasing risk at onboarding and use technology to personalise the mid-cycle customer journey.

MIKE

I fully support any technology that enhances player protection, reduces friction and increases consumer protection.

But I want to touch on a different area of compliance; one that's less spoken about yet has proven to be very valuable for internal business processes.

For companies, and especially in-house compliance teams, processes are often sluggish.

There's a lot of time and money being spent on manual processes and explaining to other sides of the business what compliance is and what it does for the company.

We're now seeing lots of AI that saves resources in these areas by creating reports or dashboards that can help explain and monitor compliance processes. There's a lot of ROI in this area, especially if you're aiming to reduce costs through resource savings.

GREG

Continuing from Mike, the starting point is defining your ROI: Are we trying to reduce manual handling, save costs through resources, or decrease the false positive ratio of screening alerts?

Once you know the area you are targeting, you can look for the right tools.

There are plenty out there addressing different pain points that businesses face, but often at significant cost.

So there's definitely a possibility there. But it requires laser focus on certain business areas, and then with the right technology, it's possible that even the small incremental gains build up into big savings over time.

When it comes to implementing player protection strategies while meeting strict compliance requirements, how do you strike the right balance between maintaining safeguards and still achieving player acquisition goals, without driving players away?

MARIAN

Business strategy must embed compliance. We must treat compliance as an enabler, not a blocker.

The same goes for regulation; instead of viewing it as a constraint and just integrating it into your product or marketing design, compliance must be approached holistically from the start.

For example, before launching a new product or campaign, you can make proactive risk assessments, so you know what you're getting into and then you can set the rules for the product and marketing teams ahead of time.

Then we must provide training so our teams can take compliance accountability for the task that they're implementing.

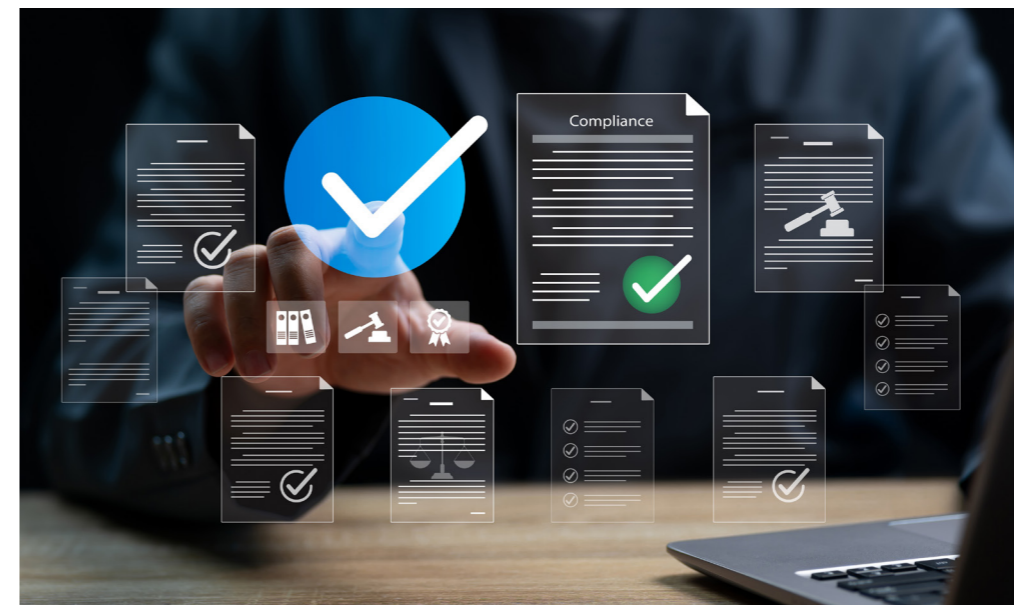
If you equip marketing and product teams with proper, clear training and guidelines, everything gets faster, more compliant and quicker to approve.

As an additional layer, never take a minimal approach to local compliance.

You've got to strive to be the best on the market, and that means over-protection is

the best approach. This also helps gain player trust, which means a sustainable base.

Overall, compliance should be part of the growth plan, and you've got to include it rather than address it as an obstacle. You can still move fast, attract new players and remain on the right side of regulation.



white answers, unless the regulation is very clear-cut, which it rarely is.

There's regularly an element of interpretation.

And by presenting options based on risk, reward and regulatory position, you involve teams in the business and in the decision-making process, instead of simply telling them 'yes' or 'no'.

For this to work, compliance professionals need to stay closely connected with operational and marketing teams - through regular communication, joint training and even ride-along sessions - so they understand the real context behind the questions different departments have.

Proximity means compliance teams give practical, tailored guidance rather than theoretical answers.

MIKE

The smart thing for businesses to do is invest in smarter processes, improving decision flows and automating sluggish tasks.

That way, you can deal with compliance in a reliable and fast way and it stops being seen as a commercial blocker.

DANIEL

I think if you have a negative view of regulation and compliance, you're not going to get far in any regulated market.

It's also true that regulations add layers of complexity that can result in friction if things are not done well.

You need to have compliance on board from the start with your commercial and operational teams to be able to implement something.

Essentially, all your departments need to work in lockstep, creating compliant products and campaigns.

GREG

What I often discuss with teams is that compliance interacts with almost every area of the business, from customer support and marketing, operations and CRM - it is 360 degrees.

Because of our range of cross-departmental responsibilities, we need to be flexible and provide options, not just black-and-

When it comes to self-regulation, what practical steps can companies take to show leadership in compliance outside of their mandated commitments?

MIKE

By self-regulate, we mean operators going over-and-above the requirements to prove they can be trusted to operate responsibly.

Self-regulation sounds ideal and simple. But when it comes down to making the right choice every single time and in every single scenario - and you have to because you're already at minus-one on the trust chart with the local regulator and public opinion - it can be more difficult to always get it right.

First you have to proactively demonstrate that you can and are already self-regulating and doing the right thing; otherwise, it's just window dressing, which reduces trust and good sentiment further between operators and regulators.



With the upcoming market launches of Finland and New Zealand, I hope we are going to prove we can self-regulate as a group of licensed and responsible operators.

If it works, it could reach the point where we are trusted enough to end the current cycle of ever-changing and new regulations.

But achieving this takes proactivity and being honest when things go wrong or there are areas you are working on.

Self-regulation takes transparency and trust to a whole new level.

DANIEL

When it comes to practical steps, I think it's important to assess where the regulator is focusing in the future.

By keeping an eye on what they are doing and what they are discussing, you can identify the hot topics, which

can also indicate where they plan to regulate.

If you focus on leading in those areas, you might even get a chance to help shape regulatory frameworks.

By showcasing best practice before the regulators get there, you're ahead of the curve and the regulator might use you as an example. But this takes innovation and operators' willingness to take the lead and go above-and-beyond.

GREG

One practical example is data transparency.

In many jurisdictions, operators are required to submit data to the regulator's vaults.

One example of self-regulation is that companies can go a step further by actively monitoring this process internally; ensuring the data being reported is accurate, complete and submitted on time - following all of these steps before the regulator flags any issues.

Being transparent and proactive in these areas cements your position with the regulator. These are small steps for operators, but they become a huge differentiator along the way.



MARIAN

All I can add on top of what's been said is: When it comes to regulation and compliance, always have a contingency plan - one that allows you to pivot fast without derailing.



EDITOR'S CONCLUSION

If there is **one key takeaway**, it is this: **as technology continues to outpace regulation, the future is proactive.**

To be clear, **success doesn't always hinge on acting or reacting** to possibilities. **But proactive compliance scanning is a key to success**, where you can lead on topics appearing high on the regulatory agenda.

In this arena of "most compliant operator takes all" **self-regulation and solid internal business flows are essential attributes, especially for an industry doubling-down on generating growth through retaining a sustainable customer base.**

ALL THE EXPERTS AGREE: IF YOU DON'T CONSIDER COMPLIANCE AND REGULATION AS A CHALLENGE, ONE IN WHICH YOU CAN PROVIDE CLEVER AND INNOVATIVE SOLUTIONS, YOU'RE DOOMED IN REGULATED MARKETS, AS THIS IS THE DIRECTION THEY'RE MOVING IN.



Modern self-regulating compliance takes a thorough cross-departmental approach that integrates the rules from the start. It's grounded in the fact that **you've trained your commercial teams in compliance**, so they know what they're doing and can take responsibility for their products.

From a tech perspective, there's **no denying** that **regulation tends to add complexity**. So **evaluating which tools offer the most ROI starts with defining where you're looking to save, then selecting the most appropriate tool** for that area and your company.

SUCCESS IN THE AGE OF PREDICTION, A TREND SWEEPING ALL CORNERS OF THE INDUSTRY, IS ABOUT A NEW FORM OF OPPORTUNITY SCANNING, ONE CONDUCTED BY CREATIVE COMPLIANCE DEPARTMENTS, ACTIVELY IDENTIFYING WHERE THEY CAN LEAD AND TURNING COMPLIANCE FROM A BURDEN INTO A LATTER-DAY COMPETITIVE ADVANTAGE.



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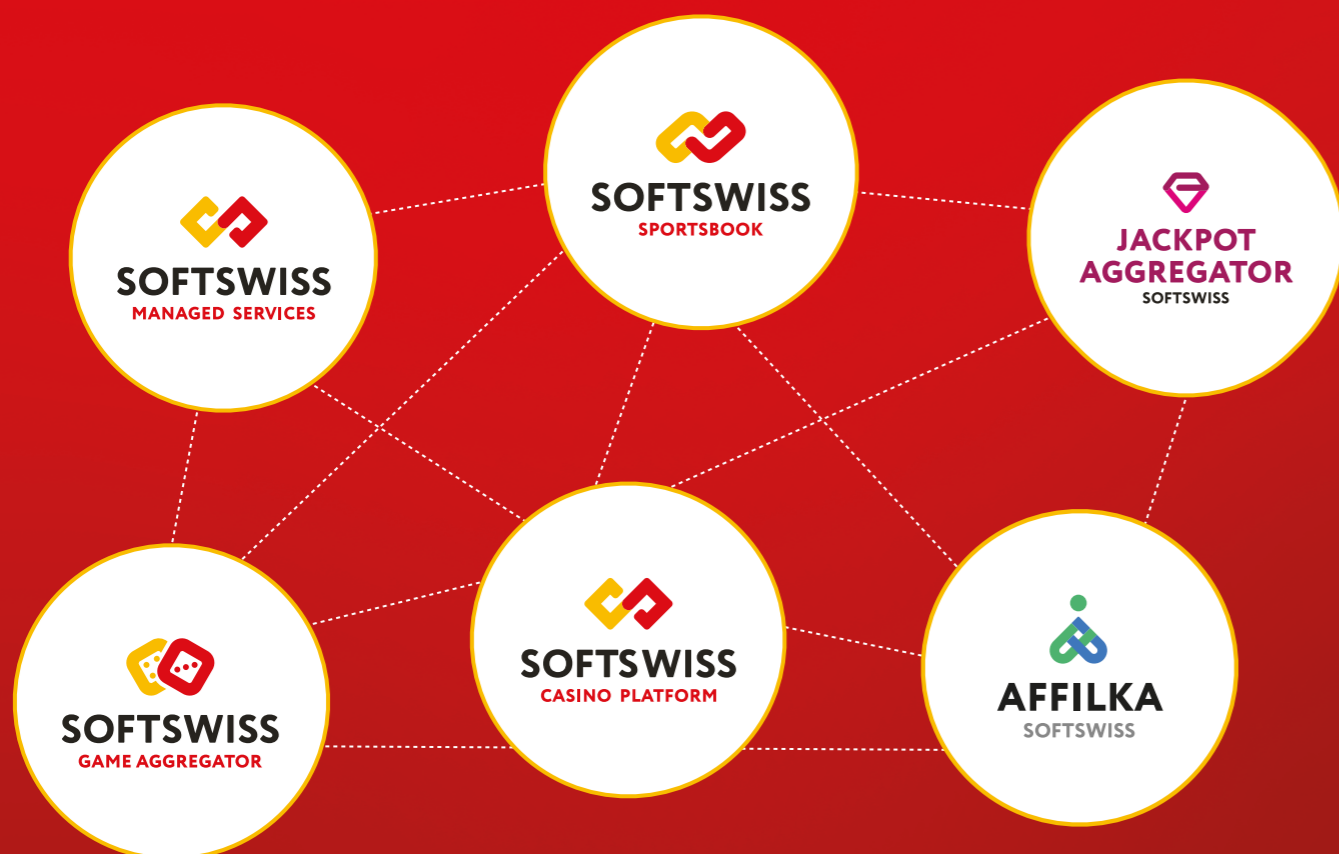
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MARKET OVERVIEW

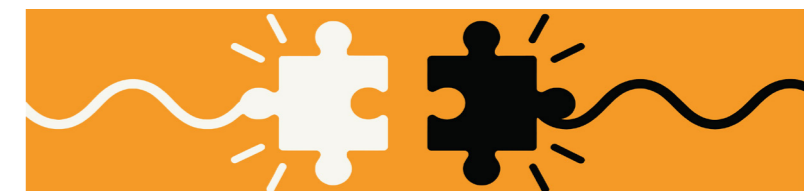
The global online gambling industry was worth an estimated US\$78.66 billion (£59.0bn) in 2024. Set to almost double by 2030 - to US\$153.57 billion (£115.1bn) - the industry is booming and growing at a CAGR of 11.9 percent, according to Grand View Research.

Despite regions and markets opening, the **highly-regulated markets of Europe continue to dominate, generating some 41 percent of the total market share, followed by the fast-expanding U.S.**

But as the focus shifts from broad international regimes to more localised, tightly governed frameworks, **meeting licensing and compliance requirements has become increasingly complex. Entering new markets is now less about finding the easiest route of**

entry and **more about learning the rules on the ground, then working out how to turn them into long-term strategic advantages.**

With tax rises on the horizon in many jurisdictions and the **cost of compliance missteps climbing** - both in money and momentum - the **operational stakes have never been higher.**



Leveraging the right technology and forming the right partnerships has become a key factor in determining whether operators thrive or fail.

Read on as our expert panel reveal the tools that have proven most effective, the approaches that actually work in practice, and the real mistakes operators continue to make when launching in new territories. And, of course, how to avoid them.

Welcome to the Trade Secrets Edition.

In this all-star edition, we bring together industry leaders and innovators from Africa, Latin America and Europe - that's Entain, Betsson, betPawa and OneCasino - to share first-hand insights from their journeys through some of the world's most challenging regulated markets.



Curtis Roach

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INDUSTRY INSIGHTS

As the market landscape evolves and adapts to new trends, our industry has now been compelled to react accordingly.

IN THIS EDITION a panel of industry experts explore the future of regulated markets. As compliance frameworks tighten worldwide, operators must move beyond reactive strategies toward sustainable, regulation-first models. The discussion examines practical tools, evolving rules and costly missteps shaping today's landscape and how businesses can navigate complexity, protect growth, reputation and long-term market access.

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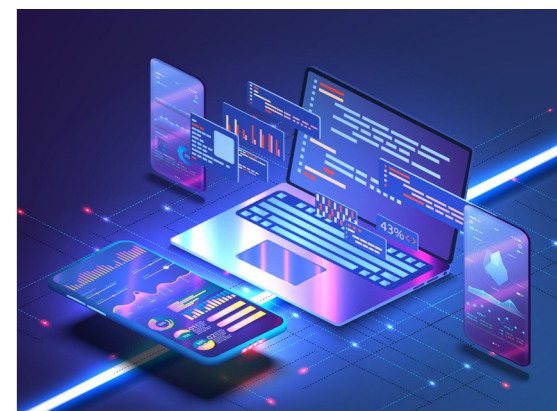
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THE FUTURE OF REGULATED MARKETS in Latin America

Aviv shares his view on the **changing landscape of regulatory markets** in Latin America, **and the key opportunities that lie ahead.**

Latin America **stands at a pivotal point in its regulatory journey.**



Aviv Sher

CEO
Codere Online

Over the past few years, we have seen extraordinary momentum: governments moving to formalise online gaming and sports betting, operators committing long-term capital, and consumers increasingly embracing regulated platforms. **Yet as encouraging as this progress is, the region's future will not be defined by how quickly markets regulate, but by how thoughtfully they do so.**



Regulated markets are not simply a compliance exercise. They are an **opportunity to build sustainable ecosystems** that balance government objectives, consumer protection and commercial viability. **When that balance is right, everyone benefits. When it is not, growth slows, investment hesitates and unregulated operators fill the gaps.**

Mexico is a clear example of both the promise and the challenge facing Latin America. It remains one of the **most important and attractive markets** in the region, **with a strong player base and a deep cultural connection** to sports and gaming. **At the same time,**

the recent regulatory and taxation changes have generated concern. Higher taxes may generate short-term fiscal gains, but they also risk compressing margins, discouraging investment and unintentionally strengthening the black market.

That does not mean regulation or taxation is the enemy of growth. In fact, far from it. Well-designed regulation creates predictability, which is the single most important ingredient for long-term investment. Clear rules **allow serious operators to plan, to innovate, and to invest in responsible gaming, technology and local talent.**

What operators struggle with is not regulation itself, but regulatory ambiguity.

Across Latin America, regulatory maturity varies widely. Jurisdictions such as **Colombia and parts of Argentina** have **demonstrated that it is possible to create frameworks that are robust without being punitive.** **These markets show that when licensing, taxation and enforcement are aligned, regulated operators can compete effectively against illegal alternatives while still delivering meaningful tax revenues and consumer safeguards.**

The fight against the black market is often overlooked in regulatory discussions. Excessive taxation or unclear rules do not eliminate demand, but they simply push players toward unlicensed platforms that

offer no consumer protection and contribute nothing to public finances. If the goal is channelisation, then regulation must be designed to make compliance viable and attractive. Collaboration between regulators and licensed operators is essential if we want to achieve that outcome.

Brazil's recent regulatory developments underline both the scale of opportunity and the complexity involved. Few markets globally offer the same potential. But scale alone does not guarantee success. Brazil's experience reinforces the importance of clarity, consistency and enforcement. Without these, even the largest markets risk fragmentation and inefficiency.

Looking ahead to 2026 and beyond, I believe Latin America's next phase

of growth will be more measured, more strategic and ultimately more resilient. The **era of rapid market entry at any cost is coming to an end. In its place, we will see operators prioritising jurisdictions with clear regulatory roadmaps, stable tax structures and a genuine commitment to long-term partnership with the private sector.**

For governments, the opportunity is equally significant. Regulation done right can professionalise the industry, protect consumers, attract foreign investment and generate sustainable revenue streams. But this requires dialogue, data-driven decision-making and a willingness to adjust frameworks as markets evolve.

Latin America does not need to copy European or North American models wholesale. Its markets are unique, shaped by local culture, economics and consumer behaviour. What it does need is regulatory certainty, proportional taxation and a shared understanding that sustainable growth is built over years, not quarters.

The future of regulated gaming in Latin America is bright, but only if clarity, collaboration and long-term thinking remain at the centre of the conversation.



THE SWISS BLUEPRINT: Innovation Under Regulation

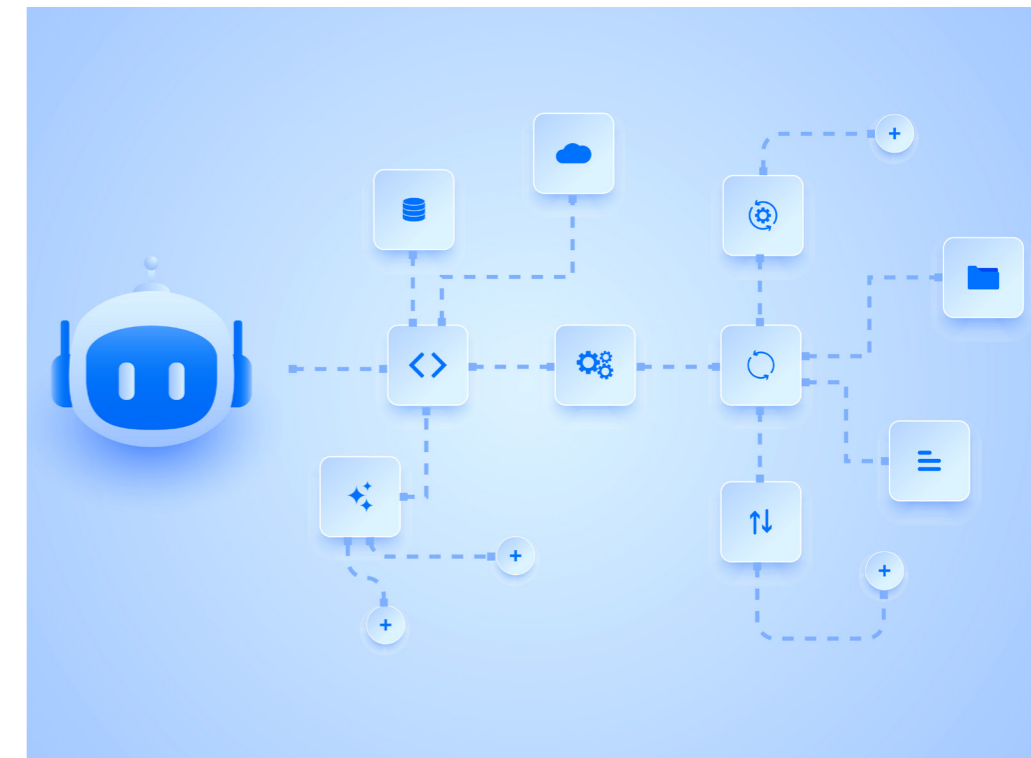
In highly regulated iGaming markets, the ability to balance compliance, innovation and commercial growth is becoming a defining competitive advantage. Switzerland offers a clear example of how strict regulatory frameworks can coexist with sustainable operator performance and long-term player trust.



Marcel Tobler
CEO
Swiss Casinos

In this Q&A, Marcel Tobler shares insights on navigating highly regulated iGaming markets and the role of *ReelLink* in creating a “phygital” future for operators.

Switzerland, are more loyal to brands they know are certified and safe. We also focus our efforts on driving growth through retention, moving away from aggressive, high-risk acquisition and towards high LTV retention strategies built on player safety and the underlying trust they have in the *Swiss Casinos* brand. Many years of operating in a compliance-heavy environment has allowed us to reach operational maturity, and with a compliance-first culture that reduces the long-term costs associated with legal uncertainty and reactive compliance measures. This saved resource can then be reinvested in other areas, such as marketing and improving the overall customer experience we provide.



1 Switzerland is often considered to be one of the world’s most tightly regulated online gambling markets. **What can other “strict” jurisdictions learn from the Swiss model?**

High barriers to entry create a gold-standard environment that rewards stability, protects players and inspires long-term confidence. This naturally stabilises the market, ensures players are protected and ultimately builds long-term investor confidence. Switzerland also demonstrates the power of local licensing and how tying online licences to land-based operators ensures a “stake in the ground” and greater accountability. The Swiss

model also provides regulatory predictability through clear - albeit tough - rules that are ultimately better for businesses than vague or frequently shifting light-touch regulations.



2 Many operators fear that “compliance heavy” environments stifle growth. **How does Swiss Casinos manage to scale while adhering to such stringent standards?**

We see compliance as a trust product and reframe our approach to use it as a marketing asset. In our experience, players in tightly regulated markets, like



3 Regulatory readiness can be a real drain on resources. **What strategies do you recommend for reducing these operational costs without cutting corners?**

Standardisation and module systems are key to this as it ensures tech stacks can easily adapt to new rules without a full code overhaul. Automated reporting is another must have, moving away from manual audits to real-time, automated data

feeds for regulators. This strengthens compliance while also lowering headcount costs for the operator. It’s also important to know when to leverage specialised reg-tech partners, to handle things like KYC and AML, or when to build proprietary solutions.

4 You recently debuted *ReelLink*. **How does this kind of innovation solve the disconnect and friction between land-based and online?**

Traditional land-based casinos are often “frozen in time” because replacing or updating physical slot machines is a slow, multi-month process involving

logistics, shipping and technical labour. **But *ReelLink* gives operators an edge, moving the industry from a hardware-centric model to a software-driven one.** With *ReelLink*, operators can leverage the power of instant deployment to push high-performing online titles into physical cabinets in seconds, rather than months. This means the casino floor is as fresh as any online casino lobby or app. It effectively removes the wall between the physical and digital realms, delivering the ‘phygital’ experience that modern players now expect. It also opens a new revenue stream for online game studios, allowing them to distribute their content to landbased casinos without the costly

adaptation to proprietary slot hardware.

ReelLink is all about providing players with a unified experience across both retail and online - many of our players wager on their phone during the day and then come to one of our casinos in the evening. *ReelLink* allows players to enjoy their favorite online slot titles in physical casinos. It also allows for unified loyalty because *ReelLink* is fully integrated with the Casino Management System, it maintains real-time tracking of player loyalty points and accounting, regardless of the game they are playing.

Of course, in a market as strict as Switzerland, you can't simply "stream" games on retail slot machines without any oversight. *ReelLink* was developed with the focus to fulfill all

regulatory requirements from the *Swiss Federal Gaming Board* and has been certified by *BMM Testlabs*. Every spin and transaction on a *ReelLink*-enabled machine is logged with the same level of scrutiny as a traditional machine, ensuring that speed to market doesn't create regulatory risk.

5 For operators looking to enter complex markets, what does a smart entry strategy look like in 2026?

It will look different for each market, but might include strategic partnerships and collaborating with established local players who understand the cultural

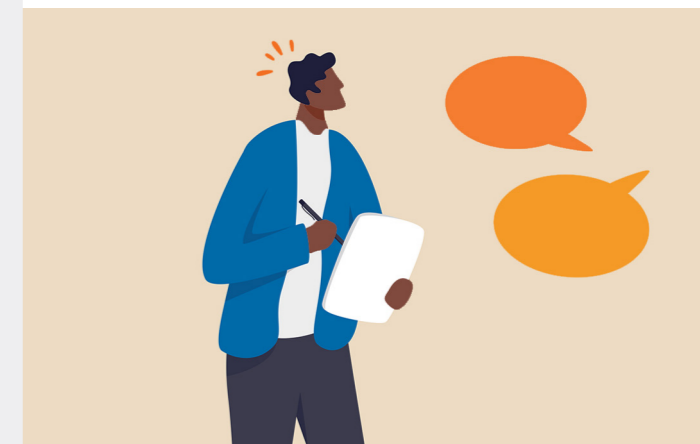
nuances of the market, regulator and players. Due diligence must always go beyond just legal to ensure an understanding of the social sentiment towards gaming rather than just getting on top of the black and white laws. Pilot programs often work well, too - so using small-scale, high-compliance launches to prove reliability to regulators before seeking full-scale market expansion.

6 As technology like AI becomes more prevalent in iGaming, how do you ensure it is used to enhance player trust rather than create friction?

AI can be used for proactive

player protection, so to detect at-risk behaviour before it becomes a problem. This safeguards the player as well as the operator's licence. Transparency in personalisation is a must, too. Being clear about how data and AI is being used to customise the experience helps players feel "seen" rather than "surveilled" or worse, manipulated. Finally, it's important to combine AI with the human touch so that while technology helps to flag issues, human empathy and understanding remains the final step in player intervention and support.

EDITOR'S NOTE



Operating in one of the world's most tightly regulated iGaming markets is no easy task. As more markets transition toward stricter regulatory models, Switzerland continues to serve as a reference point for what a controlled, but commercially viable, iGaming ecosystem can look like.



Marcel outlines how *Swiss Casinos* has approached regulation not as a limitation, but as a foundation for long-term growth.

From reframing compliance as a trust-driven product to prioritising retention, the discussion highlights a shift in how operators are positioning themselves in mature markets. But perhaps most notably, the conversation explores how innovation is still possible - even in highly controlled environments - through solutions like *ReelLink*.

The key takeaway is clear.

In today's iGaming landscape, success is less about avoiding regulation and more about learning how to operate within it, effectively and strategically.



What are some of the biggest mistakes you've seen gaming companies make when trying to enter your market?

BORAH

The African gaming market is growing rapidly right now. One of the biggest mistakes made in this region is ignoring local regulations and licensing. Many companies entering the African marketplace are looking for the easiest route of entry and they fail to follow the correct procedures.

Africa is huge, with lots of different regulatory frameworks. In some markets, it can take between six-months and a year to get a licence, so companies look for shortcuts, like buying licences. This is a mistake. Operators and suppliers who are serious must treat regulation as such and follow the proper protocols.

Another common mistake companies make is not taking note of the regional diversities and localising their product to these differences.

Each African market operates differently, with varying preferences, languages and behaviours. They also tend to be in different stages; some are emerging, others are more mature. You need to use the right marketing strategy to execute according to their stage.

You have to know these markets inside out and ensure your platform is localised, as this helps build trust with consumers. It's also important to ensure you partner with the correct services for consumer preferences, like payment, tech and game providers.

All of this helps inform how you interact with players and how successful you'll be in each market.

LG A

Speaking as a B2B provider and B2C partner, I have the perspective of both the technical side and the operational side.

One of the biggest mistakes we often see companies make when entering a market is to focus on regulation but treat it as a checklist, rather than a long-term strategy.



You have to see it as an ongoing task, especially when it comes to supplying software, gamification tools and other competitive products.

IVAN

I'm currently working in Poland and Croatia. Both are highly-regulated European markets, which naturally shapes how we approach things.

Once strict regulation comes into play, there are always a lot of unknowns. Compliance teams interpret the laws, but that interpretation isn't always entirely accurate or practical.

Securing your licence is just the first step. It's also about how deeply you understand the market and its regulatory nuances and ongoing compliance, and then how well you integrate all these elements into your day-to-day operations.

I see a lot of operators underestimating the level of localisation required for products and services.

You have to understand what contexts influence player behaviour, what tone of communication to take and how cultural context influences your daily operations.

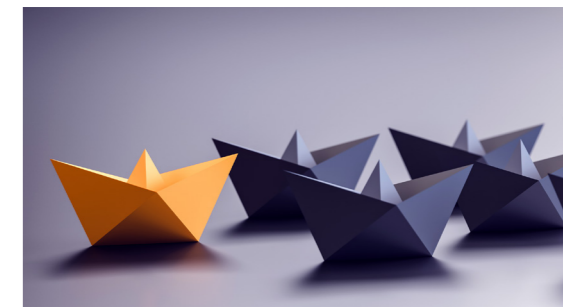


Operators should get as close and as deep into the data as possible.

You've got to know the market and the players.

From a technical partner perspective, the other biggest mistake is viewing compliance as a one-time process.

Some companies may try to find loopholes or take a more lenient approach, but we make a point of doing everything strictly by the book. We'd rather be seen as overly compliant than risk being the company others point to for cutting corners.



That said, **regulations often evolve as the market develops.**

In my previous roles, I've **worked in both highly-regulated and unregulated markets, and I believe the processes should be eased off.**

Regulators would benefit from understanding how things work in practice - how operations run day to day, for example - and from collaborating more closely with operators to identify pain points and practical challenges.



There's a **huge gap between regulators and operators, especially in Europe.**

Regulators sometimes treat the industry as a convenient source of revenue - almost like an ATM - raising taxes whenever there's a budget shortfall. This is particularly true in many European and even Latin American markets, where the Ministry of Finance often plays a key regulatory role.

JUAN

Sharing the *OneCasino* perspective from Spain and the Netherlands - also highly-regulated markets - we **see there's a significant difference in regulation between these markets.**



The Netherlands hasn't been open that long and you can see from the changes in regulation that things are evolving super-fast. They've already increased the tax rates and made marketing much more difficult. In Spain, regulation is more mature and they're easing up as they are seeing too much business go offshore.

The Netherlands is now also seeing that, with more than 50 percent of its GGR going to unlicensed operators. It's going to be interesting to see how to navigate that because, in January, taxes will rise to close to 40 percent.

When we look at how other operators navigate this and avoid mistakes, it really comes back to what we discussed earlier about localisation.

We're originally a Dutch company, so naturally, we know the Netherlands best: it's our home market. That gives us a big advantage in understanding customer behaviour and communicating effectively, which allows us to move quickly.

We thought we could do the same in Spain, but there we were, the dumb operator, thinking we could do it. It got us off the ground, but we reached the ceiling quickly. We realised we were acting like "the dumb operator", thinking our existing formula would automatically succeed elsewhere.

Recently, we've focused much more on localisation.

ANDRE

We used to be a very **centralised industry, with international licensing giving some exposure in a lot of markets and it was quite efficient.**

As local licensing regimes have grown, so has competition. The old model of one size fits all no longer works in this context. Operators have to engage well, meaning local knowledge is paramount.

If you're not engaged with your audience, if you don't have a proper value proposition on the ground, you're losing out to competitors. You need senior

people on the ground.

Products must also be localised.

The more detail you get, the better.

As operators, we tend to simplify the market - spreadsheets, PowerPoint presentations, analysis and strategy - before we're on the ground. What you plan, you believe will materialise. But when you're there, it tends to be a different story with different challenges.



Regulatory compliance and licensing are often seen as time-consuming and expensive. Is this the case? How have you managed to navigate these requirements efficiently and keep things streamlined? And what more can be done to make these processes smoother for operators?



IVAN

Compliance can be expensive. But it's even worse if you don't do your homework.

It's a difficult question to answer because I think it depends on what you are trying to achieve and in which market. The most expensive part of compliance is mistakes, but a mistake in the Netherlands costs much more than in Croatia.

Ultimately, your approach depends on the territory and your activity.

At the same time, there's no such thing as a high cost in this industry in my view. One good year can make up for five bad years.

My number one piece of compliance advice would be: invest more from the start. You won't regret it down the line.

LGA

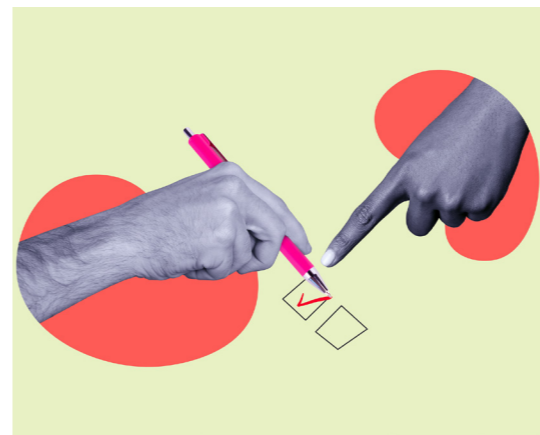
From the technical provider's perspective, it can be very expensive to enter a new regulated territory.

Take licensing, AML and KYC tools: They all add up quickly.



I think the key is the approach. Compliance should be built into the DNA of your platform and operations, rather than treated as an external cost.

A good platform approach is to build a modular framework that can be reused and easily adjusted to a specific jurisdiction. This approach allows you and your partner or operator to move faster and stay compliant with evolving regulations, or launch in new jurisdictions without having to reinvent the wheel every time.



I wish regulators and industry bodies would collaborate more closely to harmonise standards, especially around technical standards, data security, et cetera.

If they shared best practices across markets, it would also make a huge difference in streamlining things for operators and suppliers.

ANDRE

Brazil has a lot of technical requirements for licence holders. Going through the process is not easy. You've just got to delve into the regulations and make them work.

Brazil has been a very interesting market to follow because we had the market being legalised, but regulation took five-years to unfold. When it came, it was very detailed, with very high standards and some innovation.



I think Brazilian regulators knew they could impose high standards because the market already existed and was highly attractive for operators.

The challenge now for operators is to understand that things have totally changed. Now they have to liaise with the regulators. They need to comply with the rules.

JUAN

It's a paradigm change because Brazil was a paradise for a long time: no rules, no taxes, and now it's leading the way in terms of high regulatory standards.

For us, the technical difficulties to achieve a licence have been particularly challenging, but we succeeded in the Netherlands, which has really high technical standards.



In Spain, it was more about acting upon opportunity.

A couple of years ago, there was an operator - already licensed - that couldn't meet the technical requirements to get up and running in the market. We could, so we bought their licence.

Learning from having to meet high technical standards in the Netherlands actually turned into an advantage in this case, allowing us to manoeuvre.

If you have flexibility in the team and build your tech in-house, it becomes hugely advantageous.

You mentioned the importance of having strong technology in-house, but partnerships also play a big role in market success and are the reality for most operators. When it comes to selecting the right partners - whether it's payment providers, content suppliers, or other solution providers - how do you identify the ones that truly add value and support a successful market entry?

BORAH

Entering any African sports betting or iCasino market has to start with thorough research. There are so many African markets.

From Kenya to Tanzania, Nigeria, or Ghana, **everything is different** in each **when it comes to** things like the **level of tech infrastructure, payment platforms, consumer behaviour, languages and regulation.**

We have highly-regulated markets in Africa and we also have markets that are not highly regulated: easy to enter, gain a licence and start operating.

There are **some markets where advertising regulations are strictly monitored and those where it's lacking.** This is why it is **really important to do thorough market research and get the right people or use the right consultants.**

You must also know your competitors.

Kenya, Nigeria and South Africa are considered key markets in the region. **If you're launching in one of these, it's key to know your competitors.** What are they doing? Who are they working with? How are their platforms set up and built?

You have to know the regulations and the market inside out. Once you do, **this informs you which partners to pick** [because] you already know the most popular payment systems and providers, et cetera.



I focus on payments because trust with African players is key. Trust in this context is built **by making sure payouts, once they win, are quick and easy.** So you need the **right payment providers, properly integrated and ensuring fast transactions.**

Partnerships can also extend to gaming consultants, who can help with market research from a compliance perspective - and help you get to know local regulations.

IVAN

Partnerships are a reality for most iGaming companies. Very few can **do everything in-house.** **But every company has smart people in each vertical** who care and know what they do.

When someone contacts me regarding a new product, tool, or service, I pass it on to the correct person/department

who can assess it much better than I can.

More often than not, we stick with known and trusted service providers and avoid middlemen, like partnering directly with banks where possible.

I know that **for different markets in Africa and Asia, there are more popular third-party payment providers, but in Europe, it is already a saturated market.**

What I really want to know from any potential supplier is time-to-market? How you can expand the business and how you can reduce my costs.

These are the basic three or four things. **If you can show that from the start, we're going to be interested.**

OLGA

Having a trusted partner is the most valuable factor when entering a new market, regardless of whether that partner focuses more on the operational or technical side.

It's especially important to choose the right technical partner, particularly for operators.



As I mentioned earlier, scalability and ease of market entry are key considerations, along with payments and compliance.

If you enter a new market with an experienced partner, you can concentrate more on traffic acquisition and audience engagement, rather than worrying about selecting payment solutions or other infrastructure, because those aspects are already handled by your partner.

A good partner will take care of technical integrations, KYC providers, and compliance with regulatory requirements.

Everyone focuses on what they do best. When you split responsibilities with partners and there's mutual trust, the entire process becomes simpler and faster, allowing you to enter the market more efficiently.



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This also helps you reach your break-even point sooner than if you were starting from scratch or working from inexperience.

Of course, even starting fresh can be successful in the long run.

But in newly-regulated or strictly regulated markets, I think time to market is crucial.

Some regulated markets have a very balanced and business-friendly regulatory approach. Others, like Germany or Brazil, can be much tougher.

JUAN

We only build our platform in-house. So there are still lots of areas where we depend on and trust partners to help us provide a successful end-product.

I think what's not been said so far is that when it comes to trusting partners, often how we meet can be a differentiating factor.



For us, face-to-face contact is key to finding the right partners.

We want to meet the people and find out if we can build trust. Conferences are great opportunities for this.

Many suppliers have reputations with operators already, but we want to cherry-pick the right one, not just the biggest. We want to partner with companies where we can build a long-lasting relationship.



WHY THE INDUSTRY'S 'DATA EXPLOSION' DEMANDS A MORE PROACTIVE APPROACH to Player Protection

As regulators raise expectations around player protection, attitudes towards compliance are undergoing a shift.



Dr Michael Auer

MANAGING DIRECTOR
Neccton

Drawing on *OpenBet's* latest white paper 'The Data Explosion Paradox', Dr Michael Auer explains why many gambling harm signals are globally consistent, passive compliance is insufficient and standardised frameworks foster regulator trust.

Until recently, most regulatory frameworks treated player protection through a largely passive model, in which operators were primarily required to make tools available rather than proactively intervene. Increasingly, regulators consider this inadequate and expect operators to quickly act on the vast amount of data at their fingertips. This shift is being driven by two converging forces: tightening regulation and the increasing volume and granularity of behavioural data. Both factors have transformed player protection from a reactive obligation to an active duty of care.

Featured in *OpenBet's* latest

white paper, 'The Data Explosion Paradox', one of the most significant findings is that gambling harm is not culturally or geographically unique. In some soon-to-be published research where I track 926,086 online gamblers across six jurisdictions - including the UK, Germany, the Netherlands, US, Canada (Ontario), and Spain - the underlying data shows that the core markers of problematic play are remarkably consistent. This challenges the assumption that each market requires fundamentally different approaches to identifying gambling-related harm.

Across all six jurisdictions, we found that the top 20% of players generated between 79% and 95% of total

revenue. In the least widely regulated market studied, the US, the concentration reached 95%, with an average monthly total bet per player of €11,165. By contrast, Germany's tightly regulated market shows a far lower monthly average spend of €638 per player. But while regulatory frameworks clearly influence these trends, the underlying indicators of harm, such as average deposits per session, intensity of play and session length, remain the same across borders. These consistencies create the conditions for shared detection frameworks, which are increasingly supported by AI-assisted systems that apply research-backed indicators at scale. In another recently published *Neccton* study we found that Problem

Gambling in one jurisdiction could be predicted accurately with AI models that were developed on data from other jurisdictions.

The shift to active duty of care

Regulators have responded to a rise in data granularity by raising expectations around the speed of intervention. Passive compliance - simply providing safer gambling tools - is giving way to requirements for operators to demonstrate how they prevented foreseeable harm, as seen in Brazil and Spain. Operators are now expected to monitor behaviour in near real-time, intervene when risk thresholds are crossed and provide clear, explainable evidence that those interventions were effective and proportionate.

OpenBet's white paper highlights this shift through real-world intervention data. *Neccton* analysis of more than 90,000 proactive personalised responsible gaming messages sent to players on a UK-licensed platform shows measurable behavioural impact. When messages included direct links to limit-setting tools, nearly 9.3% of players changed their limits within 24 hours, compared to 5.8% without prompts. In the days following the intervention,

the speed of depositing fell by as much as 37% among players who took action. These outcomes show that active duty of care is measurable and can be put into practice. This is the essence of the 'data explosion paradox' of the *OpenBet* white paper's title.

Operators have access to more information on player behaviour than ever before, yet face greater regulatory scrutiny over how they interpret and act on it. However, at this scale, manual review is inadequate. AI, including *Neccton's* new embedded assistant, helps operators identify risk patterns, prioritise cases for human review and improve explainability.

Marking your own homework

Against this backdrop of consistent harm signals and rising regulatory expectations, reliance on purely in-house risk models is becoming harder to defend. When operators define their own thresholds for harm, approaches can vary widely, even within the same jurisdiction. This inconsistency undermines regulatory confidence and increases the risk that vulnerable players are missed.

Spain's regulator, Dirección

General de Ordenación del Juego (DGOJ), serves as a cautionary example of how this can backfire. After years of allowing operators to assess player risk independently, the regulator has moved towards rolling out a single, standardised AI-driven detection model across the market. While the rationale has not been explicitly stated, the implication is that fragmented approaches make effective supervision difficult.

For regulators and operators alike, consistency is critical. Online gambling does not respect national borders, and inconsistent harm assessments weaken channelisation and increase legal risk. A shared, science-based framework for identifying and responding to risk provides a common language - one that supports effective regulation while giving operators a defensible basis for decision-making.

To master compliance, operators need to acknowledge that vast volumes of data already exist, behavioural signals are well understood and backed by research, and regulatory expectations are rising. The next step is a move towards consistent, research-backed assessment thresholds that balance commercial sustainability with duty of care.

EDITOR'S CONCLUSION

As markets move towards more localised and tightly-regulated jurisdictions, the industry has undergone what Andre aptly calls a 'paradigm shift'.

With the rules of the game becoming more complex, **success, increasingly, relies on an operator's ability to research thoroughly and to build - or partner - smartly: staying ahead of the compliance curve, while meeting local expectations.**

Informed by experiences across different regions, all our panel members, nevertheless, concur that **the biggest mistake companies make is failing to pay attention to detail** - whether that means overlooking licensing nuances or cultural preferences.

Everything comes back to the quality and depth of market research - and how effectively this informs localisation across their platforms and operations.

Yet gaining a local licence, as Olga notes, **is only the 'first step'.**

THE OPERATORS WHO THRIVE ARE THOSE WHO DIG DEEPER - GRASPING THE LEGAL FRAMEWORKS, PLAYER BEHAVIOUR AND CULTURAL CONTEXT - AND WHO EMBED COMPLIANCE INTO THEIR COMPANY'S DNA AND LONG-TERM STRATEGY.



No operator can achieve everything alone. Whether it's working with consultants to guide entry or partnering with technology providers who can ensure scalability and compliance, **our experts agree that collaboration is vital for success and building consumer trust, particularly in unfamiliar territories.**

So how do you choose the right partners? According to Borah, **strong research should already point you towards the most reliable local partners and services.** Olga recommends **seeking flexible, modular technology that allows quick adaptation when regulations shift;** while Juan stresses the **value of trust and of making the effort for face-to-face meetings.**

As Andre reminds us, we're **all guilty of reducing the incredibly nuanced process of launching in new markets to reports and spreadsheets, but the reality on the ground rarely matches the forecast.**

FOR HIM - AND FOR ALL OUR EXPERTS - IT'S THE DEPTH OF INSIGHT, NOT JUST THE DATA, THAT SEPARATES THOSE WHO THRIVE FROM THOSE WHO FALL BEHIND.



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