Executives and Founders

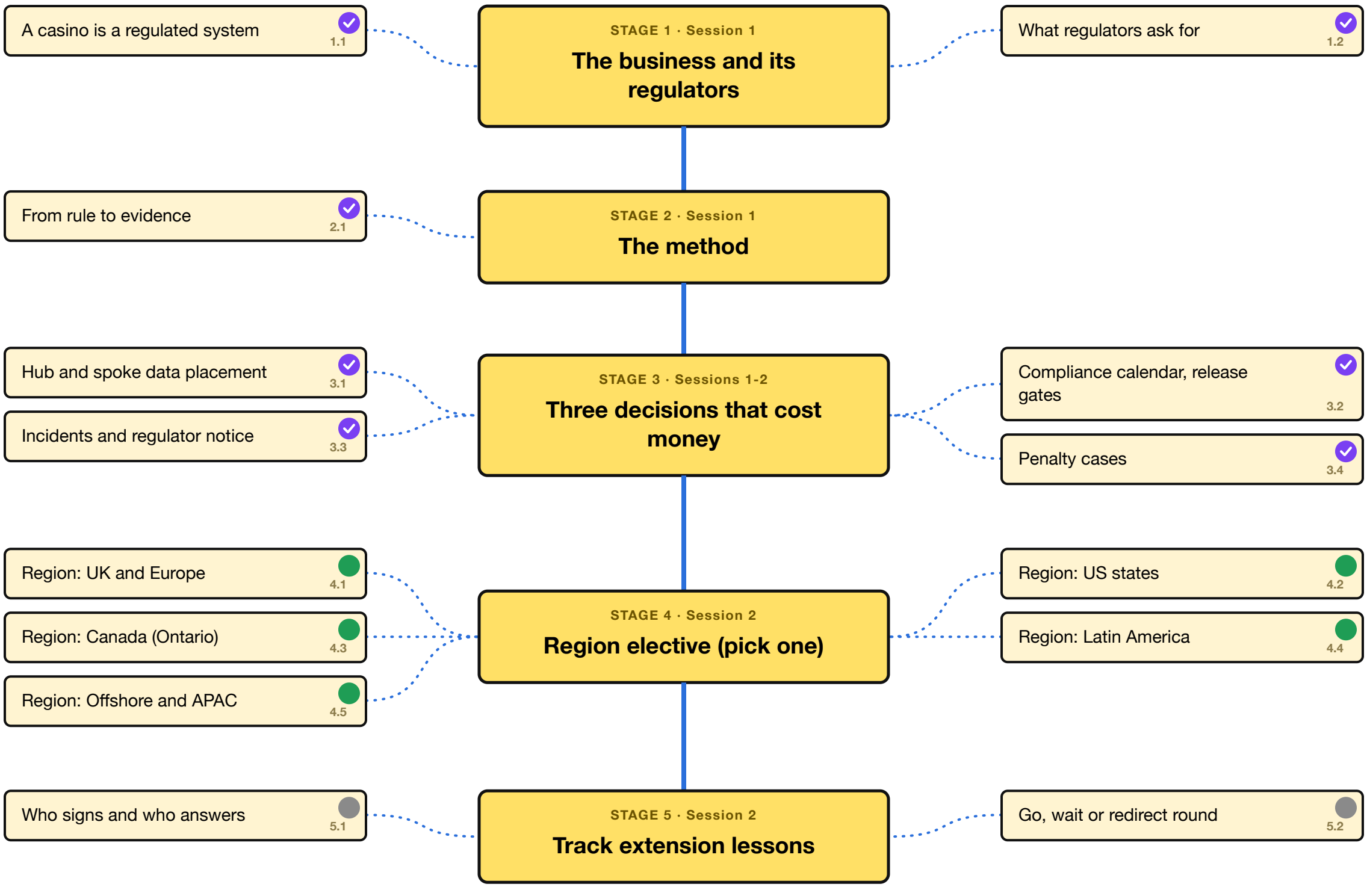
Training track

CEOs, founders, board members, COO, CFO, investors

In about six hours you will know what a licence costs in time, money, architecture and personal accountability, and you will leave with a go, wait or redirect decision for one market.

- Recommended path
- Optional, worth it
- Alternative route

DURATION	SLIDES	FORMAT	PREREQUISITES	OUTCOME	REGIONS
4.2 h of core lessons + 60 min of extension lessons +…	**73 in lessons + 11 extension + 10-13 for the…**	**Two remote sessions of about 3 hours (never more…**	**None. About 4 hours of pre-reading.**	**A recorded go, wait or redirect decision for one…**	**One region, overview lesson only. Compare a second…**



Executives and Founders: training track in detail

CEOs, founders, board members, COO, CFO, investors · as of 2026-11

Duration	4.2 h of core lessons + 60 min of extension lessons + one region (25-45 min) + 10 min of session openings: 5.8-6.1 h in all
Slides	73 in lessons + 11 extension + 10-13 for the region: 94-97 in all
Format	Two remote sessions of about 3 hours (never more than 3.5 hours of contact), or one and a half days on site. No labs. About 1 hour of post-work for the decision memo.
Prerequisites	None. About 4 hours of pre-reading.
Outcome	A recorded go, wait or redirect decision for one market.
Regions	One region, overview lesson only. Compare a second market inside 1.E2 if the board is choosing between two.
Assessment	None. Each person leaves with a one-page decision memo (1 h after class). Certificate of attendance.
Certificate	Attendance record only. Hours count toward the full program.

1. The business and its regulators Session 1

1.1 A casino is a regulated system RECOMMENDED

Who the players are (operator, platform, studios, payment providers, labs) and where the money goes. It gives the vocabulary for the rest of the briefing. Lesson 1.1: 40 min, 10 slides.

In the book: Ch. 01 The Online Casino Ecosystem, Ch. 05 Differences Between Betting Sites and Online Casinos

1.2 What regulators ask for RECOMMENDED

The regulatory models and the standard asks: fit and proper people, player funds, fair games, player protection, reports. Each ask becomes a cost line later. Lesson 1.2: 35 min, 12 slides.

In the book: Ch. 02 Regulation and Compliance Landscape, Ch. 06 Licensing Guide

2. The method Session 1

2.1 From rule to evidence RECOMMENDED

The five steps the whole program uses. Executives use them as five questions to put to any launch plan. The first-licence case (Ch. 40) is pre-reading, not class time. Lesson 1.3: 35 min, 10 slides.

In the book: Ch. 07 Casino Implementation Planning and Timeline

3. Three decisions that cost money Sessions 1-2

3.1 Hub and spoke data placement RECOMMENDED

Why some markets need servers and data inside their borders and what that does to the platform budget. The one architecture lesson an executive needs. Lesson 8.2: 50 min, 13 slides.

In the book: Ch. 10 Complete Platform Architecture, Ch. 27c Migrating a Single-Jurisdiction Casino Platform to Hub & Spoke, Ch. 27 Data Residency and Backup/Recovery

3.2 Compliance calendar, release gates RECOMMENDED

The yearly cycle of audits, certifications and reports, and why a certified platform cannot ship whenever product wants. Lesson 9.5: 25 min, 10 slides.

In the book: Ch. 25 GLI-GSF Compliance Framework: Online Gaming Information Security, Ch. 25b Regulatory Reporting and Evidence Export

3.3 Incidents and regulator notice RECOMMENDED

What must be reported, to whom and how fast, and what the executive on call is expected to decide in the first hour. Lesson 10.5: 35 min, 12 slides.

In the book: Ch. 35 Incident Management, Ch. 35b Cash-Flow Integrity Incident Response

3.4 Penalty cases RECOMMENDED

Real self-exclusion fines read for what the audit trail should have caught. Fines are what this audience acts on. Lesson 6.5: 30 min, 6 slides.

In the book: Ch. 26b Self-Exclusion Registries: From API to Audit Trail

4. Region elective (pick one) Session 2

4.1 Region: UK and Europe ALTERNATIVE

Six licences in two families: point-of-consumption markets (Great Britain, Sweden, Denmark) and hub licences (Malta, Gibraltar, Isle of Man). Executives take only the overview lesson of the region. Lesson 11.1: 25 min, 10 slides.

In the book: Ch. 02 Regulation and Compliance Landscape, Ch. 06 Licensing Guide, Ch. 29c European Datacenter Infrastructure for Regulated Gaming

4.2 Region: US states ALTERNATIVE

New Jersey, Pennsylvania and Michigan: a land-based partner, servers inside the state and a location check on every session. Executives take only the overview lesson of the region. Lesson 12.1: 35 min, 12 slides.

In the book: Ch. 06 Licensing Guide, Ch. 02 Regulation and Compliance Landscape, Ch. 24 Security and Compliance

4.3 Region: Canada (Ontario) ALTERNATIVE

Ontario: registration with the AGCO, an operating agreement with iGaming Ontario, and standards written as outcomes. Executives take only the overview lesson of the region. Lesson 13.1: 35 min, 12 slides.

In the book: Ch. 40 Case Study -- Launching in a New Regulated Market, Ch. 02 Regulation and Compliance Landscape

4.4 Region: Latin America ALTERNATIVE

Brazil, Colombia, Mexico and Buenos Aires. Brazil is taught as a design problem behind a legal status gate, because MP 1.394/2026 banned fixed-odds betting in September 2026. Executives take only the overview lesson of the region. Lessons 14.1 and 14.1b: 45 min, 13 slides.

In the book: Ch. 02 Regulation and Compliance Landscape, Ch. 29f Latin America Datacenter Infrastructure for Regulated Gaming, Ch. 06 Licensing Guide, Ch. 46 Building a Brazilian Betting Platform: Architecture, Compliance, and Implementation

4.5 Region: Offshore and APAC ALTERNATIVE

Curacao under the LOK and the Philippines under PAGCOR, where the roadmap reports new operator accreditations frozen and the partner route as the open one. Executives take only the overview lesson of the region. Lesson 15.1: 35 min, 12 slides.

In the book: Ch. 06 Licensing Guide, Ch. 29e Datacenter Infrastructure for Africa and Offshore Jurisdictions

5. Track extension lessons Session 2

5.1 Who signs and who answers OPTIONAL

Personal accountability by regime: personal management licences in Great Britain, key functions in Malta, administrators under Brazil's AML ordinance. Ends with a one-page map of named roles in the participants' own company. Not built yet; estimate 20 min, 8 slides (lecture).

In the book: Ch. 06 Licensing Guide, Ch. 08 Team Structure and Operations

5.2 Go, wait or redirect round OPTIONAL

A decision round on one market using its roadmap facts, opened by a 10 minute guided read of the roadmap fact sheet. Each participant writes the decision, the cost of being wrong and the two facts that would change it. For Brazil the honest answer today starts at the legal status gate. Not built yet; estimate 40 min, 3 slides (whiteboard design).

In the book: Ch. 07 Casino Implementation Planning and Timeline, Ch. 40 Case Study -- Launching in a New Regulated Market

Common pitfalls

- Treating the licence as a legal project that ends on approval day. The reports, audits and release gates start then.
- Asking for a launch date before anyone has written the requirements sheet for the market.
- Assuming one platform instance can serve every market, then finding out about in-state servers after the contract is signed.
- Delegating regulatory accountability to a compliance hire when the regime names the executive personally.
- Budgeting for Brazil as if the regime before September 2026 were still in force.

Sources

1. UK Gambling Commission, personal management licence guide
   https://www.gamblingcommission.gov.uk/licensees-and-businesses/guide/personal-management-licence
2. Malta Gaming Authority, Key Functions
   https://www.mga.org.mt/licensee-hub/key-function/
3. UK Gambling Commission, AML guidance for casinos, Part 4 Senior management responsibility
   https://www.gamblingcommission.gov.uk/guidance/the-prevention-of-money-laundering-and-combating-the-financing-of-terrorism/prevention-of-money-laundering-and-combating-the-financing-of-terrorism-part-4-Senior-management-responsibility
4. Brazil, Medida Provisória 1.394 of 25 September 2026 (Planalto)
   https://www.planalto.gov.br/ccivil_03/_ato2023-2026/2026/Mpv/mpv1394.htm
5. Brazil, SPA/MF regulatory agenda 2026-2027
   https://www.gov.br/fazenda/pt-br/composicao/orgaos/secretaria-de-premios-e-apostas/agenda-regulatoria/2026
6. Brazil, Portaria SPA/MF 1.143 of 11 July 2024 on AML policies (third-party copy on LegisWeb)
   https://www.legisweb.com.br/legislacao/?id=461891

Companion to *The Backend of Luck* and its jurisdiction roadmaps. Hours and slide counts come from the lesson tables in the training plan.

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