Product and Licensing Managers

Training track

Product managers, product owners, licensing and market-entry leads, delivery managers

You will be able to turn a regulator's rule into a backlog item with acceptance evidence, and to tell engineering and compliance what a new market changes in the product.

- Recommended path
- Optional, worth it
- Alternative route

DURATION	SLIDES	FORMAT	PREREQUISITES	OUTCOME	REGIONS
16.2 h of core lessons + 80 min of extension lessons +…	**268 in lessons + 12 extension + 30-65 for the…**	**Seven remote sessions of about 3 hours (never more…**	**Two years in product, delivery or licensing. No…**	**A requirements sheet, three rules written as backlog…**	**One region, the next licence. A second region is…**

STAGE 1 · Sessions 1-2 — Foundations and the method

- Business and regulatory models 1.1
- Roadmap to requirements sheet 1.3
- The rule-to-evidence method 1.2
- First licence case 1.4

STAGE 2 · Sessions 2-3 — The platform you are specifying

- Reference platform and suppliers 2.1
- Wallet invariants and payments 2.3
- Jurisdiction as a dimension 2.2
- Certification and change control 2.4

STAGE 3 · Sessions 3-5 — Player-facing controls

- KYC states and AML duties 3.1
- Limits, registries, monitoring 3.3
- Location signals 3.5
- Design: geolocation, border city 3.7
- Onboarding for two markets 3.2
- Penalty cases 3.4
- The jurisdiction matrix 3.6

STAGE 4 · Sessions 5-6 — Data, reporting and incidents

- Data classes and residency 4.1
- Report formats and deadlines 4.3
- Incidents and notification 4.5
- Hub and spoke 4.2
- Calendar and release gates 4.4

STAGE 5 · Sessions 6-7 — Region elective (pick one)

- Region: UK and Europe 5.1
- Region: Canada (Ontario) 5.3
- Region: Offshore and APAC 5.5
- Region: US states 5.2
- Region: Latin America 5.4

STAGE 6 · Session 7 — Track extension lessons

- Rule to backlog workshop 6.1
- Regulatory change intake 6.2

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Product and Licensing Managers: training track in detail

Product managers, product owners, licensing and market-entry leads, delivery managers · as of 2026-11

Duration	16.2 h of core lessons + 80 min of extension lessons + one region (105-190 min) + 35 min of session openings: 19.8-21.2 h in all
Slides	268 in lessons + 12 extension + 30-65 for the region: 310-345 in all
Format	Seven remote sessions of about 3 hours (never more than 3.5 hours of contact), or four days on site. Whiteboard exercises, no code labs. About 6 hours of post-work for the closing task.
Prerequisites	Two years in product, delivery or licensing. No coding.
Outcome	A requirements sheet, three rules written as backlog items with evidence, and a passed closing quiz.
Regions	One region, the next licence. A second region is an add-on for licensing leads.
Assessment	Closing quiz (20 questions, 70 percent). Closing task: one regulator rule written as a backlog item with acceptance evidence, plus the finished requirements sheet.
Certificate	Attendance record only. Hours count toward the full program.

1. Foundations and the method Sessions 1-2

1.1 Business and regulatory models RECOMMENDED

How an online casino makes money and what each kind of regulator asks of it. Lessons 1.1 and 1.2: 75 min, 22 slides.

In the book: Ch. 01 The Online Casino Ecosystem, Ch. 05 Differences Between Betting Sites and Online Casinos, Ch. 02 Regulation and Compliance Landscape, Ch. 06 Licensing Guide

1.2 The rule-to-evidence method RECOMMENDED

Requirements, constraints, architecture, trade-offs, evidence. Product managers own the first two columns in every exercise. Lesson 1.3: 35 min, 10 slides.

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

1.3 Roadmap to requirements sheet RECOMMENDED

Teams read one jurisdiction roadmap and write its requirements sheet. This is the working document of the whole track. Lesson 1.4: 60 min, 5 slides.

In the book: Ch. 06 Licensing Guide

1.4 First licence case RECOMMENDED

A first licence in Ontario seen as a project plan. Module quizzes are not run in class; their questions feed the closing quiz. Lesson 1.5: 35 min, 5 slides.

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

2. The platform you are specifying Sessions 2-3

2.1 Reference platform and suppliers RECOMMENDED

The component inventory and how game studios, payment providers and KYC vendors plug in. Enough to know who has to change when a rule changes. Lessons 2.1 and 2.3: 70 min, 23 slides.

In the book: Ch. 10 Complete Platform Architecture, Ch. 01 The Online Casino Ecosystem, Ch. 10b Supplier Integration Control Plane, Ch. 09 Legal Framework and Contracts

2.2 Jurisdiction as a dimension RECOMMENDED

Why market rules belong in configuration per jurisdiction and what happens to a roadmap when they are hard-coded. Lesson 2.6: 25 min, 10 slides.

In the book: Ch. 27c Migrating a Single-Jurisdiction Casino Platform to Hub & Spoke, Ch. 47 Platform Onboarding: From Contract to First Real-Money Bet, Ch. 47b Configuration and Rules Distribution -- Feature Flags, Jurisdiction Rules, and the Propagation Model

2.3 Wallet invariants and payments RECOMMENDED

The wallet rules that product features may not break, and the payment layers behind a deposit button. Lessons 3.1 and 3.4: 75 min, 23 slides.

In the book: Ch. 36 Financial Operations, Ch. 10 Complete Platform Architecture, Ch. 46 Building a Brazilian Betting Platform: Architecture, Compliance, and Implementation, Ch. 33d Disputes, Chargebacks, and Player Support

2.4 Certification and change control RECOMMENDED

What a test lab certifies, how long it takes and which changes send a release back to the lab. Lessons 4.4 and 4.5: 50 min, 19 slides.

In the book: Ch. 17 Random Number Generation (RNG), Ch. 25 GLI-GSF Compliance Framework: Online Gaming Information Security, Ch. 06 Licensing Guide, Ch. 32 Testing and QA in Gambling, Ch. 23 DevSecOps for iGaming

3. Player-facing controls Sessions 3-5

3.1 KYC states and AML duties RECOMMENDED

Onboarding as a state machine and the AML duties that sit on top of it. Lessons 5.1 and 5.4: 70 min, 22 slides.

In the book: Ch. 24d KYC Evidence Lifecycle, Ch. 02 Regulation and Compliance Landscape, Ch. 34b Data Governance for iGaming Platforms, Ch. 12 Real-Time Cash Flow Management for Online Casinos

3.2 Onboarding for two markets RECOMMENDED

A whiteboard design of one onboarding flow that serves two jurisdictions with different identity rules. Lesson 5.6: 55 min, 5 slides.

In the book: Ch. 24d KYC Evidence Lifecycle, Ch. 46 Building a Brazilian Betting Platform: Architecture, Compliance, and Implementation

3.3 Limits, registries, monitoring RECOMMENDED

Deposit limits, self-exclusion registries and behavior monitoring, and where each one touches the product. Lessons 6.1, 6.2 and 6.4: 95 min, 33 slides.

In the book: Ch. 26 Responsible Gaming and Player Protection Systems, Ch. 26b Self-Exclusion Registries: From API to Audit Trail

3.4 Penalty cases RECOMMENDED

Real self-exclusion fines read backwards: which product decision made the failure possible. Lesson 6.5: 30 min, 6 slides.

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

3.5 Location signals RECOMMENDED

How a location is checked from several signals, and what a product owner must decide about confidence and retries. Lesson 7.1: 35 min, 12 slides.

In the book: Ch. 24e Geofencing and Location Verification, Ch. 24 Security and Compliance

3.6 The jurisdiction matrix RECOMMENDED

Who may play from where, and what the product does when a session moves across a border. Lesson 7.2: 25 min, 9 slides.

In the book: Ch. 24e Geofencing and Location Verification, Ch. 24 Security and Compliance

3.7 Design: geolocation, border city RECOMMENDED

A whiteboard design for a city that sits on a market border, with the product rules for players on the wrong side. Lesson 7.5: 45 min, 5 slides.

In the book: Ch. 40 Case Study -- Launching in a New Regulated Market, Ch. 24e Geofencing and Location Verification

4. Data, reporting and incidents Sessions 5-6

4.1 Data classes and residency RECOMMENDED

Which data must stay in the market and which may travel. It decides what a shared product analytics stack can see. Lesson 8.1: 40 min, 12 slides.

In the book: Ch. 27 Data Residency and Backup/Recovery

4.2 Hub and spoke RECOMMENDED

How a hub and per-market spokes change what a new feature costs, and which data flows are allowed between them. 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

4.3 Report formats and deadlines RECOMMENDED

What each regulator wants reported and how often. New features often add fields to these reports. Lesson 9.2: 40 min, 12 slides.

In the book: Ch. 25b Regulatory Reporting and Evidence Export, Ch. 06 Licensing Guide

4.4 Calendar and release gates RECOMMENDED

The compliance calendar as an input to the product roadmap. 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

4.5 Incidents and notification RECOMMENDED

What counts as a reportable incident and what the product owner is asked for when one happens. Lesson 10.5: 35 min, 12 slides.

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

5. Region elective (pick one) Sessions 6-7

5.1 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). This track takes the lecture lessons, the case study and the product-facing designs, without the lab. Brazil is not an option here: Colombia, Mexico and Argentina stand in for Latin America. Lessons 11.1, 11.2, 11.4, 11.5, 11.6a and 11.6b: 190 min, 65 slides.

In the book: Ch. 02 Regulation and Compliance Landscape, Ch. 06 Licensing Guide, Ch. 29c European Datacenter Infrastructure for Regulated Gaming, Ch. 26 Responsible Gaming and Player Protection Systems, Ch. 26b Self-Exclusion Registries: From API to Audit Trail, Ch. 24d KYC Evidence Lifecycle

5.2 Region: US states ALTERNATIVE

New Jersey, Pennsylvania and Michigan: a land-based partner, servers inside the state and a location check on every session. This track takes the lecture lessons, the case study and the product-facing designs, without the lab. Brazil is not an option here: Colombia, Mexico and Argentina stand in for Latin America. Lessons 12.1, 12.2, 12.3a, 12.3b and 12.7: 160 min, 50 slides.

In the book: Ch. 06 Licensing Guide, Ch. 02 Regulation and Compliance Landscape, Ch. 24 Security and Compliance, Ch. 29a On-Premises Infrastructure for US-Regulated iGaming, Ch. 10 Complete Platform Architecture, Ch. 27 Data Residency and Backup/Recovery

5.3 Region: Canada (Ontario) ALTERNATIVE

Ontario: registration with the AGCO, an operating agreement with iGaming Ontario, and standards written as outcomes. This track takes the lecture lessons, the case study and the product-facing designs, without the lab. Brazil is not an option here: Colombia, Mexico and Argentina stand in for Latin America. Lessons 13.1, 13.2 and 13.4: 110 min, 30 slides.

In the book: Ch. 40 Case Study -- Launching in a New Regulated Market, Ch. 02 Regulation and Compliance Landscape, Ch. 25 GLI-GSF Compliance Framework: Online Gaming Information Security, Ch. 26b Self-Exclusion Registries: From API to Audit Trail, Ch. 24e Geofencing and Location Verification

5.4 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. This track takes the lecture lessons, the case study and the product-facing designs, without the lab. Brazil is not an option here: Colombia, Mexico and Argentina stand in for Latin America. Lessons 14.1, 14.1b, 14.7, 14.8a, 14.8b and 14.9: 180 min, 41 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, Ch. 27c Migrating a Single-Jurisdiction Casino Platform to Hub & Spoke, Ch. 07 Casino Implementation Planning and Timeline

5.5 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. This track takes the lecture lessons, the case study and the product-facing designs, without the lab. Brazil is not an option here: Colombia, Mexico and Argentina stand in for Latin America. Lessons 15.1, 15.2 and 15.3: 105 min, 31 slides.

In the book: Ch. 06 Licensing Guide, Ch. 29e Datacenter Infrastructure for Africa and Offshore Jurisdictions, Ch. 29d Datacenter Infrastructure for Regulated Gaming -- Asia-Pacific and Middle East, Ch. 41b Case Study: The Grey-Market Doorway and the Regulated Alternative, Ch. 16 Cryptocurrency and DeFi Integration

6. Track extension lessons Session 7

6.1 Rule to backlog workshop OPTIONAL

Each participant takes three rules from their requirements sheet and writes them as backlog items: behavior, market scope, acceptance test, and the evidence an auditor will accept. Peers review for rules that leaked across markets. Three rules per person need about 8 minutes each, so the workshop runs an hour. Not built yet; estimate 60 min, 4 slides (whiteboard design).

In the book: Ch. 07 Casino Implementation Planning and Timeline, Ch. 25b Regulatory Reporting and Evidence Export, Ch. 47b Configuration and Rules Distribution -- Feature Flags, Jurisdiction Rules, and the Propagation Model

6.2 Regulatory change intake OPTIONAL

How a rule change travels from a regulator's notice to a dated backlog item: who watches, who triages, who estimates, and how the roadmap as_of date is kept honest. Not built yet; estimate 20 min, 8 slides (lecture).

In the book: Ch. 02 Regulation and Compliance Landscape, Ch. 33b Workflow Engine and Case Management

Common pitfalls

- Writing a requirement with no source and no market scope, so nobody can tell later whether it still applies.
- Copying one market's bonus, limit or onboarding rules into another because the screens look the same.
- Planning a release date without the lab queue and the change classification in the plan.
- Treating responsible gaming features as optional polish that can ship after launch.
- Accepting 'compliance approved it' as acceptance evidence. The auditor will ask for the log or the report.

Sources

1. Malta Gaming Authority, Key Functions
   https://www.mga.org.mt/licensee-hub/key-function/
2. AGCO, Registrar's Standards for Internet Gaming, Standard 2.12 employee training
   https://www.agco.ca/en/responsibilities-and-resources/employee-training
3. AGCO, Registrar's Standards for Internet Gaming (full text)
   https://agco.ca/en/book/export/html/245361
4. UK Gambling Commission, testing strategy for remote gambling and software technical standards, summary
   https://www.gamblingcommission.gov.uk/strategy/testing-strategy-for-compliance-with-remote-gambling-and-software-technical/1-summary
5. Brazil, Medida Provisória 1.394 of 25 September 2026 (Planalto)
   https://www.planalto.gov.br/ccivil_03/_ato2023-2026/2026/Mpv/mpv1394.htm
6. Brazil, SPA/MF regulatory agenda 2026-2027
   https://www.gov.br/fazenda/pt-br/composicao/orgaos/secretaria-de-premios-e-apostas/agenda-regulatoria/2026

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