



A  
STRATEGIC  
FORUM FROM A  
LEADING FREE-MARKET  
THINK TANK

The Institute of Economic Affairs' Inaugural Conference

# THE FUTURE OF BETTING AND GAMING

27th & 28th  
February 2006

The Waldorf Hilton, London

Winning strategies in a dynamic new era

## SPEAKERS:



**JOHN ANDERSON**  
Chief Executive Officer  
888.com



**PETER DEAN CBE**  
Chairman  
The Gambling Commission



**MIKE O'KANE**  
Group Trading Director  
Ladbrokes Worldwide



**SARAH THOMAS**  
Head of Betting & Racing Branch  
Department for Culture, Media  
and Sport



**DOMINIC HARRISON**  
Group Trading Director  
Gala Group



**MARK BLANDFORD**  
Founder & Executive Director  
Sportingbet plc



**ROD STREET**  
Group Managing Director  
Northern Racing



**NAT LE ROUX**  
Chief Executive  
IG Group

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## THE FUTURE OF BETTING AND GAMING

The gambling industry is entering an exciting new era, where both regulatory and technological developments present global opportunities for growth and expansion.

This conference offers a platform to analyse the impact of the Gambling Act across all sectors of the betting and gaming industry, explore the booming interactive market and tackle the issues of consolidation and acquisition which are driving the industry forward.

The IEA's position as a leading free-market think tank, and its expertise in producing cutting-edge conferences for liberalised and competitive industries, will ensure a unique strategic forum for discussion and debate.



## WHAT ARE THE MAIN TOPICS FOR DISCUSSION?

- High street: attracting and entertaining the leisure punter
- Online: positioning the brand for online success
- Gambling Act: analysing the impact of the Act across the industry
- Consolidation: evaluating the future shape of the gambling industry
- Innovation: spread betting, mobile gaming, entertainment resorts and more
- Global: opportunities and challenges across Europe and America

## WHY YOU SHOULD ATTEND THIS EVENT

- 1 Listen to keynote presentations from Ladbrokes, 888.com, DCMS and more
- 2 Participate in discussion and analysis with top directors and executives
- 3 Learn about essential future developments and their impact
- 4 Explore case-studies from across the betting and gaming industry
- 5 Contribute to the debate with our interactive panel formats
- 6 Network and develop relationships with key industry leaders

## WHO WOULD FIND VALUE IN ATTENDING THIS EVENT?

Bookmakers	Gaming regulators and jurisdictions
Casino operators	Software providers
Online operators	Leisure Analysts
Racecourses	Lawyers
Spread betting operators	Strategy Consultants
Gambling Associations	

## VENUE



### THE WALDORF HILTON

The Waldorf Hilton enjoys one of London's most enviable locations as it bridges the West End and the Square Mile, providing an excellent base for accessing the main financial district in the day and the popular cultural hub of Covent Garden and Theatreland in the evening. The Waldorf Hilton offers a 24-hours a day business centre within the hotel.

### HOW TO BOOK YOUR STAY

Overnight accommodation and travel costs are not included in the registration fee. However, reduced rates are available at The Waldorf Hilton.

Please call the hotel direct on 020 8782 8400 or via email to [khalid.hamdan@hilton.com](mailto:khalid.hamdan@hilton.com) and quote Booking Reference "GA2" when booking. It is advisable to book early to secure the reduced rate.

Alternatively search [www.cityhotelaccommodation.com](http://www.cityhotelaccommodation.com) for discounted London room rates.

## SPONSORSHIP OPPORTUNITIES

For further information on the remaining sponsorship and exhibition opportunities available at this conference, or for details of future events, please contact: **Sasan Izadpanah** Tel: +44 (0)20 7760 8652 Email: [sasan@marketforce.eu.com](mailto:sasan@marketforce.eu.com)



## Programme

### Day 1 Monday 27th February 2006

09.00 Introduction to the IEA

09.05 Chairman's opening remarks

#### SESSION ONE: STRATEGIES FOR SUCCESS IN THE GAMBLING INDUSTRY

##### 09.10 Delivering record profits through focused investment

- How can the gambling industry best cater for the modern leisure customer?
- Investing in the high street: what is the role of the retail estate within a multi-channel portfolio?
- Product diversity and innovation: attracting and retaining the online punter
- Assessing the importance of the brand for building trust and loyalty

**Mike O'Kane**, Group Trading Director, **Ladbrokes Worldwide**

##### 09.30 Capitalising on the growing demand for bingo and casino gaming

- What has driven consumers' appetite for bingo and casino gaming?
- Understanding the demographics of the UK gaming customer
- Focusing on quality of service and customer value to attract and retain gamers
- How is 'bricks and mortar' gaming impacted by growth in the online sector?

**Dominic Harrison**, Group Trading Director, **Gala Group**

##### 09.50 Online gambling: analysing a global growth story

- Where are the most attractive markets for online gaming and betting?
- Maintaining a market share lead in a sector with low barriers to entry
- How can trust and integrity be established without a physical presence?
- Competing with traditional players for the punters' pound

**John Anderson**, Chief Executive Officer, **888.com**

10.10 Questions

10.25 Refreshments

#### SESSION TWO: THE GAMBLING ACT – A FRAMEWORK FOR THE FUTURE

##### 10.55 Implementing the Gambling Act: modernising the industry

- Working to prepare licensing authorities for their new responsibilities
- Ensuring wide and open consultation for secondary legislation
- What will be the role of the DCMS when the Gambling Commission has been established?
- How can we assess the impact of the new legislation on UK industry and society?

**Sarah Thomas**, Head of Betting & Racing Branch, **Department for Culture, Media and Sport**

##### 11.15 From Gaming Board to Gambling Commission: progress so far

- Progress on timetables for consultation and implementation
- How will the bidding arrangements be defined for new casino licenses? – what will be the criteria for allocation?
- How will existing applications be dovetailed into the new system?
- What will be the likely arrangements for licensing UK bookmaking and online gaming?
- Compliance with legislation: how will this be enforced?

**Peter Dean CBE**, Chairman, **The Gambling Commission**

##### 11.35 Responding to the changing regulatory landscape in the UK

- What will be the impact of the Act's implementation on the UK casino industry?
- Maintaining a constructive dialogue with DCMS and the new regulatory authorities
- How can UK operators best capitalise on new advertising opportunities?

**Roy Ramm**, Director, Compliance & Security, **London Clubs International**

11.55 Questions

12.10 Lunch

#### SESSION THREE: NEW PROSPECTS IN THE UK GAMING MARKET

##### 13.40 Developing new initiatives: Thistle Hotels' gaming venture

- What are the potential benefits of a casino venture for Thistle?
- Positioning in the leisure market: what type of customer is this intended to attract?
- How significant is the removal of the 24-hour rule and the deregulation of advertising for the success of the strategy?
- Can the model be expanded across the Thistle chain, and will others follow suit?

**Paul Collis**, Chief Executive, **BIL Gaming**

##### 14.00 Establishing entertainment resorts in the UK: a US operator's perspective

- Assessing the demand and likely impact of casino resorts in the UK
- Understanding the target market for regional gaming and leisure venues
- What are the prospects for local regeneration and investment in infrastructure?
- Responding to the developments in UK gaming regulation

**Neil Murphy**, UK Development Director, **Sun International**

14.20 Refreshments

#### SESSION FOUR: ANALYSING GLOBAL MARKETS - CHALLENGES & OPPORTUNITIES

International markets provide betting and gaming operators with diverse opportunities to expand market share. However, in order drive growth across continents the challenges of foreign legislation, state monopolies, and the varying cultures and attitudes of consumers must be overcome. This session will provide a forum to discuss and debate the opportunities and challenges associated with delivering profitable global growth.

##### 14.50 Assessing the legal & regulatory challenges of penetrating new markets

**John Whittaker**, Executive Managing Director, **Stanleybet International Ltd**

##### 15.10 Cultural diversity: analysing consumer preferences across Europe

**Simon Bold**, Managing Director, **BAW International**

##### 15.30 Exploiting opportunities to boost global market share

**Alistair Assheton**, Chief Executive, **Leisure & Gaming plc**

15.50 Panel Discussion and Questions

16.10 Chairman's closing remarks and end of day one

## Programme

### Day 2 Tuesday 28th February 2006

09.30 Chairman's opening remarks

#### SESSION FIVE: GAMING & BETTING – A LEISURE ACTIVITY FOR THE 21st CENTURY

##### 09.35 Creating an entertainment brand to attract the leisure customer

- How important is the betting brand for the leisure punter?
- The “Punter Friendly Bookmaker”: building recognition and trust
- How can operators retain both novices and experienced gamblers?
- Is it possible to achieve customer loyalty in the gambling industry?

**Barni Evans**, Director of Marketing, **Paddy Power**

##### 09.55 Building a new leisure experience: Coventry City Council and Isle of Capri

- Transforming UK sports venues into multi-entertainment leisure resorts
- Achieving the ideal mix of gaming and non-gaming entertainment
- Working with the community to bring economic and social benefits
- Assessing the likely response from UK sports and leisure customers

**Neil Sinclair**, UK Real Estate Advisor, **Isle of Capri Casinos**

##### 10.05 Capitalising on the record growth in UK horse racing

- How can the value of racecourses as prime leisure venues be maximised?
- Engaging the customer with an excellent raceday experience
- Broadening the appeal of racing to attract new types of customers

**Rod Street**, Group Managing Director, **Northern Racing**

10.35 Questions

10.50 Refreshments

#### SESSION SIX: ONLINE GAMBLING – EXPLORING A BOOMING MARKET

##### 11.20 Online gaming: delivering growth for a prestigious casino brand

- What is the role of the online channel within the business model?
- The importance of brand and reputation for online success
- How can operators attract both novices and experienced gamers?
- Boosting customer loyalty through an online reward scheme

**Malcolm Graham**, Managing Director, **The Ritz Club London Online**

##### 11.40 Building a diversified online portfolio – a Sportingbet case study

- Exploiting opportunities to expand through acquisition
- Reducing risk with a balanced exposure to sports betting
- Focusing on geographic diversification to capitalise on international opportunities
- Delivering global success with local branding and customer focus

**Mark Blandford**, Founder & Executive Director, **Sportingbet plc**

##### 12.00 Moving out of a niche market - an IG Group case study

- Financial spread betting - gambling or trading?
- Regulation and opportunities for geographic expansion
- Binary betting - a case study in innovation
- Opportunities to move into the conventional sports betting market

**Nat le Roux**, Chief Executive, **IG Group**

12.20 Questions

12.30 Lunch

#### SESSION SEVEN: CAPITALISING ON MULTI-PLATFORM INNOVATION

##### 14.00 Maximising the potential for mobile gaming and betting

- Where is the core market for mobile gaming & betting?
- Can mobile gambling boost market-share growth and profitability?
- How can trust be established over the mobile channel?
- Addressing the social and legal concerns of mobile gambling

**Chris Brown**, Director, New Media, **Sportech plc**

##### 14.20 Multi-platform gaming & betting: current patterns, future trends

- Understanding consumer patterns and preferences for remote gaming
- Which games are most attractive? Which platforms are most popular?
- What are the likely global trends for multi-platform gaming?

Speaker to be confirmed

##### 14.40 Creating an integrated interactive gaming brand

- Assessing the strengths and weaknesses of the key interactive platforms: mobile, iTV and the web
- What are the key challenges for investing in cutting edge platforms?
- Increasing presence and profile through strategic partnerships

**Neil Macdonald**, Managing Director, **Yoomeia**

15.00 Questions

15.15 Chairman's closing remarks and end of conference

## THE INSTITUTE OF ECONOMIC AFFAIRS

'The Future of Betting and Gaming' is held under the auspices of the Institute of Economic Affairs (IEA). Now in its 50th year, it is considered to be one of the world's leading policy think-tanks.

The mission of the Institute of Economic Affairs is to improve public understanding of the fundamental institutions of free society, with particular reference to the role of markets in solving economic and social problems.

The impartial outlook on this sector helps create the perfect environment to hear and learn from industry leaders and to participate in a unique forum for new ideas

For further details about the IEA please visit [www.iea.org.uk](http://www.iea.org.uk).



There are three very good reasons to attend an IEA conference. You get immediate access to the industry's top decision makers and influencers. You get the chance to debate strategic issues outside your day to day environment. And you get unparalleled networking.

An IEA past delegate



## SPEAKER PROFILES



**JOHN ANDERSON** - Chief Executive Officer, **888.com**

John Anderson has been the Chief Executive Officer of 888.com since September 2000. Previously, John was with Ladbroke Group plc for 26 years working in a variety of divisions, including betting, race-course management and hotels. From 1988, John was CEO of the property division of the Hilton Group, where he was responsible for the operational and real estate assets of Hilton International Hotels worldwide, and from 1990, John served as a main board director of Ladbroke Group. John is a board member of the IGC and eCOGRA.



**PETER DEAN CBE** - Chairman, **The Gambling Commission**

Peter Dean joined GBGB, now the Gambling Commission, in 1998. He was previously Deputy Chairman of the Monopolies and Mergers Commission, and earlier served as the Investment Ombudsman appointed by the Investment Management Regulatory Organisation (IMRO) to handle complaints against IMRO regulated companies. Before that he was an Executive Director of Rio Tinto Plc for over 10 years. Mr Dean is also a former Chairman of the International Association of Gaming Regulators.



**MIKE O'KANE** - Group Trading Director, **Ladbrokes Worldwide**

Mike O'Kane is the Director of Ladbrokes' pricing and trading strategy. With over 30 years experience in the industry, he has risen from LBO manager to the Ladbrokes board, spending much of his career in the Retail Division where he previously headed Ladbrokes' Retail Operations. He has led the Worldwide Trading function since April 2004, successfully integrating pricing and risk management across retail, telephone and internet betting.



**SARAH THOMAS** - Head of Betting & Racing Branch, **Department for Culture, Media and Sport**

Sarah Thomas holds responsibility for Government policy on bookmaking, horse and greyhound racing, remote gambling and gambling advertising. Sarah joined the Cabinet Office in 2001 to work for a Government think-tank on social justice issues. In 2003 Sarah moved to New York where she was Special Assistant to the Director of the Security Council at the United Nations. On returning to Britain in 2004 Sarah joined the Gambling Team at DCMS.



**DOMINIC HARRISON** - Group Trading Director, **Gala Group**

Dominic Harrison qualified as a Chartered Accountant, joining Grand Metropolitan in Corporate Finance, and progressing into Marketing and Brand Management across the UK and Europe. In 1997 he moved to Bass as International Marketing Director for Bass Brewers before becoming Director of Bass Leisure Retail. He then took the role of Commercial Director at Ladbrokes Worldwide, joining Gala Group Ltd as Group Trading Director in June 2004.



**MARK BLANDFORD** - Founder & Executive Director, **Sportingbet plc**

Mark Blandford is Founder and Director of Sportingbet plc. Previously the owner of a traditional bookmaker's chain for over 15 years, Mark launched Sportingbet.com in 1998, which was instantly successful, and in 2001 the company floated on the London AIM. Mark has led his company from strength to strength acquiring some of the biggest names in gaming, making Sportingbet the world's largest internet gambling group.



**ROD STREET** - Group Managing Director, **Northern Racing**

Following a career in the entertainment and travel industries Rod Street joined Northern Racing in 1994 as the Assistant Commercial Manager at Uttoxeter Racecourse, progressing to Managing Director of Uttoxeter, Bath & Brighton Racecourses. He was appointed Managing Director of the Company in 2002. Rod is also a Non-Executive Director of At The Races.



**NAT LE ROUX** - Chief Executive, **IG Group**

Nat read Law at St Catharine's College, Cambridge. He spent ten years in futures and stockbroking before joining IG in 1992. Initially he held the position of financial dealing director, with operational management of all aspects of the financial division including dealing, risk management and marketing. He was promoted to Deputy Chief Executive in 1999, where he took the lead in business development and overseas expansion. He became Chief Executive in March 2002.



**NEIL MURPHY** - UK Development Director, **Sun International**

Neil joined Sun International as Development Director of Business in October 2003, with responsibility for Sun's investments in the UK. Neil has a wealth of experience in gaming development in the UK and internationally. He has held senior positions at City Index, Eurobet and Victor Chandler, and has made an important contribution to the expansion that the industry has enjoyed over the same period.



**PAUL COLLIS** - Chief Executive, **BIL Gaming**

Paul Collis is Chief Executive of BIL Gaming, a subsidiary of BIL International which in turn owns Thistle Hotels in the UK. Until 2004 he was Managing Director of Stanley Leisure's Gaming Division, during which time he was responsible for the Acquisition, Integration and Greenfield Development casino properties across the UK. Paul has served as an Executive Council member of the British Casino Association and on numerous Committees working to shape the Gambling Bill.



**THE FUTURE OF BETTING AND GAMING**  
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**RETURN AND ENQUIRY DETAILS**

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**DELEGATE INFORMATION**

Registration and documentation distribution from 8:30am on the 27th February.  
The fee covers attendance at all sessions. Payment must be received prior to event.

**EVENT ACCOMMODATION**

For further details of discounted rates available please see venue section of the brochure.

**CANCELLATIONS**

All cancellations must be received in writing. Where cancellations are submitted before 30 days prior to the first day of the conference a cancellation charge of £100 + VAT = 117.50 (€175) will be incurred. Where cancellations are submitted after 30 days prior to the first day of the conference the registration fee remains payable in its entirety. Substitutions are acceptable at any time.

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