

What iGaming Can Learn from SaaS

Two decades of commercial infrastructure —
and what it means for your operators

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I felt like I'd stepped back in time.



Trade shows & award ceremonies

Still the primary pipeline. The rolodex is alive and well in Gibraltar, London, Amsterdam.



Relationship-led deals

Conviction carried by personal chemistry, not commercial signals or scoring models.



Success = new logos signed

The win was the signature. What came after — ramp, growth, retention — was someone else's problem.

Sound familiar? That was SaaS in 2005. It didn't stay that way.



"Tayo's expression really says 'what have I got myself into..?'"

SaaS built commercial infrastructure. iGaming is still deciding if it needs to.

SaaS

NRR as the north star metric

Lead scoring on fit, behaviour & timing

Customer success as a revenue function

Expansion revenue tracked by default

iGaming B2B (now)

GGR as the north star metric

Relationship-led deals with limited scoring

Account management without health signals

Wallet share growth largely untracked

I'm here to share what the translation looks like.

Stop measuring output. Start measuring health.

$$\text{NRR} = (\text{Starting Revenue} + \text{Expansion} - \text{Contraction} - \text{Churn}) \div \text{Starting Revenue}$$



Expansion → Wallet share growth

An operator leaning in — promoting more, converting more. That's expansion revenue.



Contraction → Operator deprioritisation

They didn't leave — they quietly buried your content down the stack. Harder to spot, just as costly.



Churn → Operator attrition

Full disengagement. The easiest to recognise — and the most expensive to have ignored the signals before it.

Not all operators are equal — and you already know which ones aren't.



FIT

- Market & regulatory alignment
- Player demographic match
- Product & vertical fit
- Commercial model compatibility

Static. Rarely changes. Without it, every other signal is noise.



BEHAVIOR

- Integration depth & active usage
- Responsiveness to outreach
- Content promotion activity
- Engagement cadence in-period

Dynamic. Tells you what this operator is doing right now.



TIMING

- Regulatory window opening
- Product roadmap moments
- Contract renewal proximity
- Competitor relationship shift

Context. The right operator at the wrong moment is still the wrong moment.

The loop: signals → score → action → outcome → better signals.

THERE'S MORE

These are two lessons from a longer playbook.



**Customer Success
as a revenue function**

Moving CS from reactive support to
proactive growth



**Expansion revenue
targets**

Wallet share growth goals alongside
acquisition targets



**Mutual success
plans**

Shared OKRs with operators —
alignment beyond the contract



**Pipeline hygiene &
CRM discipline**

What gets measured gets prioritised



**Commercial velocity
metrics**

Time to ramp, time to value, activation rate by type

The playbook exists. We just need to translate it.

iGaming B2B is brilliant at **acquiring**.
SaaS got brilliant at
keeping.

The next competitive advantage in this room
is knowing the difference.

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