

CONNECTED FUTURE 2024

How Ladbrokes leverages Oracle Fusion to optimize their financial processes

Mr Florian Marchal, Financial Director, Ladbrokes.be
Mr Kurt Vanclooster, Partner, SiNube



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SiNube

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Leveraging Oracle Fusion to optimize the financial processes at Ladbrokes.be

Kurt Vanclooster

Partner, SiNube

- **Experience:**
 - Consulting background
 - 2001 ... : RMC
 - 2011 : Operations responsible RMC
 - 2017 : Managing Partner SiNube
 - 2020 : Managing Partner dynappco
- **Specializations:**
 - Oracle eBusiness Suite, Oracle Fusion, NetSuite



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Florian Marchal

Financial Director, Ladbrokes.be

- **Experience:**
 - 2013 – 2017: Financial Auditor at Mazars
 - 2017 – ... : Ladbrokes Finance :
 - 2017 – 2020: Financial Controller
 - 2020 – ... : Financial Director
- **Specializations:**
 - Financial Audit, Internal Controls
 - Direct & Indirect taxes
 - Betting industry



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Agenda

Company

Objectives

Project approach

Lessons learned

Q&A Session



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Company profile SiNube

Oracle
ERP and EPM
Cloud

SiNube specializes in
services & support
for Oracle Cloud
Applications

20+

Over 20 years of
experience with ERP
implementations

Oracle
SaaS and PaaS

SiNube delivers
functional and technical
services for Oracle
SaaS and PaaS

25+

Local consultants
certified in Oracle

ORACLE

Partner



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Company profile *Ladbrokes.be*



Historical betting
and gaming
company

Operating retail betting
shops, newsagents,
betting & gaming website



35+

Over 35 years of history
in Retail, and 10 years of
Online presence



Market leader in
Belgium

With more than 50% of
PoS market share in
Retail (600+ PoS), and a
2-digit continuous
growth in Online



200+

More than 200
employees all over
Belgium

Part of **Σntain**



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financial processes at Ladbrokes.be

Objectives : enter the 20th Century without losing functionalities

A +35 years old system...

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MSR3211A Outlet Management Summary Otb Off Track Bettin 10/11/21 13:11:37
Day - Day (01/09/21 - 30/09/21) Location: Hasselt *fr+uk S17 251
Page 2_ of 4 >
Date Turnover Dividends Gross Win Gr.W.%
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(1)----- (2)----- (3)----- (4)----- (5)----
Fri 17 September 2021 78 13 65 83,51
Sat 18 September 2021 132 0 132 100,00
Sun 19 September 2021 1.061 1.493 -432 -40,66
Mon 20 September 2021 94 115 -21 -22,86
Tue 21 September 2021 149 92 57 38,25
Wed 22 September 2021 127 72 54 42,97
Thu 23 September 2021 47 95 -49 -104,82
Fri 24 September 2021 102 0 102 100,00
Sat 25 September 2021 226 0 226 100,00
Sun 26 September 2021 243 75 168 69,12
Mon 27 September 2021 65 16 50 76,19
Tue 28 September 2021 284 99 185 65,28
Wed 29 September 2021 86 12 75 86,35
Thu 30 September 2021 786 50 736 93,70
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(2)----- (3)----- (4)----- (5)----
Action: ____ St: █ Total 7.124 6.485 638 8,96
    
```



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Objectives : enter the 20th Century without losing functionalities

A +35 years old system...

... but totally fine-tuned

- Mainframe based system
- 35 years of adaptation to still answer all the needs
- Easily adaptable...
- ... but all resources understanding the language are disappearing



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Objectives : enter the 20th Century without losing functionalities

A +35 years old system...

... but totally fine-tuned

... and operational

- Not only an accounting system booking invoices or doing debits and credits
- System used on a daily basis to do cash controls
- Independent shopkeepers' contract holder and commission system
- Nervous system of the accounting and administration of Ladbrokes Belgium



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Objectives : enter the 20th Century without losing functionalities

A +35 years old system...

... but totally fine-tuned

... and operational

... and fully automated

- **Numerous tasks fully automated:**
 - Cash controls
 - Analytical bookings
 - Rents and charges controls
 - Independent shopkeepers commission calculation
 - ...



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How to answer very specific needs with a standardized system?



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Project approach

Timing challenge

- **Linked to the betting environment migration**
- **Long story project within Ladbrokes**
- **Long story discussions with shareholder (Entain Group)**
- **4-year project became an 8-months sprint**



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Project approach

Timing challenge

Design standard accounting

- Oracle already integrated to Entain Group
- Very standardized approach matching with a mainly online-oriented business
- All standard accounting process in Belgium are easily configurable



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Project approach

Timing challenge

Design standard accounting

Design specific needs

- We quickly understood Oracle won't fit all the operational needs
- Joint understanding processes between Sinube and Ladbrokes IT team
- Homemade tool developed by Ladbrokes IT team



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Project approach

Timing challenge

Design standard accounting

Design specific needs

Integrate and automate

- **Important challenge to maintain user experience**
- **Business challenge as Oracle will be the core of the operational system**
- **Limit manual and human intervention to ensure process efficiency**



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Project approach

Timing challenge

Design standard accounting

Design specific needs

Integrate and automate

Train and convince

- Team working with old system for more than 15 years
- Huge reticence to migrate
- Implication of all the team in development and UAT
- Assistance of Sinube in training, testing, and hypercare



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Lessons learned

Define clear needs, analyse the gaps and design the right solution

Accept an accounting system can not do more than what it has been build for

Find the right **local** specialist with the right skills to assist you

Involve at all steps the daily users of the new system

Be patient



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