

# CASE STUDY REPORT

DRIVING DELIVERY PREDICTABILITY AND CULTURAL TRANSFORMATION POST-MERGER



## CLIENT SNAPSHOT

**Industry:** Betting & Gaming

**Location:** UK, Europe & Israel

**Employees:** 30,000+

**Brands:** Ladbrokes, Coral, Gala, EuroBet, Sportium, BetDaq

**Website:** [ladbrokescoralgroup.com](http://ladbrokescoralgroup.com)

## SITUATION

Following a 2016 merger, Ladbrokes Coral became the UK's largest bookmaker. But internally, it still operated as a collection of separate businesses with different delivery practices – Agile, Waterfall, and hybrid models.

Each brand had its own backlog, priorities were unclear, and teams worked at different cadences. Marketing couldn't plan ahead due to poor visibility and a culture of late delivery. Testing was centralised, slow, and fragmented, with handoffs and branching strategies causing delays.

## OBJECTIVES



Improve delivery predictability across brands



Align development practices and planning cadences



Bring internal and supplier teams into a single framework



Enable faster, more confident product launches

# CHALLENGES



**Disconnected teams and backlogs competing for shared resources**



**No unified cadence or framework across brands**



**Centralised testing and complex release pipelines**



**“Command and control” culture with limited collaboration**



**Lack of visibility impacting business planning and campaign readiness**

# APPROACH

**Agilicist recommended a SAFe (Scaled Agile Framework) implementation to align teams, suppliers, and business stakeholders across the organisation.**



## Leadership & Team Training

- Trained and certified leaders to act as transformation champions
- Conducted team training across the UK, Sweden, Gibraltar, Israel & Greece



## Pilot Programme

- Launched a pilot Agile Release Train (ART) with 6 teams (4 internal, 2 suppliers)
- Focused on one digital pipeline to test and refine approach



## Supplier Integration

- Trained supplier teams and embedded them into the same ARTs
- Replaced separate processes with a shared delivery culture



## Quarterly Planning Events

- Introduced large-scale, cross-functional planning sessions (PI Planning)
- Included exec sponsors, delivery teams, stakeholders, and suppliers for real-time decisions



## Scaling Across Brands

- Rolled out further ARTs across Casino, Bingo, and Retail value streams
- Prioritisation shifted from politics to economic outcomes (using cost of delay)



## Cultural Shift

- Created space for experimentation and open feedback
- Encouraged collaboration and ownership across levels

## RESULTS



**+37%** increase in delivery predictability (from 51% → 88%)



**+35%** growth in Cross-brand Casino Gross Gaming Revenue



**96%** of staff said the process was a success



**96%** positive feedback from PI Planning participants (400 surveyed)



**+14%** increase in Gala Bingo turnover (NGR up 9%)



**+19%** increase in Coral sports bets placed (Q3 2018)



**+9%** year-on-year growth in Coral in-play stakes

## TRANSFORMATION SUMMARY

Agilicist unified disconnected teams, improved predictability, and helped transform Ladbrokes Coral into a high-performing, collaborative organisation.

## TESTIMONIAL

"AGILICIST'S SAFE IMPLEMENTATION HAS GIVEN US THE COMFORT AND CONFIDENCE THAT WE WILL DELIVER AND HISTORICALLY, IT HAS DELIVERED."

— RYAN THURBURN, HEAD OF PRODUCT

"AGILICIST DIDN'T JUST CHANGE OUR PRACTICES — THEY CHANGED OUR CULTURE."

— GARY GALLAGHER, DIRECTOR OF PRODUCT

