Case Study: Operational Transformation for a Growing iGaming Business

Overview

This case study brings together a multi-part operational improvement project delivered for a growing iGaming business during a period of post-merger complexity and growth. The work covered discovery, governance design, incident management redesign, training, and operating model alignment, with the aim of creating more reliable internal processes, better visibility, and stronger cross-functional coordination.

The project addressed both technical process weaknesses and broader organizational challenges. The source documents show that the core issues were not limited to tools or workflows alone; they also included fragmented ownership, weak reporting discipline, inconsistent release control, and a persistent divide between business-facing and technical teams.

Client Situation

The client was operating in an environment where support, incident response, release activity, and JIRA usage were all affected by the legacy structure of two previously separate organizations. The discovery report describes a recurring “them and us” mentality, with technical teams focused on technology and business teams focused on customers, but without enough shared understanding of how both sides contributed to service quality.

This disconnect showed up in several ways. Incidents were not always logged, teams used informal channels such as chat messages, customer-facing teams lacked consistent feedback, release management felt ad hoc, and the existing JIRA implementation was widely seen as unusable because of excessive workflows, corrupted permission schemes, and overwhelming notifications.

Business Challenges

Three closely related challenge areas emerged from the project documents.

1. Governance and tool control

The JIRA environment needed stronger governance so that it could support business growth instead of creating confusion. The governance document states that the goal was to stop JIRA descending into “unusable chaos” while still allowing it to evolve with the needs of additional teams and changing use cases.

Without a defined control model, even small changes could create wider operational risk. There was also limited understanding of JIRA outside technical teams, which reinforced silos and reduced the organization’s ability to treat workflow design and data quality as shared business concerns rather than purely technical decisions.

2. Incident management fragmentation

The incident management process lacked clear ownership, consistent entry points, and dependable tracking. The discovery findings note that not all issues were logged, some people relied on direct chat messages, and there was no effective check to ensure actions taken were recorded or tickets properly closed.

The proposed new incident management model sought to solve this by creating a single end-to-end process for the whole organization, improving communication between teams, linking issue and work records across systems, and creating a single view of activity for reporting and management visibility.

3. Organizational alignment

The deeper issue beneath both governance and incident management was organizational misalignment. The discovery report identifies a lack of joined-up thinking across departments, with departments developing their own ideas in isolation and insufficient attention to how their changes affected stakeholders elsewhere in the business.

This was especially visible in release management, where releases appeared to be driven by technical teams and what could be built, rather than by product priorities or business needs. That gap between operational execution and commercial priorities is exactly the kind of problem that creates friction in scaling tech businesses.

Project Approach

The material in the attached documents supports a phased transformation approach rather than a single isolated intervention. The work moved from diagnosis to process design, governance definition, and enablement.

Discovery and diagnosis

The first stage documented the current state, identified key issues, and created a high-level plan for improvement. This included examining issue and incident management, release management, system usage, and the impact of the old two-company structure on day-to-day operations.

This phase was important because it reframed the problem. Instead of treating incidents, releases, and JIRA administration as separate operational problems, the findings showed that they were connected symptoms of fragmented accountability and weak cross-functional design.

Governance design

A structured governance model was then proposed for the new JIRA cloud instance. The governance framework was based on COBIT 2019's seven governance principles, with practical emphasis on process, organizational structure, principles and policies, information, culture, people and skills, and supporting applications.

The model introduced differentiated approval levels for changes. Minor changes required approval from at least one JIRA admin, medium changes required a JIRA review panel, and major changes required the JIRA steering committee and CTO or COO approval. This created control without treating all changes as equally risky.

Incident management redesign

The incident management plan established a single organization-wide model with clear principles. These included the rule that an incident only existed when it had a ticket number in the central service management tool, that all incidents had to flow through that tool, and that incidents should be mapped to problems to improve visibility of recurring issues over time.

The plan also clarified ownership and escalation. It stated that the incident is owned by the team that reports it and that responsibility includes ensuring there is a resolution, even if a different team must solve the underlying problem. That distinction between incident ownership and root-cause ownership is important because it reduces ambiguity during live service issues.

Training and adoption

The training material shows that the project also considered adoption and sustainability. Training was designed at two levels: a basic level for people reporting incidents and a more detailed level for those managing them, with additional support considered for managers using reporting capabilities.

This matters from a case study perspective because the work was not limited to writing process documents. The project included practical enablement to help teams understand the new workflow, mandatory fields, categorization, status checking, and the rationale for following the process correctly.

Solutions Delivered

The documents support three clear solution themes that can be presented as components of one larger transformation story.

Governance framework for JIRA

The governance solution created a formal path for system changes, with visibility into requests, approvals, and readiness for delivery. The governance document describes a process intended to be simple, flexible, and transparent so that everyone could see what had been requested, approved, and prepared for implementation.

It also proposed regular review panel meetings, urgent approval mechanisms where needed, and the possibility of release-day scheduling for JIRA functionality. Together, these elements created a more disciplined operating model around configuration changes and reduced the risk of uncontrolled tool sprawl.

End-to-end incident management model

The incident management solution introduced standard definitions, mandatory routing, pre-triage, and clearer prioritization. Rather than relying on informal communication and inconsistent handoffs, the new model set out a shared structure that could support sustainability, better metrics, and more robust execution under pressure.

The process also recognized the role of customer service and multiple reporting sources, which is especially relevant in a customer-facing iGaming environment. That design choice helped connect operational support with customer impact instead of isolating incident handling inside technical teams.

Strategic roadmap for alignment

The discovery and recommendations work provided leadership with a fact-based view of where the organization was struggling and why. This included evidence of weak feedback loops, poor monitoring visibility, inconsistent ticket creation, and release control that was not sufficiently linked to business priorities.

As a result, the project delivered more than process maps. It created a roadmap for improving collaboration between teams, increasing management visibility, and building a more coherent service operation across business and technical functions.

Conclusion: Strategic Operational Leadership at Scale

This engagement exemplifies strategic fractional COO value. Delivering not just tactical process fixes, but a comprehensive operating model transformation that realigns technical execution with business growth priorities. By integrating governance design, unified incident management, targeted training, and cross-functional alignment into one cohesive agenda, the project moved the organization from reactive firefighting to proactive, scalable operations.

For growth-stage iGaming, fintech, and tech businesses, this work addresses the critical moment when rapid scaling outpaces management infrastructure. The result is a unified transformation roadmap that creates lasting operational leverage: stronger platform control, clearer service ownership, real-time leadership visibility, and eroded cultural silos. This isn't technology consulting—it's strategic leadership that bridges execution gaps and positions the business for sustained high-performance growth.

For more information or to discuss how we can help your business email:
andrew@thefractionalcoo.biz