

Mario Cappellano

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PROFESSIONAL SUMMARY

Technology operations leader with 15+ years in IT and 10+ years in senior leadership, currently Head of Operations within the Technology division of Racing and Wagering Western Australia (RWWA) — a Western Australian state government authority. Accountable for five teams, 40+ people, and a \$20M+ annual budget spanning software, infrastructure, headcount, and commercial arrangements. Specialist in operations management, governance, compliance, major incident management, ITIL-aligned service delivery, cost control, financial oversight, and resource management, with a proven record of building cultures of accountability, continuous improvement, and high performance. Trusted advisor to executive leadership on service performance, operational risk, and business improvement, translating fluently up, down, and across the organisation — from technical delivery teams to executive and board level. 7+ years leading remote and distributed teams while based from Melbourne.

CORE COMPETENCIES

- Operations Management & Governance
- Compliance & Regulatory Management
- Financial Oversight & Budget Management (\$20M+)
- Commercial Arrangements & Vendor Negotiation
- Workforce Leadership & Organisational Design
- Resource Management
- IT Service Delivery & Management (ITIL)
- Continuous Improvement
- Stakeholder & Executive Engagement
- Risk, Change, Disaster Recovery & Business Continuity (DR/BCP)
- Major Incident Management

EXPERIENCE

Head of Operations (Technology) — RWWA

Aug 2024 – Present

Promoted to lead technology operations across five teams: Enterprise Systems, SRE, Desktop Support, Retail Engineering, and Networking. Full accountability for platform stability, operational governance, and a \$20M+ annual budget — approximately 80% of RWWA's total IT spend — spanning ~40 people, software licensing, Azure cloud and hybrid infrastructure, and commercial arrangements with all major delivery partners.

- Led a full operational transformation and restructure, redesigning the department from 7 disparate teams into a structured 5-team governance model — including business case development, executive submissions/briefings, and end-to-end implementation delivered remotely across interstate teams.
- Managed complex workforce change, leading a 30% headcount reduction through redundancies while simultaneously recruiting, coaching, and embedding new ways of working to sustain service excellence with a leaner team.
- Delivered **\$1M+ in organisational savings annually** through systematic licence right-sizing, procurement renegotiation, and platform consolidation — including major agreements with Microsoft (\$1.3M), Dynatrace, Commvault, and Rimini Street.
- Eliminated Elasticsearch by driving Dynatrace adoption, delivering a **\$350K annual saving**; reduced Adobe spend from \$145K to under \$65K through licence right-sizing and access governance.
- Sponsored and delivered the M365 Copilot and Cowork deployment end-to-end — commercial negotiation, SharePoint/OneDrive governance, training, and adoption across the department.
- Implemented unified project management and operational planning practices across all five teams, standardising how work is designed, estimated, tracked, and reported in Jira.
- Key technology owner for OAG, cyber security and resilience, and financial audit responses — managing findings, remediation, and executive reporting across all five teams.
- Promoted and developed two high-performers into Team Lead roles as part of a deliberate succession planning strategy.
- Trusted advisor to the CIO and executive team, providing strategic advice and briefings on operational performance, KPIs, financial oversight, risk, and business improvement across the \$20M+ technology portfolio.

SRE Manager — RWWA

Jul 2021 – Aug 2024

Built RWWA's SRE function from the ground up, replacing a legacy Ops team. Responsible for the operational stability of TABtouch — mobile apps, web, and all internal services. Led a team of 9 across Perth and Melbourne, working remotely from Melbourne.

- Built the SRE function from the ground up, establishing business processes, controls, tooling, and governance aligned to ITIL incident, problem, and change management.
- Developed RWWA's Incident Management plan and introduced Major Incident Reviews (MIRs) as a structured continuous improvement practice — **35+ MIRs conducted, 190+ remediation actions identified, over 75% completed** — establishing a genuine culture of blameless post-mortems.
- Drove continuous improvement across the operational environment, reducing weekly on-call callouts from **15 to an average of 4**, cutting out-of-hours support costs.
- Sponsored end-to-end automation of Microsoft Patching, eliminating **10+ hours of fortnightly overtime** and reducing a fully manual process to a few business hours a month, with no incidents since handover.
- Drove team-wide AWS Cloud Practitioner certification — entire team of 9 certified within 12 months.
- Led migration of log ingestion from Elasticsearch to Dynatrace, consolidating observability tooling and delivering **\$350K in annual savings**.

IT Support Manager | Major Incident Manager — BetEasy

Sep 2018 – Jul 2021

Online bookmaker with 50K+ monthly active clients. Managed the IT service desk and Application Support, including application lifecycle support, with up to 13 direct reports across three states, while simultaneously owning the newly created Major Incident Manager function.

- Created BetEasy's Major Incident Management process from nothing, reducing major incidents from **80+ in 2018 to 21 in 2020** and lifting platform uptime from **99.92% to 99.99%**.
- Led a 7-team cross-functional project to remove reliance on 150+ at-risk DNS routes, completed within days of domain cutoff, averting a major extended outage.
- Designed and built 'NotifyMe', an internal tool automating incident comms across Email, Slack, SMS, and Jira, freeing engineers to focus on resolution rather than notifications.
- Launched 'The Weekend Prep', a weekly newsletter and Friday team briefing that improved on-call readiness and drove down weekend incident frequency and resolution times.
- Led RBAC implementation across the business, replacing bespoke per-user permissions with a standardised account structure.
- Drove LinuxAcademy adoption across Technology — **27+ courses completed, 7 AWS certifications gained in the first 10 months**.

Team Lead — Application Support — BetEasy

Apr 2014 – Sep 2018

Led the Application Support team day-to-day, and all operational teams through Australia's largest betting platform data migration.

- Held a key lead role in the William Hill migration — **1.2M+ clients migrated**, the largest betting platform data migration in Australian wagering history.
- Built 'racingHelper', a production PHP application with full RBAC permissions, monitoring, and reporting across critical bet engine databases — in production use at both BetEasy and RWWA for several years.
- Introduced structured post-incident documentation and review, an early form of what became RWWA's full Major Incident Management process.
- Earned multiple peer and executive 'Back a Winner' recognition awards for migration leadership.

EARLIER CAREER

Crown Melbourne — Gaming, Cage & VIP Operations (12+ years). Progressed through operational, supervisory, and management roles across Gaming, Cage, and VIP. Built strong foundations in high-pressure, high-volume, customer-facing environments, including early exposure to process compliance, team leadership, and regulatory operations.

EDUCATION & CERTIFICATIONS

- **Master of Business Administration (In Progress)** — AIM Business School — targeting completion 2027. Graduate Certificate completed 2025 (Distinction average); currently halfway through the Graduate Diploma (High Distinction results).
- **AWS Certified Cloud Practitioner** — Amazon Web Services — expiring Jul 2029.
- **AIM Short Courses** — Australian Institute of Management: Mini MBA (2023), The Art of Leadership (2025), Operational Improvement (2025), Project Management Fundamentals (2026), Business Case Development (2026).