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Technology operations executive with 14+ years in IT and 8+ years in senior leadership, currently serving as Head of Operations at 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 track record of building cultures of accountability, continuous improvement, and high performance. Experienced in providing authoritative strategic advice and executive briefings to senior leadership on service performance, operational risk, and business improvement. Effective from technical delivery teams to executive level. 7+ years remote leadership.

CORE COMPETENCIES

Operations Management & Governance	Compliance & Regulatory Management	Financial Oversight & Budget Management (\$20M+)	Commercial Arrangements & Vendor Negotiation
Workforce Leadership & Org 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 — redesigned the department from 7 disparate teams into a structured 5-team governance model, including business case development, executive submissions and briefings, and end-to-end implementation. Executed remotely across interstate teams.
- Managed complex workforce change — led a 30% headcount reduction through redundancies while simultaneously recruiting, coaching, and embedding alternative ways of working to sustain service excellence with a leaner team.
- Delivered \$1M+ in organisational savings annually through systematic licence right-sizing, procurement and renegotiation of commercial arrangements, and platform consolidation — including major agreements with Microsoft (\$1.3M), Dynatrace, Commvault, and Rimini Street.
- Promoted and developed two high-performers into Team Lead roles as part of a deliberate succession planning and workforce leadership strategy.
- Sponsored and delivered M365 Copilot deployment — end-to-end ownership from commercial arrangement and contract negotiation through SharePoint/OneDrive governance, training, and adoption of alternative ways of working across the department.
- Implemented unified project management, business systems governance, and operational planning practices across all five teams, standardising how work is designed, estimated, tracked, and reported in Jira — strengthening business processes and controls.
- Trusted advisor to the CIO and executive — providing strategic advice and briefings on operational performance, KPIs, service delivery, financial oversight, risk, and business improvement across a \$20M+ annual technology portfolio.

Cost Highlights

Eliminated Elasticsearch by driving Dynatrace adoption — \$350K annual saving.

Reduced Adobe spend from \$145K to under \$65K through licence right-sizing and access governance.

Negotiated reductions with Commvault, Microsoft (\$1.3M), Dynatrace (10% off \$660K), and Rimini Street.

Regulatory & Audit

Primary technology owner for OAG, cyber security and resilience, and financial audit responses — managing findings, remediation, and executive reporting across all five teams.

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 — established all business processes, controls, tooling, and governance practices aligned to ITIL incident, problem, and change management, delivering material improvements in platform stability and operational maturity.
- 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 and improving service excellence.
- Developed RWWA's Incident Management plan and introduced Major Incident Reviews (MIRs) as a structured continuous improvement practice — 35+ conducted, 190+ remediation actions identified and tracked.
- 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 per month.
- Drove team-wide AWS Cloud Practitioner certification — entire team of 9 certified within 12 months, building technical capability and resource depth.
- Led migration of log ingestion from Elasticsearch to Dynatrace, consolidating observability tooling and delivering \$350K in annual organisational savings.

Major Incident Reviews

35+ MIRs conducted. 190+ remediation actions identified — over 75% completed.

Established a genuine culture of blameless post-mortems across Technology.

Patching Automation

Transformed a fully manual fortnightly process requiring 10+ hours overtime into an automated flow completed in business hours, with no incidents since handover.

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 — reduced major incidents from 80+ in 2018 to 21 in 2020, lifting platform uptime from 99.92% to 99.99%, embedding a culture of accountability and continuous improvement across Technology.
- 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 materially 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, improving security posture and compliance controls.
- Drove LinuxAcademy adoption across Technology — 27+ courses completed, 7 AWS certifications gained in the first 10 months.

Uptime: 99.92% → 99.99%

Driven by structured incident management, systematic remediation, and a culture of accountability built across Technology and Engineering.

Crownbet Redirect

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.

Team Lead – Application Support · BetEasy

Jun 2018 – 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 across the largest betting platform data migration in Australian wagering history.
- Established the RWWA B2B support relationship from scratch — built knowledge base, monitoring, and alerting to deliver service levels (SLAs) exceeding anything previously experienced by the key client.
- Earned multiple peer and executive 'Back a Winner' recognition awards for migration leadership.
- Introduced structured post-incident documentation and review — an early form of what later became the full MIM process.

racinHelper

Built a production PHP application with full RBAC permissions, monitoring and reporting across critical bet engine databases. Included in RWWA's acquisition of BetEasy's platform — remained in production use at RWWA for several years.

EARLIER CAREER

12+ years in casino and gaming operations at Crown Melbourne, progressing through operational, supervisory, and management roles across Gaming, Cage, and VIP. Built strong foundations in high-pressure, high-volume, customer-facing environments — including first exposure to process compliance, team leadership, and regulatory operations.

EDUCATION & CERTIFICATIONS

Master of Business Administration (In Progress) Targeting completion 2027

AIM Business School

Academic Performance: Graduate Certificate completed 2025 — Distinction average. Currently halfway through the Graduate Diploma with High Distinction results, targeting the full MBA. Developing validated frameworks in financial management, business management, operational improvement, and strategic leadership — directly applicable to complex, governance-driven operating environments.

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)