

MARK CAUCHI

G A M I N G O P E R A T I O N S E X P E R T

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Mosta, Malta

SUMMARY

With 17 years of experience in gaming in land-based and online Sportsbook and Casino, I have excelled in senior operational roles, specializing in Responsible Gaming & Operational efficiency. I have worked closely with regulators such as the UKGC, SGA, MGA, KGC, and Curaçao.

My expertise spans management, regulatory compliance, risk management, fraud prevention, AML, and player protection. I am dedicated to enhancing customer operations and driving strategic initiatives for superior satisfaction and organizational success. My deep passion for the gaming industry, coupled with my extensive experience, makes me an invaluable asset for any company aiming for excellence.

MANAGEMENT SKILLS

- Performance monitoring and improvement
- KPI creation tracking and analysis
- Team scheduling and coordination
- Recruitment and onboarding processes
- Budget management
- Disciplinary procedures and meetings
- Profit and loss management
- Staff training and development
- Effective communication
- Data-driven decision-making
- Cross-functional collaboration
- Strong implementer with a solution-focused outlook.
- Effective communicator with the ability to deliver impactful messages.
- Skilled in building strong working relationships and fostering teamwork.

GAMBLING OPERATIONS SKILLS

- 4 years of experience in the White Label industry, excelling at the understanding of the delicate balance between, Sales, Client Acquisition and Retention of both Client and player, while complying with regulatory mandates and GGR growth.
- Responsible gambling policies and procedures
- Risk management
- Sportsbook Management
- Customer service excellence
- Foreign currency operations
- Retail operations management
- Excellent understanding of player profiling for better marketing strategies
- Strategic Planning and Development for business growth
- Client and Partner Relationship Management
- Excellent understanding of regulatory authorities and all requirements for regulatory compliance, license and certification processes.
- Experience in Regulatory Audits.
- Sound knowledge in legal frameworks, and dispute resolution processes.
- Creation of policies and procedures for Regulatory compliance (UKGC, SGA, MGA, Curacao)
- Operational management: Risk, Fraud, KYC, CS, RG, AML
- Anti Money Laundering (AML) prevention measures

EDUCATION

Business Management - Leicester University- 2016

Courses:

- Suicide First Aid - City and Guilds 2022
- Understanding Gambling-related harm- City and Guilds- 2022
- Understanding customer vulnerability in a gambling environment- City and Guilds- 2022
- Recruitment Training- William Hill & LadbrokesCoral
- Area Manager Training – LadbrokesCoral
- Productivity Training- LadbrokesCoral
- Wages and Costing- LadbrokesCoral
- Disciplinary and Companion Training–LadbrokesCoral

WORKING EXPERIENCE

CEO& CO-FOUNDER

My Gaming Consultants

July 2024- Present

As the Company's official signatory for compliance-related documents, I act as the Compliance Officer for Clients, ensuring full adherence to all relevant laws, regulations, and industry standards. My responsibilities encompass managing and enforcing policies related to anti-money laundering (AML), counter-terrorism financing (CTF), and data protection. I work diligently to maintain the highest standards of regulatory compliance and safeguarding my client's integrity within the gaming industry. Some of my duties are:

- Conduct Enhanced Due Diligence checks for clients that will be engaging in business with new partners, etc.
- Contribute to robust and effective compliance controls within the organisation.
- Review marketing materials, presentations and websites to ensure compliance with regulatory requirements.
- Assist in the gathering of internal information in response to regulatory requests.
- Conduct Business Risk Assessments
- Creation and review of RG and AML policies
- Perform Quality Assurance on Front End and RG tools on client's websites.
- Act as the Operations Advisor for all activities, excluding Marketing, Affiliates, and Payment Service Providers (PSPs).
- Provide market and jurisdiction insights for new markets.

HEAD OF RESPONSIBLE GAMBLING AND DISPUTE RESOLUTION

WhitelabelCasinos.com (B2C & B2B)

February 2021- June 2024

At Whitelabelcasinos.com I have developed strategic policies, optimized processes, and facilitated cross-functional collaboration to drive business growth. I provided comprehensive operational plans, including recommendations for new licenses, HR enhancements, and effective marketing strategies. My experience includes team leadership, KPI implementation, data-driven decision-making, and regulatory analysis, ensuring both compliance and sustainable business expansion. This is a list of some of the responsibilities I was tasked in my position:

- **Established and Led:** Founded and managed the Responsible Gaming department for 40 Whitelabel casino brands licensed under MGA, KGC, and Curacao. Ensured compliance with all regulatory requirements while optimizing departmental processes to create a highly efficient and self-sustaining operation.
- **Strategic Policy Development:** Developed and implemented Responsible Gaming policies and procedures that fostered a safer gaming environment for players and enhanced trust with WhiteLabel clients, driving business growth.
- **Team Leadership:** Directed a team of six RG specialists, overseeing their hiring, professional development, and performance management to build a high-performing team.
- **KPI and Performance Metrics:** Created and implemented key performance indicators (KPIs) to continuously monitor and improve departmental effectiveness, aligning with strategic business goals.
- **Data-Driven Decision Making:** Generated and analyzed comprehensive reports on RG activities, leveraging data insights to identify trends, address issues, and inform strategic planning.
- **Cross-Functional Collaboration:** Partnered with player-facing teams to support responsible gambling initiatives and effectively resolve player disputes, enhancing customer satisfaction and retention.
- **Training and Onboarding:** Organized company-wide training programs, managed the "Safer Gambling for Colleagues" initiative, and onboarded new clients to ensure a deep understanding of RG processes, policies, and regulatory matters.
- **Regulatory and Compliance Management:** Managed complaints submitted to ADRs and regulatory bodies, representing various legal entities. Successfully led the MGA audit process.
- **Client Relationship and Account Management:** Collaborated with Account Management on billing, process implementation, and maintaining strong client relationships, contributing to client satisfaction and business growth.
- **Operational Software and QA:** Spearheaded the onboarding of operational software for RG and AML, conducted QA for new sites before soft launches, and participated in demo calls for CS tools, fraud tools, and new platforms.
- **Regulatory Analysis and Strategic Planning:** Analyzed industry regulations to assist in strategic planning, ensuring business growth while maintaining regulatory compliance. Managed legal claims through the appropriate legal entities and updated Terms and Conditions to reflect regulatory changes.

SENIOR RG &AML MANAGER

OPEX LTD (B2C)

NOV 2019-FEB 2021

At Opex, learnt how managed services are an integral part of the White Label industry, and gather plenty of experience in the B2C side of the business. Also my experience in the regulatory and AML frameworks while performing these duties:

- **Regulatory Compliance:** Managed accounts under UKGC, SGA, and MGA licenses, ensuring adherence to all regulatory requirements.
- **Enhanced Due Diligence:** Conducted Enhanced Due Diligence checks on accounts exceeding thresholds to ensure robust Anti-Money Laundering (AML) measures were in place.
- **Responsible Gaming Oversight:** Monitored player accounts that triggered Responsible Gaming alerts, performing thorough reviews to ensure responsible gaming practices and player safety.
- **Team Leadership:** Led a team of nine Responsible Gaming (RG) agents, overseeing their tasks and managing the RG and AML escalation process.
- **Support and Development:** Provided day-to-day support to agents, including task management, scheduling, and conducting quality assurance (QA) reviews. Delivered personalized 1-on-1 feedback to enhance performance.
- **Training and Mentorship:** Organized and led weekly training sessions to continuously improve team skills and knowledge in RG and AML practices.

SENIOR OPERATIONS MANAGER

FexServ Financial
Services

June 2019 to November 2019

- **Operational Oversight:** Managed the Operations Department to ensure smooth and efficient processes.
- **Customer Service Management:** Monitored prompt handling of customer inquiries via telephone and online channels, ensuring high customer satisfaction.
- **Inventory Management:** Oversaw Head Office Foreign Currencies stock levels to meet customer, corporate, and retail branch demands.
- **Financial Transactions:** Processed new customer accounts for Travel Money and Swift Payments exceeding €10,000, ensuring compliance with regulatory requirements.
- **Swift Payments Processing:** Managed Swift Payments for companies and individuals, conducting due diligence and compliance checks.
- **Compliance and Documentation:** Responded to queries from Corresponding Banks' compliance departments by providing accurate documentation.
- **Exchange Rate Management:** Updated daily Exchange Rates and monitored rate fluctuations throughout the day, adjusting as needed.
- **Reconciliation and Coordination:** Conducted suspense accounts reconciliations for retail branches and the Operations Department.
- **Logistics Coordination:** Ensured timely delivery of Cash to Master company orders through effective coordination.
- **Team Management:** Managed Operations Team performance, attendance, timekeeping, and vacation leave to maintain operational efficiency.

AREA OPERATIONS MANAGER

Ladbrokes Coral
PLC

Oct 2016-Mar 2019

As an Area Manager, I was responsible for ensuring our shops consistently outperformed the competition and maintained high operational standards. Key responsibilities included:

- **Sportsbook Management:**
 - **Competitive Strategy:** Leading efforts to outperform competitors by driving shops to effectively advertise sporting events and capitalize on betting trends by offering better Prices on specific event markets to build brand loyalty. Ensure that all shops have competitive offers and prices during major Sporting & Horse Racing events
 - **Risk Management:** Managing the Permission to Lay (PTL) to minimize liabilities and accept profitable bets.
 - **Omnichannel Integration:** Encouraging customers to adopt an omnichannel approach, seamlessly transitioning between online and in-shop betting.
 - **Terminal Management:** Overseeing the full management of sports betting terminals, tailored to meet the specific needs of each area, including but not limited to featured markets, layouts, coupons for popular markets to make the Terminals easier for the players to combine their bets.
- **Managed Operations:**
 - **Operational Oversight:** Managed operations for 17 shops and a team of 120 staff members, ensuring strict adherence to company policies and regulatory requirements.
 - **Performance Management:** Monitored Key Performance Indicators (KPIs) to drive continuous improvement and effectively managed cost lines within allocated budget constraints.
 - **Compliance and Standards:** Conducted disciplinary meetings and ensured full compliance with licensing regulations, health & safety standards, and company policies.
 - **Coaching and Training:** Provided coaching, training, and ongoing development initiatives to enhance staff performance and foster a positive work environment.
 - **Recruitment and Onboarding:** Led recruitment processes, facilitated onboarding procedures, and implemented continuous improvement strategies for all staff members.
 - **Budget Oversight:** Managed budgets for all shops, optimizing financial resources to achieve operational goals and maintain profitability.

WORKING EXPERIENCE

SHOP MANAGER

William Hill Sept 2007- August 2016

- **Exemplary Customer Service:** Consistently delivered outstanding customer service to enhance satisfaction and loyalty.
- **Profitability Management:** Successfully managed shop profitability through effective cost control and revenue generation strategies.
- **Team Development:** Trained and developed shop team members, ensuring adherence to company policies and fostering a high-performance culture.
- **Financial Oversight:** Managed shop figures, analyzed performance metrics, and implemented strategies to optimize financial results.
- **Promotional Events:** Organized and executed promotional events to drive sales and increase customer engagement.
- **Reporting and Communication:** Provided regular reports to area management, offering insights and recommendations for operational improvements.