

Regan Strutt

Strategic Technology Executive | Driving Transformation, Leadership Excellence & Sustainable Growth



[linkedin.com/in/regan-strutt](https://www.linkedin.com/in/regan-strutt)

ABOUT ME

I am a commercially focused, people-first technology executive with over 20 years of experience leading strategic transformation, product innovation, and enterprise technology initiatives across highly regulated, customer-centric industries including infrastructure, energy, aviation, education, and loyalty.

I've strengthened business engagement capabilities as a key differentiator in connecting technology with enterprise priorities, complemented by leading large-scale strategic programs, shaping operating model transformations, building strategy functions, and delivering digital uplift across diverse organisational environments. In my current role as Acting CIO at APA Group, I brought together commercial acumen, enterprise-wide perspective, and deep technical expertise to drive strategic alignment, uplift capability, and deliver meaningful business outcomes through technology.

My leadership is grounded in clarity of purpose, high performance, and an inclusive, outcome-focused mindset. I build trusted partnerships with executives and delivery teams alike, ensuring alignment between business priorities, customer outcomes, and technology delivery. I've consistently uplifted governance, architecture, delivery, and investment practices to drive innovation, improve compliance, and support long-term sustainable growth.

I thrive in environments where technology is a strategic enabler and where leadership is about empowering people, removing barriers, and building the capabilities that realise an organisation's ambitions.



KEY VALUE AREAS



- **Digital, Data & Operational Transformation** — delivered corporate efficiency uplifts, enabled mobile field workforce, and achieved double-digit improvements in customer experience and satisfaction.
- **Financial & Commercial Governance** — accountable for OpEx and CapEx budgets exceeding \$100M, with a strong focus on cost efficiency, prioritisation, and investment alignment to enterprise strategy.
- **Executive Stakeholder Engagement & Influence** — regular engagement with Board, C-Suite and Senior Executives to shape business and technology strategy and drive operational improvement.
- **Cloud, Data & Platform Modernisation** — simplified and rationalised applications, reduced cost, uplifted risk management, and delivered measurable value from advanced analytics and AI adoption.
- **Technology Operating Model Redesign** — led optimisation program with BCG, embedding insights that achieved a 33% reduction in Technology spend and uplifted delivery effectiveness.
- **Cybersecurity, Risk & Compliance** — accountable for two of the enterprise's top 10 risks; led Board and Executive engagement on technology risk, while overseeing major audit programs and divisional risk management.
- **Strategic Vendor Partnerships** — built reciprocal value through partnerships with AWS, Microsoft, NTT, and Databricks, delivering innovation, scale, and improved commercial outcomes.

EMPLOYMENT SNAPSHOT

APA	Acting Chief Information Officer APA	March 2025 – Present
	As Acting CIO, I lead APA's Technology, OT and Cyber division of ~400 staff with accountability for a \$100M budget, delivering 24/7 operations and companywide technology capabilities, strategic change, and cultural, and operational transformation. I repositioned Technology as a trusted business enabler, strengthening engagement across Operations and Commercial divisions while uplifting culture and leadership within Technology. I partner directly with the Board, Executive team and Risk Committee on technology strategy, cyber resilience, and enterprise risk. I have modernised and simplified the technology landscape and steered complex transformation and divestment programs while maintaining operational continuity.	

	<p>Key Achievements</p> <ul style="list-style-type: none"> • Repositioned Technology as a business-enabling function, strengthening trust and engagement across APA’s business portfolios. • Developed enterprise technology strategies (Data & AI, Hosting, Integration, and future-state architectures) to guide long-term transformation. • Modernised and rationalised the technology landscape, improving resilience, reducing complexity, and laying the foundation for future growth. • Strengthened cyber and technology risk management, reducing critical exposures and advancing APA’s maturity as leader of the Cyber function. • Redesigned the Technology Operating Model to improve accountability, agility, and alignment, while uplifting leadership capability and culture across the division. • Delivered cost efficiency, achieving a 22% OpEx reduction while maintaining service quality and advancing capability. • Led technology separation for a key divestment (725+ staff), designing Transition Services Agreements and separation plan to ensure a smooth separation. • Shaped Technology’s strategic investment portfolio, creating prioritisation frameworks and aligning multi-year roadmaps to enterprise strategy. 	
<p>APA</p>	<p>Head of Strategy, Architecture and Performance APA</p>	<p>June 2024 – March 2025</p>
	<p>Led a team of ~40 across enterprise technology strategy, architecture, investment planning, and portfolio performance, aligning technology capabilities with APA’s business priorities. Developed and embedded 3-year investment roadmaps, strengthened governance and performance tracking, and repositioned the function from transactional delivery oversight to a high-performing, business-facing strategic partner. Drove APA’s High Performing Agenda program, achieving significant financial savings, defining a new Technology Operating Model, and uplifting enterprise capability.</p> <p>Key Achievements</p> <ul style="list-style-type: none"> • Developed and embedded multi-year Technology Investment Roadmaps, guiding lifecycle management, platform modernisation, and enablement of APA’s digital ecosystem. • Delivered uplift across a \$40M technology project portfolio, improving financial governance, prioritisation, and reporting maturity to enhance investment value. • Established APA’s internal Technology Strategy consulting practice, creating in-house capability for enterprise planning, architecture guidance and strategy develop alignment. • Defined APA’s enterprise Technology Strategy and Architecture roadmap, ensuring alignment to corporate growth, transformation, and regulatory objectives. • Led the design and rollout of APA’s new Technology Operating Model as part of the High Performing Agenda, achieving \$8.6M OpEx savings and \$15.5M in project delivery efficiencies while uplifting capability. • Achieved compliance in Deloitte’s key financial audit, strengthening governance, risk management, and control frameworks. • Delivered a successful Starlink/mobile communications proof-of-concept across QLD and WA, improving field mobility, connectivity, and operational resilience. 	
<p>APA</p>	<p>Head of Technology – Assets and Operations APA</p>	<p>January 2021 – June 2024</p>
	<p>Led a team of ~180 with accountability for technology strategy, delivery, and 24/7 operational support underpinning APA’s \$22B asset base, 1,700+ employees, and \$1.6B revenue. Accountable for the full lifecycle of 120+ business-critical systems across asset management, field mobility, OT/IT integration, billing, metering, and midstream platforms. Delivered technology modernisation, operational resilience, and cost optimisation while driving cultural transformation through leadership capability uplift, inclusion, and high-performance team development.</p>	

	<p>Key Achievements</p> <ul style="list-style-type: none"> Redesigned and implemented APA’s IT Operating Model, achieving \$16M in OpEx savings through vendor consolidation, insourcing, legacy system rationalisation, and workforce optimisation. Led M&A technology integration for APA’s acquisition of Alinta’s Pilbara assets, ensuring reliability, continuity, and platform consolidation within budget and separation timelines. Delivered critical system upgrades and new capabilities across Maximo, Geospatial, OT, and Salesforce field mobility, streamlining field operations and improving efficiency across corporate and field teams. Enhanced BAU and program performance, realising \$1M additional revenue, achieving a 10x improvement in test execution, accelerating deployment cycles, and automating wind forecasting to eliminate 900 hours of manual work. Championed inclusion, diversity and development, leading APA’s Women in Technology and Women Rising programs, expanding career pathways for 35+ women and male allies in Assets & Operations. Achieved highest engagement scores in APA Technology (2023), with double-digit improvements in inclusion, retention, and intent-to-stay. 	
	<p>Senior Program Director – Digital Schools Modernisation Queensland Department of Education</p>	<p>October 2020 – January 2021</p>
	<p>Brought in to lead a team of 50 to deliver the Digital Schools Modernisation initiative, which focused on enhancing digital experience and education systems for students, teachers, and parents. Worked directly with the CIO to establish foundational program direction and approval, execution frameworks, and stakeholder alignment.</p> <p>Key Achievements:</p> <ul style="list-style-type: none"> Defined the program roadmap and operating model to support mobile-first learning, international student capabilities, and digital uplift for core school systems. Negotiated and secured key strategic partnership agreements worth \$12m to accelerate platform mobilisation delivering an enhanced student management capability for prospective students. Established delivery governance and program operations, enabling readiness for large-scale transformation. 	
	<p>Digital Domain Owner – Relationship (Digital Product and Delivery) Qantas</p>	<p>February 2018 – August 2020</p>
	<p>Led a team of ~140 to define and deliver the digital product strategy for Qantas Frequent Flyer, Business Rewards, Agency Connect, and airline partner ecosystems. Accountable for the performance of all public and agent-facing platforms and digital loyalty journeys, supporting millions of customers and partners globally. Drove an enterprise-wide agile transformation at scale, embedding new ways of working across complex, matrixed teams. Managed end-to-end budgets exceeding \$20M, delivering customer experience uplift, loyalty growth, and digital enablement across the airline’s core customer platforms.</p> <p>Key Achievements:</p> <ul style="list-style-type: none"> Delivered the Qantas Frequent Flyer relaunch in 2019, increasing member engagement from 800k to 1m+ monthly active users. Migrated legacy platforms (QFF, Business Rewards, Agency Connect) to Adobe and Amazon Web Services (AWS), improving customer experience and platform agility. Executed scaled agile transformation across 10 squads, embedding agile health, delivery metrics, and operating rhythm. Lifted Business Rewards onboarding conversion by 25% and Net Promoter Score (NPS) by 7 points through redesigned digital journeys. Achieved \$600k+ in cost savings via a successful offshore delivery model, while sustaining 80+ team engagement scores. 	

	Manager, Loyalty Operations / Manager, Business Systems Velocity Frequent Flyer	November 2013 – October 2017
<p>Led a team of ~50 responsible for platform strategy, 24/7 technology operations, privacy and risk management, and partner integrations across Velocity's core loyalty and redemption booking engine ecosystem. Directed delivery and BAU teams across onshore and offshore locations, managing \$6.6M OpEx and \$3.4M CapEx. Delivered critical onshore-offshore initiatives, strengthened privacy and compliance capabilities, and shifted vendor engagement from transactional to strategic partnerships with global airline and technology providers.</p> <p>Key Achievements:</p> <ul style="list-style-type: none"> Delivered key program integrations with BP and Flybuys, generating over 1m new member acquisitions per program within launch phase. Launched and ran Velocity's customer experience uplift program including single sign-on and redemption booking engine redesign and upgrade, lifting NPS and generating \$2.93m in incremental revenue within 6 months of go live. Realised \$2.5m+ in cost savings through platform insourcing and process automation improvements. Redesigned Velocity's customer facing digital platforms to support membership growth from 4m to 8m. Developed and led Velocity's privacy capability uplift, resulting in a successful audit by the Australian Privacy Commissioner across major airline loyalty programs with no unsatisfactory findings. 		
	Leader, Enterprise Mobility / IT Business Engagement Virgin Australia	November 2009 – November 2013
<p>Leading a small agile team of 16 to defined and own the enterprise mobility strategy across Virgin Australia's workforce and customer platforms. Partnering with senior business leaders and the COO and CCO to align commercial and operational priorities with technology delivery across airline operations (Cabin Crew, Flight Crew, Ground Operations, Safety).</p> <p>Key Achievements:</p> <ul style="list-style-type: none"> Developed Virgin's first corporate mobility strategy and launched the airline's award-winning mobile site and iOS app (Top 25 nationally). Delivered early digital innovations including Apple Passbook (now Apple Wallet) integration and in-lounge press library access. Led and co-designed workforce mobility solutions for pilots, cabin crew, and ground staff, enhancing operational connectivity and service delivery. Negotiated and implemented Vodafone's Mobile Device Management platform worth \$2m including a company wide roll out and change program. Selected for a 3-month embedded partnership with IDEO in the Virgin Innovation Lab, applying design-led thinking to new traveller experiences. 		

Early career – Various business, technology, software, and project delivery roles

EDUCATION AND PROFESSIONAL DEVELOPMENT

- Harvard Business School Executive Courses: Disruptive Strategy, Strategy Execution, Leading with Finance,
- Deloitte Emerging CIO Program
- Bachelor of Corporate Systems Management – QUT
- Diploma of Project Management – Swinburne University
- Diploma of IT (Software Development)
- Certifications: SAFe 4 Agilist, ITIL Foundation, PRINCE2 Practitioner

REFERENCES

Available upon request