

Nick Kelly

Senior Product Manager / Product Lead · Sydney

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Product lead, four years running a B2B and D2C SaaS platform end to end: strategy, roadmap, design, delivery and the commercial result. Nine years before that in live events, sponsorship and agencies, which is where I learned to read customers. I've sold and supported into the US from Sydney for four of them, on six trips a year. For the last two I've run most of my own work through AI, which is the job I've always done: direct specialists I can't out-craft, then check what comes back.

SKILLS

First-principles problem solver	Commercial rigour	Product sense	Comfortable with ownership
Diagnosis from data, customers and support	Revenue, conversion and retention outcomes	End-to-end product lifecycle	Sole product and design function
Original research where no published data exists	Pricing, packaging and revenue-share models	Design systems, UX and UI in Figma	Cross-functional direction of engineers, designers and agencies
Journey mapping and audience definition	Enterprise negotiation and partnerships	A standing panel of real users	Front of house and back of house

AI-enabled, not an engineer. I direct Claude, GPT and Gemini the way I have directed specialists my whole career: agencies, developers, designers, a PR firm. I diagnose problems from user behaviour, metrics, feedback and support, then work with AI against the codebase; I do not read or write production code. Platform worked across: React, Vite, Node Lambda on AWS, DynamoDB, Webflow, Stripe, SendGrid, PostHog, GA4, Figma, Storybook.

EXPERIENCE

Co-Founder, Product and Partnerships 2022 - Present · Sydney, US-primary
Eulogize (Wild Palms Digital)

B2B and D2C SaaS: memorial content, digital and print, sold direct to bereaved families and wholesale to funeral homes. Australian-founded, US-primary, customers across five continents with checkouts in Canada and the UK. I joined once there was a live product and took equity as a principal. Two principals, contract engineers and a contract designer, **no product function and no design function beside me**. I owned the product lifecycle end to end, plus brand, copy, the website, conventions, partnerships, the US market and every funeral-home relationship. My co-founder owned paid acquisition.

- **Took the platform from two products, Australia-only and no B2B, to seven live products and a full B2B tier.** Funeral-home role model with sub-roles, per-home theme overrides, per-case billing, monthly invoicing and a revenue-share embed as a distribution channel. Themes went from six to forty, plus bespoke sets per client. Roughly 13,800 users, 12,500 production cases, and a fifth of cases now come through funeral homes.
- **Rebuilt the product on a real design system.** It had been a patch on a patch, with no system at all and half the pre-brand colours still hard-coded. I built one from near-scratch: semantics, tokens and components into Storybook, through to production, then out into the website, email and Webflow. Everything since is built on it.
- **Reset how the company works for AI, and shipped it.** Sixteen scheduled production routines with state and approval gates, eight live: a daily operating briefing, revenue posting, a weekly lead scout that finds funeral homes among consumer signups, drift and version checks. A ten-stage content pipeline whose validator blocks a publish on a hard error, forty articles through it. A three-engine image pipeline, one at no API cost, a multi-day run under \$2. **Every system ends at a human gate.**
- **Red-teamed the AI obituary generator before launch, and one of sixteen hostile evals mattered.** Given the right input it would state a criminal accusation about a named living person as fact. That's a defamation exposure, not a quality bug, and no amount of does-this-read-nicely review would have found it. I guarded it the same session.
- **Led a nine-month enterprise negotiation and signed an MSA with one of North America's largest deathcare businesses,** as their external product partner. Point of contact throughout: first contact, discovery of what they actually needed, product and pricing design, and international legal negotiation across a stakeholder map running from their operations team to their third-party suppliers to C-suite sign-off, then a three-day implementation workshop onsite at their US headquarters.

- **Designed a custom end-to-end checkout for a business that is part marketplace and part supplier.** Replacing hard-coded options and a four-dimensional price matrix with a real data layer, so different customer types get different products, prices and fulfilment routes without an engineer touching code. Effectively a simplified Shopify for one industry.
- **Challenged the decision to delete a feature set for zero usage, and was right.** Usage was genuinely zero. What zero meant was the question nobody had asked. The features sat behind icon buttons, and our users are older, low-confidence and doing this once, on a deadline, for someone who has just died. People could not tell what the controls did, so they left them alone. Rebuilt with words on them, and adoption followed.
- **Introduced product analytics where there were none**, then found three separate causes the business had been treating as one. Conversion recovered from a 10.3% trough to 18.4% and revenue rose 81% on flat traffic.
- **Ran the customer-facing half as well as the product half.** Named contact for every funeral home and industry body: demos and follow-up calls, onboarding and implementation, day-to-day support, webinars, trade interviews, media and press, and workshops run on location in client offices. The US convention circuit on six trips a year. Heartland America as much as the coasts, where getting the register of respect wrong loses the room. Original market research in a category with almost no published data, plus a standing panel of real users matched to our hardest case, on the phone every time.

Director of Brand and Marketing

2021 - 2022 · Remote, international

Artefy

Web3 startup building digital art collectibles and gamified collections on licensed work from iconic fantasy artists. Fully remote international team, a global collector community, and a category I knew nothing about when I joined.

- **Built the community that the product depended on, from nothing, in a category I had to learn from scratch.** Ran Discord and the social channels, wrote the site content, and ran live fireside chats and member competitions. In a collectibles business the community is the demand, so this was the commercial engine.
- **Moved from marketing into product as the company evolved.** Wrote roadmaps and design requirements, and worked with software developers and product designers on new collection mechanics and platform features. My first sustained product work, and the reason I went looking for a product role next.

Head of Marketing and Partnerships

2018 - 2021 · Sydney

Finely Tuned

Lost Paradise, a 15,000-attendee festival, plus a national touring roster. One to two direct reports depending on the season, a standing roster of agencies and contractors, and large event crews. Reported to the founder and CEO.

- **Saved the festival's worst-reviewed product from being scrapped, then sold it out for the first time.** They wanted it gone after a bad year. I argued the opposite, that we hadn't spent enough on it: consolidated eight suppliers into one coherent offer, repositioned it as genuinely premium, raised the price, and moved it off the ticket on-sale into its own release six to eight weeks later, in a different pay cycle. Sales up 40%, sold out weeks in advance. They still run it that way.
- **Ticket sales up 20% year on year while holding sponsorship revenue**, in a period when the NSW political and media environment for festivals was actively hostile. Got there by replacing one scattergun campaign with segment-specific targeting, content and reporting.
- **Held the public line through a bushfire cancellation three weeks out**, under an insurance constraint that stopped us being the party to cancel: police, sponsors, ticketholders, artists, refunds, media.
- **Ran marketing for the group's global ticketing spin-off concurrently**, coordinating local teams at festivals in Mexico, Spain, Asia and South America.

Account Manager to Account Director, agency contracting

2016 - 2018 · Sydney

Major and boutique Sydney agencies

Contract account lead across Octagon, Ogilvy, Bastion EBA, Archibald Williams, Integer and Because, moving from account manager to account director, with direct reports and account lead responsibility at several. Dropped into accounts that had landed something big with nothing planned or bought, on contracts as short as three weeks.

- **Account manager on Hyundai's A-League title sponsorship at Octagon**, direct with Hyundai's Head of Sponsorship. Ran finals logistics against venues nobody knew until teams were knocked out.
- **Project managed Citibank's first brand campaign**, across TVC, out-of-home and digital.

Earlier

2013 - 2016

Marmalade Skies: co-founded and ran a two-day, 40-act, 800-person festival at twenty-four, end to end, including the development application through council, police, acoustics and heritage. **Television production:** field producer on Big Brother and House Rules.