

# CASIMIR NOLAN (CAS)

## Customer Insight, Performance & Optimisation Leader

Helping institutions understand behaviour, make better decisions, and improve the digital services people depend on.

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Newcastle, NSW

### INSIGHT, PERFORMANCE & OPTIMISATION

- ✓ Enterprise digital, platform and transformation strategy across complex service ecosystems
- ✓ End-to-end leadership from discovery and strategy through to delivery and continuous optimisation
- ✓ Data, analytics and measurement frameworks driving operational and customer decision-making
- ✓ Leadership of multidisciplinary teams across policy, operations, digital, design and data

### STRATEGY, ANALYTICS & DELIVERY

#### Strategy, Transformation & Delivery Leadership

- Define and deliver enterprise digital, platform, and transformation strategies across complex service environments.
- Translate policy, operational, and customer needs into structured roadmaps, delivery models, and prioritised initiatives.
- Align investment, delivery, and optimisation activities to measurable operational, customer, and organisational outcomes.
- Lead multidisciplinary teams across strategy, operations, digital, analytics, design, and delivery.

#### Analytics, Measurement & Performance

- Design and implement enterprise analytics, reporting, and measurement ecosystems (GA4, GTM, dashboards, behavioural analytics).
- Establish performance frameworks linking digital activity, operational efficiency, and service outcomes.
- Drive optimisation through experimentation, behavioural insights, reporting, and continuous improvement practices.
- Enable evidence-based prioritisation and executive decision-making through structured performance visibility.

#### Platforms, Operations & Service Ecosystems

- Lead transformation and optimisation of digital platforms, CMS ecosystems, and service delivery environments.
- Improve findability, usability, governance, and operational consistency across high-volume public-facing services.
- Integrate platforms, workflows, content, and operational processes into scalable end-to-end delivery systems.
- Align platform and operational delivery with governance, accessibility, risk, and organisational requirements.

### EXPERIENCE

#### Director – Strategy, Transformation & Performance

**NDIA** National Disability Insurance Agency – 2024–Present

- Influenced \$14M in government funding (MYEFO) through evidence-based research, prioritisation and reform alignment across multiple national reform streams.
- Established enterprise analytics and prioritisation frameworks linking platform performance, operational efficiency and participant outcomes to evidence-based decisions.
- Translated strategic intent into structured delivery models, platform enhancements, prioritised backlogs, and scalable operational approaches across multiple reform streams.
- Led governance, planning and cross-functional coordination across concurrent reform initiatives spanning policy, digital, communications and service delivery.
- Identified and drove improvements to digital access, content structure, participant navigation, and operational workflows, reducing effort and improving service consistency.
- Led strategy, performance and delivery coordination across large-scale national reform, translating policy and research into scalable service and delivery models.
- Operated at Director level across multiple national reform streams (Children, Foundational Supports/Thriving Kids, Psychosocial), and acted as Branch

### CAREER SUMMARY

Performance and insight leader with 15+ years turning behavioural data into measurable service improvement across government, health and enterprise. I connect the insight end to the delivery end – measurement frameworks, behavioural analytics and optimisation that move real outcomes (conversion, engagement, efficiency, funding), not just dashboards. Because I work end-to-end across insight, strategy, digital and delivery, an outcome gets owned by one person instead of fumbled across five teams.

### SELECTED TRANSFORMATION & PERFORMANCE OUTCOMES

- ✓ \$14M government funding influenced through evidence-based reform, operational alignment and service transformation initiatives (NDIA).
- ✓ \$37.5M+ revenue impact delivered through digital platform, CRM and customer experience transformation (NBCF).
- ✓ 140% uplift in conversion through analytics-led optimisation, behavioural analysis and journey redesign (Folk/Joust).
- ✓ 350% growth in engagement across digital platforms, content ecosystems and omnichannel experiences (NBCF).
- ✓ 100+ enterprise and government transformation engagements delivered across health, education, justice, regulatory and public service environments (Folk).

### CORE CAPABILITIES

- ✓ Enterprise Transformation & Operational Improvement
- ✓ Strategy, Roadmapping & Delivery Systems
- ✓ Analytics, Measurement & Performance Optimisation
- ✓ Digital Platforms, Content & Service Ecosystems
- ✓ Executive Stakeholder Engagement & Governance
- ✓ Multidisciplinary Leadership & Cross-Functional Delivery

### TECHNOLOGY & PLATFORMS

- ✓ **Web, CMS & Platform Ecosystems**  
Kentico, Drupal (GovCMS), Umbraco, WordPress, Webflow
- ✓ **Analytics, Measurement & Reporting**  
Google Marketing Platform (GA4, GTM), Looker dashboards, data layer

Manager for 3 months overseeing multidisciplinary teams across complex delivery environments.

## GOVERNMENT & ENTERPRISE DIGITAL PLATFORMS & TRANSFORMATION

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### Enterprise Transformation & Delivery at Scale

Led large-scale transformation, platform and operational improvement initiatives across 20+ federal and state government agencies, shaping enterprise-scale services, governance models and delivery systems.

### Analytics, Measurement & Performance Optimisation

Designed analytics, reporting and performance ecosystems linking customer behaviour, operational visibility and digital outcomes to support optimisation and evidence-based decision-making.

### Behavioural Insights & Continuous Improvement

Applied behavioural analytics, experimentation and optimisation approaches across high-volume service environments, improving engagement, access and operational effectiveness.

### Executive Advisory & Stakeholder Alignment

Partnered with senior stakeholders across government and enterprise environments to align strategy, prioritisation and operational transformation across complex multi-agency initiatives.

## EXPERIENCE, CONTINUED

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### Senior Digital Strategist – Strategy, Transformation & Performance

FOLK Folk – 2017–2024

- Led and contributed to 100+ digital transformation, optimisation and improvement engagements across government, health, education, justice and not-for-profit.
- Defined enterprise digital, platform, and optimisation strategies, translating customer, operational, and stakeholder requirements into structured roadmaps and executable delivery programs.
- Drove a 140% uplift in user sign-ups through behavioural analysis, experimentation and journey optimisation.
- Designed analytics and measurement frameworks (including TAFE NSW) – KPIs, dashboards and performance visibility supporting continuous improvement and executive decisions.
- Led platform strategy and CMS transformation across Kentico, Drupal and GovCMS, improving scalability, maintainability and operational efficiency.
- Managed large-scale multi-year transformation initiatives including NSW Electoral Commission, embedding scalable governance, prioritisation, and delivery approaches beyond initial project lifecycles.
- Delivered technical and operational audits across accessibility, SEO, performance, content quality, and user experience, identifying optimisation opportunities across complex public-facing services.
- Led cross-functional teams across strategy, design, analytics, engineering, and content, balancing strategic advisory leadership with hands-on delivery execution.

### Digital Production Lead – APAC Platforms & Optimisation

COCHLEAR Cochlear – 2016–2017

- Managed delivery and optimisation across 20+ multilingual APAC digital platforms, coordinating structured release cycles and cross-functional operational delivery.
- Drove 26.5% year-on-year growth in engagement through platform optimisation across accessibility, SEO, usability and performance.
- Supported enterprise integration initiatives across Salesforce, Marketo, Magento and API-driven systems, aligning customer journeys, workflows and platform functionality.
- Applied analytics, usability testing and behavioural insights to improve content effectiveness, platform usability and operational consistency across regional ecosystems.

### Digital Platforms Lead – Web, CRM & Performance

NBCF National Breast Cancer Foundation – 2014–2016

- Delivered 350% growth in engagement and contributed to over \$37.5M in donations through integrated omnichannel optimisation across web, CRM, paid and organic channels.
- Led transformation of digital platforms, CRM ecosystems and customer journeys to improve engagement, fundraising and operational effectiveness.

architecture), Microsoft Clarity, Power BI, Tableau, Highcharts

### ✓ Optimisation & Experience

Behavioural analytics, experimentation, SEO, accessibility (WCAG), information architecture, content modelling and performance optimisation

### ✓ Data, Integration & Technical Delivery

REST APIs, CMS integrations, Salesforce integrations, API-driven ecosystems, HTML/CSS/JavaScript (working knowledge), headless CMS concepts

## RELATED EDUCATION & CERTIFICATIONS

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### Graduate Certificate in Data Science (Distinction)

University of Newcastle

### BA Communications (Information & Knowledge Management) (Distinction)

University of Technology, Sydney (UTS)

### Bachelor of Design (Web & Digital)

Sydney School of Audio Engineering (SAE)

### Certificate IV in Cybersecurity

NSW TAFE

### Select Professional Development

Agile Scrum Master (SAFe®); Leading Change with Impact (AGSM)

## SELECTED GOVERNMENT ENGAGEMENTS

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### Australian Department of Finance

Enterprise digital strategy (Digital ID, traceability), shaping platform direction, governance and cross-agency alignment for national-scale services.

### Department of Health, Disability & Ageing (inc. TGA)

Delivered nationally significant digital platforms and transformation initiatives, including the Immunisation Catch-up Calculator, improving access to critical public health information.

### Australian Electoral Commission

Applied behavioural analytics during the 2022 federal election, optimising high-volume public interactions and improving engagement with electoral services.

### NSW Electoral Commission

Led digital transformation initiatives supporting the 2019 state election, enhancing platform performance, accessibility and service delivery at scale.

### TAFE NSW

Defined enterprise digital performance and measurement frameworks, establishing KPIs, dashboards and analytics models to enable data-driven decision-making and continuous optimisation across web and content ecosystems.

- Built attribution and conversion measurement frameworks across Kentico, WordPress and Blackbaud, improving visibility and performance.
- Led digital transformation and platform uplift initiatives, embedding long-term capability, executive buy-in, and data-informed decision-making practices.
- Spearheaded the launch of pink.org.au, a national eCommerce platform involving 700+ retail partners, expanding digital reach and creating new revenue streams.

## SELECTED TRANSFORMATION INITIATIVES & THOUGHT LEADERSHIP

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Selected publicly authored case studies, transformation initiatives and performance optimisation work spanning government, regulatory, behavioural insight and enterprise service environments.

These initiatives demonstrate a combination of strategy, analytics, operational improvement, behavioural insight, platform transformation and evidence-based decision-making across complex stakeholder ecosystems — recognised through Transform ANZ, AGDA and Good Design awards.

## FEATURED INITIATIVES

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### TAFE NSW — From Audit to Action

[folk.com.au/journal/from-audit-to-action](http://folk.com.au/journal/from-audit-to-action)

Supported development of an enterprise analytics and optimisation framework enabling TAFE NSW to move from fragmented reporting toward structured, evidence-based decision-making across digital services and content ecosystems.

Established shared KPIs, dashboards and optimisation frameworks linking customer behaviour, operational visibility and organisational priorities, helping embed a longer-term culture of measurement and continuous improvement.

**Capabilities demonstrated:** Analytics strategy, performance measurement, executive reporting, optimisation frameworks, stakeholder alignment.

### NSW Electoral Commission — Every Interaction Counts

[folk.com.au/work/nsw-electoral-commission-every-interaction-counts](http://folk.com.au/work/nsw-electoral-commission-every-interaction-counts)

Supported large-scale digital transformation initiatives for the NSW Electoral Commission leading into the 2019 State Election, improving accessibility, usability, operational resilience and customer engagement across high-volume public-facing services.

Combined platform optimisation, accessibility uplift, service improvement and stakeholder coordination across a complex regulatory environment with significant operational and reputational considerations.

**Capabilities demonstrated:** Enterprise transformation, accessibility, operational improvement, stakeholder alignment, digital service optimisation.

### Redfern Legal Centre — Opening Digital Doors for People Experiencing Disadvantage

[folk.com.au/journal/opening-digital-doors-for-people-experiencing-disadvantage-redfern-legal-centre](http://folk.com.au/journal/opening-digital-doors-for-people-experiencing-disadvantage-redfern-legal-centre)

Contributed to the redesign and transformation of Redfern Legal Centre's digital presence, improving access to legal information and support services for people experiencing social and economic disadvantage.

Focused on accessibility, navigation, information architecture and usability for vulnerable cohorts interacting with complex legal systems, balancing customer needs, accessibility requirements and organisational constraints.

**Capabilities demonstrated:** Service transformation, accessibility, information architecture, stakeholder engagement, inclusive service delivery.

### Centre for Social Impact — Australian Social Progress Index

[folk.com.au/journal/australian-social-progress-index](http://folk.com.au/journal/australian-social-progress-index)

Contributed to the development of the Australian Social Progress Index, a national data initiative designed to measure wellbeing and societal progress beyond traditional economic indicators.

Synthesised complex datasets into accessible insights capable of informing policy discussions, public understanding and long-term strategic decision-making across diverse stakeholder groups. Worked across multiple iterations of the initiative, contributing to the ongoing evolution of its analytical capability and strategic usefulness.

**Capabilities demonstrated:** Data strategy, analytics, information design, strategic communication, evidence synthesis.