

Dylan Hulbert

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Technical Product and Delivery Leadership

- Technology leader with experience solving complex problems, driving high value product decisions and delivering positive business results, with a focus on the customer
- Product and delivery leader in web, mobile, store and infrastructure environments
- Meticulous project, program, and department budget manager
- Agile leader driving lean transformation, improving engagement, and building high-performing DevOps teams

Professional Experience

Senior Director - Global Technology

Nike - Portland – July 2019 thru Present

Senior Director, Engineering – Credit, Loyalty, and Gift Card Technology

Nordstrom - Seattle – February 2018 thru July 2019

Accountable for Credit, Loyalty, and Gift Card Technology organizations with a ~\$17M annual budget across 90 team members in Seattle and Denver.

- Launched 'The Nordy Club', a refresh of our decade old loyalty program extending to our customer faster rewards, improved benefits offerings, and a new Nordstrom tender option. This effort was the culmination of a nearly two-year program to migrate legacy tender rewards and integration with a single view of customer data across Loyalty, Credit, and numerous partner teams
- Managed a ~\$600MM legacy gift card platform migration from in-house to First Data, providing frictionless partner integration, native operations tool sets, and improved fraud capabilities
- Delivered a card information texting service, enabling a Nordstrom Card holder the ability to interact with IVR style functionality via short code SMS texting, resulting in reduced call center volume and faster sales transactions
- Replaced legacy on-premise New Card Account infrastructure with a scalable cloud architecture, resulting in improved BCDR assurance

Director – Credit and Loyalty Technology

Nordstrom - Seattle - March 2017 thru February 2018

Accountable for both Credit, and Loyalty Technology organizations with a ~\$14M annual budget across 80 team members in Seattle and Denver.

- Modernized nordstromcard.com; swapped legacy vendor applications for open source framework and modern infrastructure, allowing for faster product deployments (from six times annually, to twice weekly), improved customer experience (+2pts CSAT), and decreased service center call volume, resulting in ~\$5M annual savings.
- Delivered a multi-phase, legacy platform migration, bridging Nordstrom's non-tender and card member loyalty programs, resulting in \$4M annual technology savings and increased customer engagement.

Director – Credit Technology (Vice President, Technology for Nordstrom fsb)

Nordstrom - Denver - May 2015 thru March 2017

Executive committee member/officer responsible for a large, customer facing technology organization managing a portfolio of ~6 million card holders and 200 million annual transactions. Brought into role as a change agent to stabilize an over budget, under delivering organization

- Responsible for \$12.5M annual budget and 8 product teams developing in multiple technical platforms including custom software and infrastructure; accountable for NordstromCard.com
- Executed a three year organizational efficiencies roadmap in 1 year to meet an aggressive \$2.5M budget reduction target, including re-alignment of products into self-sufficient DevOps delivery teams

- Instituted a new engagement model with business partners by identifying new roles and engagement structure to improve business relations and prioritization of work
- Implemented key missing foundation items such as mission, strategy, goals, and leveraged strategic deployment, creating line of sight for all work in the organization; provided a single view of risk, project and program commitments/results for business and technology partners
- Developed a high-functioning leadership team; implemented standard work, cascading goals resulting in tighter budget alignment and speed to market while cutting negative attrition by 75%
- Led the successful delivery (on time/on budget) for two major programs of work in less than ten months including a \$2.2b divestiture

Director – Customer Mobile Applications

Nordstrom - Seattle - May 2014 thru May 2015

Responsible for developing and guiding the technology delivery strategy across Nordstrom customer facing mobile applications

- Leader accountable for creating and driving strategy for transforming all customer facing engineering teams (700-member group) to 25% reduction in feature delivery cycle-time
- Delivered first new tender type used on the Nordstrom iOS application since introduction, requiring integration and coordination across 21 internal product teams
- Increased CSAT (Foresee) across our native apps by two points YOY via targeted improvements in app performance, and improved from 2.5 to 4.5-star lifetime app store rating
- Drastically improved our demand and conversion data with the implementation of an improved transaction flow on the front and backend, across multiple funnels
- Drove YOY growth in app demand by 61.3%, unique daily visitors (UDV) by 25.8%, conversion by 24.2%, downloads by 11%
- Worked with a strategic vendor to test and learn new innovative in-store capabilities
- Scaled our mobile organization 2X, while maintaining highest in Nordstrom Technology net promoter scores (93%) for retaining and developing talent and accelerating the delivery of a three-year roadmap in 18 months

Group Manager – Customer Mobile Applications

Nordstrom - Seattle - April 2013 thru May 2014

Responsible for delivering our iPhone, iPad, and salesperson texting platform iOS and Android applications. Charged with managing a large onshore engineering and offshore test team of 40+ resources and multi-million-dollar project budget

- Drove our migration to test driven development, paired programming, implementing continuous integration for our iOS projects, and the current transition of our web services to the cloud
- Took the team from Scrum to single-piece-flow by aligning on a single backlog and focusing on cycle time, drastically reducing our delivery times, improving our responsiveness, and providing MVP at the earliest possible opportunity
- Led us through a focused technical debt reduction, decreasing app crash rates by 75%, reducing overall production bug count by 50%, implemented analytics to track performance, and made quality a priority resulting in 99.9% uptime
- Increased in store transactions by 1.5% through targeted functionality supporting an in-store experience
- Organized mobile "squads", aligning with business outcomes across customer facing and data services, driving focused delivery and product management flexibility; resulting in 5X reduction in time between releases, and increased response time for feature updates
- Influenced the integration of our UX and product teams into our engineering/delivery teams

Development Manager – Software Engineering Tools Support

Nordstrom - Seattle – May 2012 thru April 2013

Responsible for enabling engineering teams, unlocking engineering productivity through the delivery of collaboration tools and capabilities.

- Reduced operational expense by more than 20%, while nearly doubling productivity through measured reductions in non-cap work, automating processes, and prioritizing functionality

- Supported the enhancement, integration, and delivery of cross organization software engineering support platforms (JIRA, Confluence, Fisheye, Sonar, Crucible, AppScan, HP QC), and legacy productivity systems (CA Clarity)
- Implemented simplified Jira-to-Planview time tracking strategy; enabling visibility to portfolio > program > team investment and delivery predictability
- Managed engineering, architecture, and analyst resources, along with delivery schedules, budget, agile processes, testing and test data management, and production data analytics
- Provided product management and delivery for large-scale Jira/Confluence deployment, including support and systems implementation for a large-scale enterprise-wide agile transformation

Technical Program Manager – Visibility

Expeditors - Seattle - March 2008 thru May 2012

Responsible for managing the product delivery function for our high traffic, cargo tracking web application. Managed deployment schedules, feature discovery, agile processes, testing and test data management, and production data analytics

- Managed the migration from Smalltalk to Java, resulting in 50% faster report production times
- Delivered 'report repository service' features, allowing customers to create and schedule web reports, search report data, and combine product services, all while reducing technical load on a limited internal infrastructure
- Introduced agile program management and delivery processes, creating visibility and prioritization

Airman

United States Air Force - Worldwide - November 1992 thru March 2008

F-16 avionics engineer responsible for complete onboard technical suite, ensuring mission readiness. Hand selected member of the USAF Thunderbirds.

Education

Full Stack Web Development - University of Oregon - 2020

MAEd - Trident University - 2005

BS Workforce Education - Southern Illinois University - 2003