

## DEAN W. HAHN-CARLSON

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### Known For:

- **Business Strategy:** Identifying, defining, and implementing new ecommerce businesses and products (B2B and B2C) in multiple industries. Effectively communicating complex concepts at strategic and tactical levels to operational, technical, and executive audiences, both internal and external.
  - **Product Strategy:** Leading/managing entire product life cycle for digital products and platforms from ideation through rollout. Collaborating with internal/external compliance, finance/accounting, legal, marketing, operations, purchasing, sales, and technology stakeholders.
  - **Security/Privacy Strategy:** Ensuring security and privacy factors are considered and built into platform or product from the beginning.
  - **Analytics Strategy:** Defining, designing, and implementing secure, normalized analytic repositories (single and multi-tenant) used by stakeholders (internal and external) to manage platform activity.
  - **Broad Industry Perspective:** Ecommerce (retail and B2B), health care, manufacturing (discrete and process), financial services (merchant acquiring, card issuing, supply chain finance, AP/AR networks, multi-currency global payment and settlement platforms), and commercial, government and military logistics.
  - **Broad Functional Perspective:** Engineering Consulting, Management Consulting, Accounting, Financial Planning & Analysis, Treasury, Marketing, Compliance, Legal, Regulatory and Product Management (including P&L responsibility).
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### Experience

#### Managing Director

Innovo, LLC

January 2016 – Present

Provide consulting services to diverse industries including financial services, global payments networks, transportation, and logistics to assess and convert concepts into revenue-generating digital innovation resolving complex, cross-functional business problems.

#### VP-Digital Banking Products

Western Alliance Bank

May 2017 – September 2021

Managed business and consumer Digital Banking strategy and implementation including Online Banking, Mobile Banking, and Machine-to-Machine (M2M) Banking. Managed cross-functional definition of API strategy, implemented first client-facing API, architected and guided development of API platform. Sourced products and services from multiple third-party business partners including invoice process automation providers and payment execution providers. Key “voice of the customer” during payments hub platform evaluation, selection, contracting and implementation ensuring platform provided holistic solution across all payments.

#### Principal Consultant

Treasury Strategies, Inc.

February 2016 – June 2016  
November 2013 – September 2014

Provided strategy consulting services in the areas of treasury, payments and cash management to banks and financial services organizations. Assisted client executive leadership to assess competitive position of current business lines and products, evaluate proposed product enhancements including guidance on build vs partner decisions, and develop product architecture and product roadmap strategy.

#### Director, Product Strategy

Trax Technologies

October 2014 – December 2015

Trax’s global, SaaS logistics platform ingested inconsistent, incomplete data streams generated by variety of operational systems used by buyers and suppliers of logistics services and normalized data into consistent, complete information to monitor and manage global supply chain performance including timely payment.

- Collaborated with internal and external marketing staff to author whitepapers and web content.
- Represented company at industry meetings.
- Designed and led implementation of enhanced multi-currency payment execution process.
- Led and managed migration of multi-currency payment services to a new bank.
- Managed multi-geography development team (United States, Europe, Costa Rica, and the Philippines).

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### Director - Strategy

Syncada

July 2009 - September 2013

Global, SaaS, multi-bank, B2B collaborative financial supply chain platform used by thousands of commercial and government entities to process, book, finance, pay and settle over 100 million invoices worth over \$22 billion annually in 14 currencies.

- Provided product and domain expertise during sales presentations to potential Sponsor Banks in USA, Mexico, Australia, Europe, and Asia.
- Designed and led process by which banks (USA-based and non-USA-based) integrated platform capabilities with their backend systems and processes.
- Defined/evaluated business cases for new applications of platform capabilities (health care claims financing, approved invoice financing).
- Designed and guided development and operation of multi-tenant data analytics platform including contractual terms of shared data use, security, data cleansing, marketing, and sales collateral.
- Designed and implemented transaction-based pricing structure driving \$60 million of annual revenue.

### Business Architect

U.S. Bank - PowerTrack

July 1996 - June 2009

Founder of global, SaaS, B2B collaborative financial supply chain platform; grew business to \$18+ billion of B2B transactions in 14 currencies in over 47 countries.

- Developed original business concept, wrote business plan, performed market research, developed financial models and core content used to secure funding for proposed PowerTrack platform within U.S. Bank.
- Led initial development and testing of SaaS platform, developed IP portfolio underlying platform, built product management team during early years of business launch.
- Defined strategy and tactics to interface platform with customers' procurement, inventory, accounts payable, billing, accounts receivable, and general ledger systems and processes.
- Defined analytics strategy: designed and managed initial development, implementation and operation of multi-tenant, normalized data warehouse and related tools enabling over 20,000 buyer and supplier companies to access and analyze line-item level invoice data for costing, forecasting and network improvement activities.
- Developed core feature/value content used in marketing and sales collateral, evangelized platform via direct interaction with prospects, authoring whitepapers and presenting at conferences and webinars.
- Led implementation of first buyer (Defense Logistics Agency) and supplier. Grew buyer relationship to 20 sites using platform to receive, process and pay over \$0.5 billion of invoices annually from thousands of suppliers (multi-national to "mom and pop").
- In collaboration with external Legal counsel, developed initial USA contracts and modifications needed for each new international jurisdiction. Designed/implemented "build a contract" to facilitate contract negotiations.
- Led development of M&A due diligence room supporting spinoff into U.S. Bank/Visa Joint Venture.

### Vice-President, Product Development

U.S. Bank

1989 - June 1996

Defined, developed, and executed product and technology strategies to improve the efficiency, profitability, and competitive position of Bank's merchant processing business.

- Initiated and managed projects to upgrade pricing models, technology (including analytics database to support forecasting and variance analysis), and accounting and operational practices to support growth.
- Identified opportunity to extend merchant services to new market. Planned and implemented service in business line owner role responsible for P&L, Sales, Customer Service and Operations.
- Managed FP&A function as business grew from \$0.8 to \$15 billion in annual processed payments volume.

### Other Experience

**Consulting.** With Deloitte Consulting sold, managed, and performed engagements for public and private sector clients including business plan development and IT technology planning and acquisition. With Honeywell, Inc, sold, managed, and performed studies evaluating feasibility of innovative energy systems.

**Executive Management.** As Director of Marketing at pioneer ecommerce company had key role in achieving \$450 million revenue in less than three years. Designed and implemented multiple data-driven systems for product placement, real-time contribution management, and payment network performance monitoring. As Controller/MIS Director of specialty chemicals manufacturer designed and implemented lot-tracking MRP system and proprietary database capturing 30 years of research results creating unique sales support tool.

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### Education

#### **University of Minnesota**

Master of Science, Operations Research

#### **University of Minnesota-Twin Cities**

Bachelor of Science, Mechanical Engineering

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### Publications

#### **The Data Quality Dilemma for Business-to-Business Supply Chains**

Supply & Demand Chain Executive June 4, 2015

Author: Dean Hahn-Carlson

In discussing how to improve supply chain performance, poor data quality is often the "elephant in the room".

Low-quality data prevents companies from achieving enterprise-wide insight into their global supply chains.

Yet the problem seldom gets the amount of attention its size suggests it deserves.....

URL: <http://www.sdexec.com/article/12080801/the-data-quality-dilemma-for-business-to-business-supply-chains>

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### Honors and Awards

Over 75 issued patents, 27 in the United States, in the areas of Business-to-Business Payment Systems, Collaborative AP/AR Process Automation and Collaborative Financial Supply Chain Management Platforms.

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### Tools

**Requirements Development:** Microsoft Word, PowerPoint, and Visio

**Project Management:** Waterfall, Agile, Hybrid, Azure DevOps, Jira