

December 6-8, 2021 | Omni Orlando Resort at Champions Gate | Orlando, FL | hr-na.com



Executive Platforms is recognized by SHRM to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). This program is valid for 10 PDCs.

AGENDA

December 6, 2021

6:00 - 7:00 pm

Welcome Drinks Reception

6:30 pm



December 7, 2021

7:00 - 7:50 am Registration and Breakfast

7:45 - 7:50 am Opening Remarks and Important Announcements

7:50 - 8:00 am Chair's Welcome Address





Lars Minns
Chief Human Resources Officer,
NAFTA
Mercedes Benz

Mercedes-Benz's HR Agile Journey

- The business case for the change
- The path charted
- · Leading from the front
- Finding the right team





Lars Minns Chief Human Resources Officer, NAFTA Mercedes Benz

8:35 - 9:10 am

Lessons on Leadership, Living Your Brand, and Inspiring Others

- Leading by example as a way to live your life, organize your team, and projecting your values throughout your organization
- Demonstrating the power of leadership as a catalyst to transform workplace cultures and guide people through troubled waters
- What do people want from their leaders in a company, and how can you give that to them honestly? What are some of the hard and soft skills required to do that well?
- Putting a number to the unquantifiable: What do organizations with admired leadership achieve in terms of productivity, engaging
 with stakeholders, attracting and retaining top talent, and all the other benefits that come from being a desirable place to work
- How do you identify, support, and develop the future leaders of your organization to carry on your values?





Tiffanie Boyd US SVP & Chief People Officer McDonald's

ROOM 1 CHAIR





Lars Minns Chief Human Resources Officer, NAFTA Mercedes Benz

ROOM 2 CHAIR



BEEKEEPER



Bree DavisEnterprise Executive **Beekeeper**

ROOM 3 CHAIR





Mark Gonzales SVP, Consulting Perceptyx

9:15 - 9:50 am

Intentional Integrity in Workplaces

Technology is advancing at a dizzying pace, and creating new challenges for leaders as they grapple with an integrity revolution — employees, customers, and governments are all demanding that companies step up and solve some of the world's biggest problems. It's not enough to simply focus on shareholder value anymore — leaders need to manage a complex set of stakeholders to lead successfully in the new 21st Century landscape. And HR leaders play a crucial role.

- Learn how to drive integrity into the culture of your company, inspiring employees with a different kind of "intentional" integrity
- Learn how to build and talk about a new kind of ethics code
- Learn how to define your company's values and "north star"
- Learn how to speak up on society's controversial issues and avoid brand defining mistakes

Rob Chesnut is the author of the new book "Intentional Integrity — How Smart Companies Can Lead An Ethical Revolution". More information at intentional integrity.com

ROOM 1

EMPLOYEE
EXPERIENCE





Rob Chesnut
Former General Counsel
and Chief Ethics Officer
Airbnb Inc.

9:15 - 9:50 am

BREAKOUT ROOM 2 CULTURE AND

Ten Learnings about Culture Change

- · Hear Microsoft's story of how digital transformation has shifted the conversation about technology to transforming culture and people
- Understand leadership's shared commitment to each other and how combined efforts accrue to making symbolic changes, both big and small
- Explain how people programs, including but not limited to Inclusive Hiring and Hybrid workplace, continue to evolve conversations about culture in an ever evolving world of work
- Learn how diversity and inclusion is reflected in an organization's culture where everyone's voice matters
- Understand how technology has been a key enabler in accelerating culture change





Melanie Simpson VP, Human Resources Microsoft

9:15 - 9:50 am

BREAKOUT ROOM 3 PERFORMANCE AND TALENT

MANAGEMENT

Strategies to Attract, Develop, and Retain Talent in a Niche Industry

- · Rethinking culture to engage a new generation of talent
- Building a strong culture by putting people first
- Identifying the top-performers of the future; developing their skill sets, abilities, and responsibilities over time
- Understanding the new opportunities offered by changing strategy





Mike Lauderdale VP Human Resources FedEx

9:55 - 11:35 am

Pre-Arranged One-to-One Meetings

10:00 am - 10:20 am: Meeting Slot 1/Networking 10:25 am - 10:45 am: Meeting Slot 2/Networking 10:50 am - 11:10 am: Meeting Slot 3/Networking 11:15 am - 11:35 am: Meeting Slot 4/Networking

11:40 am - 12:15 pm

Creating a Total Talent Strategy

Skill shortages and a competitive labor market will require HR leaders to remain adaptable when developing talent strategies. Internal talent marketplaces and a responsive talent strategy will be critical for a future-ready organization. Join this session as HR leaders discuss:

- Diversifying employment models with contingent, gig, and remote workers
- Planning workforce needs around skills instead of roles
- Addressing workforce gaps with internal talent mobility

WORKSHOP BREAKOUT ROOM 1





Paul PhillipsGlobal Head of Talent Acquisition & Total Reward **Avanade**





11:40 am - 12:15 pm

What it Takes to Keep Top Talent: A Study of Pre- and Post-Pandemic Employee Needs

COVID-19 disrupted and evolved talent management practices for nearly all employers. But how much do those changes matter when it comes to retaining top talent? Attend this session to learn about the Psychological Benefit Framework, the output of a landmark study on the impact of social psychology on employee engagement.

We'll share the results of a comparative evaluation of our pre- and post-pandemic research to reveal:

- What employees value most from their organizations
- How the psychological needs of remote, deskless and office-based workers vary
- Ideas to help you focus your engagement efforts and save you the headache of relying on trendy, unproven perks or lackluster legacy programs







Christina Zurek Insights & Strategy Leader ITA Group

11:40 am - 12:15 pm

The Future is Here: Navigating the Risks and Opportunities of a Remote and Hybrid Workforce

COVID-19 changed the concept of "workplace" for employees around the world, shifting from office to home. As the pandemic continues, it's clear that some amount of flexible work from home is here to stay — with studies showing up to 40% of employees wishing to remain remote if possible. As companies seek to design strategies that meet business needs and minimize risk while remaining attractive to current and future employees, HR professionals play a crucial role in formulating and implementing future plans. In this workshop, McDermott experts give practical guidance on some of the unique challenges and interplay when evaluating options, such as:

- Key issues surrounding remote and hybrid work impacting employers now, including hidden wage-and-hour issues and performance management
- What to consider when designing a return-to-office plan, including legal bases to cover when deciding on or executing a mandatory vaccination program
- Impacts of remote work on ADA workplace accommodations

WORKSHOP BREAKOUT ROOM 3





Michael Sheehan Global Chair, Employment Practice McDermott, Will & Emery





Carole Spink
Partner
McDermott, Will & Emery



Michelle Strowhiro
Partner
McDermott, Will & Emery

12:20- 12:55 pm

The Future of Retail: Putting People at the Heart of Our Digital Transformation

- Taking a human-centered approach to digital transformation through a focus on cultural and mindset shifts
- Preparing people for the Future of Work through growth, reskilling and upskilling
- Building a path for everyone through diversity, equity and inclusive practices, networks, and accessibility
- Working in new ways to drive transformation, from hiring to onboarding to collaborating





Binh Nguyen VP Talent Acquisition **Walmart**

12:55 - 1:55 pm

Themed lunches are sponsor- or delegate-led roundtable discussions on specific industry issues and challenges during Day One's lunch hour. Each roundtable will be led by an expert in the field. Limited seating is available, so please sign up for your preferred topic on the app, once available. Choose from:

High Volume Automated Recruiting at Global Scale





David Pumpelly VP Enterprise Talent Solutions **Avature**

How to Manage
Diversity & Inclusion to Increase
Employee Engagement

Bristol Myers Squibb



CeLois Steele
Director Global
Diversity &
Inclusion External
Engagement
Bristol Myers Squibb

Managing Rapid Growth Through Strategic Projects





Sherry Gingerich
SVP, Culture

Sherry Gingerich SVP, Culture & Integration Columbia Care

Vaccination Strategy and the Future of Work





Sam Jackson VP- Human Resources Domino's Pizza

The Role of Cultural Transformation and Understanding Employee Feedback

DRAKEN



Stacey Calvert VP, Head of Human Resources Draken International

Being an Employer of Choice





Brandon Herman SVP **Guild Education**

HR Best Practices in Private Equity





Robin Black Chief People Officer Ivy Rehab Network Inc.

Build the Digital EX for the Moments that Matter Most





Felicia Lyon Principal, Human Capital Advisory KPMG

Scaling HR Transformation in Small to Midsize Companies / Transformation Through M&A Integration





Christina Reichenau EVP of Human Resources & Chief People Officer Omega Holdings People, Process, and Technology
— Best Practices for In-Person
Gatherings at the Office and Events



Larry Gioia

Director, PwC Digital, Product

ation Market Leader

& Service Innovation Market Leader **PwC**

Laura Skladzinski

Director, PwC Digital, Product & Service Innovation Go-To-Market Leader PwG

Modern Recruiting Solutions to Beat the 'Great Resignation'





Julie LaRuffa Sr. Enterprise Account Executive SmartRecruiters Thinking Outside the Engagement Box: The New Bar for Measuring the Employee Experience





Mark Gonzales SVP, Consulting Perceptyx Ethics in the Workplace: Black, White, Grey or Purple?



Karen Gathercole VP Human Resources Satcom Direct

1:55 - 2:30 pm

Creating a Culture of Belonging: Neiman Marcus Group's Journey to Becoming More Equitable, Inclusive, and an Employer of Choice

- Defining Belonging and how NMG took a differentiated approach to diversity, equity, and inclusion
- NMG's 18-month journey to implementing an effective Belonging program, resulting in Belonging being the highest-rated component of NMG's Associate Value Proposition
- Leveraging NMG's lessons learned for your own DEI journey to create a workplace where everyone belongs

ROOM 1

EMPLOYEE
EXPERIENCE





Eric Severson Chief People & Belonging Officer Neiman Marcus

1:55 - 2:30 pm

Engagement is Key to an Employee-Centric Corporate Culture

- Successful orgs must have consistent top -down messaging and communication across all channels
- Demonstrating the importance of employee voices in framing the important conversations and decision-making we need to have as an organization
- Offering examples and best practices to gather ideas and input from throughout the workforce, and especially from underrepresented voices
- Gathering thoughts and suggestions is vital, but what are the next steps? What does follow-through and follow-up look like in an employee-centric company?

ROOM 2
CULTURE AND
LEADERSHIP





Lori Costew
Chief Diversity Officer
& People Strategy
Ford Motor Company

1:55 - 2:30 pm

BREAKOUT
ROOM 3
PERFORMANCE
AND TALENT
MANAGEMENT

Strategic and Innovative Hiring Programs During Challenging Conditions

- How to combat labor shortages through creative solutions
- How we are thinking about our talent strategy and why innovation matters
- What's worked. What hasn't. What's next.





Robin Everhart SVP, CHRO & Transformation Officer Louisiana Pacific

2:35 - 3:10 pm

How Successful Companies are Using Payroll Strategies to Beat the Great Resignation

According to a recent Gallup survey, 48% of the US population is currently job searching. And as turnover and hiring challenges accelerate, the cost to companies' bottom line is getting higher: Gallup estimates that replacing workers requires ½ to 2x the employee's annual salary.

Yet many companies are beating the trend with better retention and more high-quality applicants for open roles. They've cracked the code in finding ways to attract and retain valuable employees at a time when many other companies are struggling. Join us to learn more about how companies are leveraging payroll strategies that go beyond signing bonuses to win the race for talent. Takeaways include:

- Learn the true cost of employee disengagement and resignation to your bottom line
- Discover the single most critical piece of information that you can make available to your employees
- Learn how payroll strategies like on demand pay strengthen company retention and hiring, and make employees happier and more engaged

WORKSHOP BREAKOUT ROOM 1





Melissa Johnston VP of Human Resources Pacific Bells, LLC





Jeanniey Walden Chief Innovation and Marketing Officer DailyPay

2:35 - 3:10 pm

Exciting Changes in Healthcare Benefits: How it will Affect Your Bottom Line!

- State of the market in Healthcare from both a medical advancement as well as marketplace disrupters in the Tech Industry
- Big tech firms (like Amazon) are moving quickly into Healthcare, gathering our Data and growing their market share
- Genomic treatments are curing diseases but they are costing employers millions of dollars! We will discuss how employers are grappling with the cost of these cures and new to market solutions they should consider
- This session will interest every professional, whether you are responsible for your company's benefits, finances, or recruiting!

BREAKOUT ROOM 2





Marybeth Gray

SVP Health & Welfare Consulting

Trion, a Marsh & McLennan Agency

2:35 - 3:10 pm

WORKSHOP BREAKOUT ROOM 3

The Age of People Analytics: Proven Practices of Successful Organizations

- Gleaned from survey responses from over 80 enterprise organizations, we have identified 3 strategies that lead to success with your people analytics strategy.
- Learn how to invest in both the process and technology required to start, and scale, a world-class people analytics function.
- Hear best practices from organizations with "advanced" people analytics programs, including:
 - How to foster a data-driven culture through change management practices
 - How to use your data to solve business challenges outside of HR

VISIE[®]



Carla Williams Sr. Director, People Analytics Practice **Visier**

3:15 - 4:25 pm

Pre-Arranged One-to-One Meetings

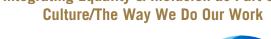
3.15 pm - 3.35 pm: Meeting Slot 5 / Networking 3.40 pm - 4.00 pm: Meeting Slot 6 / Networking 4.05 pm - 4.25 pm: Meeting Slot 7 / Networking

3:50 - 4:25 pm

Executive Focus Groups

Executive focus groups are informal moderated conversations among peers that occur during networking time outside the regularly scheduled conference agenda. There is no sign up. Delegates and speakers are welcome to opt into any focus group that interests them. The focus groups will take place in the corners of the Exhibition Hall in well-marked areas that include a sound barrier. All participants will be provided with wireless headphones to ensure everything said can be heard over the background noise of the Exhibition Hall.

PEOPLE & CULTURE EXECUTIVE FOCUS GROUP Integrating Equality & Inclusion as Part of the





Pat Rowan
VP HR
Procter & Gamble



HR TRANSFORMATIONS EXECUTIVE FOCUS GROUP

Navigating Cultural Transformations— Maintaining Engagement



RELIAS

Tina Krebs Chief People Officer Relias

4:30 - 5:05 pm

Redefining Growth and Transforming for the Future

We are redefining how we view, articulate, and support growth at Pfizer — it's an exciting change, and one that is truly empowering, for each of us individually, and for Pfizer as a whole. By expanding our view of growth and empowering our colleagues to make their journey their own, we are opening the door to many different possibilities. Rodrigo will bring us along on Pfizer's HR journey to redefine the employee growth strategy and share his own personal reflections as a newly appointed HR Leader with a nonlinear growth path!





Rodrigo Puga VP Global Talent Solutions **Pfizer**

Employee Value Equation: A Playbook for Mutual Success

- What is the Employee Value Equation and why is it important now?
- Understanding P&G's roadmap to a renewed Employee Value Equation
- Driving competitive advantage through employee engagement in today's dynamic environment





Vinitaa Jayson Senior Vice President, Human Resources, North America Procter & Gamble

5:40 - 5:45 pm

Chair's Closing Address





Lars Minns
Chief Human Resources Officer,
NAFTA
Mercedes Benz

5:45 - 7:00 pm



5:45 - 7:00 pm

HANGOUTS

From 5:45 pm onwards there will be three different 'Hangout' areas set up in the Exhibition Hall, each beside a bar. These are unmoderated opt-in networking opportunities for attendees to engage with their peers about the content and issues they enjoyed during the day's sessions. Choose the topic that interests you most and congregate at the appropriate Hangout.



WORKFORCE CULTURE HANGOUT



At Bar 2 in the Exhibition Hall

EMPLOYEE ENGAGEMENT
& RETENTION
HANGOUT

At Bar 3 in the Exhibition Hall

6:30 pm - onwards





December 8, 2021

8:05 - 8:40 am

BREAKFAST WORKSHOP BREAKOUT ROOM 2

Understanding the Connection between DEI Metrics and Goal Success

- Understand the evolving DEI landscape in North America
- Discover the challenges that prevent organizations from ascending the DEI maturity model
- Establish the link between DEI monitoring and improvements in DEI
- Learn what top organizations do differently to achieve their DEI goals
- Attributes of organizations that effectively manage and track DEI initiatives and meet DEI goals

TRUSAIC



Joanna Kim-Brunetti VP of Regulatory Affairs and General Counsel Trusaic

8:05 - 8:40 am

Reshaping Planning and Analytics for a Changing Workforce

The past year has demonstrated that tomorrow's workplaces will look very different from today's. Adapting jobs, skills, and organizational structures to accommodate the new normal will require unprecedented efficiency and flexibility from the office of human resources. Attend this live session to hear how Board enabled H&M, one of the world's largest fashion retailers, to transform its workforce planning, and to learn how workforce planning solutions can help organizations succeed in a rapidly changing business world by:

- Enabling better business decisions with real-time visibility into headcount, salaries, and compensation
- Using modeling to decrease attrition, improve retention, identify gaps, and test the impact of workforce changes
- Integrating finance, operations, and sales planning to accelerate HR decision-making
- Increasing agility in the office of HR while controlling headcount and spending





Karlo Bustos VP, Professional Services Board Americas, Inc.

8:45 - 8:50 am

Chair's Welcome Address





Lars Minns
Chief Human Resources Officer,
NAFTA
Mercedes Benz

8:50 - 9:25 am

Let's Talk About What's Possible: Leading One Employee at a Time... Every Time

At Best Buy, we believe if we lead for the mass, we will lose the soul of our company. Each and every employee is as unique as the personal story they have to tell. Our stories shape who we are, and the courage to share those stories allows us to bring our full selves to work.

While most companies are following the policies and standard operating procedures (SOPs) designed for uniformity and consistency, SOP means something different at Best Buy. It means Service Over Policy. Service to our customers and service to our employees. Hear from Kamy about how the team is changing the employee experience by disrupting legacy thinking, talking about what's possible, and finding joy in leading one employee at a time.





Kamy Scarlett
CHRO
Best Buy
EVP
Best Buy Canada

9:25 - 10:00 am

Progressing Global Inclusion and Diversity Ambitions Locally

- How to tailor and progress global I&D ambitions locally, recognizing cultural nuances and local priorities
- Creating transparency and embedding accountability: From ideas through to action
- Going beyond the business: Impacting broader society
- Unlocking engagement and action, through purpose driven I&D activation
- The critical role we all play from Leaders and Line Managers to Employee Resource Groups





Laura Watt EVP Human Resources Diageo North America

ROOM 1 CHAIR





Lars Minns Chief Human Resources Officer, NAFTA Mercedes Benz

ROOM 2 CHAIR





Bree DavisEnterprise Executive **Beekeeper**

ROOM 3 CHAIR Perceptyx



Mark Gonzales SVP, Consulting Perceptyx

10:05 - 10:40 am

BREAKOUT ROOM 1 EMPLOYEE EXPERIENCE

Transforming from Within: Fostering a Purpose-Filled Culture

- Developing a strong cultural foundation in direct alignment with our external brand
- Aligning organizational goals with individual goals to drive performance and purpose in employees
- Differentiating your organization by making employee experience your competitive advantage

Bristol Myers Squibb



Willie Grant
VP, Human Resources,
Enabling Functions
Bristol Myers Squibb

10:05 - 10:40 am

Aligning Workforce Strategy with Your Brand and Mission

Learn how GoPro reshaped their workforce strategy by listening to its employees. In this fireside chat, Tim will discuss:

- The power of employee feedback to guide workforce strategy
- How to be an employer of choice during the "great resignation"
- New skills and technology to support a healthy remote / hybrid work culture
- Global labor market predictions post-pandemic

ROOM 2
CULTURE AND
LEADERSHIP



Tim Betry VP, People & Places GoPro

10:40 - 11:30 am

Pre-Arranged One-to-One Meetings

10.45 am - 11.05 am: Meeting Slot 8 / Networking 11.10 am - 11.30 am: Meeting Slot 9 / Networking

10:40 - 11:30 am

INTERACTIVE THINK TANKS

During the Day Two Morning Networking Break there will be nine different 'Interactive Think Tank' areas set up in the Exhibition Hall. These are pre-scheduled networking opportunities for attendees to get together in small groups to brainstorm and discuss issues of common interest. Delegates will find their assigned topic on their colored schedule in their delegates kits. Signage will direct you to the table for the appropriate Think Tank.

INTERACTIVE THINK TANK CHROs at the Boardroom Table



INTERACTIVE THINK TANK Artificial Intelligence for HR: Opportunity or Risk?



INTERACTIVE THINK TANK Leadership Succession Planning



10:55 - 11:30 am Executive Focus Groups

Executive focus groups are informal moderated conversations among peers that occur during networking time outside the regularly scheduled conference agenda. There is no sign up. Delegates and speakers are welcome to opt into any focus group that interests them. The focus groups will take place in the corners of the Exhibition Hall in well-marked areas that include a sound barrier. All participants will be provided with wireless headphones to ensure everything said can be heard over the background noise of the Exhibition Hall.

HR CULTURE EXECUTIVE FOCUS GROUP Why Culture Matters





Shari Erdman VP of Global HR Reell Precision Manufacturing

ORGANIZATIONAL DEVELOPMENT EXECUTIVE FOCUS GROUP

HR Transformation: How Do You Modernize Your HR Organization in Today's Rapidly Changing World?





Teresa Mazur Head of HR, Global Corporate Functions Takeda 11:35 am - 12:10 pm

Supporting Employee Health and Wellbeing in 2022 and Beyond

With organizations embracing new and varied ways of working right now —remote, hybrid, and/or on the frontlines— employee health and wellbeing should be top of mind. But where should you start? What should you include?

Join us as we discuss how organizations are supporting employee health and wellness with programs that are flexible, data driven, and meet the needs of their employees, now and in the future.

WORKSHOP BREAKOUT ROOM 1





Andrew Davis
Global Chief People Experience Officer
Sony Music





Kyle Poll
US Commercial Business
Gympass

11:35 am - 12:10 pm

Designing a Digital Employee Experience for the Moments that Matter Most

Today's employees are connected 24/7, and the shift to remote work has accelerated the need to digitize HR services for both employees and leaders alike. Driving great employee experiences is a top priority for HR in order to deliver on the organizational people strategy. As a result, a new approach to designing the digital HR service experience requires connecting previously disjointed processes and transactional systems with enterprise social, collaboration, and productivity platforms in a way that creates great experiences and not just great processes. Join our industry panel to hear how today's HR leaders are designing an integrated process and technology ecosystem to deliver a seamless experience for the moments that matter most.

WORKSHOP
BREAKOUT
ROOM 2



John Doel Principal, Human Capital Advisory KPMG

11:35 am - 12:10 pm

Scaling to Win in the New World of Work

WORKSHOP BREAKOUT ROOM 3





John Doel Principal, Human Capital Advisory KPMG

12:15 - 12:50 pm

Fireside Chat: The Great Resignation — How to Retain Top Talent

- Have you seen your company affected by the great resignation phenomenon?
- What activities are you putting in place to try to mitigate attrition?
- What do you think is driving resignations right now and what are the reasons for your organization?
- What role does HR play in retaining people and what role do business leaders play?





Carlos Guerra VP, Human Resources Americas Nissan North America, Inc.

Talent Retention Strategies





Rick Hamman Global Director Talent Management and HR **Ascend Performance** Materials

How DEI & Belonging will be a **Critical Engagement Driver for 2022**



Chief Diversity Officer & People Strategy **Ford**

Emily Wilson Product Marketing Manager, CS Qualtrics

Talent Acquisition – Recruitment **Incentives, Employee Referrals,** and Relocation Programs







Deborah Ackerly Global Director. Talent Acquisition Getinge

The Offboarding Experience: Creating **Positive Company Ambassadors**

RLANDO HEALTH®



1:50 - 2:25 am

Michelle Radcliffe Sr Director Human Resources Orlando Health

COVID-19: What Did We Do, What Have We Learned, and What Has Changed Forever?

- Illustrating how HR professionals responded to the novel Corona virus outbreak to guide their organizations through a global pandemic
- Viewing the crisis as an opportunity to accelerate progress already underway to decentralize and diversify Twitter's workforce
- How will the transition back to the office reflect short term and long term changes to how and where we work
- Is there a way HR leaders can take this experience and use it to continue innovating without the catalyst of a crisis?





Jennifer Christie Chief People Officer Twitter

Inclusive Talent Management

- Why is workplace inclusion important?
- Sharing ways leadership can best integrate and encourage Diversity and Inclusion in organizations
- Looking at how LVMH is evolving workplace culture to engage a new generation of talent
- Understanding the changing dynamics of employees
- How has the global pandemic impacted our efforts to integrate diversity and inclusion in our workforce?



Karin Raguin VP of Talent Management & CSR LVMH

3:00 - 3:05 pm Chair's Closing Address





Lars Minns Chief Human Resources Officer, NAFTA Mercedes Benz