

INSIDE: SECRET STASH | RETAIL CHURN | POWERED BY WOMEN

DB BUSINESS

DETROIT'S PREMIER BUSINESS JOURNAL

— 15-YEAR ANNIVERSARY —



July/August
2022
dbusiness.com

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Cannabis sales in Michigan are expected to reach \$2 billion this year, making it one of the top markets in the country. The industry's success here is drawing not only savvy investors and national players, but former sports stars like Calvin Johnson and Ben Wallace.

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POWERED *By* WOMEN

The number of women owning or managing businesses is on the rise now that the COVID-19 pandemic is waning. But operating a company today comes with a different set of challenges, including talent recruitment, supply chain shortages, rising inflation, and managing what is now a flexible workforce. Please join us in celebrating — and learning from — the 2022 class of Powered by Women, as selected from reader nominations.

Profiles by Tim Keenan, Calli Newberry, and Gary Witzenburg

Photography by Emily Crombez

Hair and Makeup by the Beauty Gals

Shot on location at the Shinola Hotel, Detroit



Alicia Davis

Chief Strategy Officer || Lear Corp., Southfield
Employees: 160,100 || Revenue: \$19.2B

Alicia Davis vividly remembers the college professor who set her on the long, winding road that eventually led her to where she is today. “One day after class she told me that Goldman Sachs would be on campus the next day to interview for summer internships, and (she said) I should sign up because I would be perfect for that job,” Davis recalls.

“She had been a professional at Prudential Securities and thought that the internship would be great for me. I’d never heard of investment banking, so I went to the business school library to learn more about it. That professor literally changed the trajectory of my life.”

Growing up in Apopka, Fla., a small town outside of Orlando, Davis dreamed of being a nurse before moving on to law, “but the career surveys I took in high school suggested a career in business,” she says. “Ultimately, I would combine (law and business).”

She majored in business administration at (HBCU) Florida A&M, then followed her internship to an investment banking analyst job at Goldman Sachs in New York City. After earning a juris doctor degree from Yale Law School and an MBA from Harvard Business School, she worked as an investment banker at Raymond James in St. Petersburg, Fla., before practicing corporate law at Kirkland & Ellis in Washington, D.C.

From there, she changed careers to become a law school professor at the University of Michigan in Ann Arbor. Along the way, as associate dean for strategic initiatives, she launched the school’s Problem Solving

Initiative, which brought students from the law school and other U-M schools together to teach and collaboratively develop solutions to difficult and urgent problems in business and society.

In 2018, Davis was approached to join Lear Corp. as vice president of investor relations. After a year at the global automotive seating and E-Systems company, she was given responsibility for corporate development, an in-house M&A group. She was named to her current position, reporting to the CEO, in 2021. “I’ve been very fortunate and have loved every job,” she says, “but this is my favorite job.”

To reach her dream position, Davis credits the assistance of others. “Successful mentorship,” she contends, “must begin with serious self-reflection by the mentee. I think it’s important for individuals to understand what they want out of a career and, more importantly, out of their lives.”

“I believe we have more power to define our future than we think, and too many of us float through life waiting for things to happen rather than envisioning the future we want and going out and making it happen. Throughout my career, I’ve been fortunate to have received mentorship and to have mentored people in both formal and informal settings, which has been very rewarding.”

Davis says she loved her law professor job, and the offer to join Lear was one that she never expected. “I had considerable capital markets experience, both as an investment banker and as an academic who

researched and taught investor protection, but I’d never held a position in investor relations. This is an important, exciting, and very challenging time in the automotive industry, which is undergoing a transformation around the key trends of autonomy, connectivity, electrification, and shared mobility (called ACES). I knew that if I let the offer pass, I would likely regret it.

“So I took the job, worked hard, learned as much as I could, and leaned in and took on increasing responsibility, which ultimately led to my current position as chief strategy officer for one of the world’s leading automotive suppliers. Operating in this environment requires an ability to remain agile and be able to evolve as circumstances change, while remaining focused on the future of the business and the industry.”

With two adult stepchildren and a teenage daughter, Davis also practices and preaches a healthy work/life balance. “Part of my job is working on transactions, including acquisitions, and Lear has announced four acquisitions over the past 14 months. We’ve been incredibly busy as we’ve worked to expand our product portfolio and technical capabilities,” she says.

“But my daughter is in theater, and I go to all her performances. It’s very important to not miss any of them. Every employer that I’ve had, including Lear, is very supportive of family. We understand that people aren’t just workers, that they have lives outside the office, and it’s important for their mental well-being to be able to address the many facets of their lives.”

— Gary Witzenburg

Christine Feuell joined Honeywell in 2019 as chief commercial officer for Safety and Productivity Solutions, a relatively new acquisition in the fast-growing supply chain automation business. "My role focused on creating, launching, and marketing integrated supply chain automation solutions and services. We were expanding into robotics and performance optimization systems, as well," she says.

"The company really thrived during the pandemic because everyone was shopping online. Our customers—Amazon, Home Depot, Target, Wal-Mart, UPS, and others—needed automation systems to help improve their warehouse and distribution throughput."

Then Stellantis, the newly formed combination of the French PSA Group and Fiat Chrysler Automobiles (FCA), came calling in 2021. It was looking for a tech-savvy leader to revitalize its Chrysler brand and liked what it saw in Feuell.

"I put a lot of thought into whether I wanted to come back to the auto business after being away from it for 12 years," she says. "The big attraction was how much it has transformed, with all these new-technology companies and nontraditional players causing disruptions—I think for the better—and challenging convention around improving customer-centricity and focus, delivering products that consumers will really value, and thoughtfully integrating technology to improve the vehicle mobility and ownership experiences."

So far, so good. "I've been really impressed with the quality of the leadership, and Carlos (Tavares, CEO) is a very focused and supportive leader," Feuell says. "He's built a very talented and diverse leadership team that's aligned to a clear vision and accountable objectives."

Growing up in Albany Park, a few blocks north of Wrigley Field, Feuell has fond childhood memories of attending Chicago Cubs games. When she was in the fourth grade, her dad took a job with Ford Motor Credit Co. in Dearborn, and the family relocated.

She attended middle and high school in Plymouth before majoring in business with an emphasis on marketing and data science at Michigan State University in East Lansing. Following graduation, Feuell joined Ford Motor Co. as a dealer contact center representative in a sales and marketing trainee program.

From there, she moved to New York City to take a sales zone manager role that required calling on dealerships. "I built a very thick skin there," she chuckles, "but it was one of the most fun jobs I've had."

Further field assignments followed until she moved back to Dearborn in 1992 and took on a series of leadership roles in business strategy, global product management for SUV programs, SUV marketing, and vehicle personalization and accessories. Her last role at Ford was director of global marketing, where she worked with (now CEO) Jim Farley to create a consistent global process for planning and executing vehicle launches.

Chris Feuell

Chrysler Brand CEO || Stellantis, Auburn Hills

Employees: 59,400 (U.S.)

Net Revenue: \$152B (Euros)



In 2010, Feuell left Ford and moved to Milwaukee to take a position as executive director for global marketing and brands at Johnson Controls. There, she moved through a progression of executive leadership jobs in each of the company's three business units—Power Solutions, Building Technology, and Automotive Seating, the latter of which was spun off in 2016 as Adient. Three years later, she joined Honeywell.

Along the way, she received plenty of professional guidance. "I've had some incredible mentors throughout my career," Feuell says. "Probably most impactful were a couple of men at Ford who gave me great advice about being a woman in the industry, how to handle myself in challenging situations, and the kinds of roles that would help me continuously learn and develop as I tried to work my way up."

"At that time, it was rare for a woman to lead a key business, region, or function, so it's important to figure out the roles that provide the experiences to set you up for those executive positions. Also, participating in development programs is critical to strengthen continuous learning and build key critical thinking, strategic, and leadership skills."

Feuell has been very involved in mentoring both colleagues and students, especially at Michigan State and at Stellantis, where she's actively involved in its mentoring program and its Women in Business Resource Group.

"I feel very fortunate that Ford, Johnson Controls, Honeywell, and Stellantis all have had excellent support systems and mentoring programs," she says. "I think a big part of being an effective leader is having a clear vision and strategy for the business to which the team is completely aligned."

Raising a family brought the same focus. "The key for me was to constantly keep a pulse on what was going on with my family and to prioritize certain things within my daughters' schedules and my family's needs," she says. "I always blocked time on my calendar to be present at key moments, but I don't think I ever felt that I was getting it perfectly right."

Her advice for women in business: "I think it's important to constantly challenge yourself, to constantly learn new things, build new skills and capabilities, and be open to new experiences and challenges. Ask to participate in development programs, continuing education, or advanced degree programs. It's also important to focus on self-care to help create a healthy work/life balance."

"Find time for yourself, your passions outside of work that fulfill you. When I started at Ford, I had no idea where my career was going. But I found that with every new experience, I built new skills and cultivated new talents of which I did not know I was even capable, and that led to more doors opening and allowed me to progress to levels and roles that were extremely rewarding." — Gary Witzenburg