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# CASE STUDY

**NAVISTAR**

# Challenge

## Overview

Navistar is deeply committed to diversity, equity and inclusion (DEI). Their vision is to empower and inclusive and engaged culture that drives a sense of belonging while celebrating and respecting their differences. For their workforce this means they create an inclusive work culture by recruiting, hiring, training, developing and retaining employees from diverse backgrounds. For communities it means they partner with local organizations that support their social justice values. For customers and suppliers, this means maintaining and growing their diversity program.

DCC was engaged to work with Navistar to support the strategy, development and implementation their annual DEI leadership event. This work spanned development of the event strategy, theme, goals for the event including agenda development, securing high profile speakers, drafting content, project managing the event logistics and creating assets to support the event.

## Goals

- **Create a commitment to DEI** from the top at the leadership level
- **Improve awareness of DEI efforts** at Navistar
- **Celebrate DEI efforts and programs** at Navistar

# The Work

## Strategy

### Audience

- Navistar leadership and employees

### Messaging

- **Theme development: Fostering Innovation & Equity: Invent.Develop.Produce**
- Development of 5 - 6 key panelists that will address influential insights, ideas, and spark conversation within a group of industry experts and thought leaders.
- Diversity Recruitment & Education content around
  - Innovation & Equity (focus on Electrification)
  - Smart Value Chains, Advanced Manufacturing
  - Customer Connection, Access and Ownership
  - Policy & Investment

## what we did

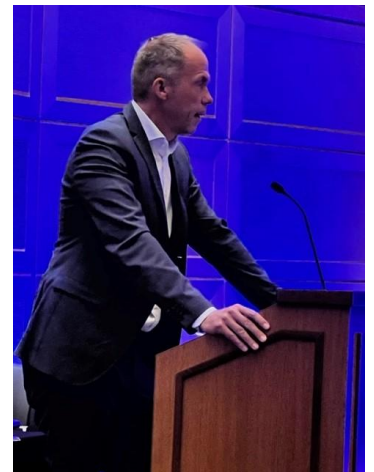
- ✓ Event planning services
- ✓ Development of event logistics plan
- ✓ Development of event theme and goals
- ✓ Assist in logistics the day of the event
- ✓ Assist in identifying and securing speakers, panels and moderator
- ✓ Draft speaking points
- ✓ Assistance with Supplier Diversity Match
- ✓ Design creative assets - theme, save the date and event invitations, programs, event signage, promotional materials and other event materials

# Impact

- **Event Participation:**
  - 200+ Attendees
  - Keynote speaking from Senator Dick Durbin
  - Top Leadership speaking and involvement
  - Key stakeholder panelist from across the US with expertise across key areas Innovation & Equity (focus on Electrification), Smart Value Chains, Advanced Manufacturing, Customer Connection, Access and Ownership, Policy & Investment
- **Event Feedback from Attendees:**
  - Attendee survey provided high remarks and top ratings across all categories including
    - Overall Event Satisfaction, 90% exceeded expectations, some great comments:
      - "One of Best events Navistar has put on"
      - "Panel was very diverse and great perspectives on critical topics"
      - "Loved the panel and comments!"
      - "I learned some great information for my team from the panel discussion"
      - "Leadership support was impressive and appreciated"
      - "Good planning and delivery of materials and information"
      - "Well organized and I liked that it was over the lunch hour with lunch provided"
      - "Great location and format for the event, best we have seen!"
    - Elements of Event most enjoyed: Panel received highest remarks followed by Leadership involvement and message
    - Elements for Improvement: Not many remarks here, Senator Durbin was the least impactful aspect of event but understood leadership integration of this was strong
  - Global Intranet Portals Pick-Ups and Highlights, Portals included Engage and Up To Speed, large spread / write-up
  - DCC Engaged again for 2023 and joint integration and expansion with VW Chattanooga offices will be integrated for US united DEI based on the strong success from 2022

# Examples of Our Work

## Event Pictures



# Examples of Our Work

## Event materials



NAVISTAR  
**Reimagining**  
 DIVERSITY | EQUITY | INCLUSION

**DEI  
 SUMMITT**  
 SUPPLIER  
 DIVERSITY  
 ANNUAL  
 EVENT  
 2022

**AGENDA**

**Navistar DE&I Leadership Summit:  
 FOSTERING INNOVATION & EQUITY**

**Thursday, October 13, 2022**  
**Navistar Lisle Auditorium**

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**11:00 am** Lunch, Auditorium

**12:00 pm** **Opening Remarks**  
*Mathias Caribaum*, CEO, Navistar  
*Dick Durbin*, U.S. Senator  
*Michael Grahe*, EVP of Operations, Navistar

**12:30 pm** **Moderated Panel**  
**Moderator: Jason Gies**  
 VP, eMobility Business Development, Navistar  
**Panelist: Kara Demitjian Huss**  
 VP & Global Marketing Director, TCCI  
 President & Founder, DCC Marketing  
**Panelist: Mark Denzler**  
 President, Illinois Manufacturers' Association  
**Panelist: Dr. Lynford Goddard**  
 Assoc. Dean of Diversity, Equity & Inclusion, Grainger College of Engineering, UIUC  
 Electrical & Computer Engineering, UIUC  
**Panelist: Sanjay Goel**  
 VP, Global Strategic Sourcing, Aftermarket Business, Navistar  
**Panelist: Stephen L. Hightower**  
 President & CEO, Hightowers Petroleum Company

**1:15 pm** **Closing Remarks**  
*Nicole Wiggins*, Chief Diversity Officer, Navistar

Immediately Following Summit: **Supplier Match-Up**

**Navistar DE&I Leadership Summit:  
 FOSTERING INNOVATION & EQUITY**

**October 13, 2022**  
**12:00pm - 1:30pm**  
**Lisle Auditorium**

Lunch provided from 11:35am - 12pm in Atrium  
 Agenda To Follow

**REGISTER NOW**

**EVENT SUMMARY**

This year in addition to our ongoing efforts to elevate our Supplier Diversity Program we are incorporating a panel event centered around drive electric week and manufacturing month. Navistar leadership led by the Navistar Supplier Diversity Program will host government officials, industry experts, diversity suppliers, and thought leaders to collaborate, share, and network around diversity recruitment and education, innovation in electrification, smart value chains, and policy and investment.

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# Examples of Our Work

## Event materials

### PANELISTS



**Moderator: Jason Gies**  
VP, eMobility Business Development, Navistar

As a leader for eMobility, Gies is responsible for aligning strategic partnerships, supporting IC Bus and International Truck customers as they move to electrify their fleets and helping set the direction for ongoing eMobility initiatives.



**Kara Demirjian Huss**  
VP & Global Marketing Director, TCCI  
President & Founder, DCC Marketing

Demirjian Huss led the effort for TCCI to be the first company in Illinois to receive the Reimagine Electric Vehicle Incentive as the company moves to support customers on the road to zero emissions. She is also President of DCC Marketing, a WBE/WBENC full-service marketing agency that works with state agencies, non-profits, higher-ed, manufacturing and healthcare.



**Mark Denzler**  
President, Illinois Manufacturers' Association

Denzler is President & CEO of the IMA, a statewide advocacy organization representing nearly 4,000 member companies and facilities. IMA's mission is to strengthen, advocate and promote the business climate for all manufacturers in Illinois.



**Dr. Lynford Goddard**  
Assoc. Dean of Diversity, Equity & Inclusion, Grainger College of Engineering, UIUC  
Electrical & Computer Engineering, UIUC

Dr. Goddard's research works to develop novel device processing techniques and applies quantitative phase microscopy for nanoscale science and for semiconductor metrology. He is a Fellow of SPIE and Optica, co-author of over 200 publications, and has 13 issued patents.



**Sanjay Coel**  
VP, Global Strategic Sourcing, Aftermarket Business, Navistar

Coel has 20 years of experience in direct and indirect procurement and supply chain management with Fortune 500 companies in diverse industries. Prior to his role at Navistar, Coel also led the supplier diversity program and his team was recognized for their work in building a sustainable diverse supplier network.



**Stephen L. Hightower**  
President & CEO, Hightowers Petroleum Company

Hightowers Petroleum Company spans the entire energy value chain from petroleum supply to power production. Hightower is also the founder and president of HP Energy, which provides alternative energy solutions and development.

### PANEL QUESTIONS

Quick Introduction of each panelist

#### Opening Question 1: All panelists (except Lynford) answer

1. The volume, rate of growth, and range of occupations is critical to supporting growth of our transportation industry and with shift to eMobility--what do we need to do to ensure diversity?

#### Questions Section 2: Directed to Mark Denzler and Lynford Goddard

2. **Mark**, could you share with us your insights around the importance of supporting the needs for workforce recruitment and gender diversity in the manufacturing sector. (*Kara could add on to Mark's answer here*).
3. **Along these same lines, Lynford**, what do you see from an educational perspective? How as leaders are we empowering DEI into the next generation?
4. **Sanjay**, how can DE&I be a priority for organizations like ours that have so many significant priorities to manage?

#### Questions Section 3: Directed to Kara Demirjian Huss, Mark Denzler, and Sanjay Coel

5. **Kara**, as a premier supplier to Navistar and the President of a certified Women's Business Enterprise marketing agency, what successful initiatives or creative practices does your organization feel can best source employees from underrepresented communities? (*Steve to add on to this*)
6. **Mark**, as companies like Navistar and TCCI continue to invest in our workforce, why is it important to prioritize increasing diversity of the workforce and do you see ways we can strengthen new policies, build partnerships, and access funding opportunities to grow interest within a diverse population?

#### Questions Section 4: Directed to Steve Hightower, Lynford Goddard, and Sanjay Coel

7. **Steve**, how can we boost the number of women and minorities entering careers and help further Navistar's commitment to diverse suppliers?
8. **Lynford**, as a leading research institution and your role at our flagship University around diversity and equity in workforce development how are you approaching the solutions and needs to this complex topic and building a more diverse energy conscious workforce?
9. **Sanjay**, in order to increase workforce diversity, advance equitable economic development, and address wage and hiring disparities, what do we need to consider as we invest in training opportunities, and how can DE&I impact innovation and business growth?

**Last Question: To Everyone: Is there anything else Navistar can be doing to foster innovation and diversity within ourselves, our suppliers and our customers on our road toward zero emissions?**



## Script writing

NICOLE WIGGINS, Head Diversity Equity Inclusion

What a great day we have had.

I am Nicole Wiggins, Chief Diversity Officer at Navistar, and it has been an honor being here with you today.

On behalf of our entire organization, I would like to again thank our distinguished panelists for sharing their time, expertise and valuable insights. —Jason, Mark, Lynford, Steve, Sanjay and Kara we are grateful to you all. Your experience, depth of knowledge, and ability to share key concepts and practical ideas in such an impactful way made for one of our best panel discussions ever!

Thank you to U.S. Senator Dick Durbin for joining us, his remarks inspire us to continue to foster innovation and equity. And to Mathias [Carlbauer](#) and Michael [Grahe](#) for their continued leadership, vision and commitment for DE&I.

A very special thank you to Raquel Salter our Supplier Diversity Program Manager for leading this event with her excellence team.

As we reflect on today's comments around fostering innovation in diversity and equity we have garnered many valuable ideas around building partnerships, strategic recruitment and retention, supplier diversity, and modern approaches and new perspectives to support the value of diversity here at Navistar.

I truly believe we are pioneers— for the last 41 years we have embraced diversity at every corner of our brand and supported our conviction that society, the economy and business all benefit from the contributions we are making right here at Navistar.

Together, we can achieve the full potential of empowering diversity as a path to growing organizational value and financial resilience.

Thank you everyone for sharing your time to be with us!