

## SHANNON S. S. HERZFELD

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### EXPERTISE

**Strategy & Execution** / Innovative and resourceful executive able to develop real-time and long term strategies and execute them with a strong bottom line focus. Expert on complex interactions between government and business - mitigating risks and opening opportunities in manufacturing, agriculture and health care.

**Leadership & Coalition Building** / Results-oriented leader who builds loyal and hard working teams to undertake efforts across the globe and over significant periods of time. Able to assemble and lead coalitions of stakeholders who bring a variety of perspectives to problem solving.

**Advocacy** / Well-established track record advocating on business and policy issues arising in the U.S. and abroad and within multilateral organizations. Extensive experience in a variety of political and cultural contexts.

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### EXPERIENCE

#### **ARCHER DANIELS MIDLAND COMPANY (ADM)**

**Washington, D.C.**

#### **Vice President - Global Government Relations**

**2005 to Present**

- Corporate officer in charge of ADM's Global Government Relations. Member, ADM Senior Leadership Team.
- Overall mission: Support legislation, regulations and enforcement efforts which facilitate market access and competition on a level playing field and oppose government actions which might restrict ADM's ability to operate. Principal areas of focus: food and agriculture, manufacturing, energy, environment, transportation, trade and investment.
- Direct a staff of 17 employees and manage consultants in multiple U.S. and foreign locations. Annual budget of \$7 - \$9 million.
- Direct global efforts to ensure food security and safety. Support legislation/regulations which protect consumers at home and abroad. Oppose measures which could reduce competition from American products and deny consumers' ability to choose.
- Direct global efforts to maintain public support for biofuels including legislated mandates and consumption targets. Oversee positive product campaigns focused on energy security, fuel price, rural economic development and environmental quality. Oppose restrictions based on feedstock usually arising in a food security or environmental context. Bottom line contribution in excess of \$100 million annually.
- Work with governments worldwide to target significant transportation investment in river systems, rails, highways and ports to link their farmers to consumers worldwide. Active in current Administration and Congressional discussions on transforming the U.S. inland waterway system requiring \$10 billion to \$20 billion over the next two decades. Lead the private sector effort to operationalize the South American Hydrovia - jump starting discussions among the 5 signatory governments - Brazil, Argentina, Paraguay, Uruguay and Bolivia - to bring regulatory coherence to this key waterway.
- Manage governmental aspects of investments in palm plantations in Northeastern Brazil (valued at \$6 to \$8 million) including intensive efforts to help indigenous people gain lawful property rights.
- Closely oversee efforts in Ukraine to obtain \$ millions in VAT refunds annually (without which Ukrainian grains and oilseeds are not globally competitive), dispose of Crimean assets and obtain timely regulatory approvals.
- Collaborated with industry, NGO and African governments to address allegations of forced child labor in the cocoa supply chain. Resolved issue amicably outside of the judicial system.
- Influence the food, feed and agriculture segments of China's 5 year plans to buttress support for in-country sales and investments.



**AKIN, GUMP, STRAUSS, HAUER & FELD, L.L.P.**

**Washington, D.C.**

**Director, International Trade Services.**

**1985 - 1997**

- Key intermediary between business clients and foreign or U.S. government officials. Achieved partner status at Akin, Gump although not an attorney.
- Protected commercial activities of clients by dampening the trade disruptive effects of government actions in the US and abroad. Advised on business impacts of trade agreements and their enforcement.
- Represented U.S. industries seeking greater market access overseas and foreign industries seeking secure access to the U.S market including carbon and stainless steel, silicon metal, flowers, livestock, semiconductors, supercomputers, televisions, mini-vans, chemicals and chemical products.

**COOPERS & LYBRAND**

**Washington, D.C.**

**Director, Consulting Group**

**1982 - 1985**

- Created and ran the first Washington D.C.-based international trade litigation support group blending the accounting and economic consulting assets of Coopers & Lybrand.
- Advised both US and foreign clients on international business and regulatory matters. Grew revenues to \$1 million in the first year and to \$4 million in the third year.

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**GOVERNMENT EXPERIENCE**

**DEPARTMENT OF COMMERCE, Import Administration**

**Washington, D.C.**

**Acting Director, Office of Policy;**

**1980 - 1982**

- Reviewed most Antidumping and Countervailing Duty determinations; led review of most which were unusually complex or sensitive.
- Developed new methodologies for calculating foreign subsidies, introducing business concepts such as net present value of multiyear subsidies and value of deferral of regulatory compliance.

**TREASURY DEPARTMENT, Office of Tariff Affairs**

**Washington, D.C.**

- Staff economist.

**1979 - 1980**

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**EDUCATION**

**Wharton Graduate School, University of Pennsylvania**

MBA with Distinction. Dual Focus: Multinational Enterprise and Public Mgmt. Wharton Public Policy Fellow.

**Fletcher School of Law and Diplomacy, Tufts University**

MA (International Economics), MALD (International Affairs)

Concentrations: International Trade and Business. Martin Fellow in International Business.

**Connecticut College**

AB Magna Cum Laude with Honors. Dual Major: Economics and Physics. Phi Beta Kappa, Winthrop Scholar, recipient of Robertson Prize in Economics and Savin Prize in Economics. Elected class officer all four years.