



## SPECIALTY EQUIPMENT MARKET ASSOCIATION

### BOARD OF DIRECTORS CANDIDATE QUESTIONNAIRE 2021 ELECTION YEAR

# LINDSAY HUBLEY

## Part 1 – Personal/Professional History

1. Please provide a history of your professional background and education (including professional development). Feel free to attach your resume and/or Bio. Describe the specifics of your current job responsibilities:

### **PROFESSIONAL EXPERIENCE**

#### **DIRECTOR OF NEW BUSINESS DEVELOPMENT/PARTNER**

*June 2004–October 2014*

THE PROMOTION COMPANY & FAMILY EVENTS, INDIANAPOLIS, IN

#### Director of New Business Development:

- Provided effective leadership, clear growth initiatives and overall management of sales representatives and sales support staff representing 8M+ in annual revenue across 30+ events.
- Developed sales presentation materials, creative sponsorship promotions and integrated media campaigns for 1,500+ clients in the automotive aftermarket.
- Managed a team of fulfillment specialists to effectively activate client's programs across multiple segments in the automotive event space.
- Negotiated sponsorship agreements across national brands.
- Managed vendor booth sales, floorplan fulfillment.
- Digitized the sales process through online booking portal system tied to interactive floorplans.
- Drove company initiatives and found synergies across the organization.
- Event Series Included:
  - Street Machine Nationals
  - 4 Wheel Jamboree Nationals
  - *Hot Rod* Power Tour
  - *Car Craft* Summer Nationals
  - Off Road Expo

#### Management/Partner:

- Participated in management decisions, including identifying new business projects, mergers and acquisitions, overhead and event budgeting, adding/subtracting events and the re-organizing of company departments.
- Managed, sold and operated with the TPC Team on strategic partnerships with media partners, such as Primedia/Source Interlink Media on the *Hot Rod* Power Tour and *Car Craft* Summer Nationals. Operated these events since 2004 through 2014.
- Lead the business development and acquisition strategy of the Off-Road Expo in 2009, including due diligence, closing and post-merger integration leading to a \$2M plus growth, with year-over-year increases in sales revenue of 15%. Grew this event to be the largest attended off-road event in the United States with more than 25,000+ spectators and more than 325+ participating manufacturers.
- Critical in sale of TPC Family Events to Bonnier Corporation in 2014. Found synergies, developed processes and cost effectiveness across the company and lead the team through transition into Bonnier Corporation.

### **VICE PRESIDENT OF SALES–BONNIER EVENTS**

*October 2014–November 2018*

BONNIER CORPORATION - EVENTS DIVISION, INDIANAPOLIS, IN

Owner of the overall event sales strategy and execution that included the development and leadership of annual event sales 40+ events with 20M+ annual revenues across ticketing, sponsorship, booth and integrated media.

Led the sales organization and overall management team of 15 through acquisition of The Promotion Company and Family Events to onboard that organization into Bonnier Corporation. Led this team with year-over-year growth since acquisition in 2014–2018.

Identified and delivered a strategic growth plan with acquisitions which included the sale of the Sand Sports Super Show to Bonnier, increasing the events division annual revenues. Lead and owned all aspects of the acquisition process, including the identification of targets, execution of transactions and negotiation, and management of post-merger integration.

Responsible for reorganizing 2017–2018 event strategy and organization structure to better identify new growth opportunities, which resulted in increased revenue, lower cost, and increased margin across multiple segments inside of Bonnier Corporation’s expansive media brands including:

- 30+ automotive properties in the light-truck, off-road, UTV and performance aftermarket, including the Off-Road Expo, Street Machine Nationals, 4 Wheel Jamboree Nationals.
- 5+ hunting/outdoor brands, including *Field & Stream Magazine/Outdoor Life Magazine’s Expo Series*.
- 5+ fishing and boating brands, including *Wakeboarding Magazine Pro Wakeboard Tour*.
- 4+ powersports properties, including the Sand Sports Super Show, *Hot Bike Magazine Tour*, Adventure Rally Series and Endurocross.

### **MANAGING PARTNER–LODESTONE EVENTS**

*December 2018–Current*

LODESTONE EVENTS, INDIANAPOLIS, IN

Created Lodestone Events and built a team of 12 industry professionals with a passion for the live-event industry, and with decades of experience producing large-scale events with specialties across marketing and communications, sponsorship and exhibitor sales, and logistics and strategic planning. Led the acquisition strategy and post-management integration behind Overland Expo (two events, closed January 15, 2019). Led the development of Four Wheeler Adventure Expo, hosting one of the last successful events in 2020.

Currently responsible for leading through the COVID-19 pandemic and transitioning Overland Expos from a live-event company and repurposing our current team into content creators, successfully launching our curated editorial channel “The Compass,” and hosting three virtual events in 2020. Also responsible for leading our team through the getting back to live events strategy for 2021, including development of COVID-19 safety plans, scheduling strategy, and new brand development for launch of Overland Expo’s sister brand Outside Adventure Expo.

### **EDUCATION**

- Bachelor of Science and Public Affairs–Management Focus–Indiana University, 2004

2. Indicate your historic and/or current involvement with automotive industry initiatives specifically, as well as other professional and philanthropic associations, societies and organizations you have been actively involved in. Please be specific about other boards (if any) on which you have served or are currently serving:

- Overland Expo Foundation Task Force Leader–2019–Current
- Off Road Business Association Board Member, 2011–Current

- SEMA YEN Select Committee–2010–2016
- Lead the YEN team in launching the first SEMA YEN Launch Pad Event
- Lead the YEN team in launching the YEN Power Tour Program
- Management of Partnership with Tread Lightly for Overland Expo/Outside Adventure Expo
- Management of Partnership with Motorcycle Industry Council with Overland Expo

3. Please highlight specific career accomplishments including, but not limited to, patents received, product innovations, awards and recognitions, publications, marketing or business programs, presentation to business and/or industry symposiums. Share any and all significant or notable accomplishments:

Awards/Accomplishments  
 SEMA News 35 Under 35 Recipient-2012

SEMA Young Executive of the Year–2014 - <https://www.sema.org/news-media/press-release/yen-2014-sema-show>

Formation and Acquisition of Lodestone Events and Overland Expo -2019:  
<https://lodestoneevents.com/f/lodestone-events-acquires-overland-expo>

Formation of partnership with MotorTrend and Launch of FourWheeler Adventure Expo:  
<https://lodestoneevents.com/f/lodestone-to-produce-motortrends-four-wheeler-adventure-expo>

Production of Overland Education at 2019 SEMA Show Overland Experience Area:  
<https://lodestoneevents.com/f/overland-expo-presents-overland-education-at-2019-sema-show>

4. Please mark each of the skill categories where you believe you possess a level of expertise:

- |  |  |
|--|--|
| <input type="checkbox"/> Manufacturing                       | <input checked="" type="checkbox"/> Motor Sports/Racing  |
| <input type="checkbox"/> Distribution/Logistics              | <input checked="" type="checkbox"/> Vehicle Shows/Auctions/Exhibitions                               |
| <input type="checkbox"/> Supply Chain                        | <input checked="" type="checkbox"/> Financial Planning/Management                                    |
| <input type="checkbox"/> Engineering                         | <input checked="" type="checkbox"/> Accounting   |
| <input type="checkbox"/> Vehicular/Product Design/Innovation | <input checked="" type="checkbox"/> Human Resources Management                                       |
| <input type="checkbox"/> Product Management                  | <input checked="" type="checkbox"/> Business Management/ Development                                 |
| <input type="checkbox"/> OEM Design/Technology               | <input checked="" type="checkbox"/> Sales  |
| <input checked="" type="checkbox"/> Brand Management         | <input checked="" type="checkbox"/> Business Technology  |
| <input checked="" type="checkbox"/> Advertising              | <input checked="" type="checkbox"/> Data Management  |
| <input checked="" type="checkbox"/> Marketing                | <input checked="" type="checkbox"/> Internet Utilization   |
| <input checked="" type="checkbox"/> Strategic Planning       | <input checked="" type="checkbox"/> Other (specify): Acquisitions/Mergers/<br>Strategic Partnerships |
| <input type="checkbox"/> Public Relations                    | _____  |
| <input checked="" type="checkbox"/> Crisis Management        | _____  |
| <input checked="" type="checkbox"/> Regulatory Compliance    | _____  |
| <input checked="" type="checkbox"/> Legislative/Lobbying     | _____  |
|  | _____  |

**Part 2 – Personal/Professional Attributes**

5. What are your specific areas of expertise? What unique skills or perspective do you think you could bring to the leadership of SEMA? What business or life experience do you have that prepares you to help shape the direction of the industry? What industry issues are you particularly passionate about?

I have spent my entire career in the automotive aftermarket industry, attending my first SEMA Show in 2003 as a new sales rep for The Promotion Co & Family Events, an Indianapolis-based enthusiast event production company owned by my father, Bruce Hubley. I quickly grew into an integral team member for the company and eventually worked my way into a key sales and marketing, acquisitions and business strategy role within Family Events.

- In 2014, Family Events was acquired by enthusiast magazine publisher, Bonnier Corporation—the U.S. Division of Swedish media company, Bonnier AB. For the next four years, under Bonnier’s event division, I was tasked with the role of strategy development and lead revenue generator and was instrumental in the company’s growth. During my time at Bonnier, my team identified and delivered a strategic growth plan with acquisitions that included the sale of the Sand Sports Super Show to Bonnier, increasing the Events Division annual revenues by 20% and expanded the events team further into the Powersports Industry. The team owned all aspects of the overall growth strategy and acquisition process, including the identification of targets, execution of transactions and negotiation, and management of post-merger integration. Through 2017–2018, my team became responsible for reorganizing event strategy and organization structure to better identify new growth opportunities, which resulted in increased revenue, lower cost, and increased margin across multiple segments inside of Bonnier Corporation’s expansive media brands, including Powersports, Off Road, Street and Strip, Hunting and Sportsmen, Boating and Water Sports.
- From 2014–2018, the company produced some of the largest, most influential public trade shows in the automotive aftermarket industry, including Off-Road Expo and the Sand Sports Super Show.
- I am a committed advocate for continued business education, the advancement of women in business, industry networking and advocacy to protect the rights of automotive hobbyists. My passion for outdoors and overlanding spans 20+ years and I am keenly aware of the challenges facing our future with regards to land use. I have served on the ORBA board since 2011 and have worked alongside Tread Lightly! and SEMA to ensure land access for OHV and outdoor recreation. I currently work with more than 1,000 overlanding companies and have now founded the Overland Foundation to help broadcast the sustainability message and to promote “get outside and find your adventure.”

What do I bring to the SEMA Leadership:

- Nearly 15 years of business sales, finance and accounting, acquisition strategy, planning and development experience with a specialty in the public trade show industry.
- Successful crisis management in the public trade show industry and key learnings in pivoting live events into digital and virtual assets.
- On-the-ground perspective of large-scale public trade shows, including strategic show planning and continued development of new assets that complement public trade shows.
- Relationships and successful track record on building public trade shows within the off-road, powersports, adventure travel and overlanding communities, which are all segments that are expansions for SEMA.
- Personal relationships with more than 2,500 companies in the automotive aftermarket industry.
- Practical, hands-on experience from working in both a corporate and small family-business environment adds a key perspective for SEMA.
- Successful track record of developing event professionals and a continued dedication to the advancement of women in the industry. Some of those event professionals are now members of the SEMA and PRI teams today.

6. What would you say is/are your most notable achievement(s) to this point in your career? What are you most proud of?

Due to the current situation with COVID-19, I am most proud of what we have been able to accomplish in 2020. With as abruptly as the COVID-19 pandemic effected the events industry and how devastating it has been to all types of events around the country, we have managed to hold on to our entire staff and have transformed our business into a virtual and digital business that is positioning Overland Expo as a continued leader in this segment.

Upon COVID-19 closing down the event business in March, we quickly pivoted and planned. We set forth two goals: one was to keep enthusiasts engaged with our vision and mission to “get trained, get outfitted, and get inspired.” The second was to build a new budget and revenue model that would keep our event professionals employed, as we know that institutional knowledge and loyalty are key to business success.

In April we launched our curated editorial channel, *The Compass*, repurposing the seasoned events team into writers bringing gear reviews, stories from their overlanding journeys, and opinions on topics affecting our community. We further used our social-media channels to amplify our team’s voices and to inspire our followers to stay engaged with our content throughout the year.

Furthermore, we launched a virtual events series, with our first one in May, that connected our fans to our network of presenters, instructors and the incredible brands that provide products and services that allow us to adventure and explore. With more than 41,000 attendees from across the United States, Canada, United Kingdom, Australia, Germany, the Netherlands, Mexico, Finland, South Africa and India, we felt this was very successful. We also engaged more than 50,000 NEW visitors to our web and social channels that had not engaged with Overland Expo before. We had 52,141 educational video views and 7,268 educational video watch hours. We successfully had 303,335 total engagements across social media reaching 9,421,196 fans!

In closing, in a year where we lost 95% of our revenue, the company pivoted and kept our team moving forward. Overland Expo transformed from a live-event series, to a trusted authority on overlanding, ambassador for the community, and a powerful digital conduit between the overlanding community and the industry. In a month, we will be announcing a getting back to live events strategy with our team operating four events in 2021. Live events combined with a substantial digital/editorial strategy and virtual event complement to live events are the key to our success in the future and will replace anything that was lost during the pandemic and 2020.

### Part 3 – Industry Perspective

7. What do you consider to be the top opportunities or threats facing the specialty parts aftermarket over the next five years? Try to be specific to industry trends. You may comment on macroeconomic issues (inflation, unemployment, health care, etc.) but only if they are relevant to your perspective on industry issues.

#1 – Threat: It's no fun if it sits in the garage. The COVID-19 crisis has created a challenge for everyone either personally or professionally, however one business in the industry has been affected more than many others. The auto show, racing venues and overall automotive event business has been decimated by COVID-19 gathering restrictions with many of them having to close their doors temporarily or permanently. These events are crucial to the car, truck and racing enthusiast ecosystem, connecting consumers with brands and getting enthusiasts inspired to build project vehicles. Building your passion project is one thing, but having a place to take it is why you built it in the first place.

#2 – Threat - Shrinking Motorized Access to Public Lands. The increase in OHV land use by the motorized off-road community and the non-motorized outdoor recreation community combined with the decrease in the availability of OHV access to public lands, is causing overcrowding and irresponsible use of designated OHV areas. This diminishes public support for land-management programs. In addition, wilderness areas and monument designations along with the current administration's view on climate change continue to threaten motorized access and should be considered a deep threat to any manufacturer, distributor or other business that relies on access to public lands.

#3 – Threat - Intellectual Property (IP) Protection, Counterfeit Products, Stolen Designs and Trademark Infringement: Imitation is the highest form of flattery, but not when it means your customer gets a subpar product that looks and feels like yours but is built with inferior materials and delivers poor performance. Industries all over America—from coffee brands to branded apparel—are fighting IP infringement. However, what's at stake for the automotive industry goes beyond the bottom line and branding concerns. Many of these counterfeit products are being marketed as cheaper alternatives to the legit manufacturer's vehicle performance and safety upgrade products—when they may or may not be adequately designed or manufactured to safely produce these results for consumers. With innovation and technology at the forefront of the automotive aftermarket, SEMA members will look to SEMA for guidance on intellectual property protection and SEMA sponsored legislation to help protect members from the counterfeit community.

#4 – Threat and Opportunity: The Green New Deal/The Biden Plan for a Clean Energy Revolution and Environmental Justice. This plan calls for ensuring the United States achieves a 100%-clean-energy economy and net-zero emissions no later than 2050. According to MyClimate.org, "Net-zero emissions means that all man-made greenhouse gas emissions must be removed from the atmosphere through reduction measures, thus reducing Earth's net climate balance." While the automotive industry and aftermarket will be key to the development and technology behind reaching this goal, it obviously does not take into account what our industry currently represents and poses a serious threat to our right to modify our vehicles. There is no doubt that there will be change in the next 30 years; however, we need to define our risk and address this issue head on. I have no doubt that the automotive aftermarket will use its vast knowledge, spirit of innovation, and engineering prowess to be sustainable for the next 50 years and beyond.

#5 Opportunity— Industry trends like overlanding, side-by-side, ATV, UTV, RV/pull-behind trailer business have seen overwhelming growth through the last five years and will continue to grow exponentially over the next 10 years. Specifically in the last year, outdoor recreation has seen double-digit growth. SEMA has a unique opportunity to address this group of manufacturers, creators, innovators and segment contributors. Creating education platforms, studies, research and growth projections for these industries could be a huge step to helping the current SEMA membership understand how to develop products to support these trends and to further gain valuable insights from the stakeholders that currently represent these segments.

#6 Opportunity - Autonomy and Alternative Energies: As I referenced back in #4, the world is changing at a rapid pace and it's not a question of if, but when. SEMA has a great opportunity to spearhead autonomy and alternative energy innovation. This research and forward thinking will help us to mitigate the effects of climate-change legislation and to

forge the path for our industry to live past 2050. Let's educate our members on how to have a sustainable path for the next 50 years.

**#7 Threat - Increased International Regulatory Compliance for Automotive Companies:** Automotive companies that source, operate and sell abroad face more and more regulatory risk from the U.S. government. Automotive aftermarket companies, many of which rely on global supply chains to source materials, need to understand how to implement compliance programs and adopt due-diligence best practices. Task forces, education and research initiatives dedicated to International Regulatory Compliance could greatly benefit SEMA members in understanding these complex issues, potential risks, and can help set the standard for best practices and risk-assessment practices for the aftermarket.

**#8 Threat and Opportunity–The Automotive Workforce:** The effects of emerging technology, wage inflation and new labor provisions are rapidly affecting the automotive workforce. Retention and recruiting of workers in an already-competitive workplace continues to bring challenges for SEMA members. SEMA-sponsored resources for companies to utilize could mitigate these challenges. SEMA will continue to need to work with national, state and local partners to ready the workforce as technology continues to evolve and change the industry exponentially.

8. Of the issues you identified above, which ONE concerns you the most as to how it will impact the industry's future? What would you do to initiate change to either expedite a positive outcome or prevent a potential disaster?

**#2 – Shrinking Motorized Access to Public Lands:** The vast majority of OHV users are responsible drivers and riders. We share a common interest in the protection of our natural resources and believe in "Leave No Trace" knowing that if we do not take care of the land, we will not have OHV recreational access. SEMA, ORBA, Tread Lightly!, CORVA, MIC and many other OHV groups have worked to develop educational platforms to educate, train and inform OHV users about proper land use. These groups have worked tirelessly to advocate on behalf of OHV users, restore OHV access that had been closed down, organize clean-ups and restoration programs, and to monitor and legislate on behalf of keeping public lands open to OHV access.

In recent years, and especially in 2020 due to COVID-19, OHV use has increased rapidly across the country. In the past, you bought an off-highway vehicle, you invested the time, effort and money to outfit and build this vehicle, and then invested the time to access your public land. Today, with the modernization of the off-highway vehicle, and our ability to drive a perfectly capable off-road vehicle "off-the-lot," the gateway to OHV recreation has become more fluid. While off-highway vehicles are more accessible today, all too often these new-vehicle purchasers don't have the money, time, proper land use training or education to prioritize responsible public land use. In many cities and towns that thrive on OHV tourism, you can even rent a machine for a day, sign an insurance waiver and take it out on the trail without any real land-use education or training at all.

There once were vast and spacious amounts of public land. That space is now challenged with suburban sprawl and increased pressure from non-motorized outdoor recreational groups to protect the land from motorized use. The unmitigated consequences of the shrinking footprint of OHV-accessible public land, coupled with the explosion of the OHV

community of late, has the potential to create a serious crisis in the next two years.

Our action starts today. The Biden Plan for a Clean Energy Revolution and Environmental Justice calls for ensuring the United States achieves a 100% clean-energy economy and net-zero emissions no later than 2050. The plan calls for the conservation of 30% of the nation's lands and waters by 2030. "Humans have released an increasing amount of greenhouse gases into the atmosphere through burning fossil fuels, and to a lesser extent, deforestation and land-use change." —Fourth National Climate Assessment

This is a very complex issue with no easy solutions. First step is to rally all OHV land-use groups to a united effort to combat legislation that restricts our right to recreate. Today, these groups are very fractured. Secondly, this united effort needs to put more emphasis on education, stewardship and recreating responsibly. We need more up-to-date resources and underwritten studies on site-restoration, monitoring, mitigation and OHV effects on air quality, water quality and wildlife. Alliances with groups such as the Outdoor Industry Association, Association of Outdoor Recreation and Education, National Governors Association Learning Network can help to share education, studies, resources to effectively keep our lands open on a national level and state by state.

There is a happy medium, where new liberal-leaning outdoor enthusiasts and the more conservative-rooted off-road population can meet. Afterall, we all support the "Leave-No-Trace" model. These different groups can co-exist in the public-land debate. With a collaborative approach, we can use our public lands for off-roading, overlanding, UTV/ATV touring, hunting, fishing, hiking, mountain biking, running, backpacking, camping and all other sorts of outdoor recreation.

If we stay fractured, don't invest in the research and don't build these alliances, we will continue to lose access to our public lands and trails. At the end of the day, "No Trails, No Sales" is a serious reality for any off-road, UTV/ATV or overlanding product manufacturer—and the many other businesses whose livelihood relies on access to motorized recreation on public lands.

#### **Part 4 – Association Specific Observations**

9. Do you feel that the Board of Directors and SEMA are currently pursuing the initiatives that are critical to our business segment? What would you place more emphasis on? What would you discontinue? What would you add?

As Chris Kersting said, the SEMA Board sets the association's priorities, oversees initiatives, addresses regulatory, technological and industry threats and decides the path to promote the overall health and success of the industry. Although I've been a SEMA member for decades, I am actually not 100% sure what the SEMA Board's full initiatives are today. I'm aware of the SEMA Board's dedication to emerging trends and technologies, and a focus on the truck off-road and powersports segments. I have been active in TORA, ETTN and YEN, and I am aware of SEMA's Youth Outreach Programs. However, the Board's overall priorities are not clear. Moving forward, I would place more emphasis on transparency and increased communication of SEMA's priorities and initiatives each



quarter. SEMA's strategic initiatives and plan should be a representation of its membership and should be available to the membership.

I have followed SEMA leadership's initiatives set out for PRI to build out a membership base that supports the racing industry—and I think these initiatives are spot-on. This model is key to the sustainability and growth of this segment. A membership model that supports legislative actions, advocacy, education, research, best practices and a focus on technology is something that has been missing from the PRI lineup. I believe that current clients of PRI will greatly benefit from this model and will be grateful for the focus placed upon this particular segment.

SEMA's focus on the truck and off-road segment has continued to build. Partnerships with organizations such as Tread Lightly! and ORBA has furthered SEMA's focus on this segment legislatively. The development of the TORA council has put further emphasis on shaping the future of the off-road and truck industry but there still needs to be further outreach on this front and quickly. As I mentioned above regarding OHV land use and recreation, the truck and off-road segment is threatened and underserved. As SEMA has dedicated its resources to the development of the PRI membership model, the same should be done in terms of advocacy, education, research, best practices and a focus on emerging trends inside of this segment. As I also mentioned above, SEMA has a tremendous opportunity to develop a strategy that would address the UTV, ATV, overlanding, off-road, and adventure recreation segment that has been elusive to organizations such as MIC, AIM, RVIA, OIA, and Outdoor Retailer just to name a few.

With the development of ETTN, SEMA took a huge step focusing on the emerging trends and technologies in our segment. SEMA should take an industry-leader approach to education and research regarding autonomy and alternative energies. With the continued focus on climate change, SEMA has a great opportunity to guide its members to a sustainable future by initiating research, development and focus on these two segments that would be available to all members.

Globalization of our industry is not only an opportunity but a threat. Resources dedicated to helping members navigate intellectual-property issues and best practices should be a higher priority for SEMA leadership. Ensuring SEMA-member businesses understand global supply-chain issues and how to add proactive risk-assessment measures to their due diligence procedures will help to mitigate the effects of increased international regulatory compliance. These types of education initiatives will help to foster growth in this global economy so that we can safely continue to sell and source all over the world.

SEMA has always been a leader when it comes to facing threats to our industry and lobbying on behalf of its members. *SEMA News* does a nice job of educating members and highlighting what SAN and the Washington, D.C., office is facing legislatively. However, today we have more digital tools and channels available to engage members in these discussions and I'd like to see SEMA use these broader channels to bolster engagement. Getting members more engaged and educated about the issues facing our industry is a valuable path to building coalitions behind lobbying.

10. As a SEMA Board member how do you feel you would be uniquely qualified to help address the issues you identified above?

I feel I am uniquely qualified for this position for the below reasons:

- Nearly 15 years of business operations, sales, marketing, finance and accounting, acquisition strategy, planning and development experience in the off road, UTV, ATV, side-by-sides, overlanding and adventure travel market.
- Strategic long-term planning experience to pivot organizations, build brands, align strategy with the company's mission and vision and to effectively communicate and lead through those strategies.
- Success pivoting live events into 365-day digital and virtual content to engage member communities.
- On-the-ground and 30,000-ft.-view perspective of large-scale public trade shows, including strategic show planning and continued development of new assets that complement these shows.
- Personal relationships with more than 2,500 companies in the automotive aftermarket industry. This provides me a unique overview of what threats companies face today.
- Regulatory and legislative knowledge in the off road, UTV, truck segment as the ORBA Board secretary since 2011. Funded and organized multiple campaigns to support legislative advocacy in OHV land use legislation.
- Launched two SEMA Youth Initiative Programs successfully with SEMA leadership, the SEMA Launch Pad Competition and the YEN Power Tour Program.
- Founded the Overland Expo Foundation in 2019 to fundraise and support OHV land use initiatives.
- Effectively worked with SEMA Leadership in 2019 to launch the SEMA Overland Experience—an educational component of the SEMA Show dedicated to introducing industry attendees to the overland segment.
- Assisted Off Road Business Association leadership in the formation of a 501(c)(3) division called One Voice Foundation, of which I will serve as a founding board member. One Voice for Off Road Motorized Recreation Foundation will be primarily focused on advocacy, stewardship and uniting under the common theme of keeping our public lands open for all outdoor recreation.
- I am a committed advocate for continued business education, the advancement of women in business, industry networking and advocacy to protect the rights of automotive hobbyists. My passion for the outdoors and automobiles spans 20+ years, and I am keenly aware of the challenges facing our future.

11. What do you see as SEMA's weaknesses?

### **SEMA Member Value Proposition**

The value of becoming a member of an association comes from the association providing career skills and certifications, in-person networking, industry advocacy, socialization with common interests, and education. COVID-19 has highlighted SEMA's weaknesses within its membership structure. Without the SEMA Show in 2020 and the lack of benefits from the Show itself, it has left members questioning SEMA's value. A focus on member-only

education tracts, virtual seminars and engagements throughout the year, networking opportunities, and potentially building out private member-only social communities are ways I see that SEMA can improve the member value proposition. More enhanced communication to the SEMA membership base regarding SEMA priorities, initiatives and industry legislative advocacy would also help to elevate the membership value proposition. By surveying SEMA membership, we could also ensure that SEMA's education and content programs provided are fresh and representative of current issues and interests. The development of membership KPI's and an evaluation of their effectiveness will be key to ensuring SEMA stays relevant.

### **A 365-Day SEMA Content Plan**

When you are a trade-show company that can't produce events, it highlights your need to formalize a plan to keep your audience engaged, growing and connected—when they can't all physically gather. With continued uncertainty around gathering restrictions into the foreseeable future, SEMA will need to plan for a mixed approach to serve member needs in 2021 and beyond. COVID-19 has accelerated electronic engagement, a phenomenon that will only continue to develop well beyond the pandemic, and will be key in engaging the younger generation and growing our industry globally. Virtual components and hybrid trade shows are going to be key in staying relevant to the community now and into the future.

SEMA's newly formed education programs are a good start to the 365-day approach; however, it's not enough. SEMA needs a more engaging and cohesive web, digital and content strategy.

- Consistent, relative daily posting to Instagram and Facebook.
- Video strategy to grow followers on YouTube.
- SEMA's social media presence is very fragmented across many associations, councils, attractions and sub-divisions of SEMA itself; i.e., @semashow, @semagarage, @semaeducation, @semaignited, @senaactionnetwork, etc. Streamlining these accounts could make for a very powerful social-media presence.
- Consistent, relative daily news stories posted to SEMA's website.

Without the SEMA show in 2020, it also highlighted SEMA's lack of relevancy to exhibitors and attendees. Diving deep into the member value proposition and launching a SEMA 365 cohesive content strategy will shore up the community, providing SEMA more engagement with followers and better connectivity of members and fans.

## 12. How about its strengths?

### **Advocacy:**

SEMA's level of investment in advocating for automotive enthusiasts is one of its strongest propositions. As a member of the SEMA PAC, I have access to the legislation, potential regulations and business issues that make our industry unsustainable and the work the D.C. office does to support us. The membership should be getting more clarity on all that SEMA does for us, not just when there are grassroots efforts needed to support legislation, but all year long. The quarterly SEMA PAC briefings are a fantastic start, but we need to push for further engagement.

**Its Voice/The Power of the SEMA Brand:**

SEMA as an association is one of the largest in the country and, with the excitement that the SEMA show itself creates, SEMA's brand isn't just powerful—it could be unstoppable. The opportunity is ripe right now to capitalize on the brand's power. The SEMA 365 content plan and marketing strategy behind it could evolve the SEMA brand into an even greater force in the automotive aftermarket and beyond. Evolving the brand using engaging content and digital distribution will not only keep the brand fresh; it will develop a new and younger audience that will support the SEMA brand for years to come.

**The size of its membership, attendee base and exhibitor base:**

We are stronger together. SEMA's membership, attendees, exhibitors and overall industry support represents hundreds of thousands of individual voices. When SEMA needs support for a grassroots cause, it does a fantastic job of rallying its base. Bringing all these voices and eyeballs to engage through the 365-day SEMA plan could amplify what we can accomplish.

13. If you were chosen to chair the Long-range Planning Committee, which topics or issues would you want your committee to be deliberating on?

Emerging trends and technologies and enforcing SEMA focuses on these, including more in-depth studies, education to members about these items, accessibility to information.

Membership value propositions, KPI's and measuring effectiveness.

Audience development, engagement and connectivity—365-day approach to SEMA.

Further transparency on what SEMA is working on from a Board level down through the organization. Highlighting the work that has been done and detailing out the steps moving forward. This provides a high-level visibility.

Virtual event platforms and hybrid SEMA Show planning.

Truck, off-road, ATV, UTV, overland and adventure channel segment education, research, development.

Public land and OHV access Issues.

Globalization issues and growth.

The Automotive Workforce—helping SEMA member companies grow, retain and recruit talent. SEMA sponsored workforce training, education, and benefit development for small businesses.

14. Questionnaires can be very limiting. In the space below, share with us anything we didn't ask that you believe will help the Nominating Committee develop a better understanding of you as a candidate:

I attended my first SEMA Show when I was 18 years old. Over the last 20 years since that first SEMA Show, I've run businesses that fuel the automotive aftermarket's direct connection to consumers. I absolutely love this industry and I want to see it thrive for decades to come.

The threats I've outlined in this document are applicable to the aftermarket manufacturers that are my clients and friends—and to my event business directly. Lodestone Events annually connects 2,500 manufacturers with more than 100,000 enthusiast consumers at live events. Each of these businesses are facing their own unique challenges and are at different stages of their growth. The understanding of the issues facing these manufacturers gives me a unique perspective and a desire to fight for their best interests.

I am an industry professional that raises the bar, questions the status quo and drives change. SEMA was built by a group of entrepreneurs with a passion to build a lobbying organization to protect our right to innovate, break records and to recreate in the automobile. I feel that should still be at the heart of SEMA's purpose. We must protect and preserve our industry and the SEMA organization. This will drive my initiatives as a board member.