



## SPECIALTY EQUIPMENT MARKET ASSOCIATION

### **BOARD OF DIRECTORS CANDIDATE QUESTIONNAIRE 2021 ELECTION YEAR**

# **KIM PENDERGAST**

#### **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:

Summary: 44 years of experience in business; of that, 15 years in the automotive aftermarket. Extensive experience in finance, distribution and manufacturing.

Kim Pendergast is owner, chairman and CEO of Magnuson Superchargers, responsible for daily operations as well as overall corporate infrastructure, including engineering, testing, product development, manufacturing, international business, marketing, sales, and distribution. She is the key driver for finance, strategic planning and business development. Based out of the Magnuson Superchargers' corporate headquarters in Ventura, California, she also spends time in their Detroit facilities.

Her automotive career started in NASCAR, running the daily operations of a business building race engines, and providing R&D for Dodge Racing.

Before she was 45, Kim founded, funded and built five companies, two reaching \$70M and \$100M in sales respectively, each in less than 12 months. Earlier in her career she was part of small team who developed AT&T's consumer strategy.

Kim has worked in finance, manufacturing and distribution in the United States and in Germany.

She received a BS and MBA from Indiana University with honors in finance and studied at the Universidad de Madrid.

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:

#### Industry Service SEMA

- Member and supporter of SBN
- SEMA Chair, 2017 Person of the Year Task Force
- SEMA Chair, 2018 Scholarship Committee (three-year term, extended)
- 2019 SEMA SBN Athena Woman of the Year
- SEMA PAC Board Member
- SEMA Board\*

\* Replaced Dr. Jamie Meyer, when he became president of PRI.

Served on 15 private and not-for-profit boards.

#### Board Member – Non-profit

- SEMA
- SEMA PAC
- Waters Global Forum
- National Art Museum of Sport
- LearningSpring Elementary School (for children K–8 on autism spectrum)
- Alcohol and Drug Abuse Council
- Roton Point Sailing Association

#### Company Boards (SEMA Members)

- Magnuson Superchargers
- Pendergast Partners

#### Company Boards (Non-SEMA Members)

- Client Distribution Services (former Division of Random House)
- Pendergast Logistics Services (freight payment)
- Pendergast, Sarni, Itell (Colorado-based environmental services)
- Arrington Engines (NASCAR)
- Connects Marketing (Hemi-focused automotive aftermarket reseller, engine and car builder)
- Pendergast Group (strategic and financial consulting services)

Helped found and served on the board of LearningSpring School for children on the autistic spectrum in NYC. The school was created in less than a year and began operations in September 2001 with 29 students. Today, 108 students in kindergarten through eighth grade attend the school. Moved from leased space to a new eight-story building in Manhattan.

In 1997, selected as Henry Crown Fellow, one of 20 successful leaders under 40 in the United States, to a two-year program at the Aspen Institute to study values-based leadership and the importance of embracing philanthropy early in your career.

Helped broaden the SEMA Scholarship Committee focus from scholarship funding to linking the funding to students who member companies would like to hire.

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:

- Owned and operated an engine-building company producing 300 NASCAR engines a year and provided Dodge engine R&D for Sprint Cup.
- Built and launched the No. 1 Dodge/Hemi aftermarket website.
- Received two Toyota quality awards.
- Magnuson Supercharger achievement-Tier 1 automotive quality certification nine years in a row.
- Athena Woman of the Year Award.
- Speaker/section head CSMCP serving \$3.4 trillion industry. SEMA equivalent for logistics companies.
- Published-*Indiana University Business Journal*.
- One of small team to develop AT&T's consumer strategy.
- Founded and funded five business by 45, two achieving revenue of \$70 and \$100 million respectively.
- Selected for two-year values-based leadership program by the Aspen Institute.
- Selected as mentor for "Woman in Power"—a program developed to support and encourage young, successful, New York-Based women.

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

- |                                                              |                                                                      |
|--------------------------------------------------------------|----------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Manufacturing            | <input type="checkbox"/> Motor Sports/Racing                         |
| <input checked="" type="checkbox"/> Distribution/Logistics   | <input type="checkbox"/> Vehicle Shows/Auctions/Exhibitions          |
| <input checked="" type="checkbox"/> Supply Chain             | <input checked="" type="checkbox"/> Financial Planning/Management    |
| <input type="checkbox"/> Engineering                         | <input 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 type="checkbox"/> Brand Management                    | <input checked="" type="checkbox"/> Business Technology              |
| <input type="checkbox"/> Advertising                         | <input type="checkbox"/> Data Management                             |
| <input type="checkbox"/> Marketing                           | <input type="checkbox"/> Internet Utilization                        |
| <input checked="" type="checkbox"/> Strategic Planning       | <input checked="" type="checkbox"/> Other (specify):                 |
| <input type="checkbox"/> Public Relations                    | <input type="checkbox"/> Building consensus and teams                |
| <input checked="" type="checkbox"/> Crisis Management        | <input type="checkbox"/> Creative new ideas                          |
| <input type="checkbox"/> Regulatory Compliance               | <hr/>                                                                |
| <input type="checkbox"/> Legislative/Lobbying                | <hr/>                                                                |
|                                                              | <hr/>                                                                |

## 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?

Education and business experience in strategy, impact of technological disruption, finance, manufacturing and distribution. Passion and interest are in building small companies and developing the people within them. The draw of the automotive aftermarket is the highly skilled people and the complexities of the powertrain. Creating a robust marketplace for small businesses and better, more innovative products for vehicles are my passion.

The powertrain is at the heart of some of the most difficult questions facing the aftermarket.

- How to balance relationships with OEMs.
- How to access calibration software to increase vehicle power.
- How to educate government of the importance of the automotive aftermarket, including its place beside the politically popular use of alternative energy sources, ride share and self-driving.

I have experienced the impact of profound technology change on numerous industries, including telecommunications (analog to digital, monopoly to free market, hardware to software, ATT dominant to RBOC dominant), office products (copier to printer), books (paper to digital), packaging manufacturing (recycling, union impact, tariffs), the disintermediation of distribution (elimination of distribution layers, manufacturer increased access to consumers, movement of risk and liability from end user to manufacturer).

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

- Becoming SEMA Board member.
- Inaugural Class of Henry Crown Fellows at the Aspen Institute (1997). Established to develop the next generation of community-spirited leaders.
- Co-founded and built a school for children with autism in Manhattan. Opened in Manhattan September 2011. The school currently has more than 100 students.
- Building two businesses with revenues of \$100 and \$70 million, respectively.
- Owning, operating and building Magnuson Superchargers with superior power, durability and drivability for race, street and off-road and around the globe.
- Actively mentoring young people.
- Participating in development of ATT consumer strategy.

### 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. Technological disruption
  - a. Driver disempowerment via overrides such as ADAS (advanced driver-assistance systems).
  - b. Alternative non-traditional fuels (electric, fuel cells, etc.) becoming mandatory.
2. Political and social trends
  - a. ICE Vehicles blamed as the cause of global warming.
  - b. Growing public apathy and even antagonism toward industries such as ours popular with individualists.
  - c. Safetyism (no risk however remote can be tolerated).
  - d. Increased constricting regulation (Ban on access to vehicle modification; Ban on ICE; increased certification as a prerequisite to sales).
3. OEM shift in focus from making physical products (cars and trucks) appealing to all the driver senses to technology (love affair has switched from making vehicles pleasurable and fun to focus only on “correct” technology).
4. Change in consumer purchasing behavior (B2B replaced by B2C).

8. Of the issues you identify 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?

Technological mandates risk the most disruption. The danger is not new technology, but rather the government’s role in setting the pace and manner of its implementation. Because public sentiment and information influences government decision making, we must lean into, in fact embrace, new technology while influencing its regulatory implementation to ensure the aftermarket is not banned from playing a role in the future modification and development of vehicles. This will require educating those who make decisions—politicians, regulators and the general public—of the facts.

1. **INFORM:** SEMA must put to paper the most likely environment we will be working in for the next 10–15 years. This information should be used to influence the public, politicians and regulators on the best way to regulate these changes to allow and even encourage safe vehicle modification by end users.
2. **WHY REGULATORS SHOULD LISTEN:** Politicians and the public must understand the immense size of our industry and we can do this by creating individual SEMA memberships. We are not 7,000 businesses but rather we are 8 million end users (and voters).
3. **WE MUST CHANGE THE CONVERSATION.** What is at stake is not just “the aftermarket”; this is about preserving as much a part of America as baseball or football, even apple pie.

#### **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?

Yes, SEMA is making strides by pursuing important initiatives—SEMA Data, SEMA Garage, Student Program, councils and networks, and the work done in our Washington, D.C., office.

But more will be needed: The impractical changes hitting our industry must be hit head on with persuasive information. We must inform the public that our industry is important. Through our Washington, D.C., office we must inform and guide Congress and state governments on how to attain their objectives touching our industry without harming it. The gap in understanding, despite current efforts, will grow bigger without a concerted effort to get our message out.

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

I bring three things to help our cause:

Experience: This is the fifth unique industry I have worked in, and each has faced radical technological transformation. My experience has included managing industry responses to social pressures (environmental and safety), digitization and electrification.

Strategic skills: We need a plan and building consensus around a strategy and a pragmatic business case with a team of knowledgeable colleagues is the center of my wheelhouse.

Member focus: My focus: what members need from SEMA in order to make their businesses thrive.

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

SEMA serves a passionate but disparate group of successful businesses who are all integral to our industry but whose individual needs can be quite different, and common ground can be elusive.

SEMA's focus on the SEMA Show can be expanded: We must establish who we are to America, to Congress, to regulators and to our youth. We must take our future into our own hands and make it work for our members.

12. How about its strengths?

SEMA is a well-funded organization that produces a magnificent national show, helps members through the SEMA services (SEMA Data, SEMA Garage) and supplies a unified

industry face to Washington. Within its umbrella, SEMA creates a valuable space for specialized councils and networks to flourish and build our industry.

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?

Three “how-to” tasks would take priority.

- **DEFINE A UNIFIED PURPOSE:** How to make our industry as beloved and popular as baseball or the NFL.
- **INFORM AND GUIDE:** How to strengthen our political, regulatory and OEM relationships and demonstrate the value of including a thriving aftermarket.
- **CLARITY AROUND THE NEXT 15 YEARS:** How to access fact-based research to create a clear picture of how and when new technologies and regulations will be rolled out. How do we find the opportunities and how do we embrace them? Where are the pitfalls, and how do we avoid them?

## Part 5 – About You

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 have a lot of skin in the game. It matters a great deal to me as an aftermarket business owner whether we succeed at this. I think my business, started by an individual founder almost 50 years ago and grown since then to a 50-employee enterprise, is at the heart of what SEMA represents. My business skills adapt well to SEMA's goals: I am adept at both strategy and operations. I have worked in strategy in multiple industries, including AT&T's consumer strategy. I have experience in industries which have undergone a disruptive technology change. I have also built and run seven companies with my own money and know what it takes to make payroll and what it takes to make it through extremely tough times. Loyalty and tenacity have carried me through and would serve SEMA as well.