



SPECIALTY EQUIPMENT MARKET ASSOCIATION

**SEMA SERVICE
CANDIDACY QUESTIONNAIRE
2024 ELECTION YEAR**

**TODD STEEN
JACKSON MARKETING**

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

I'm a proven leader with 25 years of continuous growth in most every facet of motorsport marketing and business development. I'm also an exceptional communicator with a consultative sales style. I possess strong negotiation skills, I'm creative at problem-solving and have a keen aptitude in achieving goals through teamwork, collaboration and relationships. I feel I also possesses the ability to identify opportunities while combining a common sense, analytical approach to finding tactical business solutions.

JACKSON

Current roles/responsibilities require leading team members in three roles:

Executive Director, Business Development **Simpsonville, SC**
November 2012 – Current

- **Lead Business Development Efforts**
 - Source, manage and implement new business opportunities.
 - Attend trade shows, conferences, consumer events and speaking engagements to introduce company's services to potential clients in face-to-face interactions.
 - Ensure efficient and effective marketing, advertising and promotional planning through our marketing team.
 - Maintain and develop organizational culture, values and reputation with clients, customers, suppliers, partners and regulatory/official bodies.
 - Lead inbound and outbound marketing efforts.
 - Collaborate with team to choose content and design of new business proposals (nearly 40/year).
- **Lead Product Sales Team**
 - Effectively built and lead a cohesive team that handles order processing, customer service calls and inside sales efforts.
 - Promote personal development with team members through various leadership exercises and discussions on a monthly, if not weekly basis.

RESULTS:

Over the past four years, I've revamped the team to operate with one less person. During that time, sales have increased by 34% while GM\$ are up more than 60% - Sales in 2023 will exceed 25,000 tires.

- **Lead Training for Clients**

- Proactively schedule and conduct regular meetings with assigned clients to assess training needs, opportunities for account growth, and evaluate effectiveness of past and ongoing training.
- Design training curriculum and run-of-show production to assist clients in developing training while enriching the courses with visual aids to engage trainees.
- Organize training opportunities on a national level that includes, but are not limited to, presentations, ride-'n'-drives and role-playing exercises.
- Instructed and facilitated classes for more than 20,000 tire dealers in the past 10 years via classrooms, product launches, ride-'n'-drives and virtual training efforts.
- Increased revenue in this business segment by 800% by adding instructors to increase capacity, vehicles to enable experiential elements, and restructuring our editing suite into a studio to conduct LIVE virtual classes via soundboards, smart screens and multiple cameras.

Variable Marketing

Self Employed / Freelance Greenville, SC
April 2008 – October 2012

Services:

- Marketing, Consulting and Sponsorship Management
- Classroom instructor
- Produced ride-n-drives to support experiential learning environment.
- Consulted clients' business and marketing strategies.
- Represented and brokered partnerships and sponsorships (for teams, events and properties).
- Managed influencer and ambassador programs.
- Supported efforts to grow B2B opportunities.
- Automotive-related Clients Included:
 - Michelin, NA
 - Mazda
 - Miller Motorsports Park
 - Scion / Toyota
 - Race Ramps
 - Volkswagen Jetta TDI Series
 - Volkswagen Baja – V12 Touareg

Michelin North America Greenville, SC
Motorsports Marketing Manager, BFGoodrich Tires
March 2000 – April 2008

o BFG Motorsports role grew from managing one sanctioning body in March 2000 to

more than 17 sanctioning bodies and nearly 60 athletes, drivers and teams by mid-year 2005.

- o Managed and directed all motorsport activities for the BFGoodrich Tires Brand
- o Oval Track Racing
- o Off-Road/Desert Racing
- o Sports Car Racing
- o Rock Crawling
- o Drag Racing (Import & Domestic)
- o Rally and X-Games
- o Negotiated and reviewed motorsports' sponsorships and ensured contract compliance.
- o Coordinated on- and off-site consumer and dealer promotions to activate sponsorships.
- o Developed opportunities for sales force to leverage and activate properties.
- o Built strategic partnerships and alliances for cross-promotional opportunities.
- o Worked with outside agencies to integrate motorsport activities into brand communications.
- o Served as public relations officer and official company spokesperson at events.
- o Maximized TV and on-site exposure for the brand.
- o Coordinated all employee, dealer and consumer hospitality functions relating to motorsports.
- o Attained goals within specified budget parameters (~\$6mil) – Included management and scheduling of six tire-engineers, five 18-wheelers, CDL drivers and crew to support tire needs for teams, product testing and race series.

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:

- **SEMA Wheel and Tire Council (WTC)**
 - o Marketing and Communications Task Force Leader (July 2017–July 2019)
 - o Chair-Elect of Council (July 2019–July 2021)
 - o Chairman of Council (July 2021–July 2023)
- **Ironman Outdoors**
 - o Ironman Outdoors is a men's outdoor ministry that conducts more than 40 men-only hunting and fishing retreats each year in approximately seven different states. Our Mission from the beginning has been simple: We connect Men to Christ in the Outdoors.
 - o Our fall and winter retreats are typically 3–4 days in length that have no more than 10 guests on them. During the hunts we have intentional Christ-centered discussions that not only share the Gospel but also challenge the guests to be better leaders, husbands and fathers in their homes. I have led one to two retreats a year since attending my first retreat in 2008.
 - o ProStaff/Retreat leader (2008–Current)
 - o Board Member (2013–2022)

- **Wellspoken Ministries (WSM)**
 - o WSM is a one-man ministry that is operated by its founder, Chris Wells. Chris has a passion for evangelism, and he has chosen to use professional fishing tournaments, churches and other outdoor venues to share the good news of Jesus Christ. If you're familiar with Racers for Christ or Motorsport Ministries, Chris plays a similar role as these organizations, but his love for the outdoors puts him at major league or professional fishing events instead of racetracks.
 - o In April of 2019, Chris asked me to serve on his Board.
 - o Board Member (2019–Current)
- **SC Chapter of Backcountry Hunters and Anglers (BHA)**
 - o BHA is a non-profit sportsmen's organization that is based in Montana. The group looks to preserve North America's outdoor heritage of hunting and fishing through public education and advocacy. In short, the organization works to maintain access to North America's public lands while preventing the development of our remaining wild land. The organization was "born around an Oregon campfire in 2004" and currently has 40,000 members in chapters in 48 states, as well as the Canadian provinces of Alberta, British Columbia, and the Yukon Territory.
 - o South Carolina Chapter, Marketing and Promotions Manager (July 2021–January 2023)
 - o South Carolina Chapter, Chairman (January 2023–Current)
 - o If I were to be elected to SEMA's BOD, I would step down from this role.

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:

First and only recipient of SCORE International's Visionary Award for recognizing the need to have a 10-year contract that would extend beyond short-term marketing initiatives and budget constraints.

- o Speaker at 2018 and 2019 Global Tire Expos
- o Speaker at 2008 IEG Sponsorship Conference
- o Speaker at 2004 NASCAR Promoter's Workshop

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 type="checkbox"/> Financial Planning/Management |
| <input type="checkbox"/> Engineering | <input type="checkbox"/> Accounting |
| <input type="checkbox"/> Vehicular/Product Design/Innovation | <input 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 |

- Brand Management
- Advertising
- Marketing
- Strategic Planning
- Public Relations
- Crisis Management
- Regulatory Compliance
- Legislative/Lobbying

- Business Technology
- Data Management
- Internet Utilization
- Other (specify):
- _____
- _____
- _____

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 consider myself an engaging communicator that is capable of projecting enthusiasm and warmth when motivating team members, introducing our services to potential clients or speaking to an audience. I'm goal-oriented and have a strong sense of urgency, initiative and competitive drive to get things done, while collaborating with others in the process. I feel that I read and understand people well and use that understanding effectively in influencing and persuading others to act (though my style is often more *selling* than *telling*, to obtain results).

I'm a self-starter that is skillful at training and developing others. I'm also a confident decision-maker that believes leaders must be willing to take ownership with the direction they offer. And lastly, I'm comfortable in roles as a doer, a delegator (as I will share responsibility and authority when appropriate or necessary with others), and as a developer (to help others grow).

As for Industry issues, I believe few are seeing the opportunities that are ahead of us:

ADAS

- I believe we have been passive about the impact of ADAS on our vehicles. There are still people who attended the recent SEMA Show who do not know what the letters stand for, how their business is being (or will be) impacted from it, and most importantly, are not considering how it can be monetized.

An Aging Fleet

- The average car on the road is getting older, is being held onto longer by drivers, and the parts are becoming less and less supported by both the manufacturers and our current administration. Add this to the fact that our service technicians need to be software technicians, and the industry is facing tsunami of problems (opportunities) with repairs.

Fleet/Vehicle Ownership

- If we look at ridesharing, subscription-based ownership and the growing price of vehicle ownership, our aftermarket scene is facing a substantial change where accepted erosion is going to look like giant mudslides in certain markets. I know as an organization, SEMA has held onto the fact that there will always be passionate car enthusiasts, but how will we help manufacturers pursue vehicles that are no longer being modified as they will no longer be owned?

ICE Bans and Administration Headwinds

• This is self-explanatory as a problem but there's opportunity to rally the industry. I won't be an echo chamber here, but we must grow individual memberships. There are also some SEMA opportunities that I am passionate about as well:

ROI on Exhibiting at Trade Shows Is Quickly Diminishing

- The continued growth of D2C strategies offers less reason to exhibit at trade shows.
- Virtual product launches are proving to be more efficient and effective than trade shows.
- The SEMA Show must continue to evolve, and we need to articulate why the Show is morphing. Without clear, concise messaging, the current evolution of the Show is being viewed as a money grab instead of a business need or an evolution for the industry.
- There are a decreasing number of reasons to have a booth. However, brand strategies may dictate brands to use trade-show-like events to showcase new products, new technologies, new paths to innovation, or even a new direction for a company that has recently morphed via an M&A. Thus, trade shows need to embrace brands wanting to showcase their innovation via museums, timelines, sponsorship of specific areas, tech talks or education seminars. Customizing the Show's inventory beyond a mandatory exhibitor booth may be enough reason to entice exhibitors that have exited, to return.

SEMA Is More Than a Show

• SEMA member companies and potential members do not know that there is more to SEMA than just the annual migration to Vegas. Not only is there opportunity to grow revenue from the other services but there's opportunity to grow affinity for the organization as well.

Council Awareness Needs to Become a Priority

• It's no secret the councils are a secret. The latest President's Report shows there were more than 2,000 companies exhibiting at the Show this year. My very conservative guess is there are less than 300 companies that have employees actively involved in the councils. Fifteen-percent involvement is nearly an accident of what some would call *word-of-mouth*, *clique-marketing efforts*. An increase in awareness, and then involvement, would be a first step in tackling some of the issues SEMA faces as an organization, as utilizing a larger council network would be influencer- or tribe-marketing at its best.

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

I have four and they are all subjective:

1) I'm most proud of my network. I attended my first SEMA Show in November 2000 and knew no one within the halls of the LVCC. To walk the floor now and know that I've grown multiple relationships throughout the industry and in multiple halls may not have a monetary or financial value placed on it, but I value it, nonetheless. It would be hard to imagine being in good health and choosing not to be at the SEMA Show. It is easily the

most effective, efficient and productive week of the year. To see friends that have been made during that week is simply icing on the cake.

2) Secondly, I'd say the product launches that I've been a part of. Not just a single product or event but the process, including but not limited to the late nights of planning and travel, the on-site execution, the media coverage, the *a-ha moments*, the content strategy coming to fruition, the pre-orders, and even then blowing the sales forecasts out of the water, have all been both evolutionary and revolutionary in my career. And I'm proud to have been a part of every one of them.

3) Next, I've been teaching sales and product classes for tire dealers for nearly 13 years. Much like educators in our school systems, there is something fulfilling when you see both new "tire nerds" and veterans of the industry connect a dot (mentally) that you know will help them change their consumers' experience, help them make wiser choices, and help their customers be safer on the road.

4) Lastly, I'm proud of the fact that I have great working relationship with my team members. They allow me to challenge them, they embrace the autonomy I offer them, they continue to grow, and we enjoy the grind, the hurdles and the wins together. I know this not just because we enjoy transparency, but their 360-degree reviews confirm this. And, as a leader, it's not only a compliment but an accomplishment that should be cherished.

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 advancement of federal regulations and macroeconomic issues (inflation, unemployment, health care, etc.) but only if they are relevant to your perspective on industry issues.

Per my answer to #5 in part two of this questionnaire, I shared more than a few opportunities that I think we face. To elaborate on a couple...

ADAS

- I believe we have been passive about the impact of ADAS on our vehicles. There are still people who attend the SEMA Show that do not know what the letters stand for, how their business is being (or will be) impacted from it, and most importantly, are not considering how it can be monetized.
- For some in the aftermarket segment of this technology, there is a mentality that falls somewhere between "I was the first to the game so I make the rules" and "I'm going to stretch the rules as much as possible until legislation says I can't." Both mentalities are detrimental to our market and the enthusiasts we serve. As SEMA looks to be involved with regulatory issues, we should be leaders in helping outline what can be used and what best practices are. Transparently, I don't know what this fully looks like, and I believe capitalism will help drive these products' quality and efficiencies forward. However, we should not be waiting for politicians to wrap their heads around this and suddenly make rules or laws that favor the OEMS and don't allow the early adopters to play at all. We have a history of collaborating and actively

working with automobile manufacturers to allow us the chance to improve on what they have built and this area of vehicle performance should be no different. In summary, we need to make sure we're carrying the torch to legislate ourselves into standards that are exceeded or expected so the enthusiasts and builders we support are not left in the dark...or on the side of the road.

ICE Bans and Administration Headwinds

- This is self-explanatory as a problem but there's opportunity to rally the industry. I won't be an echo chamber here, but we must grow individual memberships.
- The current administration for our country is pushing for EV and making blank-check, ill-informed decisions regarding these vehicles based on misinformation, disinformation and biased versions of the truth, while there are obvious issues with power-grid infrastructures, highway and travel infrastructures, and the thousands of jobs dependent on internal combustible engines.

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?

ICE BANS concern me the most and I would want to be actively involved with at least three facets of fighting these bans:

- 1) I would welcome the chance to be a part of the face-to-face conversations SEMA schedules with members of our administration to build awareness for our concerns.
- 2) I would actively pursue involvement in the strategy and execution of a drip campaign to educate our members and even consumers to the pros and cons of EVs and how their acceptance could and should be adopted through evolution and not legislated revolution.
- 3) I would also offer my time in assistance into growing SEMA's individual memberships so we could be a political force to help the expansion of EV cars migrate into driveways rather than accepting the mandate of their use of the industry, and falling behind in technology and inadvertently compromising critical safety systems like automatic braking and lane-keeping, which are now mandated for 2025. Regulatory bodies such as the California and the National Highway Traffic Safety Administration (NHTSA) are already considering regulations to ensure the proper functioning of these systems. Without proactive engagement and adaptation, SEMA members risk having their products deemed illegal for use in vehicles with advanced safety systems, especially during periodic mandated inspections.

9. Given the 9 [Strategic Priorities](#) that the SEMA board and the association are focused on, which 2 do you think are the most critical and what can you do to contribute to the success of these initiatives?

I feel the following two **Strategic Priorities** are most critical to SEMA's future.

#2 REGULATORY ISSUES-- (NON-EMISSIONS) – SEMA shall facilitate and preserve legal pathways to aftermarket modifications, as well as protect the right to enjoy modified vehicles on-street, off-road and on the track.

#9 ELECTRICIFICATION/ALTERNATE FUELS – Facilitate and develop both the electric and alternative fuels performance aftermarket. Embrace both at the SEMA and PRI Shows.

I am a *trainer* and *explainer* at heart, and I fully believe that education, education and education will be the key to the success of these two initiatives. We must play a role in educating the manufacturers, the consumers, the enthusiasts, the politicians and the administrators by dismantling the disinformation regarding the regulatory acts that are being pushed upon us regarding both of these initiatives. We also need to play a role in the acceptance of the alternatives that are evolving in front of us. All EVs are not the answer anymore (or less) than EVs are only enjoyed by tree huggers. Both views stem from a cultural ignorance that is widely spread by the loudest on either side and then wrongfully embraced by the followers of those respective sides. We're leaders in the industry and thus our leadership to these issues will be imperative.

As a Board member I would push SEMA to utilize its network and resources to educate, showcase, and rally both sides to see through the misinformation and champion a common *thread of truth* through a campaign of messages and talking points.

10. If elected to the SEMA board of directors what unique qualities, experiences, connections, or characteristics are you able to activate during your 3-year term?

I am a 26-year veteran in motorsports marketing, and every marketer and racer knows that racing requires doing a lot with a little. Thus, while budgets are meant to be adhered to, creativity is key to stretching the dollar and finding success. This is true no matter if you're trying to get to one race or multiple races; if you're in the stands or on the midway; if you're competing against the visceral noise or the audible noise to win impressions; or if you're one of many brands or drivers on the track. My experience has allowed me to gain the creativity needed to craft strategies, meet deadlines and achieve objectives to help companies, brands and drivers tell their stories, launch new models, sample product, host customers, and win new consumers by utilizing the passion found in the sport to fuel creativity and win.

As member of the Board, I would use this experience to help SEMA with its strategic initiatives and I would embrace the challenge to help us win at those initiatives.

11. What industry trends or opportunities is SEMA as an association and the SEMA Show missing out on currently?

Per question #5 in PART TWO of my questionnaire, I believe there are

several opportunities, but I'll focus on two:

SEMA Is More Than a Show

- SEMA member companies and potential members do not know there is more to SEMA than just the annual migration to Vegas. Not only is there opportunity to grow revenue from the other services but there's opportunity to grow affinity for the organization as well.
- Again, education and awareness are key to overcoming this obstacle. In a world where ignorance is bliss, the value equation to continue having companies involved in SEMA will involve the services SEMA offers beyond a four-day Show in Vegas. We have silently allowed major players in the industry to be ignorant to why they should stay... and have failed to show them how they could lead. Multiple companies within our industry understand and utilize an influencer strategy to sustain their business. It's time SEMA does as well.

Council Awareness Needs to Become a Priority

- It's no secret the councils are a secret. The latest President's Report shows there were more than 2,000 companies exhibiting at the Show this year. My very conservative guess is there are less than 300 companies that have employees actively involved in the councils. Fifteen-percent involvement is nearly an accident of what some would call *word-of-mouth, clique-marketing efforts*. An increase in awareness and then involvement, would be a first step in tackling some of the issues SEMA faces as an organization. Again, building and utilizing a larger council network would be influencer marketing at its best.
- SEMA is simply missing the boat on utilizing these leaders within the industry.

12. If you get elected to the SEMA board of directors, what topics or issues will you spend your time focusing on and how will you gain support?

I listed **REGULATORY ISSUES-- (NON-EMISSIONS)** and **ELECTRICIFICATION/ALTERNATE FUELS** as the most critical in question #9 above. However, I believe my interests, passion and experience will serve the BOD and the organization best if I were to focus on these:

- **TRADE SHOWS—IMPROVE & EVOLVE**
- **MARKETING and COMMUNICATIONS IMPROVEMENTS**
- **MOTORSPORTS—PRESERVE & GROW**
- **IMPROVE MEMBER ENGAGEMENT**
- **PROMOTE AUTOMOTIVE LIFESTYLE**

To gain support, I would call upon the members of the various councils that I believe are being underutilized. These councils are looking for ways to serve and are eager to embrace challenges. The fact that there are nine councils and nine strategic initiatives is (seemingly) no coincidence. I would submit that each Board member should lead a task force for one of the initiatives and in turn, they would utilize both select committee members and council volunteers to help the Board advance these initiatives. Because, without connecting the initiatives to actual tasks, measurable objectives, cohesive teams and, most importantly, specific plans linked to action items, the SEMA councils' support of the initiatives are whimsical at best and are usually diluted to talking points that are remembered in "oh, by the way" moments at best. I believe there are ways to better utilize the Board's leadership and vision with the councils' hunger to serve and grow.

13. Where do you see the association and Show having an advantage over and edge over competitors in a similar space

Besides the fact that companies have changed the way they do business with consumers, I'm not sure I believe the Show has a true competitor. Other trade shows are just that... trade shows. But they are not our industry shows. Additionally, SEMA is big. Very big. And I believe it offers multiple advantages that range from pure volume of people to efficiencies to conduct business. However, it has to bring new ways for companies to showcase their products, their business or their vision without forcing booths as the cookie-cutter answer to the market's needs or problems.

If a company wants to showcase innovation, there should be creative ways for them to showcase their product, objective or initiative and still remain relevant without a booth. If not, the companies will continue to turn to places where they can showcase those innovations—either at other shows or standalone events.

Additionally, I believe a tribe of every make and every market will always find a way to gather. The SEMA Show currently offers the aftermarket-tribe a meeting place. It's imperative that the Show continue morphing to maintain its importance as the place to meet. As mentioned in a previous question, while SEMA Fest is step in that direction, SEMA is failing to tell the story or make the case of why the event is needed. Yes, it's an attempt to offer a different value equation for its members, but it's being lost due to poor (or no) communication.

14. Questionnaires can be 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've been attending SEMA for the past 25 years and I've been a volunteer for the past seven. I've grown as a professional, I've grown as a volunteer, and I've grown as an advocate for the organization. I see holes that I fundamentally believe that I can help repair. I'm a networker who knows how to open doors, tell a story, craft a value equation and ask for support and/or participation from people that also can help repair the holes. There are brilliant people who are SEMA members and are attending the Show but not being utilized. I'd welcome the opportunity to be a catalyst to help the organization leverage its relationship with these people to help us grow.

15. Why do you want to volunteer to be a SEMA board member?

This, to me, is the easiest question of this process, as I answer it nearly the same way, every time I'm asked...

I believe to my core that we are hardwired to be a part of something that is bigger than us. It's why people work, it's why they go to church, it's why online forums exist, and it's even

why gangs, clubs and tribes exist. Volunteering serves that purpose and fills that need, that hole, that desire. To wrap that around a passion for connecting dots and around cars, trucks and horsepower is simply icing on the cake. Then, top that with the fact that volunteering offers you the ability to network with people you normally wouldn't or couldn't meet while forcing or commanding you to grow professionally, and the ability to get involved is a secret that I don't want to remain a secret. I find it frustrating that I had worked nearly 18 SEMA Shows before I knew of the opportunity to volunteer and get involved. I now make it a personal goal to tell others what I missed and what they're missing, and I believe a position on the BOD would allow me a larger platform to share the opportunity with others.