



**SPECIALTY EQUIPMENT MARKET ASSOCIATION**

**Board of Directors Candidacy Questionnaire  
2025 Election Year**

**Marcus Umlauff** *(Incumbent)*  
**Toyota Motor North America**

<b>NAME:</b> Marcus Umlauff	<b>TITLE:</b> General Manager - Truck
<b>COMPANY:</b> Toyota Motor North America	<b>ADDRESS:</b> 6565 Headquarters Drive, Plano TX 75026
<b>OFFICE PHONE:</b> 4692926600	<b>CELL PHONE:</b> 4693185213
<b>DATE:</b> January 6 <sup>th</sup> , 2025	<b>EMAIL ADDRESS:</b> <a href="mailto:marcus.umlauff@toyota.com">marcus.umlauff@toyota.com</a>

**Please select nomination category:**

- ☐ **Chair-elect** ***\*\*Must have previously served on SEMA Board of Directors to be eligible.***
- ☒ **Manufacturer**
- ☐ **Manufacturers Rep**

## 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:

Education: MBA (Marketing); Bachelor Engineering (Mechanical);

Toyota Motor North America: General Manager of Truck Strategy:

- Responsible for the performance of pickup and rugged SUV business in US.
- Establish new business operations - integrating product planning, marketing, sales, accessories, service, TRD, captive finance (TFS) - into a total truck business strategy.
- Development and leverage of strategic partnerships across whole truck business.
- Focus on total value chain beyond point of sale considering entire customer experience - key focus on personalization and lifestyle.

[previous experience]

Toyota Motor North America: National Manager, Truck and SUV Product Planning

Toyota Motor Corporation Australia:

Head of Product planning – Toyota and Lexus

Accessories planning / engineering

TRD Australia - performance vehicle development and promotion.

Ford Australia: (graduate program) chassis design and development

Bremar Automotion (co-founder and director) – automotive and motorsport engineering design consulting

Saker Cars Australia (director) - low volume prototype sports cars for road and track. Business development and operations.

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:

Currently on SEMA Board 2023 - 2025

Board liaison for TORA (23/24) and SBN (24/25)

Active involvement in future product portfolio for Toyota NA trucks and SUV – considering strategic and regulatory influences.

Integration of performance and aftermarket brands through strategic partnerships with Toyota NA trucks.

Women Influencing and Impacting Toyota – supporting the growth and increased influence of women at Toyota USA.

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:

In current role, I have fundamentally changed how the cross functional team works together – establishing a singular focus on the success of truck. Establishing a strong and proud internal culture around success of truck. Shifting to new business practices to realize new market opportunities – developing strategic partnerships to grow the Toyota truck business.

Leading the planning team to define, justify and bring to market new models for all Toyota pickups and rugged SUV. Many exciting new programs approved but not yet public knowledge.

Integrating the accessory business, both genuine and non-genuine, into the enterprise value chain strategy – developing new models that accommodate personalization and upfit.

At TRD Australia – leading all aspects of the chassis program: from design, sourcing, development, and launch – for all new performance road vehicles for Australian market.

Co-founding Bremar Automotion – a specialized engineering consultation company for the automotive and motorsports industry.

Co-owning and developing Saker Cars Australia – introducing a new high performance car into the Australian market.

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 type="checkbox"/> Vehicle Shows/Auctions/Exhibitions
<input type="checkbox"/> Supply Chain	<input type="checkbox"/> Financial Planning/Management
<input checked="" type="checkbox"/> Engineering	<input type="checkbox"/> Accounting
<input checked="" type="checkbox"/> Vehicular/Product Design/Innovation	<input type="checkbox"/> Human Resources Management
<input checked="" type="checkbox"/> Product Management	<input checked="" type="checkbox"/> Business Management/ Development
<input checked="" type="checkbox"/> OEM Design/Technology	<input checked="" type="checkbox"/> Sales
<input checked="" type="checkbox"/> Brand Management	<input type="checkbox"/> Business Technology
<input type="checkbox"/> Advertising	<input type="checkbox"/> Data Management
<input checked="" type="checkbox"/> Marketing	<input type="checkbox"/> Internet Utilization
<input checked="" type="checkbox"/> Strategic Planning	<input type="checkbox"/> Other (specify):
<input checked="" type="checkbox"/> Public Relations	_____
<input type="checkbox"/> Crisis Management	_____
<input type="checkbox"/> Regulatory Compliance	_____
<input 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?

Driven people leader with immense passion for the automotive industry. Proven ability to identify and realize new business development on large corporate scale - integrating cross function teams with a common focus and passion. Strong network across the OEM and aftermarket automotive industry.

Building on my initial technical foundation, I have built my career in the customer facing side of the OEM business – product, price, marketing, dealer network.

I have a unique and deep understanding of the OEM operations, both in US and abroad. Through my role at Toyota, I must acknowledge the past, understand the present, and objectively anticipate the future – what will the automotive landscape look like, how will consumers evolve, and how will societal regulations and pressures shape the industry. How a business adapts and evolves to meet the opportunities of the future will define its success – this core skill and aptitude that I apply in my current role and future opportunities.

In my role at Toyota, the ever-increasing success of truck comes through thinking and acting differently. All functions delivering a wholistic customer experience – the product, personalization, accessorization, ownership and lifestyle experiences. This growth and success is due to my vision and strong business acumen.

I am in a unique position – connecting the momentum of the world's biggest OEM to the dynamic and entrepreneurial world of customization, personalization and accessorization. Very few others have experience in building business models on an OEM scale, through the strategic partnership with respected aftermarket brands.

But above all I am a people person – my success has only come from my reputation and the relationships that I have built over many years. Not just within Australia or the US, but across countries, continents, and cultures – I can build repour, earn respect and yield a strong automotive network.

I love the industry and hold SEMA in immensely high regard. It would be a privilege to continue to serve the SEMA community.

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

Moving my Toyota career to North America and being entrusted with the success of Toyota truck business. This is both a challenge and immense opportunity – it is a privilege to lead a team to grow new and ambitious business opportunities. I am most proud of the energy and passion that the team exudes in their drive to make the truck business stronger.

Another proud chapter was being part of TRD Australia – a small, dynamic team that had autonomy to design, develop and launch truly exciting performance product.

And then as young engineer – co-founding and growing new businesses in the automotive industry. Spending all our time and savings on creating new businesses – and even after moving on, seeing this business grow and thrive. The lessons learnt have been invaluable and in reflection, I am proud of my initiative and passion to make them thrive.

**You have already completed Parts 1 & 2 in the first round. Please complete Parts 3 to 5 as follows:**

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

Changing nature of the consumer – a different generation with different opportunities. This may present as a threat for some but if managed effectively, a strong opportunity. SEMA can establish sustainable relevance, engagement, and advocacy through new channels. Appealing to this new generation of consumer through richer social interaction and

promoting authentic experiences will yield significant opportunity.

Technology adoption will accelerate – but not be predictable. The speed of acceptance of electrification, safety spec, autonomy will ultimately be driven by the consumer. As this technology rapidly deploys, the opportunity to provide customers personalization and differentiation remains lucrative. OEM's economics drive them toward generic solutions; Specialty aftermarket parts will continue to provide an outlet for individualization that customers will always demand.

Legislative threats – Environmental policy is driving rapid and fundamental change in all parts of the automotive industry, including OEM. We must educate our members on how to proactively navigate legislation that cannot be influenced. Here too is an opportunity to evolve the industry to have a new relevance in the inevitably different automotive landscape.

Staffing and Training – with tumultuous labor markets, all aspects of the industry are challenged – from manufacturing, logistics, technician and sales staff. The specialty parts industry must maintain a certain “cool factor” that makes it an industry of choice able to navigate a highly competitive labor market.

Supply chain and manufacturing resilience –Supply chain challenges will favor members with robust supply chains and attention to quality. When previous years were impacted by pandemics and logistics challenges, the coming years will be subject to tariff policy and global economic relationships. There are opportunities to coach the industry on alternate supply chains, localization, alternate sales and distribution models – and above all, have members informed of the potential impacts so that they can make informed decisions and investments

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?

The evolving nature of the customer and the market represents both a risk and opportunity. Many know the current customer – but often industries fail to anticipate how the changing habits and motivations will redefine the future customer. Proactively anticipating how tomorrow's customer will change, can ensure strategy setting for future strength and sustainability.

SEMA is uniquely positioned to provide real insights and trends on the aftermarket and customers to its members. This can benefit both offensively and defensively. Customers represent an influential group that are not just foundational to the economics of the industry but can represent passionate advocates and lobbyists. If we understand the customer, appeal deeply to the customer, and activate the customer, we can fend off many threats and reap the benefits of many opportunities.

Offensively: Understand the customer deeply – beyond demographics, understand

psychographics – their values and motivations. Use this foundation to effectively market to them. Seek new channels of communication and alternate methods of validation. Build a strong new foundation of passionate consumers personalizing and modifying their vehicles.

Defensively: switch next generation consumers from a liability to an asset. Younger generations are connected, active and vocal. Beyond replenishing a strong customer base, their engagement can bolster lobbying and advocacy. Recruit and activate them as vocal supporters of the industry.

Continue and bolster MADE IN USA.. In times of a challenging global supply, societal unrest, and geo-political uncertainty, locally made provides flexibility and resilience. Improved perceived value (pricing power) provides some buffering to the inevitable cost impact

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

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?

The SEMA Board have a responsibility to navigate the present, while preparing SEMA for the future. A strong and prosperous industry can only be achieved through regulations and legislation that respect the nature of the automotive aftermarket.

Regulatory Issues have been a focus on the SEMA board during my first term, and I see this as a critical ongoing focus. Ensuring that legislation is implemented or amended to be supportive of the aftermarket industry is critical to the success of SEMA member companies.

Over the last few years, I have observed first hand the impact of strong lobbying and policy influence – with many wins for the industry and SEMA members. Further, I am proud to see the connection between OEM and SEMA DC offices, to explore opportunities to amplify lobbying efforts for the common good of the industry.

Going forward, I can continue to provide the Board with a unique perspective and background – providing context and industry outlook to best enable decision making and resource allocation for the biggest impact.

Member engagement is another initiative that is key – specifically two elements: How to provide value to all members – as their needs evolve, how does SEMA ensure relevant and impactful representation and support.

And secondarily, how to ensure that we evolve the member base – continuing to reflect the changing nature of the industry, membership, and appeal to new members. Member companies evolve – both in how they do business, and what business they do. SEMA needs to actively listen to its members – supporting the needs of current members, whilst

evolving to support new and changing member needs.

The nature of my role, and my career has been understanding the customer, and determining a strategy to best fulfill their needs now and in the future. This is the same for SEMA members – listening, learning, and matching that with an outlook for the future – we can proactively evolve to remain strong, relevant, and impactful.

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?

As a member of the SEMA board, I would continue to bring a unique balance of deep OEM experience and low volume specialty performance business – all underpinned by an immense passion for the car business.

My first term on the SEMA Board has given me background, perspective and relationships – all of which I can leverage as the Board navigates SEMA into a strong and healthy future..

My career has been built on driving new business from inside the world's largest OEMs (Toyota and Ford) – leveraging experience in all areas including accessory, conversions, marketing, product planning and overall truck business operations. My role is to build a business that encompasses all parts of the customer experience – including the aftermarket industry.

However, my experience is not limited to the scale of OEM. In contrast, and to complement, I have co-founded and grown grass roots businesses. From specialized automotive and motorsport engineering to directing low volume performance car business – the experience gained through both success and failure is unique and invaluable.

Within Toyota corporate, I must understand, evaluate and adapt to the challenges that the industry faces. My role is to build a business that is all encompassing – based on the entire customer experience, including all aspects of personalization and customization. This extends beyond the first owner to future owners.

At the heart of the opportunity is the market – the customer and the lives they live. The world they live in is driven by regulatory, environmental, and social influence. Core is understanding the customer – both today and the customer of tomorrow. Understanding what they love, what motivates them, and delivering a business that best serves them.

SEMA has been tapping into this passion for many decades. Critical to future success, is complementing this passion with a knowledge of the future challenges and opportunities – and the vision to SEMA to thrive in the new opportunities as they arise. I have that insight and already plan future business models to thrive in this space.

Strategic partnerships, when promoted and executed with vision, can provide sustainable growth opportunities for both aftermarket companies and OEMs. As marketing funds stretch, and gaining share of voice with customers becomes harder, targeted tactical



alignment between brands is efficient and effective. Combined reach, messaging, and complementary brand credibility grows both brands.

I am uniquely positioned to address this challenge - combining deep experience of OEM business, proven entrepreneurial aptitude, and a passionate understanding of the aftermarket accessorization and customization industry.

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

SEMA could have deeper integration with associated events and activations throughout the year. Many member companies and customers are present at events across the country and with different focusses through out the year. Partnering and/or leveraging connection with these events could expand the reach and ensure the relevance of SEMA.

Customers engage, connect and consume experiences differently now – being linked to events throughout the year can be an effective and efficient means to grow with the customers.

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?

In my first term, I have great passion for deepening the connection between OEMs and SEMA. I would continue to provide insights and connections to further evolve the relationship between aftermarket and OEMs for mutual benefit.

Additionally, establishing a clear long term roadmap for the evolution of SEMA based on the best interest of the members – how to ensure a social and political environment that embraces the desires of the automotive enthusiasts. Balancing and view of what works now, with anticipation of the future and how we can chart a course toward success and robust to the uncertainties and variables that inevitably present to the industry.

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

SEMA's advantage is scale, impact and passion. As an association, SEMA represents a huge number of companies, that collectively have an immense economic and social impact. The industry is founded on passion – this will not change, but it will evolve. The aftermarket industry will always be intertwined with all parts of society – leveraging people's passion and desire for the vehicles to reflect who they are and enable a lifestyle. On this foundation, SEMA is unique positioned to appeal to consumers, whilst supporting its members.

SEMA is an aspirational brand for many enthusiasts – more than a trade organization, it embodies the passion of the industry. This is an asset that can be leveraged to evolve the show and broaden engagement beyond the show.

## **Part 5 – About You**

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:

There are three words that I can best be summarized by: Passion, People and Vision.

Passion:

I love what I do. I love the industry. I love the energy of customers, and I have always loved cars and trucks. It is a privilege to be so passionate about my vocation, and this is something that both drives me and allows me to inspire others.

People:

Everything about our job is people. It brings me immense satisfaction to see a team come together and achieve something that would be impossible for any individual. Relationships are so powerful and foundational to all parts of our industry. It is those connects that inspire and drive me,

Vision:

I see what things can be – and I find great satisfaction in sharing this vision with others to build great things together.

Upon personal reflection – my success is a product of my passion... Years ago I was a young boy in rural Australia, eagerly pouring over Four Wheeler magazine, dreaming about the automotive world in the US. It was my Disneyland. As distant as that dream seemed, I was determined to make it a reality. Today I live my dream in the US – with my wife and two boys, we thrive. I feel privileged for the opportunity and driven to do huge things with it! My focus is to pay it back - provide my energy and experience to help SEMA become bigger and better.

My automotive, business and life experiences are rich and immense. In my first term, I can proudly say that I have made an impact – bringing unique perspectives to the board, so that we can collectively chart the course for SEMA into the future.

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

Everything I do professionally, and personally revolves around the US auto industry. More specifically, everything that is emotive for our customers – going beyond transportation – embracing cars and trucks as an enabler of experiences, emotions and personal representation.

This can only stay strong and vibrant through organizations like SEMA, and its volunteers. I am passionate about the future of our industry, and the least that I can do is to volunteer my time and resources to protect it into the future.  
It is an honor and a passion to serve the SEMA members.

16. Understanding how our board candidates work significantly improves the selection process. Please provide us the names and contact information for three people we can speak to in order to gain perspective about you.

Name: **Lachlan McCann - CEO**  
Company: ARB  
Relationship to you: Strategic aftermarket supplier / branded partner  
eMail:  
Phone:

Name: **KV Lacks**  
Company: Lacks Enterprises  
Relationship to you: Toyota parts supplier  
eMail:  
Phone: 616-822-6158

Name: **O. John Coletti - ex Mustang Chief Eng., Head of SVT, Ford GT**  
Company: Automotive Performance Partners  
Relationship to you: Business consultant and industry contract  
eMail: john@APP2100.com  
Phone: 248-760-1014