SPECIALTY EQUIPMENT MARKET ASSOCIATION

BOARD OF DIRECTORS
CANDIDATE QUESTIONNAIRE
2018 ELECTION YEAR

DR. JAMIE MEYER

Part 1 – Personal/Professional History

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 had very extensive training in the basic sciences, which led to me earning my PhD with distinction in anatomy and cell biology from the Syracuse University college of medicine in 1997. I then worked an eight-year postdoctoral fellowship at the University of Cincinnati. It was during this time that I had a parallel, automotive-focused, career in development as well. While carrying out a full NIH-funded research program, I was working for multiple drag-race sanctioning bodies (Fun Ford Weekend, World Ford Challenge, National Mustang Racers Association, National Muscle Car Association), moonlighting as a drag race announcer and developing content as a freelance writer and photographer.

Fast-forward 10 years, and I had left science to focus fully on the high-performance automotive industry. I began my career at General Motors as the product placement manager for the crate engine line of product. Today, I am currently the performance parts program manager at General Motors, where my job responsibilities include developing (from concept to production) the high-performance parts portfolio for all Chevrolet, Cadillac, GMC and Buick vehicles. This work includes looking into the future portfolio of vehicles (some of them are only at the architecture phase) and identifying what parts our customers will be interested in, while maintaining profitability for GM. Our portfolio is dominated by exhaust tips, performance exhaust systems, cold-air intakes, big-brake kits and suspension kits that improve ride height and/or handling. And, I work daily on future programs like our next-generation full size trucks and SUVs, the Camaro, Cadillac V-series vehicles, and the next Corvette.

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:

I would like to think that every day at GM, I am shaping the history of the automotive industry. My unique input into our high-performance vehicles is to look for opportunities to allow for the architecture to be conducive to modification and personalization by the future owner. Just like the classic Chevrolets from the ’50s and ’60s, this ownership experience will help guarantee that future generations will want to buy our products.

My philanthropic work includes the foundation of MOMS Racing, a drag-racing sanctioning body designed to introduce illegal street racers to the safer environment of the dragstrip. When formed in 1994, heads-up street car racing wasn’t popular. This pre-dates the NMCA and NMRA by several years, and filled a gap for street cars that the NHRA had moved away from. I’m proud to say that MOMS Racing continues to this day.

I am a long-time member of the NHRA, with a competition license earned at the Frank Hawley Drag School in 2000. I have maintained this professional driver’s license to this day.

Professionally, I’ve been a member of the American Heart Association, and my scientific research was, at one time, funded by this association. I have spoken at several scientific councils in the past, and my two career paths merged at an AHA event in Detroit in 2012 where I presented “The Heart Versus the Race Engine” as a fun way to motivate folks to stay in shape.

I am also a Benefactor Level Life Member of the NRA. I mention this because of the obvious parallels between the high-performance automotive industry and the firearms industry. They are both passionate communities, are heavily regulated, and have to fight daily to keep their freedoms.

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:

I have had a patent issued to me early in my scientific career for identifying a cardiovascular therapeutic target. This work is still under study by a number of scientific teams and drug companies.

As a freelance writer and photographer, I have authored more than 400 published feature articles in various automotive journals and websites. I was known for my tech features where I was able to showcase product from a number of SEMA-member companies.

A patent was issued for my GM team in partnership with SEMA for the creation of the EROD line of crate engines. Briefly, SEMA came to me during my time as the marketing manager for the crate engine line of products from General Motors.

They were looking for an emissions-legal solution for an estimated 20 million cars in California. After consulting with our engineers, the result was the EROD line of crate engines, a creative solution for the increasing demands of the regulators. This program allowed me to work with such SEMA staff as Jim McFarland, Russ Deane, John Brueggeman, and the late Steve McDonald.

In addition to EROD, I have helped GM launch dozens of high-performance parts and multiple version of high-performance vehicles into the market. This work has included the launch of the LSX block—the foundation of many high-performance variants of the now-timeless LS engine; multiple version of LS crate engines; the launch of the Supermatic line of crate transmissions for Chevrolet Performance; and the first ever "crate powertrain." I have been heavily involved in the marketing strategy (including social-media strategy and traditional communications events) for the last two generations of the Camaro, the Corvette, full size trucks and SUVs, and a number of Cadillac products.

Over the last two years, I have been pushing internally to support GM releasing a line of superchargers for our production vehicles. Working with multiple companies from the high-performance industry, we have already gone through design, marketing, purchasing, licensing, and several rounds of meetings with GM Powertrain.

Recently, I am very proud to have been involved with the newly formed marketing department at SAM Tech (samtech.edu), a trade school formed in 1985 for the training of high-performance engine machining and assembly. The first series of high-performance marketing seminars will begin in early 2018, where my staff and I will be offering fundamental teachings in marketing, communications and advertising that is specific for the high-performance industry—a first for a college of higher learning. This will be followed up by more in-depth classes in various marketing disciplines, such as social media and advanced automotive photography.

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

- X Manufacturing
- X Distribution/Logistics Supply Chain
- X Engineering
- X Vehicular/Product Design/Innovation
- X Product Management
- X OEM Design/Technology
- X Brand Management
- X Advertising
- X Marketing
- X Strategic Planning
- X Public Relations
- X Motor Sports/Racing
- X Vehicle Shows/Auctions/Exhibitions
- X Financial Planning/Management Accounting
- X Human Resources Management
- X Business Management/ Development
- X Sales
- X Business Technology
- X Data Management
- X Internet Utilization

Other (specify):

Crisis Management
Regulatory Compliance
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 am uniquely positioned to work with the high-performance industry and spot trends that affect the members of SEMA—decades before they come to market. I've seen multiple sides of this industry. From a freelance journalist who used to sneak into SEMA and PRI, I have become the expert who controls the portfolio of performance parts for the largest automotive company in the world. I am a classically trained marketer, but, most recently, I've spent three years on the job learning the development, financing and production side of the business. I believe that I am very well-rounded with a wide network of friends who will work, by my side to improve the reach and impact of the SEMA organization.

My current assignment at GM has me leading the business development for the accessories and performance parts team with large annual sales targets. I have direct lead on the operating capital used to develop new products; development of all performance parts business cases; responsibility of the profitability of each product in the portfolio; reporting duties for sales objectives; direct input on the vehicle program teams at GM to develop performance parts within their corporate budgets; day-to-day tracking of all engineering development activities; and final yearend report out. I also have input on the distribution through the ADI network as well as the 4,500 GM vehicle dealers on all performance parts. Strategic development at this level includes the right-sizing of the portfolio, profitability, annual budget requirements, and marketing/communications requirements up to and including full integration of Chevrolet at the SEMA Show.

The industry issues that we will face in the next few years— electric propulsion, autonomous vehicles and the coming greenhouse gas regulations—have me keenly interested in being a part of the SEMA leadership. These technological advances are so revolutionary that I don't think we have faced anything like this in our lifetimes. I would be very dedicated to making sure the high-performance industry is positioned to thrive during the transition.

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've always been true to my passion for this hobby/industry. I love cars, and I have followed that interest my entire life. Of my accomplishments, the following are the ones that I'm most proud of:

1. I was on the core team of six people responsible for bringing the **COPO Camaro** back to market in 2011. This included the product description, marketing strategy, NHRA class placement, distribution, legal contract, sales for the first three years of production, and integration into the SEMA Show and Barrett-Jackson charity auction (AHA).

2. As described, the **EROD engine program** was just a wonderful team effort that really spoke to the emissions requirements while still delivering big horsepower. This project allowed me to develop a new respect for the team effort that the SEMA staff can bring to the industry.

3. My early involvement with the **NMRA drag racing** sanctioning body. Working with my good friend, Steve Wolcott, I was honored to be the first editor of *Race Pages* magazine, helped write the first rule book, and announced the first 10 seasons of races.

4. In 1994, I formed **MOMS Racing—**a not-for-profit drag-racing sanctioning body focused on introducing street racers to the safer confines of their local dragstrip. This upstate New York organization is still very active.

5. In 2017, I held a series of meetings at GM where we invited the six biggest companies that manufacture **calibration-tuning software** for aftermarket vehicle applications. Coming software architecture will put their work at risk, and this was my attempt to bring them into GM and eventually offer them an opportunity to work with GM. While their work has been going on since 1985, this was the first time that GM had ever even acknowledged that they exist.

6. Every day, I help design and support high-performance vehicles that the public won't see for **five to 10 years**. For a high-performance junky like me, it's a dream come true.

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 <u>industry</u> trends. You may comment on macroeconomic issues (inflation, unemployment, health care, etc.) but only if they are relevant to your perspective on industry issues.

The SEMA research data tells us that the aftermarket automotive industry continues to grow, and we can feel that on the street and in our sales reports. We are enjoying a very hot economy, Americans are reinvesting in America, and nothing is more classically American than the hot rod.

The opportunity at hand is how best to position the SEMA membership to take full advantage of this amazing economy, positive outlook on the hot-rod culture, and the **coming evolution of the automobile.** We have already seen autonomous vehicles, ride sharing, connected vehicles and electric vehicles (EV) have an impact on our market. More than just a headline, these coming

technologies are poised to change the automotive aftermarket in ways that we don't yet understand.

For manufacturing experts, they must develop a strategy that supports their legacy products while increasing their investment in future technology.

The described opportunity is a direct result of people, and especially young people, having a lack of interest in cars in general. **Of the threats that we face, I'm very concerned about our children simply having no passion toward cars.** Ride sharing is decreasing the interest in personalizing a vehicle, and with that goes the main source of revenue for the SEMA body.

Constantly increasing regulatory changes threaten our industry. It is a daily struggle on the manufacturing side of this industry to keep within the very tight guidelines set for us. Exhaust systems, air-intake systems, calibration changes, and power adders are heavily scrutinized. While SEMA (and the OEMs) have worked with CARB to develop a path to market, this process **costs our industry millions of dollars in manpower, time and lost revenue.**

Another threat that I see is a **fractured media base with multiple sources of content** struggling to get attention. Meanwhile, the competition for attention (from other industries) has never been so intense. **Finding a way to break through the clutter and social feed will help ensure a bright future for the SEMA membership**.

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?

Of the issues identified above, the coming industrial change caused by technology **(autonomous vehicles, ride sharing, connected cars, EV)** concerns me the most.

We are faced with both a cultural and technological change in the landscape of the automobile. This isn't an evolutionary development (like fuel injection or an overdrive transmission), **we are talking about the *removal* of the driver from the driving experience**. The timeline of this transition is in question, and the complete adoption of this technology seems years away. However, as we slowly increase the distance between the driver/owner and the thrill of driving a car, the passion that fuels our industry is challenged. This passion has lead our constituents and our end consumers to modify the automobile for more than 100 years.

The automotive aftermarket industry is well known as a very resourceful group of individual entrepreneurs. Since its beginning, the SEMA membership has been able to take a production car and rapidly evolve that platform. This culture of risk taking, excitement and daring engineering will be needed to take advantage of the autonomous/ride sharing/EV movement. **SEMA will need to invest in**

understanding these technologies and offer insights to our members.

We will need to work with the OEMs to anticipate what products are coming, identify customization potential, and quickly adapt. SEMA will need to study the projected timeline of each technology, propose when these changes will impact the industry, and help the SEMA members transition to this change.

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?

I have been fortunate to have seen SEMA at its best on several occasions as an attendee of 15 SEMA trade shows. I have also seen SEMA in action as a lobbying group as part of the EROD initiative—a team effort between SEMA lobbyists, SEMA legal staff and GM performance engineering.

The SEMA board must pursue those initiatives that threaten our industry. Where SEMA has done well was with the recent work to protect the future of sportsman racing by initiating the RPM Act. **I think SEMA should <u>put even more emphasis</u> into watching, reporting and fighting any entity (the EPA in this example) that threatens our industry.** Since the firearms industry and the aftermarket automotive industries close in size, the lobbying work that the NRA has done for decades could serve as a model of how to fight legislature such as the EPA's attack on our sportsman racecars.

I am concerned that SEMA may be spread too thin. I suggest that the Board commissions a study to define every initiative that is currently being worked on; evaluate how effective that initiative is at achieving SEMA's mission statement; and **then <u>discontinue</u> all those initiatives that do not serve the SEMA constituents.** We need to clearly define what SEMA stands for and ensure that the board focuses all activities on reaching that goal.

The acquisition of PRI by SEMA was a brilliant move on many fronts. The excitement that PRI brings to the constituents is real and palpable. **The SEMA Board should <u>add</u> more support for PRI and the motorsports industry** that it represents.

SEMA needs to continue to take advantage of every opportunity for **youth engagement**. This must be a focus. We must develop more "selfie moments" for our youngest members to share and, therefore, become advocates and future leaders for our industry.

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

You will be reading the responses from several very qualified individuals, but I hope the SEMA board can see that I am truly unique in this talented field.

- I have an extremely diverse background in the high-performance automotive industry. Over the past 25 years, I have worked with small speed shops, massive parts distributors, multiple media outlets, technical trade schools, motorsports sanctioning bodies, racers, custom car builders, television shows focused on cars, automotive dealerships, the most prestigious automotive auction companies, and enthusiasts from around the world.
- I am uniquely positioned to see the future of the automotive industry. My daily work includes planning the manufacturing and profitability for high-performance automobiles, accessories and performance parts 10 years into the future.
- My passion runs deep for the people that make up the SEMA organization. I was drag racing in college, street racing in graduate school, announcing drag races during my postdoctoral fellowship, and I left a medical career to go "play with cars" full time. I will never get tired of helping this industry grow and do amazing things.

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

As the aftermarket industry continues to grow, it's easy to play it safe. The SEMA Board should be asking, "Can you grow any faster? What is stopping you? What barriers are in our way?" Now is the time when the SEMA Board could turn up the aggressiveness. We need to identify ways to grow faster and eliminate anything that is holding up our constituent companies. The SEMA Board needs to think bolder. Let's study what is working for other industries (professional sports, entertainment, tech), and bring what works back to SEMA. We will find the right answers to those questions.

12. How about its strengths?

SEMA has done a tremendous job of studying this industry, assembling that data and sharing it with their constituents. As a strategic planner for the largest manufacturer in this industry, the market data that SEMA provides is something that is referenced daily by the performance parts/accessory team at GM. As a member of the SEMA Board of Directors, I will be asking to expand this effort and to increase the effectiveness of this data.

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?

For the short term (one to four years), SEMA needs to 1) leverage the good economy and positive, public perception of our industry, and turn this into a meaningful campaign to attract young people to our community. 2) We must

ensure that SEMA protects the ability of individuals and our industry to modify and personalize automobiles. 3) And, we need to continue to develop our relationships with the big three OEMs and prepare for the coming influx of industry-changing technology.

For the long-term (four to eight years), we need to better understand the impact of the technology change facing the auto industry. Identifying and studying the autonomous and EV product coming out of Detroit would be priority one. A market study would need to be performed to help SEMA answer a few basic questions: Do these vehicles offer personalization opportunities? If so, what types of modifications is the modern vehicle consumer most interested in? And, what motorsports or youth activities would we prepare to draw more attention to this industry?

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 am passionate about cars/trucks/SUVs, and I still get a warm feeling in my heart when I see something special in this industry. SEMA has done a tremendous job leading us since 1963, and I would be honored to have a leadership role with this great organization to help continue this work.