



SPECIALTY EQUIPMENT MARKET ASSOCIATION

BOARD OF DIRECTORS CANDIDATE QUESTIONNAIRE 2019 ELECTION YEAR

CHRIS DOUGLAS

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 have enjoyed many great opportunities, both personally and professionally, within the automotive aftermarket and motorsports industry. I grew up in a family of Circle Track racers before starting my own racing career in karts at the age of 9, resulting in a world championship title a few years later. From that point forward, I raced stock cars on a professional level with career starts in NASCAR, ARCA and ASA—even partially funding my college education through race winnings. Shortly after graduating cum laude as the top marketing graduate in the class with a BA from the University of North Alabama, I made the decision to step away from the driver's seat to focus on building a career on the business side of the motorsports industry. After spending several years as the operating partner of a start-up stock car driving school, I joined COMP Cams as a marketing coordinator in 2003. Over the next decade, my duties within the COMP Performance Group expanded from being a member of a three-person marketing department to becoming the vice president of marketing with a team of more than 20 talented employees that served 15 major automotive brands and managed a collective budget of more than \$10 million.

Additionally, in 2015 I became chief operating officer and co-owner of Xceleration Media, an automotive media startup that created and distributed enthusiast content through numerous digital and print communication channels. After little more than 24 months of operation, Xceleration Media, under my sole fiduciary management, established a revenue base of almost \$1 million, reached more than 1,000,000 hardcore enthusiasts and assembled a staff of more than 25 of the most reputable automotive content creators in the world. The difficult decision was made to sell Xceleration Media in late 2017 to provide the brands and employees with additional growth opportunities through an acquisition by Power AutoMedia.

In May of 2017, I was promoted to the newly created chief operating officer position for the COMP Performance Group and given strategic, operational and financial oversight for the full portfolio of companies. The duties of this role are wide-ranging and involve working with many stakeholder groups from company ownership to 400

team members to external business vendors, as well as the daily leadership of our senior management team.

Outside of the automotive industry, I am an avid student of emerging business technologies, entrepreneurial startups and the latest marketing trends. I was a member of the Memphis Advertising Federation for more than six years until leaving the group to devote more time to SEMA volunteer service. I routinely attend professional development and non-automotive industry conferences such as the Internet Retailer and the VAI Prevail Conferences.

Additional bio and personal information are available via my social networks:

LinkedIn: www.linkedin.com/in/mcdouglas

Facebook: www.facebook.com/mcdouglas

Twitter: www.twitter.com/marketingchaos

Instagram: www.instagram.com/marketingchaos

Website/Blog: www.chrisdouglasblog.wordpress.com

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:

My volunteer activities within SEMA have allowed me to contribute on numerous board and council task forces.

SEMA Special Board/Council Task Force Member, 2012

SEMA Special Committee on Councils, 2012–2016

SEMA CBLC, 2015–2016

SEMA Board Nominating Committee, 2017

SEMA WD of the Year Task Force, 2017 and 2018

SEMA Board of Directors, 2016–2019

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 been featured in countless industry publications as a contributing writer, spokesperson and subject matter expert. In addition, my previous ownership role with Xceleration Media allowed me to lead the production of numerous industry magazines, websites and video shows. I have been a panelist/presenter at numerous SEMA and industry events with topics that ranged from digital/social-media marketing to next-generation customer development. During each of the past

two years, I had the honor to speak at the PRI Trade Show student breakfast as we worked to assist the next generation in charting their automotive/motorsports career path.

Additionally, I have been humbled to receive several awards from my peers within the automotive industry.

- SEMA YEN Member of the Month, March 2010
- SEMA YEN Young Executive of the Year, 2012
- *SEMA News* “35 Under 35” Recipient, 2012
- SEMA Gen-III Innovator Award Finalist, 2012
- SEMA MPMC Chairman’s Service Award, 2014

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

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

Part 2 – Personal/Professional Attributes

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

I feel that my core leadership strengths revolve around a well-rounded, pragmatic approach to management that allows me to break complex, strategic plans into achievable short-term tactical projects. Working within a large organization for more than 15 years, I understand how to take a holistic view to problem-solving and how to anticipate the “ripple effect” of actions/changes. I am creative and entrepreneurial, which often allows me to think outside the box when tackling tough problems.

From my experience as a hands-on racer/enthusiast to more than 22 years of business experience (both large and small companies) in this industry, I feel that I bring a unique blend of skillset, passion and dedication to my SEMA volunteer roles. I have the energy, vision and dedication to help this industry tackle the current challenges and opportunities.

My work on the SEMA Board over the last 32 months has been very rewarding, but there is much yet to be accomplished for our members. I believe the directors, Board leadership and SEMA staff have collectively performed great work by identifying several key strategic areas that must be addressed to allow our members to succeed in the future. However, we must begin to execute these plans with a greater sense of urgency if we are to make-up ground in a fast-moving marketplace.

Next Generation—This is a topic that touches many areas/projects from the SEMA Show to the marketing of the industry abroad. I feel it is critical that we, as an industry, continue to evolve in order to remain relevant to tomorrow’s enthusiast. I feel strongly that the association must lead those changes with the understanding that SEMA’s single greatest responsibility to its membership is to ensure that the many niches within the automotive aftermarket remain strong and vibrant. The SEMA of 2024 will look and operate very differently than the SEMA of today. It is our obligation to responsibly and sensibly evolve the association so we can lead our membership into the future.

Regulatory/Legislative—Our membership faces many regulatory and legislative challenges in the years ahead (see the RPM Act). I feel the association must take a strong leadership role with a two-pronged approach: a) increase our efforts to preemptively work with the federal/state government to eliminate and/or negate harmful, misguided and unfair regulations; b) aggressively work with our membership to educate them and provide them with the business resources to comply with laws/regulations that are enacted. We’ve made great headway in this area, but we must continue the work with urgency and remain steadfast to recognize legislative challenges before they reach critical mass.

Member Value—While our membership is extremely diverse, I feel the association has a great responsibility to provide each member with representation and tangible business value that extends well beyond hosting a trade show. This value comes in many forms (business services, technology, legal advice, international trips, etc.), and the needs vary greatly among the membership subsets. It's imperative that we define these needs and develop SEMA programs to achieve the desired results (and it's okay to fail sometimes). Many of our members are unfortunately being left behind in a fast-moving marketplace, and I feel the association has an obligation to do everything within its control to help those companies rapidly evolve while also growing the overall market size.

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

My most notable personal achievements to date are being a husband to my beautiful wife and industry veteran Hailey Douglas and father to two energetic little boys. I am proud of the fact that I have lived my life with integrity, great purpose and Christian fundamentals.

My most notable professional achievement thus far is to be a part of all that we have accomplished in the last 16+ years at the COMP Performance Group. I work tirelessly, not for personal achievement but to make sure our 400 employees have good jobs and professional opportunities to be successful. In the last 22 months, my work as the chief operating officer has been extremely rewarding (and challenging) as it has provided new opportunities to shape the company culture and guide a 40+ year organization through a rapidly changing marketplace.

Additionally, I am proud of my volunteer work on behalf of the industry. I feel that my past SEMA service has proven that I am willing to stand up for what I believe is in the best interest of the membership, even when it may go against the popular opinion. Our industry, now more than ever in its history, needs strong leadership that doesn't shy away from being creative, decisive and passionate.

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.

Top Industry Opportunities:

- 1) Embracing the current automotive technology revolution
- 2) Next-generation recruitment
- 3) Expansion of international market development efforts
- 4) Development/acquisition of complementary new market segments

Top Industry Threats:

- 1) Increasing legislative/regulatory challenges
- 2) Consolidation of traditional market segments
- 3) Lack of industry awareness among general population
- 4) Divergence of industry membership: traditional vs. “tech-o-motive”

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?

- 1) Legislative/Regulatory Challenges–In my opinion, this is and should continue to be a top priority of SEMA. By its very nature as a trade association, SEMA is charged with being the caretaker of the industry and ensuring that our members have a reasonable path to prosperity. I think our efforts in this area should be proactive and aggressive on both the federal and state level. We must remain vigilant and build mechanisms for rallying support from association members as well as enthusiasts for industry-friendly legislation. Of utmost priority is ensuring that new legislation pertaining to modern automotive technology (autonomous, ADAS, electrification, etc.) is written/enacted in a way that allows SEMA members to prosper and supports the overall automotive hobby.

In order to do these things, we must properly invest in the infrastructure and resources to support our legislative/regulatory goals. We are no longer able to treat this area of the association as a secondary priority to only be activated when there is a threat recognized. The future of our industry hinges on properly addressing these needs as there is no conceivable scenario in which the legislative/regulatory pressures vanish or even lessen in the years ahead.

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?

In my three years on the Board, we have rightfully spent a great deal of energy on the RPM Act and, to a lesser degree, next-generation exploratory projects and financial stewardship. It was absolutely the right thing to do for the industry given the legislative pressures at the time, but I believe it is imperative that we now return to a more balanced approach toward what I feel should be the association's long-term strategic priorities (see question #8). The RPM Act also spotlighted some of our weaknesses as an association, and I believe that as a Board member I now have better clarity on how we can address those areas moving forward.

The next few years are sure to bring many challenges from a political, economic and industry evolution standpoint. I think it is absolutely critical that we move rapidly to make the association more nimble and responsive to member needs. I would recommend that we start with an overall review of the full business structure to ensure that it facilitates the quick movement that today's market demands. This would also be the ideal time to create an organizational structure that will allow for future membership/segment expansion as well as better representation of current segments (PRI is a great test case).

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

I believe that I bring proven SEMA Board of Directors service and a well-rounded business acumen that extends into many areas within the overall automotive aftermarket and motorsports communities. I am willing to put in the hard work on the Board and do it for the right reasons of bettering the industry. My current professional role has afforded me the experience of leading 400 employees with full P&L oversight of a \$100+ million organization. I understand what a privilege it is to serve the SEMA membership along with the very real responsibilities that come with such a key role.

Candidly, I am not satisfied in what I have accomplished in my first Board of Directors term. However, I feel that I now have the experience and understanding of the complexities to do much more in the next three years.

With only 10 Board members, every seat is critical, and the next three years are sure to be challenging. I would urge the nominations committee to put the absolute best candidates



for the job on the ballot—even if it is decided that I am not among that group. There is simply too much at stake for the industry ahead to make any other decision.

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

Like every business/association, SEMA has many opportunities for improvement. The maturation of the overall aftermarket industry, combined with a worldwide technology revolution, has produced an unprecedented shift in member needs. For these reasons, I feel SEMA's greatest operational challenge is its current inability to move quickly enough in a fast-changing world. I believe this can 100% be solved, but it extends throughout many areas of the association from the overall organizational structure to a lack of industry experience among the staffing.

Furthermore, I am not aware that there is currently a solid plan for dealing with the rapid technology divergence taking place within the current/prospective SEMA membership. It would likely be frightening to fast forward 10 years and compare the membership roster of 2029 with the one from today. Technology companies (Google, Apple, Uber, etc.) are reshaping the automotive market and, to date, we have been unable to attract them to the SEMA Show, much less into membership. How will SEMA provide member value to technology companies? How will SEMA continue to serve smaller traditional aftermarket companies while also making sure that it can serve mega "tech-o-motive" companies that are likely to be the long-term future of the transportation market? In my opinion, this is a topic the Board of Directors should be discussing with a great sense of urgency.

These are the "best of times" financially and otherwise for the association, which is exactly why we must use our wealth of resources to prepare for what lies ahead rather than wait until it's too late.

12. How about its strengths?

SEMA has truly been blessed with strong operational and financial leadership over the last several decades. Thanks to those efforts the association is wonderfully positioned financially to invest in critical areas of need today. Today, the SEMA brand is powerful around the world, and the SEMA Show has few rivals in reach and overall impact.

SEMA leadership and those volunteer leaders that have come before us have done an exceptional job guiding the "ship." Now it's up to us to learn from their experiences and leave the industry better than we found it, despite the many challenges ahead.

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

I would like to see the Board tackle a revamp of the association's business structure which is a foundational element of many of the opportunities that I have outlined in other areas of this document. I believe the goal of such an effort should be to first and foremost create a nimble association that also can accommodate new market-segment growth (powersports, RV, etc.) while delivering strong member value and representation in each market segment. Personally, I feel our current business structure is not optimized for doing so and the council/network system is simply not enough to properly serve our current membership segments nor future growth. How we organize/position PRI in the months ahead should create the template for a sub-association model that could lead us into the future.

I urge the Board to tackle the LRP discussion around the technology-fueled divergence taking place within the industry (see question #12). How do we handle "tech-o-motive" companies at the SEMA Show, and how do we provide them membership value?

Additionally, SEMA market research is another area that I feel needs further Board attention. Market research is a core competency of every trade association and, if done well, provides tangible and meaningful business guidance for member companies. While we have made some improvements in this area in the last few years, I feel it is our responsibility to provide timely, relevant data to help our members prosper in the future.

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 think my current Board and council service has shown that I am willing to ask the tough questions when many others are simply not. I am passionate about this industry, and I'm willing to fight for its future.