

ONE TEAM. ONE EXPERIENCE.

2020

SCCA

National Convention



B Engaged:

How to Increase Class Participation in Road Racing

Frank Schwartz



B Engaged:

Or, how did we go from
16th to 6th largest class
at the Runoffs[®] in 1 year?

Motorsports Bio



- 1980 - Introduction to SCCA
- Solos, Hillclimbs, Road Races, & Road Rally's Oh My. 300+
- Experiences: Solo Event Chair, Newsletter Editor, Timing & Scoring
- Currently:
 - SCCA Foundation Director of Fundraising
 - Unofficial B-Spec Marketing Manager

Professional Bio



- 30+ Years in Automotive Industry
- Engineering, Program Management, Operations, Sales & Marketing
- Founder of AACCS = Advanced Automotive Consulting Services



Who is AACCS?



- 9-year anniversary 1/25/20
- Started as Market Research for automotive suppliers
- Grown to 2-full & 12-part time staff
 - Executive Strategy
 - Business Development
 - Event Management
- We specialize in

Customer Engagement

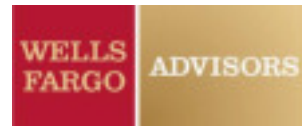
Photo Credit – Erin Miracle



Bayer MaterialScience



WITTENSTEIN



Hans-Andreas Fein and Associates



B-Spec History

- December 2010 Introduced at the PRI Trade Show in Florida
- April 2011 SCCA announces inclusion in SSC
- September 2012 B-Spec Shootout comes to Runoffs®
- January 2013 First B-Spec Race



Growth Plan – Informal to Formal



- Class Cheerleader
David Daughtery
- 2017 Indy Runoffs®
Introduction & discussion
- August 5, 2018
I purchased a car!

Formal B-Spec Growth Plan for 2019

- 1. DEFINE a Goal and MEASURE against it**
- 2. TELL Stories/ENGAGE the Group**
- 3. SURPRISE and DELIGHT**



S
Specific

M
Measurable

A
Achievable

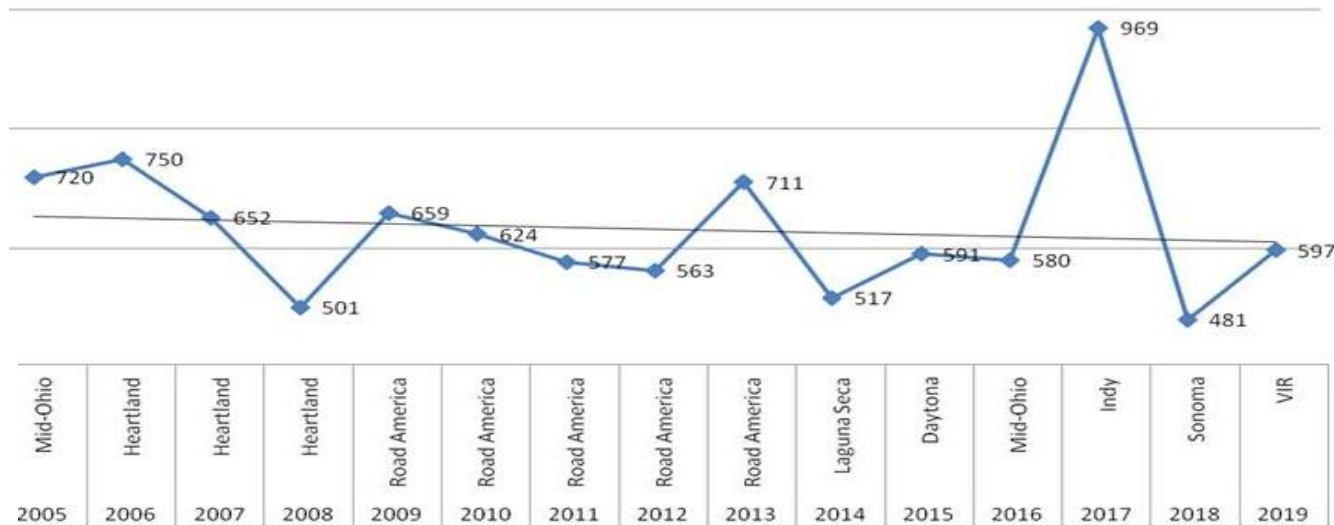
R
Realistic

T
Timely



Why the Runoffs[®]?

- 1) *Very Visible*
- 2) *Creates a Great Story*
- 3) *Trickle Down effect*
- 4) *Gradual long-term decline*



Measure the Goal

- Specific Increase Runoffs® participation in order to get our own race
- Measurable Targeted # cars: 25 goal, stretch 30
- Achievable There were enough cars
- Realistic But highest car count EVER was just 18
- Timely Started after 2018 runoffs so within 1 year

Why Telling a Story is Important

- Stories Engage our Emotions
 - They are 22 times more memorable than facts
- Stories Make Us use our Brains Differently
 - Powerpoint activates the language parts of your brain
 - When you hear a story, other parts of your brain are activated.
For example, when I told you the story of my runoffs experiences, you hear the sound and see the sights
- **Evolution has wired our brains for storytelling**

Telling a GOOD Story



- *The Elements of Journalism*, describes journalism as “storytelling with a purpose.”
- Treatment trumps topic

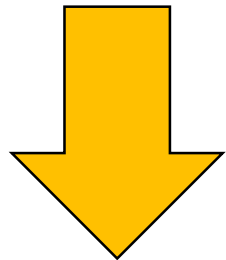
<https://www.americanpressinstitute.org/journalism-essentials/makes-good-story/>



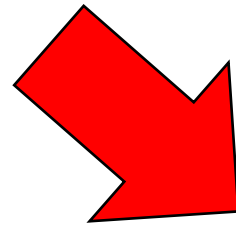
Classic Narrative Arc



Climax



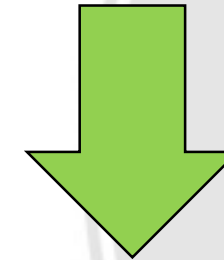
Setting & characters



Tension & conflict

**IF WE DON'T DO
 SOMETHING THE
 CLASS WILL
 DISAPPEAR**

Resolution



New normal

In his recent [Politico article](#) on how storytelling decided the 2016 election, Mark McKinnon (of Showtime's *The Circus*), outlines it like this:

"Identify a threat and/or an opportunity. Establish victims of the threat or denied opportunity. Suggest villains that impose the threat or deny the opportunity. Propose solutions. Reveal the hero."

What makes B-Spec Special?

- PASSION** But really all classes can lay claim to this
- SUPPORT** Racers helping racers – same here
- GROWTH** Get in on the Ground Floor of the Fastest Growing Class
- AFFORDABLE** A competitive car can be built or purchased for between \$7,500-10,000.
- EQUITABLE** No other class of racing has the number of different brands that are **COMPETITIVE** and the level of affordable equality in the rules.

Turning Drivers into Salespeople



The 4 Corners of Engagement

- 1) Belonging;
- 2) Being part of something big;
- 3) Going on a meaningful journey; and,
- 4) Knowing they make a difference.



1) Belonging – Celebrate the Individual

The image shows a screenshot of a Facebook group page for "B-Spec Racing". The page header includes the Facebook logo, the group name "B-Spec Racing", a search bar, and navigation links for "Home" and "Create". The group's profile picture is a blue car. The "Members 663" link is circled in red. Below the header, there is a post by Hamilton Beck from 4 hours ago, featuring a blue car. The right sidebar shows the "Admins and Moderators" list, including David Daughtery, Derrick Ambrose, and Kyle Keenan. A large "ENGAGE" watermark is visible in the background on the right side.

B-Spec Racing
Public group

About
Discussion
Announcements
Members
Events
Videos
Photos
Files
Recommendations
Watch Party

Hamilton Beck
4 hrs
I got wheels and Tires sorted out today and was able to take the fit out for its first drive since it was sent to auction!

Members 663 Find a member

Frank Schwartz
View 5 recent posts
Director of Donor Relations at SCCA Foundation

Admins and Moderators 3

- David Daughtery**
Admin
View 1 recent post
Carmel High School
Friends
- Derrick Ambrose**
Admin
Brush Prairie, Washington
Add Friend
- Kyle Keenan**
Admin
Works at SmaK Plastics, Inc.
Friends

2) Being part of Something Big



3) Going on a meaningful journey



July 14, 2019

Congrats to the next 4 racers who have qualified for the Runoffs. David Dimer, Rob Bax, Riley Salyer and Travis Washay. We are now at 21 qualified. Waiting on Brandon Rob Piekarczyk and Tony Roma who will qualify at Grattan, Jay C qualify at NJ, William S Rogerson who will qual Holmstrom and Ed Wer just don't know it.



Frank Schwartz

August 1, 2019

Excited to announce we are back to 30 (provided all the yellow and white racer numbers below follow through). We have 2 new additions we hope to announce soon. In the interim here is the revised Spotters Guide discussed with Gregg Ginsberg at Laguna. Reminder that this is to help the announcers so Bigger numbers and names and pictures of side view of cars are what they requested. Green is registered, yellow is requirements met but not yet regist Brandon and check the da





Frank Schwartz

August 21, 2019


ALL 28 have now registered. Updated 8/23 & 8/28


ENGAGE

4) Knowing they make a difference


f B-Spec Racing   Fran

Discussion
 Announcements
 Members
 Files
 Recommendations
 Watch Party

Search this group 

 **David Daughtery**
 Admin · September 24, 2019

Revised Runoffs **schedule** is out. Now we have one qualifying session by ourselves! Thank you SCCA!

 **EVENT SCHEDULE**

Virginia International Raceway #10C-19-5
 Full Course 3.27-mile
 HELD UNDER 2019 GENERAL COMPETITION RULES
REVISED 9/19/2019

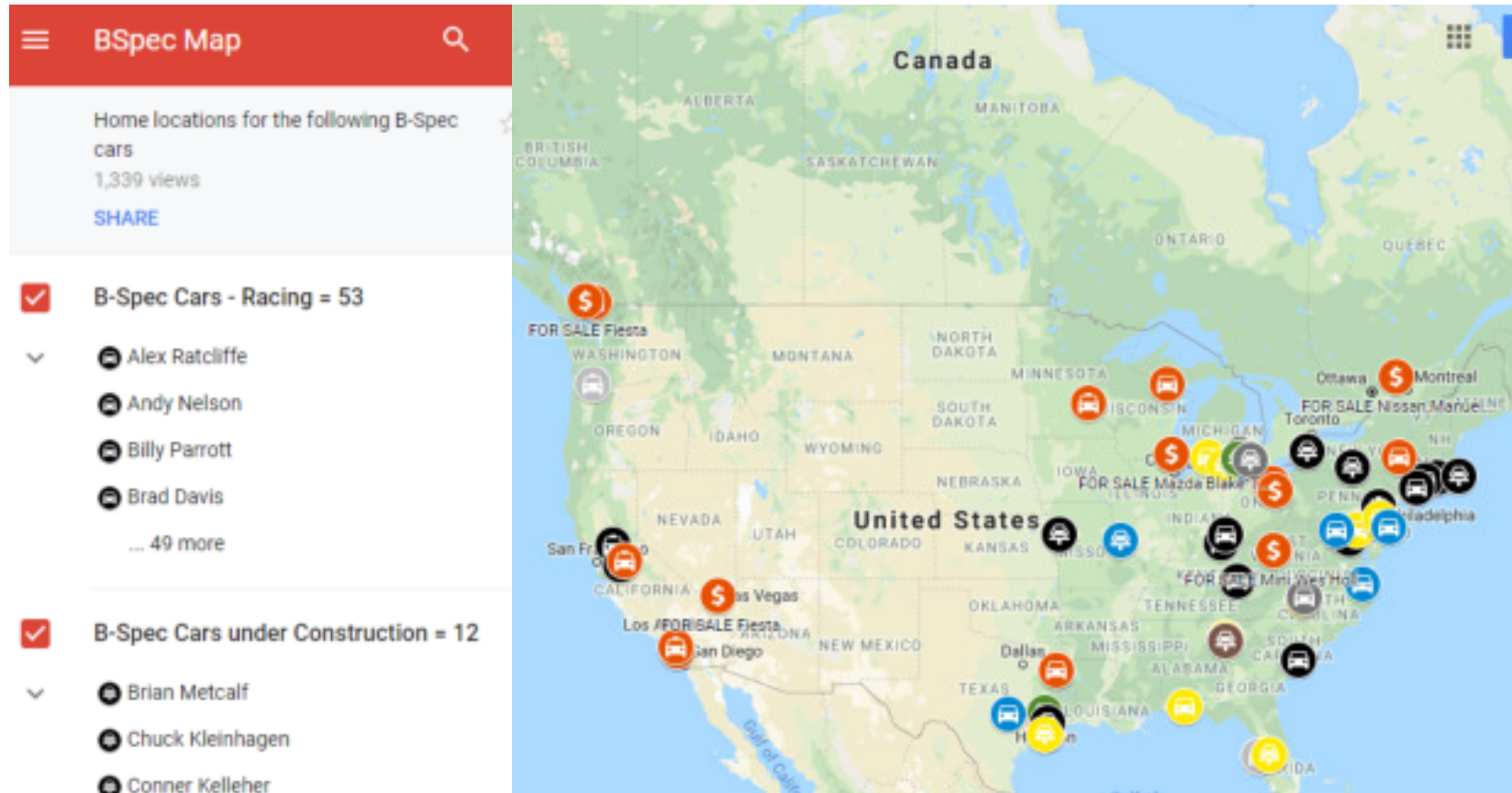
The Race Director may alter the schedule at any time before September 7, 2019 for any reason. REGISTRATION HOURS

NATIONAL CHAMPIONSHIP RACES			
ALL RACES 15 LAPS OR 40 MIN., WHICHEVER ELAPSES FIRST.			
RACE TIMES ARE CARS ON COURSE TIMES.			
	<u>FRI 10/11</u>	<u>SAT 10/12</u>	<u>SUN 10/13</u>
8:00	Anthem	Anthem	Anthem
8:15	T4	T3	B-SPEC
9:15	EP	STU	T2
10:15	P1	HP	P2
11:15	SRF3	FV	FP

Light snacks & beverages
Wed 10/9 6 pm - 8 pm* Block Party Open to everyone!
Thurs 10/10 6 pm - 9 pm* ALL PARTICIPANT PARTY & DINNER at the Gallery <i>Tire Rack Pole Awards</i> <i>Worker of the Year presented by Mazda</i>



Creating a Community





David Oliveira

2011 Mini Cooper
 G.A.B.B. Racing
 Hometown: Sterling CT
 Birthplace: Torres, RS Brazil



6

Sponsors: TRVMedia.com, MINI of Warwick, Signature Signs,
 MINIs Making a Difference

PROFESSIONAL BIO:

Oliveira is a farmer by choice and the mechanic by trade. He holds a degree in farming from EAFS in Santa Catarina, Brazil and an Associate Degree in automotive from NERech in Rhode Island. Most recently he worked for a MINI dealer for over 5 years as a master mechanic and is currently a Bronze level mechanic at a Porsche dealer.

PERSONAL BIO:

David was born and raised in the coastal town of Torres, Brazil. Moved to the US as an exchange student at age 18. David is married to his very supportive and understanding wife, Amanda and they are parents of 3 furry babies, 2 cats, Fritz and Kali, and their Golden retriever Riley. He loves stand up comedy and eating Nutella straight from the jar, yet his father is probably the most interesting man in the world.

RACING BIO:

Oliveira's first autocross event was in 2009 with the local New England region SCCA in an ES Miata that overheated after 6 runs between him and his co-driver friend/car owner. He drove a Jetta, Solstice, Civic, Elise and RX-8 in autocross for several years. He got involved with Track Night in America and was hooked. Obtained his SCCA license 3 years ago and have been racing his MINI locally in ITB, HP and B-Spec. He won B-Spec and came in 3rd in ITB in his rookie year and this year won the Northeast Conference Majors championship in B-Spec.

CAR HISTORY:

The car was built by Oliveira from scratch, without ever seeing a B-spec car up close. The donor car had front-end damage and the build took him over 18 months to gather parts and get the car on track in 2017.



FUN FACTS:

- Oliveira mostly learned English from watching Family Guy and South Park.
- He is from the same state as Gisele Bundchen (but has never met her)
- At one point he owned 11 MINI Coopers earning him the nickname Cooper Dave
- Was once in a punk rock band in high school.



Frank Schwartz

2011 Mini Cooper
 AACS Racing
 Hometown: Davisburg MI
 Birthplace: Frankfurt Germany



24

Sponsors: Appalachian Race Tire, Trailer Jaws, Detroit Tuned, Race Track Maps, Winding Road Racing

PROFESSIONAL BIO:

Schwartz is a graduate of Northwood University and also attended North Carolina State University where he majored in Mechanical Engineering. After senior-level executive positions at Magneti Marelli and Bosch he started AACS, a business development consultancy assisting automotive suppliers and manufacturers. His trend research into electric vehicles and autonomous vehicles has led to being the keynote presenter at industry conferences

PERSONAL BIO:

Born in Germany, Schwartz grew up in the Black Forest and coastal North Carolina. He has 4 children, the youngest two (Alison and Aaron) will be at the track cheering him on along with his biggest fan, girlfriend Simone. He has one grandchild and another due in November. Schwartz enjoys travel, live music and playing soccer.

RACING BIO:

Schwartz started autocrossing a 1968 Pontiac Firebird in 1980 before moving on to hillclimbs and eventually road racing in a 1978 Ford Fiesta. After 28 years of local and regional races, Frank ran his first year of Majors and qualified for the Runoffs at Indianapolis in H-Prod. Last year he sat on the podium at Sonoma before relinquishing the position due to a 2nd lap accident that he accepted responsibility for. His 200th race was earlier this year at his local track of Waterford Hills where he won and set the track record. He has 72 race wins and 146 podiums.

CAR HISTORY:

The car was built by David Ellenwood in the summer of 2017 as part of a \$8500 challenge. Schwartz purchased the car in August of 2018 and has raced it 30 times in the past 13 months.



FUN FACTS:

- Schwartz went to High School with Michael Jordan
- His company AACS stands for Advanced Automotive Consulting Services. It also stands for his 4 children, from youngest to oldest, Aaron, Alison, Christian and Steven.

Best Friends

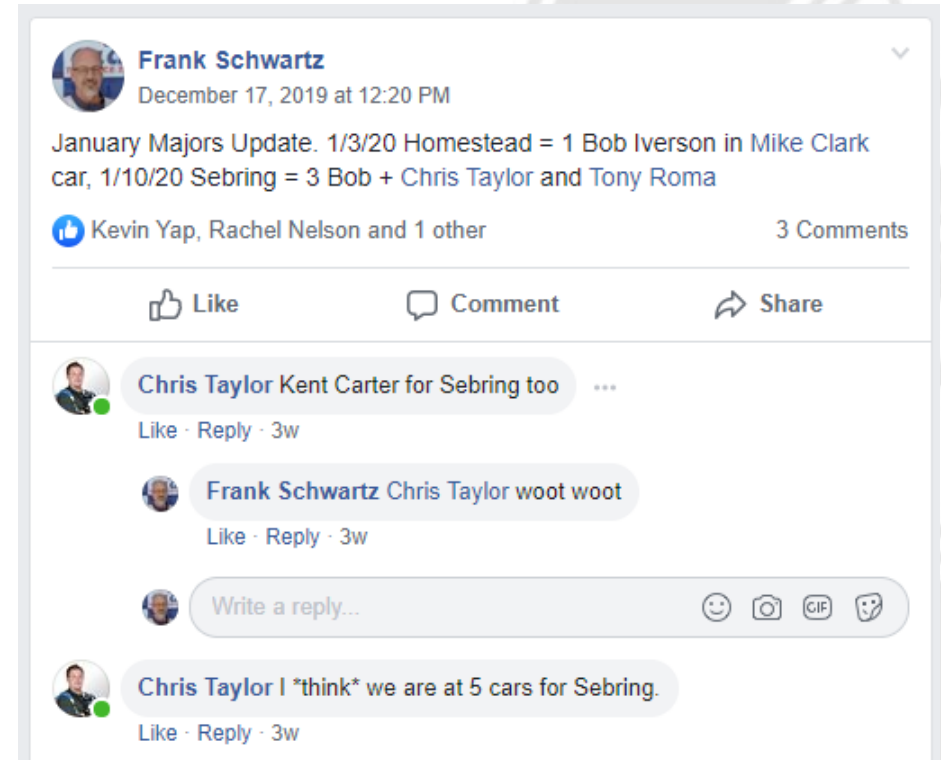
People who have a best friend at work are 7x as engaged



In the old days you had to show up at a track to find out who you were racing against



Motorsport Reg allowed you to view the entry list before events, but only after people paid to register



Creating and documenting a Race Car's history increases its value



David Oliveira

2011 Mini Cooper
 G.A.B.B. Racing
 Hometown: Sterling CT
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Creating a
Marketplace
for a Race Car
increases its
value





2019 SCCA MAJORS CONFERENCE CHAMPIONS

MidStates Conference Champion
 Frank Schwartz Mini Cooper
 2nd – John Phillips
 3rd – Riley Saylor

Northe Conference Champion
 David Oliveira Mini Cooper
 2nd – Frank Schwartz
 3rd – Drew Strickland

Western Conference Champion
 Frank Schwartz Mini Cooper
 2nd – Cherie Storms
 3rd – WC Storms

Northern Conference Champion
 Fritz Wilke Ford Fiesta
 2nd – Brandon Vivian
 3rd – Tony Roma

Southern Conference Champion
 John Phillips III Honda Fit
 2nd – Kent Carter
 3rd – Chris Taylor

Southeast Conference Champion
 David Daughtery Honda Fit
 2nd – Brad Davis
 3rd – John Phillips III



Exploring outside the Group





AACS B-SPEC 2019 Rental Guide



NORTHWEST
 Coming Soon

MIDWEST

Honda Ron Racing Rentals
 2011 Honda Fit
<https://www.facebook.com/hondaronracing/>



NORTHEAST

GABB Racing
 Mini Cooper
<https://www.facebook.com/g.a.b.b.racing/>



RENTALS and CARS FOR SALE

This list here is a sample.
 The group below has many more cars with new ones always being added
<https://www.facebook.com/groups/1963447977209282/>

Circles are approximate.
 Most racers cover a larger area for rentals



CALIFORNIA
 Offline Racing
 Ford Fiesta and Mazda 2
<https://www.facebook.com/OLR14>

TEXAS

Chris Taylor Racing Services
 Ford Fiestas
<https://www.facebook.com/ChrisTaylorRacingServices/>



SOUTHEAST

NorSport Racing
 Mike Clark
<https://www.facebook.com/norsportracing/>



Mentoring Newcomers



FiestaFrank
 Oct 16, 2019 • 2 min

Part 1 - Building a Pole Winning B-Spec Car - Is B-Spec Right for Me?

While all of us here at B-Spec.org think the answer to every question about racing is B-Spec, the reality is that the SCCA has an event for almost every level of involvement and a class for almost every car. Racing a...

170 views Write a comment



FiestaFrank
 Nov 2, 2019 • 4 min

Part 3 - Building a Pole Winning B-Spec Car - SAFETY FIRST

At this point in the process I had a running car for \$3,500 and the next step was to address the safety items of cage, seat, belts and harness etc. The rules are pretty exacting so I suggest you go to the SCCA and...

34 views Write a comment



FiestaFrank
 Oct 16, 2019 • 4 min

Part 2 - Building a Pole Winning B-Spec Car - Selecting and Finding a car

On August 5th 2018 I bought my first B-Spec car, a 2011 Mini Cooper built by David Ellenwood as part of a challenge to build a B-Spec car for less than \$8500. The build was well documented on his blog and the result...

73 views Write a comment



FiestaFrank
 Nov 3, 2019 • 3 min

Part 4 - Building a Pole Winning B-Spec Car - The Fast Parts

We now have a running, legal car to race B-Spec for \$5,600 but we certainly do not have a competitive car. The nice part of B-Spec is spending a ton of money on the engine will not make it more competitive but the...

64 views Write a comment

Surprise & Delight

SPARES

Mazda 2 & Fiesta
 See Chris Taylor

Mini Cooper
 See David Dimer

Used Rains
 See Alex Ratcliffe
 and/or
 Frank Schwartz

Used SM7
 See Alex Ratcliffe

Spare Car for Rent
 Mini Cooper
 See Frank Schwartz



Billy Parrott
 David Oliveira
 Brad Davis
 Brian Metcalf
 Frank Schwartz
 G139-142
 G156-157

Brandon Vivian
 Tony Roma
 WG-17

Rob Bax
 WG-9

Ed Wherry
 David Rosenblum
 WG-1-8



B-Spec Runoffs® informal non-SCCA Contingencies

The following contingencies are not administered by the SCCA, but individually by each provider. If you win any of these awards, you need to contact the listed person for payment.

Listed in order of award size



Please see Frank Schwartz for decals



Please see Frank Schwartz or Ali Naimi for decals

AWARD		Race Track Maps Drive for 30 in 19	
BY:	F. Schwartz	WEBSITE:	www.bvrracetackmaps.com
AMOUNT	~ \$1,000	Who is Eligible?	Everyone who runs decal
How is Award Determined?		Random Drawing	
DETAILS	Requires 30 entrants. The winner will be given a set of AACS/RTM Decals to run the rest of the week. In exchange the winner will get a check for advertising equal to the early registration amount (does not include any camping, paddock or extra fees). Requires W9		

AWARD		Toybox Racing Hard Charger Award	
BY:	A. Nelson	WEBSITE:	https://toyboxracing.com/
AMOUNT	\$500	Who is Eligible?	Everyone
How is Award Determined?		Most positions gained	
DETAILS	In the event of a tie, the award goes to the highest finishing car		

AWARD		SVL LLC Award	
BY:	D. Mead	WEBSITE:	
AMOUNT	\$300	Who is Eligible?	Everyone
How is Award Determined?		Finish 10 th or finish 15 th	
DETAILS	\$200 awarded to 10 th place finisher, \$100 to 15 th		

AWARD		Offline Racing Award	
BY:	A. Naimi	WEBSITE:	www.offlineracing.com
AMOUNT	\$250 gift	Who is Eligible?	Everyone who runs decal
How is Award Determined?		Random Drawing	
DETAILS	Gift Certificate to be used at Offline Racing		

AWARD		Long Distance Tow Award	
BY:		WEBSITE:	
AMOUNT		Who is Eligible?	Longest distance from VIR
DETAILS	COMING SOON		



**THE LARGEST
 B-SPEC RACE
 IN HISTORY**



**10/13
 2019**



**#12 WC
 "The Moose"
 Storms**



**#16 Cherie
 "Wonder Woman"
 Storms**



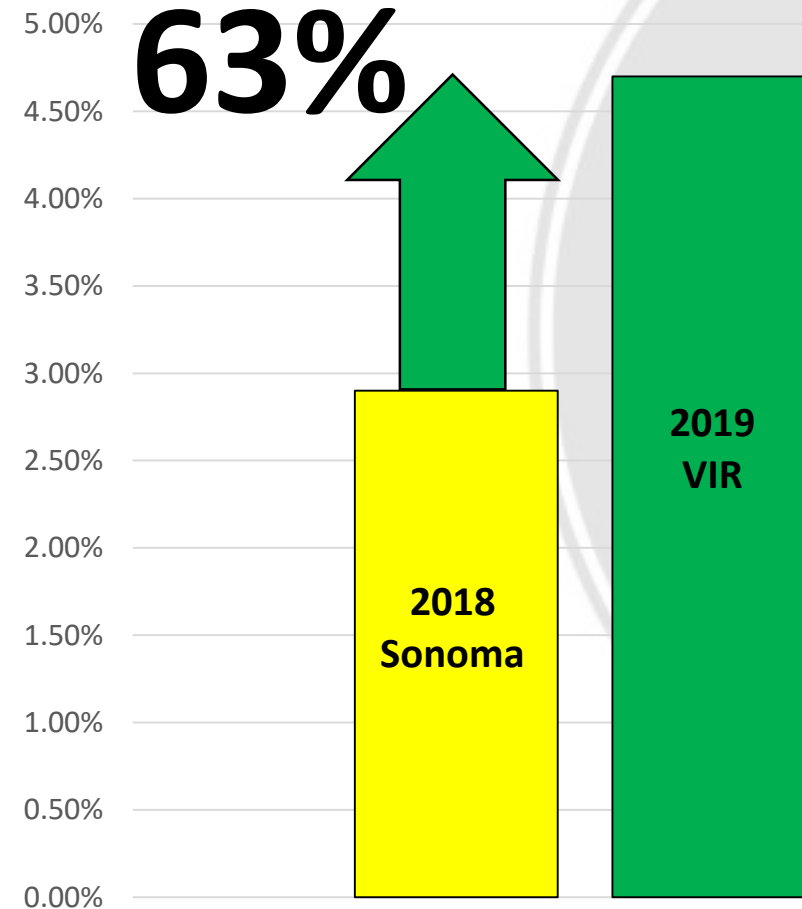
**#19 Joe
 "The Hammer"
 Gersch**

SURPRISE & DELIGHT

RESULTS – VIR By the Numbers



Percentage of Entries at Runoffs®





QUALIFIED

33

REGISTERED

28

ATTENDED

27

RACED

26



AACS ADVANCED AUTOMOTIVE CONSULTING SERVICES, LLC

B-SPEC 2019 SCCA RUNOFFS at VIR Official Spotter's Guide

CLUB Website: <https://www.facebook.com/groups/270845143170206/> Cars for Sale and Rent: <https://www.facebook.com/groups/270845143170206/> Photos of #03, 05, 15, 24, 26, 30, 34, 37, 43, 53 by Travis Trossel. Others provided by Frank Schwartz and group members

ALEX RATCLIFFE 03 Leesburg VA, USA 2007 Mini Cooper Best Finish: 3 rd VIR Super Tour 	BILL BLACK 04 Greensboro NC, USA 2013 Chevrolet Sonic Best Finish: 2 nd Roanling Road 	DREW STRICKLAND 05 Baltimore MD, USA 2012 Honda Fit Best Finish: (1) WIN Pittsburg 	DAVID OLIVEIRA 6 Sterling CT, USA 2008 Mini Cooper Best Finish: (1) WIN Thompson 	DAVID DAUGHTERY 11 China Grove NC, USA 2018 Honda Fit Best Finish: (4) WIN (Road At & VIR)
CHERIE STORMS 12 Langley BC CANADA 2013 Honda Fit Best Finish: 4 WINS 	WC STORMS 16 Maple Ridge BC CANADA 2011 Mazda 2 Best Finish: 4 3 rd place 	JOE GERSCH 19 Garrettsville OH, USA 2009 Toyota Yaris Best Finish: WIN Laguna Seca 	RILEY SAEYER 22 Langslow TX, USA 2017 Honda Fit Best Finish: (2) 2 nd Heartland Park 	FRANK SCHWARTZ 24 Ann Arbor MI, USA 2008 Mini Cooper Best Finish: (3) WINS
BRANDON VIVIAN 25 Millard MI, USA 2013 Chevrolet Sonic Best Finish: (2) WINS Road America 	BILLY PARRDIT 26 Barboursville KY, USA 2014 Mini Cooper Best Finish: 5 th Mid Ohio 	TRAVIS WASHEY 30 Milford CT, USA 2007 Mini Cooper 3 WINS (Summit & Thomp.) 	ROB BAX 33 Cincinnati OH, USA 2009 Mini Cooper Best Finish: 2 nd Road America 	CHRIS TAYLOR 34 Elroy TX, USA 2011 Ford Fiesta Best Finish: 3 rd Holet
BRAD DAVIS 37 Sumnersville SC, USA 2012 Mini Cooper Best Finish: (2) WINS Roanling Road 	STEWART BLACK 40 Greensboro NC, USA 2013 Chevrolet Sonic Best Finish: WIN Charlotte 	JOHN PHILLIPS III 43 Sealy TX, USA 2015 Honda Fit Best Finish: (2) WINS 	DAVID ROSENBLUM 44 Mays Landing NJ, USA 2012 Ford Fiesta Best Finish: 3 rd Watkins Glen Super 	BRIAN METCALF 51 Big Flats NY, USA 2013 Mini Cooper Best Finish: 5 th Summit Point
ED WERRY 53 West Deptford NJ, USA 2010 Honda Fit Best Finish: (2) WINS New Jersey 	TONY ROMA 55 Beverly Hills MI, USA 2012 Chevrolet Sonic Best Finish: (1) WIN Watkins Glen 	BRUCE SHELTON 78 Charles Town WV, USA 2004 Ford Fiesta Best Finish: 2 nd Pittsburgh 	KENT CARTER 91 Houston TX, USA 2010 Honda Fit Best Finish: (6) 2 nd COTA & Houston 	JUSTIN BARBRY 95 Jamestown NC, USA 2010 Honda Fit Best Finish: 2 nd Charlotte
		MATTHEW DAVIS 124 Dallas TX, USA 2010 Honda Fit Best Finish: 3 rd Heartland Park 	JAMES ROGERSON 146 Corpus Christi TX, USA 2013 Mazda 2 Best Finish: 2 nd Heartland Park 	

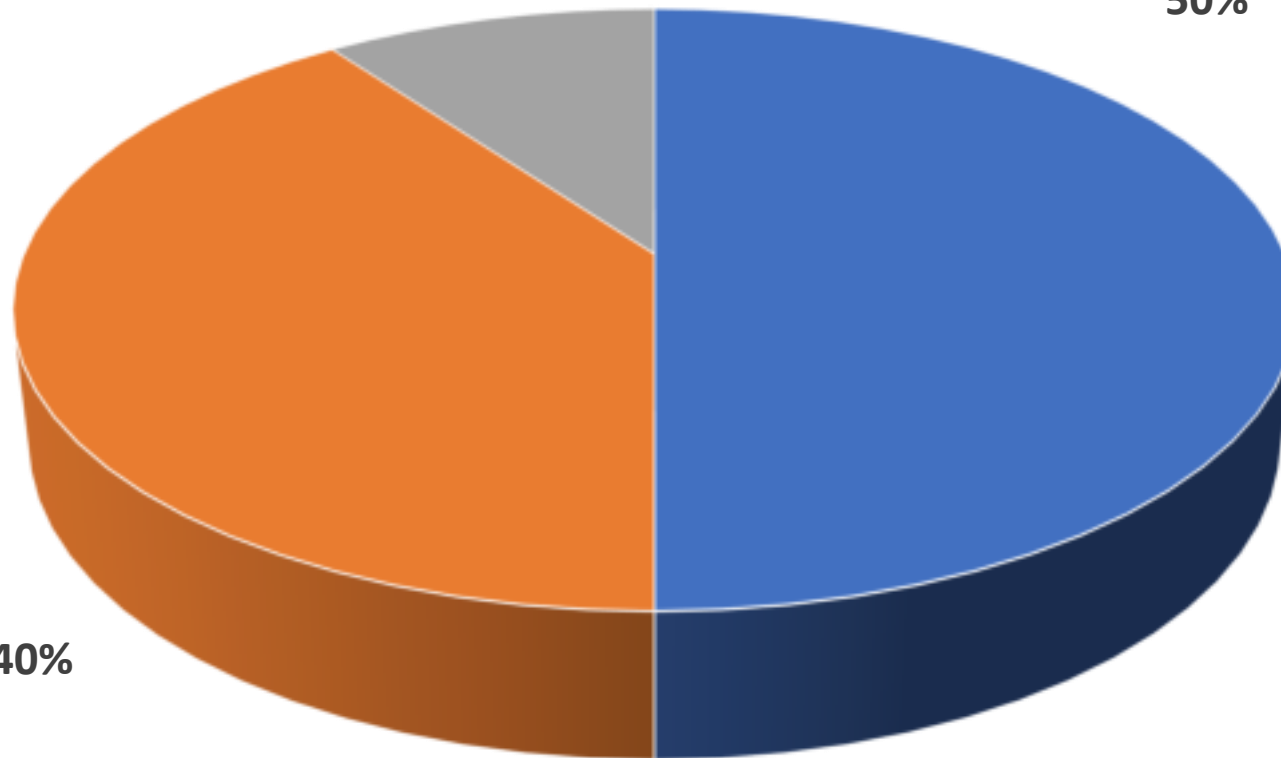
Honda Fit = (10)
 Mini Cooper = (8)
 Chevy Sonic = (4)
 Ford Fiesta = (2)
 Mazda 2 = (2)
 Toyota Yaris = (1)
 Fiat 500 = (0)
 Kia Rio = (0)
 Nissan Versa = (0)
 Nissan Micra = (0)

Where did we come from?

Karts, Quarter
Midgets or Track
Night in America 10%

Straight into Racing
50%

Autocrossing 40%



RESULTS – VIR By the Numbers

- More than  % of the drivers were at their first Runoffs®

- More than  % of the Honda Fits and Chevrolet Sonics attended

- B-Spec drivers towed more than  ,000 miles to attend

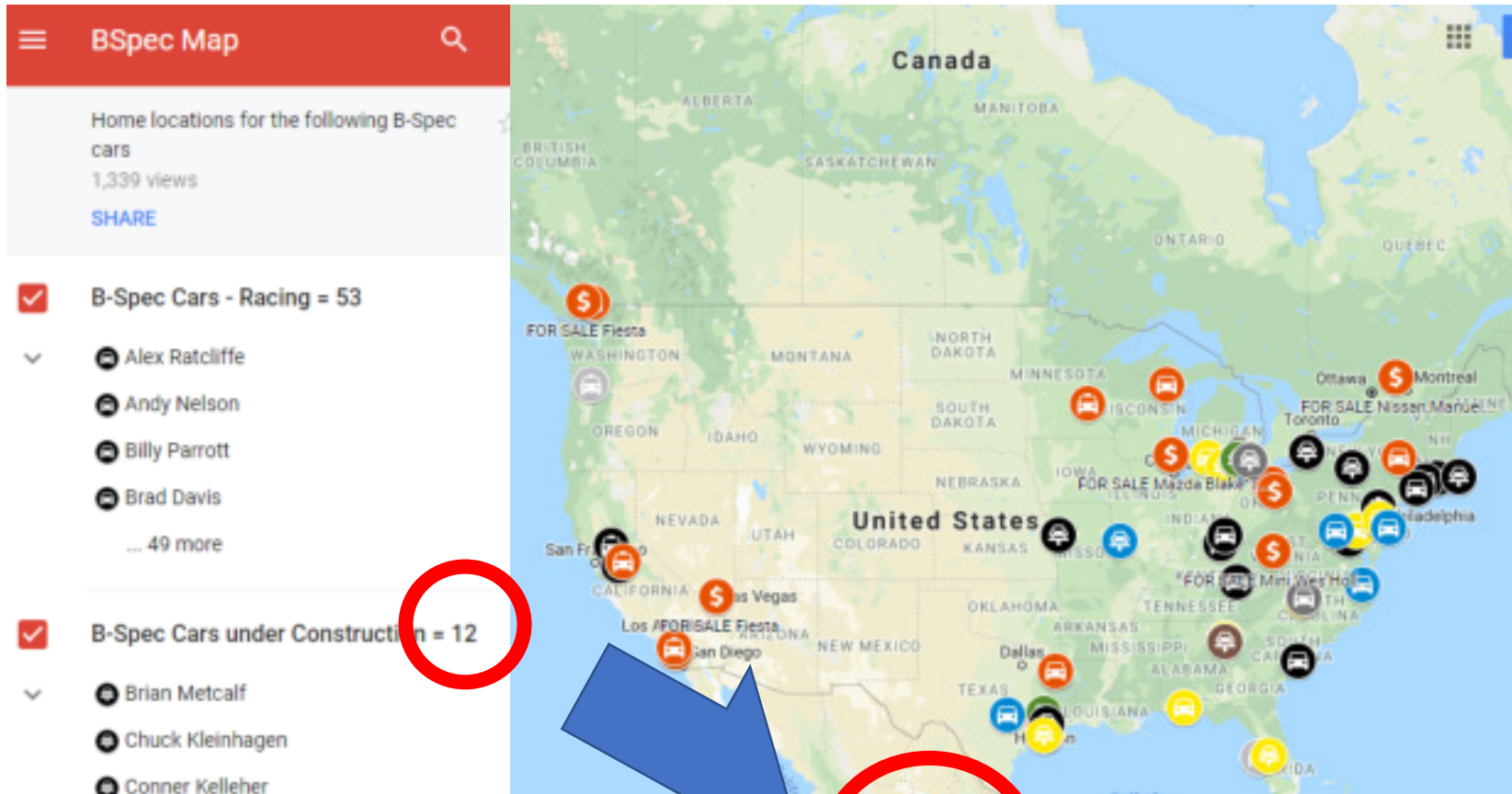
RESULTS - Trickle Down

- Runoffs – Went from  th to  th largest Runoffs® Class

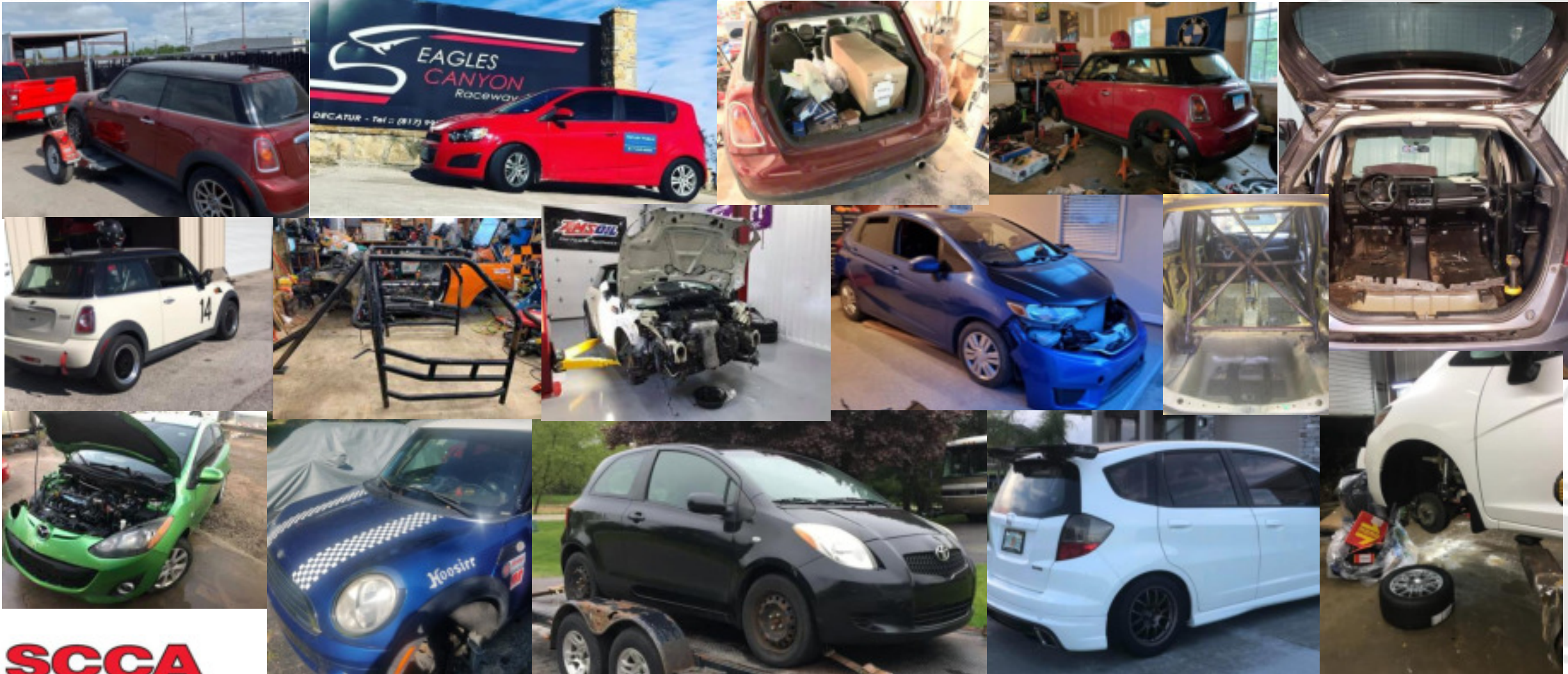
- Majors – Went from  th to  th largest Majors Participation

- Regional Results – B-Spec cars also run in IT – future increase

Future Growth



Every Month >2 new B-Spec Cars are Built



Celebrate the Results

By the 2020 Runoffs we expect to have more than 65 B-Spec Cars in existence.

BRAND	Racing SCCA	Other Racing	Track Days	For Rent	For Sale	Under Construction	TOTAL
Mini Cooper	14	1	1	1	2	8	27
Honda Fit	12	0	0	0	1	8	21
Mazda 2	11	0	0	3	2	2	18
Ford Fiesta	5	0	1	2	2	2	12
Chevrolet Sonic	5	0	0	0	0	2	7
Toyota Yaris	1	0	0	0	0	1	2
Kia Rlo	2	0	0	0	0	0	2
Nissan Micra/Versa	0	0	0	0	1	0	1
Fiat 500	0	0	0	1	0	0	1



91

1. DEFINE A GOAL

- engage people in meeting it and keep them updated on their performance

2. TELL STORIES/PLANT A GARDEN AND WATER IT

- introduce your racers to each other & create a place for them to share

3. SURPRISE and DELIGHT

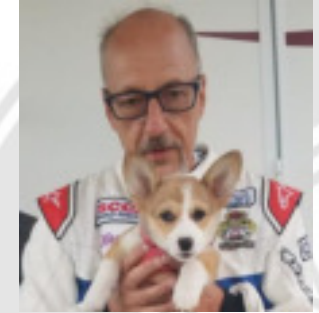
- Do something special for them that was unexpected

ROADMAP

IDENTIFY MEMBERS



PROVIDE A PLACE FOR MEMBERS TO CONGREGATE



IDENTIFY WHAT MAKES YOUR CLASS SPECIAL



HELP PEOPLE BECOME FRIENDS

BRING A PUPPY

TURN MEMBERS INTO SALES PEOPLE



BRING VALUE TO MEMBERS

BRING NEW PEOPLE INTO GROUP



MAKE PEOPLE FEEL SPECIAL

BE THE PARTY

MENTOR AND ASSIST





Band: Allstar Weekend

<https://www.youtube.com/watch?v=x-GALorImkl>



SHOUT OUT TO

G Brian Metcalf and Nancy Lee Dunn for the Patches at the Runoffs



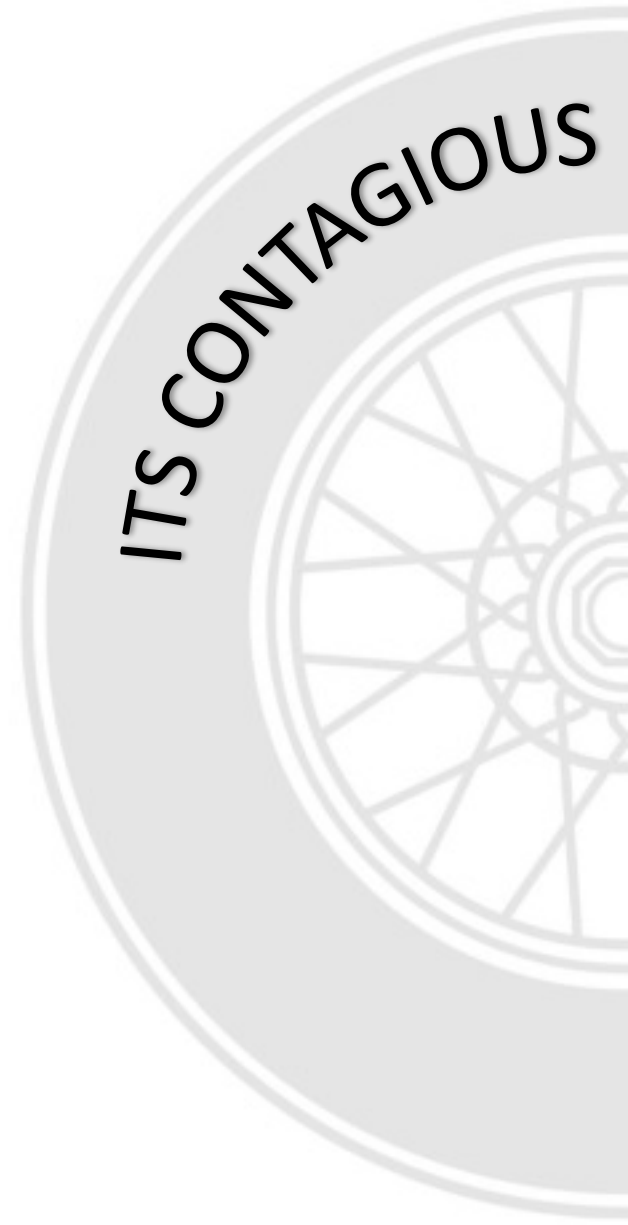
SHOUT OUT TO Jason LaManna for the H-Prod Map



GOOGLE.COM
H Production - Google My Maps
Location of H Production Drivers and cars



SHOUT OUT TO Dan Twomey for the GTL/GT4/GT5 Map



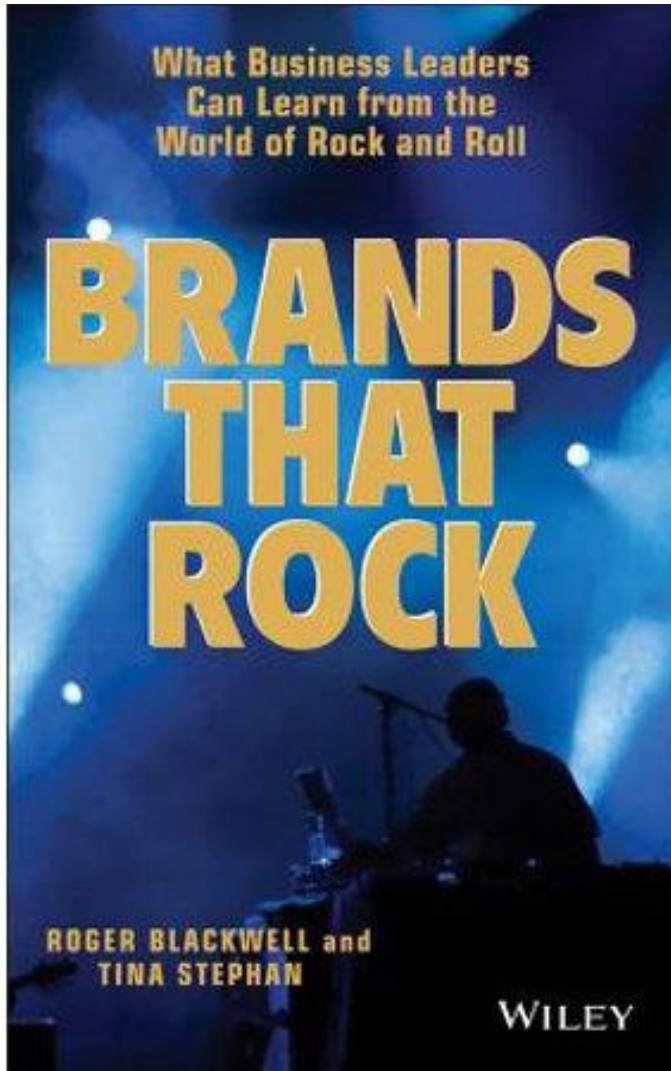
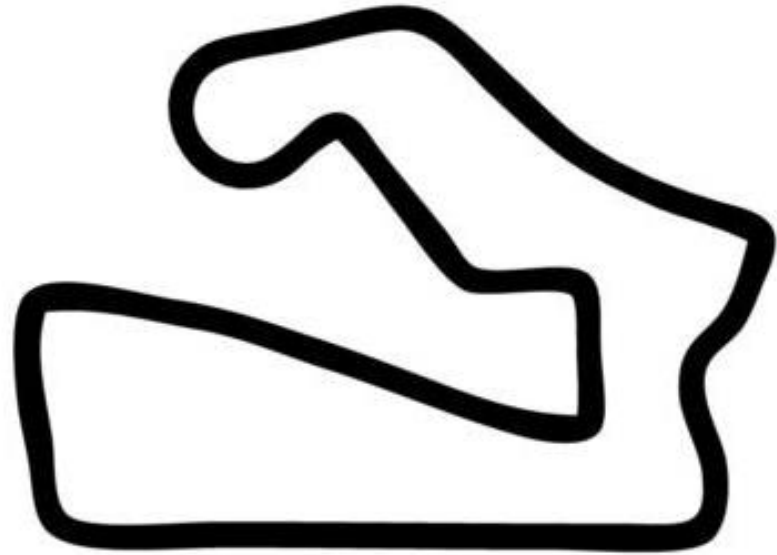


FIGURE 1.1 Customers versus Friends versus Fans

Customers	Friends (Repeat Customers)	Fans
Are price-driven	Are value-driven	Are experience-driven
Shop opportunistically	Shop purposefully	Shop for pleasure
Want you to sell them products	Want products and good service	Want personalized advice and solutions
Need a reason to buy from you	Prefer to buy from you	Are devoted to you and are yours to lose
Are surprised by good service	Have a history of good experiences with you	Automatically assume you will delight them
Drop you if they're disappointed	Tell you if they're disappointed and give you a chance to respond	Tell you if they're disappointed, want you to fix it, and are anxious to forgive and forget
Are indifferent to your company	Feel a connection with you, rationally and/or emotionally	Actively invest in their relationship with you—time, emotion, attention, money
Don't think or talk about your firm	Recommend your firm casually	Evangelize about your firm

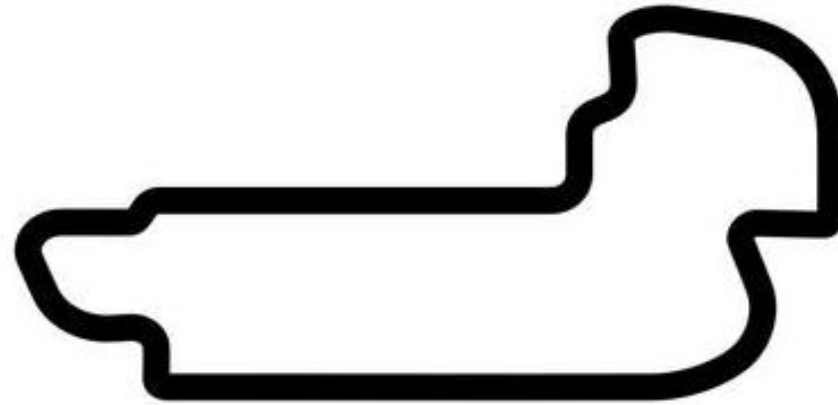


TO THE ENTIRE
 LACKS TEAM.
 ROCK ON!
 Tina Stephan



B-Spec

40 IN '20



B-Spec

51 IN '21

WHAT IS NEXT?



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