

# CALVIN WELLS III

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Solutions-oriented Chief Executive Officer with a record of high quality results through a wide range of motorsports disciplines & business consultation engagements spanning over 40 years.

## EXECUTIVE SUMMARY

- Entrepreneurial experience in meeting and exceeding business, competition, financial, promotional, and sales objectives set forth by business partners, sponsors, and company team members throughout multiple racing disciplines.
- Understands and applies influential leadership focused towards both team building and management processes that result in a disciplined company culture.
- A strategic planning and tactical expert who has the ability to understand the need for week-in, week-out results while simultaneously developing personnel for the future to ensure current and long term company health.
- Extensive experience in identifying ownership, customer, sponsor, and partner objectives to produce integrated marketing programs with the proper tools, personnel and support structure to ensure these multiple goals are achieved in a balanced cost effective and efficient fashion.
- Specializing in corporate turnaround scenarios.
- Acknowledged throughout the motorsports industry for integrity and accountability with a results oriented business and management style geared toward success.
- Practices his belief that "a good leader inspires others with confidence in him. A great leader inspires others with confidence in themselves."

## SKILLS & PROFICIENCIES

### Business Consultation

- Strategy Development
- Infrastructure Development
- Senior Management Recruitment
- Outside Resource Development – Technical, Marketing
- SWOT Analysis
- Capital Acquisition

### Corporate Consultation

- Human Resources Program Development
- Turn-Around Planning and Execution
- Financial and Accounting Process Review
- Efficiency Development and Execution
- Acquisition Analysis and Execution
- Off-site Leadership Facilitation

### Motorsport Consultation

- Sponsor Development
- Team & Partner Development
- Off-Track Driver Development
- Contract Review and Development

## CAREER HISTORY

### 2011 - Present Owner, LNGA Consulting

Independent consultant in the fields of auto racing, aviation, security, and business development.

Clients include:

- Toyota Motor North America R&D
- MG1 Motorsport Ferrari World Challenge/IMSA Team

- Toyota Racing Development
- Haas F1
- Haas Automation
- Furniture Row Racing
- Alan Miller PC
- James McElroy and Diehl. PA-Adam Ross
- Spire Sports and Entertainment
- Germain Racing
- JTG-Dougherty Racing
- Turner Scott Motorsports
- HScott Motorsports
- RK Motors Charlotte
- Consolidated Resources Imaging (CRI) MSI Defense Solutions
- Branding, finance and consulting firm Gate Industries

Consulting responsibilities include:

- Extensive corporate restructuring throughout business and sporting organization(s) including: senior level leadership groups, business units, engineering divisions, competition departments, aviation divisions, marketing staff, etc.
- Business entity structure and resulting budget, tax planning, and funding models.
- Enterprise valuation modeling.
- Executive recruitment.
- Creating and maintaining automobile manufacturer relationships.
- On-track performance improvements, improve competitive sporting performance structure, improvement in competitive corporate organization, wide-ranging company infrastructure and funding model.
- Market study revolving around market size and opportunity.
- Research and ultimately recommend performance objectives.
- Identify potential short and long-term business risks.

**2007 - 2011**

**Executive Vice President and Chief Operations Officer, Michael Waltrip Racing**

Headed a due diligence group focused on an investment opportunity in Michael Waltrip Racing (MWR) at the request of prospective investor Rob Kauffman. This included working with and coordinating the contractual, accounting, legal, and human capital review of all aspects of Mr. Waltrip's race team, leading to an investment recommendation. This process resulted in assuming the role of Chief Operations Officer, managing the daily operations at MWR post Mr. Kauffman's investment. Left MWR mid2011 after philosophical differences precluded a productive environment for ownership to evolve MWR in a form of their choosing.

Accomplishments include:

- Complete restructuring of day-to-day support and racing operations throughout each department within the organization building a solid foundation for the future
- Negotiation and execution of existing sponsor contracts extensions involving over \$200M
- Development of additional revenue through the creation of alliances within the
- NASCAR Cup garage to offset the cost of internal competition initiatives
- Significant efficiency improvements through the reduction of overall head count, including the acquisition of improved management personnel throughout all performance and support departments
- Led the company to a consistently profitable going concern within the first 12 months
- Establishment of management cornerstones in place that produced dramatically improved on-track performance through restructuring and acquiring a high-quality team

On-track improvements in performance include the following:

- 3 cars qualifying for all races in 2008 and beyond, a 100% improvement from 2007
- Winning two NASCAR Sprint Cup races with driver David Reuttiman
- Winning in the NASCAR Nationwide series with driver David Reuttiman
- Winning two K&N East Championships with driver Ryan Truex
- Multiple top five and top ten finishes throughout all motorsports platforms in which Michael Waltrip Racing competed

**1979 - 2007**

**Owner and Chief Executive Officer, PPI Motorsports**

**2000 - 2006**

**NASCAR NEXTEL Cup Series**

Ventured into the NASCAR Cup Series through the development of new corporate relationships with McDonald's Corporation and Procter & Gamble. (Joined the series from a background focused at the top level of open wheel racing, Indy/CHAMP cars, and years of successful participation in off road racing.) Relocated headquarters from Southern California to North Carolina where NASCAR's infrastructure is centralized.

Came into the top tier of NASCAR's various racing series without pre-existing sponsor support or infrastructure and created a two-car team from the ground up. NASCAR challenges included a highly competitive landscape with sophisticated leadership at the team ownership level.

Succeeded in securing significant sponsorship for two full-time cup teams in just six months. Both sponsors were among the longest running and most prestigious in NASCAR. Led, presented and consummated the sales effort for sponsorship programs by leveraging an extensive background in racing and a quality track record of working with and maintaining sponsors from Fortune 500 companies such as Toyota, Pioneer Electronics, Fed-Ex, Coors Brewery, Telefonica, MCI, and Michelin. Succeeded in the unique challenge of convincing the McDonald's owner/operator committee, consisting of over 90 executives, that NASCAR racing was an effective method of marketing the McDonald's Brand. The committee included a varied mixture of both franchise owners and corporate management. The success with McDonald's led to securing Procter & Gamble's Tide Brand sponsorship, at that time one of the most popular and longest running NASCAR sponsors.

Defined and implemented the company wide skill sets required to deliver a winning effort with consistent, high quality results. Oversaw the development and staffing of the competition department including all day-to-day decision making on everything from driver and crew chief selection to shop set up, resulting in winning PPI's first NASCAR Cup race just one year after its initial entrance to the sport.

Beyond this win in 2001, the team won again in 2003, making it the only single car team to accomplish this feat in the previous eight years. In 2002, the team also finished 15th in points, again an achievement not accomplished by any other single car team in the previous decade.

**2003 - 2005**

**Owner & CEO, PPI Power**

Hand-selected by General Motors management to lead the Pontiac effort replacing Joe Gibbs Racing, who had migrated to Chevrolet. Quality engine lease programs were unattainable, so this decision required the setup of PPI's own engine program. To fulfill the goals and direction set forth by both GM and Tide, PPI created a new engine facility to exclusively support PPI's NASCAR Cup effort requiring the selection of staff, purchasing of equipment and renting a facility that would support the performance requirements of this very competitive environment. This effort resulted in PPI's second victory in the Cup Series, and Pontiac's final victory, at Darlington Raceway, which was the closest win in NASCAR Cup Series history.

## **1995 - 2001**

### **IndyCar/CART Open Wheel Series**

Longtime PPI factory off-road sponsor and partner Toyota chose to enter the highly competitive, manufacturer driven IndyCar/CART (Championship Auto Racing Teams), World Series. With a history dating back to the early 1900's, America's premier open wheel series, IndyCar (CART) had evolved to a very successful and innovative racing venue supported by a wide range of Fortune 500 companies and automobile manufacturers. As a new manufacturer to the series, Toyota was required to participate with an existing CART franchised team before being allowed to add teams outside incumbent CART ownership. This requirement led to the acquisition of franchise rights through the formation of Arcerio/Wells Racing, a PPI owned company. Led Toyota's efforts, along with Dan Gurney's All American Racers, towards establishing a development platform and ultimately competitive effort in IndyCar. This required the building of a new facility in Rancho Santa Margarita, CA and participating in the 1995 Indy 500 and CART World Series as a Cosworth powered team to establish relationships with chassis and tire manufacturers. This launch included being one of four teams which led Firestone's return to IndyCar and, with a 10th place finish in the 1995 Indy 500, Firestone's best result upon their return.

In 1996, established an engineering and supplier relationship with race car manufacturer Reynard Engineering. Personally led an international effort with Toyota Japan and Toyota USA to identify and establish Reynard as the preferred partner. This relationship required creating a group solely responsible for the design and adaptation of Toyota power to a reasonably priced Reynard chassis. Assembled a team of over 100 associates to support Toyota's competition start up in IndyCar with Reynard. By partnering with Toyota Racing Development (TRD), Cal was able to assist Toyota in establishing and advancing the appropriate philosophy to aid Toyota in the staff development necessary to support this aggressive endeavor. Identified and helped place key TRD Management associates, including their CEO and Technical Director at the time.

Partnered and supported Toyota's evolution as an IndyCar engine supplier through six of seven complete engine designs, leading to their first pole position in 1999 and second win in 2000 under the PPI Motorsports banner. These successes provided the foundation for TRD's expansion, management development, and first Open Wheel Championship under the ownership of Newman Hass Racing and driven by PPI recruited and developed driver Christiano da Matta. Many other highly skilled drivers associated with PPI Motorsports, including Jeff Krosnoff, Scott Pruett, Max Papis, Oriol Servia and Robby Gordon, contributed to this multi-year development program on behalf of Toyota. Supported the financial requirements of this program, along with Toyota's internal motorsports and marketing departments, with a business-to-business philosophy generating millions in sponsorship dollars. Sold the program throughout Toyota's senior management, and in doing so introduced a new model for forming business alliances that resulted in bigger, broader and better supported advertising promotions for Toyota and their motorsports partners as well as funding to support on-track activity.

## **1997 - 2000**

### **Toyota Atlantic Open Wheel IndyCar Support Series**

PPI and Toyota needed a captive racing effort to develop drivers for future CART/ IndyCar participation. Directed the effort towards recruiting an Atlantic Team Management crew and funding which was focused on driver development. This resulted in a Toyota Atlantic Championship in 1999 and Rookie of the Year honors in 2000. The fundamental philosophies of this program provided a platform for many great drivers to have an entrance into the top echelons of world motorsports. This included Indy 500 and championship winner Dan Wheldon and Toyota's first American Open Wheel champion Christiano da Matta who would later go forward with Toyota to lead their entrée into Formula One racing.

## **1979 - 2000**

### **SCORE and MTEG Off-Road, Stadium and Desert Series**

Toyota Motor Sales USA chose to promote their tough, reliable, technology driven line of trucks through participation in America's most prestigious Off-Road Championships, the SCORE Desert Series, which included the Baja 500 and 1000, and the Mickey Thompson Entertainment Group Off-Road Championship Grand Prix (MTEG Stadium Series).

Having shown previous success in winning off-road races in the US and Mexico, was selected by Toyota to personally lead their first foray into truck racing in the American market. Hired race team members to support drivers Ivan "Iron Man" Stewart and New Zealander Steve Millen for what would become one of Toyota's most successful team relationships regardless of racing discipline. With off-road legend Ivan Stewart, internationally successful brothers Steve and Rod Millen (Pike's Peak Toyota record holder) and off-road, IndyCar and NASCAR winner Robby Gordon, PPI & Toyota went on to win 88 races, 11 manufacturer championships and 14 driver championships, including 3 Baja 1000s, 11 Baja 500s, and 5 Mint 400s.

### **1990 - 2000**

#### **Toyota Motorsports' In-House Garage**

Managed Toyota's in-house Motorsports Garage services group responsible for Toyota's pro-celebrity involvement, specialty car, pace car and truck build for sports cars, IndyCars, off-road and assorted show vehicles to support TMS's various in-house motorsports efforts. Led the effort to acquire additional personnel and reorganize the garage, including the recruitment of new staff personnel. Oversaw the building and design of a new pro-celebrity race car fleet, CART safety trucks, and pace cars for more than a decade. Toyota brought the effort back in-house in 2000 and the same hand-picked staff remains today.

### **1986 - 1987**

#### **GMC Truck and Bus**

Assembled a design and engineering team to work with General Motors Truck and Bus to develop an "infield" engineering/development platform for their all-wheel drive trucks. These vehicles were tested and developed through and raced in the SCORE Off-Road Series in two categories (class 4, all-wheel drive, big pick-up trucks and class 7, fourwheel drive mini/compact trucks), producing both race victories and extensive data for the GM Factory. As my relationship with Toyota grew closer, our partner in the program, Team MacPherson, acquired and continued the program for several successful years.

### **1980 - 2000**

#### **Key Development Partner for BFG/Michelin/Uniroyal Tire and Rubber**

BF Goodrich wanted to establish itself as the premier off-road/rally tire manufacturer in the United States. Established a team of engineers and a development effort to support BFG's product and racing tire development in concert with Toyota's Off-Road racing program.

### **1990 - 2002**

Established Yokohama's US Tire Corporation's Racing Tire Distribution Services  
Yokohama Tire Corporation (YTC) was searching for a group to facilitate their racing tire development, disbursement, sales, and at-track service, as well as developing a line of off-road tire products that could transfer technology from the deserts of Baja, CA to the sports utility vehicles sold at local car dealerships. Formed Precision Service Racing Group (PSRG), installed management, which worked hand in hand with YTC management and engineering staff to design, develop, and service products for Off-Road, Toyota Atlantic, SCCA Pro-Solo, SCCA Pro-Rally, SCCA Spec Racer, and IMSA. The service arm alone supported over 120 events a year. Yokohama took the effort back in-house in 2002 and with staff originally hired remaining today.

#### **Additional Accomplishments and Positions Held**

- Mechanic/Fabricator for Drino Miller Racing supporting Off-Road, IMSA GTX and Can-AM.
- Fabricator/Mechanic/Painter/Desert Race Strategist/Manager for Team McPherson Motorsports
- Head of Technical Development for SCORE International, America's premier Off-Road Sanctioning Organization. Created and managed competition rules for many years
- Member of Championship Auto Racing Teams (CART/IndyCar) Technical, Finance and Sponsor Committee.
- Managed companies of various sizes throughout career, ranging from 3 to 325 employees
- Certified welder

## REFERENCES

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