

INSPIRE RESULTS

— *Business Coaching* —



**THE 7 STRATEGIES OF INDY 500 TEAMS
THAT SMART BUSINESS OWNERS USE TO WIN BIG**

by Roger and Susie Engelau

THE 7 STRATEGIES OF SUCCESSFUL INDY 500 TEAMS THAT SMART BUSINESS OWNERS USE TO WIN BIG

IndyCar pit teams routinely change 4 tires, refuel, and check the front wing in 12 seconds flat.

What is it that gives them the ability to get a car out of the pit error-free and at the speed of light every time? IndyCar pit crews have systems, in other words, they have easily repeatable processes for everything they do.

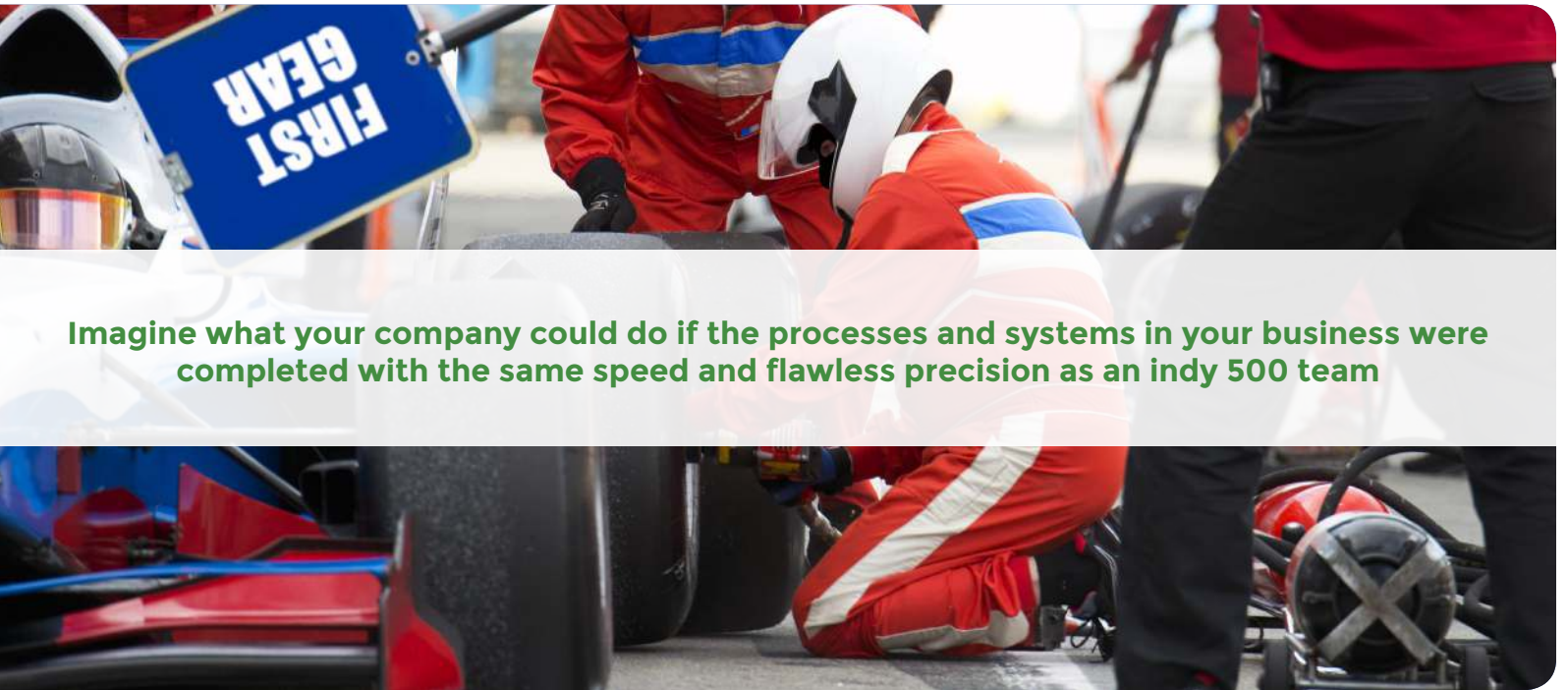
Disorganized systems are the #1 reason that most businesses stagnate or worse yet, why they lose thousands of dollars. Yet, 80% or more of what's done in your business can be systemized. Many business owners work night and day, take little to no vacation, and miss out on time with family.

You can improve your processes and make them replicable so that anyone anytime can do them flawlessly—and you'll stop wasting time and money. **Your team's performance will be so HIGH that everything gets done the way you want—even when you're not there.**

Anybody who follows Indy 500 racing knows that a driver is only as good as his team. You may be the person behind the wheel of your company, but you rely on a network of individuals handling any number of other tasks, all of which are necessary for the overall success of your company.

It's not enough to throw a group of people together and tell them what you need from them in hopes that things work out. As that person behind the wheel, it's up to you to build a team that's capable of succeeding at the tasks that'll take your company from good to great and keep it there. Careful strategy and attention to processes, procedures, and systems are all needed to transform a group of people into a capable, winning team.

More importantly, how can you harness that type of fast action and incredible performance when it comes to your own team? Imagine what you could do if the processes and systems in your business were completed with the same speed and flawless precision as that of an Indy 500 team. While it may seem that the two things couldn't be more different, they're actually very much the same, and keeping that in mind can be one of the best things that you do when it comes to systemizing your business and its processes.



Imagine what your company could do if the processes and systems in your business were completed with the same speed and flawless precision as an indy 500 team

On the other hand, how successful would things be if the members of a team did what they thought best and did it differently each time and every time the driver came into the pit? The process would take far too long, and without the proper planning, the driver could take off with the fuel hose attached and a loose lug nut ready to take him out halfway down the road.

The systems and processes that IndyCar pit crews use to operate and stay organized are crucial for everything they do. They have very specific, clearly assigned roles for each task and spelled-out processes for each job. As you begin developing systems for your own team, this is what you'll want to do.

Systems help bring Indy 500 precision to your business. They increase your accuracy, reduce errors, increase your efficiency, and save you time and money. Not only that, but systems bring the winning attitudes of the best IndyCar pit crews straight into your company culture. If this sounds like something that you want for your business, then it's time to start getting serious about it.

Systemizing your business by creating and refining individual processes will make many of the most crucial functions that your team members execute easier to replicate no matter who's doing them. That way, whoever you have working on your team can see the same solid results time and time again, even when you're not available to oversee matters. And when you make it possible to repeat these patterns, especially patterns that have been proven to boost profits or increase efficiency, you're saving an incredible amount of time and money.

There are few things less glamorous than reviewing and overseeing your company's processes and procedures but, if you take time to figure out exactly how the routine things should be done and who should do them, you'll reap thousands of dollars in profits.

ROUTINE

IMPROVES EFFICIENCY

1 26 18 10 15
24 19 2 9 20
17 8 16 7
22 14 11 6
5 21 4 12
3 13 25 23

Try this quick example for yourself to experience how routine improves efficiency. Time yourself and work as quickly as you can to find the numbers 1–26 in sequence within the following block of numbers:

y	i	b	z	j
q	u	n	v	
a	e	m	f	r
x	l	k	c	
t	h	g	w	
p	d	o	s	

Now, timing yourself again, identify the letters A - Z in sequence:

Which one did you finish faster, the numbers or the letters? In which exercise did you feel it was easier to complete the task?

The vast majority of people who do this exercise will say that the letter exercise was simpler and quicker to complete. Why? Obviously, the letter exercise was divided into four quadrants in a clock-wise flow. These quadrants served the purpose of helping you organize your search for the next letters in the sequence. You could establish a routine. This organized pattern led to a repeatable process that helped to speed up your work, ultimately systemizing your process to make it more efficient.

By contrast, there was no real pattern with the numerical exercise, nor was there any real organization. Your eyes were forced to jump from spot to spot, or else you resorted to scanning every letter in the entire box - again and again - to identify the next number in the sequence. Without a system to help you with the task, your efficiency deteriorated.

Real world systems function much the same way. Proper systemization in your business establishes the same kind of structure and the same kinds of repeatable processes--a critical element when it comes to attaining successful results.

TYPES OF SYSTEMS

The typical business is made up of numerous different systems. In an IndyCar team, the team member who is refueling the vehicle is no more or less important than the team member who's been tasked with overseeing the changing of the vehicle's tires.

This is true in your business. Even seemingly simple tasks are crucial to day-to-day functioning and each added together plays a big part of your continuing success. Even seemingly simple tasks, such as the opening the mail or cleaning the equipment are ideally performed with systems and processes in mind. Never neglect the importance of even the most seemingly menial aspects of your business's operation. To an Indy 500 driver, the person replacing the vehicle's tires is just as important to the team as the person getting the driver in place for the pit stop.



Use the following list as a checklist for possible places to develop systems and processes in your business:

ADMINISTRATIVE OPERATIONS

- Answering phone calls
- Managing mail
- Purchasing and maintaining office supplies and equipment
- E-mailing
- Handling incoming/outgoing delivery needs
- Maintaining paper and online files and archives

EQUIPMENT, SUPPLIES, AND INVENTORY

- Vendor selection
- Re-order process for inventory
- Receiving and storing product inventory
- Reconciling physical inventory with accounting records

PRODUCT DEVELOPMENT SYSTEMS

- Developing product and protecting it legally
- Developing packaging and collateral material (brochures, catalogues, etc.)
- Developing manufacturing methods and procedures
- Developing manufacturing costing and bidding processes

ORDER PROCESSING AND TRACKING

- Taking orders and recording the orders by mail, fax, phone, or online
- Fulfilling and packaging the orders
- Confirming details before service or product delivery
- Sending the orders
- Management systems for freight, couriers, and vehicles
- Order tracking systems

ACCOUNTS RECEIVABLES

- Invoicing
- Receiving payments for orders and crediting customers for payment (whether cash, check, or credit card)
- Monitoring credit control and age of accounts
- Managing collections

CUSTOMER RELATIONSHIPS

- Creating phone and in-person service scripts
- Managing order and return procedures
- Responding to customer complaints
- Managing warranty service
- Measuring quality and professionalism of service delivery

ACCOUNTS PAYABLE

- Managing purchasing procedures and approvals
- Payment process for supplies and inventory
- Petty cash

SALES AND MARKETING

- Creating an overall marketing plan
- Developing and maintaining a database including target markets, leads, prospects
- Managing a CRM system
- Developing promotional materials (brochures, assembling folders, etc.)
- Developing leads and prospects
- Creating advertising, direct mail, PR, and social media plans
- Developing and maintaining a website
- Analyzing and tracking sales statistics
- Testing and measuring effectiveness
- Measuring sales performance
- Monitoring profit margins

PEOPLE AND EDUCATION

- Recruiting
- New employee orientation
- Training employees
- Establishing employee goals, performance measures, and regular performance evaluation
- Ensuring employee job descriptions are written
- Career planning
- Communicating company culture including company vision, mission, and values
- Maintaining current and future-focused organizational charts
- Payroll
- Managing corrective action, conflict resolution, and employee relations
- Succession planning

FINANCIAL CONTROLS

- Identifying high-profit products and establishing product/ service pricing
- Establishing and managing daily, weekly, monthly, quarterly, and annual reports
- Creating and monitoring monthly and yearly budgets
- Completing a monthly balance sheet
- Updating cash flow statements
- Managing business debt including line of credit
- Reporting payroll taxes and withholding payments
- Managing banking activities, reconciliation, and relationship
- Maintaining an asset register including depreciation

INFORMATION TECHNOLOGY

- Ensure efficient, economical operation of computer systems
- Assess and minimize security risks
- Manage hardware and software installs
- Provide support desk services to end users

CORPORATE

- Creating both current and future-focused organizational charts
- Creating and maintaining a strategic plan
- Legal activities such as negotiating, drafting, and executing contracts
- Developing and protecting intellectual property
- Managing insurance needs and coverage
- Maintaining investor/shareholder relations
- Quality improvement, process documentation, and work flow charts

MANAGING PHYSICAL SPACE

- Maintaining and designing ergonomic, telephone and electrical needs
- Upgrading office equipment
- Securing planning permits, paying fees, and managing licensing
- Ensuring physical security

CUSTOMER RELATIONSHIPS

- Creating phone and in-person service scripts
- Managing order and return procedures
- Responding to customer complaints
- Managing warranty service
- Measuring quality and professionalism of service delivery

ACCOUNTS PAYABLE

- Managing purchasing procedures and approvals
- Payment process for supplies and inventory
- Petty cash

SALES AND MARKETING

- Creating an overall marketing plan
- Developing and maintaining a database including target markets, leads, prospects
- Managing a CRM system
- Developing promotional materials (brochures, assembling folders, etc.)
- Developing leads and prospects
- Creating advertising, direct mail, PR, and social media plans
- Developing and maintaining a website
- Analyzing and tracking sales statistics
- Testing and measuring effectiveness
- Measuring sales performance
- Monitoring profit margins

PEOPLE AND EDUCATION

- Recruiting
- New employee orientation
- Training employees
- Establishing employee goals, performance measures, and regular performance evaluation
- Ensuring employee job descriptions are written
- Career planning
- Communicating company culture including company vision, mission, and values
- Maintaining current and future-focused organizational charts
- Payroll
- Managing corrective action, conflict resolution, and employee relations
- Succession planning



THE 7 STRATEGIES SMART BUSINESS OWNERS USE TO SUCCEED

When you're looking for strategies that you can use to systemize your business and to build processes into its structure, an Indy 500 team is a good place to start. These 7 IndyCar strategies help countless racing teams win big, and they can also be used to build precise, powerful, and peerless business processes.



STRATEGY 1: SET GOALS

The first step is to set goals. In an Indy 500 team, the goal is clear: cross the finish line first. The same holds true for your company. There's one overriding goal and clearly spelling it out, short and sweet, gives everyone in your company something to get behind. Having a single goal for everybody on your team provides a focus and priority to all they do. Plus, it ensures that all employees are in sync with your priorities and pay attention to what YOU want them focus on.

How do you set goals? I advise my business coaching clients to use the good, ole' SMART goal method.

S = Specific

M = Measurable

A = Achievable

R = Relevant or Results

T = Time-bound

Goals must be specific. Vague goals are not much better than no goals. Telling your machine operator you want them to attain an error rate of no more than 0.5% is much more likely to ensure they meet the goal than telling them you want them to make as few errors as possible.

If the goals you have in place don't have clearly measurable outcomes, redefine them or come up with new goals. It's almost always possible to come up with a numeric performance goal or at least an objective, behavioral goal. Having a specific, concrete number in mind will help you to determine whether or not the goal you have set has been met later. Don't come up with so many goals that you wind up spending an inordinate amount of time measuring them. Devise automated measurements or simple tracking logs.

Next, make sure goals are achievable (or attainable). It's well and good to shoot for the stars, but if you set a goal that someone can't possibly hope to meet, then you'll only end up with a discouraged employee and no real progress. A 20% increase in sales in a flat market will probably cause your salesperson to go work for somebody else. Also, here's a good place to mention how many goals to set. A person can focus on 3 but no more than 5. I like 3 if possible though the more variety there is in the job description, the more goals you'll need.

Next, goals should be relevant and focused on results. At a high level, they need to be aligned with your company's vision, mission, and values. At the individual level they need to support performance, efficiency and/or expense reduction goals. One of my marketing clients got hung up on the best practice advice of tracking where each and every landing page hit came from. She spent hours and hours each week creating separate landing pages for each source (facebook, Twitter, website) when what she badly needed was a results focused performance goal, such as 2 or 3 paying clients.

And finally, be sure that you set time limits for your goals rather than giving yourself an indefinite point at which they can be completed. Having a specific time frame in effect for the completion of your goals indicates priority and inspires action.

Don't expect to be great at setting and accomplishing goals at first. To get results takes time but the clients who've been to 4 or more GrowthPlan Quarterly Business Planning Workshops encourage newcomers to hang in there. They see increasing number of goals accomplished each quarter and the amazing changes taking place in their businesses as a result of their hard work and persistence in setting SMART goals.

GOALS

- ✓ Establish goals that are specific, numeric where possible
- ✓ Establish key performance measurements to assess performance
- ✓ Ensure they're achievable (or attainable) to keep morale up
- ✓ Make your goals relevant and results-focused
- ✓ Make your goals time specific

STRATEGY 2: REFINE PROCESSES



The 2nd strategy is to document and refine the processes that your team is currently performing. You better believe that on an Indy 500 team, the process used to refuel or change tires is documented on paper or in a computer.

This is a tedious task—there's no way around it. So why document? First, it allows for the easy transfer of knowledge from individual to individual as needed. Sure, you can probably achieve some success by having every individual running off of their own knowledge and their own skillsets, but what happens when individuals in charge of carrying out certain tasks are absent, move into different positions, or leave your business altogether? Having systems in place makes the transfer of tasks and responsibilities from person to person much simpler, much more efficient, and will prevent any potential negative impact on your business when normal transitions happen.

Second, documenting the steps needed in a process allows any team member to jump in and cover that process when necessary. Not only that, documentation of the steps in the process gives you a system for evaluating the processes and the team members who are carrying them out for potential problems.

Documenting every process can be made easier by spreading the work around. Have each team member document his or her own processes. Every detail. Give them a format so you get consistent documentation in the end and then give them a week or two to write down everything they do—no matter how big or small or how critical or menial the tasks may seem. Have them use an outline format complete with numbering so it's clear what's 1st, 2nd, 3rd, etc.

To document a process, the first team member completes the task while writing down every step that they take to do so, including both concrete steps as well as steps such as seeking approval where necessary. Once the steps in the task have been documented, verify them by having another team member step in and perform the task using the written directions. If they need to stop and ask for guidance, the original individual tasked with the job adds that to the documentation. This continues until a new person is able to complete the task in full, without any guidance other than the written process. After all of this has been completed, any worker should be able to fulfill the task with this documentation.

Now you've got a stack of procedures that each team member follows. Next is to create a workflow chart. The first step in creating solid, enduring processes is to be able to see the flow of work through your business. A flowchart enables you to see by creating a visual representation of the flow of work. It enables you to also see how processes interact and impact each other. It helps you avoid the dreaded black hole where customers, people, paper and, ultimately, dollars disappear. A workflow chart shows the relationship between each person's job or each department or area. This will allow you to evaluate the way that work is passed on from one person to the next or from one department to the next establishing a clear chain of responsibility so that no crucial tasks are missed in the process.

Once all your processes are documented, start looking for ways to refine them. If you have an employee who's outperforming others on tasks such as direct calls or sales, documentation can provide you with a powerful tool for teaching others on your team to replicate the results of that individual by following the steps in their process. In addition, when you have a documented process that you already know works, you can start looking for ways to one-up those results to improve your team's performance even more.

Put all the documented processes into one big binder and last but not least, it's important to make all documents related to your processes available to all members of your team. If there's ever a question about how a process is meant to be carried out or if there are changes in the workplace that necessitate access to this information, you can be certain that the crucial processes in your business are not halted.



PROCESSES

- ✓ Document policies and procedures
- ✓ Outline steps of the process
- ✓ Develop a workflow chart
- ✓ Publish documents in a central location accessible by all

STRATEGY 3: TRAIN PEOPLE



A team is only as good as the people on it. Indy 500 crew members are highly trained and motivated individuals who are experts in their field. They've been given significant cross training and understand the jobs and responsibilities of all of their teammates as well as they understand their own. Hiring only the best people for your team and taking the time to train them in their processes - as well as those of their teammates - can be one of the most important things that you do in developing a great foundation for your business's success.

Start day 1 by implementing a new hire orientation. Not only does it give a warm welcome and chance to teach employees early on what their role is and how to perform it successfully, a new hire program is proven to increase employee retention; it helps them feel part of an overall team.

And training shouldn't end once a person has been hired. Conducting regular training of various types ensures you have a skilled, knowledgeable collective of team members capable of handling a wide variety of tasks. Cross training your employees can also be important, as it allows you to have a wide variety of people with a wide variety of skills on hand. You may also consider apprenticeships for certain employees and roles.

Individual performance evaluations will ensure that those employees whose performance has declined are put back on the right track and will also give you the opportunity to reward those top-performing employees.

Finally, hold team meetings on a regular basis. You can gain valuable information and insights from a wide variety of perspectives which can be used to further refine your systems and processes. Team meetings may be one of the best sources of information that you have regarding the daily operation of your business, especially if you're away or your time and interests are divided among other projects. Establish a "meeting rhythm;" i.e. hold the meeting rigorously, without fail, on the same day and time.

PEOPLE

- ✓ Implement a new hire orientation
- ✓ Conduct regular training sessions
- ✓ Cross train employees
- ✓ Institute performance evaluations
- ✓ Hold regular team meetings (meeting rhythm)
- ✓ Develop apprenticeship programs
- ✓ Provide frequent feedback on performance

STRATEGY 4: SECURE RESOURCES

To get things done, a team needs the right resources at its disposal. Strategically planning for all of the resources that you need is a must for your business processes. For an Indy 500 team, this means having the right tires, fuel, and replacement parts needed to see a race through to the finish. Before the race even starts, each pit crew stocks its pitside fuel tank and pre-mounts spare tires on wheels. The amount of fuel and tires each team is allowed is determined based on the length of the race. If you don't plan ahead and ensure that your system has all of the tools it needs to function over time, you're setting that system up for failure.

The first step in planning for sufficient resource availability is determining exactly what resource needs your business and your team members have. Look at every area of operations, because even the scarcity of office supplies can lead to stalled processes and business delays. Again, spread this task around by having every employee list the equipment, supplies, and any resources they use on a daily, weekly, monthly quarterly, and annual basis.

It's also important to know where your resources will be coming from and to properly assess the reliability of that supply chain. A short-term solution is never the best solution. It's always best to be sure that your current supplier will continue to offer you what you need at the right price and that you will easily be able to find an alternative if necessary.



RESOURCES

- ✓ Identify resource needs
- ✓ Assess supply chain reliability
- ✓ Ensure availability of tools, materials, and technology

STRATEGY 5: MANAGE INFORMATION



An IndyCar team has to have a ton of information at its disposal to even get started with its planning, and after that, information such as lap times, pit time, tire wear, and fuel consumption all need to be tracked and monitored. There are lots of things that should be tracked and monitored with your teams, too, whether that's the speed at which they are able to accomplish tasks, error rates, or their ability to meet certain quotas that you have set.

There are various ways to collect information in order to assess your business and your team's progress. It's up to you and your team to come up with ways to ensure that information collection is an ongoing process, and that it will not be overlooked in the overall systemization of your business. Because of its importance, the automation of data collection is crucial. Ensure that data is collected with as little impact to the flow of work as possible to avoid creating process inefficiencies.

A common mistake is collecting too much data. Reams of reports that no one has time to read are of no value. Track and collect information that ties directly to your goals. While virtually all information about your business has some value, you want to evaluate what you collect based upon the direct impact of the data on business performance, especially revenue. Too much data like too many goals cause your team to lose focus and clarity.

INFORMATION

- ✓ Collect information to assess progress
- ✓ Tie information collected to goals
- ✓ Automate data collection where and when possible

STRATEGY 6: EVALUATE INFORMATION

Having accurate information about how things are running allows you to evaluate the effectiveness of your systems and processes. Best of all, it lets you make educated mid-course corrections in real time and be confident they're right. The information that IndyCar teams gather allows those teams to determine where they're succeeding and where they're faltering. Even the smallest of adjustments can have a tremendous impact on a racer's time and can be the difference between a first place and a middle-of-the-pack finish. And by having that information on hand, those teams - and your team - have what they need to implement the final strategy.

EVALUATION

- ✓ Assess performance against goals
- ✓ Assess process gaps
- ✓ Assess successes and shortfalls

STRATEGY 7: BUILD IN CONTINUOUS IMPROVEMENT

Today's modern single-seater rockets that IndyCars have become are a far cry from the early 2-seaters with a driver to look forward and a mechanic to look back. The rearview mirror in your car is an invention that was pioneered at Indy. That's the result of continuous improvement.

Continuous improvement is the ongoing effort to improve services and processes over time. It not only keeps Indy 500 drivers on track, so to speak, it's propelled amazing safety and speed achievements.

Every aspect of IndyCar racing has undergone changes from the early days. Pit stops fell from several minutes to the seconds they take today. As the speeds of the cars grew, the safety measures for the crew grew as well. The guys going over the wall used to be in khakis and other clothing that could easily catch fire. Now, like the drivers, the crews wear fire retardant suits and helmets.

Without that desire to win, many technological innovations we see in our cars today wouldn't have been possible. The continuous improvement mindset of the racing teams with the focus on knocking mere seconds off of lap times meant that no piece of the car would be left unquestioned. Some ideas tested worked well, others didn't. However, that desire to be the best meant that they'd never stop trying to improve.



As a business leader, you want these same safety, speed, and accuracy improvements in your shop. Continuous improvement is what will set you apart from your competition.

The people in your company doing the work are the experts so once again, involve them. Reward improvement ideas and give your people the resources and support to implement their ideas.

Foster an environment of curiosity. Begin asking “why,” “why not?” and “what if” every time you talk with team members and encourage team members to ask these questions too.

Don’t make team members come to you or other management to implement every improvement. Determine a threshold at which team members have the authority to try out their ideas, to implement, test, adjust, and refine on their own.

Make continuous improvement a topic in regular team meetings. Ask for ideas and discuss their merit as a team. Team meetings are your chance to model the behaviors you want your team members to adopt. It’s a good way to foster that environment of curiosity. As they say, good enough never is. Engage team members in dialogue about which systems are beginning to show signs of strain, changes in Key Performance Indicators, quality failures, and complaints from suppliers, vendors, and customers. Make mistakes OK; view them as learning opportunities.

It’s also important to constantly monitor any and all external influences that could have an impact on your business’s processes and systems. This can include market changes, things that the competition is doing or has done, or any new laws or regulations that arise that affect the way that your business and industry must operate.

CONTINUOUS IMPROVEMENT

- ✓ Modify internal systems as needed to address gaps and shortfalls
- ✓ Ask the people doing the work
- ✓ Ask “why,” “why not,” and “what if”
- ✓ Empower team members to make improvements
- ✓ Make continuous improvement a regular topic in team meetings
- ✓ View mistakes as learning opportunities
- ✓ Monitor external influences such as market changes, competition, and regulations

SYSTEMIZATION WORKS IN ANY BUSINESS, INCLUDING YOUR BUSINESS

You might be saying, “My business is unique; this won’t work in my business.” I’ve yet to come across a business that wouldn’t benefit by making processes repeatable and implementing a more systematic way of doing the work.

It works if you own a law office, a computer company, a manufacturing business, or a veterinary office. It doesn’t matter whether you’re a plumbing company or a funeral home. I’ve implemented systemized processes in all these types of businesses and more.

Even the most complex tasks and the most challenging goals are possible when broken down into efficient, functional processes. It’s truly the key to better performance, whether you’re looking to increase the scope of what your business can do, to increase the efficiency of your employees, or to increase your sales and profits. You don’t have to be part of an Indy 500 crew to see just how important systemization and processes are to success, even with your most complex goals and plans.

Your name isn’t Parnelli Jones or Helio Castroneves but you’re the person behind the wheel at your company. You can transform your company from mediocre to one that’s capable of succeeding on a global scale or at least surpassing any of your direct competition. Apply the precision of an IndyCar pit team to your business and watch your profits soar.



Roger Engela is central Indiana’s most profit-producing coach to business owners in every industry. He applies his significant business expertise to help business owners improve their business, income, and lifestyle. His clients enjoy record profits. Go here <http://bit.ly/timewithRoger> to book a free phone meeting to discuss your unique business needs with him.

Roger and Susie co-founded Inspire Results Business Coaching in 2010. Roger is Owner, CEO, and Certified Business Coach and Susie is Co-Owner and Marketing and Operations Manager.

Roger@InspireResults.com // 317-908-5809

RESOURCES

The Indy Channel, IndyCar 101: Anatomy of a Pit Stop, April 28, 2014

<http://www.theindychannel.com/sports/indycar/indycar-101-anatomy-of-a-pit-stop>

Pit Stop, https://en.wikipedia.org/wiki/Pit_stop

Lean Blitz, The Indy 500 and Continuous Improvement, November 16, 2015,

<http://leanblitzconsulting.com/2013/05/the-indianapolis-500-and-continuous-improvement/>

UniWatch, A Brief History of the Brickyard and the Greatest Spectacle in Racing, May 25, 2013,

<http://www.uni-watch.com/2013/05/25/a-history-of-the-indianapolis-500/>

Creating a Continuous Improvement Culture,

<http://www.slideshare.net/KarenMartinGroup/creating-a-continuous-improvement-culture25218311>,

August 13, 2015