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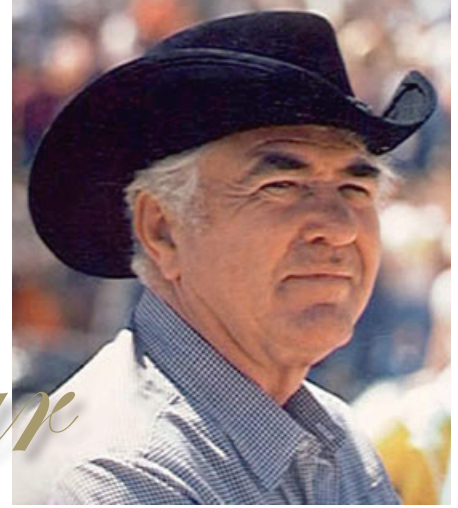
AUTOMOTIVE
EXECUTIVE
OF THE *Year*

CARROLL SHELBY

A Lifetime of Achievement



AUTOMOTIVE EXECUTIVE OF THE *Year*



LIFETIME ACHIEVEMENT AWARD

It's not every day you get the chance to hear words of wisdom from a man who has been working at the heart of the automotive industry for more than 50 years. Carroll Shelby—international-winning race driver, team

owner, designer, engineer, manufacturer and consultant—has pretty much seen and done everything there is to do in this industry. Now at age 85, Shelby has returned “home” to partner with Ford Motor Co. again on the Mustang—and

if he gets his way, maybe even a new Cobra somewhere down the line.

Born January 11, 1923 in Leesburg, Texas, Shelby attended high school in Dallas and enlisted in the U.S. Army Air Corps, serving in World War II as a flight

CARROLL SHELBY DEFINES SUCCESS:

‘Be Content with What You Do’



Carroll Shelby once came late to a race, straight from his farm. With no time to change into proper racing clothes, fans remembered his overalls more than his win. After that, wearing overalls while he raced became a beloved part of his identity.

instructor and test pilot. In the mid-1950s, he was a chicken farmer until his birds died from Limberneck disease. It was at that point that a friend encouraged him to try car racing. His victories at the amateur level led him to become one of the world's greatest professional drivers. He captured three national sports car championships and earned a spot on the Aston-Martin racing team. In his driving career, he has won the 24 Hours of Le Mans and set land-speed records on the Bonneville Salt Flats.

Often described as the greatest single influence on American racing in the post-1945 period, Carroll Shelby refurbished the image of American road-racers in Europe. In fact, with no formal engineering background, Shelby and his team created a race car which ended Ferrari's domination of the World's Manufacturing Championship. Over the years, Shelby's inspiration and vision have made him the force behind many of the industry's most beloved automobiles, including the Cobra, Series 1, Ford GT40, Viper, Ford Shelby Mustangs and the Ford GT.

He is the only man to ever win Le Mans as a driver, team owner and manufacturer. In addition to being named *Sports Illustrated's* Driver of the Year in 1956 and 1957, his countless achievements in the motor sports world led to his induction into the Automobile Hall of Fame and the International Motor-Sports Hall of Fame.

Carroll Shelby is also known for his philanthropic efforts. After undergoing successful heart transplant surgery, he created the Carroll Shelby Children's Foundation™ in October 1991, dedicated to providing acute coronary and kidney care for children in need.

In 1995, Shelby achieved his life-long dream of owning his own manufacturing facility near a track where his products could be tested during development. Establishing his operations near the newly built Las Vegas Motor Speedway, Shelby began producing a new line of aluminum and fiberglass Cobras. By 2004, he took the company public and formed Shelby Automobiles (NASDAQ: CSBI).

In 2004, Shelby and Ford Motor Co. joined forces again, with the introduc-

tion of a new Ford Shelby Mustang GT500 hitting the market in the summer of 2006. In 2006, *Motor Trend* named Carroll Shelby one of the 50 most important people in the auto industry in its first annual "Power List."

The GT500 was just the first in this rekindled relationship with Ford. Hertz

Late last year, Shelby Automobiles, Ford Racing and legend Bill Neale returned the "Terlingua Racing Team" to prominence with a post-title package for the V6 Ford Mustang. Today, Carroll Shelby's companies are busier than ever fulfilling the dreams of performance-driven enthusiasts everywhere.



Carroll Shelby has loved automobiles and anything that resembled one since he was three years old.

grasped the potential for a modern Shelby-Hertz "rental racer" 40 years after it launched a similar program in 1966. Together, Shelby Autos, Ford and Hertz created a rental car based on the Ford Mustang called the Ford Shelby GT-H. The clamor for this sporty pony car led to a consumer version for the 2007 and 2008 model years.

In April 2008, Ford and Shelby resurrected one of the most revered nameplates in muscle car history: the Ford Shelby GT500KR. The reaction was fantastic, and a limited run of the 540-horsepower car will be built for the 2008 and 2009 model year. In addition, Shelby Automobiles and Ford Racing created a post-title "Super Snake" package for the Ford Shelby GT500 that turned the muscle car into a fire-breathing exotic with up to 725 horsepower.

A Lifetime of Achievement

The 2008 Automotive Executive of the Year Lifetime Achievement Award will be presented to Carroll Shelby at an invitation-only luncheon at the Detroit Athletic Club (DAC) on April 16th. This is the first time in a decade that the Automotive Executive of the Year's annual honoree will be recognized for lifetime achievement. Approximately 225 automotive OEM executives and supplier leaders will attend the event.

The award has recognized excellence in automotive leadership from OEM executives since 1964. Past winners include Jim Press, Bill Ford, Jr., Dieter Zetsche, Rick Wagoner, Henry Ford II, Robert Eaton, Thomas Stallkamp, Roger Smith, Harold E. Poling, Lee Iacocca and John DeLorean.

"Carroll Shelby has a special brand

'Be Content with What You Do'

of success,” said Robert Djurovic, DNV Certification’s director of automotive services—North America, and chairman of the nominating committee. “His ongoing energy and commitment amazes us all, as he continues to push the industry to new levels of performance. Few individuals have experienced the auto industry as he has, and few have impacted so many people’s experience of it so deeply.”

“Recognizing Carroll Shelby with a Lifetime Achievement award is the perfect opportunity to reflect on the delicate balance between styling and performance that is fundamental to truly exceptional automotive design,” added J. Scot Sharland, executive director of AIAG. “Mr. Shelby’s personal and professional contributions to our industry are legendary. The simple mention of his name lights up the faces of car enthusiasts worldwide.”

In the interview that follows, this living legend steps up—as he always has—to share his perspective on the industry today and share some special advice for those who are trying to stick it out.

In your career, you experienced the transition from designing automobiles by hand to designing them by computer. How has technology affected your design process?

Shelby: Computer technology has cut out a lot of unnecessary time spent drafting and all the things that go along with that. With CAD you can sit and imagine what you want a car to look like and have it drawn out in 15 seconds. It’s a whole new world with computers. Now you can use the simulators and design what you want—and if you don’t like it, you can erase it and design something else in another 15 seconds.

How do you do your design work for Shelby Automobiles these days? Do you sketch out your designs and then give them to someone to create into a CAD drawing?

Shelby: No, I try never to tell our people what I want when it comes to design. If I have any strength at all, it’s in knowing how to hire good people and letting them do what they do best. With computers, they can come up with a number of different designs, and then when they show them to me, I might

say, “Why don’t you lower that a little bit?” or “Why don’t you take the squareness out of that?”

“I’ve considered myself most successful at times when the world thought I was a failure.”

—Carroll Shelby

So, no micro-management?

Shelby: Absolutely not. I don’t believe in micro-management. Although, it does get me into trouble sometimes if I happen to pick the wrong person for our team. But when you have a team together like we have now, they are so enthusiastic because they know that somebody won’t be looking over their shoulder all the time.



427 Shelby Cobra

You worked on the original Dodge Viper, and of course, the original Cobra. What was your gutsiest design move?

Shelby: The gutsiest move was probably thinking in the first place that I was smart enough to get my own car built. There are approximately 7,000 pieces to put together when you build a car, and I guess I'm lucky that I don't have a formal education—only high school—so therefore, I'm not smart enough to know what I can't do a lot of the time. You just barrel ahead and make it work.

On the other hand, I've been told that I've built more than 160 different prototype cars—and most of them haven't worked. But I'm never fearful of trying something new. Right now, we're work-



Shelby and the Mustang GT 350 in 1965.

ing on several new materials, much lighter and stronger than the present carbon fibers. There are a lot of brilliant people out there coming up with a lot of new materials.

What's the most exciting thing that you are working on right now?

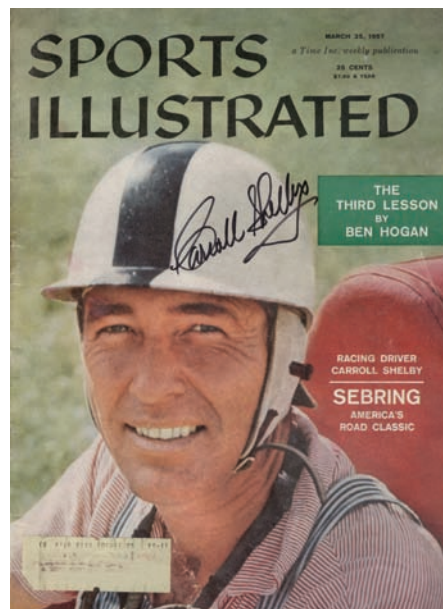
Shelby: Instead of trying to build too many types of cars, I'm concentrating on the Mustang. The most exciting thing for me is being back with Ford after nearly 35 years. Also, during that time, I took off and lived in Africa for 12 years...

Why did you go live in Africa?

Shelby: For the simple reason that performance went away for about 20 years, and I've always loved Africa.

In 1968, performance went away when the government mandated emissions and safety—new laws and new regulations. It took 20 years to get electronics under control so that when

developing performance, you can have more horsepower and have your clean engines and the amenities that we've come to expect in automobiles.



Shelby was *Sports Illustrated's* Driver of the Year in 1956 and 1957.

So, the most exciting thing you're doing right now is working with Ford...Would Ford say the same thing about you?

Shelby: They might not because I get a little controversial once in a while. I love the people at Ford.

What is your vision for Shelby Automobiles moving forward? What work is left to be done?

Shelby: I'm 85 now and my relationship with Ford is stronger than ever. We have new Mustangs planned, and one of these days, I hope that we build a new Cobra.

When we build something like the Cobra, we're building it to show the young people that we're staying ahead of the curve and creating enthusiasm for them. For a great amount of young people, an automobile is still their first real interest. You must always keep the young people in mind because that's really why we're in business: to attract young people to Ford products. If we can get them when they're young—and we do our job right—then we'll have them as customers for life.

My 17-yr-old nephew has an older model Mustang and when he found out I was interviewing you, he went crazy.

Shelby: I am very thankful to still be reaching the kids. I'm amazed at how many young people still know something about what we do. It's staggering to me at 85 that people still know that I haven't gone horizontal and that I'm still in the automobile business.

It is amazing. As fast as things move in our world these days, people can be in the limelight one day and then in two more days, they're forgotten.

Shelby: Believe me, I have lived through that several times. Just because we're quite successful now, I don't let that go to my head because I know that could change tomorrow. I'm not so impressed with myself that I don't realize that things like that can happen.

Let's talk about young people for a minute. We've got tough times in the North American auto industry right now—global competition, rising costs, massive layoffs and a nation hovering on a recession. Would you advise a young person starting out now to choose a career in the auto industry?

Shelby: The North American automotive companies have some tremendous challenges right now and the people in the business know what they are. I believe we are getting our problems under control. It's a difficult situa-

'Be Content with What You Do'

tion because of labor costs and health care—and some of the companies we compete with don't have the same challenges to the degree we do.

To stay in this industry right now, you have to have a passion for automobiles.

What has been the highlight of your career during the last decade?

Shelby: The highlight of my career is getting back with Ford and working on the Mustangs. I don't plan to slow down or give up what we're doing. I couldn't ask for any more from life. Here I am with a heart transplant and a kidney transplant, and I'm getting to work every day, doing what I love.

How are you feeling?

Shelby: I feel old and wobbly once in a while, and at those times, I feel sorry for myself. And then I think I better hitch my britches up because I'm the luckiest person in the world.



Shelby's last race, October 1960, in Laguna Seca, California.

What's the most important advice you have ever received that you still adhere to today?

Shelby: The most important thing in life is to decide what you think you can be passionate about and get into that. And if you find out that that's not the right thing for you after all, don't be

afraid to change. Don't ever get scared. Don't ever let security be your guiding force. Always be ready to take a little gamble to do what you wake up in the morning and look forward to doing.

When I lay my head on my pillow at night, 95 percent of the time, I'm thinking about how lucky I've been to do this work. I've loved automobiles, airplanes and steam locomotives since I was three years old.

You've been doing this a long time... ever get tired of it? What keeps you motivated to stay in the industry when many people would have long retired by now?

Shelby: The only thing I want to do—and what I never get tired of—is spending 14 hours a day working with the people who build cars. The only thing that makes me tired is dealing with lawyers and all the mundane things you have to do when you run your own business.



The modern Shelby Mustang is thrilling driving enthusiasts all over again.

You've been called many things over the span of your career: driver, designer, race team owner, etc. How would you describe yourself?

Shelby: I'm a "motivator"—that's how I would describe myself: chief motivating officer. I spend most of my time now working with people, motivating them to make their dreams come true. To turn dreams into reality doesn't just happen. It takes perseverance, luck, and wonderful people. People make things work.

Shelby Automobiles has enjoyed a 'rebirth' over the past couple of years. To what do you attribute this success?

Shelby: You must be contented with your business. You don't have to be what the world defines as successful. Financial success only makes it possible to follow your dreams and that's the only reason that I try to pursue any level of financial success—to the extent that it makes it possible to follow my dreams.

I've considered myself most successful at times when the world thought I was a failure.

Recently you helped launch a new factory-recognized enthusiast club. What do you hope to achieve?

Shelby: Years ago we founded a nonprofit organization to keep track of the cars we built. Later it was taken over by people who turned it into a profit center—which was not what we had envisioned—so, we founded Team Shelby as an enthusiast-based organization. It's run by individuals who love our cars and is supported by Shelby Automobiles. People who have Shelby cars deserve to have a club that is more interested in helping them enjoy their cars than selling them a t-shirt. This new organization gives us the opportunity to be closer to those people, and we have more than 2,000 members and 100,000 online registered enthusiasts.

When I pass away, I want my legacy passed on to people who own and love Shelby cars and the Shelby brand.

You will be receiving the Automotive Executive of the Year's Lifetime Achievement Award at a time when many of those in the industry feel very uncer-



If you don't like what you're doing, Shelby's advice is to find something else to do.

tain about their futures. Do you have a message you'd like to share with them?

Shelby: The automotive industry has been, still is and will be the backbone of this economy. That's my first message.

As an individual working in this industry, it is your responsibility to be the best at what you're doing. If you are head of a company, make sure that the people who put you up on a pedestal

get the credit.

To those still making their way in this business, my message is: never give up. And if you don't like what you're doing, try to find something else to do. You need to be content with what you do. If you wake up one day and find that you don't like what you're doing—stop doing it. ▶

Carla Kalogeridis is editor in chief of AIAG's Actionline magazine.

“SON, ONE OF THESE DAYS YOU’RE GONNA REALIZE THAT YOU’RE NOT SO SLICK THAT YOU CAN’T BE GREASED.”

—WARREN HALL SHELBY
(CARROLL SHELBY’S FATHER AND HERO)

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Congratulations from your industry friends.

