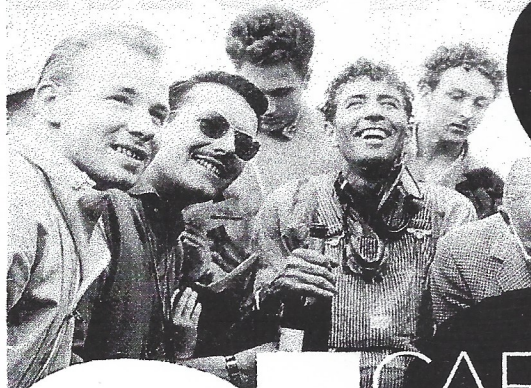


TREND

MOTORTREND.COM AUGUST 2012

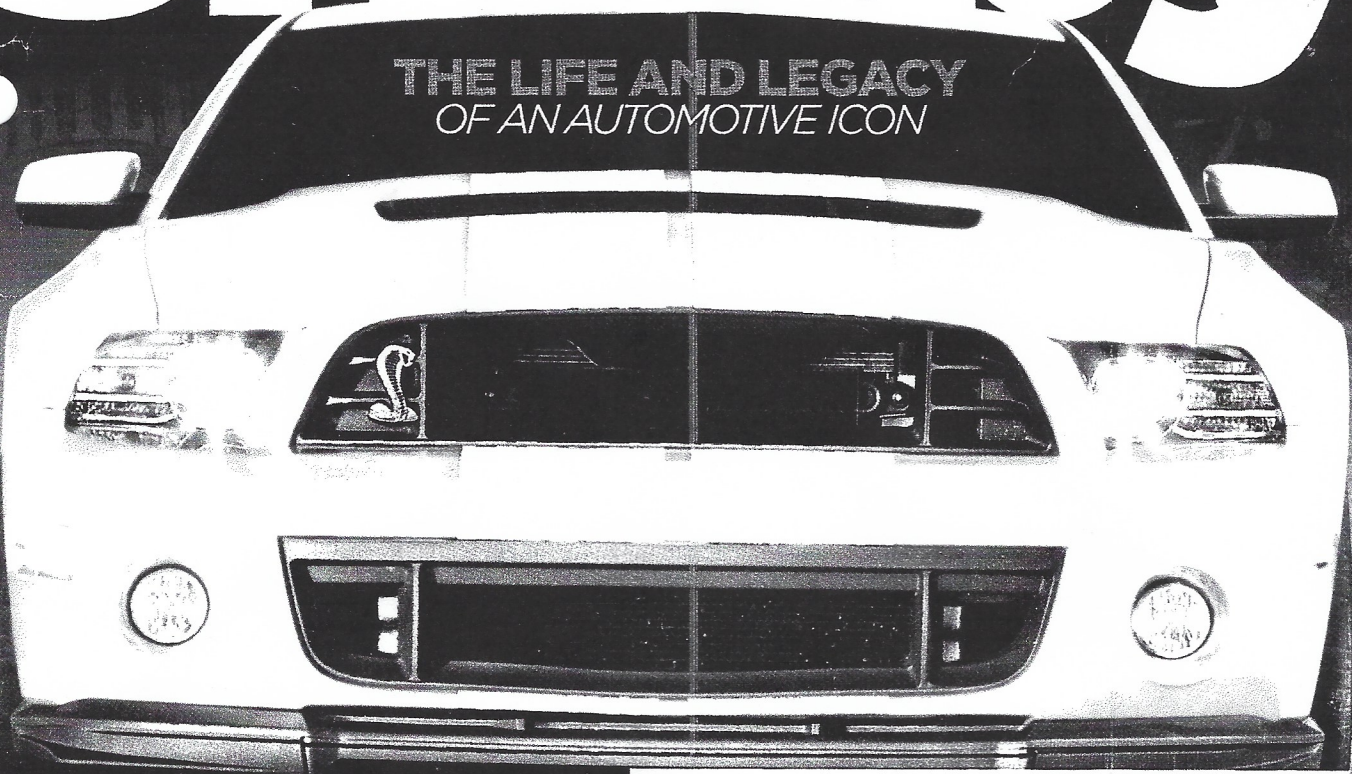


CARROLL

1923-2012

Shelby

THE LIFE AND LEGACY
OF AN AUTOMOTIVE ICON



GUNNING FOR

200 MPH

IN SHELBY'S LAST GT500

1942
P102
394
785

#BXBCKHG *****CAR-RT LOT**R-008
#9772000070902934# 1208 FEB13 1942
GARY L WITZENBURG
2470 OVERGLEN CT
EAST LANSING MI 48823-9475

(In Memoriam)

● Interviewed by Gary Witzenburg

Carroll **SHELBY** *in his own words...*

Racing in bib overalls "My chickens all had limberneck, and I was going broke. I'd been vaccinating chickens and was running late, so I drove out to the track in my overalls. It was hot, about 110 degrees, and I decided to leave the overalls on because I thought they'd be cooler to drive in. I won the race in them and everybody giggled and laughed, but they ran my picture in the paper in those overalls. I decided, shoot, this is a pretty good deal, and I kept on doing it."

His bad heart "Lucky I didn't have a heart attack during a race, because those Grand Prix's in the '50s used to be 300 or 400 miles long. You'd lose 15 pounds sweating."

"Then I said, well, enough of this. I think I'd better quit and get on with my car."

"I decided it should be an American car and moved to California in 1959."

"Chrysler offered me a deal in '68, but I never took it. Except for Iacocca, I would have."

The chili business "A partner and I had a ranch down by the Mexican border in West Texas, a couple hundred thousand acres, and we couldn't sell it. I called a friend named Tom Tierney, a former Ford PR man and quite a promoter. I said, 'I've got this ol' ranch that's 200,000 acres of rocks. How are we going to sell it?' Tom called back in a couple weeks. 'We're going to have the world's championship chili cookoff,' he said."

"So we had the first one. Tom got the press interested, and it became an annual event. A couple years later, we sold the ranch. But I had been giving this chili away, until one day my accountant said, 'Your five years are up. You'd better either go into business or forget this chili, because you gave away \$35,000 worth of it last year.' So I found me a food broker and went into business in California. Then it spread to the 50 states and was bought by Kraft. That was a nice deal."

"Along about that time, I went to Ford and said, 'Performance is coming back. What are you going to do?' And they hired Jackie Stewart. I'd been loyal to them all through the '70s and hadn't gotten anything

June 1962

Shelby American deals with start-up problems resulting in slower than anticipated production. The AC chassis requires extensive reengineering for Shelby's intended application. Meanwhile, CSX-2000 is repainted a new color each time a different magazine test drives it, suggesting many cars had been built.



October 13, 1962

Shelby American enters the Cobra in the Los Angeles Times Grand Prix, its first race. With driver Bill Krause behind the wheel, the Cobra starts poorly, falls back, then takes the lead at lap nine. The Cobra ends up breaking a rear hub and does not finish the race. It is, however, proven lighter and faster than the new Corvette Stingray.

June 1963

Shelby American completes its first 125 Cobras. Ford refuses to finance a Cobra Le Mans effort, so Shelby puts together a deal with AC Cars and Ed Hugus. The top Cobra finishes seventh.



(Carroll Shelby)

at all out of it. I was having fun down in East Texas, had my motorcycles and my Cobras and stuff down there, and I was playing golf and had enough businesses that I was getting along just fine. But I thought, shoot, there's still some things I want to do. I don't want to just hang around. Guess I'll go show 'em I can do something somewhere else."

Retirement "I would never be happy retired. I've got to have my nose into something. To me, my work is not work. I'm not in it to make money, although I know for a company to be successful, it does have to show a profit. And I'm not in it to prove anything to the world. I just look forward to getting up every morning and doing what I do. I think the only thing I really want to do now is to have this little car company. I sold a bunch of my businesses lately, very successful businesses, because I don't want the time taken away from the things I want to do, which in order are: spend some time with my grandchildren, spend some time on my island in Mexico and my farms in East Texas, and build my automobiles."

On his team "My philosophy is to establish policy and general principles and then let people run their own departments. I feel that my time is best spent on policy and doing my homework on what kind of product we should be building two or three years down the road, rather than telling some guy who's been an engineer for 30 years how to engineer."

"I'm interested in product and in the welfare of the people who run the company, and seeing that they have every opportunity to do their jobs without a lot of interference. If you hire the wrong guy, you can get rid of him and get another one. But if you try to tell a real professional how to do his job, he's entitled to leave and go find a good boss. You have to pick the right ones to begin with, then you have to motivate them and let them make money. But, above all, you have to let them run their own railroads, make their own decisions, and feel their self-importance...and don't tie them up in meetings all day like too many companies do."

"The most important thing is for the making of money to become secondary. The product has to come first, then the profit will follow."

Working with the media "The press has a job to do, and that is to write something about you or your company or your product. You may as well cooperate and make it easy for them, and then maybe they'll write something nice. A lot of people look for an adversarial relationship with the media, but that is stupid."

The plan that eventually led to the Shelby Series 1

"To put some good people together and then look real hard at building another sports car. I'm looking at whether it's feasible; and if it is, we just might do it. And it just might be another world beater."

Excerpt from the Shelby American World Register, 1997

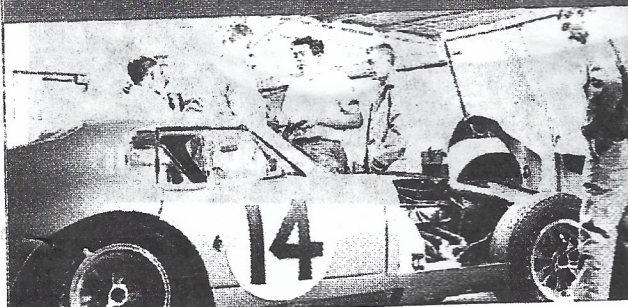
"When you get tied up with any big company, it has the tendency to change your perspective. Getting involved with Ford was kinda' like asking a big gorilla to dance. You start off leading, but before very long, you're being swung all over the floor, and pretty soon you lose sight of the fact that all you wanted to do in the first place was dance. The Cobra led to the Mustang GT350, and that led to the GT40, and before I knew it, our goals had changed. Ford didn't want us to race the Cobra because they were afraid it would beat their GT40. By the end of the 1960s, we weren't building Cobras at all, we weren't racing GT40s anymore, and our biggest competitor in the Mustang business was Ford itself. You didn't have to be Einstein to know it was time to pack it in."

Working with Chrysler "The Viper was Chrysler's version of the Cobra. After Bob Lutz came in, he and I sat down one day and decided to build it, and Lutz, Francois Castaing, and Tom Gale put that deal together. I wanted to build it with a supercharged V-8; he wanted to build it with a V-10. He won. It wasn't a big fight anyway."

"I built a prototype with John Fernandez, then they decided to take it back in-house. My heart was very bad, and I had to have a heart transplant about that time, so I wasn't really a big part of it. After that, my job was to keep Iacocca from killing it until we got into it far enough that he couldn't say no. In my opinion, it helped turn the image of the Chrysler Corp. around."

September 1963

Shelby begins work on what will become the Daytona Coupe, because the roadster lacks the aerodynamics necessary to achieve 200 mph down the Mulsanne straight at Le Mans. Pete Brock is tasked with designing it.



June 20-21, 1964

The Cobras and Shelby American win the 24 Hours of Le Mans. The Cobra is fourth overall and first in GT, beating Ferrari.

August 1964:

Ford asks Shelby to develop a high-performance Mustang fastback to challenge the Corvette in SCCA road racing.

January 1965

The 427 Cobra and 1965 Ford Shelby GT350 debut. Ford turns its GT40 project over to Shelby American.

October 1965

Shelby American proposes a special Hertz rent-a-racer, and builds a GT350H prototype. Hertz ultimately gives Shelby a contract for 1000 cars.

June 10-11, 1967

Under Shelby's guidance, Ford wins at Le Mans with its GT40 Mark IV.

(Carroll Shelby)

especially Dodge. They gave me a lot of credit for the thing, but I would not have built it like that. I had a 2900-pound car, but it wound up a 3700-pound car."

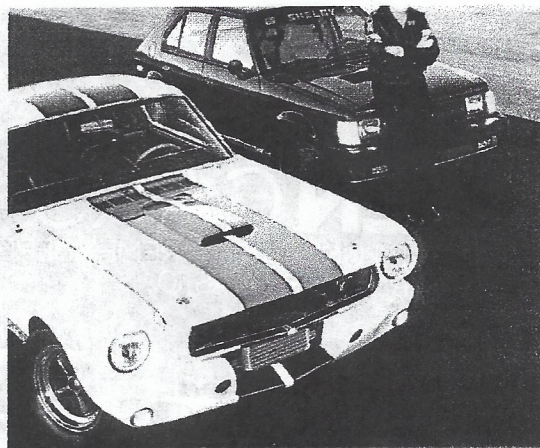
"When we closed up at Ford, I never dreamed that anything would happen with all that stuff that I built with them because Ford didn't want the liability. Other people came in and told me I didn't have the rights to the things that Iacocca had done, all the cars that I built, the Mustangs and Cobras. But the trademarks were mine. I had to get that straightened out in the court system. And, thank God, it is now, because I'm back at Ford and have a great relationship with Billy Ford and Edsel and the people there."

Biggest mistakes "At one time, I was offered the Toyota distributorship for the southwestern states. But Iacocca said, 'We're going to push the Japanese back into the ocean. You shouldn't take it.' I gave it to a friend of mine, Tommy Friedkin, who has made \$1 billion out of it. But I don't use eyes in my ass to worry about things, because everything has turned out very well for me. The biggest blunder I ever pulled as far as the Cobra is concerned is not jumping on these replica car guys very early. I asked them to give my children's foundation \$1000 a car, since I had a heart transplant and a kidney transplant, and they told me to go f*** myself. All of them, the whole bunch of them. So that was my biggest mistake. But when you're dealing with people not smart enough to build their own cars, they're going to steal from you."

Best people he's worked with

"Let me give you a short list. Phil Remington: the hot-rodder, fabricator who could make anything, a genius. Al Dowd: he coordinated all the racing activities. Homer Perry: coordinated everything at Ford in '66 and '67, including running at Le Mans, the greatest guy I ever worked with inside a company. Lee Iacocca: put a vest around me and helped me make it work. Ray Geddes: a Ford lawyer and beancounter who came out and worked on my program and coordinated it. Carroll Smith. There are a lot more."

"Also Henry Ford II. He wasn't well liked, but he was my friend. The only way '66 and '67 ever worked was because Henry said he wanted it done. There'll never be another Henry Ford. In September 1965, after the



cars blew up at Le Mans, he called Don Frey, Leo Beebe, and me in and said, 'Is that the best we can do?' He had name tags for us that said, 'Ford wins Le Mans in 1966.' Don Frey said, 'What are our fiscal restrictions?' Ford said, 'You boys would like a job next year, wouldn't you?' Unlimited budget, there'll never be another one."

Best drivers who drove for him

"There were so many good ones. When you had A.J. Foyt, Dan Gurney, Ken Miles, Lloyd Ruby, that class of people driving for you, I can't pick one over another. Bob Bondurant was a great driver. Dave McDonald would have been one of the most brilliant drivers ever if he hadn't gotten into that stupid Mickey Thompson car at Indy."

On the turbo-four-cylinder Dodge Omni GLHs, et al.

"Iacocca always took care of me. We built those pocket rockets, with the help of Iacocca and a lot of other people at Chrysler. You could see the way things were going to go, because there were three times as many kids out there who wanted performance cars as there were people able to buy expensive sports cars. We had a performance center in Santa Fe Springs, and John Fernandez came to work for me. I said, 'What do you have?' He said, 'A 2.2-liter engine with a single-track gearbox and cable shift. That wasn't very much. I thought we'd sell 3000, and we sold 7500 the first year.'"

Shelby Series 1 When Iacocca left, it was time for me to leave. I had known [Oldsmobile general manager] John Rock for some time, and I went to him and said, 'We ought to build a sports car.' He said, 'I agree.'"

While obviously a departure from the Mustang formula, Shelby followed Iacocca to Chrysler and lent his name and expertise to a hot Mopar hatch, the Dodge Omni GLH.

February 1970

Ford and Shelby end their racing agreement.

1974 Believing government regulations are going to end the days of performance, Shelby leaves the U.S. to spend time living in South Africa.

October 1982

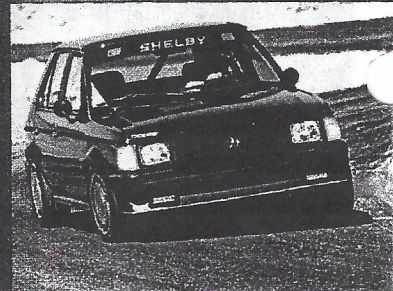
Shelby contracts with Chrysler to create performance cars based on Dodge products. On his return to Detroit, he recalls, "I should never have got back into it. But I couldn't turn Iacocca down. He was in trouble, and he'd always been good to me."

1984

Carroll Shelby and Dodge unveil the Dodge Omni GLH. Short for Goes Like Hell, in its most potent form, the Dodge hot hatch packs a turbocharged 2.2-liter I-4 producing 146-hp and 170 lb-ft of torque. In 2008, Shelby will tell Mustang Monthly, "I got so much crap building those little hot rods—the Chargers, GLHs, and all that. But you know what? I had fun doing it. We wound up with 750 hp in our little GLH drag car. I've got a GLH with 425 hp that I still enjoy driving."

1987

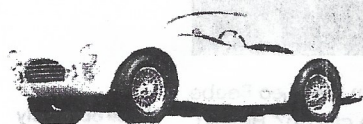
Shelby begins work with Chrysler's Bob Lutz and Tom Gale on what's to become the Dodge Viper RT/10.



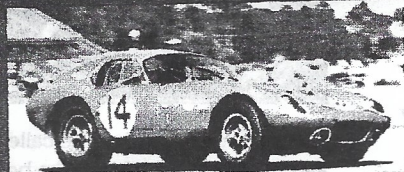
(Carroll Shelby) 1923-2012

TOP TEN CARS

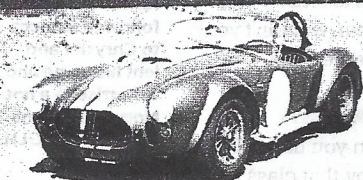
MOST PEOPLE ARE LUCKY TO BE REMEMBERED FOR A SINGLE CAR. SHELBY HAS 10.



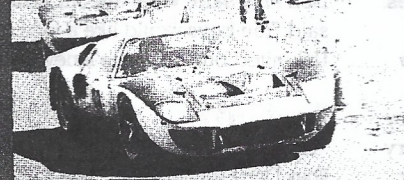
1 Cobra 260



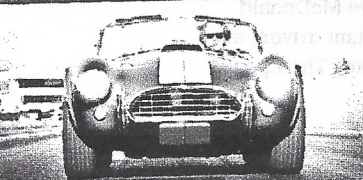
2 Daytona Coupe



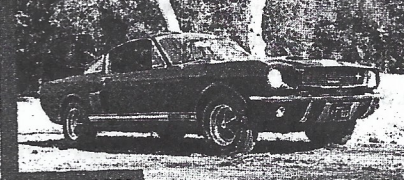
3 Cobra 427



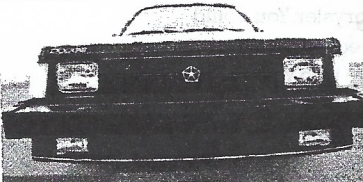
4 Ford GT40



5 Cobra 289



6 GT 350H



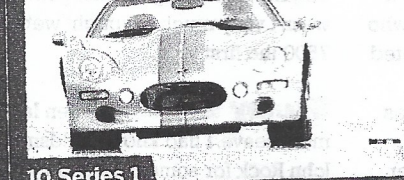
7 Omni GLH



8 GT500 2010



9 GT 350



10 Series 1

June 1990

Shelby gets his heart transplant, courtesy of a 38-year-old African-American gambler who suffered a stroke at a Las Vegas craps table.

May 1991

Less than a year after his transplant, Carroll Shelby paces the Indy 500 in a Dodge Viper. Before the race (and against track rules) he and *Motor Trend* editor-in-chief C. Van Tune take the Viper out for a spin. Post-race doctors say his heart is as strong as the drivers in the front row of the race.



"We started off very, very well, had orders for the car, and it was coming along. Then suddenly, I got a call from John Rock, and he had been fired. That was doomsday for me. Back then, you couldn't deal with General Motors—with any of those companies—unless you had somebody who throws a bullet-proof vest around you. We struggled through that and built 248 of them, and I'm damn proud of that car, and so are the people who own them.

"The Corvette guys got to Zarella, and that's the reason they canceled it. John Rock was a real automobile guy. Ron Zarella was the dumbest automobile man who ever lived. Bob Lutz came along and fired him. So I took the Cobra program over. We were building the 1960s Cobras in Las Vegas, two to three a week, and I took that over, settled everything, and settled our problems with Ford. I have a great relationship with them, and we're working on several programs with them."

Greatest accomplishments "I've got three damn good kids, and a bunch of good grandkids. That's what I'm proudest of. But the Cobra has to be the highlight of my career. I never expected it to be what it has been. I never expected all these people who are not smart enough to build their own cars to knock it off and copy it. I thought it would go away after I built 1000 of them, but it didn't. Then I got into the Mustangs that Iacocca wanted me to build, built 20,000 of them, and those damn things are now going astronomical. Those things have to be the highlights of my automotive career. I love the Series 1, and I've got a concept now that I'm building a prototype of [with Ford] that I think will be as radical as the Cobra was."

At the press launch of the 2005 GT500

"This car, 40 years later, is everything I dreamed of when we built the originals. It feels like it has a lot more power than it has, and it gets it to the ground. It's one thing to put 450 horsepower in an exotic supercar. It's another to put that much power in something as affordable as a Mustang. The fact that they not only met their goal but pushed on to 500 horsepower is a remarkable achievement. These guys are good, and I can't tell you how proud I am to be a part of it!" ■

1996

For his transplant, Shelby receives a kidney from his son, Michael.

January 1997

The Shelby Series 1, the first Shelby has ever designed from the ground up by Shelby himself, is unveiled. The \$108,000 drop-top is powered by a 4.0-liter Oldsmobile V-8 that produces 320 hp and 290 lb-ft of torque. Shelby's inspiration behind the Series 1? "My motivation is to see if I can build a 2350-pound car that has air conditioning, power windows, the whole thing. I see Ferraris weighing 3300 pounds, and I wonder, 'Why?' I just want to see if I can."



We've lost a legend in Ford Motor Company's history, and my family and I have lost a dear friend. Carroll Shelby is one of the most recognized names in performance-car history, and he's been successful at everything he's done.

Whether helping Ford dominate the 1960s racing scene or building some of the most famous Mustangs, his enthusiasm and passion for great automobiles over six decades have inspired everyone who worked with him. He was a great innovator whose legend at Ford will never be forgotten. Our thoughts and prayers go out to his family and friends.

Shelby Ford member, Ford board of directors

He was one of the best people in motorsport. He was a mentor, a beloved friend, and like a father to me. He was a business partner with George Hurst, so we worked with him on a lot of projects. He helped me through a lot of things both business and personal, and he appreciated my gray matter.

Bob Fries former Ms. Hurst Golden Shifter and automotive industry icon

We've lost one of the most iconic racer[s] and car designer[s] of all time. Carroll Shelby will be missed. Go rest high on that mountain, my friend.

Boatright three-time NASCAR Cup Series Champion, via Twitter

Carroll Shelby was a dear friend of our family. Galpin Ford was one the first Shelby dealers in the country. He meant so much to me as mentor and friend. I really loved the man. There was no one else like him. It was an honor to know him. My father [Bert Boeckmann] was with me when we got the news, and we are both very saddened. Dad calls him a free spirit who was wonderful to work with and a lot of fun. We will all miss him tremendously.

Bob Galpin vice president, Galpin Ford

Just learned that Carroll Shelby passed away. You will be missed, my friend. We are honored to have known you.

Greg Latta TV personality and car collector, via Twitter

Carroll was larger than life, responsible for some of the most legendary cars, including the Cobra, the GT40, the Shelby Mustang, and the Viper. His cars command some of the highest prices on our auction block, and for good reason: When you buy a Shelby, you know you're going to own a piece of automotive history. His passing is a true loss for all of us—at Barrett-Jackson and within the industry as a whole. He was an icon I was proud to call a friend.

Clayton Krumm chairman and CEO, Barrett-Jackson

When I came to Ford, Carroll and I would talk often about the next big project. He always wanted to go one better than the Corvette, that's why the new GT500 had to be at least 650 hp! I once asked him what his favorite project was. He gave me his sly, trademark smile and said, "The last one!" Carroll Shelby truly was a real life hero, inspiring generations of us. We will all miss him, especially at Monterey in August when we will gather as admirers for the 50th anniversary of the Shelby Cobra, a car some of us will be lucky to race in. Our industry has lost a giant and it won't be the same without him.

John F. Henkel group vice president, Global Marketing, Sales and Service, Ford Motor Co.

I was SCCA racing a Cobra and looking to upgrade my license from Regional to National. I asked him to give me a check ride. He said, "OK." He rode with me for several laps, then I asked him, "How did I do?" In front of a whole bunch of people, he said, "Neale, I suggest you stick with painting pictures of race cars instead of trying to drive them."

John Neale artist and industry icon



Mario Andretti

Sad to hear legendary Carroll Shelby passed away. His automotive contributions made him a real icon.

Mark Donohue former F1 World Champion, via Twitter

There've been a lot of long faces here. Especially in design. We did a lot of concepts with him. One was documented on The Learning Channel. It was the Cobra Roadster Concept (2004). It was a full-blown prototype with an aluminum spaceframe. We worked all night to get it ready. We shipped it from Dick Hutting's [Ford Design] Valencia studio to Irwindale Speedway [in California]. Carroll said, "I'd like to take it for a ride." Dick Hutting got in the passenger seat, and Carroll did the first few laps at a relaxed pace. Suddenly, he just gunned the thing. He did five laps at 130 mph. He absolutely scared the hell out of Hutting. [On another drive] The Learning Channel followed Carroll driving the car, with a helicopter. He did about three minutes of donuts. Bloody hell, that's Carroll Shelby.

John F. Henkel Ford Motor Company, group vice president, Design and Chief Creative Officer

Met Carroll at Pebble Beach years ago, we chatted like best friends. Incredible grace. He will be missed as we thank him for paving the way.

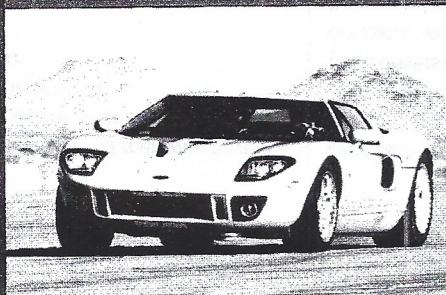
John F. Henkel president and CEO of the SRT Brand and senior vice president, Design at Chrysler Group LLC via Twitter

2000

Shelby enters in a lawsuit against Factory Five Racing over the Cobra, 427 S/C, Shelby, Shelby Cobra, Daytona Coupe, and Daytona Coupe Cobra trademarks. The lawsuit is settled out of court.

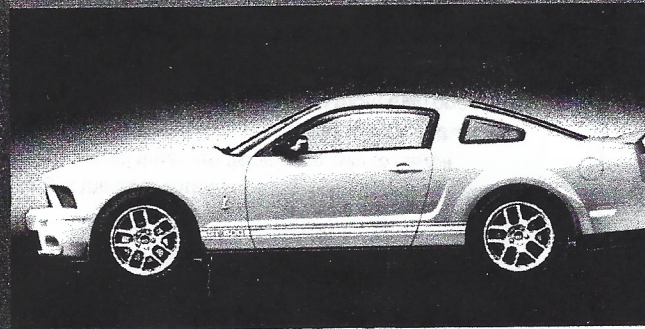
2002

Shelby is roped in as a consultant for the new Ford GT. The car is introduced to much fanfare at that year's North American International Auto Show in Detroit.



March 23, 2005

The Ford Shelby GT500 is introduced at the New York International auto show. It's the first Mustang to wear the Shelby name in 35 years.



In the history of our company, there are a handful of men who have stamped their imprint on the heart and soul of what we do at Ford racing, and Carroll Shelby is definitely one of them.

James Allison, Ford Racing director

He was a very fine man. He was honest, he had integrity, he worked very hard, and he was driven. Despite his heart and other health issues, he had the will and the fire to do things others couldn't. He made his mark, he left his footprint. He will be missed.

Jody Kravitz, former CEO, STP, and industry icon

Carroll Shelby was a giant in the motorsport industry and the automobile industry overall. Known primarily as an innovative automotive designer, he started building his legacy as an outstanding driver. Along the way, his name became iconic. On a personal level he was simply a good friend to so many of us.

Bob Foy, president, NASCAR

My personal experience with him was on the GT program, and I think that'll be the lasting impact for Carroll. I mean obviously it's a tremendous legacy, but for us at that SVT team, he mentored so many guys. Hau Thai-Tang for example, our VP of engineering, worked closely with him—the whole Mustang team worked so closely with him—it's a tremendous loss to us. Certainly one of the things that we have in our mind is continuing his legacy, to make sure he'll always be proud of those types of products that have his name on them.

Bob Foy, group vice president, Global Product Development Ford Motor Company

We got along great, and I learned a ton from Carroll—how to get sponsors, how to take care of sponsors, PR. I loved PR and marketing, and he was very strong at it. I really enjoyed racing for Carroll because he was a race driver and he ran the team more like a driver would run it, and he could win.

Bob Foy, race car driver

If Carroll really liked you, he called you, "Dad." Maybe that was a Texas thing, or just a Shelby thing, I never knew for sure. But it was a badge of honor to have him call you that. Every couple of weeks, Carroll would check in with me at *Motor Trend*. The calls would always start out the same way: "Tune, it's Shelby. How ya doin', Dad?" And when he hung up it was almost always with a, "Love you, Dad." Love you too, Carroll.

Carroll Shelby, former editor-in-chief, Motor Trend, and former PR spokesperson for Shelby

Even better than being at the track with Carroll was hearing him talk about his life. I can recall several times just listening in awe to Carroll talk about his highs and lows and how his path crossed so many other great drivers and industry leaders again and again. On more than one occasion, I was rapt by hearing about his life experiences, his sense of humor and when he was just being Carroll. He was a legendary race car driver and a legendary storyteller, and the industry and Ford are better off for knowing him for so many years."

Exec, VP, Ford Motor Co.; president, The Americas



Dan Gurney

Carroll Shelby was an automotive visionary and leader. His West Texas down-home bib-overall style had a huge emotional impact on me, and when he launched his now-legendary Ford-powered Cobra team, I found myself a very willing volunteer to lend my driving ability to his quest to take on the established European teams on their home turf. As part of Shelby American, we managed to win some tremendous races together. Then we won the crown jewel: the

1967 Le Mans 24 Hour Race with the Ford Mark IV. His leadership was very unconventional and more powerful than either his friends or competitors ever imagined.

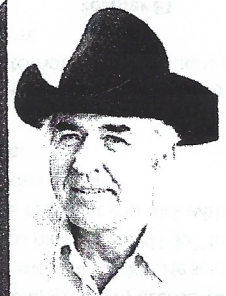
legendary race car driver and industry icon

We are all deeply saddened and feel a tremendous sense of loss for Carroll's family, ourselves, and the entire automotive industry. There has been no one like Carroll Shelby and never will be. However, we promised Carroll we would carry on, and he put the team, the products, and the vision in place to do just that.

president, Carroll Shelby International

We've lost a friend and an American original who, quoting his first wife, Jeanne, could sell anybody "white blackbirds," a man you could count on when needed, who had the marketing skills of P.T. Barnum with just a touch Billie Sol Estes thrown into the mix. Years ago, while visiting him in his office in Gardena, I spotted a sign over his desk. It read, "Will those who say it can't be done please get out of the way of those of us who are doing it." Classic Shelby.

founder and chairman, Amelia Island Concours d'Elegance

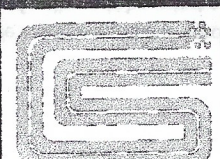


April 2, 2008

Shelby is sued by customers of Unique Performance, a manufacturer of GT500E and other continuation cars, after Unique fails to deliver cars and is shut down for alleged title washing. Shelby tells *Mustang Monthly*, "I never accepted a dime for any of these cars until they were delivered to the customer."

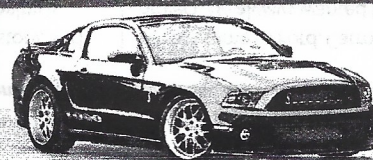
December 2008

Shelby American sues Factory Five Racing again, alleging Factory Five's Type 65 Coupe bore too much resemblance to Shelby's Daytona Coupe.



April 5, 2012

On the 50th anniversary of the original Shelby Cobra's 1962 New York auto show debut, Shelby rolls out the Shelby 1000 at the 2012 New York event. With an astonishing 950 hp, the Shelby 1000 is a culmination of 50 years of the trials, tribulations, and triumphs of a company and a man dedicated to building some of the greatest performing cars of all time.



May 10, 2012

Carroll Hall Shelby passes away at Baylor Hospital in Dallas at the age of 89.