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The Daily Goes One-On-One With NASCAR Team Owner Joe Gibbs



Whether on the football field or at the racetrack, **JOE GIBBS** has a knack for finding success. During his football career, Gibbs captured three Super Bowl championships with the Redskins and then established himself as a premier NFL analyst during a six-year stint with NBC. His football success did not go unrecognized, as Gibbs was inducted into the HOF in '96. But speedy Redskins CB **DARRELL GREEN** apparently was never fast enough for Gibbs, as in '92, one year before stepping down as coach of the Redskins, Gibbs showed up at Daytona as the owner of a new Winston Cup team. Gibbs again reached the pinnacle, winning a Winston Cup championship in '00 with **BOBBY LABONTE** and again last season with **TONY STEWART**. These days, Gibbs spends much of his time near Charlotte tending to his race teams (two Winston Cup and two Busch), but off the track, he's all about family. THE DAILY's Tim Glase caught up with Gibbs to discuss family, business, and, of course, a little bit of sports.

THE DAILY: What's more difficult, winning a Super Bowl or winning a Winston Cup?

Gibbs: Both of them are extremely hard. Anytime you win a championship in pro sports it's extremely hard. I was fortunate enough to win a Super Bowl in my second year as a head coach, and in NASCAR it took me nine years to win a championship. They are both one of the greatest rewards in life, and they're a thrill. I wouldn't trade either one of them.

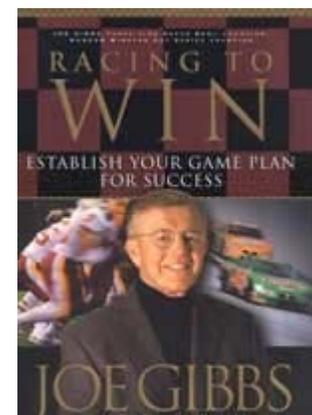
THE DAILY: Your No. 20 Home Depot-sponsored team with Stewart is the reigning Winston Cup champion. How fun has that been?

Gibbs: We've had a tough time this year. We've been struggling like mad trying to get a win, and we've been the best car probably week-in week-out, and yet we can't get a win. But the championship has been fantastic. I think Tony's loved it. But we're struggling up to this point in the year trying to win a race.

THE DAILY: In your book, "Racing to Win," you emphasize teamwork and personal relationships. How important are they to the success of your organization?

Gibbs: I've only been involved primarily with three things in life, and that's been the NFL, putting together a football team; motorsports, putting together a racing team; and then building a business. ... With all of those, the key ingredient — it doesn't matter what kind of car you drive, it doesn't matter what kind of service, or anything else you have — it's the people. It's a people business. With all of the things I've been involved in, it has been picking the right people, and getting them to accomplish a common goal.

THE DAILY: What is the most important trait you look for when hiring



someone?

Gibbs: Always character. To me it's what kind of integrity and character they have that's always first. Then I think second is their ability to be able to achieve in that business and also good common sense. Somebody that's smart at what they do is third. But character always comes first in selecting people.

THE DAILY: Besides your own book, what are some of your favorite books on your bookshelf?

Gibbs: The Bible. If you want to look at business, the Bible talks about business over 2,300 times. The Bible talks about loans, and co-signing, and what's the right way to financial security. The Bible lays out and speaks about finances more than any other subject. That's the key book in my life.

THE DAILY: Do you have any favorite motivational speakers?

Gibbs: Most of the people I've been around that motivated were the other head coaches I worked under. A lot of the assistant coaches that I've been around. Now the employees that we have here at Joe Gibbs Racing. And a lot of the business people. ... Those are the kind of people that made a big impression upon me.

THE DAILY: How many hours a week do you put into the race team and other business ventures?

Gibbs: I'll probably come in to the office somewhere around 8:30-9:00am and I'll probably finish up around 2:00-3:00pm. I do travel a lot. I'm gone almost every weekend. There's a lot of travel and I work through the weekend. But there's a lot less pressure than coaching. The biggest pressure I have with the race team is trying to pay the bills.



Joe Gibbs Performance

THE DAILY: One of your latest business ventures is a company called Joe Gibbs Performance, which is the brainchild of your son **COY**. What's that all about?

Gibbs: We're working with GM, and we'll be coming out with a truck. Basically, it's going to have a different look to it. It'll be a Joe Gibbs Performance look, and then it's going to have a performance enhancement to it. We're going to be putting out 1,000 Silverados and hopefully 1,000 Tahoes ... over the next 2 1/2 to three years. We're in the car business, and we think that we have a feel for looks — what people like — and

performance. It's a new venture for us, and we're excited about kicking it off.

THE DAILY: Coy is also the driver for one of your Busch Series teams, while your other son, **J.D.**, is the President of Joe Gibbs Racing. What does it mean to you to have both your boys involved in the family business?

Gibbs: It's one of the real thrills of my life. I've got grandbabies that come to work with me, and I've got two sons that work with me, and I see them almost every day. My wife PAT and I really feel like we're blessed having a chance to do this.

THE DAILY: Your first race at Daytona in '92 was an eventful one. Your driver at the time, **DALE JARRETT**, had a strong run going until he wrecked. I heard your wife Pat was pretty concerned about this whole racing investment at that point.

Gibbs: (laughing) She voted for it. We don't do anything without Pat voting for it. But then I think she had a few questions. She sees you tear up a \$100,000 car and she got concerned about it. Somehow we've been able to weather that over the years. There are a lot of ups and downs in pro sports, and you're going to experience those.

THE DAILY: Outside of sports, what are some of the things that you are involved in?

Gibbs: Other than the race team, I have a small minority ownership in the Atlanta Falcons, so I spend a little bit of time with that, but not a lot. Other than that, I hang around here [Joe Gibbs Racing] and I have four grandbabies to track. And I play some golf.

THE DAILY: What is your role with the Falcons and what kind of things are you involved in with the team?

Gibbs: Really just that: minority ownership. As far as anyone who wants to talk and needs advice about something, I'll be glad to give my opinion. But very little. I don't handle any of the day-to-day stuff.

THE DAILY: Despite the fact that NASCAR's popularity has grown so much over the years, the sport still hasn't caught the attention of a lot of minorities. You recently formed a partnership with **REGGIE WHITE** to attract more minorities to NASCAR. What goals have you and Reggie set?

Gibbs: Our goal is to have three or four late model teams and recruit kids from all across the country to try out. If they have talent, give them a scholarship and give them a chance in late models to see if they're able to become proficient. If they have talent, then maybe at some point, we'll move them up in the future.

THE DAILY: What is minority involvement's importance regarding the future growth of NASCAR?

Gibbs: I think it would probably add a whole new element. NASCAR realizes that, we do, I think our sponsors do. And we'd like to be a part of the breakthrough.



**Gibbs Emphasizes Sacrifice
In Relationship With Interstate**

THE DAILY: Interstate Batteries has sponsored your No. 18 team since you entered the sport over ten years ago. What are some of the reasons that relationship has endured?

Gibbs: They're not a big company, but they've been able to stay as a main sponsor. That's very expensive, as we know. They've had to sacrifice at times to do that. We feel that we've sacrificed at times to keep them. I hear people say it's business. I don't think it's ever business. It's relationships, and we have a great relationship with them.

THE DAILY: The Redskins are paying coach **STEVE SPURRIER** \$5M per season. With the money coaches are making now, have you ever thought about getting back into the game?

Gibbs: Nope! They can have the \$5 million. Steve is going to earn every single nickel of it. It's a tough business. I think 30 years is enough. I kind of look at it and think what else is there left to do. At the point when I stepped out, there wasn't a lot. I had wanted to get back with my kids, and you can't have your kids with you in football. You could, but it would be an awful tough deal.

THE DAILY: What are the differences and similarities of the leadership roles as coach of an NFL team and owner of a NASCAR team?

Gibbs: There is no difference really. The ownership is different, because you're paying bills. But we have coaches in NASCAR, and they're crew chiefs. Those two roles are exactly the same. All the day-to-day decisions, running things, crafting the game plan, making decisions on raceday, that goes to the crew chief. But as an owner, you have to pay the bills and make the business go and pick the people.

THE DAILY: This one will always be debated, but are race car

drivers athletes?

Gibbs: On that one, I just tell people to go to a driving school, get out there and crank her up to about 190mph, and then get somebody about six inches from you and then you tell me. Basically, what pro sports are about is doing something very hard and making it look easy. It kind of speaks for itself. Very few people can do this.

THE DAILY: What advice would you give the young sports exec looking to make his or her mark in the industry?

Gibbs: I think the front offices are getting bigger and bigger, and if you have a desire in it, it's going to be one of those real open fields. NASCAR is exploding, so I think there's going to be a real opportunity for people in the future.



Gibbs Compares NFL Coaching To Car Ownership