



MMMagazine™

Official Newsletter of the North American MMM Register

Celebrating Pre-War Cars of the MG Car Company

Winter 2021/2022



A very **Marvelous, Magical, and Merry** **Christmas to all!**



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Official Newsletter of the North American MMM Register
Celebrating Pre-War Cars of the MG Car Company

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The Pre-war M.G. Register of Australia
<http://prewar.mgcc.info>

North American MMM Register
A Register of the MG Car Club
<http://www.nammmr.org/>

The MG Car Club
The Triple-M Register
United Kingdom
www.triple-mregister.org

MMMagazine, the NAMMM Register Newsletter, is published quarterly on the 1st of March, June, September, and December.

Deadline for contribution submissions is the 15th of the prior month.

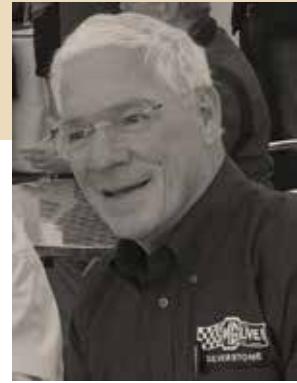
Please submit all contributions to the Newsletter Editor, Tom Wilson. His contact information is above.





The Editor's Desk

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Continued research into the history of MG led me to an interesting article published by Fortune magazine in July 1946. Fortune was a business oriented, premium type magazine, printed in large format, noted for its photography, exceptional writing, and meaningful content. This particular article covers Lord Nuffield and Morris Motors, lending an interesting view into the life and business of Morris. It's reprinted with permission in this issue (page 14 on); I've reset the type in the original font to eliminate the yellowing background of the 1946 paper.

We are also celebrating Christmas in this issue: I hope you find delight in it. Our cover artwork is provided courtesy of the MG Car Club (thanks, Andy Knott!) and Swedish MG Car Club member Gustaf Ruberg. George Propert, longtime General Manager of MG Car Company, traditionally created his own Christmas card each year. Until WWII got in the way, Pops and his wife L.V. posted a card to most every MG employee. Their the cheer and good wishes certainly ring loud.

The restoration progress continues on all the MG cars. I returned from the U.K. in September with a large amount of parts purchased, fewer pounds in my pocket, and again full of energy for the project. I am fortunate to have such great friends in England to visit, all MG enthusiasts. I placed a custom order for new leaf springs for the 11 MMMs and 2 TCs (52 springs) from Jones Springs Engineering near Birmingham. The plan was to use the originals, refurbishing and replacing some leaves. After the mess of disassembly and cleaning, it was obvious the wear and costs made that untenable, as these cars won't be trailer queens. The new springs are shipping unassembled so I can fine tune, paint and lube the way I want, then assemble with original type clips.

Meanwhile the 2 TCs are moving along smartly. Chassis assembly is mostly complete; much of December will be spent fitting the completed body and metalwork to the chassis. That's pre-final fitup before paint. By mid-January I'll take both TCs to my paint shop (Indy Custom Street Rods) for final fettling and then paint. The goal is two fresh TCs on the road by the upcoming July 2022 GOF Central/NAMMMR National meet in La Crosse Wisconsin!

Input and articles from club members has been really thin recently, which makes assembling this newsletter difficult and more time consuming. It's the bane of all club newsletter editors, and my Christmas wish is that our club members are interested and excited enough about their MMMs to be willing to share stories, photos, and anecdotes with the club. Would you send them to me to publish? I signed up as editor for 3 years - 12 issues. This one is #8; 4 to go. Who wants to take over in January 2023?

Best wishes for a Merry Christmas and a productive and Happy New Year!

When you really need
to haul something . . .





Chairman's Corner

Jack Kahler MGJack@aol.com



"Tis The Season to be merry so I wish all our Membership and Friends a very Merry Christmas and a Beautiful New Year. I sincerely hope our year 2022 promises to give each of you a safe and healthy journey.

We are going to Wisconsin in July of 2022 for our National Meet in conjunction with The GOF Central Organization. The event takes place July 11-15, 2022 in the fantastic city of La Crosse Wisconsin. The GOF committee has assembled a fun filled event with activities including our car show on an island in the middle of the Mississippi river. Watch our upcoming newsletters and web site for all the details and registration information.

2021 has had its ups and downs but your Register is well and ready for 2022. We have a great board of directors and about 160 members. MMM ownership and activities world wide are very active and the future looks promising for 2022.

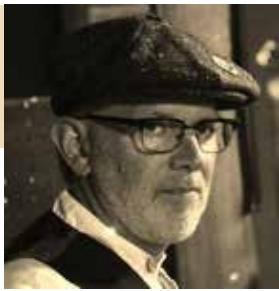
In the next month or so Reinout will be asking for your membership renewal so continue your membership and join in the fun we will have next July in Wisconsin. Keep watching Tom Wilson's fantastic newsletter and Casey Duncans terrific web site for up to date Register information.

See ya in La Crosse in July!

Cheers,

Jack





Treasurer's Report

Jack Schneider

britjack@comcast.net



November 15, 2021

We are reaching the end of the 2021 season. I only have one item to report since last quarter. The Register received our share of the proceeds from the MG2021 International Atlantic City event in the amount of \$3,934.

We now begin plans for 2022 and our annual national event in conjunction with GoF Central in La Crosse, Wisconsin!

Thanks for your continued participation,

Jack

The advertisement features a dark blue background with a white central box. At the top, there is a logo for "AUTO SPARKS" with a lightning bolt icon, followed by the text "Classic British Quality". Below this, the text "Classic British Quality" is repeated, followed by a small Union Jack flag and the words "Wiring Harnesses". At the bottom, the website "Autosparks.co.uk" and phone number "(44)115 949 7211" are prominently displayed.

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Event News - 2022

Alan Magnuson alanmg1978@gmail.com



NAMMMR 2022 North American Meet

NAMMMR members - date and place of our 2022 meet has changed! Please update your schedule and **SAVE the DATE** for our 2022 North American Meet!

The North American Triple-M Annual Meet will be held in 2022 in conjunction with the GOF Central in La Crosse, Wisconsin at the Radisson Hotel.

The dates are July 11 - 15, 2022.

La Crosse is directly on Interstate I-90, so an easy drive - with a trailer; if you're driving your MMM it may be more enjoyable on the small highways!

Numerous events are planned including:

- A car show on an island in the middle of the Mississippi River
- Our famous Bibulous Gallimaufry at a local restaurant
- An optional cruise on the Mississippi River on a stern wheel paddleboat
- local shops, art galleries, and craft breweries to visit
- Other car events to be announced

All the activities are within 6 blocks of the headquarters hotel, so are within walking or Triple-M driving distances.

Mark your calendar and plan to join us for a taste of a Mississippi River town on the border between Minnesota and Wisconsin. Winona is located on the Mississippi River in southeastern Minnesota's picturesque bluff country.

Additional event details will be shared via the NAMMMR website, MMMagazine, and Register communications.

Safety fast!

Alan Magnuson
NAMMMR
Director of Register Events
303-437-0527





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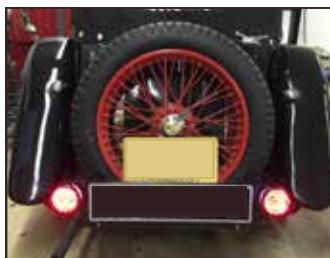
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Registrar's Ramblings

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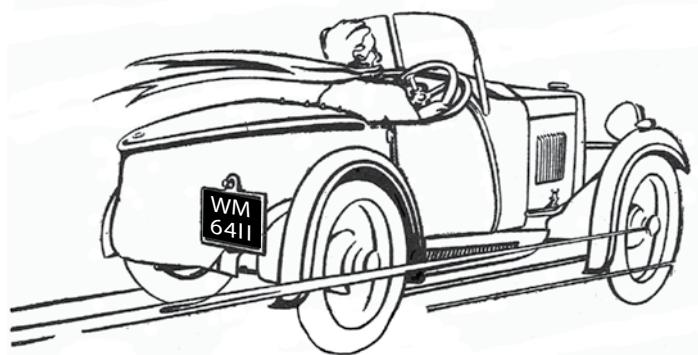
reinoutvogt@gmail.com



It is almost here - time to renew your membership for the North American MMM Register. The process will be the same as you have been used to for many years. I will send out the renewal forms soon, already pre-filled with the information we have in our database. Please verify that all information about you and your MMM car(s) is up to date and complete. If it isn't, make the necessary corrections before returning it, along with your dues payment.

Since the Fall issue of MMMagazine, only a few things happened around members and cars.

Malcolm Appleton sold his really unique F1-Stiles. The car now resides in a private collection in upstate New York and hopefully the new owner will continue its registration with the NAMMMR. Luckily, Malcolm decided to stay active with MMM cars and now has an M-type. The car, with original UK license plate GJ5326 and unknown to the American and English registers, has chassis number 2M3466 with the original engine and a modified body with cycle wings. Malcolm is currently trying to find more information about the history of the car and its body; any hints are welcome.



Nancy Reader from Watsonville, CA joined the register. Nancy's husband Lewis, who passed away recently, at one time was a member with number 179. Our sympathies go out to Nancy and Lewis' family and friends. Lewis owned an L-type (L0308) which is in the midst of a restoration. A family member is selling the L along with two SA saloons and the advertisement is on our website and in this newsletter (page 26).

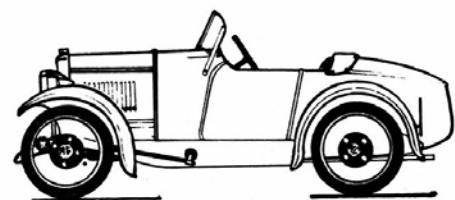
That's it for now. I better get to work on the renewals, as it is already late.

As always, please call me at 847-342-9804 or email me at reinoutvogt@gmail.com with questions, concerns, or suggestions.

MGreetings,
Reinout



Malcolm Appleton's 2M3466



MMMagazine®



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Fall, 2019

Overhauling the M.G. Midget

North American MG Register
Colorado Springs, CO June 1-3, 2020

Early Summer in the Rockies!

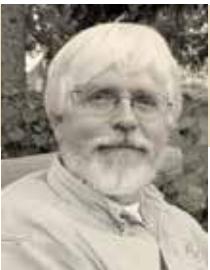
MMMagazine now offers display ads within its quarterly issues as well as the opportunity to advertise in the Resource Directory on the NAMMR Website, NAMMR.org.

Size	Per issue	Per Year (4 issues)
Half Page:	\$50	\$200
Full page:	\$110	\$440
Business Card:	\$20	\$80

Your ad on the NAMMR website : \$50 /year

Contact:

Greg Peek at the Register
gpiptpa@gmail.com
813-494-5096



When I Was Your Age

Phil Anderson PAnderson@northpark.edu



Life with a Prewar MG

On Becoming Acquainted with a VA

It is the early 1960s, and I am the proud owner of a pale blue VA Tourer (Chassis 1279, Reg No DKW 506). The car, bought from a fireman who has owned the car for many years, seems good value at £90. It sounds beautiful, especially when engine speed exceeds about 3,000 rpm and the nonstandard exhaust begins to sound like Eddie Calvert's trumpet (remember him?)

I decide to take my girlfriend out in the car on the second day of ownership. Down to South Wales and back, a round trip of about 300 miles.

We are hammering down the A38 near Worcester, having covered about 20 miles, when rattle, bang, clank! The car is still moving but it sounds to this mechanical novice as though further driving could prove expensive. We are towed into a garage in Worcester. A white metal big end bearing has run. A new con-rod is fitted within 3 hours, but by now Jan (my girl) is convinced that this is an omen. We return to Birmingham, and I muse on what might have been.

The experience taught me something. It is impossible to do roadside repairs with (a) no mechanical knowledge, and (b) a pair of pliers and a universal cycle spanner, the only tools I possess. I determine to acquire both knowledge and tools.

Now in these halcyon days there is no such thing as an MoT test, and therefore, brakes, steering, and other such items are of less importance than the parts concerned with making the car go. With Blower's Manual beside me and with a shiny set of Whitworth open ended spanners, I set about decoking the engine.

Acquiring skills and knowledge can be a painful experience for both car and budding mechanic. I soon discover that it is very easy to take the corners off a nut and my knuckles! A passing friendly soul mutters the magic words "ring spanner" and VA and I become much more friendly with each other. With the acquisition of a socket set, complete

Phil took this issue off, so your trusty editor is filling in. From the SVW newsletter in the September 1985 issue of Safety Fast, an amusing yet realistic story by John Bates of life with old MGs in the 1960s. Some of you will know of John as a "deep to the core" MG enthusiast for MMMs and SVWs.

with ratchet and extensions, the friendship blossoms. After several days, a de-coked engine is ready to be run. It starts, but the exhaust is blowing at the flange and sounds dreadful. Half a tin of *Gun Gum* (must be good with a name like that) later, the engine sounds sweet again, but to be honest does not seem any different from before. *Gun Gum* falls off after two days.

Then, one wet and windy night a few miles from home, the engine stops. The lights go out, the wipers stop. I push the car away from the Junction and think, "Must be a fuse. After all, if this sort of thing happens in the house, it's the fuses." In the dark how can I possibly examine the fuses?

A drunk props himself up on my front wing and utters that immortal phrase of all drunks, "Woss the matter?". Humor him or he'll be sick all over the car.

I don't know. I think it could be a fuse."

"Swish yer sye lice on."

"They are switched on."

"Where's yer battry?"

"It's under the front passenger seat." Oh God, he's going to be sick inside the car!

"Less avver look. Yes. Strap's come off yer terminal. Gorrer spanner?" Within ten minutes this gentleman has diagnosed the problem and fixed it. I am grateful.

"Er, can I give you a lift home?" If he accepts, where have I got to take him?

"No thanks." And he staggers off into the night. All I can think of calling is "Have a drink on me" which, on immediate reflection is the last thing he needs. There is no response, and I push the pound note (worth about four gallons of petrol) back into my pocket and chew over the fact that, even when stoned, this gentleman knows more about cars than I do sober.



1932 MG J2 for completion – SO ORIGINAL

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1935 SUPERCHARGED MG PA/PB (FORMER LEICESTER POLICE CAR)

Not only has this very interesting car survived with many of its police upgrades, incl. the Wolseley brakes, PB engine & special speedometer; but very recent work has taken it to an even higher level with the fitting of a pre-selected g'box & side-mounted Marshall silcharger as offered by the factory when new. Full records back to 1935 include the original factory file on the car, documented upgrades, police photographs & all recent invoices & DVLA paperwork. A rare and powerful car.....and now incredible value for money £49,750



1949 MG TC SPORTS (EX LANCASHIRE POLICE)

Lancashire Police had the largest contingent of MG police cars and the TC was an early design for the police still to be using by 1949. This example has recently been totally restored throughout, retaining its police uprated XPA/G engine. New bodywork, fully restored mechanics and full original (restored) dash. Finished in Jet Black with dark red Collingburn trim and full weather gear. This is a real 'drivers car' with interesting history and very fairly priced for a total rebuild....Super value.....£35,500

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1949 MG TC SPORTS

(Ex Alastair Naylor) This exceptional & professionally restored MG TC offers a total chassis-up rebuild through the hands of Naylor Brothers & Yorkshire Restorations. The engine has only recently been run-in, and now offers assured reliability; and this, coupled with all-matching numbers, new bodywork & exquisite paintwork, it ranks as one of the best available anywhere. Finished in Raven Black with Collingburn red leather interior and contrasting red weather equipment. This car MUST be inspected to appreciate this superb restoration.....£36,950

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- Fully rebuilt 4-speed M Type gearbox.....£1,850
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- Fully rebuilt Bishop cam steering box (MG PA).....£965
- Excl. UK sump.....£250
- TC clock for tachometer. Restored.....£120
- T/A/B/C British Jaeger water temp. gauges, complete.....£245
- Set totally restored bronze TA carbs.....set £850
- Last remaining h/brake c/shaft assy.....£550
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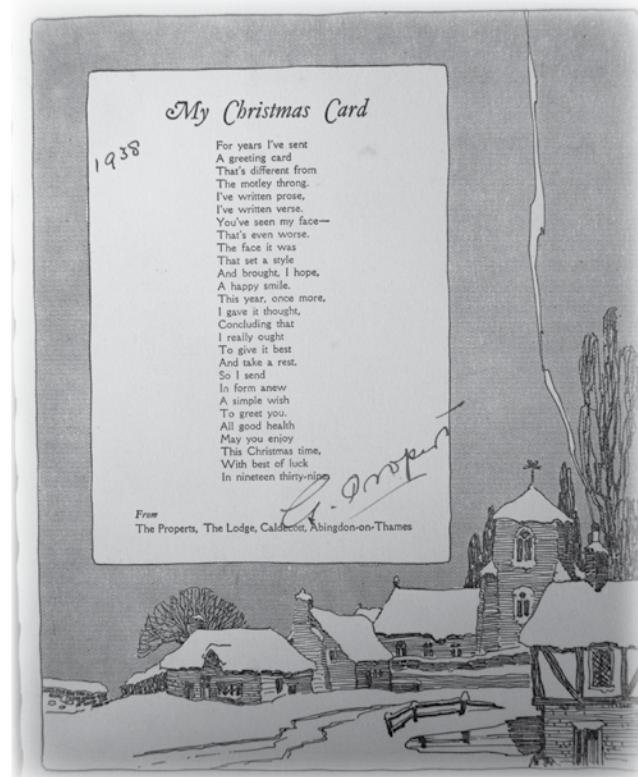
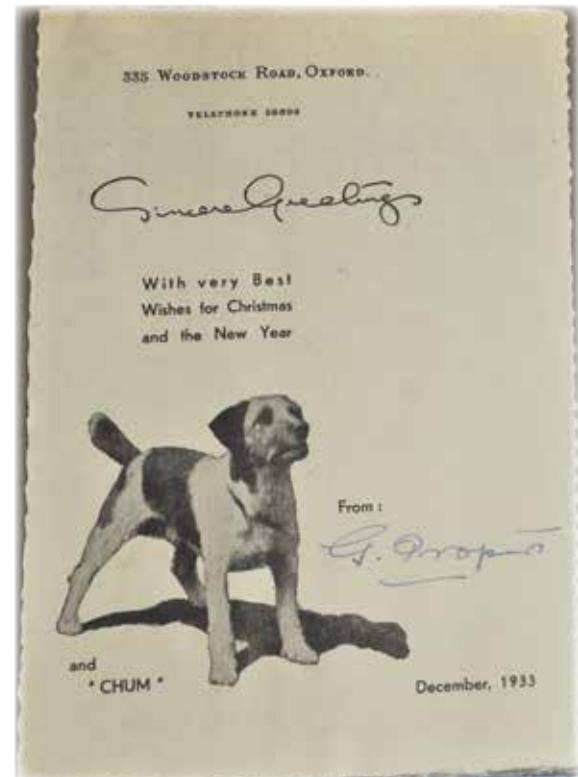
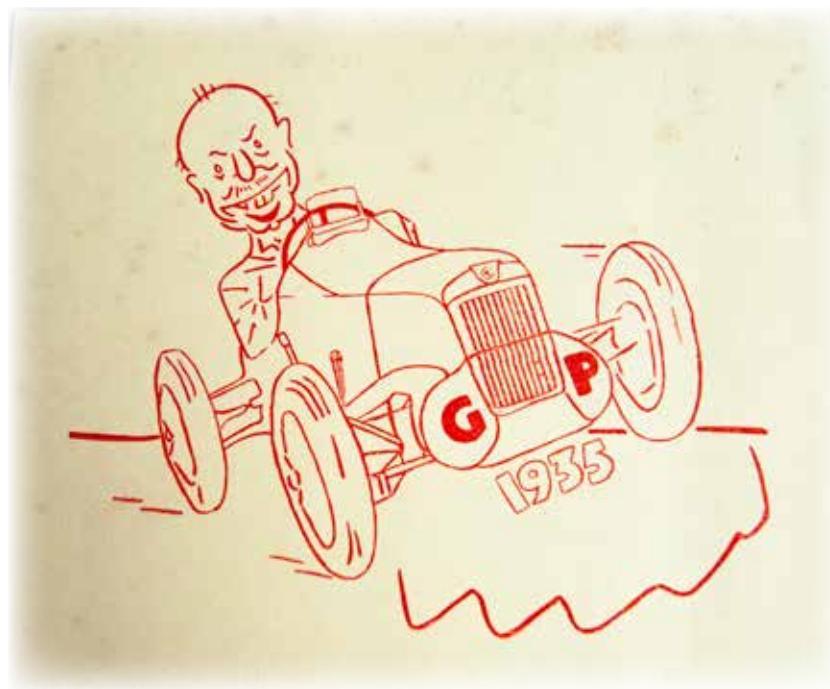


A longtime employee of William Morris and confidant of Cecil Kimber, George Propert was appointed Works Manager in 1925 when MG production moved to the rented section at Osberton Radiator Works. In 1926 he left for a few years, returning to MG as the General Manager in 1930, holding this post from the move to Abingdon until his retirement in 1949. Propert deftly led the MG factory through the turmoil and successes of the 1930s and 40s. Racing triumphs, the "rationalization" that brought about the T series, all the ups and downs of war work, Kimber's departure, and the reorganization after the war all created a landscape where his calm, soft spoken way was much needed.

"Pops", as Propert was known at MG (he also was known as GeePea by his family), was very much a family man attached to his dogs. He's rarely been spoken about in the many MG history books.

One of Pops' daughters married George Tuck; Susan was featured in many MG promotional photos. Perhaps Tuck's long relationship with MG started by dating Susan.

The Properts had a family tradition of creating a unique Christmas card each year, and through the 1930s Pops sent cards to most every MG employee. Here's a sampling of their Christmas cards through the years.



CHRISTMAS SENSATION!

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1936



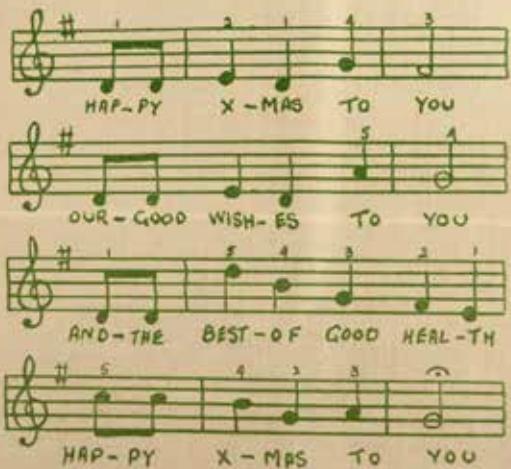
1944

A Happy Xmas

THE LODGE
CALDECOTT
ABINGDON
ON-THEMES

BERKSHIRE

XMAS
1943



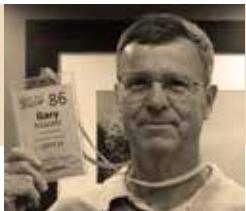
L.V. Property
G. Oopert

"JOURNEYS END"
BEST WISHES

for
1944 1945



G. & L.V. PROPERTY
The Lodge, ABINGDON



Technical Topics

Gary Krukoski GaryKrukoski@yahoo.com



Leaf Springs

There was a very good thread on the MG Car Club MMM forum in early November about leaf spring restoration. It's been almost 12 years since I did the springs on my J2, and am currently working on the D-type springs - shown in these photos.

The clips on original springs have carriage bolts with a roller-spacer. The later production types have rolled over clip tabs instead of the bolt. There are competing thoughts on whether the tubes were spacers or rollers from the original drawings - read the forum link below.

Here's how I tackled restoration of the original style.

When I first disassemble a spring, I drill a very small hole just large enough to accept a very small piece of safety wire on the end of each leaf that doesn't have a clip or an eye (clip and main leaves). This provides a way to hold the part while painting. Most of the bolts, roller-spacers, and U-clamps are usually scrap.

After disassembly, drill and clean (sandblasting works well). I was able to replace damaged and worn leafs from my surplus springs.

Replacement of the clips is usually needed. New U-clamps can be easily made from new steel stock.



A small hole drilled in the leaves without clips makes it much easier to arrange springs for painting.

[Link to MMM Forum Topic](#)

You may have to be logged into the forum to access this topic.

1. Cut steel stock to length.
2. A square hole is cut in one side to match the shoulder size of the new carriage bolts you will be using. A broach is usually used for this.
3. Bend clip in a metal brake.
4. Drill a matching round hole on the other side of the clamp. Many original clips had a square hole in both sides; either way is fine. Note: When locating the holes, remember to leave enough room for the roller-spacer tube.
5. Attach the U-clamp to the spring with a $\frac{1}{4} \times \frac{1}{2}$ " BH steel rivet (Button Head). The tail of the rivet must be flush with the spring; grind level after setting.
6. Paint the springs. I use light two part primer and catalyzed black paint. Too much paint can gum up over time. Hardware is Stainless steel bolts, nuts, and tubing. Carriage bolts are 5/16-24; for originality detailed people a Whitworth nut will fit fine on this.
7. When installing bolts and nuts you can use loctite or stake the nuts. I could not find the correct style of lock nuts discussed on the MMM Forum.
8. Last step before reassembly is to lube the leaves with Slip Plate. This helps the leaves to slide.

The MG Workshop manual has drawing of all the springs on pages 493-497.



Slip Plate is an excellent graphite lubricant for MMM leaf springs.



Roller type clip that was original on most MMM cars.
This one is from a J2.



BH rivet (Button Head, or round head) to attach the clips.

Note the stamping:

"B.S.G. Sep 1932"
found on original springs.

This leaf is $5/32$ " thick, $11\frac{3}{4}$ " long.



Square holes for the carriage bolt head in the clips.
Carriage bolt is $\frac{1}{4}$ " Whitworth; this is a $\frac{5}{16}$ " shank diameter.

Finished springs, ready for installation.

Remember to take care of the ends of the main leaf (trunnion and eye ends).







MORRIS MOTORS LTD.



Europe's largest auto maker is booming along, well protected. But the way of protection is not always smooth.

For hundreds of years Oxford has been a university town, renowned for its dreaming spires and evening bells and living its true life within ancient quadrangles where obscure facts are spun into bodies of knowledge. The townspeople or oppidans existed primarily to serve the Oxonians or university people. Today the university is as important and preoccupied with itself as ever, but the casual visitor has to look to find it. The shops and stores on Cornmarket and High streets are crowded with folk who neither are Oxonians nor serve them, and "the High" and "the Corn" themselves are inundated with steady streams of bicycles and cars whose drivers are blissfully unmindful of the awful learning around them.

What has happened is that Oxford has become one of the most important industrial cities in Britain—the home of Morris Motors Ltd., Europe's largest auto-manufacturing company, founded and run by William Richard Morris, the Viscount Nuffield, who not only began his career as a lowly oppidan but has even adopted the ancient emblem of Oxford (the town, not the university) as the trademark of his car. The emblem depicts a rather droopy ox, tail between legs, crossing wavy lines representing the River Thames. Morris streamlined the ox and turned its tail smartly upward. Plastered on hundreds of thousands of Morris radiators and dealer signs the world over, it is an appropriate symbol of the new industrial Oxford.

It looks as if Oxford were doomed to become even more industrial. The main assembly plant and general offices of Morris Motors Ltd., an eighty-seven-acre expanse of single-story factory with saw-toothed roof, located in the suburb of Cowley, will employ more than the 10,000 it did at its wartime peak. The plain, almost ascetic general offices, occupying a factory building near the road and bristling with the unpretentiousness of Lord Nuffield, will be even more crowded than they are. The long rows of racks in which workers park their cycles—hardly any can themselves afford autos—will become longer than ever.

The Nuffield organization, as Morris Motors Ltd. is often called, is less than a tenth the size of General Motors, but it is the closest thing to General Motors the old world can now show. Before the war it employed about a quarter of the people,

THEY BUILD THE MORRIS CARS

... but cannot afford to buy them. Pedaling to and from the plant near Oxford (from whose emblem, shown above, the Morris trademark is derived), dodging the motor vehicles of their more affluent countrymen, they are all too well aware that Britain has not succeeded in bringing the cost of her automobiles down to American levels. Although war has boosted workers' take-home pay about 50 per cent, it has boosted autos more. Britain has one passenger car to every twenty-five people; the U.S. average is one to five.

made a quarter of the sales and about a third of the profits of Britain's third largest industry. Besides the Morris, it built a line of trucks and three small-volume passenger cars: the Wolseley of Birmingham; the M.G. of Abingdon, ten miles south of Oxford; and the Riley of Coventry. It operated the largest auto engine and radiator plants outside the U.S.; a tool-and-gauge company that made and repaired the company's machine tools; the S. U. Carburetter Co. of Birmingham, which manufactured all the carburetors for the Spitfires and Hurricanes during the war and now makes carburetors for other cars as well as Morris; and Nuffield Exports, which receives and ships all Nuffield products going abroad. Since then, the company has established Nuffield Mechanizations of Birmingham, which made tanks during the war and will soon be turning out a new light tractor; and Nuffield Metal Products, which stamps out car bodies. Morris Motors, like the rest of the auto industry in both the U.S. and Britain, is entering what will probably be the most prosperous few years of its history.

Unlike the U.S. industry, however, the British industry is also entering what may be its most difficult if not most critical era. For it is a highly protected industry. Ever since World War I (except for a period in the mid-twenties) a Briton buying a non-empire car has paid the McKenna duty of 33.3 per cent. And ever since 1920 he has paid an annual tax of \$1 per horsepower—raised in 1940 to £1 5s. To own a Ford, Chevrolet, or Plymouth, which are rated at nearly thirty hp,* he paid an annual tax of about \$130. Even when he could afford to buy an American car, he found that owning it and buying high-priced petrol for it were forbiddingly expensive.

The British auto industry, therefore, developed a small,

*In the U.S., cars are commonly rated by brake horsepower, which is from three to five times the R.A.C. (Royal Automobile Club) or S.A.E. (Society of Automotive Engineers) rating used in this article.



FOR BRITONS A CAR

... is less a means than an end in itself. The M.G. Midget (above) is Nuffield's bid for the favor of the sporting. (Left) Lord Nuffield inspecting the M.G. teardrop racer, which in 1939 hit 203.4 mph.

low-horsepower auto. It swept Britain. Roughly 75 per cent of British private cars before the war were twelve hp or less, and the small-car manufacturer did not worry much about competing with thirty-hp Fords and Chevrolets. Yet the tax was a mixed blessing. It obliged the industry to attempt to provide cars for a huge variety of horsepower-tax brackets, and split the rest of its production into a dozen or more low-volume, high-cost models. Competition expressed itself in engineering niceties and not in price. Even with the McKenna duty, American cars were often cheaper in Britain than comparable British cars. And even with empire preference, which gives British products preferential treatment in the empire and the commonwealths, larger British cars were unable to compete overseas.

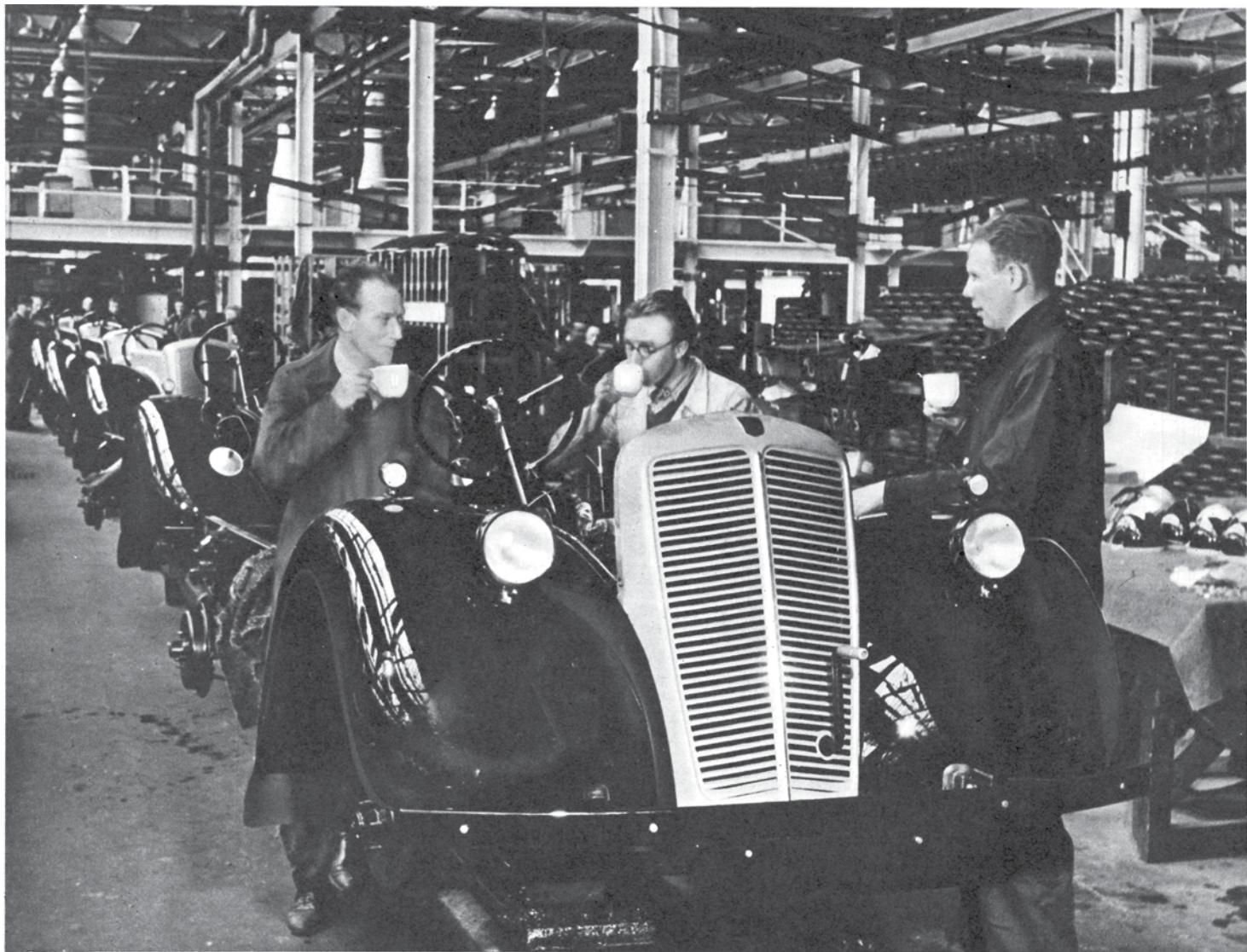
Aside from the possibility that empire preference and the import duty may not last forever, the industry is facing a torrent of criticism and even abuse from the press and the Labor Government because it cannot produce larger cars as cheaply as the U.S. Some time ago Ernie Bevin, the blunt

Foreign Secretary, complained that he needed a shoehorn to get into his "miserably designed" Morris 10. Many felt that this lament from the rotund Mr. Bevin did not constitute a convincing indictment of the Morris, but the criticism of the small car has continued. "New export industries are required to replace the rotted props of our old mercantile supremacy," cried the magazine Scope, describing the British car as an exercise in tax evasion and calling upon authorities to change the tax and the motor industry to develop a bigger cheap car for export. The industry is painfully aware that it is vulnerable, and nobody is more aware of it than the Nuffield organization. After all, plainspeaking Lord Nuffield himself has attributed the success of his company almost entirely to protection.

"W.R.M."

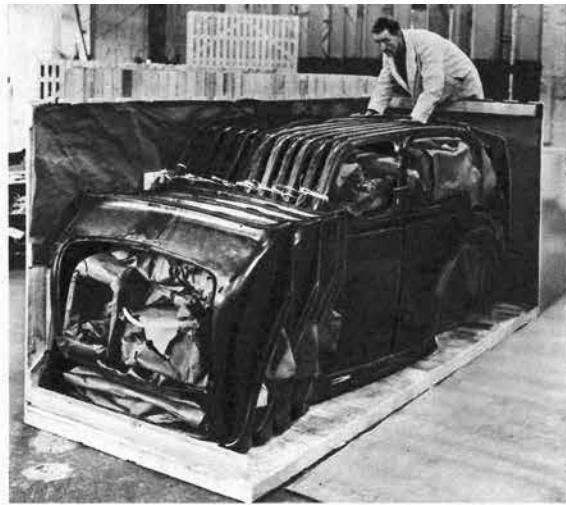
Practically everyone who has met him, however, tends to attribute the Morris success to Lord Nuffield. "A chap with his energy," says a friend, "would make good anywhere."

EVERYBODY GETS TEN MINUTES FOR TEA TWICE A DAY





MORRIS MAKES PLANE RADIATORS



KNOCKED DOWN FOR AUSTRALIA



IT'S A SELLER'S MARKET

You can't operate a factory in England without serving tea any more than you can operate one in Detroit without paying high wages. The English don't ask for it, they expect it, strong and mixed with milk. Secretaries serve it to executives in bone china, with buns or bread-and-butter sandwiches or shortbread; the office help draws lots and sends somebody to the canteen for it. Signs in the assembly plant at Cowley and the radiator plant at North Oxford read "Tea Point," designating places from which the fluid is distributed. About the only thing that Morris Motors Ltd. has in common with Oxford University, sometimes called the Latin Quarter of Morris Cowley, is the custom of making tea.

Short, agile, and nervous, he has a wry, almost pained expression, and talks out of the side of his mouth in abrupt bursts. Apparently to keep his hands busy, he carries a little cigarette machine with him and, grimacing like a small boy tying a shoelace, rolls endless numbers of stringy fags. His drive and energy are accompanied by a mechanical flair that conservative observers have described as genius. Of all his accomplishments Lord Nuffield takes most pride in the fact that he himself can design, make, and sell any part of the whole line of cars he produces.

He was born William Richard Morris in Worcester sixty-eight years ago, of an Oxfordshire family that he traced back to 1278 when he became aware that many of his countrymen prized heredity more than achievement. But his parents were poor, and when they settled on a farm near Oxford he went to the Cowley village school. He wanted to be a surgeon but had to leave school early and take a job in a bicycle shop. Like Henry Ford, he showed a marked ability to take things apart and put them together. He also showed a marked ability to arrive at quick, accurate conclusions. This made it hard for him to take orders, and before long he was running a big repair shop of his own on High Street. Not content with making good in the bicycle business, he took up bicycle racing and streaked his way to seven championships.

In 1910, when he was thirty-three, W.R.M., as he was known to everyone, began to design an automobile that he proposed to call the Morris-Oxford. Petrol was even more expensive then than it is now, so he concentrated on a small eight-hp machine.

His friends still remember him in overalls, bowler hat, with a stack of blueprints under his arm, trembling with enthusiasm and talking contracts over glasses of milk and soda water. (He is not a teetotaler, but his stomach has always bothered him.) He persuaded the Earl of Macclesfield to put a sum variously rumored at from £2,000 to £30,000 into the Morris venture, rented what had been a grammar school on the Cowley Road, and erected a small works behind it. Armed with nothing more than blueprints, he sold 400 cars at £165 apiece before he put them together.

After the first world war, when he made bombs and mine sinkers, W.R.M. picked up where he had left off and in 1920 sold 1,932 cars at nearly £400 apiece. But instead of raising prices to tide over the slump of 1921, as every other manufacturer was doing, he made one of his fast intuitive decisions and reduced his cars from £400 to £225 just before the 1921 Motor Show opened. He sold 3,076 that year. When the McKenna duty was repealed in 1924, he led the fight for its reinstatement, arguing that the infant British auto industry would be ruined. The argument was plausible. In 1923, Henry Ford made two million light Model T's and \$100 million profit at a price that no British manufacturer, however intuitive, could hope to approach. So the McKenna duty was slapped on again, and William Morris, the infant auto maker, and his fellow babes in arms went on growing in comparative safety.

In 1926 he turned down General Motors' offer of £11 million for his business, and incorporated it as Morris Motors Ltd. with three million shares of £1 cumulative 7½ per cent preferred stock and eight million shares of 5s. common (later increased to more than ten million). The preferred stock was sold on the market, but William Morris hung on to the common for a while.

Although W.R.M. had always disliked pomp and ceremony, he accepted a baronetcy in 1929. Five years later he reached



1913: A WEEK'S OUTPUT



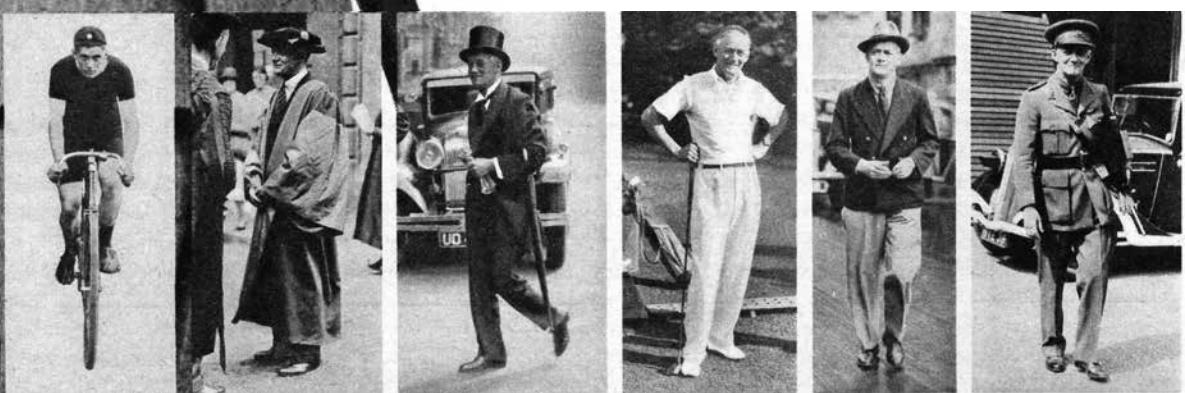
the peerage as Baron Nuffield of Nuffield, a crossroads village twenty miles southeast of Oxford. He was made a viscount in 1938. As Lord Nuffield, however, he remained the simple mechanic that Henry Ford would have remained if he had been made Lord Dearborn. At small trade functions he takes advantage of the opportunity to sing and dance, and often embarrasses his more formal colleagues by bursting into some old song like *Daisy, Daisy* or by grabbing the nearest girl and waltzing with her. His candor is equally unrestrained. Before the war he regularly sounded off on the steel industry, calling it a game run by "gentlemen with big cigars and nothing to do."

He tends to regard the art of spending a lot of money not as an art but as evidence of personal inefficiency. His office is still the worm-eaten old headmaster's room in the grammar school near the Morris plant, and he does not encourage sumptuous dens for his executives. At a time when he had hundreds of thousands of pounds to play around with, he told friends he had a hard time spending £2,000 a year on himself. Since he had no children, and Lady Nuffield's tastes were as simple as his, he looked around for something to do with his fortune, which existed partly in the form of Morris common stock. In 1936 he sold more than two million shares of the common to the public. He has given away practically all the rest, including a million shares in trust for his employees, to whom the dividends are distributed, and nearly five million to the Nuffield Foundation, for scientific and medical research, public health, and "the care and comfort of aged people." But he arranged to keep control of the Morris company, and that control presumably will be passed on to the officials of the company after him.

In addition, Lord Nuffield has given away some £6,500,000 in cash, more than half of which has gone to Oxford University.

THE HENRY FORD OF BRITAIN

Industrialists are compared with Henry Ford *ad nauseum* but here the comparison is inescapable. Lord Nuffield, founder and proprietor of Morris Motors Ltd., was born poor. He had the unconscious ambition that is generated by great talent and overwhelming energy. He remained a simple man; whether receiving honorary degrees or taking his seat in the House of Lords, he was as intent and enthusiastic as the boy who won bicycle championships nearly fifty years ago. No internationalist, he boosted the buy-British movement, thought Frenchman "fishy," and demanded more protection. But he is a Briton and has a tolerance and breadth of mind not generally associated with Ford. And, unlike Ford, he has always delegated responsibility. As one of his directors puts it, he's not a man who keeps a dog and barks himself.





SIR MILES THOMAS



HAROLD A. RYDER



HARRY SEWARD



JOHN SHAW

These Nuffield top men, like most American auto executives, are self-made. Their talents were developed while on the job and not while preparing for one in college. Sir Miles Thomas, second-in-command of the organization, rose from editor of the company's house organ through the manufacturing and sales departments. He was knighted in 1941 for his work in munitions production. Managing Director Ryder, who runs the M.G. car, radiator, and body-stamping operations, borrowed money on an insurance policy to start in the radiator business thirty-three years

of which he is the largest benefactor since Henry VIII. Most of it was used to start a new medical school and the rest to found Nuffield College, whose purpose, he says, is "to bridge the gap between academic and practical knowledge." When the university bestowed a D.C.L. (Doctor of Civil Laws) on him, he was so moved by the kind words that he rose and interrupted the ceremony with the news that he was contributing another £900,000. Oxonians who resented the intrusion of modern industry admitted it had its compensations.

Impatient and quick-tempered, Lord Nuffield has always preferred to do things by himself. As soon as he could scrape up the money, he paid off the Earl of Macclesfield. Just before the war, in an episode reminiscent of the Ford-Knudsen rift, he fell out with his deputy, L. P. Lord. Mr. Lord is now Managing Director of Austin's, and trade gabble says that if any company will push Morris hard for first place, Austin will. Lord Nuffield is deeply suspicious of people who make a big fuss over him, and except for a silent man named Wilfred Hobbs, who has been his secretary for twenty-two years, he has few confidants. "Y'know," he says, "when I have to sit around a board table and listen to what the majority decides, I'm finished. My best decisions are made in one minute."

Of saloons, sliding heads, and two-seaters

Lord Nuffield's decisions, including the one to be a militant protectionist, have borne good fruit. British production in 1937-39 averaged roughly 350,000 private and nearly 110,000 commercial cars; Morris Commercial Cars Ltd. accounted for about 15,000 or 14 per cent of the latter (General Motors' Bedford was first with about 25,000), and the Nuffield group

ago and sold out to Morris in 1926. Managing Director Seaward, in charge of the Morris operations, came to the company in 1919 as an accountant. When people tell him he works like Henry Kaiser, he says, "But I don't break in two." Managing Director Shaw has been with the Morris engine works twenty-three years. They are all proud of their product but agree that the British industry needs protection. "It would be quite ludicrous for us," say Sir Miles, "to design, tool up, and produce a model to compete nose on with Ford, Chrysler, and General Motors."

for about 30 per cent of the former. Here is an estimate of British private car production in the last full year before the war:

Morris	87,500	→	105,000
Wolseley	15,000		75,000
M.G.	2,500		60,000
Nuffield			45,000
Austin			40,000
Ford			30,000
Standard			35,000
Vauxhall			
Hillman-Humber			
Twenty-three others.			390,000

In 1939 Nuffield's net sales of passenger cars and trucks probably came to around £20 million, to which sales of parts and outside sales of carburetors and radiators added another million. Profits after taxes of £628,721 were £1,364,159, or a modest 6.5 per cent on sales. Expressed as a return on invested capital, to be sure, they are much greater. W.R.M. put no more than £1,000 of his own money into the business to begin with. Cumulative thirty-year profits of the company—and it has never failed to earn a profit—have amounted to £31 million, made possible because Lord Nuffield never issued a bond but plowed most of his profits back into the business. On a smaller and more modest scale Morris' record resembles that of the Ford Motor Co., which started in 1903 with \$28,000 and in thirty

[continued on page 22]

On the next two pages, display of British cars of 1946

THE BRITISH CARS OF 1946: BIG CHOICE, BIG PRICES

As critics of the British motor industry never tire of complaining, it is far from rationalized. All except the Big Six - Morris, Austin, Standard, Ford, Vauxhall, and Hillman-Humber - get along on such small volume that almost any engineering firm can get into auto manufacturing with a fair chance of success. There are twenty-eight different makes, more than a hundred models, and several more will appear soon. The cars pictured here include one model from leading current makes except Rolls-Royce's Bentley, data for which was unavailable when this was written. Representative products of companies manufacturing more than one car are grouped on this page; the rest on the next.

All these autos are more expensive, and nearly all are lighter and less powerful than comparable American machines. Compare their specifications with those of a 1946 Chevrolet listing at \$936; it is rated at 29.4 hp, has a wheel base of nearly ten feet, and a 48.5-inch rear seat. Owing to the British tax system, discussed in the accompanying article, few British engines are as big as a Chevrolet's. However, British engines are designed to run at much higher speeds, and thus to develop relatively high brake horsepower. The 29.4 hp Rolls-Royce Wraith, for example, develops 137 brake horsepower at 5,000 rpm, whereas the 29.4-hp Chevrolet develops 90 at 3,300. Small engines make for economy in fuel and tires, which compensates somewhat for a high price. But prices are going still higher; Austin's and Standard's new prices are shown here, and others will probably be announced by the time this is published. None include purchase tax.

RILEY 16 SALOON

*List price..... \$3,143
Horsepower... 16
Wheel base... 9 feet 11 inches
Rear seat..... 51 inches*

Completely redesigned because dies were destroyed in Coventry raids. Can do 100 mph.

MORRIS GROUP

M.G. MIDGET

*List price..... \$1,511
Horsepower... 10
Wheel base... 7 feet 10 inches
Seat 44 inches*

The R.A.F. boys' idea of a car. The G.I.'s liked it too.

TRIUMPH "1800" SALOON

*List price..... \$2,801
Horsepower... 14
Wheel base... 9 feet
Rear seat..... 44 inches*

Standard's bid for the carriage trade. The "1800" designates the cylinder capacity in cc.

STANDARD GROUP STANDARD 12 COUPE

*List price..... \$1,893
Horsepower... 12
Wheel base... 8 feet 4 inches
Seat 46 inches*

Sir John Black, Managing Director of Standard, provides Austin and Morris with hot competition.



HUMBER HAWK

*List price..... \$2,156
Horsepower... 14
Wheel base... 9 feet 6 inches
Rear seat..... 52 inches*

Capitalizing on its big-car reputation, Humber enters the "low price" field.

ROOTES GROUP



HILLMAN MINX

*List price..... \$1,249
Horsepower... 10
Wheel base... 7 feet 8 inches
Rear seat..... 50 inches*

This was the British "light staff car" in the war.



SUNBEAM-TALBOT 10

*List price..... \$1,955
Horsepower... 10
Wheel base... 7 feet 10 inches
Rear seat..... 50 inches*

Same engine as Minx, "hotted up" to develop more brake horsepower.



WOLSELEY 14/60 SALOON

*List price..... \$1,934
Horsepower... 14
Wheel base... 8 feet 8½ inches
Rear seat..... 45 inches*

Designed for dignified folk. Unlike most machines of its size, has six cylinders.



MORRIS 8 TWO-DOOR SALOON

*List price..... \$987
Horsepower... 8
Wheel base... 7 feet 5 inches
Rear seat..... 37 inches*

One of the best sellers. Morris made about 45,000 eights in 1939.



DAIMLER 2.5 LITER SALOON

*List price..... \$3,728
Horsepower... 18
Wheel base... 9 feet 6 inches
Rear seat..... 40 inches*

The King and Queen ride around in a 36-hp eight-cylinder model.

DAIMLER GROUP



LANCASTER 10 SALOON

*List price..... \$2,116
Horsepower... 10
Wheel base... 8 feet 3 inches
Rear seat..... 38½ inches*

The most expensive ten, it has fluid transmission and independent front-wheel suspension.

ALVIS "FOUR-LIGHT" SALOON



*List price..... \$2,813
Horsepower... 14
Wheel base... 9 feet
Rear seat..... 42½ inches*

Alvis made nearly 1,500 cars in 1938 and hopes to do better.

FORD "ANGLIA" SALOON



*List price..... \$923
Horsepower... 8
Wheel base... 7 feet 6 inches
Rear seat..... 40 inches*

Britain's cheapest car. Ford also makes a ten, the "Prefect."

ROLLS-ROYCE "SILVER WRAITH" Sedanca de ville



*List price..... \$13,904
Horsepower... 29
Wheel base... 10 feet 7 inches
Rear seat..... 49½ inches*

Very high-speed engine. Cylinders are chromium plated and guaranteed 100,000 miles.

ROVER 16 SPORTS SALOON



*List price..... \$2,398
Horsepower... 16
Wheel base... 9 feet 7 inches
Rear seat..... 45 inches*

Doctors and professional men like it. Has relatively slow speed, 6-cylinder engine.

2.5 LITER LAGONDA



*List price..... \$4,000
Horsepower... 18 (approximately)
Rear seat..... (not yet decided upon)*

Four-wheel independent springing. Lagonda's smallest prewar car was 29 hp.

3.5 LITER JAGUAR SALOON



*List price..... \$3,123
Horsepower... 25
Wheel base... 10 feet
Rear seat..... 52 inches*

Made for the Briton who wants a "cheap" Rolls-Royce-Bentley. Develops 125 brake hp.

SINGER SUPER-10 SALOON



*List price..... \$1,602
Horsepower... 10
Wheel base... 7 feet 11 inches
Rear seat..... 44 inches*

One of the oldest names in the British motor industry; nothing to do with sewing machines.

ALLARD 3.6 LITER SALOON



*List price
(provisional) \$3,728
Horsepower... 30
Wheel base... 9 feet 4 inches
Rear seat..... 44 inches*

Uses the Ford 38 engine, is called "a wolf in jeep's clothing."

VAUXHALL 14



*List price..... \$1,511
Horsepower... 14
Wheel base... 8 feet 9 inches
Rear seat..... 44 inches*

Vauxhall thinks British cars should be at least 14 hp.

LEA-FRANCIS "FOUR-LIGHT" SALOON



*List price..... \$3,023
Horsepower... 14
Wheel base... 9 feet 3 inches
Rear seat..... 41 inches*

Over 30 mph, says *Autocar*, "it shines with some brilliance."

CITROEN LIGHT 15



*List price..... \$1,705
Horsepower... 15
Wheel base... 9 feet 6½ inches
Rear seat..... 49 inches*

Main parts from France, assembled near London. Has front drive.

JOWETT "JAVELIN"



*List price..... \$2,000
Horsepower... 12
Wheel base... 8 feet 6 inches
Rear seat..... 45 inches*

Has four-cylinder horizontally opposed "pancake" engine.

AUSTIN 8



*List price..... \$1,088
Horsepower... 8
Wheel base... 7 feet 4½ inches
Rear seat..... 39½ inches*

L. P. Lord, Austin's Managing Director, says he is ashamed of the high prices he has to charge.

ARMSTRONG SIDDELEY "HURRICANE"



*List price..... \$3,123
Horsepower... 16
Wheel base... 9 feet 7 inches
Rear seat..... 45 inches*

Completely new design with independent front suspension and preselective gear.

HEALEY ROADSTER



*List price..... \$3,600
Horsepower... 16
Wheel base... 8 feet 6 inches
Seat 48 inches*

Its four-cylinder engine develops 100 brake hp, it does 105 mph.

FRAZER-NASH, SPORT & SALOON MODELS



*List price..... \$4,000 and up
Horsepower... 16
Wheel bases... 8 ft. and 9 ft. 6 in.
Seats 40 in. and 44 in.*

Bristol Aeroplane Co.'s new enterprise; not yet in production.



Morris Motors Ltd.

[continued from page 19]

years earned almost \$800 million—also made possible because Henry Ford never issued a bond but plowed most of his profits back into the business.

The Nuffield organization, like most British auto companies, was making munitions some time before war broke out; and in September, 1939, civilian production closed down for nearly six long years. The company voluntarily limited war profits to about 5 per cent of sales, but even so they averaged a good £1 million a year after taxes. The research-and-development department, however, suffered badly. It had to close down just as it was completing an experimental car with steering-column gearshift lever and independent front suspension. And, unlike many a wartime U.S. engineering department, it really closed down. "We had to do all our development thinking in pubs, at dinners, and in washrooms," says Albert V. Oak, director in charge of research and development. British machines are therefore several years behind U.S. cars—not so much in important engineering features, which change very little from year to year, but in the styling and minor details that date U.S. cars quickly. Nearly all British cars, for example, have floor gearshift levers and front doors hinged to the center posts. Body styles look eight years old or more, with exposed headlights, running boards, and old-style radiator shells.

So the 1946 Nuffield cars, which are a representative cross section of the British industry, are substantially those of 1939. The Morris 1939 line consisted of five different horsepower categories: eight, ten, twelve, fourteen, and twenty-five. About 80 per cent of sales were accounted for by the eights and tens, which were Britain's most popular cars, and the line has been concentrated, temporarily at least, in these two sizes. Morris hopes to make 75,000 or 80,000 by the end of the year; and, unions and suppliers willing, hopes to run the Cowley assembly plant at capacity all through 1947, for a total of more than 150,000. Just what the 1947 models will be like is a secret, but a good guess is possible. The annual horsepower tax for autos bought after next January 1 will be figured on the basis of total cubic content of the cylinders and not on their number and diameter. The present method means that British engines must use very small pistons with very long strokes, a combination that results in greater wear because the pistons travel farther with every revolution. Most 1947 engines are being designed with shorter strokes and wider cylinders. The new tax, however, will be levied at the rate of £1 for every 100 cubic centimeters of cylinder capacity. It not only penalizes the large car even more than the old tax, but provides manufacturers with no more incentive to concentrate on fewer or larger models. The 1947 Morris machines, therefore, will probably be the current ones with various improvements.

By U.S. standards, the eights and tens are extremely small. Wheel base is about 30 per cent less, width 20 per cent less, and weight 40 per cent less than the Big Three "light" cars. Their four-cylinder engines, furthermore, are 60 per cent smaller. Like all British engines, they develop more horsepower per pound of weight than U.S. engines

because they are run about 20 per cent faster (and wear out 20 per cent sooner), but even so do not compensate for their size. So you have to shift gears often (there are four speeds forward), and you can't travel much above sixty. But you can do thirty miles to the U.S. gallon. Bodywork is good—upholstery and general finish seem better than on cheap American cars—and there are little refinements like remote-control rear curtains and sliding heads (roofs that slide open). Nearly all British cars, incidentally, boast leather upholstery. It is hot in summer, cold in winter, but it lasts longer, and in the delicate phraseology of one Morris official, "the ladies' dresses cling to cloth, a circumstance that can be very embarrassing when getting out of our small cars."

These small machines with leather upholstery and sliding heads come very high. Unlike U.S. auto manufacturers, who had to abide by government price ceilings, British manufacturers were free to charge what they thought they ought to have. Their materials and labor have risen 60 per cent or more, so without exception they are asking from 60 to 100 per cent more for their 1946 product. As this is written, the Morris 8 four-door "saloon" or sedan that used to sell for £149 sells at £255 or \$1,027, plus a purchase tax in Britain of £72 or \$290. The 10 averages about £50 more. By midsummer these (and most other) auto prices will probably be raised by at least 5 per cent.

The light Morris is beloved by traveling men and families of moderate means, and the more successful businessman accordingly looks down his nose at it. He wants something larger if possible, but certainly something better appointed, more dignified; and the fact that his snobbery is one reason for the high price of British cars deters him not. Although Morris' larger cars technically filled the bill, the Wolseley was and is Nuffield's real bid for the proud, dignified trade. It used to come in seven sizes up to twenty-five hp and still boasts five: eight, ten, twelve, fourteen, and eighteen. The six-cylinder eighteen is roughly equivalent to the prewar U.S. Big Three in weight and size. It now sells for £530 or \$2,136, plus purchase tax in Britain of £148 or \$596. It boasts many niceties like an adjustable steering column and wood-trimmed interiors that U.S. cars of comparable size do not, but the main reason for its high price is that it is made in small numbers. At capacity the Birmingham plant can make only 2,400 cars a month. And the Wolseley would cost even more if it were not part of the Nuffield group. Its engines are made in the Morris engine works at Coventry, many of its parts are interchangeable with Morris parts, and it reduces costs by making rear axles for Morris and M.G.

Nuffield's M.G. (from Morris Garages) is not remotely like any U.S. car. It is a highly specialized, low-volume job for the sporty and mechanically sophisticated young British male who alludes in an offhand way to cylinder capacity in terms of liters and who, in the words of a candid M.G. official, "wants a car that looks as if it can go a damn sight faster than it can." Built like a racer, the M.G. is tiny, underslung, hard to get into, and you drive it almost supine, with the steering wheel close to your chest. As a matter of

fact, the M.G. is a racer; a specially built model achieved 203.4 miles an hour on the Autobahn at Dessau. The M.G. used to come with four- and six-cylinder engines and several body styles; for the time being, it is made only as a two-seater or roadster, powered by a four-cylinder engine that develops eleven hp at the unusually high speed of 5,400 rpm. It can run nearly eighty miles an hour, and is full of professional engineering details. The price is £375 or about \$1,511, plus nearly £105 purchase tax.

Finally, there is the Riley, which Lord Nuffield personally bought in 1938 for £143,000 and sold to Morris Motors for a nominal £100. Made for the man who not only wants a good looking all-purpose car but has the automobile fan's knowledge of and regard for engineering, it comes as a twelve or sixteen, both of which are powered by high-speed four-cylinder engines with semispherical heads and separate intake and exhaust systems like those of the Rolls-Royce. The cars weigh practically as much as a Chevrolet or Ford, but their small engines are engineered so ingeniously that the twelve can travel eighty-five mph and the sixteen can go ninety-five to 100 mph; and they make twenty to twenty-five miles on a U.S. gallon. "We can't compete with a mass-produced car," says John Tatlow, Riley's general manager, "so we have to give customers something they cannot get in a mass-produced car."

Dignified and good-looking, the Riley is just the Briton's idea of what a 1946 model should be. Riley has a capacity of 8,000 cars a year, and is proud of the fact that it does not use a moving assembly line. But it has an assembly line nevertheless, and is another example of the fact that British cars are expensive not because they are handmade, but because, while they are line-produced, the numbers are relatively small. The Riley twelve saloon, priced in 1939 at £310, is now £555—plus purchase tax; and the sixteen saloon, £385 in 1931, is now £780—plus purchase tax.

No sleeping partners

Although Lord Nuffield has Henry Ford's fondness for making decisions all by himself, he does not make all the decisions himself. His executives are self-made men who also know Oxford only as oppidans. Most have pictures of Churchill and "m'lord" on the wall, and they resemble U.S. executives in many other ways. But they lack the dogmatic, frantic enthusiasm for their jobs and pet ideas that afflicts so many self-made Americans. Although they complain about the government and about labor, their complaints are tintured with reason, and they do not complain half so much as Americans would under the same circumstances. Six years of war have lowered the standards of the British executive as much as they have elevated those of the British worker. He was never so well paid as his U.S. counterpart; in the auto industry he commands perhaps a third as much as a corresponding U.S. executive. His wartime raises have not compensated for increased costs—England is no longer a nation of cheap servants—and the government has taxed away more than half his income to boot. His suits are out at the elbows and frayed at the edges. Whiskey is almost unprocurable and a good bottle of wine a memory. As for

cigars, do not use the word cigars to describe the Jamaican and Indian ropes that Britain is forced to buy because it has no dollars for Havanas. "You have no idea," says one more or less resigned executive, "how our taste has been corrupted."

Lord Nuffield's deputy and Vice Chairman is Sir Miles Thomas, a tall, long-faced man of forty-nine with a stealthy sense of humor and a nonchalant manner. Actually he is no more nonchalant than Lord Nuffield. Born in Wales, he became a mechanical apprentice in Birmingham, worked up to be a captain in the Air Force in World War I, got a job as a reporter for Motor, and became editor of the Light Car. One day in 1923 he went out to Cowley to look over William Morris' new Morris, and annoyed Mr. Morris by taking no notes and talking about everything but the car. When W.R.M. read the story, however, he was so impressed by its accuracy and completeness that he sent for Mr. Thomas and offered him a job as editor of a motor magazine he was thinking of starting. Mr. Thomas' subsequent manufacturing and sales experience, together with his comprehension of strategy and public relations, certainly puts him among the outstanding executives of Britain.

Today Morris men need to be outstanding. For one thing, material and component costs are outrageously high. In 1938 British body sheet steel cost £21 a ton, against £14.5 for the American product (£18 delivered in Britain, duty paid); it now ranges from £26 to £30. Special steels that were £30 a ton in 1938 are £89 now. A steering column that was 4s. 5d. in 1939 now costs more than twice as much; a bumper that was 7s. 5d. is now 11s. 3d.; a propeller shaft that was 16s. 10d. is now 29s.

And labor is not what it used to be. For a long while Lord Nuffield had no truck with labor unions. Instead he paid his men well - £5 or £6 for a forty-four-hour week—gave them paid vacations, life insurance, £8 or £9 a year from the stock he put in trust for them, and cheap hospitalization. But the unions swarmed in anyway, and the company is now about 50 per cent organized, mostly by the Amalgamated Engineering Union, which is Britain's U.A.W. The Morris management and unions now get along fine, and even the wartime management-labor committees are being continued. "Rather than post a notice," says General Manager Sidney V. Smith, "we go to them and say, 'Look here, chaps, we're up a gum tree with this!'"

Productivity nevertheless declined about 35 per cent while basic wages were rising about 20 per cent and earnings about 50 per cent. The reasons for the decline, says Mr. Smith, are that workers have not yet regained their old dexterity, high personal taxes and lack of opportunity to spend extra earned wages have lowered their incentive, and memories of prewar unemployment have resulted in unconscious slowdowns. Recently the industry agreed that every employed worker would get a minimum of thirty-four hours a week (but no fixed number of weeks a year), which should help; and when the new models are introduced next December, workers will have nothing in the back of their minds with which to make comparisons, and that should help, too. But Mr. Smith doubts that productivity will ever get back to 1939 standards.

He thinks the automobile industry will probably be driven into a guaranteed work year, and eventually into intercompany agreements to even off seasonal production peaks.

Morris' radiator division, with plants near Oxford and at Swansea, South Wales, is the largest outside the U.S.; it made 250,000 units a year before the war. Since the whole Nuffield group required less than 150,000, the rest obviously were sold to other auto companies—trade gossip mentions the names of Austin, Standard, Hillman-Humber. With this volume Morris radiators probably cost little if any more to manufacture than U.S. auto radiators. British steel was and is considerably higher than American steel, but prices of nonferrous metals are, as General Manager George Dono puts it, "as near as makes no matter." Labor is about half as expensive as U.S. labor, and the radiators are so much alike that labor can be utilized almost as efficiently as in a big U.S. plant.

The engine factory at Coventry also probably comes close to approximating U.S. costs. It makes engines for all the Morris cars except the Riley, plus a few thousand marine and industrial engines. With a capacity of more than 3,000 units a week, it is the largest auto-engine factory in Europe.

On the night of November 14, 1940, when the Germans "coventrated" the city, they paid special attention to the "Morris Engine Faktory," which was making intricate aircraft parts and Liberty tank engines. "It can clearly be seen," said the captions on the German aerial photographs taken later, "that every single part of the works has been laid waste." But 85 per cent of the workers turned up the morning after the raid, milling around in the wreckage. Managing Director John Shaw, who has a gift for coming squarely to the point in the gentlest way imaginable, got up and addressed them.

"Well," he said, "you can see the stye we're in."

"We can clear it up," somebody hollered.

Six weeks later the plant was still half roofless, but it was running at capacity.

The Nuffield boys overseas

The most expanded division of the Nuffield organization is housed in a large frame building alongside the Great Western tracks at Cowley, where a green switcher chuffs back and forth pushing empties on the siding and pulling loaded cars off it. It is Nuffield Exports Ltd., Britain's biggest auto exporter, founded in 1933 to handle the organization's overseas business. As the result of the plea of Sir Stafford Cripps, President of the Board of Trade, British auto companies are exploiting their sellers' market and exporting 50 per cent of their output, and for the first time in history Britain is leading the world in car exports. Nuffield Exports accordingly will soon be shipping more than a thousand machines a week to its overseas dealers, more or less in proportion to their prewar sales.

In the banner year of 1937, Britain exported 78,000 private and 20,000 commercial cars (U.S. exports the same year were 229,500 private and 165,000 commercial cars). Nuffield accounted for roughly 25 per cent of Britain's private-car exports, and its distribution pattern roughly approximated that of the rest of the industry. The most popular models were eight to twelve hp; when a customer wanted anything larger, he found an American machine cheaper. Australia, as a result, bought two U.S. cars for every British car. Yet Britain's best market was Australia,

which imported 25,000 British autos, 25 per cent of them Morris. The only trouble with Australia, as U.S. companies know too well, is that she makes cheap steel, is building up her industry, and hopes to turn out complete cars very soon. She already manufactures her springs, tires, radiators, etc., so cars have to be sent to Australia C.K.D. (completely knocked down). "If this keeps up," says R. F. Hanks, Director of Nuffield Exports, "we'll soon be exporting only a badge and a guarantee for twelve months." But if you can't export goods, you can export talent and capital; and in the summer of 1945, following the example of U.S. companies, Lord Nuffield went to Australia and set up Nuffield Australia Proprietary Ltd., a \$4-million company that will at first assemble and eventually produce cars for the market down under.

New Zealand was second best customer, buying 59 per cent of her cars from Britain. "New Zealand will suffer almost any kind of inconvenience to support the mother country," says Donald Harrison, Nuffield export sales-promotion manager. "We're her biggest market for farm produce." Morris accounted for about 6,000 or 30 per cent of British exports to New Zealand in 1937, and expects business there to get better and better. After New Zealand comes India, whose per capita wealth is almost nonexistent but whose population is so large that the small percentage who have money constitute a rich market. Of the prewar Indian consumption of 25,000 cars annually, about 10,000 were British and 2,500 were Morris. But India, like Australia, is developing home industries, and recently formed Hindustan with a car something like the Morris 10. The Indians will probably need twenty-five years to make complete machines, and meantime Morris can build up a fine business in axles, engines, and other parts.

The best markets for Morris and other British car manufacturers, in brief, were overwhelmingly the empire markets, which took all but 15,000 of 1937's exports. Yet despite empire preference, which gave Britain a 6 to 10 per cent advantage, and despite a common practice of selling overseas at about 20 per cent below home price, British cars had a hard time even in empire and commonwealth markets. In 1937 the U.S. exported 96,000 private and 44,000 commercial cars to the empire. South Africans, for instance, overwhelmingly preferred the heavier and roomier U.S. cars.

For the time being, all is changed. German competition is gone, U.S. and French and Italian haven't started, and the Continent would be a wonderful market if it could scrape up some pounds. Brazil, which bought only fourteen Nuffield cars in 1938, would buy all the company could send her now. So even would the U.S. But Nuffield Exports is thinking about the day after tomorrow, and taking care of customers who are likely to remember it a few years hence. It believes times will be extremely difficult then, especially if empire preference goes. An equal if not more important consideration is the nature and price of machines the U.S. will be exporting. Ford, Plymouth, and Chevrolet have announced smaller, cheaper models to supplement their standard lines. Until the British exporter knows what they will be like, and probably after he does, he will finger his collar and needle his development department.

A car to suit everybody

MMMagazine™

To the critics of the British auto industry and taxation system, this is another reason for a change in philosophy—"to choose between the monopoly of the small home market and competitive struggle for an unlimited one." The critics start with the premise that the British auto manufacturers could almost by themselves restore the nation's balance of trade. They argue that the eights and tens are Britain's best sellers abroad because bigger British cars are so much more expensive than their U.S. counterparts, and that the eights and tens are really fighting a losing battle and must be replaced with something bigger and more powerful. The solution is a cheap mass-produced vehicle of about sixteen hp - a cross between the smallest British cars and the thirty-hp U.S. "light" cars, between the low operating costs of the former and the comfort and performance of the latter. The medium sized car must have a big enough home sale to permit competitive pricing abroad. And that, the critics say, means a radical overhaul of the tax structure to encourage bigger models. As U.S. industry knows, it costs little more to make a bigger car than a small one; the same number of parts and motions go into both. The important factor is volume.

The theory that a larger British car would be able to buck U.S. competition abroad is, according to the Morris company, debatable. The eights and tens were supplementary cars, and sold for less than U.S. machines. A heavier one not only would seem more like a smaller copy of the U.S. auto than a distinctive car in its own right; it probably would cost more than a larger U.S. auto even if turned out to the tune of 150,000 or so a year. Do not forget, Morris men say, that Detroit, which makes a million copies of a single model, could afford to sell its surplus abroad at little more than enough to meet expenses.

The whole argument, in the last analysis, boils down to costs and prices. It is perhaps unfair to compare current British prices, which have been set by the industry, with current U.S. prices, which have been set by the government. But even making allowance for the possibility that U.S. cars are underpriced and British cars may be overpriced when costs are finally determined, the British car did and does cost twice as much per pound as the U.S. auto.

The costs of the cars

About 15 per cent of the wholesale price of a small car like the Morris is accounted for by labor cost, about 30 per cent by overhead, tooling, and profits, and about 55 per cent by materials and components. Which is responsible for its high price? Profits are not; although protection has enabled British manufacturers to make money on a volume that would break American producers, Morris' rate of profit, for instance, is modest compared with that of U.S. companies. Price of labor is not the answer, for the British worker is paid about half as much as the U.S. worker.

The total cost of labor, however, is partly to blame, for the British automobile manufacturer, with his small runs and many models, cannot utilize his labor as effectively as the U.S. auto maker. Overhead and tooling costs are partly to blame; they inevitably are more per car when charged off against 30,000 rather than 300,000 or 500,000 units. And costs of components and raw materials are very much

to blame. British steel is much more expensive than U.S. steel, partly because coal is more than twice as costly as U.S. coal. Components are expensive because many of them are made by small fellows who get together and set prices instead of competing. Electrical equipment is manufactured almost entirely by the great Joseph Lucas Ltd. of Birmingham. Joseph Lucas Ltd. is regarded as a benign monopoly, but its benignity is difficult to assay without a yardstick. Yet granting for the sake of argument that suppliers are not making more than they are entitled to or are not less efficient than they should be, they must still charge more because they rarely have the volume to charge less.

To repeat, what counts is volume. Some critics would have the motor industry achieve volume by cooperating in the development and production of a joint car. "There comes a point," said A. Woodburn, Parliamentary Secretary to the Ministry of Supply, "when an industry, if it is to succeed at all and not commit general suicide, must have some sort of rationalization." The industry naturally does not like the idea.

Since the Exchequer has already decided on the graduated cubic-capacity tax, the subject of reform is temporarily academic. Morris meantime is achieving moderate volume by concentrating on two models. Technical improvements like more efficient motors and aluminum bodies enable it to build bigger and more powerful machines without raising horsepower rating. And whatever the future of exports, a big protected home market is waiting for it. "The only thing we worry about," say the Morris men, "is that the U.S. may come out with a really light cheap car."



THREE MILES FROM THE CENTER OF OXFORD

Cars of our Register

Enjoying photos and stories of our cars



Time to send your editor stories and photos of your MGs. The file closet is bare again, and members would like to know what your cars are up to!

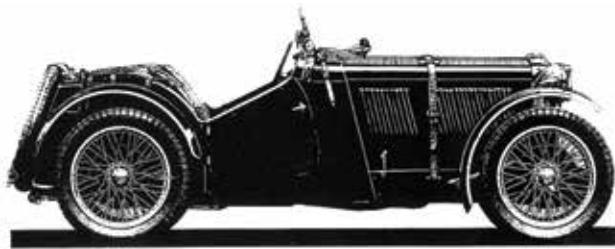
Tom Wilson MGTCTom@gmail.com

J3 DAN ROBERTS Tiburon, CA

Dan brought his J3 to the MGs by the Bay show in Greenbrae, CA, on August 21, put on by the MG Owners Club (Northern California). Show with the PA of Dan Shockey and the TA of Allan Chalmers.



L0308, part of the 3MGs.ORG
sale package



For Sale: \$50,000 or Best Offer for Three Pre-war MGs

This collection belonged to Lew Reader, and is located in Watsonville, California. It includes a mid-restoration L-Type Magna, a mid-restoration SA Saloon, and another SA that could be used for parts. We are offering the 3 MGs as a collection to ensure the proper parts go with the correct cars. All three cars have titles. We believe all of the parts are on site for a complete L-Type Magna and SA Saloon. We will not be selling individual parts. Our [website 3MGs.org](https://3mgs.org) has over 1,100 photos of each and every part and the [About Page](#) includes the history of the cars. Contact us anytime for more information or to schedule an examination of the cars.

Contact: <https://3mgs.org/>

Call/Text: Douglas at (925) 519-0366

Email: info@3MGs.org

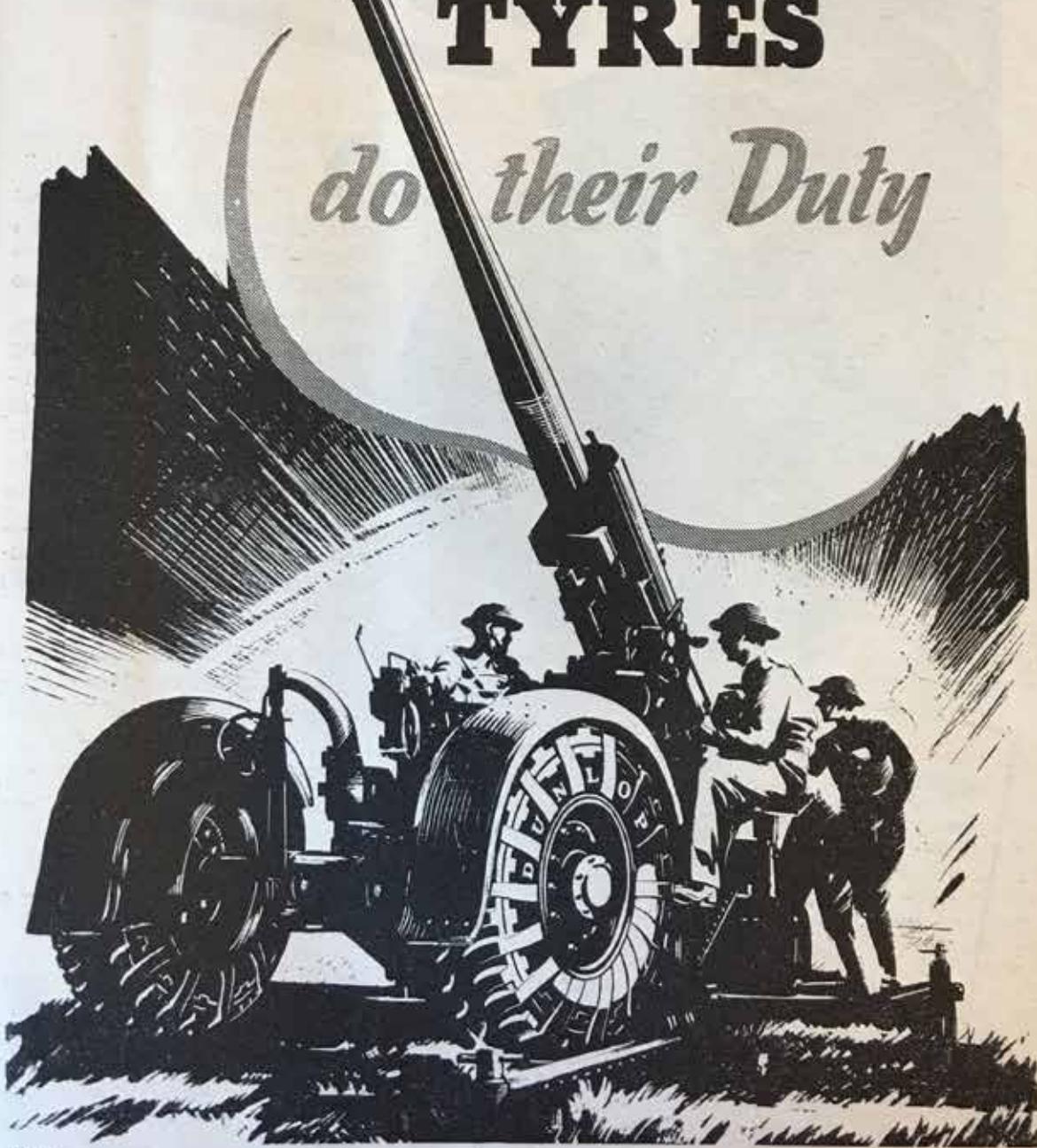
Owner: Nancy Reader



DUNLOP

TYRES

do their Duty



ACU/106

The Index to Advertisers will be found on page 6A.



A NEW DUNLOP TYRE TREAD

New Designs for Improved Wear and

Resistance to Skidding

PRODUCTION is now beginning of Dunlop tyres having a form of tread which, incorporating the results of past experience, is nevertheless claimed to represent a very substantial improvement.

Since 1937 a characteristic feature of Dunlop car tyres has been a tread pattern incorporating serrated, or toothed, edges on the tread pattern. This has a dual advantage, increasing the length of sharp tread edge available to cut through slime to the road surface below, and providing edges orientated so as to resist skidding in any direction.

The new Dunlop tread extends this principle – the actual number of teeth has been increased from 2,000 per tyre to 2,800 on the smallest sizes and up to 4,800 on the largest tyres. A further refinement has been incorporated, in that the serrations are no longer all of the same size, every fourth or fifth tooth being now of increased proportions, this variation of scale giving versatility in gripping all types of road surface.

A further feature of the tread design is that a series of transverse knife cuts are moulded into the tyre. These slits in the rubber have a wiping action on wet road surfaces, helping the tread to grip under the worst conditions, but it is claimed that their proportions are such as to avoid any weakening of the tyre and consequent extra wear.

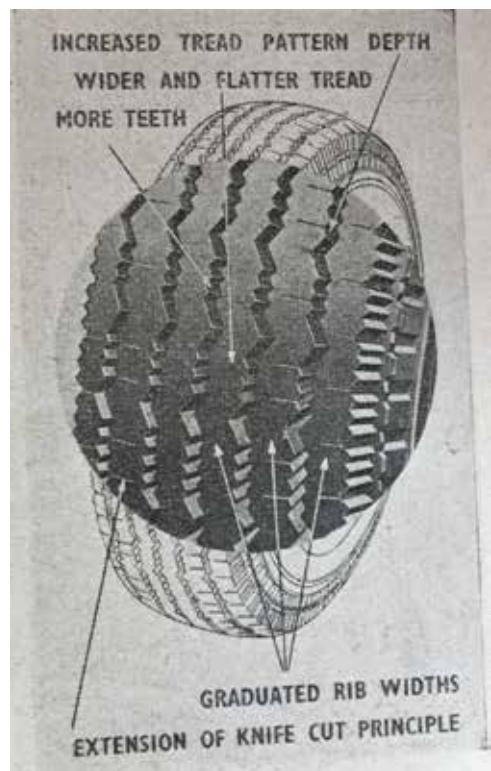
The non-skid qualities of the existing

design of Dunlop tyre are well known, but the new tread is claimed to give approximately 15 per cent greater skid resistance.

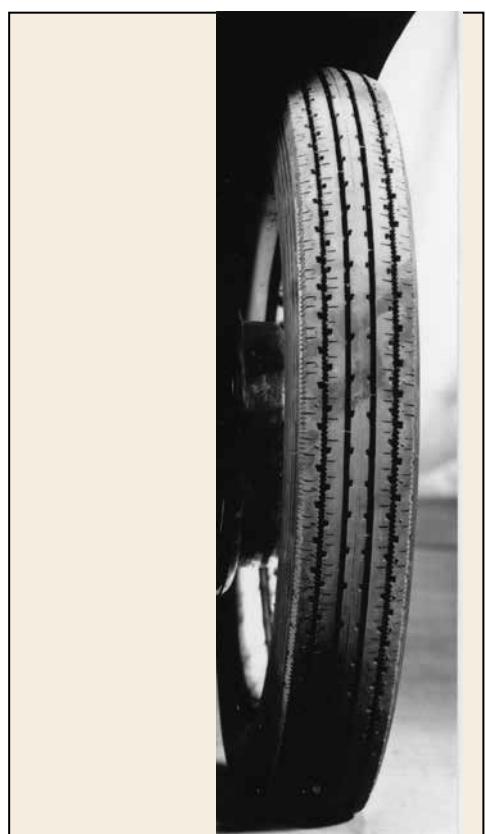
In order to increase the expectation of tyre life, the new tread has been made flatter in form, so that wear is spread evenly over the whole contact area. This change, together with an increase in the effective depth of the tread pattern, is claimed to give the new tyres a useful life of between 10 per cent. and 15 per cent. longer than is obtainable with existing types.

Silent tyre running is a quality which becomes progressively more important as cars are improved. The Dunlop Company avoid any build-up of regular noise by using a variable pitch in the tread pattern to overcome all resonance. With the tread formed in circumferential ribs, suited in width and number to the size of tyre, there is desirable flexibility to avoid stress as the tyre deflects under load.

The new pattern tyres are not yet available for sale to the public, although new moulds are now being installed to speed up production. First deliveries will be of "Fort" quality, and will go to manufacturers for immediate fitting to export cars, with the probability of tyres of this grade becoming available for replacement use on existing cars later in the summer. Production of tyres of the "Standard" quality will follow slightly later, the change-over of tyre design for the complete range of car sizes being completed probably in early 1949.



NEW TEETH. - Wheel grip under adverse conditions is improved by the large and small teeth and fine moulded knife cuts, incorporated in the re-designed Dunlop tyre tread pattern. The Dunlop Fort tyre (right), identified by its badge and sidewall butresses, has the property of dissipating any friction-induced static electricity and so eliminating a source of interference with car radio reception.

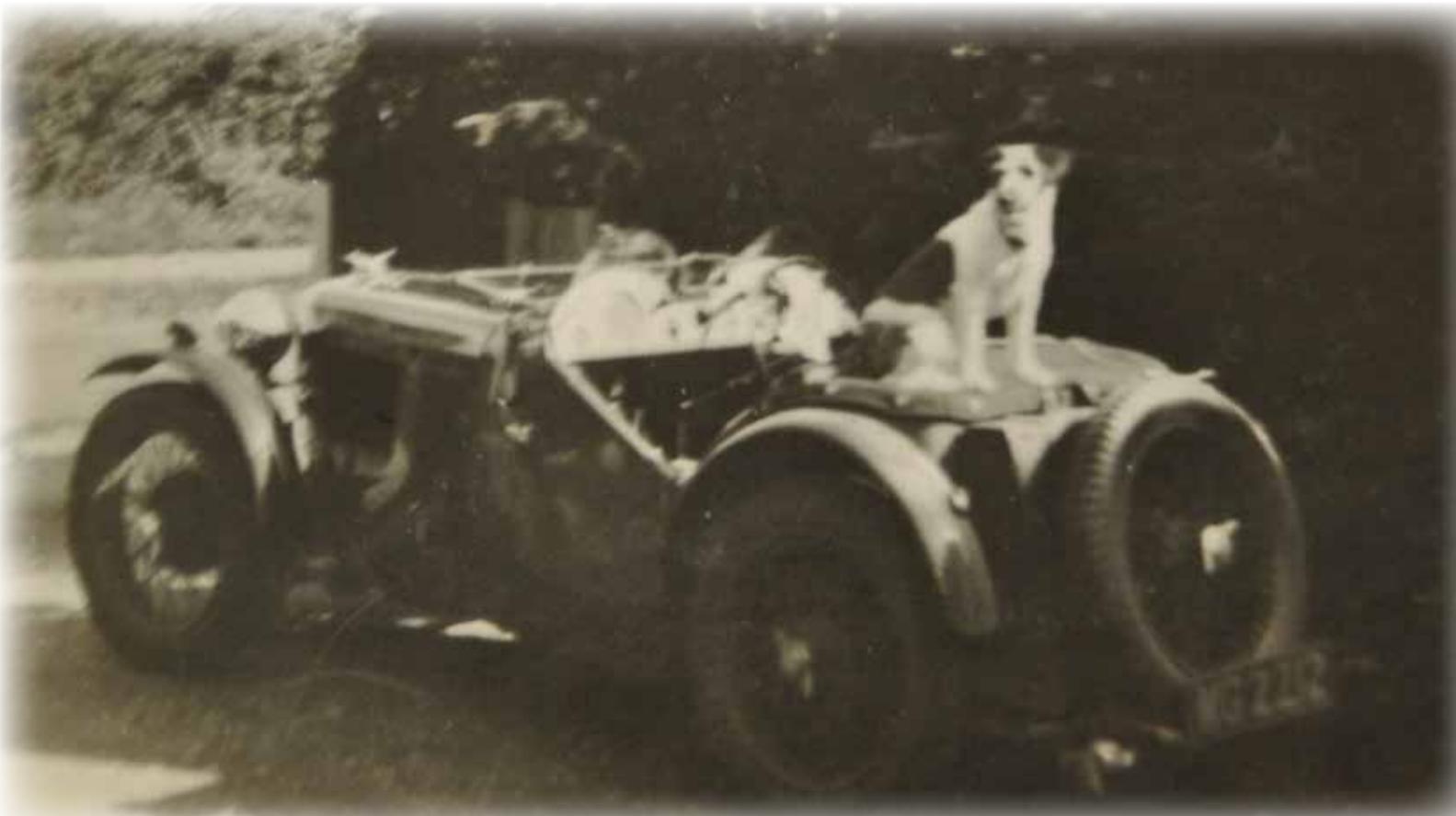


Here's an example of the old style tread. Note the notches are rectangular. This photo is from a 1948 TC.

It's a Dog's Life . . .



Chum in 1933 with his J2 . . .
Chum is George Propert's dog;
he obviously knows his place!





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