



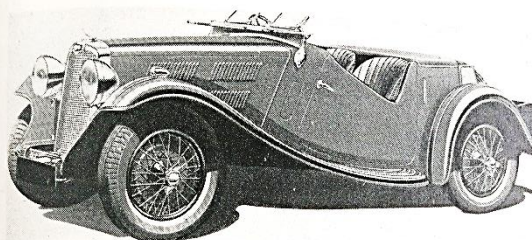
TRIUMPH SPORTS CAR CLUB OF SOUTH AFRICA
JOHANNESBURG CENTRE
NEWSLETTER



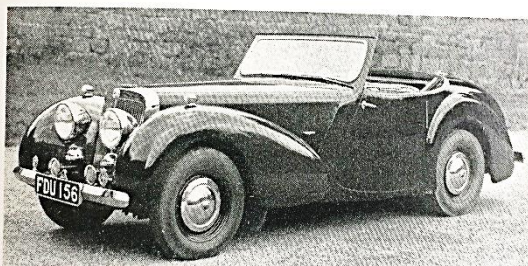
PO Box 1102,
Southdale 2135

ISSUE NO. 04/19

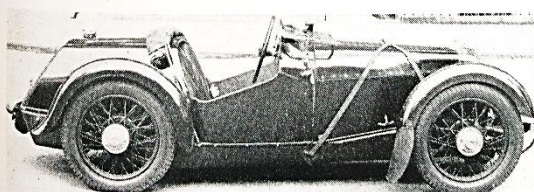
Please note that all contributions to the newsletter should be directed to John Crowther, e-mail johnocr@hotmail.co.za by 25th of each month



1936 TRIUMPH "SOUTHERN CROSS" SPORTS TWO-SEATER.



1946-47 TRIUMPH "1800" SPORTS-ROADSTER.



1934 TRIUMPH-ENGINED VALE SPECIAL TWO-SEATER.

Taken from the book British Sports Cars (1947)

Committee members				
Chairman	Norman Bull	+27 11-849-1113	+27 83-469-6833	normanb0147@gmail.com
Vice Chairman	Gary Booyens	+27 11 896 3192	+27 82 445 5111	gcb@netactive.co.za
Treasurer	Rob McLeod	+27 11-802-4655	+27 82-358-7733	bucclenchss@telkomsa.net
Regalia	Mark Hirst		+27 82-459-2124	markhi@lenovo.com,
Victor ludorum points	Eddie Steele	+27 11-680-8421	+27 72-270-9557	ew.steele@telkomsa.net
Membership secretary				
Events co-ordinator	Rob McLeod	+27 11-704-1786	+27 82-358-7733	bucclenchss@telkomsa.net
Newsletter editor				
Newsletter distribution	John Crowther		+27 83-950-1934	johncr@hotmail.co.za
Samca representative	Rene de Villiers	+27 11-680-3124	+27 83-317-4339	triumphclubspares@telkomsa.net
Door prizes	Dave Sawyer	+27 11-314-2666	+27 82-779-1606	fourways@cashconverters.co.za
	John Craig	+27 11-478-2292	+27 61-804-9551	opsoek@mweb.co.za
Marketing	Gary Booyens	+27 11-896-3192	+27 82-445-5111	gcb@netactive.co.za

Chairman's Chat

Our next event is Angela's Picnic, this Sunday 7th April. This is always well attended by our members...Let's do the same this Sunday. Some of the regular attendees to this event will be away this weekend at Sandstone. The Sunbeam club will hold their Dambusters run on 01 May (Wednesday)....a public holiday. This is also an enjoyable quiz run and our club has marked this as our "official" run. Entry forms to this event are included in the newsletter...Let's support our British counterparts.

Our club has been invited to display our Classics at the East Rand Motor Show in Benoni on Sunday 2nd June. Can I have numbers of members who would be interested in supporting our Marque, so that I can book a space.

Cheers, Norman

Recently discovered newsletters – some scanned in docx format, others to pdf format. Available on request.

	Year	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Month																																						
January															X	X	X			X	X	X	X	X	X	X	X		X	X	X	X		X	X			
February															X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X	X	X
March													X		X	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X	X	X
April													X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X	X
May													X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	
June															X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	
July	X													X	X			X		X	X	X	X	X	X	X		X	X	X	X	X		X	X	X		
August															X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X		
September												X			X	X	X		X	X	X	X	X	X	X	X		X	X		X	X		X	X	X		
October																X	X		X	X		X	X	X		X	X	X	X		X	X		X	X	X		
November															X		X		X	X	X	X	X	X	X	X	X	X	X					X	X	X		
December															X	X	X	X	X	X	X	X	X	X	X	X		X		X	X			X	X	X		

Events Calendar

MONTH	DAY/DATE	EVENT	HOST	STATUS
January	Tue 15	Noggin	Jhb	official
February	Sun 20	Glenburn Lodge	Jhb	official
March	Sun 17	Valentine run-Uncle Tim's		optional
	Tue 19	Noggin		official
	Sun 17	Piston Ring Swop Meeting		optional
	Tue 19	Noggin		official
	Sun 24	Michelotti Centenary run	Pta	official
April	Fri 05-Mon 08	Stars of Sandstone		optional
	Sun 7	Angela's Picnic	SAMCA	official
	Tue 16	Noggin		
May	Tue 01	Dambusters	Sunbeam Club	official
	Tue 21	Noggin		
	Sat 26	Just Wheels	Muriel Brandt	optional
	Sun 26	Cars in Park-Pietermaritzburg		optional
	Sun 26	Cars on the Roof	Pta/POMC	optional
	Sun 26	Classic car show, Kenjara Lodge	Jack Hewetts	optional
June	Tue 18	Noggin		
	Sun 30	TBA....lunch at Val????		
July	Tue 16	Noggin		
	Sun 14	Scottburgh Classic Car Show		optional
	Sun 21	Pta/Jhbg combined Concourse	Pta	official
	Sun 28	Rotary Hartbeespoort Classic Meander	Rotary..Brits	official
August	Sun 4	Cars in Park-Zwartkops	POMC	optional
	Tue 20	Noggin		
	Sat/Sun????	Graham Cheetam anniversary	KZN	official
September	Sun 01	Wheels at the Vaal		optional
	Sun 08	4th Ave -Parkhurst Show	VVC	optional
	Sun 15	Piston Ring Swop Meeting		
	Tue 17	Noggin		
	Sun 29	TBA		
October	Tue 15	Noggin/AGM		official
	Sun 20 or 27	Jacaranda Run....Pta	MG club	optional
	Sun 27	TBA		
November	Tue 19	Noggin		
	Sun 24	TBA		
December	Sun 08	Year-end Function	Pta	official

Dates and events subject to change



May Day! May Day! May Day!



On 1st May 2019

A Multi-Club Event

8th MISSION of the FAMOUS

DAM BUSTERS FUN RUN

ENTRY FEE R150.00 per car

ENTRIES & ENQUIRIES TO Andrew 083-442-5388, amh@bused.co.za
OR John 072-108-4280 OR Barbara 082-336-3949, bebfem@mweb.co.za



Tuesday, 24 January 2012

from Gary Booyens

MOTOR ASSEMBLIES LIMITED

A small South African Assembly Plant that became a major Manufacturer

Part 3 of 7



Chapter 4. Some of the People who made it Happen

In 1954 MA management changed with Bob Burnie becoming General Manager in place of G. S. Lissaman. His successor, John Sully, then aged about 35, was appointed in 1957. An ex-Fleet Air Arm pilot who had the bad luck to be invalided out of the Service (but the good luck that it was in Durban) minus one lung, and where he found his first wife and congenial surroundings in the post war period. His only obvious qualification to run a motor plant was an enthusiasm for cars but he was an up and coming yachtsman, a sport in which Noel Horsfield, one of the Directors of McCarthy's and Olympic yachtsman, was heavily involved. John too was later to be nominated as one of SA's 1958 Olympic team that went to Melbourne and he was also for many years the SA Flying Dutchman Champion. Under John's management the company was to be transformed out of all recognition over the next few years.

Sully inherited Mrs Pam Wright as his private secretary and as a management team Roy Bruce (Chief Engineer), Les Mitchell (Company Secretary), Tony Campbell (Accountant), Charles Cull (Production Manager), Dave Martin (Production Supt.), Stan Dickens (Supplies), Ian Barratt (Plant Maintenance) and Arthur Collison (Shipping). This latter was at the time perhaps the most important job, but least appreciated, requiring a detailed knowledge of Customs and Excise regulations and the documentation that went with it.

Of this team only Charles Cull, who hailed from the UK Midlands, had worked in the industry before. He had been sent to SA by Austin at the time the A40 went into production at SAMAD. After moving to MA he had encouraged trim and body shop experts from Coventry, in the form of Arthur Swain and Andy Cameron to join him in Durban. Production planning and scheduling was a major activity and was based on considerable time and motion study. Headed up by Derrick Nevitt the staff came from the local clothing or shoe manufacturers.

MA were one of the first Durban employers to establish a medical clinic and the second nurse to work there, Pauline Hatch, started in 1957. Once a month she met with 4 or 5 other Durban industrial nurses to compare notes but there was also a part-time factory doctor, Dr Tweedie. Two of his main concerns were lead poisoning (a lot was used in the body shop) and TB. The latter was also a reason for regular visits by the mobile x-ray unit.

Apart from employees health the clinic dealt with work injuries. The production manager and foremen were not happy to be losing time with their staff leaving the lines to attend the clinic but after the arrival of John Sully it was made clear to them that the clinic could reduce absenteeism through sickness or injury and a sick note from the company doctor was preferable to one given from outside. In the early 60s a larger clinic was built and Dr Tweedie worked at the plant full time.

There was one aspect of an assembly plant in Durban that was perhaps not fully appreciated when plans were first drawn up and that was the quality of the pool of Coloured (mixed race) labour available. With hands-on training from the likes of Charles Cull and Arthur Swain they were able to produce a first class product to standards that were equal to, if not better than, those found at the time in England. The fact that the co-called Coloureds in Durban have English as their home language greatly facilitated this training,

However, later in 1960, the departure of Charles Cull to the new BMC plant in the then Rhodesia found Roy Bruce with the additional responsibility of Production Manager.

To put life into the local content programme and his Vehicle Engineering department, in 1960, Sully also hired Mike Compton who came from a R&D background in the UK motor industry and in due course he was to be joined by Engineers (and Natalians), Tim Gallwey in 1966 and Colin Downie in 1967, the latter coming from Ford.

Of the MA clients only Fiat made any major commitment to the planning and execution of their local content development and transferred an engineer, Dario Gonella, to South Africa using where possible MA's experience and at the same time establishing their own suppliers. MA was also to draw on Fiat's experience.

The first Japanese representative to become involved with MA was Ryu Miyakoda of Nissan and he was followed by Yoshii Aikawa from Toyota. They were both Johannesburg based and, as delegates from the sales companies, acted primarily as post boxes between SA and the factories in Japan. With Toyota the connection was even more distant as Aikawa and his successors worked for Toyota Sales Company which was separate, even on the stock exchange, from Toyota Motor Company which built the vehicles.

Although MA had started a local content programme for Volvo there came a time when the Lawson Motors management thought they were becoming too reliant on MA and should employ someone themselves and appointed Alois Rosner. As mentioned earlier they bought many body pressings from Datsun which created problems for MA quality personnel but gave valuable lessons for the MA engineers.

During the early years the assembly procedure was so unsophisticated that if support were needed, the European manufacturers sent personnel to Durban. In any case neither BMC nor Triumph plants had much to offer in this respect. The arrival of Fiat, Lancia and Volvo resulted in a number of visits to Europe, normally made by Sully but also by Roy Bruce and provided a window on new production methods. John Sully was the first from MA to visit Japan and much later, Mike Compton the second.



The 25,000th Morris Minor (a 4-door 1000) came off the line in June 1958. By then c.36 000 other vehicles had been built since the plant opened. In the picture from left are: John Sully, Charles Cull, Dick Russell and Roy Bruce.

Chapter 5. Consolidation.

When it was confirmed that the new Phase II was to come into force with a new local content target of 45% to be reached by the end of 1968 the industry had yet again to re-think their individual strategies but this also came at a time of change within the industry in general. Overall SA vehicle sales had by now increased and all the assembly plants were being expanded, including MA. In 1958 there had been 900 000 licensed vehicles on the road and by 1967 this had increased to 1 580 000.

As already noted, by 1963 MA volume had by now grown to the extent that a new paint facility was needed and soon after that a new body shop was required. This was located next to the paint shop, each change giving in turn more assembly space in the old plant. However, when in 1966 MA started to plan for the assembly of Magirus Deutz heavy duty trucks

for Illings, as well as Fiat and OM heavy trucks for Fiat, it was clear that even more space was needed. This was done by taking over an old factory in Leicester Road, Mobeni into which Mazda LDV production was also moved, and this activity also brought contracts to assemble US Reo and Kenworthy trucks and later on Henschel.

When Standard Triumph was absorbed into Leyland in 1961 it had no particular direct effect on MA since at that point Leyland only had commercial vehicle interests. However, when BMH was merged into Leyland to become British Leyland it was a different story and it was only a matter of time until production of Triumphs was moved to Cape Town at the end of 1968. In total MA produced 16 035 Standard and Triumph units over a 17 year period.

Of all MA's assembly clients, Fiat was by far the most aggressive, increasing their dealer network and advanced in their local content plans. They had found a source of small suppliers, mainly in the Johannesburg area who were of Italian origin, thus spoke the right language, were intuitive engineers and more importantly, were interested in investing in component production facilities of which the most significant was to be the production of engines by Turin Motors. However, Fiat management wanted, as a matter of policy, to control the assembly facility themselves and planned to make an offer to purchase MA.

They were beaten by the brothers Bekker who, while John Sully was on a trip to Japan made a direct offer to McCarthy's. They were not that concerned that they were asked to wait for Sully's return before receiving a firm answer and they were so confident of success that their offer was made well known amongst the senior MA staff, several of whom would have been happier if the plant had fallen to Fiat. However, to the surprise of all, on his return to Durban, John Sully advised McCarthy's against a sale and the Bekkers returned empty handed to Pretoria to think over a different strategy.

Not long afterwards Dr Wessels made his approach to McCarthy's and this time they accepted the offer made and at the end of 1964 control of MA passed to the newly created Toyota SA. The most immediate impact was the notice given by both Datsun and Fiat with both starting the construction of their own new plants at Rosslyn, North of Pretoria, with the transfer of Datsun production taking place in 1966 and Fiat at the end of 1968, six years after seconding the first staff to South Africa.

Dr Wessels took control of MA on December 31st 1964, leaving the previous management in place. Apart from Toyota, after the withdrawal of Datsun and Fiat, the assembly clients left were the Illings Mazda and Magirus trucks, Triumph, Volvo and Lancia, the latter unable to add much to production volumes but all of them much to the skills needed for the quality requirements of a passenger car .

Once Toyota SA had its own manufacturing plant the range of models was to be expanded with the Hi Lux and Hi Ace and the Dyna, a medium commercial. The extra space of the Leicester Road plant made this possible.

With sales of the Corona LDV, as well as the Stout and Stallion, going well the next step was to introduce a passenger car into the range. In 1965 the Board of Trade approved the proposal that assembly of the Corona, with 1500cc ohv engine, could start with minimum local content. However, production of the models soon to be introduced successor, the Mk II, with 1600 or 1900 ohc engine should commence not only with an assembled engine but also with a locally machined cylinder block, head, crankshaft and camshaft. The respective castings and forgings were to be imported from Japan until such time as suitable local items could be sourced. It was now necessary to add an engine assembly facility and it was decided to locate this in the Leicester Road plant. At this point, the experience gained with the machining of Fiat engine parts led to the contract for the cylinder block and head being given to Turin Motors with the crankshaft, connecting rods and camshaft going to GKV. The Corona was introduced in 1965 and was fitted with the 1600 engine from the end of 1968 when the Mk II was introduced. They continued to be built in parallel, with the MKII fitted with the 1900 version of the same engine.

In 1964 the NMA plant had been sold to the Rootes Group for Hillman, Humber and Sunbeam production alongside which Peugeots were also being assembled. In the mid-60s NMA started manufacture of the Peugeot 404 engine and, in another uniquely SA development, it was also fitted to the Hillman. By then the American Motors Rambler had entered the market and was assembled initially at NMA. In 1967 Chrysler took over Rootes and in 1968 Dr Wessels took control of American Motors Rambler importation and distribution but, rather than be produced in a Chrysler plant, its assembly had been moved to the Datsun plant in January 1968. Not surprisingly Rambler assembly was transferred to MA in 1969.

This was to be Dr Wessels first adventure into trying to spread his risks in the motor industry as he was, at this stage, not too sure how the SA / Japan relationship might go at a political level. American Motors had a Representative office in Johannesburg staffed by Frank Reid who, prior to the assembly transfer, had planned an ambitious local content programme covering engine, pressings and rear axle. A contract had been given to Turin Motors for their 6-cylinder engine to be made locally in order to meet local content targets but serious problems were encountered at times. Even so, plans to cast engine blocks came close to realisation, but the economics were not favourable so in 1971 MA initiated an investigation to fit a GM engine.

In 1970 SA produced 200 000 passenger cars and 95 000 commercial vehicles and by the early 1970's SA had 14 plants producing models from 10 makes but by the mid 1970's of the now 15 plants only 2 were SA owned in contrast to the 5 in the early post war years. This was certainly not the scenario that the Board of Trade had had in mind when they started off on the local content route to industrialisation 15 years before! But the industry was also caught out. Not only did Ford and GM think they would have the market to themselves but some component suppliers got things badly wrong too. GKV assumed they would get all or most of the forgings business so their plant was far too big. On the other hand Borg Warner under-estimated the demand for their rear axles and were swamped by the number of orders they received.

The foreign-owned assembly plants were those of General Motors (Port Elizabeth), Ford (Port Elizabeth), Chrysler (Cape Town and Silverton), VW (Uitenhage), Fiat (Rosslyn), BMW (Rosslyn- previously Praetor where Willys Jeep were assembled as well as BMW's under the name of Cheetah mainly for Rhodesia), British Leyland (Cape Town), Peugeot (who had taken over the Natspruit CDA plant from Chrysler), Citroen (who had built a small plant in Port Elizabeth), Alfa Romeo (who had also built a small plant at Brits), Rover (who had built a plant in PE) and Mercedes Benz (East London). The SA owned plants were MA / Toyota SA (Durban), and Datsun (Rosslyn).

The predominance of foreign-owned plants was the consequence of the ever-increasing investments required in order to maintain the necessary levels of local content, investments of a magnitude that an independent importer could never justify. These importers also never had the full access to the engineering resources of their Principals and were seldom party to the designs of the future so that they were unable to calculate the period of time over which any particular investment might be recovered. In the same way they were never able to invest in a large enough dealer-network that would ensure sufficient sales to generate the required volumes - a circle of ever decreasing size.

A good example of this was Lawson Motors, the Volvo importer, who later took on the importation of Renault as a second string which was assembled at that time by CDA. It was not a commercial success and in 1975 the Renault franchise was taken over by Dr Wessels, his second effort at diversification away from Toyota. Lawsons themselves assembled Volvo trucks in Durban and although they moved car assembly to VW in 1973 they were eventually overtaken by both a lack of finance and, if that was not enough, the anti-apartheid boycott of SA by Swedish companies.

The number of assembly plants was reduced through mergers and acquisitions in Europe. In the late 1960's the Bekker brothers sold Datsun to the mining house Messina Transvaal who wished to diversify, changing the name to Rosslyn Motor Assemblers and welcoming contract customers. One of their first customers was Renault, followed by Peugeot who closed the old NMA plant in 1978. Peugeot having bought Citroen in 1975 eventually closed the PE plant and production also moved to RMA.

The Chrysler plant in Silverton had been started to manufacture axles but production was transferred there from Elsie's River plant in Cape Town which was then sold to Leyland. In 1976 Illings, by then part of Anglo-American, decided to merge their interests with Chrysler and the build of Mazda was transferred to Silverton, later to be known as Sigma. The creation of British Leyland, the combination in the UK of BMC and Leyland had led to the closure of the Rover plant in PE and in 1978 it was planned to transfer their production from Cape Town to Sigma, a plan that was never executed as Leyland withdrew from the SA market. One further make was added to the market in 1982 when assembly of a Honda model was started by Mercedes-Benz.

Chapter 6. The learning Curve.

The large foreign company owned vehicle plants as well as component manufacturers were not only able to draw on well qualified people seconded to work on their local content programmes but also had tried and established internal systems adapted to such developments. In addition the large vehicle manufacturers also ran Graduate training schemes which, when backed by job rotation, provided a flow of new local talent.

The local contract assembly plants had to find other ways around their lack of know-how and in any case, in the 1960's the motor industry in general was not renowned for its employment of university graduates.

In much the same way that for the assembly process the contract plants had, to a large extent, used immigrants with already acquired know-how, so a similar route was needed to take forward the demands for increases of local content. However, the vast diversity in components and their respective production methods meant that it was not possible to justify product specialists and much of the product related skills had also to be learnt by more generalised manufacturing staff. Another major deficiency was what would today be considered a total lack of the understanding of quality. This affected the contract assembly plants, raw material manufacturers and the component suppliers, while the motor manufacturer-owned plants were themselves not that much more advanced.

There was also the question of fundamental approach – was increasing local content a function of purchasing or engineering departments?

The major players such as GM and Ford with long established operational structures considered that their Purchasing Departments should take prime responsibility with those of Engineering, Manufacturing and Quality providing support.

MA and several smaller players with somewhat lean structures decided that Engineering should take the lead with both technical and commercial responsibility, at least until such a time as the local content targets had been met.

Regular deliveries were ordered in by the Supplies Manager (Bob Malcomess) on contracts placed by Vehicle Engineering. There were pros and cons for both methods but the latter was able to implement projects far faster, which was at that point very important in both meeting local content targets and obtaining as long as possible a tooling amortisation period. On the few occasions when this procedure was not followed some seriously bad choices were only narrowly avoided.

In contrast to some of the larger plants, several of the smaller plants were also run and managed by motor car enthusiasts who did not just carry out their jobs for the pay at the end of the month – they actually enjoyed driving, could relate to the products and were quite often seen competing in competitive motor sport. With such people employed the results were often better thought out than those involving the larger and more bureaucratic industry leaders.

The existing and potential local component manufacturing industry was motivated by several aspects of the local content programme apart from profit. For those who, up to then, had just been “pirate” spares manufacturers there was the chance of obtaining respectability as an OEM supplier. For others the potential was to be able to diversify from existing similar but not motor industry related products, while there were several who already had a technology agreement with a European or American parts manufacturer and saw the benefits of being able to sell increased volumes.

However, for several established OEM suppliers in Europe and America the SA requirement for local content presented problems. In many cases it was their technology, rather than the car manufacturers, that was needed to produce components and in general they were not supportive to the SA Government’s plans. They had also experienced similar industrialisation measures in South America, India, Korea and Australia where technical solutions were not always commercial ones.

Nevertheless as the local content programmes progressed, and the larger car manufacturers needed specific technology-intensive components to meet their targets, and perhaps to preserve the supplier / manufacturer relationships, these OEM suppliers started to invest and produce. An example would be Lucas who felt able to build a very modern and exemplary plant with the greater volumes that had become available by then, also justified by the greater readiness of assemblers to buy “black box items” such as starter motors and alternators.

For Motor Assemblies and the other small producers this was a lifeline and the OEM’s were not going to turn down business when it boosted their overall volumes to enable them to adopt more sophisticated production methods. This co-operation did little to reduce the number of models in the market and the only consolation for the Government was that these foreign companies brought technology as well as investments.

How did the change from import to local take place?

Apart from establishing a model programme for the immediate future, the first requirement was to establish the base vehicle mass to which the local content was to be calculated, in other words to weigh 10 units and establish an average. In those days model variations were little more than the number of doors and any extras were a matter for the dealer.

In the negotiations with Government establishing the programmes many actual and potential component suppliers had made proposals and the components they made became the first potential incorporations to which were added those items that the plants thought could be made without too many difficulties. If the mass of these items provided a margin over the required target the next aspect was the commercial consequences.

In order to evaluate the relative price effects the manufacturers supplied what were known as “deletion” prices for items that might not be supplied as part of the CKD pack. These prices with the addition of import costs became the target for local component manufacturers and a bone of considerable contention as they seldom represented the actual purchase price of the manufacturer. In most cases it was for the importer to decide if the premium to be paid could be recovered in the car price or was less expensive than withdrawing from the market. In most cases, to the actual component price had to be added the amortisation of the full or partial tooling costs, but in some cases this could also be offset against the price obtainable from spare parts made from the same tooling.

Supplier quotations were normally obtained on the basis of component drawings supplied by the car manufacturer and with not very much importance being placed on the proposed method of manufacture. Often data regarding materials or process specifications were missing as this know-how belonged to the OEM supplier, not the manufacturer. However, the acceptance of a quotation was subject to the supplier obtaining engineering and quality approval of pre-production samples within a certain time frame.

While the likes of GM and Ford established quality control departments for this purpose and were able to make approval on an autonomous basis, the smaller plants such as MA were only able to establish very basic facilities. In any case the Head Offices of Volvo or Toyota wished to evaluate the quality for themselves. For this reason many parts either never made it or took an unreasonable time before approval was obtained.

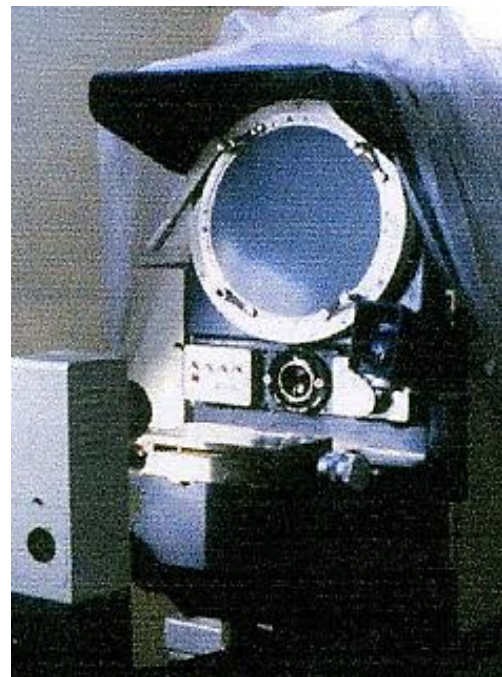
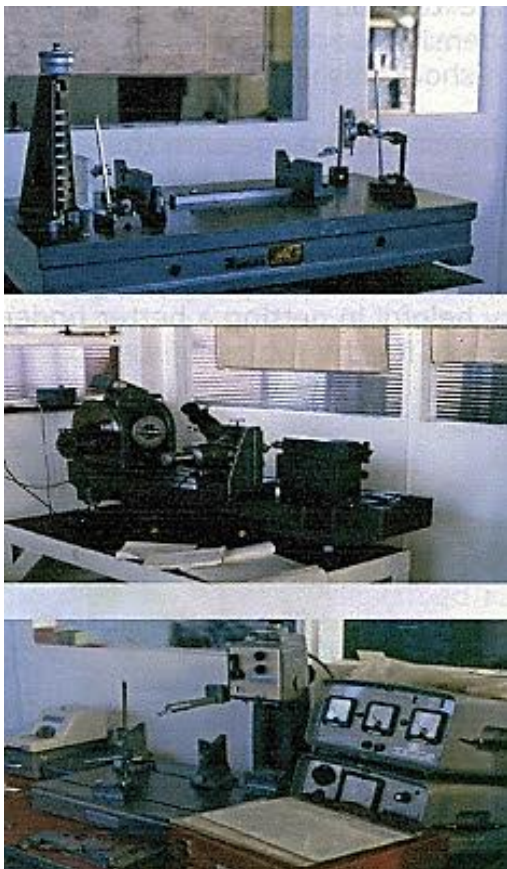
Once approval had been made and deletion from the CKD pack agreed, local component production would start and these deliveries were subject to some form of inspection. Nevertheless, engineering approval for pre-production samples may have gone off well only for full production supplies to fail, either on plant arrival or on line fitment, sometimes because samples had not been made "off production tooling". Either way this normally brought vehicle production to a standstill. In most cases if parts got this far they normally were found satisfactory in the field.

In these early days there were very few cases where MA and similar plants developed their own local suppliers, it being much more normal for a supplier to try to sell to them on the basis that he already had, or was about to obtain, a Ford or GM order.

The improvement of quality was an on-going challenge led primarily by Ford and GM who, with the use of regional inspectors, insisted on certain internal measures and monitored supplier performance. When problems did arise they had the ability to send in at short notice production and quality engineers to resolve them. Suppliers with consistently good supply records were rewarded with publicity and plaques to hang in their offices. ISO 9000 was a long way into the future but these schemes were not so different in concept. Not having the resources to work in the same way it soon became clear to Motor Assemblies that the only alternative to resolve quality problems was by detailed inspection of parts as they arrived.

These early quality assurance measures were primarily directed to ensuring that the supplied parts fitted and did not cause assembly line stoppages. Whilst glass was an early culprit by far the worst problems related to exhaust systems. That the components offered a service life equal to the imported item was of secondary importance. However, in these early days, none of the parts made in SA could be considered safety critical.

However, the localisation pace was increasing and incoming inspection started to include dimensional checks for items such as brake drums and disks as well as dynamic shock absorber testing. There was new investment in quality personnel and equipment, as local engine assembly and parts manufacture started, with a temperature controlled measuring room located at Mobeni. The standards were those set by Toyota and some very expensive measuring equipment was installed there. Two dynamometer stands were installed, one for testing engines off the line, the other, in a special cell, for longer term component testing.



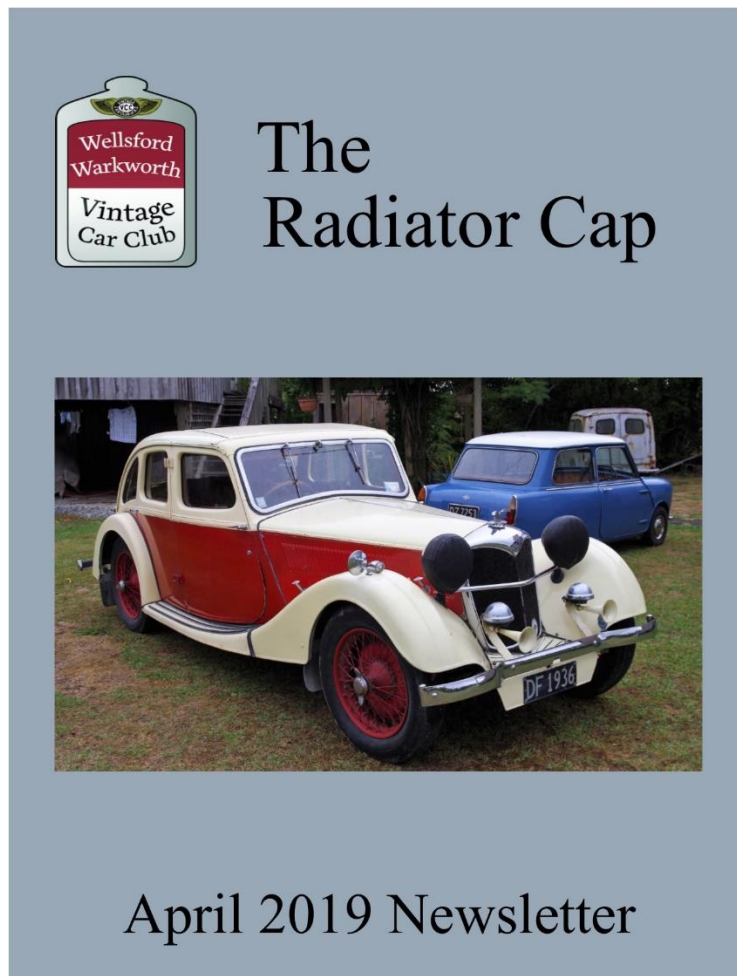
As part of the move to local engine manufacture a temperature controlled measuring room was established at Mobeni with air gauges, optical camshaft measuring rig, Nikon projection microscope, and Talysurf for measuring surface roughness. They marked the start of equipping the plant with expensive and sophisticated equipment for quality monitoring, and evaluating the paint quality on finished products from suppliers.

But the need for new plant attitudes was highlighted when management happened upon a noisy unloading scene in the Stores. It transpired that our new local crankshafts were being removed from their individual cardboard boxes, the wax wrapping was then removed, and the shafts were being thrown like potatoes into a skip! In a similar manner body panels were stacked against each other on the floor with a lot of resultant damage and then staff complained about the poor condition in which they had arrived from Japan!

The Japanese had some understanding of the fact that deviations from their component specifications were necessary due to supplier limitations and where necessary concessions were given. However, there were suppliers, particularly of UK origin, who had great difficulty in understanding not only why Toyota had made certain design requirements or dimensional tolerances, but did not believe they enforced them in their own manufacture. Having been forced reluctantly to accept Toyota requirements it was later found that they had even adopted such measures for their general production.

Part 4 next month

Here's the latest newsletter from our good friend in New Zealand, Chris Harvey



Click [HERE](#) to view the newsletter as a 2.5MB DF or
click on the Yumpu link below to view it as a flip-book.

<https://www.yumpu.com/en/document/view/62580457/radiator-cap-april-2019>

The Triumph Car Story- part 1

ABOUT THE AUTHOR

After leaving school in 1967 Nick Black travelled extensively in the Middle East and North Africa before involving himself in various creative projects including Theatre, Pottery and Music. His writing abilities then were confined mostly to personal travelogues, poetry and letters. He finally embarked on this current biography in 2006 taking the form of his father's life-story, a mammoth undertaking with five years research. For the last thirty years Nick has lived in the charming market town of Stamford in Lincolnshire. He is married with two children

Dedicated to all those who have somehow managed to keep alive the 'Bad Old Days' of British Motoring

Thanks to:

Heritage Motor Museum, Gaydon, Warwickshire (BMIHT Archive)
Modern Research Centre, University of Warwick, Coventry, Warwickshire.
National Archives, Kew, Richmond, Surrey.
Mallory Court Hotel, Harbury Lane, Leamington Spa, Warwickshire.

Special thanks to: The late Robin Penrice for inspiring me Phil Homer and the Standard Motor Club for help with background material. Michael Dick and Nicholas Wilks for helping me discover my lost relatives. Norman Evans for photographic reproduction. Tony Emery for his extensive Archive and Genealogy work. Ian Blaza for the design and setup.

Lastly my gratitude to:

My wife Nicola for her enduring spirit.
My daughter Charlotte for her composure.
My son Tom for his understanding nature.

TRIUMPH AND TRAGEDY CONTENTS

Chapter 1 Early Days
Chapter 2 Mallory and the Thirties
Chapter 3 Switzerland and British Skiing
Chapter 4 Monte Carlo or Bust
Chapter 5 The Forties
Chapter 6 Wedding Bells
Chapter 7 Small Beginnings
Chapter 8 Warninglid and the Fifties
Chapter 9 Welsh Wales
Chapter 10 The Finale

APPENDIX

Quest for Rosalind
Thomas Sydney Dick Obituary
Walter Amstuts (1902-97)
The Manservant and the Mosquito
Shadow Factory Production
Harry Ferguson and John Black
Letter to John Warren
Oliver Lucas Coming
Ken Richardson and the TR2 Project
Raymond Mays and the V-16 Project-
Childhood Memories
Templar Collaboration
Sabotage, Espionage and Subterfuge
Restoration

OBSERVATION

Looking back over the days of our Motoring History involves a lot more than just nostalgia. Primarily it is a question of consolidation of resources but also a matter of appreciation for practical accomplishment. We can always learn from those times of such differing values and principles of workmanship. Effectively by understanding past achievements we can move forward with greater resolve. It is almost as if we are being pushed on relentlessly by something that could easily have been lost in obscurity or forgotten in time. Perhaps, as a consuming society, we need to take stock of what we actually have achieved and put to better use what has already been manufactured rather than continually throw away our next item of choice. We have inevitably reached the stage where 'overkill' has become a byword for mass production and 'recycling' an excuse for overindulgence. It's the whole package that has changed and not merely the wrapping. Yes we have the technology but where is the sense of it all? What is this 'Methodology of Madness' that seems to propel us on towards ever increasing destruction? So let us look back with admiration at what our predecessors were able to accomplish with rather limited resources despite the problems they had to face. Let us remember those individuals who managed to overcome challenges both in their public and private lives. And finally let us find the confidence in ourselves to endure in the face of such hardships which may never be experienced in quite the same way again.

INTRODUCTION

(Kenneth Richardson, Senior Lecturer at Lanchester Polytechnic)

Among many factors, something can be attributed to the drive, ambition and selfdestroying energy of Sir John Black (1895-1965), Managing Director of the Standard Motor Company. Like many others, the young John Black had come to the West Midlands after the First World War with his officer's gratuity in his pocket. He had been demobilised with the rank of Captain from the Royal Tank Regiment, and Clough Williams-Ellis, his former C.O. and the official historian of the R.T.R., remembers him with respect as an intelligent and able officer. Black had no formal engineering qualifications, but had obvious gifts of command and sufficient knowledge of petrol-driven engines to make him worth a job on the sales side of any car firm. He was, therefore, recruited by William Hillman in 1919, and two years later he married one of the six Hillman daughters. Two other daughters were also to marry young men fresh from the wars; one, Captain Spencer Wilks, and the other, Major Sydney Dick, who had been one of those leading the first tanks into action by walking in front of them. A time of decision came to all three men when, in 1927 and 1929, the Rootes Group broke into manufacturing by acquiring control of first the Hillman, and later the Humber Company. All three left; Sydney Dick to become Chairman of Auto Machinery Limited, Spencer Wilks to save Rover from extinction and John Black to join the Standard Motor Company, where Reginald Maudslay, founder of the firm, was still Chairman and Managing Director. When Maudslay died in 1934 John Black was appointed sole Managing Director. Black could well see that immense prizes were still to be won in Britain through volume production of cars for the ordinary family. The useful Standard Nine, introduced in 1927 before he joined the Company, was supplemented by a whole range of models known as Flying Standards. In 1938 the cheapest of these, the open Tourer version of the Eight, sold at £125, and the most expensive, the Twenty, at £325. Production totals were small compared with those of today, but Standard was already using a track with subdivision of jobs in the thirties. Much of this was due to Frank Salter, an excellent planning engineer who had come with Black from Hillman. Black's expansionist policy brought its rewards; bank debts were paid off, and by 1937 the Company's dividend was running at the rate of over 20 % each year and Black had been invited to take part in the first Shadow Factory Scheme. 4 His imperious military manner and flamboyant personal spending were apt to disguise the fact that, almost to the end, Black was a very prudent Managing Director. He was in advance of his time in paying proper attention to safety, and to the cleanliness and appearance of his factory. He always dressed impeccably himself and had the old army officer's liking for white lines, combined with the artist's eye for bright colours. In 1936 he introduced a non-contributory pension scheme for men on the shop-floor, long before he thought of one for executives. He took on student apprentices with a higher standard of education than was average in the thirties and, after the war, sent some to university. He appears to have kept the number of executives down to an absolute minimum and always took pride in moving around the factory personally, so that he might see for himself what was going on. At first sight John Black appears the last man to justify the description of Victorian, but his belief in personal oversight was in direct line from Sir Alfred Herbert, one of the many people who did not like him. In any balanced judgement of his achievements, these things are more important than the complexities of his personal character. He was actually the son of a Civil Servant, keeper of a section in the Public Records Office. He received the good

grammar school education of those days but nothing more, and was already articulated to a solicitor when the war came in 1914. The Blacks were an artistic and intelligent family of the professional middle class in Kingston upon Thames, but those who knew him later in Coventry would never have guessed at these comparatively modest origins. He often gave the impression of playing the part of the aristocrat and old military man. He always wished to excel in everything, taking lessons in sports and working hard to ensure that he could not be outshone. A Coventry businessman once recalled how, on being advised by his doctor to give up tennis, he was invited by Sir John Black to play a last foursome. He was surprised to find that their partners were to be Fred Perry and Dan Maskell. On one occasion Black is said to have asked how to get a really good education quickly, and on another to have claimed that his father was a university professor. From these and other incidents one can only guess at the tensions, the deep sense of inferiority and the overwhelming desire for compensation, which must have lain behind that resplendent exterior. Extract from "The Age of the Individualists". 20th Century Coventry (1972) by Kenneth Richardson (Senior Lecturer, Social and Economic History- Lanchester Polytechnic Coventry)

Tail End Giggle

Consultant Humour

A cowboy was herding his herd in a remote pasture when suddenly a brand-new BMW advanced out of a dust cloud towards him.

The driver, a young man in a Brioni suit, Gucci shoes, Ray Ban sunglasses and YSL tie, leans out the window and asks the cowboy, "If I tell you exactly how many cows and calves you have in your herd, will you give me a calf?"

The cowboy looks at the man, obviously a yuppie, then looks at his peacefully grazing herd and calmly answers, "Sure. Why not?"

The yuppie parks his car, whips out his Dell notebook computer, connects it to his AT&T cell phone, surfs to a NASA page on the Internet, where he calls up a GPS satellite navigation system to get an exact fix on his location which he then feeds to another NASA satellite that scans the area in an ultra-high-resolution photo. The young man then opens the digital photo in Adobe Photoshop and exports it to an image processing facility in Hamburg, Germany.

Within seconds, he receives an email on his Palm Pilot that the image has been processed and the data stored. He then accesses a MS- SQL database through an ODBC connected Excel spreadsheet with hundreds of complex formulas. He uploads all of this data via an email on his Blackberry and, after a few minutes, receives a response.

Finally, he prints out a full-color, 150- page report on his hi-tech, miniaturized HP LaserJet printer and finally turns to the cowboy and says, "You have exactly 1586 cows and calves."

"That's right. Well, I guess you can take one of my calves," says the cowboy.

He watches the young man select one of the animals and looks on amused as the young man stuffs it into the trunk of his car.

Then the cowboy says to the young man, "Hey, if I can tell you exactly what your business is, will you give me back my calf?"

The young man thinks about it for a second and then says, "Okay, why not?"

"You're a consultant." says the cowboy.

"Wow! That's correct," says the yuppie, "but how did you guess that?"

"No guessing required." answered the cowboy. "You showed up here even though nobody called you; you want to get paid for an answer I already knew, to a question I never asked; and you don't know anything about my business..."

Now give me back my dog."