

1970's

SEVENTIES

AN INTERVIEW WITH BILL HEYNES

'Lyons, although not a trained engineer, knew what he wanted in a car – and more particularly what the public wanted, and he was willing to accept and try any modifications I made.

'At Humber it was a very different state of affairs. After Grinham and Dawtrey, the chief engineers and my immediate bosses, left, new designs were not welcome, unless they came from outside the company. I recall I designed and had made an independent front suspension for the Minx – it was cheap and simple, with an infinitely better ride than the current set-up.

'So the Chief Engineer sent me down to see Col. Cole to explain all about it. He appeared very interested and I thought he appreciated the good points, but then he said, "well Heynes, who else is using this type of design?"

' "No-one else, to my knowledge, sir," I replied. "It's new."

' "Oh well, in that case I think we had better leave it."

'That attitude could never have occurred with Lyons, who was all for innovation, and being new was an immediate attraction to him.

'Lyons was a good chief to work for. He was always approachable and in later years, when we had Board Meetings of a sort, he had become more considerate towards the views of the committee. Although it did not often alter his actions, he perhaps put things in a different way. Perhaps if we on the Board had known of the proposed merger with Austin Morris, we might have talked him out of it – I really don't know. I, for one, would have tried.

'I had already suffered from one merger. That was the Humber/Hillman merger, from which no good came and no better cars were produced.'

JO EERDMANS, former President of Jaguar Cars Inc

Jo Eerdmans is a Dutchman who was working in England during the war. Though his name is not well known, he was to play a very major role in the Jaguar story and was closer to Lyons than, perhaps, anyone else in the Company. He first explained to me how he met Lyons.

'I have got four children and they and my first wife went to Woolacombe in Devon during the Blitz. Lyons had two daughters, and he had a boy, and they were also in Woolacombe and went to the same hotel. I went down every other weekend and he did the same, and so we met. We became friends.

'Later on, in '52, I was Joint Managing Director of the Thomas de La Rue company. We had a big issue on the Board and it was publicised by the newspapers, especially the Daily Express. They wrote that Eerdmans might leave the Board, but I decided to stay and fight it out. I went to see Sir Walter Monckton, who was one of my best friends and Minister of Labour in the Government, and he said to me, "you always

wanted to go to America. You have had an offer to start a small company. Don't stay here because you are a Dutchman and with these old Englishmen at de La Rue you will have trouble again."

"So then the *Daily Express* wrote that Jo Eerdmans was going to the United States. Lyons saw it in the paper and 'phoned me immediately. He said, "Can I see you? I'd like you to do something for me in America."

"I said, "OK, I am going to America next week. Can you come to London this week and meet me in the Dorchester Hotel?"

"So he came to the Dorchester in the afternoon and we had tea. He asked me to investigate Jaguar's whole situation in America, and his two distributors, Mr Hornburg and Hoffman. I said, "All right, I can do that, but of course I will carry on with my own little company as well."

"That was OK, and I investigated his market and went to see all the dealers, etc., and found out what was wrong. We then cancelled out Hoffman and Hornburg and we cut down to a small distributor. Then he said to me, "Take over the whole Jaguar business for North and South America, be 100 per cent Jaguar and give up your interest in the other company," which I did, and became 100 per cent a Jaguar man.

"I looked after Jaguar in America and Canada. I started an assembly plant in Mexico City, and sold quite a few in the Carribean. We ran the Mexico plant with Mercedes-Benz. The Mexican Government decided that expensive cars could not be sold for a time, if you brought in the parts. They had to be made in Mexico, which of course was impossible for the small quantity of Jaguars that we sold. So we dropped it and Mercedes went on.

"That is how I met Lyons and joined Jaguar. I went for the first time to the factory and met all his colleagues, and then he came with me to New York. I took an office on Park Avenue, and that is how we started.

"The XK120 had just come in when I went over, and the Mark VII. We didn't sell a lot over here, but gradually I brought it up to about 7,000 cars a year. After the Mark VII shape, we switched over to the "lemon", the Mark X. I should not say the "lemon", but it was not a very good car. It came out at the same time as the Edsel, so there were two "lemons"! So we stopped production and after that came the XJ.

"It took a long time to come out. We had a big distributors' meeting in New York with Lyons, and then in London. We told him what type of a car we wanted, and brought photographs of Buicks and other cars, and told him what we liked on each car. We told him what was the ideal car we would like from Jaguar. So then they designed the XJ6. If they could have done it a little quicker, we would have had a far bigger part of the market.

"The problem with the E-types was that they couldn't make any more. I told Lyons of the possibilities in America and he said he would double the output. It took four or five years before they doubled the output.

"I went over three times a year to Coventry. The organisation in Jaguar was not flexible enough. Lyons, of course, was the owner and he wanted to decide everything. I talked to Heynes, who in my opinion was an outstanding man, and Whittaker was a good man, and we decided what had to be done. Then we went to Lyons and he said he would think it over. It was always, "I'll talk to you next week, I'll talk to you next month".

"Lyons was so conservative in his decisions. He wanted to make certain that everything he was doing was right. I told him that was tripe. "You have got to take your men at the right value, and give them more responsibility. How often do you take all the decisions?"

"He was a dictator.

"I knew that man inside out. His wife knew what he was like as well, and we discussed how to change his outlook on certain things. But you couldn't do it.

JAGUAR
exports to USA
reach
\$200,000,000

USA	10,000	UK	1,000
Canada	5,000	France	1,000
Argentina	2,000	Germany	1,000
Australia	1,000	Italy	1,000
Belgium	1,000	Japan	1,000
Brazil	1,000	Netherlands	1,000
Canada	1,000	Sweden	1,000
Chile	1,000	Switzerland	1,000
Colombia	1,000	Taiwan	1,000
Cuba	1,000	Thailand	1,000
Czechoslovakia	1,000	Turkey	1,000
Denmark	1,000	U.S.S.R.	1,000
Egypt	1,000	West Germany	1,000
France	1,000	Yugoslavia	1,000
Germany	1,000		
Greece	1,000		
Holland	1,000		
India	1,000		
Indonesia	1,000		
Italy	1,000		
Japan	1,000		
Kenya	1,000		
Malaysia	1,000		
Mexico	1,000		
Netherlands	1,000		
Norway	1,000		
Poland	1,000		
Portugal	1,000		
Romania	1,000		
South Africa	1,000		
Spain	1,000		
Sweden	1,000		
Switzerland	1,000		
Taiwan	1,000		
Thailand	1,000		
Turkey	1,000		
U.S.S.R.	1,000		
West Germany	1,000		
Yugoslavia	1,000		

JAGUAR... always a leap ahead

On the following two pages are some more of George Thomson's sketches, about which he comments:

"Some of these are more the type of thing that should have happened with the XJ-S, and could have come about at the time. We were trying to get more of a rounded feeling into it, perhaps something more Jaguar-like. We were trying to introduce more softness without necessarily changing some of the aspects that we had on the 'S'.

"The extra plan-form, with more of a nose, and a more rounded tail would have given it, I think, a stronger Jaguar feel - closer to the E-type, without necessarily being an E-type.

"The XJS has the air extractor behind the window panel and that, at the time, was a separate panel and there was no continuity between the two. The glass stopped, then you had body colour and then the extractor. I felt that that area was far too short - it needed a bit of length. It really made the cab look as if it was a small fraction of the car. You'd got all the bonnet, all the back end and this little bit of cab. Unfortunately, the glass proportion wasn't ideal because it's quite shallow inside, but I felt it needed more length.

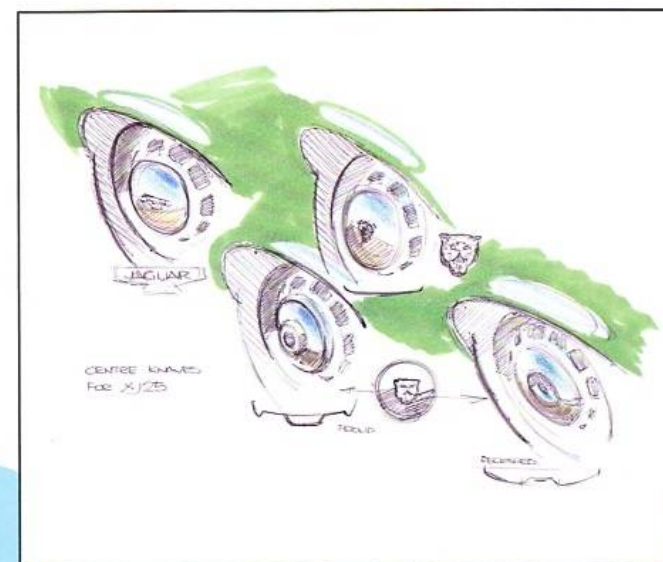
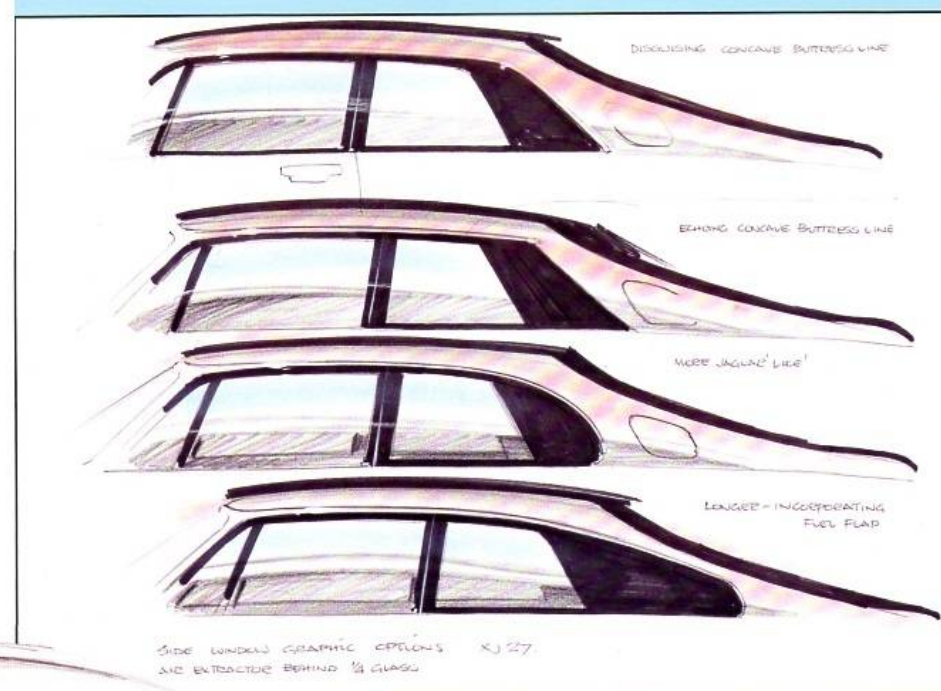
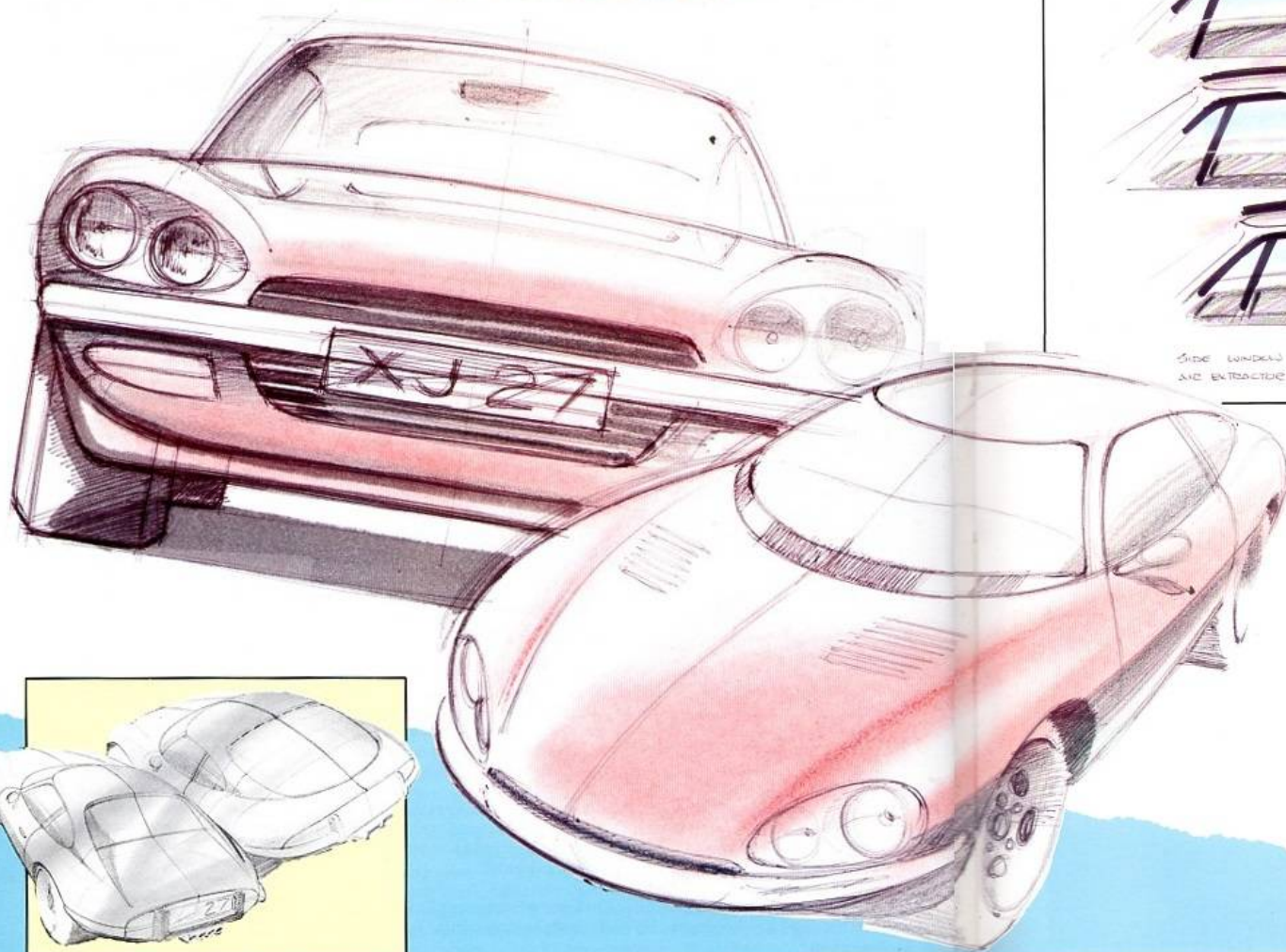
"I did a series of proposals, (top, page 141) trying to do things with it. Unfortunately, I did one echoing the concave line which was picked as the way to go. Really I didn't feel happy

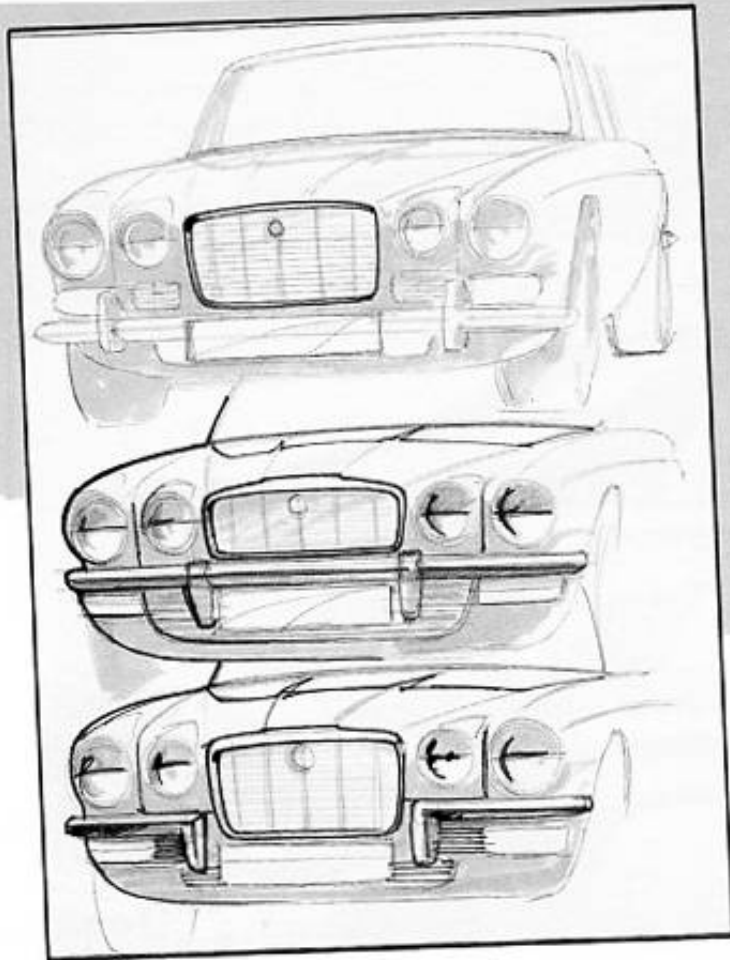
with it at the time. I would have gone away from the concave line and gone for something like one of the lower two to try and disguise it a bit!

'I did some detail work on the later E-types. We looked at a lot of different knaves with various sections - flush, recessed and proud. We were picking up ideas from the Mark III/240/340 saloons and so on.'

'When he became "Sir" William Lyons everything changed. Before that he always gave a Christmas party for his top executives at his beautiful home. As soon as he became Sir William, nobody was ever invited again, not even Heynes or Whittaker for a meal or a drink.'

'When I came into the picture as an old friend, every time I came over, he would say that I must go for dinner one evening, so I always did. That upset the other Directors, especially Lofty England. Heynes understood. I could talk to him and Whittaker. But Lofty is more aggressive and he didn't like it.'

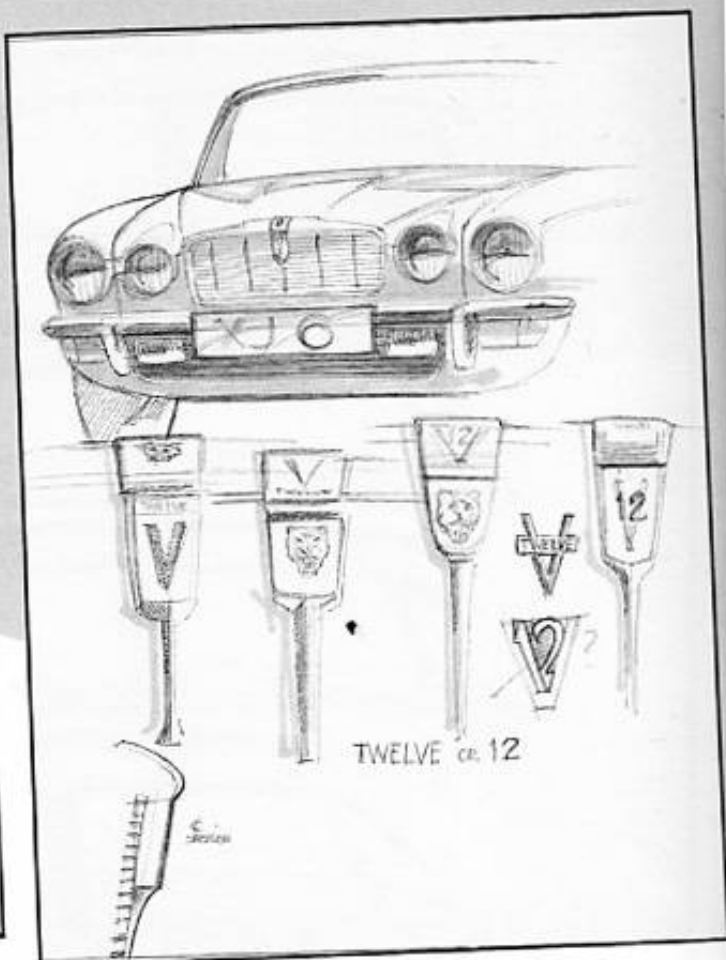




George Thomson: 'I was involved in bringing the Series I XJ saloons up to Series II, and here we were looking at what we could do. We knew that we had to lift the bumper to meet the American regs and it was a question of whether we brought the bumper up completely, or whether you brought it up, but had overriders instead of taking it right across, allowing you to keep a more traditional grille.'

'I spent a fair bit of time looking at badging for the new Series II XJ grille, as to how we could blend it into the new front. We spent a lot of time on detail like that.'

Right: This is why Jaguar bought Daimler. They needed the space at the Radford plant! (Jaguar Cars)



'It was wrong too. I told Lyons he was wrong and that he must invite the others too. But my relationship was very, very pleasant with him, and with Heynes and Whittaker. The financial man, Huckvale, and I really became friends, because Huckvale saw in me a man who might change things, but I couldn't make many changes.

I asked Jo Eerdmans if he was his own boss in the States.

'Nobody ever interfered with me. I saw Lyons when he came over perhaps every two years. I made a profit every year and I just showed him the accounts so that he could see how much money we had made, and he was happy. I always told him we could do more.

'I had a very happy relationship, as I say, with Heynes and Whittaker, and really with Lofty as well. Lofty was really a good fellow, but he was so sarcastic.

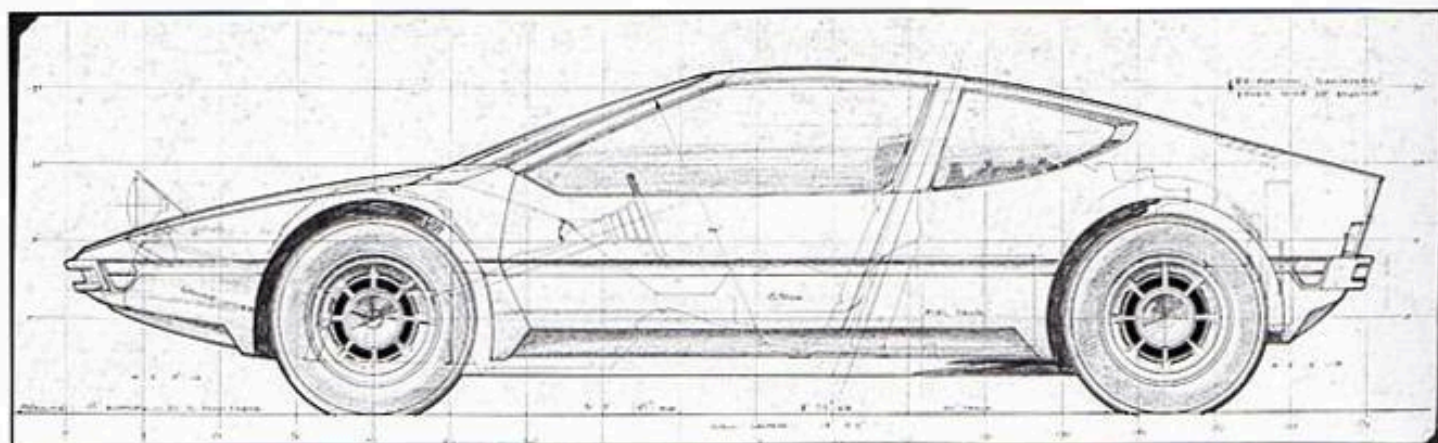
'When Lyons's son was killed, slowly Lyons said to me, "I must appoint somebody who can take my place when I have an accident or when I am gone". So we talked about this for a long time, and I gave him advice, saying, "Don't bring in a new man. You will upset the present Directors, etc., etc. Take Lofty." I was really the man who proposed Lofty to get the big job over there.

'Lyons said, "I'm amazed at you because I thought you were big enemies".

'I replied, "We are not big enemies, but we are arguing all the time because he's sarcastic, and then I can be sarcastic too. So we tease each other all the time. But I think if you train him and you put him next door to you in an office, and see him for half an hour every day, and tell him what you think, the way he should do it and the way he should not do it, and the way he did it yesterday was wrong, then he can become a very good man." And that is what happened.'

During his long and immensely distinguished career, Eerdmans was made a CBE and had dealings with many famous politicians.





George Thomson comments on the above sketches: 'This was really an attempt at altering the back end of the XJS in '72 to try to take away the concave shape that was in the rear sails. I don't think anybody was really happy with the XJS rear end but it was a bit of a tricky area to deal with. We had got away from the big glass hatch like the E-type, which had a hatch that was more glass than sheet metal. There was definitely some Ferrari Dino influence. 'I think at the time they were too far down the road with the sheet metal tooling. We were really trying to keep, say, from the door forward as it was, but then rearwards reduce the twist

'Macmillan was great. I admired that man so much. I talked to him quite a bit. When he came to the New York Show in 1962, I said to him, "Just come up to the Jaguar office for a little while and have a glass of Champagne".

"Oh, no, no," he said, "no Champagne. If you can get me a good old Bourbon, then I come up. We got hold of some Bourbon and so we had two or three. He was very human.

'I knew Gaitskill since he was 30 years old. He came over to New York and we had a meeting with him at the Consul's home. I was then President of the Chamber of Commerce so I was in charge of the meeting. He comes in, looks at me and says, "Mr Eerdmans how are you?" I hadn't seen him for years, but he apologised for not wearing the cufflinks that I had given him when I was with de La Rue!

'When there was the big battle about Stokes, I wrote to Harold Wilson and said, "Don't support Stokes. I have known Stokes for years and years. He is a first class salesman, but he is not an administrator. He

won't be able to do it."

"That was the downfall of the whole set-up. I never got an answer to that letter. I wrote to him before about the situation in America and I got a letter back of 10 pages from Wilson. But when I wrote to him about Stokes – no answer!

"I sat in a Board Meeting when the deal was really made by Sir George Harriman and Sir William Lyons. Sir George Harriman, of course, didn't know anything about the business at all, about the financial side in any case. They came to an agreement in principle. So it was worked out by Ron Lucas and a few other fellows. Ron was really helping as the Vice Chairman then. I went to the next meeting and discussed all the details. Then there was another meeting a few days later, and Ron Lucas got up and said, "don't forget Sir William, we did not merge with Jaguar. We bought Jaguar. You are just part and parcel of us, and of course the bosses are the bosses of BMC."

"Then Lucas said, "we want a BMC man to run the business in America". I was 63, with two years to go before I could retire. I had an agreement with Lyons that I had a pension here in America, that he would remain a member of the Board, that his son would carry on the business, he would remain on the Board in England till he died, and I could remain on the Board in America until I died, and would have \$---- a month for my position here.

"So I proposed that Graham Whitehead become my successor and take over the whole caboodle in America, as I knew him very well and I thought he could do a damn good job. I said I would help him all I could and that was accepted. I said this was on one condition, that I could remain on the Board, as I had agreed with Lyons, and have my fee. Lucas and the others said this was OK and I asked them to put it in the minutes.

"They went broke within a year and Stokes came in. I talked to Stokes about the arrangement. I said to Lyons, "We've got to settle this". He went six times to Stokes to talk about my arrangement with Jaguar. Stokes never gave a proper answer to Lyons and Lyons phoned me up at home one day, and said, "Look I'm not going to see that man anymore. He drives me crazy."

"Sir William never wanted to put anything in writing. We were old friends and I trusted him completely. But when the company was taken over, things changed. It was a drama!

"The very funny thing is that when Sir William Lyons made an agreement with BMC, I had just worked out an agreement with Daf in Holland, to go together with them. They would make the small cars and Jaguar the luxury cars, and sell the cars all over the world, the trucks and everything. Now look at DAF, it is a terrific success. And we went down like anything. Now we are up again, thank God."

When I mentioned to Jo that Leyland Trucks and DAF had just merged, he could only laugh ruefully.

'LEYLAND CARS – A CALL FOR SANITY, BUT TOO LATE?' by a Jaguar employee

"I am writing this open letter to those who care about what is currently happening to Leyland Cars in the hope that something can be salvaged from this rapidly sinking company. This is my cry to register the common feelings of those who can see the universal demoralisation that is going on around them, amongst those who can't or won't.

"Most of us have stood and watched the reorganisation and the tragic results of over-centralisation become more and more evident as each day passes. All those who directly affect the product of the company, the engineers throughout each individual factory and the men and women who build the motor cars, share the same views about our

that was coming across the rear. This was an attempt to do something with the vehicle as it stood.

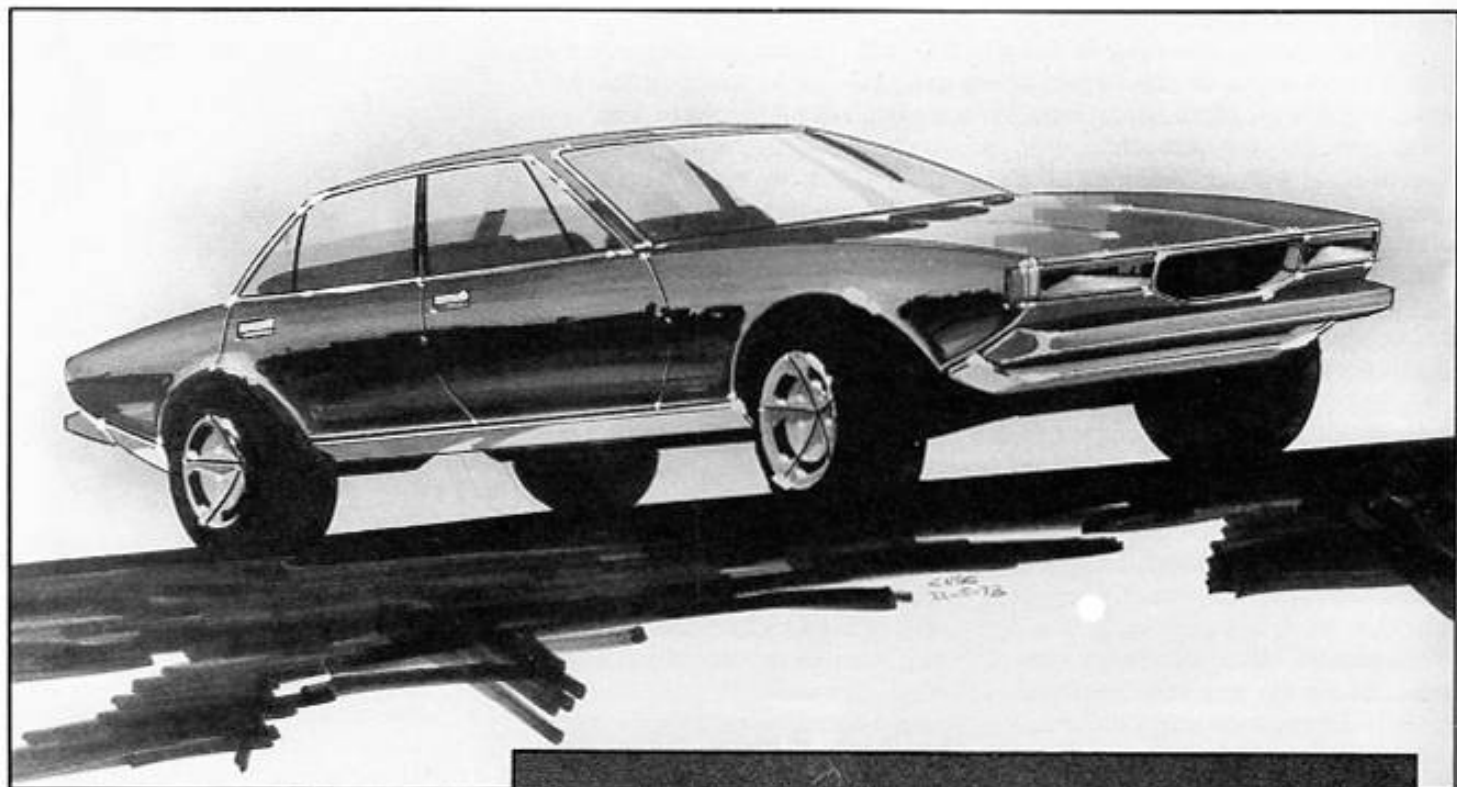
'This [immediately above] is an original drawing I did in 1969/70. There was a proposal to have an arc of 34 inches struck from the 'H' (hip) point and you had to keep the windscreen clear of that, which meant that you had a tremendous distance between the head and the windscreen header.

'I looked at a proposal using a V12 engine, turned round 'à la Countach' with the gearbox between the seats. The fuel tanks were either side of the engine and I put the radiator at the back but with the possibility of also positioning the radiators at either side of the engine (like today's Testarossa). It had 4-inch deep bumpers set at 16 to 20 inches to comply with the American regs.

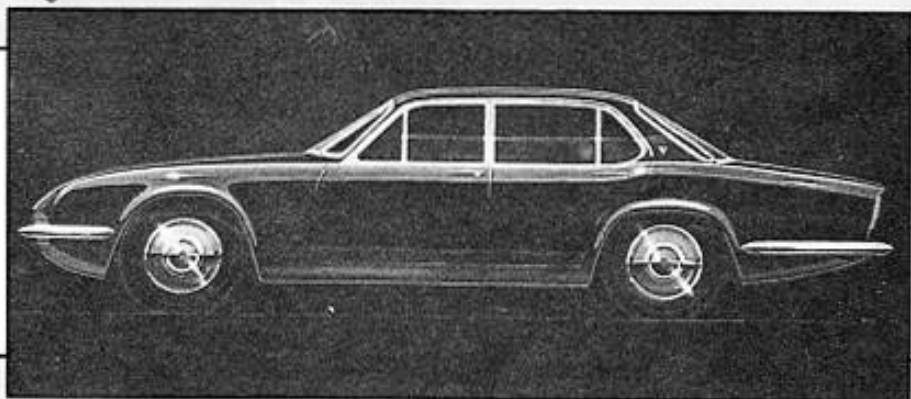
'The starting point, though, was the proposed 34 inch regulation and it is funny how one single regulation can lead on to something.

'A lot of things I did at my time at Jaguar, like this one, were not official. It was a case of "well, what can I do next? Nobody's pushing me to do anything for work. I'll see what I can do."

'It was looked at and I did a colour rendering of it, and had it up in the studio for a long while. It's hard to remember if anybody made any comments. I think about the only comments that we did get was that the engine looked like an upside down pig – a sow that is!



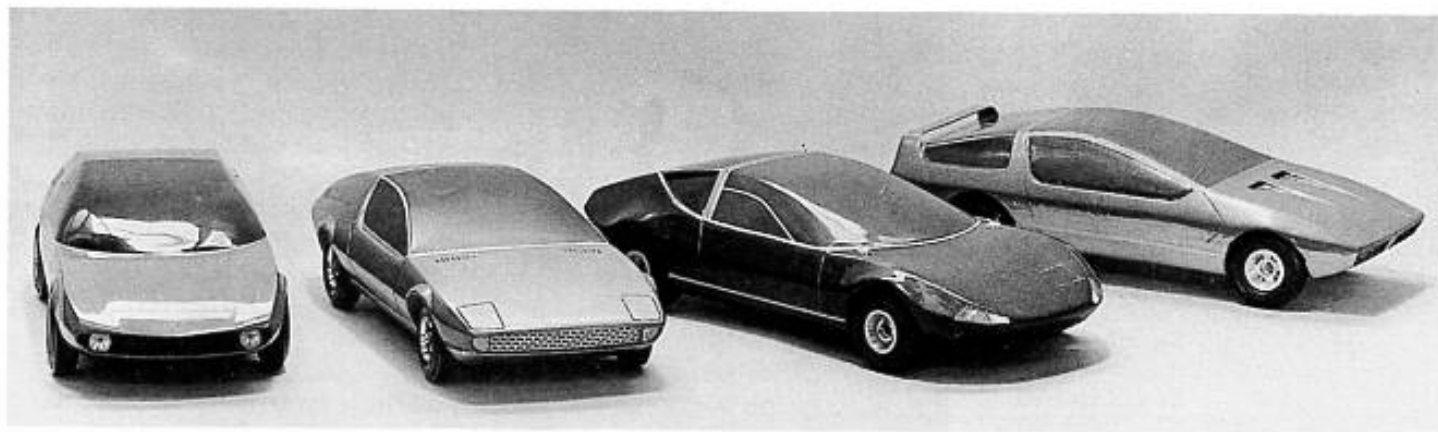
These illustrations were done in the Styling Department in 1973 with thoughts of the XJ6 replacement in mind.



future: the once very evident pride which enabled the great companies Jaguar, Rover and Triumph to produce world-beating motor cars has been so terribly shattered by the irrational policy to abolish autonomy. The situation is now so totally out of hand that sensible, thinking people cannot allow themselves to really care any longer, so there are growing signs of abandonment and surrender to the idea that maybe we'll muddle through.

'Nobody really believes that we are going about things the right way but it just seems easier for the moment if we pretend we might be.

'The reasons behind this apparently ludicrous reorganisation are difficult to recognise from the point of view of each individual company, but when looking from the viewpoint of a central committee one can more easily imagine why this was instigated. When Lord Ryder was given the task of appraising the position and deciding upon the correct course of action for British Leyland, he surveyed each plant and saw how massive and diversified the various companies were and realised that no one committee could control all these as they stood. The logical action from his point of view was to combine everything as far as possible into several manageable divisions, namely:- Sales and Marketing, Customer Service Operations and Manufacturing and Assembly.



'This, Lord Ryder believes, would afford the National Enterprise Board blanket control over each operation, would reduce the overall head count necessary to run them and therefore be more efficient. The intention was to avoid each company having to do its own manufacturing, assembly, marketing and servicing independently, hence utilising four or more complete sets of staff, one for each company and centralise them all so that one Leyland Cars corporate image could be formed and projected throughout.

'In many other industries this would have worked and it showed that Lord Ryder was basically a sound businessman, but unfortunately it exposed his complete ignorance of the delicacies of the motor industry. The NEB of course had no experience of the internals of the motor business to know any wiser so the committee jointly agreed upon this seemingly grand idea.

'When the plans were announced there was much internal mumbling throughout all the factories about why they simply wouldn't work but nobody of any importance shouted loudly enough to make the NEB understand that there was no way their plans could work. Those who did attempt to register their justified protests were discouraged when their energy appeared to be wasted on deaf ears.

'Soon there was to be the Earls Court Motor Show of 1975 and for the first time the public would see Jaguars, Austins, Triumphs, Morris' and MGs all displayed side by side under the big Leyland Cars banner. Most people recognised how ridiculous it was for different companies with different histories and totally different aims to present themselves together as one fraternity but unfortunately the NEB and the

These four models were created by George Thomson and Chris Greville-Smith in the Styling Department, and were entered for an annual competition organised by Vauxhall. (Jaguar Cars)

brainwashed Board of Directors were still patting each other on the back and drinking gin and tonics to celebrate the splendid co-operation.

'Since then we have watched one after another moral stronghold compounded into wretched centralisation. Sales and marketing functions disappeared from each of the factories to combine under two roofs at Longbridge and Redditch. Service operations for Jaguar, Rover and Triumph were temporarily centralised at Allesley but with the intention of having all the actual servicing carried out at one centre in Bickenhill.

'During these impending moves the people at Jaguar fought harder than most of the others, understandably because they had by far the most to loose as a result of centralisation. Fortunately for Jaguars and their customers, enough strong minded members of the workforce maintained their views that Jaguar customers could not be adequately looked after by Austin/Morris or Rover/Triumph staff and the Kingfield Road Jaguar/Daimler Service Department remained to provide workshop facilities operated by specialised and qualified staff for Jaguar owners whose problems their dealers were unable to resolve.

'But factories of Jaguar, Rover and Triumph soon lost their names to become known as just Leyland Plants. This massacre even extended to the discontinuance of the name Jaguar on letterheadings, compliments slips, factory gates, internal publications and, many feared, the product itself. The effect of this anti-marque policy was felt immediately by all those within the factories. Men and women whose life was devoted to creating a fine product and hence a reputation for their companies with pride, enthusiasm and trust were suddenly deprived of their identity, their aims and their ambitions and were expected by an unknown group of men somewhere in London to work towards a doubtful goal under a meaningless name of Leyland which had no history and, in their minds, certainly no future.

'Distrust and bad feelings crept quickly throughout each plant and the lowering in morale of the workforce soon became apparent in the quality of the product which steadily worsened in proportion to the amount of interference they were being subjected to. The entire workforce knew what was going wrong and many trusted that surely the management would also see where their mistakes were and correct their policy before it was too late. But "the management" were remote from the plants and remained blind to what was happening. The NEB instructed the Directors to plough blindly on and keep centralising until nobody would remember their names.

'It appears that now the Board of Directors is so committed to the original plans of Lord Ryder, many feel there is no backing out, even though Lord Ryder himself backed out by resigning. The tragedy is that his underlings trusted him so totally that they have continued to cling regardlessly to his original plan, despite the very apparent disastrous consequences.

'The current signs of our direction are shown by widespread customer dissatisfaction, very poor workmanship, poor total volume performance, continually worsening industrial relations, extraordinarily high staff turnover particularly at senior levels, and general public bitterness towards the British Motor Industry.

'Most of us know the proper answer. Give each factory its autonomy and thereby restore employees' faith in "their" company and pride in "their" work. Motor cars are emotive products and the people who produce them are naturally emotional about their creations. Leyland Cars is far too huge for any one man to govern and too massive for any employee to feel part of. This is a case where in the high handed business atmosphere of the Board of Directors conference room, the feelings, opinions and importance of the people who ultimately make the product have been entirely neglected. Job satisfaction for many disappeared when the identities of the companies were deliberately eroded. Since then the workforce have demanded augmented financial reward to replace the

previous psychological reward of producing a fine product and putting "your" name on it.

'Are we going to continue running our companies into the ground and rely increasingly upon taxpayers to merely delay the final crunch which cannot now be very far away? The result of Leyland Cars collapsing will not only entail massive unemployment throughout the country, but will also lead to the most tragic and far reaching economic recession since the war.

'The facts are painfully undisguised, the evidence is conspicuous and now the choice is ours. To quote Lord Ryder, albeit out of context: "I do not doubt for one moment that British Leyland can be strong and viable - provided the will is there. But there is not a moment to lose."

'The damage is being done now, soon it will be too late, let us take a turn for the better.'

CRAIG JENKINS
Ex-apprentice, Jaguar Cars Ltd



ENGINE WEIGHTS AS INSTALLED ON TESTBED FOR PERFORMANCE TESTS

Less fan, air pipes, and air cleaner, clutch, clutch housing and gearbox.

With exhaust manifolds, flywheel and all electrical equipment. All weights with engine dry.

Type	Weight in lbs	Remarks
240	503 ¹ / ₂	
280	538 ¹ / ₂	Engine not built; main details as 3-litre
280 HERON	516 ¹ / ₂	As above - V12 Heron head substituted for XK
3 LITRE	538 ¹ / ₂	
340	567	
380	592	
420	605	
XJ6 V8 3.6	504	
XJ6 V12 5.3	612	
DAIMLER V8		
XDM	437 ¹ / ₂	
DAIMLER V8		
DQ.450	612	

A couple of Jaguar stylists work on a model whilst grappling with the problem of succeeding the Lyons XJ6. (Jaguar Cars)

This Californian XJ saloon, seen leaving De Monte Forest, has the registration VYKS CAT, which is presumably a reference to the owner, but the significance of the photo is that it was taken from the seat of no less a machine than a Bugatti Royale (by my old chum, Nick Baldwin).

HARRY ROGERS joined in 1937 and retired in 1973. He worked particularly closely with Lyons

'I served my time as a coachbuilder at Cross and Ellis's where I graduated from being an apprentice to a gang leader. I stayed there a few years and then I went to Charlesworth Bodies, in Coventry. They used to do work for Daimler and Alvis, but then they went on short-time. We were only working nine till four, and no Saturdays. Of course in those days we used to do 47 hours a week.

'So in between eight and nine, I went up to S.S Cars and obtained a promise of a job there. That was 1937 and I was 29.

'It was a terrible place really. I'd been used to wearing a white apron as a woodworker, building these beautiful motor cars which then went to the panel beaters to be panelled. We always used English ash on the body.

'S.S. were in the old White and Poppe shell filling factory at Holbrook, and it was built on stilts. It was terrible really. They were using tons of lead to fill the body seams up. The fumes were dreadful. I used to come home in the evening and my teeth were all black from the solder.

'But I soon got known, as I'd come from Charlesworths, and they were having quite a bit of trouble producing the motor car on the finishing end of it. Somebody had told Bill Lyons that I had been all through it, and he came up to me on the track one day and he says, "I've been told that you worked at Charlesworth Bodies. Have you ever fitted any Sharvester [?] locks?"

'I said, "Of course I have, yes".

'"We're having a dickens of a job, we can't get the doors to shut."

'They were all rubber mounted, dove-tailed and what-have-you.

'I said, "The secret of that is to have a perfect line-up from your hinges".

'He then asked me to go round the end of the track and get as many doors sorted as possible. He told the boss on the line what I was doing. All I had was a pencil, and I drew the strike line and that's where the striker went. And every one shut first time.

'He came down at the end of the day and said, "Oh, you're getting on well". We'd got the output out that day, which was 28 cars a day. I mentioned that I didn't want to be on it too long because the way I was going, I would never work back because the track was going at about the same speed as I was clearing the locks. So he said he would get me a couple of people to help, and I taught them.

'Then I got back on my own job, which was door hanging in, what they called, the bodyshop. It was terrible! I'd never been used to that sort of thing. It was an all-steel job, and you worked one side, whilst your mate worked the other side, on these two doors. Then there was another man who used to do the bootlids, and hang the little spare wheel lids on the bottom. We used to have a welder as well. When you first hung the doors on, ooh, they was all dropping everywhere. So you got a lever and he warmed all round the wheel-arch, what we called the "D" post, and he used to get that all red hot. You'd take the big lever, and a big hammer, 'cause we all had about a four pound hammer, and "bump" on to the wheel-arch. The door would shoot up!

'That wasn't my cup of tea at all. To cut a long story short, by '38 I'd had enough, and I was trying to get into the Experimental Shop. But a chap named Wicketts, who was the Foreman of the Body Shop, wouldn't let me go. He wouldn't hear of it.

'Any road Chamberlain went over to see Hitler and came back with a paper, "Peace in our Time". That was the signal to start on aircraft, so then I was directed down to the Experimental. My mate had to stay and finish the sanction of bodies – do both sides – then eventually he came down. That was when the war started.

John Barber, a senior Director of British Leyland, once asked Sir William Lyons what he thought was the maximum number of cars that Jaguar could sell annually. The answer was 37,000.

'We had a new building built up at the top, and we started on the Short Stirling wings – leading edges and trailing edges. I was allocated to the leading edge, and I was fitting all the pipework. On the leading edge there was so many hooks, and that was to catch hold of the barrage balloons. When they were triggered, a shot was fired which went through the cable. That was the idea!

'I had to join either the fire brigade, Home Guard or first aid, so I picked the fire brigade. I was on every eighth night – I did a night on and then worked again next day. I got to leading fireman and had a crew. Even the bosses joined in and we used to have to train Whittaker and Lyons to put incendiary bombs out, and that sort of thing.

'Where we scored over the Home Guard – they used to have to march in church parades, and goodness-knows-what, and we just had night duties. We then went on to the Lancaster bomb doors. There was three of us allocated on to that job, and I was in charge of it. Some loom factory up north sent all the iron work on concrete bases for the assembly. It was all part of a loom, I suppose, or something to do with weaving. We had to alter it and add pieces, to assemble these bomb doors.

'The bomb door was 34 foot long, 4 foot 6 inches one end and tapered down to about four foot the other. There were seven hinges and inner and outer skins, and you had to be really accurate. There were 22,000 rivets in each one and every one was examined.

'Then we took over the Gloster Meteor from Standard. They'd had it for two years, and could only produce one a week, or something! When we got cracking on that, we were producing five.

'After the war, we went down the cellars and got out all the pre-war bodies and bits and pieces, and started again. We got back into production with these cars.

'Lyons was very close with me. I think he trusted me, and I never dared tell him a lie. I was always honest with the chap. He used to come in when I was running the Shop, and he'd always wheedle a date out of me for the completion of something.

'Then he would come in and say, "It's getting very close, Rogers".

'Once I told him I hadn't got the modified drawing and he asked who was supposed to give me those. I replied that it was Mr Baily.

Jimmy Stewart drove for Ecurie Ecosse in 1953/54 and the factory team in 1955 before retiring. He is seen standing beside XKD 501 which he drove at Silverstone and the Nürburgring during his 'factory' year. On his left is his up-and-coming young brother, Jackie, who would achieve a little success in the same field. The car on the right is a Tojeiro. (Jackie Stewart)



"Well, go and tell him you want them now.

"Of course Mr Baily had got a posh job. I told him I'd come from Mr Lyons and it was getting close to the date when I'd promised this job, and he's sent me for the drawing.

"Ooh," he said, "that's impossible."

"I said, "I can't go back and tell him that".

"He says, "You'll have to. It's impossible. We haven't got them."

"I went back and saw Lyons and told him that it was impossible.

"Oh," he said, "it's no good sending you, I can see." So he went himself. I felt very small! But he came back with the drawings. All the figures were altered in pencil. He asked if I could work with them and I said that of course I could.

"Get on with it then." That was typical! That was Bill Lyons! recalls Harry with great amusement and obvious fondness for the man. "If he wanted something he was the boss and he could get it.

"Another instance proved that. Mr Heynes was always trying to make a big job out of things, and that's why changing a model took three or four years. But Lyons was the boss, and he wanted to change in 12 months. They'd come in and we'd almost got the car finished and Heynes would say, "All this chrome here, it'll all reflect in the window at night".

"And old Lyons said, "Well we'll give them a tin of black paint and a brush". And that was it. It went through. That was typical Bill Lyons.

"The first body that we didn't have much to do with was the Mark VII. But while the Body Drawing Office and Pressed Steel were getting on with the Mark VII, we produced the Mark V, which was a stage up from the pre-war models.

"I drew all that. I did all the drawing full size on plywood boards, and I was working for a chap named Robinson at the time. He was a marvellous chap for ideas, and I used to carry them out for him.

"Bill Robinson was frightened to death that someone would come along and cut up one of these boards wanting some plywood. So it was decided that we would employ a junior draughtsman allocated to our Shop, which was called the Experimental Development Department. That junior draughtsman turned out to be Cyril Crouch.

"He took all my boards and produced it on paper, and it was all filed in the library. When that was done, we'd finished with Cyril Crouch – we'd got no use for him. So we went to Bill Thornton, who was the Chief Draughtsman at the time, and told him we'd got a good chap – could he make use of him?

"Ooh no," he says, "I've got enough." He'd got three draughtsmen! Any road, we wouldn't be put off and we went to Heynes, and Bill Heynes made him have him. In no time at all, Cyril was running the Drawing Office, and he eventually took over from Bill Thornton, when Bill Thornton retired.

"Abbey Panels made most of the panels for the racing cars to the formers that I made. We assembled them when they came back. We had a specialist welder in because it wasn't just aluminium, it was aircraft material.

"We used to have the drivers come in to be fitted: Mike Hawthorn, Duncan Hamilton, Tony Rolt – who was very tall and wanted a bit more legroom – Peter Walker and, in the early days, Stirling Moss. I think it was Mike Hawthorn who had a soft spot in Lyon's heart. Lyons was knocked about when Hawthorn was killed.

After Harry had been ill, Lyons arranged for Mr and Mrs Rogers to go to Geneva for the E-type launch and they bumped into Sir William at Heathrow. The Rogers had been booked on an earlier flight but had been given the wrong tickets.

'He knew my wife had got butterflies in her stomach about flying.

"Ooh," he said, "you don't want to worry. That plane you were going on was only a twin-engined thing. I wouldn't travel with anything under four engines."

'He let us go first up the steps. Somebody called out to him when we got on but he came and sat by us. When they started bringing the lunches round, he said he'd better go and have lunch with these people otherwise they might think it funny if he ignored them. But he said he would be back. I thought, "That's the last we shall see of him".

'He didn't like me smoking. He was always telling me it was no good for me, and he didn't drink as such. He'd drink a sherry, with an egg in it, or something like that, for his breakfast. I'd gathered all this from his chauffeur.

'Anyway he did, he came back. There I was with me glass of beer and a fag on. I felt blinking awful. Then the stewardess came round with this tray. Without looking up, I said, "No thank you". I thought it was cigarettes.

"She wants your money for your beer," said Lyons. Oh, dear! So I put my hand in my pocket. Going away, I'd got everything in my pocket. I'd got a bit of string, a pocket knife, but I'd got no change. It was only a shilling.

'He said, "I only had a fruit juice, dear. Mine's free."

OLIVER WINTERBOTTOM, formerly a Jaguar apprentice, was an early member of the Styling Department set up in the late sixties, before moving to Lotus, on to TVR and back to Lotus Cars

'I wanted to be a Jaguar apprentice and went for the interview in the first week of March 1961. It was a week or two before the E-type was to be announced, and factory tours had been stopped for that reason. But under the circumstances, I was taken on a factory tour.

'Halfway through the plant were these amazing vehicles. The impact at the time was unbelievable.

'I stood there, and of course it was like a D-type, and I sort of said, "What the hell are these?"

'The chap replied, "You are not supposed to see, but within a week it'll be out at the Geneva Show. It's our new sports cars."

'And I just said, "I don't believe it!"

'I joined Jaguar in September of that year and started a five year automobile engineer apprenticeship.

'Then later on the XJ-S came along and there were all sorts of internal struggles as to whether it ought to be a replacement E-type or not.

'I did a body for the XJ-S which was a sort of successor to the ideas on the E-type. Looking at a photograph of it now, it wasn't really as good as the E-type idea. It had a cab that was vaguely reminiscent of the Rapier of the day, to give a fastback, and was probably a bit too stylish rather than the pure functional form. It wasn't strange, which you could say the XJ-S was!

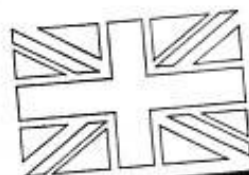
'Of course, the XJ-S was never really a replacement for the E-type, and whether that was the right or the wrong thing, I suppose we'll never know. It may have been held back by the fact that it was always based on the XJ6 floorpan, with a shortened wheelbase.

'I have a theory that as people get older – when management in

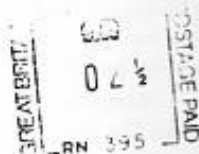
general gets older – the products start to appeal to an older and older man.

'You don't get 20-year-old people designing stuff for 60-year-old men, and you don't get 60-year-old people designing stuff for 20-year-old people. So companies go through cycles and one of the difficulties is when you get to the 60-year-old bit, and all the old guard retire.'

The Jaguar company produced a special envelope to complement the 50th anniversary celebrations in 1972. (Philip Porter)



SWALLOW TO JAGUAR 1922-72



H.W. Porter, Esq.,
Managing Director
Harolds Gauges Limited
Frederick Street
Birmingham B1 3HS

Oliver Winterbottom was, as noted, an early member of the small Styling Department created in the late sixties.

'Bill Thornton and those sort of people gave up their area of responsibilities reluctantly. Fred Gardner did particularly. As far as he was concerned, he was "the bloody Old Man's man, and sod the rest of you"!

'He actually physically frightened you – well, he did me, as an apprentice. He would throw you out of his workshop, and he wouldn't even stop to get your explanation as to why you were there. If you weren't supposed to be there as far as he was concerned, you got out.

'Lyons I saw quite a lot of and I always liked him a lot. There was great respect and we all quaked, because he was the big boss. He was an awfully nice man – he was a gentleman, and there aren't too many of those about.

'He got to know who I was and when I left the company, he actually called me up to his office and asked me why I was going. I said, "I've been here for 10 years now. I'm not going to make much more progress, whereas going to Lotus will be a tremendous opportunity, broaden my experience and, perhaps, one day I could come back to Jaguar".

'He said, "I think you're absolutely right".

'I was very flattered.

'Then as soon as I left, he left! Well, he obviously gave up when he saw I'd gone! I left in December '71 and he went at the end of the January or February following.

'He used to do these so-called drawings if he was trying to explain that a line on a model, or whatever, wasn't quite what he wanted. He

used to get the pen and he couldn't draw a normal line – it was always little wispy strokes, so the whole thing looked like a groundhog, or something, when he'd finished it. You can imagine an XK120, which by the time it was finished actually looked as if it was made of nylon fur! He didn't have that one-stroke purpose that you'd expect him to have.

'What he really was, was an incredible judge of good taste.

'I saw quite a lot of Malcolm Sayer on a project that Mike Kimberley and I were involved in, which had the 2½-litre Daimler V8 engine, front-mounted, and beam axle rear suspension on a car based on the Alfa Sprint dimensions but, I think, with four inches in the wheelbase. It was seen as a replacement for the Mark II. We just put together a clay model and some drawings, and that was where I first met Mike Kimberley in any sort of depth. He worked upstairs in Malcolm's private office area.

'I remember the headlights were higher than the top of the nose. It had a fastish sort of back, with a separate boot – it was not a hatchback or anything like that. Although the proportions were different, there was an awful lot of similarity in the ideas with the TR6. We weren't allowed pop-up headlights. They were pretty unusual. The Elan had them by then but not many cars did and they were considered to be expensive and complex and heavy.

'Stuck with the 24-inch headlamp height requirement, not wanting twin headlamps because, again, that was expensive and everything was very price conscious, we had a big seven-inch headlamp and therefore the tops of them stuck up above the nose.

'I actually borrowed an Alfa from a friend of mine. England was very keen on this and Lyons was taking quite an interest in it. We decided that the rear seats were too small, because it was a GT, but four inches should do us as a close-coupled saloon.

'We had the Daimler engine, which was nice and short instead of the big old six-cylinder, which was going to dictate the car. The front end was probably twin wishbone – I don't know – it wasn't anything revolutionary. It was all kept pretty compact and wasn't too wide.

'We got very excited about it but the project only lasted about two and a half months, and we collided with the start of British Motor Holdings, and there were all sorts of vehicles looming up on the horizon that this thing might collide with. Then shortly after Triumph and Rover came along and it just got dropped.

'Also, and we didn't realise it at the time, Jaguar were having an awful job to pay for the XJ6.

'Mike Kimberley's role was to guide us on the mechanical packaging aspects, because we were supposed to be stylists and nothing else. There was nothing done on how the body was pressed, or anything like that. It was obviously going to be steel and the bright bits were going to be chrome, although we wondered whether stainless steel could be whispered, as rather more up to date!

'The interior, which was never designed, was obviously going to be wood and leather, but with that rather crafty combination of artificial materials mixed in to make the thing cost right.

'Today it would have been relatively fashionable because it had a high tail. The back end was definitely higher than the front. It had a highish kick-up to the boot, a little like an Avenger, and was probably, in its day, a little bit ahead of its time. The front end, though, might have tired a bit quickly. It did not have, as I recall, a traditional Jaguar grille. I think we just had a horizontal opening, or it may have just had a general ring of chrome in a very wide shape.

'I know we were conscious of the problems we were getting into with grille shapes, although luckily Jaguar had kept moving with the times in terms of air intakes. There were certain shapes that were trade

TONY LOADES, Managing Director of ABBEY PANELS, who supplied E-type bonnets and other major panels

'We were given one week's notice of production finishing. The car could still have been running today, because the tools would have lasted forever.'

ON THE XJ-S CABRIOLET

'Other firms claim to have built the Cabriolet prototypes. We did five here – all different. None of them were drawn. Jim Randle walked in here and said, "We'll do it this way". We did convertibles, targas – indeed, I had a Porsche at the time and we took the roof off my Porsche Targa and we X-rayed it, because you can't get a Targa roof as a spare. They won't sell them, unless you show them your old ripped one. It must have cost Porsche a lot to design that collapsible targa roof. So we X-rayed it to see if we could make use of it, but in fact they used a central bar instead.'

'We built it with a central bar, we built it without a central bar, and we built it without anything at all, just the windscreen.'

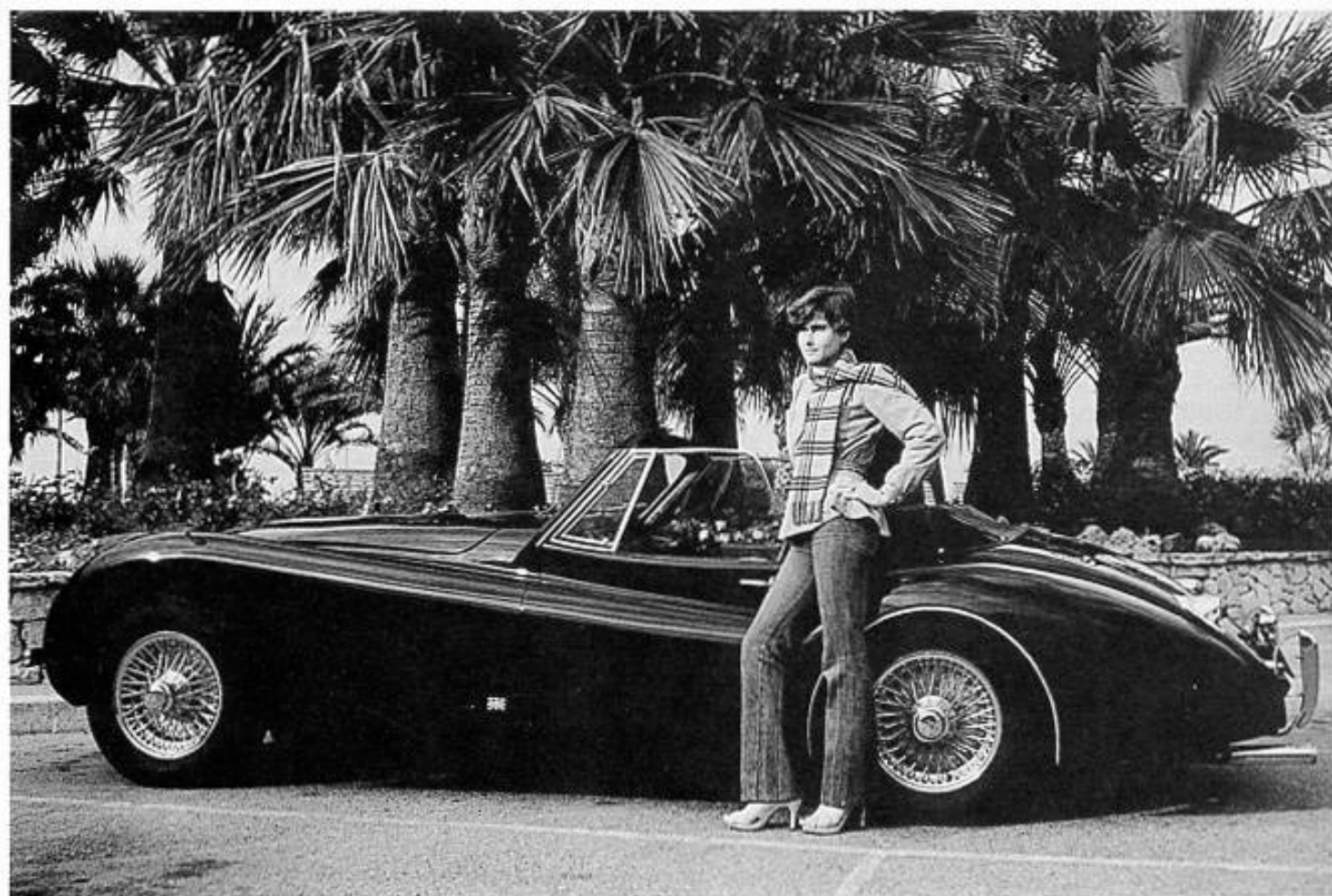
TONY LOADES

marks and obvious links. The vertical ellipse of the XK120/140/150 got sort of turned on its side for the E-type. That broke the mould and enabled you to start the line again. Of course the Mark VII had got squashed down through the Mark X and then subsequently into the XJ range. You could lean those backwards, forwards, anything else, unlike poor old Rolls-Royce, who got completely stuck with only really being able to change the height of the thing.

'I have a feeling that, at that stage, if we had anything, it was just a vague outline. I am sure we had the typical raised bonnet section, which stopped it looking quite as much like a TR6 and rather more like a Jaguar.

'The side was sort of broken dihedral of the day. It was only a two-door – we didn't try for the rear door.

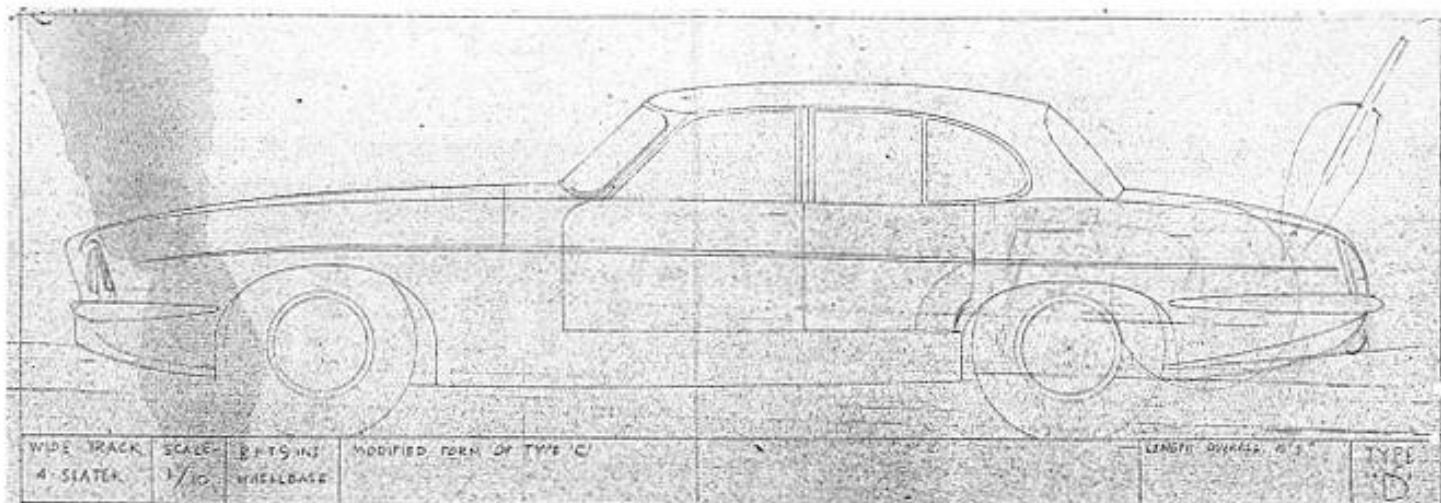
'It could have been a smashing car.



Wolf Nasdala's 120 Drophead Coupé rests in a typically Mediterranean setting, at Cannes to be precise, in 1978. (Wolf Nasdala)

'The other thing that was interesting was the rebodied SP250 Daimler. I don't know who actually did the body but a very nice looking car was built in glass-fibre, and it looked very distantly like a Sunbeam Alpine. In other words, it had a fairly simple opening at the front with a pair of high-mounted headlamps, exposed, a more-or-less straight-through wing line with a vestige of fins at the rear, and therefore vertical rear lamps, a lower set deck lid in between, and a fairly simple wrap-around windscreen.

'There were a couple of prototypes and I remember one which was a dark maroon colour which was stored for a long time almost in the roof of the bus assembly part of the Radford plant along with a couple of the Royal Daimlers and things. It got sold to a guy in Lutterworth – strange we even sold it to anybody.



'It had an E-type interior squeezed into it and it had some extra bracing in the chassis, which wouldn't have been difficult, and it had rack and pinion steering, probably based on the E-type, and really was a million dollars.

'It never happened and the rumours flew. One was that the demand would be so great they couldn't make them – hand laying of glass-fibre taking up a fair amount of space and they were awfully careful about curing the stuff for a long time. An alternative theory was that it would kill the E-type. Whether that's true or not I don't know. If they'd adjusted the profit margins correctly, they could have made an absolute killing, period, because it wasn't really using common components.

'Anyway it never happened, and Daimler faded. Of course, a lot of the machinery that was used to produce the V8 engine had First World War utility markings as well as Second World War. The line wasn't automated as such. Although the six-cylinder line was, by modern standards perhaps a bit crude, it did have a roller track and machine after machine in a logical sequence.

'With the Daimler it was – 25 cylinder heads, drill them, after lunch get a truck, barrow them down to another machine and do the next lot, type of thing! It would have needed some investment. Both the 450 and 250 engines would have needed investment in machinery to have gone further with them, and I suppose the variants of the six-cylinder made more sense.

'We did the front end of the Mini Clubman. That was done at Jaguar.

'We did some Italian Mini designs. We only did some sketches and off they went on one of the Old Man's trips to Longbridge, when he was trying to justify how he fitted into the big corporation. He'd offered to assist with various things.

'Another we worked on was a Leyland gas turbine coach. We did some styling on that.

'In the late sixties we had a BMW into the workshop and anybody under the age of 50 thought it was fantastic – it was the direction we ought to go.

'Everybody over the age of 50, who happened to have a bit of power, thought it was a horrible, tinny, German thing!

William Heynes recalls that he and Sayer came up with this design for a large saloon but that the 'Old Man' was not keen. (William Heynes)

In May 1979 the late Harry Mundy, then in charge of engine design and development at Jaguar, wrote to the late Claude Bailey.

'Currently I have some V12 engines on 14:1 compression ratio, and operating quite satisfactorily on 4 star fuel. On a journey it is possible to achieve over 20 mpg as we are able to run on air fuel ratios of 18.5:1. This is achieved by using a very high turbulence chamber achieved by placing the exhaust valves of the V12 head in a recessed chamber somewhat similar to the old bath-tub design

'We are also developing a new range of light alloy 6 cylinder engines which will eventually replace both the XK and V12, because even with our improved combustion with the high compression heads, we shall still need to be able to meet the mandated 27 mpg consumption for America in 1985 with the latter.

Mundy went on to mention four valve heads. 'With a four valve 3.8 we can achieve 24-25 mpg. The first 3.8 version develops 237 bhp DIN – and these are true figures, not -----'s postulated figures.'