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The Viscount Nuffield,
G.B.E., F.R.S., M.A., D.C.L.,
LL.D., Chairman of the
Nuffield Organization.



A great industrial achievement

In 1893, at the age of sixteen, with a capital of little more than £4, William Richard Morris (now Lord Nuffield) started as a cycle builder and repairer in Oxford, and during the next few years proved his faith in his own machines by riding them successfully in races all over the country. He became interested in the internal combustion engine, and in 1902 marketed the first Morris motorcycle, which he continued to build until 1910.

(Cover)
An aerial view of the huge Morris
Motors factory at Cowley, Oxford.

He then set out to produce the first moderate-priced motorcar and, for the next two years, concentrated on its perfection. The first 400 new Morris cars were built in a factory converted from the Military College buildings, which had been added to old Hurst Grammar School at Cowley, where the designer's father had been educated. The success of the car seemed assured, but the project of producing a car to sell at a price of £165 had to be postponed when war broke out in 1914.

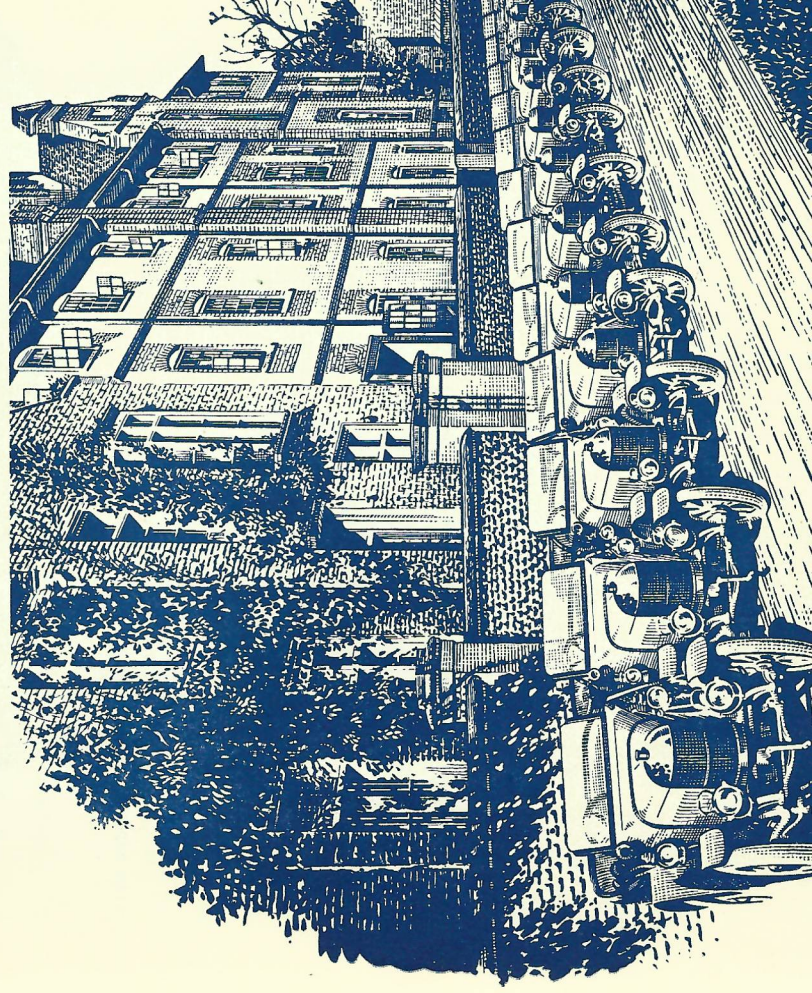
The services and the resources of the small factory at Cowley were placed at the disposal of the Government, and many contracts for war implements, including 50,000 mine-sinkers for the North Sea minefield, were undertaken and completed.

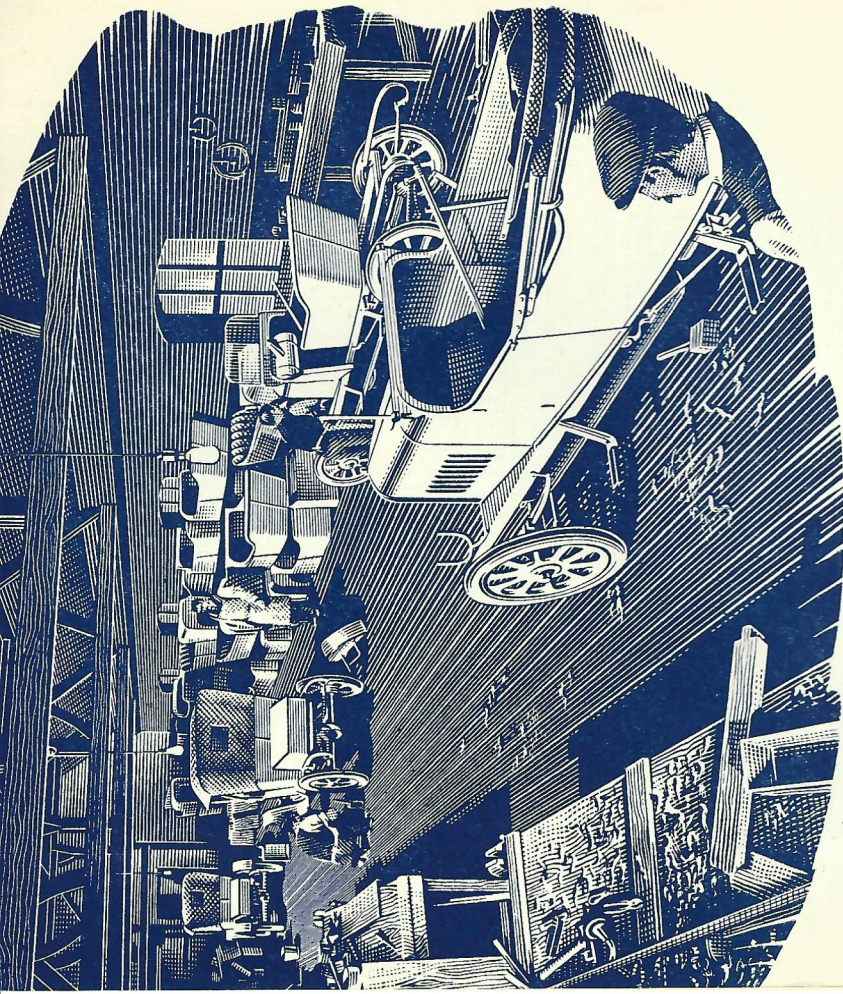
Reverting to car production, the Morris factory participated to the full in the short boom that occurred, but the management was, like others, faced with the problem of surmounting the difficulties of what promised to be a long and devitalizing depression, while prices had risen at least 200 per cent. But Mr. Morris had a hunch that things were not so bad as they seemed, and that the public would buy cars in larger quantities if the price was within reach. He backed his own judgement by cutting the price of all his post-war models by £100 just before the Olympia Show of 1921 opened.

That his foresight was sound was proven by the fact that Morris sales that year soared at an almost fabulous rate and exceeded 53,000 in 1925. In succeeding years the business continued to expand and new enterprises were bought or started.

In 1923, Morris Commercial Cars Limited was established; two years later The M.G. Car Company Limited was formed; while the original concern of The Morris Garages Limited

The building at Cowley, formerly a grammar school, where the first Morris cars were made.





The first assembly line, 1912.

continued as a distributive activity. In 1923 the S.U. Car-buretter Company Limited and the coach-building business of Hollick and Pratt Limited were acquired, the latter changing its name to the present title of Morris Motors Limited, Bodies Branch, and in the same year the Osberton Radiator Company, restyled Morris Motors Limited, Radiators Branch, came within the Morris orbit.

In 1927 Lord Nuffield bought the ailing Wolseley Company, partly to keep it out of the hands of American interests which were angling for it, and in 1938 he acquired control of Riley (Coventry) Limited.

Just before the last war it was decided that a new body plant was needed to cope with the demands of a still expanding business, and a factory was erected in Birmingham where modern presses and tool room machinery were installed for the production of steel car bodies. A wartime innovation was the establishment of Nuffield Tools and Gauges Limited at Coventry, and subsequent developments were the opening of a pressings shop at Llanelly and the purchase of a foundry at Wellingborough.

An Export Section was established at Cowley in 1933 as a world organization for all Nuffield overseas activities, and expanded with the growth of the vehicle-producing companies. Up to the outbreak of war it was disposing of 20 per cent. of the output. The figure is now around 2,000 units a week being sent abroad to nearly one hundred different markets. In the last two and a half years a quarter of a million vehicles have been exported overseas worth the equivalent of £100 million sterling.

In 1939 the Organization was producing the following types of vehicles:—

MORRIS: Eight, Ten, Twelve, Fourteen, Eighteen and Twenty-five; 5-cwt. and 10-cwt. vans.

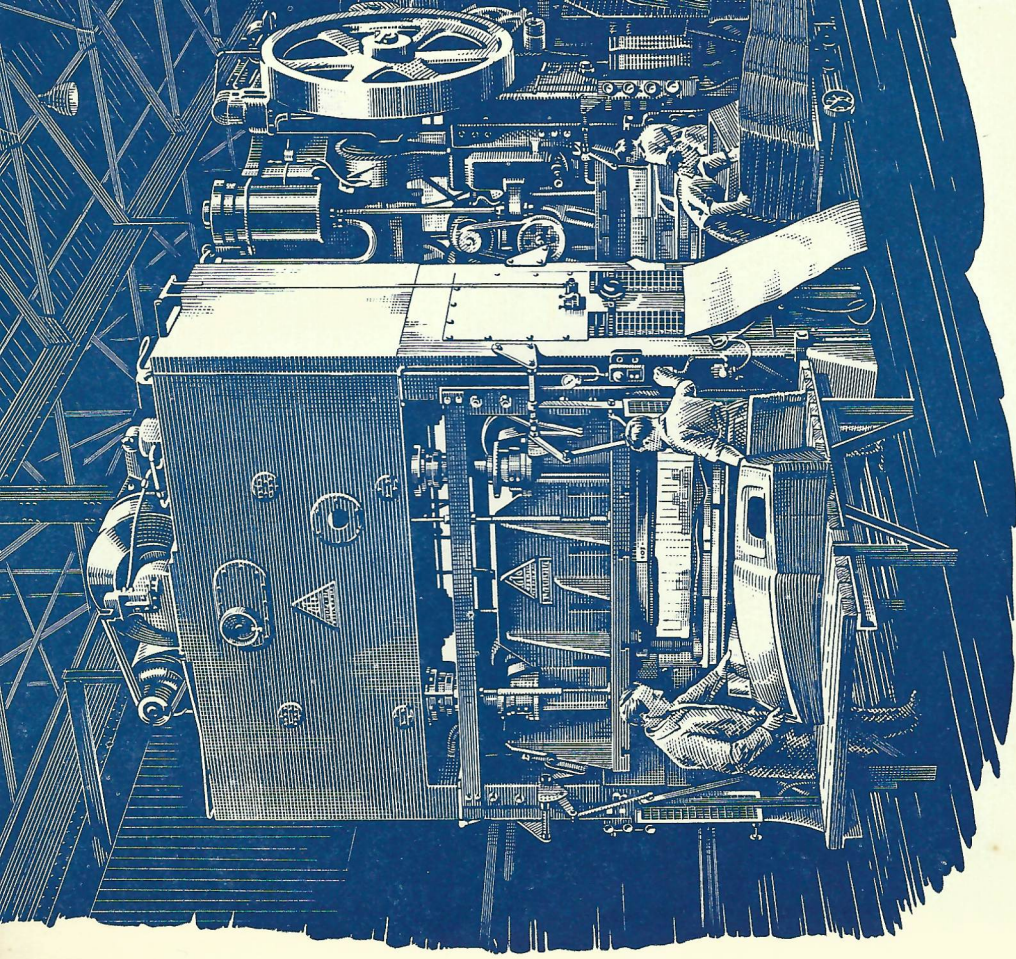
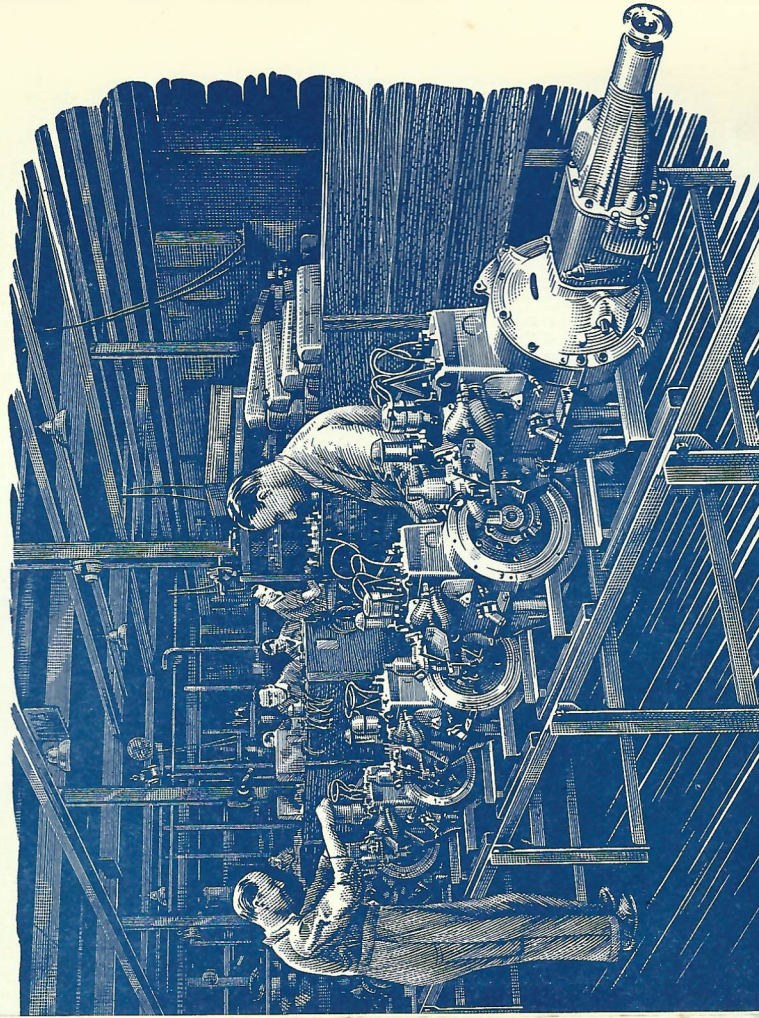
WOLSELEY: Ten, Twelve, Fourteen, Eighteen and a large limousine (25 h.p.).

RILEY: Twelve and Sixteen saloons and a drophead coupé.

M.G.: Midget, 1½ litre and 2.6 litre saloon, tourer and drophead coupés.

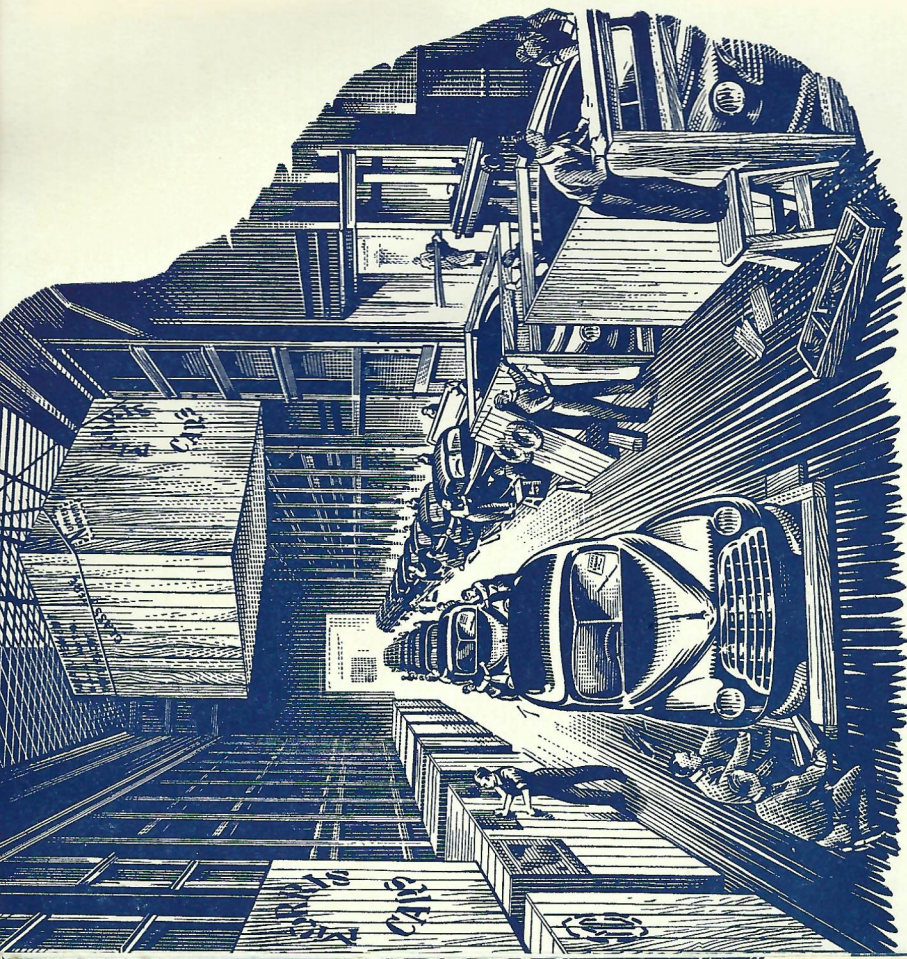
MORRIS-COMMERCIAL: Vehicles ranging from 15 cwt. to 5 tons.

In all there were eighteen basic car types, and some models were provided with both saloon and touring bodies.



One of the modern power presses installed at Nuffield Metal Products Limited. Weighing over 300 tons, it has a capacity of 1,325 tons.

More than 3,000 power units are produced each week in the two Engines Branch factories at Coventry.



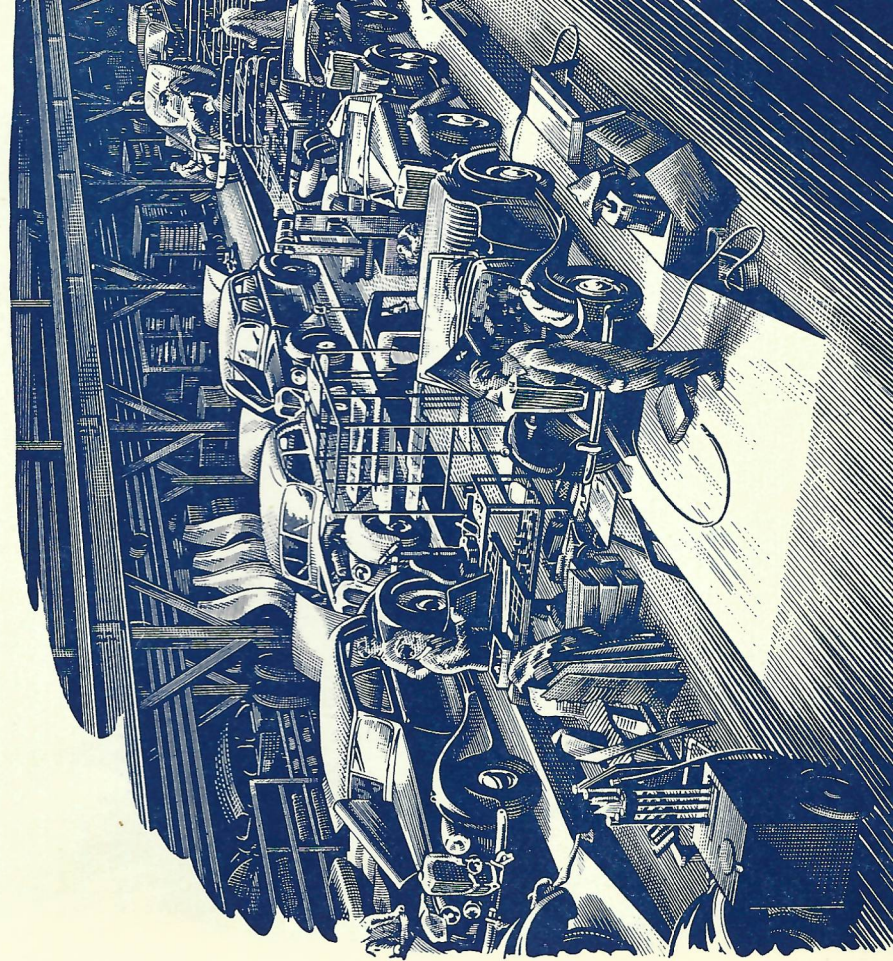
One of the packing bays at Nuffield Exports Limited where units are dispatched daily to the markets of the world.

To-day, both the manufacturing policy and the models have been streamlined. With regard to the latter, Morris now build the Minor (8 h.p.) saloon and tourer, Oxford and Six saloons; Wolseley market the Four Forty-four, the Four-Fifty and Six-Eighty saloons; M.G. the Midget and 1½ litre

saloon; and Riley the 1½ litre and 2½ litre saloons. The Morris-Commercial range remains largely as before; in addition there is the Morris small van, the Cowley van and pick-up and the estate car. Marine and industrial engines built at Coventry are marketed for specialist boat-builders and machinery manufacturers.

Car manufacture is now concentrated in two areas—Cowley and Abingdon—the manufacture of Wolseley cars having

Riley and M.G. assembly lines at the M.G. Works, Abingdon-on-Thames, Berkshire.



been transferred to the main assembly plant at Cowley, while Riley and M.G. cars are built in the Abingdon plant. Morris-Commercial production is still at Adderley Park, Birmingham. The original Wolseley plant has become largely a machining branch, but is also used for the manufacture of the Nuffield Universal tractor. The Riley plant is supplementing the output of the main engines branch at Coventry.

The reorganization of factory operations and the regrouping of activities of the various plants result from a policy evolved to cater for the new economic conditions arising in recent years. Broadly, the factory grouping is now as follows:—

Group I. Foundries at Coventry and Wellingborough; engines factories at Courthouse Green and the old Riley Works; Nuffield Tools and Gauges; S.U. Carburetter Company; and the Tractor and Transmissions Branch at the Birmingham Wolseley Works.

Group II. Nuffield Exports Limited; Nuffield (Australia) Pty. Limited; and Nuffield House, Piccadilly.

Group III. Cars Branch, Cowley (Morris and Wolseley cars and Morris vans); Riley and M.G. at Abingdon; Bodies Branch at Coventry; and Morris Commercial Cars Limited, Birmingham.

Group IV. Nuffield Metal Products, Birmingham; Radiators and Pressings Branches at North Oxford and at Llanelli.

Under the scheme of reorganization, each separate company ceased to have a distinct management, and the whole of the managing executive was centralized, the directors of the parent company—Morris Motors Limited—becoming functional directors, under the general supervision of the Chairman and Vice-Chairman. In addition to functional directors there are directors in charge of (a) finance; (b) design and engineering; (c) ancillary services; and

A part of the vast assembly lines at Cowley, Oxford, where Morris and Wolseley cars are produced. The works cover a total area of 214 acres.



(d) sales, service and publicity. This co-ordination has brought about a more closely knit and effective board of executive directors, each of whom is a specialist in his own sphere, with a long experience of management and control in one or other of the Nuffield Organization sections.

The streamlining of production policies has already made itself apparent in the reduced number of models (ten basic cars instead of eighteen) marketed by the Organization, and in the standardization of functional components where it does not affect individuality.

To-day the Organization employs some 23,000 people, who enjoy welfare activities far in excess of statutory requirements. They participate in a profit-sharing scheme initiated by Lord Nuffield in 1936, when he donated 1,000,000 Morris Ordinary Stock Units for this purpose, and up to date have shared over £1,500,000. The larger plants each have a sports ground, medical and dental facilities, with resident doctors and nurses; there are modern X-ray, radiotherapy and massage units, Works hairdressers and a variety of other welfare facilities. There has not been a strike of major dimensions in the whole Organization since its inception!

INDUSTRIAL UNITS COMPRISING THE NUFFIELD ORGANIZATION

Head Office COWLEY, OXFORD
London Office NUFFIELD HOUSE, PICCADILLY, W.1

MORRIS MOTORS LTD. Cowley, Oxford	NUFFIELD MECHANIZATIONS LTD. Common Lane, Washwood Heath, Birmingham, 8
MORRIS MOTORS LTD. BODIES BRANCH Quinton Road, Coventry	NUFFIELD METAL PRODUCTS LTD. Common Lane, Washwood Heath, Birmingham, 8
MORRIS MOTORS LTD. ENGINES BRANCH Courthouse Green, Coventry (Subsidiary Foundry at Wellingborough)	THE NUFFIELD PRESS LTD. Cowley, Oxford
MORRIS MOTORS LTD. RADIATORS BRANCH Osberton Works, Oxford (Subsidiary Factory at Llanelli, S. Wales)	NUFFIELD TOOLS & GAUGES LTD. Mile Lane, Coventry
MORRIS COMMERCIAL CARS LTD. Adderley Park, Birmingham, 8	THE S. U. CARBURETTOR COMPANY LTD. Wood Lane, Erdington, Birmingham, 24
THE M.G. CAR COMPANY LTD. Abingdon-on-Thames, Berkshire	RILEY MOTORS LTD. Abingdon-on-Thames, Berkshire
NUFFIELD EXPORTS LTD. Cowley, Oxford	MORRIS MOTORS LTD. TRACTOR AND TRANSMISSIONS BRANCH Ward End, Birmingham, 8
WOLSELEY MOTORS LTD. Cowley, Oxford	NUFFIELD (AUSTRALIA) PTY. LTD. Joynton Avenue, Zetland, N.S.W.

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