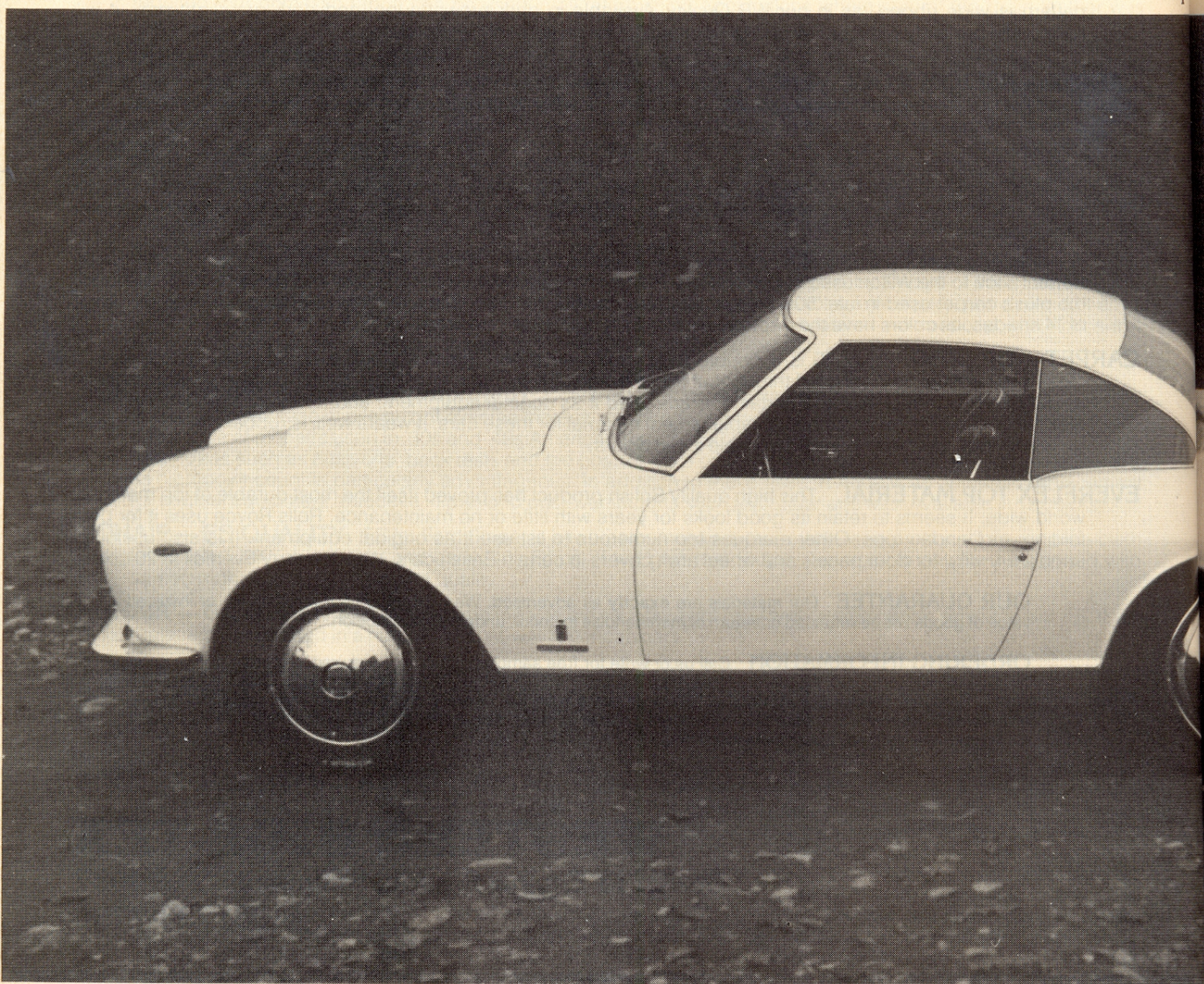


High-Spirited

Lancia Flaminia

In "Full Song" At 3500 rpm





1. Side view of the 1963 Lancia Flaminia shows a graceful roofline with lots of glass. The scoop was later deleted. Foto: Zuma.

2. The rear view of the 1963 Lancia Flaminia at the Turin show reveals the non-functional tail lamps. When an American bought the car, functional taillights were added below. Foto: Zuma.

By Wallace A. Wyss

Any American enthusiast of Italian cars has probably wondered what happens to the exotic prototypes that are shown at each year's European auto salons and which then mysteriously disappear, never to be seen again.

Well, if they operate anything like Detroit, some prototypes are dismantled and the chassis "re-skinned" to make an even newer prototype.

Fortunately, a few survive and it is even possible for an alert (and cash-ready) individual to purchase one. This happened to Dr. Richard Buckingham of Mercer Island, Wash., a Lancia enthusiast, who bought the 1963 Lancia show car shown here directly from Pininfarina, the coachbuilders.

The chassis of the car is the Flaminia chassis, which was introduced in 1957 with a V-6 engine and a four-speed transmission. The suspension consists of an independent coil-spring front end and a DeDion rear axle.

After starting out life as a sedan, the Flaminia series blossomed other variations, including a GT and a Sport model. Various coachbuilders offered limited edition bodies for it, such as Touring's GT body and Zagato's Sport body.

It was called "3C" because of the three carburetors which helped produce 140 horsepower.

Various stages of engine tune were also offered by the early 60s and the optional 3C engine was usually fitted to the Zagato or Touring bodies. It was called "3C" because of the three carburetors which helped produce 140 horsepower out of the engine's 2.5-liters.

The Flaminia was a rear wheel drive Lancia, with the engine up front and the clutch, gearbox and differential in the rear as on today's Alfa GTV.

It was a smooth running car that could be driven at 100 mph all day long on the autostrada. It was so smooth that one can accelerate from 0 to 100 mph in fourth gear without the shuddering one would expect.

Like all high-spirited Italian cars, however, it likes to run about 3500 rpm. That's when the engine "comes on the cam" or "comes into full song," how you say?

The interior was very deluxe in the coachbuilt models, with leather reclining seats, carpeting on the center tunnel and complete instrumentation including an oil pressure gauge. The car wouldn't be Italian if there weren't a lot of unlabeled knobs on the dashboard and a heating control system that would take the brain of Leonardo daVinci to figure out.

This particular car is special because of the roofline. It was a prototype built in 1963 to be shown at the Pininfarina booth at the Turin and Brussels shows of 1964. Originally, it had no working taillights, no vent windows, and a hood scoop. But after its short show career ended, Battista Pininfarina, founder of Carrosserie Pininfarina, decided he wanted the car to be converted to be his personal road car so vent windows and taillights were added.

Dr. Buckingham, a member of the American Lancia Club, heard about the car while in Italy in 1971. He went to the Pininfarina plant and bid on it — finding himself bidding against another American Lancia enthusiast.

His bid was accepted. Not only does he have what the Italians call a "unico esemplare," (one-off), but he has a car that doesn't resemble any other Lancia from the roofline or rear. The interior also contains many show car touches such as brushed metal on the interior door panels.

The car was originally painted white but Dr. Buckingham preferred a silver paint scheme to better show off its body lines. He is a little worried about driving it since there is one spare windshield in the world (and he has it).

His success shows that it's not such a futile idea to hunger after that prototype you saw in the 1956 show or even the 1976 show. It's kicking around there in Italy someplace. Maybe Pininfarina has even forgotten about it



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A proposal by Henry Ford II to move Ford Motor Company's 2,000 world headquarters' employees from Dearborn to Detroit's Renaissance Center was revealed by the chairman at the firm's recent Worldwide Management Meeting. HFII conceded that he had proposed two years ago to the Board of Director's Organization Review and Nominating Committee that "we move world headquarters . . . and they turned me down." He also had recommended that International Automotive Operations move into the present headquarters building. Henry II added that, other than moving Parts and Service division from Dearborn to the Renaissance Center, the firm has no more plans to move more people into RenCen, which presently houses the Ford and Lincoln-Mercury divisions. Parts and Service now is located in the company's original Dearborn Administration Building, erected in 1928. Ford's headquarters was in Highland Park, Mich. (an enclave surrounded by the City of Detroit) from 1910-28; prior to 1910 it was at the Piquette and Mack plants in Detroit. So if HFII had had his way, the company would have come full circle with respect to the location of its headquarters.

For as long as Henry Ford ran the Ford Motor Company, there were few employees with titles. Ford himself had no title from 1919, when he yielded the presidency to his son, Edsel, until 1943, when he resumed the presidency upon Edsel's death. The company had a president and a few other officers, plus a great many men who, in fact, if not in name, "ran" or bossed the various operations. Ford liked it that way, for he felt that the person best qualified to run things would emerge as naturally as cream would rise to the top of milk. Ford felt so strongly about the "nonsense" of titles that he devoted a column to the subject in his weekly newspaper, the *Dearborn Independent*, in the early 1920s. Here's part of what he had to say on the subject:

"Most men can swing a job, but they are floored by a title. The effect of a title is very peculiar. It has been used too much as a sign

of emancipation from work. It is almost equivalent to a sign — 'This man has nothing to do but regard himself as important and all others as inferior.' Not only has it been injurious to the wearers, but it has had its effect on others as well. There is perhaps no greater single source of personal dissatisfaction among men than the fact that the title-bearers are not always the real leaders. Everybody acknowledges a real leader, a man who is fit to plan and command; but there are mountains of evidence everywhere that the real leaders are not always the title-bearers. And when you do find a real leader who bears a title, you will have to inquire of someone else what his title is. He doesn't boast it.

. . . "There was formerly a lot of advice given to officials not to hide behind their titles . . . And the correction is just this — abolish the titles. A few may be legally necessary; a few may be useful in directing the public where to do certain kinds of business with the concern, but for the rest the best rule is to get rid of them . . . The men who bear titles now and are worth anything are forgetting their titles . . . Their work decks them with honors."

Whatever the merits of Ford's advice, his grandson, Henry Ford II, upon taking over the Ford Motor Company in 1945, handed out titles wholesale. And it's probably a good thing that he did. The company had gotten a bit big to be run by the seat of the pants, even if the wearer was someone of Old Henry's stature.

The 50th anniversary of the consolidation of old Dearborn, old Fordson, and the Dearborn Township territory between the two cities is being observed this year. Old Dearborn today is generally called "West Dearborn;" old Fordson "East Dearborn." In 1929, Henry Ford's estate was located in old Dearborn, as was Detroit's Ford-built airport. Ford's giant River Rouge plant was a part of old Fordson. The merger proposal had both proponents and opponents, and it likely was Henry Ford's endorsement of consolidation that led to approval of the merger,

although the vote in Fordson was close. The new entity's commissioners selected the name Dearborn for the consolidated city because that name had long been associated with the area, whereas the name Fordson (derived from the names of Henry Ford and his son, Edsel), was of recent origin. Henry Ford himself favored the name Dearborn. Other names proposed included "Dearson," "Fordborn," and "Lincolnford," but not, fortuitously, "Edsel."

What's this? Henry Ford II praising an official of the United Auto Workers? Well, when a man dies, or retires, it seems as if all can be forgiven. HFII, speaking at a retirement dinner for Ken Bannon, longtime director of the UAWs Ford department, had kind words to say about the man whom he had fought bitterly through the years. Although he took note of the unpleasantness that often marked contract bargaining and a 66-day strike in 1967 and a 28-day national shutdown in 1976, Ford remarked of Bannon, "I am proud to have done battle with him . . . we had a relationship that works in the real world. We always were able to shake hands before the next round began. Most importantly, we have learned to understand each other better." Bannon went to work at Ford's River Rouge plant in 1936, quickly became a UAW organizer, and helped direct the oftentimes bloody struggle that led to the first UAW-Ford agreement in 1941. He was elected president of the union's big Rouge local in 1946, and was a powerful figure in union affairs from that time.

The last of the "dinosaurs" — a white two-door Continental Town coupe with a brown vinyl roof — recently completed its one-hour, 24-minute crawl down Ford's Wixom, Mich. assembly line. The car, 19-feet, 5-inches long and weighing more than 4,800 pounds, was the last of the huge personal cars to be built in America except for Cadillac's limousine. It lists for retail sale at \$11,467, and gets 12-miles per gallon in city driving, lowest of any U.S. model. Lincoln's 1980 downsized model will be about two-feet shorter and 500 pounds lighter than its predecessor.

The name of the buyer of the last big Lincoln was not revealed. The work ticket was blank except for the computer-printed words "The End." But the purchasers of the last of the special-trim "Collector's Series" were on hand when that car also recently came off the line. A \$21,452 midnight blue Mark V, it went to Seattle old-car restorers, Omar Throndsen, and his son, Larry. "We're going to hold on to this one," said Larry. "Maybe we'll drive it only on Sundays."

Model T hobbyists have long debated those aspects of the Tin Lizzie which made it different from other cars produced at the time of its 1908 introduction. Commenting in 1928, the U.S. Board of Tax Appeals — which was appraising the Ford Company's value, and setting forth reasons for its worth — cited the Ts "distinguishing features" as follows: . . . "a planetary transmission, a rear axle

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of unusual design, a magneto built into the flywheel as an integral part of the motor, the use of vanadium steel, and relative lightness and power. Incorporation of the magneto as part of the motor reduced the weight of the car. Vanadium steel was used in the car to make it stronger and lighter, increasing the ratio of horsepower to the weight and making the car cheaper to operate. The car was simple of design, making it easy to operate and easy to maintain and repair. The parts were so precisely manufactured that a number of cars could be disassembled, the parts mixed, and the same number of cars rebuilt from the parts. It is said that this could not be done with any other car in the low-priced field as late as 1913."

The Model T was, of course, a "break-through" car, perhaps the closest thing we've seen to a "reinvented" auto before or since its time. As one reflects on the flivver, he cannot but wish that a reincarnated Henry Ford (minus a few warts) would come back to "reinvent" a 1980s-style counterpart to the T.

Sears, Roebuck's plan to borrow hundreds of millions of dollars directly from its retail customers recalls the offers of assistance to Henry Ford in 1921, when it was rumored that he was in financial straits. Ford owned money to Wall Street as a consequence of borrowing \$60 million to buy out his fellow shareholders in 1919. Wall Street, it was said, intended to foreclose on Ford and bring him to his knees. "Henry Ford had reached his limit," the Dow-Jones Financial Ticker Service informed its clients. "It is beyond the powers of any one man to raise money and carry forward single-handed the manifold enterprises in which he has started." Many newspapers dramatized the situation. In red ink, the *Denver Post* splashed across its front page the headline, "FORD BATTLES WALL STREET TO KEEP CONTROL OF PROPERTY."

Many people became genuinely alarmed at Ford's plight, and some of them sent to the manufacturer contributions, offers and assistance. The offers came from a wide variety of persons, ranging from the Detroit woman who wanted to loan him a few dollars to a fellow industrialist who tendered several millions. Model T owners rallied like bees to a suggestion by the chief of the Columbus, Ohio Western Union bureau that each lend Ford \$100 to tide him over. Thomas A. Edison told the *New York Sun* that the American people would loan Ford \$100 million any time he made his needs known to them.

Ford returned the unsolicited contributions, declined all offers of aid, and informed the press that he was not in the market for a loan. Instead, he reopened the plants he had closed, began producing cars from stocks on hand, and shipped 55,000 Model Ts to dealers. The agents, as was the practice in the industry, were required to pay for the cars upon arrival. In most instances the dealers went to their bankers, and thus Ford, instead of borrowing money himself, com-



Henry Ford was fond of moralizing in stone relief above the doors and around the exteriors of his buildings. Here's the statement above the doors of the structure which served as the Ford Company's Administration Building from 1928-55 (it later served as headquarters for Lincoln-Mercury Division, and now is headquarters for Parts and Service Division). The quotation reads as follows: "Industrious application to inventive genius to the natural resources of the earth is the groundwork of prosperous civilization." The building stands at 3000 Schaefer Road, Dearborn, just west of the giant River Rouge plant.

pelled his dealers to borrow for him. Ford quickly paid his debts in full and had cash on hand. Moreover, he was made to appear in news stories as David, while Wall Street was cast as Goliath, a comparison which raised Ford's stature as a folk hero to a new high.

Another of Henry Ford's visions comes closer to reality as the major auto makers incorporate additional plastic into their vehicles with each passing year. Ford began making parts out of plastic in the 1930s and unveiled a plastic-bodied car, the world's first, in 1941. Auto makers have been slow to emulate Ford, although the Chevrolet Corvette has had a Fiberglas-like body for a quarter-century, and certain small parts of autos have been made of plastic for some years. Now, however, the imperatives of reducing vehicle weight to save fuel have stimulated interest in building big-size body parts out of plastic. General Motors estimates that it will increase the plastic content of its cars from 120 pounds to 240 to 300 pounds by 1985, while cutting the overall weight from an average of 3,500 to 2,870 pounds. Ford's Lincoln-Mercury Division will offer so-called "friendly front fenders" on several thousand of its Zephyrs during the next model year. Each fender will weigh only half as much as its steel counterpart — and it won't rust and will spring back into shape from minor blows better than steel.

Ford's research into plastics was keyed to his lifelong efforts to improve the lot of the farmer. In 1928, he became interested in a new agricultural concept, farm chemurgy, that is, putting chemistry and allied sciences to work for agriculture. He was chiefly inter-

ested in finding new industrial uses for farm crops, although he also hoped to find new ways to use crops for food. In 1929, he established a laboratory in Dearborn and began experiments to determine which plants or legumes offered the most promise. After extensive research, he decided 1931 to focus attention on the soybean, rich in versatile oil, high in protein content, and with a residual fiber amenable to many uses. By 1933 his experimentation, which cost \$1,500,000, a large sum in the depths of the Great Depression, had been rewarded with the discovery of a soybean oil which made a superior enamel for painting automobiles and for oiling casting molds, plus a soybean meal which was molded into the horn button.

Two years later a bushel of soybeans went into the paint, horn button, gearshift knob, door handles, accelerator pedal, and timing gears of every Ford car. Numerous other small parts of the Ford car eventually were made of soybean-derived materials. In 1940, Ford told reporters that he wouldn't be surprised if our (soybean-plastic research) laboratory comes to be the most important building of our entire plant." As one considers the future of plastic in automobiles, neither would I.

This summer marks the 50th anniversary of the start of transcontinental air service, or more specifically air-train service (fly by day, travel and sleep via train at night); and the plane which provided the air service was, of course, the redoubtable Ford Trimotor. The one-way coast-to-coast ticket cost \$351.94, and travel time was 48 hours, as opposed to 80 hours required by trains. Tick-

et Number One was held by journalist Richard Strout, whose syndicated column recently chronicled the inaugural flight/ride.

The first leg on the journey was a train ride from New York, leaving Gotham at 6:05 p.m., arriving in Columbus, Ohio the next morning. Strout was awed by his first look at the Trimotor. "It wasn't the size (78 feet, wing-tip to wing-tip)," he recalls, "but the corrugated metal sides; they looked like the top off a barn. If they could make that stuff fly they could do anything."

"Our party filled the seats," remembers Strout, "all 10 of them. There were five wicker seats on a side, with a narrow center aisle. Shoulders and heads of two pilots appeared above the half-partition in the cockpit, and a uniformed "courier" was ready for the inevitable first quip, 'Where are the parachutes?' With an appreciative grin at the witticism, he explained that the plane could sustain flight with only two of its gigantic Pratt and Whitney motors, and even with only one it could make a "safe, gradual downward glide." It was conditionally reassuring.

"'Clear!' " shouted the uniformed captain. The first engine popped and turned, then the second, then all three; we bounced over to the warm-up area, and he gave them the gun. Noise? An engineer friend, Preston Bassett, prepared later these comparative decibel counts: business office — 60; Lexington Avenue Express (subway) — 100; Cave of the Winds, Niagara — 100; Ford Trimotor — 110.

"My seat is number two. The ceiling is just within reach. Outside of my sliding window is an egg-shaped engine with all its valves tapping like mad and the propeller a haze. The pitch rises. Now somebody shoots a Very pistol, its green fireball signaling the all-clear for take-off. I watch the big black tire. The wheels jump a tuft and stays suspended a second or two. Then it takes another hop and this time doesn't come down. We bank up against the sky. Think of it! We are as high as the Eiffel Tower.

"Today we shall touch down at Indianapolis, St. Louis, Kansas City, Wichita and Waynoka, wherever that is — Oklahoma, I think. The new Transcontinental Air Transport, Inc., has airports every 250 miles or so. Planes can't fly at night, of course, and the fastest coast-to-coast rail service is about 80 hours, with a change at Chicago. So the TAT shrinks the nation by half.

"My brochure tells me about it: 'You have crossed the continent in 48 hours. It brings Atlantic and Pacific cities two days nearer each other.' The plane will hurtle along at 100 miles an hour.

"So now it is next morning. We have bounced down and up, made a Pony Express jump to a Pullman hitched to the Santa Fe express at Waynoka, rolled all night to Clovis, N.M., and now here we are in the air again, the second day. There was fog briefly at Indianapolis and the pilot brought us down to tree-top level; the cattle broke and ran on one farm, and I saw an angry dog streaking across the pastures after us.

"The brochure says: 'The drone of the motors frequently induces sleep.' I slide open the window but shut it quick. More cotton, please.

"We come down into simmering 106-degree heat at Winslow, Ariz., this second day, then climb up again for the mountains.

"The courier confides that the pilot's salary is \$12,000. Wow. Mine is \$4,680, but I made \$943.50 last year in outside stuff . . .

"Over the mountains without pressurized cabin, to Los Angeles at 5:52 p.m., Pacific time. Another vast achievement — radio, sound pictures, television — and now this!" Wow indeed.

The name Kanzler isn't generally as well-known as that of Ford, but in automotive circles it's long been a formidable name. Ernest C. Kanzler was Edsel Ford's brother-in-law, and beyond that he was one of the Ford Motor Company's most capable executives from 1921-26. During that period he supervised production at the Highland Park plant, helped develop branch assembly plants, and played an important role in marketing. In 1924, at a time when the Ford Company had few titled officers, he was elected second vice president.

Henry Ford eventually became jealous of Kanzler because he was close to Edsel, and also because his capabilities posed a threat for Ford's leadership. But it was Kanzler's candor and courage which eventually led to his departure from the firm. In early 1926, he wrote a memo to Henry Ford, saying that the company and its Model T were standing still, while the competition was making great gains, and that Ford's best dealers were low in morale and not making the money they once did. Thereafter, Ford ignored Kanzler, and he left the firm in mid-1926. He later became a multimillionaire banker and one-sixth owner of Universal Credit Corporation, which financed the purchase of Ford cars on the installment plan.

Kanzler's son, Ernest C., Jr., recently introduced his new Kanzler Coupe, which he designed from concept to sculpture. "I dearly wish my father were here today," Kanzler recently wrote me, "for I know how proud he would be of this project." The vehicle is a hand-built, limited-edition car with a Lincoln engine mounted on a specially stretched and reinforced Cougar chassis. Present plans call for the production of 250 cars at \$60,000 each. The car will be featured in "Swim Team," a Republic Studios film production. Ernie, who worked briefly for Ford Motor Company, studied architecture with Frank Lloyd Wright, and is a home and boat, as well as automotive, designer.

America's most significant 1979-model car? It's the Mustang, according to findings of a survey of *Car and Driver* readers. The Mustang received the highest number of votes cast for a domestic auto-

mobile in the history of the 15-year-old *Car and Driver* survey, which prides itself on polling a highly sophisticated audience.

If you've been searching for the women's liberation movement's roots, look to the automobile says Henry Ford II. In a recent talk at Stanford University, the Deuce said that the automobile "in recent years has liberated American women from their homes and enabled them to pursue careers. In fact," he added, "the automobile may be one of the principal forces behind women's liberation." Well, the auto gets blamed for so much, perhaps it should be credited for women's lib, or blamed, depending on one's point of view.

Henry Ford's mansion, Fair Lane, recently was the scene of a "trendy" wedding featuring a bride dressed in ivory harem pajamas and a belly dancer swiveling and clanking golden coins in Old Henry's music room. Quite a departure for a home in which, during Ford's day, the liveliest music was "Turkey in the Straw" and "Camp Town Races."

Clevelander Cyrus S. Eaton, 95, one of the last survivors among those who attended Greenfield Village's dedication and the Light's Golden Jubilee celebration staged by Henry Ford at the Henry Ford Museum in 1929, died recently. Eaton revisited the Museum a couple of years ago, and expressed the opinion that he was the last of those on hand for the gala dinner party put on by Ford in honor of his friend, Thomas A. Edison. But at least one other is alive — Evangeline Dahlinger, who helped to administer Greenfield Village for many years. Eaton, introduced to business by John D. Rockefeller Sr., who hired him in 1901 as a \$2-a-day errand boy, eventually controlled Republic Steel, Goodyear Tire, and the Chesapeake and Ohio Railway. That's why he got his invitation to Ford's shindig. Among others at the dinner were Madame Curie, Orville Wright, and Will Rogers.

Henry Ford preached its virtues, actress Mae West and rockier Alice Cooper swear by it, and Gloria Swanson even bathes in it. Can't be either liquor or milk, for Henry abhorred the former, Mae the latter. In fact, it's Poland Water, mineral water which Poland Spring Bottling Company has been dipping from a Maine spring since 1845. At least four presidents drank it, and so did health faddists like Henry Ford. But not many other people did until about two years ago when sales began to spurt in the wake of heavy advertising of sparkling water by France's Perrier. Ford, in addition to drinking Poland Water himself, also stocked his friends' cupboards with the beverage. Thus it wasn't surprising last year to find a dozen or so of the sealed bottles in the basement of the Dearborn home once occupied by Ray and Evangeline Dahlinger, close Ford associates. It's unfortunate that the bottles