

Morris Motors Ltd, Engines Branch

Part of the reason for William Morris' success is to be found with the high quality people he employed. Regrettably he was what we now call a micro-manager. He would give staff free rein to get the job done, and then react fiercely if he was not consulted, often ending the employment of near genius staff. He valued loyalty, but had an inferiority complex over university degree holders. None of us are perfect though eh?

The preceding paragraph is by way of an introduction to a 2011 study paper titled "Frank Woollard: Forgotten Pioneer of Flow Production". When Morris asked his engine maker, Hotchkiss, to supply 500 to 600 engines per week, they were unable to do so. Their "batch and queue" system led to large investments in raw materials which were beyond their resources. They were producing 100 engines per week when Morris bought them out in January 1923 and appointed Woollard as General Manager of the re-named Morris Motors Ltd.

The short version is that by December of 1923, 600 engines a week were being produced and 1200 by December 1924. Worthy of note is that by 1925, Morris was producing 55,000 vehicles a year!

If you would like to read more about his techniques, which Toyota was thought to have started in 1957 (wrong!), then google <http://emeraldinsight.com/1751-1348.html> and search for Woollard. You will find a 26 page paper to read with in-depth research on his work. Enjoy!

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