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www.bmw-classic.com

BMW Classic live

THE CAR THAT RAISED NEW HOPES

WITH THE BMW 700 ON THE ROAD TO SUCCESS

OTHER STORIES

- THE LEGENDARY ANNUAL GENERAL MEETING OF 1959
- LIGHTWEIGHT CONSTRUCTION
- MULTIPLE AWARDS FOR THE BMW MUSEUM

THE BMW MUSEUM GREETS MUNICH. GREET US BACK.

DISCOVER SHEER JOY:
BMW MUSEUM, AM OLYMPIAPARK 2
OPEN EVERY DAY EXCEPT MONDAYS.

Dear friends of the brand,

As was expected, 2009 has not been an easy year for the entire automotive industry. Thanks to a foresighted strategy, BMW Group has taken well-directed measures in good time, and will emerge from this difficult period stronger than before. In its long history, the company has had to face such an enormous challenge once before.

In 1959, the Bayerische Motoren Werke on the brink of being sold. Thanks to commitment from many sides and a strong belief in the brand, the memorable Annual General Meeting in 1959 was able to prevent this from happening. And the subsequent years were even more successful. With the production of the BMW 700, getting Dr Herbert Quandt on board as a major shareholder, and the development of a new model strategy, BMW laid the foundation for the success so far. In this issue we want to commemorate this event as well as the BMW 700, the car that raised new hopes in the late 1950s, for these are two good reasons to look forward optimistically towards a great future.

As you certainly know, the topic "Joy" has taken centre stage in our current communications campaign since the middle of this year. In this issue we want to show you how closely the concept of joy has been associated with BMW for decades.

Another cause for joy is the BMW Museum. We are very happy not only about the numerous awards it has won for its architecture and its art and media installations, but also, and much more, about the more than 500,000 visitors who have come to see the exhibition since the museum re-opened in June 2008. We would like to thank all of you with our big campaign "The BMW Museum greets Munich". Thank you all very much!

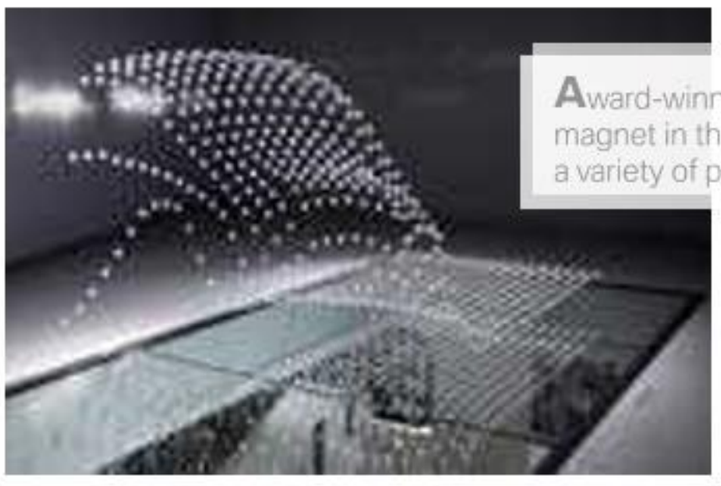
I hope you enjoy reading the issue and continue to enjoy the white-and-blue brand.

Best wishes,

Karl Baumer
Director BMW Group Classic and BMW Welt

Historical triumph: in 1999, BMW celebrated its first overall victory with the BMW V12 LMR at the 24 Hour Race of Le Mans.

» 52



Award-winning art: the Kinetic Sculpture is a visitor magnet in the BMW Museum and has been awarded a variety of prizes for its design.

» 56

CLASSIC NEWS

COMPANY HISTORY

MOTORCYCLES

AUTOMOBILES

MOTORSPORT

REGULARS

IMPRINT

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BAYER. MOTORENWERKE G.M.B.H. MÜNCHEN 46
Hochwertiger Aluminiumguss prompt lieferbar.

October

17 7:00 p.m. – 2:00 a.m.

Munich's Long Night of the Museums.
Munich. BMW Museum.

On this night, the visitors to the BMW Museum will be treated to a programme combining music and art. VJs will enliven the BMW Square with projections onto the huge, 700 m² LED façade. As part of the campaign "The BMW Museum greets Munich", the visitors will be able to design their own forms and figures with small miniature models of the BMW Isetta. The resulting motifs will then be projected onto the LED façades of the "Houses" of the museum. Moreover, a DJ will be playing some hot beats, and there will be several surprises awaiting the visitors. The M1 Café Bar will be open throughout the entire evening, serving light bites and refreshments. In the afternoon the BMW Museum will offer special tours for children and teenagers.

cw 42

October

cw	Mo	Tu	We	Th	Fr	Sa	Su
40				1	2	3	4
41	5	6	7	8	9	10	11
42	12	13	14	15	16	**17**	18
43	19	20	21	22	23	24	25
44	26	27	28	29	30	31	

November

20 7:00 p.m. – 1:00 a.m.

The Night of the White Gloves.
Munich. BMW Museum.

For the second time the BMW Museum will open its doors with the motto "Please touch". After last year's successful debut with more than 1,500 visitors, this year's Night of the White Gloves will once again be an opportunity to explore and get to know the BMW Museum in a very special way. The visitors, wearing white restoration gloves, will be allowed to touch and thoroughly study the valuable, and often unique, exhibits. Only on this special night doors, bonnets, and boots will be opened to provide deep insights into cutting-edge technology from nine decades. This year the visitors will also be treated to driving demonstrations and sound samples from different models and engines. www.bmw-museum.com

cw 47

November/December

29. / 6., 13., 20.

Advent Concerts in the BMW Welt.
Munich. BMW Welt.

The BMW Welt invites you to exclusive musical performances on the four Sundays of Advent. In 2008 the versatile series of classical music was a resounding success. This year our visitors will be able once again to enjoy selected internationally-renowned artists and musicians.

Starts: 4 p.m. in the lecture hall of BMW Welt, duration approx. 2 hours.
Tickets will be available from 15 October 2009 in the BMW Welt or from Munich Ticket: 0180-54 81 818 (€ 0.14 per min. from the German DETAG landline).
For more information please visit www.bmw-welt.com/kultur

cw 48, 49, 50, 51

1st Advent Sunday, 29 November 2009: Camerata Salzburg, Louise Pellerin (oboe), Musical director: Alexander Hohenthal

2nd Advent Sunday, 6 December 2009: Sunnyi Melles, Nikolaus Bachler, as well as Opernstudio (opera studio) and Orchesterakademie (orchestra academy)

3rd Advent Sunday, 13 December 2009: Deutsches Filmorchester Babelsberg (German film orchestra from Babelsberg), Great Chaplinade (film live concert)

4th Advent Sunday, 20 December 2009: Barock Solisten from Berlin

November

cw	Mo	Tu	We	Th	Fr	Sa	Su
44							1
45	2	3	4	5	6	7	8
46	9	10	11	12	13	14	15
47	16	17	18	19	**20**	21	22
48	23	24	25	26	27	28	**29**
49	30						

December

cw	Mo	Tu	We	Th	Fr	Sa	Su
49		1	2	3	4	5	**6**
50	7	8	9	10	11	12	**13**
51	14	15	16	17	18	19	**20**
52	21	22	23	24	25	26	27
53	28	29	30	31			

Ten years of the BMW Z8 – Eighty superlative roadsters in front of the BMW Welt and the BMW Museum

In September, members of the BMW Z8 Club, accompanied by approximately eighty of their cars, met in Munich for the tenth anniversary of the exclusive roadster model. The club lined up in front of the BMW Welt and the BMW Museum – a fascinating sight for automobile enthusiasts.

The BMW Z8 was launched at the IAA in Frankfurt in 1999. Today, this extraordinary roadster already ranks among sought-after classics. Reminiscent of the BMW 507, the super sports car from the 1950s, the sports roadster fascinates with its extraordinary design. The classic design lines conceal cutting-edge technologies such as a self-supporting aluminium space frame with screwed-on outer skin, and a 5 litre V8 engine boasting a powerful output of 400 hp. Between 2000 and 2003 a total of 5,703 units of the BMW Z8 were built in the Munich Plant, largely by hand. The list price was 235,000 Deutschmark.

The BMW Z8 Club was founded in 2005 and has about 550 members from seventeen countries. For more information about the club go to: www.z8-club.de

Twenty-five years of BMW Mobile Service

With the world's most modern and comprehensive breakdown-assistance service, BMW Group has safeguarded the mobility of its customers around the clock for twenty-five years. One call and the BMW Group Mobile Service is on its way. No other automobile manufacturer has a comparable network of qualified employees with cutting-edge service technology at their disposal. In eighty-four per cent of cases, customers are back on the road soon after. New cars come with a five-year mobility warranty, but owners of BMW classics are immediately helped as well.

In its present form, the BMW Mobile Service was founded in the summer of 1984. Ever since, the service has been continually improved and the service vehicles have always been equipped with state-of-the-art technology. Today the BMW Mobile Service is available in nineteen European countries and in almost all BMW's international markets. Worldwide, more than 830 of the silver-and-white striped BMW service vehicles are in use.

The first book about BMW aircraft engines

BMW has been developing and building aircraft engines since 1917. They were the company's first product and for many years were also its most important. The high standards of aircraft engines were then transferred to motorcycles and automobiles, which were consequently high-quality and innovative vehicles from the outset. Now, the first monograph on the history of BMW's aircraft engines has been published, in BMW Group Classic's book series "Dimensions".

The history of BMW aircraft engines covers the period beginning 1917 and ending 1999. Even after discounting interruptions, BMW developed and produced aircraft power plants for about five decades. The authors provide a thorough and readable description of the most important developments in this history.

The book consists of twelve chapters, starting with a prelude on the early days of aeronautics before and after World War I. Emphasis is placed on the period from 1917 to 1945, during which BMW ranked among the German aerospace industry's biggest and most renowned companies. During this period, aircraft engines formed by far BMW's most important product division and had a lasting influence on the company. The description is based on the most important BMW aircraft engines from the time, such as the BMW IIIa, BMW VI, BMW 132, BMW 801, and the turbo jet engine BMW 003. Individual presentations of the engines are framed by two chapters about the development of the aircraft engine division within the company and about the production in the different plants.

Development lines, disruptions, and distinctive characteristics of BMW's aircraft engine construction are shown in a comprehensive perspective. After World War II, BMW worked on jet engine construction again in the 1950s and 1990s. Two chapters about these two epochs round off the book. The appendix lists all known production numbers and the most important technical details on BMW aircraft engines.

The book is available now, at a cost of € 49.90, from BMW Group Classic's shop, Schleißheimer Str. 416, Munich, as well as in bookshops (ISBN 978-3-86-852-214-3).

Interview with Fred Jakobs

Staff member of the BMW Group Archives and one of the authors of the book

How did you come up with a book about the history of BMW aircraft engines?
The answer is simple: there hadn't been one before. When you were looking at the economic significance of the aircraft engine division for BMW, especially within the first two-and-a-half decades, there was an enormous gap in BMW's historiography. We wanted to close it.

However, the book does not just show the economic significance…
The aircraft engines defined the company's self-conception. Internationalization, premium standards, and innovative strength – to mention just three keywords – trace their roots back to the time of the aircraft engines.

Can you give an example of this?
Let's take innovative strength. Many things that today are self-explanatory in the automotive field originated from aircraft engine construction: for example, the BMW 801 featured the first turbocharger ready for series production. Direct gasoline injection and variable mixture control also originated from aircraft engine construction.

On tour 2009

On tour 2009

On tour 2009

On tour 2009

On tour 2009

Classic vehicles from all BMW Group's brands participate in rallies, races, exhibitions, motor shows, and club activities. At these events BMW Group Classic functions as organizer, sponsor, or participant. In 2009, BMW has already made appearances at three great events: the Techno Classica, the Concorso d'Eleganza Villa d'Este, and the Mille Miglia.

TECHNO CLASSICA

02 - 05 April 2009, Essen, Germany

This year's Techno Classica attracted almost 170,000 visitors. More than 1000 exhibitors from 28 countries presented their products at what is perhaps the world's biggest car show for veteran, vintage, and classic cars, as well as automobile accessories.
Following tradition, BMW Group Classic, with its brands BMW and Mini, set up its stands in Hall 12. In co-operation with several BMW clubs, BMW showcased highlights from 80 years of automobile history, in its elegant stand decorated all in white. As part of this event, BMW Group Classic also exhibited different models related to the BMW 700, including sports models and convertibles, as well as their contemporary BMW models: BMW Isetta, BMW 503, and BMW 507. The new BMW Z4 enjoyed the distinguished company of a selection of hugely emotive predecessor Z-models.
Mini's exhibition space next door boasted an even wilder, more colourful, and louder show. In celebration of its fiftieth anniversary, Mini showcased every conceivable model, ranging from one of the first classic Minis, to a Mini saloon with a DJ desk, to the current electric model MINI E. Project Manager Dr Thomas Tischler gave a positive summary: "We have managed to establish a really convincing new type of stand. Both Mini and BMW treated their visitors to fascinating and enjoyable appearances. Special credit must be given to both brands' clubs for their great co-operation."

On tour 2009

On tour 2009

CONCORSO D'ELEGANZA VILLA D'ESTE

24 - 26 April 2009, Cernobbio, Italy

Jon Shirley (pictured right) had good reason to beam with joy – and so he did, despite the cloudy weather that April weekend. At the wheel of his Alfa Romeo 8C 2900 B Berlinetta Touring, the American picked up three top awards at this year's Concorso d'Eleganza Villa d'Este. In addition to the Trofeo BMW Group awarded by the judges for the best of show, the Alfa from 1938 also won the two awards chosen by public referendum: the well-established Coppa d'Oro Villa d'Este and the Trofeo BMW Group Italia. The organizers had good reason to cheer as well: BMW Group celebrated the tenth anniversary of its patronage of the Concorso, which had its debut exactly eighty years ago and nowadays ranks among the world's most renowned events of its kind.

Despite the continuous rain on the Sunday, the grounds of the Villa Erba in Cernobbio were packed with more than 2,600 visitors. "The great feedback of the spectators despite the bad weather conditions shows that the event has a well-established position in the agenda of both regional and international automobile enthusiasts," says Karl Baumer, President of the Concorso d'Eleganza Villa d'Este and Director of BMW Group Classic.

On tour 2009

On tour 2009

On tour 2009

On tour 2009

MILLE MIGLIA

14 - 17 May 2009, Brescia-Rome-Brescia, Italy

At the 27th Mille Miglia storica, BMW Classic sent nine teams onto the road: eight BMW 328 and one BMW 507. It was especially noteworthy that Ulrich Knieps, Director of Product and Technology Communications, BMW Group, and Dr Hans Hamer, Managing Director of Auto und Sport Digital provided by the Axel Springer publishing company, delivered convincing performances in the regularity race for classic vehicles, which is considered to be one of the world's most difficult. The well-practiced team at the wheel of a BMW 328 achieved an excellent forty-seventh place among some 375 competitors and was awarded best German participant. James Croul achieved the highest BMW rank; the American came in fifteenth at the wheel of his BMW 328 from 1937. The BMW 328 Mille Miglia Touring Coupé, the winning car from 1940, passed the 1000 miles with flying colours. This was remarkable, as the car had been standing in the BMW Museum for a long time and was rendered raceworthy again especially for that year's Mille Miglia.

On tour 2009

BMW AG

THE BMW MUSEUM GREETS MUNICH

In a guerrilla-like marketing campaign in the middle of the night, 7,500 miniature models of BMW's iconic Isetta were distributed all over Munich's city centre – a thank-you to the citizens of Munich on the first anniversary of the re-opened BMW Museum.

By Max Bauer Photos BMW AG, Gudrun Muschalla

Munich by night – the big clock on the tower of the city hall is still hiding in the dark; the hands of the brightly-lit clocks at the entrances to the underground are quietly approaching 5 o'clock. The square, usually so busy, is completely silent. Only the people suddenly appearing from the darkness of a side street heading towards the Virgin Mary statue in the centre of Munich's Marienplatz square are carrying neither cloaks nor daggers, but packed shoulder bags and rolling suitcases instead. By day, they would certainly have aroused the suspicion of many an attentive policeman.

Even more so, since these people first hold a short briefing before swarming out to deposit coloured, Easter-egg-sized objects all over the city centre. Now you can finally see what the bags and suitcases have been hiding all this time: little miniature models of the BMW Isetta in red, green, ice blue, and deep blue with yellow roofs; altogether 7,500.

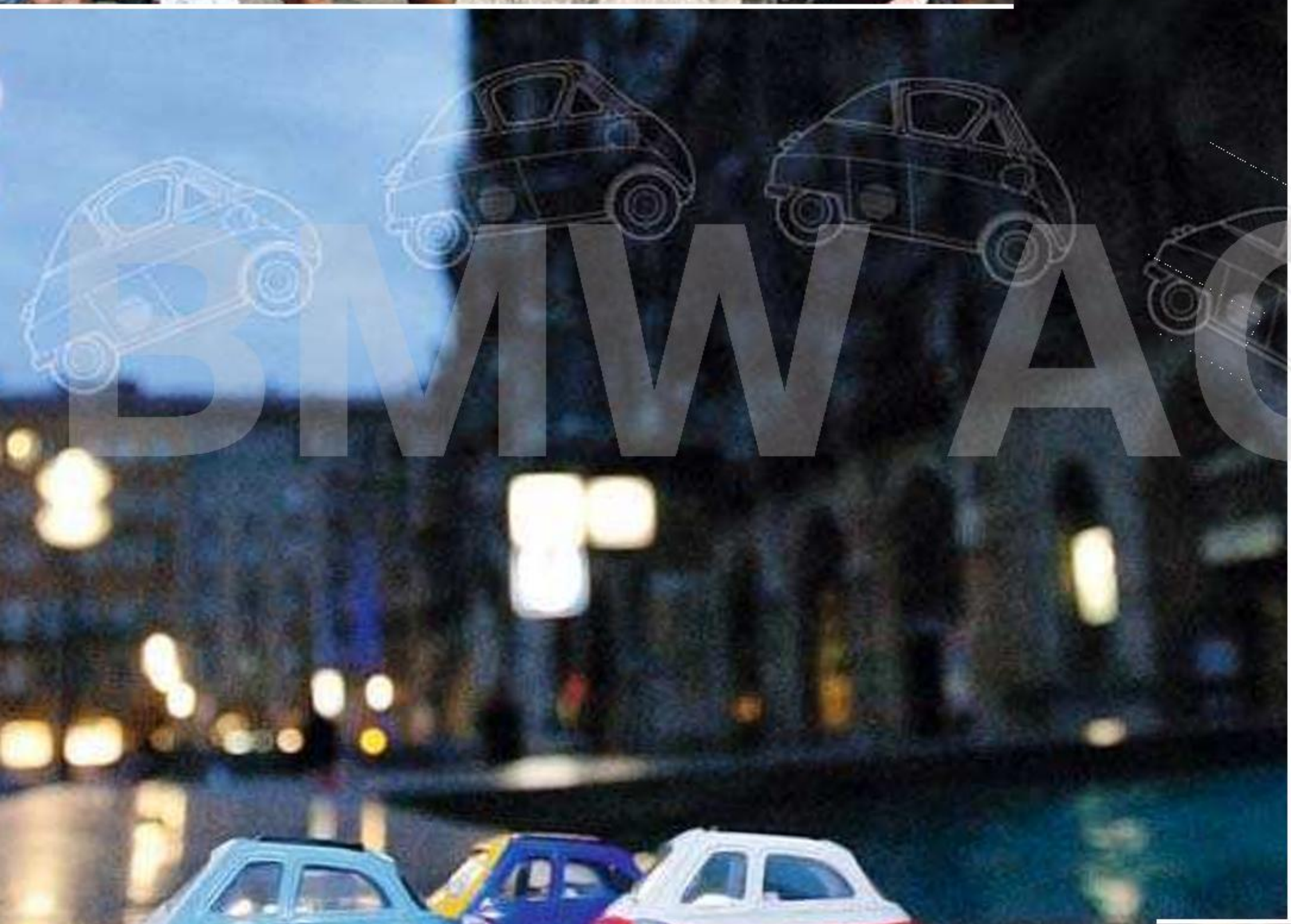
While the teams are distributing the small Isettas in Munich's city centre, you can suddenly hear a rattling noise approaching the Marienplatz square. A original red and white BMW Isetta drives down Theatiner street, takes a left onto the deserted square, and crosses it, before stopping right next to the Virgin Mary statue. The front door opens and Dr Ralf Rodepeter gets out. The press have been expecting the Director of the BMW Museum and initiator of the campaign "The BMW Museum greets Munich. Greet us back": "With these mini Isettas, we would like to thank the people of Munich for visiting the Museum so often in its first year, and to encourage those who don't know the museum yet to use the summer holidays to get to know it," Dr Rodepeter explains the campaign. He then snatches a couple of the tiny cars himself and starts distributing them throughout Marienplatz as well.

The first ten Isettas are placed on the guardrail of the Virgin Mary statue. A handful of red miniatures form a heart on the edge of the Fish Fountain, two find their place on the ATM's of the neighbouring bank, and a bunch of them are placed in front of the department

The **BMW Isetta** was built in Munich from 1955 to 1962. The motocoupé was equipped with a motorcycle engine and came in two engine variants: the Isetta 250 with 12 hp and the Isetta 300 with 13 hp. Altogether, BMW produced more than 160,000 Isettas. The microcar is an icon of the white-and-blue brand and is also regarded as a symbol of Germany's "Economic Miracle".

↘ BELOW A heart for Munich: BMW celebrates the first anniversary of the BMW Museum's successful re-opening with 7,500 miniature Isetta models.

↙ BELOW Both locals and tourists are excited about the coloured BMW miniature models. Isettas with numbers won additional prizes.



↖ ABOVE The calm before the storm: the bubble cars have come all the way from the museum to the city centre in the middle of the night. Here, they are sitting on the Fish Fountain in Munich's Marienplatz.

How the cinema commercial came to be …

Who does not know the animation of Asterix and Obelix or Walt Disney's animation classics such as "The Lion King"? They were made with stop-motion animation technique; so was the new cinema commercial for the BMW Museum advertising campaign. The "journey" of the tiny Isettas was photographed step-by-step all the way from the museum to the Munich city centre. The miniatures were moved by hand between each shot. The picture sequencing on the computer generates the motion of the cars. To create these motifs showing up to 500 cars per picture 15 people spent 6 to 8 hours moving the models. The one-minute commercial consists of roughly 900 detail screens; altogether, it took about four weeks to produce. Credit for the idea and concept goes to the agency 19:13, while the production company Studio Seidel was responsible for making the commercial. The music, "Big Jumps", is by Emiliana Torrini.

Watch and enjoy on www.bmw-museum-gruesst-muenchen.de

BMW Museum
Am Olympiapark 2
80809 Munich
Opening hours:
Tue – Fri: 09:00 a.m. – 6:00 p.m.
Sat, Sun and public holidays:
10:00 a.m. – 8:00 p.m.

store around the corner. The miniatures monopolize a closed convertible soft top of a BMW Z3 roadster, as well as a fruit and vegetable stand in Theatiner street. The models of the famous bubble cars, roughly five centimetres, are also placed around the Odeonsplatz square, on the square in front of the Opera House, in the Lehel district, and even in the English Garden.

However, most of them are not there for very long. By the time the clock strikes six, the first of the Isettas have already found new owners. A cleaning man pockets three at once from the rails of the Virgin Mary Statue. With a whimsical smile on his face, he explains to us that he would have to clean them up anyway in case they fell off. Employees from near-by stores, school kids, and the first passers-by are next. Everyone is talking about the mini Isettas.

"The BMW Isetta has always been one of the museum's most popular objects and, therefore, is the perfect ambassador for our museum," Rodepeter explained. Everyone who found one was definitely happy: "These mini-cars are so cute," said four girls who were on a school trip to the Bavarian capital. Two senior citizens from the Bavarian countryside were lucky enough to pick up red Isettas which grant them one free visit to the BMW Museum, as those who found a red model were granted free admission to the museum until the end of the Bavarian school holidays. Three people from Munich were even more excited about the campaign after they found a mini Isetta with a number and won the first prize: a whole weekend with a real Isetta including an overnight stay at the Bayern Hotel at Tegernsee lake in Bavaria.

Sibylle Scharrenberg, responsible for communication for the BMW Museum and project manager of the new image campaign, explained: "The feedback from the media was positive in every respect". In cooperation with the Munich agency 19:13, BMW also employed some conventional advertising measures to support the campaign. Five different advertisements can be seen in newspapers and on advertising spaces all over Munich. An accompanying cinema commercial, which was on the Internet shortly after its release, shows the small Isettas' long journey from the BMW Museum to the city centre. The background music, sung by chart-topping singer Emiliana Torrini, tells what the Isetta cars have taken upon themselves for the people of Munich: "Oh I do some big jumps".

“THE TEN HOUR RACE FOR BMW”

Today, as an automobile and motorcycle manufacturer with three brands – BMW, Mini, and Rolls-Royce – the BMW Group belongs to the world’s most successful and innovative mobility companies. Fifty years ago, no-one would have dared to hope for that: at the end of the 1950s, BMW was facing an existence-threatening crisis. The dramatic Annual General Meeting on 9 December 1959 set the course which enabled BMW to continue its successful history as an independent company.

Das Zehn-Stunden-Rennen um BMW

In einer stürmischen Generalversammlung wehren sich die Kleinaktionäre gegen eine Sanierung des Werkes auf ihre Kosten

Von unserem Redaktionsmitglied Wolfgang Willmann

(sz) Über das tragische Schicksal der Bayerischen Motoren Werke AG in München ist am Mittwoch in der Generalversammlung auch keine endgültige Entscheidung gefallen. Nach einer fast zehnstündigen, zum Teil stürmischen Debatte, erzwang eine Minderheit der Aktionäre eine Vertagung der Sanierungsmaßnahmen, deren Aufgabe der Daimler-Benz AG, Stuttgart, einen beherrschenden Einfluß auf das große Münchner Automobilwerk sichern würde. Die Kleinaktionäre kritisierten vor allem, daß bis jetzt eine endgültige Bilanzgestaltung ausgeblieben sei. Aufsichtsrat und Vorstand seien sich darin der Geschäftspolitik der vergangenen Jahre scharfes Abgrenzen vorgeworfen.

München, 10. Dezember

Er stand da in seinem kurzen, dunklen Mantel wie ein Feldherr, dem das Volk nach einem großen Sieg zujubelt. Nicht dem Sieg über einen Gegner, der

EINEN HARTEN STAND hatte der Aufsichtsratsvorsitzende Dr. Hans Focke (Frankfurt)

ihm die Macht gering gebuchten hatte, seine Widersacher zu Boden zu werfen. Mit ihrer Stimmenmehrheit in der Hauptversammlung wollte er den alten Aktionären gestatten wenigstens hundert Millionen Mark Kleinaktien bezahlt und Bilanz bringt zur Genese des Konzernhalts im Münchner Ausstellungspark, wo in diesen Augenblick Regisseur aus ganz Deutschland seinen Namen notierten: Dr. Friedrich Mathern, Anwalt in Frankfurt.

Es war 20.25 Uhr, das Ende einer arbeitsmäßigen turbulenten Hauptversammlung der Bayerischen Motoren Werke. Und der Mann im braunen Anzug hatte eben Vorstand und Aufsichtsrat mit einem kühnen Handstreich den Sanierungsbestrebungen verbaut, einen Plan, den noch heute den Münchner Herrn der Bayerischen Motoren Werke, Dr. Heinrich Richter-Brohm, als eine Art Rettungsanker betrachtet. Ein Kleinaktionär hatte aufgebracht gesagt. Auf Kosten der Aktionäre, die im Verlauf heftiger Debatten ihrerseits nicht zuletzt bemängelten, Herren der BMW-Verwaltung hätten

DER GROSSE GEGENSPIELER von Aufsichtsrat und Vorstand war Rechtsanwalt Dr. Friedrich

„Zurücktreten“, tönt es au

Da wurde Dr. Hans Focke, Aufsichtsratsvorsitzender von BMW, kurz entschlossen an diesem Tage klar. Er war es ja gewesen, der das Sanierungsprojekt für BMW von einer Woche zur Präsentierung an die Wand gemalt hatte, um eine Vertagung der Sanierung zu verhindern. Gegen harte er offenen Vorwürfe daraufhin, daß er die Münchner Automobilwerke dem Daimler-Benz-Hauptaktionär Flick völlig verschleudern wolle, oder daß er alles Kapitalist gestern, als sich Falk wegen, auf die Frage antworten, ob diese die Aktionäre sehr selbst die Sanierung dem Betrieben in die Hand nehmen wollten.

Stenotypistin ging es in der tumultuösen Versammlung zu wie bei einer Parteiversammlung. Von einer „Diktatur des Großkapitals“ war die Rede und von „Erpressung“, von „Raub“, die vom Tage aus der „Mitte“ kommen wurde. „Die Deutsche Bank übt im Aufsichtsrat, sagte ein Student und Kleinaktionär. „Sie hat uns mit Hilfe in die Pleite getrieben und wir sollen das noch zu Protokoll nehmen.“ Er sprach damit an, daß Dr. Focke, der Aufsichtsratsvorsitzende von BMW, auch Vorstandsmitglied der Deutschen Bank ist. Dem widersprach rund 20 Prozent

ÜBER TAUSEND AKTIONÄRE nahmen an der Generalversammlung der Bayerische Motoren Werke AG in der Kongreßhalle auf dem Münchner Ausstellungsgelände teil.

BAYERISCHE MOTOREN WERKE
AKTIENGESELLSCHAFT
MÜNCHEN

EINTRITTSKARTE

zu der am Mittwoch, dem 9. Dezember 1959, 11 Uhr
in der Kleinen Kongreßhalle des Ausstellungsparks
München 15, Theresienhöhe 14
stattfindenden 59. ordentlichen Hauptversammlung

Herrn
Claus [redacted]
Ostinsel

Nr. *
DM -15

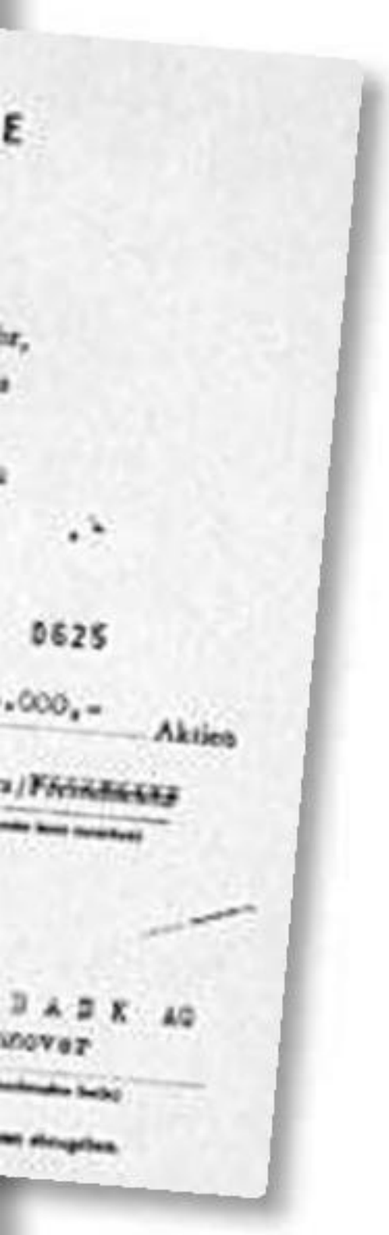
Hannover, den 1. Dez. 1959
Deutsche
Filiale

Diese Karte bitten wir am Eingang zum Versammlungsraum gegen Ausweisung von Stimmberechtigung

↑ ABOVE BMW's Executive Board and Supervisory Board on the podium at the Annual General Meeting, 9 December 1959.

← LEFT Newspaper article in the Süddeutsche Zeitung: "The Ten Hour Race for BMW", 10 December 1959.

↙ BELOW LEFT Ticket for BMW's Annual General Meeting on 9 December 1959.



By Nicole Bergmann, Dr Florian Triebel Photos BMW AG

The crisis, which was approaching its peak at the end of the 1950s, had several causes. When BMW began manufacturing cars again after World War II, they had bet on the wrong horse. During the post-war reconstruction period, luxury cars such as the BMW 501 and the BMW 502 did not attract many buyers. The slump in motorcycle sales after 1954 aggravated BMW's situation. In 1957, things went further downhill when the U.S. Army stopped their lease payments for the Allach Plant, which they had used as a repair base until 1955. These payments had helped to compensate for some of the company's operating loss. BMW was able to improve its financial situation slightly with the production of the Isetta from 1955; however, this was not enough to resolve the crisis.

When the crisis reached its peak in 1959, it was clear that the company would not be able to recover from the unfortunate situation on its own. In 1958, the total turnover slumped to just DM 170 million, compared to the DM 195 Million they had achieved the previous year. During this period, two influential German industrialists, Dr Friedrich Flick and Dr Herbert Quandt, were discussing a take-over of Bayerische Motoren Werke AG by Daimler-Benz AG. Both were on the Supervisory Board of the Stuttgart-based competitor Daimler-Benz, and the Quandt Group had already started to invest in BMW in 1955. They decided to entrust the implementation of this plan to Deutsche Bank, which held shares in both companies.

By late autumn 1959, they had devised a plan for both the take-over and the reorganization of BMW, a plan they were going to present to the shareholders for approval at the Annual General Meeting called for 9 December 1959. The plan envisaged reducing BMW's share capital from DM 30 million to DM 15 million while issuing new shares worth DM 50 million. Daimler-Benz was to be the only one to subscribe for the new shares, which would make it a major BMW shareholder. This amounted to a "par-

BMW Annual General Meeting 1959

↑ ABOVE Friedrich Mathern, lawyer and representative of several BMW dealers, surrounded by participants, 9 December 1959.

tial expropriation" for current shareholders. This was the primary reason why all protagonists involved, as well as the public, were expectantly and anxiously awaiting the event, which represented the prelude for the thrilling fight for the Bayerische Motoren Werke.

On 9 December 1959, the small "Kongresshalle" (Congress Hall) on Munich's Theresienhöhe was packed. At the beginning of the event, BMW's Executive and Supervisory Boards were drumming up support for the "Daimler solution", promoting it as the only way to guarantee a secure future both for the company and its employees. To convince the shareholders, they used arguments such as "in the end, you will be the ones to benefit from the profit that will result from this economic co-operation with Daimler-Benz". The shareholders, however, were anything but convinced. They vented their displeasure at the Board with heckles like "You're not negotiating, you're selling us out. This is a farce", or "Now you're speaking in favour of Daimler-Benz – this is unheard-of".

For more than an hour, Erich Nold, a spokesman for minor shareholders, read out letters from his clients protesting against selling "their" company to Daimler-Benz. This gave Dr Friedrich Mathern, a representative of a group of BMW dealers, the necessary time to negotiate with potential investors during the meeting. When Mathern finally rose to speak, he was able to show the assembled shareholders that the Executive Board and the Administration – contrary to what they had stated in their reports – had never seriously considered alternative measures for the company's financial reorganization; instead they had prematurely committed themselves to the "Daimler plan" at the expense of current shareholders. Their calculation of the sales value had not taken into account BMW's highly qualified long-time workers or its excellent reputation, thus spurring much heckling from the crowd such as "How much are 5,500 skilled workers worth today?".

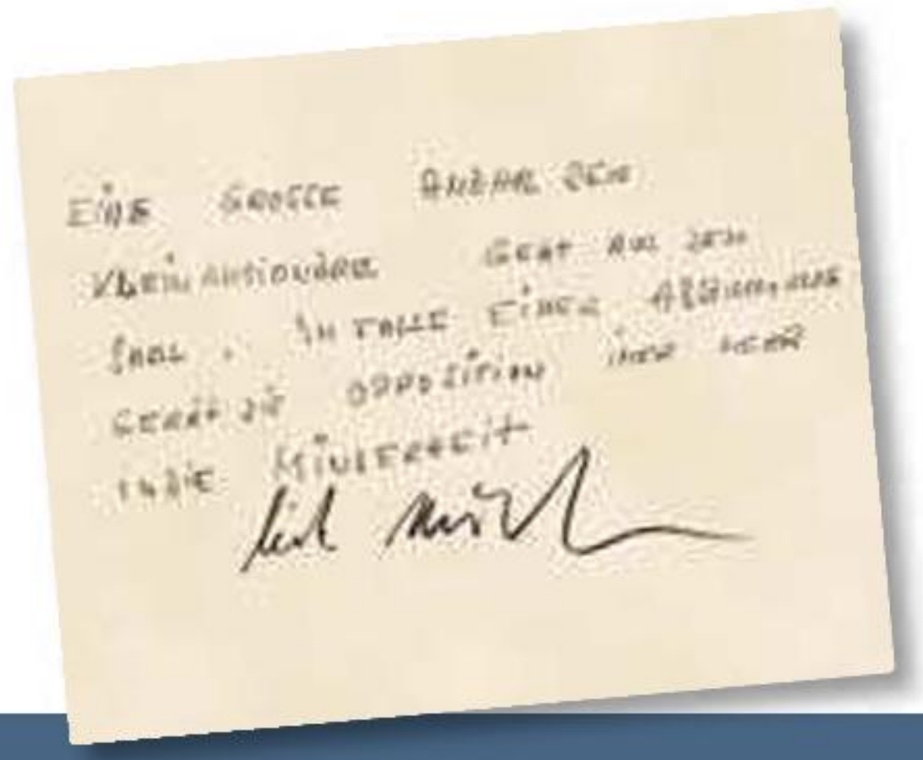
Mathern also pointed out that the 30,000 orders already placed for the BMW 700, which had just gone into production, were a solid basis for new market success. Referring to this, he asked the BMW Management: "If these 30,000 units of the BMW 700 bring the company an additional turnover of 120 million, I wonder how it was possible not to have any op-

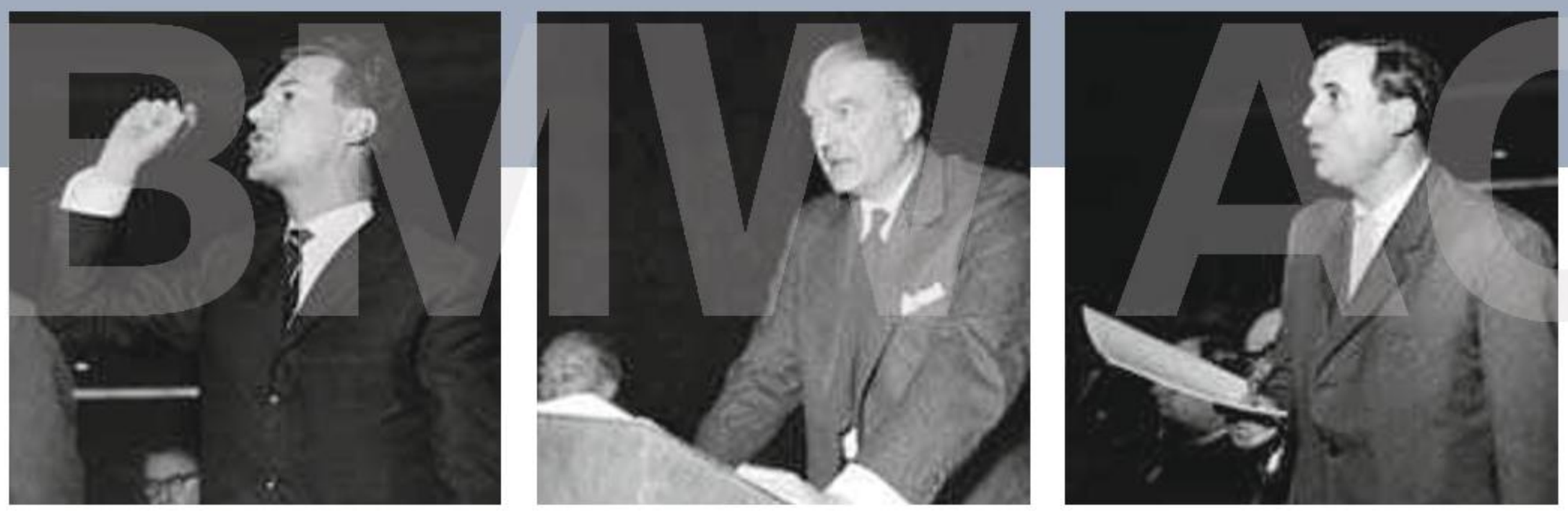

Der Opferg
Für die Sanierung des W
Die Wetterwolken

erating loss this year without the BMW 700. How come there will be a loss next year, if the BMW 700 will bring an additional sales volume of 120 million, calculated normally?" These arguments, however, did not enable Mathern and Nold to convince the majority of the shareholders to vote for the postponement of the Annual General Meeting, especially as they were not really able to offer a reasonable alternative.

So the cunning lawyer Mathern took advantage of a regulation from the German Stock Corporation Act which stated that 10 per cent of shareholders present at an Annual General Meeting could demand that the annual accounts be reviewed. This enabled Mathern to prove that the present annual balance sheets for 1958 had in fact listed the development costs for the BMW 700 entirely for 1958, and therefore the figures were disadvantageous to the shareholders. In view of this, he pleaded for a postponement of the meeting so that new annual accounts could be prepared. With this trick

↓ BELOW Handwritten note for Erich Nold, the spokesman of the minor shareholders, 9 December 1959. "A large number of minor shareholders are leaving the room. It's looking increasingly likely that the opposition will be outnumbered if it comes to a vote."





...gang der BMW-Aktionäre

...Werkes sind sie fast geschlossen zum finanziellen Aderlaß bereit

Von unserem Redaktionsmitglied Edmund Gruber

↑ ABOVE An outraged shareholder. Dr Heinrich Richter-Brohm, Chief Executive of the Board of Management of BMW AG at the speaker's desk. Erich Nold during his speech (all 9 December 1959).

← LEFT Newspaper article in the Süddeutsche Zeitung: "The Sacrifice of BMW's Shareholders", 12 December 1960.

he wanted to gain more time to search for new investors.
After almost ten hours, 30 per cent of those present at the Annual General Meeting agreed to postpone it, thereby finally thwarting Daimler-Benz's reorganization offer, which expired on 9 December. "The Ten Hour Race for BMW", as the Süddeutsche Zeitung had called it, was over.

The day after the meeting the state of affairs was clear: the take-over of the Bayerische Motoren Werke by Daimler-Benz had been prevented for the time being, but the urgently-needed solution for the struggling company had yet to be found. For a successful future, the Bayerische Motoren Werke needed both a sustainable reorganization concept and the necessary means to implement it. But the banks refused to grant new loans.

There was one person who recognized the opportunity arising from this disconcerting situation: Dr Herbert Quandt. Although he had originally been one of the fathers of the Daimler Plan, the arguments presented by its opponents had made him reconsider BMW's chances. His analyses, as well as many conversations he had about this issue, showed him that the Bayerische Motoren Werke really did have a healthy core. It was the young Chairman of BMW's works council, Kurt Golda, who was instrumental in convincing him that the company, its employees, and its planned products had a promising potential. Quandt, however, was not able to argue the banks into supporting a reorganization of BMW.

Finally, Quandt decided to take a step with far-reaching consequences: he himself took the entrepreneurial risk of reorganizing BMW as an independent company. The consortium, proceeding under his guidance, presented a reorganization plan that, unlike the Daimler one, gave the current shareholders the opportunity of a continuing role within BMW. To raise sufficient capital for the reorganization, they decided (as with the Daimler Plan), to first reduce capital and then increase it to DM 60 million. Unlike the Daimler Plan, however, Quandt's proposal took all interest groups of the company into consideration, thereby gaining shareholders' and dealers' confidence. His strategy paid off. The previous shareholders, including Quandt, subscribed for a total of 99.7 per cent of the new shares. Together with the memorable Annual General Meeting, this confirmed the unbroken confidence the shareholders still had in the company and the brand.

→ RIGHT Newspaper article in the Süddeutsche Zeitung: "BMW has gained momentum again" 30 November 1960.

↓ BELOW Back on the road to success: The design and the driving pleasure offered by the BMW 700 won the hearts of some 200,000 customers.

Seite 6 Süddeutsche Zeitung Nr. 283

BMW ist wieder in Fahrt gekommen

Aber ein schwerer Weg steht noch bevor / Heute entscheiden die Aktionäre über das künftige Geschick

VON FRANZ THOMA

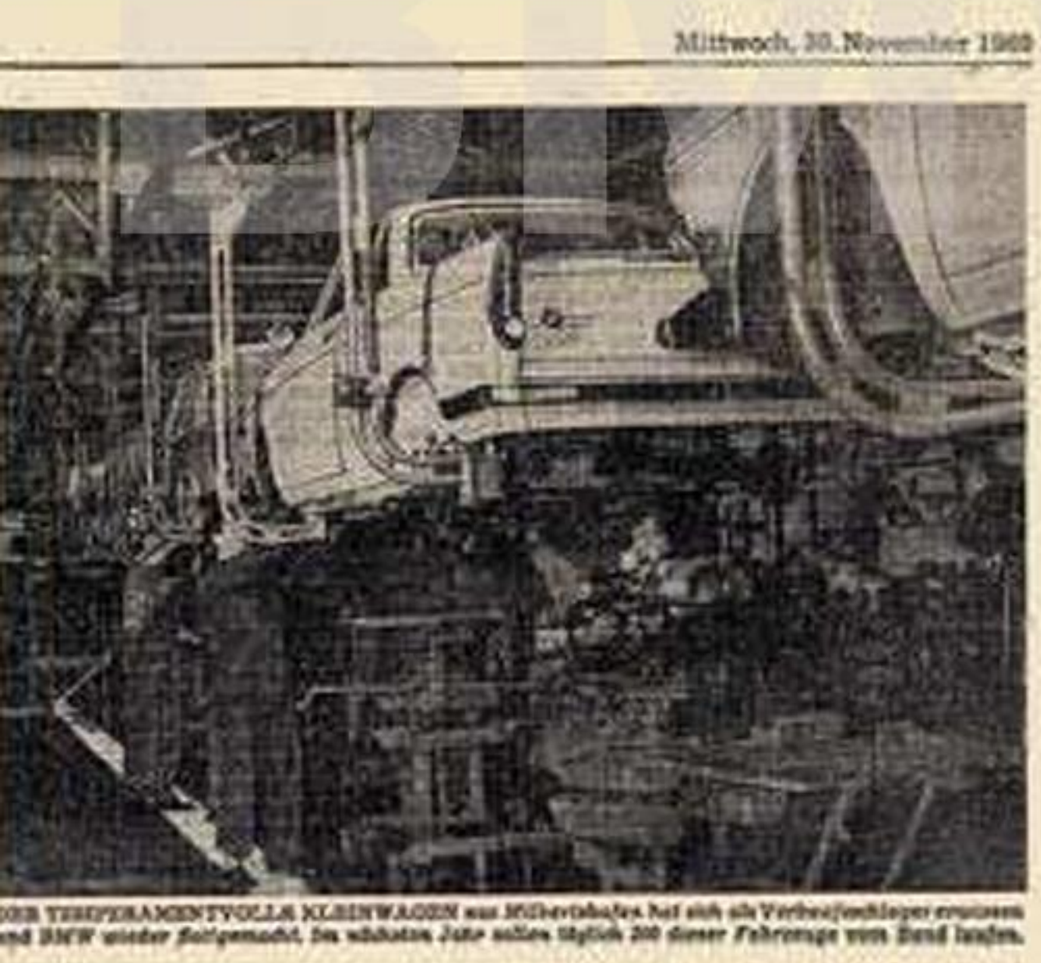
↑ ABOVE LEFT With the launch of the "New Class", BMW presented a dynamic and modern mid-range car, which laid the foundations for the company's successful future as an automobile manufacturer.

↗ ABOVE RIGHT BMW major shareholder Herbert Quandt (on the right) talking to BMW's Chairman of BMW's works council, Kurt Golda, ca. 1975.

After playing an important role in the Annual General Meeting on 9 December 1959, the BMW 700 automobile also assumed a decisive function in the reorganization phase. This fast and agile small car won the hearts of many drivers and achieved success in sales as well as in motor sports. In 1960 it accounted for almost 60 per cent of the company's total turnover (DM 239.319 million). Consequently, until the launch of the "New Class" in 1962, the four little wheels of the BMW 700 bore the major burden of the reorganization.

Encouraged by this result, BMW's employees worked tirelessly on the development of a mid-range car, which they presented at the IAA (International Motor Show – the world's largest Motor Show, held in Frankfurt) in 1961. There was nothing left to remind people of the times of the technically outdated luxury cars of the 1950s. With the launch of the "New Class", BMW overcame the final hurdle to becoming a successful and innovative automobile manufacturer.

In 1963 – only four years after the memorable Annual General Meeting – the high sales figures of the new BMW automobiles led to excellent business results. In the Annual General Meeting of 1964, the Board reported an increase in turnover by 47 per cent to DM 433.108 million. This prompted the Executive and Supervisory Boards to distribute dividends of 6 per cent to the shareholders for the first time since 1943.


Mittwoch, 30. November 1960

DER TEMPERAMENTVOLLE KLEINWAGEN aus Milbertshofen hat sich als Verbrauchsmeister erwiesen und BMW wieder flottgemacht. Im nächsten Jahr sollen täglich 300 dieser Fahrzeuge vom Band laufen.

...ar das allerdings gerade ein Boden für Mil-...utungen. Indessen scheint es, daß Bemerkun-...en neue Perspektiven eröffneten. Möglicher-...weise kann der Vorsitzende des BMW-Auf-...sichtsrates, wie er übrigens auch sein Verschwei-...gen nicht als Zeichen der Schwäche gewertet ...issen will, nicht die Absicht zu haben, bei BMW einen majoritätsreichen Einfluß zu gewinnen.

...ichen Punkte der damaligen Daimler-Offerte ...t heute Chancen und Wagnisse der folgenden ...g stehenden Lösung.

...ob zu Recht oder zu Unrecht, sei dahingestellt, angebrachten Verständnisses der Vergangenheit gutmachen, sondern auch zugleich öffentlich dokumentieren, daß die größte ...

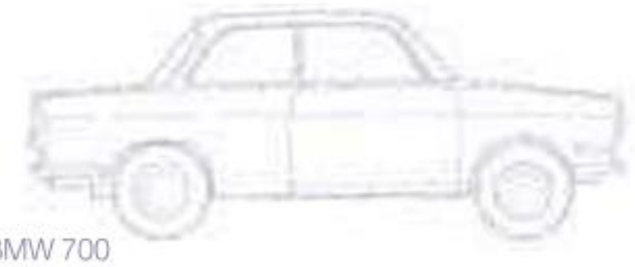
...Boden — der Erfolg des von ihm mit letzter Energie durchgesetzten Kleinwagens ist eine ...sichtliche Teil-Rehabilitierung dieses schwierigen Mannes — verbannte ebenfalls die Notwendigkeit einer Ablösung nicht. Vergeblich hat er sie mit Rücktritts-Drohung angestrebt.

Service — ein entscheidender Faktor

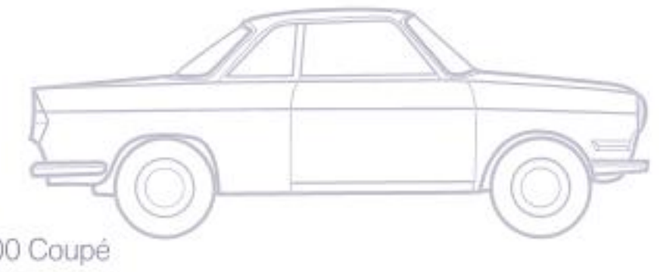
BMW kann als mittlere Fabrik auf die Dauer

959 BMW Annual General Meeting

→ RIGHT The BMW 700 also conquered many women's hearts.



BMW 700



BMW 700 Coupé

50 YEARS AGO, BMW STARTED PRODUCTION OF THE BMW 700

THE CAR THAT RAISED NEW HOPES

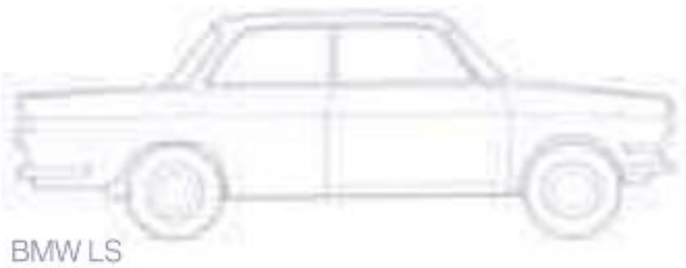
The start of production of the BMW 700 in the autumn of 1959 marked the beginning of a new era for BMW. Even before the company's independence was secured after the memorable Annual General Meeting in 1959, the BMW 700 had already raised new hopes – as it turned out, deservedly so. The launch of the BMW 700 brought a BMW on the market that reflected the style of the time; contributed, by its excellent sales figures, to the stabilization of the company; and laid the foundation for profitable, large-scale series production.

By Niklas Drechsler **Photos** BMW AG

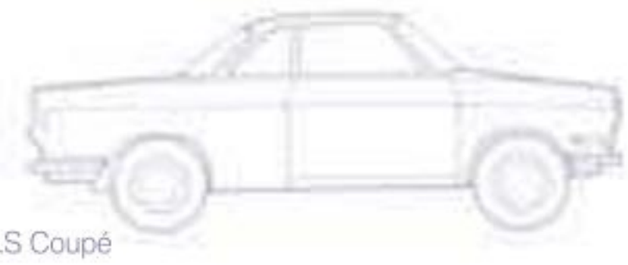
In the middle of the 1950s, there was a big gap between the luxurious and expensive V8 cylinder BMW models and the small bubble car, the BMW Isetta. The economic boom in the 1950s – the so-called "Economic Miracle" – brought with it an increase in customers, and consequently an increased demand for a four-seated automobile. The development of a mid-range BMW car seemed to be the answer, but BMW lacked the necessary capital to be able to put the almost fully-developed vehicle into production. As a compromise, BMW came up with a temporary solution: the BMW 600. However, it soon became evident that this improved BMW Isetta was not going to achieve the desired production volume. This led to the development of a new production series, later designated as BMW 700.

An explanation given by all engineers who were then in charge of development described the starting signal for developing the BMW 700 as follows: "At the time, the BMW Development Division was working at full capacity developing the engineering features of the mid-range car. Therefore, on 15 January 1958, the Chief Executive of the Board entrusted Mr Denzel, who had good connections to both Mr Michelotti and the Italian coachbuilder Vignale, to develop the first prototype of a small car for the 700 Series class featuring conventional body design". Wolfgang Denzel was a BMW importer and dealer in Austria, where he had a small design workshop for adapting BMW vehicles according to customers' requests. He had a very good relationship with the then Chief Executive of the Board of BMW AG, Dr Heinrich Richter-Brohm.

It was clear from the outset that BMW was going to develop a four-seated coupé from which a saloon version could then also be developed. At the end of July 1958, Denzel was already



BMW LS



BMW LS Coupé

able to present a roadworthy prototype of the coupé.

On 31 July, the vehicle was presented to the Board and all executive staff who were involved in the project. The explanation quoted earlier commented on this as follows: “On the whole, the vehicle made a rather good impression”.

However, there remained some aspects that caused lively discussion. One particularly controversial point was the “strong emphasis on the overall Italian design line, which did not preserve enough BMW character”. The Board further criticized that it was not clear whether the car introduced by Denzel was supposed to be a coupé or a saloon. The Board required that the coupé and the saloon be very different in order to justify the higher price tag of the former. Furthermore, they wanted the production of the vehicle to be more economical.

The Board decided to have BMW’s department for bodywork development prepare alternative drafts for the coupé and the saloon. These new drafts were to focus on more economical production and on the integration of more stylistic elements accentuating BMW’s distinctive character. However, these drafts, designated “BMW 600 Coupé”, did not lead to success; so on 27 September 1958, the Board decided “to further develop the Denzel version and to place his body design on the current BMW 600 chassis with a wheelbase extended to 2,10 metres. The body of the BMW Coupé is, of course, to be designed in accordance with the experience BMW has gained regarding simplifying production”.
The final design of the production model was eventually specified in October 1958 and assigned the internal development number “Prototype 107”. This decision laid the groundwork for BMW to develop both the BMW 700 Coupé and the BMW 700 Saloon at mass-production levels in Munich.

↗ ABOVE A BMW LS Luxus heading towards the mountains.

"For me, the BMW 700 marks BMW's second start. I always wanted to buy one for myself but have only managed to do so this year. This car not only looks great but also impresses with a fascinating manoeuvrability and sporting agility. Even though it only delivers 32 hp, it is so much fun driving it up and down the mountains."

Helmut Rasper, BMW AG employee, owns a BMW 700 LS (1962).

← TOP A view of the production of the BMW LS Luxus in the Munich Plant.

↙ LEFT The then Chief Executive of the Board of BMW AG, Heinrich Richter-Brohm (middle), with the Director for Technical Sales Planning at BMW, Ernst Hof (on the left), and Helmut Werner Bönsch, BMW Sales Director, presenting the BMW 700 Coupé to the press, in Feldafing 1959.

On 9 June 1959, the BMW 700 Coupé was presented to the press in Feldafing at Lake Starnberg, near Munich. The light, elegant bodywork was powered by a motorcycle engine, as were the BMW Isetta and the BMW 600. The air-cooled, two-cylinder flat twin (Boxer) engine enlarged from 600 to 697 cc displacement delivered an output of 30 hp. The engine was fitted behind the rear axle and featured rear-wheel drive. The 700 Coupé adopted the semi-trailing-arm rear axle suspension which had been tried and tested in the BMW 600, as well as further technical components from the undercarriage, drive unit, and transmission of that model. An outstanding feature was the monocoque body, which had its mass-production debut in the BMW 700 and reduced the vehicle's weight to only 640 kilograms.

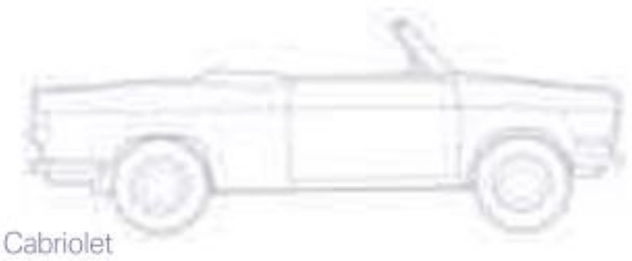
Shortly after the BMW 700 Coupé had been presented to the press, it was the BMW 700 Saloon's turn to have its debut, in September at the IAA (International Motor Show) in Frankfurt am Main. Although the engineering was identical to that of the sportier coupé, the four-seated saloon boasted a far more spacious interior. Moreover, with a price tag of DM 4,760 it was almost DM 600 cheaper than the coupé, which had extra features such as heating. With steeper front and rear windscreens, as well as the modified roof, the saloon was considerably bigger than the dynamic coupé, despite the two having identical bodies. With a total length of just 3.54 m, the BMW 700 caught the eye with its excellent space arrangement, allowing for comfortable travel, even for several passengers with luggage. In February 1961, BMW launched an even-better-equipped luxury version of the BMW 700: the BMW 700 Luxus. At the beginning of 1962, the first BMW 700 was superseded by the BMW LS, featuring an extension of 32 cm in the wheelbase.
The car magazine Auto, Motor, Sport praised its "sporty temperament" and distinctive road-holding. In 1959, the magazine had already commented on a test drive of the BMW 700 Coupé as follows: "A quite personal characteristic of the BMW 700 is its good handling at corners, which one might describe as eager cornering".
In addition to its driving qualities, the BMW 700 was also praised for its advantageous power-to-weight ratio of

⌟ RIGHT The BMW 700 featuring a rear two-cylinder boxer engine provided sufficient space for four passengers and luggage.

> “A quite personal characteristic of the BMW 700 is its good handling at corners, which one might describe as eager cornering.”
>
> auto motor sport, 1959

“I was 18 when I got my first car – a BMW 700. I have remained faithful to the brand ever since. Seventeen years ago, I bought the BMW 700 Convertible. It still has both the original paintwork and engine and runs like clockwork; this car attracts everyone’s attention. The other day, a random driver blocked me, forcing me to brake. When I stopped, an elderly gentleman got out of the car and told me enthusiastically that he was the one who had hand-sawed all dashboards for all BMW 700s delivered in Munich.”

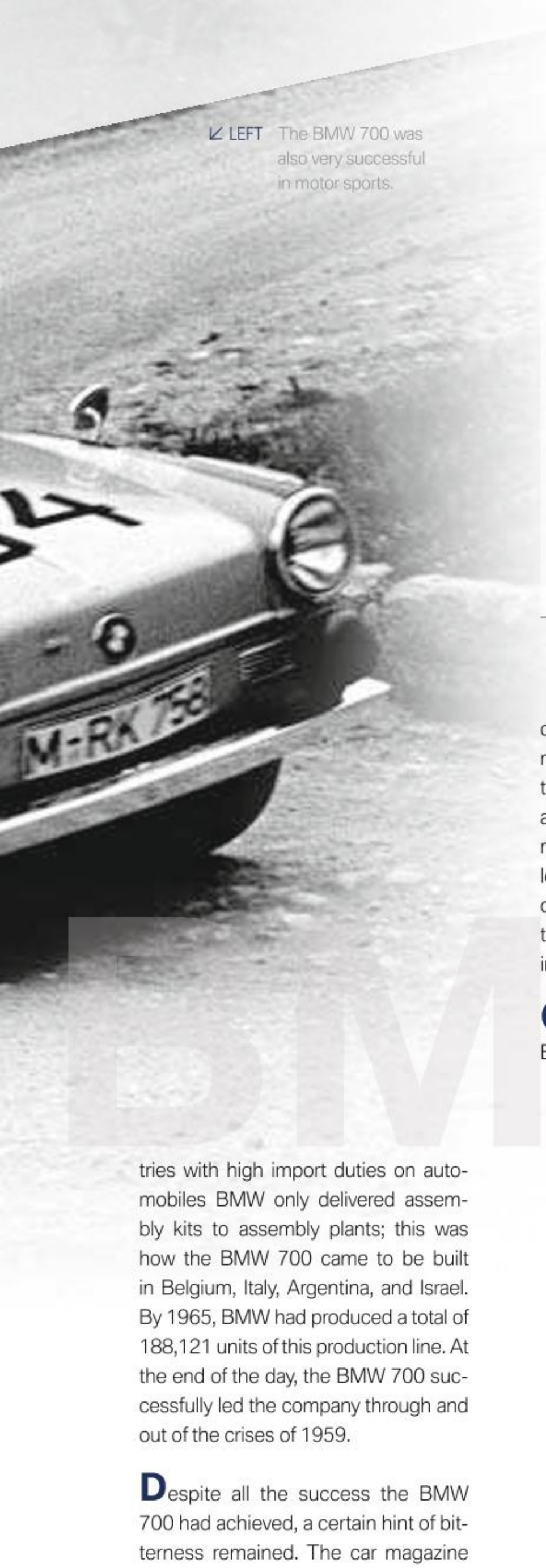
Robert Betz, fund manager, owns a BMW 700 Convertible.



BMW 700 Cabriolet

only 21 kg per hp, as well as the acceleration values, which at the time were very impressive for a car of this size. The 700 Coupé accelerated from 0 to 100 kph in 25.9 seconds, the 700 Sport in just 19.6 seconds. Today, even though these acceleration values would not be considered exceptional – no BMW needs longer than 10 seconds to accelerate to 62 mph – the BMW 700 would still be considered an efficient vehicle. Boasting a gas consumption of remarkably 47 miles per gallon, the BMW 700 was, compared to its contemporary competitors, in a class of its own. This was especially true of the BMW 700 Sport: soon after its debut at the Nürburgring race track in August 1961, its fans nicknamed it “the little fighter”. Back in the early 60s it was a very popular motor sports model, involved in some exciting duels on the racetrack against competitors such as Steyr-Puch and Abarth. Thanks to an increased compression ratio, a more dynamic camshaft, and a Solex twin-carburettor system, the two-cylinder flat twin engine now boasted 40 hp. This sporting package was completed with an optional sports gearbox and a harder suspension with firmer dampers and an anti-roll torsion bar. A surcharge of merely DM 550 over the price of the conventional BMW 700 Coupé made it an attractive offer. In January 1963, the 700 Sport was renamed BMW 700 CS. The same engine was also fitted into the BMW 700 Convertible, featuring a body designed by the coachbuilder Baur that was in production from 1961 to 1964.

Soon after the first coupés had left the production line in July 1959, it became clear that BMW had made the right decision with the BMW 700. In 1960, BMW sold more than 35,000 units and the BMW 700 accounted for almost 60 per cent of the company’s total turnover. As a result of the great demand, customers had to wait several months for their car to be delivered. In coun-



↙ LEFT The BMW 700 was also very successful in motor sports.

"When I was 18, I had a Lloyd Arabella and most of my friends drove Isettas or Goggos. Only one of them had a BMW 700 Coupé and it was always superior to all of our cars with regard to speed as well as road-holding. Back then I swore to myself that one day I was going to buy one of these "working class Porsches" for myself. In 1991 I finally bought two convertibles. One of them I have been able to reconstruct. With all the chrome it is a real eye-catcher."

Karl Goeb, former BMW AG employee, owns a BMW 700 Convertible (1964).

of the company this will, however, remain wishful thinking: characterized by the typical two-cylinder engine rhythm and cooling-fan noise, it will always remain bound to the small car class, at least much more so than those successful four-cylinders of this class with their entire automobile character looking up more than down".

Once again this highlighted that the BMW 700 was not really capable of filling the big gap between the big V8 models and the small car class. Despite all its success, the BMW 700 had merely affirmed that BMW really needed to add a fully-fledged, medium-sized saloon car to its model range. The first representative of this "New Class" was the BMW 1500, presented at the IAA in 1961.

tries with high import duties on automobiles BMW only delivered assembly kits to assembly plants; this was how the BMW 700 came to be built in Belgium, Italy, Argentina, and Israel. By 1965, BMW had produced a total of 188,121 units of this production line. At the end of the day, the BMW 700 successfully led the company through and out of the crises of 1959.

Despite all the success the BMW 700 had achieved, a certain hint of bitterness remained. The car magazine Auto, Motor, Sport conceded a point to those BMW development engineers who, although appreciating the BMW 700 and aware of the company's limited possibilities at that time, would have preferred to see a four-cylinder in-line engine in that model. In the issue 21/1959 the magazine wrote: "One might actually wish for this excellently designed Coupé to feature an engine having more than two cylinders. In view of the particular situation

SHEER

BMW AG

Mitbestimmung

Die Freude am Fahren ist unser Konstruktionsprinzip. Danach haben wir in den sechziger Jahren Automobile gebaut. Die Automobile der „Neuen Klasse". Handlich, übersichtlich, vital und funktionell. Die technische Überlegenheit dieser Automobile gab BMW Fahrern die Möglichkeit, den Straßenverkehr mitzubestimmen. Den Verkehrsstrom in Fluß zu halten. Die Sicherheit zu erhöhen.

Dann haben wir den BMW 2500 und BMW 2800 gebaut. Für noch mehr Freude am Fahren.

Damit in den siebziger Jahren noch mehr Fahrer „mit" bestimmen können.

Aus Freude am Fahren – BMW

SHEER DRIVING PLEASURE

In the current BMW image campaign, the concept of joy take centre stage – as history has proved, deservedly so. Not only has the slogan "Sheer Driving Pleasure" become inseparably associated with the brand, but even BMW's early advertising campaigns centred around the basic concepts of joy and pleasure.

By Dr Florian Triebel **Photos** BMW AG

As early as 1964, the advertising agency Dorland already envisaged the inclusion of an image campaign in their concept for the project »BMW advertising«. The suggested slogans to accompany the motifs already contained the expression »Driving Pleasure«. Although the image campaign never materialized, BMW seemed to have taken to this slogan. In 1964 the text for the motif promoting the BMW 1800 as »a car not only for men« concluded with the sentence: »Therefore, men and women drive this car with equal enthusiasm: on the one hand for the love of comfort, on the other hand for the driving pleasure«. Further advertisements published in the following months also employed different variations of the idea of »Driving Pleasure«: in headlines such as »Take pleasure in your car – Take pleasure in driving it«; in flow texts, such as »Driving pleasure does not know what seasons are«; or as the disclaimer »Driving Pleasure – BMW« below footers. In 1964 and in 1965, when these motifs were published, there were still advertising motifs for BMW products which did not include the term »pleasure«. It was only in 1966 that the motto »Driving Pleasure – BMW«, in combination with the white-and-blue emblem, became the recurrent theme used in all BMW advertising media.

The first attempts to translate the leaflets and advertisements for the export markets generated a broad variety of slogans. In English, there were »BMW puts pleasure back into motoring«, »For the Joy of motoring«, and »For sheer driving pleasure«; in French, »La Joie de conduire« and »Pour le plaisir de conduire«; and in Spanish, »Para el puro placer de manejar« and »Por el placer de manejar«. The translations as they are used today were only determined at the beginning of the 1970s.

Consequently, the slogan "Sheer Driving Pleasure" can be traced back to the idea of an advertising agency in the middle of the 1960s. When

1 In the advertising motif "participation" of 1970, the expression "Driving Pleasure" was used both at the beginning of the text and in the footer.

2 In the advertising motif "We didn't intend to…" from 1967, "Driving Pleasure" appeared, together with the BMW emblem, in the footer.

3 In 1966, BMW launched a campaign with the catchy heading "Take pleasure in your car – take pleasure in driving it".

4 The text for the motif "A car not only for men" concluded with the words "on the other hand, for the driving pleasure".

2

3

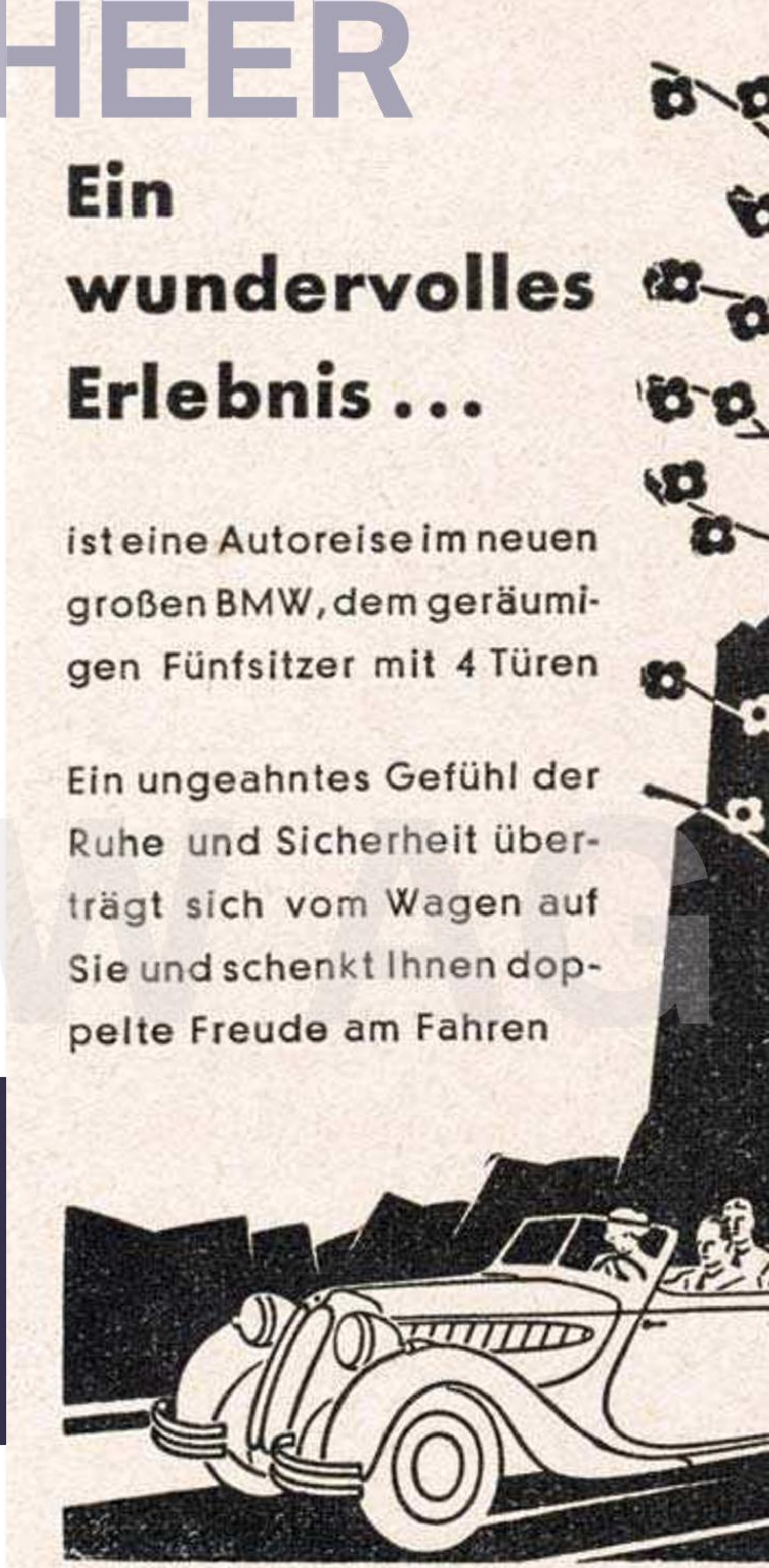
4

5 In 1955, BMW promoted the Isetta with motifs accompanied by the slogan "Take pleasure in saving – drive a BMW Isetta".

6 The slogan for the motif "a wonderful experience…" (1936) even promised the BMW driver "Double the Driving Pleasure".

7 No doubt: "Driving needs to be pleasurable! Drive BMW" 1936.

8+9 In 1936, a BMW advertisement series posed the question: "What gives you the most pleasure?"



looking at early advertising motifs, the association of BMW with the concept of pleasure and joy can, however, be traced back even further.

In the middle of the 1950s, BMW launched an advertisement series for the legendary Isetta model, using the slogan "Take pleasure in saving – drive a BMW Isetta". Since this extraordinary moto-coupé allowed many drivers to experience a then-unknown mobility and feeling of liberty and joy, it undoubtedly represented a very special kind of pleasure. The minicar attained cult status, in particular for its egg-shaped appearance. It is still regarded as one of the brand's most popular icons.

BMW had, however, already started a small "pleasure" campaign two decades beforehand, in the spring of 1936. Part of it was an advertising poster for BMW automobiles and motorcycles making an unequivocally clear statement: "Driving needs to be pleasurable! Drive BMW". Further advertisement slogans suggested that BMW dealers highlight the combination of the "pleasure and utility" that characterize BMW products. Further motifs either pointed out that "time for travelling is time for pleasure", especially in a BMW car, or invited the customers to experience the "pleasure of a no-obligation test drive" at BMW dealers. An accompanying advertisement series posed the question "What gives you the most pleasure?", with the answers directing the reader's attention to the new BMW car and motorcycle models.

The "pleasure" campaign of 1936 was rounded off by two advertisement motifs sending the readers "on a journey full of pleasure with BMW - -!", promising them "a wonderful experience..." with BMW products. Both motifs came with short advertising texts pointing out that BMW drivers experienced "Double the Driving Pleasure" with BMW automobiles and motorcycles. Thus the expression "Driving Pleasure" had already appeared 30 years before it was actually established as an official slogan. This adds not only a new dimension to the question who was the actual originator of the slogan, but also his-

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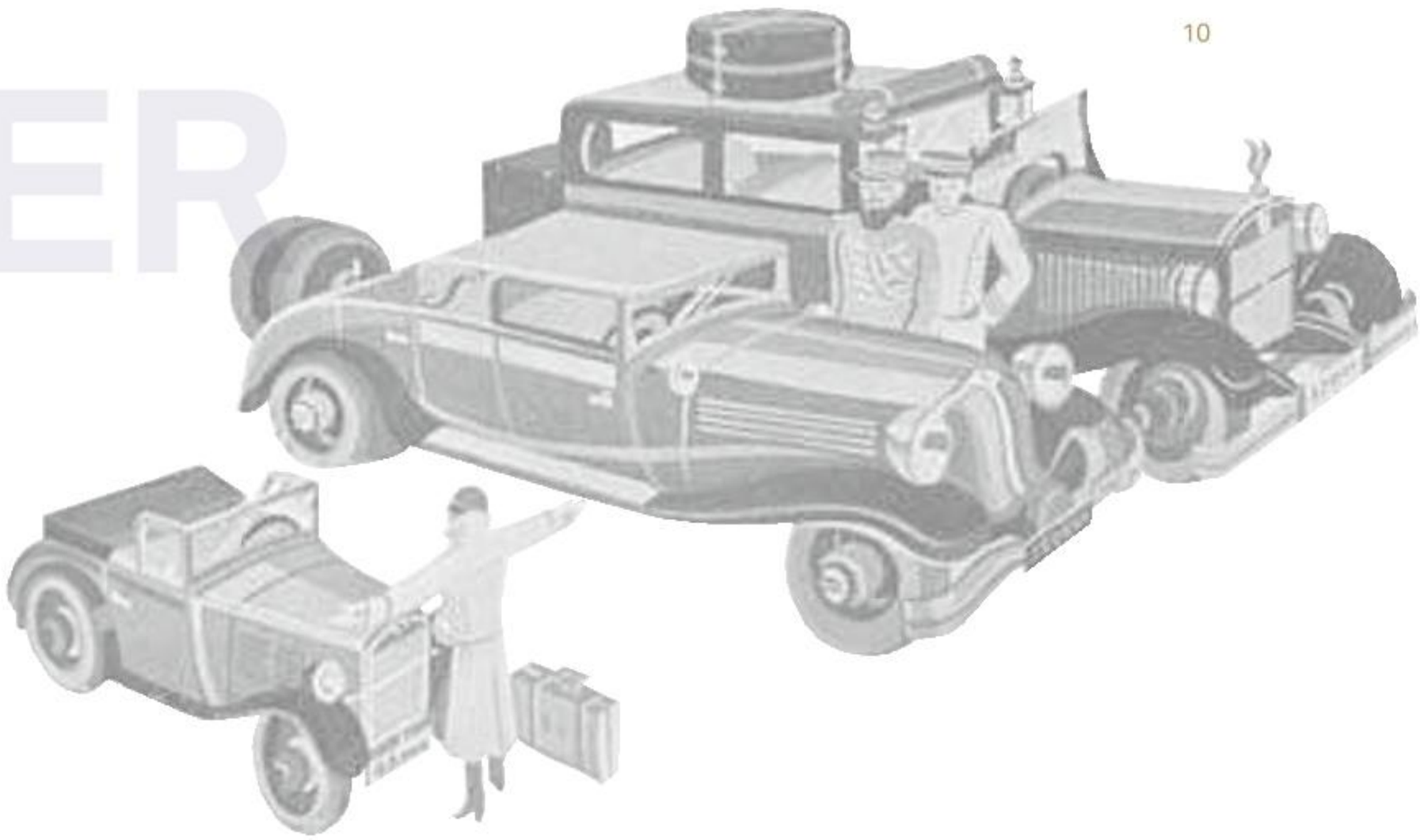
7


Neues Plakat A152

8+9

SHEER



torical profundity and quality to the association of BMW with pleasure as the main idea behind the BMW brand and its products.

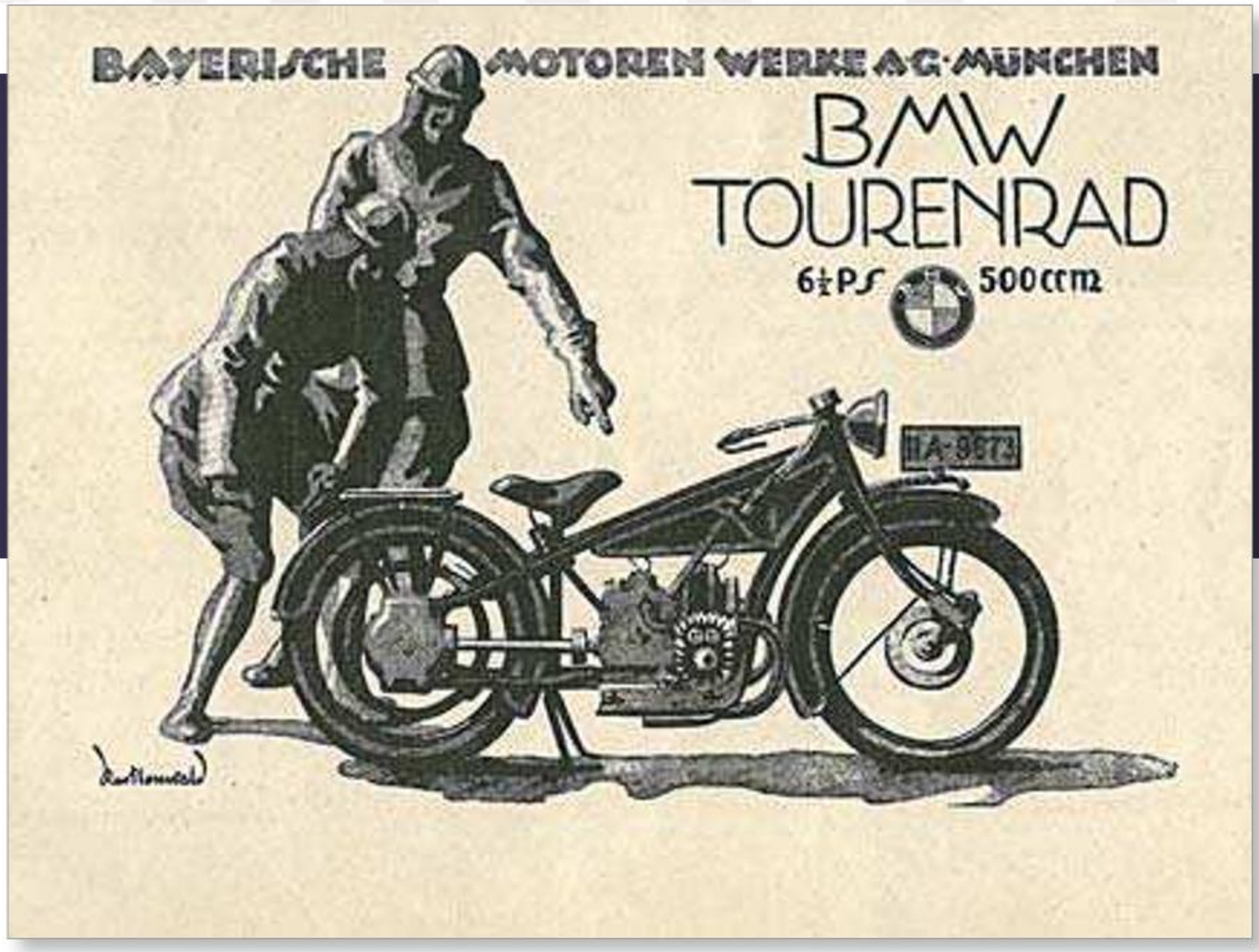
The concepts of pleasure and joy had already played a role in even earlier advertising motifs, although the terms "pleasure" and "joy" were not explicitly used in the accompanying texts. A drawing from 1930 shows a young lady who has apparently just returned home to her beaming little four-wheeled friend, with her arms wide open and full of joy. Two chauffeurs in livery marvel at the scene from between their two luxury saloons. BMW used this motif to promote their very first automobile, the BMW 3/15 hp.

The advertising motif for the first BMW motorcycle in 1923 also shows a scene full of joy. You can see two motorcyclists, wearing leather gear and breeches, clearly enjoying the details of the design features of the BMW R 32 standing in front of them.

This small journey through time has shown that the association of BMW with pleasure and joy can be traced back to a very early stage. BMW's very first products apparently had it in their "design genes", and BMW's advertising campaigns have always drawn people's attention to the pleasure that BMW's products treat their drivers to.

10 One of the very early advertising motifs promoting BMW's first automobile in the year 1929 has pleasure written all over it.

11 The advertising motif for the very first BMW motorcycle (1923) already radiates the driving pleasure that BMW products bring.



11

DRIVING PLEASURE

JOY IS YOUTHFUL.

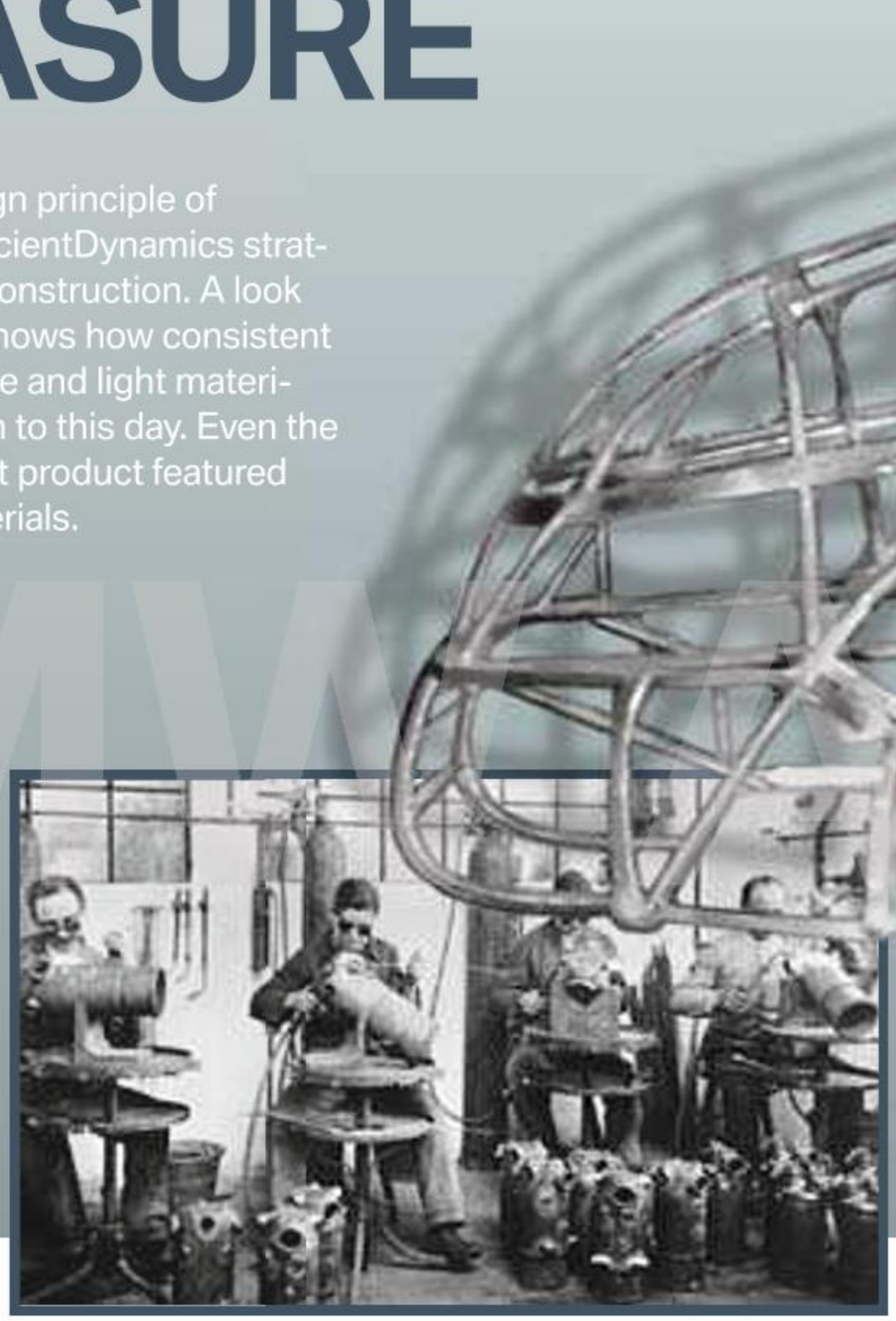
Joy seeks out the kid in all of us. It knows there's fun to be had right around the next corner, just over the next hill. Joy knows that after you experience it for the first time, there's no looking back. You're hooked for life. We realized a long time ago that what you make people feel is just as important as what you make. And at BMW, we make Joy. The story of Joy continues at **bmw.com/JOY**

JOY IS BMW.

FROM THE VERY OUTSET, BMW HAS SET MILESTONES IN

LOSING WEIGHT FOR PLEASURE

One essential design principle of BMW's current EfficientDynamics strategy is lightweight construction. A look at BMW's history shows how consistent the use of innovative and light materials has always been to this day. Even the company's very first product featured weight-saving materials.



← LEFT Competence from the very outset: precision-grinding of lightweight cast parts right after World War II (right) and in the Fifties (left).

By Niklas Drechsler, Max Bauer **Photos** BMW AG

"F = m x a". As early as the 17th century, Sir Isaac Newton's famous formula already defined that dynamics can be improved by either increasing driving force or by decreasing mass. True to this principle, BMW has, from the very beginning, combined the consistent enhancement of their drive units with the reduction of weight. BMW refers to the combination of using innovative materials and creating clever designs as "intelligent lightweight construction". It is the recurrent theme that runs through decades of BMW's history as well as through the company's various fields of activity.

From a very early stage, BMW took into account that weight reduction not only boosts a vehicle's performance and dynamics (by increasing the speed and decreasing the braking distances) but also lowers its fuel consumption. Today this plays a more important role than ever before. It also helped the company in its early years to achieve decisive advantages over its competitors both in aircraft engine production and motor sports.

The Bavarian Motor Works' first products were engines. From the very begin-

LIGHTWEIGHT CONSTRUCTION AGAIN AND AGAIN

MORE DRIVING

↖ ABOVE The body frame of the BMW 328 Kamm racing saloon of 1940 boasted a mere 32 kg of weight.

Magnesium

CRP (carbon-fibre-reinforced plastic)

ning, it seemed reasonable to reduce the weight of drive elements – cylinder heads, pistons, engine blocks – by using aluminium, magnesium, and other light materials. This skill was continuously improved, later adopted for the design of the complete chassis, and has always been employed in mass-production and in motor sports. When BMW started to manufacture a new generation of automobiles in the 1930s, they started to reduce the weight of the bodywork and trim parts as well, beginning with innovative design ideas, as was the case for the chassis frame of the BMW 303, and soon following with light materials also.

During recent decades, many BMW products have featured measures for weight reduction. Here we want to present to you some special lightweight construction highlights from BMW's history of more than 90 years:

BMW's very first product, the aircraft engine IIIa of 1917, weighed just 287 kilograms. It was considerably lighter and more efficient than competing products. The main weight-saving measure was the use of aluminium pistons.

Aluminium

Acrylic glass

← LEFT The chassis frame of the BMW 303 also led the way for other manufacturers.

In 1923 BMW started to manufacture motorcycles. One year later it launched the R 37, the world's first motorcycle to have an engine with cylinder heads made of light metal. As early as 1926, BMW presented a V12 cylinder aircraft engine that not only featured aluminium pistons but also an engine block made of magnesium. With a continuous output of 585 hp and a weight of only 510 kg the engine achieved a remarkable power-to-weight-ratio of 1.15 hp/kg.

When it came to automobile design, BMW engineers also dedicated themselves to lightweight construction at an early stage. The purchase of the vehicle factory Eisenach in 1928 made BMW an automobile manufacturer. Only five years later the company was already able to present a vehicle featuring lightweight construction elements: the BMW 303. From then on, BMW engineers systematically incorporated the advantages of lightweight construction into the mass-production of automobiles.

To reduce the weight of the chassis frame of the BMW 303, the tubes were built with larger cross-sections in places exposed to high forces and much smaller cross-sections where no or lower forces act upon the frame.

BMW had this construction patented in 1933. It went on to be adopted by many other automobile manufacturers.

With the launch of the BMW 132 in 1934, BMW fielded another aircraft engine with lightweight construction as an integral design characteristic. The radial engine had air-cooling, which saved the weight of an elaborate liquid-cooling system. With a continuous output of 690 hp and a weight of only 525 kg, the engine boasted an excellent power-to-weight-ratio of 0.76 hp/kg.

In the middle of the 1930s, BMW built the motorcycle type 255. Thanks to lightweight construction it became one of the most successful racing motorcycles of the pre-war period. Except for the aluminium cylinder heads, all cast parts were made of magnesium. Parts of the handlebar, the telescopic fork, the wheel hubs, and the rims were made of aluminium or aluminium-based alloys. Despite featuring supercharger and cardan shaft drive, the racer only brought 140 kg to the scales; this made it 22.5% lighter than the series production version and about 15 kg lighter than competing products.

The series version of the BMW 328, BMW's most important sports car of the pre-war period, not only had a weight-saving chassis frame but also body parts

↖ ABOVE LEFT Successful in motor sports: Rudi Reich on a BMW R 37 with light metal cylinder heads.

↑ ABOVE The BMW 700 RS was specifically developed for hill climbs. It features a sophisticated tubular space frame with an extremely light spider bodywork made of aluminium.

made of aluminium. The racing versions of the BMW 328 were even more consistently trimmed for lightweight construction. Both the BMW 328 Touring Coupé, the winning vehicle at the Mille Miglia 1940, and the BMW 328 Kamm racing saloon featured bodies with lightweight tubular space frames. The frame, weighing just 32 kg, featured an outer skin made of aluminium. For this reason these vehicles boasted an overall weight of just 760 kg.

After World War II, BMW continued to set benchmarks in lightweight construction. The V8 engine, available from 1954, was the first V8 series engine to have both the engine block and the cylinder head made of light metal. It was a major contributor to turning the BMW 507 into a sports car.

The first complete BMW to be based on extremely consistent lightweight construction after the war was the BMW 700 RS. The racing car, launched in 1961, featured a tubular space frame and an outer skin made of aluminium; it weighed in at just 630 kg. Thanks to this low weight, Hans Stuck needed no more than a 2-cylinder flat twin engine with 80 hp to win hill climbs.

In the early 1970s BMW set another milestone in lightweight construction with the BMW 3.0 CSL. By using aluminium hoods and doors and acrylic glass windows, as well as omitting insulating materials, the engineers managed to save more than 200kg compared to the BMW 3.0 CSi. In the end, the vehicle brought a mere 1,165 kg to the scales. Weight reduction also played an important role in designing the BMW Z1 in 1988. The roadster was based on a self-supporting monocoque construction made of hot-dip galvanized steel profiles; it had doors, covers, bumpers, and hoods made of synthetic

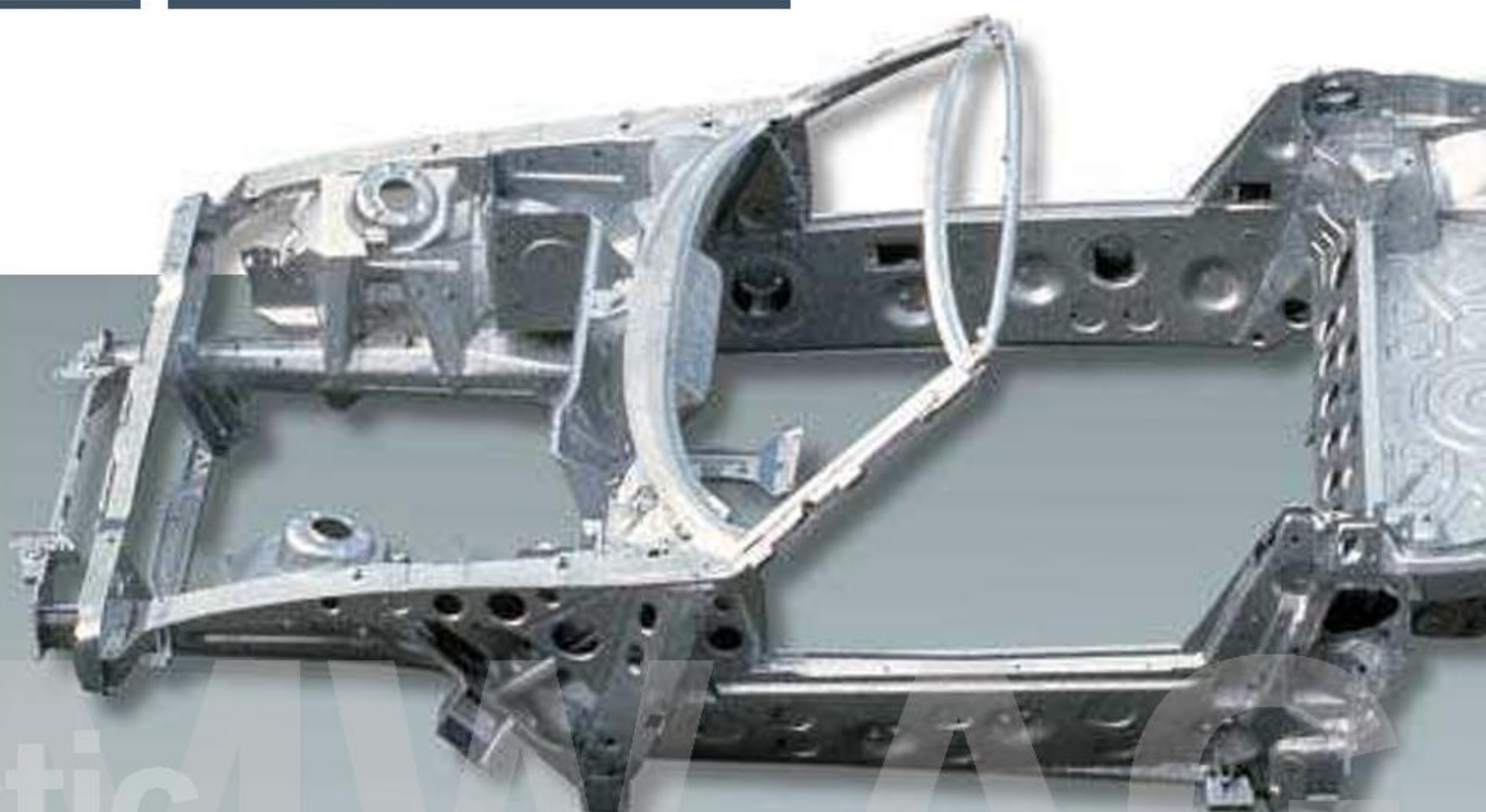
↓ BELOW Air-cooling instead of water-cooling: the radial engine BMW 132 (1934).

INTELLIGENT LIGHTWEIGHT CONSTRUCTION

The simplest way to reduce a vehicle's weight is to omit extra equipment and luxury features, like a sunroof for example. Lightweight construction, however, means that certain components are made of lighter materials, such as windscreens made of thin or acrylic glass. At the same time it is a never-ending search for construction designs that are intrinsically lighter while still meeting all safety and quality requirements. Component parts exposed to high and constant strain are reinforced, while weight is saved in less critical places. BMW Group refers to this concept as "intelligent lightweight construction".

← FAR LEFT The omission of comfort features and the use of new lighter materials made the BMW M3 CSL a real street racer.

← LEFT The prototype BMW E1 saved weight with an intelligent bodywork structure.



Plastic Paper honeycombs

material. With a weight of 1,250 kg it is not only relatively light, but it also increased driving pleasure, thanks to optimum weight distribution and a low centre of gravity.

Three years later, BMW launched the world's first thoroughbred and fully-fledged electric vehicle: the BMW E1. The four-seater was not only fully-fledged because it was designed as an electric vehicle from the outset, but also because the design was consistently based on lightweight construction. Its body, weighing just 900 kg, was manufactured from extruded aluminium sheaths and combined with an outer skin made of synthetic materials and aluminium, thus compensating for the heavy, high-energy sodium-sulphur battery that weighed 200 kg.

In the middle of the 1990s, BMW managed to save a considerable amount of weight in large-scale production for the first time. The fourth generation BMW 5 Series had a chassis manufactured entirely from light metal, saving about 30% of the overall weight. The use of full aluminium engines saved another 30 kg. Despite featuring additional special equipment, this BMW 5 Series was considerably lighter than its predecessor. Lightweight

PIONEERING ROLE IN CASTING TECHNOLOGY

To process the materials required for lightweight construction in a professional way, BMW became experts in casting light metals very early on. To this day, this expertise is one of the company's distinctive characteristics. Today BMW has a special department that is committed exclusively to the development and the use of innovative materials and manufacturing methods in the field of light metal casting and synthetic materials – the Innovation and Technology Center for Lightweight Construction (LITZ) in Landshut. The LITZ has already developed numerous innovations: for example, BMW Group is today's only automobile manufacturer worldwide to produce crankcases made of aluminium magnesium compounds. The experts in Landshut have also managed to manufacture carbon-fibre-reinforced plastic into a structural component in a highly automated and economic manufacturing process.

THE IDEAL MATERIAL FOR EVERY PART

Today, steel is still the most frequently used material in vehicle construction, but in constantly decreasing amounts. As early as 1917, BMW began using aluminium in aircraft engine production – a light metal that is about one third lighter than steel. To this day aluminium is, however, only used for certain parts, as it is rather expensive, difficult to process, and does not exhibit the same rigidity as steel. Throughout the years, more and more components made of fibre compound or synthetic materials have been used in addition to light metals. For example, in 1971 windscreens made of acrylic glass were built into the BMW 3.0 CSL as a weight-saving measure.

Today the use of carbon-fibre-reinforced plastic (CRP), as employed in the BMW M3 CSL, in the current BMW M6, and in the BMW M3, as well as the use of materials adopted from air and space technology have become second nature to BMW. The advantages of synthetic materials are that they have a lower self-weight, are easier to process, yet exhibit a high rigidity. Magnesium, which BMW already employed in aircraft engines in the middle of the 1920s, is also expected to have a promising future. It exists in large quantities, is about 30 % lighter than aluminium, and almost 80 % lighter than steel. Today, BMW counts on an intelligent mixture of different materials.

↖ ABOVE The monocoque chassis of the BMW Z1 is made from aluminium.

construction was also continued in the current generation BMW 5 Series. As the body shell was made of a composite structure, the vehicle's weight could be reduced by a further 75 kg compared to the previous model, despite featuring an increased range of equipment. The vehicle front, for example, consisted of a weight-reduced aluminium front (called "GRAV", "GewichtsReduzierter Aluminium-Vorderbau"). The BMW 6 Series benefited from these measures as well.

A recent example of very consistent lightweight construction is the BMW M3 CSL of 2003, which was even christened after it – CSL stands for Coupé Sports Lightweight construction. In addition to the roof, which is 6 kg lighter than the M3 steel roof, the front bumper brackets, the front apron, and the rear diffuser were also made of carbon-fibre-reinforced plastic. Furthermore, it featured a rear window made from thin glass, a paper honeycomb sandwich plate for the luggage compartment floor, continuous filament thermoplastic for the support structure of the through-load facility and rear bumper brackets, and lighter seats. Despite boasting a powerful 360 hp high-performance engine, it brought a weight of only 1,385 kg to the scales.

In view of the strict legal requirements regarding CO2 emission, BMW's experience and skills in lightweight construction provide the company with an important technological advantage. The primary goal of all measures is to optimize driving pleasure: the distinguishing feature of all BMW products.

← LEFT The front axle of the lightweight chassis from the fourth generation BMW 5 Series.


WINDSHIELD MADE OF WEIGHT-SAVING, DOUBLE-LAYERED SAFETY GLASS
FRONT AND TRUNK HOODS MADE OF ALUMINUM
LIGHTER BATTERY
NO BUMPER
WEIGHT-SAVING SPORTS LOCKING OF THE FRONT HOOD
M-YM 313

BMW 3.0 CSL
(COUPÉ SPORT LIGHTWEIGHT CONSTRUCTION)

Its name says it all. Launched in 1971, the lightweight-construction variant of the big 3.0 litre coupes, at a mere 1,165 kg, is more than 200 kg lighter that the 3.0 CS and the 3.0 CSi. Optional comfort features were excluded from the design, which was based on light materials. At the same time, the engine output was boosted in two steps. The outcome was improved driving dynamics and increased efficiency. As a racing coupé boasting these optimized features, it dominated the Touring Car Championships and managed to pocket six European Champion titles.

The BMW 3.0 CSL has made a significant contribution to answering the question of where and how to save weight. Its recent namesake, the BMW M3 CSL of 2003, has, for example, been directly influenced by it.

TECHNICAL FACTS

1971-72: 2,985 cc, 132 kW/180 hp, 169 units

1972-73: 3,003 cc, 147 kW/200 hp, 929 units

1973-75: 3,153 cc, 151 kW/206 hp, 167 units

REAR AND SIDE WINDOWS MADE OF ESPECIALLY LIGHT GLASS

FIXED REAR SIDE WINDOWS WITHOUT BALL MECHANISM

ROOF SPOILER AND REAR WING*

*prohibited on German roads; Arrived in the boot when delivered as part of the racing package.

DOORS MADE OF ALUMINIUM

LIGHTER FLOOR CARPETS

LIGHT METAL RIMS

BUMPER MADE OF SYNTHETIC MATERIAL

BMW AG

40 YEARS OF BMW'S /5 SERIES

FREEDOM AND RIDING PLEASURE

By Fred Jakobs **Photos** BMW AG, Getty Images

The launch of the /5 Series in 1969 marked a milestone in BMW's motorcycle history, not only because it was the first generation to be completely manufactured in the Berlin-Spandau BMW Plant, but also because it was the first motorcycle in fourteen years to feature a completely new design and construction. Moreover, it represented the rediscovery of the motorcycle in the Seventies like no other BMW model line.

From the middle of the 1950s, the market gave the motorcycle a hard time. Only a short time ago, it had been celebrated as the symbol of individual mobility and the economic boom in the 1950s, the so-called "Economic Miracle", and now it found itself in the grubby corner with poor people's vehicles. All over Europe, the number of registrations was slumping, and by the end of 1960 numerous popular brands had completely disappeared from the market altogether. BMW was affected by this slump as well, but was at least able to prevent a complete stop of its motorcycle production, thanks to a relatively high demand in America and a stable business with public authorities.

Even then, BMW remained true to its market strategy and continued to manufacture "quality on two wheels". The production of simple and small models, or even mopeds or autocycles, was out of the question. The BMW entry-level models with 250 cc one-cylinder engines were classified as upper-middle-class on the market. Both the top of the range model BMW R 68, featuring 600 cc displacement and an output of 35 hp, and its successors, R 69 and R 69S, boasted road performances only very few sports cars could achieve back then. Even then, BMW did not offer their customers simple and economic means of transportation, but rather dynamic driving machines on two wheels. Yet these motorcycles suffered one drawback: their price tags equalled those of many small cars – and in the times of the "Economic Miracle" a car, no matter how small or odd it was, embodied many people's dearest wish.

In the 1960s, production figures were still at rock bottom. There was not enough money for new developments, and the out-of-date models hardly attracted any new customers. The middle of the decade finally saw a light at the end of the tunnel. Overseas, especially in the USA, the interpretation of the role of the motorcycle had changed and promoted it from a means of transportation to a popular sport and leisure equipment.

When BMW started to develop a completely new motorcycle series in the middle of the 1960s, the engineers relied on this glimmer of hope. They customized the new models according to the new demands, even though this meant that they had to give up many a dearly-held habit. For example, sidecar compatibility, a feature that had characterized almost every model since 1923, was given up, so the new models were only designed for one person. For the first time the fenders were made of synthetic material. Also, the model range became more colourful: whereas BMW motorcycles for private customers had generally only been available in black, the /5 Series came in different colours. As well as black and "cream white", already used for the R 69S, the new models were also available in silver, blue, red, green, and curry.
BMW offered three engine variants. The top-of-the-range model, the R 75/5, featured 750 cc displacement and an output of 50 hp. The engine was built into a newly developed tubular double cradle frame. The rear wheel was guided in a swing-arm, and the front wheel suspension featured a telescopic fork, which replaced the pre-

← FAR LEFT This is how beautiful riding pleasure can be: a photo model in a provocative pose on the BMW R 75/5 in 1969.

← LEFT The colour palette of the /5 Series with chrome-plated tank, which was used from 1972.

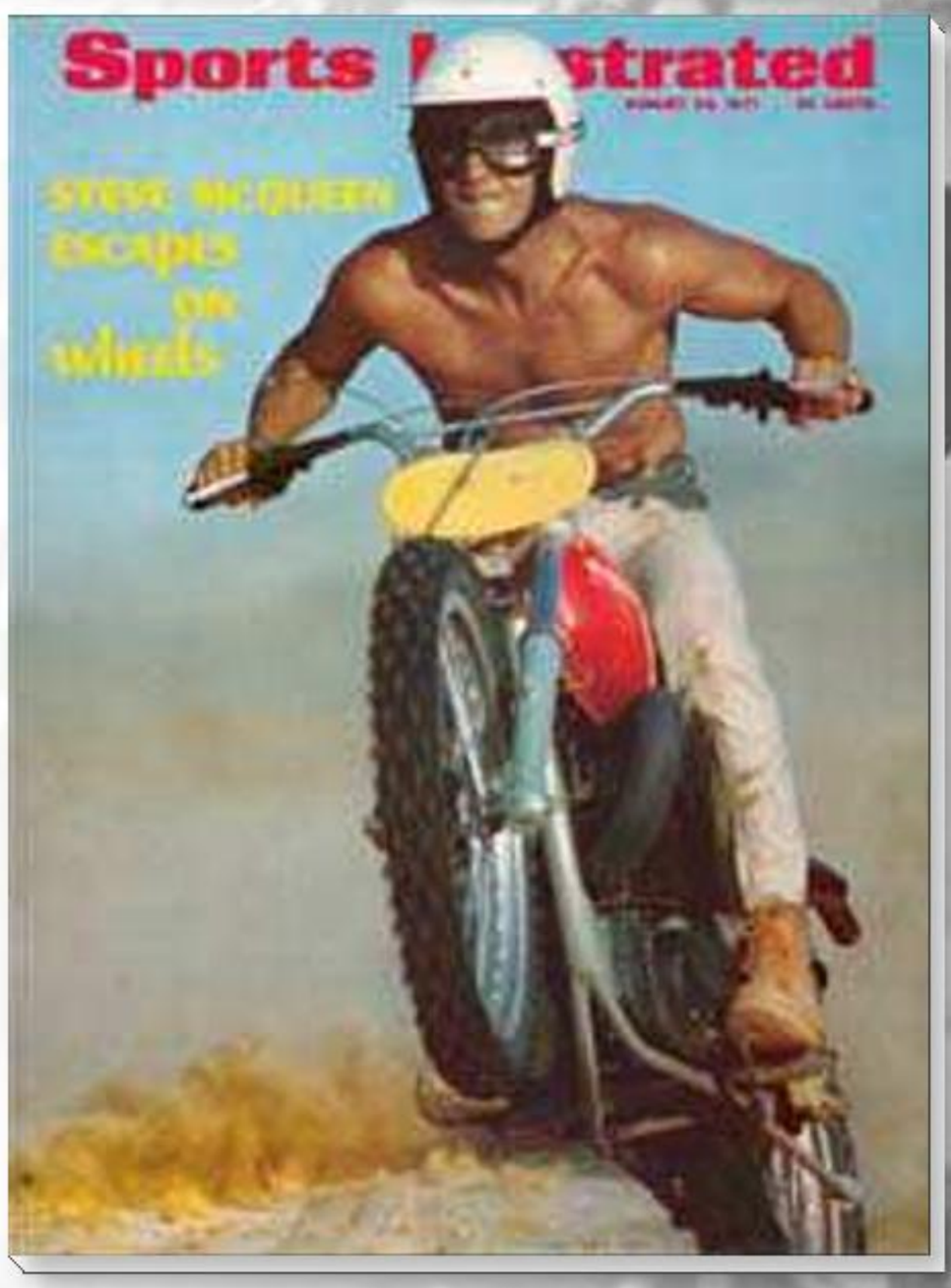
← LEFT Sporting drivers also looked great on the BMW /5.

THE BMW /5 SERIES (1969 – 1973)

Model	BMW R 50/5	BMW R 60/5	BMW R 75/5
Displacement	498 cc	599 cc	745 cc
Power	32 hp at 6,400 rpm	40 hp at 6,400 rpm	50 hp at 6,200 rpm
Weight	205 kg	210 kg	210 kg
Top Speed	157 km/h	167 km/h	175 km/h
Price	DM 3,696	DM 3,996	DM 4,996
No. of units	7,865	22,721	38,370

→ RIGHT On the cover of "Sports Illustrated", Steve McQueen demonstrates the sporty and masculine side of riding a motorcycle…

↓ BELOW …while the unknown bikini-beauty represents the sensual side.



vious leading link fork. Building on components tried and tested since 1923 – the boxer engine, the cardan shaft drive, and the tubular double cradle frame – BMW had managed to develop a modern motorcycle to meet the demands of the new times. The motorcycle no longer served as a means to get from A to B; people now rode it for the sake of the riding pleasure. It was virtually reinvented as sports and leisure equipment.

Featuring the actor Steve McQueen, stripped to the waist, cruising in the dunes on his Husqvarna 200, the cover page of "Sports illustrated" in August 1971 epitomized this reinterpretation. In the same year, McQueen made his appearance, both as protagonist and producer, in "On any Sunday", a movie that many cinema enthusiasts consider the best film ever made about motorcycle racing. Just as "On any Sunday" symbolized the sporting aspect of the motorcycle, "Easy Rider" symbolized the freedom and the adventures of the new generation of motorcyclists. To the sound of "Born to be Wild", Peter Fonda and Dennis Hopper embodied the nonconformity of bikers in a world full of conventions and constraints.

This new image propelled the motorcycle market forwards enormously. At the end of 1960, numerous manufacturers brought powerful models with 750 cc displacement onto the market, thus meeting the needs of a growing clientele demanding maximum performance. After the launch of the BMW R 75/5 and the Honda CB 750, motorcycles suddenly attracted many younger fans again. Numerous celebrities, such as the Bavarian Minister-President Franz-Josef Strauß and the multi-millionaire Gunther Sachs, had their pictures taken on BMW machines, thereby promoting a new acceptance of the motorcycle in high society.

When sales figures rose again, BMW benefited from the boom. In 1970 the sales volume exceeded the amount of 10,000 units for the first time in fourteen years. With roughly 30,000 vehicles sold, BMW established a new sales record in 1977. The company's commitment to the motorcycle turned out to have been the right decision; more than that, the /5 Series had been the right product at the right time. Even though its nominal performance ranked behind motorbikes like the Honda CB 750 with an output of 67 hp, the BMW R 75/5 revealed its strengths in comparative tests on the Nürburgring race track when it achieved better lap times thanks to the excellently tuned chassis.

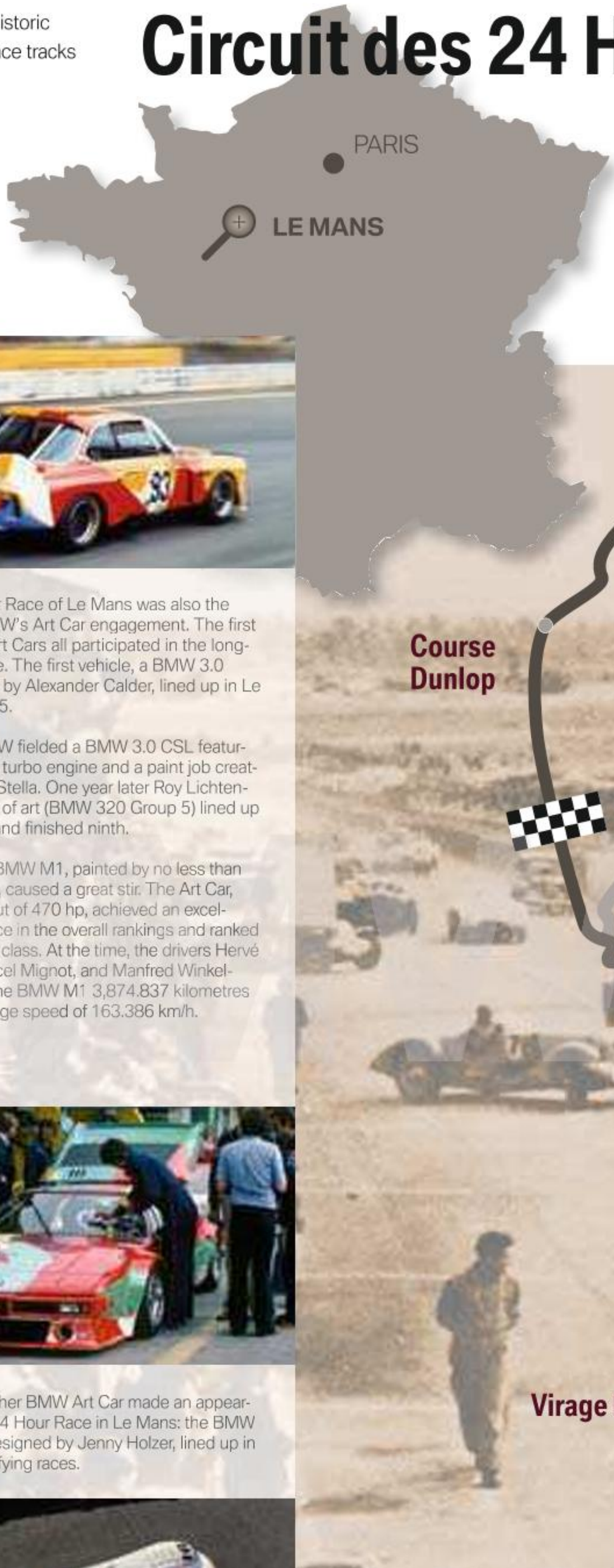
A look at the sales figures shows that the /5 Series was the first to have a top-of-the-range model achieve the highest sales volume. Apart from the authorities, few private customers picked the 500 cc model R 50/5. This was clear evidence that riding pleasure had become the decisive factor in choosing which motorcycle to buy.

↗ RIGHT From 1969, the /5 motorcycle series was manufactured in Berlin. Here a BMW R 75/5 is about to roll off the production line, 1972.

40 YEARS OF MOTORCYCLE PRODUCTION IN THE BMW PLANT IN BERLIN

The production start of the /5 Series exactly 40 years ago symbolized another new start for BMW as well: the transfer of all motorcycle production from the Munich Plant to Berlin-Spandau.
BMW had taken over the plant in 1939 as an aircraft engine production plant when they merged with the Brandenburg Motor Works (Bramo). After World War II the plant was used to manufacture scythes and sickles, and later machine tools. From 1958, BMW motorcycle frames were manufactured in Berlin. As of 1966, the final assembly of the motorcycles was also moved to Berlin. The complete components manufacture was then transferred to Spandau in May 1969. In June, the first motorbike of the /5 Series was assembled by hand. Mass production started in September; the same month saw 202 R 60/5 units rolling off the production line. Roughly 1.9 million BMW motorcycles have followed to this day.

Circuit des 24 Heures du Mans



- The 24 Hour Race of Le Mans was also the cradle of BMW's Art Car engagement. The first four BMW Art Cars all participated in the long-distance race. The first vehicle, a BMW 3.0 CSL painted by Alexander Calder, lined up in Le Mans in 1975.

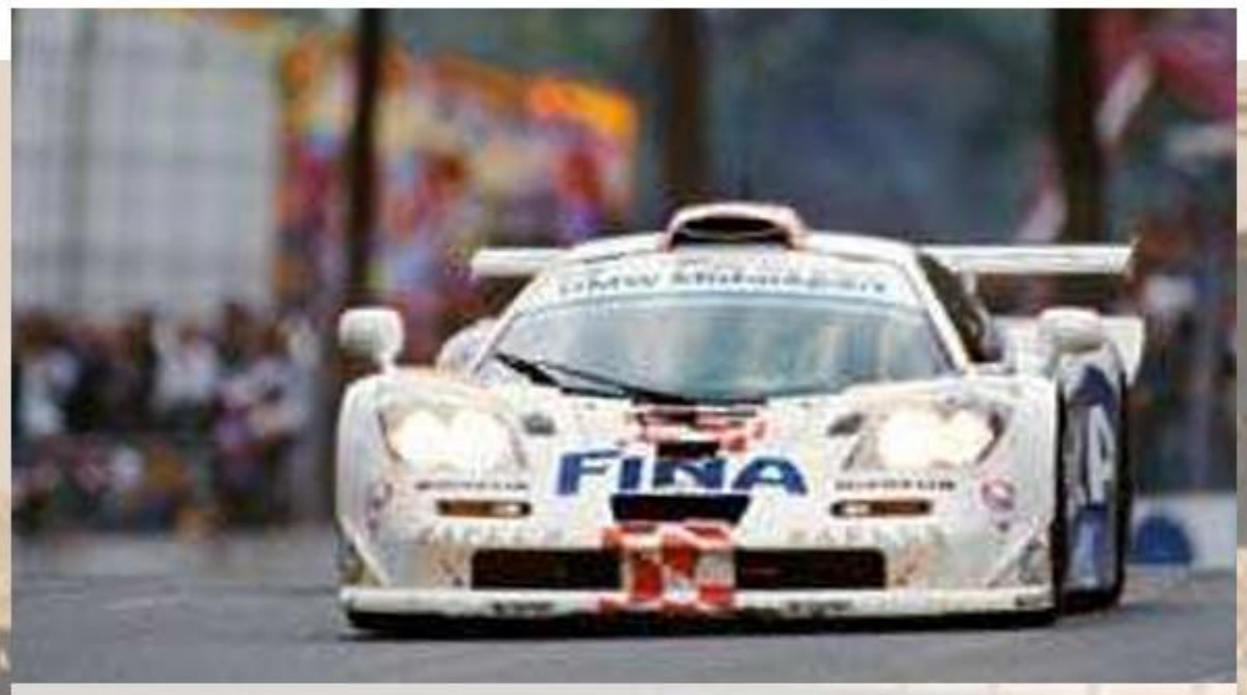
- In 1976, BMW fielded a BMW 3.0 CSL featuring a 750 hp turbo engine and a paint job created by Frank Stella. One year later Roy Lichtenstein's piece of art (BMW 320 Group 5) lined up for the race and finished ninth.

- In 1979 the BMW M1, painted by no less than Andy Warhol, caused a great stir. The Art Car, with an output of 470 hp, achieved an excellent sixth place in the overall rankings and ranked second in its class. At the time, the drivers Hervé Poulain, Marcel Mignot, and Manfred Winkelhock drove the BMW M1 3,874.837 kilometres with an average speed of 163.386 km/h.

- In 1999 another BMW Art Car made an appearance at the 24 Hour Race in Le Mans: the BMW V12 LMR, designed by Jenny Holzer, lined up in the pre-qualifying races.

The 24 Hour Race in Le Mans in France is one of the world's most renowned motor sport events. In car racing, a victory in Le Mans ranks right after winning the Formula One World Championship, and is therefore much sought-after by drivers and teams. It proves the reliability of a vehicle, the tactical skills and the perfection of the pit team, and the ability of the drivers to drive fast and as error-free as possible.

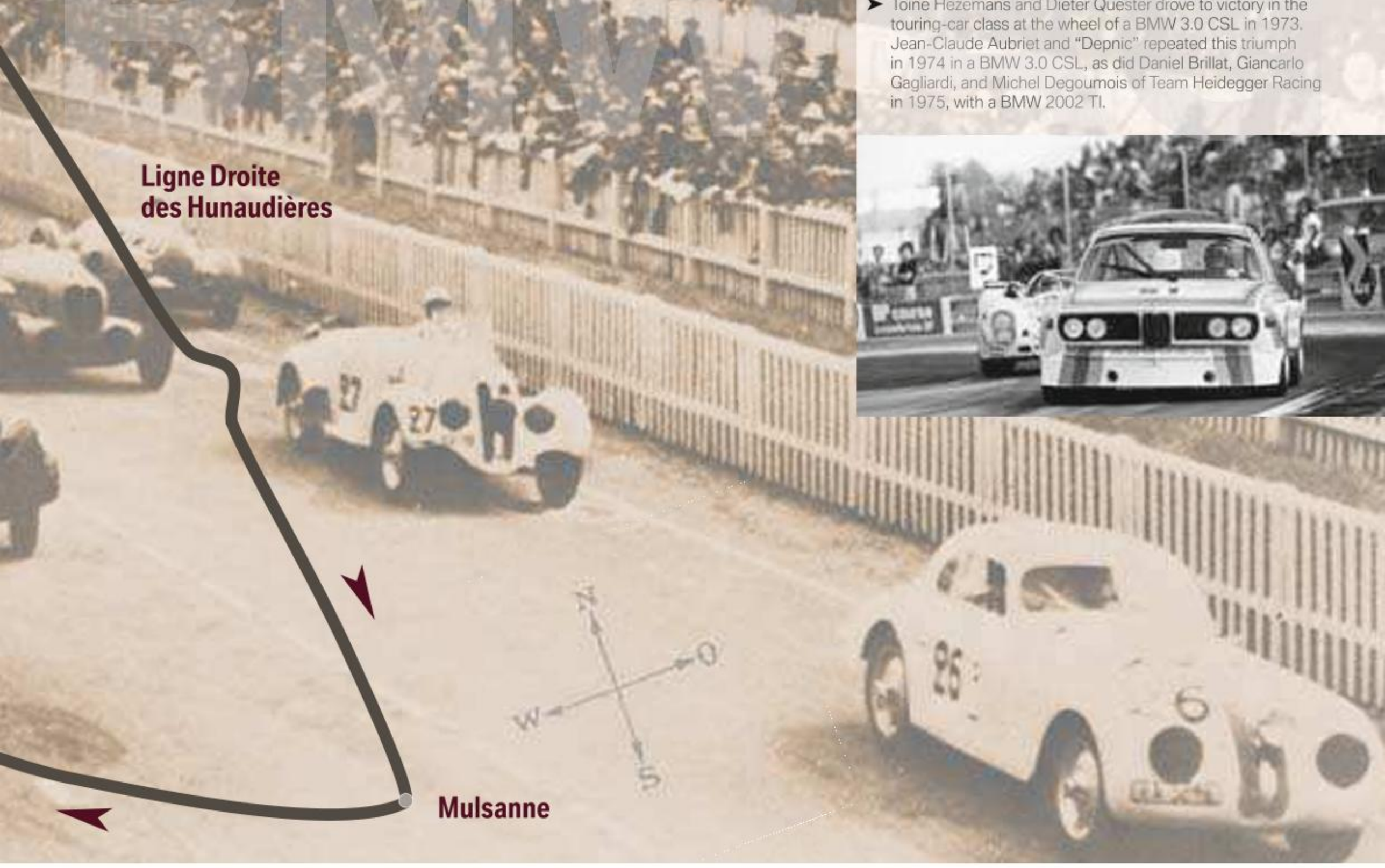
The race in Le Mans had its debut on the weekend of 26-27 May 1923. Until the 1980s, two drivers paired up as one team; today three drivers share one vehicle. For many years, a distinguished feature of the Le Mans Race was the so-called Le Mans Start: the drivers had to run across the race track to their vehicles, which were positioned in front of the pit lane, to perform a standing start. Since 1971 the race has begun with a flying start preceded by one warm-up lap.



➤ In 1997 a works team driving a McLaren F1 featuring a 12-cylinder BMW engine achieved the second place in the GT 1 class and the third place in the overall rankings. In 1995 a private team had already taken the overall victory behind the wheel of a McLaren F1 with a BMW engine.

➤ In 1939 Max Prinz zu Schaumburg-Lippe and Hans Wencher gained a class victory in the 2-liter class with the BMW 328 Touring Coupé, taking fifth place in the overall rankings. In addition, Ralph Roese and Paul Heinemanm, as well as Willy Briem and Rudolf Scholz, ranked second and third in the 2-liter class at the wheels of two BMW 328 Roadsters.

➤ Toine Hezemans and Dieter Quester drove to victory in the touring-car class at the wheel of a BMW 3.0 CSL in 1973. Jean-Claude Aubriet and "Depnic" repeated this triumph in 1974 in a BMW 3.0 CSL, as did Daniel Brillat, Giancarlo Gagliardi, and Michel Degoumois of Team Heidegger Racing in 1975, with a BMW 2002 TI.



4968 KILOMETRES ON THE WAY TO VICTORY

During the weekend of 12-13 June 1999, BMW celebrated a historical success at the 24 Hour Race of Le Mans. Behind the wheel of a BMW V12 LMR, the works team brought home the first overall victory for the white-and-blue brand.

By Niklas Drechsler **Photos** BMW AG

It was the third time in a row that BMW Motorsport had fielded a works team at the world's most famous and toughest long-distance race. Under the management of Charly Lamm, the experienced racing strategist of the Schnitzer team, the drivers Tom Kristensen, JJ Lehto, and Jörg Müller, as well as Yannick Dalmas, Pierluigi Martini, and Joachim Winkelhock, lined up in the prototype class in the two new BMW V12 LMR sports cars.

The race could not have been more dramatic. The Kristensen-Letho-Müller trio dominated the race for three quarters of the distance. Soon after the start on Saturday at 4 p.m, the superior team took the lead of the 48 fielded cars to regally keep it for more than eighteen hours. At 3 p.m, the partner vehicle, piloted by Yannick Dalmas, Pierluigi Martini, and Joachim Winkelhock, caught up and shot forward to position two: double leadership for the two BMW V12 LMR.

It happened shortly before noon on Sunday: a screw came loose in the leading vehicle, causing part of the anti-roll bar to press against the throttle linkage and jam the pedal. The driver, Letho, crashed against a wall. Fortunately, he only suffered minor injuries, but the car dropped out. Now the so-far-second BMW V12 LMR with the starting number 15 took the lead and held on to it. After 365 laps and 4,968 kilometres, Pierluigi Martini claimed the chequered flag at exactly 4:00 p.m. It was the first time a BMW works racing car had brought home the overall victory at the 24 Hour Race of Le Mans, which was held for the 67th time that year.

↘ BELOW Exhausted but on the top of the world: the winning BMW team (left to right) Joachim Winkelhock, Yannick Dalmas, and Pierluigi Martini at the award ceremony.

The BMW V12 LMR was also the first car in twelve years to win both the 24 Hour Race of Le Mans and the 12 Hour Race in Sebring in the same year. Furthermore, the racing car also celebrated victories in Sears Point, Laguna Seca and Las Vegas.

Back then, Dr Mario Theissen, the Director of BMW Motorsport, described the big challenges BMW was facing in designing the BMW V12 LMR as follows: “The outstanding engineering achievement in building a Le Mans race car is to find the optimal compromise between maximum road performance, low fuel consumption and stability. Nowadays, Le Mans is driven like a sprint – each lap at the limit, for 24 hours.” The BMW engineers did everything correctly 10 years ago.

GOLD MEDAL FOR THE SILVER BALLET

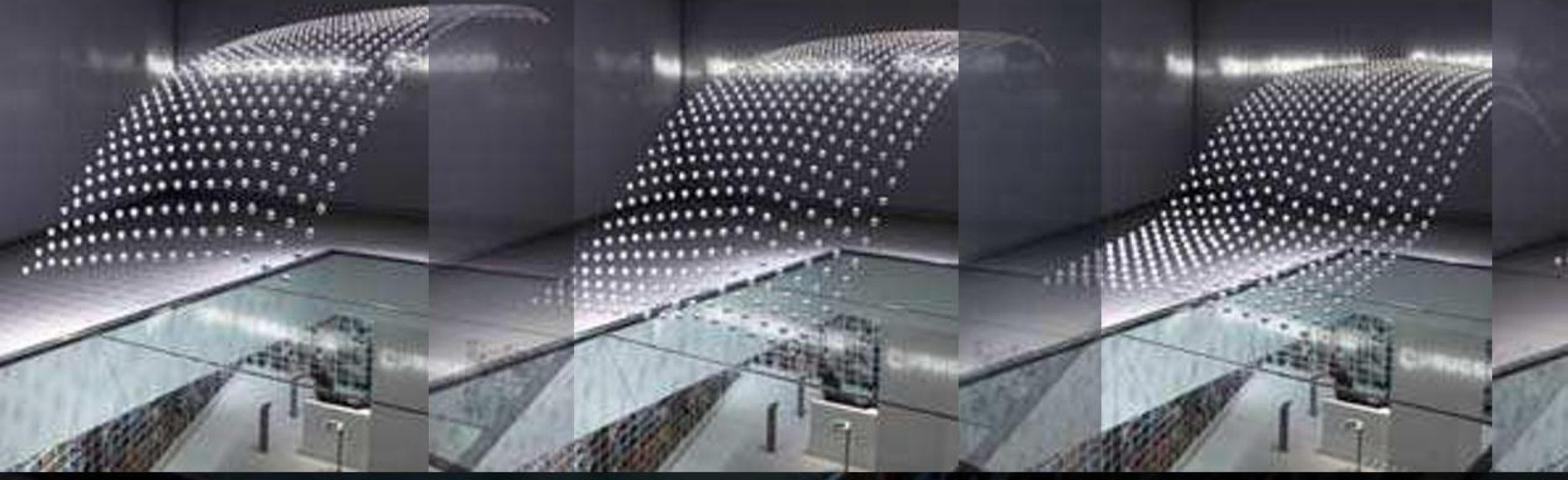
Its prominent location says it all: The award-winning Kinetic Sculpture can be found in the first room of the first House of the BMW Museum, of which it is an innovative and fascinating highlight.

By Max Bauer **Photos** BMW AG

The curtain has risen: 714 dancers take their places on the stage, each dressed in silver gowns, with not a corner or edge in sight; they radiate timeless elegance. The show begins as the music starts quietly. Smoothly, the first dancer rises from the ground, immediately followed by the second, and then dancers number three and four rise simultaneously; petit and grand allegro. Perfectly synchronized, they rise and fall, and change direction – moving in and out of different formations. Despite their constant movement the performance, merging silence and powerful creativity, has a hypnotic effect.

What appears to be a ballet is in fact the Kinetic Sculpture in the BMW Museum. The mechatronic art installation consists of 714 silver spheres suspended by barely-visible 0.2 millimetre steel strings, and moved by stepper motors in the ceiling. The interplay of the spheres is computer-controlled with to-the-millimetre-precision. Based on guidelines specified by BMW, it was developed by the Berlin-based creative agency Art + Com and implemented by MKT AG.

The first acts are over. Now the dancers rise once again. With wild creativity, they arrange themselves in the next formation. Applause. The



prelude of the form-finding dance seems to have finished; the choreography is complete, but only for a short moment, as the dancers never stop moving.

One complete performance lasts seven minutes. An intentionally wild chaos formed by the spheres alternates between abstract forms and the precise outlines of automobile designs. On a surface of six square metres, the spheres form three-dimensional outlines of the BMW 327, the BMW 1500, the BMW Z4 Coupé, as well as the BMW Concept Coupé Mille Miglia 2006. Elaborate graphic lightshows and recorded commentaries by BMW designers accompany the spheres' ballet, which is undoubtedly a museum highlight and leaves visitors spellbound.

The sculpture symbolizes the creative form-finding process in automobile design. An initial shape often exists only for a brief moment before being changed or abandoned as new thoughts and ideas emerge, are examined, realized and refined, thus creating new forms, which are then subjected to new transformation processes; a continuous cycle.

Drawing on existing and tried-and-tested designs; inspired by ideas, discussion, and cultures; much like the choreography of the mechatronic installation, the search for the perfect form is a continuous process. Just like the 714 "dancers" in the BMW Museum tirelessly starting their performance over again as soon as the last curtain has fallen, the perfect form is constantly evolving.

Sabine Zemelka

Head of Contextual and Advanced Design, BMW Group

How well does the Kinetic Sculpture represent the form-finding processes of automotive design?

The "Design House" in the BMW Museum contains three rooms, each showing the different phases of the design processes here at BMW. The central exhibit in the first room, the so-called "Concept Room" or "Idea Room", is the Kinetic Sculpture. It symbolizes the world of inspiration and development of ideas. It only seems as if ideas emerge from empty space; in fact, every good idea is the result of profound reflection of our surroundings, our customers, and of the respective context of our products. In the BMW Design Department, we need to absorb and interpret all sorts of relevant influences in order to convert them into a precise shape. Throughout this first creative phase, some ideas are worth pursuing and become reality, whereas some are discarded right away, and others lay the foundation for completely new directions and points of view. The Kinetic Sculpture embodies this flow of ideas during the design-development process, reflecting its lightness, elegance, and timelessness.

How would you characterize "good" design?

In BMW's Design Department, we believe that "good" design is primarily characterized by authenticity. This is the basis for our tradition "form follows function". People often misinterpret this motto; they think it only means doing without any ornamentation. However, it actually means to focus on the essential. The emotional appeal of a product is a crucial factor for "good" and successful design. Aesthetics take over functions. At BMW Design we try to create products that meet high technical stand-

Dr Ralf Rodepeter

Director BMW Museum

How do visitors react to the Kinetic Sculpture?

It certainly surprises many a visitor that the first thing they come across in the BMW Museum is neither a vehicle nor an engine, but an abstract sculpture. However, the visitors are without exception fascinated. What is more, they stop and marvel at the sculpture with admiration, sometimes even for several minutes.

What is it that makes the sculpture so fascinating?

I think there are several reasons. It tells a number of stories. This first room expresses a way of thinking, and does so in a very innovative way. It also describes the form-finding process for our vehicles, from many and varied initial ideas up to the finished automobile. In doing so, it follows all of the fundamental processes an automobile manufacturer undertakes from the beginning of the development process. At the same time, this installation is one of a kind – it is an absolutely beautiful piece.

The Kinetic Sculpture is one of several innovative media installations. What purpose does it serve?

We use our media installations primarily as means to direct attention to our extraordinary vehicles, which always take centre stage. For this reason, there are some stunning media installations, for example the Kinetic Sculpture. It serves as a starting point for the museum tour, shows BMW's creative spirit. The sculpture is also intended to raise questions, which are then answered throughout the tour.

What role does design play in the BMW Museum in general?

The beauty of our vehicles not only fascinates the visitors of our museum, but has also set international benchmarks for more than 80 years. Therefore, our successful history of automobile and motorcycle design plays a prominent role within the museum.

ards, provide optimal support for our customers, and also embody and excite desire.

The Kinetic Sculpture shows various shapes of automobiles, including models from the past. How important are historical products and decisions for future design?

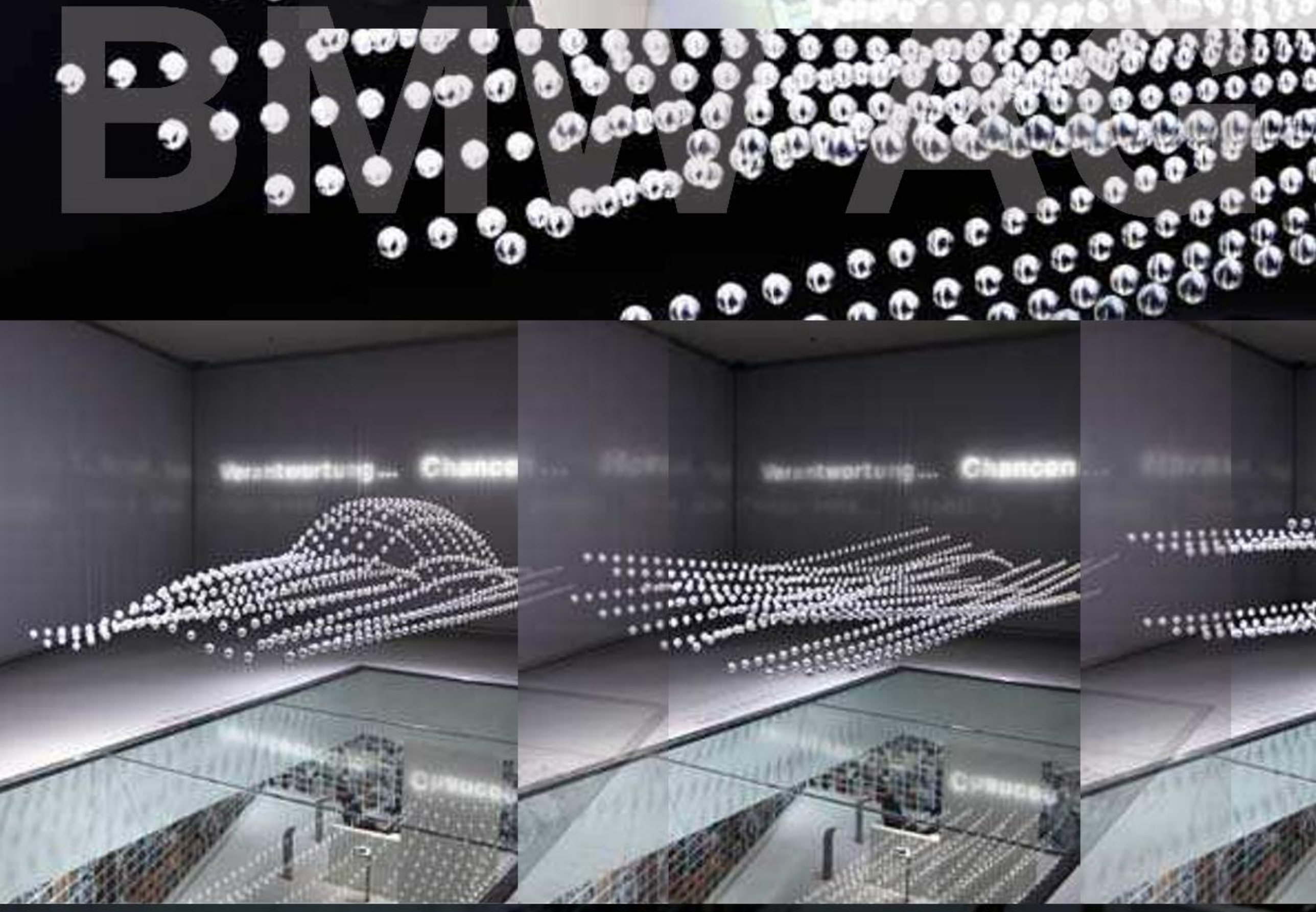
Our history is always both the basis and the reference for working on future models. At the same time, we constantly observe social developments, market situations, and innovations in production. Future developments have nothing to do with a "look into the crystal ball", but are always the result of intensive co-operation with our customers, thorough observation of our environment, and years of experience. Eventually, we need to evaluate all this knowledge properly to make the right decisions.

Prof. Joachim Sauter

Management ART + COM

The Kinetic Sculpture has won numerous design awards at the most renowned creative competitions this year, most recently a Golden Lion in Cannes. Did you ever expect this kind of success?

As early as the development stages of the sculpture, especially after the test arrangement, everyone involved in this project already noticed – or rather felt – that there was something extraordinary going on, the effect of which was difficult to put into words. Nevertheless, I doubt that anyone ever expected it would receive so much acclaim from design and advertising experts. I guess that was also because at some point we all lost the necessary detached perspective to judge our own project.



What were BMW's requirements? How did you come up with the idea of this Kinetic Sculpture?
First, I need to mention that we co-operated very closely with BMW on the development of the sculpture. The task BMW set for us was to show the development and design process of a vehicle from the first idea to the finished product. We decided to go for a provocative approach and choose a metaphorical mode of presentation: we wanted the story to be told on a dynamic area, hovering in the air. Among the options considered to realize this idea were nets, cloths, or flexible metal strips, all suspended on threads. In the end, we went for freely suspended spheres, since they reflect the interaction of many individual elements contributing to a greater whole. Moreover, they are controllable in the most flexible way and allow for the most variable representation of shapes. A test arrangement then showed us how well you can tell a story with this "spherical area". Based on this experience we then choreographed the story of developing a vehicle from an initial, undefined shape, followed by first design studies, then evolving into competing forms to eventually form the final shape of the vehicle.

Although there's no doubt that the mechatronic installation is the heart of the Kinetic Sculpture, the light, the graphic design, the voices, and the glass floor also play an important role – how do these factors interact?
All these elements have their individual functions, but at the same time together they constitute an integrated unity. The voices are interviews with designers and developers, who talk about their field of work and their philosophies, showing the human competence and ambition behind every single product. The light beams projecting quotations onto the walls bring the marketing aspect into play, and the glass floor allows a view of a clay model placed one floor below, the size and orientation of which corresponds to the "Kinetic Sculpture". If this clay model stood on a glass floor as well, you would be able to see the completely designed and produced vehicle arranged in the same orientation and position on the bottom floor. In this way, a narrative runs through three floors vertically, ranging from the development of ideas (Kinetic Sculpture) to the practical development process (clay model), up to the finished vehicle.

BMW AG AWARDS THE KINETIC SCULPTURE HAS WON

Event	Date & City	Award
Red dot design award	August 2009	Best of the Best
If communication design award	August 2009	Gold
Cannes Lions Award	24/6/2009 in Cannes	Golden Lion
ADC Europe	15/6/2009 in Barcelona	2 x Gold
D&AD	11/6/2009 in London	Gold & Silver
German Multimedia Award	9/6/2009 in Berlin	Silver Award
Prix Ars Electronica	Mid-May in Linz	Honour Mention
Clio Awards	14/5/2009 in Las Vegas	Gold & Grand CLIO
One Show Awards	4/5/2009 in New York	Gold & Best of Show
ADC New York	30/4/2009 in New York	Gold
ADC Germany	25/4/2009 in Berlin	Gold & 2 x Silver
DDC „Gute Gestaltung 09"	6/12/2008 in Frankfurt a. M.	Gold
Annual Multimedia Award	2008	Award

ORIGINAL BMW PARTS

It looks perfect, as perfect as a completely restored 30-year-old classic car can possibly look. The owner Marco Kögel, who has just finished mounting the new grilles, is by all means absolutely satisfied with his BMW 3.0 CSL. The restoration of his sports coupé is complete, for now. Kögel bought the classic in 1987. Despite being from Swabia, he has always favoured the Munich brand. Since he started restoring his classic, the businessman, who loves to tinker with his car, has needed about 200 new parts. Kögel has ordered almost all of these parts from his BMW dealer in Winnenden.

By Max Bauer **Photos** BMW AG

When you are looking for Original BMW Parts for classic vehicles, the BMW dealer is the first point of call. Every dealer has access to the online catalogue for historical parts, in which some 27,000 items are listed. The online catalogue is also available for private customers on the BMW Classic website (www.bmw-classic.com). For the time being, the desired parts can be ordered exclusively from BMW's dealer network. However, BMW is presently working on an online sales system, which will most likely be available from 2010. Once customers have ordered a part from the dealer, the parts logistics begin. The dealer passes the order on to the BMW Dynamic Center in Dingolfing; if the ordered part is available, it is immediately – in Germany usually on the same day – sent to the respective BMW dealer, who in turn informs their customer. The driving pleasure can continue as soon as the part has been fitted.

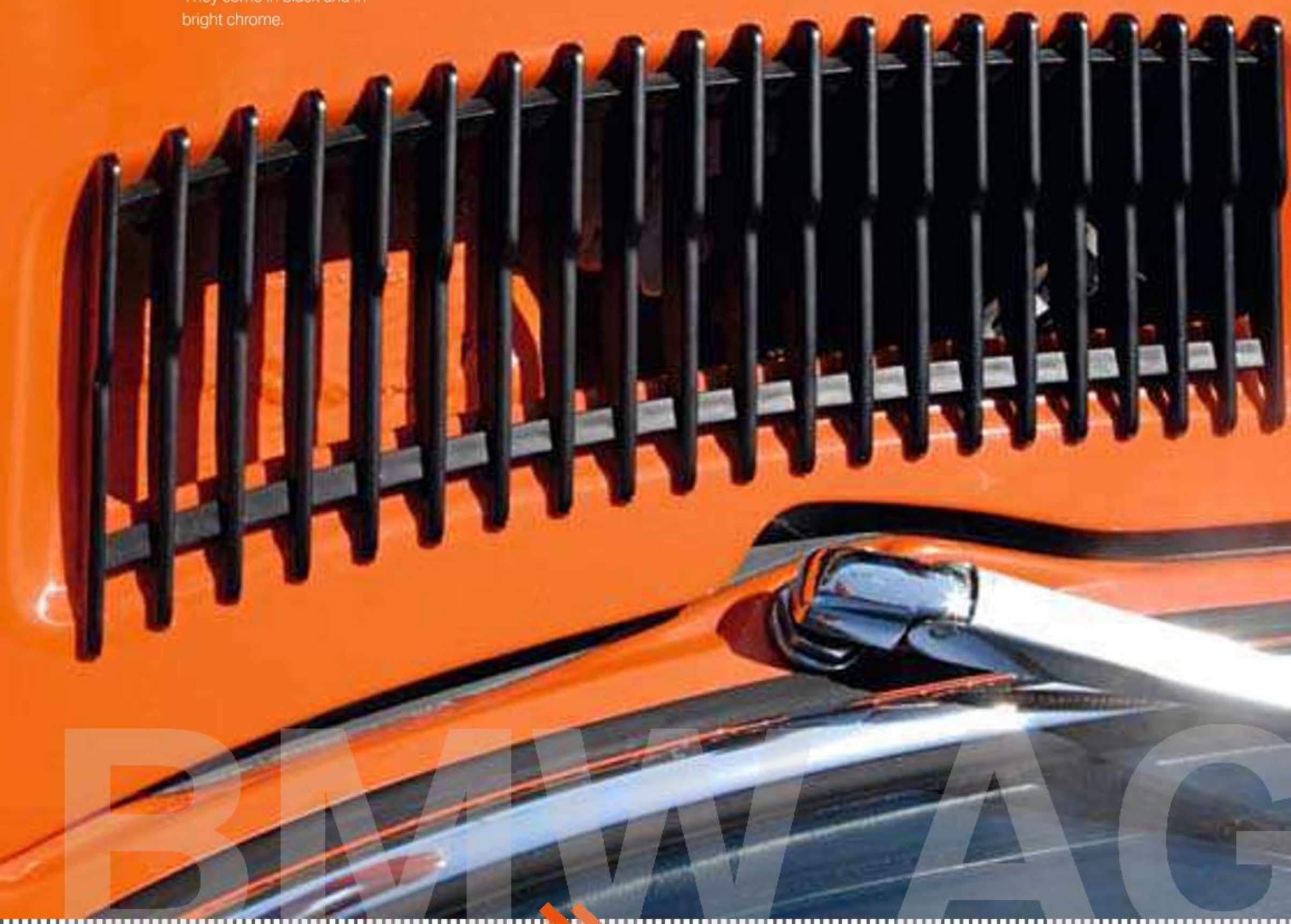
Marco Kögel got his grilles expeditiously: "The ordering service for historical parts works perfectly and usually very fast," the owner of several BMW classics praised BMW's parts supply. Original BMW Parts for classic vehicles can either be remainders from the vehicle's actual time of construction or reproduced Original BMW Parts. Sometimes customers request parts that are no longer in stock and can, therefore, not immediately be procured. Marco was lucky with his grilles; as they had been in great demand for a while, he got the last ones BMW Group Classic still had in stock.

Since the foundation of BMW's heritage division in 1994, there has been a department of experts specifically in charge of the parts supply. The responsible contact person is Georg Blumoser. His team, consisting of technicians, material procurement managers, and price analysts, examines both the stock and the demand, and initiates the reproduction if necessary.

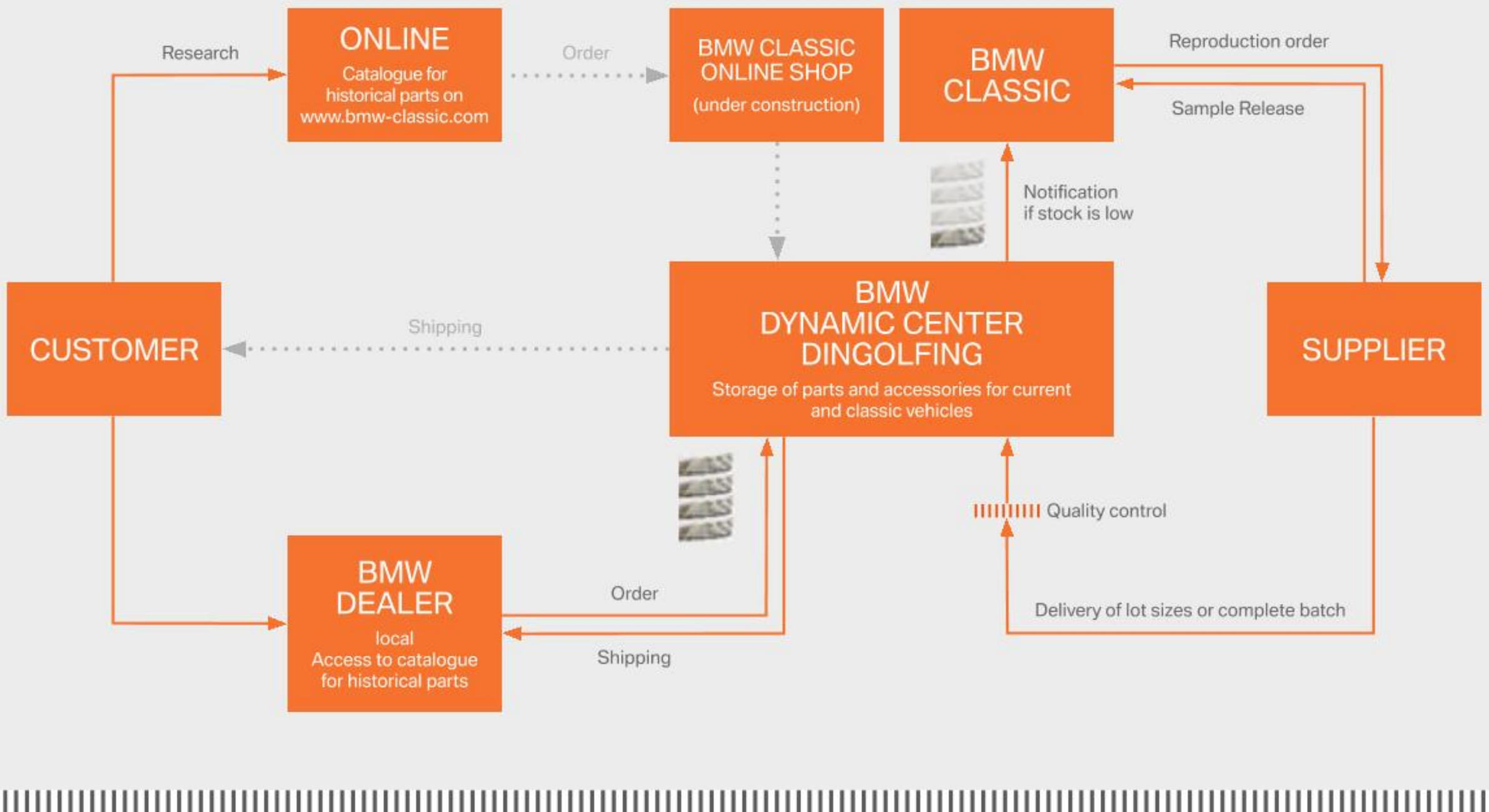
If a part needs to be reproduced, as in the case of the grilles, the first thing to do is to view the respective technical documents. Thanks to BMW's enormous archive, original construction plans, samples, models, drawings, and the like are usually available. If this is not the case, BMW Group Classic prepares new technical drawings on the basis of original photos and corresponding parts of classic vehicles from the collection. In the case of the grilles, all necessary documents were at hand.

Next, the team in charge of historical parts needs to find a suitable supplier. Together with the BMW Purchasing Department, they search the BMW Plant Network as well as a network of specialist companies. It is not always easy to find an adequate supplier: they must not only meet BMW's high quality standards, but also be willing to provide affordable, low-batch production. If a supplier has already manufactured a certain part several times without defects, they can expect to be entrusted again. New suppliers must first prove themselves throughout BMW's purchasing pro-

↓ BELOW The grilles of the big coupés are much sought-after Original BMW Parts. They come in black and in bright chrome.



ORDER AND SALES PROCESS OF ORIGINAL BMW PARTS



cess and subsequently in practice as well. If a suitable supplier has been found, they receive an order from BMW's Purchasing Department and a call-off order from BMW Group Classic specifying the delivery date and the desired quantity. For the grilles, BMW selected a medium-sized supplier from Swabia. The company specializes in bodywork and attached parts and has manufactured grilles for the BMW 3.0 Coupés in the past.

Even with the corresponding technical documents at hand, it is still very laborious to reproduce an original BMW part for a classic. As Blumoser explained, the original tools are rarely available. Therefore, it is usually necessary to fabricate new custom-made tools. BMW bears the costs for the new tools and in return the suppliers deliver exclusively to BMW. With these tools, the supplier first manufactures a sample, which is then presented to BMW Group Classic's specialists for examination. The part comes in several separate assemblies. Each of them is assigned to a specialist in Georg Blumoser's team who first examines the sample. The appearance must be functional and genuine, and the quality of the used materials also plays a decisive role. The part is then mounted to the vehicle and directly tested on the car in BMW Classic Center's customer workshop.

After the new sample was received from the supplier, it was also examined directly on the BMW 3.0 CSL, an item from BMW Group Classic's car collection. The result did not convince Blumoser, the technician in charge, and the motor mechanics of BMW Group Classic. On one side it protruded several millimetres, and so was sent back with a request for corrective work. The second attempt was successful: the corrected sample-part fitted like a glove. Except for the obviously newer condition, there was no recognizable difference from the previous grilles, so the experts gave the go-ahead. While the supplier produces the part, BMW Classic handles the commercial processes. The sales price is calculated based on the purchase price, on the costs for storekeeping, tool construction, and shipping, and on the capital commitment of the specialists from the Parts Department.

Depending on the complexity of the components manufactured, BMW either purchases lot sizes or the complete batch. This depends, among other things, on the material. For example, certain braking components can only be stored for a maximum of five years because the rubber becomes porous. The amount of reproduced parts is always calculated so as to meet the demand predicted for the next 10 years. In the case of Marco's grilles, the delivery of the reproduced parts will provide BMW Classic with sufficient parts in stock for the years to come.

The new grilles were delivered to the BMW Dynamic Center in Dingolfing in August. The parts could only be booked in the incoming goods department and incorporated into the stock after they had

↗ ABOVE BMW aficionado and entrepreneur Marco Kögel in front of his inka-orange BMW 3.0. CSL from1973.

↖ LEFT TO RIGHT Several grilles are drying after the surface treatment. The grille is a part that can be easily installed with a few grips.

undergone more quality control. If a part fails, it is sent back to the supplier, who is responsible for the quality. Since the grilles passed the second quality control, too, the accumulated order backlog could be worked off within a few days after the delivery of the reproduced parts. From the request for proposal to delivery the grilles needed 16 weeks – the reproduction usually takes between two months and one year.

"To keep deviations from the actual demand as low as possible, the Parts Department's employees always keep an eye on the overall number of vehicles worldwide," explains Ralf Vierlein, General Manager Development, Technologies and Aftersales BMW Group Classic. On the basis of their experience and expertise the responsible team assesses the future development of the number of vehicles, as well as the classic series' to come. At present, there are about 550,000 classic BMW automobiles as well as about 70,000 classic BMW motorcycles worldwide. In 2009 alone, BMW Group Classic has taken over responsibility for the technical support and the parts for 264,000 vehicles from the E 30 model line. This line comprises an enormous amount of 8,800 parts, which need to be integrated and cleared. In 2010, the second generation 7 Series consisting of about 30,000 vehicles and 3,000 additional parts will follow; in 2011 the 8 Series with 5,200 vehicles and 3,400 parts. Vierlein confirmed these predictions of an increasing demand for spare parts in the classic car section. However, he is not worried about it: "We are well prepared," he said.

BMW aficionado Marco Kögel will be happy to hear this. After having completed the restoration of his 3.0 CSL, he is already tinkering with a new car: a BMW Alpina 2.8 CS from 1970. For the reconstruction of this racing coupé Kögel will once again need a lot of parts.

Interview with Georg Blumoser

Manager Part Sales BMW Classic

Mr Blumoser, what is the difference between reproducing Original BMW Parts for classic vehicles and for new vehicles?

In the case of parts for new vehicles, there are considerably more documents available, and usually they are three-dimensional. The drawings for the classic parts were, without exception, prepared on the drawing board. This complicates the reproduction process enormously. Another challenge is the production volume. For many suppliers, the required quantities of 100 or even fewer parts are too small and too cumbersome, even though BMW pays for the tools.

How important is the originality of the parts?

The originality is absolutely crucial. All our parts are Original BMW Parts that have passed BMW's quality processes. Reproduced parts for classic vehicles never differ from the original form. Sometimes new materials may be used, especially when they are of higher quality or are to comply with current safety standards. This applies especially to parts made of rubber and synthetic materials. However, since we provide them as the manufacturer, they are in fact Original BMW Parts.

What distinguishes BMW from other suppliers?

Some owners of classic BMW vehicles don't yet know that they can purchase the parts for their classics directly from the manufacturer. We refer those who come to us directly to the BMW dealership network. There are also people who manage with alternative parts that do not comply with BMW standards. Original BMW Parts are, however, of a higher quality, which we at BMW guarantee. Aside from that, our new Classic Center offers additional services including maintenance, repair work, and complete restoration. This way, the parts supply and the service come from one hand.

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