

BECK-BURRIDGE, MARTIN, AND WALTON, JEREMY. *Britain's Winning Formula: Achieving World Leadership in Motorsports*. New York: St. Martin's Press, 2000. Pp. vi + 297. Illustrated. Charts and tables, appendix, index. \$75.00 cb.

In the Midlands of England lies Great Britain's own Silicon Valley. Motor Sport Valley is home to engineering companies, race teams, constructors, wind tunnels, consultants, and race tracks, as well as component suppliers who produce everything from airfoils to wheels. Racing enterprises worldwide rely on British engineering and manufacturing, and many foreign race teams maintain facilities there. *Britain's Winning Formula: Achieving World Leadership in Motorsports* looks at how Motor Sport Valley came to be and how the diverse interests there interact.

The authors (Beck-Burrige is Director of Automotive Studies and Senior Lecturer in International Business at Henley Management College, and Walton is a freelance journalist and prolific motorsport author) make a strong argument that Great Britain, noted more for its sporting philosophy than its commercial and technological might, has cornered the market when it comes to the motorsport industry. They attribute Britain's success to a fortuitous intersection of accident, history, and economics. A series of disastrous racing accidents in the 1950s led several companies, including dominant Mercedes Benz, to leave racing, and Switzerland banned motorsport entirely. At the same time, club racing in Great Britain was gaining popularity and vacant airfields were plentiful for conversion to race tracks. When cigarette advertising on television was banned, Colin Chapman brought those advertising dollars to British racing. A major component of early British success was the leadership of motorsport pioneers—Chapman, John Cooper, Frank Costin, and others—who adapted aircraft technology to produce lighter, cheaper, more aerodynamic midengine race cars. Unlike companies such as Ferrari and Porsche, which built race cars in-house for their own factory teams, British constructors built cars for anyone who wanted to buy them, resulting in large numbers of British cars on the starting grid. By the early nineties even Formula 1 lion Ferrari had acknowledged the supremacy of British technology. "In Italy we are cut away from the Silicon Valley of Formula One that has sprung up in England," said Ferrari president Luca di Montezemolo, and he hired two Englishmen to lead the team in design and management (218). With its emphasis on flexibility and innovation, British design and engineering has become the leader in motorsport technological development for formula (including Indy cars), rallying, and touring cars. Motor Sport Valley companies and organizations tend to cluster together geographically for the ease of collaboration and access to skilled workers. The number of enterprises continues to grow as key players leave one venture to start their own, promoting close interpersonal relationships.

While the "we" of British boosterism occasionally intrudes, the authors offer solid documentation based on surveys and interviews with major players throughout the industry. Defined by the overarching themes of leadership, teamwork, strategy, and innovation, the work covers every conceivable aspect of British motorsport industry. The book considers the various types of auto racing venues and the teams who compete (with heaviest

emphasis on Formula One), the management and sponsorship side of racing, media coverage, oversight organizations, and the technological and economic infrastructures. The work is especially useful for the recent statistical data and the thumbnail sketches of many of the companies and organizations discussed. There is an excellent bibliography, though it is often difficult to find the correlative entry from the text citation; the bibliography is arranged by chapter and apparent footnote numbers, but there are no footnote numbers in the text, and not every study mentioned in the text appears in the bibliography for the corresponding chapter. An appendix of motorsport companies in the UK is also a plus.

The writing style, however, is a drawback. The text sometimes reads as if it has been translated from another language by someone who possesses only a technical knowledge of English. Awkward wording is exacerbated by serendipitous use of commas. Further, there is unnecessary repetition, as if chapters had been written independently of each other. These stylistic matters should have been dealt with during editing.

The last three chapters of the book provide a good summary of the work. This reviewer suggests reading these first and then dipping into the detailed descriptions and analyses of specific companies, teams, organizations, and relationships so well covered in the first eleven chapters, which can nearly serve as a ready reference handbook to the major forces in British motorsport. Scholars interested in the economics of motorsport will want to read *Britain's Winning Formula*.

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ROSS, DONALD J. *Golf Has Never Failed Me: The Lost Commentaries of Legendary Golf Architect Donald Ross*. Chelsea, MI: Sleeping Bear Press, 1996. Pp. xi + 258. Illustrated. \$29.95 cb.

THOMAS, GEORGE C., JR. *Golf Architecture in America: Its Strategy and Construction*. Chelsea, MI: Sleeping Bear Press, 1997. Pp. xxv + 342. Illustrated. \$85.00 cb.

Most of us who play golf as a hobby probably never think of the architecture of a golf course, except when we hurl imprecations at an ill-placed bunker or more contemplatively marvel at the scenic beauties of a well-designed hole. But as these two accounts reveal, the design of a golf course involves a complex, sometimes maddening series of rational decisions, often as hidden from the weekend golfer's view as the subterranean drainage systems without which golf would be mere hacking for us all.

Both Ross and Thomas were prolific and influential golf course architects, doing the bulk of their work in the first three decades of the twentieth century. Born in Scotland in 1872, Ross moved to the United States in 1899 to build and operate a golf club near Boston. Over the next half-century, he designed over 400 courses, including such famed ones as Pinehurst in North Carolina and Oakland Hills near Detroit. Thomas was less well-known and prolific than Ross. Born into a wealthy Philadelphia family in 1873, Thomas took up golf architecture as a hobby. His first love was gardening, a passion which