

[ **HARDCOVER:** US ]

# Ford, Ferrari battle in 1960s cost lives as well as fortunes

*In the early 1960s Ferrari was the undisputed king of Le Mans, the world's oldest, most prestigious endurance race. Then Henry Ford II decided to wrest the title from the Italian carmaker*

BY **RICK WARNER**  
BLOOMBERG

When Henry Ford II and Enzo Ferrari battled for supremacy at the 24 Hours of Le Mans in the mid-1960s, it shook up the auto-racing world and kept morgues busy.

Ford's monumental effort to topple Ferrari from the summit of sports-car racing is vibrantly told in *Like Hell*, A.J. Baime's fast-paced account of the clash between the two fearsome, hyper-competitive automotive titans.

Baime, an executive editor at *Playboy* magazine, brings the high-stakes drama to life with vivid portraits of both men, who had more in common than their passion for cars. Both had longtime Italian mistresses (Ford's became his second wife, Ferrari's bore him a son), little patience and no tolerance for failure.

The book also includes mini-profiles of colorful characters such as Carroll Shelby, an ingenious Texan who designed Ford's first Le Mans-winning car; Phil Hill, a Beethoven-loving, anxiety-ridden Californian who became the first American to win the Formula One driving title; and Englishman John Surtees, a motorcycle and racecar champion who recovered from a near-fatal crash, only to be ditched by Ferrari after a falling out with the team manager.

In the early 1960s Ferrari was the undisputed king of Le Mans, the world's oldest, most prestigious endurance race. Cars manufactured by the small Italian company finished first for six straight years before Ford ended the streak in 1966, becoming the first American car to win the race that began in 1923.

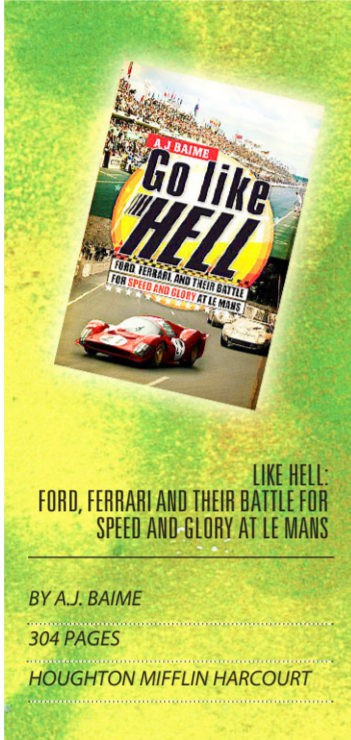
Baime gives a dramatic account of that finish, which remains the closest and most controversial ever at Le Mans.

With its top teams running 1-2 at the last pit stop, Ford officials tried to stage a photo-op tie, with both cars crossing the line at the same time. Because of an obscure rule, however, Bruce McLaren and Chris Amon (two drivers took turns piloting each car) were declared the winner over Ken Miles and Denny Hulme.

The botched plan ended Miles' bid for an unprecedented sweep of the Daytona, Sebring and Le Mans endurance races that year. He never got another chance. Two months later, during a test drive in Riverside, California, his experimental car crashed down an embankment and exploded, killing him instantly.

Death is ever-present in

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Baime's book. In an era when speed almost always trumped safety — Ralph Nader first sounded the alarm in his book *Unsafe at Any Speed* in 1965 — drivers died at an alarming rate. McLaren, killed in a 1970 crash in England, had unwittingly written his own epitaph years earlier: "To do something well is so worthwhile that to die trying to do it better cannot be foolhardy."

Many thought Henry Ford II was foolhardy for challenging Ferrari at Le Mans. But the grandson of Ford Motor Co's founder was determined to make his mark in European racing, primarily because it would help sell more Fords overseas. He also had a personal grudge against Enzo Ferrari after the Italian backed out of a deal to sell his company to Ford at the last minute.

With the aid of Shelby and a rising executive named Lee Iacocca, Ford poured millions of US dollars into the effort and eventually overtook Ferrari. Ford captured four straight Le Mans titles from 1966 to 1969, while Ferrari never won the race again.

"Henry Ford II's vision of his company as a Le Mans champion began as a marketing campaign, an investment he hoped would pay off at the cash register," Baime writes. In the end, it became something far more. Nationalism, glory, a quest to make history like no automotive magnate ever had ..."

## Ex-astronaut to lead

# NASA

*The US Senate has confirmed Charles Bolden as the next administrator of the American space program, giving him the tough job of rejuvenating a moribund agency and renewing public interest in manned space flight*

AFP, WASHINGTON

Charles Bolden, a former astronaut and firm believer in manned exploration of space, is set to pilot NASA into a future clouded by rising costs and flagging public enthusiasm for the mission to find new worlds.

This unflappable former combat pilot, confirmed by the US Senate on Wednesday, comes to the job with extensive experience and the support in Congress of US Senator Bill Nelson of Florida, a former astronaut who was a crewmember on Bolden's first shuttle mission in 1986.

Once sworn in, Bolden, 62, would be only the second astronaut to lead the space agency and its first African-American administrator.

It would be the culmination of a career that has taken him to the heights of the US space and military establishments from a childhood in the segregated US south, where he was born in Columbus, South Carolina on Aug. 19, 1946.

"Naval academy grad, Marine test pilot, astronaut, general — Charlie will bring back the magic from a time when we rode rockets to the moon," Nelson said in a post on micro-blogging Web site Twitter.

As a Marine Corps fighter pilot, Bolden flew combat missions over North and South Vietnam, Cambodia and Laos during the Vietnam War.

He graduated from the US Naval Test Pilot School at Patuxent River, Maryland, in 1979 and the following year was selected as an astronaut by NASA, where he held several technical and administrative posts, including assistant deputy administrator at the agency's headquarters in Washington.

His first space flight was as a pilot on the space shuttle *Columbia*.

Bolden piloted the *Discovery* shuttle that deployed the Hubble space telescope in 1990, and commanded two further shuttle missions, including a historic first joint US-Russian mission on *Discovery* in 1994.

That same year, he left NASA to return to the Marines, rising to the rank of major general and deputy commander of US forces in Japan before his retirement in 2003.

NASA has struggled to maintain funding for a space mission that has lost much of the glamour of its early years, and has been afflicted by rising costs and dimming public interest. Many safety questions were raised after the 2003 *Columbia* disaster.

"Today, we have to choose. Either we can invest in building on our hard-earned world technological leadership or we can abandon this commitment, ceding it to other nations who are working diligently to push the frontiers of space," Bolden said in a statement after his confirmation.

"If we choose to lead, we must build on our investment in the International Space Station, accelerate development of our next generation launch systems to enable expansion of human exploration, enhance NASA's capability to study Earth's environment."

Bolden would be taking up the helm at NASA as it prepares to retire the shuttle program next year.

He would have to keep the manned spaceflight program going for another five years before the first scheduled flight of the massively over-budget and glitch-marred Constellation program, which aims to lift off in 2015 and take



PHOTO: AFP

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— Charles Bolden, NASA administrator

astronauts to the moon and Mars.

Obama, who said in March that NASA had “a sense of drift,” has tapped a panel of experts to review the Constellation program, with recommendations due in late next month.

Bolden was previously chief executive officer of JACKandPANTHER LLC, a private military and aerospace-consulting firm.

He also sits on the board of Marathon Oil, which was implicated in a money-laundering and corruption scandal involving the leader of oil-rich African nation Equatorial Guinea in 2004, but later cleared of any wrongdoing by a US Senate investigation.

Retired Major General Charles Bolden testifies during his confirmation hearing before the US Senate's Commerce, Science and Transportation Committee on Capitol Hill in Washington. The Senate on Wednesday confirmed Bolden as administrator of NASA.

PHOTO: AP

[ **SOFTCOVER:** TAIWAN ]

## Alphabet soup for the newcomer's soul

*Written by Amy Liu and published by the Community Services Center, 'Taiwan A to Z' provides an introductory taste of Taiwanese culture*

BY **LAI ANYU**  
CONTRIBUTING REPORTER

The territory covered by a “cultural guide” can be both vast and devious. There are subtleties to navigate, generalizations to make, and, to be sure, a lot of space to cover. Amy Liu gallivants through this tricky terrain with gusto. *Taiwan A to Z, The Essential Cultural Guide* is at once a dictionary, menu, sociology text, travel guide, history, brochure and easy read. Mostly, it's the inside scoop in manageable doses, alphabetized, too.

Make no mistake, Liu writes about her beloved island through a rose-tinted pane — not that this makes her accounts any less appetizing; she knows the way to the heart is through the stomach. F is for “Friendly Taiwanese,” a gimmicky chapter that may be difficult to digest (more on that later), but also for “Fruit Paradise,” a mouthwatering compilation ranging from wax apples to star fruits.

Liu's guide entices readers with the best of Taiwanese cuisine, from pearl milk tea (珍珠奶茶) to *fantuan* (飯糰), or sticky glutinous rice rolls, to eight different varieties of dumplings. As for *xiao chi* (小吃), or snacks, Liu guides visitors to the homes of signature dishes: Hualien for *mochi* (麻糬), Keelung for tempura, Shengkeng for stinky tofu. To eat Taiwanese fare, Liu offers a chapter on using the country's utensil of choice, though it may be difficult to translate the painstaking directions into actual skill with chopsticks.

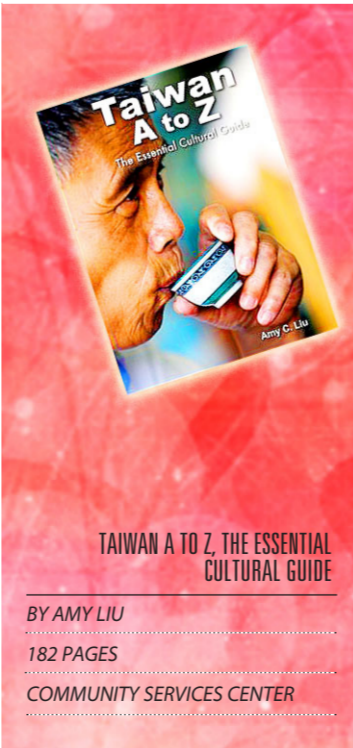
Equally tricky to grasp may be mannerisms intuitive for native Taiwanese, but Liu treats these more subtle aspects of culture with good humor. “I” is for “Indirect Communication — How Taiwanese express themselves.” “The Taiwanese value indirect communication and they don't spell out everything,” Liu writes, before translating a few phrases. “Yes,” for example, frequently means “I hear you” and is more

popular than the only reluctantly uttered “no.”

The “Etiquette” chapter is perhaps the guide's most practical. Caveats against impaling a bowl of rice with chopsticks (only done at funerals) or proffering business cards with only one hand are valuable tidbits. Some rules stem from common sense — don't pick up food then put it back in the dish — but others — do not use chopsticks to spear food and don't write on someone's business card (it represents their face) — could be a newcomer's saving grace.

Other must-reads fall under P, for “People of Taiwan,” which gives a broad overview of the island's history and demographics, or under B, for “Betel Nut Beauties,” Taiwan's notorious hawkers of the chewable nut popular for its tobacco-like buzz, as well as of revealing marketing strategies. Handy details are scattered here and there. *Ganbei* (乾杯), for example, means “bottoms up” and should be uttered with the

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generous toasting inevitable at formal business dinners.

If the guide does not shy from generalization, it also isn't burdened by the need to dissect all its claims. It must be said, however, that characterizations such as, “ABCs by and large are well-educated, energetic, adventurous, and independent,” are startling, to say the least. It might be better to encounter “Friendly Taiwanese” in person, rather than in words stating, “Indeed the general impression ... is that the Taiwanese are, among other things, friendly, polite, hard-working, kind, passionate, easy-going, reliable, open, and flexible.”

Liu's social studies are her most ambitious. For the most part, it boils down to “Westerners value individualism, while Taiwanese respect group-orientation.” In “Identity, I or We” — it all starts from the nursery,” Liu describes the difference between Taiwanese parents, who sleep in the same room or even bed as their children

(sometimes at the price of the father's exile to another room) versus Western families, who often have their babies sleep alone starting on the first day in order to instill independence.

She writes of Western culture, “The ‘self-identity’ — (I, me, my) and the need to stand out from the crowd and be different is considered desirable” and contrasts this with Taiwanese who “identify closely with the group ... All aspects of personal and professional life, including relationships, are connected and intertwined for everyone who is considered part of the group. The desires of the ‘self’ cannot be separated from the wishes of the group and the family.” At the same time, Liu explains, “Taiwanese people are group-oriented ... however, they are generally not good at teamwork,” attributing this to a culture of fierce competition that extends into offices and classrooms alike, thus the unusually high number

of university degrees and PhDs found on the island.

Liu writes that her inspiration stems from seeing both her brother's child raised in Taiwan as well as her sister's children brought up in the US. She herself is, in her own terms, a “Returning Taiwanese,” having emigrated to the US from Taipei when she was 13. It's perhaps these double-sided perspectives that lend the book the familiarity of an insider and its accessibility to those who are not.

Liu's guide aptly compiles the lessons newcomers might otherwise learn over a period of time, through observation and conversations. It's less draining than an academic paper and more reliable than a tourist's brochure, and it's accompanied by glossy, full-page color photos. Of course, cultural guides tend to be rendered out of date as quickly as iPod models, but for the time being, Liu's guide will help readers with their first steps in Taiwan.