

# MUSINGS ON MOBILITY

Essays by Michael L. Sena

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MUSINGS ON MOBILITY essays touch on everything associated with why and how people move, the ways they get from where they are to where they want or need to be, and the infrastructure that sometimes enables and sometimes obstructs their movement. The author of these essays was trained and worked as an architect and urban planner, and then changed careers to work with the automotive manufacturing industry and its systems and service suppliers on designing, developing, and putting into use products and services that make driving safer, more secure, and more comfortable.



A Ford Flivver

## ***Is Elon Musk the Henry Ford of our day, and if he is, which Henry Ford, the myth, or the man?***

*"In the twenties, Ford had regularly promised either the incredible or the impossible – flivvers<sup>1</sup> that would fly, pastoral factory towns, a magic wand over Muscle Shoals,<sup>2</sup> farms devoid of drudgery and made prosperous by the sale of soybeans and straw. These things did not happen; but people were willing to believe they might, and so possibly was Ford."*

*John Kenneth Galbraith  
The Liberal Hour, 1960<sup>3</sup>*

PEOPLE NEED HEROES, legendary figures endowed with great strength or ability, admired for their achievements and outstanding qualities. Heroes give us hope, energize us, impart meaning and purpose, give society and individuals direction, and in the best of cases, convey wisdom.<sup>4</sup> However, during the course of history, one man's hero has been another man's villain. Julius Caesar was (mostly) loved in Rome, but he was not a favorite of the Gauls. Jeanne d'Arc was a fifteenth century teenage hero of the French, but the English burned her at the stake for leading French troops against them. It isn't until the eighteenth century that heroes can be acknowledged by multiple cultures for their contributions to humanity. Maybe Robert Fulton, designer of the first commercially successful paddle steamboat, or Samuel Morse, inventor of a system of electric telegraphy and the Morse Code, or Alexander Graham Bell, who invented the telephone, were not considered by the gods in Valhalla to be in the same league as Heracles, Achilles, and Odysseus, but their outstanding achievements were widely acknowledged and appreciated for improving the lives of people everywhere.

And so, we come to two men, Henry Ford and Elon Musk, who, within the span of one hundred years, have been credited with having perhaps the greatest impact on personal transport, even more so than the original inventors of the internal combustion engine and electrically propelled vehicles. Neither man invented either. Henry Ford's global fame and notoriety achieved epic proportions during the first half of the 20<sup>th</sup> century, and the same is true for Musk during the first decades of the 21<sup>st</sup>. I believe that in order to know whether we will come to understand Elon Musk as a man of fame or one of notoriety we must have a clearer understanding of the model upon which he has consciously or unwittingly formed his persona and his actions, Henry Ford.

<sup>1</sup> The Ford Flivver is a single-seat aircraft introduced in 1927 by Henry Ford as the "Model T of the Air". After a fatal crash of a prototype into the ocean off Melbourne, Florida, production plans were halted.

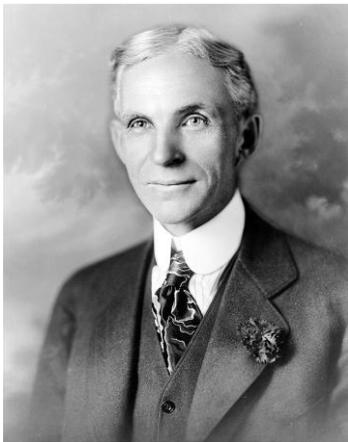
<sup>2</sup> In 1921, Henry Ford, the automotive guru, proposed \$5 million dollars to buy the town of Muscle Shoals, Alabama and Wilson Dam, which was being constructed at the time. Ford wanted to buy the dam, build a city, and create an automobile manufacturing center nearby. His plan was rejected by the U.S. Congress.

<sup>3</sup> Galbraith, John Kenneth. *The Liberal Hour*. Mentor Book. Houghton Mifflin Company (1960).

<sup>4</sup> Allison, Scott T. Ph.D. 12 Reasons Why We Have Heroes. *Psychology Today*. (April 17, 2022).



*Final Stage of Model T Assembly in Highland Park c.1915. Only in 1913 at Ford's third factory at Highland Park did mass-production begin on a truly large scale. Ford applied assembly line methods throughout the factory to all aspects of car production. (David Kimble's illustration for National Geographic).*



*Henry Ford at 56 in 1919*

**Henry Ford (1863-1947)** is included on the list of *The Men Who Built America: Titans of the Industrial Revolution*.<sup>5</sup> His esteemed place in history was established with the release of the Ford Model T automobile, considered to be the first affordable mass-market car to be built. When it was introduced in October 1908, its price was \$780 (\$26,322 in 2024 dollars). Fifteen years later, it had dropped to \$290 (\$5,321 in 2024 dollars). Ford Motor Company, founded by Henry Ford and eleven other investors on the 16<sup>th</sup> of June 1903 in Detroit, Michigan, was able to produce more cars more cheaply, which meant it could sell its cars more cheaply while still making prodigious profits. In January 1924, Ford's market capitalization topped \$1 billion (\$18.3 billion today), and it earned \$47 in profit for every car, truck, and tractor it sold. In 1924 Ford produced 1,922,048 vehicles, compared to 498,342 five years earlier. Among the 1924 models was Ford's 10 millionth vehicle, marking the first time any automaker accomplished such a major manufacturing feat.

Ford (the company) accomplished this by creating a supply chain, production system, and sales network that powered the virtuous circle of economies of scale. Ford (the man) is given credit for all of these advancements. But how much of this was due to the herculean efforts of Henry Ford, and how much was due to the efforts of others?

#### **Henry Ford: The myths and the man**

Ford is portrayed as a visionary inventor, a genius of an engineer, a clever businessman, an innovator, a bold risk-taker, a humanitarian, and a resilient and inspiring patriot. Ford Motor Company was Henry Ford's third attempt to start a company. His first was the Detroit Automobile Company, founded in 1899. That went bust in 1901. He founded the Henry Ford Company in 1902, but that closed after a year when Henry fell out with his financial backers, Lemuel Bowen and William Murphy. He left the company with the rights to his name and some cash.<sup>6</sup> He created a partnership with a coal dealer named Alexander Y. Malcomson, and with Malcomson engaged ten other investors to found Ford Motor Company, which is one of the oldest and most successful American companies still in existence. Ford and Malcomson owned an equal number of shares, 255 apiece, together totaling 51%. One of the junior shareholders with 25 shares was James Couzens, who, besides Ford, was the only investor who worked full-time for the company. Ford was appointed vice president and Couzens secretary. John Gray, with the third most shares at 105, was elected president.

The company was profitable from the start. People wanted cars, and the Ford Motor Company could build them, beginning with the first Model A, also called the Fordmobile, a two-seat runabout

<sup>5</sup> An eight-hour, four-part miniseries docudrama which was originally broadcast on the History Channel in autumn 2012, and on the History Channel UK in fall 2013. The series focuses on the lives of Cornelius Vanderbilt, John D. Rockefeller, Andrew Carnegie, J. P. Morgan, and Henry Ford.

<sup>6</sup> Five months after Henry Ford left, the Cadillac Automobile Company was founded by Bowen and Murphy on what remained of the company that Ford had left. Cadillac's first cars used a single single-cylinder engine designed by Henry Leland.



Henry Ford with a 1921 Model T Ford

or four-seat Tonneau.<sup>7</sup> The company had a profit of \$37,000 in the first year, which rose to \$300,000 in two years. But Henry had a way of getting under the skin of people who tried to move him in a direction he did not choose to go. The first casualty of the new company was his co-partner, Malcomson. He and Ford had a parting of the ways in 1906, and Ford bought his shares. Gray died, also in 1906, and Ford took over the position of president. Couzens became vice president and general manager of the firm. In 1908, the Model T hit the streets, but the production rate was only a few a day. In 1909, only 10,000 Model Ts were made. It took five more years for the assembly line to be complete, and by 1915, production was up to half a million. By 1920, production topped one million.

The company's success was based on the design of a simple vehicle that could be mass produced. It was Henry's design. His most important patent was one of the reasons for its success. It was his transmission mechanism that made gear shifting considerably easier. The car resembled its developer: spare, unadorned, utilitarian, individualistic, eccentric. Ford was not a mechanical genius. "His method was empirical. Try it, and if it works, use it. If it doesn't, try something else."<sup>8</sup> Ford's real genius was to hire or partner with people who could and would bring his vehicle into existence and deliver it to customers. It is claimed that until 1915, Ford Motor Company was run by Couzens.<sup>9</sup> They say it was he who set up the dealer organization, managed sales, bought materials and parts, approved capital outlays, enforced cost discipline, kept the books, watched earnings, and held and paid out the money. Couzens seemed happy to get the job done and give Henry the credit, until one day when he decided that Ford wanted to use the business as his personal advertisement for other things, like political office. Couzens resigned in 1915, but kept his place on the board until 1919, when Henry bought his shares for \$30,000,000—not a bad return for his initial investment of \$2,500. After 1919, Ford, his wife Clara, and their son Edsel owned the entire company.

#### *Ford begins to take the praise seriously*

What probably was the breaking point for Couzens was Ford's 1915 peace mission to put a stop to World War I. He had become an outspoken critic of the war in Europe and decided he would mediate an end to the fighting. He chartered the ocean liner Oscar II, named after the last King of the Union of Sweden and Norway, which set sail from Hoboken, New Jersey on the 4<sup>th</sup> of December 1914 on its way to Oslo, Norway. He was accompanied on the voyage by peace activists. The press referred to it as the 'Ship of Fools'. The voyagers quarreled, influenza broke out onboard, and after

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<sup>7</sup> A 'runabout' is a car body style based on based on the horse-drawn runabout carriage. A tonneau, a French word meaning 'cask' is a rear passenger compartment on an automobile, or a body type incorporating such a compartment.

<sup>8</sup> Ibid. Galbraith.

<sup>9</sup> This is written by Galbraith, citing Harry Barnard in *Independent Man: The Life of Senator James Couzens*. New York: Scribner's (1958). It is also stated in the Automotive Hall of Fame inductee letter for James Couzens in 2012. "Couzens would take over all of Ford's business management; he oversaw Ford's introduction of the Model T and guided the company's rise to worldwide prominence.

five days in Oslo harbor, Ford abandoned his mission. This solidified his reputation as an eccentric and supporter of questionable causes.

With the encouragement of President Woodrow Wilson, Ford ran as a Democrat for a Michigan U.S. Senate seat in 1918. He made no speeches to promote his candidacy because, apparently, he was not gifted with the ability to speak in public. He was not successful with his bid. The New York Times wrote of his failed attempt: "If he was elected to the Senate, it would create a vacancy in both the Senate and the automobile business."

It took Ford (Henry) nineteen years to allow a new model to replace his beloved Model T. Nineteen years is a long time to keep any product in front of customers, and it was very much out of date well before the company's second Model A showed up in dealerships in December 1927. The last Model T was produced in May of that year. If it had been up to Henry, Ford would have continued to produce the T. Legend has it that the men he employed to tinker with the car he had designed, conspiring with Edsel, had to sneak their improvements past him until they finally were able to put all the tweaks together in the new Model A. Henry blamed Ford's dealers when Model T sales began to tail off as customers chose to purchase cars from GM, Chrysler, and others that had the latest design features and affordable prices. Just drop the price, he said. It was in 1927 that GM passed Ford in sales.

In 1919, at the age of 56, Ford handed over the title of President to Edsel, who held that position until his early death in 1943 at the age of 49. But it was Henry who called all the shots. He humored his son, who liked fast and luxurious cars, and bought Lincoln in 1922 at Edsel's urging. Henry took the title of president back when Edsel died and grasped it with all his might until his health failed and his wife and daughter-in-law threatened to sell their shares unless he relinquished it, which he did in 1945.



*Henry Ford receiving the Grand Cross of the German Eagle from German officials in 1938. It was the highest honor Germany could give to any foreigner. It was given in part in recognition of the inspiration he provided for the development of the Volkswagen. At the time he accepted the award (in Michigan, not in Germany) he was quoted in the New York Times as saying: "My acceptance of a medal from the German people does not, as some people seem to think, involve any sympathy on my part with Nazism. Those who have known me for many years realize that anything that breeds hate is repulsive to me."*

Between 1919 and 1927, Ford owned the Dearborn Independent, also titled the Ford International Weekly. It was a newspaper sold by subscription and also distributed by Ford dealerships that were obligated to purchase a certain number of copies for use as promotional material. The newspaper was shut down as a result of lawsuits against it for publishing antisemitic material. At its closing, Ford claimed that he did not realize it was publishing anti-Jewish articles, but there was plenty of evidence that he was behind every word in the publication. It was printed in Ford's tractor plant in The Rouge. He had his own page in which he delivered his views on international financiers (i.e., Jews) who profit from wars. His views were appreciated by those who were in control of Germany during the 1930s and into the 1940s, and he was awarded the Grand Cross of the German Eagle on the occasion of his 75<sup>th</sup> birthday in 1938. Another organization, the Federal Council of Churches of Christ in America published a resolution condemning Ford's propaganda, and issued a statement to this effect in 1921,

The Peril of Racial Prejudice, denouncing antisemitism as un-American and condemned the Dearborn Independent for its anti-semitic campaign.

Henry Ford gained a reputation as a humanitarian and model employer for his \$5 per day wages in 1914. This was at a time when wages were one-half that amount. The idea of this apparent benevolence was to reduce turnover, and it seems that it originated with Couzens. Ford hired 52,000 workers during 1913 to have a workforce of 14,000. Constant re-training was expensive. And the \$5 was actually \$2.50 in wages and \$2.50 as a bonus that came with passing certain character requirements, like living according to the American Way—verified by home visits.

Henry Ford was also notoriously anti-union, and this was another favorite theme of his newspaper while it lasted. Ford Motor Company was the last automobile company to be unionized. In 1941, workers at the Ford River Rouge plant launched a strike with finally resulted in union recognition. Two earlier attempts at the site, one in 1932 called the Ford Hunger March, and another in 1937 where UAW officials were beaten at the Battle of the Overpass, had failed. The spark was the firing of employees who had joined the union. Workers conducted sit-down strikes beginning in March. It took three months, but Henry finally relented.

*"Success had made him immune to counsel and advice; for too long he had seen eccentricity and even mere foolishness pictured as genius and he had believed it."*<sup>10</sup>



Elon Musk on the cover of Time Magazine as its 2021 Person of the Year. "Person of the Year is a marker of influence, and few individuals have had more influence than Musk on life on Earth, and potentially life off Earth too," wrote Time Editor-in-Chief and CEO Edward Felsenthal. "In 2021, Musk emerged not just as the world's richest person but also as perhaps the richest example of a massive shift in our society."

**Elon Musk (1971- )** is undeniably today's most well-known industrialist, and as of June 2025 when he turned 45, the richest person in the world with a net worth of \$332 billion.<sup>11</sup> Musk's place among the titans was solidified in 2012 when, against all odds, Tesla delivered its first commercial product, the Model S. A year later, he was on Time Magazine's annual list of the 100 most influential people in the world, "from artists and leaders to pioneers, titans and icons".<sup>12</sup> He was among the 'titans'. Richard Branson, founder of Virgin Group, wrote Musk's tribute for the Time issue:

*"Whatever skeptics have said can't be done, Elon has gone out and made it real. Remember in the 1990s, when we would call strangers and give them our credit card numbers? Elon dreamed up a little thing called PayPal. His Tesla Motors and SolarCity companies are making a clean, renewable-energy future a reality. It's a paradox that Elon is working to improve our planet at the same time he's building spacecraft to help us leave it. But true vision is binocular – and Elon is clearly a man who can see many things at once."*

Unlike Henry Ford, who turned his name into a brand, Musk has named almost everything he owns, even one of his children,

<sup>10</sup> Galbraith, Ibid. Page 137.

<sup>11</sup> <https://www.forbes.com.au/news/billionaires/the-top-10-richest-people-in-the-world-june-2025/>

<sup>12</sup> Musk is one of three Times POTYs from the auto industry. Walter Chrysler (1928) and GM CEO Harlow Curtis (1955) are the others. Chrysler was the second on the list, which began in 1927. First chosen was Charles Lindbergh, who worked for Ford.



PayPal Chief Executive Officer Peter Thiel, left, and Elon Musk, right, pose with the PayPal logo at corporate headquarters in Palo Alto, Calif. on Oct. 20, 2000.



Musk receiving the Order of Defense Merit from the Brazilian Armed Forces in 2022. Yes, Musk underwent hair transplant surgery, according to experts who know about these things.

“something-X” or just “X”. The exceptions were his first company, Zip2, which he started with his brother in 1995 as a digital version of the Yellow Pages, and Tesla, which already had a name given to it by its real founders when Musk became an investor. His first X was X.com, an online bank that he started with three others using the money he earned from selling Zip2 to Compaq in 1999. A year later, X.com merged with Confinity, which was founded in 1998 by Peter Thiel and three others as a payments and cryptography company. The merged firm was re-named PayPal and Musk was moved out as its CEO and replaced by Thiel. PayPal was bought by eBay in 2002 for \$1.5 billion. Musk’s share was worth \$165 million, so now he had money to move on to bigger and better things. One of them was SpaceX and the other was Tesla.

In 2002, Musk founded SpaceX. It seems he learned his lesson about having co-founders. He went solo on this one. Today, it dominates the space launch business with its low-cost, reusable rocket launchers. In 2004, the founders of Tesla, Martin Eberhard and Marc Tarpenning, convinced Musk to invest in their company. He came in with \$6.5 million and took over the chairman of the board spot. Four years later Eberhard and Tarpenning were both gone and Musk had wrangled an agreement from them to be listed as a founder.

#### Elon Musk: The myths and the man

Musk is portrayed as a visionary, innovator, a bold risk-taker, resilient and inspiring. He is also described as eccentric, polarizing, outspoken, rude, tyrannical, and unstable. There is no question that he is hard-working, intelligent, and successful; even his detractors give him credit for those three qualities. All of these traits are described in half-a-dozen books, authorized and unauthorized, that have been written about Musk, beginning with Elon Musk: Tesla, SpaceX, and the Quest for a Fantastic Future by Ashlee Vance published in 2015. The latest in the series is Elon Musk by Walter Isaacson, released in 2023. It is an authorized biography by an author who has made a living writing biographies about famous personages, including Benjamin Franklin, Albert Einstein, Leonardo da Vinci, Steve Jobs, and now Musk.

*"Sometimes great innovators are risk-seeking man-children who resist potty training,"* Isaacson concludes in the last lines of his life of Musk. *"They can be reckless, cringeworthy, sometimes even toxic. They can also be crazy. Crazy enough to think they can change the world."*

Jill Lepore, Harvard professor and contributor to The New Yorker wrote a review of Isaacson’s book for the magazine and said that *"Isaacson's new biography depicts a man who wields more power than almost any other person on the planet but seems estranged from humanity itself"*. Lepore found the book's ending a *"disconcerting thing to read"*. She is not a fan, neither of Isaacson nor Musk.

Musk is a naturalized American citizen by way of South Africa and Canada. His “American Dream” story is the stuff of most of the



books written about him, and much of what is contained in those books is mostly about the myth that he has pushed, like growing up in a broken home, how he put himself through college by giving parties in a Philadelphia mansion he rented with a friend, being the founder of PayPal and Tesla, and how he became a millionaire before the age of thirty. They are of the genre “Do what he did and you too can live like he does.” The one book that I have read and recommend to anyone who wants to understand what Musk means to the automobile business is Tim Higgins’ [Power Play: Elon Musk, Tesla, and the Bet of the Century](#). Higgins is a columnist at the Wall Street Journal and has covered the automobile industry for two decades. He wrote the book to explain why Tesla did what it did to the automobile industry, not why Elon Musk has fourteen kids and smokes dope on TV with Joe Rogan.

*Today, Musk is a second Ford, but the jury’s out on his legacy*

Elon Musk is the Henry Ford of our day, that is, today in 2025. Although he does not seem to have read Henry Ford’s complete biography, getting some of his facts wrong,<sup>13</sup> he believes Ford was a “next-level genius” for his application of the conveyor belt production system to automobile production. Musk stated this publicly in a much-quoted interview with Joe Rogan, a pod show host. But, as I said, it was most probably Ford the Company, and particularly James Couzens, who together and with others in the company were the “idea men”. Elon Musk has used the term ‘genius’ to refer to others, such as his erstwhile boss for five months. He once said of Donald Trump, “He’s one of our great geniuses, and we have to protect our genius.”<sup>14</sup> It is unlikely that Donald Trump belongs in the same company as Isaac Newton, Albert Einstein, or Marie Curie. And it is equally unlikely that Henry Ford belongs in that company either.

Musk applied Ford the Company’s thinking on end-to-end, vertical integration to reduce costs and eliminate dependencies on suppliers who could use what they learned from making parts for Tesla to deliver products to Tesla competitors. Musk took Ford the Company’s tight control over the dealer network one step further, by selling directly to customers—although this decision had already been made by Tesla’s founders before they were pushed out by Musk. Musk also copied Ford the Company’s cutthroat pricing of its cars to gain market share. Ford the Company did not need to concern himself with providing the fuel for his cars, but Musk did because the fuel in the form of an easy-to-use and readily available connection to electricity was essentially non-existent when Tesla began selling its cars. This was Musk’s true genius move, along with getting governments all over the world to pay people to buy his cars.

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<sup>13</sup> “Ford deserves a tremendous amount of credit,” Musk said. “In fact, Ford is really responsible for the entire mass manufacturing industry because he actually founded Cadillac, which was the heart of General Motors. Then he got kicked out and started Ford.” Ford did not found Cadillac, and the car was not based on Ford’s designs. It was based on a single-cylinder engine developed by Henry M. Leland. Ford did not invent the conveyor belt either, and it was not Ford who adapted the conveyor belt to automobile production.

<sup>14</sup> *The age of the genius. Back Story. THE ECONOMIST* JUNE 21<sup>ST</sup> 2025, p. 76.



*It will take a hundred years to tell whether he helped us or hurt us, but he certainly didn't leave us where he found us.*

*Will Rogers, a good friend of  
Henry Ford*

What else did Musk take from Ford? From Ford the Man he took using model-plus-letter as the names of his cars, such as Model S, Model X, Model Y, (Model 3?); being vehemently anti-union, including in union-friendly countries like Germany and Sweden; pushing workers to their limits; buying a media platform, Twitter, which Musk re-named X, to serve as a channel for business, personal, and political views; and feeling compelled to engage both financially and personally in politics. Musk has not yet run for office, and as a foreign-born citizen he is unable to seek the country's highest office as Henry Ford contemplated, but for four months in early January 2025, he was at the center of the maelstrom known as D.O.G.E. (Department of Government Efficiency) as its unofficial leader reporting directly to the President. Tesla sales have definitely suffered as a result of the backlash among potential buyers, especially in Europe but also in Tesla's largest U.S. market, California.

Musk understood that designing a battery electric vehicle was the easiest part of building a successful battery electric car business. He put his mind to the difficult parts, like how he could convince people that they would be able to charge it if they did buy one, and how to make governments subsidize their purchase because they would be so much more expensive than ICE cars, and how to convince people that they would be stupid to think that hydrogen fuel cells could be an alternative, and how to make buying a Tesla something that kids would tell their parents they had to do so they would not be ashamed to be driven to school. By comparison, Henry Ford's job was a cakewalk. With his transmission, the car was easier to drive, and with the conveyor belt, it was cheaper to build.

### **The gods must not be angered**

Henry Ford was not generally well-liked, and neither is Elon Musk. Ford was, and Musk is, an extremely successful businessman, although the last chapters of Elon Musk's life remain to be written. He may have an epiphany on the way to Damascus that causes him to give up all of his extremely irritating and self-destructive characteristics, but the chances of that are remote. Take a scroll down the list of Time Magazine's Man/Person of the Year recipients. When I did, I found myself hard pressed to find anyone who would be a unanimous choice for "Most Well-liked". Even Pope John XXIII (1962) had his detractors. It seems one cannot be truly successful without pissing off some of the people at least some of the time. And, of course, since it is the gods who anoint, they must be certain that those they anoint do not seek to achieve their godly perfection.

If Time Magazine had started its list several years earlier, Henry Ford would surely have been on it. Not because he was a genius, but because he fulfilled the requirements of "for better or worse, having most influenced events in the preceding year". He was the correct model for Musk for taking an idea for a new automobile and making it a top seller, better by far than all the rest. However,



Ford the Man’s self-centered imperiousness caused Ford the Company to falter. Musk is in the process of following that lead as well. He would do well to learn more about his model, not just the myth, but the man. He would do well to spend less time polishing his image as a genius—especially by giving himself the honor of proclaiming others to belong to this select club—and more time doing what he has done during the past twenty years with Tesla and SpaceX, identifying why customers really want to buy what they are selling. He would do himself and the rest of humanity a large favor by not trying to transfer his successes in those companies to government and politics, what is called the “delusion that cleverness in one area is transferrable to other arenas”.<sup>15</sup>



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<sup>15</sup> Lewis, Helen. *The Genius Myth: A Curious History of a Dangerous Idea*. (2025). Thesis Publishers.

## *About Michael L. Sena*

Through my writing, speaking and client work, I have attempted to bring clarity to an often-opaque world of highly automated and connected vehicles. I have not just studied the technologies and analyzed the services. I have developed and implemented them and have worked to shape visions and followed through to delivering them. What drives me—why do what I do—is my desire to move the industry forward: to see accident statistics fall because of safety improvements related to advanced driver assistance systems; to see congestion on all roads reduced because of better traffic information and improved route selection; to see global emissions from transport eliminated because of designing the most fuel-efficient vehicles; and to see everyone who needs a ride get one.

I put vehicles into their context. It is not just roads; it is communities, large and small. Vehicles are tools, and people use these tools to make their lives and the lives of their family members easier, more enjoyable, and safer. Businesses and services use these tools to deliver what people need. Transport is intertwined with the environment in which it operates, and the two must be developed in concert.



**Michael L. Sena**

**Editor**

**SUNDBYVÄGEN 38**

**SE-64551 STRÄNGNÄS**

**SWEDEN**

**PHONE: +46 733 961 341**

**E-MAIL: [ml.sena@mlscab.se](mailto:ml.sena@mlscab.se)**

**[www.michaellsena.com](http://www.michaellsena.com)**