

FORD SPOTLIGHTS HYBRIDS AT D.C. SHOW, P. 13

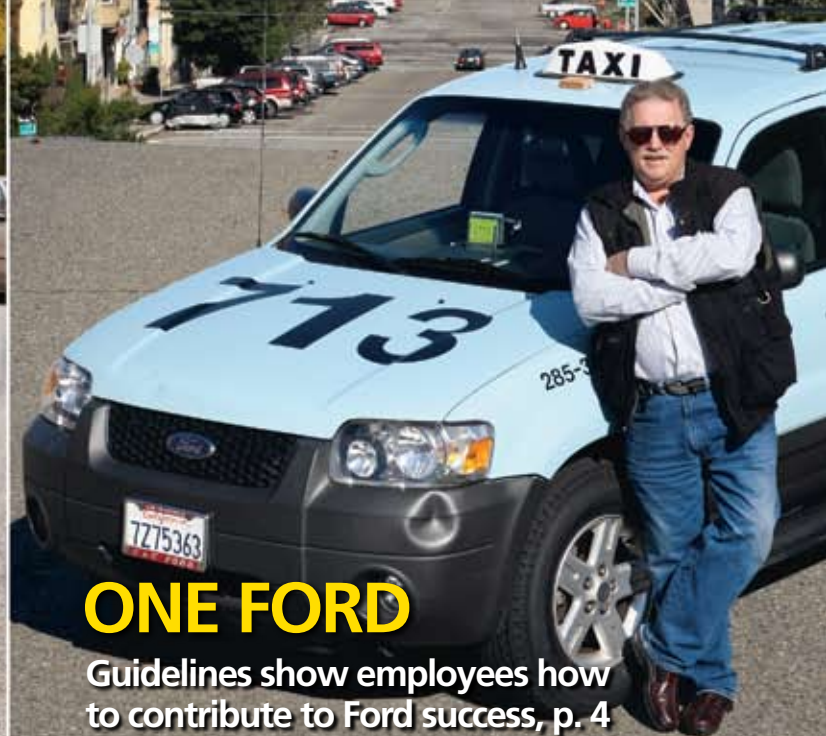
FORD

January 21, 2008

World

HYBRIDS FOR HIRE

Customers, cabbies hail Ford Escape Hybrid taxis in...
New York City San Francisco



ONE FORD

Guidelines show employees how to contribute to Ford success, p. 4

ON GUARD ONLINE

How to best represent the company while blogging, p. 3

SYNC



LINCOLN



Powered by **Microsoft**

You talk. SYNC listens.



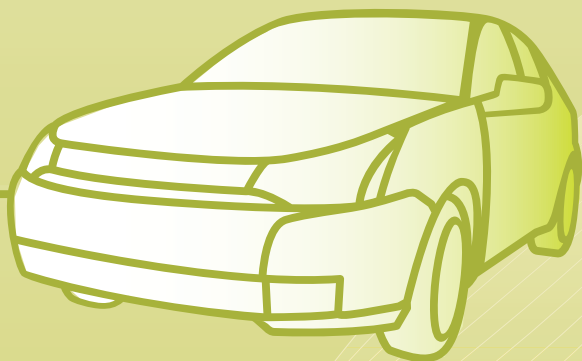
PHONE



PLAY



PLUS



Introducing SYNC - a fully integrated, in-car technology that allows you to send and receive wireless phone calls and text messages as well as operate nearly all portable digital media players with simple voice commands.



Talk to your music - Your music is just a command away with SYNC. Browse your music collection by genre, album, artist and song title using simple voice commands. SYNC supports a variety of digital music players and can even play songs from your USB drive!



Stay connected while you drive - SYNC supports most Bluetooth-enabled mobile phones allowing hands-free calling. SYNC can even read text messages and allows you to send out one of 15 customized responses!

SYNC YOUR CAR, PHONE, MUSIC AND MORE THIS FALL ON SELECT FORD AND LINCOLN MERCURY VEHICLES.

To view SYNC-equipped vehicles and learn more about this award winning technology visit www.syncmyride.com.



6 Hybrids 'Hack' It

Proving themselves in the real world, Ford Escape Hybrid cabs are succeeding in New York and San Francisco.

11 Testing, Testing

Preproduction testing by fleet customers leads to retail customer satisfaction.

2 Special Delivery

Ford President and CEO Alan Mulally presents a loyal customer with her sixth Sable.



4 ONE Ford

New employee guidelines are critical to Ford's turnaround.



13 D.C. Report

Sustainability is in the Ford spotlight at Washington Auto Show.



15 Global Notes

Sales success around the globe.



16 Calendar

A look at upcoming Ford Motor Company and automotive-related events.



Cover Photo

New York cab driver Osman Chowdhury (L) and his San Francisco counterpart Marty Smith are both impressed with the performance of their Ford Escape Hybrid taxis.

Mazda CX-9 is North American Truck of the Year

While Dodge tried to steal the truck-news thunder at the North American International Auto Show (NAIAS) preview by herding longhorn steers outside Detroit's Cobo Center, the real news was happening inside the facility. That's where the 2008 Mazda CX-9 was named North American Truck of the Year. The North American Truck of the Year award is particularly significant because it is picked by a popular vote of automotive journalists representing newspapers, magazines, television, radio and Internet in the U.S. and Canada. The CX-9 was a zoom-zoom landslide winner among the three finalists, receiving 201 votes compared to 140 votes for Chevrolet Tahoe Hybrid and 109 votes for Buick Enclave.



The Mazda CX-9 was voted North American Truck of the Year.

Ford, Lincoln and Mercury to feature factory-installed HD Radio

Ford Motor Company recently became the first U.S. automaker to announce the availability of factory-installed HD Radio technology as a standard or optional feature for Ford, Lincoln and Mercury vehicles, beginning in calendar year 2009. "Our goal is to offer drivers the best new features and the most choice," said Jim Buczkowski, director, Electrical System Engineering. "The great local content, the crystal-clear sound quality and the variety of channels and data services offered by HD Radio are exactly what customers are beginning to expect in their vehicles. Moving forward, a radio will no longer be considered competitive if it doesn't include digital technology."



HD Radio will be available on Ford, Lincoln and Mercury vehicles, including the new Ford F-150, in 2009.

Course on eco-driving now available

Visit Ford's Driving Skills for Life Web site (www.drivingskillsforlife.com) to learn the importance of consuming less fuel, then take the online eco-driving tutorial to do your part. The tutorial reviews ways to conserve fuel while driving, which in turn also helps reduce CO₂ emissions. Ford and the Governors Highway Safety Association established Driving Skills for Life in 2003 to provide effective learning tools, including the comprehensive interactive Web site that rewards students for taking the initiative to learn safe driving techniques. In addition, educator materials are available at no charge in both English and Spanish, allowing instruction of the program in school or community settings. Driving Skills for Life has held hands-on driving events that have reached nearly 6,000 students.



www.drivingskillsforlife.com

Ford SYNC wins 'Best of CES' from Bluetooth

The Bluetooth Special Interest Group (SIG) recently announced the winners of its third annual Best of CES Contest, an event held each year during the International Consumer Electronics Show (CES) to highlight the hottest, most innovative and consumer-friendly Bluetooth-enabled products. And among this year's winners was the enhanced Ford SYNC™ voice-activated in-car communications system. SYNC and the other winning products will be featured on www.thenewsmarket.com, a site for media professionals to download, search and get information quickly for upcoming stories; sent on a broadcast tour where the devices will be shown in top markets across the country; and highlighted in the second-quarter issue of the Bluetooth SIG magazine, *SIGNature*, *The Bluetooth Quarterly*. The products also will be highlighted on www.bluetooth.com throughout January.



Ford SYNC was named among the "Best of CES" by Bluetooth.

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Mulally presents new Sable to special customer

BY CHRIS RAHI KASSAB

FORD World

Frances Hesselbein will never forget the December day she picked up her 2008 Mercury Sable. Not only was the car waiting for her with a big red bow on top, but so was Alan Mulally.

"I am still stunned," said Hesselbein, who purchased the car from Brown Daub Ford Lincoln Mercury in Nazareth, Pa. "Whoever heard of the president and CEO of Ford coming to a small town like Nazareth to personally hand over the keys to a customer?"

For Mulally, it was a gesture of appreciation for a loyal buyer – it was Hesselbein's sixth Sable – who has spent a lifetime making life better for others.

Hesselbein is chairman of the Board of Governors of the Leader to Leader Institute, an organization devoted to strengthening the leadership of the social sector and its partners in business and government. Prior to that, she served almost 15 years as chief executive officer of the Girl Scouts of the USA.

And in 1998, Hesselbein was awarded the Presidential Medal of Freedom, the country's highest civilian honor, for her service as "a pioneer for women, diversity and inclusion." She donned the medal proudly when she picked up her brand-new Sable.

"It is an honor and a privilege for Ford Motor Company to serve someone who has served so many others," Mulally said. "This is a good reminder of the important role Ford plays in our society. With high quality, a good value proposition and innovative features, our products allow people to live their best lives."



Ford President and CEO Alan Mulally and Frances Hesselbein

Mulally made a big impression on his visit.

"This is the first time I've ever been able to meet the president of the company. It was probably one of the most exciting times that I've had in my 35 years in the car business," said J. Shauger, president of Brown Daub. "And my employees were thrilled."

"The real thing that strikes me is that he took the time to shake hands with everybody here," Shauger added. "Everyone was a bit nervous, but he has an aura about him that really opens people up."

And according to Hesselbein, Ford has a bright future ahead with Mulally at the helm.

"Leadership is a matter of how to be, not how to do, and Alan Mulally is the perfect definition of a leader," she said. "He has a powerful sense of mission and values, and he lives them. He doesn't see his people as employees. He sees them as the people of Ford. And Ford products will never be inferior. They will always be superior because the customer comes first." ●



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Ford offers employee blogging guidelines

BY JON HEWETT

FORD World

Ford Motor Company now has some help for employees who like to participate in automotive-related blogs and chat rooms on the Internet, but reminds them not to do so on company time.

While it has certainly become an invaluable resource in helping gauge consumer opinion, the emergence of online blogging has brought with it a variety of potential legal liabilities for companies such as Ford.

As a result, Ford has issued a series of recommended guidelines for employees who are chatting online.

"People should not blog on behalf of Ford at all, unless they've been authorized to do so," said Tom Falahee, managing counsel, Ford's Office of the General Counsel (OGC). "If you're blogging on your own at home we ask that you be honest and don't portray yourself as representing the company in any form."

While Falahee acknowledges that most employees who blog about Ford are well intended, he says they may not be aware of potential issues that may arise.

"These blogging guidelines will help employees reduce those risks," Falahee said.

Ford employees can reference a list of blogging guidelines by visiting internal site www.fordlaw.ford.com and clicking on "Ford Law Compliance Information." Included among the list of recommendations:

- **Be Honest** – If the conversation is related to Ford and you choose to comment, you should identify yourself as a Ford Motor Company employee but make it clear you are not acting on behalf of Ford.
- **Authorization** – Unless you have been authorized by Communications, you cannot speak on behalf of the company.
- **Safeguard Company Information** – It is a violation of company policy to reveal company secret, confidential or proprietary information.
- **Be Careful, Be Accurate, Be Modest** – Recognize that your words may be misperceived, misquoted, misunderstood or misused.

"The point is, if you're going to do this (blog) on your own time, please keep yourself, and the company, out of trouble," said John Risch, research engineer, Ford Automotive Safety Office, who helped develop the company's blogging guidelines.

Risch says that as the blogosphere continues to see unprecedented growth, it is more important now than ever that employees know exactly what is expected of them.

"We're trying to get our arms around this now before it gets so big that we can't," he said.

Last month, search engine provider Technorati reported that it has tracked more than 112 million blogs to date. The company estimates that 175,000 new blogs are created each day, an average of two every second.



Employees can use a link on the internal site www.fordlaw.ford.com to see Ford's blogging guidelines.

A recent survey by Brodeur, a unit of Omnicom Group, showed 75 percent of U.S. journalists said they regularly use blogs to generate story ideas, further highlighting the influence bloggers have over mainstream media and public opinion.

While Ford encourages employees to be cautious about their Internet activity, the company has been actively monitoring automotive-related blogs and chat rooms for the past several years and recently started to actively engage select customers online.

"What is really nice about it is the unsolicited feedback it provides," said Mike Harper, U.S. performance tracking manager, Ford Marketing & Sales Operations.

With the help of BrandIntel, Harper says Ford actively monitors millions of blogs to find out what people are saying about the company and its products. He says the recent launch of Ford SYNC™ shows the benefits that such online research can provide.

"While the vast majority of opinions we found were very positive about the technology, several people had questions about the compatibility of SYNC with their particular iPods or cell phones," Harper said. "So, we forwarded that feedback to our marketing team so they could tailor their messaging with more specific information."

This year, Marketing Sales and Service has taken the company's online efforts one step further. Mike McElhone, an online communications analyst for Ford Consumer Affairs, actually responds to Ford-related message threads online as a Ford representative.

As Ford's self-described "online goodwill ambassador," McElhone first identifies himself as a Ford employee and then looks to diffuse any misconceptions customers may have about the company or its products.

"I'll read an entire thread and then figure out where I can jump in and have a positive effect on the conversation," said McElhone. "Sometimes I'll get a reaction along the lines of 'is this guy for real?' But I indicate that Ford is seeking another way to interact with customers. People are generally appreciative of the feedback." ●

"What is really nice about (blogging) is the unsolicited feedback it provides."

*– Mike Harper,
U.S. performance tracking manager,
Ford Marketing & Sales Operations*

Mulally shares ONE Ford plan, encourages focus and teamwork

Expanding on the company's four-point plan to achieve business success globally, Ford President and CEO Alan Mulally is introducing ONE Ford, a single definition of what we need to deliver and how we need to deliver it.

"ONE Ford optimizes our collective strength by aligning our efforts toward a common definition of success, with a clear focus on the skills and behaviors we must develop to accomplish One Team, One Plan, One Goal," said Mulally, who announced the launch of ONE Ford at the recent Global Leadership Meeting.

ONE TEAM

ONE Ford emphasizes the importance of working together as one team to achieve automotive leadership, which is measured by the satisfaction of our customers, employees and other essential business partners, such as our dealers, investors, suppliers, unions/councils and communities.

ONE PLAN

The company's four-point plan consists of balancing our cost structure with our revenue and market share; accelerating development

"ONE Ford will help every person contribute to his or her fullest potential as we work together to move the business forward."

— Alan Mulally, president and CEO, Ford Motor Company



of new vehicles that customers want and value; financing our plan and rebuilding our balance sheet; and working together to leverage our resources around the world.

ONE GOAL

The goal of ONE Ford is to create an exciting and viable company with profitable growth for all.

ONE FORD EXPECTED BEHAVIORS

ONE Ford takes the company's four-point plan to the next level by outlining key behaviors that all employees need to demonstrate and develop to deliver the company's business priorities. These behaviors are an evolution of the Ford Leadership Behaviors, refined and expanded to meet today's business challenges.



ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value
- Finance our plan and improve our balance sheet
- Work together effectively as one team

ONE GOAL

An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together

- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values

- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results

- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers

A great way to remember the ONE Ford behaviors is to think of the company's name – F.O.R.D. That stands for:

Foster Functional and Technical Excellence

ONE Ford reaffirms the company's commitment to investing in the development of functional and technical excellence as defined by each organization.

Own Working Together

ONE Ford challenges employees to own working together by creating an inclusive environment where everyone is respected and appreciated, where issues are openly discussed, and where everyone has the opportunity to contribute to the company's success.

Role Model Ford Values

ONE Ford emphasizes the importance of using Ford values to guide decisions. This ensures that everyone is focused on a shared purpose and acts in the best interests of the company.

Deliver Results

ONE Ford stresses the importance of dealing positively with the company's business realities in a decisive manner and developing compelling and comprehensive plans that benefit the entire enterprise.

ONE Ford is being introduced to all global salaried employees.

Top Ford leaders from across the globe will cascade ONE Ford throughout the organization, providing each member of their staff with objectives that ultimately link directly to the priorities outlined in the plan.

Employees are encouraged to develop the ONE Ford behaviors by incorporating them into their development discussions with their supervisors, giving and receiving feedback on the use of the expected behaviors and engaging in learning opportunities.

"Each member of our global team will be held accountable for incorporating ONE Ford into their daily work," Mulally said. "ONE Ford will help every person contribute to his or her fullest potential as we work together to move the business forward."

ONE Ford will be integrated into people processes, including employee development, training, recruiting and selection, and performance management.

"We are about to undertake one of the biggest cultural transformations in Ford Motor Company history," said Mulally. "I ask for your focus and commitment as we integrate ONE Ford into our business."

To learn more about ONE Ford, employees may visit www.one.ford.com for key messages, tools and learning resources. In addition, a "ONE Ford" pullout card can be found in the front of this issue of *FORD World*. ●

Two Ford executives honored for supporting diversity

BY REBECCA KAVANAGH

FORD World

Ford Vice President of Quality Bennie Fowler was named African-American Executive of the Year and Ford Technical Fellow Dr. Takeshi Abe was named Asian-American Executive of the Year at the recent 2008 Urban Wheel Awards ceremony in Detroit.

Presented by the multimedia organization On Wheels Inc. – publisher of *African Americans On Wheels*, *Latinos On Wheels* and *Asians On Wheels* magazines – the star-studded awards ceremony recognizes achievements in diversity within the automotive industry and is held annually in conjunction with the North American International Auto Show.

"This is a completely multicultural night when we celebrate outstanding contributions to the auto industry," says Randi Payton, president and CEO, On Wheels.

Dubbed "Fashion, Stars & Cars," the 2008 event was hosted by actress Rosie Perez and *Entertainment Tonight* weekend anchor Kevin Frazier. The evening also included appearances by actors Tyson Beckford and Lisa Vidal, ESPN personality Amanda Amann, and performers Musiq Soulchild and Funkmaster Flex.

Structured like the Academy Awards, "this one-of-a-kind event treats honorees like stars," Payton says.

On hand to accept his accolades was Abe, who also was recently honored – along with his Powertrain Research & Advance Engineering team – at the Ford Powertrain Technology Innovation Awards.

"I am very pleased and honored by the Urban Wheel Award," Abe says. "I am grateful to Ford and to my Ford colleagues who help to develop an environment that accepts diversified people and cultures."

Joining him was Fowler, who, in addition to being responsible for driving quality at Ford and overseeing the company's new-model launches in North America, goes above and beyond to promote diversity and inclusion at the company. He championed the 2007 Diversity & Worklife Summit, and serves as president of the Ford-employees African-Ancestry Network, the company's first employee resource group.

"I am surrounded by a high-quality team that is constantly moving the needle," says Fowler. "Together, we're not only focused on world-class vehicles but also on developing new generations of dedicated, talented colleagues through mentoring and other endeavors."

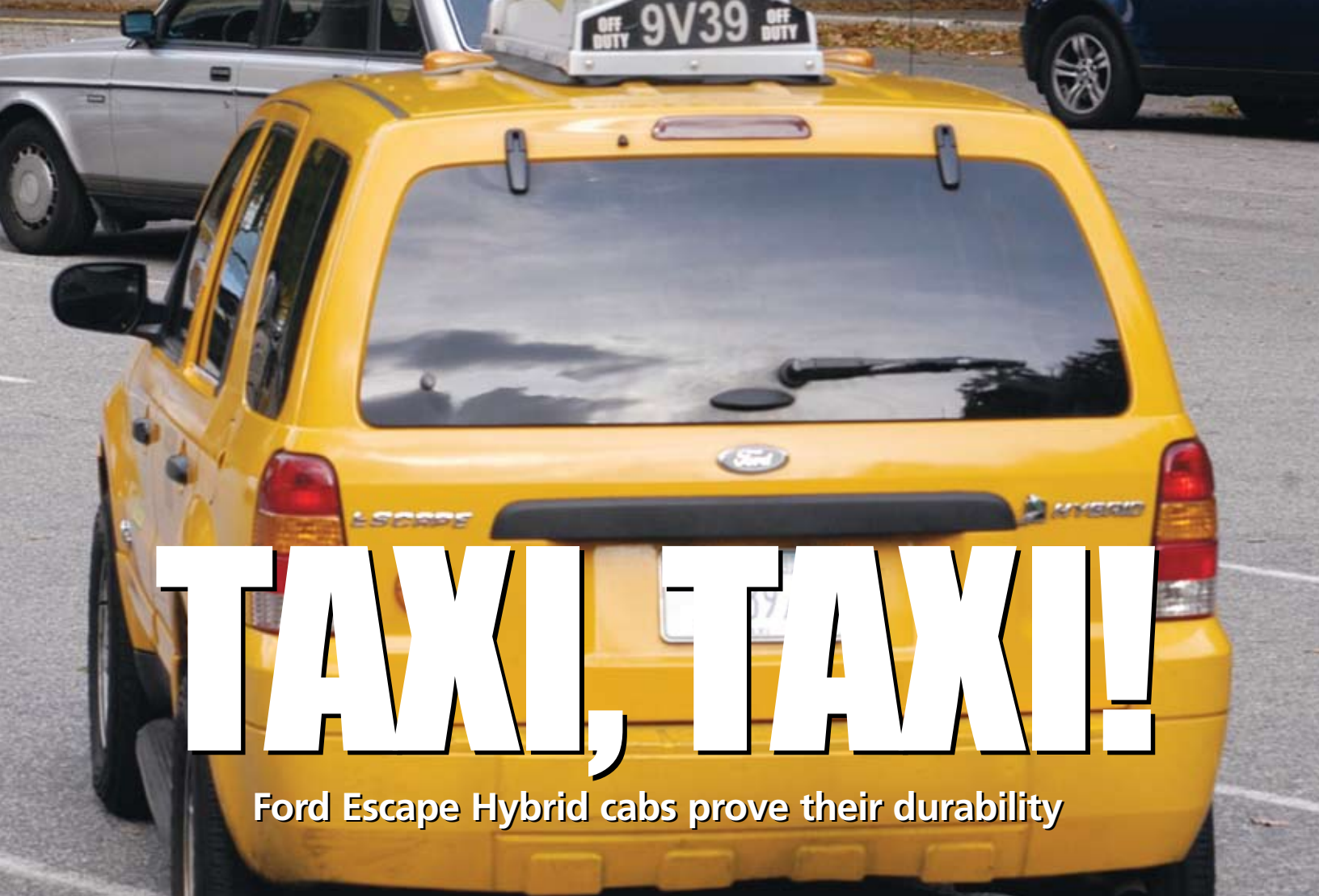


***African-American Executive of the Year
Bennie Fowler, Ford vice president, Quality***



***Asian-American Executive of the Year
Dr. Takeshi Abe, Ford technical fellow***

Said Ford President and CEO Alan Mulally, "At Ford, we believe the inclusion of diverse perspectives allows us to deliver innovative products that satisfy our customers' wants, needs and desires more effectively. Congratulations to each of you." ●



Ford Escape Hybrid cabs prove their durability

BY BILL GRAY
FORD World

Ford Escape Hybrid taxis have been doing service on the streets of San Francisco and New York since 2005, undergoing what is arguably the most grueling trial for a

passenger vehicle. We're talking cabbies going 24/7 through potholes galore, fast starts, slammed brakes, outrageous hills and hours of idling.

And unlike other cabs, which are often specifically repurposed for taxi duty, the Escape Hybrids were sent directly from the factory floor.

Doubters had their questions: Would the hybrids' new nickel-metal hydride batteries survive their 100,000-mile (120,000 in California)/8-year warranty period with the taxis racking up that many miles in just 14 months? Would the vehicles really save all that much gas?

Now Ford has the answer: The Ford Escape Hybrids aren't just surviving, they're thriving. The vehicles are winning

over cabbies and fleet owners, saving them thousands of dollars and making enthusiasts out of America's most jaded drivers.

After being driven a combined 3.3 million miles, the first 33 hybrid cabs put into duty – 18 in New York and 15 in San Francisco – are still on the road with their original nickel-metal hydride batteries intact. Just as significantly, the cabs are also saving drivers thousands of dollars a year in gas costs.

Based on this success, even more hybrid taxis have been put to work. In New York, 550 hybrid taxis are now on duty, including 384 Escapes; in San Francisco, the fleet of 40 hybrid cabs is dominated by 30 Escapes.

There are two big reasons: the hybrids are holding their own under the extreme conditions and they are saving the average driver around U.S. \$5,000 a year in gas expenses. Drivers are generally responsible for buying gas, according to a New York Taxi & Limousine Commission/SmartTransportation.org study.

The hybrid experience has been "absolutely fabulous," New York City fleet owner Gene Friedman recently told *The New York Times*.

"We started out with 18 (hybrid taxis) and today we have over 200, mostly Ford

"We started out with 18 (hybrid taxis) and today have over 200, mostly Ford Escapes. It has been great economically. With gas prices as they are, the drivers are saving \$30 a shift."

*– Gene Friedman, taxi fleet owner,
28th Street Management*

Escapes. Now we only put hybrids out there. It has been great economically. With gas prices as they are, the drivers are saving \$30 dollars a shift," he said.

Green transportation advocate Jack Hidary said, "The Escape Hybrid is proving to be reliable."

One of those Ford problem solvers is Damien Tedone, section supervisor, HEV Controls Applications.

"We're pleased," he says, "especially with the battery life – regular Escape Hybrid owners should be, too."

Their success is not only good news for hybrids, but a testament to the durability of the Escape itself.

"If you think about it, taxi drivers put more stop-and-go into one vehicle in a day than regular customers will ever do," says Gil Portalatin, Ford manager, Hybrid Applications. "And what vehicle has its doors opened and shut – or *flung* open and *slammed* shut – more than a taxi?"

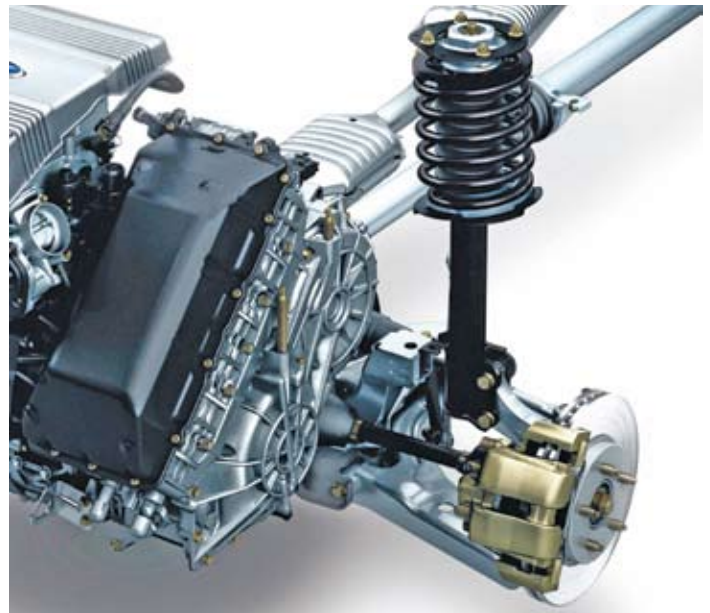
But while cabbies enjoy the durability and the gas savings, city fathers and mothers say the environmental perks are the biggest benefits of the hybrid cabs.

In fact, both mayors – Michael Bloomberg in New York and Gavin Newsome in San Francisco – are committed to greening taxi fleets in their cities.

"New York cabs spend a lot of time standing still with the motors running, and an idling gasoline-driven car emits 20 times more pollution than when it's going 30 miles an hour," Bloomberg told the *Today Show*. "The hybrid, of course, turns off the gas during idling."

An all-hybrid taxi fleet would produce emissions savings equivalent to taking 25,000 cars off the road, according to SmartTransportation.org.

Meanwhile, a San Francisco Taxi Commission subcommittee is working on a plan to convert cabs to hybrid or natural gas power.



Regenerative braking on the Ford Hybrid Escape helps capture energy that would otherwise be lost during stopping.

"We're going to create a clean-taxi future," promises Heidi Machen, executive director, San Francisco Taxi Commission. "We're just working out details, such as a way fleet operators, as well as the drivers, can take advantage of the gas savings."

Escape Hybrid taxis also debuted in Austin, Texas, in April and in Chicago in June. Other big cab cities, such as Los Angeles and Washington, D.C., may be on the hybrid taxi bandwagon soon.

Ultimately, wherever people hail hybrid taxis, they're also hailing their praises. ●

Fleet manager addresses top hybrid worries

BY BILL GRAY

FORD World

Gotham Yellow Cab in New York has a fleet of 231 Ford taxis – 131 Crown Victorias and 100 Escape Hybrids. The first batch of Gotham Escapes – 39 – went into service in October and each already has been driven more than 100,000 miles. So far so good, says Michael Wanderman (MW), general manager, Gotham Yellow Cab. As an early hybrid adopter who's participating in the mother of all road tests – the auto equivalent of having an elephant stomp on a suitcase or dropping a wristwatch from a plane – he's perfectly positioned to talk about some of the biggest worries consumers have about hybrids (according to a recent Harris Interactive survey).

Worry #1: "Hybrids have a limited battery life."

MW: "We haven't had one go yet and we have 39 that have already outlived the 100,000-mile battery warranty. No issues at all with the battery or any of the electric components that make them hybrids."

Worry #2: "Hybrids don't justify their premium cost."

MW: "In our case they do because we do more city driving than highway driving. Our drivers like them because they save 60 percent on gas (compared to the Crown Victoria cab). They only cost us

about a thousand dollars more than the Crown Vic, so it pays off in a hurry. If consumers are city driving like we do, they're going to get better mileage, and the rush-hour stop-and-go is going to regenerate the battery."

Worry #3: "Hybrids do not offer the needed driving performance."

MW: "They don't have the power of the Vic, but the pickup is sufficient. We haven't had any complaints from drivers."

Worry #4: "Hybrids have a complicated technology that is difficult or expensive to fix."

MW: "Parts are more expensive, repairs haven't been more complicated. We haven't had issues with the hybrid components, just the regular car issues. We've replaced a lot of water pumps. But remember, we put a lot of miles on them quickly – the 36,000-mile warranty is meaningless to us; we hit that mark in about seven months."

Worry #5: "Hybrids will not hold resale value."

MW: "Don't know yet. We take cabs out of service after three years. We'll see then."

Worry #6: "Hybrids do not get the level of mileage promised."

MW: "I tracked it on a few cabs. On its best days, the Escape Hybrid gets in the mid-30s, but it depends a lot on how much air conditioning the drivers use or if they do a lot of [open road] airport runs. I tried to take a cross section and we were hitting anywhere from 25 to 36 mpg." ●

SAN FRANCISCO

Marty Smith, 60, was one of San Francisco's first independent cabbies to go hybrid, in February 2005. By now he's saved so much money on gas that he was able to apply it to a down payment on his own company, Delta Cab. One of the perks (or perils) of ownership is that he now only has to get behind the wheel on weekends.

The city has definitely stolen his heart, and it took a few of his previous cab's transmissions, too. But that was when he drove a Dodge Caravan. Now he and his Ford Escape Hybrid tackle the pot-holed roads with SUV confidence, which is important in a city that some residents refer to as "pot-zilla."

HOW HYBRID

Marty Smith in San Francisco and New York's Osman Chowdhury drive their Ford Escape Hybrid taxis on opposite coasts, but they share similar experiences and successes after more than two years and 100,000 miles each on some of the most challenging roads in the United States.



MARTY SMITH'S WEST COAST TAXI TRIALS

1. Ford is leading the way in San Francisco, where 30 of 40 hybrid cabs are Escape Hybrids.
2. San Francisco cabbie Marty Smith deals with an average of 100 potholes per shift.
3. When Smith is on the streets of San Francisco in an Escape Hybrid cab, his fuel costs an average of U.S. \$12.87 each shift.
4. Ford's hybrid technology greatly reduces CO₂ emissions, especially during stop-and-go driving and idling.
5. Smith's Escape Hybrid has already racked up more than 185,000 miles – with only two parts needing replacement.



OSMAN CHOWDHURY 'HACKS' IT

NEW YORK CITY

Osman Chowdhury, 40, left his native Bangladesh to become a New York cabbie 16 years ago. Today he drives every day, often double shifts, as he seeks his version of the American dream.

The New York cab driver is as iconic as Henry Ford and his daily Manhattan grind is the stuff of countless movies and TV shows. It's also the stuff of Chowdhury's everyday life. When he isn't screeching his brakes to avoid a tourist or bolting for a glimpse of daylight in the Manhattan congestion, he's often cooling his heels in the mile-long cab lineup at LaGuardia Airport or stuck in the Lincoln Tunnel.



OSMAN CHOWDHURY'S BOOGALOO DOWN BROADWAY

6. New York cab driver Osman Chowdhury sees an average of 4 road-rage exchanges every shift.
7. Chowdhury's Escape Hybrid gets about 33 mpg; his last cab got just 11.4.
8. Of the 550 hybrid cabs in New York City, 384 are Ford Escapes.
9. The doors of Chowdhury's cab are opened

and shut some 30 times per shift, but the rugged Escape Hybrid handles the abuse with ease.

10. An all-hybrid taxi fleet in New York would reduce emissions the same amount as taking 25,000 cars off the streets, according to SmartTransportation.org.

How Ford hybrids pass the test on both coasts

BY BILL GRAY

FORD World

The Ford Escape Hybrid is fast gaining star status among New York and San Francisco taxi drivers. Of 550 hybrid cabs in Manhattan, 384 are Ford Escape Hybrids, as are 30 of the 40 hybrid taxis in the City by the Bay.

Here are four good reasons why the vehicle has been so well received by cabbies:

- **It's built tough.** "Although the Escape is a crossover, we developed it with the same standards as our trucks, and it passes all of our truck requirements," says Gil Portalatin, Ford manager, Hybrid Applications.

- **It's not a big drinker.** Fleet managers report that it saves drivers about U.S. \$30 a shift in gasoline costs. Drivers report that it has cut their fuel bills in half.

- **More room for passenger luggage and superior pothole clearance.** Looking at vehicles on the New York Taxi & Limousine Commission's "preferred list," the Escape, Toyota Prius and Toyota Camry hybrids are all five-seaters, but the Escape dwarfs the Toyotas in standard luggage capacity and ground clearance. The Toyota Highlander hybrid has a little more luggage capacity than Escape,



The roomy interior of the Ford Escape Hybrid is ideal for carrying taxi passengers (production model shown).

but less ground clearance and a lot higher MSRP. It costs \$6,835 more than Escape and gets 4 mpg fewer in city driving. The Lexus LS 400h hybrid has an MSRP that is \$16,525 higher than Escape. (Honda hybrids aren't on the list because they are "mild" hybrids, meaning they get their best gas savings on the open highway instead of city driving.)

- **The best combination.** "It's a vehicle that's not too expensive, it's easy to maintain and it has a good form factor," says Jack Hidary, chairman of SmartTransportation.org, a green transportation advocacy group. ●

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Ford fleet testing improves quality

BY MIKE THOMAS

FORD World

Ford's new Easy Fuel™ capless fuel filler may work just fine in the engineering labs, but will it survive the gas stations in New York City?

One way Ford tests for the quality of components like Easy Fuel is by contracting with a fleet customer to use a preproduction vehicle or part and provide real-world data back to the company.

"It's a win-win situation," said Michael Chaulk, MDE fleet test specialist, Vehicle Evaluation and Verification at Michigan Proving Ground (MPG). "The fleet customer gets a vehicle or component to use free of charge while Ford catches some problems early at relatively low cost."

Fleet testing has been used across the automotive spectrum, from individual bearings and seals up to full vehicles. Components are tested in a number of states and as far north as Fort McMurray in Alberta, Canada. Las Vegas provides a large part of the testing because of the high heat and the availability of taxi fleets to test vehicles.

"As we add new technology and move more testing to the laboratory, it becomes even more important to test a component's actual physical performance in the field," said Mark Mikolaiczik, manager, Michigan Proving Ground. "The third-party surveys show Ford's quality is on par with the highest-quality automakers and a big part of customer satisfaction is reliability. I think that fleet testing is a very important part of Ford's overall quality strategy."

A case in point is the Ford Escape Hybrid. Before production, the Escape Hybrid went through paid driver fleet testing and ran into a problem with, of all things, supermarkets. A device supermarkets use to prevent the theft of shopping carts also stopped the hybrid in its tracks.

"We discovered that crossing supermarket food-cart electrical brake strips would shut the vehicle down," Chaulk said. "Who could have predicted a situation like that? Fortunately we fleet-tested the hybrid, discovered the problem and the engineers fixed the design before production began."

Easy Fuel, a Ford signature technology, also underwent extensive fleet testing.

"The capless system was tested on a taxi fleet out west," said Brian Aitken, supervisor, Core Fuel Systems. "It was a great setup for us since it allowed us to get real-world feedback quickly from customers. As it turns out, this taxi company had a large fleet of recent-model Explorers and our first application was on the 2008.5 model year Explorer."



"The capless system (Easy Fuel) was tested on a taxi fleet out west ... it allowed us to get real-world feedback quickly from customers."

*— Brian Aitken, supervisor,
Core Fuel Systems*

The taxi company refueled vehicles twice per day at an on-site fuel station, which meant the number of refueling cycles and miles on the Explorers quickly added up.

"This showed us what some 'worst case' fill operations were like," Aitken said. "They had some interesting techniques we had not anticipated. We learned about many unusual failure modes and how to make subsequent designs more robust. Coupled with the large number of samples we were able to install (more than 150), this gave us accelerated testing that we could not have duplicated here at Ford."

Of course, not every component is suitable for fleet testing, since companies willing to test Ford components are required to carry U.S. \$3 million in liability insurance.

"Along with the insurance, companies need to satisfy our requirements in terms of providing useful data," Chaulk said. "Not all companies are good choices. Ford Fleet does everything it can to verify a prospective company can meet our needs before it can test our vehicles or components."



Ford tested Easy Fuel technology on Explorers used by The Whittlesea Cab Company in Las Vegas.

Testing under real-world conditions gains increasing importance as Ford brings new vehicles and technology to production.

"We rely on fleet testing of critical powertrain components to expose them to real-world 'noise' factors, meaning stressors, to ensure our production-intent design is robust enough to meet the harshest conditions they'll be expected to perform in," said Chuck Gray, chief engineer, PTE Subsystems Engineering, Powertrain Engineering.

"This is especially important with new technologies to accelerate our learning and confirm our engineering analysis on how the design will respond. We work closely with the fleet personnel to conduct regular inspections and keep detailed records," Gray added.

Once the prescribed mileage or time period is reached, Gray's team retrieves the parts and measures relevant characteristics for performance and wear. If needed, the design is adjusted.

Some of the data comes from meters measuring total engine running times and engine idle times along with odometer readings. Based on this information, Ford Fleet can determine such factors as the vehicle's average speed. A taxi may average 15 mph while another company's vehicles might average 45 mph. That kind of data lets Ford Fleet know if the vehicle usage approximates normal customer driving behavior.

Ford Fleet can also contract with a company for "paid fleet" testing, during which the company is paid by Ford to drive the test vehicle according to Ford's specifications.

"When we're paying by the mile, we can gain highly accelerated experience, for instance running up 150,000 miles on a vehicle in no time," Chaulk said. "It's a very controlled test that gives us the data we need."

Ford contracted with MDE International in 2006 for paid fleet work on the 6.4L diesel engine, a program still running and providing data. Ford also contracted with MDE in 2002 to coordinate between the fleets, sites and Ford engineers due to the sheer magnitude of the testing workloads.

During the test, Ford Fleet provides a monthly report including engine data, three views of oil economy, fuel economy, average speed, ambient temperatures and a comprehensive incident report.



Components used in fleet testing are painted pink for identification.

Issues are reported in any format the engineers require.

"Our job is to test, not redesign the part," Chaulk said. "For example, we had an engine component that passed bench and dynamometer tests without a problem, but once we put it in a fleet the component failed in no time at all. When there is a problem with a component failure, we take the process to the next level and determine the root cause and report the findings back to the engineers."

When Ford went from green glycol coolant to long-life yellow coolant (G05 or Premium), fleet testing was a large part of the effort.

"We tested G05 extensively in taxi cabs in Las Vegas," Chaulk said. "The taxi company mechanics were taking coolant samples every 5,000 miles from a huge number of cabs. We even tested weak solutions to imitate customers who only add water or top off with green coolant. It was a high-intensity and extremely involved fleet test from which the cooling engineers learned a great deal."

From a customer's perspective, that means far less coolant maintenance and substantial savings as well.

Ultimately, fleet testing is a part of Ford's quality assurance. As Chaulk points out, if the company doesn't test vehicles or components adequately, then it's in effect having the customer test the components. As Ford's important strides in quality show, the company is serious about giving customers the quality they expect.

"If we don't find anything in the commercial fleet or paid driver tests, the engineers gain the security that their part will achieve its quality target," Chaulk said.

Fleet testing is a service available for any Ford engineer and can be initiated by contacting Michael Chaulk at the Michigan Proving Ground. ●

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Powertrains, sustainability star at D.C. show

BY MIKE THOMAS

FORD World

Sustainability and performance go hand in hand at the 2008 Washington Auto Show as Ford introduces a more powerful and fuel-efficient 2.5L I-4 engine, a new fuel-saving 6-speed transmission and more E85 vehicles.

Ford's big news is the debut of the 2009 Ford Escape, Escape Hybrid, Mercury Mariner and Mariner Hybrid. The gasoline versions of both vehicles get the all-new 2.5L I-4 engine to boost horsepower from 153 to 170 with the new Ford 6F mid-range transmission.

Ford Senior Vice President, Sustainability, Environment and Safety Engineering Sue Cischke will speak about these products and Ford's progress in sustainability at the show.

"Our drive to improve fuel economy will be on display here in Washington, D.C. We have a very clear direction for our sustainability actions," she said.

In a first for the Escape and Mariner, the new 2.5L includes intake variable cam timing (iVCT), technology that optimizes the valve timing to create a broad torque curve and increase power.

The powertrain also incorporates electronic throttle control (ETC). This technology replaces the manual linkage between accelerator and throttle with a control unit that calculates the optimal throttle position from a number of sensors. ETC is a form of the state-of-the-art drive-by-wire technology.

Ford engineers also equipped the new 2.5L with an enhanced cylinder head that features an improved port design as well as new intake and exhaust manifolds, injectors, camshaft, pistons, and stroke/bore.

As a result, the new engine performs better and is expected to gain 1 mpg in fuel economy for both city and highway when equipped with the new 6-speed transmission, as compared to the current 2.3L engine. The transmission is a big factor in the Escape's and Mariner's improved fuel economy, thanks to new final drive ratios and torque converter. Currently, both vehicles have a 4-speed automatic.

The 3.0L V-6 engine also improves for 2009, leveraging a new 10.3:1 compression ratio to gain 30 hp over the 2008 3.0L. The V-6 is equipped with iVCT and ETC along with new cylinder heads, intake and exhaust cams, injectors, intake and exhaust manifolds, and pistons. Performance gains on the new V-6 (compared to the previous one) include a 2-second faster 0-60 time in 4WD applications and 1 mpg better fuel economy for both city and highway with the Ford 6F-mid transmission.

The Hybrid models retain an I-4 Atkinson-cycle gasoline engine, but displacement increases



Journalists at the D.C. show will be able to see the Ford Escape Plug-In Hybrid.

from 2.3L to 2.5L. Even though both the gas and hybrid Escape and Mariner get more power for 2009, they increase fuel economy by 1 mpg with the 6-speed automatic transmissions.

"We're offering customers more power with better fuel efficiency and comfort," said David Finnegan, marketing manager, Edge and Escape. "The 2009 Escape and Mariner also have a quieter ride and handle better."

The 2009 Escape and Mariner score in both comfort and sustainability with the addition of new comfort-designed seats. The seats include soy-based foam that substitutes for petroleum-based products to conserve limited resources and reduce CO₂ emissions.

"These vehicles show that we can combine performance with sustainability," said Eric Peterson, marketing manager, Mercury Mariner and Mountaineer. "Customers can be environmentally responsible and still have a vehicle that provides the utility of an SUV and is fun to drive."

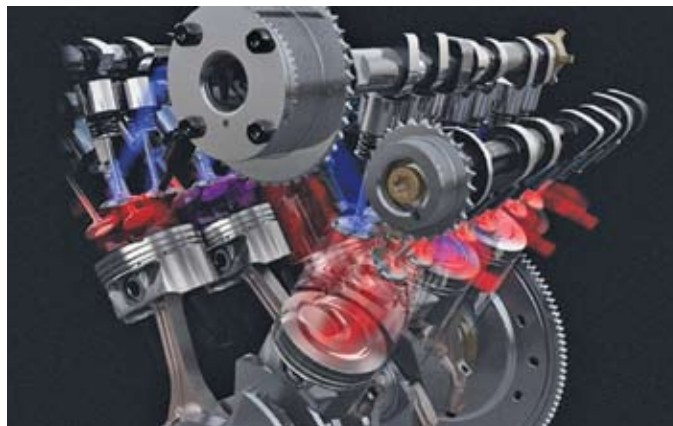
Customers have already discovered the unique appeal of both the Escape and Mariner. Their hybrid versions saw combined sales up approximately 10 percent last year.

"Demand for the hybrid is phenomenal," Finnegan said. "We have three months of orders for the Escape Hybrid. Ford literally can't ship them fast enough to keep up with the demand."

Earth-friendly doesn't necessarily mean frugal when it comes to the Escape and Mariner Hybrids. Both will have high-end amenities including SYNC and SIRIUS Satellite radio in 2009. New for 2009 is an Escape Limited series that includes as standard such high-end amenities as leather seats, moonroof and a new voice-activated navigation system available with SIRIUS Travel Link. Travel Link, also available on Mariner, allows drivers to access to real-time traffic weather and information such as nearby gas station locations and pump prices.

"We've also made the hybrids safer by making AdvanceTrac with RCS (Roll Stability Control) standard," Peterson said.

Journalists at the show will also have their first chance to see the Escape Plug-In Hybrid (PHEV) and some will drive it. Ford has already delivered the first of 20 PHEV research vehicles to Southern California Edison as part of a relationship to advance the commercialization of plug-in hybrids.



EcoBoost powertrain technology will be a highlight of the show.

D.C. Auto Show on page 14

Media feedback from Detroit auto show

BY ROBERT MUSIAL

FORD World

When the stage smoke and pulsating music cleared at the recent 2008 North American International Auto Show in Detroit, what was left were strong opinions from some of the 7,000 journalists, analysts and others who attended the show:

2009 F-150

"How's it look? Bold, poised, square-jawed and handsome. A worthy successor to 11 previous generations of this hugely successful franchise."

— *The New York Times*

"It's hot. It will do well for them. It will be the best-looking pickup truck in the segment."

— *analyst Erich Merkle, IRN Inc.*

LINCOLN MKT CONCEPT

"Though it's based on the same underlying framework as the new Ford Flex, the MKT bears no resemblance to its Blue Oval brother... This sort of differentiation is what the new Lincoln is all about. And if last year's sales are any indication, Ford's strategy for the brand seems to be working."

— *Bryce Hoffman, The Detroit News*



NASCAR Craftsman Truck racer Rick Crawford helps introduce the '09 F-150.

VERVE CONCEPT

"I really like the Verve. It's a great direction for Ford to take. It's much more appealing than the Honda Fit. If they can keep the production car close to this, it'll be a winner."

— *Christopher Haak, Autosavant.com*

"Ford fired the first shot in the green revolution underway here at the Detroit auto show when it rolled out the Verve and promised to produce 'exciting and responsible' vehicles as it strives 'to become the leaders in sustainability'...we like the car..."

— *Chuck Squatriglia, Wired.com*

FORD EXPLORER AMERICA CONCEPT

"Nothing less than a revolution in sport/utility vehicles and not just for Ford."

— *AutoWeek*



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D.C. Auto Show continued from page 13

The Plug-In Hybrid uses a high-voltage, lithium-ion battery, can be recharged on standard household current and when driven on surface streets for the first 30 miles following a full charge, the Escape can achieve up to 120 mpg – roughly 4.5 times its traditional gas internal combustion engine-powered counterpart.

Along with hybrid technology, Ford will also showcase its commitment to another alternative powertrain with three new Flex Fuel Vehicles (FFVs). For 2009, Ford will add the Expedition, Expedition EL and E-Series to its lineup of vehicles capable of running on E85. The E-Series will become the only full-size van in America to offer an FFV version. Ford already produces FFV models of the Ford F-150, Crown Victoria, Mercury Grand Marquis and Lincoln Town Car.

FFVs can run on almost any combination of gas and ethanol, from straight gasoline up to a mixture of 85 percent ethanol. Ford views E85 as a major way of reducing the country's dependence on foreign oil and lowering greenhouse gas emissions.

To complement hybrid and E85 technologies, Ford will highlight its recent EcoBoost gasoline turbocharged direct injection technology, which provides more power in smaller engines. For example, Ford's 3.5L EcoBoost V-6 can deliver more torque than a conventional V-8 over the same speed range, while also getting better mileage. ●



For more information, visit
www.washingtonautoshow.org
or autoshows.ford.com.



The Ford Transit sold a record 224,915 units for FOE in 2007.

Ford of Europe sales roar to record in 2007

With demand increasing for its stylish new models, Ford of Europe (FOE) saw sales soar by 93,500 units in 2007, as overall sales hit a record 1,833,600 units, a rise of 5.4 percent over the previous year. Market share improved to 8.9 percent. FOE sold 1,463,630 cars in 2007, an increase of 4.1 percent across its main 21 markets, while commercial vehicle sales leapt 10.9 percent to a record 369,985. The Focus and Fiesta were the top-selling Ford models in Europe last year, retailing a total of 496,600 and 378,220 units, respectively. The Transit continued to set a brisk pace in the medium commercial vehicle market and sold a record 224,915 units. Not to be outdone, its smaller sibling, the Transit Connect, also set a record by selling 109,900 vehicles. "To achieve record sales in a highly competitive market is testament to the strength of our product range," said Stephen Odell, vice

president, Marketing, Sales & Service, Ford of Europe. "We have increased our sales every year since 2002, and it is clear that the performance, styling and quality of our cars and commercial vehicles are continuing to attract customers to the Ford brand. With more new models being launched this year, we are optimistic that we will maintain our sales momentum in 2008."



Ford sales in China leapt by 30 percent, driven in part by the launch of the Focus.

2007 Ford Motor China sales rise 30 percent

Ford Motor China took a major step forward in 2007, posting a 30 percent year-over-year sales increase and outpacing the industry in the fast-growing market. Overall, Ford-owned brands – Ford, Lincoln, Volvo, Jaguar and Land Rover – sold 216,324 units for the year, a record for Ford. This strong performance was highlighted by impressive sales of the Ford Focus and the introduction of the new S-MAX in March and Mondeo in November. Ford's passenger-car joint-venture, Changan Ford Mazda Automobile Co. Ltd. (CFMA), also posted a record year with wholesale deliveries rising 60 percent to 217,100 vehicles. CFMA produces Ford, Volvo and Mazda vehicles for the Chinese market. "We will continue to invest in China and expand our operations to prepare for the next phase of our strategic

growth program," said Mei-Wei Cheng, chairman and CEO, Ford Motor (China) Ltd. "We plan to continue to grow at a fast pace to further strengthen our position in China's auto market."



Mazda closes out year with record sales in Europe

December was a record month for Mazda Motor Europe, with retail sales of 24,100 units (up 17 percent compared to December 2006). This was the highest December volume ever recorded for Mazda. The results completed an excellent 2007 for the brand, which achieved a volume of 311,200 units (up 2 percent compared to 2006) – its highest volume in Europe in 16 years. In fact, the Mazda brand's popularity grew in every region of Europe in 2007.



Mondeo sales helped push Ford's U.K. market share to 15.9 percent.

Ford models deliver 2007 sales prize in U.K.

Ford enters the new year poised to add more new products to a range of exciting new cars and commercial vehicles that attracted thousands of new customers to the Blue Oval in 2007. Successful newcomers last year included the Ford Mondeo, the C-MAX Multi-Activity Vehicle and the Transit Sport Van, while the Ford Focus has been best seller in its segment every year since 1999 and Fiesta remains retail customers' favorite. Overall Ford's 2007 sales rose 1.6 percent, or 7,275 units, to more than 444,600 vehicles – 348,982 cars and 95,623 CVs. And Ford was the top-selling U.K. brand with a 15.9 percent market share.



Ford to invest U.S. \$500 million in India operations

Ford Motor Company recently announced plans to invest U.S. \$500 million to expand its India business, reaffirming its commitment to developing and implementing an aggressive growth strategy in the country. The new investment will fund several new initiatives, including the expansion of Ford India's current manufacturing facility in Chennai to begin production of a new small car within the next two years, as well as construction of a fully integrated and flexible engine manufacturing plant that will go online by 2010. The new investment increases Ford's total financial commitment in India

to more than \$875 million and underscores its plan to elevate India as one of the strategic production hubs for small cars in the company's Asia Pacific and Africa region. "Ford India's small car will be a worthy addition to the already successful and robust product mix that we offer to Indian consumers, and will further strengthen our competitive position in this increasingly dynamic market," explained Arvind Mathew, president and managing director, Ford India.

JANUARY

21-28 Ford Chorus Accepting New Members (Dearborn)

Each Monday night in January we will be accepting new members into the Ford Chorus. Join those of us returning from the fall season. We have at least two performances already scheduled for our spring season. If you enjoy singing, come sing with us! Ford World Headquarters, east lobby, Mondays from 7 p.m. to 9 p.m.



21-March
31

Special Tire Discounts for Employees

Ford Customer Service Division is proud to offer Ford employees a special first quarter discount on the most popular tires Ford and Lincoln Mercury dealers sell. You get a great deal on tires during the winter when you need all the grip you can get. This discount is in addition to any other offer or rebate available at the dealership. It's easy to take advantage of the offer: 1. Call Tire Program Headquarters at 1-888-353-3251 to receive your employee approval code. 2. Take that code to your participating local Ford or Lincoln Mercury dealership and buy your tires by March 31, 2008. You will receive 20 percent off the MSRP of Goodyear premium tires (Assurance ComforTred, Assurance TripleTred, Eagle ResponsEdge, Eagle F1 All Season, Fortera TripleTred, Fortera Silent Armor and Wrangler Silent Armor) and 15 percent off the MSRP of all Michelin/BFGoodrich/Uniroyal, Continental/General and Yokohama tires. (Employee must receive approval code from Tire HQ by calling 1-888-353-3251 before purchasing tires. Not valid on prior purchases.)

24 Ford Motorsport Enthusiasts Kart Night (Sterling Heights, Mich.)

Join other Ford employees, FME members, racing enthusiasts and their families for a night of go kart racing at Kart 2 Kart in Sterling Heights. Doors open at 6:30 p.m. and racing starts at 7 p.m. The cost is U.S. \$45 per racer. RSVP to TEAMFME@gmail.com. Kart 2 Kart is located north of the Ford Van Dyke plant at 42705 Van Dyke, Sterling Heights, Mich., phone 586-997-8800.

29 Ford Chinese Association 2008 Chinese New Year Celebration (Dearborn, Mich.)

Join keynote speaker Jim Farley, group vice president, Marketing and Communications, and the Ford Chinese Association (FCA) in ringing in the "Year of the Mouse" at the Dearborn Ballroom of the Dearborn Inn. Registration is from 5 p.m. to 6 p.m.; the program runs from 6 p.m. to 8:30 p.m. Prices are U.S. \$25 for registered FCA members and \$30 for non-members. For more information or to purchase tickets, contact Wendy Chen at 313-248-3170 or WCHEN13@ford.com.



MARCH

24 Frostbite Open Charity Golf Event (Plymouth, Mich.)

Woodhaven Stamping Plant Frostbite Open Charity Golf event has earned over U.S. \$280,000 for the center over the last ten years. More than 2,800 golfers have participated in this event,



averaging 300 plus golfers each year. The Frostbite has become one of the largest single day, single start golf outings in southeastern Michigan. This year's event will be held at Fox Hills Golf & Country Club. For more information go to www.frostbiteopen.com.

26 Ford Retiree Golf Outing (Fort Myers, Fla.)

Join 50 to 70 other golfers at the fifth annual outing for members of the Ford retiree family in southwest Florida. The event will begin at 1:00 p.m. at the Pelican Preserve Golf Club in Ft. Myers. Golf, cart, range balls, prizes, tee gift and dinner are just U.S. \$105; dinner only, \$20. For reservations, send a check made out to Tom Howard at 9401 Chartwell Breeze Dr., Bonita Springs, FL 34135. For more information, contact Don Morgan at D07MORGAN@aol.com.

2008
Auto Show Lineup

January

- 21-27 North American Int'l Auto Show, Detroit, Mich. www.naias.com
- 23-27 Washington Auto Show, Washington, D.C. www.washingtonautoshow.org
- 23-27 Pennsylvania Auto Show, Harrisburg, Pa. www.motortrendautoshow.com/harrisbg

February

- 2-10 Philadelphia Int'l. Auto Show, Philadelphia, Pa. www.phillyautoshow.com
- 2-10 Buffalo Auto Show, Buffalo, N.Y. www.buffaloautoshow.com
- 7-10 Baltimore Int'l. Auto Show, Baltimore, Md. www.motortrendautoshow.com/baltimore
- 8-17 Chicago Int'l Auto Show, Chicago, Ill. www.chicagoautoshow.com
- 8-10 Iowa-Illinois Regional Auto Show, Davenport, Iowa www.motortrendautoshow.com/quadcities/
- 15-17 Spokane New Car Show, Spokane, Wash. www.spokaneautoshow.com
- 23-March 2 Cleveland Auto Show, Cleveland, Ohio www.clevelandautoshow.com
- 23-March 2 Greater Milwaukee Auto Show, Milwaukee, Wis. www.motortrendautoshow.com/milwaukee

March

- 5-9 Greater Kansas City Int'l. Auto Show, Kansas City, Kan. www.kansascityautoshow.com
- 6-9 Oklahoma City Int'l. Auto Show, Oklahoma City, Okla. www.okautoshow.org
- 21-30 New York Int'l Auto Show, New York, N.Y. www.autoshowny.com

American
Red Cross

An average of 91 cents of every dollar the Red Cross spends is invested in humanitarian services and programs. The Red Cross is not a government agency; it relies on donations of time, money and blood to do its work.

For information on upcoming blood drives, to volunteer or to donate:

- Log onto www.givelife.org (Enter sponsor code = ford13) to sign up for a Ford sponsored blood drive
- Calling 1-800 GIVE LIFE or www.givelife.org (enter zip code) to donate at a Red Cross Donor Center (www.semredcross.org for locations)
- Volunteering for the Red Cross (www.redcross.org/services/volunteer)
- Financial donations (www.redcross.org/donate)

EDITOR'S NOTE



Please send information on your local upcoming Ford-related events to FWinfo@ford.com

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Year: _____

Color: _____

Engine: _____

Transmission: _____

Drive: _____

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- Engine air filter
- Engine coolant
- Power steering
- Brake fluid
- Brake pads/shoes
- Brake lines
- Brake master/slave cylinders
- Brake booster
- Brake pedal
- Brake lights
- Brake master/slave cylinders
- Brake booster
- Brake pedal
- Brake lights

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