

# FORD

March 10, 2008

## World

# MARKETING ADVANTAGE

Regional approach boosts sales in California  
and other target markets

**2008 EDGE WITH SUN AND SYNC PACKAGE**

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**SYNC**  
Powered by **Microsoft**  
At no charge\*

**2008 EDGE SEL** with SYNC™ and California Vista, Leather and Power Package.

Ford Dealers in California have secured a limited allocation of specially equipped 2008-model Ford Edge, each one stocked with segment-exclusive Vista Roof, Seating Flexibility Package with Leather-trimmed Seats, and the all-new Power Rear Liftgate, which opens and closes at the touch of a button.

**California Vista Roof**

**All-new Power Rear Liftgate**

**Leather Interior**

**Voice activated SYNC™** in-car communication and entertainment system that works with most Bluetooth mobile phones and digital music players.

**BUT HURRY, ONCE THEY'RE GONE, THEY'RE GONE.**

**Exclusively at your California Ford Dealers**

\* "No Charge" after incremental Bonus Cash equal to the MSRP of SYNC Option, then (all the lease disclaimer that's in there, PLUS) This lease is provided based on a statistically significant sample of local transaction prices. As always, Dealers set their individual lease prices and payments vary with optional equipment.

## QUALITY COUNTS

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## SMARTALERT

New technology lets police  
track stolen Ford vehicles, p. 6

**WELLS  
FARGO**

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MORTGAGE**

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## Fiesta named 'Most Significant'

Ford's new Fiesta global B-Car, introduced late last week at the Geneva Motor Show, was unanimously named the "Most Significant" vehicle at the show by the editors of *AutoWeek*. The stylish Fiesta is based on the well-received Verve Concepts, which premiered during last year's auto show season. The new vehicle will bring Ford of Europe's small-car expertise, along with the Fiesta name, to markets in the Americas, Europe, Asia, South Africa and Australia as the first major vehicle from Ford's new global product development process. "It's the car that finally leverages the automaker's global resources to bring a good-looking, fuel-efficient subcompact to North America. It's a reminder that Ford builds and sells cars – including small cars – with great success in other parts of the world," said Mark Phelan, *Detroit Free Press*.



*The all-new Ford Fiesta was designed to create a world standard in small-car quality.*

## Ford announces capacity actions at three plants

Ford Motor Company announced plans to further align its capacity with demand at four U.S. manufacturing facilities as it works to return its North American operations to profitability by 2009. Chicago Assembly Plant and Louisville Assembly Plant will operate on one shift beginning this summer. The date for the shift reduction has not been finalized. Cleveland Engine Plant #2 will operate on one shift beginning in May. Additionally, Cleveland Engine Plant #1, which has been idled since May 2007, will resume production in the fourth quarter. The change to a one-shift production pattern does not affect production volume. Rather, it allows the plants to operate more efficiently by running continually and reducing "down weeks." As previously announced, Ford also is currently offering its UAW-represented hourly workforce the opportunity to take an enhanced buyout or early retirement package.

## Ford of Canada now 'powered by you'

Ford Motor Company of Canada, Ltd., has unveiled its most significant new go-to-market strategy in more than six years with the official launch of 'powered by you.' In addition to print and TV spots, the centerpiece of the strategy is a new social media Web site, [www.fordpoweredbyyou.ca](http://www.fordpoweredbyyou.ca), that will allow consumers to take ownership of the Ford brand by sharing their thoughts on Ford and discussing what Ford is doing to meet their needs. "'powered by you' reaffirms Ford's ongoing commitment to constructive two-way dialogue with consumers and recognizes the contributions of loyal Ford owners to the success of the brand," said David Greenberg, vice president, General Marketing, Ford of Canada.



*Designing cars made from environmentally friendly materials is one of the topics currently featured on the 'powered by you' site.*

## Mazda to offer Dockable Entertainment System

Mazda North American Operations (MNAO) has announced a new accessory available for the multiple-award-winning 2008 Mazda CX-9. The Dockable Entertainment System with Game Boy Advance allows customers with moonroof-equipped vehicles to enjoy a Genuine Mazda Accessory rear-seat DVD system. The complete kit contains a dockable DVD player, roof-mounted docking station, two wireless headphones, a wireless game controller, AC charger and a carry bag. A factory-installed, roof-mounted Rear-Seat Entertainment System option with Bose 5.1 surround sound, 115V power outlet and audio/video input is available for customers choosing vehicles not equipped with a moonroof.



*Motor Trend's 2008 SUV of the Year, the Mazda CX-9, is now available with a Dockable Entertainment System.*

# Ford E-Series adds more features for '09

Ford Motor Company's E-Series – America's top-selling full-size van for 29 years running – delivers an improved interior for 2009, along with new tools designed to help customers manage their fleets more efficiently, track and secure tools, and better serve customers.

Highlighting enhancements for the E-Series is Ford Work Solutions – a collection of technologies and hardware aimed at making business and fleet owners more productive and successful.

Ford Work Solutions includes:

- the industry's first broadband-capable in-dash computer, developed with Magneti Marelli and powered by Microsoft Auto, providing full high-speed Internet access via the Sprint Mobile Broadband Network and navigation by Garmin.
- Tool Link, a radio-frequency identification (RFID) asset-tracking system developed with power-tool pros DeWalt and ThingMagic, the industry expert on embedded RFID technology.
- Crew Chief, a fleet telematics and diagnostics system that allows small fleet owners to efficiently manage their vehicles.
- Cable Lock, a security system, developed in partnership with Master Lock, to secure tools and equipment in the E-Series cargo areas.

Other key updates to the E-Series include SIRIUS Travel Link. This industry-exclusive feature, when coupled with navigation, provides a collection of data services, such as real-time local traffic, coast-to-coast weather conditions and fuel price information for more than 120,000 gas stations.

Ford's 2009 full-size van will also offer the Reverse Camera System, which mounts a small camera at the rear of the vehicle. The system is activated when the van is shifted into reverse and displays a video image showing the view behind the vehicle on either the navigation screen or, in vans without navigation, on the self-dimming rearview mirror. The screen image includes an industry-first centerline and colored guides to provide the driver a better perspective of the vehicle's center point and periphery.

Added safety equipment includes a new optional, dash-mounted front-passenger air bag cutoff switch on vans and cutaways; standard

## FUEL FOR THOUGHT

Ford brings another important first to the full-size van segment: E-Series full-size cargo vans equipped with 4.6-liter and 5.4-liter engines are capable of running on E85 (85 percent ethanol and 15 percent gasoline), pure gasoline or any blend in between. And all E-Series engines are designed to meet 2010 emissions standards.

**"Customers let us know what an important tool their E-Series can be . . . that's why we've continued investing in these vehicles."**

*– Kevin Koswick, director, North American Fleet, Lease and Remarketing Operations*



**2009 Ford E-Series**

AdvanceTrac with RSC (Roll Stability Control) on all wagons and recreational vans and optional on commercial vans with gasoline engines; and an optional factory-installed integrated trailer brake controller.

The interior of the van has been redesigned as well, and now better reflects its tough exterior design, which was improved for 2008. New E-Series interior features include:

- A new, more user-friendly instrument panel and center console.
  - Even more storage, cleverly integrated throughout.
  - Redesigned door trim panels feature integrated second-bin compartments. A contents-retention strap helps secure items in the driver's door.
  - The instrument panel has a new storage tray above the passenger air bag.
  - The center console doubles the usable storage space of the previous version – and now includes three larger cupholders that can accommodate a wider variety of cup/mug sizes, an integrated clipboard holder and space for a laptop.
- Four new optional user-defined switches on the dashboard and a more efficient wiring harness, which make it easier for upfitters to integrate aftermarket features such as auxiliary lighting.
- An optional audio input jack on the instrument panel for MP3 players and other portable audio devices.
- A new glove box with more storage and a second power point.
- A new, available message center that features standard vehicle maintenance information as well as miles-to-empty and fuel economy numbers. The message center is standard on vans equipped with the 6.0-liter Power Stroke V-8 Turbo Diesel engine and includes an engine-hour meter that keeps a running total of engine use, even during idling.

Finally, Ford went the extra step to further improve some of the essential elements of what makes the E-Series so successful. This includes a new door system that makes it easier to move the rear doors to their full-open position. A detent in the system allows the doors to be held open at 95 degrees and, when needed, they can be opened to 172 degrees with a simple push. This allows full access to the rear cargo area.

"Customers let us know what an important tool their E-Series can be taking care of business, and that's why we've continued investing in these vehicles, building on the suspension and chassis improvements, new cargo management system upgrades and improved exterior design we delivered on E-Series for 2008," said Kevin Koswick, director, North American Fleet, Lease and Remarketing Operations. ●

# Focus leads solid car, crossover sales in U.S.

BY JOHN FOSSEN

FORD World

The new 2008 Ford Focus posted a 36 percent increase in February retail sales in the U.S., marking its fourth consecutive monthly retail increase since debuting last November and pacing a solid month for the company's cars and crossover vehicles.

"The new Focus and SYNC arrived at an opportune time," said Jim Farley, group vice president, Marketing and Communications. "We needed to raise awareness and consideration among younger buyers – and Focus and SYNC are getting us back in the game."

SYNC, an affordable, in-car connectivity technology, widely available on Focus and other Ford, Lincoln and Mercury vehicles, is contributing to Focus' growing appeal to younger customers. Buyers age 16-35 account for 32 percent of 2008 Focus retail sales, compared with 28 percent for the previous model.

Overall retail car sales were 4 percent higher than a year ago, behind the strength of Focus and the Ford Fusion, Mercury Milan, and Lincoln MKZ. The company's trio of midsize sedans posted a combined retail sales increase of 7 percent.

Sales of crossover utility vehicles climbed 10 percent in February. Leading the way were the Ford Edge (up 46 percent) and Lincoln MKX (up 22 percent).

The MKZ and MKX helped Lincoln post higher retail sales in February (up 2 percent) although total sales were down 11 percent, reflecting reduced fleet activity.

Ford's F-Series pickup was down 5 percent from a year ago, but Ford's Ranger compact pickup experienced a 27 percent increase.

Total Ford Motor Company sales, including Jaguar, Land Rover and Volvo, were down 7 percent.

In the second quarter 2008, Ford plans to produce 730,000 vehicles, a level 10 percent lower than a year ago. The reduction reflects the current economic conditions.

The company's plan to produce 685,000 vehicles in the first quarter 2008 remains unchanged. ●

**"The new Focus and SYNC arrived at an opportune time."**

— Jim Farley, group vice president, Marketing and Communications



2008 Ford Focus

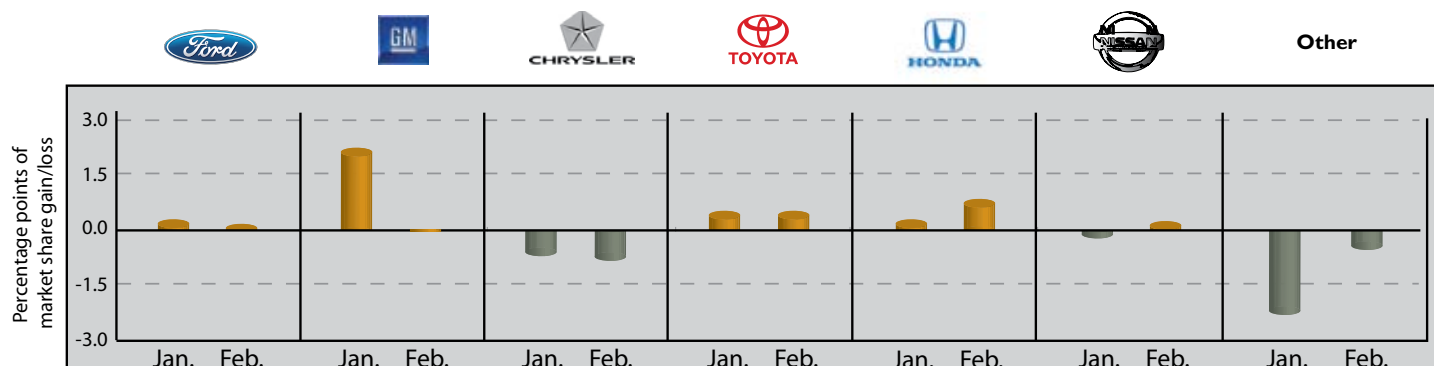
## Vehicle Sales

2008 February Year-to-Date  
U.S. Top-Selling Cars and Trucks

Rank/Nameplate	Units Sold
1. Ford F-Series .....	93,673
2. Chevrolet Silverado.....	80,218
3. Toyota Camry.....	66,515
4. Honda Accord.....	51,588
5. Nissan Altima.....	44,998
6. Honda Civic.....	44,792
7. Chevrolet Impala.....	42,740
8. Dodge RAM .....	42,544
9. Toyota Corolla/Matrix.....	41,938
10. Chevrolet Cobalt .....	34,268
11. Honda CR-V .....	31,710
12. Pontiac G6.....	30,843
13. GMC Sierra .....	28,288
14. Ford Focus.....	27,902
15. Chevrolet Malibu .....	27,001
16. Toyota Tundra.....	26,473
17. Ford Escape.....	25,383
18. Ford Econoline.....	24,199
19. Toyota Tacoma .....	24,189
20. Ford Fusion .....	24,163
21. Toyota Highlander .....	22,836
22. Ford Edge.....	22,526
23. Toyota Prius .....	22,272
24. Dodge Caliber.....	21,822
25. Toyota Sienna .....	21,668
36. Ford Explorer .....	16,669

Source: Manufacturers' Reports

## U.S. Market Share – February 2008 Year-to-Date



Source: Manufacturers' Reports



# Employee confidence in Ford's future continues to rise

BY KRISTOPHER SPENCER

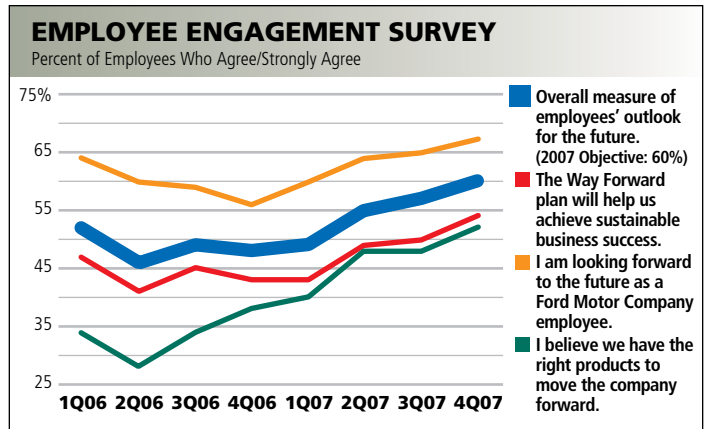
FORD World

The most recent quarterly results of Ford's Employee Engagement survey, which goes to all U.S. salaried employees, excluding those at Ford Credit, shows a 3 percentage point increase in favorable opinion regarding the company's future. Nearly half of all employees participated in the survey.

"This result is very encouraging," said Susan Turner, communications manager, Human Resources. "It continues the improving trend in the number of employees who feel Ford is on the right track."

Early in 2006, the company's leadership team expanded its approach to employee communications by organizing a series of events to familiarize employees with its product plans and technological innovations. Survey results at that time indicated a majority of employees weren't feeling confident about the company's future and didn't feel informed about its products and technologies.

The turnaround trend in employee opinion started in the wake of the Showroom of the Future, a product-driven event that took place in late 2006 at Cobo Arena in Detroit. Employee opinion continued to rise following a dealer forum in Detroit last June and a



Source: Survey of Americas salaried employees in the U.S.

subsequent product and technology preview event. The Technology and Innovation Exposition and SYNC on Tour events held last fall in Dearborn helped maintain the momentum.

"We really focused on showing employees the products and technologies that give solid evidence of a bright future for Ford," Turner said. "We're planning more product information and experiential opportunities for employees in the coming months."

Survey results also have shown that employees want to hear from the people who are knowledgeable about those products and technologies – such as the employees who design and engineer the vehicles.

"The engineers working on our products are very excited about them and their excitement is contagious," Turner said. "So, we're going to create more opportunities for employees to meet these engineering teams."

Championed by Mark Fields, executive vice president and president, the Americas, the Employee Engagement Survey also has collected

thousands of employee comments that are reviewed and summarized for executive review. Programs such as SYNC on Tour came about as a direct result of employee concerns about the company's technological competitiveness.

"It really matters to Mark and Derrick (Kuzak, group vice president, Global Product Development) and the entire leadership team what employees think about our products and technologies," Turner said. "They know that employee opinions are a good window into what consumers are thinking as well."

The survey has clearly shown that employees want to be advocates for Ford products. In addition to product and technology-focused events, plans also are under way to provide employees with informational tools they can use to tell their friends and neighbors about Ford's great new cars, trucks and technologies. "Informed and confident employees can be great ambassadors for our products and technologies," Turner noted. ●

**"This result is very encouraging. It continues the improving trend in the number of employees who feel Ford is on the right track."**

— Susan Turner,  
communications manager,  
Human Resources

**Good health isn't automatic.**  
**It's Manual.**

*James Sharpe, Retiree*

You're in the driver's seat. Would this be the **time to shift gears?**

It takes effort on your part to get and stay healthy, but the payoff is great! For you and for Ford. To learn how you can make a difference, click **HEALTH** at [www.employees.ford.com](http://www.employees.ford.com).

A message from Ford Healthcare Management

# Customer focus pays off at Wayne Assembly

BY JOHN FOSSEN

FORD World

When trim assembler Mike Lindsey spotted a sheet metal concern on a 2008 Ford Focus at the Wayne (Mich.) Assembly Plant, he quickly alerted his supervisor, even though the issue was unrelated to his job and area.

"I used to work in the paint department at the Michigan Truck Plant, and I just have a natural eye for catching things that shouldn't be there," Lindsey said.

Lindsey's discovery triggered a fix that spared about 1,000 other vehicles from acquiring the flaw. Eventually, the concern would have been detected before the cars left the plant, but Lindsey's sharp eye helped resolve the problem much faster.

"I take pride in what I do," Lindsey said. "It makes me proud to see a quality product being built for our customers."

Wayne Assembly Plant Manager Dale Wishnousky says Lindsey's attitude toward quality is evident throughout the plant's work force, which is a major reason the new 2008 Focus is close to equaling the Ford Fusion as the company's best launch in North America. Focus quality numbers are tracking very well and continuing to improve, according to Wishnousky.

Focus retail sales are improving, too, ever since the car's launch last November. January retail sales in the U.S. increased a whopping 33 percent, followed by another 36 percent leap in February.

"Feedback from customers is that they love the Focus," Wishnousky said.

Wayne Assembly Plant Quality Manager Jim Sierzega, who has worked in a similar capacity at four other Ford assembly plants during a 31-year career, says he sees a "general thirst" among Wayne Assembly Plant employees to satisfy the customer.

"When employees see us on the plant floor, they're asking about the latest quality data or expressing a concern about a potential issue that may affect our customers," said Sierzega. "It's very refreshing to hear that."

In the "PIC" (Production Information Center) room at Wayne Assembly, the plant team regularly pores over the most recent quality data, eager to find ways to better satisfy customers. Key data are also posted throughout the plant for employees to view. This early in the launch, some of the most crucial information comes from dealers as they prep cars for sale. They also hear from customers who have had their cars for just a few weeks.

**"What these employees have accomplished is truly amazing. But everyone here knows that we can do even better, and we're all committed to that goal."**

*Dale Wishnousky, manager,  
Wayne Assembly Plant*



Such early feedback indicated that a significant number of customers did not like the fact that in certain spots Focus' hood was originally designed to be slightly below the top of the front fenders. Demonstrating its commitment to satisfying the customer, the entire Focus team – Wayne Assembly, Design, Manufacturing and affected suppliers – studied the concern and implemented a solution.

Even minor customer complaints, too few to merit action in years past, are candidates for intense scrutiny.

"We've taken some of these one-offs – isolated concerns that are not indicative of a broader quality issue – and actually gone out to the assembly line to see what possibly could cause the conditions. Then we've put controls in place to help prevent them from happening before they ever occur," Wishnousky explained.

"When you consider the tremendous reduction in hourly personnel at the plant and the fact that we lost about 30 percent of our salaried work force last year, what these employees have accomplished is truly amazing. But everyone here knows that we can do even better, and we're all committed to that goal." ●



**Mike Lindsey, trim assembler,  
Wayne Assembly Plant**

## Carlite® SoundScreen™ Acoustic Windshield

Escape to your quiet place.

Enjoy your ride with advanced glass technology from Carlite, a leader in original-equipment auto glass. The SoundScreen acoustic windshield helps quiet traffic and road noise so you can enjoy a more comfortable ride. SoundScreen by Carlite is available on select Ford, Lincoln and Mercury models.

Ask your auto glass retailer for more details on SoundScreen.

**Less Noise • OE Quality**



**Carlite**

carlite.com

Because the name on the glass matters.™



# SmartAlert offers buyers peace of mind

BY MIKE THOMAS

FORD World

Ford and Lincoln Mercury dealerships have begun offering security-conscious customers a new onboard intelligent communication service that connects them with their car or truck. This optional system, SmartAlert, provides vehicle tracking and other security and peace-of-mind features vehicle owners say they want. It is available for most new and some previously owned Ford vehicles.

With SmartAlert, owners can track their vehicles' location through wireless technology. The system shows the vehicle's location online, by e-mail or phone, and through text messages. Most importantly, it can help police find the vehicle in the event it is stolen.

SmartAlert is built by SkyWay Systems, which joined Ford to announce an agreement to license the accessory through dealers at this year's National Automobile Dealers Association (NADA) Convention in Las Vegas.

It's an important resource for vehicle owners, as more than 1.2 million vehicles are stolen in the United States each year and nearly 40 percent of them are never recovered. While vehicle tracking's main value is in locating stolen vehicles, the feature provides additional benefits.

"SmartAlert is a great service for owners who want to protect their vehicles from theft," said Dr. Robert Yandrofski, chairman and CEO, SkyWay Systems Inc. "It's also ideal for parents who want to monitor teenage drivers and small-business owners who need to track the whereabouts of their vehicles."

The system can issue an early alert to theft through a feature SkyWay calls an "invisible fence" around the vehicle. This feature alerts SkyWay of any unauthorized movement of the vehicle. Owners set or disable the feature through the SmartAlert Web site ([www.myskyway.com/skydoc/smartalert.html](http://www.myskyway.com/skydoc/smartalert.html)).



**SmartAlert provides vehicle-tracking information for customers and, in case of vehicle theft, the police.**

Subscribers can also set speed alerts, which send an e-mail or text message to the owner if the vehicle exceeds a preset maximum speed. SmartAlert can even trigger remote door locking and unlocking, either through a command module or from Skyway. One obvious benefit is unlocking a door when keys have been inadvertently locked in the car.

Included with the system is a monthly status report that can display vehicle locations on specific days and times during the month.

The SmartAlert system is sold and installed by Ford and Lincoln Mercury dealers. Retail price for the system will be approximately U.S. \$999 and includes a 12-month subscription to the service. After the initial 12 months, a monthly subscription fee is necessary to continue the service.

While SmartAlert competes most directly with LoJack and General Motors' OnStar systems, it has the additional benefit of complementing Ford SYNC™. Vehicle location information or speed alerts, for example, can be communicated by voice or text cell-phone messages, both being hands-free for drivers using SYNC. ●

## Getting in SYNC with safety

BY KRISTOPHER SPENCER

FORD World

By combining SmartAlert with enhanced Ford SYNC™ technologies, the company can now offer customers a leading-edge package of safety telematics to compete with programs such as GM's OnStar.

Starting with the all-new Ford Flex and Lincoln MKS, which will launch this summer, the SYNC system on model year 2009 vehicles will come complete with 911 Assist. The voice-activated features will also be available to customers with 2008 SYNC-equipped vehicles through a dealer-installed software update.

With 911 Assist, when a phone is properly paired, turned on and connected to SYNC – which is designed to happen every time the driver enters the vehicle with his or her cell phone – the system

will be ready to automatically call a local 911 emergency operator should an air bag-deploying accident occur.

Before initiating the emergency 911 call, SYNC will provide a 10-second window to allow the driver or passenger to decide whether to cancel the call. If not manually cancelled within the 10-second window, SYNC will place the emergency call. A pre-recorded message will play when the call is answered and occupants in the vehicle will then be able to communicate directly with the 911 operator.

A SYNC-assisted call should reach 911 operators faster than competitive systems, as there are no handoffs and no need to speak to a call-center operator. Further, there is no additional monthly fee for this feature, as SYNC utilizes a customer's existing mobile phone.



**Ford SYNC with 911 Assist can automatically connect customers with a 911 operator following an accident involving an air-bag deployment.**

Once the call is connected, 911 operators can respond to the situation exactly as they would with any 911 call.

By the end of 2008, nearly every Ford, Lincoln and Mercury vehicle will be available with SYNC as either standard or optional – and by early 2009, 1 million SYNC-equipped Ford, Lincoln and Mercury vehicles should be on the road in the U.S. ●





# STRATEGY FOR SUCCESS

Ford's new regional marketing approach is winning buyers

**BY ROBERT MUSIAL**  
Ford World

**F**ord Motor Company's recent move to regionalize sales and marketing programs, which is allowing dealers to tap into local market opportunities, is paying off in

higher sales and share for vehicles such as the Edge, Ranger and Expedition.

In one case, regional incentives helped boost sales of the Ford Ranger by 20 percent in California and by an average of 13 percent in the country's top eight truck markets.

The strategy also helped stabilize the market share of Ford vehicles in California, which had been declining for several years, said Jim Farley, group vice president, Marketing and Communications.

Farley said regionalized marketing is one of the keys that Ford will use to increase U.S. sales of such vehicles as the Focus, Edge, Fusion, Expedition, Ranger and, in some cases, F-Series trucks.

"We're going to aggressively use regional funds on certain products in certain areas," Farley said. "We need to be opportunistic about this.

"We're going from being on the defensive to being on our toes and on the offensive by applying our incentives in a really smart way," he added.

Since Ford's marketing budget is about the same this year as it was last year, the program is designed to get better use out of the money available.

Brian Rathsburg, marketing manager, F-Series, said adding an extra \$1,000 incentive on Ranger in selected markets for the last three weeks in January produced the double-digit jump in sales.

"Had we not spent that, we might not have gotten those sales. That made those trucks more attractive," he said.

One of the California dealers enthusiastic about the program is Ken Grody, who has Ford stores in Buena Park and Carlsbad.

"It definitely made a big impact for us. We had a pretty good spike with Ranger in January," he said. "The extra money helps get people off the dime who are maybe waiting a few months to see what the deals are."

Grody estimates he's sold an extra 10 or 15 Rangers already, thanks to the regional incentives.

Rathsburg said the plan is based on available product inventories and making specific models more attractive in certain markets.

The regional marketing program is made possible by the use of extensive data that Ford collects on its vehicles and its sales, said Farley.

**Regional Marketing on page 10**



**"We've got all this amazing data and we can show the regions where the opportunity vehicles are, where our segment share is low and where the opportunity is high."**

*— Jim Farley, group vice president,  
Marketing and Communications*

# REGIONAL RE

## TAILOR MADE FOR SUCCESS

Ford's new regional marketing strategy is based on a simple premise: the company wants to work smarter and get more bang for its marketing buck.

To achieve this, Ford analyzed its industry-leading database to identify vehicles and regions that were ripe for sales increases, then tailored marketing efforts – including print pieces such as that on the opposite page – and vehicle packages specifically to take advantage of these opportunities. Edges and Rangers on the accompanying map, for example, show where some of Ford's recent regionally focused activities took place.

Results so far have been impressive, with the marketing campaigns leading to sales and share gains in a number of regions, including the key California market. There, Ranger sales were up 49 percent year over year through February, Edge share was up some 6 percent in the past six months and combined Ford Lincoln Mercury share went from 7.7 percent in December 2007 to 9.5 percent by the middle of February of this year.



**"Tailoring the marketing programs to what customers want to buy is just smart. It lines us up better with our customers."**

*– Ken Grody, California Ford dealer*



# SULTS

**2008 EDGE - WITH -  
SUN AND SYNC PACKAGE**



Get a limited edition, specially equipped Edge.  
Vista Roof, Flexible Seating, Leather-trimmed Seats, Power Rear Liftgate

**BUT HURRY, ONCE THEY'RE GONE, THEY'RE GONE.**



Exclusively at your California Ford Dealers





## Regional Marketing *continued from page 7*

"We've got all this amazing data and we can show the regions where the opportunity vehicles are, where our segment share is low and where the opportunity is high," he said.

Farley said Ford has much more detailed sales data than Toyota, where he was a top executive before coming to Ford last year.

Providing such information helps empower the regional marketing teams and regional dealer associations to determine how to best spend the money they receive. It also helps them tailor advertising for their specific markets, he said.

"Tailoring the marketing programs to what customers want to buy is just smart. It lines us up better with our customers. In different part of the country, people have different desires and favor different vehicles," Grody said.

Edge sales in the last few months were also boosted by the regionalized approach, said Dave Finnegan, marketing manager, Edge and Escape.

"In California, we were at 9.5 percent share of segment six months ago and now we're at about a 15 percent share," said Finnegan.

The results are seen as a victory, because California is the largest vehicle market in the country and a region with a high number of import buyers – which means opportunities for conquest sales.

Finnegan said the regional funds wouldn't be limited merely to higher cash incentives.

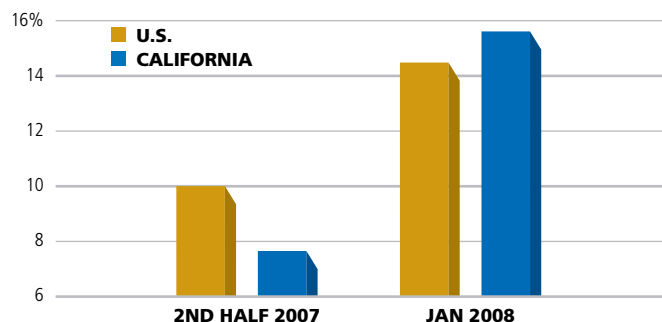
"You could use the money to waive or pay the security deposit on a car or truck. Other regions might like to focus on equipment, like equipping vehicles with Ford SYNC™ at no charge," he said.

"You can't use the same tool in every market to accomplish your objectives. The situation and dynamics are different in different markets but what you can do is look at the data together, share ideas and find the opportunities that are most appropriate," he added.

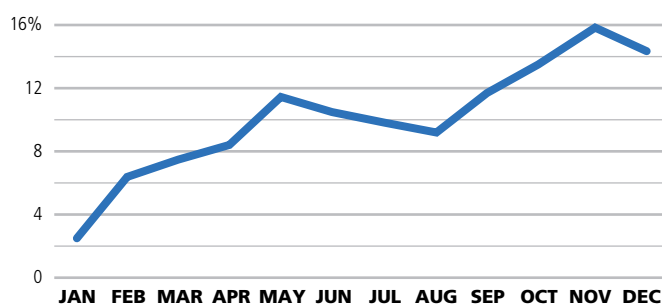
Grody said regionalized marketing would also help move certain vehicle option packages that might be stronger in some areas than others.

"For instance, F-150 customers in California may prefer the chrome package, where back east, they might favor the towing package. Other parts of the country favor the two-wheel-drive over the four-wheel-drive package," he said. "This is much smarter than the 'one-size-fits-all' approach to marketing."

### RANGER MARKET SHARE



### EDGE SHARE OF CROSSOVER SEGMENT CALIFORNIA 2007



**Tailored marketing is a proven winner, providing a sales boost to Ranger in January (top chart) and helping Edge pick up significant momentum throughout 2007 (bottom chart).**

Finnegan believes that the regional emphasis underscores the company's internal message of teamwork.

"With everyone working together, you're delivering a message the dealers can mirror in their advertising," he said.

Farley said the sales jump in several markets for Ranger – a vehicle he called "the little truck that could" – had proven that point.

"The vehicle hadn't changed. All that changed was we had good information and we did something with it and worked together as a team with our regions and our dealers," said Farley. ●



**Regional marketing helped Edge gain about 5 points of market share in the vital California market.**

# Virtual manufacturing drives real quality gains

BY JON HEWETT

FORD World

Ford Motor Company's two most important North American vehicle introductions this year are the 2009 Ford Flex and the Ford F-150. And if the early quality returns on those programs are any indication, there is good news ahead.

"I am completely confident that the new products will launch at world-class levels," said Bruce Hettle, director, Vehicle Operations Manufacturing Engineering (VOME).

Hettle credits the ongoing improvement of Ford's virtual manufacturing engineering capabilities – integrated into the company's Global Product Development System (GPDS) – with the dramatic quality improvements that have been found throughout the development process for both vehicles.

The Flex and F-150 are the first vehicle programs to fully utilize Ford's GPDS virtual tools and processes throughout an entire vehicle launch. Combined with an enhanced virtual verification process known as Digital Pre-Assembly (DPA), the Flex and F-150 program teams have been able to improve parts compatibility and quality between design and manufacturing.

"The goal of the DPA process is to reduce or eliminate rework by acting as one team within product development with one common goal – to generate defect-free data," said Vic Poco, manager, Vehicle Operations GPDS Manufacturing.

The first indicator of success occurred last year with the Flex and F-Series Verification Prototype (VP) builds. Ford Manufacturing Engineering conducted more than 11,250 advanced DPA "engineering checks" on the Flex and 9,500 checks on the F-150, all with the goal of eliminating manufacturing build concerns in advance of physical prototyping.



**The launches of the Ford Flex (pictured below) and the Ford F-150 (above) will benefit greatly from Ford's GPDS virtual tools and processes.**

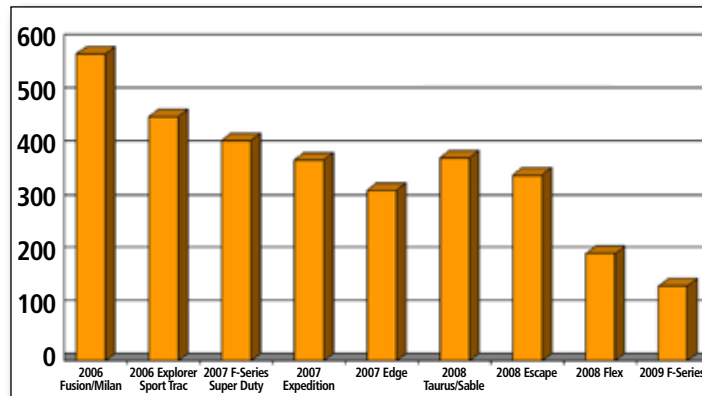
"The potential manufacturing engineering concerns (with the 2009 Flex and F-150) were reduced 88 percent compared to an established 2005 baseline from a similar vehicle platform," said Poco. "Overall, the trend indicates that we are doing the right things."

That same quality improvement is being found in the development of production tooling for the Flex and F-150 programs.

"As a flow-through benefit of the DPA process, we have found 50 percent fewer design and process issues with our tooling," said Janice Gall, dimensional control manager, Vehicle Operations. "This allows us to really focus on our parts coordination and quality development."

"Virtual manufacturing is the best tool I have seen in my career at Ford," said John Wuerth, final assembly launch leader, VOME. "It provides confidence in the design and in our ability to assemble the vehicle at a very early stage in a program."

"From a manufacturing engineering standpoint, this is our new business model," said Hettle. "This is our operating standard for every program moving forward, and we're continuing to grow and learn."



**This Automated Issues Matrix shows the declining number of issues encountered in recent Ford product launches.**



**"Virtual manufacturing is the best tool I have seen in my career at Ford. It provides confidence in the design and in our ability to assemble the vehicle at a very early stage in a program."**

*– John Wuerth, final assembly launch leader, VOME*

# NurseLine offers health advice 24/7

BY AMY LYNN SMITH  
FORD World

Does it seem that your doctor's office is always closed just when you need to talk to a doctor or a nurse? That's not a problem for Ford Motor Company employees who are eligible for the Healthy Highway program and its available NurseLine, which allows employees and their family members to speak with an experienced nurse – 24 hours a day, 365 days a year.

"The NurseLine is an integral part of Healthy Highway," says Emmanuel Curry, MPH, Ford Healthcare Management. "It provides another option for people looking for medical information they can trust, no matter what time of the day or night they need it."

A caring nurse, supported by physician-approved information, is always available to help employees choose the appropriate medical care for a specific situation, whether it's the emergency room, a doctor visit or self-care. Employees can also talk to a nurse to find a doctor or hospital, learn more about a diagnosis, research treatment options, determine ways to make healthy lifestyle improvements and get answers to questions about their medications.

"Even if it's just a question about whether aspirin or ibuprofen would be the better choice for their needs, the NurseLine can help," Curry says.

Best of all, it's free – and it could help employees save both time and money. By talking through a child's symptoms, for example, a

## About Healthy Highway and nurse hotlines

Open to active employees, non-Medicare retirees and their eligible family members, Healthy Highway includes Ford's National PPO, Blue Preferred Plus, Comprehensive Medical Plan (CMP) and Ford Medical Plan (FMP). Eligible employees can learn more about the program at 1-888-441-2525 or online at <https://healthyhighway.online.staywell.com>.

Health Maintenance Organizations (HMOs) and other Health Plans offered through Ford provide programs similar to the Healthy Highway NurseLine. Employees enrolled in these health plans should contact their benefit provider directly for details about nurse hotline services or other information resources.



nurse may be able to reassure a worried parent that it's okay to wait until morning to see the doctor instead of rushing to the hospital in the middle of the night. Co-pays for visits to the emergency room are usually more expensive than those for a doctor's appointment or even an urgent care center visit. Plus, a trip to the emergency room almost always involves a long wait unless it's a true emergency, in which case the emergency room is the only place to be.

"Nurse lines aren't here to discourage people from seeking care – they're here to help them get the most relevant care," Curry says. "And sometimes, just being able to talk to a medical professional is all you really need." ●



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**EPP** Join today. Go to [www.hp.com/go/epp](http://www.hp.com/go/epp) and register using the Ford company code: **3673**

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# Rail transport offers opportunities for workers in transition

BY KRISTOPHER SPENCER

FORD World

After years of steady downsizing, freight rail transportation is growing again, which makes it an industry of interest for people considering a new career.

In 2006, there were 168,000 freight rail transportation employees in the U.S. working for Class I companies such as CSX and Union Pacific, up from 155,000 in 2003, according to the American Association of Railroads (AAR). And the number stands to grow as the industry expands to accommodate a record volume in rail freight traffic.

"The industry is investing and expanding its infrastructure to keep up with demand spurred in part by global trade," said Edward Hamberger, president and CEO, AAR. "At the same time, there are a large number of rail workers getting ready for retirement and those spots will need to be filled. We're talking about good, high-paying jobs that will never be outsourced."

In 2006, freight rail employees earned an average of U.S. \$68,000 annually compared with \$62,000 in 2003, according to the AAR.

The U.S. Department of Transportation has projected an 88



Edward Hamberger

percent increase in demand for rail freight transportation by 2035, which will require an investment in infrastructure of \$148 billion (in 2007 dollars) over the next 28 years.

What that means to prospective railroad workers is an opportunity for stability and a long-term career path. According to the AAR, the industry is creating 80,000 American jobs over the next several years and is one of the few industries that doesn't outsource its jobs or facilities

overseas. The major rail hubs of Chicago, Kansas City, Seattle, Los Angeles, Memphis, St. Louis and Atlanta have among the highest number of openings.

Although the U.S. railroad industry is well over 100 years old, it isn't stuck in the past. The cab of a modern locomotive looks much like that of a jetliner, equipped with computer display terminals and microprocessor controls for the engines. Other railroad personnel help operate some of the largest computer and private telecom systems in the world.

"There is no doubt that railway transportation has a great future," wrote industry leader Francoise Lacote on [www.jrtr.net](http://www.jrtr.net). "It perfectly matches the needs of our modern society and economy." ●

# Keith hits the road to find success in transportation

BY JON HEWETT

FORD World

After 30 years on the assembly line at Ford's Wixom (Mich.) Assembly Plant, 48-year-old Rex Keith of Farmington Hills, Mich., faced a life-changing decision last spring.

The suburban Detroit factory, once the largest car assembly plant in the world, was officially ending production, putting Keith and many other Ford employees at a crossroads.

"It was certainly a time of many mixed emotions," Keith said. "After so many years and so many friendships, it was an emotional time. I knew I wanted to stay in Michigan, but wasn't exactly sure where I was going to end up."

After talking it over with his wife, Vinka, and several co-workers, Keith decided to explore commercial trucking as his next profession. With the financial assistance provided through his Ford



**Salaries for truck drivers new to the industry range from \$32,000 to \$38,000 annually.**

For videos and up-to-date information about the UAW-Ford hourly employee voluntary buyout programs, go to <http://employees.ford.com> or [www.newlineofwork.com](http://www.newlineofwork.com).

buyout package, he enrolled at Nu-Way Truck Driver Training Centers in Livonia, Mich.

"After I graduated from Nu-Way, there were several companies that came in and offered opportunities," Keith said. "I simply tried to choose the best fit for me and my family and go with it."

Keith now works for Key Transportation, LLC, of Belleville, Mich., delivering everything from auto parts to industrial containers across the Midwest.

"I've been able to tailor my schedule to drive at night when there is less traffic, staying primarily in Michigan, Ohio and Indiana," Keith said. "Being close to home was an important consideration for me. Being with my family during the day and on weekends, that is the best part."

Describing himself as a "rookie," Keith is both happy and grateful for his new career and plans to drive commercially for at least the next 10 years.

"The experience I've gained, even in this short period of time, has been invaluable," he said. "There is a guarantee in this industry, and it is growing." ●

# Black History Month ends on high note

BY REBECCA KAVANAGH

FORD World

"It's a proud moment for Detroit when two examples of excellence come together on one night," said Motown Historical Museum Chairwoman and CEO Robin Terry as she watched Smokey Robinson greet Ford employees during the company's Black History Month Celebration Feb. 29. "This is quintessential Motown."

Terry should know – she's the granddaughter of Motown Historical Museum founder Esther Gordy-Edwards and was on hand to represent the museum during the Ford-employees African-Ancestry Network's (FAAN) gala event.

Robinson, the evening's keynote speaker, drew a large crowd of Ford employees, executives, business partners and local dignitaries, including former Detroit Lion and Pro Football Hall of Famer Lem Barney, a longtime friend of Robinson.

"I am living way, way, way beyond my wildest dreams as a little boy growing up in Detroit," Robinson told attendees. "I never would have believed that I'd be here tonight among these wonderful people you've honored."

Robinson was referring to Motown vocal legend Ortheia Barnes and City of Detroit Poet Laureate Naomi Long Madgett, both of whom received Heritage Awards, as well as Sphinx Organization Founder and President Aaron Dworkin and Alice M. Birney Middle School Music Director Randy Scott, who were honored by



**Motown legend Smokey Robinson was the keynote speaker at the Black History Month event.**

FAAN with Community Service Awards. FAAN also named Queen of Soul Aretha Franklin as a Special Recognition Honoree; Southfield Mayor Brenda Lawrence accepted on her behalf.

Also present was filmmaker David Wilson, there to discuss his documentary *Meeting David Wilson* – a story about the enduring legacy of slavery airing next

month on MSNBC. Ford is the presenting sponsor of the special and the live town hall meeting following its debut.

"Our ancestors weren't victims but victors, and that message hasn't been properly received by my generation," Wilson said. "The strength of our ancestors shows us that we can overcome the obstacles of our day."

Current FAAN Chairman Steve Lewis, director, Manufacturing Strategy, and FAAN President Bennie Fowler, vice president, Quality, also presented an award to retiring FAAN Chairman Tony Brown, senior vice president, Purchasing. Later, Ford President and CEO Alan Mulally commended the group for its ongoing efforts.

Ceehl Phillips, IT application supervisor, summed things up for many participants when he said, "We're fortunate to work for a company that truly believes it's their responsibility to promote diversity." ●



## FREE GAS

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**The Ford Kuga is being built exclusively in Saarlouis, with about 84 percent of production slated for export.**

### First Ford Kuga rolls off line at Saarlouis

Production of the all-new Ford Kuga, Ford of Europe's first entry into the highly competitive crossover market, began at the end of February at the Ford plant in Saarlouis, Germany. The company plans to build around 45,000 units of the new model in Saarlouis this year – equivalent to nearly 10 percent of the plant's annual production volume. Altogether Ford invested a very significant amount in new manufacturing technology to support Kuga production at Saarlouis. Sales of the Kuga will progressively begin across all European markets a little later this year. It will be sold in 32 countries, with Germany, Italy, Great Britain and Spain expected to be the largest markets. "A distinctive 'kinetic design' exterior, Ford's acclaimed on-road vehicle dynamics and premium quality are just some of the highlights Kuga will bring to the fast-growing crossover market segment," remarked John Fleming, president and CEO, Ford of Europe.



**A Mazda employee bus displaying human rights promotional slogans.**

### Mazda receives Japan's first Human Rights Merit Award

Mazda Motor Corporation has been honored with the Human Rights Merit Award by Japan's Ministry of Justice and the National Federation of Consultative Assemblies of Civil Liberties Commissioners. The award was established in 2006 to recognize significant achievements in the field of human rights protection by an individual or an organization. The award to Mazda is the inaugural presentation of this honor. The award recognized Mazda's initiatives to promote its human rights philosophy, both within and outside the company, under the Mazda Human Rights

Declaration, which states that Mazda should strive to become the leading company in Japan for respecting human rights and for the ethical treatment of its employees. The award also acknowledged Mazda's work in encouraging employees to respect human rights through the establishment of internal human rights promotion groups.



**The interior of the Focus, as with that of five other Ford of Europe vehicles, has been certified as "allergy friendly."**

### Ford of Europe honor is nothing to sneeze at

For the first time ever, the European Centre for Allergy Research Foundation (ECARF) has given its Seal of Quality – given to products that are suitable for allergy sufferers – to a vehicle manufacturer: Ford of Europe. The Berlin-based research organization awarded its seal to six Ford models for their allergy-friendly interiors: the Ka, Focus (including the Coupé-Cabriolet), C-MAX, Mondeo, S-MAX and Galaxy. After extensive independent testing, it was certified that the interior materials used in the six Ford models reduce allergy risk to the lowest possible level. More than 100 materials and components were tested for harmful substances and allergy-causing potential. In addition, all components likely to have direct and prolonged contact with the skin, such as the steering wheel, seat covers, floor mats and seat belts, were dermatologically tested.



**The 1927 Volvo ÖV4 was the inspiration behind Hot Rod Jakob.**

### Volvo hot rod makes its debut

Leif Tufvesson, a former Volvo employee and current Swedish hot-rod builder extraordinaire, recently premiered his latest labor of love: Hot Rod Jakob, a unique combination of classical car-building craftsmanship allied to modern technology and design. His inspiration was the very first production Volvo, the 1927 ÖV4, nicknamed "Jakob." The finished product mixes the look of the ÖV4 with parts taken from Volvos throughout the years, including the steering wheel (Volvo P1800), rear-wheel-drive gearbox (Volvo 960) and today's powerful T5 turbocharged engine, converted to run on ethanol. "I really love combining old solutions with my very own ideas, creating a fine balance between high-tech and tradition that works seamlessly," Tufvesson said. Lucky U.S. enthusiasts will be able to see Hot Rod Jakob this summer as it tours a number of American car shows.



**Jari-Matti Latvala and Miikka Anttila go airborne on their way to a third-place finish in their Focus RS rally car in Mexico.**

### Ford stretches WRC lead after Rally Mexico

The BP Ford Abu Dhabi World Rally Team increased its advantage at the head of the FIA World Rally Championship after a strong points haul in Rally Mexico. The team, chasing its third consecutive manufacturers' world title, was 12 points ahead of the nearest competition after Jari-Matti Latvala and Miikka Anttila piloted their Ford Focus RS rally car to a third-place finish in Mexico last week, with teammates Mikko Hirvonen and Jarmo Lehtinen claiming fourth. All told, five Ford Focus rally cars finished in the top seven. Citroën's Sébastien Loeb won. Hirvonen retains a one-point lead in the drivers' standings after this third round of the 15-rally series, and Latvala lies third, five points behind Hirvonen.



## MARCH

**Every Ford Amateur Astronomy Club (Dearborn)**

**Tues.** Each Tuesday evening at 7:30 p.m., the Ford Amateur Astronomy Club's Dennis Salliotte, Bob Clubb and Ken Anderson present the "Winter Sky" show in the Henry Ford Community College planetarium. Shows are free and first-come, first-served. Doors open around 7:15 p.m. and close promptly at 7:30 p.m. Sometimes, Ken brings his binoculars to treat guests with post-show highlights outside in the Science Building parking lot. Dr. Jacobs and Mike Lapresto also have created a Tour of the Solar System on the campus of HFCC. For more information, contact Ken Anderson at KANDERS2@ford.com or call 313-805-4600.



10-May 1

**10-14 The 2nd Annual 20 Minute Treadmill Challenge (Dearborn, Mich.)**

The Dearborn UAW/Ford Fitness Center and Ford Runners Club want to encourage a new year of good health by bringing you the 20 Minute Treadmill Challenge. This program is open to both walkers and runners. Walkers are expected to maintain treadmill speeds above 3 mph; runners are expected to maintain treadmill speeds between 5-10 mph. The challenge starts Monday, Feb. 4. If you would like to participate, please sign up at the Dearborn Fitness Center. If you would like more information or if you do not work in the Dearborn area and would like to participate, please contact Ford Runners Club President Jeff Roggenbuck (JROGGENB@ford.com).

**10-31 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.)

**2008 UAW/Ford March of Dimes Campaign Kick-Off (North America)**

Please support the 2008 March of Dimes Campaign that kicks off this month. The event will last through May 1. There will be several opportunities for all to get involved in the campaign through various local fund raisers and walks. For more information click to [www.marchofdimes.com](http://www.marchofdimes.com).

March of Dimes  
Saving babies, together.**13 MODEL Teams Accelerated Action Day (Southeast Michigan)**

The Ford Volunteer Corps has teamed up with many nonprofit community partners to offer multiple volunteer opportunities on our first Accelerated Action Day, March 13, 2008. Please answer the need by joining a MODEL Team today at [www.volunteer.ford.com](http://www.volunteer.ford.com)!

**Ford Chorus 'Industry Sings!' Concert (Allen Park, Mich.)**

The annual "Industry Sings!" concert will feature the Ford Motor Company Chorus on Sunday, April 13, 2008, at 4:00 p.m. at Allen Park High School in Allen Park, Mich. Also performing will be the Gentlemen Songsters, the DTE Chorus and the General Motors Chorus. Tickets are \$10 value and may be obtained at the door or from Ford Chorus members: Alden Porter (APORTER3@ford.com), Karen Gaffney (KGAFFNE1@ford.com), Nikki Acosta (JCOST20@ford.com) and Sharon Brevoort (SBREVOOR@ford.com).

**15 Ford Ballroom Dance Club March Dance (Plymouth, Mich.)**

Ford Ballroom Dance Club is holding its next meeting at the Mayflower Meeting House Grand Ballroom (499 South Main, Plymouth, Mich. 48170). Dance lesson on the International Tango by Arthur and Yvonne from 8:00 p.m. to 9 p.m. Open dancing from 9 p.m. to midnight. Admission, including dance lesson is \$10. For more information go to [www.fera.org](http://www.fera.org).

**16 Ford Model Railroad Club (Farmington Hills, Mich.)**

Come see the award-winning Ford Model Railroad Display at the Redford Model Railroad Club's Trainorama Extra, Costick Community Center (28600 Eleven Mile Rd., Farmington Hills, Mich.) from 10:00 a.m. to 4:00 p.m. Admission is \$4 for adults. Children under 12 free with a paid adult admission.

**18 Women in Product Development Team: 20 Questions with Steve von Foerster, director, Vehicle Engineering (Dearborn)**

Each quarter, Ford's Women in Product Development Team (WiPD) features informative career development discussions, with women in Product Development sharing information on how to create a successful Ford career. This quarter, the event includes "20 questions" with Ford's Director of Vehicle Engineering, Steve von Foerster. We look forward to seeing you there on Tuesday, March 18, 12:00 p.m. - 1:00 p.m., at the Research and Innovation Center (RIC), Conference Room 1130. Register at <http://etracker.ford.com/default.asp?ProjectID=WIPCLUNC>.

**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](http://www.frostbiteopen.com).



For the latest industry news, employees should visit AutoBeat Daily via FCN Online at [www.fcn.ford.com](http://www.fcn.ford.com).

## 2008 Auto Show Lineup

## March

- 10-16 Columbus Int'l. Auto Show, Columbus, Ohio  
[www.columbusautoshow.com](http://www.columbusautoshow.com)
- 10-16 Twin Cities Auto Show, Minneapolis, Minn.  
[www.twincitiesautoshow.com](http://www.twincitiesautoshow.com)
- 13-16 N.C. Int'l. Auto Expo, Raleigh, N.C.  
[www.ncautoexpo.com](http://www.ncautoexpo.com)
- 21-23 Nashville Int'l. Auto Show, Nashville, Tenn.  
[www.motortrendautoshow.com/nashville](http://www.motortrendautoshow.com/nashville)
- 21-30 New York Int'l. Auto Show, New York, N.Y.  
[www.autoshowny.com](http://www.autoshowny.com)

## April

- 2-6 Dallas Auto Show, Dallas, Texas  
[www.dallasautoshow.com](http://www.dallasautoshow.com)
- 10-13 News Sentinel Auto Show, Knoxville, Tenn.  
[www.knoxautoshow.com](http://www.knoxautoshow.com)
- 17-21 Pittsburgh Int'l. Auto Show, Pittsburgh, Pa.  
[www.pittautoshow.com](http://www.pittautoshow.com)
- 19-27 Atlanta Journal-Constitution Auto Show, Atlanta, Ga.  
[www.ajcautoshow.com](http://www.ajcautoshow.com)



Please send information on your local upcoming Ford-related events to [FWinfo@ford.com](mailto:FWinfo@ford.com)

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2007 was the best fund-raising year since the start of the Ford Global Walk Team supporting the Juvenile Diabetes Research Foundation, totaling \$3,353,014. WELL DONE!

Since the inception of the JDRF/Ford Global Walk Team in 1998, Ford employees around the world have raised more than \$23 million to find a cure for diabetes.

Ford Motor Company remains the #1 JDRF contributor.

Thank you for your efforts and for your generous contribution. Your leadership is making a difference in the lives and families of every diabetic around the world.



**“We’re only walking distance from a cure.”**

