

SPECIAL EDITION: NEW FORD BRAND CAMPAIGN UNVEILED

FORD

April 2008

World

DRIVE ONE.



Drive quality.



Drive green.



Drive safe.



Drive smart.

WEB CONNECTION

Ford engages consumers in the blogosphere, p. 20

EXTEND HEALTH

Company enhances process to better serve salaried retirees, p. 22

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Dear FORD World reader:

On behalf of the entire *FORD World* team, it is our pleasure to provide you with the information you need to deliver on our company's plan. Your letters and e-mails have helped us target the "news you can use" and we benefit greatly from your support.

Outside our walls, the world of information sharing and news distribution is changing more rapidly than ever before. And, as we work to make Ford Motor Company a benchmark for employee communications, we too will be finding new, more customizable ways to deliver updates on Ford's story to you – whether you are at home or in the office. As part of those changes, *FORD World* will become a monthly publication beginning with this issue.

Throughout this year and into next, we will be making changes to our news outlets, including FCN Online, Employee Network and FCN TV, as well as introducing new resources. What will not change is our commitment to deliver the news with the perspective you have come to expect.

Please keep your feedback coming. We are here to serve you and to support the goal of an exciting, viable Ford delivering profitable growth for all.

Karen Hampton

Publisher, FORD World

Ford Motor Company Communications

FORD
World

Ford names new group vice president of Human Resources and Corporate Services

Ford Motor Company announced the appointment of Felicia Fields as group vice president of Human Resources and Corporate Services. Fields will lead Ford's global Human Resources and Corporate Services functions, reporting to Alan Mulally, Ford president and CEO. Fields replaces Joe Laymon, who has been appointed vice president, Human Resources and Medical Services at Chevron Corporation.



Felicia Fields



Marty Mulloy

Additionally, Marty Mulloy, vice president for Labor Affairs, now will report to Joe Hinrichs, group vice president for Global Manufacturing, while maintaining a functional tie to Fields.

All-new MAZDA2 named 2008 World Car of the Year

The MAZDA2 captured the 2008 World Car of the Year (WCOTY) at the New York International Auto Show. From an initial entry list of 39 new vehicles from all over the world, the MAZDA2 (known as the Mazda Demio in Japan) edged out finalists, Ford Mondeo and Mercedes-Benz C-Class, to take the overall award.



2008 MAZDA2

Ford, 'EMHE' partner in eco-friendly school makeover campaign

Schools looking to go green can now enlist Ford Motor Company's help in welcoming sustainability into the classroom. The automaker is joining forces with ABC's *Extreme Makeover: Home Edition* on Educate to Escape, a nationwide contest that awards one lucky K-12 school with an eco-friendly makeover up to \$250,000 and the chance to win a 2008 Ford Escape Hybrid.

For more information on the contest, go to www.educatetoescape.com. The deadline is May 18, 2008.

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Ford agrees to sell Jaguar Land Rover to Tata Motors

Ford Motor Company has recently entered into a definitive agreement to sell its Jaguar Land Rover operations to Tata Motors.

The transaction is the culmination of Ford's decision last August to explore strategic options for the Jaguar Land Rover business, as the company accelerates its focus on its core Ford brand and "One Ford" global transformation.

The sale is expected to close by the end of the next quarter and is subject to customary closing conditions, including receipt of applicable regulatory approvals.

The total amount to be paid in cash by Tata Motors for Jaguar Land Rover upon closing will be approximately U.S. \$2.3 billion. At closing, Ford will then contribute up to approximately \$600 million to the Jaguar Land Rover pension plans.

"Jaguar and Land Rover are terrific brands," said Alan Mulally, president and CEO, Ford Motor Company. "We are confident that they are leaving our fold with the products, plan and team to continue to thrive under Tata's stewardship. Now, it is time for Ford to concentrate on integrating the Ford brand globally, as we implement our plan to create a strong Ford Motor Company that delivers profitable growth for all."

Lewis Booth, executive vice president, Ford Motor Company, who has responsibility for Ford of Europe, Volvo and Jaguar Land Rover, called the deal "a good agreement."

"It provides the Jaguar Land Rover management team and employees with the assurances needed to maintain their focus on delivering the best results for the business," said Booth. "I am confident that, under its new owner, Jaguar Land Rover will continue to build upon the significant improvements and product successes it has achieved in recent years."

As part of the transaction, Ford will continue to supply Jaguar Land Rover for differing periods with powertrains, stampings and other vehicle components, in addition to a variety of technologies, such as environmental and platform technologies. Ford also has committed to provide engineering support, including research and development, plus information technology, accounting and other services.

In addition, Ford Motor Credit Company will provide financing for Jaguar and Land Rover dealers and customers during a transitional period, which can vary by market, of up to 12 months.

The parties believe these arrangements will support Jaguar Land Rover's current product plans, while providing Jaguar Land Rover freedom to develop its own stand-alone capabilities in the future that will best serve its premium manufacturer requirements.

"Jaguar and Land Rover are terrific brands. We are confident that they are leaving our fold with the products, plan and team to continue to thrive under Tata's stewardship. Now, it is time for Ford to concentrate on integrating the Ford brand globally, as we implement our plan to create a strong Ford Motor Company that delivers profitable growth for all."

*– Alan Mulally, president and CEO,
Ford Motor Company*

The parties do not anticipate any significant changes to Jaguar Land Rover employees' terms of employment on completion.

Speaking about the agreement, Ratan N. Tata, chairman of Tata Sons and Tata Motors, commented: "We are very pleased at the prospect of Jaguar and Land Rover being a significant part of our automotive business. We have enormous respect for the two brands and will endeavor to preserve and build on their heritage and competitiveness, keeping their identities intact."

"We aim to support their growth, while holding true to our principles of allowing the management and employees to bring their experience and expertise to bear on the growth of the business," he said.

Jaguar Land Rover's employees, trade unions and the U.K. government were kept informed of developments as the sale process progressed and have indicated their support for the agreement.

Speaking on behalf of Jaguar Land Rover, Geoff Polites, chief executive officer, said: "Jaguar Land Rover's management team is very pleased that Ford and Tata Motors have come to an agreement today. Our team has been consulted extensively on the deal content and feels confident that it provides for the business needs of both our brands going forward."

"We have also had the opportunity to meet senior executives from Tata Motors and the Tata group," Polites continued. "They have expressed confidence in the team that has delivered significant improvements in Jaguar Land Rover's business performance. We feel confident that we can forge a strong working relationship with our new parent company, and we look forward to a bright and successful future for Jaguar Land Rover."





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Dealers, employees help shape 'Drive One' campaign

BY ROBERT MUSIAL
FORD World

This month, Ford Motor Company is launching an aggressive campaign to improve consumer opinion of Ford brand vehicles in the U.S. and to

encourage employees, retirees, dealers and others to be enthusiastic advocates for the company, the brand and its products.

Dealers and employees across the company worked together on the new "Drive One" campaign, which kicks off with a messaging blitz starting April 3. After internal audiences – employees, dealers and retirees – are engaged, the campaign will be unveiled to the public in a major marketing drive that begins April 8.

The "Drive One" campaign will highlight Ford's accomplishments and commitment in four key areas that shape the reputation of the company and the Ford brand – Quality, Green, Safe and Smart. Dealers and employees at all levels of the company helped develop the effort and provided valuable feedback on its tone, philosophy, content and tactics.

The four key messages will be backed by

facts and videos featuring experts, employees and customers who demonstrate, in an authentic way, why Ford products are worthy of consideration. It will also invite consumers to test-drive a new Ford vehicle and experience the difference.

"It's time for more people to know about our 'new' Ford and how strong our products really are" said Alan Mulally, president and CEO. "When I asked Jim Farley and the marketing team to roll up their sleeves and come up with a plan to tell our story to more people in a credible and convincing way, they said the Ford story is really a story about our people and the hundreds of daily success stories that have driven our improved results in quality, safety, technology and sustainability.

Tell the 'Drive One' story

Check out and use
www.forddriveone.com
for regular updates.

"Thanks to the commitment of the Ford team, we now have the opportunity to show the

"Now we have the opportunity to show the country – and in time, the world – just how good our products and this company are."

– Jim Farley, group vice president,
Marketing and Communications

Drive One on page 15

Drive quality.



Virtual tools allow full-scale review and refinement of computerized vehicle designs.

QUALITY CONTINUES IMPROVEMENT

By internal and external measures, Ford Motor Company continues to improve its vehicle quality year over year. In fact, Ford outpaced the industry with an improvement of 11 versus 2 percent for the industry in 2007.

Ford's continuous quality improvements are the result of a disciplined adherence to standardized processes integral to the Global Product Development System (GPDS). As part of its Global Quality Improvement Plan (GQIP), Ford has identified 21 high leverage processes for current model programs and 17 key quality processes for forward model programs. The Quality Leadership Team is implementing these processes at Ford's plants around the world to ensure consistent adherence to standards and procedures across the enterprise.

To measure quality improvement, Ford relies in part on the Global Quality Reporting System (GQRS), an external survey that measures Things Gone

Wrong as well as quality satisfaction after three months in service.

In addition, there are several state-of-the-art tools and processes that harness the power and precision of digital technology. Here are a few things driving quality improvement at Ford:

Virtual tools

A variety of digital tools within GPDS has transformed how Ford vehicles are designed and engineered. Computer-aided processes have streamlined vehicle development and verified manufacturing feasibility long before a



Precise prototyping determines issues early.

physical part is produced. This results in improved quality and a shorter time to market. During the Digital Pre-Assembly process, tens of thousands of customer standards are evaluated to ensure high quality standards are met. Meanwhile, at the company's Virtual Build Center, a launch team of engineers, plant employees and suppliers produces the new vehicle on a virtual assembly line. The team observes virtual employees, known as Jack and Jill, assemble the vehicle part by part and flag any ergonomic or manufacturing-feasibility issues. Other virtual tools include a "powerwall" where high-definition rear-screen projection enables engineers and designers to review and refine full-scale computer-rendered vehicle designs. And Ford's Virtual Reality Cave uses similar technology with motion capture 3-D glasses to enable engineers to evaluate digital designs from realistic driver and passenger perspectives.

Virtual ergonomic studies

Ford Vehicle Operations is a pioneer in its use of virtual manufacturing ergonomics studies to determine assembly feasibility prior to production launch. The studies use "Jack" and "Jill," two digital human models, to evaluate whether specific manual operations can be completed in an assembly plant without difficulty or discomfort. "Jack" is a larger-than-average male whose big hands help determine the feasibility for fitting parts into tight spaces. "Jill" is a smaller-than-average female whose small frame determines the feasibility for reaching far enough to attach parts. To represent "Jack" or "Jill," a real person puts on a head-mounted display and a suit with small motion capture balls attached to it. The person's movements,

Did you know...

- Ford received five *Consumers Digest* Best Buy Awards (Ford Fusion, Taurus, Mustang, F-150, Escape Hybrid).
- Ford Motor Company quality continues its dramatic improvement, reducing Things Gone Wrong (TGW) levels for the third straight year and further closing the gap with the best in class.*

*Based on a survey of 2007 model year Ford and competitive owners at 3 months of service that were registered between September 2006 and May 2007.

represented by the balls, are captured by the lab's infrared camera system. The headset provides the person with a detailed digital view of a virtual vehicle's parts and specifications. Both help the manufacturing team evaluate ease of assembly and identify opportunities for refinement.

Precise prototype fabrication

Making prototype parts and full-scale models of vehicles is a precise process requiring state-of-the-art technology. Ford's new computer-aided vehicle-modeling mill uses CAD/CAE data to accurately sculpt foam models as large as a Ford F-Series Super Duty or as small as a radio knob to within a thousandth of an inch. In addition, rapid prototyping technology supports quality control by enabling fast fabrication of plastic prototype parts from digital data for design and engineering evaluation.

Competitive benchmarking

Product Development teams benchmark competitive vehicles, in part through hoist reviews, to gain an in-depth understanding of how other automakers design, engineer and build their vehicles. This also enables PD teams to consider



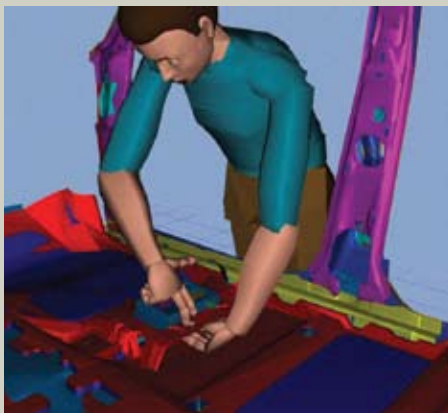
Modeling mill sculpts full-scale prototypes.

alternative design and engineering solutions, to help the company stay competitive and improve quality. Competitive quality-leading models are studied from every angle and dismantled, with every part from grille to taillights weighed, photographed and documented in a proprietary database called FACTS (Ford and Competitor Technology System), which is accessible to engineers throughout the company via the web (www.facts.ford.com).

New Model Quality Center

The New Model Quality Center at Ford's Dearborn Truck Plant tests manufacturing feasibility, conducts vehicle evaluations and trains employees on assembly processes unique to Ford models, ensuring high quality launches. The center provides in-depth training to plant employees on assembly processes that are unique to Ford trucks. The training modules include two fixed platforms, as well as two "smart platforms" that raise and lower according to the employees' height and job requirements.

With reporting by Kristopher Spencer.



Ergonomics lab uses digital human models to evaluate assembly methods.

QUALITY

One of Ford's key messages in its new Primary Brand campaign is Quality.

This message will detail the quality that is built into every Ford vehicle, which puts them in a virtual tie in quality ratings with the best mass-market vehicles in the world.

This message will be underscored by the rankings of third parties, including top consumer magazines.

This year, *Consumers Digest* picked the Ford Fusion, Taurus, Mustang, F-150 and Escape Hybrid as vehicles that offer "the most value for the money" in their respective classes.

In *Consumer Reports'* 2008 Auto Issue, the Ford Edge, Taurus, Taurus X, Lincoln MKX and Mercury Sable made the Top Recommended Buys list.

The magazine also put the Ford Expedition, Explorer, Sport Trac, F-150, Fusion, Mustang and the Mercury Milan and Lincoln MKZ, Navigator and Town Car on its standard Recommended Buys list.

Last fall, *Consumer Reports'* annual subscriber survey listed 41 of 44 Ford, Lincoln and Mercury vehicles as average or above average – a reliability rating of 93 percent.

The Expedition EL, F-150 and F-250/350 also won Strategic Vision's 2007 Total Quality Awards in their respective classes.

Ford quality has also jumped 11 percent versus the industry's 2 percent improvement in the Global Quality Research System (GQRS) study.



Drive quality.

Drive green.



2009 Ford Escape Plug-in Hybrid

CLEVER SUSTAINABLE SOLUTIONS

Ford knows its customers are increasingly concerned with protecting the environment. That's why the company's strategy for sustainability is built around multiple technologies that attack this challenge from several angles. The strategy does not focus on one catch-all solution, but offers an array of options.

As a pioneer in sustainable clean energy technology since the 1970s, Ford invests billions of dollars a year in research and development. The company has a strategic road map that focuses on the most cost-effective technology to improve CO₂ emissions and significantly improve fuel economy while maintaining customer priorities.

Hybrids

As *Consumers Digest* 2008 Automotive Best Buy recommendations, the Ford Escape Hybrid and Mercury Mariner

Hybrid are proving popular with critics and customers. The vehicles saw combined sales up approximately 10 percent last year. "Demand for the hybrid is phenomenal," says David Finnegan, marketing manager, Edge and Escape. "Ford literally can't ship them fast enough to keep up with the demand."

It can only help that the American Council for an Energy-Efficient Economy recently placed the Escape Hybrid on its Greener Choices list in its ACEEE's Green Book Online for 2008.

The Escape and Mariner Hybrids with automatic transmissions get 34 mpg city and 30 mpg highway, making them among the most environmentally friendly vehicles on the market today. Next up: The Ford Fusion and Mercury Milan Hybrid sedans, coming in late 2008.

EcoBoost

"EcoBoost is truly a solution for consumers because it provides both improved fuel economy and superior

driving performance," says Derrick Kuzak, group vice president, Global Product Development. "It's a win-win."

Announced at this year's North American International Auto Show in Detroit, EcoBoost will deliver up to 20 percent better fuel economy and 15 percent fewer CO₂ emissions without sacrificing driving performance.

With its direct-injection technology, fuel is injected into each cylinder of an engine in small, precise amounts, delivering higher fuel economy and performance. When combined with modern-day turbocharging, direct injection provides the best of both worlds: the responsiveness of a larger-displacement engine with fewer trips to the gas pump.

The combination of turbocharging and direct injection allows smaller engines to act like larger ones while still delivering the fuel economy of the smaller powerplant.

Within five years, Ford will be making this new technology available on up to a half million Ford, Lincoln and Mercury vehicles annually, beginning with the new Lincoln MKS sedan in 2009.



EcoBoost technology boosts performance and fuel economy.

Did you know...

- Ford was the first manufacturer to market a flex-fuel vehicle in Europe, capable of running on E85 (a blend of up to 85% ethanol and 15% gasoline), gasoline only, or any mix in between.
- From 2000 to 2006, Ford Motor Company has cut manufacturing CO₂ emissions 31 percent.
- Ford earned the EPA Energy Star 2007 Partner of the Year Award.

6-speed transmission

The consumer wants it all – exhilarating performance, continuing fuel economy improvements and near-zero emissions – “all for a price that offers great value,” says Barb Samardzich, vice president, Powertrain Product Development. “And Ford intends to deliver on every expectation as we migrate advanced technologies from shelf to showroom.”

One of those advanced technologies is the newly unveiled 6-speed transmission. This fuel-efficient transmission with auto shift control allows the driver to select and hold a lower gear with just the turn of a dial when conditions warrant.



Ford Fusion 999: World's first hydrogen fuel cell race car.

Hydrogen-powered vehicles

Ford began working on hydrogen technology in the early 1990s. The company's first hydrogen internal combustion engine demonstration vehicle, released in 2001, was the basis for the development of the company's first drivable hydrogen fuel cell vehicle.

The company currently has a fleet of 30 hydrogen-powered Focus fuel cell vehicles on the road as part of

a worldwide, seven-city program to conduct real world testing of fuel cell technology. The fleet has accumulated more than 700,000 miles since its inception, generating information that can be integrated into future fuel cell vehicle propulsion systems.

Ford Escape PHEV

Imagine getting 120 miles per gallon. Those are the numbers that the Ford Escape Plug-In Hybrid Electric Vehicle (PHEV) achieves in its first 30 miles of surface-street driving following a full charge, giving great hope to those who see electric vehicles as the car of tomorrow.

Ford recently 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.

The Escape PHEV's high-voltage lithium-ion battery is recharged overnight using a standard household electric outlet. It features engine-off operation during low-speed driving and regenerative braking to maximize efficiency.

With reporting by Rebecca Kavanagh.



Plug-in hybrids offer great hope.

GREEN SOLUTIONS

One of Ford's key messages in its new Primary Brand campaign is its Green Solutions.

That message will stress that Ford has two of the Top Ten Green Vehicles (Focus and Escape Hybrid) and is bringing more of them to market.

This is from the company that produced the Ford Escape, the first full hybrid (and the most fuel-efficient) SUV on the planet. The Escape Hybrid received the 2007 Clean Vehicle Award from the International Energy Agency for selling more than 50,000 hybrids worldwide.

Ford has also built more partial zero emissions vehicles (PZEV) than any other manufacturer, from compacts and crossovers to SUVs and full-sized sedans, that meet current California emissions standards.

Ford also has more than 2 million flex-fuel vehicles on the road in North America – and created the first fuel-cell hybrid electric plug-in.

In addition, the company uses such environmentally responsible materials as soy-based flexible foam seats and cloth fabrics made of 100 percent recycled post-industrial materials that would otherwise have ended up in landfills.

Since 2006, Ford has cut its manufacturing CO₂ emissions by 31 percent and has been honored for its Dearborn, Michigan Truck Plant which, along with other environmental innovations, features a “living roof” planted with 450,000 square feet of ground cover which preserves rainfall and filters it for return to the nearby Rouge River.



Drive green.

Drive safe.

SAFETY THAT'S BUILT IN

A key part of the "Drive One" campaign is the safety technology built into every Ford vehicle. Ford has a long history of safety advancements, including introduction of the industry's first three-point safety belts, leading the shift to multiple-deployment air bags and the most unique stability control system in the world, just to name a few.

The common themes of Ford's safety innovations are families – and standardizing new technologies for millions of customers. Anchoring the new campaign will be the proof of this work, including the fact that Ford has the most 5-star National Highway Traffic Safety Administration (NHTSA)-rated vehicles on the road.

Ford also continues to lead the standardization of advanced air bag and stability control systems, including Ford's unique AdvanceTrac with Roll Stability Control (RSC) with the unique ability to help detect and prevent rollovers. By 2010, Ford will have 6 million stability control-equipped vehicles on the road, including 5 million crossovers, SUVs and pickups with RSC.

Let's look at those safety systems on America's safest family car, the Ford Taurus, which earned the highest available rating of five stars from the National Highway Traffic Safety Administration (NHTSA). The agency also awarded Taurus five-star ratings for both driver and front passenger in a frontal crash test and five stars for both the driver and rear seat passenger in a side impact crash test. In addition, the Insurance Institute for Highway Safety (IIHS) also gives Taurus top marks – "Good" ratings – for frontal, side and rear impacts. Key features of the Ford Taurus safety story include:



Safety Canopy

Safety Canopy is Ford's exclusive safety system that features side curtain air bags that help protect front and rear outboard passengers in both rollovers and side impact crashes. The curtains are designed to slip between the occupant and the side window. The Safety Canopy is designed to stay inflated for several seconds, as rollover

crashes often last much longer than side impact crashes.

SPACE

Ford's Side Protection and Cabin Enhancement architecture (SPACE) is designed to help protect occupants using a complex configuration of strategically placed long steel rails and square tubes under the car body, along the vertical door posts (or "B pillars"),

in between the front and rear seats, and along the roof lines (or "A pillars"). The rails are designed to bend and the tubes compress in a severe crash; this creates 10 different crush zones" all over the car to help channel crash forces away from the occupants inside.

AdvanceTrac

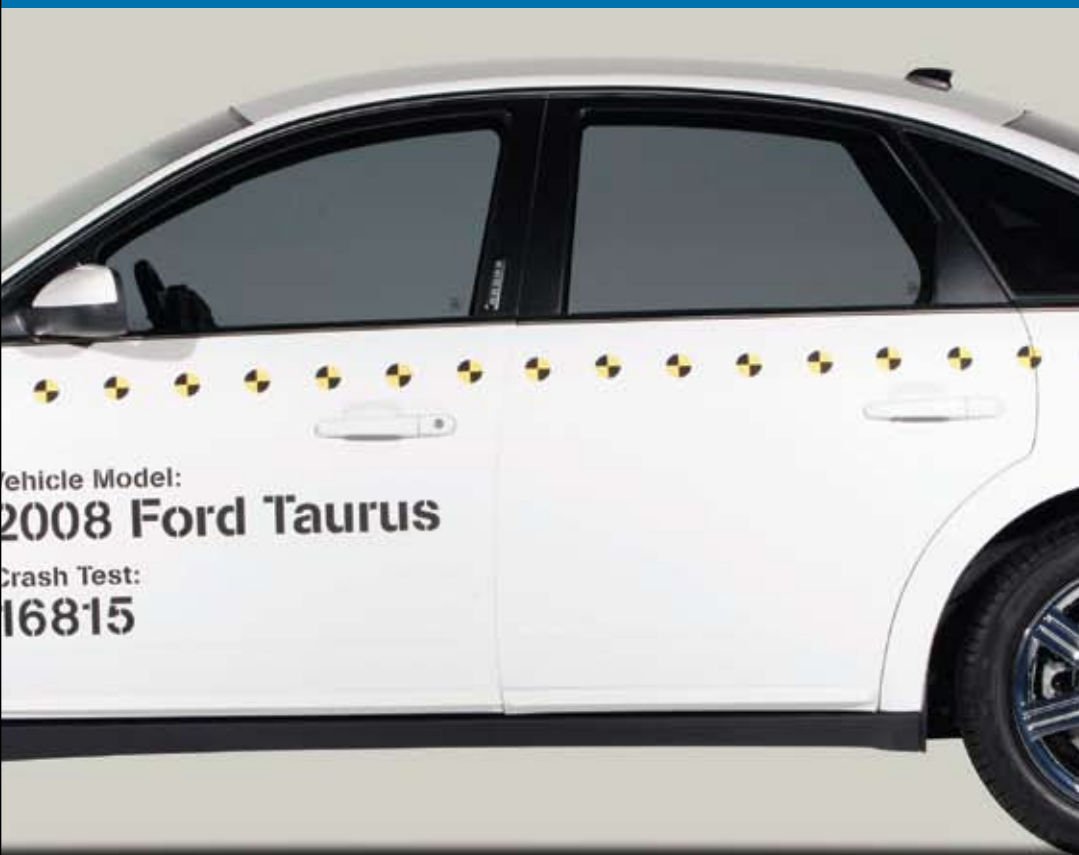
AdvanceTrac electronic stability control system helps predict the vehicle's motion



Did you know...

- Ford has received more five-star crash test ratings than any other brand/company in U.S. history.*
- Ford offers more vehicles/products equipped with available 4WD and AWD systems than any other brand.

*Star ratings are part of U.S. Department of Transportation's Safercar.gov program (www.safercar.gov). Government star ratings are part of the National Highway Traffic Safety Administration's (NHTSA's) New Car Assessment Program (www.safercar.gov).



using a sensor to detect and measure side-to-side yaw (or skidding) by monitoring the vehicle's speed, throttle position and steering wheel angle. When the system senses wheel slip, engine torque is reduced and braking is applied where needed to help keep the car tracking safely on its intended path. AdvanceTrac with Roll Stability Control (RSC), the industry's only electronic stability control system that uses two gyroscopic sensors to monitor both yaw and roll motion, helps the driver maintain control and keep the vehicle on the road during dangerous rollover conditions.

Belt-Minder

Ford's Belt-Minder is a safety belt reminder technology for the driver and

front passenger that takes over after the initial safety belt reminder stops chiming. If the driver or front passenger remains unbuckled, the system chimes and flashes a warning lamp for six seconds every 30 seconds for five minutes or until the driver buckles up, whichever comes first. The federal government applauds Ford's system for increasing safety-belt usage by five percent.

Personal Safety System

Personal Safety System is a suite of seven protection technologies working together as a system to help protect occupants that includes dual-stage front air bags and occupant classification.

With reporting by Robert Musial.

SAFETY

One of Ford's key messages in its new Primary Brand campaign is Safety.

The campaign will point out that Ford has the most five-star government crash test safety ratings of any auto manufacturer.

It will also note that Ford has more all-wheel-drive and four-wheel drive vehicles than any other brand and will highlight the company's extensive safety technology, including its accident avoidance and accident protection features.

The Intelligent Safety System and Safety Canopy system processes information from several sophisticated sensors to adjust the performance of the safety belt retractors, the front air bags and steering column to help enhance occupants' protection in the event of frontal and side impact collisions.

The Personal Safety System, which is standard on most Ford vehicles, also helps enhance driver and front occupant protection in a crash.

The Reverse Sensing System with rear sensors helps alert drivers to objects that may not be visible when backing up.

The Reverse Camera System display, optional in the Ford Expedition and F-150, is an industry-first, factory installed "picture in the rear view mirror" technology that also helps drivers see behind them while backing up.

Roll-fold side curtain air bags help protect passengers from injury by deploying the air bag between occupants and the side glass and doors.



Drive safe.

Drive smart.



Ford Work Solutions helps contractors keep track of their tools.

DRIVER-FRIENDLY TECHNOLOGY

One of the four elements of the "Drive One" campaign is the smart technology offered across the Ford vehicle lineup.

These "smart tech" features make the driving and riding experience easier and more enjoyable, whether it involves staying connected while on the road, helping those who use their vehicles as mobile offices or something as simple as gassing up at the neighborhood station.

All of these features are designed to provide customer value and set Ford cars, crossovers and trucks apart from the competition.

These Smart Technology features include:

Ford SYNC™

SYNC is a factory-installed, in-car communications and entertainment system developed with Microsoft. It is an advanced software platform that

provides consumers the convenience and flexibility to bring digital media players – Apple iPods and other MP3 players – and Bluetooth-enabled mobile phones into their vehicles and operate the devices via voice commands or with the steering wheel's redundant radio controls.



SYNC makes in-car connections easy.

Ford SYNC 911 Assist

(Available on 2009 model year vehicles)

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 assist in placing a call directly to a local 911 emergency operator should an air bag deploying accident occur. 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. There is also no additional monthly fee for this feature, as SYNC utilizes a customer's existing mobile phone.



Easy Fuel eliminates one driving hassle.

Easy Fuel™

(Will be standard equipment across the entire Ford, Lincoln and Mercury product line by 2010)

The capless fuel system – first installed on the Ford GT supercar – allows customers to fill their vehicles at the pump without having to deal with a screw cap. The technology results in fewer smog-causing emissions due to a much better seal that shuts automatically when fueling is complete.

Did you know...

- Ford SYNC™ was the winner of *Popular Mechanics* Breakthrough 2007 Award.
- Ford SYNC™ was the winner of 2007 *Popular Science* Best of What's New Award.
- Ford Motor Company is the first manufacturer to feature a capless fuel-filler system on any vehicle sold in the United States.



Securicode is unobtrusive and easy.

Securicode™

The next generation keyless entry pad is invisible until touched. It will launch on the 2009 Ford Flex and Lincoln MKS.

Sony/THX Audio Systems

American consumers have a strong connection with the Sony brand. A Sony-branded audio system launches on the brand-new Ford Flex and will be widely available in the 2009 model year.

The Lincoln brand has offered THX Certified Car Audio systems in its vehicles since 2002. THX Certified Car Audio Systems produce sound quality comparable to a THX Certified Home Theater.

Adjustable ambient lighting

This technology – introduced with the 2008 Ford Focus – allows customers to customize their interiors with accent lighting. Seven colors are available to match any mood.

SIRIUS Travel Link

(Part of Ford's next-generation navigation, which will be available on several 2009 model year vehicles)

This is an industry-exclusive feature. When coupled with Ford's next-generation navigation, this system provides a collection of data services including real-time local traffic, coast-to-coast weather conditions, movie listings, sports scores and fuel price information for more than 120,000 gas stations. The system provides voice-recognition destination entry and can call out street names while en route.

Ford Work Solutions

(Available as an option with the new 2009 F-Series and E-Series vans)

This is a new suite of productivity resources that will be particularly valuable for contractors and those who work in skilled trades. The applications include an in-dash computer with internet access, technology to tag tools with RFID (radio frequency identification chips), a system to track truck locations and vehicle diagnostics, and a unique cable lock to secure items in the truck bed.

With reporting by Chris Rahi Kassab.



Adjustable ambient lighting adds accents.

SMART TECHNOLOGY

One of Ford's key messages in its new Primary Brand campaign is Smart Technology.

Ford is delivering more industry-first technologies than ever, beginning with the award-winning SYNC™ technology, which provides voice-activated, in-vehicle operation of MP3 players and most Bluetooth-enabled mobile phones.

Ford also enhances the driving experience by offering a voice-activated navigation system and softly glowing ambient lighting in the passenger cabin.

Ford is also the first manufacturer to feature a capless fuel-filler system – Easy Fuel – on U.S. vehicles, including the 2008 Ford Explorer and the 2009 Ford Flex.

Ford's Reverse Sensing System with Rear Sensors alert drivers to objects that may not be visible near the rear of the vehicle when backing up.

Invisible on the B-pillar until touched, the next generation keyless entry pad debuts on the 2009 Ford Flex and Lincoln MKS.

Commercial users will also appreciate Ford Work Solutions, optional features valuable for contractors and people in skilled trades.

The features include an in-dash computer with Internet access, technology to tag tools with RFID (radio frequency identification) chips, a system to track truck locations, and a cable lock to secure items in a truck bed.

The F-150 and Super Duty offer the exclusive Tailgate Step and the 2009 F-150 also offers the Side Access Step.



Drive smart.



hap is ...

A promise to be there at every stage of your life.

HAP is more than just a card you carry. HAP is your partner, creating solutions that go beyond your health care needs. We design our affordable plans around wellness, because great coverage starts with getting you healthy and keeping you that way. HAP health plans are a promise – a promise to be there at every stage of your life.

Health Benefit Plans

HAP offers flexible, comprehensive plans with the leading doctors and hospitals in Michigan. HAP is preventive care, online health tools, disease management, health education and worldwide emergency coverage wherever you travel.

Health Care Plans

HAP offers plans that meet your family's needs, including:

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- Preventive care including immunizations, mammography and routine pediatric care
- Free, online health risk appraisals and healthy lifestyle programs
- Discounts for Weight Watchers®, Curves®, LASIK and fitness clubs
- **Plus, worldwide emergency coverage wherever you travel**

Health Engagement Program

We believe responsible healthy behavior should be rewarded. With our Health Engagement Program, you can enjoy an **enhanced benefit level and lower out-of-pocket costs**. All you have to do is work with your doctor to:

- Stop smoking
- Limit alcohol use
- Ensure you are up-to-date on preventive tests
- Manage your weight, blood sugar and blood pressure
- Control your cholesterol



www.hap.org

Drive One *continued from page 5*

country – and in time, the world – just how good our products and this company are. It's inspiring," said Farley, group vice president, Marketing and Communications. "Soon, each of us will have a chance to spread the word to millions of people who rely on us to deliver great vehicles every day."

During the campaign's creation, employees and dealers were consulted and provided input that helped illustrate the messages and built confidence in the strategy.

Their input was crucial because, in the past, major marketing campaigns often followed a "top down" approach and were developed first and then presented to the stakeholders to endorse. "In this case, the dealers were such a big part of the development, it's their campaign in many ways," said Farley.

Kevin Shores, a lead engineer at the Product Development Center, was among those taking part in an employee focus group preview of the campaign.

"I think this is a good idea, to energize the base. Everybody in the group walked away with a more positive attitude about the company and our products," said Shores.

Tammy Canell, an account analyst in Finance, also took part in one of the groups in which campaign themes were tested.

**"At Ford, there's
a great deal to
share about what
we're doing now."**

– Barb Samardzich,
vice president,
Powertrain Engineering



"It was great to see something like that from the start. They're actually listening to people who have been around and have good ideas," said Canell. "It'll be great to finally tell people about it."

Also excited about taking part in one of the employee focus groups was Rita Krawczak. "It's great that Ford is taking advantage of internal audiences as well as external," said Krawczak, a purchasing recruitment coordinator for Human Resources.

Krawczak said participating in the early stages of the campaign was gratifying. "I feel a lot more pride every day, knowing we're moving in the right direction. You can see the effort starting to pay off."

The campaign also involved dealers in the planning stage. That was important, both to earn their support and to improve the effectiveness of the campaign's advertising, since independent dealer ad groups control more than half of all ad dollars spent to



Drive quality.

**Big Ideas.
Smart Solutions.
Outstanding Results.**

From virtual design and testing to assembly line process, Ford vehicles are designed and built for quality!



Drive green.

**Fuel efficiency and
power – living in
perfect harmony.**

Ford produces vehicles that are fuel efficient AND fun to drive. No need to sacrifice one for the other!



Drive safe.

**The Worriers.
The Warriors.
The Safe Havens.**

Accident avoidance or protection in an accident – either way our safety systems provide peace of mind!



Drive smart.

**Techies.
Regular Folks.
One Big Play Group.**

Thoughtful design and purposeful technology that provide convenience, entertainment and enhance the overall vehicle experience!

promote Ford products.

Among the dealers previewing the “Drive One” campaign was Charlie Gilchrist. The owner of Southwest Ford in Weatherford, Texas near Fort Worth, he’s also the chairman of the national Ford Dealer Council.

“I think ‘Drive One’ is absolutely the right campaign. It’s a confident statement that we can back up,” said Gilchrist.

Like many, Gilchrist said he came into the process favoring one of Ford’s best-remembered slogans from the past. “I liked ‘Have You Driven a Ford Lately?’ but that’s a question while ‘Drive One’ is a statement, a call to action,” he said.

Dealer Jim Seavitt also likes the message of the new campaign. The owner of Village Ford in Dearborn, he’s also a member of the Ford Marketing Dealer Advisory Board.

“I think ‘Drive One’ is a great platform that we can work with. I like it as a slogan. You can use it for an individual car line or the whole division,” said Seavitt.

Just outside Charlotte, North Carolina, dealer Kirk Stump is also enthusiastic about the campaign.

“This is the way the new Ford, the ‘one Ford’ is coming together. To be working together as team with one common goal is just great. Now, we have total ‘buy-in,’” said Stump, who owns Dale Jarrett Ford.

“We have great products and bright ideas and this will make dealers and employees feel good about where we’re going,” said Stump.

The strategy behind the campaign is being shared with salaried and hourly employees, dealers and Ford retirees beginning on

based solidly on Ford strengths – Quality, Green, Safe and Smart.

“These are all areas in which we excel right now. So we need to move the needle with consumers in these four areas. We’re asking them to consider Ford and giving them substantive reasons why they should,” said Fields.

For too many people, Ford in the U.S. is a truck company that sells Mustangs, said Fields. “People don’t know how much more there is to our vehicle lineup and we all have to change that,” he said.

“This is the key because after they drive a Ford, most consumers – especially those new to the brand – are pleasantly surprised at how good our products really are,” said Fields.

John Felice, general manager, Ford Division Marketing, said “Drive One” comes at a good

time for consumers and the company.

“We’re going to tell our story in a whole new way,” said Felice. “We are asking employees, retirees, dealership employees and Ford loyalists to be advocates for the brand and help tell our story, especially in the areas of quality, safety, technology and the environment.”

“We have a golden opportunity in the marketplace right now to confidently tell our story and begin to change that perception gap,” he said.

“Drive One” will be launched to the public on April 8 with print, digital and TV advertising. Ford brand-focused ads introducing “Drive One” will run nationally while other national and regional ads will show drivers of competitive makes discovering

Ford vehicles and sharing the experience.

That part of the campaign extends the themes seen in last year’s “Fusion Challenge” and “Swap My Ride” campaigns.

A key component in both cases will be invitations to test-drive a new Ford vehicle.

“We have the products in the showroom today

to back this up and we are going to share this story,” said Felice. “We’re confident that, with the products we have now, if they come in and try a Ford, they’ll fall in love with it and put us on their consideration list.”

The “Drive One” campaign will be supported by Web episodes that confirm the four messages. The messages include:

- “Drive Quality,” which shows how Ford vehicles are designed and built for quality, from their virtual design and testing on



“We’ve got over 50,000 hybrids on the road today ... we’re proud of our hybrids, we’re proud of what’s coming and there’s more to come.”

– Nancy Gioia, director, Sustainable Mobility Technologies and Hybrid Programs

April 3 with a 15-minute broadcast delivered through Web sites like FCN, Employee Network and the Fordstar dealer system, as well as through channels like Blue Oval Connect, an e-mail-driven news service for retirees and *FORD World*. At the same time, Ford will launch a new public Web site – www.forddriveone.com – with regularly updated information that can be used to tell the story of Ford vehicles to friends and other audiences.

Mark Fields, president, The Americas, said the campaign is

“Our technology and the way we use technology is going to allow us to surpass the competition in quality.”

— Allison Stephens, staff technical specialist, Assembly Ergonomics



computers to the assembly line process.

- “Drive Green,” which illustrates how Ford produces vehicles that are both fuel efficient and fun to drive; there’s no need to sacrifice one value for the other.

- “Drive Safe,” which points out that, when it comes to accident avoidance or accident protection, Ford safety systems provide peace of mind.

- “Drive Smart,” which focuses on how Ford’s thoughtful design and purposeful technology bring convenience, entertainment and enhancement to the overall vehicle experience.

Ted Cannis, director, Marketing Communications for Ford Division, underlined how important it is to give people new information so they see Ford in a new way.

“Lots of people just know us as the Mustang and F-150 brand. We’re much more than that – we’re world-class. We intend to tell the world about the huge improvements we’ve made, and we’re starting first with our employees and dealers,” he said.

Fields said everyone should be proud of Ford’s significant improvements.

“All the hard work you’ve been doing over the past couple of years is delivering results. Now we have to work just as hard to close the perception gap that exists among consumers,” said Fields. “As good as our story is today, it’s going to get even stronger as we continue to accelerate the launch of new and freshened products, including the Ford Flex, F-150 and Fusion this year, the Transit Connect and

a new Mustang next year, and a lot more that we haven’t announced yet.”

For his part, Seavitt said he is encouraged by the tone of “Drive One.”

“It’s reminiscent of something we did really well with the ‘Fusion Challenge.’ And that got Fusion off the ground. The whole logic is to start getting people coming into our dealerships who haven’t been there before or in a long while,” said Seavitt.

He said the campaign will help establish Ford’s credibility.

“It’s like a word-of-mouth thing – and that’s how they went to our competitors in the first place. ‘Drive One’ lets people know we have the best products and quality, so come in and drive one,” he said. ●

“We’re going to tell our story in a whole new way.”

— John Felice, general manager, Ford Division Marketing

Sign up now for access to Employee Network

What’s the easiest way to check out the latest information on Ford’s “Drive One” campaign in the comfort of your own home? Sign up for access to Ford’s Employee Network Web site at www.employees.ford.com.

The site will have all the videos, news and much more targeting the company’s latest effort to share with the world what it means to be “Ford.”

Having access to Employee Network also will connect you with the links to Ford’s AXZ portal, an electronic version of *FORD World*, the Retiree Network and back issues of the Blue Oval Connect retiree communications. Logging into Employee Network also links you to discounts from some of the top companies created just for Ford employees and retirees like you.

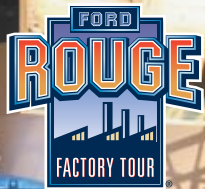
It’s simple to register; just click to www.employees.ford.com.

For more information as well as videos, click on www.employees.ford.com or www.forddriveone.com

Enter the requested information, create a password and your registration to Employee Network is complete.

Don’t miss your opportunity to see the latest video and news surrounding the launch of the company’s newest brand campaign. ●





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When you join the EPP, you'll get mail-in and instant rebates, coupons and exclusive EPP offers. You may also qualify for instant credit and low monthly payments with eFinance.

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Ford brand campaign launches in Canada

BY ROSE MARIE PAO
FORD World

In a move designed to complement Ford's new U.S. primary brand campaign, which will roll out to consumers later this spring, Ford Motor Company of Canada, Limited, recently unveiled its own fresh go-to-market strategy. The focus of the "powered by you" initiative will be a new social media Web site, 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. The site will also feature original content managed and moderated by an expert editorial team.

The concept behind the campaign is that, for more than a century, cars have played a critical role in shaping people's lives and identities. But today, it is people that are reshaping the identities of cars and helping automakers redefine how they see themselves.

"The 'powered by you' campaign is the natural evolution of a position that Ford has held in the marketplace for years. It 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. "The central idea is that 'a car is just a car until it's powered by you,' and that while Ford may build the car, it is 'you' that defines it."

The social media site seeks to build on the momentum Ford has generated with consumers in recent years as a result of its ongoing commitment to delivering consumer-inspired innovations in automotive design, including new crossover vehicles such as the Ford Edge and Ford Flex; technology, including Ford SYNC™, the company's fully integrated, voice-activated in-car communication and entertainment system; and environmental performance, including the new EcoBoost engine technology.

Beyond the social media Web site, Ford will leverage "powered by you" in a new marketing campaign featuring print and TV advertising as well as enhancements to the Ford.ca Web site.

This will include new 30- and 60-second TV spots featuring the world-famous Pilobolus dance troupe. Shot following three days of grueling rehearsals, the advertisements showcase the dancers transforming themselves into the shape of various Ford vehicles. The spots will run across Canada and can be seen today online at www.ford.ca. In addition, a video depicting the making of the commercial is also available at www.ford.ca.

"powered by you" will also be featured in national print advertisements running in the *Toronto Star*, *Globe & Mail*, *Calgary Herald*, *Edmonton Journal*, *Vancouver Sun*, *Montreal Gazette* and *La Presse*.

There will also be an extensive online component with roadblocks and homepage ad placements on major portals such as Yahoo, Canoe, MSN.ca, AOL and CTV.ca.

In addition, Ford of Canada's existing Web site, www.ford.ca, will be updated to include several new "powered by you" elements that connect Ford with the online community and facilitate a "user defined" experience. Later this spring, visitors to the site will be able to post questions, provide reviews and comments on Ford products and even have a hand in designing the site by voting on original Canadian works of art that are inspired by Ford vehicles.

"We have always been a consumer-driven company," added Dean Stoneley, director, Communications, Ford of Canada. "The difference now is that we are incorporating the voice of the customer into everything that we do. What consumers tell us today will quite literally shape the cars and trucks that we build tomorrow." ●

To view the social media site
or share your views, go to
www.fordpoweredbyyou.ca



Une voiture n'est qu'une voiture
jusqu'à ce qu'elle soit propulsée par vous.



Où que vous alliez,
quoi que vous fassiez,
c'est vous l'inspiration.

Les véhicules que nous concevons et que nous fabriquons, ils sont inspirés par vous. Par vos besoins, vos rêves, vos capacités. Comment? En étant à votre écoute. Nous avons même créé un site spécialement pour vous : fordpoweredbyyou.ca. Ce n'est pas nous qui nous y exprimons. C'est vous. Vous pouvez nous parler ou parler entre vous. D'une certaine manière, ce n'est même pas notre site. C'est le vôtre. Et vous en déterminerez le contenu. Parce qu'une voiture n'est qu'une voiture jusqu'à ce qu'elle soit propulsée par vous.



The famous Pilobolus dance troupe appears in both French and English versions of the new Canadian brand campaign ads.

Social media tools transforming communication

BY KRISTOPHER SPENCER

FORD World

Last summer, Ford Motor Company invited 17 bloggers – people who publish Weblogs – to take part in a Ford Escape event in Los Angeles. It marked one of Ford's first efforts to engage bloggers, a growing and influential group of consumers. The move prompted many positive mentions about Ford and its vehicles on diverse blogs about consumer goods, fashion, adventure and other non-automotive topics.

In 2008, Ford brings this tool to its workforce as Digital Worker enables blog and wiki capability within Sharepoint (also known as TeamConnect at Ford). Within Ford, Digital Worker is offering blogs as a way to simplify communication, reduce reliance on e-mail and decrease the need for meetings to socialize information within teams. In April, the company will use blogs and other social media tools such as podcasting and wikis, to introduce employees to the new U.S. Ford brand marketing platform.

"Blogs and other Web 2.0 functions are rapidly transforming the Internet from a mere publishing tool into a more collaborative communications space," said Whitney Drake, Ford Global Digital Communications. "We aim to leverage those tools for the good of the company."

In fact, companies as diverse as Dell, Southwest Airlines and Proctor & Gamble are using blogs to engage with customers in a free flow of ideas that promotes corporate transparency as well as brand awareness. And the consumer feedback helps to influence product development and refine business practices.

"In the social media space, conversations about Ford and its products take place with or without the company's participation," said Collin Douma, vice president and chief strategist with Social Media Group, a Canadian firm specializing in the strategic use of blogs and other social media technologies. "That's why it's important for Ford to take part in a dialogue with consumers on their own terms."

In the "blogosphere," where tens of millions of blogs proliferate,



Social media tools are interactive and can be used anywhere.

consumer voices dominate. To get their messages heard, companies like Ford must use the technology to engage with people in a credible way, Douma added.

"Companies that recognize that reality and act on it are ahead of the game," Douma said. "Ford can be proud of the steps they're taking in that direction."

"Blogging allows companies to communicate internally and externally in a new way," Drake said. "It allows a two-way dialogue, which is different from traditional communication mediums like print, TV and radio. Blogs are great for starting conversations and creating a public forum for a free exchange of ideas."

Paula Berg, a Southwest Airlines executive, said the company's foray into the blogosphere has been a great success. Dozens of employees from every level of the company contribute to "Nuts about Southwest," communicating directly with consumers.

"Our goal for the blog is to give our customers a look inside the culture and operations of Southwest Airlines, and allow them to interact and build personal relationships with our employees," Berg said. "Although it may open the door for negative comments, we've found it to be a better situation when we are out there first, providing facts, stating our position and then allowing people to share their opinions."

Studies show that as people spend more time online, using blogs and social media Web sites like MySpace, Wikipedia, Facebook, YouTube and Flickr, they are spending less time getting their news, information and entertainment from TV, radio or print sources. Eventually all media – including TV and radio – will travel via the Internet, said Douma.

"But right now, for Ford and other companies, blogging and other social media technologies need to be part of an integrated communications strategy that includes traditional media," Douma said.

Digital Worker, a Ford IT program designed to promote team collaboration and improve productivity by providing leading-edge technology solutions to employees worldwide, will launch the tools for internal blogging and wiki creation on April 4.

"By embracing these new tools, Ford also will be in a better position to attract its future workforce, for whom social media technologies like text messaging are the primary means for communication," said Susan Turner, Ford Human Resources communications manager. "By getting into the blogosphere, Ford is further demonstrating its commitment to the use of smart technologies and communicating with people on their own terms."

Are you currently blogging or interested in blogging about Ford? To find out more about Ford blogging opportunities, please contact Whitney Drake, Ford Global Digital Communications at wdrake@ford.com.

Carlite® SoundScreen™ Acoustic Windshield

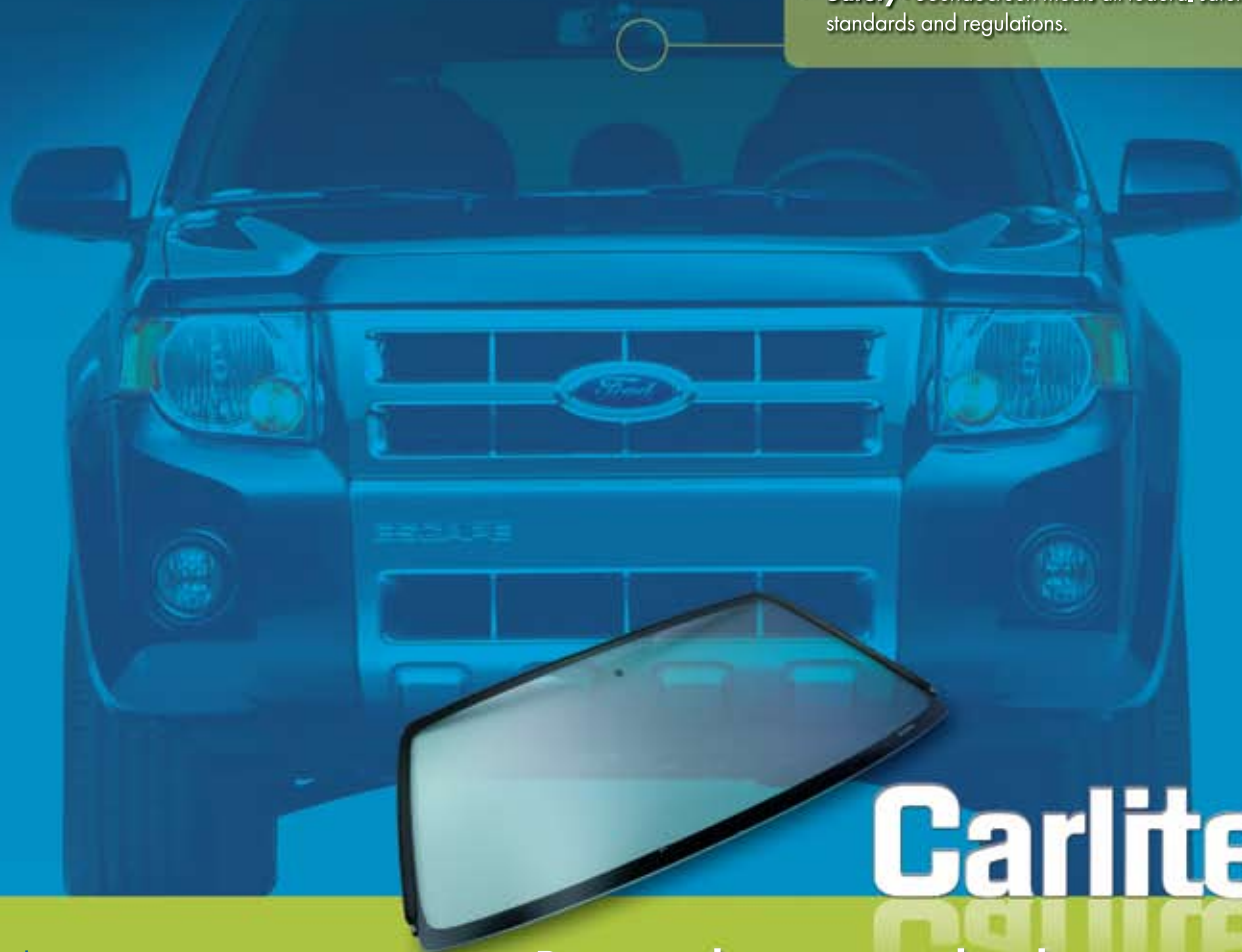
Escape to your quiet place.

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 by placing a sheet of specially developed vinyl between two layers of glass. Noise levels are reduced so you can enjoy a more comfortable ride.

SoundScreen is available on several models, including the 2007 Ford Expedition, Lincoln Navigator and Lincoln MKX, as well as the 2008 Ford Escape, Mercury Mariner and Mazda Tribute. Ford will continue to expand this unique glass technology throughout its vehicle lineup.

Ask your auto glass retailer for more details on SoundScreen.

- **Less Noise** - SoundScreen helps soften noise levels by as much as 6dB in the frequency range where wind noise is most intrusive.
- **OE Quality** - SoundScreen maintains overall sound control strategies of the original engineered design of the vehicle.
- **UV Protection** - SoundScreen maintains excellent UV protection for occupants, upholstery and interior surfaces.
- **Safety** - SoundScreen meets all federal safety standards and regulations.



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Extend Health improves with retiree input

BY AMY LYNN SMITH

FORD World

During last year's Medicare open enrollment period, salaried retirees eligible for a Health Reimbursement Arrangement (HRA) made over 200,000 phone calls to Extend Health, a free service that Ford provided to salaried retirees for assistance in selecting health care benefit plans and answering questions about Medicare options.

All of this had to happen within a one and a half month period (Nov.15-Dec. 31), the national Medicare "open enrollment" period.

Extend Health was a voluntary service and offered many, but not all Medicare individual policy options with major carriers. Extend Health has helped 27,000 eligible Ford salaried retirees sign up for health care coverage to date.

While handling this huge volume of calls and enrollments, some problems with the process quickly became apparent. These largely dealt with the actual enrollment process between Extend Health and individual carriers.

"We put a lot of time and effort into planning, testing, and implementation," says Rick Popp, Ford's director of Employee Benefits. "Many hardworking people from Ford and Extend Health worked diligently to help Ford salaried retirees enroll in individual coverage and make this transition to the new HRA."

"And although I'm extremely proud of the efforts of so many people throughout the process, we know that many Ford retirees experienced long call waiting times and suboptimal service during their enrollment period when calling Extend Health. And for those retirees, I sincerely apologize on behalf of our entire team and Extend Health," said Popp.

Extend Health Benefit advisors are available by phone from 9 a.m. to 9 p.m. EDT Monday through Friday at 1-866-427-4830. Salaried retirees can also access online services at www.extendhealth.com/Ford.

"On the other hand, we have learned from both the successes and the mistakes made during this process, we have resolved all of the major issues, and we are back to a high level of service again.

Extend Health has

also made a host of improvements that have been incorporated into their servicing of Ford retirees," he said.

Extend Health also acknowledged that there have been problems, and has worked diligently to implement their own improvements. Call waiting times have decreased significantly, for example, to about one minute or less.

One of the most important issues to salaried retirees was the fact that they would often have to speak with a different benefit advisor every time they called Extend Health.

"Retirees overwhelmingly said they want to talk to one person



Health care changes can be daunting, but there is help.

they can establish an ongoing relationship with," says Shaun Greene, vice president of operations and head of the call center at Extend Health. "We found that many retirees like to consider their benefit options and then call us back, but they couldn't always get to the first person they spoke to."

Now, salaried retirees are given an extension number to reach their dedicated and licensed benefits advisor directly. And as new retirees are introduced to Extend Health, they receive a call from an agent to start the more personalized process.

Other issues are being resolved through additional training. For example, Extend Health is educating its benefit advisors in doing a better job of communicating with retirees up front about when their rates will expire and if there's expected to be an increase in the next rate period.

The enrollment process has been improved, too. Extend Health reviews all applications after they're submitted, and contacts retirees if there are any issues that might hold up their enrollment.

Extend Health has been actively soliciting retiree feedback since day one. Retiree comments have been especially helpful in making enhancements to the Extend Health Web site, which include better performance for dial-up users, an improved user interface and easier login and password retrieval.

"We solicited input from several retired Ford engineers who gave us some excellent feedback on how the Web site works," says Greene.

"Ford values its retiree members of the Ford family, who put in many years of hard work for the company," adds Popp. "And we want them to know that Ford and its chosen partners are making sure that continuous improvement is not only for our manufacturing operations, it's for our people processes as well."

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Ford Credit joins auto finance alliance in Japan

Sumitomo Mitsui Banking Corporation, Mazda Motor Corporation, Central Finance Co., Ltd. and Ford Motor Credit Company have reached an agreement to form a joint strategic alliance in Primus Financial Services Inc. which provides auto finance services to Mazda and Ford group auto dealers in Japan. SMBC, Mazda and CF will acquire 41 percent, 40 percent and 15 percent, respectively, of the outstanding shares of PRIMUS, a wholly owned subsidiary of Ford Credit International Inc. PRIMUS offers auto loans to customers of Mazda and the Ford group and various financial products to dealers of those brands in Japan.



"Click...vroom!" at the touch of a button.

Smart keyless technology for Focus and Mondeo

New Ford Focus and Mondeo drivers no longer need keys to unlock their car or to start its engine. Thanks to Ford's new keyless entry and ignition technology, the doors unlock automatically as the driver pulls a door handle. Once inside, the ignition is triggered at the press of the motorsport-inspired Ford Power button, thus avoiding a bunch of keys dangling at knee level. By "sensing" where the key is, the technology also prevents locking the keys in the car, said Rolf Schmitz, manager, Ford Electrical Engineering.



Plug-in hybrids coming to Sweden.

Volvo partners to develop plug-in hybrid cars in Sweden

Together with electricity provider Vattenfall, Saab, ETC and the Swedish state, Volvo is launching a joint research venture to develop plug-in hybrid car technology in Sweden. The aim of the joint project is to develop and demonstrate the next-generation hybrid cars by producing a fleet of 10 plug-in hybrids that can be recharged directly from a main wall socket. "Within the next decade, we will see more electric vehicles on our roads," says Fredrik Arp, president and CEO, Volvo Car Corp. "I see this project as a positive further development of sustainable personal transport (and) we want to be involved in setting up the rules for the future."



Mei-Wei Cheng Robert J. Graziano

Ford announces key executive appointments in Asia Pacific and Africa, Mazda

Ford announced key executive appointments within the senior leadership team of its Asia Pacific and Africa business unit to support the continued expansion of the company's fast-growing China operations and to deepen its partner relationships and synergies with Mazda. The appointments were effective April 1. Mei-Wei Cheng has been elected group vice president, Ford Motor Company, and named executive chairman of Ford Motor China. Cheng previously served as chairman and CEO of Ford Motor China. He will continue to report to John Parker, executive vice president, Ford Motor Company's Asia Pacific and Africa business region. In his new role, Cheng will be responsible for Ford Motor China's business strategy, as well as strengthening

strategic partnerships and government relations. Robert J. Graziano, currently executive vice president for Mazda Motor Corporation, has been appointed president and CEO, Ford Motor China. In his new role, Graziano, who continues as a Ford Motor Company vice president, will assume direct responsibility for the operations and business leadership of Ford Motor China. Graziano will remain a representative director on Mazda's Board of Directors. Philip G. Spender has been elected a Ford Motor Company vice president and executive vice president of Mazda Motor Corporation. In his new role, Spender will continue to drive Mazda's successful brand building around the world.



Ford of Europe President and CEO John Fleming (L) and Prime Minister of Romania Calin Popescu-Tariceanu (R) with landmark agreement for Craiova plant.

Ford Craiova takes its place in the Ford manufacturing plant network

Late last month, Ford Motor Company became the majority owner of the former Automobile Craiova vehicle manufacturing complex in Romania. At a ceremony in the plant, the documents completing the sale were signed by the chief negotiators for each side – Mr. Sebastian Vladescu, president of the privatization committee for Automobile Craiova and Mr. Lyle Watters, director of Business Strategy, Ford of Europe. Traian Basescu, president of Romania, Calin Popescu-Tariceanu, prime minister of Romania and John Fleming, president and CEO, Ford of Europe were in Craiova to witness the ceremony. This facility joins seven other Ford vehicle assembly plants and thirteen engine, transmission, casting, forging, stamping, and tool and die plants (including joint ventures) across Europe.



Ford launches 'Warriors in Pink' Mustang for '09

Ford Motor Company, which has dedicated more than \$95 million in cash and in-kind contributions for breast cancer education and research for over 14 years, recently announced that it is doubling its contribution to Susan G. Komen for the Cure each time it sells a limited edition Warriors in Pink package for the 2009 Ford Mustang.

Produced in a limited edition of 1,000 units, the Mustang with Warriors in Pink package was designed exclusively in support of Susan G. Komen Foundation for the Cure.

Available on the Mustang V-6 Premium Coupe and Convertible models, the Warriors in Pink package includes a unique grille and will add a pink ribbon and pony fender badge, pink Mustang rocker tape striping, charcoal leather seats with pink stitching, aluminum-spoke steering wheel with pink stitching and charcoal floor mats with pink ribbon and contrast stitching. Three body colors will be available: Black, Brilliant Silver and Performance White. The Warriors in Pink package will be available through Ford dealers this summer.

All Warriors in Pink apparel for men and women is available on www.fordcares.com, and 100 percent of net proceeds is donated to Komen for the Cure. Ford's goal in 2008 is to donate more than \$1 million for the Cure through these sales of the special Mustangs, Warriors in Pink apparel and other fundraising efforts.



2008 Auto Show Lineup

- April 2-6 Dallas Auto Show (Dallas, Texas)
www.dallasautoshow.com
- 4-6 Central Illinois Auto Show (Peoria, Ill.)
www.peoriaciviccenter.com/html/eventslanding.html
- 4-6 Albany Auto Show (Albany, N.Y.)
<http://timesunioncenter-albany.com/events>
- 10-13 News-Sentinel Auto Show (Knoxville, Tenn.)
www.knoxautoshow.com
- 17-21 Pittsburgh Int'l Auto Show (Pittsburgh, Pa.)
www.pittautoshow.com
- 19-27 Atlanta Journal-Constitution Auto Show (Atlanta, Ga.) <http://ajcautoshow.com>
- 25-27 New Mexico Int'l Auto Show (Albuquerque, N.M.)
www.motortrendautoshow.com/newmexico

MAY

May 1 - 3:

Ford Model Railroad Club (Detroit)

Come see the award-winning Ford Model Railroad Display at the Detroit Public Library, 5201 Woodward Ave., Detroit, MI. 48202 from 10:00 a.m. to 6:00 p.m. Admission is FREE. The group will also give lectures and play videos of trains and then run the model trains.

May 3:

Ford Chorus 'Spring Potpourri' Concert (Dearborn)

The Ford Chorus performs a "Spring Potpourri" at the First Baptist Church of Dearborn, 1865 Nowlin Street. The May 3 evening performance starts at 7 p.m. The May 4 afternoon performance begins at 3 p.m. Tickets are \$10 and will be available at the door. For more information, contact Karen Gaffney at KGAFFNE1@ford.com

May 16 - 18:

Indiana SAAC Shelby Spring Fling (Nashville, Ind.)

The 31st annual Indiana SAAC Shelby Spring Fling event will include a welcome bash, car show, picnic, banquet and awards ceremony as well as a road rally. Open to: Cobras, Sheldys, Tigers, Bosses, Mach 1's, Saleens, Roushes, Steedas, all Mustangs, and Hi-Po Ford vehicles. Click to www.indianasaac.com for more information.

2008 UAW-Ford March of Dimes Campaign

Your chance to support the 2008 March of Dimes Campaign



will last through May 1 with several opportunities for all to get involved in the campaign through various local fundraisers and walks. For more information, click to www.marchofdimes.com.



March of Dimes National Ambassador Catharine Aboulhoda, center, with her mother, Susan and Ford Group Vice President Joe Hinrichs, Global Manufacturing. Catharine, who weighed only 1 pound, 10 ounces when she was born 16 weeks early, is now a healthy five-year-old. Hinrichs is a co-chair of the March of Dimes campaign in Michigan.

APRIL

April 13:

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

The annual "Industry Sings!" concert will feature the Ford Motor Company Chorus at 4 p.m. at Allen Park High School, 18401 Champaign, Allen Park, Mich. 48101. Also performing will be the Gentlemen Songsters, the DTE Chorus and the General Motors Chorus. Tickets may be obtained at the door for \$10. For more information, contact Karen Gaffney at KGAFFNE1@ford.com.

April 17:

Woodcarving Workshop (Dearborn)

ACE (Arts and Crafts Enthusiasts), a FERA club, is hosting a woodcarving workshop from 5 p.m. to 8 p.m. at the Product Development Center. Participants will learn to carve a chickadee. No prior experience necessary. Cost is \$20. Seating is limited. Reservations required. For more information please contact Nadine Grabowski at NGRABOWS@ford.com.

April 18 - 20:

Ford Wagon Train R.V. Club (Midland, Mich.)

The club's first rally of 2008 will take place at Valley Plaza RV & Resort, 5217 Bay City Road, Midland, MI 48642. Contact Jerry Kargel at JERRYK@jakesauto.com if you would like to attend. Please do this at least two weeks before the rally so we can reserve you a campsite.

EDITOR'S NOTE



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



23% monthly discount for Ford employees and their families.

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Date: _____

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SCHEDULED MAINTENANCE ITEMS

CHECK FLUID LEVELS AND FILL

CHECK FOLLOWING SYSTEMS/COMPONENTS

CHECK BRAKES - MEASURE FRONT/REAR BRAKE LININGS

CHECK TIRES - TREAD DEPTH

TIRE WEAR INDICATOR

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Dealer Stamp: _____

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