



Competitiveness

The New Normal

For decades, American manufacturing and American automakers ruled the world. During that time, we gradually grew complacent. And only very recently — after a near-death experience — did everyone realize that the world had changed for good and America's automakers would be at the forefront of changing with it.

A strong manufacturing base in the U.S. is in all of our best interests. But the new rules of the global economy have demanded changes in the way we do business. We simply cannot go back to the "old Detroit" or the "old Ford" business model, in which sub-par performance, higher costs and average quality were tolerated.

Ford developed our own plan to change and restructure our business years before the economic downturn. It was the right plan, implemented at the right time, and that sense of urgency set Ford apart from the start. To compete and win in the new global economy, Ford has fundamentally changed our business model in order to become more competitive across the board. On the road ahead, we can't allow costs to become unbalanced with our domestic and transplant competition. We can't lose focus on our core business. And we can't sacrifice our leadership position in vehicle quality.

The best global automakers are continually reducing costs as they increase productivity. To remain competitive, Ford must do the same or better. We must never become complacent again, and never return to the old ways of doing business.