



The peppy Ford Fiesta made the elite 2011 Green Car of the Year finalist list. The winner will be announced at the LA Auto Show.

## Ford's Record 3Q Profits Of \$1.7B Stuns Industry

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quarter production will be up 89,000 units compared with third quarter 2010 production, reflecting the normal seasonal increase following summer shutdowns, as well as new product launches and projected industry growth as economic conditions improve. Overall, Ford's production plans are consistent with its strategy to match supply to demand.

Ford expects full-year 2010 U.S. industry volume to be 11.6 million units. In the 19 markets Ford tracks in Europe, full-year industry volume is expected to be 15 million units.

Jim Gillette, financial ana-

lyst for CSM Worldwide, said Ford has made a remarkable turnaround.

"It does look like they're paying down their debt burden very rapidly, so no doubt the new product they're coming out with and surviving for the last 18 months has been very good for Ford," Gillette said.

In other announcements, Ford is investing \$850 million in several plants across Michigan, including those in Sterling Heights, Dearborn and Livonia to help create the company's next generation of fuel-efficient vehicles.

Ford as a brand received favorable ratings from this year's Consumer Reports Reliability Survey.

## Ford to Invest \$850M For Transmission Effort

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a commitment, especially in America, to making things and if we don't manufacture stuff in America, we become a weak nation."

In addition to last week's announcement, Ford plans to invest an approximate \$125 million at the Van Dyke plant for the manufacturing of hybrid transaxles that will be featured on Ford's hybrid cars starting in the 2012 model year.

Sterling Heights City Manager Mark Vanderpool said the Sterling Heights Regional Automotive Task Force worked closely with Ford to make sure future investments were considered at Van Dyke Transmission and Sterling Axle.

He said the auto task force worked with the state legisla-

ture to help ensure Ford received the necessary MEGA tax credits statewide.

"Ford is our largest employer in the city," Vanderpool said.

He said Ford contributes \$2.3 million annually to Sterling Heights in the form of commercial taxes.

In fact, the great beneficiary in this Ford announcement might just be the city of Sterling Heights, host to two major Ford parts plants and a Chrysler assembly and stamping plants.

Chrysler recently said it would invest in the Sterling Heights Assembly Plant to build the replacement for the mid-size Chrysler Sebring / Dodge Avenger platform, so the city is ensured that its major auto employers continue to have a major presence in the Macomb County city.

## Ford Dominates in Reliability

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vehicles have been very reliable out of the gate," he said. "So, when you look at the reliability of Ford now, it's getting close to where Toyota is, which is a wonderful place to be in terms of Ford."

Champion said Ford achieved this by building cars on some very stable platforms such as the Fusion, based on the Mazda 6 platform, and the Flex, based on a Ford D3 platform.

He said the latest refresh of the Fusion has really improved its driving dynamics and its interior trim.

"So it's a really, really competitive car in the family sedan in the marketplace and I think if you look at monthly sales you'll see that they're doing really well too," he said.

Of the Chrysler brands, Champion said only the RAM 1500 truck was a recommended vehicle, as over half of the Chrysler brands had a below average reliability rating.

"The Ram is probably one of the latest developed vehicles that is there," he said. "It only came out last year and when you look at it, it's probably the newest designed vehicle."

Recommended domestic

## Fiesta Makes 'Green Car of Year' List

LOS ANGELES — Green Car Journal announced last week its five finalists for the 2011 Green Car of the Year, including the 2011 Chevrolet Volt, 2011 Ford Fiesta, 2011 Hyundai Sonata Hybrid, 2011 Lincoln MKZ Hybrid and the 2011 Nissan Leaf.

For the sixth consecutive year, this increasingly important award will be announced during a press conference at the LA Auto Show Press Days on Nov. 18.

The Green Car of the Year award is a program that honors environmental leadership in the automobile field and recognizes vehicles that become available to consumers during the award year.

For the first time, the Green Car of the Year finalists include two primarily electric-drive vehicles in addition to two hybrids and a high mile-per-gallon, gasoline internal combustion engine.

"These five 2011 Green Car of the Year finalists reflect an auto industry in transition," said Ron Cogan, editor and publisher of Green Car Journal and editor of GreenCar.com.

"It wasn't long ago when electric drive was a novelty. Now, it's expected that auto manufacturers will include electric drive in some form among their model offerings."

While four of the five Green Car of the Year nominees do incorporate electric drive, the Ford Fiesta nominee underscores that internal combustion continues to evolve in important ways. This hatchback achieves up to 40 EPA estimated highway fuel economy, running on conventional gasoline.

Along with vehicles incorporating electric drive, a new generation of internal combustion gasoline and clean diesel models are expected to push efficiencies ever higher in the coming years.

Dozens of potential nominees weighed in during the selection process. Green Car Journal editors considered vehicles employing all fuels and technologies in the effort to raise the bar in environmental performance, including high efficiency gasoline internal combustion, advanced diesel, hybrids, electrics and vehicles capable of running on alternative fuels.

In the Green Car of the Year program, nominees must stand out as exemplary models that forward environmental performance in meaningful

and quantifiable ways.

Market significance and "newness" are also factors. All nominees must be on sale by January 1 of the award year.

Jurors include leaders of the nation's top environmental organizations, including Carl Pope, chairman of the Sierra Club; Frances Beinecke, president of the Natural Resources Defense Council; Jean-Michel Cousteau, president of Ocean Futures Society and Matt Petersen, president of Global Green USA.

Also, Jay Leno, noted auto enthusiast and host of the

"Tonight Show," as well as automotive icon Carroll Shelby join Green Car Journal editors in rounding out the 2011 jury.

It will be an interesting runoff for Green Car of the Year, perhaps led by the Chevrolet Volt, Ford Fiesta and Nissan Leaf. These same three cars will be competing for 2011 Car of the Year at the North American International Auto Show (NAIAS) in Detroit in January.

That is to say, the winner of Green Car of the Year in Los Angeles just might repeat as North American Car of the Year in Detroit in January, de-

pending on how the tea leaves play out.

All eyes are particularly on the Chevy Volt and Nissan Leaf, because these represent a new wave of plug-in and pure EV, respectively, while Ford's Fiesta is still a traditional internal combustion engine, albeit one that gets remarkable mileage.

So expect the Green Car of the Year announcement in mid-November to generate even more excitement than usual, for all of the above reasons. May the proverbial best car win.



PHOTO: STEFANIE CARANO

Ford's John Fleming, a native of Liverpool, U.K., plays alongside members of "The Back Beats," a Beatles tribute band at the annual "Tribute to Excellence," a benefit for the Arthritis Foundation, Michigan Chapter. Fleming was the honored guest at the event, held at the Dearborn Inn.

## Arthritis Foundation Gives Big Salute To Ford Labor Vice President Fleming

By Stefanie Carano  
Staff Reporter

Last week, the Michigan Chapter of the Arthritis Foundation honored Ford's Vice President of Manufacturing and Labor Relations John Fleming in their annual "Tribute to Excellence" benefit.

The evening was a celebration of Fleming's career and character. Guests were treated to a performance by the Beat Band, a Beatles Tribute Band as a nod to Fleming's hometown of Liverpool, while hearing stories about his childhood in England and his start at Ford.

James Tetreault, vice-president of manufacturing for Ford North America said Fleming is a shining example of dedication, loyalty and resiliency.

"Most people consider a trans Atlantic flight a good opportunity to catch up on some sleep but not John," Tetreault said. "He's always the one guy in the cabin with the lights on, doing some work and having a tea."

Tetreault said even with managing two of the largest organizations at Ford, Fleming's never missed a beat.

"Though his calendar is quite full at all times, in either operation, I can tell you, there wasn't anyone who felt that we had anything but the most solid and dedicated leadership from John," Tetreault said.

He said no matter which continent Fleming is on, he never knew anyone that got into work before him.

"And he was normally the guy that would turn the lights out in the building at the end

of the day because there wasn't anybody left when he left," he said. "I can honestly say that John has more intellectual stamina than anyone I've ever worked with in my career."

He also described Fleming as an accomplished guitar player as well as a music and sport lover, being a very strong supporter of the Ford World Rally Cup championship team.

Fleming started his career at Ford in 1967, working in the sewing room at the company's Halewood, England, facility, which he said was his first lesson in labor relations.

"I'm not so sure that anybody under 30 should have responsibility for 1,000 women who are working together," Fleming said. "If you want a job to be done, ask a woman, there's no doubt it'll work for you everytime, there's absolutely no doubt. But, if you give one a little bit more or less than the other, you will have a strike that will go on forever."

Now a veteran of the company and the industry, Fleming talked to U.S. Auto Scene about the progression of manufacturing he's witnessed during his time at Ford, mentioning that there wasn't any global manufacturing to speak of just ten years ago.

"We were all separate. Ford of Europe was a separate business, North America was a separate business, China would be a separate business, so really, we didn't look at running it globally at that point," Fleming said.

"What's happened now under ONE Ford is that we've really brought everything to-



PHOTO: STEFANIE CARANO

The Arthritis Foundation, Michigan Chapter honored Ford Vice-President of Global Manufacturing and Labor Affairs John Fleming at their annual "Tribute to Excellence."

gether. So global manufacturing really means having a common process, leveraging scale around the world, so that's sort of the structural differences," he said.

"The practical differences are technology has moved really quickly. We've gone through a very labor intensive period, we've gone to an automation - which was robots - now we've moved beyond that, we've got the right combination, balance between people and automation. It's evolved over time."

In a videotaped address at the tribute, Ford CEO Alan Mulally commended Fleming's work at the company.

"Through John's leadership and commitment to excellence, we are contributing to a better world," Mulally said.

Fleming was magnanimous in receiving such praise.

## Ford Strives to Test 'Virtual Engine'

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and it gave OEMs the opportunity to see what tools were available for them to use in the design of new and improved car engines.

"I attend lots of these conferences," Felice said. "I just was at one in Belgium. I'm looking for new technology that will us design faster, more efficiently and develop our more robust product."

Felice said Ford is always looking for new software that can be applied to the company's design process. The goal is to create and test "virtual" engines using sophisticated computer software.

"We start with a conceptual base try to do the 'if' studies virtually," Felice said. "An 'if' study is where we ask 'what if' we did this, 'if' we did that - what would happen?"

Good software allows all the experimentation to be done up front, Felice said.

That's important because later in the process, it becomes much more difficult and expensive to make

changes.

By the time an engine is produced as a prototype, the design is basically locked in. It's much easier and cheaper to make changes when the engine design is still in the virtual stage.

Evaluating software, making sure it does what Ford needs it to do, takes between one and two years, Felice said. First they look at the software's concept readiness. That means determining if it does something that Ford can't. The next phase is implementation readiness, where "we determine how accurate is analysis process," Felice said.

The quality of virtual design software has improved tremendously in the 25 years he's been using it, Felice said.

"The information I've heard today has been excellent," Felice said. "Our goal is to design and fully test an engine virtually."

Joachim Wolschendorf, Chief Technical Officer & Vice President Vehicle and Drive-train Engineering at FEV, the

beauty of the virtual engine design is that it solves real-world problems. But for it to work, it requires trust in the simulation, and that trust is earned through verification.

One of the factors driving Ford's search for good software is the demands created by new emission standards and an increased public concern about mileage standards, Felice said. To get engines cleaner and more fuel efficient means a lot of re-designing. They have to be made lighter.

"We are downsizing for fuel efficiencies," Felice said. "We are going from eight to six cylinders, from six to four cylinders, from four to three cylinders. These changes produce more sound, such as high frequency implosive noise. And that's just the engine design."

The software programs offered by FEV are powered by their ADAMS platform, which uses core technology such as numerical integrator and basic pre and post processing features.

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