### FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER

FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER STANDS AS A PIVOTAL HUB IN THE AUTOMOTIVE INDUSTRY, DRIVING INNOVATION AND ENGINEERING EXCELLENCE. THIS STATE-OF-THE-ART FACILITY IS ESSENTIAL IN TRANSFORMING CUTTING-EDGE IDEAS INTO MARKET-READY VEHICLES AND TECHNOLOGIES. THE CENTER PLAYS A CRUCIAL ROLE IN THE DESIGN, TESTING, AND REFINEMENT OF FORD'S EXTENSIVE LINEUP, ENSURING THAT EACH PRODUCT MEETS THE HIGHEST STANDARDS OF QUALITY, SAFETY, AND PERFORMANCE. LEVERAGING ADVANCED TOOLS AND COLLABORATIVE EXPERTISE, THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER CONTINUOUSLY PUSHES THE BOUNDARIES OF AUTOMOTIVE TECHNOLOGY. THIS ARTICLE EXPLORES THE CENTER'S HISTORY, CORE FUNCTIONS, TECHNOLOGICAL INNOVATIONS, AND ITS IMPACT ON FORD'S GLOBAL BRAND. READERS WILL GAIN A COMPREHENSIVE UNDERSTANDING OF HOW THIS CENTER CONTRIBUTES TO THE FUTURE OF MOBILITY, INCLUDING SUSTAINABLE VEHICLE DEVELOPMENT AND SMART AUTOMOTIVE SOLUTIONS.

- Overview of the Ford Motor Company Product Development Center
- Key Functions and Operations
- Technological Innovations and Research
- COLLABORATIVE APPROACH AND WORKFORCE
- IMPACT ON FORD'S PRODUCT LINE AND MARKET POSITION

## OVERVIEW OF THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER

THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER SERVES AS THE CORNERSTONE OF FORD'S VEHICLE INNOVATION AND ENGINEERING EFFORTS. STRATEGICALLY LOCATED IN KEY REGIONS, THE CENTER INTEGRATES DESIGN STUDIOS, ENGINEERING LABS, AND TESTING FACILITIES UNDER ONE ROOF. ITS ESTABLISHMENT REFLECTS FORD'S COMMITMENT TO MAINTAINING COMPETITIVENESS IN THE GLOBAL AUTOMOTIVE MARKET BY FOSTERING CREATIVITY AND TECHNOLOGICAL ADVANCEMENT. THE FACILITY IS EQUIPPED TO HANDLE EVERYTHING FROM INITIAL CONCEPT SKETCHES TO PROTOTYPE DEVELOPMENT AND FINAL VEHICLE VALIDATION. THIS CENTRALIZED APPROACH ACCELERATES THE PRODUCT DEVELOPMENT LIFECYCLE, ENABLING QUICKER RESPONSES TO MARKET TRENDS AND CONSUMER DEMANDS.

### HISTORY AND EVOLUTION

Since its inception, the Ford Motor Company Product Development Center has evolved significantly, adapting to the changing automotive landscape. Originally focused on traditional engineering and manufacturing processes, the center has expanded to include digital design, virtual simulation, and advanced materials research. This evolution mirrors Ford's broader transformation toward electrification, autonomous driving, and connected vehicle technologies. The center has consistently integrated emerging industry practices, ensuring that Ford remains at the forefront of automotive innovation.

## KEY FUNCTIONS AND OPERATIONS

THE CORE PURPOSE OF THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER IS TO STREAMLINE AND OPTIMIZE THE CREATION OF NEW VEHICLES AND AUTOMOTIVE TECHNOLOGIES. ITS CORE FUNCTIONS ENCOMPASS DESIGN, ENGINEERING, PROTOTYPING, TESTING, AND VALIDATION. EACH PHASE IS METICULOUSLY PLANNED AND EXECUTED TO DELIVER PRODUCTS THAT MEET STRINGENT REGULATORY, SAFETY, AND QUALITY STANDARDS WHILE ALIGNING WITH CUSTOMER EXPECTATIONS.

#### DESIGN AND ENGINEERING

DESIGN TEAMS AT THE CENTER FOCUS ON AESTHETICS, ERGONOMICS, AND USER EXPERIENCE, CREATING VEHICLES THAT ARE NOT ONLY VISUALLY APPEALING BUT ALSO FUNCTIONAL AND COMFORTABLE. ENGINEERING DEPARTMENTS WORK CLOSELY WITH DESIGN TO DEVELOP MECHANICAL SYSTEMS, POWERTRAINS, AND SOFTWARE INTEGRATION. ADVANCED CAD (COMPUTER-AIDED DESIGN) AND CAE (COMPUTER-AIDED ENGINEERING) TOOLS ENABLE PRECISION AND INNOVATION IN VEHICLE ARCHITECTURE.

### PROTOTYPING AND TESTING

PROTOTYPING FACILITIES ALLOW FOR RAPID CREATION OF PHYSICAL MODELS, WHICH ARE CRITICAL FOR EVALUATING FORM, FIT, AND FUNCTION. RIGOROUS TESTING PROTOCOLS INCLUDE CRASH TESTS, DURABILITY ASSESSMENTS, AND ENVIRONMENTAL SIMULATIONS TO ENSURE RELIABILITY AND SAFETY. THE CENTER ALSO UTILIZES VIRTUAL TESTING ENVIRONMENTS TO REDUCE DEVELOPMENT TIME AND COSTS WHILE IMPROVING ACCURACY.

## REGULATORY COMPLIANCE AND QUALITY ASSURANCE

Ensuring that all products comply with regional and international regulations is a fundamental operation at the center. Quality assurance teams conduct thorough inspections and audits throughout the development process to maintain Ford's reputation for dependable vehicles. This attention to detail safeguards consumers and supports regulatory approval processes worldwide.

## TECHNOLOGICAL INNOVATIONS AND RESEARCH

THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER IS A HOTBED FOR CUTTING-EDGE RESEARCH AND INNOVATION. IT ACTIVELY EXPLORES NEW MATERIALS, PROPULSION SYSTEMS, AND DIGITAL TECHNOLOGIES TO ENHANCE VEHICLE PERFORMANCE AND SUSTAINABILITY. THE CENTER'S RESEARCH INITIATIVES ARE ALIGNED WITH FORD'S VISION OF CREATING SMARTER, CLEANER, AND SAFER MOBILITY SOLUTIONS.

### ELECTRIFICATION AND SUSTAINABLE TECHNOLOGIES

THE CENTER PLAYS A VITAL ROLE IN THE DEVELOPMENT OF ELECTRIC VEHICLES (EVS) AND HYBRID POWERTRAINS. RESEARCH ON BATTERY EFFICIENCY, CHARGING INFRASTRUCTURE, AND LIGHTWEIGHT MATERIALS CONTRIBUTES TO EXTENDING VEHICLE RANGE AND REDUCING ENVIRONMENTAL IMPACT. INNOVATIONS IN SUSTAINABLE MANUFACTURING PROCESSES ALSO SUPPORT FORD'S COMMITMENT TO REDUCING CARBON EMISSIONS ACROSS ITS PRODUCT PORTFOLIO.

### AUTONOMOUS AND CONNECTED VEHICLE DEVELOPMENT

Advanced driver-assistance systems (ADAS) and autonomous driving technologies are developed and refined within the center. By integrating sensors, artificial intelligence, and vehicle-to-everything (V2X) communication, the center advances Ford's capabilities in automated driving and connected vehicle ecosystems. These technologies are fundamental in enhancing road safety and driving convenience.

# DIGITAL TOOLS AND SIMULATION

The use of virtual reality (VR), augmented reality (AR), and high-fidelity simulation tools allows engineers and designers to visualize and test vehicles in digital environments. These tools accelerate innovation cycles and reduce reliance on physical prototypes, streamlining the development process.

## COLLABORATIVE APPROACH AND WORKFORCE

THE SUCCESS OF THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER IS ROOTED IN ITS COLLABORATIVE CULTURE AND DIVERSE TALENT POOL. THE CENTER BRINGS TOGETHER EXPERTS FROM MULTIPLE DISCIPLINES, FOSTERING TEAMWORK AND KNOWLEDGE SHARING. THIS INTERDISCIPLINARY APPROACH DRIVES CREATIVITY AND PROBLEM-SOLVING EFFICIENCY.

## MULTIDISCIPLINARY TEAMS

TEAMS INCLUDE AUTOMOTIVE ENGINEERS, DESIGNERS, SOFTWARE DEVELOPERS, RESEARCHERS, AND BUSINESS STRATEGISTS. THIS MIX OF SKILLS ENSURES THAT ALL ASPECTS OF VEHICLE DEVELOPMENT—FROM CONCEPT TO COMMERCIALIZATION—ARE THOROUGHLY ADDRESSED. COLLABORATION EXTENDS TO EXTERNAL PARTNERS SUCH AS SUPPLIERS, TECHNOLOGY COMPANIES, AND ACADEMIC INSTITUTIONS.

## EMPLOYEE DEVELOPMENT AND INNOVATION CULTURE

FORD INVESTS HEAVILY IN CONTINUOUS LEARNING AND INNOVATION PROGRAMS TO EMPOWER ITS WORKFORCE. INITIATIVES INCLUDE TRAINING IN EMERGING TECHNOLOGIES, INNOVATION CHALLENGES, AND CROSS-FUNCTIONAL PROJECTS. SUCH EFFORTS CULTIVATE A DYNAMIC WORK ENVIRONMENT CONDUCIVE TO BREAKTHROUGH IDEAS AND LONG-TERM SUCCESS.

## IMPACT ON FORD'S PRODUCT LINE AND MARKET POSITION

THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER SIGNIFICANTLY INFLUENCES THE COMPANY'S ABILITY TO DELIVER COMPETITIVE PRODUCTS THAT RESONATE WITH CONSUMERS WORLDWIDE. BY INTEGRATING ADVANCED TECHNOLOGIES AND RIGOROUS TESTING, THE CENTER ENSURES FORD'S VEHICLES MEET EVOLVING MARKET NEEDS AND REGULATORY STANDARDS.

### PRODUCT INNOVATION AND DIFFERENTIATION

THE CENTER'S WORK RESULTS IN VEHICLES THAT FEATURE STATE-OF-THE-ART SAFETY SYSTEMS, EFFICIENT POWERTRAINS, AND MODERN INFOTAINMENT OPTIONS. THESE INNOVATIONS HELP FORD DIFFERENTIATE ITS LINEUP IN CROWDED AUTOMOTIVE SEGMENTS AND ENHANCE BRAND LOYALTY AMONG CUSTOMERS.

## SPEED TO MARKET AND COST EFFICIENCY

BY CENTRALIZING DEVELOPMENT ACTIVITIES AND UTILIZING DIGITAL TOOLS, THE CENTER REDUCES TIME-TO-MARKET FOR NEW MODELS AND UPDATES. THIS EFFICIENCY TRANSLATES INTO COST SAVINGS AND THE ABILITY TO RESPOND PROMPTLY TO CONSUMER PREFERENCES AND COMPETITIVE PRESSURES.

### GLOBAL INFLUENCE AND SUSTAINABILITY GOALS

THE CENTER SUPPORTS FORD'S GLOBAL SUSTAINABILITY GOALS BY DEVELOPING ENVIRONMENTALLY RESPONSIBLE PRODUCTS AND MANUFACTURING PROCESSES. ITS INNOVATIONS CONTRIBUTE TO FORD'S LEADERSHIP IN GREEN MOBILITY AND POSITION THE COMPANY AS A FORWARD-THINKING AUTOMAKER ON THE INTERNATIONAL STAGE.

- DESIGN AND ENGINEERING EXCELLENCE
- ADVANCED PROTOTYPING AND TESTING CAPABILITIES
- FOCUS ON ELECTRIFICATION AND AUTONOMOUS TECHNOLOGIES

- COLLABORATIVE, MULTIDISCIPLINARY WORKFORCE
- STRONG IMPACT ON PRODUCT INNOVATION AND MARKET AGILITY

# FREQUENTLY ASKED QUESTIONS

## WHAT IS THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER?

THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER IS A DEDICATED FACILITY WHERE FORD DESIGNS, ENGINEERS, AND DEVELOPS NEW VEHICLES AND AUTOMOTIVE TECHNOLOGIES.

## WHERE IS THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER LOCATED?

ONE OF THE PRIMARY FORD PRODUCT DEVELOPMENT CENTERS IS LOCATED IN DEARBORN, MICHIGAN, WHICH SERVES AS A HUB FOR ENGINEERING AND DESIGN ACTIVITIES.

# WHAT TYPES OF PRODUCTS ARE DEVELOPED AT THE FORD PRODUCT DEVELOPMENT CENTER?

THE CENTER FOCUSES ON DEVELOPING A WIDE RANGE OF FORD VEHICLES, INCLUDING CARS, TRUCKS, SUVS, AS WELL AS INNOVATIVE AUTOMOTIVE TECHNOLOGIES AND COMPONENTS.

# HOW DOES THE FORD PRODUCT DEVELOPMENT CENTER CONTRIBUTE TO VEHICLE INNOVATION?

THE CENTER INTEGRATES ADVANCED ENGINEERING, DESIGN, AND TESTING TO CREATE CUTTING-EDGE VEHICLE FEATURES, IMPROVE PERFORMANCE, SAFETY, AND SUSTAINABILITY.

# DOES THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER USE ADVANCED TECHNOLOGIES?

YES, THE CENTER UTILIZES ADVANCED TECHNOLOGIES SUCH AS COMPUTER-AIDED DESIGN (CAD), VIRTUAL REALITY, ARTIFICIAL INTELLIGENCE, AND SIMULATION TOOLS TO ENHANCE PRODUCT DEVELOPMENT EFFICIENCY.

# ARE THERE ANY SUSTAINABILITY INITIATIVES AT THE FORD PRODUCT DEVELOPMENT CENTER?

FORD'S PRODUCT DEVELOPMENT CENTER INCORPORATES SUSTAINABLE DESIGN PRINCIPLES AIMING TO REDUCE ENVIRONMENTAL IMPACT THROUGH LIGHTWEIGHT MATERIALS, ELECTRIC VEHICLE DEVELOPMENT, AND EFFICIENT MANUFACTURING PROCESSES.

## CAN THE PUBLIC VISIT THE FORD MOTOR COMPANY PRODUCT DEVELOPMENT CENTER?

GENERALLY, THE FORD PRODUCT DEVELOPMENT CENTER IS NOT OPEN TO THE PUBLIC AS IT IS A SECURE FACILITY FOCUSED ON CONFIDENTIAL RESEARCH AND DEVELOPMENT.

# HOW DOES THE PRODUCT DEVELOPMENT CENTER SUPPORT ELECTRIC VEHICLE (EV)

#### DEVEL OPMENT?

THE CENTER PLAYS A KEY ROLE IN DESIGNING AND ENGINEERING FORD'S ELECTRIC VEHICLES, INCLUDING BATTERY TECHNOLOGY, ELECTRIC POWERTRAINS, AND CHARGING SYSTEMS.

# WHAT ROLE DO ENGINEERS AND DESIGNERS PLAY AT THE FORD PRODUCT DEVELOPMENT CENTER?

ENGINEERS AND DESIGNERS COLLABORATE TO CONCEPTUALIZE, PROTOTYPE, TEST, AND REFINE NEW VEHICLE MODELS AND TECHNOLOGIES TO MEET PERFORMANCE, SAFETY, AND CUSTOMER EXPECTATIONS.

## ADDITIONAL RESOURCES

1. DRIVING INNOVATION: INSIDE FORD'S PRODUCT DEVELOPMENT CENTER

THIS BOOK OFFERS AN IN-DEPTH LOOK AT HOW FORD'S PRODUCT DEVELOPMENT CENTER OPERATES, HIGHLIGHTING THE INNOVATIVE PROCESSES BEHIND THE CREATION OF SOME OF THE COMPANY'S MOST ICONIC VEHICLES. IT EXPLORES THE COLLABORATION BETWEEN ENGINEERS, DESIGNERS, AND MARKETERS THAT DRIVES INNOVATION. READERS GAIN INSIGHT INTO THE CHALLENGES AND TRIUMPHS EXPERIENCED DURING THE DEVELOPMENT CYCLE.

2. FORD MOTOR COMPANY: ENGINEERING THE FUTURE OF MOBILITY

FOCUSING ON THE TECHNOLOGICAL ADVANCEMENTS AT FORD'S PRODUCT DEVELOPMENT CENTER, THIS BOOK DISCUSSES HOW THE COMPANY IS SHAPING THE FUTURE OF TRANSPORTATION. IT COVERS TOPICS SUCH AS ELECTRIC VEHICLES, AUTONOMOUS DRIVING, AND SUSTAINABLE MANUFACTURING. THE BOOK ALSO DETAILS THE RESEARCH AND DEVELOPMENT STRATEGIES THAT KEEP FORD COMPETITIVE IN A RAPIDLY CHANGING INDUSTRY.

- 3. FROM CONCEPT TO CAR: THE FORD PRODUCT DEVELOPMENT JOURNEY
- This title takes readers step-by-step through the product development process at Ford, from initial concept sketches to the final production model. It emphasizes the iterative design process, prototyping, and testing phases. The book showcases the teamwork and innovation culture that are hallmarks of Ford's development centers.
- 4. FORD'S DESIGN REVOLUTION: CREATIVITY IN THE PRODUCT DEVELOPMENT CENTER
  HIGHLIGHTING THE ROLE OF DESIGN IN FORD'S PRODUCT DEVELOPMENT, THIS BOOK EXPLORES HOW CREATIVE IDEAS ARE
  NURTURED AND TRANSFORMED INTO TANGIBLE PRODUCTS. IT INCLUDES INTERVIEWS WITH FORD DESIGNERS AND SHOWCASES
  BREAKTHROUGH DESIGNS THAT REDEFINED AUTOMOTIVE AESTHETICS. THE BOOK ALSO LOOKS AT HOW CUSTOMER FEEDBACK
  INFLUENCES DESIGN DECISIONS.
- 5. BUILDING THE FUTURE: FORD'S PRODUCT DEVELOPMENT AND MANUFACTURING SYNERGY
  THIS BOOK EXAMINES THE CLOSE RELATIONSHIP BETWEEN FORD'S PRODUCT DEVELOPMENT CENTER AND MANUFACTURING
  FACILITIES. IT EXPLAINS HOW DESIGN FOR MANUFACTURABILITY IS INTEGRATED EARLY IN THE DEVELOPMENT PROCESS TO
  OPTIMIZE EFFICIENCY AND QUALITY. CASE STUDIES ILLUSTRATE HOW THIS SYNERGY LEADS TO FASTER PRODUCTION TIMELINES
  AND BETTER VEHICLES.
- 6. THE AGILE AUTO MAKER: FORD'S PRODUCT DEVELOPMENT TRANSFORMATION
  DETAILING FORD'S ADOPTION OF AGILE METHODOLOGIES IN PRODUCT DEVELOPMENT, THIS BOOK SHOWS HOW THE COMPANY INCREASED FLEXIBILITY AND RESPONSIVENESS TO MARKET CHANGES. IT DISCUSSES THE CULTURAL AND ORGANIZATIONAL SHIFTS THAT ENABLED FASTER INNOVATION CYCLES. THE BOOK ALSO PRESENTS LESSONS LEARNED AND BEST PRACTICES FROM FORD'S TRANSFORMATION JOURNEY.
- 7. Sustainability in Motion: Ford's Green Product Development Initiatives
  This book highlights Ford's commitment to sustainability within its product development center. It covers eco-friendly materials, energy-efficient processes, and the push toward electric and hybrid vehicles. Readers will learn about Ford's strategies to reduce environmental impact while maintaining performance and safety standards.
- 8. THE DIGITAL REVOLUTION AT FORD: INTEGRATING TECHNOLOGY IN PRODUCT DEVELOPMENT
  FOCUSING ON THE DIGITAL TOOLS AND TECHNOLOGIES USED IN FORD'S PRODUCT DEVELOPMENT CENTER, THIS BOOK EXPLORES

HOW CAD, SIMULATION SOFTWARE, AND VIRTUAL REALITY HAVE TRANSFORMED VEHICLE DESIGN AND TESTING. IT ALSO DISCUSSES THE ROLE OF BIG DATA AND AI IN OPTIMIZING PRODUCT FEATURES AND CUSTOMER EXPERIENCES. THE BOOK PROVIDES A FUTURISTIC VIEW OF AUTOMOTIVE DEVELOPMENT.

9. Leadership and Team Dynamics in Ford's Product Development Center
This book examines the leadership styles and team dynamics that foster innovation and productivity at Ford's product development center. Through case studies and interviews, it reveals how cross-functional teams collaborate to solve complex engineering challenges. The book emphasizes the importance of communication, diversity, and leadership in driving successful product outcomes.

# Ford Motor Company Product Development Center

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ford motor company product development center: Software-Hardware Integration in Automotive Product Development John Blyler, 2013-11-07 Software-Hardware Integration in Automotive Product Development brings together a must-read set of technical papers on one the most talked-about subjects among industry experts The carefully selected content of this book demonstrates how leading companies, universities, and organizations have developed methodologies, tools, and technologies to integrate, verify, and validate hardware and software systems. The automotive industry is no different, with the future of its product development lying in the timely integration of these chiefly electronic and mechanical systems. The integration activities cross both product type and engineering discipline boundaries to include chip-, embedded board-, and network/vehicle-level systems. Integration, verification, and validation of each of these three domains are examined in depth, attesting to the difficulties of this phase of the automotive hardware and software system life cycle. The current state of the art is to integrate, verify, validate, and test automotive hardware and software with a complement of physical hardware and virtual software prototyping tools. The growth of sophisticated software tools, sometimes combined with hardware-in-the-loop devices, has allowed the automotive industry to meet shrinking time-to-market, decreasing costs, and increasing safety demands. It is also why most of the papers in this book focus on virtual systems, prototypes, and models to emulate and simulate both hardware and software. Further, such tools and techniques are the way that hardware and software systems can be "co-verified" and tested in a concurrent fashion. The goal of this compilation of expert articles is to reveal the similarities and differences between the integration, verification, and validation (IVV) of hardware and software at the chip, board, and network levels. This comparative study will reveal the common IVV thread among the different, but ultimately related, implementations of hardware and software systems. In so doing, it supports the larger systems engineering approach for the vertically integrated automobile—namely, that of model-driven development.

ford motor company product development center: Autonomous Vehicles for Safer Driving Ronald K Jurgen, 2013-04-16 Self-driving cars are no longer in the realm of science fiction, thanks to the integration of numerous automotive technologies that have matured over many years. Technologies such as adaptive cruise control, forward collision warning, lane departure warning, and V2V/V2I communications are being merged into one complex system. The papers in this compendium were carefully selected to bring the reader up to date on successful demonstrations of autonomous vehicles, ongoing projects, and what the future may hold for this technology. It is

divided into three sections: overview, major design and test collaborations, and a sampling of autonomous vehicle research projects. The comprehensive overview paper covers the current state of autonomous vehicle research and development as well as obstacles to overcome and a possible roadmap for major new technology developments and collaborative relationships. The section on major design and test collaborations covers Sartre, DARPA contests, and the USDOT and the Crash Avoidance Metrics Partnership-Vehicle Safety Communications (CAMP-VSC2) Consortium. The final section presents seven SAE papers on significant recent and ongoing research by individual companies on a variety of approaches to autonomous vehicles. This book will be of interest to a wide range of readers: engineers at automakers and electronic component suppliers; software engineers; computer systems analysts and architects; academics and researchers within the electronics, computing, and automotive industries; legislators, managers, and other decision-makers in the government highway sector; traffic safety professionals; and insurance and legal practitioners.

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interrogates this idea by undertaking a historical analysis of the global strategies of Ford.

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rest of Detroit collapsed, Ford went from the brink of bankruptcy to being the most profitable automaker in the world. American Icon is the compelling, behind-the-scenes account of that epic turnaround. In one of the great management narratives of our time, Hoffman puts the reader inside the boardroom as Mulally uses his celebrated Business Plan Review meetings to drive change and force Ford to deal with the painful realities of the American auto industry. Hoffman was granted unprecedented access to Ford's top executives and top-secret company documents. He spent countless hours with Alan Mulally, Bill Ford, the Ford family, former executives, labor leaders, and company directors. In the bestselling tradition of Too Big to Fail and The Big Short, American Icon is narrative nonfiction at its vivid and colorful best.

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