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THE INSIDE STORY OF THE EPIC TURNAROUND OF FORD MOTOR COMPANY UNDER THE LEADERSHIP OF CEO ALAN MULALLY. At the end of 2008, Ford Motor Company was just months away from running out of cash. With the auto industry careening toward ruin, Congress offered all three Detroit automakers a bailout. General Motors and Chrysler grabbed the taxpayer lifeline, but Ford decided to save itself. Under the leadership of charismatic CEO Alan Mulally, Ford had already put together a bold plan to unify its divided global operations, transform its lackluster product lineup, and overcome a dysfunctional culture of infighting, backstabbing, and excuses. It was an extraordinary risk, but it was the only way the Ford family—America's last great industrial dynasty—could hold on to their company. Mulally and his team pulled off one of the greatest comebacks in

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business history. As the 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. On the verge of collapse, Ford went outside the auto industry and recruited Mulally—the man who had already saved Boeing from the deathblow of 9/11—to lead a sweeping restructuring of a company that had been unable to overcome decades of mismanagement and denial. Mulally applied the principles he developed at Boeing to streamline Ford's inefficient operations, force its fractious executives to work together as a team, and spark a product renaissance in Dearborn. He also convinced the United Auto Workers to join his fight for the soul of American manufacturing. Bryce Hoffman reveals the untold story of the covert meetings with UAW leaders that led to a game-changing contract, Bill Ford's battle to hold the Ford family together when many were ready to cash in their stock and write off the company, and the secret alliance with Toyota and Honda that helped prop up the American automotive supply base. 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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online. Pages: 29. Chapters: Mercury Sable, Ford Taurus SHO, Ford SHO V6 engine, List of Ford Taurus models, Ford Five Hundred, Ford Taurus X, Ford SHO V8 engine. Excerpt: The Mercury Sable is a mid-size (model years 1986-2005) or full-size (2008-2009) upscale sedan car model created by the Ford Motor Company and sold under the Mercury brand. It served as a rebadged variant of the Ford Taurus, with a few cosmetic changes. The Sable was a milestone design for both Mercury and the entire American automotive industry, as well as a very influential vehicle in the marketplace, with Mercury assembling 2,112,374 cars during its first 20 years of production through 2005. The Sable's design was so futuristic, that it was called by the press "The car that came from the moon." An important feature of the Sable's design was its front "lightbar," a low-wattage lamp between the front headlamps. This later became mainstream for Mercury's line-up, and was copied by many automakers in the early nineties. The Sable was refreshed in 1992 and received its first complete redesign in 1996. The 1996 model remained the basis for the vehicle up through the 2005 model year. A major sheet metal and interior redesign occurred in 2000, softening some of the controversial design vestiges of the 1996 model which the Taurus also endured. Minor styling changes in 2004 further refined the car. The Sable station wagon ended production in 2004 and sedan production ended on April 29, 2005. The Ford Taurus remained in production through the 2007 model year, primarily for service as a fleet vehicle. Taurus production ended on October 27, 2006. At the Chicago Auto Show on February 7, 2007, Ford CEO Alan Mulally unveiled a refreshed version of the Mercury Montego sedan and announced that the new name of the car would be "Sable," due to customer recognition and dealer demand....

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'This Handbook is a stellar compilation of up-to-date knowledge about the important topics in transport economics. Authors include the very best in the field, and they cover the most important topics for today's research and policy applications. Individual chapters contain sound, readable, well referenced explanations of each topic's history and current status. I cannot think of a better place to start for anyone wanting to become current in the field or in any of its parts.' – Kenneth Small, University of California-Irvine, US

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