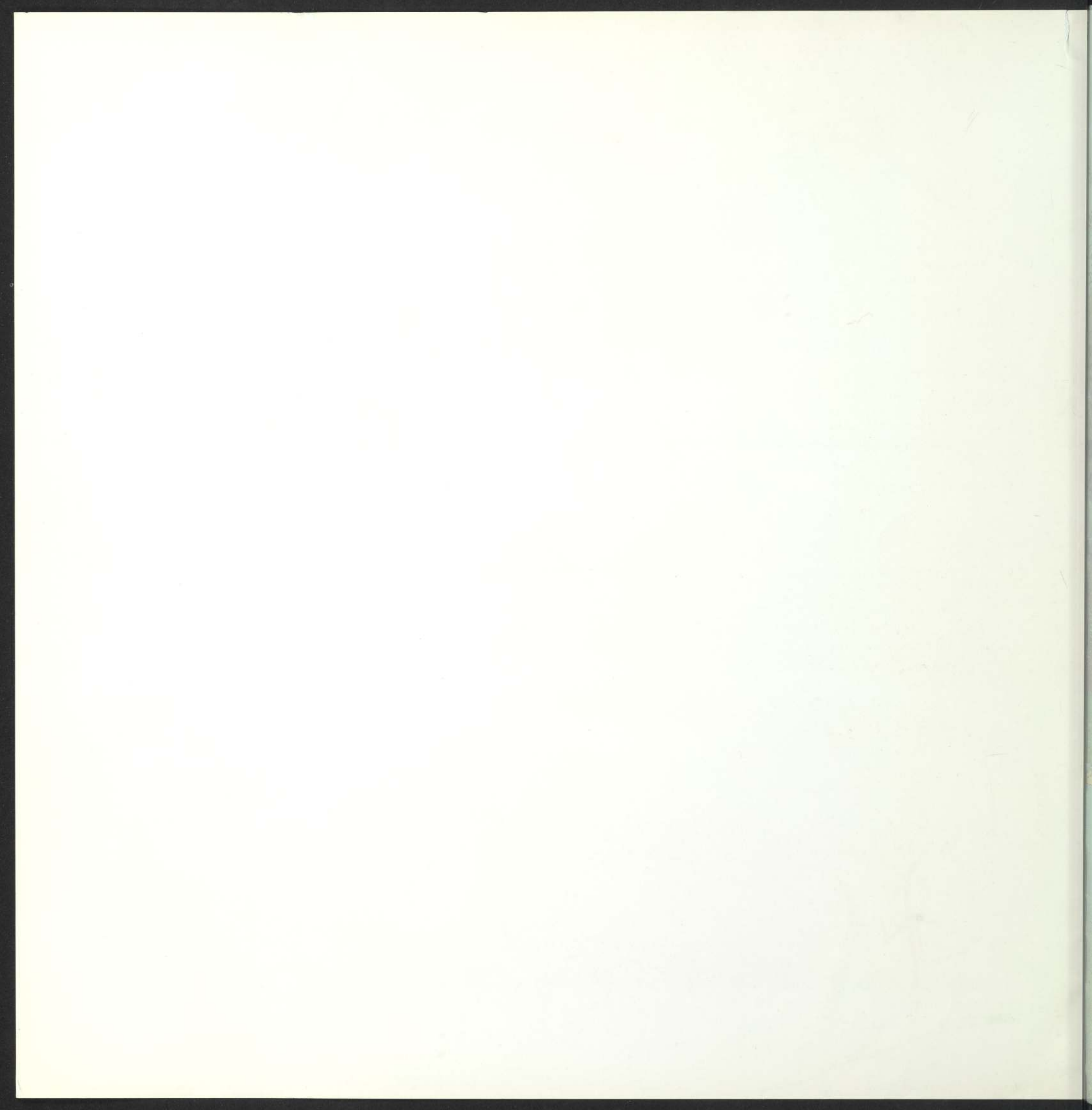




Mondeo. The exciting Car of the Year 1994.



FOREWORD BY J.A. NASSER

CHAIRMAN, FORD OF EUROPE

We at Ford are proud of what has been achieved with Mondeo and genuinely pleased by the praise which the car has earned.

It is a success which was not achieved overnight.

During the development process the global resources of Ford were focused on the design, engineering and testing of a car which would be manufactured and sold to customers on both sides of the Atlantic. Using advanced communications technology, planners, designers and engineers from many different countries worked together to produce the Ford Mondeo, the world's first truly global car.

When Mondeo was launched in Europe in March, 1993, it broke new ground in several key areas, particularly safety, handling and overall vehicle dynamics. Mondeo received one of the warmest receptions extended to any new car from the motoring press, dealers and customers.

After just one year, over 300,000 Mondeos have been sold and the car has proved to be a winner in every market. It has also earned the highest accolade any car can win, by being named Car of the Year for 1994.

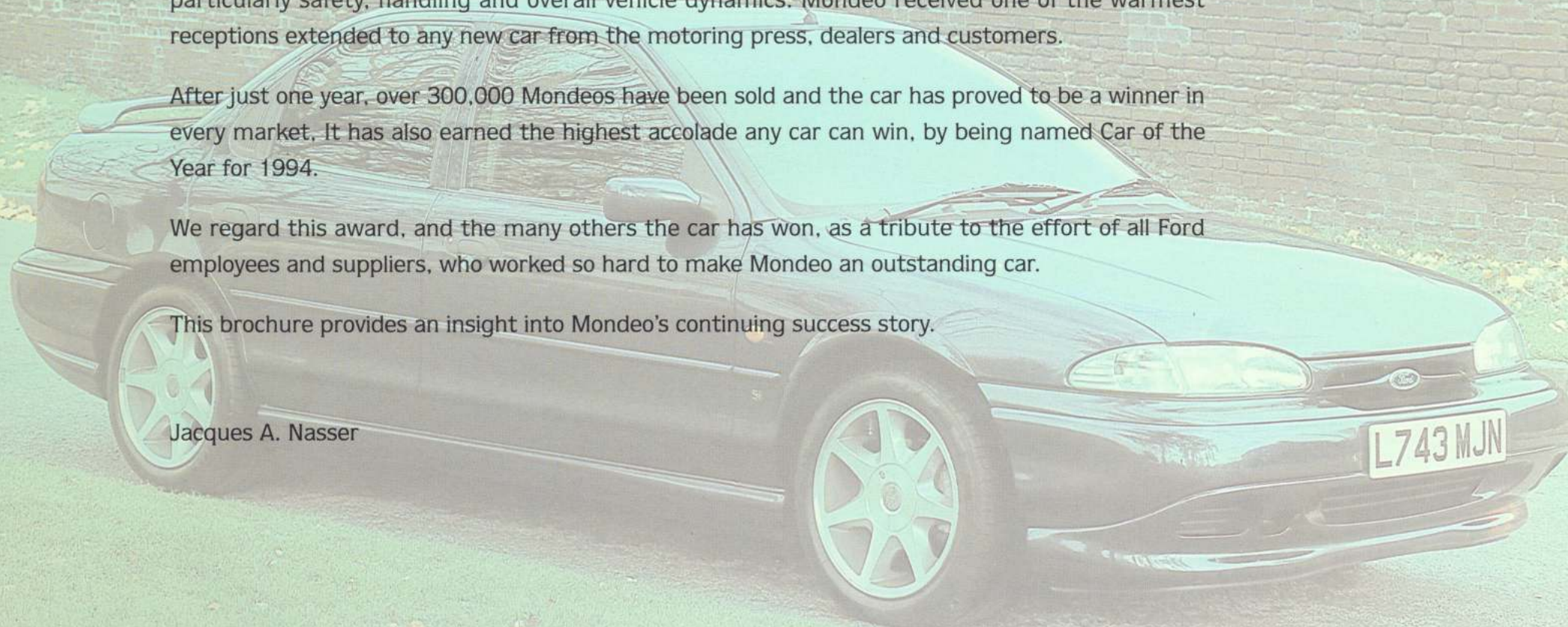
We regard this award, and the many others the car has won, as a tribute to the effort of all Ford employees and suppliers, who worked so hard to make Mondeo an outstanding car.

This brochure provides an insight into Mondeo's continuing success story.

Jacques A. Nasser



Right:
Jacques Nasser, Chairman, Ford of Europe.
Centre:
Richard Parry-Jones, Vice President,
Product Programmes, Vehicle Engineering
and Design, Ford of Europe.
Left:
John Oldfield, who held that post during
the development of Mondeo, now
Chairman of Aston Martin Lagonda.



The Global Car - A compelling concept,

In the late 1980s, when Ford first began work on the CDW27 programme as it was then known, the concept of a global car had already been talked about for some years within the industry. However, no manufacturer had ever before made that concept a reality.



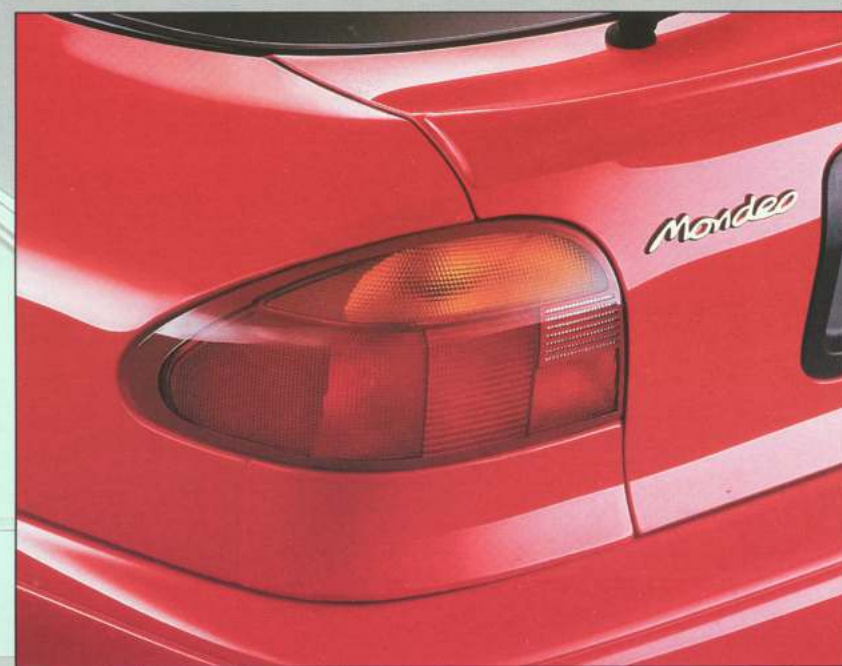
ut could it ever become reality?

Motor manufacturers had been convinced for some time that the gradual convergence in tastes worldwide had created the conditions which made the global car a possibility. In addition, emissions legislation and safety standards were being harmonised, recycling was becoming a key issue in many countries and smaller, more fuel-efficient cars were increasingly demanded by customers in the U.S.

Of course, there are many cars produced in one location and sold worldwide, but there is a big difference between global sales alone and full global development and production.

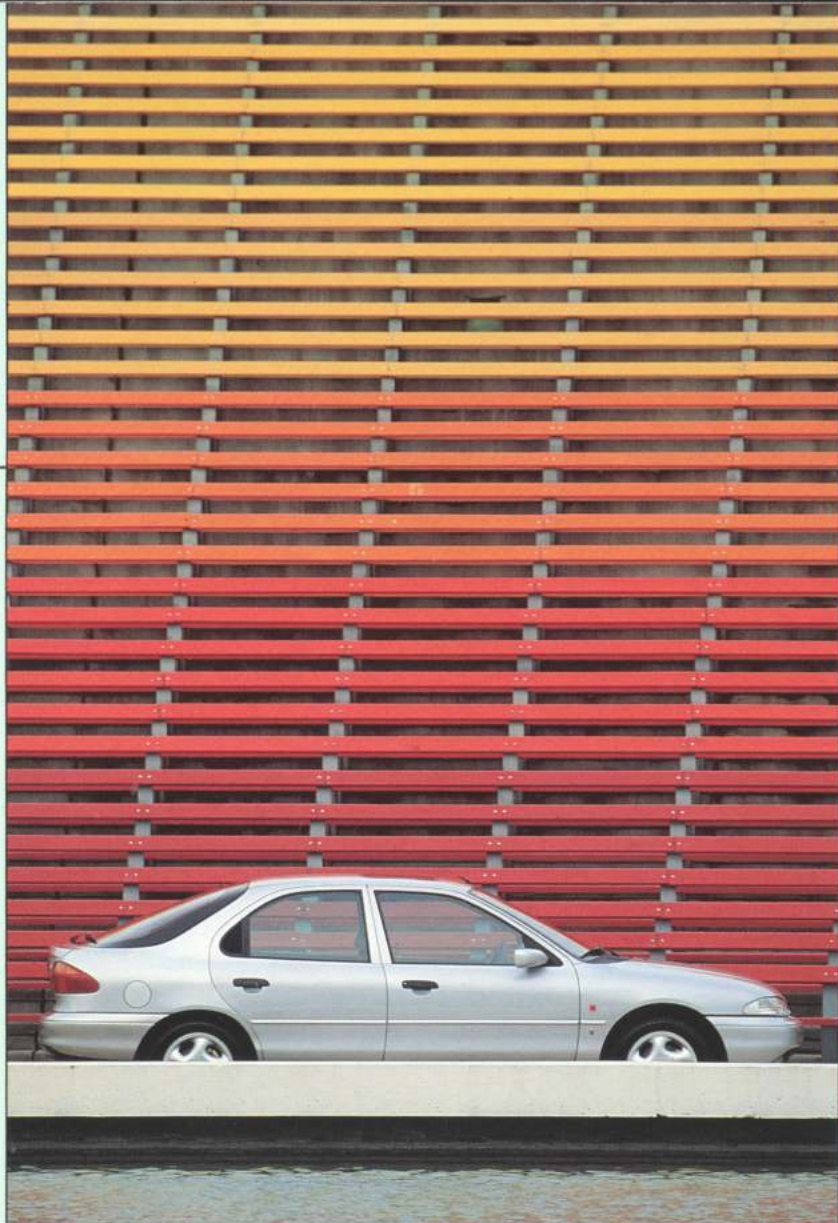
Even the cars which got closest to being truly global in their approach, including the Ford Escort, were still developed by different teams on both sides of the Atlantic and shared only a limited number of components - some of the parts were 'global' but the overall concept was not.

CDW27, or Mondeo as it is now known in Europe, changed all that.



Mondeo

The exciting Car of the Year 1994.



The truly Global approach

Mondeo and its counterparts in North America were born from just one design concept, developed by one dedicated team, yet engineered using the full global resources of Ford, taking full advantage of modern technology to communicate via satellite and computer.

High definition TV screens capable of showing life-sized cars allowed designers in Ford locations thousands of miles apart to hold detailed discussions on the shape of Mondeo. Super-computers based in the U.S. were accessed by the European-led CDW27 team to perform complex analysis on body structures to maximise strength. Designers created photograph-like pictures of cars which did not yet exist in clay, let alone metal. Engineers on both sides of the Atlantic held discussions using video conferencing suites and resolved complex problems without ever meeting.

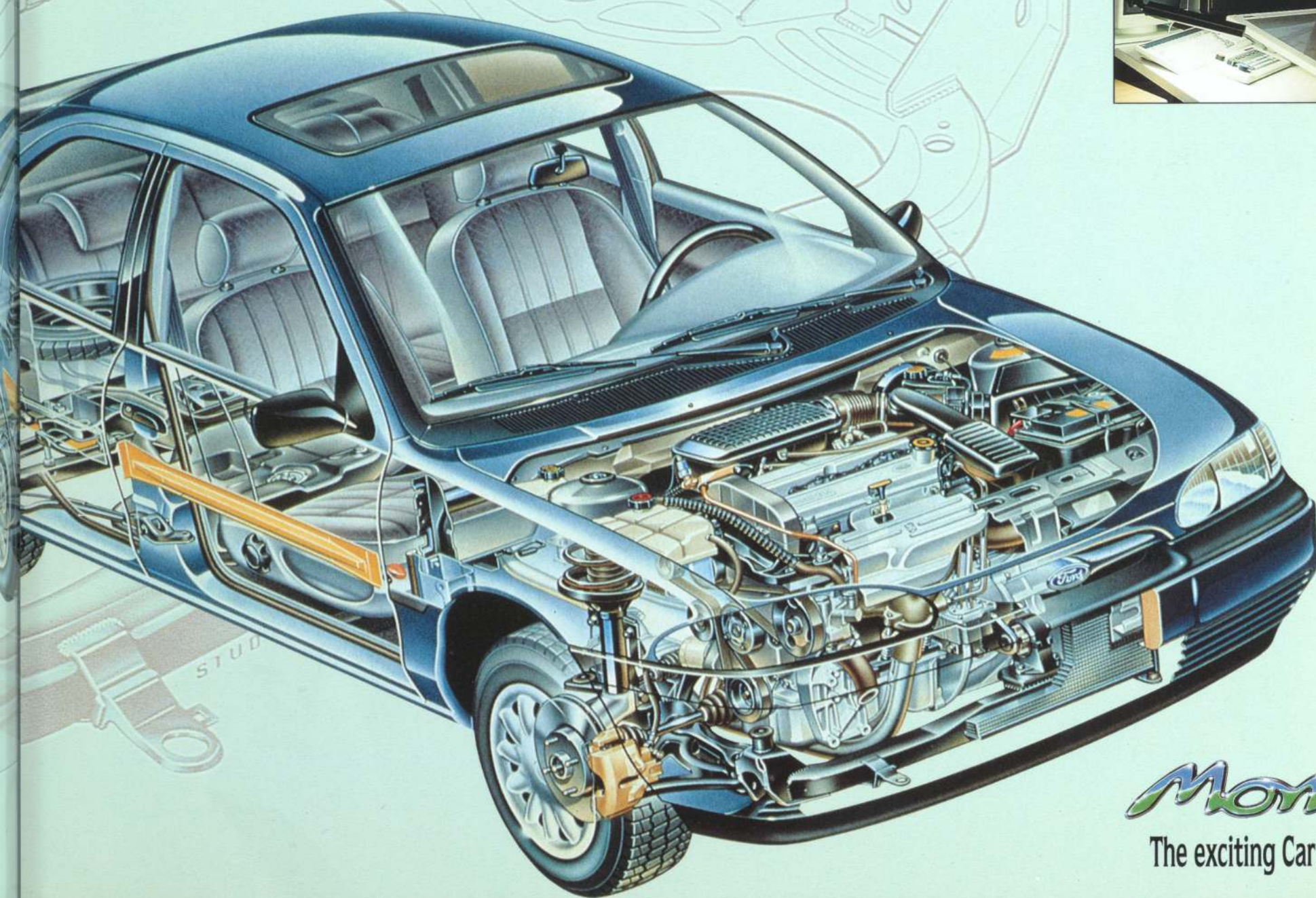
Thanks to the convergence of tastes and the electronic shrinking of the world, the emphasis could be switched to



, right from the drawing board.

focusing global resources into one car, not on accommodating worldwide differences in a global compromise.

The global car could become a reality.



Mondeo

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Cutting through traditional boundaries

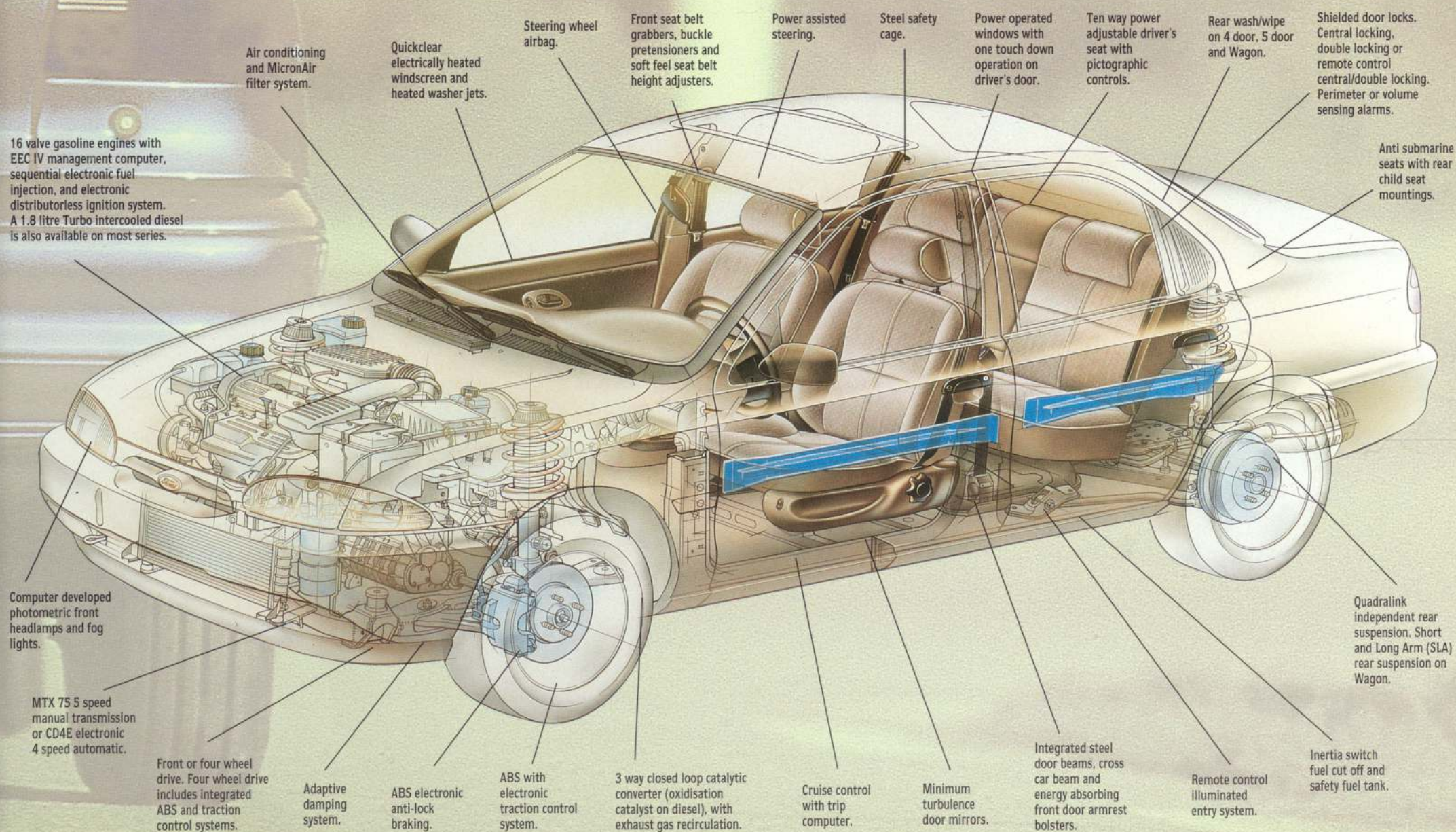
In order to bring together the global resources of the company in a highly focused way, Ford had created a core team, based next to the Genk plant in Belgium where all European Mondeos would be produced. This team was able to take advantage of new methods of programme development which were introduced for the first time with Mondeo. It was important that the global scope of the programme did not lead to bureaucracy on an equivalent scale.

The decision-making process was not weighed down by too many layers, instead, small groups of experts representing each field talked directly to each other resolving problems as they went rather than involving large committees. The entire programme was monitored and controlled by a steering team which was capable of cutting across traditional boundaries, emphasising local decision-making.

The group was able to work as an integrated part of the plant right up to the production of the first car and beyond. The same group which took the car from the computer screen to

Towards a more effective way of working.

the early prototype stage would be on hand to ensure that the innovation and attention to detail in design would be successfully translated into the finished product, with the quality to do full justice to Mondeo.



Aiming to beat the best around, then raising the bar

If the entire engineering and design resources of Ford were to be brought to bear on one single car, the objectives for that car should be nothing less than challenging. To justify the investment, the resulting product not only had to be saleable in many different countries, it had to be a highly competitive car, capable of delivering real sales success in all of these markets.

Ford knew that they could not simply aim to beat the best cars around in the late '80s, when Mondeo was being designed. They had to aim even higher to ensure that the car would still be ahead of its rivals when it was launched several years later.

Mondeo had to have a luxurious and ergonomically-advanced interior, a stylish and aerodynamic exterior, it had to offer fuel-efficient 16-valve engines and a range of bodystyles, it had to be environmentally sensitive in manufacture, operation and eventual disposal and it had to offer all the features customers demanded in a value-for-money package.

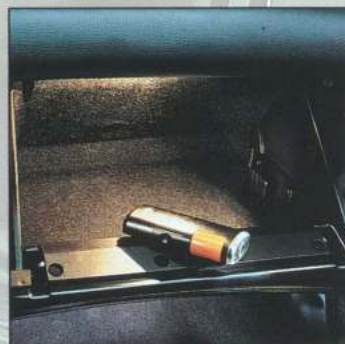




Convenient pen holder



Illuminated interior door release



Re-chargeable torch

...ing the sights still further.

More than that, Mondeo had to break new ground and set new standards whenever possible. Nowhere was this more important than in the area of safety.



Class-leading standards of safety through

From the beginning, the objective was to ensure Mondeo would offer class-leading standards of safety. This was achieved using Ford's concept of Dynamic Safety Engineering (DSE), a design philosophy which allocates top priority to both active and passive safety in each and every engineering decision and product feature to give the highest possible standard of occupant protection.

The vast experience accumulated in the field of airbag technology and development by Ford in the U.S. paid dividends

here. In 1986, Ford was the first domestic manufacturer in the U.S. to offer airbags and since that time over five million have been fitted to U.S. Fords which are estimated to have covered more than 200 billion kilometres.

However, Mondeo was designed with several important safety features all contributing to re-inforce the effectiveness of each element in the overall safety

Ford Traction Control System





Driver's airbag - standard on Mondeo

With Dynamic Safety Engineering.

package. In the event of an accident, these features activate almost instantaneously. Grabbers, designed to prevent excess paying-out of the seat belt webbing, Pretensioners, which reduce any slack in the diagonal and lap belts, and anti-submarining seats, which help stop the occupants sliding forward under the belts. All these are designed to give the occupant the maximum benefit from the airbag operation.



Active safety was also a design priority and in addition to the standard car's inherently safe and stable handling, with power steering on all models, the engineering team wanted to be able to offer advanced optional features not normally found on a family saloon such as Traction Control and Adaptive Damping, if these could be made available at a price the customer could afford. The result was to be a car which would be widely acclaimed for its attention to all aspects of safety.

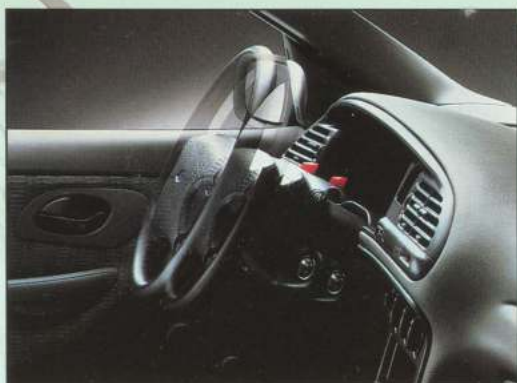
Mondeo

The exciting Car of the Year 1994.

Technology with a purpose is the only k

Throughout the design and development of Mondeo, the car was not allowed to become the centre of attention. Instead, the customer was the focus for every action. Ford was careful never to use technology for its own sake, but instead concentrate its technological competence on providing features which offered real customer benefits.





Adjustable steering column

nd of technology the customer wants.

As early as 1988, CDW27 proposals were assessed and ranked alongside competition by customers taking part in styling clinics. Market research was carried out to determine customer preference on the function, form and operation of over 700 different items ranging from a micronAir filter to the operation of the master light switch.

Keeping the customer in the forefront of every decision, Mondeo was developed, tested and refined over millions of kilometres before the car was ready to go into production in a plant which had been completely re-designed to give the customer the quality which they demanded.

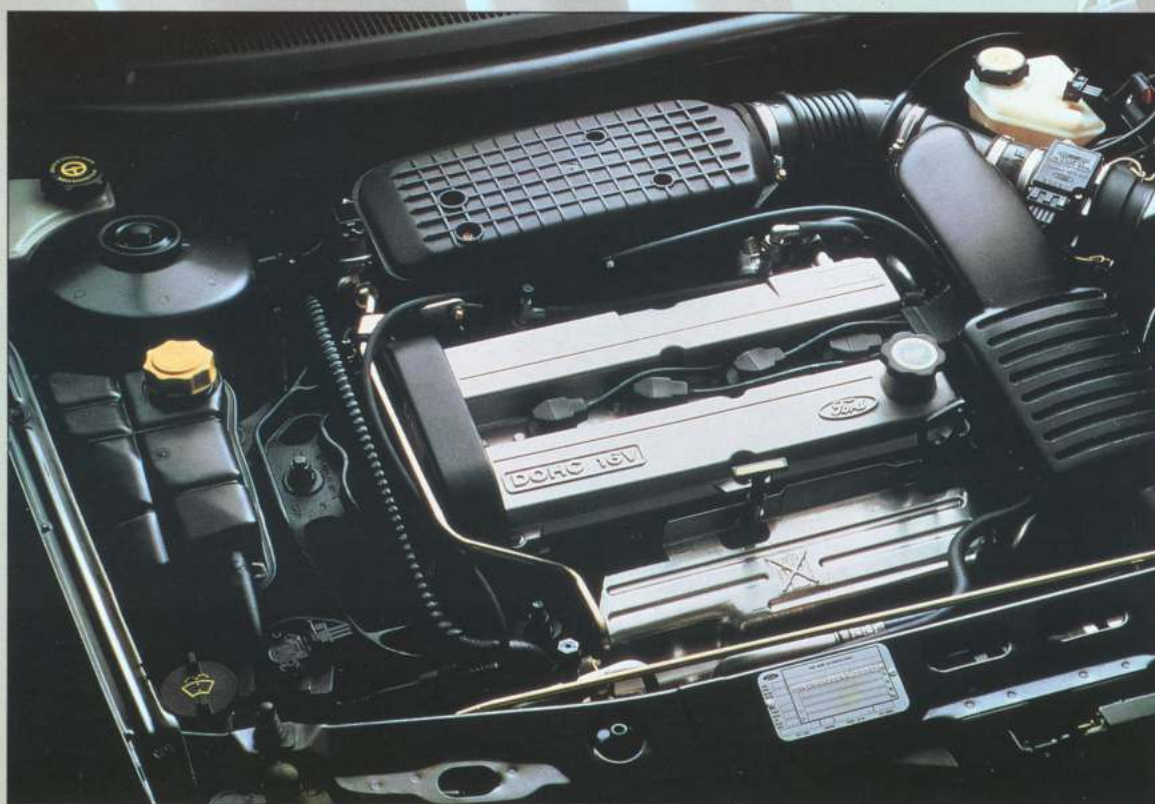
The opinions of the public were checked right up until the launch and beyond, because Ford knew that after March 1993, when Mondeo was on sale in Europe, the views of the press and the buying public would be the only ones which counted.



Mondeo

The exciting Car of the Year 1994.

The Ford Mondeo - Generously equipped



Advanced 16-valve ZETEC engines

Mondeo was launched in four-door saloon and five-door hatchback bodystyles and with a choice of 1.6, 1.8 or 2.0 litre 16-valve petrol engines. These ZETEC engines combine power and flexibility with good fuel economy and deliver their performance with the minimum effect on the environment. They are controlled by a powerful EECIV electronic engine management system, capable of handling more than a million and a quarter instructions per second.

To ensure Mondeo's safety technology was available to all buyers, Ford took the lead and standardised driver's airbag on all Mondeos from launch. An action which was subsequently extended to include all Scorpio and Escort models.



Heated front windscreen



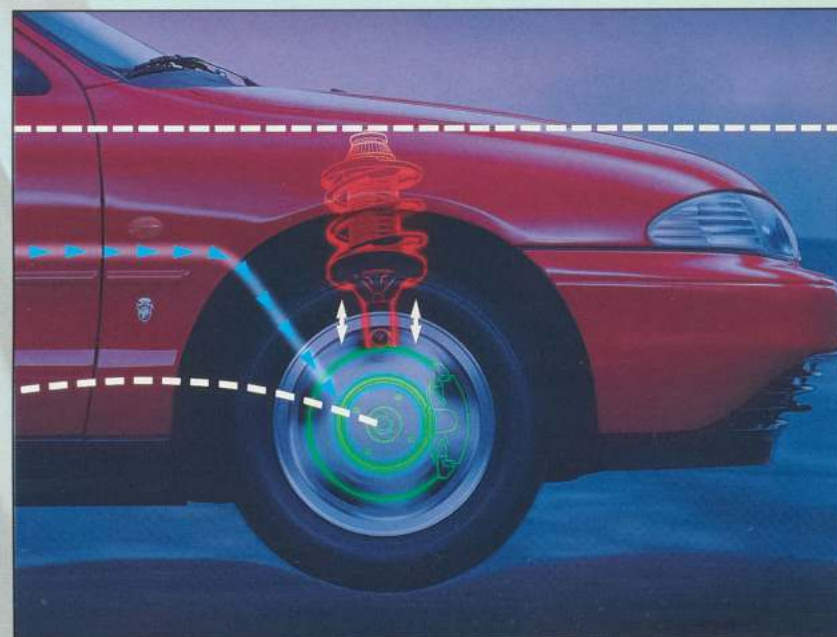
Heated front seats

well-built and highly competitive.

Some of the advanced technological features which are initially proposed for inclusion in a new car as options, never make it into production. With Mondeo, most of them did, including the Ford Traction Control System which makes maximum use of the available grip in all driving conditions by controlling excess wheelspin. An Adaptive Damping system is also available, which is capable of switching the car's damper settings between 'soft' and 'firm' almost instantaneously to give luxury car ride with sports car handling.

Other optional features include cruise control, anti-lock brakes, CD autochanger, electric sunroof, air conditioning and electrically adjustable heated front seats.

Value for money is one of the key customer priorities and in the hotly-contested C/D class buyers expect high standards of equipment. So in each market the Mondeo range begins with a car which is anything but basic and progresses through to the luxurious Ghia model, each one generously equipped and highly competitive.

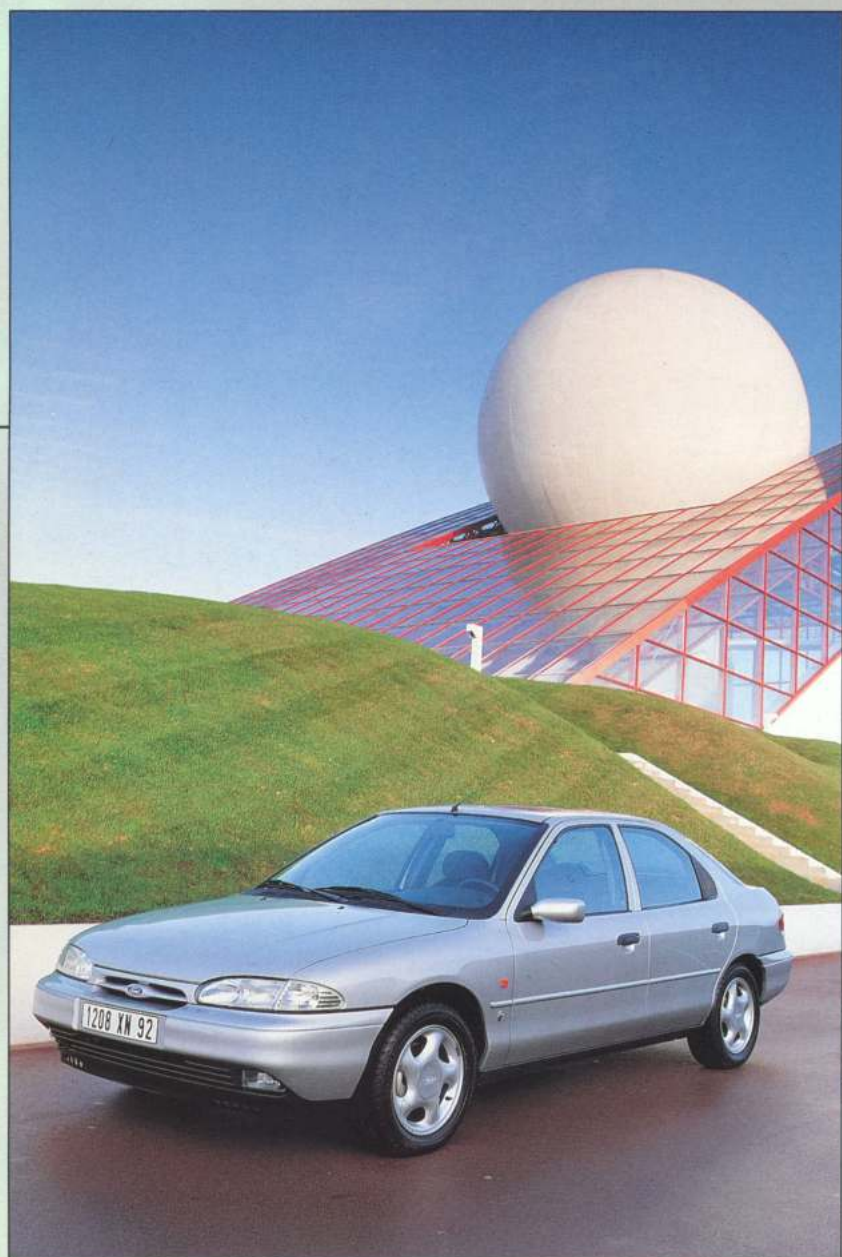


Ford Adaptive Damping System



Mondeo

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Facing the most critical t

Despite the careful planning, research, development and marketing expertise which goes into a new car launch, no manufacturer can ever be really certain of the reception the car will get until it goes on sale.

When the headline on the front page of 'Autocar & Motor' magazine in the U.K. read "Mondeo is King", the planners, designers and engineers at Ford knew that the car had cleared the first hurdle in the race for success. Initial press reaction was favourable, but would the public buy the car?

In fact Mondeo has exceeded sales expectations. In its first year, over 300,000 Mondeos were sold in Europe and the car achieved a greater share than its predecessor, the Sierra, in all major markets.

Mondeo has consistently been European C/D segment leader in every month since July, just 4 months after launch.

Mondeo proved a big hit in the fleet market, where value for money, low running and repair costs and high potential re-sale

Best in showrooms across Europe.

value are factors which are carefully scrutinised by highly cost-conscious fleet managers. In Britain, where the fleet market is crucial to volume success, Mondeo became the top-selling fleet car in the second half of the year. Overall, Mondeo was the best-selling car in Britain in the fourth quarter of the year.

Demand was strong throughout Europe from the very beginning. This has been boosted by several additions to the range, a trend which is set to continue as more derivatives are added to improve customer choice.

A third bodystyle, the stylish 5-door Estate Car, was introduced soon after launch and an advanced electronically-controlled 4-speed automatic added to compliment the standard 5-speed manual gearbox.

A highly advanced intercooled turbo diesel engine is also now available, incorporating an exhaust gas recirculation system, designed to achieve very low exhaust emissions.



The press have their say. Good news for

With the choice still expanding, the press had every opportunity to experience the full breadth of the Mondeo range. With the benefit of extended testing and the chance to get to know Mondeo well, their reactions continued to be the most favourable any manufacturer could hope for:

"Mondeo deserves first place for a well-engineered range of middle-class cars that are both efficient and fun to drive."

"Best buy in its class."



Ford, good news for motorists.

"The new Mondeo is a true world car. Undoubtedly very good value for money."

These are some of the comments made by leading European motoring journalists.

An enthusiastic reception from the press is important to any new car. Motoring journalists have the advantage of being able to directly compare one car with another often over the same roads and under the same driving conditions. So when Mondeo won a string of awards from magazines throughout Europe, including some specifically for advances in safety, Ford knew that its approach had been right.

But in the automotive world, one award stands out as the most prestigious of all.

The 58 top motoring journalists from 20 countries who make up the 'Car of the Year' jury are amongst the most respected in Europe. If the opinions of any group of people truly represented those of the industry and the buying customer, it was their's.



CD4E Electronic automatic transmission

Mondeo

The exciting Car of the Year 1994.



The ultimate accolade - M

Fifteen all-new cars were short-listed by the jury, who would judge them on every aspect of design, performance, economy, handling, comfort, safety, functionality and driving pleasure, not forgetting value for money.

It was widely acknowledged that Mondeo faced some of the most important new cars announced in recent years.

The strength of the opposition made Mondeo's victory even more significant, particularly as second and third place were occupied by rival C/D class cars. The result was savoured not only by the design, engineering and development team, but also by the thousands of employees and suppliers who had helped make Mondeo a success.

Mondeo was praised by the jury for its impressive packaging, value for money and road manners. Safety, particularly the standardisation of an airbag for the driver, was singled out for praise:

"With Mondeo, Ford gives European motorists the car they now want. Safety - active and passive - is highly commendable."

Mondeo is named Car of the Year for 1994.

"A major step forward with an outstanding chassis and excellent driveability for its class. A comprehensive model range and choice of good petrol and diesel engines adds to its value. Safety and security in Mondeo has forced other manufacturers to follow."

"Mondeo feels satisfyingly 'right' in a way no rival can match."

"Mondeo offers the advantage of excellent driving qualities, superb handling, good performance, active and passive safety and good value for money."

In short, exactly what the Ford team had been aiming for.

However, the story does not end there. The range continues to expand with new engines and transmissions. Mondeo is a car with a future and a whole new market to challenge



Mondeo

The exciting Car of the Year 1994.

Both sides of the story - the global car



Styling sketch of the Ford Contour

For the American market, two distinct models have been developed to meet the unique requirements of the American motorist. The Ford Contour and the Mercury Mystique are styled to appeal to the preferences of either the Ford or the Lincoln-Mercury customer, but both share the same CDW27 technology and engineering, essentially the same interior, the same transmissions, engines and high feature levels, and a large number of

common parts.

In many cases the same supplier provides parts for Mondeo, Contour and Mystique. These suppliers have been chosen for their ability to invest in research and production facilities on a global scale and have been involved from the beginning of the design process in order to ensure a totally integrated approach to vehicle design.

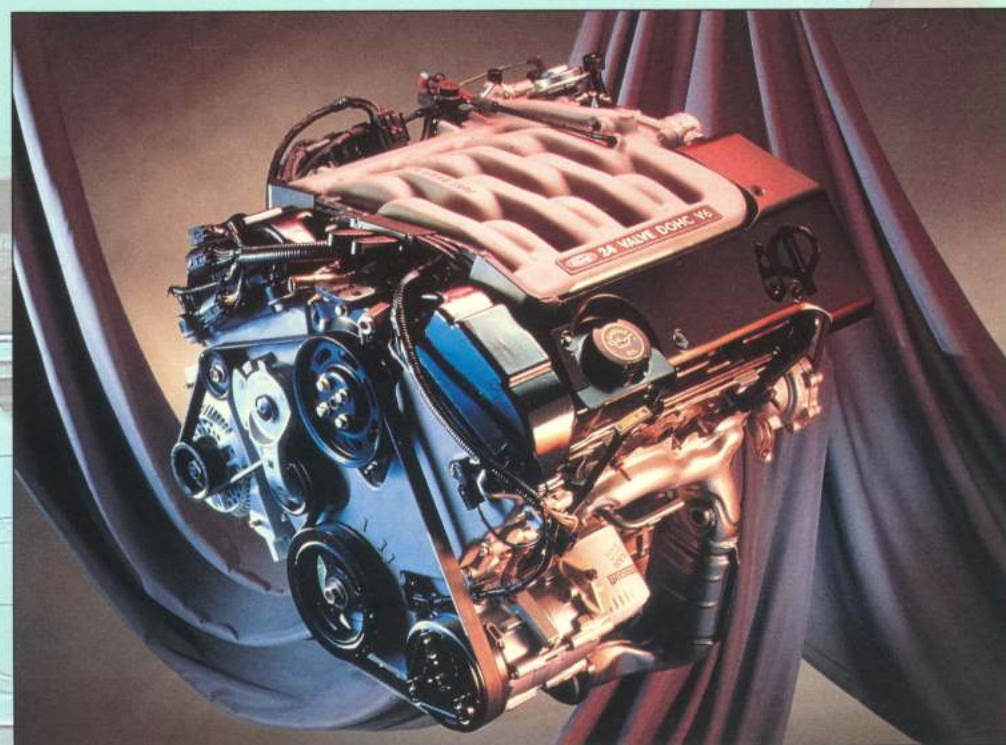
The introduction of Mondeo's cousins to the U.S. also marks the beginning of another chapter in Europe, with the launch

crosses the Atlantic.

of a new all-aluminium 2.5 litre four-cam V6 giving smooth effortless performance. On both sides of the Atlantic, the advanced 16-valve 4-cylinder ZETEC engines will be complimented by this new 24-valve V6 at the top of the range. The nature of the CDW27 programme guarantees constant evolution. As new derivatives are introduced to meet the demands of customers in each market, the benefits can be fed through the global system to enhance the range elsewhere, thanks to shared engineering and complimentary production facilities.

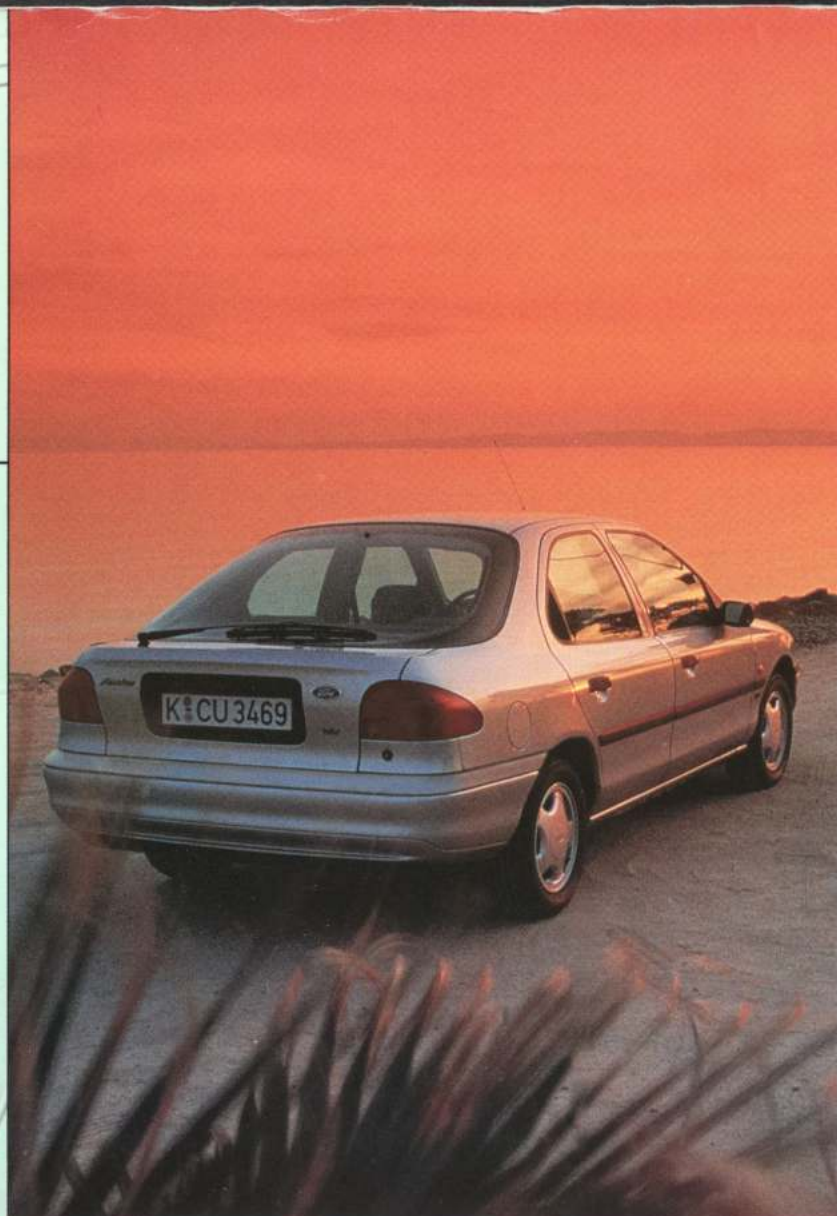
With Mondeo, there is more to come. As well as the new V6 engines, customer choice will be expanded by four wheel drive and a number of product actions to strengthen the range still further.

Mondeo is now in full production in Europe, the first ZETEC 4-cylinder engines for the U.S. market have been made at the Chihuahua plant in Mexico, while in the Cleveland plant, the first V6 engines are soon to be built. Later in 1994 Contour and Mystique will



Mondeo

The exciting Car of the Year 1994.



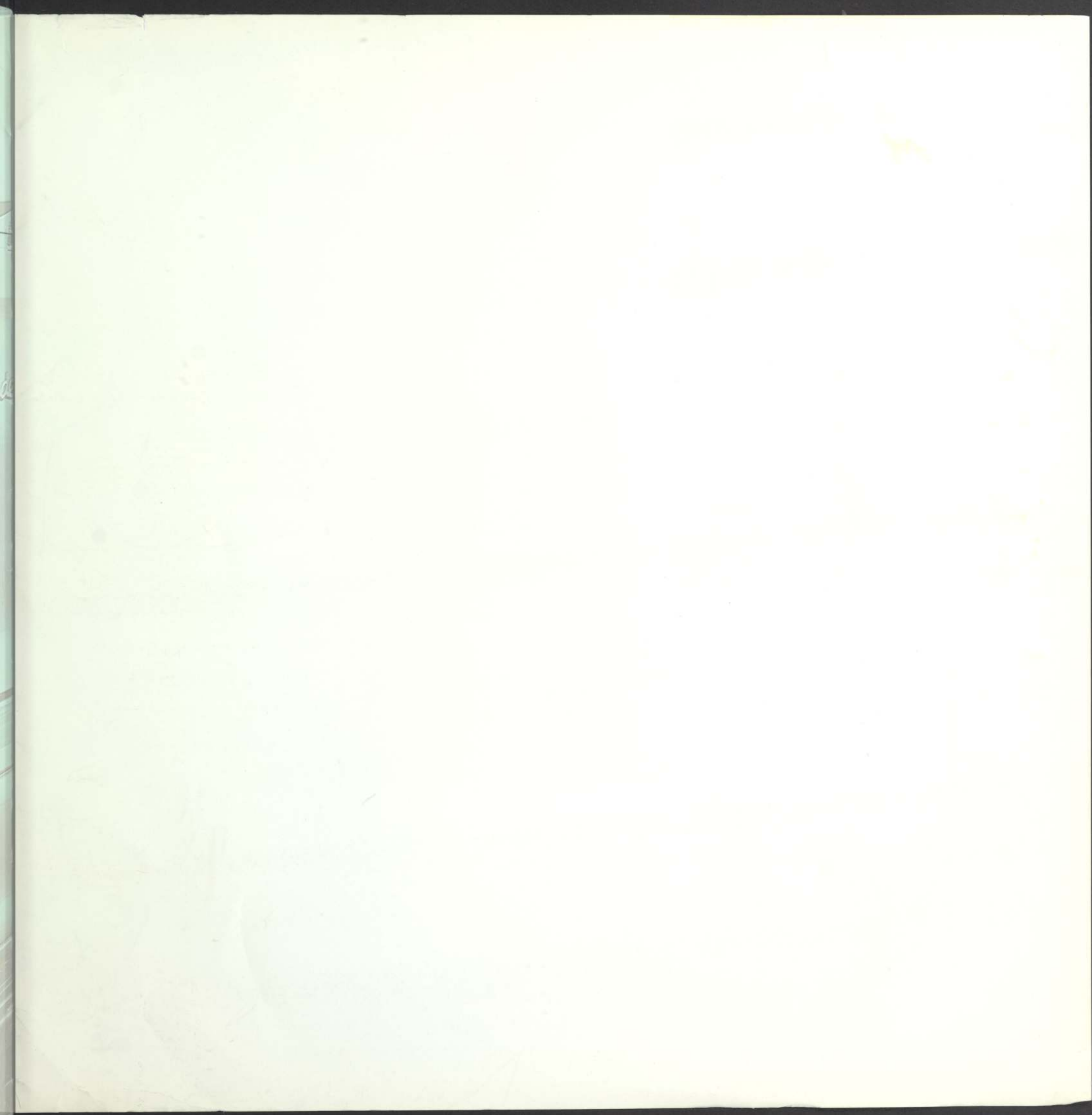
be manufactured in Kansas City and in Cuautitlan (Mexico). The production volumes will then build towards the ultimate production capacity of 800,000 units.

Right hand drive Mondeos are now being exported to Japan and sales in Russia and the former Soviet Union are higher than expected. Mondeo is also being sold in Taiwan, Singapore and Hong Kong.

The vision of what could be achieved by focusing the global resources of Ford on one single product has been carried through to produce a car which has earned worldwide acclaim. However, in the end it is the customer who benefits. Any other result would be unacceptable. Unless the end-product is simply a better motor car the arrival of the world's first truly global car would be an irrelevance.

But the reaction of the press and public, the conclusions of the fleet operators and the deliberations of the Car of the Year jury all say one thing. Mondeo is a better car and the customer is the one who reaps the reward.

The global car has become a reality. And the story continues...





Illustrations, descriptions and specifications.

Ford policy is one of continuous product development.

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