

## EXECUTIVE SUMMARY

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Ford F-Series has been, for more than 40 years, the best-selling truck in North America. Ford unveiled the original F1 pick-up in the year 1948. Since then, the F-series has gone through thirteen generations and has been Ford's biggest success and most important product. Sustaining quality standards and a strong marketing technique, Ford Motor Company has managed to stay in the top of a market that represents approximately 15% of the overall U.S. light-vehicle market. The paper begins by uncovering the history of American truck culture and the Ford F-Series. Interestingly, Ford was the first to introduce factory-assembled pickup truck, which expedited the diffusion of trucks to American culture.

Next, we investigate specific cases of the product innovations that gave the F-Series its competitive advantage. It is discovered that the backbone of innovative products are the company's organizational cultural, which implements design thinking. The key was to turn all employees into inventors. Problems become opportunities across all departments involved in the business.

We investigated deeper into the organizational culture and the transformational changes that brought about Ford's culture today. Through investigating changes during the financial crisis and a century long integration of Ford Motor Canada, it is concluded that it is important to accompany change leadership with a future state vision. Leaders must drive employees to understand the vision of the company and buy into the plan. In addition, international business integration is required to reduce redundancy and develop lean thinking.

In the competitive market of automotive industries, lean supply chain and lean product development is more important than ever before. We investigate how Ford Motor Company apply value stream mapping in supply chain management to achieve low cost manufacturing with smaller volume, higher complexity and shorter lead times. Accompanying lean thinking is the retention of knowledge and skills at Ford with a Knowledge Management System, which utilizes Best Practice Replication.

Lastly, we conclude by investigating the diffusion and adoption of Ford Trucks into the American Society. The use of external entertainment and media greatly influenced the branding of trucks. The competitive marketing strategy aim at building long lasting relationship with customers by presenting the pickups as a tool that symbolizes masculinity, power, status and freedom.

Overall, it is important to be continuously innovating in not only your product, but also the business process, technical process and organizational culture. Customer satisfaction is the number one goal in every business. For over a century, Ford has truly delivered products where customers have been dying for more.

