

Henry Ford
Dearborn, Mich.

May 9, 1933

A great thing has occurred amongst us. We have made a complete turn-around, and at last America's face is toward the future.

Three years---1929 to 1932---we Americans looked backward. All our old financial and political machinery was geared to pull us out of the depression by the same door through which we entered. We thought it simply a case of going back the way we came. It failed. We now realize that the way out is forward---through it.

Thanks for that belongs to President Roosevelt. Inauguration Day he turned the Ship of State around. Having observed the failure of sincere efforts to haul us back the way we came, he designed a new method---new political and financial machinery---to pull us out the way we are going---forward. He is clearing international obstacles out of the way; he does not stand in awe of tariffs. The people begin to feel that he does not take advice from the "interests"; that he has courage and loyalty to work for one supreme interest only---the welfare of the American people. That is a big achievement for two months in office.

And now we all look to what is coming; we grow less and less concerned with what is behind. We are looking for a hand-hold on the haul rope. Every man wants to do what he can, and all he can.

The best thing I can do for the Country is to create industry by building good motor cars. If I knew anything better to do, I would do it. Industry must be my contribution. Motor cars must face ahead to the future, like everything else. They are so much a part of the Nation's daily life that if they lag behind they hold the Country back.

Henry Ford

Henry Ford
Dearborn, Mich.

May 15, 1933

Time and again I am told—by my own organization and by others—that I penalize myself by quality.

Friendly critics protest our putting into the Ford V-8 what they call "twenty-year steel." They say such quality is not necessary; the public does not expect it; and that the public does not know the difference anyway.

But I know the difference.

I know that the car a man sees is not the car he drives—he drives the car which the engineer sees. The car which is seen, comprises beauty of design, color and attractive accessories,—all desirable, of course. The best evidence that we think so is that they are all found on the Ford V-8.

But these are not the car. The car proper, which is the basis of all the rest, is the type of engine and its reliability; the structure of chassis and body, ruggedly durable; the long thought and experiment given to safety factors; the steady development of comfort, convenience and economy. These make the car.

A car can be built that will last two or three years. But we have never built one. We want the basic material of our car to be as dependable the day it is discarded as the day it is bought. Ford cars built 15 years ago are still on the road. It costs more to build a durable car—but two items we do not skimp are cost and conscience. A great many things could "get by"—the public would never know the difference. But we would know.

The new Ford V-8 is a car that I endorse without any hesitancy. I know what is in it. I trust our whole thirty years' reputation with it. It is even better than our previous V-8. It is larger, more rugged and mechanically a better job all round.

I readily say this in an advertisement because I know the car will back it up.

Henry Ford

Henry Ford
Dearborn, Mich.

May 22, 1933

I suppose that I may claim to be the first Ford Dealer. I not only made cars, but sold them and frequently delivered them myself.

The "drive away" is not new; often I have driven cars from Detroit to towns in Ohio or Indiana or Michigan to make delivery.

There were no good roads in those days, and the people where I drove had never seen a motor car before.

My first really enthusiastic customers were Country Doctors. They were the first to realize the value of dependable transportation to a widely scattered practice.

Even today I occasionally hear from some of those first Ford users.

We had to teach local mechanics how to care for the cars. That is how Ford Service began, which is now found everywhere in the world.

We believed from the beginning that a sale does not complete our transaction with our customer -- it creates upon us an obligation to see that our customer's car gives him service. Ford Dealers know their duty to the public in this respect.

I can say of Ford Dealers generally that they have been and are men of character and standing in their communities. Most of them have been with us many years, which indicates that we agree on basic business principles. The Company provides that the methods used to sell the Ford car are consistent with the self-respect of the Dealers who handle it.

The present Ford V-8 is the peak of our 30 years experience.

We have never made a better car. Its eight-cylinder engine is powerful and smooth running. The car is admittedly very good looking and has comfortable riding qualities. It is economical in operation because of advanced engine design and low car weight. It is the fastest, roomiest and most powerful car we have ever built.

Henry Ford

Henry Ford
Dearborn, Mich.

May 29, 1933.

WOMEN'S CONTRIBUTION TO THE MOTOR CAR

There is some doubt that people care to hear very much about what goes on under the hoods of their cars.

The driver knows that "driving qualities" are not accidental; they are put there. How the manufacturer creates or evolves those results may not interest him. He judges entirely by the results he gets in driving.

Well, it is not essential to talk "shop"; let us talk Results.

Smoothness. Drive the Ford V-8 and you will find that the engine runs with surpassing smoothness, due to its design and the extra precise methods of its manufacture.

Power. There it is, 75 horsepower (we could say 80) at the drive-shaft for the driver's use. With less weight to pull around, the mettle of this car—its life-like response—is rather remarkable.

Economy. Our V-8 develops more power on a gallon of gasoline than any car we have made. Mileage is partly a matter of individual driving, but under average conditions the Ford V-8 does 17 to 20 miles a gallon. Of course, car economy is not only a matter of fuel. Ford V-8 has that too, but it is also economical in the complete sense—initial cost, operation, maintenance.

Appearance. This is woman's contribution. The motor car must not only be useful, but also good-looking. View the Ford V-8 and you will not need our comment on its fine appearance.

Comfort. This also is woman's concern. In 30 years she changed the motor car from a wagon to a coach. Comfort is a quality made up of numerous ingredients. There is no comfort without a quiet, smooth-running engine. We have all the other ingredients too,—color, good taste, quality, ease, safety, roominess and convenience.

Henry Ford

Henry Ford
Dearborn, Mich.

June 5, 1933

LOW PRICE CARS VS. CHEAP CARS

We do not build a low-price car: the cost to us of building our car is pretty high.

But we do sell a high quality car at a low price.

Almost every new Ford V-8 car we have built so far this year, has cost more to manufacture than its selling price was. As you buy them at only \$490 to \$610, we have to depend on increasing volume to make up the difference.

The reason for this is simple: -- a manufacturer who gives good value must expect to lose money on the first cars he sells because he cannot charge all his costs to the people who are first to buy.

But with the purchaser it is different -- he cannot afford to lose anything on a car. It must give him full value from the first, and keep on giving him full value for years.

Two things make possible our combination of low prices and high cost quality:

1. Volume Production
2. Taking only one profit

First, we set our price at what would be fair to the public on the basis of economies we enjoy in volume production. Then, in order to justify and maintain our low price we must get volume sales.

Thus it comes that a car which is really high-cost to make, is also low-cost to buy.

There is a difference between a cheap car and a low-priced high quality car.

Ford prices are always fixed at a point which makes it profitable for a customer to buy.

Good and lasting business must produce profit to the buyer as well as to the seller. And of the two, the buyer's profit must be, comparatively, the larger one.

It pays us to sell the Ford V-8 because it pays you to buy it.

Henry Ford

Henry Ford
Dearborn, Mich.

June 19, 1933

A COMPANY THIRTY YEARS OLD

Last Friday the Ford Motor Company completed 30 years of automobile making.

It is also my fortieth year at the same job. I made my first engine in 1893, and it still runs. This is the engine that won the Selden Patent Suit—which took the motor car out of the exclusive class, and opened the automobile industry to hundreds of manufacturers who started during the last 30 years.

Some of the men who began with me that June day in 1903, are working here yet. All of the principles we laid down then, are still operative; we find that they have great survival value for the future. To date they have produced and sold over 21,000,000 Ford cars.

Although we created the automobile market we have never thought it was good for anyone to monopolize it. We have always believed that before business could be good for one, it must be good for all. Our discoveries and improvements have always been open to other manufacturers without patent restrictions.

Of course, there is one thing we cannot share—everyone must get it for himself—and that is experience. Money could duplicate our buildings and machines, but it cannot duplicate 40 years of experience. And it is experience that makes a motor car.

But the past does not especially concern me; it has all been a preparation for the future. For myself, I feel that I have just been gathering the tools to do something worth while, and that my real task is still ahead.

Great changes are upon the world. False ideas of every kind are vanishing in the general upheaval. Those who built truly on principle will survive—their service will carry over. Business integrity and commodity honor will be fully justified. And newer and better ways of living will appear.

That is the outlook for this young thirty-year old Company of ours.

Henry Ford

Henry Ford
Dearborn, Mich.

IN ANSWER TO A LADY'S LETTER

A lady writes to say that she does not understand why an 8-cylinder car does not cost more to run than a car with fewer cylinders. She refers to my statement that our Ford V-8 develops more power on a gallon of gas than any car we have made.

The use of 8-cylinders does not mean the addition of two or four extra fuel consumers. It is not, for example, a 4-cylinder engine multiplied by two. Our 8-cylinder engine takes the fuel supply of an ordinary 4-cylinder engine and divides it eight ways. And why?

By reducing four larger explosions into eight smaller ones, we get engine smoothness and quietness. Eight-cylinders indicate the way the gas is used, not the amount. It is just the difference between going upstairs in four long jumps or in eight ordinary steps.

Two things use up gas--bad engine design and useless car weight. Besides having an engine that gets a high percentage of power out of the fuel, the Ford V-8 has a light, strong body and chassis so that no power is wasted in moving excess weight.

The only extravagance about the new Ford V-8 engine is in the building of it. The extravagance is ours--the economy is yours.

The whole question of car economy needs clearing up. An economical car gives economy all round. Price, operation, upkeep, all play their part. If what you save on gas you lose elsewhere, that is not economy.

As to upkeep, our dealers say that in recent years the improved quality of Ford cars has cut down their repair business 50 per cent.

As to price with quality,--judge for yourself.

As to economy, here is the record of a stock car three weeks out of shop in Oklahoma:

On a run of 10,054 miles at the rate of 1,000 miles a day--the Ford V-8 gave 18.8 miles per gallon of gas. Not a drop of water was added to the radiator. The oil was changed once in 1,000 miles.

That should answer a lot of questions.

July 24th, 1933

Henry Ford

Henry Ford
Dearborn, Mich.

UNTIL WE LEARNED BETTER

Until we learned better, we used to mix wood and steel in our car bodies and wheels.

It was the best way to make bodies—then. But the state of the art has advanced.

Of course, it is more expensive to make an all-steel body than to make a wooden frame and nail steel panels on to it. The better way involves an initial expenditure of several millions of dollars for new dies, which renders a change very costly. Cars, especially large expensive cars which are produced in small volume, cannot afford this, because the dies cost as much for one car as for a million. That alone explains why all-steel bodies are not used in all cars.

But our basic policy from the beginning is to make a good car better, regardless of cost.

For example, when we discarded wood-steel body construction, it was not because we lacked wood. We still have some thousands of acres of the best hard wood in America. Economy would urge us to use up the wood first, and then adopt the better all-steel body. But we decided that quality was more important than expense.

We weighed the reasons, for and against, before we made the change.

We could see only one reason for retaining a mixed wood-and-steel body—nailing the metal on, instead of welding an all-steel body into a strong one-piece whole. That reason was, it would be cheaper—for us.

Our reasons for adopting an all-steel body were these: A wood-steel body is not much stronger structurally than its wooden frame. In all American climates, wood construction weakens with age. Every used car lot gives evidence of this. Rain seeps in between joints and the wood decays. A car may have a metal surface, and yet not be of steel construction. Under extreme shock or stress the steel body remains intact—dented perhaps, but not crushed.

Steel does not need wood for strength or protection. Wood is fine for furniture, but not for the high speed vehicles of 1933.

In the Ford body there are no joints to squeak, no seams to crack or leak.

The all-steel body is more expensive—to us, but not to you.

By all odds, then, steel bodies seem preferable.

Wheels also have become all-steel. No one argues that an electrically welded one-piece steel wheel, such as the Ford wheel, needs to be "strengthened" by adding wood to it.

The one-piece all-steel body is the strongest, safest, quietest, most durable body made. That is our only reason for making them.

August 7th, 1933

Henry Ford