# How the Ford Motor Company grew

**Vertical and Horizontal integration**

**Some examples of Ford’s acquisitions**

**Number of mergers or takeovers per year since 1979**

|  |  |
| --- | --- |
|  | **Companies acquired** |
| 1988 | Hertz (car rental) Group |
| 1992 | Chase Manhattan Leasing CompanyAllied Finance Company |
| 1993 | Shell OY AB Car Leasing CompanyAmoco Oil Credit Card Business |
| 1996 | Fleetwood CreditFleet Consumer Finance Budget Rent-A-Car |
| 1999 | Volvo Worldwide Passenger Bus ManufacturerAutomobile Protection Corp (vehicle insurance)Ninth Floor Replacement Windows (windscreen manufacturer)Land Rover (BMW) (car manufacturer) |
| 2001 | Economy Car and Truck RentalMeritpoint Ltd (automobile financing) |
| 2002 | Pressworks Partnerships Ltd. (car parts manufacturer) |
| 2003 | Body Parts do Brasil Ltda |
| 2004 | Volvo Personvangar AB-Manual (manual gears maker) |
| 2005 | John Nottoli Inc (car dealership) |
| 2006 | Visteon Corp Plants (auto parts wholesaler) |
| 2007 | Troller–Brazil (manufacturer of off-road vehicles) |
| 2011 | Tekfor Cologne Gmbh (German car parts wholesaler) |

30

25

20

15

10

5

0

1979 1981 1983 1985 1987 1989 1991 1993 1995 1997 1999 2001 2003 2005 2007 2009 2011

Horizontal: When two businesses at the same stage of the production process in the same industry are brought together - e.g. a travel agent buys another travel agent

Vertical: When two businesses in the same industry but at different stages in the production process join together. E.g. a book publisher buys a printing business specializing in printing books