

The pursuit of competitive advantage: The case of Jordan Grand Prix

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ABSTRACT Global recession, increased competition for sponsorship money, the pressure to perform. This paper outlines the operational challenges the Jordan Grand Prix team was facing at the outset of the 2002 season. It outlines the reasons for Eddie Jordan's decision to seek outside assistance to further enhance the performance of the 200 person-strong business he founded, driving performance improvements off the track at Jordan's HQ at their factory in Silverstone — improvements that would lead in the medium-term to potential improvements on the track.

INTRODUCTION

In 2001, two teams of people embraced an opportunity to test not simply their existing skills, but also their ability to achieve new goals through new ways of working. Neither was a stranger to the demands of a tough, performance-related environment. This narrative is an account of how Jordan Grand Prix and Celerant Consulting learned to work together and the progress that the relationship has already yielded; the challenges as well as the wins, the downs as well as the ups. It is not definitive for the very good reason that the learning and the relationship are ongoing.

The Celerant/Jordan relationship to date is a history not so much of redefining success as of deconstructing it; of understanding what process and

practice can contribute to passion and performance.

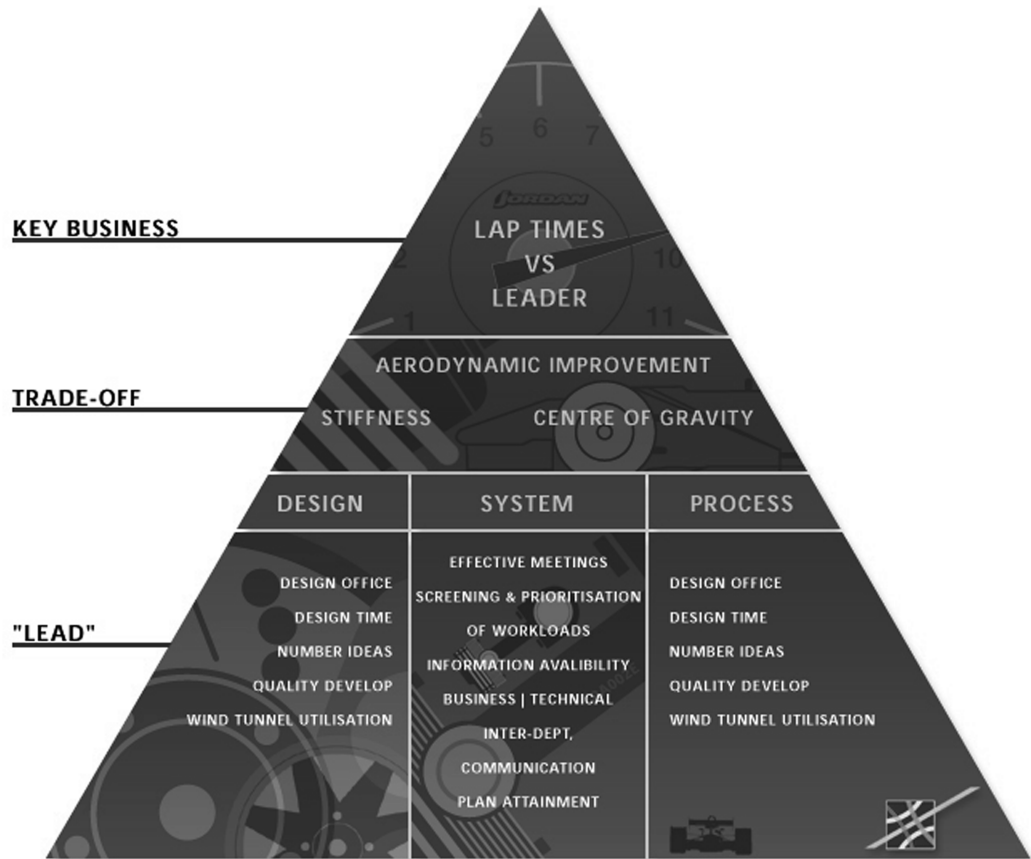
It is Eddie Jordan's conviction that Jordan Grand Prix is all about racing for the world championship, but also about enjoying life to the limit. It is Celerant's philosophy that the limits themselves can change and must change. And the best situation is one where the changes are made to happen, instead of having to react to them after the fact.

For Jordan Grand Prix, success is about 100 per cent dedication. For Celerant, it means helping to unlock and fulfil the potential of an organisation to do, and go on doing, excellent things — only even better.

In the specific case of Jordan Grand Prix, it means coaching and supporting real people to do real jobs to the

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Figure 1
Performance on the track is impacted by business off the track



absolute and ultimate extent of their abilities — from the Chief Executive to the drawing board. It means exploring and then extending the idea of ‘heroism’ from the people characteristically in front of the cameras to those behind the scenes.

FORMULA ONE: A MEASURE OF SUCCESS

Much has changed in Formula One in its first half-century. Its range is now truly global and truly immense. The worldwide television audiences of each race weekend can be measured not in the millions but in the hundreds of millions — 430 million in 1998 for every Grand Prix, across 131 countries,

with a further 83 nations presenting additional Formula One programming and 193 broadcasting Formula One news reports. This level of interest and dissemination is what makes Formula One a truly global brand, with the sleek lines of the cars and their potent associations of speed, skill and glamour recognised from Monza to Mombassa.

Pure competition, pure focus

One element remains constant from the age of Farina at Silverstone, to the age of Slavica and Ecclestone: Formula One is an environment of pure competition. When every one of those millions of televisions has been switched off, when the last glass of champagne has been

emptied and the cars are crated and ready for transport, every constructor and every driver will be able to see their performance precisely, in placings and points. The business decisions and execution of companies employing hundreds of people can be judged according to that leaderboard, where a fraction of a second can be all that separates winners from losers. Under that kind of pressure, there is no margin for error, at any stage.

A moment's loss of concentration could end a driver's challenge: it could end his career, or his life. A moment's loss of concentration from the engineer who designed the axle could have the same effect. Total focus from both could make the difference that matters — faster lap times and first sight of the finish line.

It has been said that time is money, but in Formula One, money is time as well.

Unseen –unsung: The invisible experts

Millions watch, a few drive and, behind them, the unsung heroes work to make it all happen. The engineers, the test team, the designers, the businessmen, the investors and the sponsors form a vast web, all with the same objectives.

An interconnected network of people, causes and effects focuses on the final, bottom-line results — whose car is fastest; whose driver can take the lead; whose tyres can take the heat; and whose performance can take the top of the podium? Any one of a mass of variables could make a difference, and a mass of people is needed to monitor them, to interpret them and to improve them, but that is not to say the team has room for anyone. A person does not just wander into a Formula One team — he/she has to make the grade. Each contributor to each team is invited to

join because it is a given that he/she is a leader in the field — economics or aerodynamics — chosen as a major player, drawing crowds or drawing-board, working for the thrill of being at the cutting edge of that area of expertise, and everyone cooperating for one single goal — their team's success.

JORDAN GRAND PRIX: MAKING AN IMPRESSION

Jordan Grand Prix is a Formula One team with a difference: with many differences — both strengths and weaknesses.

After more than a decade as a team owner, Eddie Jordan, 'EJ', entered Formula One dramatically as the maestro of Jordan Grand Prix, taking fifth place at the first attempt in the 1991 Championship. In the following years, Jordan weathered baptisms of fire in difficult seasons, establishing itself as regular runner-up to the big, established teams. Then, with unprecedented investment from Warburg, Pincus, and finishes of fourth and third in the World Championships of 1998 and 1999, Jordan seemed to be making a statement. Here was a comparatively small outfit, with nothing like the resources or the corporate support of a Ferrari or a Benetton, still ultimately controlled by a single man, apparently ready to challenge the more established names.

Aiming to please

For a variety of reasons, Jordan has not replicated that success. Jordan, however, is still looking forward, with three objectives:

- 1 the Formula One World Championship
- 2 financial success
- 3 becoming 'a great place to work'.

With these goals, Jordan aims to finish first in every contest, to outperform the expectations of each group with a stake in the team. The millions of fans watching each Grand Prix want them established as the best, consistently challenging for a place in the winner's circle of the Formula One World Championship. So do the team members and sponsors — this goal is shared by everybody.

A narrower but equally important focus is the demands of the business world. Sponsors, stakeholders, merchandising subsidiaries, all want to see Jordan become an ever-growing financial success.

No less important are the needs of the team itself. Jordan Grand Prix began with a distinctive feeling of 'family'. This has always been a vital part of the Jordan culture, but the team has grown so quickly that its mechanisms need to adapt. The challenge will be to ensure that every member of the family is valued and valuable, engaged and enthusiastic, and that Jordan is undisputedly a great place to work.

Strengths and dangers

The current perception of Jordan, internally and externally, is of a 'rock'n'roll' team, an exciting young organisation which adds colour to Formula One, based very much on the business skills, the outgoing personality and the penchant for drumming of Eddie Jordan himself.

Strength in synergy

The objectives of the World Championship, financial success and a great place to work are synergistic: progress towards one helps all; failure in one harms all. To be a success, Jordan Grand Prix must become more oriented

not just towards consistently better placings on the grid, but also better deals off the track and better processes in management and on the factory floor, and Jordan must achieve this without losing the very strengths that have brought them this far.

The issue is not one of violent change or change for its own sake. EJ and his team have built an incredible success story. They have created the second most recognisable brand in Formula One (Ferrari still takes pole position here), and they have shaken up the established order of Grand Prix racing. Now, they must not only become a part of that established order, but lead it. The key word is not revolution, but harmonisation. With new ways of working, designed to maximise the performance of every team member, Jordan can harmonise its performance and its ambitions. It can have the best of all worlds, and be the best in the world.

So, what will take Jordan Grand Prix to this level? The best possible drivers, of course, the best possible engines, the best possible car design, and the best possible tyres. These prerequisites are nothing new, but what is the vital ingredient that will tip the balance?

TEAMWORK

A sporting chance

Though devoted to development of the strongest possible Jordan team, the relationship began, curiously, with the chance meeting of two strong individuals. Ian Clarkson, CEO of Celerant Consulting, a devotee of Formula One and a regular in the Paddock, happened to meet Eddie Jordan (EJ), first at a race and then again at a football match.

During their conversations, EJ mentioned that, although Jordan was

doing well, it could be doing better. As he listened to the issues that EJ said were holding Jordan Grand Prix back, Ian realised that he could help. In further discussions, the potential advantages of a partnership became clearer.

Change, at speed

The associations at the heart of Formula One are of lightning speed, as the cars roar off the starting grid and flash round the track. A more holistic view reveals the speed of the mechanics as they perform vital repairs and refuelling. Pull back further, and the time pressures can be seen at every level. Every process and workflow interface is, in its own way, a pit stop, not just at the sharp end, in the cockpit, but throughout the operation of the entire team.

In the short time between races, 30 alterations might need to be made to the cars, with new parts added and tested, experiments made and refined or discarded, all done to the most demanding schedule. The providers of these custom parts are often low-volume, high-skill craftsmen — there is by definition no mass market for Formula One-level engineering. Their processes add another agonising delay to the cycle from discussion to decision, through ordering, installation and testing. How quickly that cycle is completed dictates how soon its beneficial effects can be felt on the track.

Every alteration combines to improve the performance of the car. So, having them in place for three extra races could have a real impact on the championship picture but, to do that, every step of the process, from rubber stamp to burning rubber, has to be examined, and every possible inefficiency squeezed out. It has to be fast, faster, fastest and then faster again, but how can any improvement in performance be measured?

Waits and measures

The performance of Jordan Grand Prix is highly directional — it all leads, ultimately, to the three core objectives — the World Championship, financial success and being a great place to work. These objectives are inextricably linked. Without financial backing and a committed, motivated workforce, the Constructors Championship is an ideal, not an objective.

The fundamental indicator of any Formula One team's success over a season is its position in the Constructors Championship at the end. A closer perspective might look at the results of each driver in achieving that placing. Then, performance might be measured by looking at each race in turn, in detail, down to the time taken for each car to complete each lap of each race.

The problem here is that all these different data are essentially the same answer, sliced more finely. And they are all based on information that can only ever give an approximate picture of the performance of the team.

Lap of the gods

Between one Grand Prix and the next, a team of hundreds pours in man-hours, skill and cash investments. All this effort funnels down to one set of measures, namely lap times in qualifying and racing. The result can be estimated, but never entirely predicted, otherwise Formula One would be very dull.

Jordan Grand Prix's aim is to optimise the factors that can be controlled, and to minimise those that cannot. Just as Jordan streamlines its cars, Celerant aims to streamline Jordan's key processes. Its operations must proceed with the minimum of 'drag'. The cars on the grid at each race must be in the best possible

position to win. New, deeper levels on which key performance indicators (KPIs) can be identified, and new ways of achieving targets based on them must be found.

What can Jordan Grand Prix do to reduce lap times? Make the car faster is an obvious but complex answer. There are many factors affecting the performance of a Formula One racing car: the weight of the chassis, how aerodynamic the bodywork is, how reliably it runs, and so on. These impact on each other — the more parts that are added to ensure reliability, the heavier the car is, which will have its own effect on performance. Each success factor must therefore exist in a delicate balance that provides the maximum advantage, without endangering the performance of the other elements.

A consulting company does not typically design and build racing cars. But it can and does improve processes and organisation so Jordan can get the work done faster and better. First, the new designs have to be finished as quickly as possible. Then the management processes which see the designs examined and discussed need to be thorough but swift. And, on the factory floor, every part and skill needs to be in place to effect change as soon as change is agreed upon.

Confucius said: 'The journey of a thousand miles begins with one step.' At Jordan, this boils down to the importance of realistic but stretching goals at every stage of every process. And, of course, this goes for the consulting partner as well as its clients. With a full set of KPIs in place, the whole team has the satisfaction of seeing quantifiable progress every day, and not just on the racetrack. And each little victory is another big step towards returning to the winner's circle of the World Championship.

Velocity = speed + direction

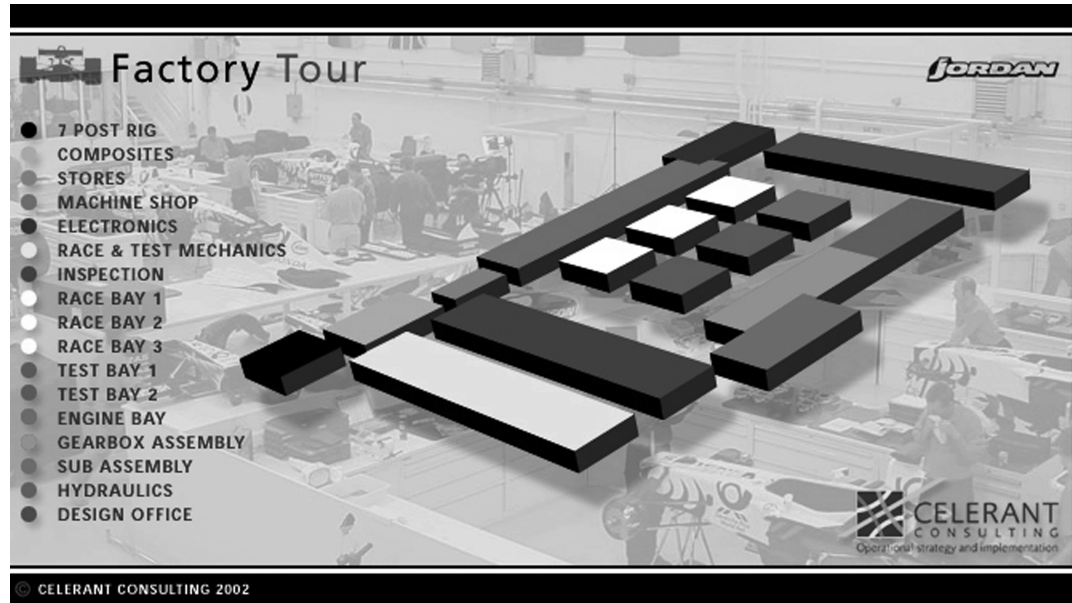
If one wants to progress, aimless speed is about as useful as standing still, because progress is a vector. It happens at speed, but also with direction, which is why, before even proposing a plan for working together with Jordan, it was essential to know exactly where the machine was going, and how it could be made to run more smoothly. So, in late 2000 a team went to Silverstone for an extended pre-analysis visit. They immersed themselves in the situation: they spoke to every stakeholder, from Eddie Jordan himself to the men behind the designs and under the engines.

It quickly became clear that more could be done than just making a few tweaks and snips. Jordan Grand Prix was in an extended period of growth. Analysts found growing pains. The organisational engine was far more powerful than in 1991, when Jordan was famously a team set up with almost no backing, while the world faced recession. But it could be much more powerful, and its goals more easily attained, if that engine was tuned.

Plotting a course

The team constructed a vision, based on where Jordan was, and where it needed to go. It found an operation eager to take on the bigger outfits and win, despite not being able to match them in cash or manpower. As David to the Goliath of the 'Big Three', Jordan Grand Prix needed to be better organised and quicker to change. That would demand communication, cost effectiveness and collaboration to start with. Every element of Jordan Grand Prix was examined; detailed 'deep dives' were put forward, with the aim of improving mechanical and managerial operations across four vital business areas: process, system, structure and style.

Figure 2 Behind the scenes of F1: The business drivers supporting the F1 drivers



Process identifies what needs to be done. Compression means that gaps between different, important actions are reduced, cutting time without affecting quality. Prioritising process means the changes allowing maximum benefit are planned for first, to start those benefits rolling as soon as possible. By understanding processes, Jordan would be able to get more done in less time.

Systems tell how things are done: using KPIs to measure the success of changes at every stage from root to result; connecting people and processes across the business, to generate a clear understanding of performance.

Structure concerns who does things, and how they are done within management. Structure identifies who is part of which assignment, to ensure that everybody remains in the loop without needless bureaucracy.

Style affects how people interact. A successful management style establishes clear targets and creates pride in reaching them. Forward planning ensures that everyone knows where to go and how

to get there. Structured, relevant meetings and communication keep things moving productively, and help create a great place to work.

DEEP DIVE 1: TUNING THE ENGINE

Automotive production is about big processes for a mass market. Improvements can be made, of course, but doing so involves applying systematic change, often across factories and organisations dedicated to producing serious volume. Comparing Jordan Grand Prix's factory to this is like comparing the steering of a Formula One car to that of a two-door run-around. Both have a job to do, but racing car steering must respond faster, and with greater sensitivity, to smaller pressures.

Jordan is a small, fast-moving company but, like all companies of any size, it demands results: not results over a lengthy business process, but results visible in every minute of competitive racing. For a normal business, the medium- to long-term might be seen as

1-10 years; for Jordan Grand Prix, it is three months to a year. This is cycle compression with a vengeance. Add to that the calibre of the personnel: highly paid, highly skilled, they are ready to adapt to change to achieve excellence.

Thinking, feeling, doing

The major question at the outset that everyone asked (and many challenged) was: 'How far can organisational effectiveness take us?'

The Jordan calendar is based on the design, build and racing cycle. Throughout the season, the car is tested, raced, redesigned, re-tested, raced again. The more quickly each of these stages can be accomplished, the better the car will be by the beginning of the next race. The challenge is to work to bring a more efficient structure to Jordan's good instincts. Where things work, recommendations can be given on how to make sure they keep working. Where things do not work, solutions are found to make sure problems do not happen again.

More, better, quickest

The process workstream looks at how Jordan can compress the time between different parts of the operation, to do more, more quickly. It also looks at priorities, capitalising on Jordan's experience to agree criteria for the most important design. The restructure of the design office aims to save Jordan time and money in reworking.

To compress lead times, the joint client-consultant team has already proposed a series of potential improvements: better communication between the design office and the wind tunnel; giving the pattern makers block size information on the first day of design; and organising preferred

suppliers to cut out the selection process. None of these steps is prohibitively extensive or expensive, but with these and other measures, it is proposed to reduce lead times by ten out of 29.5 days. It is about looking with new and expert eyes at the way the organisation works.

Achievable goals were analysed and established: a 15 per cent reduction in time lag between processes; some 11 enhancements in the future for every ten being made now; speeding up fault resolution by 20 per cent; and cutting the total number of unresolved faults by half.

How do consultants plan to help fault fixing when they are not mechanics? By thinking outside the toolbox. If a light bulb blows, you can replace it. If the light bulbs keep blowing, you can keep replacing them, or you can repair the wiring in your house. For example, a valve was consistently clogging on the car. Under time pressures, it was replaced again and again, until it was suggested that the problem may lie further up the chain, in this case in a sandblasting process. Solve that problem, and all the problems further down the line are solved.

Spreading the word

Systems, defined as the division of the work, is building better communications and access to information necessary for fact-based decisions. With the right data at the right time, these decisions can be made, implemented and reviewed more quickly.

This is not changing the way Jordan Grand Prix manage, but helping them to manage. It is about adding form and structure, without taking away the flair and flexibility which give the team character and edge.

Senior staff are now provided with

fresh ways of understanding performance at every level. If process work helps to reveal the 'why' as well as the 'what' of problems like that clogged valve, systems work identifies clogging and blockages in the engine driving the business, so they can be pre-empted or remedied, quickly and permanently. These new, unclogged working methods become a habit of success, with regular training, coaching, evaluation and reviews.

Taking the wheel

As the systems change, so do management structures. Authority at Jordan flows directly down from EJ himself. Clearer and stronger management structures, with clearly delineated roles allow that authority to spread more effectively through and across the organisation, plugging senior management into the heart of the decision-making process.

The structure of every process is looked at within Jordan, in itself and as part of a wider whole, ensuring clear accountability for each task. When each team member knows exactly what they and others are responsible for, nothing gets delayed or forgotten. Should a problem arise, it is easy to get the right people working together across different areas. The links are strengthened, while the management mesh remains flexible.

Freestyle harmony

The challenge is to retain the best parts of that style while removing the bottlenecks, and keeping the road clear for managers to express themselves freely and profitably within the organisation. Meetings with planned agendas should be set up well in advance, and be attended by every interested party. Once people know what they are responsible for doing, they can get on with *doing* it.

Then, regular catch-up and feedback mechanisms ensure that everything is on track, on and off the track, and guarantee that improvements in efficiency and style are sustainable.

The vision is to focus everybody throughout Jordan on clear actions with visible results, to encourage a sense of unity and pride in its successful results. This has entailed workshops on management philosophy, what it is and what it should be. Formal training has taken place, to move the entire command structure towards the style they wanted. The balance of hierarchy and collaboration was re-established, and the need for change management was measured and met. Previously ambiguous positions were clarified, such as specific accountability for different areas, and responsibilities are now clearly delineated.

Nothing can stop us now

The advantages of changes in the way the organisation operates are already becoming clear, as the first Deep Dive winds down. There have been noticeable and measurable improvements in the target areas. Perhaps most importantly of all, the enthusiasm of Jordan people has been engaged to such an extent that they are now actively driving further improvements by applying the new management precepts themselves, and with fewer meetings achieving more results, they have the time to keep Jordan ahead of the game in each of their areas of expertise. By empowering employees at every level, Jordan is becoming a team that really makes things happen.

The final, vital advance brought on by Deep Dive 1 was a clarification of the aims and objectives of the Dives to come. As Deep Dive 1 entered its final quarter, an analysis was performed, and Deep Dive 2 began.

DEEP DIVE 2: FUELLING UP

If Deep Dive 1 fine-tuned the team that fine-tunes the engine, Deep Dive 2 was an ‘inventory’ of the parts and supplies team. The emphasis of this dive changed in response to the pressing need to improve automobile performance as a matter of priority and urgency, and it is important to be able to rearrange the schedule, with speed and direction, if it becomes necessary for the immediate needs of clients.

Jordan itself make around 25 per cent of the parts it needs. The other 75 per cent are bought ready made. But one way or the other, the materials have to come from somewhere, and supply can pose problems.

It might seem that an external materials supplier is beyond the team’s influence, hardly more controllable than the weather on race day. If it is a different company, with operations distinct from one’s own, how can it be relied on to deliver the goods on time, in full? In every supply chain, the question to ask is how much control is needed, and what is the best way to obtain it?

So, for example, why does Jordan Grand Prix call a particular supplier when a particular part needs to be replaced, and fast? Is it because his parts offer the best quality at the lowest price? Or that he is expensive, but the best? Or because he has supplied that part since 1991, and going to him has become a habit?

Family matters

Jordan has a family atmosphere, which is both a strength and a weakness. ‘Family values’ need to be overhauled, to eliminate weakness without endangering its strengths. A network of friends within and beyond the team is useful only so long as they add to the corporate

strength and performance of Jordan Grand Prix. If ‘family’ goes the extra mile to deliver on time, because they value the relationship, then there is no problem. But if they let things slide, stretch deadlines to breaking point, and prioritise other, less tolerant clients, because they know their ‘family’ will always take them back, then there certainly is a problem. When working against the clock in the design office as well as on the track, even a ‘family’ concern needs to stick to the point.

It may be better to make a part or buy it. It may be quicker to do it in-house or to entrust the job to someone else? If production remains outside the company, the relationship has to be carefully managed, as time is of the essence in Formula One. An operation such as Jordan Grand Prix cannot afford to be let down; it needs to know whether a supplier will be the quickest to deliver. Therefore, it is necessary to rate suppliers by their ability to bring in the goods, on time and on budget.

Money is time, as well. Every nut and bolt will be questioned. If a ‘family’ supplier is overcharging, the relationship needs to be reconsidered. An analysis will be undertaken to assess how much is spent with whom, and identify where Jordan is in a position to find a better deal.

And beyond physically getting the parts, they need to be stored effectively. The Jordan inventory protocol must be thorough. They must avoid being wrong-footed by unexpected shortages. Their parts storage system will be examined, to ensure that this never happens. Conversely, overstock is an inconvenient waste of space — Jordan is running a tight ship. By applying ‘just in time’ manufacturing expertise, Jordan will ensure that valuable space and time are not wasted dealing with unnecessary stock.

And, because progress is speed *and* direction, Jordan will build on these to develop their overall supply strategy. More structured supplier relationships will allow a focused process of growing and developing relationships with suppliers. Supplier relationships will be more closely examined to determine where they are going, and how and whom they profit. This will help to forge new, closer, more technical ‘family’ links with supply firms. The project will look at opportunities for working with suppliers in coordinated design and development. Everyone will benefit: the team’s suppliers will have more security, enough notice to get an order to the team on time. Better coordination will also allow Jordan Grand Prix to stay involved in development and production processes, without the costs — in both time and money — of having to do it in-house.

Looking even further ahead, focus will be placed on plans for a ‘fast track’ in parts supply — a racetrack-speed delivery, built on ever-closer links with key suppliers, with accountabilities and delivery schedules as tightly controlled as the race manoeuvres they help to make possible.

THE SHAPE OF THINGS TO COME

Neither Jordan nor Celerant is interested in ‘ready-to-wear’ solutions. Every engagement is tailor-made for the client. The Deep Dives lying further ahead are thus still being defined, informed by an ever-deepening understanding of Jordan Grand Prix’s needs.

So, for example, the very first Deep Dive had implications for the way Jordan Grand Prix is managed, and the second for how it works with suppliers. The practical work done in these two was being honed as work on car design proceeded in the third Deep Dive.

Strategic work from all three will feed into the Business Strategy focus of the fourth.

The third Deep Dive took a close look at the new car design process at Jordan, and the way design improvements are built into the racing machines before, during and after the Formula One season.

The design and build cycle is the heartbeat of Formula One, and its importance cannot be overstated. Some of the finest automotive designers and engineers in the world are involved. But the sheer number of design changes in a new racing car make the process of creation fragile and complex, vulnerable to many possible difficulties. A successful design and build demands seamless coordination of multiple contributing areas, all within a single project environment.

Reduced lead times have already been seen in both process and supply. The time demands of the entire build cycle will be compressed by designing teamwork ‘webs’ which weave together every project in a robust network of intercommunication. With systems for organisation in place, the amount of time actually spent organising the team will shrink. A sleeker, more aerodynamic working style will free time from project management, making it easier for experts to apply their expertise.

Because there will be less need for repeated re-working of the existing design, more time and skills will be free for developing the F1 car of the future. This virtuous circle gives drivers increasingly better tools to cut down lap times.

By the time analysis begins for the Fourth Deep Dive, there will be a detailed, ground-up understanding of Jordan Grand Prix, its operations and resources. This will be applied to the operational strategies that form the Jordan

Figure 3 Process and practice contribute to passion and performance



business strategy. This Deep Dive will first look at ways to maximise efficiencies, and create benefits. For example, it will look at revenue generation, and the best ways to find and keep valuable personnel. The benefits of this work will cascade through the organisation.

Then, integrating the knowledge gathered during the first stage of this Deep Dive, which itself builds from all the information and process before it, these strategies will be explored in relation to the overarching strategy of Jordan Grand Prix — returning to the winner's circle of the World Championship, financial success and being a great place to work.

CONCLUSION

If speed is of the essence for Celerant Consulting, then it is the essence of

Jordan. Its entire operation is dedicated to increasing the speed of its drivers in the Grands Prix, reducing lap time, improving its finishes, and ultimately winning the World Championship.

Celerant and Jordan Grand Prix have come together at a crucial time. Jordan Grand Prix has excellent cars, but is aware that the processes behind the car need to be made more reliable to challenge for one of their three primary objectives — returning to the winner's circle of the Formula One World Championship: by streamlining operational structures and improving communications between departments and levels of seniority across and throughout Jordan Grand Prix; by building strong, unbroken and relevant connections through senior management, design, engineering, the mechanics who tune and fuel the car on the day, all the way to the drivers.

To work with Formula One is a fascinating challenge, operating in a small but highly competitive and pressurised environment, currently possessing very few fully scoped KPIs.

It was clear that lap time was not the only performance indicator, and that, just as consultants rely on a support system of administrators, marketeers and others, Jordan was more than just the drivers. It looked at the bigger picture, and saw that there were improvements to be made throughout the organisation supporting the drivers at the sharp end. So, although a consultant cannot train the driver or build a better car, a comprehensive change programme can and will provide a better platform for Jordan to compete.

With the time available for improving the car used most effectively, the means of securing parts and materials are optimised, and with the best possible use of the greatest possible resources in

making sure that the next race sees the best possible Jordan car, the drivers will have a better chance of victory.

The drivers of the Jordan Grand Prix cars are heroes; they receive every possible advantage in doing their job, yet things need to be taken further. Every single individual involved in the placing of those cars and drivers on the starting grid at each Grand Prix is also a hero, and should receive every possible advantage in doing their job. By shifting the emphasis from 'big men' at two ends of a process — 'EJ' at the top and the drivers at the 'coalface' — to Jordan Grand Prix as a corporate entity, with more than 200 employees, Jordan will alter the way it works.

Jordan Grand Prix wants to return to the winner's circle of the Formula One World Championship, financial success and a great place to work: by working to optimise systems and processes, Jordan hopes to increase its chance of success.

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