

Case study

WILLIAMS RACING

Introduction

Who are Williams?

Challenges

Discussion

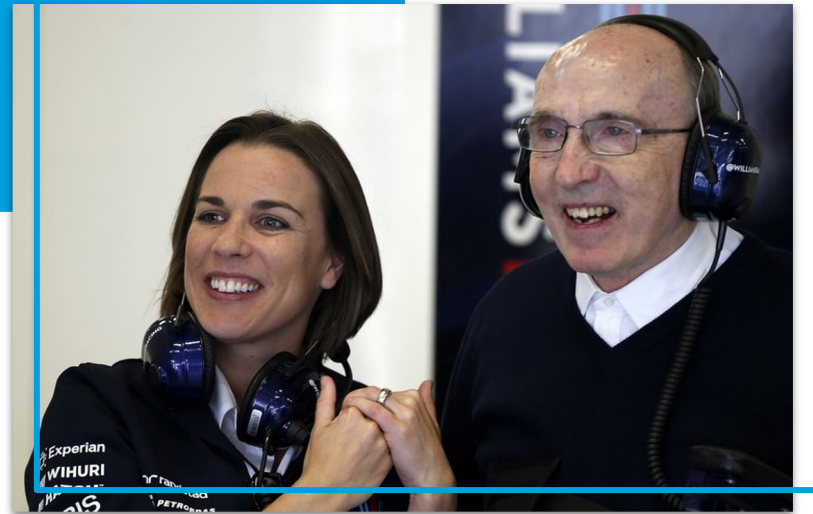
Management Decision

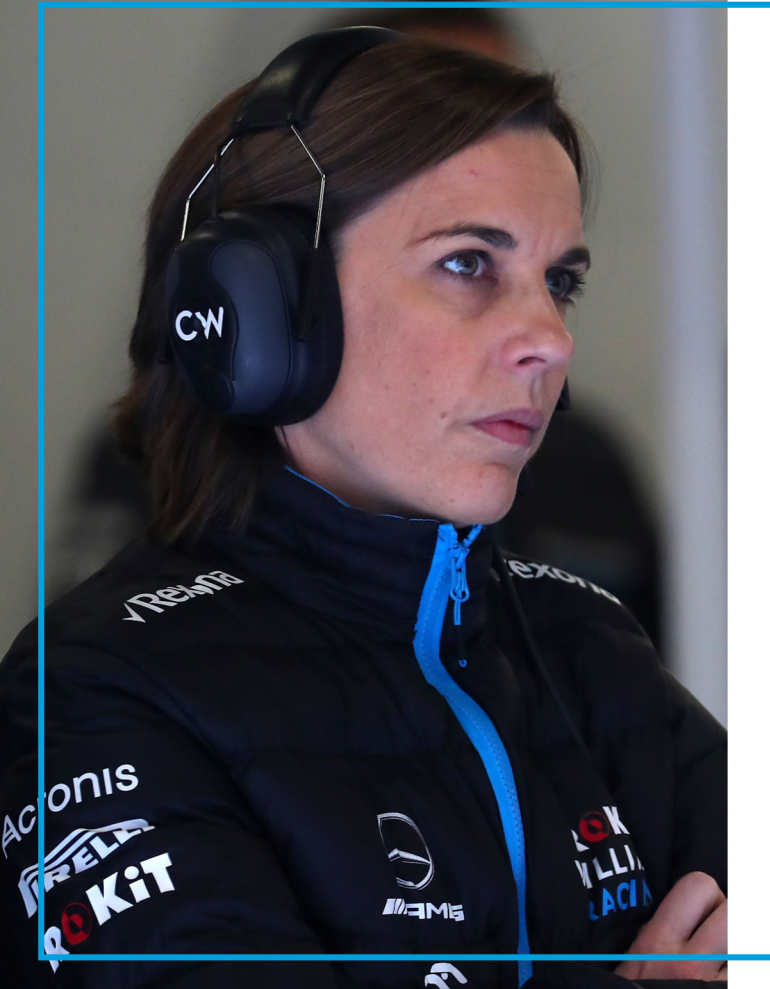
Conclusion

AGENDA

“I think there’s something incredibly spiritual almost about Silverstone. It really holds a very special place in my heart. I want to have my ashes spread at Silverstone [...] I think dad does as well”

—Claire Williams 2019





Claire Williams

- Daughter of Sir Frank Williams who founded the team
- Discouraged from pursuing a career at the Williams company by her father
- Appointed team principal in 2012
- She is currently the only woman to lead a F1-team
- Battles sexism and nepotism accusations
- Under pressure to lift Williams out of its slump on and off the track

The Williams brand

- Williams Grand Prix Engineering by Frank Williams and Patrick Head
- The Williams family
- Primary shareholder
- Independent constructor



The Glory Days

1977 -
1980

The beginnings

Team of 17

Numerous podium finishes

One world championship title



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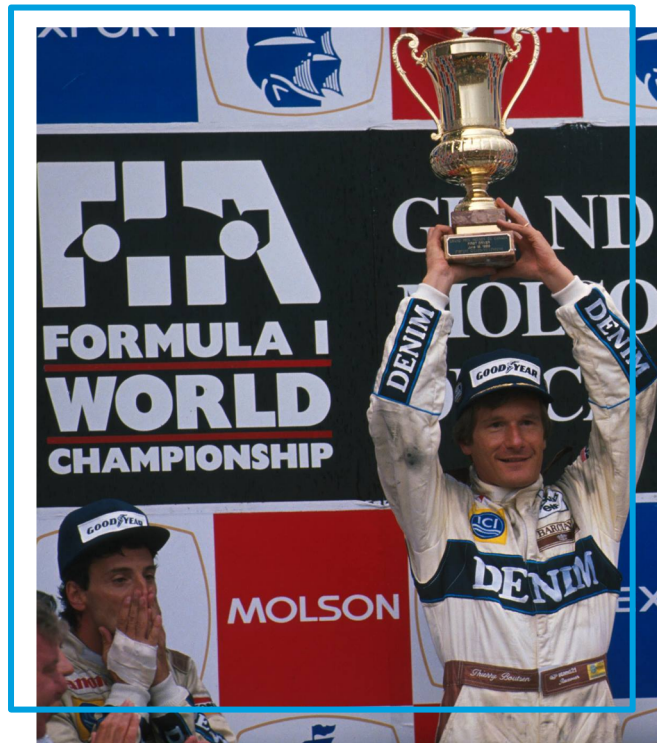
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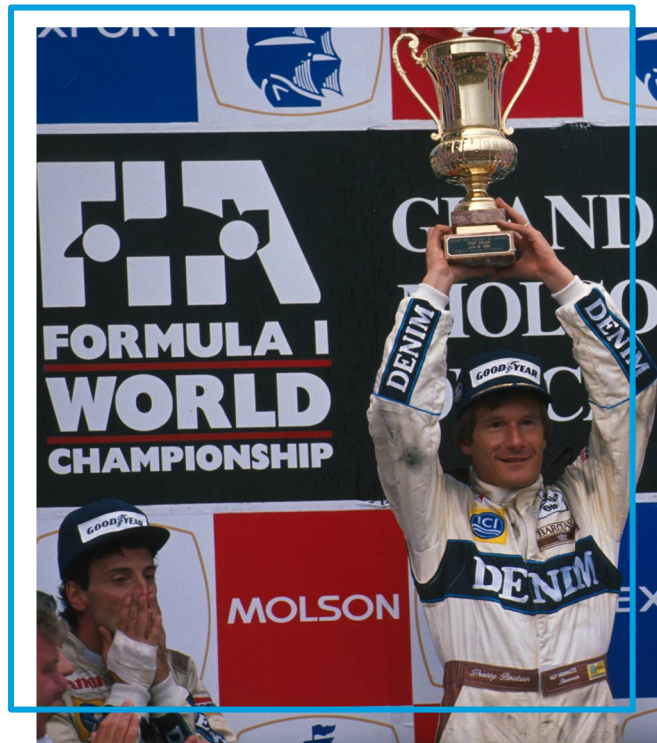
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1978 -
2011

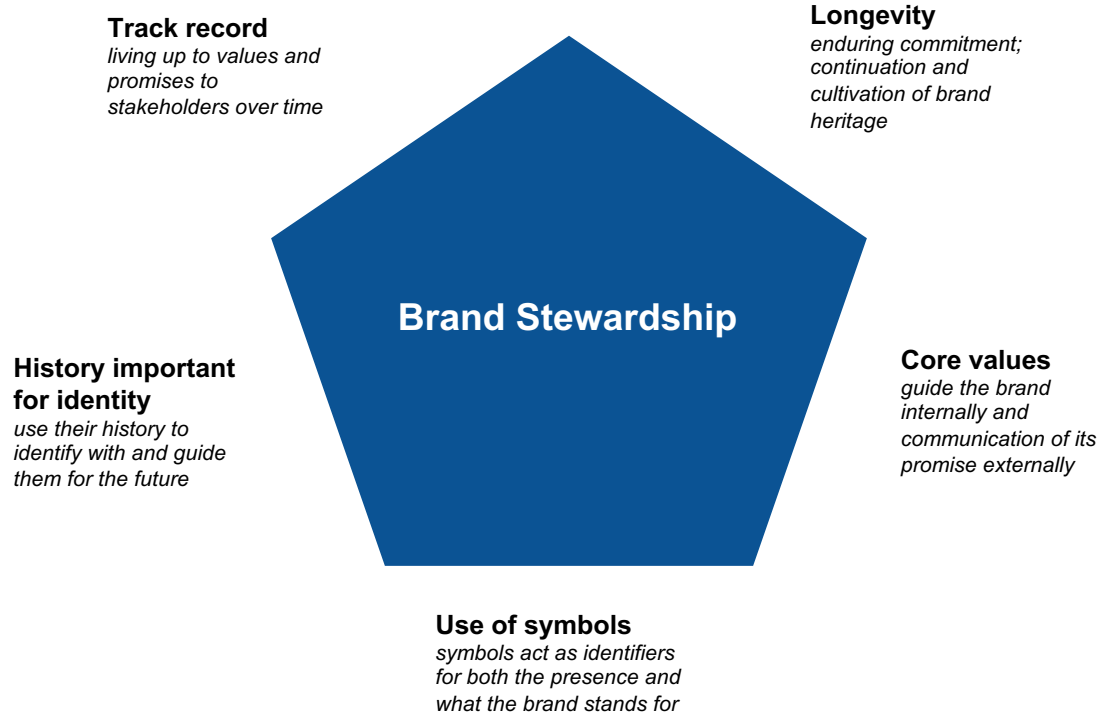
Champagne Showers

9 Constructor Championships
1980, 1981, 1986, 1987, 1992, 1993, 1994, 1996,
1997

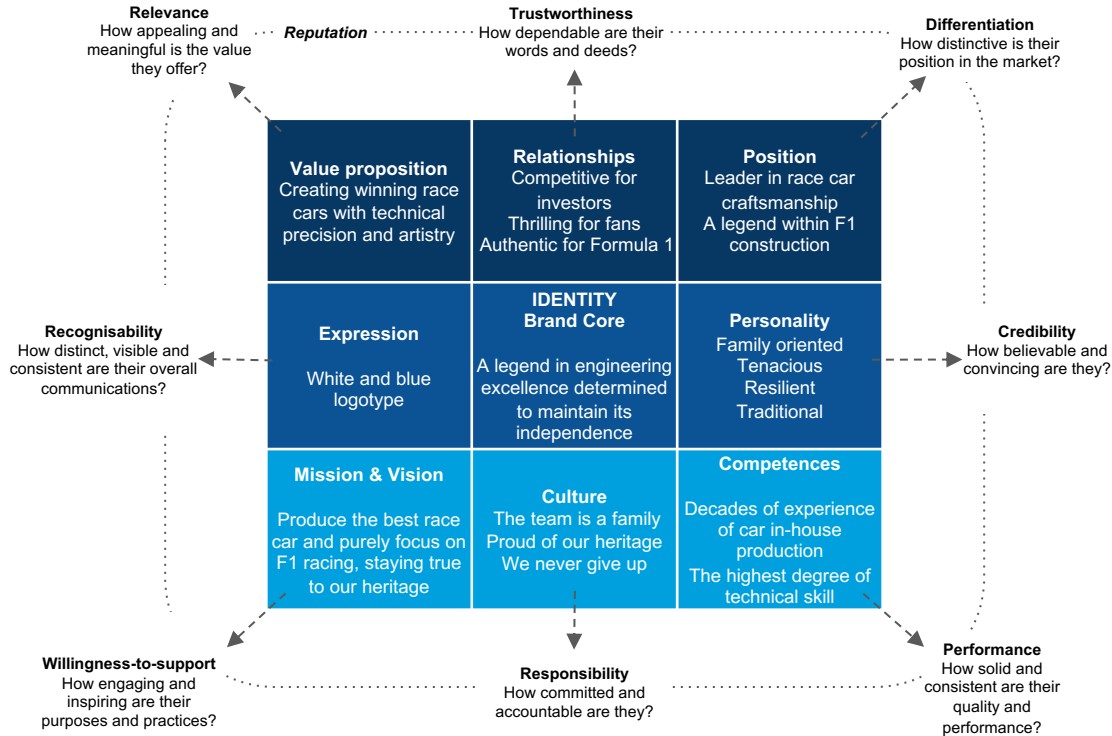
7 Drivers Championships
1980, 1982, 1987, 1992, 1993, 1996, 1997



Williams identify with their heritage



Williams' brand identity and reputation



2017 - New Regulations

Competitors can buy in more parts.

Haas overtake Williams with a car that cost a fifth less than its competitors.



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Team turns a corner

"Speculation about Williams selling up because they are not doing well - well that's rubbish! [...] Frank has faced greater adversity than we are facing now and he never sold up"

—Claire Williams 2019



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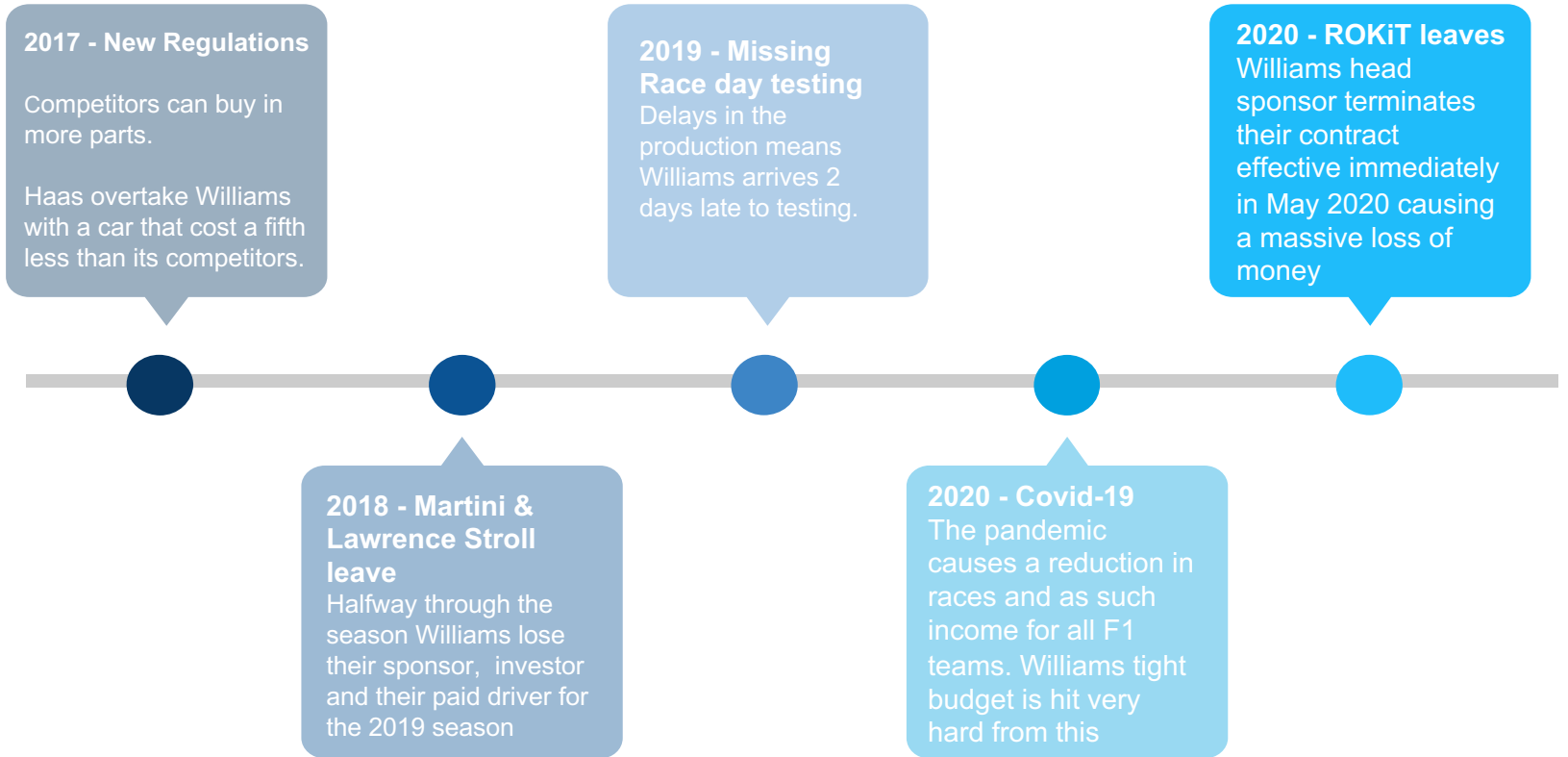
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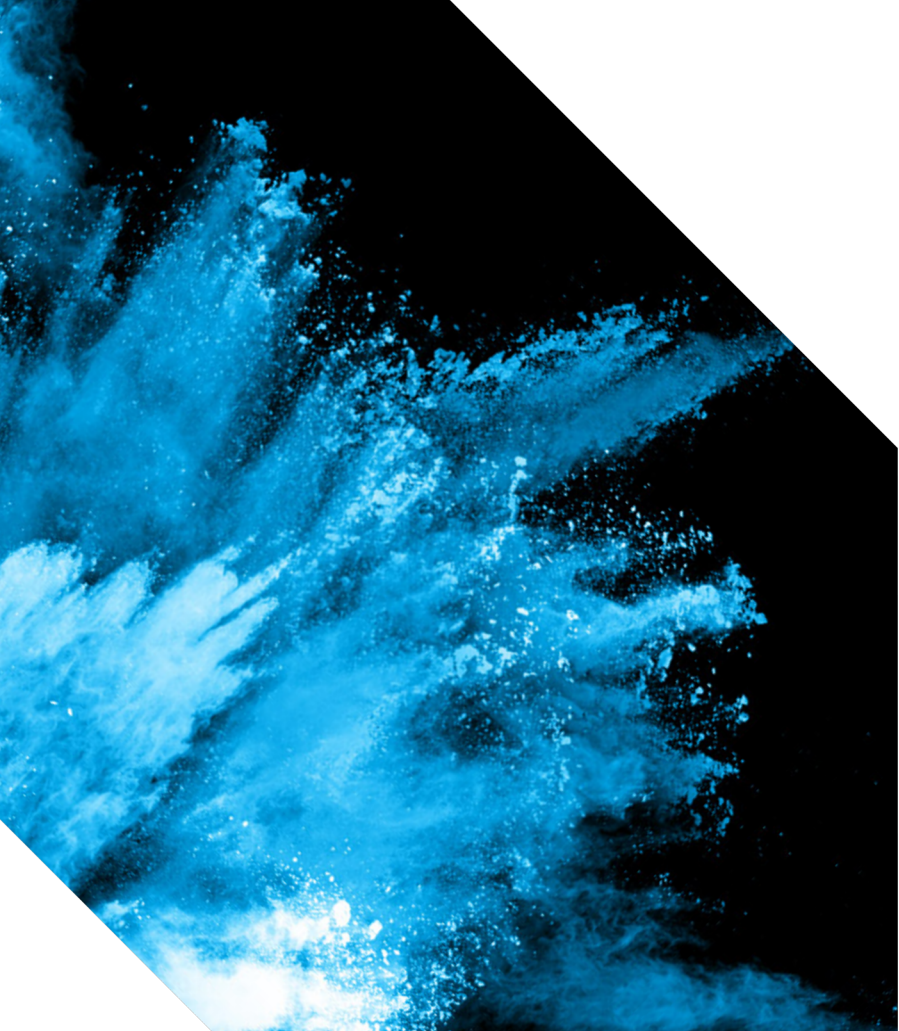
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2020 - Covid-19

The pandemic causes a reduction in races and as such income for all F1 teams. Williams tight budget is hit very hard from this





Case question

Assuming the role of lead consultants, how would you advise Claire about the future direction of Williams and why would you take this approach?

Things to consider:

What are the pros and cons of the options presented?

Is Williams' focus on brand heritage justified?

MANAGEMENT DECISION

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May 2020 WGPH Board Meeting

- Loss of £13 million
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2021 F1 Season

- Claire walks away at the end of 2020 season
- Dorilton decides to outsource to Mercedes

The future with Dorilton

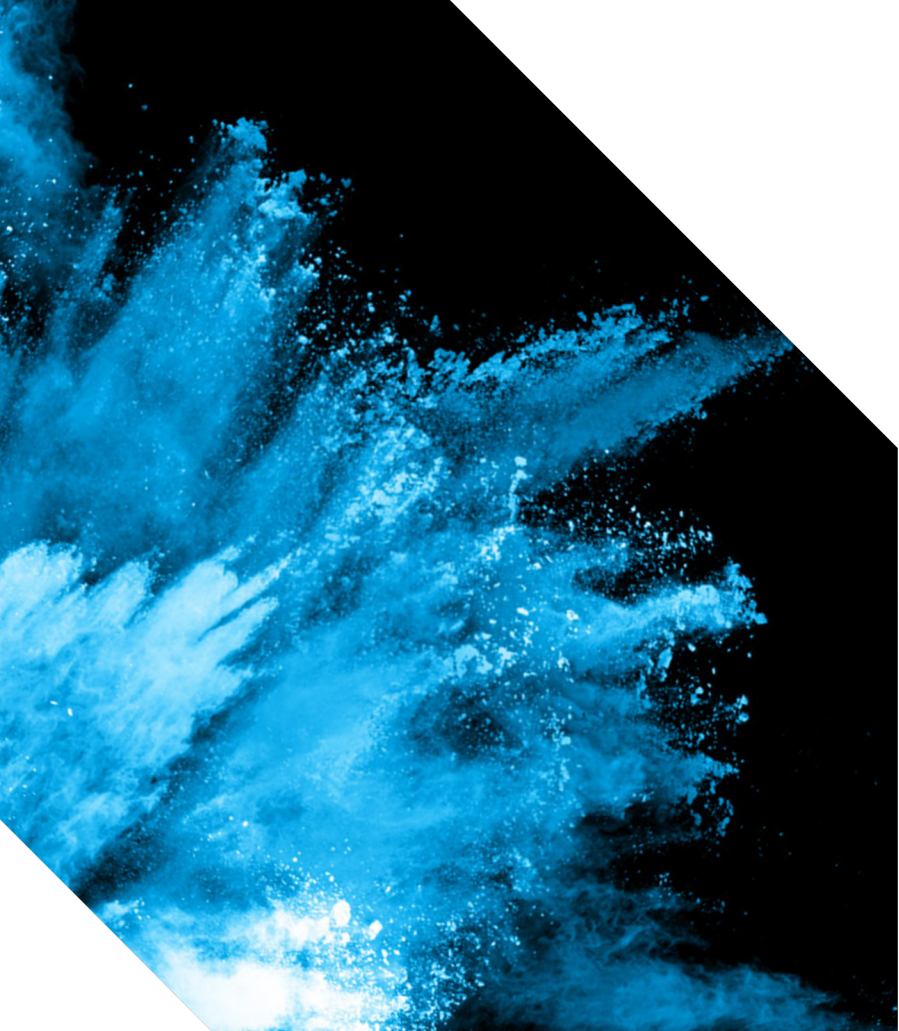
- Optimism for the future
- Think outside of the box
- Benefits of outsourcing





“I understand it's been a family business for so long and they've wanted to produce everything themselves but sometimes you can't”

—Jenson Button 2021
senior advisor



Concluding question

Do you think that Claire made the right decision? Why?

Do you think Dorilton's new approach will keep the Williams heritage intact as intended, or is their new strategy sailing them away?



Thank you for your time