The 1.80-Second Miracle

What if winning isn't about better technology…

but seeing, responding, and improving faster than everyone else?

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The Modern Racetrack: Your Business Reality

Unforgiving Margins

One millisecond of hesitation = off the podium

Competitors inches away, conditions changing instantly

March 2023: Dead Last

Bahrain GP—Piastri retired, Norris completed six pit stops

Industry wrote them off

December 2024: Champions

Constructors' Championship winners and again in 2025

The transformation? Data driven across the team.

Data: The Lifeblood of Victory

"Data is the lifeblood of the business. Not important. Not helpful. The lifeblood."

— Zak Brown, McLaren CEO

The companies winning today aren't the biggest—they're the fastest learners powered by digital resilience.

Your "Third Car"

Car 1 & 2

The drivers on track—visible performance

Car 3: The IT Rig

Digital nervous system processing 300 sensors at 100kHz/second

Without it? The other two never leave the garage.

What's your third car? What digital system, if it fails, means your entire operation grinds to a halt?

Four Winning Principles from the Pit Wall

01

Redefine Your Pit Crew

Give teams a bigger purpose

02

Listen to Your Driver

The user has the final say

03

Turn Regulation into Acceleration

Constraints as catalysts

04

Master Your Feedback Cadence

Right-time, not real-time

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Principle 1: Redefine Your Pit Crew

No one's job is just "change the left-front tire."

Their purpose:
"Get our team on the podium."

The Problem: Local Optima

- Developers measured by velocity
- Operations by uptime
- Security by patches deployed

Result: Competing metrics create friction

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From Silos to Shared Outcomes

Before

Dev, Ops, Security measured separately

Competing priorities, finger-pointing

After

All measured by business outcomes

Customer satisfaction, revenue impact, competitive advantage

This is how you move from "DevOps tools" to an actual DevSecOps culture

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Principle 2: Listen to Your Driver

300 Sensors (Quantitative)

Telemetry shows what is happening

- Speed, G-forces, tire temperature
- Braking points, throttle position
- Aerodynamic pressure

Driver Feedback (Qualitative)

Only the driver explains why

- "How it feels" at the limit
- Simulator and esports insights
- Co-creator, not just user

Are you capturing the "how it feels" data, or just the telemetry?

Your Users Are Your Drivers

End-Users as Strategic Partners

Not ticket-generators–co-creators who push your product to its limits

Fuse Quantitative + Qualitative

Best observability correlates machine data with user-reported issues

Build True Feedback Loops

Treat insights as development fuel, not interruptions

Principle 3: Turn Regulation into Acceleration

Formula One: One of the Most Regulated Sports on Earth

Weak Teams

See regulation as burden

Achieve minimum compliance

Champions

Use constraints as "catalyst for innovation"

Think differently, build competitive advantage

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Compliance as Competitive Advantage

GDPR, HIPAA, SOC 2
Most companies: legal checkbox, overhead cost

Design Constraint
Re-architect entire data platform around privacy principles

Brand Differentiator
Market privacy-first controls as competitive strength

The leader doesn't just comply—they use regulation to build something better.

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Principle 4: Master Your Feedback Cadence

Per-Lap (Real-Time)

Tactical decisions: pit stop timing, tire strategy

Operational

Per-Season (Quarterly)

Strategic development—80% of car changes by season's end

Strategic

1 **2** **3**

Per-Race (Daily/Weekly)

Post-session debriefs, stress tests, incident reviews

Tactical

Most enterprises demand "real-time everything"—leading to alert fatigue and decision paralysis

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Decision-Driven Data

1 **Define decision points at each cadence**

What needs to be decided operationally? Tactically? Strategically?

2 **Match dashboards to decisions**

Align alerts, metrics, review meetings to those points

3 **Shift from overload to insight**

From "data-driven overload" to "decision-driven data"

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The Digital Proving Ground: AI and the Future

McLaren Shadow:
Esports as R&D Lab

More than marketing—low-risk, high-speed experimentation

- Stream data from esports rigs into Splunk

- Test radical setups too expensive/dangerous for real track

- Culture of fearless innovation: fail fast in safe environment

First: Data Foundation

Build unified, resilient platform

Then: Apply AI/ML

Unlock predictive insights

Don't ask: *"What AI tool should we buy?"*

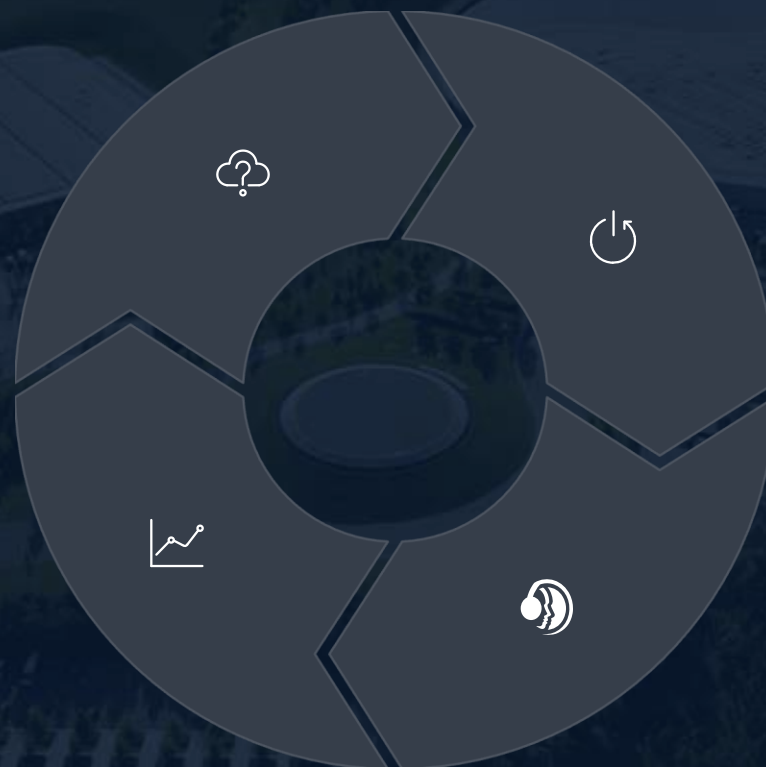**Ask:** *"Is our data platform ready to power a successful AI strategy?"*

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The Resilience Flywheel

Unified Data Foundation

Powered by observability

Relentless Iteration

Fast feedback, safe experiments

Competitive Advantage

Market share, podium finishes

Winning Culture

Shared purpose, psychological safety

"Tech is only as good as the team behind it. You can't automate dysfunction." – Piers Thynne, McLaren COO

Your Monday Morning Challenge

1. What is our "third car"?

Most critical digital system—engineered with visibility and resilience to win?

2. Who is our "driver"?

Most important user—building feedback loops that truly listen and empower as partners?

3. What is our 1.80-second pit stop?

Aspirational goal that forces us to fundamentally rethink data, technology, and teamwork?

Digital Resilience Isn't a Buzzword

It's how champions are made.

Winning isn't about one big leap. It's about 1,000 tiny laps—each one a little faster, a little smarter, a little more resilient than the last.

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Thank you

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