

THE
WILL
TO
WIN

JOHN EGAN
AND
JAGUAR

JOHN UNDERWOOD



PERDANA
LEADERSHIP
FOUNDATION
MAYASAN
YERMINAN
AL-KOANA

The Jaguar name is legendary. For over 60 years it has been a symbol of luxury, power and performance, a reputation enhanced by the cars' motor racing record and the massive popularity of the company's privatisation in 1984.

But latter-day success has not come easily. Behind Jaguar's glamorous image lies a 30-year history of spiralling confusion: Sir William Lyons, Jaguar's founder in 1922, laid the seeds of disaster with his autocratic style. Post-war industrial decline hit a company without real management, and the effect on quality, sales and morale was immediate. Absorption within the megalithic British Leyland (originally BMC) from 1966 proved no solution; indeed it practically killed Jaguar's identity. Finally, faced with losses of a million pounds a week, the government and the corporate management decided in 1980 to appoint a new manager for Jaguar to 'fix it or close it'.

John Leopold Egan was the man they chose. He found his workforce on strike, losses mounting and orders falling; many thought closure inevitable. But John Egan thrives on the impossible and in an astonishing display of vision, management skills and sheer determination he pulled the company round.

The story is far from over, though. The world stock market crash in 1987 and the subsequent fall of the dollar slashed Jaguar's value and its profits. And the government's 'golden share', which it has held since privatisation to protect the company from takeover, expires at the end of 1990. The bright jewel in the crown of the Thatcher economic revolution will then become a tempting and vulnerable target.

John Underwood's perceptive, involving and thoroughly researched analysis draws on interviews with Sir John Egan and with many others who have shaped Jaguar's struggle for survival and supremacy. He builds up a detailed picture of a company locked in bitter competition with the Germans and the Japanese, most crucially of all in the vital North American market. And it is in the USA as well that the threat of takeover looms largest, for it is the major American motor manufacturers who will be in the forefront when Jaguar loses its immunity. There is no doubt that, however great his achievement to date, John Egan will need all his nerve, all his insight and all his skill to bring Jaguar through successfully into the 1990s.

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For Jack and Ella



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Sir William Lyons

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The Swallow sidecar

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Sir John Egan
The board members of Jaguar Cars
Jaguar's US headquarters
Jaguar's Japanese headquarters

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