

## INTERNET

THE NEW DALLARA WEBSITE IS SMART AND FUNCTIONAL, READY TO FACE THE CHALLENGES OF A NEW ERA FOR INTEGRATED COMMUNICATION. DALLARA CEO ANDREA PONTREMOLI EXPLAINS WHAT LIES BENEATH IT...

## SUPER FORMULA

HEAD ENGINEER WALTER BIASATTI REVEALS ALL THE SECRETS OF THE NEW DALLARA RACECAR FOR THE JAPANESE SERIES

## INDY LIGHTS

THE AMERICAN-BASED SERIES' GOAL IS TO BE A KEY STEPPING STONE IN A DEVELOPMENTAL PATH AIMED AT DEVELOPING NEW TALENTS. VISION AND THE PHILOSOPHY OF THE CHAMPIONSHIP IN AN INTERVIEW WITH PROMOTER DAN ANDERSEN







# «THE FUTURE IS ON THE NET»

ANDREA PONTREMOLI, CEO OF DALLARA AUTOMOBILI, HAS STOPPED BY TO TELL US MORE ABOUT THE PROJECT AND THE GOALS OF THE COMPANY'S NEW WEBSITE. THE AIM IS TO PROVIDE A NEW AND MORE COMPLETE KIND OF INFORMATION, PLUS A "SOCIAL" ATTENTION TOWARDS THE LARGE CROWD OF MOTORSPORT FANS



### What brought Dallara to create the new website?

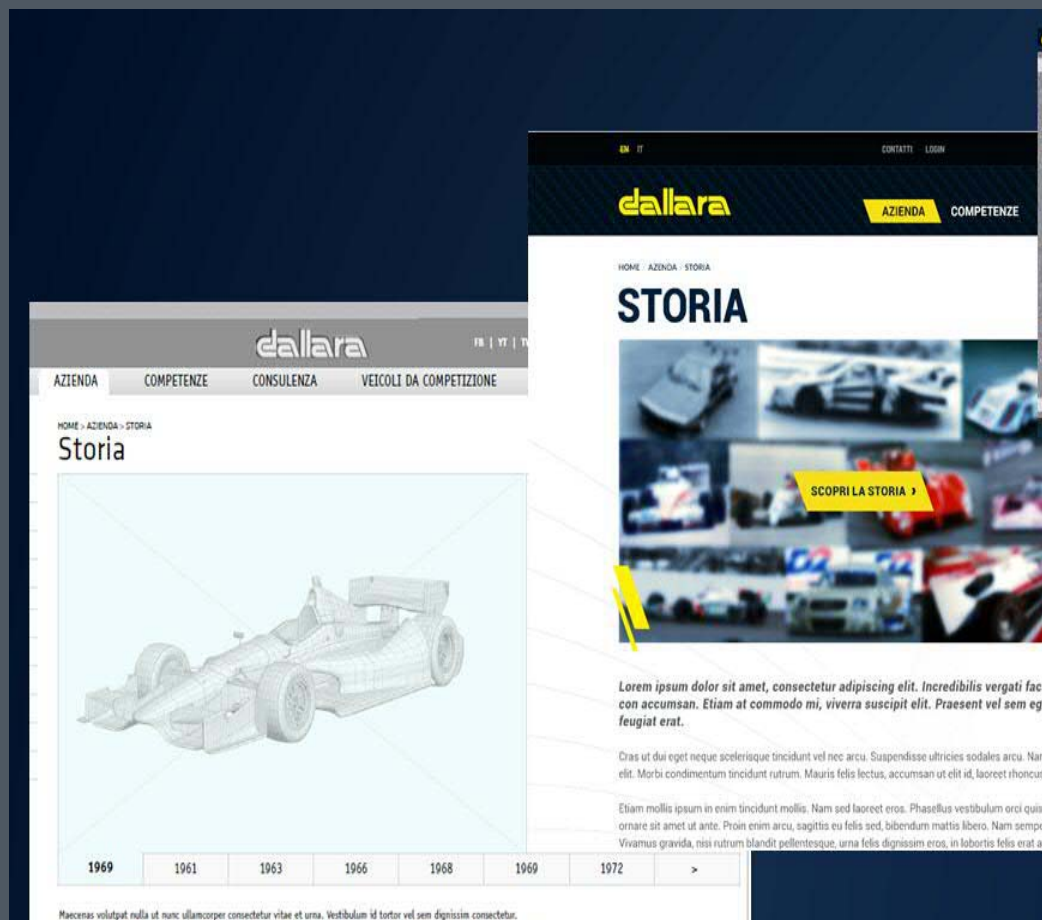
Our era is characterized by how fast information spreads, and we like to race. So as we need to respond to a growing demand of information regarding our company, we decided to provide a solid and unique source, which also respect the pillar of what have always been a standpoint of Dallara: innovation. Our mantra is "The Pursuit of Excellence", so for the people looking for more info about Dallara, the responses should be excellent too».

### What are the most important innovations and expectations?

«There are many innovation, and the most visible one is definitely the new graphic layout. Compared to the old website we tried to improve the colors and the readability. The other main component we looked into was the accessibility from mobile. Nowadays almost everybody have a smartphone or tablet, so a website must be usable with all the internet-connected devices available. Another very important aspect is the availability of information regarding all the company's expertise area, including many photos and an history section where it's possible to learn more about how Dallara made his way to success, from its foundation to the modern day. We also decided to be even more "social" with the creation of four official Dallara accounts on Facebook, Twitter, LinkedIn and YouTube. Everybody will be able to get in touch with us, and a newsletter service is also open for subscription, so not to miss the latest news about Dallara».

### What kind of resources were employed for the development?

«The innovative part of this project was that it involved the whole company. Every single department gave their contribution with their own competences. The basic system is the same we use to design, develop and produce a racing car. We started from the design, and then during the development everybody gave their contribution by providing their respective



content. We even managed to do several internal testing sessions before putting the whole website online».

### Will the fans be able to get into your factory with the new site? Do you have other initiatives planned for the web surfers?

«Yes, we want to bring people behind

the scene and we are trying to do it through social media with the use of hashtags. We want make people participate in what is the base concept of excellence, in how you get a certain type of know-how. It's the same thing we are doing in our "edutainment" center in Indianapolis, a type of learning havenig fun».



**Do you have a clear idea of what kind of fan will visit your new website? What's been the most remote location you've received a visit from?**

«There will be many profiles. The classic IndyCar fan, the Japanese Super Formula enthusiast, the nostalgic of historic Formula 3 racing and the Formula SAE engineers. All the true motorsport fans. We are lucky to have contacts from everywhere around the world, from Argentina to New Zealand, from Norway to South Africa, from Russia to India. The most particular locations were Whangarei, a small town in New Zealand, and Mililani at the Hawaii».

social network. First, because if you don't do that, there will be somebody else doing it for you but more than that because they are an instrument to deal with the people interested in you and in what you do».

**The new computer technologies will also change the way fans enjoy racing?**

«Definitely yes, we are already experiencing the first results of this with the social network live timing. I believe we will see some steps forward in this field with the Formula E championship. We are active part of that

and there are talks about involving fans directly in the race by using social media».

**In that kind of vision, a website can become more and more an instrument of communication, a way to promote the brand, a way to investigate the new tendencies and tastes and to get some useful feedback?**

«First of all, it is an instrument to communicate that enable you to share your know-how, values and mission. It is the heart of a modern ecosystem... a digital ecosystem».



**In an era when even the Pope uses Twitter, how important is to rely on a correct form of communication through the internet and the social network for a company like Dallara?**

«As we said before, information today travels at a speed that is not sustainable for the old ways of communication. Today it's important to make good use of the

## COMPETENZE



» SHARE IT

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DINAMICA DEL VEICOLO

PRODUZIONE PROTOTIPALE





# FUTURE LIGHTS

AN INTERVIEW WITH DAN ANDERSEN, PROMOTER OF THE AMERICAN SERIES THAT AIMS TO BE A MASTER CLASS FOR FUTURE INDYCAR DRIVERS. DALLARA AUTOMOBILI PROVIDED A SINGLESEATER THAT HAS NO RIVALS IN TERMS OF PERFORMANCE AND SAFETY STANDARDS: GREAT SHOW AND LOW COST WILL BE THE TRADEMARKS OF THE CHAMPIONSHIPS



Zach Veach

**Mister Andersen, what led you to promote Indy Light Series? What's your personal challenge? Are you satisfied with how things work as far?**

«During the 1990's I promoted the original USF2000 Championship, and then, after selling it, I became a team owner, first in the USF2000 series, then Star Mazda, and finally in Indy Lights. I had a two car team and won some races with JR Hildebrand and Mario Romancini. In 2010 Indycar asked me to revive the USF2000 series, which had died in 2006, and then at the end of 2012 the Star Mazda series owner shut it down, and Indycar and Mazda asked me to add that series to the organization. In early 2013, conversations began with Indycar management about the direction of Indy Lights and its future. It became apparent that the series was in difficult times, and might not survive. I agreed to

take things over for several reasons, not the least of which is the fact that I believe in this ladder, the Mazda Road to Indy, and I think Indy Lights is the peak of it. The series has developed so many top drivers, and is needed as a final step teaching road courses, ovals and street circuits before drivers become Indycar drivers.

My personal challenge is to bring (and maintain) the high level that my staff has been able to provide to an ever-increasing group of teams and drivers. It's all about people, and I am fortunate to have a top group supporting me. We are very critical of ourselves and try to improve always. Thus far, we have done well, but far from perfect. We have things to work on for sure».

**Which are currently the connections between Indy Lights and Indycar?**

«Andersen Promotions has a contract in

place with Indycar leasing the series and all equipment and with options to purchase same. It is the intention of both parties that Andersen Promotions will own the Lights series at some time in the coming years».

**What made you choose Dallara as car supplier for 2015? Which features played for the Italian factory?**

«I accepted proposals from three major manufacturers, and had as my main points the cars appearance, the cars safety and quality, and the cars (and spares) pricing. Dallara builds excellent (and safe) race cars, and presented us with a great looking car that checked all the boxes for me and my project manager, Tony Cotman, and at costs that were competitive. It was actually an easy choice, Dallara provided the best package and the best proposal».





**How did the relationship with Dallara - in particular with the American branch - develop? Which are the strenghts of the Italian brand? Could you watch Dallara simulator in action?**

«My personal relationship with Dallara goes back only a few years to when Andersen Racing bought new cars and ran them in Indy Lights. They ran a professional operation in Indiana, were great to deal with, and the cars were good race cars. As a team owner, naturally the prices were always too high, but now that I am on the other side, I see why, and the current team owners come to me to complain! As a brand, Dallara is clearly the world leader in open wheel race cars, in my opinion. I have full faith in the company, which is very important to me as I want partners I can rely on. I have not yet seen the Dallara Simulator in action, looking forward to the day».

**Could you meet Mister Dallara?**

«I did meet him in Indianapolis during last year's Indy 500 week. We discussed, with several other Dallara engineers, possibly modifying the current car for several more years of use, but I soon decided that was not the best solution for us for the future of Indy Lights».

**Which features will 2015 car have?**

«The car will offer the latest in safety, technology and performance, and will meet FIA and Indycar criteria, including Indycar criteria for chassis penetration and cockpit rim. It will have full length side intrusion panels, EPP foam behind and under the driver along with foam hip panels, and raised monocoque for head protection. The chassis will be significantly lighter, with an increased nose length for energy absorption, and improved attenuator design, increased yaw stability and an increased width underwing in front of rear wheels for

added protection against wheel to wheel contact. Other car features include a fully integrated paddle shifter, and a full Cosworth data system with specifically

designed steering wheel with integral display. Power is provided by an AER 450 HP turbo 4 cylinder plus a 50 HP push to pass. Cars will be delivered with Motegi techno mesh aluminum wheels, PFC brakes and Dynamic dampers».

**The new season marked the change of the engine too, moving to a 4-cylinder one. Could this downsizing - similar to F1 - represent the worldwide future of Motor Racing?**

«The HP and efficiency derived from turbo four cylinders and the fact that manufacturers are increasingly using these type of engines in street car production make it a smart move. I do think that this engine downsizing is the future of open wheel racing, possibly other forms as well».

**Could 2015 car show an engine from a big worldwide constructor?**

«We have selected AER as the engine builder and it is still possible for a manufacturer to step in and badge this».

**Which should be the future goal of this category? Will an effective production chain involving the "ladders" F.2000, F.Mazda, and Indy Lights and IndyCar ever be in place?**

«Indy Lights is the top step on the development ladder leading to Indycar. It also trains drivers who find themselves in prototype sports cars and other types of racing as well. The future is strong. We already have the Mazda Road to Indy, a three step ladder which starts with the USF2000 Championship, then a move to Pro Mazda, then to Indy Lights. Mazda

provides scholarship funding to the winner sufficient to move into the next step. There is nothing else in the world like this ladder».

**Some Indy Lights successful drivers have fortune even in senior category, some others lose their way. Why does it happen?**

«The number of seats opening up in the top level (Indycar) is small so each year there is no guarantee a successful driver will find a seat. Nevertheless, many Indy Lights drivers do advance, including drivers such as Carlos Munoz, Tristan Vautier, Josef Newgarden, JR Hildebrand, Marco Andretti, Graham Rahal, James Hinchcliffe, Ed Carpenter, and even going back to Tony Kanaan and Helio Castroneves. The pyramid narrows at the top, drivers must win, and be ready when a seat opens up, then take full advantage of the chance. It is certainly not easy being a professional race car driver».

**Do you think Indy Lights will be able to grow F.1 drivers in future?**

«There's no question we have the talent, but F1 seems political, looking at it from afar, so I don't know if that is realistic».

**Is Motor Racing ready to welcome and build many more woman pilots?**

«Yes. We have several in the pipeline now, in Pro Mazda, training and ready to move up».

**Are you in favour of American teams in F.1 - possibly the participation of European teams in Indy Lights too - or do you think these realities will always remain separate?**

«I am in favor of both, though team ownership in F1 is a large financial commitment I'm sure. We think European teams should look at Indy Lights as our business model is designed to help teams in operating profitably, and the weather is pretty good here in season as well».

**Stefano Semeraro**





## Road To Indy A new car from 2015

The Indy Lights championship has officially entered its new era with the arrival of Andersen Promotion as a series organizer and promoter. The championship, which is coming from a tough couple of seasons in terms of car counts, will be back in its supporting role to the Verizon IndyCar Series both on-track and in terms of the Road To Indy project. The new approach already paid some dividends in the first 2014 rounds in Saint Petersburg and Long Beach, but there is also a long-term plan. Starting from the new season, the current Dallara cars, that provided safety, performance and reliability for more than a decade, will be replaced by the new IL15 model. The latest creation of the Varano-based manufacturer will be the stepping stone for the series' comeback. The goal will be to regain a prominent position in the crowded developmental arena and to attract new partners.



Juan Pablo Garcia



Vittorio Ghirelli



Vittorio Ghirelli





# A SUSTAINABLE SH

WALTER BIASATTI, CHIEF ENGINEER OF THE SUPER FORMULA PROJECT, TELLS US SOMETHING MORE ABOUT THE 2014 JAPANESE RACECAR. FOR 2014, THE ORGANIZERS REQUIRED (AND OBTAINED) A STATE-OF-THE-ART CAR IN TERMS OF DESIGN, SAFETY AND PERFORMANCE, WITH AN EYE ON COST CONTAINMENT. AFTER THE FIRST RACE THE DRIVERS ARE ENTHUSED BY ITS HANDLING



LOW





**Mr. Biasatti, in the first tests at Suzuka and Fuji, the new car has already been quicker than the older one, are you satisfied with that?**

«Yes, a lot, especially if we think that these tests were the ones where the team and drivers got in touch with the cars. Indeed, Suzuka was actually a real shakedown».

**What are the main new news coming from the test? What are the strongest points and the aspects you still have to work on?**

"The strongest points are the reliability and the speed that we saw both at Suzuka and Fuji. We have to congratulate Honda and Toyota because in terms of the engines, the test days were extremely positive. We still have some details to fix, but it is something that always come up in the collective tests with all the cars on-track».

**Is the car responding to its goals in terms of performance and spectacle?**

«The promoters had made specific requests on three aspects: weight, performance and aerodynamics, as they wanted to make passing easier. In terms of the first two aspects, we achieved the goals. Regarding the overtakes, the first comments by the drivers are positive, but we'll have to wait for the first races to get a definitive answer».

**Regarding the safety, what are their main characteristics?**

«The SF14 is 100% compliant to the 2010 FIA Formula 1 rulebook. One of the most well-known components are the side impact panels on the cockpit area. They are made of Zylon, the same material used in the bullet-proof vests. The panels offer an high level of safety in case of side impact. In addition to that there are the side, front and rear energy-absorbing structures that have to pass the FIA-defined crash tests. The new cars also features the wheel retention cables like in Formula 1, to avoid the tires to fly off in case of crash. The tub itself must pass

several static crushing tests required by the rules, ranging from the roll-bar to the sides of the chassis where the fuel tank is located».

**Did you also test the SuperFormula in the Dallara Simulator before getting on-track?**

«It was more than testing. The SF14 has been completely designed and developed using the Simulator. We used it to define key parameters like the suspension geometry, the steering, the weight balance and the aerodynamic behaviour. We invited two of the drivers running in the championship, Takuya Izawa for Honda and Kazuki Nakajima for Toyota, to test those parameters before we moved them from the virtual world to the real thing, having been integrated in the final design of the car».

**What are the indications that came from (or that you gave to) the Honda and Toyota personnel?**



«It's been very interesting to see that both drivers agreed on the same solutions. We submitted them the same testing program, and their answers and feedback were very similar. In addition to that, the engine builders were able to test specific parameters regarding their engines, like the turbo lag, and evaluate their impact on the car's driveability.

**The design is surely aggressive: did the Japanese like it?**

«The insiders loved it. How the car looks is something we invested a lot of time in, working together with the promoters so we could have a good compromise between design, aero performance and car packaging».

**What about the driver feedback? Former F.1 driver Tonio Liuzzi will be in the championship this season. Did he say something in particular? What are the main skills required to take full advantage of this cars' potential?**

«This season there will be several driver with past F.1 experiences like Nakajima, Liuzzi and Karthikeyan who race there, and Rossiter who has been ha test driver for Honda. Then there are extremely experienced drivers on the

prototypes as Lotterer and Duval, who are currently Audi drivers. All of them were very positive regarding the car's handling. In particular they were surprised by the cornering ability».

**Can you tell us more about the Japanese point of view in terms of motorsports? Is there the same attention in creating championships with sustainable costs and fuel consumption, and to use engines closer to the actual production?**

«Japan has a great tradition in auto racing but as well as the rest of the world, they are suffering from the effects of the crisis. Their motorsports panorama has two major players, SuperGT and Super Formula, and both categories benefit from a strong contribution coming from Honda, Toyota and Nissan, plus the tire manufacturers. The developmental series like F.3 are suffering more because they don't get the same kind of support so the drivers have to find the budget. Said this, the Japanese are very careful to the cost reduction and to the sustainability of the championships, although they do not give up on technical development. On this aspect, they have a different approach compared to Europe, where a lot of

single-make championships were successful over the last 10 year, with no chances of upgrading the cars except for the manufacturer-allowed adjustments. The Japanese see motorsports as a proving ground to develop and experiment new technologies. Even though the SuperFormula championship features a spec chassis, there are several areas of the cars left "free" for the teams to develop».

**What are the next steps you will take on-track and at the factory?**

«The next race will be at Fuji the 18th of May, we are delivering the last set of spare parts so they will have a good stock of components available in the first few races».

**Last but not least, how do you expect the 2014 season to be?**

«Since the testing opportunities are strictly limited, as well as the running time during the weekend, I expect the most experienced drivers to make the difference. There are also team with a great know-how of the tracks and of the Bridgestone tires and with well-sorted work groups. This will play a major role in the set-up development. I expect a tight championship between those who'll be the first to know how to set-up their cars. It will be a little tougher for rookies to make their way up front for the first season».

**Stefano Semeraro**

## >Suzuka: Super Formula Round 1 Highlights







# TWO WORLDS OF WONDER?

LAST FEBRUARY, TEAM PENSKE VISITED THE FUTURISTIC VARANO "SPIDER", WHERE MONTOYA, CASTRONEVES AND POWER SPENT SOME TIME PREPARING FOR THE 2014 SEASON. IN JUST A FEW DAYS, THE AMERICAN VERSION OF THE SIMULATOR WILL BE OPENING IN INDIANAPOLIS AFTER THE INITIAL PRESENTATION TO THE A GROUP OF INSIDERS. THE SIMULATOR WILL BE USED TO TEST DALLARA-PRODUCED CARS AND COMPONENTS, AND WILL BE DEVELOPED FURTHER TOGETHER WITH THE PRESTIGIOUS INDIANA COLLEGE IUPUI



Helio Castroneves  
and Will Power  
visiting the  
Dallara factory



Power and Castroneves with engineer Andrea Toso







There is a new technology that connects Italy with the USA and Varano de' Melegari with Indianapolis through Dallara Automobili. It's the Dallara Simulator, which has been "replicated" in Indianapolis and will be available by the end of April at the American headquarters of the company. Last February, the managers and drivers of Team Penske, led by Juan Pablo Montoya, paid a visit to the Italian Simulator. While many other IndyCar racers and technicians had the chance to experiment it over the years, for Montoya it was the first time dealing with the valuable work instrument built by Dallara. A 650-ton spider-shaped structure with 16 monitors and more than 1700 meters of optic fiber.

«Driving in there is crazy - told Montoya, who made his IndyCar comeback this season - It proved to be very useful in managing the extremely high speeds of the series and to get in touch. I've never raced in many current IndyCar circuits». The same enthusiasm showed by Montoya was shared by his colleagues Will Power and Helio Castroneves. In the future, the American teams will be able to train themselves right in Indianapolis, thanks to the new Simulator that will shortly be available at the headquarters of Dallara USA. In order to use it, it needs to be firmly secured to the

ground, because its earthquake-like movements can make the whole building shake. Compared to its older brother, the new Simulator will be even more advanced in terms of the technologies employed. But the use of the American Simulator won't be limited to motorsports.

«It will also used to support other industrial projects - explains Dallara USA CEO Stefano De Ponti - including the ones involving production cars or the tire manufacturers. It's suitable to test every single component with great precision, and we'll discover more applications by keep using it». Some of these applications will be developed in cooperation with the IUPUI (Indiana University, Purdue University of Indiana), the world-renowned Indiana College that already entered a valuable partnership with Dallara.

There is a joint agreement between Dallara and IUPUI to develop the projects coming from the college students in our Simulator, and that will go beyond racing», explains De Ponti. «The students will then be able to experience an internship at Dallara LLC. The Simulator is an Italian excellence that will definitely help to increase the technological innovation and improve the economy of the State of Indiana. It is a flagship we want to showcase to all the American motorsports panorama».



Will Power in action inside the Simulator



«A NO-





# LIMITS EXPERIENCE»

WITH HUMILITY, MATURITY AND A LOT OF AWARENESS, THE 19-YEAR-OLD ITALIAN ROOKIE IS TAKING HIS FIRST STEPS IN THE WSR CHAMPIONSHIP. A SERIES WHERE HE WILL BE LINED-UP BY DRACO RACING IN AN EFFORT TO FIGHT HIS WAY WITH THE OTHER ROOKIES OF THE CHAMPIONSHIP, GASLY AND ROWLAND, WITH WHOM HE ALREADY FOUGHT IN THE EURO CUP RENAULT. AND OF COURSE, HE HAS ALREADY STARTED TO ENJOY THE DALLARA LEVEL OF PERFORMANCE



Luca Ghiotto

**L**uca Ghiotto is the only Italian driver to be confirmed for the 2014 World Series Renault 3.5, and so far the situation is not going to change. It is quite a responsibility for a rookie, but this Italian driver is used to deal with pressure. He's coming from two hotly-contested seasons where he ended as the runner-up. In both cases he settled for second at the end of last-gap fights decided in the last round of the season. After three years in the developmental championships (F.Abarth and F.Renault 2.0) he has now signed for Draco and it will be a big step for him. On the other hand, he proved he's ready for the task as he put together some great runs in the 2013 postseason tests. As he stopped by for Italiaracing, Ghiotto drew a balance of his career so far, and talked about his expectations for 2014.

**How do you feel after the announcement? Did it come as a natural consequence of the good form showed last November at Alcaniz?**

"Well, yes, let's say that it all began with that test. On one hand, the performance showed that I was ready for the jump to the World Series Renault, while on the other hand, the chemistry with the Draco staff has been immediate and mutual. They were satisfied with my approach and praised my dedication and professionalism. For a driver, this is one great satisfaction, especially when the good comments come from such an experienced group of people. I have been impressed too. In the WSR every team is

highly-professional, but Draco seemed to have the edge. I had other offers for 2014, but honestly I've been determined to join them since the start".

**In testing, you show good pace despite it was your first time on a Renault 3.5 car. Did your expectations match the reality?**

"More or less. From a driver's standpoint, I figured out how to use the carbon brakes quite fast. I think that the most difficult thing for a rookie is to understand the car's cornering limit, because having such a massive downforce allows you to enter the corner at sensational speeds and still make the apex. You just need to log laps to make it more natural. I expected an hard car from a physical standpoint as I was told by other drivers who drove it and by the teams. Well, when I actually drove, I realized that it was even harder to drive than I actually imagined. There is no powersteering so it's tiring for the arms, but the most difficult part is for the neck due to the heavy lateral accelerations. When you come from smaller formulas you're definitely not used to that".

**The F.Renault 3.5 is the first Dallara you've ever driven. What were the most impressive things at a first look?**

"Definitely the attention to detail. In every single little detail, from the cockpit to how the body panels fit with each other, it's absolute perfection. It's a Formula 1 design philosophy that makes perfect sense, given that this series aims at preparing drivers for the F.1 circus".

**And from a performance standpoint?**

"I expected to be impressed by the engine, but at the end of the day, even if 530 horsepower are a lot, you get used quickly to the push and to the need to measure out the throttle. The most impressive thing is the the general vehicle dynamics. In the faster corners



it's tough to find the limit simply because... it seems non-existent. Sometimes, the car seems able to approach the corner at any speed, and you find yourself pushing harder and harder lap after lap. The braking is also impressive, with the carbon system you can brake really hard and late, plus the response is always ideal".

**What are the track you're looking forward to the most?**

"We're speaking of a car that take its best out of the faster corners, so Jerez, the Nurburgring and Spa, no doubt about that. The Eau Rouge wasn't very special with the F.Renault 2.0, but I'm sure that it will be a whole different story with this racecar!".

**Did you focus on the physical preparation over the winter?**

"Like never before. It's enough to say that from the days following the Alcaniz test to the present day the strength of my neck has doubled. I spent three







championship for a handful of points, running at the end in some of these occasions would have been enough to secure the title. I can't say I'm picking on myself but it has been one useful lesson. In F.Renault, the situation was different. In the first half of the season I struggled in adapting to the Michelin tires, which were substantially different than the Kumho I used until 2012. The F.Abarth tires were extremely hard, and to heat them you always had to drive them to the limit, almost with a rallying style. On the other hand, the Michelin rubber used on the F.Renault is much softer, and they need you to drive clean. I wasn't able to do it at the start, so I lost some valuable points".

**Can you tell us the best quality of Ghiotto as a driver, and the flaw you still have to fix?**

"One quality is the cold blood. It isn't easy to shock me during a race weekend, and even in the most complicated situations I don't lose the concentration. I think it's a good virtue when you race at high levels. For the flaws... I worked very hard to fix the ones I had so far".

**What is your realistic goal for the season?**

"I know that it won't be an easy year, and there will be a lot to learn, race after race. That said, in the Alcaniz test Gasly, Rowland and I, the trio coming from the Eurocup Renault, were covered by just one tenth of a second. I can say that the goal is to fight with them on equal terms. It means fighting for the rookie title and that would be one great result".

**Filippo Zanier**

months at the gym, six days a week, more than three hours a day. Obviously is the kind of work we need to focus on during the winter time, because during the season, between the races and the tests, there is no time for heavy training. I know that the 2014 season will be demanding from all respect, and nothing should be left to fate".

**You've only driven for one team so far, Prema Powerteam. Now you're at Draco, another squad featuring an almost all-Italian staff. Did the nationality have some weight in your decision for 2014, in terms of finding the right atmosphere?**

"Honestly, no. We already agreed with Draco that we will use English as the regular language for our work, so the nationality had no weight in our

decision. I think that, if a driver wants to be a professional, he should not worry about this kind of things. And more than that, a professional driver should be ready to work with the best team available, independently from where they come from".

**Let's talk about your career so far. You scored 13 wins, 8 podium finishes and 11 pole positions in the last two seasons. It's impressive, but not enough to win a championship both in the 2012 Formula Abarth and in last season's F.Renault ALPS where you ended up in second. Any regret?**

"For the Abarth series two years ago, it's pretty simple. I believe I put together six or seven retirements due to my mistakes, and considering that I lost the









# «THE PRESENCE ON TRACK IS ONE OF THE DALLARA'S STRENGTHS»

DALLARA HAS ALWAYS PRODUCED CARS THAT DRIVERS HAVE USED IN THEIR FIRST YEARS OF CAREERS. IT COVERS A VERY IMPORTANT ROLE IN THEIR FORMATION. THE PERFECT EXAMPLE IS ANTONIO GIOVINAZZI. THE ITALIAN RACER, BORN ON THE 14TH OF DECEMBER, 1993, IN MARTINA FRANCA, ENTERED HIS ROOKIE SEASON IN THE FIA FORMULA 3 EUROPEAN CHAMPIONSHIP LAST YEAR AND WILL LINE-UP FOR HIS SOPHOMORE YEAR WITH THE CARLIN TEAM IN 2014. HIS GOAL IS TO FIGHT FOR THE CHAMPIONSHIP



**For the first time in your career, you drove a Dallara car for a full season. Did it suit you well?**

«Yes, very well. From a technical standpoint, the debut has been very positive. There hasn't been one single structural problem during the year, so I can say I'm more than satisfied».

**What is the strongest point of this car?**

«In F.3 there is a lot of downforce. Coming from a car like the Abarth, it is a massive step with this Dallara-built product. The first hurdle is the aero downforce, who the

drivers have to learn how to control it to understand how a true racecar works».

**What do you think there is to improve?**

«At the moment my experience is not enough to judge this aspect. I think the current project is very good».

**Have you ever visited the headquarters in Varano?**

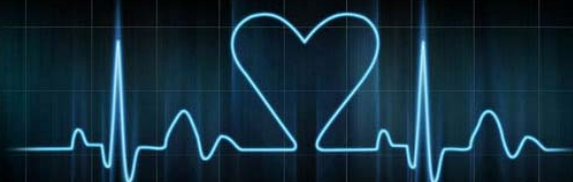
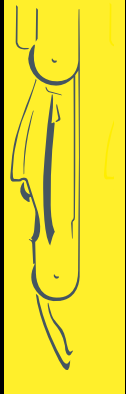
«I haven't had this opportunity but I hope to be there very soon».

**How do drivers feel the presence of a**

**car manufacturer once they are on-track?**

«There is always a company representative at the track and this is very important for the teams in terms of the assistance and the spare parts. In addition to that, in my first season I had the chance to establish a good relationship with them, so we were able to exchange views and opinions on the car. It's been really helpful in my learning experience».

**Antonio Caruccio**



## The Heart of Racing

This is the third part of our trip with Dallara's Engineer Andrea Toso in the fascinating world of motorsport. This time, just a few days away from the recent tragedy at Le Mans, we talk about the meaning of car racing to understand the advantages, complications, economic consequences, costs and the future perspectives of the sport. We got the numbers, how high is the price tag of a top-level season and some suggestions for people aiming to become the next Todt or Ecclestone.

Stefano Semeraro and Andrea Toso

**Andrea, every time a tragedy hits the world of Motorsports, many people ask the same question. Is it worth it?**

«This is a key question in Motorsports, and for this reason it's also a recurring one in our talks. To provide an answer, we need to try and identify ourselves with the main characters in this representation. Is it worth it for the driver? Most of the times, yes, because a young and talented driver, an healthy individual who is sure of his capabilities, accepts the risk in exchange for a promise of glory. Is it worth it for the fans? Yes, definitely. The speed, the roar and the blood have a major role in creating the emotions and the entertainment that the people is looking for. Because they pay a ticket, a satellite subscription and so on. And this kind of payment gives them the right to attend a dangerous show. Is it worth it for the technical personnel? Most of the times yes, because the engineers have thrilling and exciting jobs. For the commercial personnel? Yes, because motor racing has an high media exposure which can also reward those who needs the attention generated by the interviews and by the proximity to famous people. I would say that it's worth it for most of the people, because it's in the human nature to be looking for those emotions that can make our life richer, and can divert us from our deepest needs and from our commitments towards others».

**What is the technological outcome of motor racing on the production? In other words: racing still helps us to build better roadcars?**

«Honda usually assigns the best rookie

engineers to their racing department. They have the freshness, the enthusiasm, the availability, the excitement and the need to match the urgency of motorsports, the driving motivation to approach difficult tasks, the creative disorganization and the new technology. Only young people have these abilities and hopes. After three or four years in the racing department, the engineers move to the commercial vehicles division, and in that field they spread and bolden the positive aspects of the racing culture. This is the most positive aspect of racing and I think that the "young spirit" is the deepest and the most important value that motorsports can generate. Given this bottom line, I think that the first reason why Honda came back to Formula 1 was to recruit people with an excellent attitude. If I look back to my 25 years in auto racing, I can't say that motorsports have generated a deep and visible outcome on production cars. It is different. I witnessed the opposite, the use of technologies coming from other fields in racing, including the defence, food, electronic, consumer automotive industries. I think that racing has been, and still is, a great "customer" rather than a "provider" for the human progress. In racing there is no time to develop something new that can be used for other reasons. Usually the ideas, the materials and the products used in motor racing are too specific to apply them to other businesses».

**Let's put it this way: in which fields, like engine building, aerodynamics, safety, electronic and so on, racing can**

**be a testbed for production?**

«The cars we see on everyday's roads have become bigger, heavier, more complex and rich of technology throughout time mainly because most of the people want to be more comfortable and have less struggle. The automotive products have become real consumer products and the proper commercial and technical practices have been applied to them. It's about investments, production, distribution, finance, marketing research and so on. As it produces consumer goods, only one of the classic price theories can be applied to the automotive industry. The "market price" as a value perceived by the buyer throughout the concepts of marketing, brand and price premium. On another hand, the "racing" product is not a consumer good so it doesn't follow the "market price" theory. The other rule applies, the "just price" theory developed by Aristotle and Saint Thomas D'Aquin. We'll be back on this on the next instalments!».

**Let's change the perspective: after years of racing in the desert, the temporary street courses are back. But do tracks like Monte Carlo still make any sense? How Formula 1 can build an economic leverage effect for a city, a region, a macro area ora a Country?**

«It's every day more difficult to move people, as they are more and more slaves of their playstations. If people don't go to the races, the races have to reach out for the people. That's why the IndyCar Series in the USA is focusing on street venues like Toronto, Baltimore, St.Petersburg, Detroit, Long Beach, San Paolo,

# WANNA BE A TEAM PRINCIPAL? STUDY AS A SURGEON!





Jean Todt  
President of FIA

IPAL?



Houston... That's why the promoters of Formula E decided to organize their events in the city centers. It's also because hotels, restaurants, cultural events, exhibitions, concerts, shopping malls and other infrastructures are already there, with the goal of encouraging people to consume real and virtual products that are shown at the side of the event. Additional negative components regarding the permanent tracks are the travel costs, because given the noise restrictions they are usually pretty far away from the city center, and the maintenance. For these reasons is more convenient, for those who are responsible for a balance and need to pursue a profit, to take a "light" and temporary solution into consideration».

**What kind of resume is required to become a good team principal and/or get an high-level management job in motorsports? Which universities have dedicated programs for that?**

«Cranfield and Oxford Brookes in the UK are the most demanding and serious Universities to breed engineers with a complete motor racing culture. Between the others, and especially regarding the technical part, we have to remember the Purdue University in the USA, the Politecnico di Torino, plus the universities of Pisa and Modena-Reggio in Italy. There are other roads to become a team principal. Flavio Briatore started by selling flats in Cuneo, while Jean Todt spent several years as a rally navigator. Frank Williams began by assembling and managing old Formula 1 cars that he bought from the other teams at the end of the season. These figures are parts of a romantic past though. If I had to give some advice for hiring a future team principal, I would suggest a very high-grade soldier, a former surgeon or a former skipper. Those are kinds of professionals that can lead an organization in an uncertain environment and with limited resources. They are used to rely on their staff's autonomy and responsibility. Also, they developed a vision that can be both short-sighted and long-sighted according to the situation to

## Dictionary

### Ingegnere / Engineer,

The Italian word "Ingegnere" comes from "Ingegno", meaning intelligence, brilliance: a man that excels in giving weight to his ideas. In other words, is able to think. Like Leonardo Da Vinci. Engineer comes from the word "Engine": a specialized technician who is passionate about mechanisms. It's like Benjamin Franklin, who invented the lightning rod, the swimming fins, the tachometer, and the bifocal lenses. "Ingegnere" and "Engineer". A classic case of misleading translation.

### Checkered Flag

During the era of American pioneering in the Midwest (1800) they always organized a public banquet after horse races (a recurring element for us!). In order to inform the people that the meal was ready and that they needed to stop racing, they used to wave a checkered tablecloth.

### Sponsor

From the Latin word "sponsor" (in Italian "Sponsale"), somebody who warrants the economic side of a wedding contract (spondeo means "solemn commitment, warrant"). People started to use this word in the modern way starting from the early 30's, when the sponsor paid the artists so they could star in radio or TV shows. A sponsor is somebody who uses their own money to warrant the quality and functionality of a commercial activity..

define the right strategy. The "extreme" organizations, like the military, sports or medicals ones, showcase the balance between individual liberty and discipline. That's because their members must operate in some tough and unpredictable conditions while staying in harmony and keeping a very quick response time. In an America's Cup regatta, the team must develop their tactics and strategy according to the wind condition and to their rivals. As a consequence, they have to perform non-planned manoeuvres in full harmony. A complex surgery, lasting several hours, requires many different roles and competences according to the non-predictable situations that can happen during the operation. There is no time for meetings, discussions, e-mail and so on. The anti-terrorism units are in charge of conducting dangerous

interventions in case of terrorist attacks or civil hostage situations, and every single component is trained to operate with the maximum level of discretion in terms of autonomy in evaluating, decision and action. On the other hand, they have to respect their comrades' movements in absolute harmony. In other words, these organizations highlight the best possible relationship between autonomy and discipline. The rules are clear and, more than that, they are internalized. There are no doubts on the level of consensus, the conflict management, the research of compromise and the cognitive reserve».

**Let's talk about money figures. What is the cost of a season in motor racing? Let's try, for example, to draw a career path from karting to F.1. How expensive is to manage a Formula 3 or an IndyCar team?**

«The cost of one race season for the driver and team consists in everything the can collect from their sponsor. In order to prepare for the season, they spend all the money they have without thinking about any infrastructural investment or other improvements. Just a handful of teams or drivers outside F.1 can set-up a sponsorship budget for the following three seasons, or can afford constructor-level and multi-year technical and commercial resources. Everybody wants to win fast and then move to the upper category. A Formula Renault season can cost up to 300.000 euros. Formula 3 ranges from 400.000 to 800.000 euros depending on the single championship. For the World Series, we stay around 1 or 1.5 million euros while the GP2 Series can cost up to 2 millions. Moving up the ladder, for an IndyCar season we reach the 5-million mark while in Nascar it's up to 25 millions per year. And regarding Formula 1, the range is from 100 to 400 million euros. Given this data, it's pretty easy to define the economic value of a championship. You just have to multiply the budget for the total number of entrants. Of course, the figures we gave do not include the income that the promoters receive for the sale of the TV rights, from the promoters of the single events and from the





The start of St. Petersburg race

merchandising sales. These values are proportional to the value generated by the sum of the single teams' budget. Bottom line, if we multiply the sum of the teams' sponsorships by two, we can have a pretty realistic representation».

**We're asking your opinion about another hot topic. Do you think there will be any space for small manufacturers in the future, or there will only be top manufacturers around?**

«The future will always depend on the contest and the market. Le Mans is an unique race, and its commercial outcome reverberates throughout the whole year. It justifies the long-term commitment of some major car manufacturers like Porsche, Audi, Peugeot, Toyota and Mercedes.

At the top of the pyramid (in F.1 and Nascar) only the large manufacturers can turn their entries into a profit because they can win on Sunday, and sell on Monday. In Nascar, the manufacturers

assumed the control of the teams, directly or indirectly, and secured their loyalty with long-term contracts. Wind tunnels, simulators, engine and transmission dynos are necessary to compete at the highest levels. They all require huge investments and frequent technology upgrades. And for this reasons, they become inaccessible to the regular independent teams. In terms of the classic "access to the market" scheme, these are actually true barriers to entry and exit. The teams are required to provide specialized personnel but not the capital itself, so they are not entitled with the biggest share of the profits coming from such risky investments. The specialized personnel includes the mechanics, the engineers and all the professionals bringing a specific know-how. Unfortunately, the more the specialization level grows, the more replaceable the staff becomes, because their knowledge ages pretty fast. As a consequence, it's difficult to find people with decades of experience in racing so the same technical, strategic

and relationship mistakes tend to be repeated».

**Who are the men that so far did the best job in exploiting the economic potential of racing?**

«In terms of personal business, I would say Sir Jackie Stewart and even more than him Bernie Ecclestone. In terms of the corporate business, Ferrari did it perfectly. Also thanks to their passion and to the participation to the Formula 1 championship, they are able to sell thousand of road cars per year at a more than adequate price. In a more general context, it's really interesting to asses the dynamics of Red Bull, as they take part in many initiatives, from powerboat racing to aerobatic flight, from the space endeavours to motor racing. I can't tell if Red Bull can have an economic return from all of that, but I hope to see their presence will remain stable through the coming years. Without Red Bull, we wouldn't have Formula 1 as we know it now».

*In pista dal 1972.*

- Consulenza, progettazione e produzione di vetture da competizione e stradali ad alte prestazioni.
- Aerodinamica: galleria del vento e computational fluid dynamics (CFD).
- Ricerca e sviluppo: dinamica del veicolo e simulatore di guida.



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