

RACONTEUR

# Business of F1

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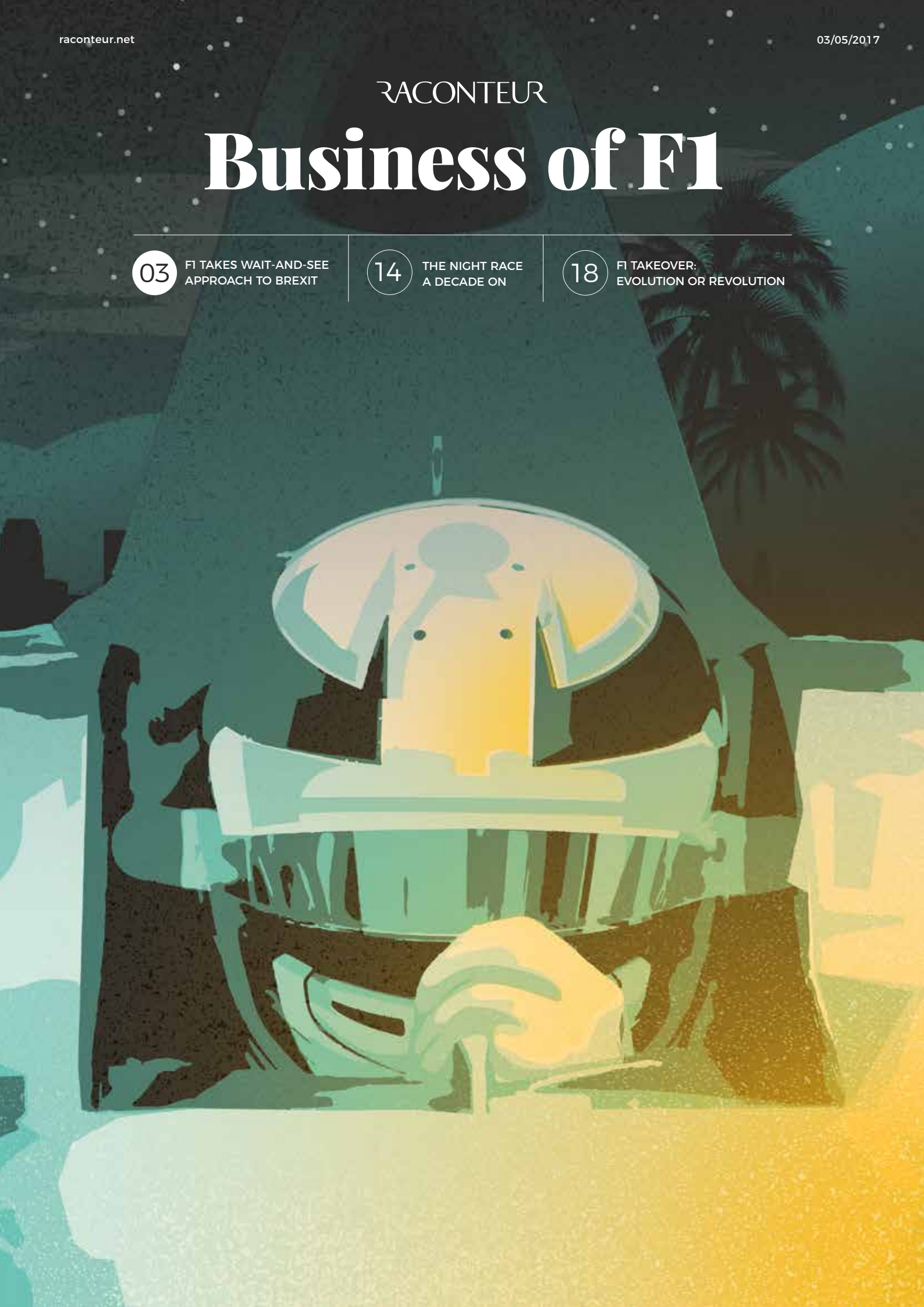
F1 TAKES WAIT-AND-SEE  
APPROACH TO BREXIT

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THE NIGHT RACE  
A DECADE ON

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F1 TAKEOVER:  
EVOLUTION OR REVOLUTION







# F1 takes wait-and-see approach to Brexit

With the economic realities of a post-Brexit world yet to be determined, to what extent will Formula 1 be affected?

## OVERVIEW

KATE WALKER

As Formula 1 has grown from niche interest to global sporting behemoth, the Eurocentric sport has evolved in line with the European Union and the free movement of goods and people that come with membership. Partnerships cross national boundaries, and F1 teams have supply chains and bases dotted across the continent.

In the UK, motorsport employs around 40,000 people and generates £9 billion per year for the economy. But an industry that relies on the free movement of both goods and people – and on the STEM graduates currently underrepresented in the British educational system – will certainly feel the effects of Brexit if no deal is reached before the clock runs out on Article 50.

The British government is looking to preserve “a deep and special relationship” with the EU, and while the mutual stated priority is the safeguarding of the rights of expats in both the EU and the UK, there remains a lot to be done with regard to the future movement of goods and people.



For F1, the movement of goods and people is a significant headache: car parts, personnel, and promotional equipment all need to be moved on a fortnightly basis to ensure that the TV broadcasting schedules are adhered to.

The best example currently available to the F1 world is that of Swiss team Sauber. Switzerland is a member of the European Free Trade Association, but team manager Jorg Zander devotes a significant proportion of his working day to the filing and

processing of customs papers as a non-EU member.

Sauber has also previously struggled to attract top-level engineering talent, although the Hinwil outfit's remote location – far from any established motorsport cluster – is a driving factor there.

One of Britain's great strengths in F1 has long been the existence of ‘Motor-sport Valley’, a cluster of racing teams and related suppliers all found within a 100-mile radius of Northamptonshire's

RACONTEUR

Head of publishing  
**Richard Hadler**

Production editor  
**Ben Chiou**

Digital content manager  
**Jess McGreal**

Design  
**Samuele Motta**  
**Grant Chapman**  
**Kellie Jerrard**

### Contributors

**Chris Medland**  
Freelance motorsport journalist, he writes online for *RACER.com* and contribute to *RACER* and *F1 Racing* magazines.

**Luke Smith**  
Formula 1 reporter, he has served as American broadcaster NBC's lead F1 writer since 2013 and also writes for *crash.net*.

**David Tremayne**  
Freelance motorsport reporter and author, who hasn't missed a Grand Prix since the start of 1988.

**Kate Walker**  
Freelance Formula 1 journalist, she has been travelling the world with F1 since 2010, focusing on the business and politics of the sport.

Silverstone circuit. The seemingly bottomless pool of engineering talent and racing teams found in the area has allowed racing staff to move between teams and roles without uprooting their families in the process.

That will not change, irrespective of any deal done. What will change, however, is the ease with which teams are able to attract new talent from overseas, something that was already a challenge, according to Pat Symonds, former chief technical officer for Williams F1.

“We do employ a lot of Europeans,” Mr Symonds said last year. “We have particularly in aerodynamics, there seems to be a very strong contingent from France. I hope that we still maintain relative ease of employing Europeans. It’s already very difficult to employ non-Europeans in the UK – in my opinion far too difficult. I hope things don’t get any worse.”

According to Bob Bell, technical director of the Renault F1 team, the auspices aren’t all doom and gloom. “It’s too early to tell what the consequence will be on the future of the supply of engineers in the UK,” he says.

“I think it would be great if the UK could develop a stronger industrial base,” Mr Bell continues. “I think that would be good for the country and I think all of us in Formula 1 would be fully supportive of initiatives that helped develop that. Not only would it potentially provide more engineering candidates for us in recruitment, but I think it would be good for the country as a whole.”

Another factor to be considered is the split bases of operations used by some of the bigger teams. The Mercedes F1 team is based in Brackley, with a separate engine facility in Brixworth, but the company itself is headquartered in Stuttgart.

“For us it has a big impact because from a personal level we don’t know where it’s going to go,” says Mercedes executive director Toto Wolff. “There are many experts working in Brackley and we don’t know how that’s going to be handled in the future. It’s the same in Germany, within the DTM [German touring car] team there are many Brits and it looks like everybody could be impacted by the situation.”

While it remains to be seen whether the UK will be able to secure protected



**Of the ten teams currently involved in F1, seven are based in the UK. But of those seven, four have no solid reason to remain in the UK should Motorsport Valley lose its allure**



The future supply of engineers in the UK is just one uncertainty facing the sport





Clive Mason/Getty Images



rights for expat citizens and some level of freedom over the transport of goods into and across the EU, a worst-case scenario that sees the UK depart the EU without any deal in place could lead to the end of Britain's current position as a leader in motor-sport technology.

Of the ten teams currently involved in F1, seven are based in the UK. But of those seven, four have no solid reason to remain in the UK should Motorsport Valley lose its allure. Renault's engine department is based outside Paris, and the race team could relocate. Red Bull race from Milton Keynes, but do so under the Austrian flag and with Austrian ownership. Mercedes retain the Stuttgart option, and American outfit Haas are only UK-based because of the strength of the local supply chain and talent pool.

If operating inside a post-Brexit Britain begins to affect the teams – financially, operationally or administratively – there is nothing to hold some of the sport's biggest names to British soil. Recent years have seen the Italian government working to promote Italy's own motorsport valley, a cluster in the Modena region that encompasses Ferrari, Toro Rosso, and race chassis manufacturer Dallara, while F1 tyre supplier Pirelli is a short hop away.

The existing high concentration of specialised knowledge and experience – plus an international airport and road network handily placed for the eight truck-based European grands prix that form the backbone of the summer season – makes Emilia-Romagna ideally placed to pick up any of the scattered pieces that are likely to result from a bad exit deal for the UK.

Should the teams elect to stay in situ and use their expertise to make post-Brexit Britain a STEM flagship and world leader in motorsport engineering and technology, there is still the risk that small ripples will have a widespread impact. Operating and import costs have already increased since the June 2016 referendum, and small companies in the supply chain are struggling to balance the books.

"For want of a nail the battle was lost," as the poem goes. In post-Brexit Formula 1, for the want of a gear lever, motorsport valley and its £9 billion a year could be lost.

## Making Britain great again



McLaren F1 via Getty Images

British racing stalwarts – albeit of New Zealand origin – McLaren this month announced that they would be giving their support to the GREAT Britain campaign aimed at highlighting British excellence around the globe, demonstrating to the world at large that Britain remains open for business come what may.

"We're delighted to be collaborating with the GREAT Britain campaign over the course of the 2017 season to encourage the world to visit, do business with, invest and study in the UK," said McLaren directors Mansour Ojjeh and Mohammed Bin Essa Al Khalifa at the launch.

"McLaren is a UK-based global sports and technology brand with a strong presence and following across the world that is synonymous with technology and innovation so partnering with the ambition of the GREAT campaign is a natural fit."

A standard bearer for STEM-related excellence and technological development in the UK, McLaren will be using F1's global presence as a mobile advertising board, taking British engineering into the Americas and the Far East to demonstrate that – come what may in a post-Brexit world – British engineering remains worthy of investment.

# What does it take to get a new F1 race off the ground?

Putting together a new Formula 1 grand prix from scratch is a massive economic and logistical challenge

## COST

CHRIS MEDLAND

**F**ormula 1 is an extremely desirable sport to be a part of. As a yearly global championship, it has no equal for reach, so there is no shortage of venues interested in hosting a race and becoming part of the calendar.

Unsurprisingly, hosting a grand prix is not the work of a moment. It takes meticulous planning, co-operation from numerous organisations and a lot of money. The Azerbaijan Grand Prix – known as the Grand Prix of Europe last year – is the latest to join F1's schedule, and to simply get to the point of signing a contract to be able to host the race took a full year.

The first idea came about at the end of March 2013, with the inaugural race being hosted in June last year. Like many races, the initial concept came from the local government looking at ways of putting the country on the global map.

"They evaluate internally what they can do to boost the economy," says Baku City Circuit chief executive Arif Rahimov says. "With all the different things, they try to see what has been done in the world to achieve those targets, they do their own figures and then say the direction they want to go in."

Once the event was identified and funding in place – from a mix of government backing and private investors for Baku – working out where the track will go became the biggest challenge.

"From the construction side we started working with Herman [Tilke – F1's renowned track designer] before we signed the contract," says Mr Rahimov. "One of the reasons is when you actually do sign the contract with Formula 1, you have to give some idea of what you want to do in terms of the circuit. So we had the first drafts of the circuit maybe half a year before we signed the contract."

Mr Tilke's expertise are well known as he has designed many circuits on the calendar, ranging from street tracks to permanent venues such as Bahrain. The track designer role extends from the circuit layout to the additional facilities such as the location of the paddock, executive boxes and media centre, down to the detail of where electricity and water will come from.



Mark Thompson/Getty Images

"Baku said it wanted a race and then asked – 'Is it possible to have a race here?'," Mr Tilke says. "That's the first question with a city track. If you have a blank sheet of paper then of course it's possible, but in a city you have to look. Three versions of track came up, so I was there having a look and then it was decided to go for the most complicated one."

"Then of course the FIA is involved, Baku engineers and architects are involved, it's a big team. You have the idea, then you work on the details. There's always a lot of problems to solve – you cannot knock down a building, you have to deal with the streets you have," says Mr Tilke.

Newest  
additions  
to the calendar

APR  
30

RUSSIA

Sochi was the venue for the 2014 Winter Olympics, with its first F1 race following in the same year on a circuit that winds around the Olympic Park.

JUN  
22

BAKU

A radical street race around capital city, Baku provides low and high-speed challenge as the tightest section in F1 old city walls.



**From the budget prospective initially nobody really knew how much it was going to cost**

Baku opted for an iconic layout circling the old city, which features a very tight section. The FIA F1 race director Charlie Whiting inspected the proposed layout even before the race contract was signed, and once approved, things got really busy.

The initial outlay is cheaper for a city circuit, with plenty of infrastructure in place. After analysing the impact on traffic, Baku spent \$12 million resurfacing roads to host the race. Over two years, around 10,000 people – including 5,000 volunteers – were hired to help deliver the event. It could call on the experience of a nearby race in Bahrain to provide marshals, but there is only a limited template for a city race.

## AZERBAIJAN GRAND PRIX



**\$80m**

cost of set-up



**\$12m**

cost to tarmac circuit



**10k**

people recruited, including 3,000 staff, 1,278 marshals from 22 countries and 5,000 volunteers



**25k+**

visitors from 47 countries

“From the budget prospective initially nobody really knew how much it was going to cost,” Mr Rahimov admits. “From the city races it’s not the same, because you can get a ballpark figure from permanent circuits but each city race is so different.”

The race contracts see the majority of venues spending tens of millions of dollars each year, with an escalator fee built in. But for street races, the additional costs of each individual event need to be factored in. Grandstands are erected and removed either side of the event, barriers also need installing and the centre of the city is shut down for a spell.

“From the perspective of actually building the circuit and delivering the facilities, we’ve managed to do it under \$80 million,” Mr Rahimov says. “Then for the years after it costs around \$15 million to reinstall everything and dismantle everything.”

It’s a massive outlay and time-consuming task to commit to, but worth the effort when up to 500 million people will be exposed to the three-day race weekend.

**OCT  
22**

### UNITED STATES

Austin became the home of the United States Grand Prix in 2012, with the Circuit of the Americas featuring an iconic, steep Turn 1. It is complemented by a vibrant, rapidly-growing city.

**OCT  
29**

### MEXICO

A return to the upgraded Autódromo Hermanos Rodríguez took place in 2015, with the iconic 180-degree Peraltada corner cut in half, replaced by an atmospheric and spectacular stadium section.

and Azerbaijan’s drivers with engines as well as 1 around the



# F1's challenge to get young blood on the grid

With competition stronger than ever to reach Formula 1, the lack of opportunities for young drivers creates a challenge for the sport

## NEW TALENT

LUKE SMITH

**W**ith the start of every Formula 1 season, there is an element of fervor and excitement that surrounds the new brood of youngsters gracing the grid and embarking on their grand prix careers.

Yet in 2017, the lack of drivers moving up to the pinnacle of motorsport became clear with just one full-season debutant joining the field.

Eighteen-year-old Lance Stroll made his F1 bow in March's Australian Grand Prix with Williams, becoming the second-youngest driver in the history of the sport, and the first to have arrived through the Fédération Internationale de l'Automobile's recently created Formula 4 category. The formation of national F4 championships acted as a first step for young talents coming out of go-karts, while the revival of Formula 2 in March created a set ladder for drivers: F4 to F3 to F2 to F1.

And yet Mr Stroll had not followed that blueprint. The Canadian won the Italian F4 series back in 2015 before spending two years in European F3, winning the title at the second attempt in record-breaking fashion. The victory was impressive, but not the catalyst in securing him an F1 seat. The key to joining Williams was a \$35-million contribution by his billionaire father, Lawrence Stroll. Despite appearing to have the talent to warrant a shot at F1 someday, without this funding a chance so early would have been unlikely.

Young drivers in F1 are not common. While the likes of Max Verstappen – F1's youngest-ever winner at 18 – and Esteban Ocon are future stars, their rise through the ranks has largely come as the result of support from junior programmes with

Red Bull and Mercedes respectively. For racers lacking this support, the mountain to F1 is a daunting – and expensive – one to climb.

The numbers involved prove the challenge racing youngsters face. A F4 season can be completed for around €200,000, yet even if a driver wins that with ease, moving up to F3 will see this figure escalate to €700,000. A year in F2 will then set drivers back €1.3 million. Finding sponsorship is an eternal battle for drivers.

One driver currently on the ladder towards F1 is Callum Ilott. The Briton is about to begin his third season in F3, and is one of the championship favourites, yet he is acutely aware of the saturation of drivers at the top that limits opportunities.

"I think to be fair there needs to be a freshening up of F1 drivers," Mr Ilott says. "There are a lot of drivers who aren't getting the opportunity that 20 years ago they would have. For the amount you put yourself through in the sport, to not get a shot in F1 is really harsh."

Much of this has been driven by the escalation of costs in racing, particularly in F1. The sport's new owner, Liberty Media, has a clear goal to make the sport more sustainable, ensuring that racing is affordable.

While this may reduce the need for teams to rely on finance from drivers to secure a seat, it is unlikely to create more real opportunities for young

**For the amount you put yourself through in the sport, to not get a shot in F1 is really harsh**



Friedemann Vogel/Getty Images



**1** Red Bull's Max Verstappen is F1's youngest-ever winner at 18

**2** Callum Iott, 18, is about to begin his third season in F3 with the Red Bull Junior Team

**3** Lance Stroll of Williams Martini Racing



drivers to prove their talent in F1 cars, with the chance to bolster budgets often being too lucrative to turn down. If Liberty can boost team numbers in F1 and create more seats, young drivers would have more opportunities in the pinnacle of motorsport.

A more direct approach to getting youngsters behind the wheel would also help freshen up F1's image. While teams are required to allocate half of their in-season running to junior drivers, this amounts to just two days per year. Were testing restrictions to be eased so that young drivers could get meaningful track time, perhaps even on race weekends – the idea of a third car in races for juniors has been floated – then it would aid the turnover of drivers.

“That’s what I think the sport should aim for,” says Mr Iott. “Instead of the real motorsport fanatics having to look at junior single seaters, you should be promoting junior drivers in F1. That helps young drivers, and if you promote them in F1, that opens it up for sponsors as well.”

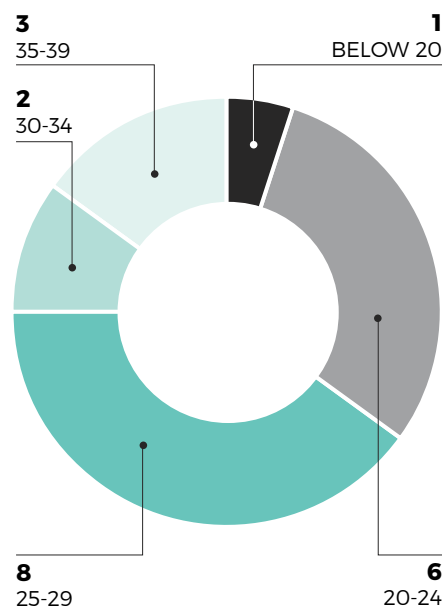
Boosting the number of fresh faces on the grid will also help Liberty in its bid to increase F1's appeal to a younger audience. The sport has great heritage, yet matching this up with the millennial age is a challenge – but it's one that youngsters can help with, their chutzpah and bravery proving popular.

“You see with Verstappen, he’s young, there’s a lot of personality and a lot of people like that,” Mr Iott says. “People love it. Personality and new things is what you want. That’s what you want to encourage.”

As Liberty pushes to increase F1's profile and fulfil the sport's potential, a youthful, fresh approach in all areas will be key – and it will be the racing stars of tomorrow such as Mr Verstappen and Mr Iott who help drive that change on track.

### AGE OF F1 DRIVERS IN 2017

As of the start of the F1 season on March 26



# Ten races that steal the crown

## TOP 10

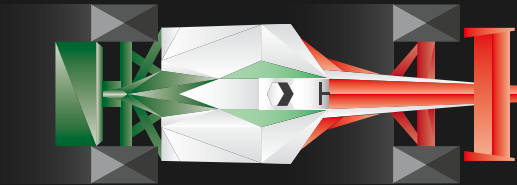
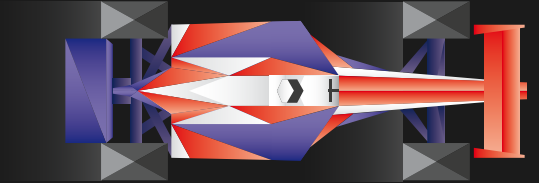
DAVID TREMAYNE

### Britain

**350,000**

Silverstone is the home of British motorsport, while the country is home to the majority of the teams. F1 has always had a huge following in the country and the British fans are

among the most knowledgeable in the world. Like the Italians, they are also among the most vocal, and Lewis Hamilton's vast popularity, allied to some very keen ticket pricing, led to the biggest official crowd of the season in 2016.



### Mexico

**339,967**

The Mexicans have always loved F1, since they started running F1 races at the Autódromo Hermanos Rodríguez in 1962. They lost the race after 1970 when unruly fans invaded the track, but it was

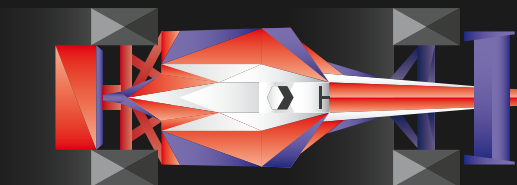
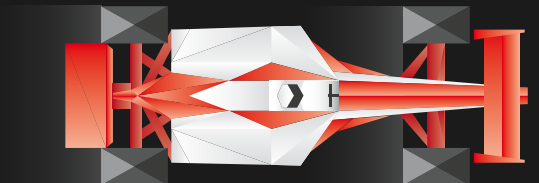
revived from 1986 until 1992. The third coming, in 2015, was massively popular, boosted further by drivers Sergio Perez and Esteban Gutiérrez representing their country, and the mood for a big celebration as the race was held on the Dias de Muertos weekend.

### Canada

**300,000**

The Canadians have always known how to stage a race, and the Circuit Gilles Villeneuve on the old Expo 67 site on St Lawrence River's Île Notre-Dame is a perfect location. It's

attractive and challenging, and easily accessible by train from downtown Montreal. It's very well promoted locally, and the city, especially areas such as the Rue Sainte-Catherine, comes alive with street parties all weekend.



### Australia

**271,800**

Like the Canadians, the organisers of the Australian Grand Prix know how to promote a big event. Albert Park is an attractive location, especially to families, and very easily accessible from the

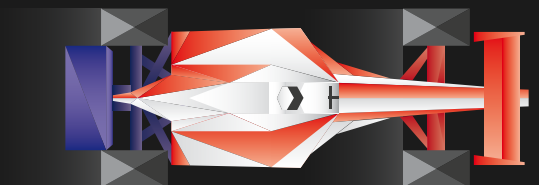
St Kilda region of Melbourne, by private car, taxi or tram. The city goes *en fête* for the weekend, with race-related events and street parties, and the fan access area outside the paddock where they can engage with drivers is another clever and hugely popular marketing ploy.

### Austin

**269,889**

Even when the rains came to Austin in 2015, F1 did its best to entertain the bedraggled but loyal fans, who were then allowed pit access to seek autographs. The Circuit of the Americas is a brilliant

track, and Austin, so proudly weird, an engagingly entertaining city for spectators outside of race hours. They were further rewarded in 2016 with the inspired idea to stage Taylor Swift's first big concert of the year as part of the spectacle, leading to record crowd numbers.





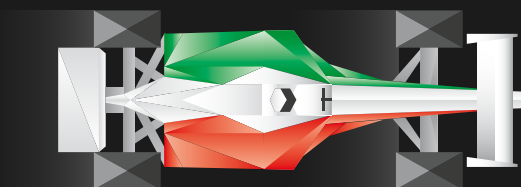
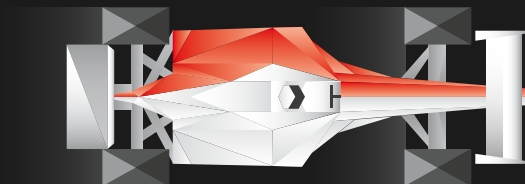
# crowds

Formula 1 is one of the most watched sports in the world, but which races have the largest attendances? And what are the secrets to their success?

## Singapore 219,000

The organisers of the Singapore Grand Prix have always had a very keen appreciation of the need to link the attractions of a wonderful, romantic city with the thrill of

high-speed racing machines. The fast and flowing Marina Bay Circuit street track features more corners than any other in F1, and the race was the first to be staged at night, adding to the glamour and party appeal of this tourist hub's event.



## Hungary 176,000

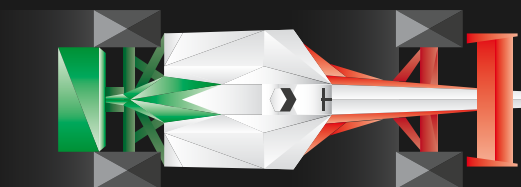
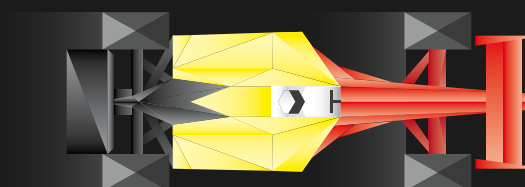
Hungarian Ferenc Szisz won the first ever grand prix in 1906. Perhaps that's why the Hungarian Grand Prix, inaugurated in 1986, has always attracted a strong crowd. The Hungaroring is

set in an amphitheatre not far from the burgeoning city of Budapest. The glorious summer weather has historically been another key ingredient for consistent success, as have the low ticket prices and cost to visit the capital.

## Belgium 150,000

The Spa-Francorchamps circuit, which winds through the densely forested Hautes Fagnes region of Belgium, has long been lauded as F1's most majestic and demanding track. It is frighteningly

fast, with many flat-out sweeping corners which sort the men from the boys. For many, the race is a pilgrimage, and the outlying campsites are usually packed. Success for Belgian youngster Stoffel Vandoorne has led to a boost in crowd numbers in recent times.



## Italy 147,500

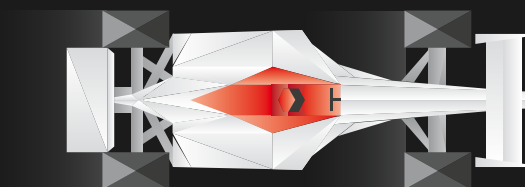
Italy is, of course, the home of Ferrari, the sport's greatest racing team, and one of the spiritual homes of motor racing. F1 is a religion to the *tifosi*, and the Autodromo Nazionale

Monza is their cathedral. First used in 1922, and thus the longest-established track on the calendar, it combines tight chicanes, fast sweeps and long straights where speeds regularly peak at 350km an hour, and is steeped in history.

## Japan 145,000

F1 might not be as popular as it once was in Japan, when in the 1980s and 90s the organisers of the grand prix held a lottery to determine who would win the right to tickets. But

the steadfast Japanese fans are nevertheless still hugely knowledgeable and enthusiastic, and the Suzuka Circuit is one of the most spectacular, demanding and challenging on the calendar, proving very popular with the drivers.





# The secrets of making a new F1 team work

Of the four new teams to try their hand at Formula 1 since 2010, only one remains on the grid. What is the secret to making a new F1 team work?

## NEWCOMERS

KATE WALKER

Seven years ago, Formula 1 welcomed three new teams onto the grid, the largest influx of new outfits to arrive in the sport in over a decade. But by the time the lights went out to mark the beginning of the 2017 season, all three of 2010's newcomers had disappeared, their assets and entries sold.

But before the last team standing of the class of 2010 hung up their racing overalls for good, an incoming American

outfit managed to rewrite the F1 rule-book, taking an innovative approach to the design and manufacture of their race car, and managing to score a respectable number of championship points in the process.

Why was Haas F1 able to be successful when Lotus Racing, Campos Meta and Virgin Racing – later to become Caterham, HRT and Marussia (then Manor F1) respectively – all failed?

Haas began their F1 campaign by partnering with Ferrari and chassis manufacturer Dallara in technology partnerships that enabled the team to focus on recruiting the right people rather

**It's all about the people, the equipment anyone can buy to be honest. But knowing the right people is about having the experience**





Haas F1 Team



Haas F1 Team

Part of that experience was Mr Steiner's own, but he acknowledges the heavy debt owed to Haas's technical partners.

"Without the partnership with Ferrari and the benefit of the experience of Dallara we wouldn't have achieved what we did," Mr Steiner says. "We are not the smartest people [in the paddock]. We don't think we're better than everybody else.

"We knew going in that if we came in like the other three new teams, if we just did more of the same, then we would fail like them. If you look at F1, it's very competitive. To come in here, at the level people are in this sport, from nothing, it's so difficult. Nothing is impossible, but to say 'I'm going to put a bunch of people together and within a year we will be able to up to the technology of the people already here', I'd be dreaming. I couldn't take myself seriously."

When 2010's three new teams entered the sport – four entries had been granted, but one effort was stillborn before the racing year began – they did so under a set of budget cap regulations that were quickly abandoned. It was a handicap from which it was impossible to recover.

Having scored points on debut at the 2016 Australian Grand Prix, Haas made history. Of 2010's three new entrants, only one scored points and then not until 2014. It was a model Haas was determined to avoid.

"When Gene [Haas] decided to enter F1, we tried to find another angle, to say 'Hey, can we work with somebody?'," Mr Steiner reveals. "We went out and looked for a partner, because to do more of the same we knew we would fail. Why do it? Gene isn't here to fail. If he knows he's going to fail at something, why would he do it?"

"We needed to at least try something different. Two years ago we said 'We think it will work'. We didn't know, because no one had tried it before, but we wanted to give ourselves a chance, to find another way. And I think we found another way, because at the end of that first year we did not come last."

That Haas was competitive from the very beginning was a vindication of its approach, which had initially been greeted with doubt by F1 insiders.

"There was a lot of scepticism about the new team [when we joined], which I can understand, because the teams who came before didn't deliver what they promised they were going to deliver," Mr Steiner admits. "But the FIA and FOM believed in us, and they gave us a license. I think we delivered what we said we were going to deliver.

"We wanted to be respectable, we wanted to try and score some points, and we thought that was realistic. And we did it. You just need to manage your expectations, because people want to hear you say you'll achieve great things and they want to see you fail."

than securing the right equipment. The partnerships were a first in modern F1, and allowed Haas to outsource a certain amount of the car's design to acknowledged experts in the field.

"I've worked in motorsport for 27 years, so when we started I knew who I wanted to recruit," says Haas F1 team principal Guenther Steiner. "That's the biggest thing for a team, you try to find the right people. It's all about the people, the equipment anyone can buy to be honest. But knowing the right people is about having the experience, and if you come into this game without experience, it's difficult."

**F** 2017 FORMULA 1  
SINGAPORE AIRLINES  
SINGAPORE GRAND PRIX  
15.16.17 SEP 2017 MARINA BAY STREET CIRCUIT

# The night race a decade on

The unique Singapore Grand Prix, now nearly ten years old, continues to bring in global audiences and remains one of the most exciting events on the F1 calendar

Ask an F1 fan for the most recognisable race and you'll get two instant answers. There's Monaco, obviously. The tight street circuit brings cars to a near-standstill as they swivel around hairpin after hairpin, super-yachts parked in the background and supermodels swaying in the foreground. The race is so old, running since 1929, it predates the World Championships.

And then there's Singapore. The night race. The inky black circuit ablaze with floodlights. Cars race in saturated colour against a silhouetted world. In just a decade Marina Bay has become iconic. Unmistakable.

Today the concept of a night race is so popular it seems obvious. Not so back in 2008 when Singapore held the first race. The concept seemed a little too risqué. Doubters suggested the lights might fail or rain might bring the race to a halt. And then the lights went up, the first practice session began, and the theatrical qualities were immediately obvious. TV audiences saw the full cinematic effect. And the 300,000 on-site spectators got to party after dark in what turned out to be one of the most thrilling and controversial races in F1 history.

The reception was a sensation. McLaren's then-chief executive Ron Dennis called it a "real big step in the history of Grand Prix racing". Three-time world champion Sir Jackie Stewart said the race was such a triumph





it put a new gloss on the motorsport series. The races since have been electric year after year. The ultra-high speeds combined with manic turns leads to a furious battle. It's what you get when you create a track solely for F1 adrenaline. Lewis Hamilton calls it "my kind of track".

And today? Singapore is a highlight on the calendar. There are two reasons for this. Huge investment in the fan experience has turned Singapore into a festival as much as a race. Fans travel from all corners of the globe for lavish dining and partying. Where else can you dine like a Renaissance monarch before rocking out to Queen + Adam Lambert, Bon Jovi, and Katy Perry?

And there's a serious side to Singapore too. The city state has carved out a reputation as the world's most prosperous business hub. The World Economic Forum ranks it as the most open economy on earth. GDP per head is always in the top three of any ranking. The F1 race doubles up as a chance for executives to meet. A rival to Davos, with burning rubber rather than snow. The location makes perfect sense: a happy mid-way point for Australian mining executives, Japanese technology bosses, German

manufacturers and British investors to meet on neutral ground.

Fusing the party and the networking together is the race itself – and here Singapore has a few secrets to tell. Fans know it as a perennial thriller. Not all know why.

## 300,000 on-site spectators got to party after dark in what turned out to be one of the most thrilling and controversial races in F1 history

The track design is key. The Marina Bay Street Circuit was designed to be complex and fast. It has more turns than any other circuits, necessitating a gruelling five thousand gear changes – half as many again as a normal circuit. The braking G-forces stack up to give the drivers a gruelling challenge like no other.

This year's race should be more unpredictable than ever. The Fédération Internationale de l'Automobile (FIA) has tweaked the car design to ramp up speeds and downforce. Tyres are wider by 25 per cent, turning the 13-inch rear wheels from 325mm into 405mm monsters. The extra grunt and grip is estimated to drag down lap times down by 3 seconds. This in a sport where shaving off a tenth of a second is an engineering feat.

The result is a race weekend with more variety, more style, and more opportunities to connect with fellow fans and business colleagues than any other. The drivers adore it. Red Bull Racing F1 driver Daniel Ricciardo says: "There is something about night races, which makes them just different. Visibility is still the same, but you just see the sparks that come off the car better and it really is a good atmosphere in Singapore...for concentration it's really impressive how much you need to stay focused for this race in particular." Even non-F1 fans come for the unique atmosphere.

This year's music includes full-length concerts by Duran Duran and OneRepublic, including debut Singapore performances by Ariana Grande, George the Poet, Lianne La Havas, Seal and The Chainsmokers. It's why the Daily Telegraph says: "As an event, it is almost unsurpassed. It has quickly become one of the best on the calendar." Yahoo7 Entertainment adds: "The Singapore GP may just be the best music festival ever."

In just a decade Singapore has become a destination for all sports fans who want to experience first hand the excess, drama and finesse of this extraordinary night race.

**For more information,  
log on to  
[www.singaporegp.sg](http://www.singaporegp.sg)  
or call +65 6738 6738**

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# Singapore GP in numbers

The annual FORMULA 1 SINGAPORE GRAND PRIX is one of the world's most incredible sporting spectacles. The city backdrop, F1 cars threading the barriers at up to 320km an hour, all with the Marina Bay Street Circuit lit up bright. For the drivers, it's a huge challenge with a busy 5km lap, including 23 corners and few places to catch your breath amongst the concrete barriers.

**5.065km**

total length of the track

**5,000**

approximate number of times  
drivers change gear during the race

**320km/h**

fastest speed reached,  
between turns 6 and 7

**61**

laps to complete the race

**1,600**

approximate number of light  
projectors around the circuit

**23**

most number of turns  
in the F1 calendar

**25**

number of superscreens  
around the circuit

**57km**

of fibre optic cables  
around the circuit

**1:47.187**

record for fastest lap, set by  
Daniel Ricciardo in 2016

**1,100**

volunteer race marshals

**700tonnes**

approximate weight of F1 cargo  
flown in on seven jumbo jets

**900kg**

of lobster served on race day

**\$150m**

cost of hosting the race

**9,099**

bottles of champagne  
served over three days







# What to expect from F1's new American owners

Following Liberty Media's acquisition of Formula 1 in January, questions remain over whether the sport will face evolution or revolution

## OWNERSHIP CHRIS MEDLAND

Formula 1 took a step into the unknown in January with the acquisition of the sport by Liberty Media. A complex deal suggests the new owners see great potential in the already-profitable sport, so what will change?

While fresh ownership is not totally alien, what is new is the leadership structure as Bernie Ecclestone was made chairman emeritus and replaced by the trio of Chase Carey, Sean Bratches and Ross Brawn.

Most changes will take time to implement, but the removal of Mr Ecclestone was a clear message from Liberty that it means business.

As chief executive as well as chairman, Mr Carey will act as the central figure in difficult discussions behind the scenes. In essence, he is the new Ecclestone, but the supporting cast of Mr Brawn and Mr Bratches highlight just how different the approach to F1 ownership will be.

Mr Brawn's role is predominantly on the technical side. For the first time, F1's owners will have a department dedicated to the planning of future regulations, working alongside the Fédération Internationale de l'Automobile – the sport's governing body otherwise known as the FIA – to try and give themselves a better product to sell.

"While we are not a racing team per se, we are a team and the fact there are three of us now carrying out a role that used to be handled by Bernie, I think is making a statement about where we want to go," Mr Brawn says.

"Certainly the role that I'm going to perform hasn't been done by FOM [Formula One Management] before. My role will be to be proactive to work with the teams, work with the FIA to find the right solutions to make our sport as great as possible in the future.

"By great, I mean close racing, healthy teams, true meritocracy of drivers and all the things we know we'd have in a perfect world. We want to try and build that perfect world, certainly from a racing side."

**Our job is to find partners that pay us well but also help us to build the product**

If Mr Brawn can deliver that aim, then Mr Bratches will have an easier job monetising it. The American has three decades of experience in the sports media business and will work with sponsors and promoters, as well as increasing F1's digital presence and handling its media rights business.

Red Bull's Daniel Ricciardo with Chase Carey, the chief executive and executive chairman of the Formula One Group

As such, Mr Bratches can have a more immediate impact. Already there are small changes such as an easing of social media restrictions for teams, with Liberty focusing on ways of complementing its media rights offerings rather than simply ring-fencing broadcast content.

One of the sport's biggest sources of income is the race hosting fees, and on this front there is already movement. Calendar changes were always likely as Liberty wants to protect the European heartland but exploit the untapped potential of the United States. To do so, some races need to be replaced, and Malaysia has already ended its deal one year early.

As Mr Bratches looks to tailor media rights more to each market, similarly Greg Maffei – Liberty Media Group president and chief executive – suggests race promoters need more freedom.

"I think it's our job to do far more to help the promoters to be more successful," Mr Maffei says. "Frankly Bernie's attitude was 'How much can I extract from them?' I heard him call them the victims! 'How much can I extract? How much upfront?'"







“So we end up with races in places like Baku in Azerbaijan where they paid us a big race fee but it does nothing to build the long-term brand and health of the business. Our job is to find partners that pay us well but also help us to build the product and it’s incumbent upon us to bring best practice.

“Some of the races which are considered the most exciting – Abu Dhabi, Singapore night race, Mexico City – what’s going on well in those races? We need to share that better with the promoters in each of the cities where things are less successful.”

One thing Mr Maffei’s comments highlight is Mr Ecclestone’s need for quick profits. The biggest difference under Liberty will be a more long-term view, at times forsaking the immediate return in favour of strengthening the sport overall and growing its all-round value.

But there are more difficult discussions to be had within the sport. Liberty wants to move towards a more equitable revenue distribution, which will be met with resistance if any team sees a reduction in its earnings. The thinking here is a more even



Bernie Ecclestone, former chief executive and current chairman emeritus of the Formula One Group, arrives at the Bahrain Grand Prix in April

split of resources for the teams will lead to closer competition and also make it easier to implement a cost cap if desired.

Fortunately for the new owners, the contracts governing such payments run until 2020, giving it plenty of time to show improvements in other areas before needing to get teams on board.

F1 made huge profits under Mr Ecclestone, and Liberty won’t want that to change, so the name of the game is evolution rather than revolution.

## F1 takeover

COMPLETED JANUARY 18, 2017

**\$8 BILLION\***  
Enterprise  
value of F1

**\$4.4 BILLION\***  
Equity value  
of deal

**BERNIE  
ECCLESTONE**  
appointed  
chairman  
emeritus

**CHASE CAREY**  
Chief  
executive

**ROSS BAWN**  
Managing  
director (sporting)

**SEAN  
BRATCHES**  
Managing  
director  
(commercial)

\* Calculated at time of transaction announcement



RACONTEUR