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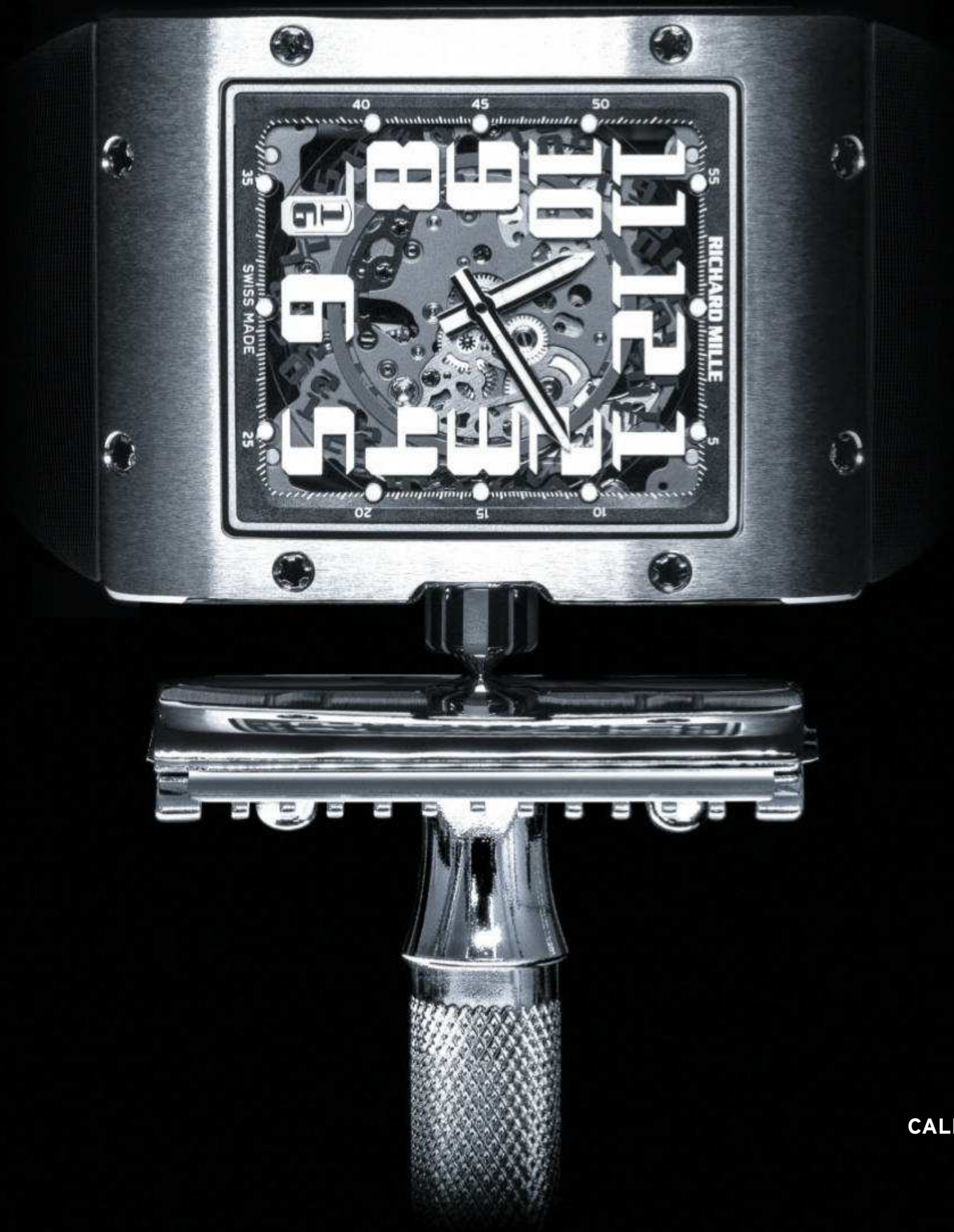
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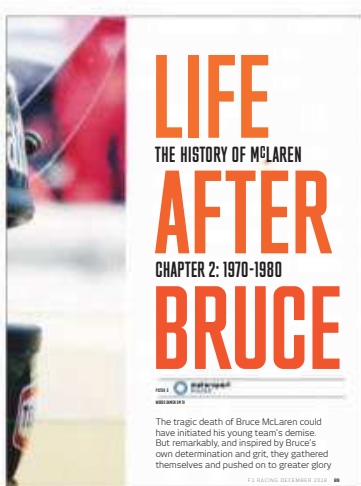
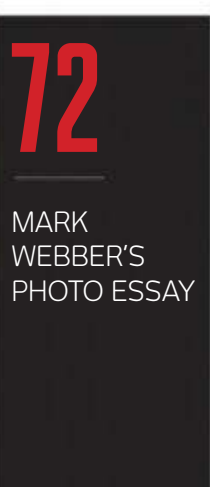
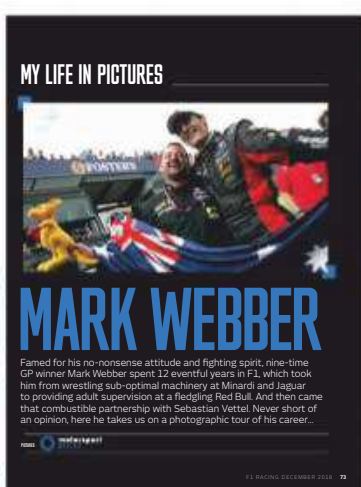
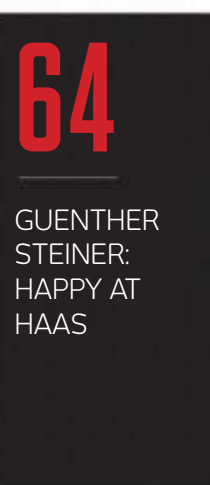
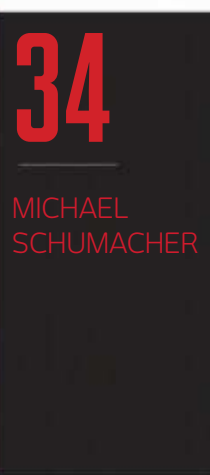
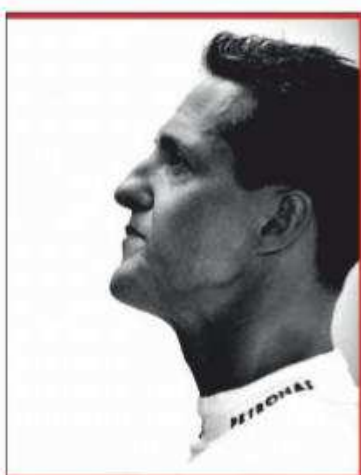
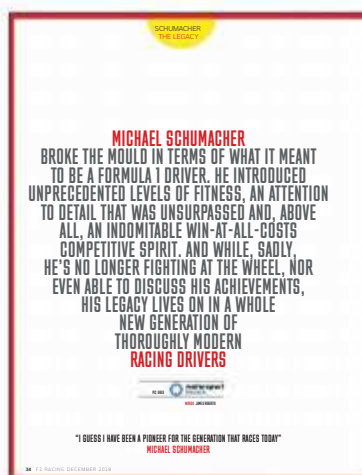
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Contributors



ALISTER THORPE

He's photographed plenty of stars for *F1 Racing*, but until now Alister hadn't added Luca Di Montezemolo to the list. See page 44



JAMES ROBERTS

Our associate ed assesses Michael Schumacher's lasting legacy (p34) and visits the must-see Schumi museum (p44)



SCOTT MITCHELL

One recent recruit to the *F1* circus interviews another, George Russell, on page 62. True story: Scott once donated his hair to charity



ANDREW VAN DE BURGT

Editor in chief 'VdB' took a break from endless meetings to pitch your questions to Brendon Hartley (p78)

Hamilton is now Schumacher's natural heir

As a youngster growing up in the nineties, beginning my own discovery of Formula 1, Michael Schumacher was the nemesis for a Damon Hill fan like me. On-track, Schumi was the driver I wanted Damon to be: a stupendously rapid and ruthless winning machine. Off-track, he appeared swaggeringly arrogant, which is why I was drawn towards Hill's humbler character – even though it was clear he was the lesser driver (sorry Damon).

Whatever I felt about Schumacher personally, I couldn't help but respect his driving brilliance. My dad always preferred Michael. But he saw Senna race, and presumably recognised that same capacity for changing the face of the sport Schumacher came to redefine and dominate for the best part of 10 years – until someone called Fernando Alonso came along and finally knocked him off his perch.

In this issue, we pay homage to Michael Schumacher, kicking off a series of special events across the Motorsport Network, as the great German driver will turn 50 on 3 January. The man himself sadly remains shut away from public life as he battles to recover from head injuries suffered in a skiing accident five years ago, but the legacy he left *F1* is still there for all to see. Michael's methods have galvanised a whole generation of drivers to aim for ever greater heights.

Perhaps no driver embodies that better than

Lewis Hamilton, a driver inspired by Senna but achieving like Schumacher, who increasingly looks primed to eventually topple Michael as the most successful driver in *F1* history. Hamilton's method is different, but he is in the process of similarly raising the bar for modern drivers. Having wrapped up his fifth world championship with two races to spare in Mexico, Hamilton has now equalled the late Juan Manuel Fangio, a man Hamilton refers to as 'the Godfather' of *F1*. Schumacher is the only target left.

It's conceivable Hamilton could match Michael's tally of 91 wins and seven titles before his current contract expires at the end of 2020. That's easier said than done, but what once seemed unfathomable – to Hamilton as much as anyone else – now seems perfectly feasible, especially if Lewis decides to stick around for 2021 and beyond, and Mercedes remain competitive through another major rule change.

Presently, Lewis is utilising the incredible juggernaut Mercedes have created in the hybrid era to stunning effect, in the same way Schumacher and Ferrari swept all before them after the turn of the Millennium. We at *F1 Racing* congratulate Lewis and Mercedes on their fine achievements this year. Whatever your feelings about Hamilton personally, you cannot help but respect his Schumacher-esque brilliance. If Alonso was Schumacher's conqueror, Hamilton is surely his natural heir.

Team principals

Editor
Ben Anderson
Editor in chief
Andrew van de Burgt
President, Motorsport Network
James Allen

Pit crew

Group managing editor
Stewart Williams
Executive editor
Stuart Codling
Associate editor
James Roberts
Art editor
Frank Foster
Deputy art editor
Jack Woolrich

Principal photographer
Steven Tee
Columnists
Edd Straw
Pat Symonds
James Allen
Nigel Roebuck
Photo agency
Motorsport Images
Group publishing manager
Sunita Davies

Production controller
Ben Webster
Office manager
Joanne Grove
Editorial tel
+44 (0)20 3405 8100
Advertising UK sales manager
Ben Fullick

Subscriptions

Email: help@asm.secureorder.co.uk
Customer hotline/back issues 0344 848 8826
Senior direct marketing executive
Victoria Greenwood



Our partners



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Hamilton's title-winning 'high five'

Lewis Hamilton matched the great Juan Manuel Fangio by securing his fifth world drivers' championship in Mexico.

In the immediate aftermath of the race, Mercedes kicked off a hashtag (#HiFive) that, unsurprisingly started trending on social media.

Once Hamilton finished his round of TV and press interviews, followed by an engineering debrief, he appeared in the pitlane in front of his garage for the team photograph.

Draped in a Union Flag, the champion was doused with champagne by his mechanics and in the photographic scrum showed off his own version of a high five...



Photographer

Manuel Gorla/Sutton Images

Where Mexico City, Mexico

When 5.26pm, Sunday
28th November 2018

Details Canon EOS-1DX MkII,
37mm lens, 1/1250th @ F5.0





Hamilton's donuts have a new flavour

In celebrating his world championship success, Lewis Hamilton caught a few of us by surprise after the race.

When he won the title at this grand prix last year, he did his 'donut' celebrations across the colourful painted Mexico track signage and so I positioned myself on that side of the circuit, hoping to grab a tight full frame.

But when he chose to light up the rears and spin his Mercedes on the other side of the track, I was suddenly on the wrong lens.

Without time to fit my 600mm, I zoomed out the 70-200mm to a 70mm focal length to incorporate a wider angle and make use of the Mexico lettering on the track.



Photographer

Glenn Dunbar/LAT

Where Mexico City, Mexico

When 2.53pm, Sunday
28th November 2018

Details Canon EOS-1DX MkII,
70mm lens, 1/800th @ F2.8

Lewis gives the fans his Mexican wave

The Autodromo Hermanos Rodríguez in Mexico City has a unique *parc fermé* within the Foro Sol stadium section.

Because it's essentially part of the race track, there is a limit on both the number of photographers that can access the area and a restriction on movement within it.

After Lewis Hamilton had completed his donuts, he jumped out of the car and waved to the huge, 30,000 crowd that sits in that arena.

I shot him on the far left to try and fill as much of the frame with fans. The only disappointment from an artistic perspective is that a small aerial from a TV camera is sticking up in front of his right shoulder...



Photographer

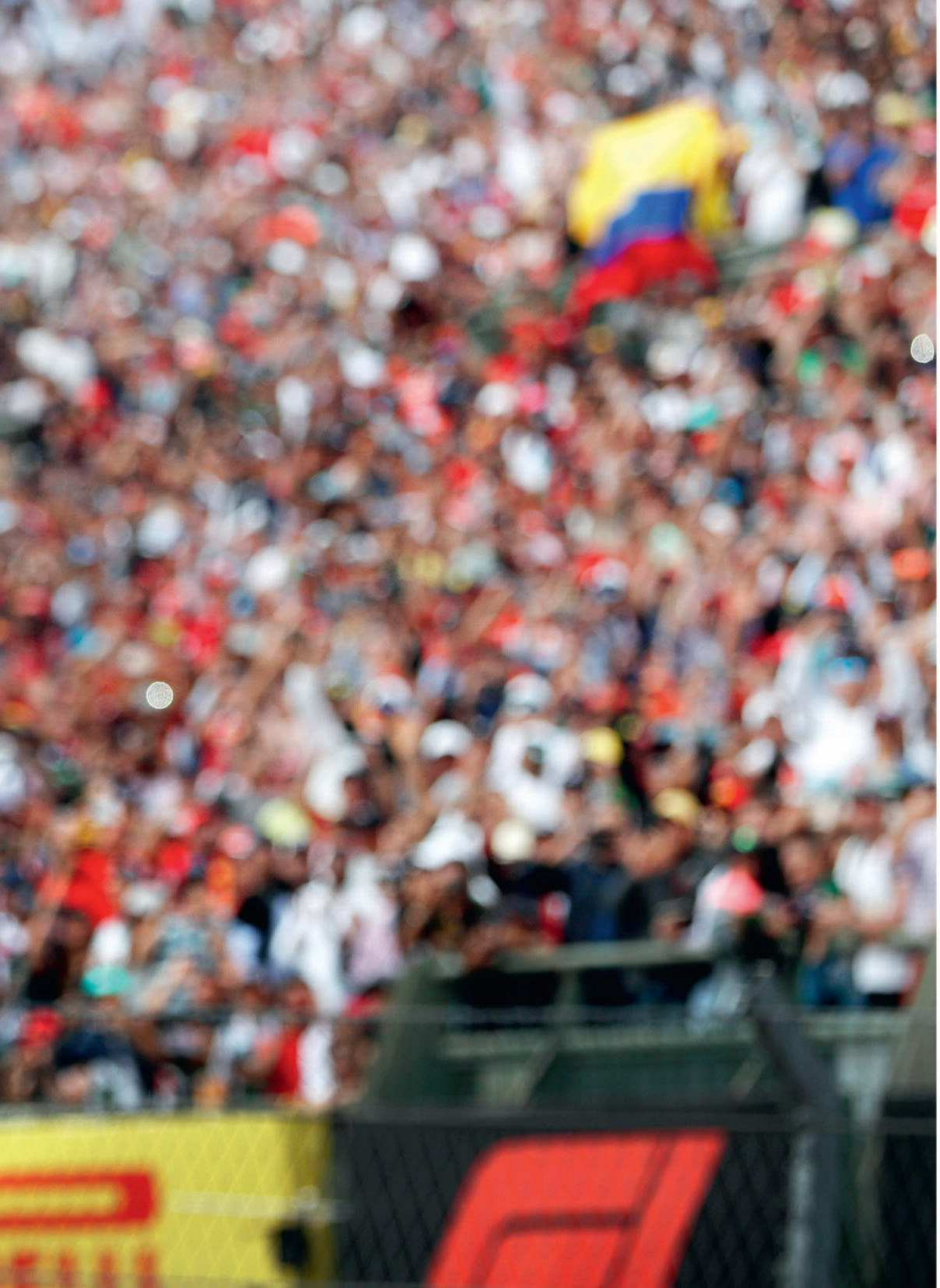
Steven Tee/LAT

Where Mexico City, Mexico

When 2.55pm, Sunday
28th November 2018

Details Canon EOS-1DX MkII,
16mm lens, 1/1000th @ F3.5





Driver-in-loop celebrations

We all knew that if Lewis Hamilton won the world championship he would perform his celebrations within the Foro Sol stadium section. To prepare for this, all of LAT's photographers were positioned in various locations around the spectator arena.

Unlike 2017, he performed his donuts closer to the crowd and right in front of where I was stationed, so I was able to capture him mid-spin.

I presume he still had to be delicate on his car's engine and gearbox, which have to last for another race, so he only performed two spin turns.

That puts a premium on getting shots like this right first time.



Photographer

Joe Portlock/LAT

Where Mexico City, Mexico

When 2.53pm, Sunday
28th November 2018

Details Canon EOS-1DX MkII,
500mm lens, 1/500th @ F6.3





The man at the centre of attention

Every year the new world champion poses with his team, then afterwards there is a scrum where photographers and TV crews surround them to capture more intimate moments of joy.

For those main team celebrations I was shooting on a longer lens and focusing on Hamilton, but then I had to swap cameras, so I came to the scrum late and behind a number of other photographers.

I used a wide lens to show the extent of the group surrounding him, but that also enabled me to capture the crowd in the grandstand above the pits.

As the skies are darkening, Hamilton stands out in this one frame as he's lit by another camera's flash.



Photographer

Zak Mauger/LAT

Where Mexico City, Mexico

When 5.26pm, Sunday
28th November 2018

Details Canon EOS-1DX MkII,
14mm lens, 1/1250th @ F2.8





HAMILTON ON THE KEY TO HIS 2018 SUCCESS

01 **Lewis Hamilton somewhat stumbled** to the finish line of his world championship title quest by labouring to a frustrated fourth placed finish in Mexico, but the struggles that day did little to take the shine off what has otherwise been another exemplary campaign from the now five-time Formula 1 champion.

It wasn't a perfect year by any means, as there were difficult races like in China and Canada where he and Mercedes had no answer for Ferrari. But it was when the season hit the home straight after the summer break that



A joyous Lewis Hamilton celebrates a fifth world championship title

he and the team really went up a gear.

Understanding why the second half of Hamilton's year was so much better than the first is not an easy task, but there is a suggestion the strength of the post-summer Hamilton was perhaps the result of the weaknesses exposed by the pre-summer version.

Mercedes boss Toto Wolff, who has enjoyed a closer relationship with Hamilton this season that at any time since they first teamed up in 2013, has long lived by the management mantra that it is the bad days that are the most important for any organisation.

One of his favourite phrases is: "Each day we fail is a day for our rivals to regret, because these are the days when we become even stronger to beat them again."

That rings true for Hamilton and Mercedes this year – especially so because it was the hardest moments that helped instil the message that only perfection was going to be good enough.



“Through the year there were a lot of testing times for us,” admitted Hamilton after taking the crown. “It took some special laps, it took some special moments in the car and I honestly could just re-live those moments all the time. Some of those experiences I had in the car were really magical.

“These guys in the garage have just been flawless every single weekend, with our pitstops, with our decision-making in the background, strategy and set-up. That has been key. Ultimately, for me, I feel like I can drive anything and I feel I can take the car to places that nobody else can. But to do that, you have to get the car in the right place and so that means you’ve got to work with the team, to help unleash what’s great within them so that you can unleash the greatness in yourself.”

There are other factors that contributed to Hamilton hitting peak form. Off-track he seems to have found the perfect lifestyle balance: and his superstar status is something now that people admire rather than criticise.

Mercedes’ decision to team up with Tommy Hilfiger this year also brought in a sponsor that Hamilton is enthused to work with: and there seems to be a sense of real satisfaction at having helped produce his own clothing range.

“I think being able to tap into your creativity is only a positive, there’s no negatives about that,” says Hamilton of the Hilfiger partnership. “Naturally people will have opinions for and against things that you do, but one thing for me that all of you will know – and I don’t do everything perfectly and I don’t always say the right things – but one thing I do do is I do me.

“Only I can live my life the way I live it and it can’t be steered by anyone else. I try to do the right things in order to be my best. Having these opportunities to do these other things, tapping into a different part of the mind, naturally doing these things outside a race and it has nothing to do with being a racing driver, I think it’s keeping the brain stimulated and knowledge is power, so naturally when you’re learning new things, when you’re experiencing new things, you’re gaining knowledge as you travel the world.”

Attention of course now shifts to the future, and what Hamilton can go on to achieve. Having become only the third man after Juan Manuel Fangio and Michael Schumacher to win five titles, the seven crowns and 91 wins that Schumacher racked up is now the clear target for Lewis. But, as F1 has shown many times, success in the past is no guarantee of success in the future, which is why Hamilton is taking nothing for granted.

“Whether or not I’m going to have the chance to win more, who knows – but I’m going to give it everything to do so – but I think just one step at a time,” he says. “The 91 wins that he [Michael] has, that’s a lot of wins. There’s still a long way to go but I’m here for a few more years, so I’m hoping that I can at least get close.”

“ONLY I CAN
LIVE MY LIFE
THE WAY I LIVE
IT AND IT CAN’T
BE STEERED BY
ANYONE ELSE.
I TRY TO DO THE
RIGHT THINGS
IN ORDER TO BE
MY BEST”

LEWIS HAMILTON

POINTLESS OR A NEW PATH TO F1 FOR WOMEN?

Could Formula 1 be about to end a four-decade drought and finally get a woman on the starting grid? That is the wish of the backers of the new all-female W Series, which include 13-times GP winner David Coulthard.

F1 hasn’t had a female driver start a race since Lella Lombardi did so at the 1976 Austrian GP. There’s been no shortage of hopefuls since – with Divina Galica, Desire Wilson and Giovanni Amati all trying, and failing, to qualify for a world championship race. Most recently, Susie Wolff took part in free practice sessions for Williams in 2014 and 2015, while last month Tatiana Calderon completed a Sauber filming day in Mexico.

Stepping in to try and move things forward is W Series – which will organise a six-round series with F3-style cars in 2019. It will support the DTM, with a top prize of \$500,000 for the winner. Entry to females will be free, but hopefuls will have to pass a strict assessment programme to make sure they are good enough.

The series has divided opinion among female racers. Some have welcomed a new opportunity to showcase

their talents, others are hugely sceptical – and have hit out at the gender segregation that lies at the heart of the new concept.

IndyCar driver Pippa Mann was perhaps the most outspoken, as she suggested W Series was a backwards step because females would no longer be competing on equal terms with males. “Those with funding to help female racers are choosing to segregate them as opposed to supporting them,” she wrote on Twitter.

“I am deeply disappointed to see such a historic step backwards take place in my lifetime.”

Coulthard argues there is little chance of seeing a female F1 driver in the near-future unless something different is tried. “To quote former McLaren boss Martin Whitmarsh, if you want a fundamental change in the outcome then you need a fundamental change in the process,” he says. “W Series is a fundamental change.”

Coulthard is clear that W Series doesn’t want to simply create a young female drivers’ academy to potentially find a superstar in five or 10 years’ time. It’s about finding who the best female driver is right now.



Lella Lombardi, in action in Austria in 1976, was the last woman to start a world championship GP



“Anyone that has got anything to say about segregation, show me any other sport, other than horse racing, where women and men don’t compete separately. I have no problem knowing who the best female tennis player is, who the best female sprinter is...”

There is no grand illusion that W Series will suddenly allow a flood of females to knock on the doors of F1 teams – or that we will have a woman world champion in the very near future. But if it helps potential talent get some attention and helps contribute to a change in attitudes then Coulthard says it will have succeeded.

And asked if he believes a woman could succeed in F1, Coulthard says: “Yes. I just don’t know at what level. The current baseline is Lewis Hamilton. Can they be as good as Lewis? I don’t know. I know there are a lot of men who are not as good as Lewis. If we don’t create a platform that may accelerate access, then nothing is going to change.”

NEW HOME FOR F1 OUTCASTS?

03

There once was a time when, if you ended up sidelined from Formula 1 and didn’t fancy racing on ovals or in touring cars, the only way to extend your career in top-line circuit racing (with a nice salary to match) was in sportscars. This tried and trusted route has helped many a fading F1 star stay in action until the time came for them to hang up their helmet for good.

But now there is another way, one that is not only becoming the preferred path for grand prix outcasts but



Could Fernando Alonso be tempted by Formula E in the near future?

also a tempting re-direction for younger drivers who still harbour F1 ambitions.

The stampede of manufacturers to Formula E to coincide with the second generation of cars has created a buzz around the electric racing series, and that excitement, allied to some extra cash floating around, is shaking up the Formula E driver market and having a ripple effect on Formula 1.

Out of the 22 drivers that will line-up for season five ▶

F1 DIGEST

THE MONTH’S BIG STORIES AT A GLANCE

11.10.18 Formula 1 rules out changes to points system for 2019

12.10.18 Mercedes protégé George Russell named as Williams driver for the 2019 season



17.10.18 FIA clear Mercedes wheel hub design after Ferrari query



18.10.18 Renault to design all-new engine for next season after ‘Spec C’ limits exposed

20.10.18 Teams barred from trialling 2019-spec wings at post-season Abu Dhabi test

24.10.18 Niki Lauda leaves hospital after successful lung transplant

30.10.18 GP3 racer Tatiana Calderon drives Sauber Formula 1 car on filming day in Mexico



04.11.18 Ferrari team principal denies rumours of rift with tech director Mattia Binotto

05.11.18 Senior engineer Rob Smedley to leave Williams after conclusion of this season



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“WITH ALL OF THE IDEAS AROUND FORMULA E, NOW I HAVE FINISHED MY CAREER IN FORMULA 1 IT IS INTERESTING”
FELIPE MASSA



Felipe Massa is the latest ex-F1 driver to throw his hat in with Formula E

when it begins in Saudi Arabia next month, there will be seven former grand prix stars, with the most recent converts being Felipe Massa, Pascal Wehrlein and Stoffel Vandoorne.

Massa, who weighed up numerous options as his F1 career ended (for a second time) in 2017, says the hype around FE right now makes it properly attractive.

“I don’t really like the idea of racing in a championship that is only one-team racing,” he says. “This is something that I was not really interested in. I think there is all of the attraction for the show [in FE] if you see all the countries it is racing [in].

“Amazing towns, they are city tracks but you also really feel the people close to you. It’s the show, the competition and it’s quite unpredictable to see who is going to win the race. With all the ideas around Formula E, now I have finished my career in Formula 1 it is interesting.”

Could one of Massa’s former F1 team-mates, a two-time world champion no less, also be interested in jumping on this bandwagon? Vandoorne’s recent move to the Mercedes-affiliated HWA squad, after losing his McLaren F1 seat to Lando Norris, could prove crucial.

If a driver as competitive and in the prime of his career as Vandoorne is so willing to throw his hat into the Formula E ring after finding his F1 ambitions frustrated, what chance of the series pulling off a coup and grabbing an established Formula 1 superstar like Fernando Alonso?

In the days after the confirmation of Vandoorne’s switch, the series and Alonso got involved in some Twitter banter as Formula E cheekily suggested the Spaniard should join his McLaren team-mate in moving to the all-electric series. The idea was not dismissed clearly on either side.

For Formula E, an Alonso move in the next few years would bring massive publicity and attract the kind of media and sponsorship interest that would help properly establish the series in the mindset of fans. Although Formula E would have been automatically dismissed by Alonso in recent years – with the old generation of cars too slow and the championship facing too many sceptics – times are changing and those two negatives are gradually fading away.

The arrival of Porsche and Mercedes as works teams for season six in 2019-2020 will bring more prestige for Formula E – and perhaps most importantly the possibility for the kind of pay cheque that would entice a megastar like Alonso.

PROMOTION

TWO MORE INFINITI WINNERS REVEALED



Two engineering students are heading to the UK for a Formula 1 work experience placement at Renault after winning the USA and Mexican finals of the 2018 Infiniti Engineering Academy.

Sabré Cook, 24, a mechanical engineering student from Colorado University (pictured above) and 20-year-old Mexican Patricio Barroso Rios (pictured below) will both also spend six months at Infiniti’s Technical Centre Europe in Cranfield.

“I am absolutely delighted to have won and I’m really thankful to Infiniti for this opportunity,” said Cook after Renault’s Nico Hulkenberg revealed she had beaten the other finalists. “When I met the other candidates, I was aware how smart they were and the passion they had for engineering, so I knew it was going to be very difficult to win.”

In both Austin and Mexico the young engineers took part in a number of hands-on tasks, such as building a functional dragster model, and a rapid cognition test devised by decision science specialists at Harvard University, which is designed to test their teamwork skills and capacity to be decisive under pressure.

The Infiniti Engineering Academy was launched in 2014 and the prize for the seven regional winners is a 12-month placement split between Renault and Infiniti. If you’re a current engineering student and fluent in English then visit <http://academy.infiniti.com> for more information.



MALCOLM GRIFFITHS; ALASTAIR STALEY; OTHER PICTURES: INFINITI



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THE F1 ANALYST

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Often overlooked is that Hamilton is an adaptable driver. In his early years, he was famed for his late braking and aggressive rotation of the rear on turn-in. That's still in his armoury, but over the years he has started to turn in a little earlier, letting the car settle into the corner. He still carries in tremendous speed, but whether it's to engineer-in a small margin, or because of the ever-rising weight of grand prix cars making them lazier, it works. Other greats have followed similar trajectories, Jim Clark for example. It's all about tempering that sheer speed with the nous that experience gives you.

The best drivers are adaptable. On the current grid, Hamilton perhaps stands alongside Max Verstappen and Alonso as the ones most capable of extracting speed from most situations. But what of his problems early this season? By his own admission, at times he was like a golfer used to hitting eagles piecing together a round of pars and bogeys, but through those difficult times he still managed to lead the championship after his fortuitous victory in Azerbaijan. That

you win championships on your bad days is an aphorism proved time and time again.

After that win, his heartfelt expressions of sympathy for Mercedes team-mate Valtteri Bottas, who suffered a right-rear blowout while leading, and admission that he didn't deserve to win, were criticised by some. One of the problems Hamilton does have is that often sincere utterances come across badly in print. In fact, while his immediate post-race reactions sometimes lack depth, once he has digested and understood the race and you speak to him later he's an engaging and thoughtful character. This is the side that doesn't always come over on television.

There was a time when Hamilton perhaps wasn't a thinking driver. Sometimes that was misinterpreted as a lack of intellect – one rival once suggested, very off record, that this was his problem. And early Hamilton perhaps bought into the idea that speed was everything and that some of racing's black arts were almost cheating. In 2014 he was frustrated that Mercedes team-mate Nico Rosberg was able to crib off his data and pick up many of his tricks. It's not that Hamilton paid no attention to the technical side before, but it feels like he has truly embraced it now, leaving no stone unturned in the past few years.

And he has needed to, with Ferrari and Sebastian Vettel becoming an ever-more serious threat. This year in particular, in the bad times Hamilton demonstrated an understanding of what the car wasn't doing that it needed to. But he always backed the team to crack it, then put the title out of Vettel's reach with a run of superb victories.

THE ROUTE TO FIVE: ADAPT AND IMPROVE

Lewis Hamilton – five-times world champion. That this was his destiny seemed pre-ordained from the moment a brilliant 13-year-old was signed by McLaren in 1998. But now he has become, along with Michael Schumacher and Juan Manuel Fangio, the only driver to reach that mark, we shouldn't let a misplaced sense of inevitability overshadow what a remarkable driver Hamilton has become. None of this was handed to him on a plate, he had to earn it. And he's only getting better.

Speed is a pre-requisite for a world champion, but it's not the full story. Lewis has always had prodigious pace and was immediately capable of fighting for, in his first season, and winning, in his second, the world championship. But the version of the driver the F1 world hails today is very different to the one who burst onto the scene in 2007. That's something his critics, and there are still a bafflingly large number of them, often fail to understand.

Everyone changes dramatically between the ages of 22 and 33, both personally and professionally, and the youthful Hamilton who exuberantly passed McLaren team-mate Fernando



Hamilton has built on his speed and is a much more complete driver than he was even two years ago

Alonso at the first corner on his debut in Australia in 2007 is not the winning machine of today. The qualities that made Lewis perhaps the most remarkable rookie in grand prix history remain, but Hamilton has built on them relentlessly.

Today's Hamilton combines that outstanding car control and feeling with an ability to be proactive and make the car do the work, and that opportunistic overtaking style with long-game racecraft. He knows, unlike those who slavishly repeat the Ayrton Senna quote, that sometimes the racing driver doesn't have to go for the gap.

It's only when you take a step back and reflect on the way Hamilton was on and off track a decade ago that you realise how well-rounded his game has become. He's far more than simply a fast driver in a great car, as some would have it. Although even back in 2007, he was far more than that.

For the second year running Hamilton has overcome a sustained title challenge from Vettel and Ferrari



The Rosberg rivalry has been critical to Hamilton stepping up from the realms of a great driver to one of the greats. During his earlier years, there were races where he might go missing, knowing there was usually another day. But Rosberg – a lesser driver than Hamilton in the estimation of almost everyone, but not by much given the small margins at this level – pushed him hard and beat him to the 2016 title.

Hamilton learned a key lesson that year, one that's made him into the driver we've seen since. Yes, reliability problems hurt him badly – and not just the infamous Malaysian engine failure – as a quirk of fate meant he was hit by the majority of that season's Mercedes engine failures, but there were races he left points on the table. The understanding that no matter how good you are, you need to score

every point to insulate against misfortune has made him into a relentless performer. He crushed Vettel this season as a result. 2016 might prove to be the defining moment that pushed him to true greatness.

There are still occasional complaints about Hamilton's extracurricular activities, that he

“HE KNOWS HIS OWN MIND, HE KNOWS WHAT HE NEEDS TO GIVE THE TEAM AND THE TEAM HAS BEEN BUILT AROUND HIS NEEDS. THIS IS SCHUMACHER AND FERRARI TERRITORY IN TERMS OF THE EFFECTIVENESS OF THE UNIT”

spends too much time jet-setting and getting distracted. There was a time when this was perhaps true, and that his personal life was compromising his professional one. During Hamilton's worst season in 2011 there were those in McLaren who believed that to be the case.

But today, it's a red herring. When challenged, Hamilton responds that he knows what works for him and how to best prepare himself. The idea he disappears between races then rocks up not having given his day job a moment's thought since the last race is an inaccurate caricature. He knows his own mind, he knows what he needs to give the team and the team has been built around his needs. This is Schumacher and Ferrari territory in terms of the effectiveness of the unit.

Drivers do not arrive in F1 fully formed, they develop, they evolve and the best never stop doing that. Ominously for his rivals, the best for Hamilton may be yet to come.



It was his rivalry with team-mate Rosberg that pushed Lewis to his “leave no stone unturned approach”



UNDER THE HOOD

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Also, the current procedure allows drivers two runs in any segment, which reduces the jeopardy in comparison with a scenario in which everything depends on just one lap. Let's take Ferrari's tactical error on the Saturday of the Japanese Grand Prix as a case study: by starting Q3 on intermediate tyres, both drivers got just one maximum-attack lap on slicks. Both of them made mistakes which left them out of position on the grid.

Cars out of position in qualifying invariably add intrigue to a race. It generally leads to better battles, and if we can also make the spread of performance less and the cars more able to follow each other, this can only help. Both of these are ambitions of the

2021 rule book.

Qualifying, though, is just part of the overhaul of the weekend which could have positive effects over and above the obvious. Take Friday practice sessions. Currently they provide entertainment for a handful of spectators at each event and a tiny television and online audience. It's necessary for F1 cars to run on Friday to ensure the promoter can maximise revenue, but the unseen consequence of long practice sessions is that good teams gain a further opportunity to finesse their setups and their understanding of the tyres. This in turn leads to predictable racing on Sunday. Weekends with a wet Friday and dry Sunday throw up less foreseeable race outcomes. Currently Friday morning is a ninety-minute science experiment (in which the cars carry all manner of instrumentation) and Friday afternoon is devoted in its

TIME FOR NEW THINKING ON QUALIFYING

Be careful what you wish for: among the latest proposals from Formula 1's much-maligned Strategy Group, there has been a suggestion to split the qualifying hour into four segments rather than the current three. It hasn't been greeted by widespread enthusiasm from within the sport. But this notion wasn't plucked out of thin air – it was driven by focused research of fans instigated by the commercial rights holder. That research showed that while the weekend format meets many needs, it fails to engage all fans and would benefit from an injection of excitement.

What probably hasn't been appreciated is that the qualifying proposal is part of a wider-reaching ambition: to reduce the workload of the mechanics as the seasons grow beyond 20 races; to cut costs for teams; and above all to reduce the determinism of the main event on Sunday. True, the current qualifying system is probably the best we've ever had in Formula 1, and while there is much truth in the saying 'if it isn't broke, don't fix it', it's also a truism that no progress can be made without change.

Psychologists have identified a cognitive bias known as the 'peak-end effect', in which the perceived enjoyment of an event is based largely on the feelings people experience at the most intense period of action as well as at the conclusion, rather than as an average of their emotions over the entire event. Qualifying plays perfectly to this in that the periods of most excitement occur at the end of each segment, and therefore amplify the enjoyment. So why not have four intense periods rather than three?

Tweaks to qualifying are about more than just facilitating more intense periods of on-track action





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IN PARTNERSHIP WITH





Friday running, often involving trialling new parts in front of empty grandstands, leads to more predictable racing and could be curtailed without spoiling the show



“REDUCING FREE PRACTICE SESSIONS ON FRIDAY TO ONE HOUR EACH IS A CHANGE SUPPORTED BY AROUND 40 PER CENT OF THE FANS SURVEYED”

entirety to gathering empirical tyre data.

Gathering this information doesn't come cheap. This year teams have averaged around 600 kilometers each in the Friday practice sessions for each race. The incremental running costs of an F1 car (engine mileage and replacement of chassis components that have a finite life) are well over €1,000 per km, so these science experiments are costing each team many millions of Euros per year.

Reducing free practice sessions on Friday to one hour each is a change supported by around 40 per cent of fans surveyed, and would still allow spectators at the track to see the cars running but would focus the teams more. It's probable that total mileage wouldn't be reduced in proportion

to the time loss, but with some adjustments to current curfew hours it would be possible to reduce the mechanics' working day from 16 hours to 11 hours, an important factor in an ever-expanding calendar.

Reduced running may also open possibilities for other forms of entertainment for the fans. The new fan zones at tracks are proving immensely popular and are produced so well as to be suitable for broadcast. Perhaps we could even turn the FIA press conferences into something more of a chat show format for both worldwide broadcast and showing around the track.

Shortening the gaps between each qualifying segment only cuts the running time by one minute,

with four drivers eliminated at the end of each segment. This would leave eight drivers running in the 10-minute pole shoot-out. Couple this with the ban on tyre blankets from 2021 and the skill of the driver in performing under pressure will come to the fore.

Once the spirit of change has been embraced, there are many

more things that can be done. The idea of a Saturday sprint race, the result of which could either determine starting positions for the main race or merely be a race for points, has been discussed many times. It has attractions in that it provides a more direct form of entertainment than even an exciting qualifying session. More importantly, it once again introduces an element of jeopardy to the Sunday starting grid.

We must learn from other sports which are finding that a new audience requires new formats. It's possible to transition to this without ruining the main event for the sake of the side-show – but to do so requires an open mind and agile thinking from the teams, and a strong commitment from the FIA and the commercial rights holder.

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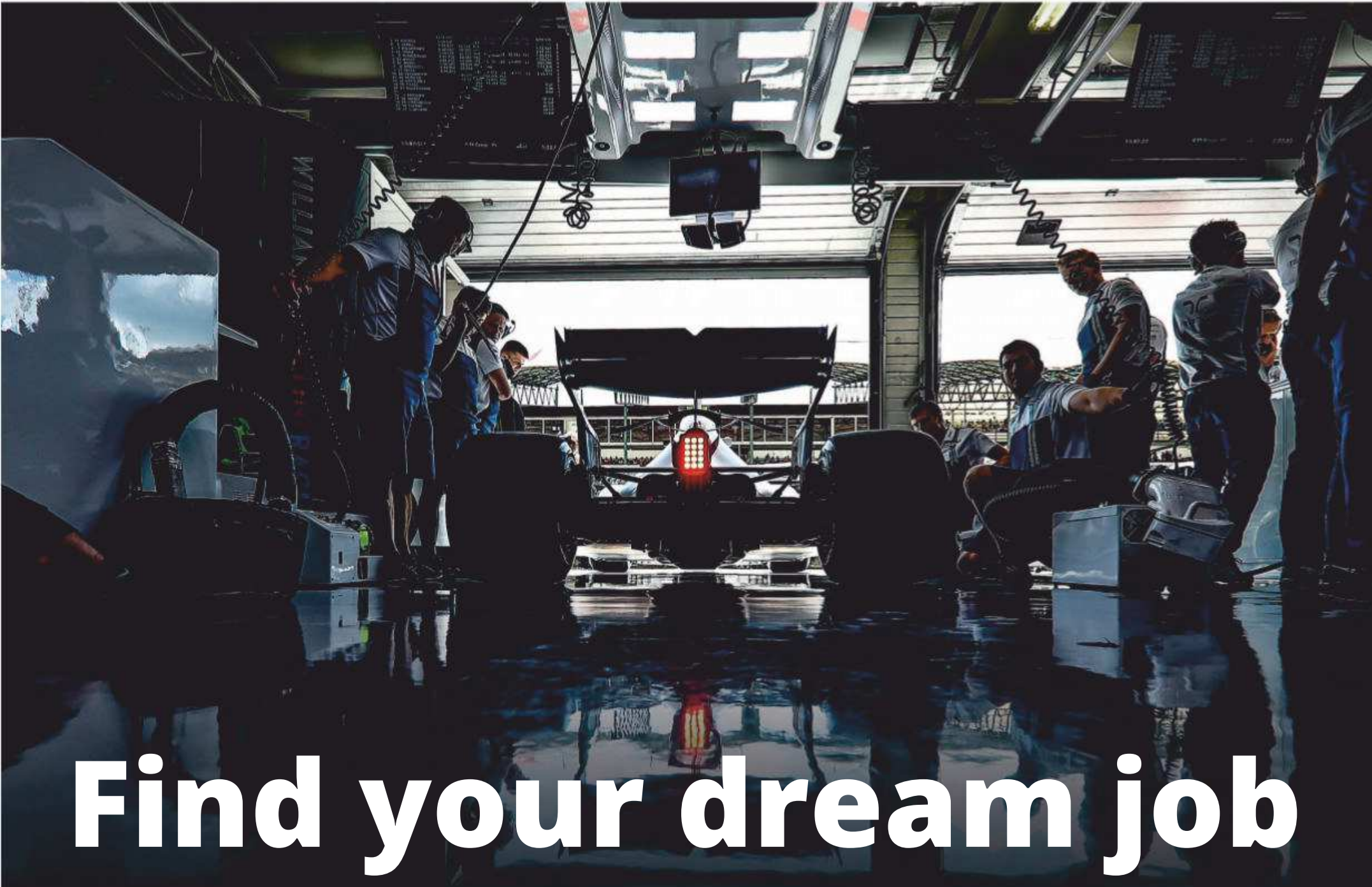
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STRAIGHT TALK

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VIETNAM DEAL IS HUGE FOR F1

Since Bernie Ecclestone was replaced at the start of 2017 by the three-man management team of Liberty Media under Chase Carey, everyone was waiting to see what they would produce to grow the business that Bernie had not been able to do.

It's taken some time. But the announcement of what will surely be at least a five-year deal to host a new race on the streets in Hanoi, Vietnam, starting in 2020, is a genuinely exciting move for the sport. It fulfils Carey's promise not only to take F1

closer to the people, with street races rather than expensive white elephant circuits as Ecclestone specified in India and Korea. But it also takes F1 to what the American describes as 'destination' cities.

Older readers may think of the costly US-led war in the late 1960s and early 1970s when Vietnam comes up, but for younger generations it's a thriving economy and tourist destination; Asia is expected to drive the world's growth over the coming decades. Ecclestone saw the potential of Asia and expanded eastwards in the final decade of his reign. Legend has it he became increasingly

Liberty's desire to take F1 closer to the people will start seriously with the Hanoi street race from 2020 onwards

aware of this by watching big sums being placed by Asian gamblers sitting alongside him in London's casinos and started making plans.

Singapore breathed fresh life into F1 and defined a new model for grand prix races – creating a festival event around the weekend with a street race as the climax of it and drawing fans from far and wide for an unforgettable experience.

Similar announcements are likely to follow next year; there were public discussions about a race in Miami that has been pushed back, but Liberty have more conversations with other destination – or 'aspiring' destination – cities that will come to fruition as Hanoi did.

The one that will be the subject of real focus in 2019 is the possibility of a UK city stepping forward to host the British GP, rather than Silverstone. The track's owners triggered a break clause in their contract with F1 after the 2019 race, as the financial escalator beyond 2019 threatened to send the circuit into the red. They did so confident the complexities around hosting a street race in London

would prove too great – despite a successful parade event in Trafalgar Square in 2017.

This would still seem to be the case, but that doesn't rule out other UK cities that might want to put themselves on the map in a rebalancing post-Brexit economy.

The other potential area for growth is in the media rights space. Ecclestone's largest deal, done shortly before he was deposed, was the UK Sky TV deal that takes F1 behind an exclusive paywall for live events from next season for five years. That was born out of competition; Ecclestone was talking to BT Sport at the peak of their battle with Sky over Premier and Champions League football and Sky opened their wallet as a defensive move. The two sides have since reconciled since and that deal today would not yield close to the £160m a year fee.

So, the challenge for F1's owners is to look for where there is competition among the new players in the media space: Netflix, Amazon, Apple. They are spending unheard of sums of money on original series and are starting to explore the sports landscape.

Perhaps even more than taking F1 races to the streets, Liberty's bet when they acquired F1 was that in a fragmented media landscape the value of live sports rights would rise. That's why they hired Carey. He had a front row seat this year as a Fox board member, when Disney bought Fox so they can take on Amazon and Netflix.

If Liberty's hunch is correct, F1 will get involved in the escalating battle between the largest companies in the world.

It's all to play for.



THIS MONTH



Roberto Righi

Executive Vice President and Chief Commercial Officer of Consumer, Pirelli

Being Formula 1's sole tyre manufacturer gives Pirelli an undisputed position when it comes to branding and visibility, but their prominence can also be a negative when teams and drivers need to find a scapegoat for indifferent performances. Pirelli, though, are happy to remain front and centre and will continue to keep grand prix racing at the forefront of their marketing plans

CV

2017

Executive Vice President and CCO, Europe

2016

Chief Operating Officer and then CEO for Pirelli Europe

2014

Chief Commercial Officer for Pirelli Europe, and CEO Italy

2009

Joined Ducati Motor Holding, becoming Global Sales Director

2006

Managing Director for Pirelli in Australia and New Zealand

2003

Appointed Managing Director of Pirelli's Japanese subsidiary

1992

Started at Antera Wheel, rising to Commercial Director

1991

Graduated with a degree in Business Administration

F1 Racing: How well has being in Formula 1 worked out for Pirelli?

Roberto Righi: At the beginning the challenge was – and still is to a certain extent – technological, because we made the decision to go back to Formula 1 and we needed to put something together very quickly. It's been eight years that have gone at the speed of light.

In a way, it's a natural association because motorsport and racing have been in the DNA of the company since its inception. It's part of what we do, and it's not just a marketing thing, or just a technological thing, it's passion – you breathe it when you talk to people that are part of the team. It's also an open-air lab for our engineers. You learn things that eventually you transfer to production of the tyres that we sell on a daily basis.

F1R: As with any commercial enterprise, it has to have a value for you. Is it good value?

RR: I think it's been good value for money. The championship is 21 races and it's a truly global thing. And we have our commercial operations, in all of the most important markets, that focus a lot of activity on F1 on race weekends with trade customers and consumers. So, we've put whatever is connected to F1 right at the centre of our marketing plans and we have the intention to keep doing this. I'm proud of this association and what it brings.

F1R: Does Formula 1 help Pirelli sell more tyres?

RR: It's always complicated to make a direct link between presence in a specific activity and its commercial effect. What we surely can say is that we've had a trend of growth as a company over the past five to 10 years. So, the results in terms of the growth of the top line and in market share in the segment that we've focused on the most – which is the high-end, high-value segment of the market – are going in the direction we planned. What I would say is there isn't a one-to-one link between F1 and what we do in the world of selling tyres on a daily basis, [but] certainly there has been a positive overall effect on the brand equity and awareness.

INTERVIEW
ANTHONY
ROWLINSON

F1 is central to our overall marketing plans and something that has certainly had a positive impact.

F1R: When you came in, one of the reasons Michelin said they weren't going to bid was that there would only be one tyre supplier and they wanted competition. At Pirelli, you said you didn't mind. Is that still the same?

RR: Yes, the direction motorsport has taken in the past 10 to 15 years is that we see more control-tyre championships than open-tyre championships. I remember, back in 2003, the World Superbike Championship went control tyre with us [for the 2004 championship] at a time when this was still relatively unusual. Eventually this has become a little bit more standard, shall we say. Michelin is in MotoGP, and it's a control-tyre championship, so if that was the reason they decided to pull away [from F1] then evidently they didn't have the same thought when it came to MotoGP. And they've actually signed for another extension of the contract.

F1R: Have you noticed a difference between the Bernie Ecclestone-era Formula 1 and the new ownership?

RR: The relationship with both the previous and current organisations has always been really good, both in technical terms – which is managed by Mario [Isola] and his team – and from a commercial and marketing point of view. Our colleagues [at F1] are interested in what kind of things we can put on the table to make this even more public-friendly, such as the Pirelli Hot Laps.

F1R: We saw you going around in an Aston Martin...

RR: I was with Martin Brundle, and as an F1 fan for 40 years I remember when he was racing. It was a lot of fun, and really interesting. It's something we've introduced this year and it gives us the possibility to entertain people in a money-can't-buy experience. Being in one of these cars – Aston Martin, Mercedes, McLaren – right before the F1 sessions just isn't comparable with going on a track day, when you're on your own. This is really cool and can certainly help get people closer to F1.



MICHAEL SCHUMACHER

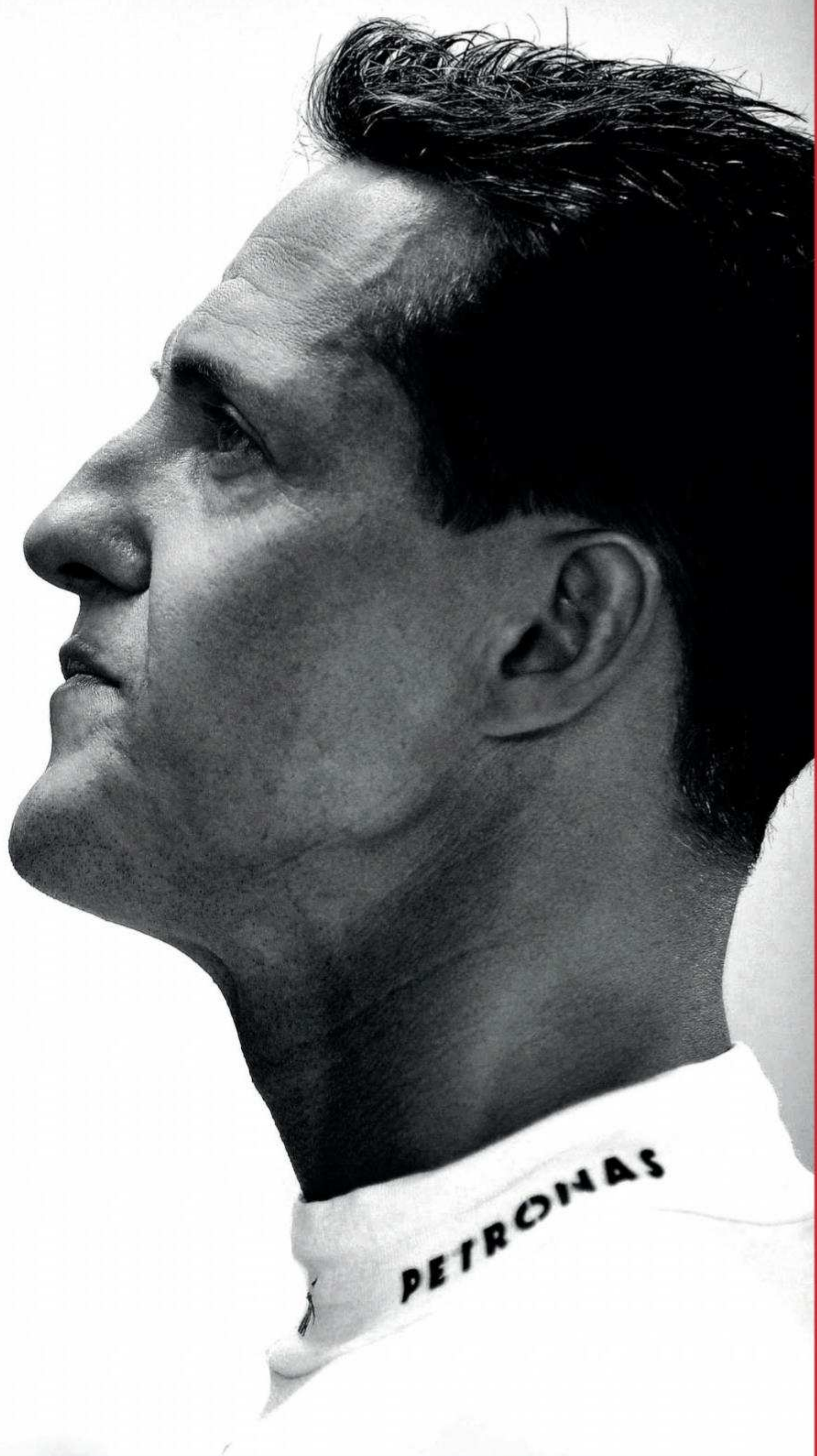
BROKE THE MOULD IN TERMS OF WHAT IT MEANT TO BE A FORMULA 1 DRIVER. HE INTRODUCED UNPRECEDENTED LEVELS OF FITNESS, AN ATTENTION TO DETAIL THAT WAS UNSURPASSED AND, ABOVE ALL, AN INDOMITABLE WIN-AT-ALL-COSTS COMPETITIVE SPIRIT. AND WHILE, SADLY, HE'S NO LONGER FIGHTING AT THE WHEEL, NOR EVEN ABLE TO DISCUSS HIS ACHIEVEMENTS, HIS LEGACY LIVES ON IN A WHOLE NEW GENERATION OF THOROUGHLY MODERN RACING DRIVERS



WORDS JAMES ROBERTS

"I GUESS I HAVE BEEN A PIONEER FOR THE GENERATION THAT RACES TODAY"

MICHAEL SCHUMACHER



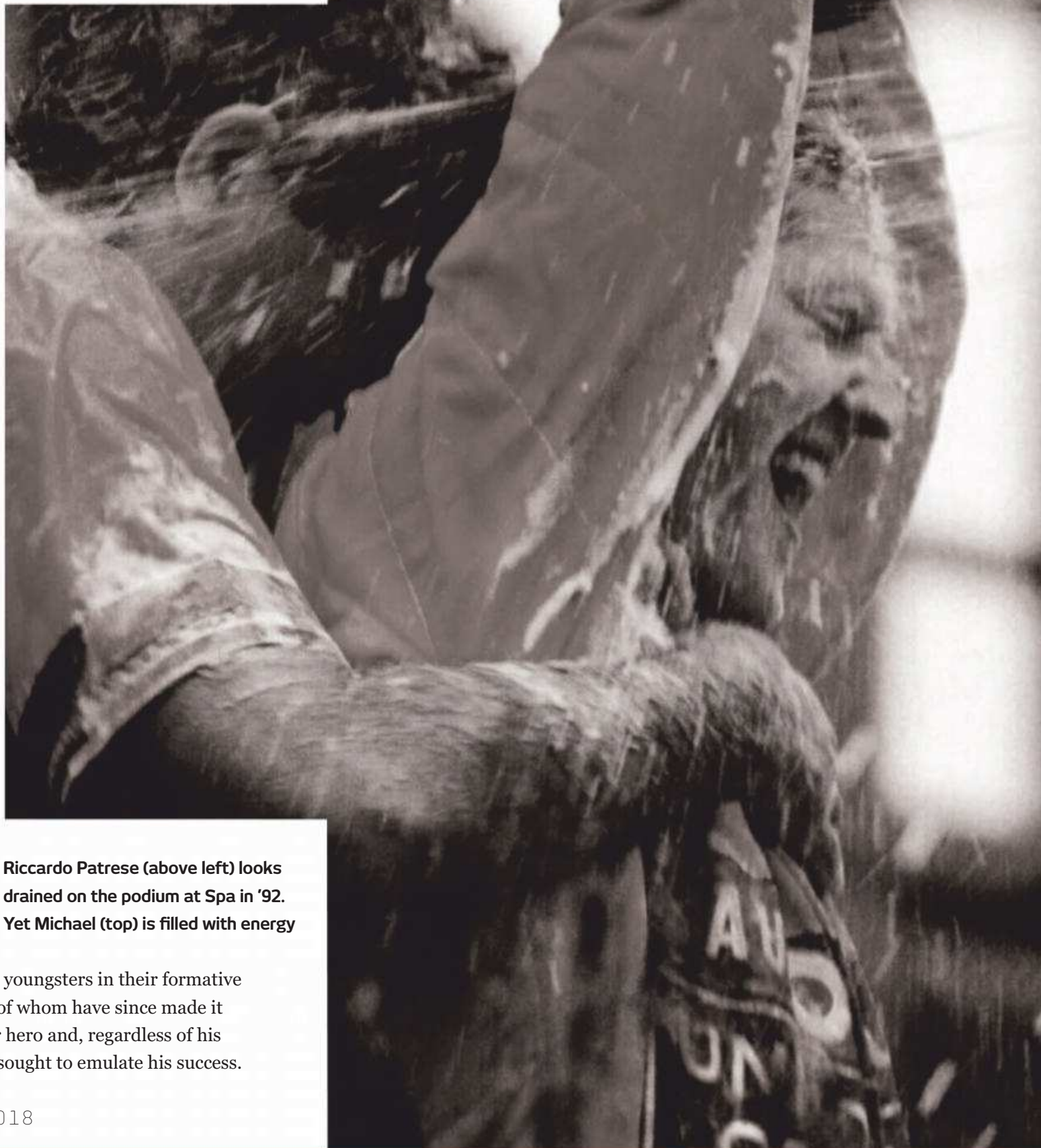
THE RESIGNED SLUMP OF THEIR SHOULDERS SAID IT ALL.

The way a driver had to apply himself to racing in Formula 1 had changed forever – and they knew it. The podium at the 1992 Belgian Grand Prix heralded the revolution.

Nigel Mansell, then 39, and his Williams team-mate Riccardo Patrese, 38, looked weary. Standing between them was a sprightly, ebullient Michael Schumacher, 15 years their junior, who had just taken his first grand prix victory to establish himself as the new heir to the Formula 1 throne. Barely a bead of sweat stood out on the brow of this young German as he leapt from the top step.

Schumacher's Benetton team-mate Martin Brundle recognised immediately his game-changing impact: "Michael moved the game forward," he recalls. "We had to raise ourselves. We had to get fitter and stronger and we had to look for every hundredth of a second. It was clear he was going to be a star of the future."

Fast forward 14 years, by which point Schumacher had accrued seven world championships, 91



wins and 68 poles to become, statistically, the most successful driver of all time. He never planned it this way, but his achievements were already having an effect on racing youngsters in their formative years. These Schumi Wannabes, some of whom have since made it on to the current F1 grid, watched their hero and, regardless of his sometimes questionable racing ethics, sought to emulate his success.

Riccardo Patrese (above left) looks drained on the podium at Spa in '92. Yet Michael (top) is filled with energy

Some, like Sebastian Vettel, who hero-worships Michael to this day, studied every nuance of his behaviour: the work ethic, the attitude, the passion, the close relationships Michael nurtured within his team, the way he conducted himself – and his on-track ruthlessness.

Schumacher set new standards in F1, and a generation of racers knew that to even approach his records, they would have to understand how he changed the rules of the game. For after Spa '92, the sport would never be the same again.



SURVIVAL OF THE FITTEST

In the mid-1980s, it wasn't unusual to see Keke Rosberg light up a cigarette on the grid. Drivers would work out to strengthen their arms and necks for the increasing speeds and G-forces they experienced through corners, but it didn't go much beyond that. When Michael Schumacher broke on to the scene in the 1990s he revolutionised attitudes towards fitness.

Today, every driver on the grid has a personal trainer in tow, constantly monitoring their physical condition, their health, sleep patterns, well-being and nutrition. Conditioning is monitored with scientific precision – and that's the norm in Formula 1 now. But it was Michael Schumacher who did it first.

"Michael knew fitness was equal to lap time and he broke new ground," says Pat Symonds, who helped engineer Schumacher's double title success at Benetton in 1994 and '95. "In testing we'd do race-distance runs, but when we stopped for tyres we would pause before continuing. In



Fitness was a different beast in the 1980s. Champion Keke Rosberg would often be seen lighting a cigarette on the grid...



...whereas now, in the post-Michael era, there is a scientific intensity to fitness. Like all modern F1 drivers Esteban Ocon is super fit and even trained at high altitude last winter



"MICHAEL KNEW FITNESS WAS EQUAL TO LAP TIME AND HE BROKE NEW GROUND"

PAT SYMONDS

those breaks, Michael's trainer would take a blood sample. By analysing the blood, when Michael next went into the gym he would train to a level that replicated those samples during testing, so he knew his aerobic rates for a race distance would be correct."

In testing, Schumacher would bring a glass-sided mobile gym to the track. Then, in the evening, after 100-plus laps in the car, he would work out with a relentless self-motivation in full view of his demoralised rivals.

Every modern F1 driver is fit – Jenson Button became an accomplished triathlete late in his driving career – and some continue to explore the scientific quest for peak condition. Esteban Ocon explains how he spent last winter at the high-altitude Font-Romeu training camp in the Pyrenees, which is normally used by Olympic athletes. "Every day of the year, I will not miss one training session," insists Ocon. "Last Christmas I took two ▶



“IF WE NEEDED HIM TO TEST, I WOULD RING MICHAEL UP AND SAY ‘CAN YOU BE HERE TOMORROW?’ ‘YEP, WHAT TIME?’ WOULD BE THE REPLY. NEVER ANY HESITATION. OTHERS I WOULD RING UP AND IT WOULD BE, ‘I WANT TO SEE MY KIDS TOMORROW.’ YOU NEVER HAD THOSE DISCUSSIONS WITH MICHAEL” ROSS BRAWN

days off, trained at home in the week between Christmas and New Year, then went high-altitude training from 2 January. Most drivers who attend Font-Romeu go for a fortnight; I stayed for two-and-a-half months.”

Working with specialists he describes as “body engineers”, Ocon continues to push the limits of fitness in the way pioneered by Schumacher. Evidence of his quest for optimum human performance is revealed when he reports that on his lean 186cm, 66kg frame, he carries just “4.8 per cent fat”. This relentless quest to harness lap time through peak physical conditioning is now endemic throughout the sport.



THERE'S NO 'I' IN 'TEAM' (NOR IN 'SCHUMACHER')

When Carlos Sainz made the switch from Toro Rosso to Renault ahead of last year's US Grand Prix, he found himself suddenly surrounded by a new set of mechanics, engineers, media staff – a whole new race crew – almost overnight. So to get on side with his new colleagues, he set about putting in extra hours of homework.

“The mechanics are the real heroes of F1 because of the amount of work they do for little reward,” he explains. “They travel in economy to Australia, get to the track at 8am every morning and so on. So I deliberately made an effort to remember their names – and I felt they appreciated it. You need to think about every little detail you can to help the team help you – I know it's what Michael Schumacher used to do.”

According to those who worked with Schumacher, he didn't just know his mechanics' names. He would also memorise the names of their wives and children. “I don't know if he used to rush back to the motorhome and make notes, but he could walk into the garage and ask his number-three mechanic how his son was getting on at his new school,” Pat Symonds recalls. “That was staggering, but it was also genuine – everyone loved him for it.”

There are recent examples of drivers motivating teams, as they realise a token of appreciation can have a significant effect in such a demanding work environment. On the Saturday night of last year's Japanese GP, Lewis Hamilton took his Mercedes team out ten-pin bowling, while Vettel regularly hands out impromptu gifts (such as signed replica models and helmets) to members of his team. His determination to learn Italian – regularly heard on the cool-down lap after another Scuderia victory – is another example of going the extra mile to win the affection of his team. Drivers who show the right attitude, passion, trust, appreciation and can also deliver on track



Michael built a team around him, understanding that success does not come from one person alone. By making each person feel valued and important, he got the whole team to pull in the same direction – and the result was invincibility

will attract the best mechanics, and engineers will want to keep working with them even when they swap teams. When Schumacher left Benetton for Ferrari in 1996, such was his influence that both technical director Ross Brawn and chief designer Rory Byrne joined him there within 12 months.

Following Michael's example, similar moves happen all over the sport today. As recently as July, Andrea Stella was promoted to performance director at McLaren, while Gil de Ferran was announced as the team's new sporting director. Stella was formerly Fernando Alonso's engineer

at Ferrari, while de Ferran was his driver coach at the Indy 500 last year. Those who most want to win will always surround themselves with the right people – and that *modus operandi* was pioneered by Schumacher at Benetton and Ferrari.



IT'S OFF TO WORK WE GO

What with the relentless travel, constant engineering meetings and media work – and not forgetting the all-important on-track performances – a grand prix weekend requires such a high level of concentration that as Sunday evening approaches, drivers are drained of energy. But back in the early 2000s, those fabled days of unlimited testing, Michael Schumacher would be back out on track on the Monday morning, post-grand prix, and then again on Tuesday and Wednesday if required. He was almost automaton-like in his dedication and application, gaining Ferrari an invaluable advantage against such keen rivals as a Mika Häkkinen-led McLaren.

“If we needed him to test, I would ring Michael up and say ‘Can you be here tomorrow?’” Ross Brawn recalls. “‘Yep, what time?’ would be the reply. Never any hesitation. One or two others I would ring up and it would be, ‘Oh, well, I want to see my kids tomorrow, it’s a birthday party,’ and all the rest of it. You never had those discussions with Michael, because he knew that if you asked it was important.”

As a result of that work ethic, Schumacher’s time behind the wheel meant he would lead the car’s development work, whether he was helping trial a new compound of tyre for Bridgestone or a new suspension component. “There was never a moment when he wasn’t 100 per cent focused on the car or the team,” continues Brawn. “I won’t name them, but I had other drivers who were at the track doing property deals, online gambling or playing video games. He never did that; he never allowed himself any distractions – and even away from the track he would spend a lot of time on the phone with his engineer. His team-mates were always shocked by the sheer amount of time, effort and commitment he put into improving himself and the team.”

Today’s regulations have severely restricted testing, but there is a very notable example of one current driver who went tyre testing just days after winning his first world championship in a breathless end-of-season showdown race. That man is Sebastian Vettel, who was running third in the championship battle going into the Abu Dhabi season finale in 2010, yet astonishingly emerged as champion, having leap-frogged Red Bull team-mate Mark Webber as well as Ferrari’s Fernando Alonso after securing pole and victory.



The sheer volume of work Michael put in at Fiorano was legendary. The days of unlimited testing are now over, but today’s drivers know that to succeed they must emulate his work ethic



Vettel might have been forgiven for skipping the post-season test to celebrate, but just a couple of days later he flew back to Abu Dhabi to test Pirelli tyres for the first time. Following Bridgestone’s withdrawal at the end of 2010, Pirelli would become F1’s sole tyre supplier from 2011 and the test was crucial for finalising suspension and aerodynamic design. Vettel was also the first driver to pay a visit to the Pirelli factory in Italy. So, despite achieving his life’s ambition in such dramatic fashion, he was already thinking about the following season and getting down to work. Does that sound familiar? ▶



WIN AT ALL COSTS

The quest to find an advantage over the opposition doesn't stop with fitness, a great team spirit and a relentless work ethic. There is also a ferocious competitive spirit that pushes the greatest drivers further – and can even take them beyond the limit.

Former F1 racer Anthony Davidson saw first-hand the lengths Fernando Alonso would go to as he prepared for his Le Mans debut with Toyota. During testing, in the dead of night, he spotted Alonso hanging over the balcony filming a driver change in the pits on his phone, so he could analyse it later and feed back to the team any room for improvement.

"It's that kind of approach and attention to detail that makes you a multiple world champion in Formula 1," says Davidson. "That's the difference."

Beyond that, there's a ruthless streak that manifests itself in most of the true greats. The on-track 'give no-quarter' mentality became synonymous with Ayrton Senna's driving style and was only amplified by Schumacher. The 'win at all costs' tactics resulted in world title-deciding collisions, memorably with Damon Hill at Adelaide in 1994 and Jacques Villeneuve at Jerez in '97. One went Michael's way, the other didn't. But the mindset was identical and never left him. Indeed, he created an on-track persona that served to intimidate other drivers and he wasn't afraid to go beyond accepted limits – think of him shoving Rubens Barrichello into the pitwall in Hungary in 2010. A high-speed crash was avoided by mere inches.

Think those days are gone? Not a bit of it, as Esteban Ocon, who admires Schumacher's aggression, explains: "He was amazing," says Ocon, a driver who made on-track contact with his team-mate Sergio Pérez three times last season. "What do you want me to say? Today you have to be a professional driver, but back then, when I was watching, I thought that what he did was amazing. He was a gladiator. He was fighting for his position on the track."

The driver who today most obviously flirts with the limits of acceptable driving behaviour – and has likewise been accused of going beyond it on the race track – is Max Verstappen. Like Michael before him, Max is not afraid to intimidate his rivals wheel-to-wheel, moving under braking and stretching the limits of the circuit to overtake. In fact his moves tested the limits of the rulebook to the extent that the FIA acted to clarify what was acceptable and introduced in late 2016 the so-called 'Verstappen rule', which banned the practice of "moving under braking" – although this was later rescinded.

In 2017, Verstappen overtook Räikkönen for third place on the last lap at Turn 17 at Austin, but cut the corner and was subsequently demoted from the podium with a five-second time penalty. "There are parallels between Max and Michael," agrees Pat Symonds. "We see that talent and competitive spirit. Max, like Michael, doesn't see boundaries where other

people see boundaries. That last-lap overtake on Kimi in Austin... a more conservative driver might have realised that they couldn't use that bit of track; Max just does it."

Verstappen is uncompromising, just like Schumacher before him. If he sees an inch, he will take a foot – instinct over thought; tough, yet thrilling to watch. But what Michael did after his race wins was significant. He had no qualms about reminding his enemies who was better, throwing himself around on the podium, effectively leaping into a rival's face to hammer home: 'I'm fitter than you, I'm faster than you, I'm better than you.'

"Some of what Michael did was about undermining the enemy and destroying their confidence," muses Ross Brawn. "Michael would be on the

rostrum with two guys wilting, barely able to stand up, and he'd be bouncing around and they would be looking at him thinking: 'God, what on earth is this creature we're competing with?'" ▶



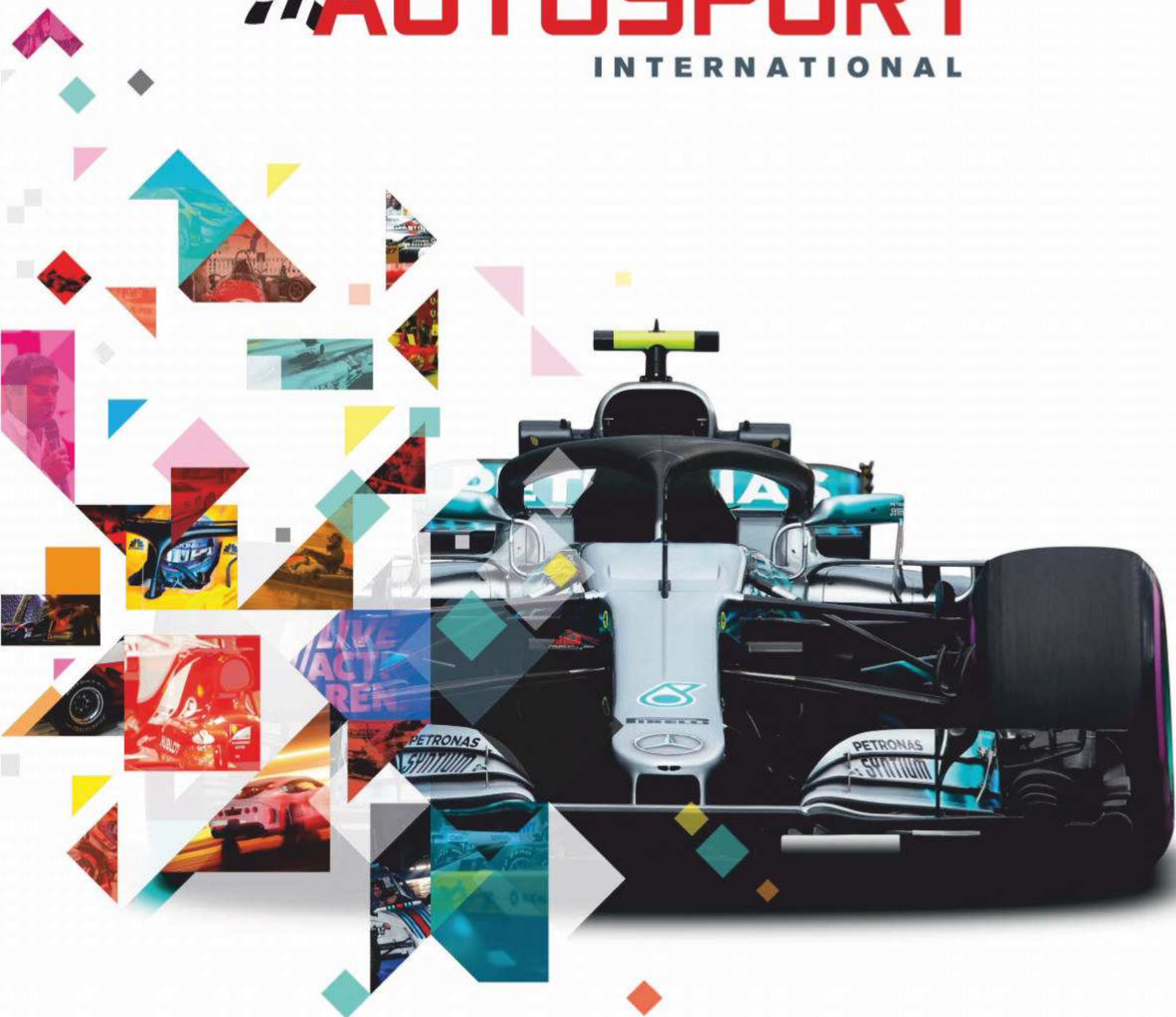
The baton of Michael's fighting spirit has been passed to Fernando Alonso, a driver renowned for consistently outperforming his machinery

VERSTAPPEN IS UNCOMPROMISING, JUST LIKE SCHUMACHER BEFORE HIM. IF HE SEES AN INCH, HE WILL TAKE A FOOT – INSTINCT OVER THOUGHT; TOUGH YET THRILLING TO WATCH



Some drivers push the limits further than others. And in this respect, Michael's historic ruthlessness can be seen reflected in Max Verstappen's merciless approach

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THE NEW SCHUMI

"I guess I have been a pioneer for the generation that races today," said Schumacher in an interview recorded before his skiing accident in 2013. "A lot of drivers didn't understand that it was not only about talent. It was about working with your team, maximising not only your own potential but maximising the car and the team's potential. Then you push things to the absolute limit and overshoot it. That's racing. This is something I see now with the young generation: they are much more prepared; the competition has gone to a higher level – and, in a way, I'm proud of this."

There are echoes of Schumacher's traits in many of the drivers on today's Formula 1 grid. Between 2001 and 2003, Schumacher's consistency in races led to him finishing 24 grands prix in the points – a record that has since been eclipsed by Kimi Räikkönen over 2012-2013 (27 consecutive points finishes) and Lewis Hamilton from 2016 to this year (33).

Schumacher's attention to detail is mirrored by the high standards Fernando Alonso displays, while we see signs of his ruthless competitiveness on-track in some of the exciting, combative driving of Verstappen. But if there is one driver who exudes all the qualities that Schumacher demonstrated in his years in Formula 1, it is Sebastian Vettel. Here is a man who keeps his PR appearances to an absolute minimum, does not engage in any social media, and keeps his family and private life firmly behind closed doors. There are no distractions from his intense focus on F1.

"Vettel has taken Michael Schumacher's blueprint and is the current embodiment of him," agrees former F1 racer Anthony Davidson. "He looked at how Michael approached F1 and he's doing exactly the same. He's one of the hardest-working drivers on the grid and has that same relentless quest for performance that Michael had, which in any sport is going to make the difference these days."

"Sebastian was very close to Michael, socially and professionally. They spent a lot of time together and I think he was one of the closest witnesses of the approach that Michael took," says Ross Brawn. "Sebastian strikes me as someone who is very self-motivated and who looks at every aspect to improve his performance."

Like Schumacher before him, Vettel had been incredibly successful at one team, but wanted to prove himself elsewhere. What could be better than to follow in his idol's footsteps and achieve similar success with Ferrari – the ultimate goal for *any* grand prix driver? For when Vettel speaks of Michael, it's clear that he is the inspiration for his success. "He



A young Sebastian Vettel meets Michael Schumacher, his hero and the inspiration for his own racing career

"SOMETHING I SEE NOW WITH THE YOUNG GENERATION: THEY ARE MUCH MORE PREPARED; THE COMPETITION HAS GONE TO A HIGHER LEVEL – AND IN A WAY, I'M PROUD OF THIS"

MICHAEL SCHUMACHER



was my hero. I used to have posters on the wall of him," says Vettel. "For me, he is the best driver we have ever had in terms of talent, skills, passion and willpower. Put all those things together and, as a driver, you will be the strongest package. He will be remembered as the best driver in history."

"When somebody asks me what connects me to Michael, obviously it goes back a long time. I met Michael for the first time when I was seven. Then, later, I got to know him as a person and he was always there for me, with a word of advice or some help. I think he was uncontested both in terms of talent and his attitude to sport, the devotion, the work, the will, always to give more than anyone else. Of course I wish him the very best and hope that he will continue to fight the battle and come back some time. I miss his opinion, his advice, his expertise." So too does Formula 1. 🏁

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THE PRESIDENTIAL TOUR

The man responsible for bringing Michael Schumacher to Ferrari, former president **Luca di Montezemolo**, takes *F1 Racing* on a guided tour of a new private collection dedicated to the career of the seven-time champion

WORDS JAMES ROBERTS
PHOTOS ALISTER THORPE

In a long glass cabinet sits a pristine line of caps: each one was worn by Michael Schumacher during a specific year in his career. At the end of the row are a few silver caps from those 'comeback' years with Mercedes (2010-13), but predominantly they are red.

The decade at Ferrari, 1996 to 2006, is neatly laid out, but in the middle of the line is a strange anomaly. A cap is missing. In its place is a scruffy-looking, long-haired, bright-red wig. It's peculiarly incongruous – until you realise its significance.

This was the wig Schumacher wore on the podium at the 2000 Malaysian Grand Prix, the final race of the year, where Ross Brawn (then technical director of Ferrari) and Rubens Barrichello donned similar hairpieces to celebrate Ferrari's success in wrapping up the constructors' and drivers' double for the first time in 21 years. For such a serious racing operation it was a rare moment of public frivolity. The quest to win both titles had

taken years of toil to achieve and this was a chance for them all to – quite literally – let their hair down.

The wigs are part of a public collection of Michael Schumacher memorabilia, on display in Cologne in Germany. Rich in such moments of poignancy, it has become a site of pilgrimage for Michael's legion of fans from around the world. On the eve of its opening, Luca di Montezemolo, former Ferrari president and the man responsible for signing Schumacher to the Scuderia, takes *F1 Racing* on a special tour of the collection.

As he walks us around the exhibits, he recalls the work ethic, dedication and brilliance of the man who brought the drivers' title back to Maranello after a drought of two decades. Throughout, we remain painfully aware that while Michael is still with us, he is recuperating in private from the serious head injury he suffered in a skiing accident in December 2013.

"It's very emotional to see the cars and to remember so many fantastic moments – and it's also very sad not to have Michael physically here," states di Montezemolo. "He was very important in my life; we won many races together and championship titles, and he was the most successful driver in Ferrari's history. I have to thank him for what he did for Ferrari and for his capacity to be a super supporter of the team. I miss him a lot and I still remember the fantastic moments we shared."

Framed by huge images of Schumacher making his characteristic leap from the top step of the podium there is a quote from the man himself writ large upon the wall: "I am born for racing." Memories from Schumacher's career come flooding back as we walk around the cars and the treasure trove of memorabilia from his own private collection all brought together here to celebrate his astonishing career. Aside from ▶



The Benetton B195 on display at the museum is the car in which Michael took his first drivers' and constructors' F1 double in 1995

a Group C Mercedes sportscar and the 2010 Mercedes F1 car (which are on long-term loan), everything in the collection – 12 F1 cars (including eight Ferraris), overalls, trophies, caps, gloves, family photographs and paddock passes – is owned by the Schumacher family.

The setting for this remarkable museum is a historic former airport. During the interwar period, Cologne Butzweilerhof was second only to Berlin's Tempelhof in terms of air traffic, but was superseded in the 1950s by Cologne Bonn Airport.

Today the art deco control towers and hangars of Butzweilerhof remain, but the interior has been redeveloped by Motorworld – a company that leases, loans and buys classic cars. These buildings already housed rare and expensive machines for private collectors and dealers, and now they've been joined by this free-to-enter Schumacher exhibition, which is open seven days a week, located fewer than 20 miles away from Michael Schumacher's home town of Kerpen.

Di Montezemolo sweeps past Schumacher's junior Formula Ford and F3 cars, as well as the early machines of his F1 career, such as the sleek Jordan 191 and his title-winning Benetton of 1994 and '95. His interest lies where their partnership began – with the Ferrari F310.

"This is a very important car; 1996 was the first year we had together with Michael," recalls di Montezemolo, his hair a little greyer but the suit as sharp as ever. "When I decided to hire Michael it was because all the different elements had been put together. We had a competitive car and a good team led by Jean Todt, whom I'd hired a few years previously as team manager, and Ross Brawn as technical director.

"Rory Byrne was chief designer and Paolo Martinelli was responsible for the engines. The team was very strong and it was the right moment to have a super driver like Michael. It was a very important year because I will never forget that after just a few months Michael was able to achieve that fantastic result in Spain – victory in the rain. I knew then that it would be the start of a very important era. We won again in Spa and at our home race in Monza – and look..." he says, pointing to the large cockpit sides. "The head protection that drivers have today with the halo, we started this concept with this car to help support them. It's not very good in terms of the aesthetics, but it was a very important development."



I WILL NEVER FORGET AFTER A FEW MONTHS MICHAEL WAS ABLE TO ACHIEVE THAT FANTASTIC RESULT IN SPAIN – VICTORY IN THE RAIN. I KNEW THEN THAT IT WOULD BE THE START OF A VERY IMPORTANT ERA



7EVEN

Rivals and colleagues each recall one of Michael Schumacher's seven title-winning years



1994 Flavio Briatore
Benetton team boss

"We were Benetton, a T-shirt maker, yet in 1994 we showed up Ferrari, McLaren and Williams. The highlight was Barcelona where Michael managed to drive and make a refuelling pitstop, all while stuck in fifth gear. That year will always be in my heart – and I know it is the same for the mechanics, engineers and everyone who worked at the team."



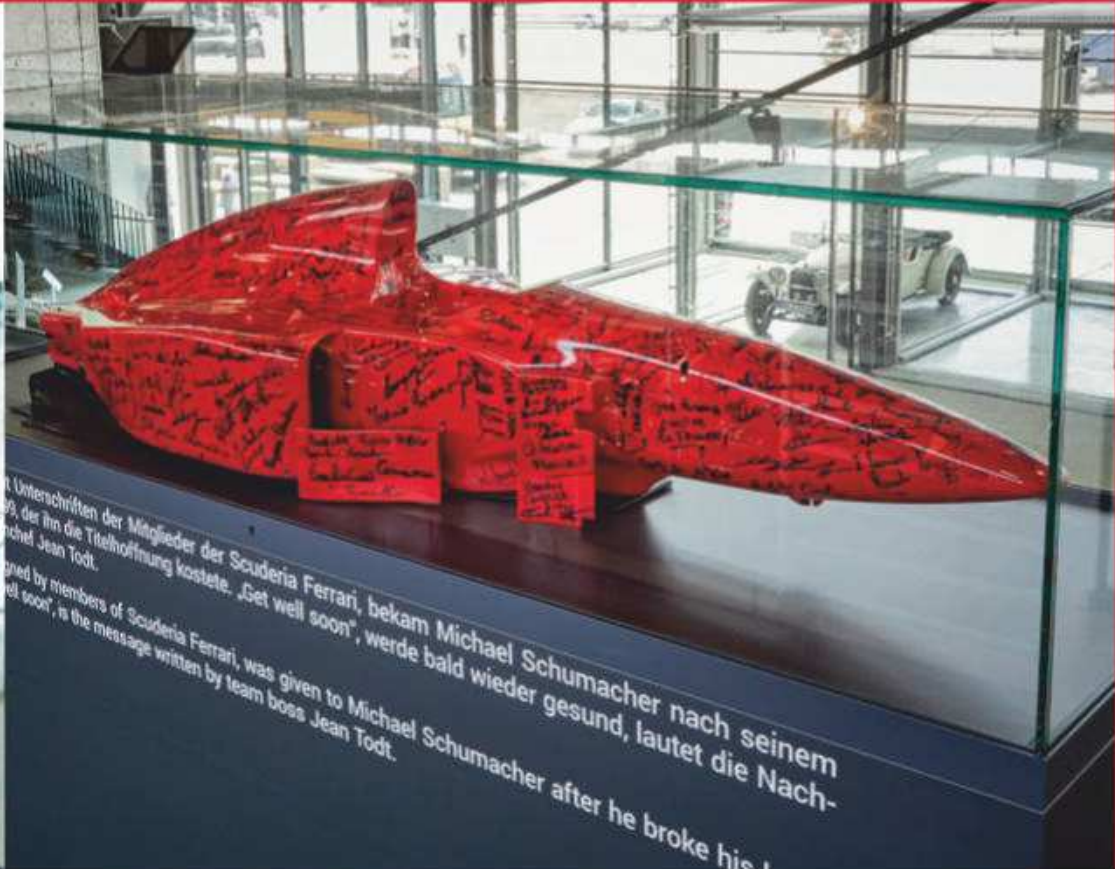
1995 Damon Hill
Williams title rival

"Back in 1995 I went head to head with Michael Schumacher and I thought he would be tough to beat, but I didn't realise just how tough he was. We had one or two moments along the way, including collisions, and I got thoroughly beaten. It was a tough one for me, but Michael was on a trajectory that no one could have imagined."



2000 Jean Todt
Ferrari team boss

"My relationship with Michael is a very special one. I consider him and his family to be my own family. In 2000 Michael enabled Ferrari to win their first drivers' title since 1979. There were many twists and turns, but when I hugged him on the podium I told him our professional life would never be the same. It was the most emotional moment of our career."



Above: a windtunnel model covered with 'get well soon' messages from the Ferrari team after Michael broke his leg at the 1999 British GP



2001 Stefano Domenicali
Ferrari sporting director

"Nine victories for Michael, 11 pole positions and the strongest car in the field – 2001 was another incredible year for us, filled with success. Our main competitor that year was McLaren, but they were suffering a lot from reliability problems, so we were able to win the title as early as Budapest [race 13 out of 17]. It was a great period for the team."



2002 Rory Byrne
Ferrari chief designer

"I have fond memories of working with Michael in 2002. He dominated the championship and won 11 races, which at that stage was a record. He also won the title in the shortest possible time in F1 history [race 11 out of 17]. He finished every race on the podium and scored more points than the second- and third-placed driver put together."



2003 Kimi Räikkönen
McLaren title rival

"It was my third season in Formula 1 and the McLaren was a pretty good car at that time. We started strong and won the second race in 2003, but we always knew that Michael and Ferrari would come back even stronger. I hung on in the championship until the very last race and I ended up losing the drivers' title by just a few points."



2004 Ross Brawn
Ferrari technical director

"The F2004 was dominant, taking 15 wins. By then our whole system was really humming: the whole team, the whole company. Rubens Barrichello had rattled Michael at the end of the 2003, but come 2004 Michael was on sensational form and we won the title in Hungary. In my new role in F1 it would be disastrous if someone won the title that early..."



A splash of blue in a sea of red: Michael's Formula 3 WTS Reynard from 1989 (top left), stands out in a collection of eight Ferrari F1 cars and memorabilia



As di Montezemolo wanders, misty-eyed, between the trophies, the overalls and the F300, F399 and the F1-2000, he reflects on a team that was starting to regularly take the world championship battle down to the final race of the year.

"From 1997 to 2000 we kept on fighting for the title until the last race: Jerez, Suzuka twice, including, if you remember, 1999 – the year with Eddie Irvine. Michael [who broke his leg at Silverstone, but came back before the season was over] was always willing to help the team. He was capable of winning when he wasn't in the best car, but between 2000 and 2004, the Ferrari was the best car by far."

Schumacher won again at Monza in 2003, the fourth of five wins he would achieve with Ferrari at their home grand prix, and as di Montezemolo passes the race-winning F2003-GA he pauses to reflect on what Schumacher meant to the fanatical *tifosi*.

"It's a long love story. Michael was, both for Ferrari and the Italian fans, a hero. He could win at every sort of track, in every sort of weather. He was the first driver to have a strong physical preparation, and he brought a deep, professional approach to racing.

"What was very important, and needs to be appreciated by everybody, was his capacity to work

“
IT'S A LONG LOVE STORY. MICHAEL WAS, FOR FERRARI AND THE ITALIAN FANS, A HERO. HE COULD WIN AT EVERY SORT OF TRACK, IN EVERY SORT OF WEATHER... HE BROUGHT A DEEP, PROFESSIONAL APPROACH TO RACING

with the team not only in the good times but in the difficult times, too. There are many drivers who are strong when they win and thank everyone, but when they don't they say it was a problem with the team. Michael always supported us and this was appreciated by the fans."

As he walks past another one of the title-winning Ferraris from the mid-2000s, di Montezemolo pauses and points at the famous badge and Italian flag on the side of the car. "I remember the night before a launch having a discussion about how and where to put both of these things. I said that I didn't want any names, any sponsors, around the *Cavallino Rampante* [Prancing Horse]. We ▶



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moved them all away. With every car, I said, ‘Don’t touch this area.’ The *Cavallino* has to be alone and you’ll see it like this on every car.”

Di Montezemolo breaks off his train of thought to lead us into a

room filled with video screens. Here, visitors are invited to don Ferrari headsets (which look as though they have come from the Scuderia’s pitwall) to watch and listen to archive film footage.

One movie shows Michael and his brother Ralf karting as youths, while another is of a 17-year-old Schumacher driving around in a Fiat 500 – the tiny city cars built between 1957 and 1975.

When di Montezemolo emerges from the video library, he spots the final car in Schumacher’s collection, a deep scarlet, beautifully restored *Cinquecento*. His face lights up.

“This was my personal present to Michael: I think I gave it to him in around 2001,” he says as he opens the driver’s door and then the boot, which houses the 500cc engine.

“It’s from 1950 and I expressly had it worked on for him by an expert restorer of Fiat 500 cars. I asked the team to make it exactly the same Ferrari red colour.

“I’m so happy to see it here as I think it was the first type of car that he ever drove – and I remember he was very enthusiastic when he received this gift.”

The Michael Schumacher Private Collection has taken many months to put together and one of its curators is Sabine Kehm, Schumacher’s long-time manager. She has explained that the exhibition is a thank you from the Schumacher family to Michael’s fans and that it is a place for them to pay their respects to his legacy, while he continues to recover from his injuries in private.

Statistically Michael Schumacher is still the greatest Formula 1 driver of all time, and his worth is neatly summed up by the man who hired him to change Ferrari’s fortunes all those years ago: “It’s always emotional to remember what he did with us at Ferrari,” says di Montezemolo. “There is no other driver like Michael.”

The Ferrari F2004 (right) was 2004’s most dominant car, taking 15 wins from 18 races – 13 of them by Schumacher



THIS 1950 CINQUECENTO WAS MY PERSONAL PRESENT TO MICHAEL: I THINK I GAVE IT TO HIM IN AROUND 2001. I’M SO HAPPY TO SEE IT HERE AS I THINK IT WAS THE FIRST TYPE OF CAR HE EVER DROVE



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NOW
THAT
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CAR

No. 73

WORDS DAMIEN SMITH
PICTURES JAMES MANN

THE FERRARI F310B

The car that was a professional foul away
from Schumacher's first Ferrari title

Was this a great Formula 1 car? That would be stretching it. But for all its clear inferiority to the rival Williams-Renault FW18, F310B was almost good enough to carry Michael Schumacher to his first world championship in red. Almost. Instead, the 1997 Ferrari now represents what we remember as the best and worst characteristics of a colossal talent who continues to split opinion about the definition of 'greatness'.

As its name suggests, F310B also represents an interim season for the Scuderia, as it transitioned from one era of oh-so-familiar unfulfilled promise to one of unmatched, record-breaking dominance. Conceived by a brilliant but single-mindedly difficult Englishman, it delivered five grand prix victories – albeit under the guardianship of another equally driven Brit and the understated genius of a South African designer, who together were about to write an unforgettable chapter of F1 history.

From the mid-1990s, John Barnard knew his ambitions of masterminding a Ferrari golden era from his base in Guildford, Surrey were on thin foundations as new boss Jean Todt began to grasp the enormity of the task at hand. Todt wanted Barnard in Italy, but the deeply rooted design perfectionist – already well versed in Ferrari politics in this, his second spell at the team – was never going to have that. Divorce was inevitable.

Todt had already scooped the only game-changing driver on the grid by signing Schumacher from Benetton at the end of his inspired second title season in 1995. But the new

NOW THAT WAS A CAR

No. 73



THE FERRARI
F310B

champ was handed a car Barnard himself has described as an uncharacteristic "wobble". Still, Schumacher won three races in the F310, and the first – in dreadful conditions in Spain – will forever be recalled as one of his stand-out drives.

Schumacher and Todt both knew only fundamental change would rouse Ferrari from their long slumber of underachievement. Ross Brawn and Rory Byrne, the architects behind his Benetton glory, were the answer.

Brawn came first, and Ross then lured Byrne from his planned retirement in Thailand. "One thing I remember well was the quality of the people who worked in Maranello," says Brawn of his first impressions of Ferrari. "It's a mistake to think it was at a low level, quite the contrary.

"If Ferrari hadn't won the title for such a long time it wasn't because of a lack of good engineering staff. What was missing was a different way of working and that was my number one priority when I arrived. We had to stop working in separate groups and instead think about the car as a whole, not just as the result of assembling different components. "The groundwork for the amazing cycle that was about to start had already been established."

Time was short before the 1997 season, as they inherited Barnard's parting-shot F310B, a car that had morphed into one more in line with the era's high-nosed creatures from Williams, Benetton and McLaren (the designer's perseverance with low noses finally ended at the French GP in '96). Powered by Paolo Martinelli's 75-degree, 40-valve V10, Ferrari carried new hope that it would spoil Williams and Renault's swansong season as F1's dominant force.



“Clearly the basic framework of the car had been designed by John Barnard and there wasn’t much room for manoeuvre,” recalls Brawn. “The project had a solid base, given that Ferrari were fighting for the title right down to the last race, something that had not happened since 1990. I remember one area in particular that we worked on was the fuel cell, which we developed to optimise the positioning of the fuel, based on experience gained over the years at Benetton.”

Eddie Irvine’s season tally of five podiums was perhaps the true indicator of F310B’s performance. But as he had in ’96, 28-year-old Schumacher made the difference to take the title battle to the wire with Jacques Villeneuve in Adrian Newey’s final Williams masterpiece. That says much about Michael’s tenacity – and perhaps something too about Jacques’ shortcomings. Villeneuve claimed eight poles and seven wins, but made heavy weather of a title he was expected to win.

Schumacher’s five victories and three poles were mostly

“I REMEMBER ONE AREA WE WORKED ON IN PARTICULAR WAS THE FUEL CELL”
ROSS BRAWN



RACE RECORD

Starts	34
Wins	5
Poles	2
Fastest laps	3
Other podiums	8
Points	102

SPECIFICATION

Chassis	carbon fibre with aluminium honeycomb monocoque
Suspension	double wishbones, pushrod-actuated torsion bar springs and dampers, anti-roll bar
Engine	Type 046 75-degree V10
Engine capacity	2998cc
Power	720bhp @ 16,050rpm
Gearbox	seven-speed semi-automatic sequential
Tyres	Goodyear
Weight	600kg
Notable drivers	Michael Schumacher, Eddie Irvine

hard-won. At Monaco, Williams made a strategy blunder, and Schumacher blitzed the field as Villeneuve and new teammate Heinz-Harald Frentzen both crashed. Montréal fell into Schumacher’s hands after David Coulthard’s McLaren suffered a clutch glitch. But Schumacher dominated at Magny-Cours and put in another of his special drives at Spa, embarrassing his peers once again with his otherworldly pace in changeable conditions.

The fifth win, in Japan, was clouded by controversy after Villeneuve was distracted by a penalty for lapping too quickly under yellow flags on consecutive qualifying laps. Dropped to the back of the grid, Villeneuve raced from pole under appeal, but faded to fifth by the flag. Williams dropped their case, toasted their constructors’ crown and focused on the season finale, at Jerez. Schumacher led Villeneuve by one point.

How their riveting duel was resolved can never be forgotten. The title was in Schumacher’s sight – until Villeneuve surprised him with an audacious dive. Michael drove into the Williams, just as he had to Damon Hill’s in Adelaide ’94 – but this time his professional foul backfired.

As Villeneuve snatched a title he’d almost let slip, Schumacher was once again vilified. But his punishment was puzzling: disqualified from the championship, yes, but those five wins he’d keep. What did that mean?

Brawn is understandably careful in his evaluation of Schumacher’s actions 21 years ago.

“The emotional aspect should not be underestimated and, especially in Michael’s case, the role played by instinct,” he says. “He always had an amazing ability to read a race with extraordinary clarity from the cockpit, but that does not alter the fact that, on some occasions, his instincts took over. That meant that sometimes he could pull off something amazing, but it also meant here were times when it pushed him into making mistakes – and Jerez in 1997 was one of those times.”





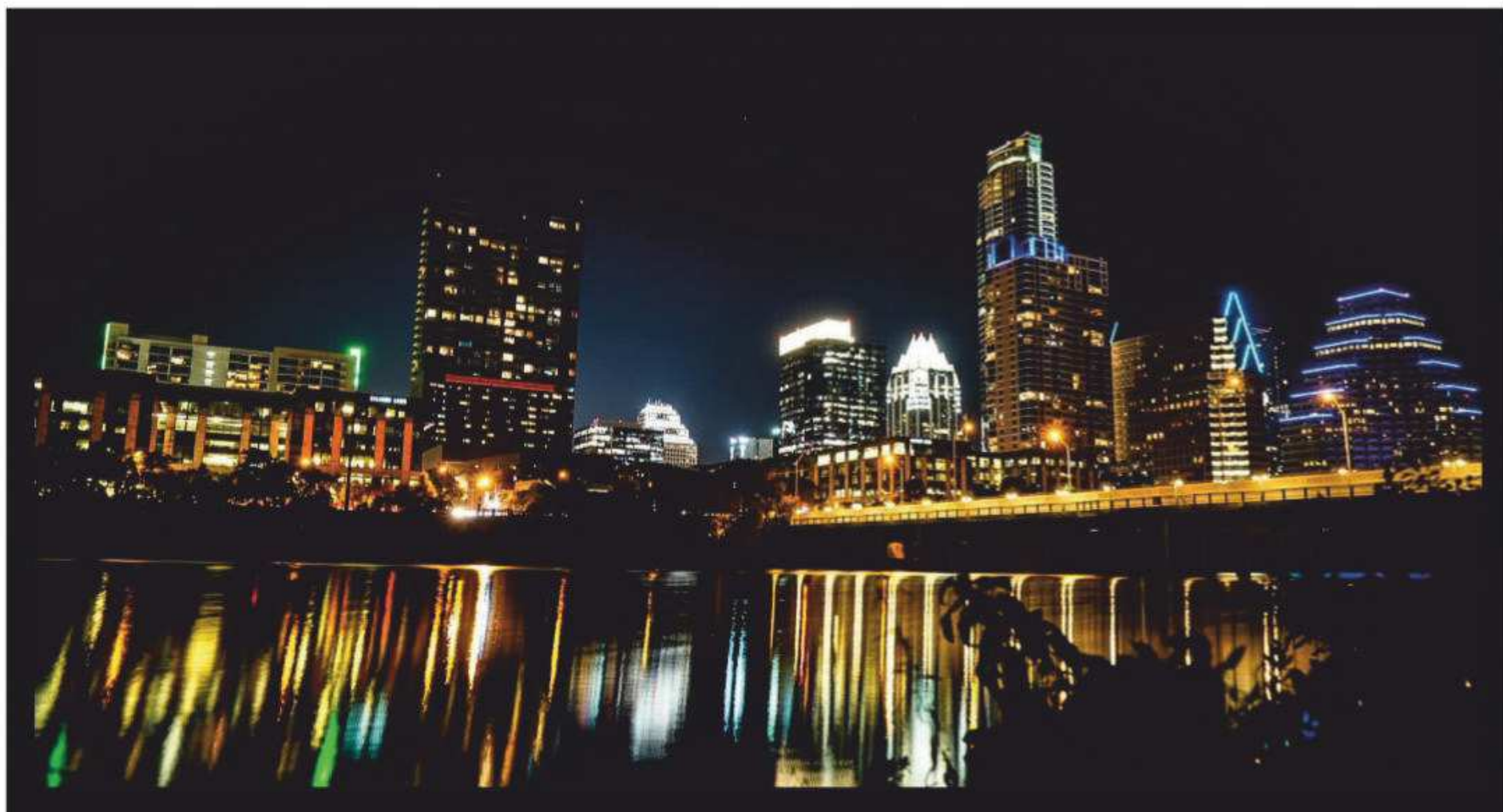


STATE OF THE UNION

Having sampled ten different venues, it feels as if Formula 1 has finally found a home in the United States with the race in Austin. The venue has established itself as a favourite, as much for the fun to be had off-track as the great racing on it. But now it's time to spread the message further...

PICTURES  **motorsport
IMAGES**

WORDS JAMES ROBERTS



From

the moment you touch down in Austin, you are aware this is a city unlike any other. Weird is an understatement. The giant Les Paul guitars that adorn the luggage carousel in the airport, accompanied by a blues soundtrack in the arrivals hall, remind you that Austin is the self-proclaimed live music capital of the world. But it's not just blues, soul, rock or jazz. There's good ol' fashioned country, too. This is Texas, where boot-cut jeans, oversized belt buckles and Stetson hats swing in time to the classic Cotton-Eyed Joe line dance.

Texas was once a part of Mexico. But it broke free to establish itself as an independent republic between 1836 and 1845. That strong sense of identity, which again came to the fore during the American Civil War, has never left Texas. It is a proud state with the unofficial motto 'Don't mess with Texas', while its state capital's slogan is: 'Keep Austin weird'.

Austin is the largest American city without a professional sports team, which perhaps helps explain why Formula 1 has had such a massive impact here – and, equally, why F1 has so fully embraced Texan tradition. The sport is still not on the radar of the wider nation, but this week is all about changing that perception. Starting here in downtown Austin.

Truluck's is an upmarket 'surf 'n' turf' eatery, close to the banks of the Colorado river. As the piano tinkles and the vocalist croons, *F1R* ventures downstairs to discover a most unlikely sight. Wearing a ten-gallon hat and attempting to get to grips with line dancing is none other than Williams' engineering brains, chief technical officer Paddy Lowe. The dancing is a small sideshow in a Q&A evening hosted by sponsor Acronis, a tech company that works in cyber protection. At no other event on the 21-race calendar would it be considered a good idea to break proceedings with a little two-step dance routine, but in Austin, it seems, anything goes.

F1's embrace of the unusual doesn't end there. Four blocks away is a bar called The Rustic Tap. To one side is a stage normally reserved for rhythm and blues bands, but tonight it features a mock-up monocoque of a Red Bull F1 car. Max Verstappen is here taking on the bar's regulars and out-of-town F1 tourists in a tyre-changing challenge. This is Mobil 1's way of taking F1 to the people, and Max's relaxed manner belies the fact he'll be charging around the Circuit of The Americas in Friday's first practice session the next morning. And for those who get their hands on the free drink tokens – shaped like plectrums – the next morning could be a struggle...





Time for a change? Max Verstappen takes on customers at the Rustic Tap, in both a quiz and a tyre change challenge

Paddy Lowe goes from serious to considerably less so as he shakes a leg at Truluck's...



SAM BLOXHAM/LAT

Over on the other side of town, more fun and games are taking place – this time behind closed doors. Trinity Hall is perhaps best described as ‘an event space’: an industrial venue with a modern twist. The venue’s own literature describes the “sexy brass light features”. Right in the middle of the room is a fully made-up bed – duvet and all. It is a prop awaiting the arrival of Valtteri Bottas. His role here is to extol

the virtues of Bose’s latest innovation: tiny, noise-masking headphones that are designed to help you sleep. Perfect, no doubt, for helping him doze off for real once he’s back at the Westin Hotel opposite, by blocking out the pumping live music emanating from all the bars.

Valtteri’s week finishes with a trip over to Atlanta to watch the Falcons play the New York Giants in the NFL. He’s accompanied



Valtteri demonstrates the latest tech from sponsor Bose – noise-masking ‘sleepbuds’, perfect for F1 racers with an early start the next day...



by Mercedes team principal Toto Wolff and team-mate Lewis Hamilton, at the appropriately named Mercedes-Benz Stadium.

The week of the US Grand Prix has been a busy one for Wolff and Hamilton, too. Prior to Austin, they visited the New York Stock Exchange and NASDAQ’s headquarters, where an image of Lewis was projected from the facade of the building across Times Square. While in NYC, Lewis also appeared on the chat show circuit, taking in *Good Morning America* and the satirical news programme *The Daily Show*.

As *F1R* chatted to various locals in downtown Austin, each reiterated the fact that wider America has no clue what Formula 1 is. People are aware of NASCAR and the Indianapolis 500 but assume F1 must be another part of the IndyCar series. Having Austin as a permanent home is the first step in trying to engage with the huge US market – but there is a long way to go. PR parties in Austin, while popular and fun, are just the tip of the iceberg.

“Formula 1 is one of the biggest sports in the world, with millions of people watching it, but in America just as many people have no clue what it is,” says *The Daily Show*’s anchor Trevor Noah to Lewis Hamilton. “When I try to explain Formula 1 to people, they say ‘what is that?’”



◀ Logistics, health and safety are all overcome in the name of a few donuts by DC on top of a Miami skyscraper



SAM BLOXHAM/LAT

▶ Sharing the message: Lewis and Toto take to the US talkshow circuit



To the Americans, Lewis is a sportsman in the mould of an NFL star, transcending his sport to succeed in the fields of fashion and music. And for the TV executives, that makes him the only box-office draw of the 20 drivers on the grid. He's doing his bit to sell 'the show', but if Formula 1 is to achieve the same level of interest, it must reach beyond the drivers.

On the same weekend as the US GP in Austin, Formula 1 hosted a fan festival in Miami, with Renault and Red Bull demonstrating cars along the streets of the city. The highlight was a health and safety headache of a stunt, in which David Coulthard performed a series of donuts on the top floor of a 700ft, 62-storey skyscraper.

Formula 1's commercial chief Sean Bratches was in attendance in Miami and spoke again of his continuing desire to hold a second US race in the Florida city. A bid for a grand prix to be held here in 2019 was scuppered, but there is still hope for 2020.

The economic impact of the grand prix in Austin should not be underestimated. Figures compiled by business analysts, including IMPLAN and AngelouEconomics, cite that since opening in 2010, the Circuit of The Americas has had a cumulative economic impact of \$5billion on the Austin metropolitan area. Within that, \$423 million has come from direct visitor spending and there is also a \$306 million annual

payroll for Austin-area workers, attributable to COTA's operations. Perhaps, then, what Austin is doing isn't so weird: it's simple financial sense. For this race and F1's long-term future in the US, long may the party continue. 2

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G R E A T E X P E C T A T I O N S

PICTURES 
WORDS SCOTT MITCHELL

After two years learning from Lewis Hamilton as Mercedes' development driver, **George Russell** has got his F1 break for 2019 with Williams. He's not taking the challenge lightly...

GEORGE RUSSELL CV

Age 20

Nationality British

2018

Formula 2 with ART. Formula 1 tests for Force India and Mercedes. Signed to a Williams race seat for 2019

2017

GP3 champion with ART. Joins Mercedes' young driver programme, testing for their F1 team and driving for Force India in two practice sessions

2016

Third in European F3 with Hitech GP, taking two wins

2015

Sixth in European Formula 3 with Carlin, taking one win

2014

BRDC F4 champion and McLaren Autosport BRDC Award winner. Race winner in Formula Renault Eurocup

2006-13

Multiple British karting champion. European champion in 2011 and 2012

As he stabs at a piece of tomato on his plate, George Russell conveys both the good grace of a polite and convivial young man, and the impatience of a newly confirmed and extremely busy Formula 1 driver on whom it has only recently dawned that a bustling schedule does not always include a lunch break.

Sitting at the back of the Mercedes hospitality unit, Russell, 20, pushes his plate to one side, insisting he can break off from lunch to talk *F1 Racing* through the steps he'll take towards making his mark in F1 next season. In 2019, the young Mercedes reserve steps up to a full-time drive at Williams. "It's a long winter," he maintains. "It gives us plenty of time to spend at the factory getting to know each other. The main thing is building relationships with the engineers so there are no unknowns, and making sure we're comfortable to the point where we can express our feelings to one other."

Russell is keen to help establish an environment of mutual respect at Williams, allowing him to build on his reputation as one of the most exciting young talents in motorsport. In 2014 he took the BRDC Formula 4 title in his first season of single-seaters, going on to win races across his two years of European F3, before collecting the 2017 GP3 crown in his rookie season. And, at the time of writing, Russell is poised to win the F2 (formerly GP2) title on his first attempt like Lewis Hamilton, Nico Hülkenberg and Charles Leclerc before him.

Williams chief technical officer Paddy Lowe is wildly enthusiastic about Russell, whom he considers "confident", "disciplined", "well-organised", "intelligent" and "quite special". Examples of Russell's confidence and determination include producing a PowerPoint presentation for Lowe a year ago in an attempt to secure a 2018 Williams drive; phoning Lowe again this summer to arrange a meeting to discuss a possible 2019 deal; and diligently arming himself with a pen and pad to take notes when he met Claire Williams at the German GP. Taken alone, each incident may seem trivial; put together, they have clearly made a lasting impression.

In Austin, on his first day in the F1 paddock after being confirmed at Williams, Russell visited the garage and shook hands with every team member. He's like Lewis Hamilton in terms of his loyalty and attention to detail, and that's no coincidence. He has spent two years as a Mercedes Junior, learning from Hamilton up close. "It's a very privileged position to be in," Russell enthuses. "Lewis is an extremely talented driver, but when he comes to the track he will work his arse off to maximise everything. That was kind of refreshing for me to see – that a guy like him isn't relying on his talent alone. It doesn't just come to him; he's out there working for it."

Williams have taken plenty of flak this season for running two inexperienced yet clearly well-funded drivers in Lance Stroll and Sergey Sirotkin. Russell, who has impressed his new team with his pace and feedback in the simulator on multiple occasions over the past 12 months, brings totemic value to Williams, as well as something tangible: he represents their desire to move away from pay-drivers and get back to the days of harnessing fresh, young talent.

It is a risk for Williams to choose Russell over drivers with major financial backing, and both Mercedes and Williams insist his arrival brings no direct financial recompense or an engine discount. Williams could have selected Mercedes' other protégé, Esteban Ocon, who finds himself on the scrapheap next season through sheer bad luck, but they wanted a driver who would commit to more than one season. Russell, meanwhile, is happy to have taken his first proper step into F1. "It's no secret that this has been a difficult season for them, but they are taking steps to improve their future," he says of his new team. "It's the perfect time to get this opportunity and prove myself not only as a quick driver but as somebody who can lead the team and progress."

If Russell can do that, he'll lay very solid foundations. Where that might lead him is anyone's guess, but the last Brit at Williams was Jenson Button – and he didn't do too badly for himself. 🍅

**"IT'S THE PERFECT TIME TO PROVE MYSELF AS
SOMEBODY WHO CAN LEAD THE TEAM AND PROGRESS"**

THE LONG INTERVIEW

Two dinners have shaped the destiny of Guenther Steiner's life in motorsport.

The first, with his childhood hero

Niki Lauda, led to his move into

Formula 1. The second, with business magnate and team owner Gene Haas, led to his current role running Haas F1.

So what better way to talk through Steiner's fascinating life and career than another dinner?

WORDS JAMES ROBERTS
PICTURES  motorsport
IMAGES

THIS IS
GUENTHER

STEINER



PICTURE: ANDY HONE/LAT



PICTURE: ANDY HONE/LAT

W

hen you travel to 21 grands prix a season, there are regular haunts you find yourself returning to year after year. One of these is *Il Sole di Capri* – a small Italian restaurant on a side street of the Belgian town of Spa, which is always buzzing with F1 people during grand prix weekends. One night you might see Damon Hill chatting to Paul Di Resta;

the next, Carlos Sainz relaxing with his family. And tonight it's the Haas F1 team principal casting his eye over the pizza menu.

Since their arrival in F1 in 2016, Haas have made significantly greater progress than their three 'new team' predecessors, Manor, Caterham and HRT, all of which are now defunct. The way Haas have gone about racing – acquiring from Ferrari those parts of an F1 car that can legally be shared – means they have changed the model of what is possible in the sport. The idea for this revolutionary approach idea came from Guenther Steiner, the former Jaguar Racing managing director, who moved to the USA in 2006 to set up a NASCAR team. It was his initiative to approach Gene Haas with a novel scheme for establishing a team in F1 – a sport he's loved since childhood.

That passion was born of the early influence of F1 broadcasts by Austrian state TV channel, ORF. Steiner, an Italian from the Sud-Tyrol region, close to the Austrian border, was able to tune in from

his home in Merano throughout the 1970s and – predictably – his hero was legendary Austrian Ferrari racer Niki Lauda.

Once Steiner has ordered his pizza, he begins his story, starting with how he watched the 1976 Japanese GP as a young boy, distraught that Lauda had pulled out of the race due to the atrocious weather conditions. And then moves on to how a meeting with Lauda, years later, would set his own course for F1...

F1R: Guenther, did Niki Lauda fuel your passion for racing? How much of a hero was he?

GS: I think for a lot of people at that time he was a hero and an even bigger hero after his accident. But I already had a passion for all racing cars and I would beg my father to take me to hillclimbs. After school, I completed an apprenticeship as a mechanic, did my national service and got a job in Brussels as a mechanic for the Mazda world rally team. Oddly, Haas Automation's European headquarters is just three buildings down from where I worked 30 years ago. There is still the IKEA next door, and I can't tell you how many times I ate meatballs there for lunch! It was very strange.

F1R: In the mid-1980s, rallying was much bigger than it is now. What did you learn as you were progressing up through the sport?

GS: When Carlos Sainz drove the Repsol Lancia, I was one of his mechanics. Then, latterly, I was director of M-Sport when he drove for Ford. I've got a very good relationship with Carlos, he's a very special human being. One year I spent nearly 200 days with him. He's demanding, but I had so much respect for him because

he's a great worker. I learnt a lot from him in terms of being professional, hard-working and focused on the right things. I've never seen any driver so adamant before in my life – if he wants to get somewhere, he gets there. The guy is amazing and relentless. It was very important for my career to learn from him.

F1R: After a few years working with Ford, how did you come to join Jaguar Racing in 2002?

GS: Niki Lauda was tasked with finding someone and asked around at Ford, who owned Jaguar at that time. My secretary called me and said: "Mr Lauda wants to speak with you." You know how Niki is. Promptly he said, "Can you come to Vienna for dinner?" I went there, we had dinner, and the next day he says: "Okay, I'd like to employ you – when can you start?"

When he phoned me, I told my wife, "I've just spoken with Niki Lauda and he asked for me!" It's quite an experience when I think back to watching him race on TV in the 1970s. He was sorting out the company and he offered me the job as managing director of Jaguar. But the team wasn't in a good way – there were too many people trying to run it and it was very difficult.

F1R: What did Jaguar want to achieve?

GS: They wanted to be the green Ferrari. They wanted a sea of green in the grandstands, but that would have taken some time. They wanted to build a brand. I didn't want to stay: my allegiance was to Niki, so when he left, I couldn't see it working. I parted company with Jaguar and moved to Opel. I already knew Dietrich Mateschitz from rallying and, after a year, he called me up and asked if I wanted to join Red Bull as technical operations director.

F1R: Red Bull bought Jaguar Racing in 2004, so you were effectively returning to the same team under a new name. Was there a big difference?

GS: I didn't see Jaguar develop in those two years that I was away. There were a lot of people there who were nice, but they weren't racers. They wanted to build this corporate image. When Mateschitz bought it, in the first year we tried to find our feet – then in the second year I went to the States to start a NASCAR team for Red Bull. That's when the big investment came. But setting up a team in North Carolina was a little bit harder than my previous projects because I had no experience in NASCAR. What I learnt is to never underestimate what other people know. Motorsport in the US is different. If you go there and try to implement the things we do here, you will not succeed.

F1R: But certain principles are the same?

GS: You need good people – that is the same everywhere. But the rules are different. When I got to NASCAR the crew chief was still the biggest guy. What I did with Red Bull in NASCAR 12 years ago was to implement an engineering structure that people questioned then, while now I think it's standard to have engineering teams. I wouldn't say I invented it, but at the time few teams had this structure and we established it in our team.

F1R: How did you get to know Gene Haas and how did your project to start an F1 team in the US come about?

GS: My family has always run businesses – my father was a butcher. While I was in North Carolina I set up a composites company, which I still co-own. Because of that work, one of my clients was the abortive USF1 team. I got to know [USF1 bosses] Ken Anderson and Peter Windsor well and I was trying to help. Chad Hurley, the founder of YouTube, was one of the investors and he called me up saying he wanted some advice on F1 and how I would go about it. I said the only way to get a car to the track was to go to Dallara and try to buy HRT. He asked me if I'd do that for him... I'd known Giampaolo Dallara for a long time, so I said sure.

I went over to Italy for three days and sat in Giampaolo's office and tried to do something. At one stage I went to see former Ferrari boss Stefano Domenicali, who is a good friend of mine – he spends most of the year living in the part of the world where

Dinner: officially the most important meal of his life. As related to F1 Racing





I come from – and I asked him his view and what the political situation was. He gave me some advice and then I went back to Chad Hurley and said: “What you want to do is difficult, I think you should call it a day.”

A few months passed and I came up with the idea of setting up an F1 team with the model of buying parts. Ken Anderson tried it, but he didn't have the knowledge or experience of F1. I thought maybe there could be someone in America who could invest in a team. I started to write up a business plan inspired by the USF1 idea. At that time there was a lot of talk about customer cars, B-teams, and with my contacts I discussed what we could do. So, I went to find some people who could do it. I ran into Joe Custer, who was running Gene Haas's business in NASCAR. I said I had a proposition that Mr Haas might be interested in. Joe and I had a coffee in Starbucks where I showed him the presentation and asked if we should talk to Gene about getting involved. A month later, I got a call to say Gene was in town and could we meet for dinner. There I explained to him how to do it. He listened a lot, then we spoke some more, it developed, and when it got a bit of momentum Joe came with me to meet Ferrari in Italy. Then one day, Gene said: “Let's go and get the licence and race in F1.”

F1R: You took advantage of regulations that allowed you to buy parts from another team to give you a head start. Would you say that this model has been the key to your success?

GS: I would say so, but it was there for everyone to do. We looked at the teams that recently came into F1 and didn't make it: Caterham, Manor, HRT and USF1. I respect them all because it's very difficult to do, but for us, to come in and do the same and be successful, we were thinking: how can we do it differently? If we hadn't done things differently, we would have ended up like them. At the time there was a lot of talk about customer cars, so we looked at how much we could actually buy. We wanted to find someone who would work with us and trust us and Stefano Domenicali [who was, at that point, still team principal at Ferrari] trusted me and knew me. Ferrari were open to doing it, although

Team spirit: Steiner with the Haas F1 crew – including drivers Kevin Magnussen and Romain Grosjean, and team owner Gene Haas

we also spoke with another team. There aren't many more candidates, so you can come to that conclusion yourself.

F1R: Were they silver?

GS: They were in England. Ferrari saw a number of benefits to our proposal: if they had to increase the number of wishbones they produced, the tooling remained the same, yet another a revenue stream was created. The other plus was that they could use us to test parts, so if something on our car broke, they'd immediately know it could happen on their car as well. Plus it meant they had another customer for their power unit and another ally in F1.

F1R: It must have helped that Gene Haas has money behind him. Your programme hasn't been operating on the sort of shoestring budget that characterised Caterham, Manor and HRT. You haven't had to chase pay drivers, for example.

GS: Yes, we spend money, but we spend it carefully. We spend it on the right things. In Banbury there is no excess. When we bought our paddock motorhome, we didn't buy the cheapest one available and plan to fix it every year. We bought a brand new one that will last ten years and Gene can see the value in that. We're not throwing money away, we are very careful. There is no excess; it's not shiny and pretty like McLaren – we're efficient.

F1R: And that's down to your past experience of setting up teams?

GS: Yes, you focus on what is important, decide to do it and then move on to the next thing. There is no point discussing going to the moon if we can't even get to the motorway. You need to take one step at a time. We're not adding hundreds of people a year, we're adding ten to 15. We are careful where we add to avoid creating a monster that you cannot tame any more. Within the company, people know each other because of its size.

When we have team meetings, we have conference calls. I'm sitting in Kannapolis, North Carolina and we have Dallara on one

WE SPEND MONEY, BUT WE SPEND IT CAREFULLY. WE SPEND IT ON THE RIGHT THINGS. WE'RE NOT THROWING MONEY AWAY. THERE IS NO EXCESS; IT'S NOT SHINY AND PRETTY LIKE McLAREN – WE'RE EFFICIENT

screen from Parma and Banbury on another and we get used to working that way. Okay, it's maybe not 100 per cent as efficient as if we were side by side, but we work well together. If we get a bad connection we just stop the meeting so we don't waste time.

F1R: How do you cope with commuting to every grand prix all the way from North Carolina?

GS: I'm fortunate in that I can sleep very well. For sure your fuse is shorter when you are jet lagged, and people around me know that now. But I know myself, so I avoid making decisions or confrontations when I am tired. Jet lag is part of the job. Our business model works like this.

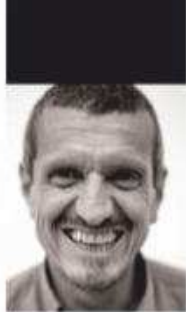
F1R: Do you ever have other teams saying to you that you've changed the nature of Formula 1? That by making this team work, you've called into question how all the other teams go about racing in the sport?

GS: No, because maybe there is an even better way. Never think that your way is the only way. If I was to do this again, I'd try to explore an even better way to do it. I don't assume this is the best. Five years ago, everyone called us stupid or ignorant, saying we didn't know what we were doing – and they were wrong. Also, times have changed. This way is getting more difficult.

F1R: F1 has historically been about constructors designing and building their own cars. Would you say that your model has changed the spirit of the sport?

GS: Yes, to an extent, but we do still design our own car. We don't do everything ourselves, but then look at road cars. Fifty years ago everyone made their own wheels. Now, they all buy them from the same suppliers. Times change and if you want to stay current, everything you do, you need to change. If you stand still, you won't make any progress. Twenty years ago electronics were important in a racing car, but no one spent any money on them. Today they





CV

Name: Guenther Steiner

D.O.B: 7 April 1965

Born: Merano, Italy

Title: Team principal,
Haas F1 Team

2014-present	Team principal of Haas F1
2009	Sets up Fibreworks Composites in North Carolina
2006	Establishes Red Bull NASCAR team
2005	Technical operations director for Red Bull Racing
2003	Opel technical director (DTM)
2002	Managing director of Jaguar Racing in F1
2000	Director of engineering at M-Sport
1998	Project manager for M-Sport (WRC)
1997	Joins Prodrive as team manager for their Allstar Rally Team
1994	Technical manager for Jolly Club Spa
1991	Head of reconnaissance for Jolly Club Spa in WRC
1989	Assistant team manager for Top Run Srl in the WRC
1986	Mechanic for Mazda rally team



are more important than anything else. As time changes, all the processes change. People tend to want to stay within their comfort zones, though.

F1R: Do teams like McLaren and Williams need to readjust their processes? For example, they both prefer to build everything in-house rather than outsource.

GS: Yes, a good example is a pedal box. Twenty years ago they could have saved 200 grammes in weight, but you can't do that these days – and a pedal box doesn't make your car go faster. The most you could improve now is 20g, so why should I spend all that time, effort and resource working hard to take just another gramme out? That doesn't make you go any faster – you need to go and get more bang for your buck.

F1R: What does Gene Haas get out of having a Formula 1 team? And what is his goal?

GS: He wants to give Haas Automation and the tooling machines they make more exposure, and F1 is a global sport and motorsport is something he loves, so it's an obvious choice for him. It wouldn't make any sense for him to go into football, for example.

Yes, he would also like to win a world championship one day. In NASCAR it took a long time, but he didn't give up. He's well aware of the current situation of where F1 is at the moment. He can't win it yet, but things are always changing. Life is interesting and there will be a change eventually. There is always something new coming through and, who knows: one day there might be a chance for Gene Haas to win a world championship.

F1R: But surely it would be impossible for you to compete with – and beat – Ferrari, as a customer team?

GS: Things will change. We cannot predict what will happen in five years. For now, we need just to do our best job and stay on the ball. From where we are, especially in motorsport, you don't see big changes in other industries in such a small timespan like you do with our sport. Brawn came and left in 2009 having won the world championship – no one could have predicted that. In 2010, there were three new teams on the grid; today none of them are left. There is always something going on. With the economic crisis, Toyota, BMW and Honda all suddenly left the sport. It's not luck, it's our industry. It doesn't mean that we'll definitely do it – but opportunities arise. I don't believe F1 will stay like it is now for another five years – something will change.

F1R: Do you see your role as team principal of Haas as a springboard to another position, similar to when your friend Stefano Domenicali moved from being Ferrari team principal to become the CEO of Lamborghini?

GS: I've never planned my career, so why should I start now? In general, I like to do what I love to do rather than what would be best for me maybe financially or for the future. I've been lucky enough to have achieved that for most of my life. Maybe I could have done something different and made more money. I've got

“
THE MOST YOU COULD IMPROVE A PEDAL BOX NOW IS 20g, SO WHY SHOULD I SPEND ALL THAT TIME, EFFORT AND RESOURCE WORKING HARD TO TAKE JUST ANOTHER GRAMME OUT? THAT DOESN'T MAKE YOU GO ANY FASTER – YOU NEED TO GO AND GET MORE BANG FOR YOUR BUCK
”



goals that are normally based around racing cars, not on being the richest man. I'm living my dream and I've got there by working. My father was nobody in racing, so I didn't get a leg-up.

F1R: What if a conventional F1 team, such as McLaren or Williams, approached you to become their team boss, and asked you to help them reorganise their structure – would you go?

GS: It's a difficult question, because why would I want to leave what I've got at the moment? Then again, it could be a challenge – I live on challenges, as you can see. I don't choose the easiest way. I wouldn't go to some teams. I'm happy with what I'm doing, but there are some challenges out there that would be fun to fix just to prove it can be done. In a few years maybe, but I haven't had an offer, so I'm not thinking about it. I'm happy with where I am at the moment. 📌



MY LIFE IN PICTURES



MARK WEBBER

Famed for his no-nonsense attitude and fighting spirit, nine-time GP winner Mark Webber spent 12 eventful years in F1, which took him from wrestling sub-optimal machinery at Minardi and Jaguar to providing adult supervision at a fledgling Red Bull. And then came that combustible partnership with Sebastian Vettel. Never short of an opinion, here he takes us on a photographic tour of his career...



2



4





1 British Formula 3, 1997 RACING ON A SHOESTRING

I still have a lot of fond memories of this year, but my dad Al and I were scratching around for money. We certainly knew the price of a pint of milk. For example, we questioned whether we should insure the car for the next race. I didn't *think* I'd go off the road, but if I did, by smashing an F3 car up I'd suddenly find myself £45k in the red. All of these things were stressful because I was ultimately accountable.

I had people who believed in me, but I still had to deliver. There were drivers in the pitlane who would turn up in their BMW M5s and that was fuel on the fire for me – I wanted to beat those pricks. They weren't getting into the cockpit with the stress I had. The drivers who had a lot of money, you could see the fire wasn't there. They could afford to smash up their cars.

2 Benetton launch, 2001 FIRST DAY AT THE OFFICE

Looking at this picture, Fernando and I definitely need to get to the gym – we're probably carrying an extra 5kg each here. And Flavio... you can see what a flamboyant character he was even then. In all of these pictures, I'm trying to make myself look small because Flavio was always worrying about my size and whether I was too tall for the car. He was a tough taskmaster – there's no doubt about that. He wanted us to perform and he wanted us to deliver and there's a trunkload of podiums amassed between us there. This was a huge moment for me, to not have to look for sponsorship any more and to be paid for my services.

3 Australian Grand Prix, 2002 HOME HEROICS

As the race went on, the Minardi was not healthy at all. The diff was spinning up and the fuel cap wasn't opening at the pitstops, which was linked to the pit-limiter. It was all a bit of a cluster really. Team boss Paul Stoddart told me on the grid that if I could get the car home, it would be sensational, since it was a massive crowd. It was my first grand prix and I had no lack of motivation.

With about six laps to go Mika Salo was coming up quickly behind me in the Toyota, but when he arrived I said to myself: "I'm going to make it really hard for him." It was elbows out and he spun as he attempted to pass. I looked in my mirrors and thought: 'Beautiful!'

I was embarrassed about going up onto the podium [Webber finished fifth] afterwards, but Bernie Ecclestone and promoter Ron Walker said we should go up anyway and they'd pay the fines. The crowd went ballistic! It was a very special day.

4 Brazilian Grand Prix, 2003 HAVING A SMASHING TIME

I moved to Jaguar and the zeros in my salary changed: it was serious and I knew I had a job to do. My teammate Antonio Pizzonia had a great junior career and was hot mustard, but he struggled in F1. So, I built the team around myself, and they looked to the guy who was quickest.

This crash looks more spectacular than it was because the impact was pretty low. We were quick all weekend, but we ran long on the intermediates. By the end of the race there was no tread left and the tyre was getting colder. I got on the damp stuff with the right rear and lost the car. It was a big shunt, and then Fernando arrived, hit the tyre and had an even bigger impact front-on.

I went back to my physio and he asked how I was feeling. I eye-balled him and bashed out 50 press-ups. He said 'all good' and we headed for the airport to come home. There wasn't much of a check-up back then. ▶



3

5 Monaco Grand Prix, 2005 HEART OVER HEAD

Driving for Williams wasn't as enjoyable as it was for Jaguar or Red Bull. I was as frustrated as anyone: you want the team you work for to be the best one. Patrick Head and Frank Williams were the reason I'd gone there and I had so much respect for what they'd achieved. But my heart ruled my head.

Juan Pablo Montoya had taken Williams' last win in Brazil in 2004, whereas Renault hadn't had the success up to that point. But it's Renault I should have decided to go with. It was on the table for me to be Fernando's team-mate, which would have been interesting – although not all plain sailing, I'm sure.

At that time, Williams had just lost BMW and a number of other sponsors, and aerodynamically they had never recovered from losing Adrian Newey. It's always about people. The windtunnel doesn't go bad on its own; it needs the right people to press the buttons.

I got my first podium with Williams at Monaco, but we were nowhere near the results we wanted. I just wasn't enjoying this Formula 1 thing. At Jaguar I'd get there early and leave late, but at Williams I didn't enjoy going to work.



6 German Grand Prix, 2009 FAST - AND FURIOUS

Red Bull was such a young team in those days, but Flavio assured me they would be successful eventually. Firstly I was furious that I'd lost the British Grand Prix the weekend before because I felt that was my event. Seb [Vettel] got pole and won it, so I aimed to win in Germany. At that race I got a drive-through penalty after touching Rubens [Barrichello] off the line, but I came back and won. It had been over 20 years between Australians winning grands prix.

It was funny because Dad came to that race and he'd lost a tooth the night before, which I didn't know about. He's pretty good with his teeth – since he can eat, my dad – but all the photos from that weekend are hilarious with the front peg he'd lost that day.





7 British Grand Prix, 2010 “NOT BAD FOR A NUMBER-TWO DRIVER”

That Santander flame’s in a good spot, isn’t it? Burning my arse... Yeah, the team got a bit of a spray from me on Saturday night. And Sunday night. There were two front wings on Friday and, as we know, the preferred front wing went on Seb’s car. It wasn’t as though Seb was 30 points down the road; I was ahead of him, so I thought: ‘What’s going on here?’

I first beat him in qualifying to get pole and made a good start, which wasn’t one of my strengths. If I look back on it, my starts cost me a world title. It was one of my flaws, and pivotal things like that made the environment a real pressure cooker. In the race, it was pretty straightforward. It was a very, very good day – not bad for a number-two driver! A good party and brilliant crowd.



8 Malaysian Grand Prix, 2013 WHEN IT’S OVER, IT’S OVER

This press conference was one of the toughest I’ve been in. As we’ve seen with Seb, he can get torn between what he’d like to do and what he does do – between his heart and his head. There’s a lot of history between us that goes back to Turkey 2009, and also a year later when we crashed into each other again there. Then there was Brazil 2012 when he was going for the championship and was disappointed that I didn’t give him more room at Turn 1.

Here the call came that the race was off, but then he was still coming at me like a train. He passed me, but I’d pretty much made a decision at that point that I was going to Porsche – I’d checked out. He apologised on the podium but there had been a lot of heat over the radio. Then I found myself dealing with [Red Bull owner] Dietrich Mateschitz on the phone – and it was all a shit sandwich really. That was a bad press conference; no one was celebrating. 🍷

{ YOU ASK THE QUESTIONS }

BRENDON HARTLEY

Back in the sport eight years after being dropped from Red Bull's young driver programme, this indefatigable and upbeat Kiwi elaborates on his fall and rise, and the art of grace under pressure



WORDS ANDREW VAN DE BURGT

The narrative of a happily-ever-after fairy tale seldom runs smoothly. And for Brendon Hartley, his surprise return to a place in F1 – years after being cast out of the Red Bull young driver programme – has taken place against a background of rumour-mongering and speculation. Despite his best efforts, his position has been under threat almost since the beginning of this season.

Despite all this, he has chosen to remain cheerful and positive and seems determined to make the most of a situation that seemed entirely implausible 18 months ago, when he was a star of the World Endurance Championship and barely registering a blip on the F1 radar. Hartley remains one of the most approachable, thoughtful and eloquent characters in Formula 1, something that can perhaps be attributed to this most convoluted and character-building journey to the pinnacle of motorsport.

It's little wonder, then, that his eyes twinkle with amusement as he catches sight of the stack of *F1 Racing* reader questions. Without a hint of trepidation – and it's not often we can say that – he flips over the first card...

What is the most challenging aspect of Formula 1 compared with other types of racing you've done?

Sarah Bolton, UK

There are many things about being a Formula 1 driver that are complex and challenging. If I compare it with the World Endurance Championship, for example, the cars are equally complex but the pressure that is put on a driver when you aren't used to it feels as if it's

on a much higher level. You're not sharing the car, you don't have two other drivers coming to one common agreement on setup – and then on top of that there is much more attention from the media and everything you do is closely scrutinised. Earlier on in the season it took me quite a while to get used to that. But what can be especially challenging in Formula 1 compared with other categories is time management because you're always busy. But you also need to be 100 per cent focused on your job, which is making the car as fast as possible and getting the most out of it. ▶





You always pick some bangers for the Toro Rosso Garage Playlist, but do you ever get a chance to see any of these bands live?

Fern Lock, UK

I've seen a few live bands. In the past I've been to a few concerts in the UK with Daniel Ricciardo. I also went to the Download Festival a few years ago where I saw Deftones and Stone Temple Pilots and a few others. But there are a few of my favourite bands that I haven't had a chance to see live yet...

F1 Racing: Such as?

BH: A band I always wanted to see live was Tool, and I know they're touring again so I need to make that happen. I was a big fan of Incubus as well, but I've never seen them live.

Now you've finally made it to Formula 1, is it everything you dreamed it would be?

Peter Bentley, USA

I've dreamed of being an F1 driver since I was racing karts. Looking back, it would seem very unrealistic to think I even had a shot – coming from New Zealand from a very modest family and not having a lot of financial backing. But somehow it happened and I've enjoyed the process. Like any dream job, when you're actually doing it for your day job sometimes the pressure can make it less fun, but I'm constantly reminding myself of how amazing it is, how privileged I am, and what it means to be in F1. I think sometimes drivers can look miserable in the paddock and I'm trying not to be one of those – I'm really trying to enjoy all the things that Formula 1 offers.

Who has been the biggest influence on your career?

Paul Fawcner-Corbett, UK

It's tricky because I've met so many people in motorsport. So this is something I'd pass on to anyone trying to come through: try to learn from everyone and anyone. Obviously you have to filter the good and bad advice and how people work, and figure out for yourself what works best for you. The first person that comes to mind is Mark Webber. I was his team-mate – I feel bad singling him out as I've had other great team-mates – and he really did take me under his wing and was happy to pass on the knowledge he had. I learned a lot from Mark and he's become a friend.

Singapore (right): the toughest challenge of the year, according to Hartley



Is the Singapore GP physically harder than the Le Mans 24 Hours?

Kacper Becker, Poland

Singapore was definitely the toughest GP I've taken part in. Compared with Le Mans it's different, but physically, Singapore is more difficult. At Le Mans you get a few hours' break and then you're back in the car, and you're mentally very tired after the full week. Singapore was very physical: you're busy, ultra-focused, you don't have a lot of straight lines to take a break. It's hot, it's humid, you're sitting on a big battery, and there's not a lot of air flowing through the cockpit.

Would you consider joining your fellow New Zealander Scott Dixon in IndyCar?

Barry Warren, USA

I was pretty close to being there this year if truth be told, so that's probably the easiest way to answer that question!



Who are your New Zealand heroes?

George Stephen, Australia

Growing up there was never another Kiwi driver in Formula 1. Obviously as I got older I became aware of our rich history, especially when I travelled to

Europe. That's when I realised there have been a lot of Kiwi drivers, team owners and mechanics, and I think a lot of people respect us because we've had to make a big commitment travelling from the other side of the world. I now realise that those who came before me forged that reputation for the likes of me. I got to know Chris Amon before he passed away a couple of years ago, and we were able to discuss Le Mans stories. He was from a similar area to me and I know his family very well.

Who cuts your hair?

Rob Hughes, Australia

[Laughs] Her name's Melissa, but I don't know her last name.

F1R: Do you tip generously?

BH: No, I'm a Kiwi – we don't tip!

You've raced on a tremendous variety of tracks in your career, including Le Mans, Macau and Bathurst. Which is your favourite?

John Slater, New Zealand

I have a list of favourites and those three are on the list. I can also add a couple more: Monaco, Spa, and I enjoyed Canada this year. It's hard for me to name a single track and the list keeps on growing. I've been very lucky to race on some of the best tracks in the world.

What is your biggest fear in life?

Alan Stoner, UK

I don't know. Maybe not being happy. I like adventures, I like taking myself out of my comfort zone, so for that reason I enjoy fear. I love riding my mountain bike on rocky, treacherous trails. What I would say is that without risk, life could be very boring.

What did Helmut Marko say to you when Red Bull dropped you in 2010, and how did you recover from that setback?

John Adams, UK

It was during the British Grand Prix and in some ways I expected it, so there wasn't much argument from me. I wasn't in a good place and I hadn't been performing. I was unhappy and it felt like a relief in some ways. I'd been with Red Bull since I came to Europe

in 2006, so this felt like a new start and meant I could take control of my destiny. It was a crucial part of my career and I learned from the experience and came back stronger. And I ended up back here in the F1 paddock. I'm very proud of the journey I've taken to get here.



“ I'D BEEN WITH RED BULL SINCE 2006, SO WHEN THEY DROPPED ME IT FELT LIKE A NEW START AND MEANT I COULD TAKE CONTROL OF MY DESTINY. I CAME BACK STRONGER ”

How do you cope with constant speculation about losing your seat and does that ever get you down?

Duncan Williams, UK

Initially it was tricky, but it's got easier and easier the more times people ask. After three or four races there was speculation and massive pressure being put on me, and I responded by outqualifying my team-mate by half a second

in Montréal. I guess I proved myself. Monaco didn't quite go to plan, but I think that I was faster in every free practice session and I felt really strong over the course of that weekend, even if qualifying was a bit of a mess-up. I felt as though, mentally, I had responded in the way that I had wanted to. But it has been a bit of a test for me. I have kept having to answer the question: can I still keep the focus and do a good job? I know that ten years ago I wouldn't have been able to.

Which would you prefer to drive: Le Mans in an F1 car or Monaco in a WEC car?

Ben Mercer, Australia

That's a good question! They are two of my favourite tracks. I'm just thinking... an F1 car through the Porsche Curves would be a nicer experience, so it would be Le Mans in an F1 car. 🏁

YOU ASK THE QUESTIONS

Want to get involved? For your chance to ask drivers questions, sign up at: f1racing.com/global-fan-community

PORTRAITS: ANDY HONE. OTHER IMAGES: GLENN DUNBAR; ANDY HONE





PICTURE: STEVEN TEE

Indy 500 winner and two-time Champ Car champion **Gil de Ferran** brings impeccable racing credentials to his new role as McLaren sporting director. But how does he intend to navigate the choppy waters of team management? *F1 Racing* finds out...

THE RACE TEAM'S RACER

PICTURES  **motorsport**
IMAGES

WORDS ANTHONY ROWLINSON

A

chuckle from the driver's seat. Gil de Ferran has just flexed a big toe on the throttle pedal of the McLaren 720S he's piloting and it has surged. Very powerfully. He glances at *F1 Racing*, seated alongside. "Watch this."

A click on the right paddle shift. Another. In a flash, we are *really* moving, curving through the very Ardennes roads on which, in 1968, Bruce McLaren himself took the first grand prix win for the Formula 1 team that carries his name today. Cocooned in this carbon-fibre hypercar – 720bhp and a base price of £208,600 – alongside McLaren's new sporting director, briefly carefree as we enjoy the speed and sophistication of the machine, it's impossible to ignore how far McLaren have come these past 50 years.

McLaren Automotive, the division that produces cars such as the 720S, is booming; McLaren Applied Technologies, the company's own skunkworks, has clients across the motorsport, automotive, public transport and health sectors. And then there's HQ: the breathtaking McLaren Technology Centre – a building that continues to enshrine the vision nurtured by ex-CEO Ron Dennis. There is so much, then, about McLaren, to impress.

But the race team? The once all-conquering foundation upon which these edifices are constructed? Ay ay ay... let's look elsewhere, shall we? Except, alas, when a racing division operates in such a public arena as F1, its successes and failures are laid bare for scrutiny 21 weekends a year. ►

Once a racer always a racer:
Gil de Ferran takes the wheel of
the McLaren 720S supercar to
explain his simple winning ethos



And lately, those successes have been negligible. A brief recap of McLaren's race card is instructive. Their last constructors' title came in 1998; their last drivers' crown: 2008. Last win: 2012; last podium: Melbourne 2014.

Since then, Honda have come (amid fanfare) and gone (amid acrimony), Dennis has been shown the door, Jenson Button has retired, Fernando Alonso has announced his departure from F1 and, latterly, the axe has swung within the technical and sporting departments. Yet there remains a mood of optimism around this fabled team. And after a few significant recent appointments, some 'green shoots of recovery' are becoming visible.

James Key, poached from Toro Rosso, is due to arrive as technical director in spring 2019 and there's an all-new driver line-up to anticipate: Carlos Sainz and Lando Norris will lack nothing in youthful exuberance and commitment, even if sharp-end F1 experience is glaringly absent from their CVs. Still, needs must, and a driver salary bill measured in the tens of millions is a thing of the past at McLaren, for now.

A more intriguing appointment than any of these is de Ferran's and, as a pure-bred racer – Champ Car Champion in 2000 and 2001 and the 2003 Indy 500 winner – perhaps he'll bring the kind of track-focused perspective an ever more corporate McLaren have been lacking. His sporting director role, he tells us, starts where the commercial endeavours of CEO Zak Brown

end, and ends more or less where the role of Key will begin. He's responsible, then, for making McLaren's whole racing function *function*.

"I've found the team to have a lot of very smart people," says de Ferran, 51, "and this is a team that is disciplined and organised. Sometimes I have to pinch myself walking around the MTC because it's such an iconic place and this is such an iconic company. It's incredible."

This isn't de Ferran's first senior F1 role, of course. From 2005-07 he held a similar position at the Honda F1 team, though his McLaren job, he says, carries far more heft. "There's no question about that," he notes with a chuckle. "This role involves more responsibility than I had at Honda 12 years ago. The positions are different because every team is organised differently. At Honda I was in charge of racing operations; I had very little technical input, so essentially I ran just a race team. This time that's not the case. I'm involved in decisions that span the whole organisation within racing – even on the design and engineering side. Not just trackside."

On the pitwall that places him alongside performance director Andrea Stella, while inside the MTC he'll work with COO Simon Roberts. Not for de Ferran, though, any well-rehearsed management-handbook patter. No '100-day plans' or 'goals checklists'. Instead: "I want to take a more fluid view and the reason for that is simple in a way. In Formula 1, in racing,



PICTURES: STEVEN TEE

“IF YOU HAVE ANY RED BLOOD IN YOUR VEINS, YOU KNOW THAT WHERE YOU WANT TO GET TO IS TO BE FIGHTING FOR RACE WINS AND CHAMPIONSHIPS”

it's different than in some other businesses, where success can be quite subjective. F1 is very *objective*. You get your report card every couple of weeks. And if you have any red blood in your veins, you know that where you want to get to is to be fighting for race wins and championships.”

To anyone who has listened, with polite bafflement, to some of the more tortured proclamations from senior McLaren representatives in recent years, as they outline the benefits of ‘matrix management structures’ or adumbrate the advantages of a three-headed technical team, this attitude is profoundly refreshing because it distils the ethos to ‘we’re in it to win it’. That singularity of purpose – once so sharply drawn at McLaren that it made them a team admirable but hard to love, such was their competitive fury – has evaporated over the past decade, replaced with something cuddlier, though demonstrably less effective in racing terms.

The apparent calm of the de Ferran approach belies a more gritty reality. Those who know him well – as a competitor who has succeeded at the top level of US racing – speak of an intense seriousness in his work ethic and a profound acknowledgement of any responsibility bestowed upon him. A man with a lightness of touch, but not one to be taken lightly.

“I’m very focused on things I can control,” he reflects, “much less focused on what I can’t. In any activity there are all sorts of things happening, but a

lot of it you cannot control and much less influence. And I think you’re well served by keeping a really sharp focus on the things you *can* control.”

Those aspects, in de Ferran’s estimation, are: how well the race team works; how good the team is; nurturing talent; becoming more efficient; becoming more effective. “Those are the bits I am interested in,” he says, and he will work on them “almost in isolation.” That solitary characteristic, he reckons, is a legacy of being a racer. “I don’t want to get distracted,” he insists. “Maybe I’m different that way – even when I was a driver I didn’t care about who I needed to beat. It made no difference. My main focus was on *me*. How can I brake better, how can I work better with my engineers? How can I become fitter? How can I develop my craft and reduce some of my weaknesses? I guess that’s a theme that’s stayed with me.”

For a team crying out more than anything for a singularity of purpose, these attributes will be of immeasurable benefit and – that chuckle again – he’s ready for the challenge: “For several years now I have been a manager, a businessman, an investor, an entrepreneur and I feel like every little experience I’ve had throughout my life has prepared me,” he says.

“It’s a huge amount of responsibility, but here I am wearing a shirt that was worn before me by some of the people I admired the most. But what a great position to be in. I’m loving every minute.” 

NIGEL ROEBUCK'S FORMULA ONE HEROES

PICTURES  **motorsport
IMAGES**

ROBERT RAMSEY CAMPBELL WALKER

IN THE
DAYS OF MY
YOUTH,

Reader's Digest – to be found in every dentist's waiting room – each month carried a piece entitled 'The Most Unforgettable Character I've Met', and occasionally I have wondered who in my life would best fit that bill. If in the end I would go with my

great friend Denis Jenkinson, many others are worthy of consideration, not least Robert Ramsay Campbell Walker, whose passport famously listed his occupation as 'Gentleman'.

To any who don't know you, I said to him one day, that smacks of affectation, and he agreed. "I know – but what else could I put? Apart from racing – and the war – I've never done anything..."

Always self-effacing, Rob sold himself short. In the PG Wodehouse sense of the word, he was emphatically 'a gentleman', but there was rather more to him than that. Anyone with whom he was associated, most notably Stirling Moss, will tell you that, for all his languid 'old money' drawl, Walker was far from a dilettante.

When I began working in Formula 1 in 1971, he was the first insider to befriend me, and coming to know him well was one of the joys of my life, not least for his salty observations – the more potent for being delivered in those honeyed tones – about people for whom he did not care.

Frequently Rob would come out with an unexpected anecdote: "When I was invited to Talladega, for a NASCAR race, I didn't really know anyone, but got talking to an awfully nice chap, who invited me home for dinner. After giving me a drink, he showed me some video of the previous year's race – and when it got to the end, and they were interviewing the winner, it turned out to be my host!

"That was Neil Bonnett, and although he'd introduced himself at the track, his name didn't really register – terribly embarrassing, but he thought it very funny. Delightful man. I was very sad when he got killed at Daytona..."

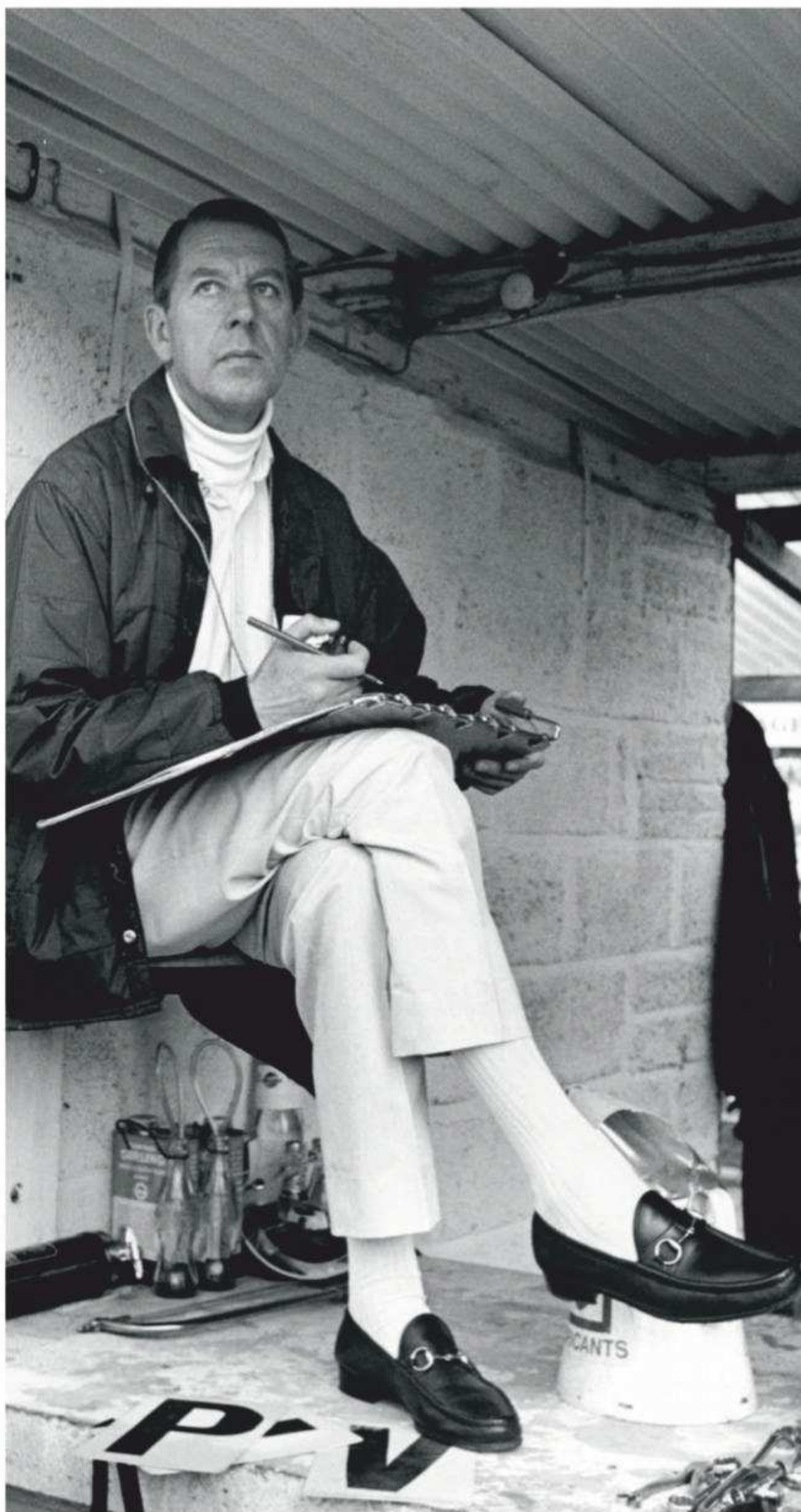
Born into the Johnnie Walker whisky family, Rob had a privileged upbringing, and by the age of 20 had been through as many cars as he had years. In 1939 he drove his Delahaye to eighth place at Le Mans, but after marrying his beloved Betty the following year, promised henceforth to be only an entrant.

In the war Walker flew Hurricanes and the like for the Fleet Air Arm – but only after the return of a licence which

Rob Walker was definitely a gentleman, but he was not to be messed with as a team owner and manager, winning nine GPs

had been withdrawn for life: "I'd taken a Tiger Moth to a horse race meeting, and during the lunch interval everyone got bored, so I got back in the aeroplane, and started jumping all the fences. Unfortunately, a policeman gave my number to the Air Ministry..."

In the post-war years, the RRC Walker Racing Team won many races with drivers such as Tony Rolt, but in 1958 moved to a different level, Rob's Cooper winning the Argentine Grand Prix, with Moss, and then Monaco, with Maurice Trintignant. After the withdrawal of Vanwall, Stirling drove for him for the rest of his career, a handshake sufficing for a contract.



"For me," Rob said, "Stirling was the perfect racing driver – and the other great thing about having him was that in those days, before Bernie Ecclestone, we all made our own arrangements with race organisers. With little prize money, starting money was what mattered, and of course the driver everyone wanted was Stirling. One was thus in a position of strength, and that was very enjoyable – particularly with the Germans..."

Moss relished working with his close friend. "It was a private team, which meant buying cars from another company, but that really appealed to me – trying to beat the factories. And quite a few times we did."

Between 1958 and 1961, Rob's cars won eight world championship grands prix, including two – at Monaco and the Nürburgring in '61 – which are considered Moss's greatest victories. For '62 the plan was for him to drive a Ferrari, and such was Enzo's obsession with Stirling that he agreed to its being operated at the races by Walker, and in the traditional livery of dark blue with white nose band. At Goodwood on Easter Monday, though, Stirling's Lotus crashed, and he was never to race at the top level again.

Walker was devastated: "The team carried on, but it wasn't the same – with Stirling anything had been possible, because he was so much better than anyone else."

It was not until 1968 that a ninth, and last, GP win was added to the team's tally, this by Jo Siffert at Brands Hatch. "Betty and I

adored 'Seppi', who joined us in '65, as number two to Jo Bonnier – who didn't like being beaten by his team mate, and suggested I should revert to one driver for '66. 'I quite agree with you,' I said, 'and it's Siffert...'

"He was a wonderful man, with unbelievable courage – and of course his win in my Lotus 49, after the most fantastic battle with Chris Amon's Ferrari, was the only British Grand Prix victory my team ever had."

When Rob ceased to be a team owner, he continued to attend races as a journalist, writing for *Road & Track*. Having seen everything, any contemporary incident triggered a memory, as at Silverstone in 1994, when Michael Schumacher was black-flagged, and Damon Hill went on to win.

"At Casablanca in 1957 Jack Brabham was in my Cooper, and it had something wrong with it. I saw the Clerk of the Course, Toto Roche, reaching for the black flag, and guessed it was for my car, so every time Brabham was due I engaged Roche in conversation, and it worked perfectly – as he answered me, he'd have his back to

**"THE TEAM CARRIED ON, BUT IT WASN'T THE SAME
– WITH STIRLING ANYTHING HAD BEEN POSSIBLE,
BECAUSE HE WAS SO MUCH BETTER THAN ANYONE ELSE"**



Stirling Moss (above) drove one of his greatest races in the under-powered Lotus 18 to take victory at Monaco in the opening race of the 1961 season. Jo Siffert (left) claimed Walker's only British Grand Prix win at Brands Hatch in 1968, in what turned out to be the team's last triumph

the track when Jack went past.

"Eventually he said, 'I know what you're doing, Rob – and next time round I'm giving your driver the black flag', but he didn't really know what he was doing, and waved it at the next driver through – which was Fangio! It was awfully bad luck on

him, but he was terribly nice about it afterwards..."

Gone for 16 years now, he is a man missed to this day. ❶





LIFE

THE HISTORY OF MCLAREN

AFTER

CHAPTER 2: 1970-1980

BRUCE

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WORDS DAMIEN SMITH

The tragic death of Bruce McLaren could have initiated his young team's demise. But remarkably, and inspired by Bruce's own determination and grit, they gathered themselves and pushed on to greater glory

W

Wednesday 3 June 1970. The day after. On the Tuesday, this tight-knit team had lost their founder, their totemic inspiration, the upbeat, energetic, beloved life force from which grand ambitions had been born. Bruce McLaren had died instantly when his new Can-Am M8D shed its rear bodywork on the Lavant Straight at Goodwood and smashed into a marshals' post. The impact shattered the hearts of his young family; the same was true for the band of brothers at his team, who had followed him without question. Now what?

What happened next is perhaps the most remarkable episode in the team's history, packed with remarkable moments created by remarkable people. Bruce would not have wanted this to stop, they all agreed. The only thing to do was push on, not just in Bruce's honour, but because there was no other choice – such was the team's head of steam. There were cars to build and races to win, and that was that.

Teddy Mayer, the wealthy American from a powerful Pennsylvania family who had dropped everything to follow Bruce to Surrey in 1964, assumed control. There was a Can-Am race at Mosport the week after Bruce's death. Mayer called McLaren's old friend, Dan Gurney,

and the devastated Californian didn't balk at stepping up to partner Denny Hulme, who was still nursing badly burnt hands from a fiery practice shunt at Indianapolis. Tough times – but these were tough men. Gurney headed to Mosport, took pole, and won the race. Hulme finished third, and then needed help prising his heavily bandaged hands from the steering wheel.

A week later it was the Dutch Grand Prix at Zandvoort. No one could have criticised McLaren had they missed it – but there they were, with three cars no less. Gurney, returning to F1 for the first time since his Eagle team's enforced withdrawal, again stepped up. Then promising Piers Courage crashed horribly in his Frank Williams-run De Tomaso and perished. These were brutal days in motorsport.

Gurney, more than a decade into a brilliant career that should have delivered a far greater number of F1 victories, was already having doubts. He continued to fill the breach for dear departed Bruce, but would hang up his helmet for good by season's end. Back in the States, Eagle required his attention – as did his family. He'd lost too many friends and enough was enough.

Under Bruce's leadership a first F1 world title had looked within reach, but inevitably some of that momentum was now lost. Still, in such circumstances, McLaren's progress under Mayer astounds. In terms of grand prix success 1971 would prove frustrating, but the following season Hulme scored McLaren's first F1 win for two-and-a-half years in South Africa. That, and a strong haul of further podiums shared between the 1967 world champion and Peter Revson – handsome heir to the Revlon cosmetics dynasty, but much more than just a playboy racer – carried McLaren to third in the constructors' standings.

Meanwhile, over in Can-Am, the thunderous open sportscar series upon which much of McLaren's income relied, the team kept on winning. In 1971 Revson claimed McLaren's fifth successive title, before Porsche's monstrous 917/10 and then 917/30 moved the game on. By then, McLaren had changed tack to campaign in USAC Indycars. It was a good decision: following Revson's runner-up finish at the 1971 Indianapolis 500, Mark Donohue took McLaren's breakthrough Brickyard victory a year later in a Roger Penske-run M16. The works team would follow that with further Indy 500 glory in '74 and '76, courtesy of hard-as-nails Johnny Rutherford.

Then everything began to click in F1, too, thanks to an all-time great racing car: the McLaren M23. Gordon Coppuck was the unsung designer behind a car that won grands prix across four consecutive seasons, capturing a pair of drivers' world titles and a constructors' crown along the way. He'd joined McLaren back in 1965 at the invitation of former National Gas Turbine Establishment colleague, Robin Herd, in the wake of the brilliant young Oxford graduate's own recruitment. Hired first as a

Below: Dan Gurney received the call to race for McLaren at Mosport in Can-Am in 1970, set pole and duly won the race
Right: Teddy Mayer, who stepped into the breach to run McLaren after Bruce's death









“THE McLAREN M23 WAS TIDY, STRONG, AND BIGGER THAN EMERSON FITTIPALDI’S ICONIC JPS LOTUS 72 AND JACKIE STEWART’S STUBBY TYRRELL 005-006. ITS SIZE WAS THE KEY TO ITS SUCCESS”

In 1974, four years after Bruce’s death, the powerful pairing of Emerson Fittipaldi and the beefy M23, scored McLaren’s first world titles

draughtsman, Coppuck gained promotion through experience following Herd’s departure in 1968. After Jo Marquart’s four-wheel-drive M9A, Ralph Bellamy devised the M19A, while Coppuck handled the new Indycar, the M16 that would claim that Indy hat-trick and in 1974 make its creator the only man to design winners of the Indy 500 and F1 world championship in the same season. That’s some achievement.

That wedge-shaped M16 would form the inspiration for the M23. Coppuck’s first F1 design, drawn to take into account new deformable structure regulations for 1973, targeted improved chassis stiffness through a double-skinned, 16-gauge, aluminium-sheet monocoque, sandwiching injected foam. Effectively bookended by the M19’s rear and the M16’s wedge nose, plus neat sidepods to house the radiators, the M23 was tidy, strong, and bigger than Emerson Fittipaldi’s iconic JPS Lotus 72 and Jackie Stewart’s stubby Tyrrell 005-006. Its size was the key to its success.

Like most of his contemporaries, Coppuck hadn’t yet fully grasped ground-effect aerodynamics, but he knew the M23’s large underbody was creating significant downforce, even if he had no way of measuring it. The car’s effectiveness on fast circuits over the course of the next five seasons – it was quick and successful at tracks such as Kyalami, Paul Ricard, Mosport, Silverstone and (the old) Interlagos – is testament to its effective aero. And McLaren being McLaren, the M23 went through swift evolution, too, year to year and more significantly, race to race. The reputation for rapid in-season development came well before the Ron Dennis era.

Fittipaldi more than played his part when he joined for ’74, since he brought much-needed Texaco and Marlboro money along with him. He joined largely because of the potential the M23 displayed during a choppy ’73 season, during which a headstrong South African had created significant waves.

Precocious Jody Scheckter showed his chops second time out by qualifying an M19C third on home turf at Kyalami. Then, in the M23 at Paul Ricard, he led for 41 impressive laps – until reigning champion Fittipaldi made his move. The pair tangled, much to Emmo’s disgust. The tsunami of Silverstone came next, when Scheckter triggered a nine-car pile-up that pretty much wiped out Team Surtees and left Andrea de Adamich with a broken leg. F1 had its new *enfant terrible*.

Fittipaldi hadn’t forgotten this when he jumped ship from Lotus, patience lost with Colin Chapman and smarting at a title lost to Stewart he felt should have been his. He vetoed Scheckter as a team-mate and, with the might of Texaco and Marlboro behind Fittipaldi, Mayer couldn’t argue. Jody lost his M23 for a Tyrrell 007 – good, but in hindsight, not in the same league.

Revson, too, had left, despite his wins at Silverstone and a mixed-up Canadian GP (adding to Hulme’s Anderstorp victory, inherited after Ronnie Peterson’s late retirement). A third McLaren in Yardley livery ▶

James Hunt was drafted in to replace Emmo at McLaren, where he went up against Ferrari's Niki Lauda, a rivalry for the ages



while Fittipaldi and Hulme took what was perceived as the premium seats in red and white, felt like a snub, so Revson headed for Shadow – and a fatal accident in testing at Kyalami. Former motorcycling king Mike Hailwood took the Yardley drive, only to suffer career-ending (on four wheels, at least) leg injuries at the Nürburgring. We repeat: brutal times.

Assessment of Fittipaldi's two seasons at McLaren remains mixed. He certainly contributed to the M23's longevity, carrying over the work ethic, development nous and attention to detail that had made him the youngest ever champion at Lotus, at 25. But it was consistency rather than outright speed that won him a second title, and McLaren's first, in '74. In Stewart's absence following his retirement, Fittipaldi only just

saw off Ferrari's Clay Regazzoni – fast and robust in wheel-to-wheel combat, but no platinum-grade ace. And in '75, once Niki Lauda and his fabulous 312T got into their groove, he was indubitably second-best.

But with an M23 given a new lease of life in '76 by McLaren's energetic development – lighter Kevlar panels, a bespoke, Hewland-based, six-speed gearbox developed by team manager Alastair Caldwell, benchmark-setting Cosworth DFV power from tuner Nicholson McLaren, and trick fuel from Texaco – Emmo would surely have run Niki close, had he stuck around. He'd agreed terms for a new deal, but didn't sign, leaving for Copersucar, his brother Wilson's F1 team and an all-Brazilian dream that would turn into a nightmare. Fittipaldi would not win another GP.

Left without a lead driver, Marlboro and McLaren had few options. Mayer is said to have wanted Jacky Ickx, but in F1 terms the Belgian wasn't what he had been. Instead, the tobacco giant's respected money man, John Hogan, picked up the phone and called a friend nicknamed 'Shunt'.

James Hunt had won for Hesketh in '75, outfoxing the wily Lauda at Zandvoort to cock a snook at an establishment who had written off the team as a bunch of Hooray-Henry playboys, fuelled by champagne and high-jinx (all of which was true). Hunt's face didn't fit at McLaren, and he didn't care much for them either – but since the plug had been pulled on Lord Hesketh's racing (trust) fund, they needed each other. No one could have predicted what would happen next.

The amazing story of 1976 – 'Year Zero', Hunt vs Lauda – is such that it even inspired Hollywood. But *Rush* doesn't do it justice; the truth – of two genuine friends thrust into an intense rivalry between teams that shared a mutual contempt – is far more enthralling and sparked a worldwide frenzy for Formula 1 that was hitherto unseen. Lauda's early wins, Hunt's Spanish disqualification, the near-riot of Brands Hatch, Niki's fiery accident, his superhuman comeback, the returned Spanish result, the robbery of James's British win and the final drama of the Fuji deluge... it all represents the best and worst of F1, and lies at the heart of why it still captivates us, more than 40 years on.

Less celebrated points to be raised: Hunt's perfect performance in Canada after a late (and very naughty) night at his hotel, and the subsequent win at Watkins Glen, more than justify his status as a worthy world champion. When fired up, he really was a formidable racing driver. Oh, and Caldwell claims he was the true originator of ground effect, when he experimented with 'skirts' under the M23's sidepods, just before Chapman and Peter Wright's fully realised Lotus 78 broke cover.

But it was ground effect that would prove McLaren's undoing in the late '70s; that and Mayer's recalcitrant approach to the role of team leader. 'The Weiner', as he was so uncharitably nicknamed, deserves huge credit for maintaining McLaren on an even keel following

“TWO GENUINE FRIENDS THRUST INTO AN INTENSE RIVALRY BETWEEN TEAMS THAT SHARED A MUTUAL CONTEMPT SPARKED A WORLDWIDE FRENZY FOR FORMULA 1 THAT WAS HITHERTO UNSEEN”



Bruce's death. His contribution to McLaren's legacy is immense, but detractors say it was no coincidence he was distracted by the company's US Indycar interests in the mid-70s F1 heyday. When McLaren withdrew from Indycar in 1979, the F1 team was in a tailspin – and Mayer had no clue how to pull them out.

The M23 was still fast enough for Hunt to claim pole in Argentina, Brazil and South Africa at the start of '77, and its replacement M26 carried him to three wins that year when he drove better even than in his championship year. But at season's end, the marriage of convenience was over. So too, for now, were McLaren's days as a frontrunning force. Coppuck's attempt at cutting-edge ground-effect F1 cars – the M29 and subsequent M30 – fell flat.

Even the spark in 1980 of a mercurial Frenchman straight out of Formula 3 couldn't revive McLaren's flagging fortunes. Not this time. But Alain Prost would be back. And by the time he returned, a revolution had taken place within Bruce's old team – one of which he would have approved. Just as he had when Fittipaldi walked, Marlboro Man John Hogan weighed in again, turning to an old friend with an addiction to perfection. Enter stage right: Ron Dennis. 🏁



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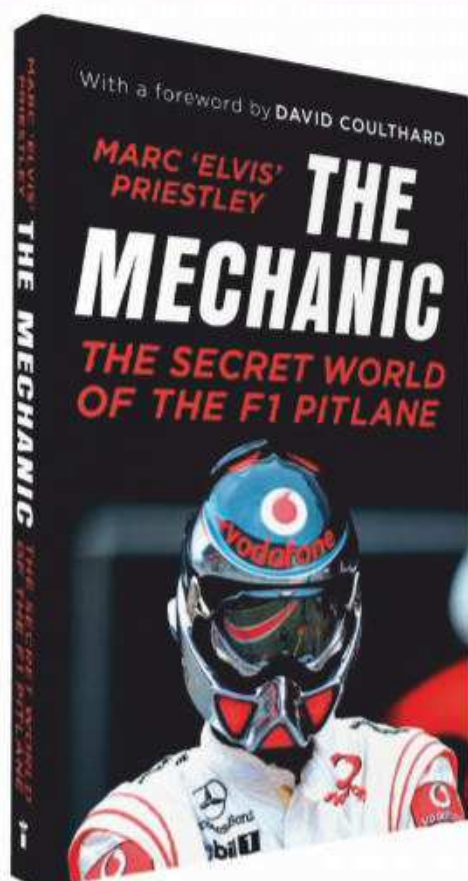


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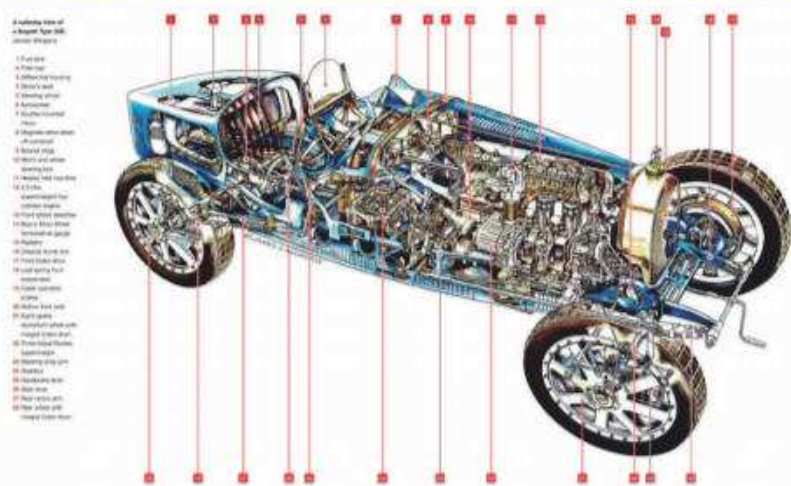


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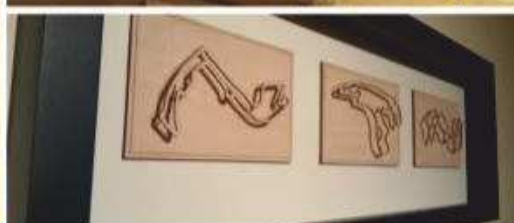
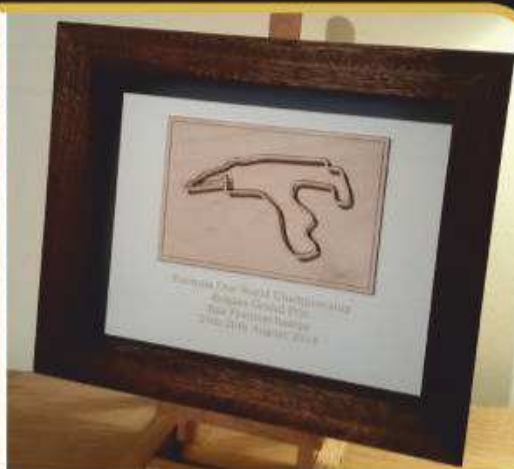
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Not all of our readers think that Lewis Hamilton's fifth world championship makes him a true champion...

A worthy champion...

Well done Lewis Hamilton. Despite a low-key performance in Mexico where, for the second year running, he clinched the title without being on the podium, he should be applauded for his achievement.

He has drawn level with Juan Manuel Fangio and is only two adrift of Michael Schumacher's record of seven, and this championship must rank as his best.

Yes, his Mercedes was one of the best two cars on the grid but for a long while he was chasing the tail of Sebastian Vettel's Ferrari. The stand-out moment for me has to be Singapore, a race which even Vettel himself now admits was the turning point of the season.

Keith Edwards

By email

...or maybe not?

Although Lewis Hamilton will receive plaudits and calls for a Knighthood, let us remember that it has come as a result of being in the best team, in the best car and with a compliant team-mate.

The true champions can be found in other places on the grid such as Max Verstappen, whose exhilarating racing style flag him up as a future champion. A true racer who has shown a desire to go wheel-to-wheel and will not give any quarter.

Then there is Estaban Ocon. Out qualifying his team-mate on many occasions, but struggling to find a seat for 2019.

True champions don't always finish first!

Adrian Townsend

By email

Such a shame

Formula 1 will be the big loser when Fernando Alonso leaves at season's end. Nobody wrings more out of a car (good or bad) than Alonso.

How many more championships could he have won had he been with Red Bull, Ferrari or Mercedes when they had competitive cars? The mind boggles!

Thomas Guilfoyle

Ambler, USA

Don't bin Friday practice

I must disagree with Ben Anderson's view in last month's issue on binning Friday practice.

I am a fanatical fan who lives and breathes F1. I love Friday practice both on the radio and TV. It's when you get the news, gossip and ex-racers input as well as technical

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data and a look at the cars on track and in the garage.

F1 costs a lot when you pay-to-view as I do and I want more not less for my money. As someone who cannot work in F1 or attend each race Fridays are important.

Karen Turner

By email

Missing the point

I suppose Mr Mcaleer's letter [*F1 Racing*, November] on team orders was inevitable and I believe misunderstands what F1 is all about.

The aim is to produce and develop the best team and cars within the regulations. Having followed the sport for over 60 years I think the introduction of the drivers' championship has indeed added a further dimension and interest to the sport. Regrettably it seems to have diverted attention from the cars, with the constructors' championship getting far less attention than it deserves.

There are other types of motor sport where drivers can compete in similar cars and they are very enjoyable... but they are not F1.

Mike Bishop

Leighton Buzzard, UK

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DAN REFLECTS

Ricciardo on his time at Red Bull

> Going, going, gone. Fernando Alonso's last ever F1 race
 > Now That Was A Car: The Mercedes W09
 > Nico Hülkenberg answers your questions
 > Part three of the history of McLaren



RACE DEBRIEF US GP

FINISHING STRAIGHT

RÄIKKÖNEN ROLLS BACK THE YEARS

Another race, another Sebastian Vettel blunder – but Kimi Räikkönen swooped in for his first win since 2013 to prolong the title battle into Mexico City

PICTURES  **motorsport**
IMAGES



The champagne earmarked for the crowning was on ice, the t-shirts loudly proclaiming Lewis Hamilton's fifth world championship neatly folded in their wrappers. Come Sunday evening in Austin Mercedes would decant them unobtrusively into packing crates along with the rest of the team's equipment, onwards to Mexico.

Lewis Hamilton only needed to out-score Sebastian Vettel by eight points to claim his fifth world championship, but things didn't quite work out that way for Lewis, even if Seb had another one of those days. For Kimi Räikkönen, though, the race was one he'd waited over five years for...

QUALIFYING

Heading into qualifying, Vettel knew he was carrying a three-place grid penalty. During FP1 the Ferrari man had fallen foul of a recently introduced regulation dictating a specific pace threshold drivers must not exceed when returning to the pits under red-flag conditions.

But although Vettel would have to go quickest of all in qualifying just to start fourth, he wasn't the only driver facing a disadvantage. Wet weather on Friday had rendered the first two sessions largely meaningless, prompting Mercedes to set up with qualifying in mind, aiming to secure track position

at the start of the race so they would at least be in front if tyre wear became an issue. Ferrari, though, were proving to be much closer on pace than in recent races, having binned a number of technical developments that appeared to have not worked.

The first Q3 runs gave an indication of the margins involved. Valtteri Bottas went quickest with a 1m 32.686s lap. He was eclipsed by Hamilton's 32.567s and then Vettel, who did a 32.655s. Vettel thought he could overcome his nemesis on his final flying lap – but it would be very tight.

On the last Q3 run, once again Bottas went quicker (32.616s this time), before Räikkönen (32.307s) placed his Ferrari on provisional pole. All eyes then switched to the top two in the title chase. Hamilton's final lap was a 1m 32.237s, while Vettel stopped the clocks on 1m 32.298s. The difference between the pair? Just 0.061 seconds, meaning Vettel would line up fifth, behind Daniel Ricciardo's Red Bull.

RACE

The start would be crucial to both occupants of the front row. Polesitter Hamilton needed to stay in front to control the race and cope with whatever tyre-wear issues eventuated, while Räikkönen had gone through Q2 on the softest available tyre compound – the ultrasofts – to maximise his chances of ousting Hamilton on the opening lap. Off the line, Räikkönen's ultras hooked up faster than Hamilton's supersofts, and even though the Mercedes swerved left in defence Räikkönen resolutely occupied the inside line into Turn 1. Now the tyre-management onus would be on him.

As the pack entered Turn 13, Vettel attempted to pass Ricciardo on the inside for fourth, but he understeered into the Red Bull – which sent the Ferrari into a spin. The championship looked done and dusted even though Hamilton wasn't leading.

By lap eight, Max Verstappen had lifted his Red Bull from 18th on the grid to run fifth behind Räikkönen, Hamilton, Bottas and Ricciardo. A suspension breakage in qualifying – and a gearbox change – had consigned Verstappen to a lowly grid slot but enabled Red Bull to put him on an offset tyre strategy and with a more race-oriented setup.

Fifth became fourth for Verstappen when Ricciardo's engine shut down and the Virtual Safety Car was deployed to retrieve his stricken machine. It was perhaps too early to pit, but the established orthodoxy in these circumstances is to do the opposite of what the car in front is doing, and when Räikkönen stayed out Hamilton pitted for soft tyres. The VSC meant he only lost one place, to Bottas, and when the race went green again Bottas yielded. By lap 18 Hamilton was on Räikkönen's tail, but even with the advantage of newer rubber



Kimi used his ultras to beat Lewis away (above), and held him off long enough mid-race (right) for one stop to be the winning strategy



1st	Kimi Räikkönen	Ferrari	1h 34m 18.643s
2nd	Max Verstappen	Red Bull	+1.281s
3rd	Lewis Hamilton	Mercedes	+2.342s
4th	Sebastian Vettel	Ferrari	+18.222s
5th	Valtteri Bottas	Mercedes	+24.744s
6th	Nico Hülkenberg	Renault	+87.210s
7th	Carlos Sainz	Renault	+94.994s
DQ	Esteban Ocon	Force India	+99.288s*
DQ	Kevin Magnussen	Haas	+100.657s**
8th	Sergio Pérez	Force India	+101.080s
9th	Brendon Hartley	Toro Rosso	+1 lap
10th	Marcus Ericsson	Sauber	+1 lap
11th	Stoffel Vandoorne	McLaren	+1 lap
12th	Pierre Gasly	Toro Rosso	+1 lap
13th	Sergey Sirotkin	Williams	+1 lap
14th	Lance Stroll	Williams	+2 laps

Retirements

Charles Leclerc	Sauber	31 laps - collision
Daniel Ricciardo	Red Bull	8 laps - electrical
Romain Grosjean	Haas	2 laps - collision
Fernando Alonso	McLaren	1 lap - collision

Disqualified for *exceeding fuel mass flow on lap 1 **consuming more than 105kg of fuel in race

FASTEST LAP



Lewis Hamilton
1min 37.392s on lap 40

POLE POSITION



Lewis Hamilton
1min 32.237s

TYRE COMPOUNDS USED



Ultrasoft Supersoft Soft Inter Wet

CLIMATE



AIR TEMP

29°C

TRACK TEMP

32°C

DRIVERS' STANDINGS

1 Hamilton	346pts	11 Ocon	49pts
2 Vettel	276pts	12 Sainz	45pts
3 Räikkönen	221pts	13 Grosjean	31pts
4 Bottas	217pts	14 Gasly	28pts
5 Verstappen	191pts	15 Leclerc	21pts
6 Ricciardo	146pts	16 Vandoorne	8pts
7 Hülkenberg	61pts	17 Ericsson	7pts
8 Pérez	57pts	18 Stroll	6pts
9 Magnussen	53pts	19 Hartley	4pts
10 Alonso	50pts	20 Sirotkin	1pt



“THE MATTER OF THE TITLE BECAME ACADEMIC WHEN VETTEL PASSED BOTTAS FOR FOURTH ON THE LAST LAP. RÄIKKÖNEN, MEANWHILE, WAS CELEBRATING HIS FIRST WIN SINCE 2013 IN HIS OWN INIMITABLE WAY”

it took three laps to get by the Iceman – laps that would prove crucial later on since the delay brought Verstappen into play.

Räikkönen pitted immediately to exchange his thoroughly shot ultrasofts for a set of softs he'd keep to the end of the race. Hamilton led, but as his tyres began to exhibit symptoms of stress it was clear he would have to stop again. Verstappen made his single stop a lap after Räikkönen, and successfully undercut Bottas, who pitted a lap later.

At half distance Hamilton had 17s in hand over Räikkönen, who was 4.5s ahead of Verstappen, with Bottas 3s further in arrears and contemplating the arrival of the recovering Vettel. If Mercedes had pitted Hamilton at this stage, he might just have emerged ahead of Verstappen and with fresh enough tyres to worry Räikkönen. But they didn't, and it was another nine laps before Hamilton

stopped, during which time his tyres significantly blistered and their performance went 'off the cliff'. Räikkönen had taken nearly 10s out of his lead.

When Hamilton *did* stop, he emerged 12s behind Räikkönen and Verstappen. Not only was this a three-way battle for the win, Lewis only needed to pass Max to claim his fifth world title.

With two laps to go, Hamilton caught his prey and made a move at Turn 12, but Verstappen would not yield. They went side-by-side around the next three corners, before Hamilton tried a run around the outside of Turn 18. There he ran wide onto the marbles, squandering his chance.

The matter of the title became academic when Vettel passed Bottas for fourth on the last lap. Räikkönen, meanwhile, was celebrating his first win since 2013 in his own inimitable way: “****ing finally,” was his terse – if not inaccurate – verdict.



RACE DEBRIEF MEXICAN GP

FINISHING STRAIGHT

VERSTAPPEN WINS (SO DOES LEWIS)

Lewis Hamilton clinched the world championship regardless of yet more Mercedes' tyre woes, while Max Verstappen took a dominant win for Red Bull

PICTURES motorsport
IMAGES



Max Verstappen scored his fifth Formula 1 victory with a dominant drive in the Mexican Grand Prix. But Sebastian Vettel's second place – and more significantly Lewis Hamilton's fourth – was enough to bring the drivers' championship to a conclusion.

As they emerged from their cars in the Foro Sol stadium, Vettel cut his post-race interview short to approach Hamilton and pay tribute to his great achievement: equalling the great Juan Manuel Fangio's five world championships.

"I congratulated him as he's been superb all year and the title was well-deserved," said Vettel. "Number five is something unbelievable and I told

him to keep pushing because I need him to be at his best to fight against next year."

QUALIFYING

A joyful Daniel Ricciardo admitted he was "holding a lot in" as he celebrated his first pole position since Monaco, and Red Bull's first front-row lock-out since Austin 2013 – their first of the hybrid turbo era.

Ricciardo eclipsed team-mate Verstappen by just 0.026s, upsetting the form book as Max had set the fastest time in all three practice sessions.

On his final timed lap Dan was imperious, not putting a wheel out of place to record only his

third F1 pole. His team-mate was upset he'd been denied, and as he parked his car at the end of qualifying, he eased his foot off the brake to knock the second-placed marker board over in disgust.

"The whole qualifying was crap," was Max's verdict. "The engine braking was not how I wanted it, and I was getting a lot of rear locking on downshifts when I came off the throttle. I had to go forward with the brake balance to stabilise the car."

Of the championship protagonists, Hamilton took third – one place ahead of Vettel. Then came the two Finns, Valtteri Bottas from Kimi Räikkönen, while the Renaults and Saubers of Nico Hülkenberg, Carlos Sainz, Charles Leclerc and Marcus Ericsson made up the top ten.

The run from the start to the Turn 1 braking zone is the longest of the year at 800 metres, with plenty of scope for slipstreaming for those behind the front row. On Saturday night, Mercedes team boss Toto Wolff said the grid had potential for "carnage" down the straight and through the opening corners.

RACE

In the event, the fears of chaos in the opening corners were misguided as the first five rows managed to negotiate the first sequence of bends unharmed. Hamilton made the best start, instantly getting ahead of Ricciardo, who bogged down with too much wheelspin off the line.

As Lewis split the two Red Bulls, he came alongside Verstappen, but the Dutchman held the inside line as they approached the braking zone for Turn 1 with the Ferraris and Bottas boxed in behind them. Hamilton, mindful of his need to finish, braked

“ON LAP 47, HAMILTON LOCKED UP WHILE DEFENDING INTO TURN 1 AND SKITTERED OVER THE GRASS. IMMEDIATELY HE WAS ON THE RADIO TO THE TEAM: “THESE TYRES ARE DEAD, GUYS”

early and allowed Verstappen to take the lead.

Behind the front two, Bottas had made a strong start to get up to third, but he was out-maneuvred by Ricciardo, who was scrabbling to ameliorate the consequences of his tardy getaway. As the field entered Turns 4 and 5, Vettel went wheel-to-wheel with Bottas and took fourth – but it wasn't the cleanest of passes, and light contact between the pair put Bottas briefly off track on the run to Turn 6.

Throughout the weekend, fears about the longevity of the tyres had been growing. So while Hamilton seemed to be in a relatively comfortable position in the opening laps, threateningly dark



Verstappen (left) made a great start and claimed the win, but it was another DNF for Ricciardo (right). Hamilton (below) laboured his way to the title



1st	Max Verstappen	Red Bull	1h 38m 28.851s
2nd	Sebastian Vettel	Ferrari	+17.316s
3rd	Kimi Räikkönen	Ferrari	+49.914s
4th	Lewis Hamilton	Mercedes	+78.738s
5th	Valtteri Bottas	Mercedes	+1 lap
6th	Nico Hülkenberg	Renault	+2 laps
7th	Charles Leclerc	Sauber	+2 laps
8th	Stoffel Vandoorne	McLaren	+2 laps
9th	Marcus Ericsson	Sauber	+2 laps
10th	Pierre Gasly	Toro Rosso	+2 laps
11th	Esteban Ocon	Force India	+2 laps
12th	Lance Stroll	Williams	+2 laps
13th	Sergey Sirotkin	Williams	+2 laps
14th	Brendon Hartley	Toro Rosso	+2 laps*
15th	Kevin Magnussen	Haas	+2 laps
16th	Romain Grosjean	Haas	+3 laps

Retirements

Daniel Ricciardo	Red Bull	61 laps - hydraulics
Sergio Pérez	Force India	38 laps - brakes
Carlos Sainz	Renault	28 laps - electrics
Fernando Alonso	McLaren	3 laps - water pressure

*Includes 5-sec penalty for causing a collision

FASTEST LAP



Valtteri Bottas
1min 18.741s on lap 65

POLE POSITION



Daniel Ricciardo
1min 14.759s

TYRE COMPOUNDS USED



Hypersoft Ultrasoft Supersoft Inter Wet

CLIMATE



AIR TEMP

22°C

TRACK TEMP

39°C

DRIVERS' STANDINGS

1 Hamilton	358pts	11 Ocon	49pts
2 Vettel	294pts	12 Sainz	45pts
3 Räikkönen	236pts	13 Grosjean	31pts
4 Bottas	227pts	14 Gasly	29pts
5 Verstappen	216pts	15 Leclerc	27pts
6 Ricciardo	146pts	16 Vandoorne	12pts
7 Hülkenberg	69pts	17 Ericsson	9pts
8 Pérez	57pts	18 Stroll	6pts
9 Magnussen	53pts	19 Hartley	4pts
10 Alonso	50pts	20 Sirotkin	1pt



bands began to manifest themselves on his front tyres, particularly the front left – clear evidence of the dreaded 'graining'. By lap 11 Mercedes called both cars in for a change of boots. In contrast the two Ferraris were the last of the front-runners to pit, delaying their stops until lap 17.

It wasn't enough to gain track position via the undercut, but it gave both Ferrari drivers the advantage of fresher rubber in the crucial next phase of the race. After the pitstops Verstappen held an 8s lead over Hamilton, followed by Ricciardo, Vettel, Bottas and Räikkönen. But Vettel's strong pace meant that once he'd dispatched Ricciardo, he was soon on the tail of his championship rival. On lap 38 he got a run on Hamilton into Turn 1, and although the Mercedes moved to cover the inside line, once again discretion guided Hamilton's hands and Vettel slipped by. Hamilton's concern now shifted to holding off Ricciardo, for eight laps later the Red Bull had closed onto his gearbox.

On lap 47, Hamilton locked up while defending into Turn 1 and skittered over the grass.

Immediately he was on the radio to the team: "These tyres are dead, guys." Mercedes called him in to fit the only useful tyres they had left: a set of used ultrasofts. Both Verstappen and Vettel took the opportunity to stop for new Pirellis, but once Red Bull looked at the condition of the race leader's tyres, they decided to keep Ricciardo out – since he'd inherited second from Vettel.

In the closing stages – on much older rubber – Ricciardo defended brilliantly from Vettel and Red Bull looked set to achieve a one-two. But with nine laps remaining, a puff of smoke emerged from the back of Ricciardo's car and he was forced to retire with a suspected hydraulic failure.

Verstappen took the win, but the fanfare was reserved for Hamilton, taking fourth to wrap up his fifth championship. After the race, he was asked about the achievement of matching Juan Manuel Fangio's tally of world titles.

"Fangio is the godfather and always will be," said an emotional Hamilton. "But I'm honoured to have my name alongside him."



RACE DEBRIEF BRAZILIAN GP

FINISHING STRAIGHT

VERSTAPPEN FURY AS HAMILTON WINS

Lewis Hamilton got to continue his title celebrations with another win, but for Max Verstappen this was the one that most definitely got away...

PICTURES motorsport
IMAGES



Having wrapped up the drivers' championship with fourth place in Mexico, Lewis Hamilton's next task was to slide the constructors' title into the bag for Mercedes. He did so with a battling drive against the odds in Brazil.

Hamilton started from pole position but this occasionally ill-tempered race was anything but a lights-to-flag affair. Hampered by his car's appetite for rear tyres, and nursing a potentially terminal engine issue, Hamilton lost the lead to Red Bull's Max Verstappen mid-race only to regain it when Verstappen tangled with a backmarker.

Ferrari, the pre-race favourites, barely figured:

Kimi Räikkönen claimed third as Sebastian Vettel faded from contention while contending with a sensor problem. Räikkönen was also harried to the flag by the second Red Bull of Daniel Ricciardo. In a race largely dictated by tyre management, Vettel, and Hamilton's team-mate Valtteri Bottas, both had to make extra pitstops and finished well adrift of the leading pack.

QUALIFYING

The warm and sunny Saturday morning flattered to deceive as dark clouds rolled in ahead of qualifying hour. Forecasts differed as to the precise moment

rain would arrive, but most agreed that its arrival was indeed inevitable.

Q2 was where Ferrari rolled the dice immediately, instructing both drivers to abort their first runs on Pirelli's supersoft rubber and come in for soft tyres. Since further, heavier rain was imminent, this initially seemed like a ridiculous gamble – especially when Vettel had the misfortune to be called in for a random weighbridge check. He would later escape serious sanction for roaring away in a fit of pique, wrecking the scrutineers' apparatus in the process.

Vettel and Räikkönen duly posted laps fast enough for them to progress to Q3, guaranteeing they would start on the theoretically more durable soft compound. By contrast, Hamilton, Bottas, Ricciardo and Verstappen ran 'banker' laps on supersofts in anticipation of the rain, then failed to improve during later runs on softs.

“ THE CLASH TURNED WHAT HAD BEEN A 2.4s LEAD OVER HAMILTON INTO A 5.2s DEFICIT FOR VERSTAPPEN, AND PROVOKED A FURIOUS AND UNSEEMLY EXCHANGE IN THE FIA GARAGE AFTER THE RACE ”

So, while Hamilton went on to claim pole with a new track record lap in Q3, ahead of Vettel, Bottas, Räikkönen and Verstappen, the Ferraris looked to be holding the strongest tactical suit for the race. Surely Vettel and Räikkönen needed only to bide their time, run a longer first stint, and exercise the advantage of fresher tyres in the closing stages?

RACE

In the event, it was the Red Bulls of Verstappen and Ricciardo that shone at Interlagos. Ricciardo started 11th owing to a five-place grid penalty for requiring a new turbocharger – a marshal in Mexico City had been overly zealous with his fire extinguisher when Ricciardo retired there – but Dan swiftly made his way through the fastest of the midfielders to snap at the heels of the rest of the 'big three' runners.

While Hamilton efficiently converted pole into the race lead and Bottas beat Vettel in an arm-wrestle at the first corner, Verstappen caught the eye by passing first Räikkönen, then Vettel, then Bottas. By the time the lap count entered double figures, Verstappen was closing in on Hamilton.

At this point it was obvious that Hamilton and Bottas were struggling to keep their supersofts alive, while the Ferraris were struggling to make the softs work. Räikkönen took advantage of Vettel running wide after Verstappen went past to snatch fourth, but Kimi ultimately had little to offer in pursuit of the Red Bull.



Verstappen breezed past a hobbling Hamilton and looked set for a second consecutive win...



... but tangled with Ocon as the Frenchman tried to unlap himself, leading to a post-race fracas



Bottas and Hamilton dived into the pits on laps 18 and 19 – much earlier than expected – to fit mediums for the run to the flag, and Räikkönen and Vettel followed suit on laps 28 and 32. But the Red Bulls, crucially, kept their supersofts alive and racy until laps 36 (Verstappen) and 42 (Ricciardo), enabling them to fit softs to take them to the finish.

Over at Mercedes-Benz High Performance Powertrains in Brixworth, Hamilton's telemetry was indicating a spike in exhaust temperature, indicating an imminent failure. He was directed to turn the wick down, so he was powerless to prevent Verstappen driving past *on the straight* at the end of lap 39. A rare sight, albeit DRS-assisted.

As Verstappen began to break clear, Räikkönen usurped Bottas for third and Ricciardo pounced on Vettel for fifth. But Verstappen had barely had time to get comfortable when he crossed swords with his old karting and Formula 3 nemesis Esteban Ocon at Turn 1, pitching them both into a spin.

Ocon, running an alternate strategy and recently switched to supersoft rubber, was flying in the

Force India and attempted to unlap himself by going around the outside at Turn 1. Verstappen seemingly chose to make the move difficult, and staked his claim to the racing line at the switchback Turn 2 even as Ocon moved up on what was now the inside.

The clash turned what had been a 2.4s lead over Hamilton into a 5.2s deficit for Verstappen, and provoked a furious and unseemly exchange in the FIA garage after the race as Verstappen shoved Ocon off the weighbridge. The stewards took a dim view of the entire encounter, handing Ocon a 10s stop-go penalty for causing a collision and ordering Verstappen to do two days of 'public service' for causing a *fracas*.

Verstappen's floor was damaged in the clash so both he and Hamilton were condemned to hobble to the finish as Räikkönen crossed the line in close attendance, with Ricciardo on his tail. Late stops left Bottas and Vettel both running around 20s down on the leading group at the chequered flag.



1st	Lewis Hamilton	Mercedes	1h 27m 09.066s
2nd	Max Verstappen	Red Bull	+1.469s
3rd	Kimi Räikkönen	Ferrari	+4.764s
4th	Daniel Ricciardo	Red Bull	+5.193s
5th	Valtteri Bottas	Mercedes	+22.943s
6th	Sebastian Vettel	Ferrari	+26.997s
7th	Charles Leclerc	Sauber	+44.199s
8th	Romain Grosjean	Haas	+51.230s
9th	Kevin Magnussen	Haas	+52.857s
10th	Sergio Pérez	Force India	+1 lap
11th	Brendon Hartley	Toro Rosso	+1 lap
12th	Carlos Sainz	Renault	+1 lap
13th	Pierre Gasly	Toro Rosso	+1 lap
14th	Esteban Ocon	Force India	+1 lap
15th	Stoffel Vandoorne	McLaren	+1 lap*
16th	Sergey Sirotkin	Williams	+2 laps
17th	Fernando Alonso	McLaren	+2 laps*
18th	Lance Stroll	Williams	+2 laps

Retirements

Nico Hülkenberg	Renault	32 laps - overheating
Marcus Ericsson	Sauber	20 laps - withdrawn

*Includes 5s penalty for ignoring blue flags

FASTEST LAPValtteri Bottas
1min 10.540s on lap 65**POLE POSITION**Lewis Hamilton
1min 07.281s**TYRE COMPOUNDS USED**

Supersoft Soft Medium Inter Wet

CLIMATE**AIR TEMP****TRACK TEMP****DRIVERS' STANDINGS**

1 Hamilton	383pts	11 Ocon	49pts
2 Vettel	302pts	12 Sainz	45pts
3 Räikkönen	251pts	13 Grosjean	35pts
4 Bottas	237pts	14 Leclerc	33pts
5 Verstappen	234pts	15 Gasly	29pts
6 Ricciardo	158pts	16 Vandoorne	12pts
7 Hülkenberg	69pts	17 Ericsson	9pts
8 Pérez	58pts	18 Stroll	6pts
9 Magnussen	55pts	19 Hartley	4pts
10 Alonso	50pts	20 Sirotkin	1pt



FINISHING STRAIGHT

THE ABU DHABI GP

PICTURES motorsport
IMAGES



RACE DATA

Circuit name

Yas Marina

First grand prix 2009

Number of laps 55

Circuit length 3.451 miles

Race distance 189.7389 miles

Lap record 1m 40.279s

Sebastian Vettel (2009)

F1 races held 9

Winners from pole 4

Tyres: Supersoft, ultrasoft, hypersoft

TIMETABLE

(UK TIME)

Friday 23 November

Practice 1 09:00-10:30

Practice 2 13:00-14:30

Saturday 24 November

Practice 3 10:00-11:00

Qualifying 13:00-14:00

Sunday 25 November

Race 13:10

Live coverage Sky Sports F1 & Channel 4

THE MAIN EVENT



Perhaps the high-water mark of the Bernie Ecclestone era's eastward expansion, the Yas Marina circuit is nothing if not grand in scope and ambition. A bespoke construction on reclaimed land, and designed from a clean sheet of paper by F1's architect of choice, Hermann Tilke, the home of the Abu Dhabi Grand Prix would be an impressive enough facility even if it wasn't located next to a vast Ferrari theme park whose *Rosso Corsa* roof is visible from space.

Yas Marina has hosted the season finale six times since it first appeared on the schedule in 2009. No doubt the powers that be keep their fingers crossed in the preceding months that the championship comes down to the wire, and that nerves jangle to make an epic day-into-night race.

The track is characterised by three distinct sections: the first sequence of corners is quick, followed by two long straights punctuated by heavy braking zones and chicanes. The final part, which passes underneath the Yas Viceroy Hotel, is a technical section that demands good traction.

CLASSIC RACE: 2012

This race was the stuff that memes are made of when Kimi Räikkönen bridled at his engineer on the radio and uttered the curt instruction, "Leave me alone, I know what I'm doing." Kimi inherited the lead when Lewis Hamilton retired on lap 20, but since Fernando Alonso's Ferrari was just five seconds behind him he had little scope to relax. Engineer Simon Rennie was of no mind to let his man's mind wander, hence the updates that prompted the snap.

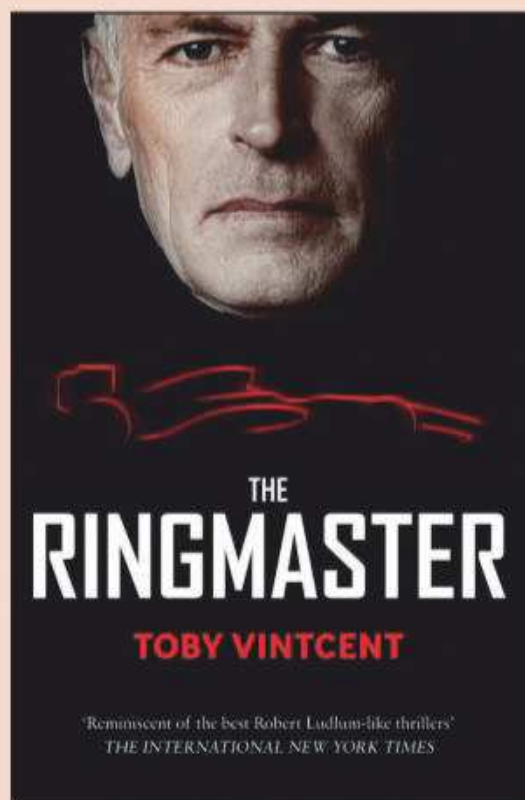
Rennie also gently chivvied Kimi to keep working heat



into all four tyres when running behind the Safety Car, netting another grouch: "Yes, yes, yes, I'm doing that all the time." Räikkönen held on to take his 19th F1 win.

THE WINNERS HERE...

2017	2016	2015	2014	2013
Valtteri Bottas	Lewis Hamilton	Nico Rosberg	Lewis Hamilton	Sebastian Vettel
Mercedes	Mercedes	Mercedes	Mercedes	Red Bull



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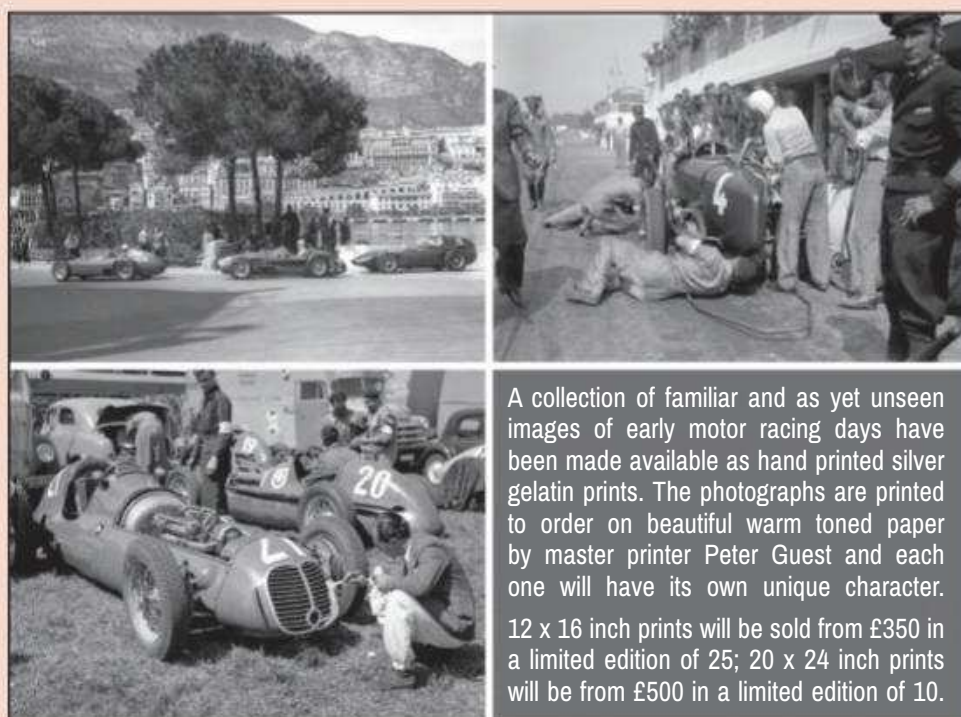
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TRAVEL GUIDE

FINISHING STRAIGHT



Spain is always a popular race as it's a relatively simple trip for European F1 fans



PICTURES: GLENN DUNBAR, OTHER IMAGES: SHUTTERSTOCK

VISIT THE SPANISH GRAND PRIX

BARCELONA, 10-12 MAY, 2019



YOUR GUIDE TO BARCELONA

The Circuit de Barcelona-Catalunya is situated around 45 minutes outside Barcelona, one of the world's leading tourist hotspots and the capital of Spain's most easterly region. Since its inception in 1951, the Spanish Grand Prix has had five different homes and was initially an irregular fixture, but since 1991 the Circuit de Barcelona-Catalunya has become the staple site for this early season Spanish fiesta.

Start your day at Park Güell, situated in the hills above the city. This park was designed by one of the city's most famous sons, Antoni Gaudí.

Opened in 1926, the park has both paid-for and free areas. Make sure to explore each themed garden and head to the most westerly end of the park for breathtaking views of the entire city from the hill.

The cityscape includes the Sagrada Família, Torre Glòries and the twin Hotel Arts buildings, and makes for an incredible first impression of the metropolis. Keep an eye open for the much loved 'El Drac' mosaic salamander sculpture as you make your way around the park.

Head down into the city and you'll find the Sagrada Família on the easternmost end of

Avinguda Diagonal. This Roman Catholic church is arguably Barcelona's most iconic building; construction of the basilica began in 1882 and the structural work is not expected to be completed until 2026, with decorations taking another 6 years. The 150-year construction process is a testament to the complexity of Gaudí's masterpiece.

The building was chosen as his final resting place following his death in 1926, but although his story might have concluded there, your visit to the world-famous structure will only be the beginning of your love affair with Europe's



The famous Sagrada Família dominates the city skyline



Park Güell's 'El Drac' sculpture will stop you in your tracks



FC Barcelona's Camp Nou should be a Mecca for football fans



La Boqueria is a superb local market on the way to the marina



FAST FACTS

Flight time 2.5hrs from London

Currency Euro

Time zone GMT+1

Temperature 20°C (average high during race weekend)

most audacious architect. Walk west along La Diagonal and the street is lined with shops and restaurants; it's also home to Casa Serra, Palau Reial de Pedralbes, Torre Glòries and the Design Museum of Barcelona.

At the end of the gigantic avenue stands the Camp Nou. More than just a club, FC Barcelona, founded in 1899 by a group of Swiss, English and Catalan footballers, are a legendary force in world football and a visit to their home ground is a must for any sports fan. Whether football enthuses you or not, the 99,354-seater stadium is a sight to behold, and the buzz around it is

tangible, even when only open for tours and club store shopping sprees.

Head to Plaza de Catalunya, and from there you can head down Las Ramblas towards the city's marina and waterfront. Along the way, dive into La Boqueria, a market which has stood on the site since at least 1217. It is now home to some of the freshest fruit, vegetables and seafood in the region.

After the market continue down Las Ramblas to find Columbus's column and the aquarium, and finish your day with a well-earned visit to the beach.



ASK THE EXPERT THE THOMAS COOK SPORT REP'S VIEW

What's your favourite part of the track?

The first corner from grandstand F or A. There are superb views of a great part of the circuit and grandstand A has a spacious grass verge, ideal for settling in for a long day.

What's your best tip away from the racing?

The fan park is a highlight for me, as there is something for everyone there: driving simulators, tyre changing and Q&A sessions with F1 personalities.

If you are celebrating a special event how can the experience be made more amazing?

For couples celebrating I'd recommend the Pedrera night tour. This 5* TripAdvisor-rated experience is priced around £31 and is a must for art lovers. For a drink, there's no better than La Isabela at the Hotel 1898. The rooftop bar has 360-degree views of La Ramblas.

What local food or drink can you recommend?

The seafood and paella are both incredible and the bars and restaurants, especially the small ones in the Gothic Quarter, are excellent.

What's your top tip for this destination?

Prepare for all weather. it's usually warm but it can rain for short spells. General admission is good, but I'd recommend a race day upgrade to grandstand F for the best experience.

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ME AND MY LID SERGEY SIROTKIN

FINISHING STRAIGHT



GLENN DUNBAR

When you want a special helmet design for your first home race in F1, what better way to find one than by running a competition?



For my home grand prix I took a special new colour scheme for my Bell helmet, and together with SMP Racing we had a competition to suggest a design. Entrants were given a template which was a blank sheet around certain hardpoints such as sponsor logos and

the Martini logo around the top, so the challenge was to execute a really bold idea that would integrate these features.

The winner was this one by Andy Werner, a German graphic artist. It's a really strong design, simple but striking, and using the colours of

the Russian flag in a way that co-ordinates with the blue and red of the Martini colours. As well as my racing number (35) on the top, there's 'Sochi' written in Cyrillic script on each side. The blockiness of the typeface gives it a bold feel and works well with all the other geometric shapes.

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