REBRANDING FORMULA 1

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AGENDA

1 OVERVIEW

2 PART 1: PERCEPTIONS

3 PART 2: ATTITUDES

4 RESULTS

5 RECOMMENDATIONS

OVERVIEW

F1 started in 1950; grew rapidly since 1970s

1

First F1 Race was held on 13 May 1950

Formula One originated from the World Manufacturers' Championship (1925–1930) and European Drivers' Championship (1931–1939)
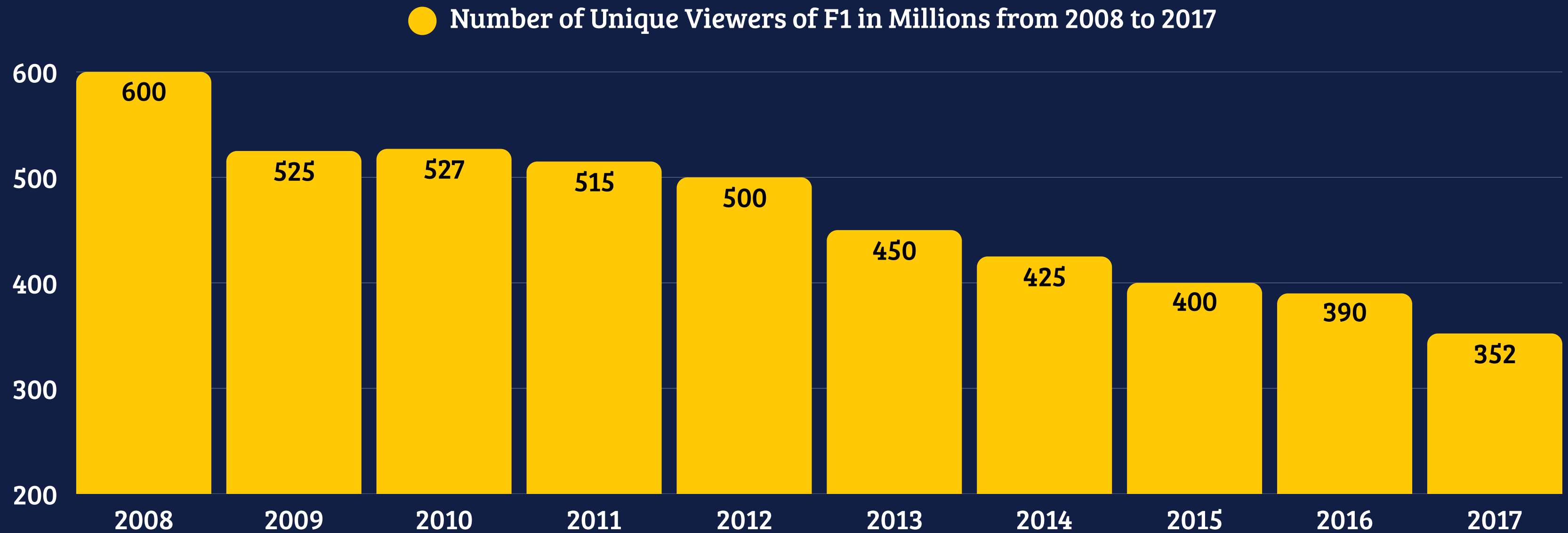
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Bernie Ecclestone gained control of F1 in 1978

He because the Chief Executive of the Formula One Constructors Association, and later gained exclusive commercial rights to F1 television broadcasting
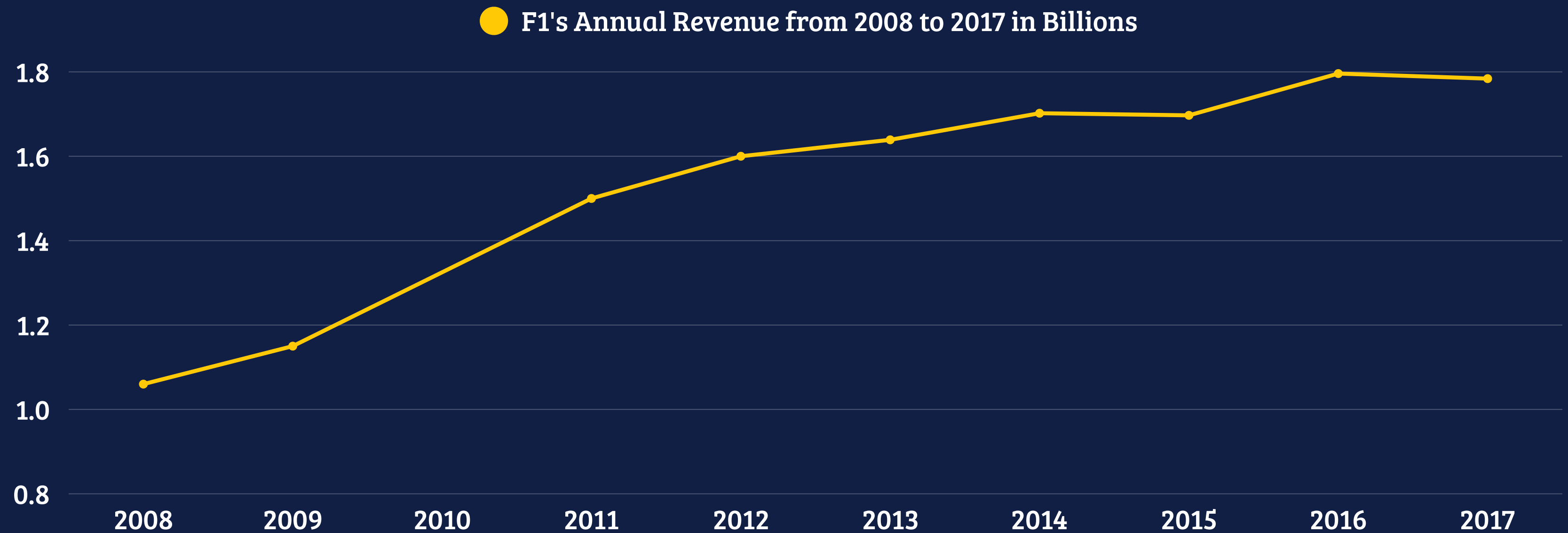
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Ecclestone grew F1 significantly until peak in 2008

Under Ecclestone, F1 grew significantly in its viewership, TV rights, race locations, and technological prowess, with viewership peaking in 2008

However, from 2008 to 2017, F1 faced significant declines in viewership

● Number of Unique Viewers of F1 in Millions from 2008 to 2017

Year	Viewers (Millions)
2008	600
2009	525
2010	527
2011	515
2012	500
2013	450
2014	425
2015	400
2016	390
2017	352

This led to its revenues stagnating from 2008 to 2017

● F1's Annual Revenue from 2008 to 2017 in Billions

In 2017, F1's leadership was changed and its rebranding started

Liberty Media acquired F1 for a total of $8Bn

Liberty Media was an American media conglomerate

Bernie Ecclestone was removed as the CEO of F1

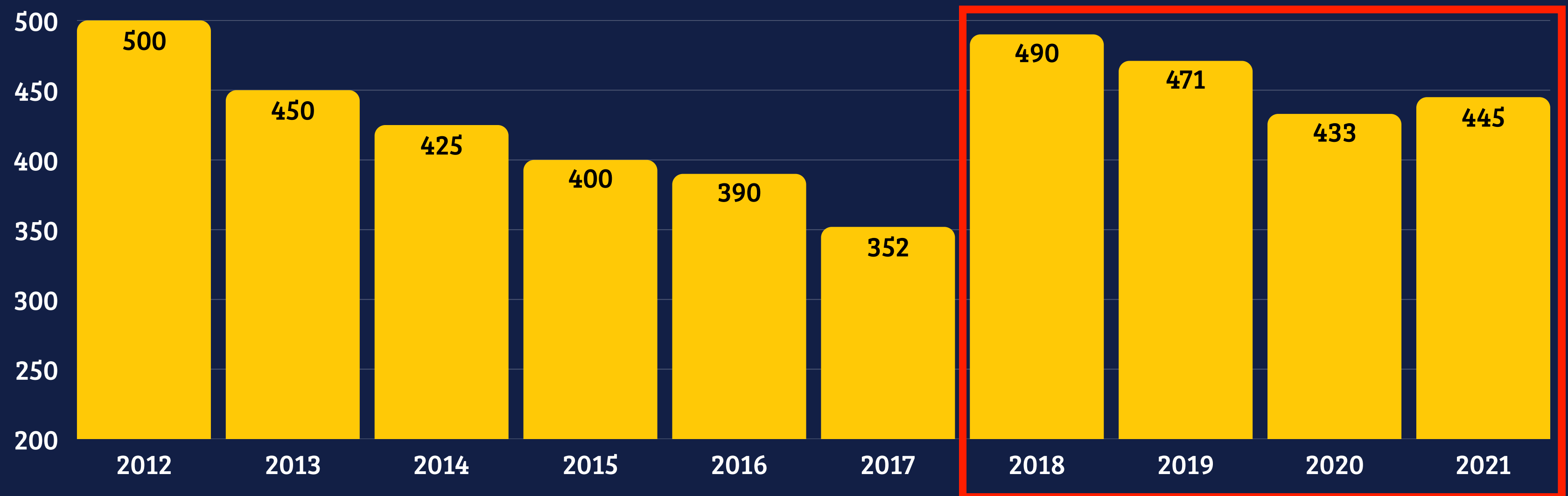But retained the title of "Chairman Emeritus" as a symolic gesture

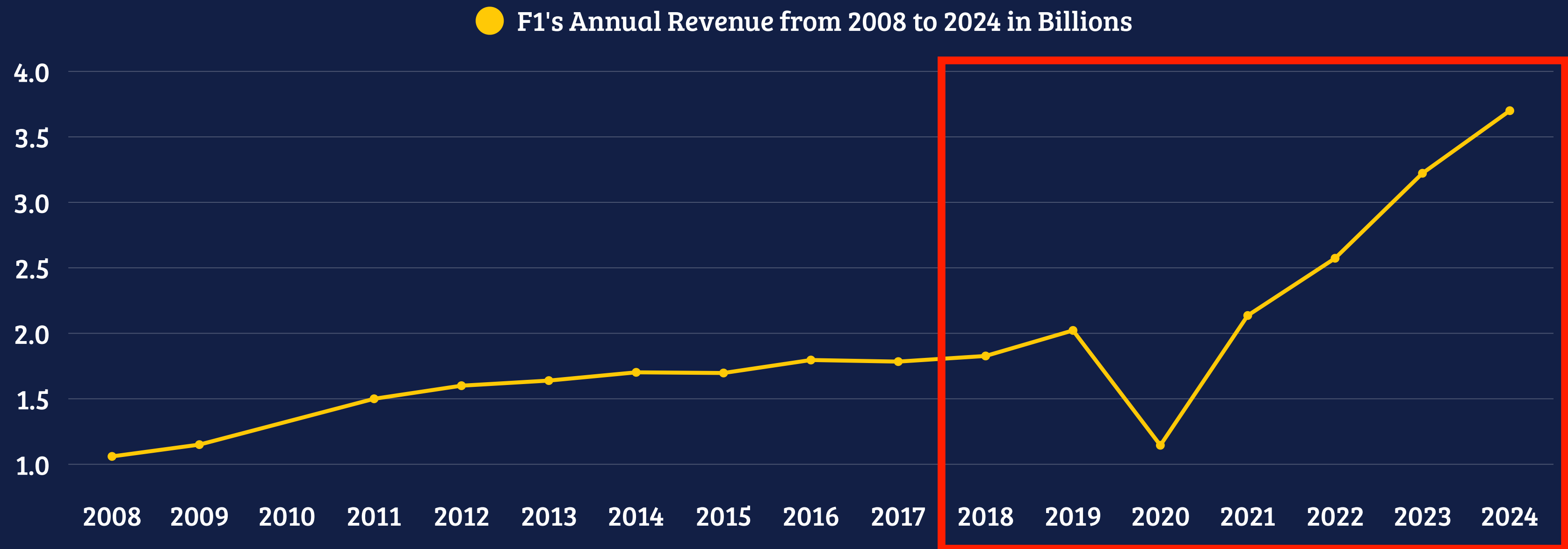**New Leadership with Chase Carey as CEO**

Carey was a Former Fox executive with deep media experience

This led to a rebound in its viewership, even during COVID

● Number of Unique Viewers of F1 in Millions from 2012 to 2021

Year	Viewers (Millions)
2012	500
2013	450
2014	425
2015	400
2016	390
2017	352
2018	490
2019	471
2020	433
2021	445

And a corresponding growth in its revenue

🟡 **F1's Annual Revenue from 2008 to 2024 in Billions**

HOW DID F1'S REBRANDING WORK?

F1's rebranding was founded on targeting YOUNGER AUDIENCES

- These were largely neglected prior to 2017, as Ecclestone believed that younger audiences would not bring in any revenue
- F1 was built on high-end luxury sponsors and young people "don't buy rolex"

36
Average age of F1 viewer globally

40
Average age of F1 viewers in US and Europe

14%
Of F1 fans were under age 25

Shifts in **F1 Consumer Persona**

Dimension	1950s to 2000s (Heritage Era)	2010s Onwards (Modern Era)
Profile	Heavily male-skewed / Europe-centric fanbase / Affluent professionals, engineers, auto enthusiasts	~40% female / Global (US, Middle East, APAC growth) / Students, young professionals, tech & lifestyle audiences
Behavior	Linear TV and trackside viewing / Race-day focused consumption / Long-term team/driver loyalty	Digital-first, short-form & streaming-led / Entry via Netflix, social, gaming / Races as lifestyle & entertainment events
Interests	Engineering, performance, race craft / Motorsport heritage & tradition	Driver personalities & narratives / Fashion, music, culture / Behind-the-scenes access
Opinions	Purist mindset / skeptical of entertainment elements / Preference for traditional circuits & formats	More open to city races + premium fan experience / Values inclusivity & brand purpose

PART 1: ENHANCING **PERCEPTIONS** AMONG YOUNGER AUDIENCES

F1 increased its <u>exposure</u> by shifting from TV to Social Media

- Before 2017, Ecclestone was largely uninterested in digital media, focusing instead on traditional broadcast rights
- From 2017, F1 started investing in its social media accounts, which saw a 28.7% annualised growth rate in followers
- Increased from 19 million in 2018 to 108 million in 2025
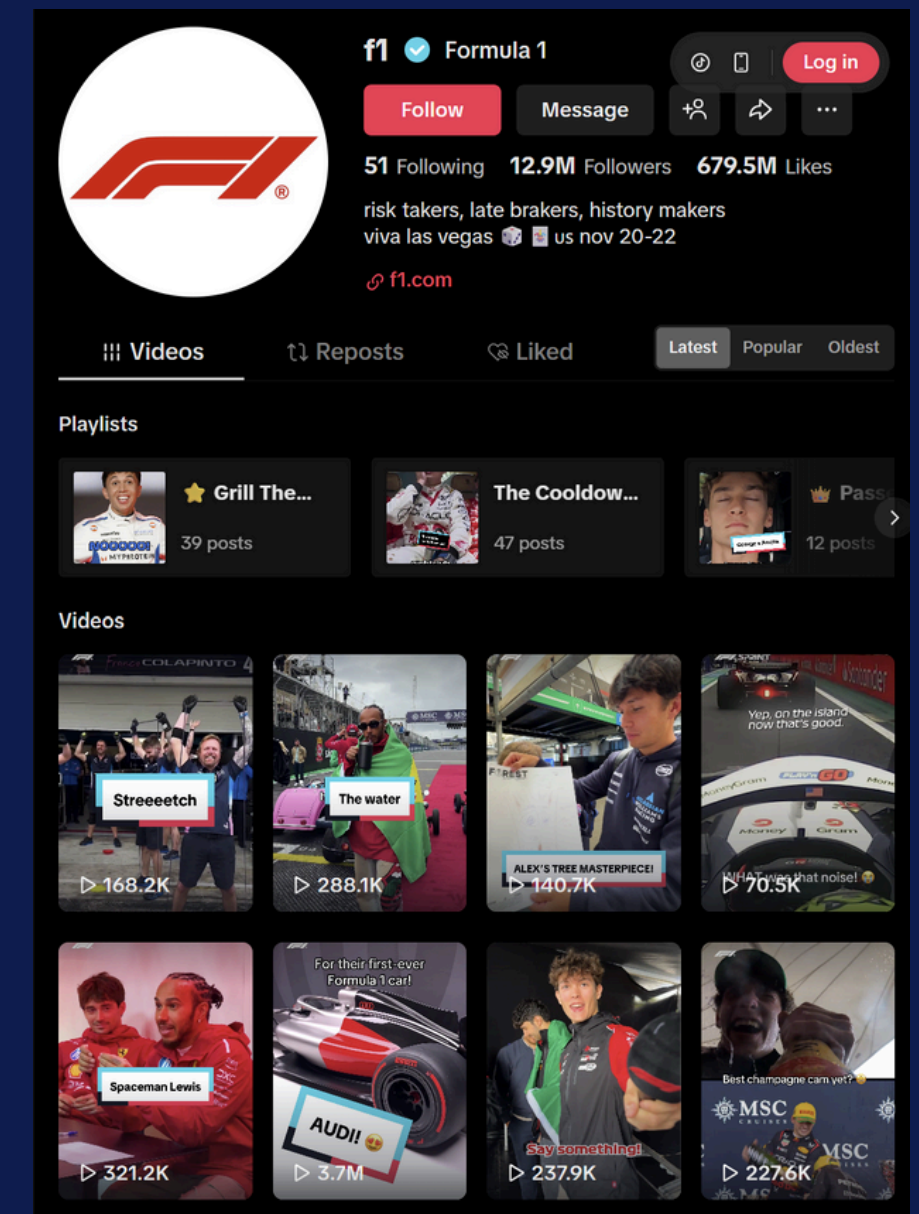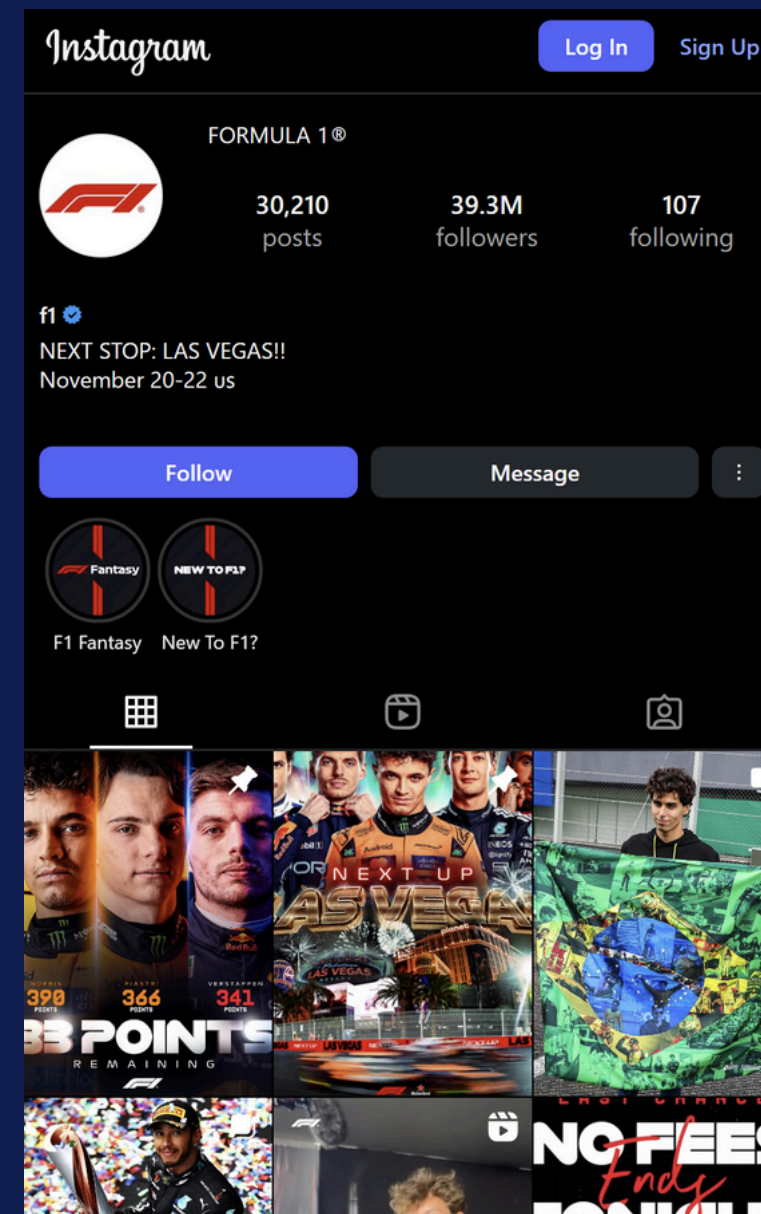
Including relaxing rules for drivers and teams to post on social media
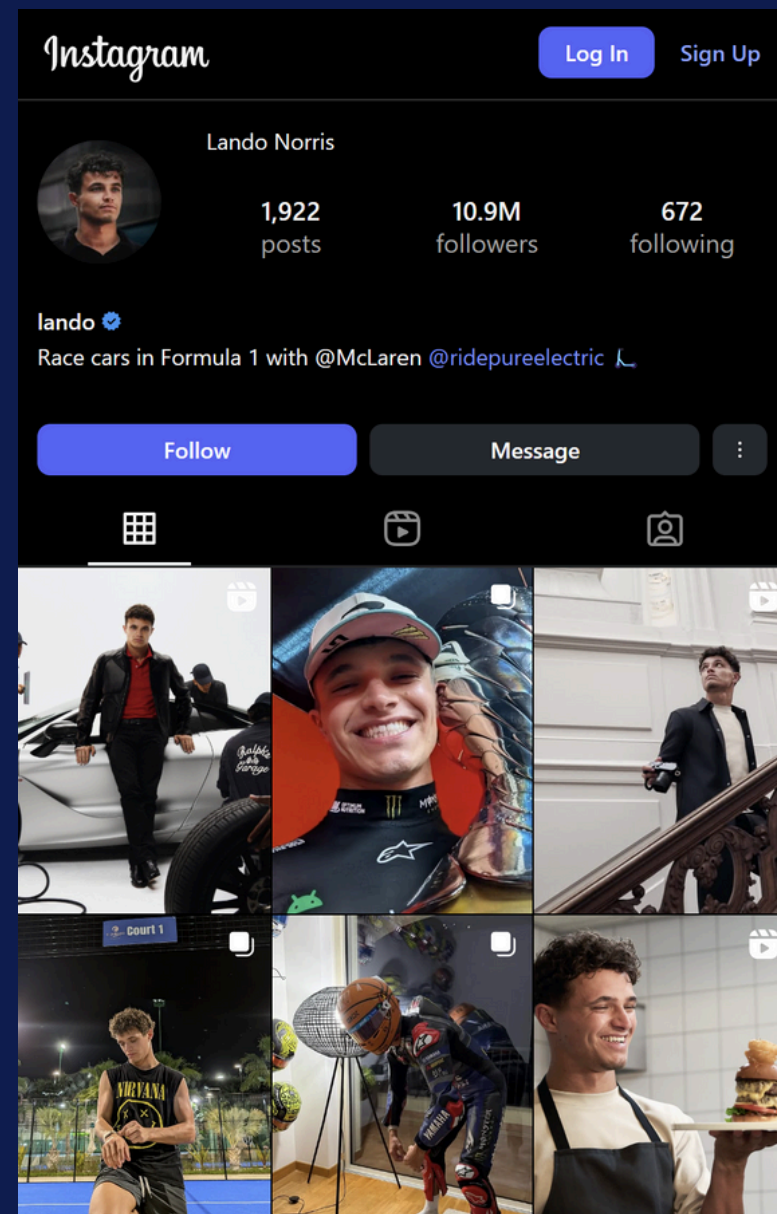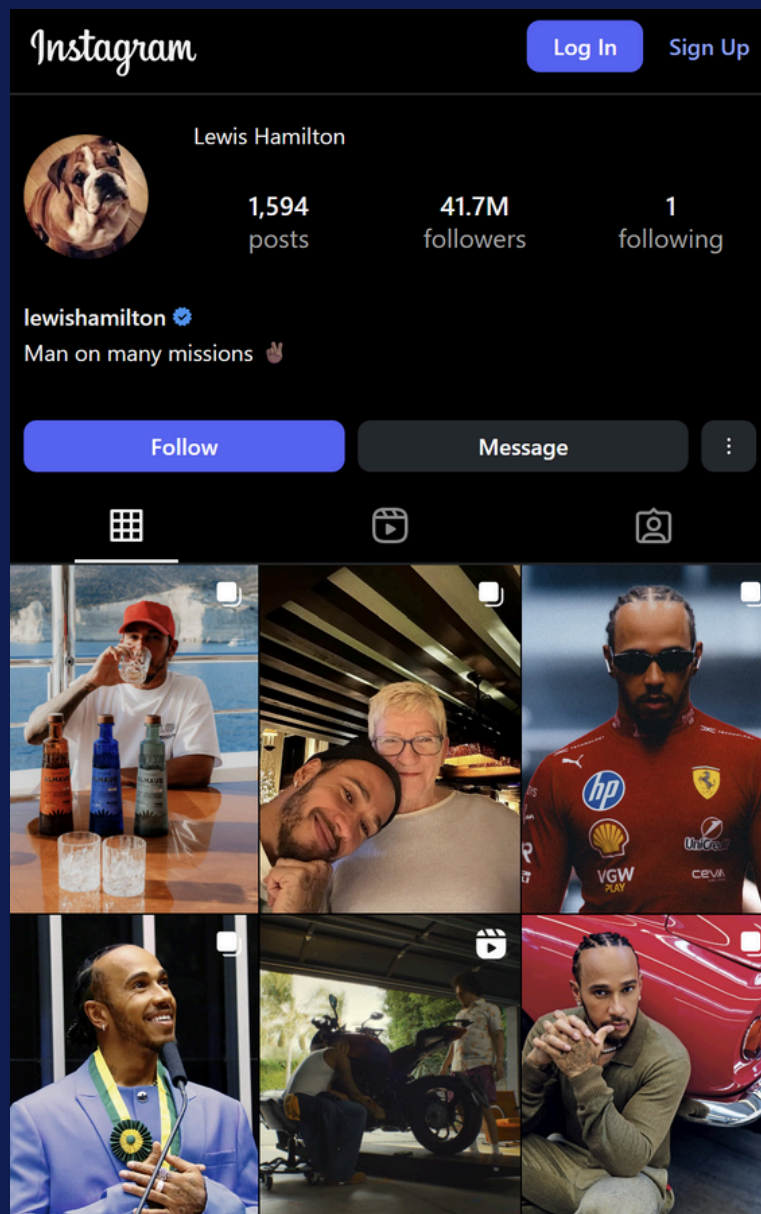
- Before 2017, drivers and teams were prohibited from sharing behind-the-scenes content during race weekends
- Liberty media relaxed this rule, which allowed social media following of drivers to grow rapidly
- Lewis Hamilton today has over 40 million followers

F1 also increased its **exposure** through growing its physical concerts

⬆ Expanded number of races with concerts from 3 to over 8

⬆ Doubled the number of A-list acts at concerts

⬆ Created festival-style, youth-oriented experience

To increase attention, F1 enhanced its brand visuals

Old Logo

New Logo

And rolled it out well
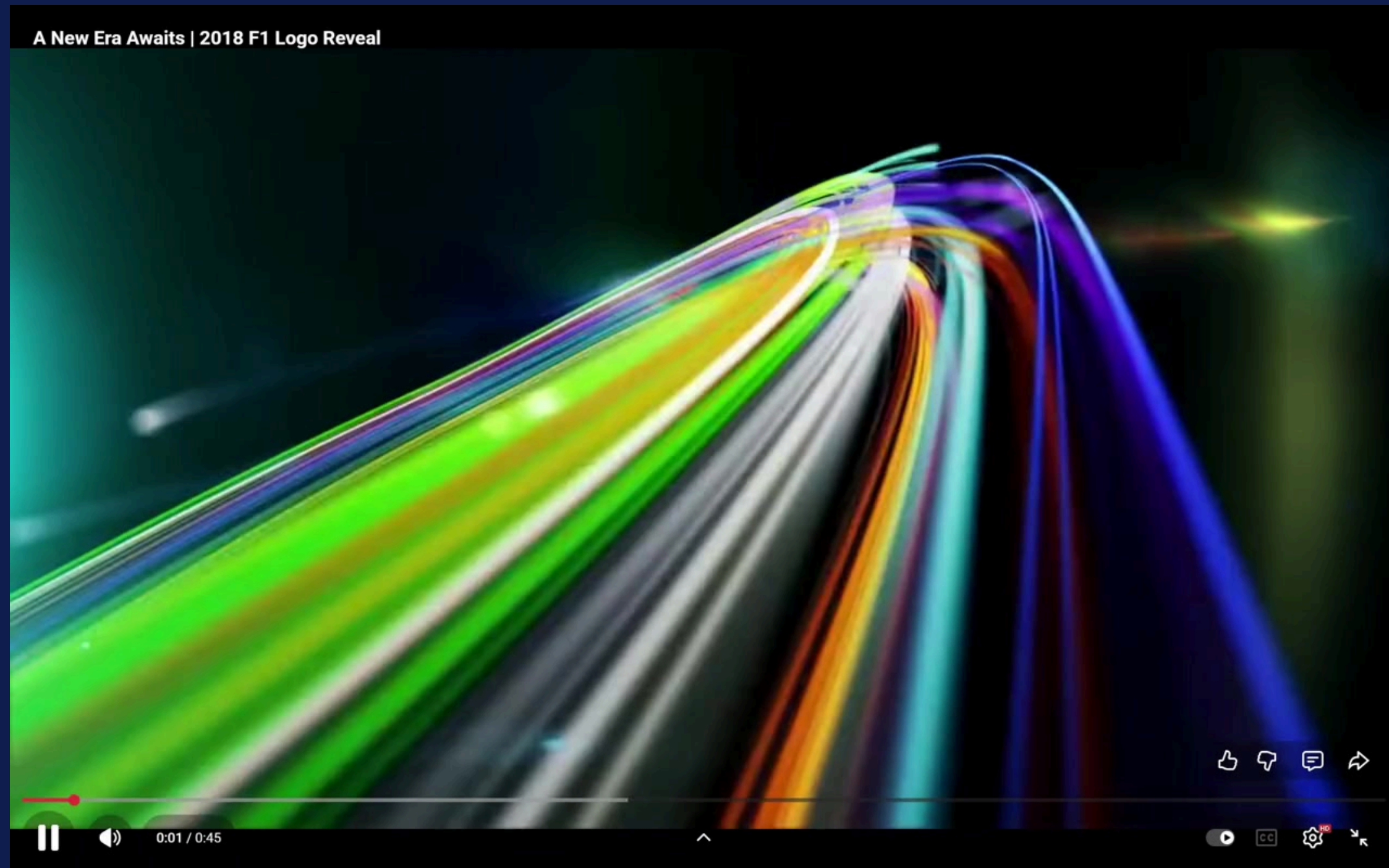
The publicity around its rebranding also helped it gain **attention**

THE STANDARD

SPORT

'Imagine if Ferrari changed theirs?'
Lewis Hamilton criticises new F1
logo

Formula 1™
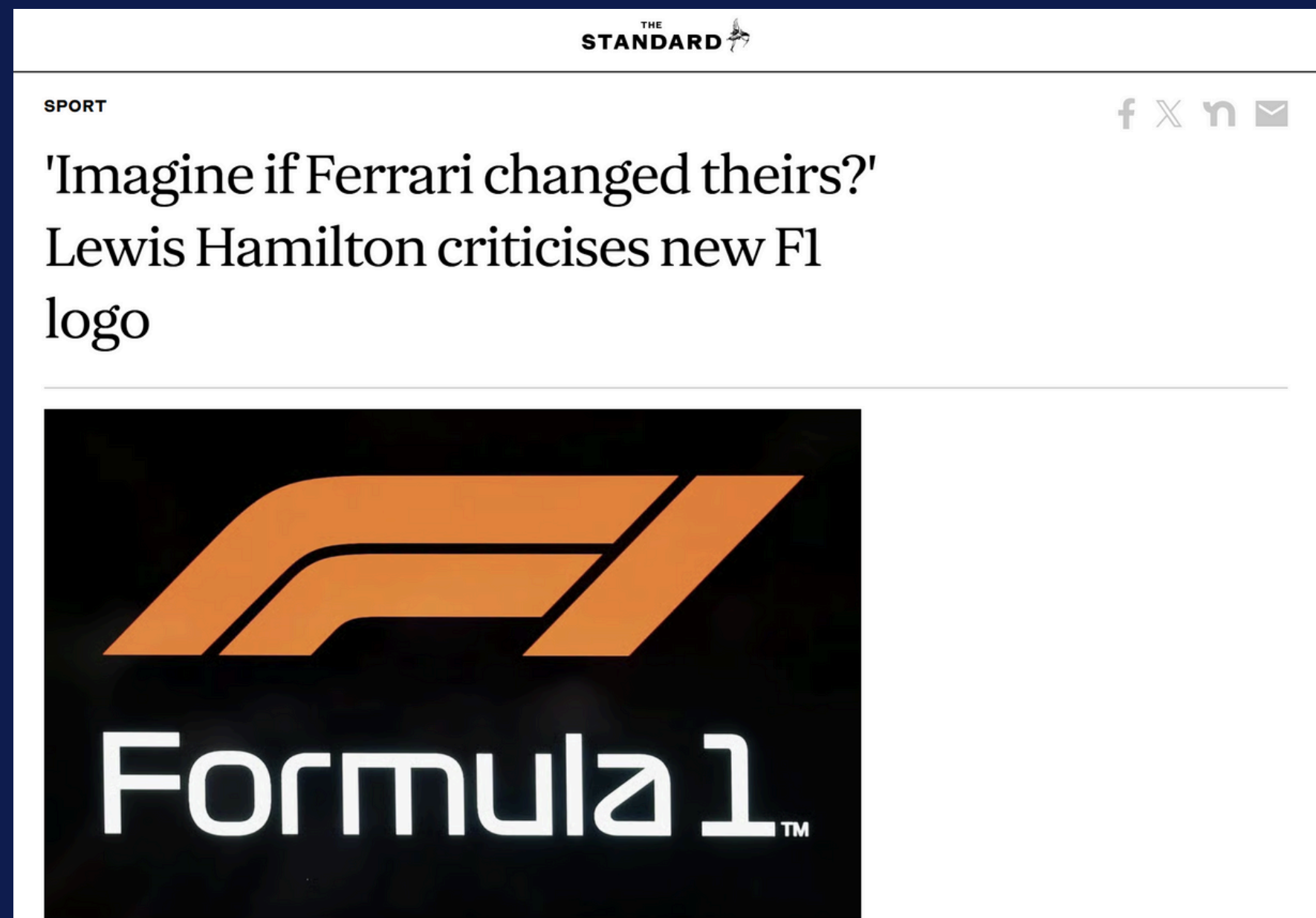
F1 also made its online content more exciting

Singapore Grand Prix 2015

1.1 Million Views

Max Verstappen's first race in Singapore in 2015...

VS

Singapore Grand Prix 2017

3.4 Million Views

While enhancing its visual aids on its content sustained **attention**

Brazilian Grand Prix 2016

2016 Brazilian Grand Prix: Race Highlights

No context to help viewers

2:06 / 5:30   In this video

Brazilian Grand Prix 2018

LAP
4 / 71

		Interval
1	HAM	
2	BOT	+1.410
3	VER	+0.543
4	RAI	+0.914
5	VET	+0.511
6	LEC	+1.326
7	RIC	+0.538
8	GRO	+0.720
9	GAS	+1.906
10	ERI	+0.802
11	MAG	+0.521
12	PER	+0.821
13	SAI	+0.810
14	HUL	+0.825
15	ALO	+0.911
16	HAR	+0.724
17	OCO	+1.088
18	SIR	+0.379
19	STR	+0.616
20	VAN	+0.454

Clear context to help viewers

FIA

VS

Finally, F1 ensured viewers' cognitive interpretation was correct

What they PERCEIVED

FAST-PACED

LOUD

RED

What they THOUGHT

✅ ENTERTAINING

✅ EXCITING

✅ YOUNG

As well as its **affective interpretation** among young audiences

What they PERCEIVED

What they FELT

BEHIND THE SCENES

✅ CONNECTION

DRIVERS' CHALLENGES

✅ EMPATHY

HANDSOME DRIVERS

✅ LOVE

PART 2: CHANGING ATTITUDES AMONG YOUNGER AUDIENCES

F1 **simplified its racing rules** to address fans' attitudes of it being over-complex

✅ Simplified wheel-to-wheel racing rules

✅ Made track limits more consistent

✅ Streamlined penalties to time/grid penalties

✅ Clarified safety car procedures

✅ Simplified tyre rules and types

✅ Simplified technical regulations

COGNITIVE

F1 also partnered celebrities and brands to appear **culturally relevant**

- Frequent appearances in pop culture: fashion collabs, lifestyle content
- Younger fans now associate F1 with modern culture rather than elitism
- F1 perceived as a part of youth entertainment, not just a motorsport

It also launched Drive to Survive on Netflix, which helped reshape young fans' attitudes

- **Premiered in 2019, presenting F1 through storytelling instead of technical broadcast**
- **Made team rivalries, personalities, and strategy easier to understand**
- **Reframed F1 as a <u>narrative-driven entertainment</u> property**

WATCH YOUR BACK

A NETFLIX SPORT SERIES

FORMULA 1
DRIVE TO SURVIVE
SEASON 7

ONLY ON NETFLIX | 7 MARCH

COGNITIVE

And intensified emotional attachment and engagement

- Humanised drivers and teams through personal struggles, rivalries, and failures
- Created drama and emotional arcs that traditional broadcasts lacked
- Broke stereotypes of F1 being "cold, technical, and emotionless"

Top 6 Most Dramatic Moments In Formula 1: Drive to Survive: Season 4 | Netflix

TOTO WOLFF RESPONDS TO CONTROVERSIAL ABU DHABI GP

Perez goes to the inside!

7:50 / 10:16   Toto Wolff responds to controversial Abu Dhabi GP

AFFECTIVE

F1 also increased the visibility of its drivers to grow **emotional bonding**

- Behind-the-scenes access built parasocial relationships with drivers
- Fans connected with personalities, humour, and off-track dynamics
- Emotional engagement increased affinity for the sport

AFFECTIVE

# F1 events also sought to **increase drivers' rapport with fans** in person

- Increase in driver meet and greet sessions during race weekends
- Increase in driver physical presence at F1-related events
- Portrayal of drivers as celebrities who care for their "fans" and "supporters"

AFFECTIVE

# Relatedly, F1 sought to **make watching F1 a social activity**

- Produced shareable content that fans could share with each other
- Increased physical fan zones at races and supported global bar/restaurant watch parties
- Drove online fan forums, online communities to discuss races
- Increased gamification through "prediction apps"
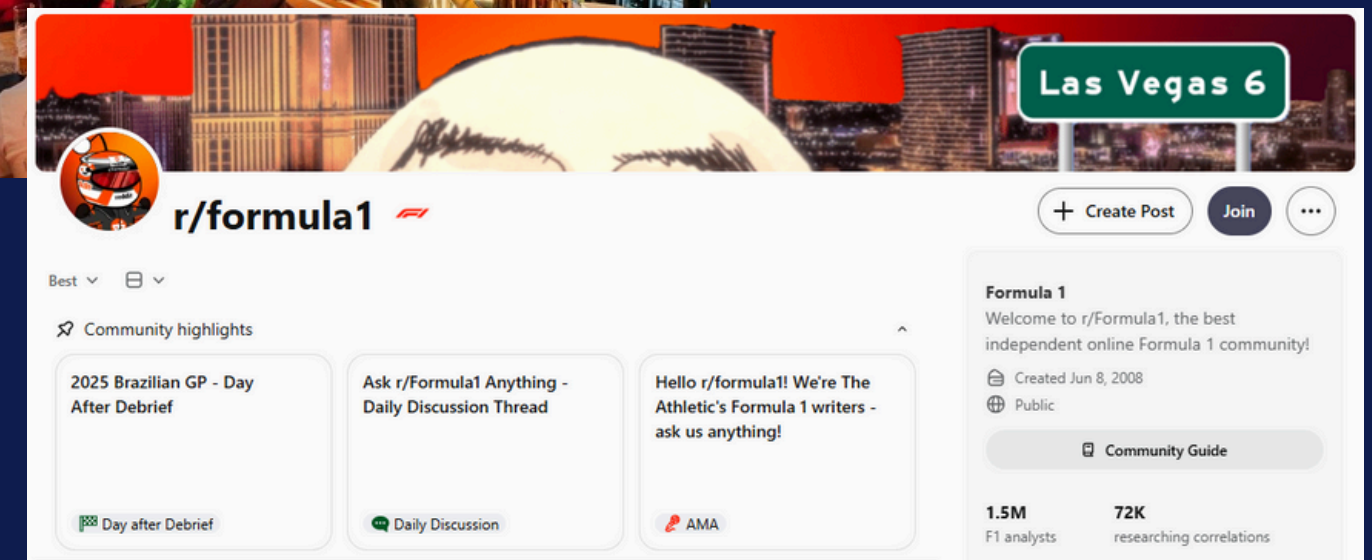
BEHAVIOURAL

F1 also **inculcated new behaviours for** fans' engagement with F1

- F1 released a greater range of F1 team merchandise (caps, apparel, jackets) which was popular among younger fans
- F1 also doubled down on gaming - released new F1 games on more platforms (mobile)
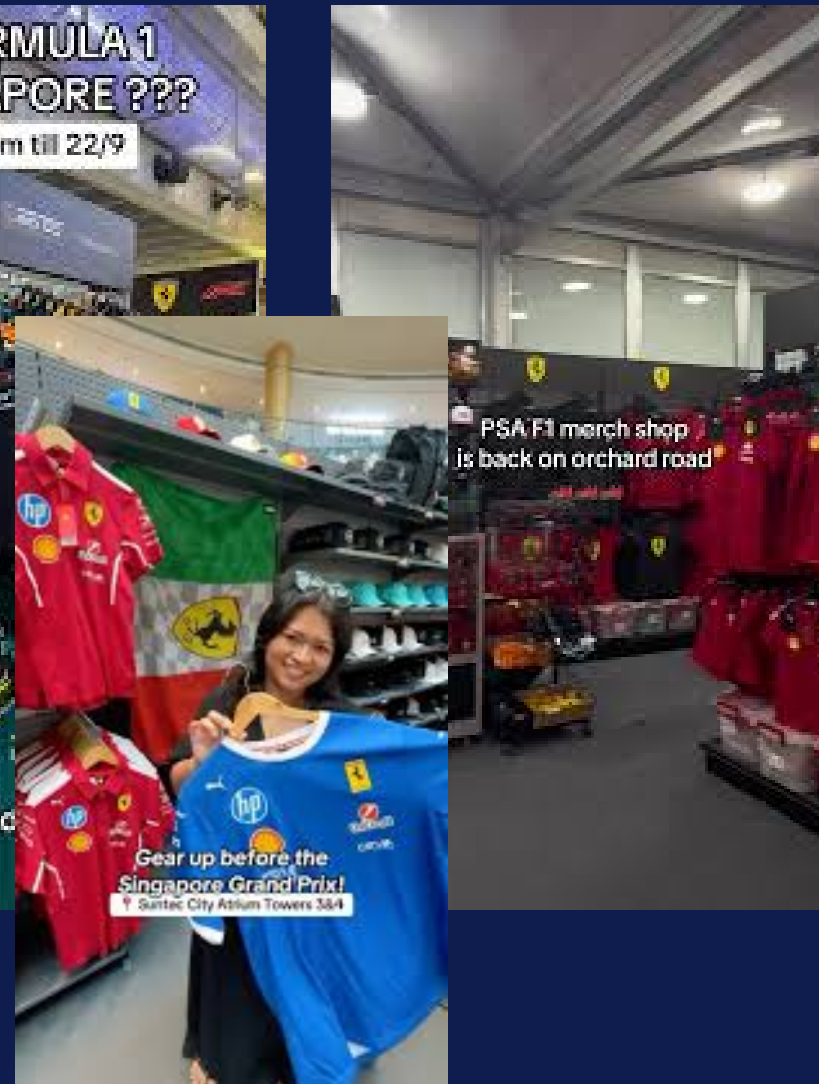
BEHAVIOURAL

THE RESULTS

Outwardly, F1's standing among YOUNGER AUDIENCES grew rapidly

32
Average age of F1 viewer globally

Decrease from 36 in 2017

42%
Of F1 fans were under age 25

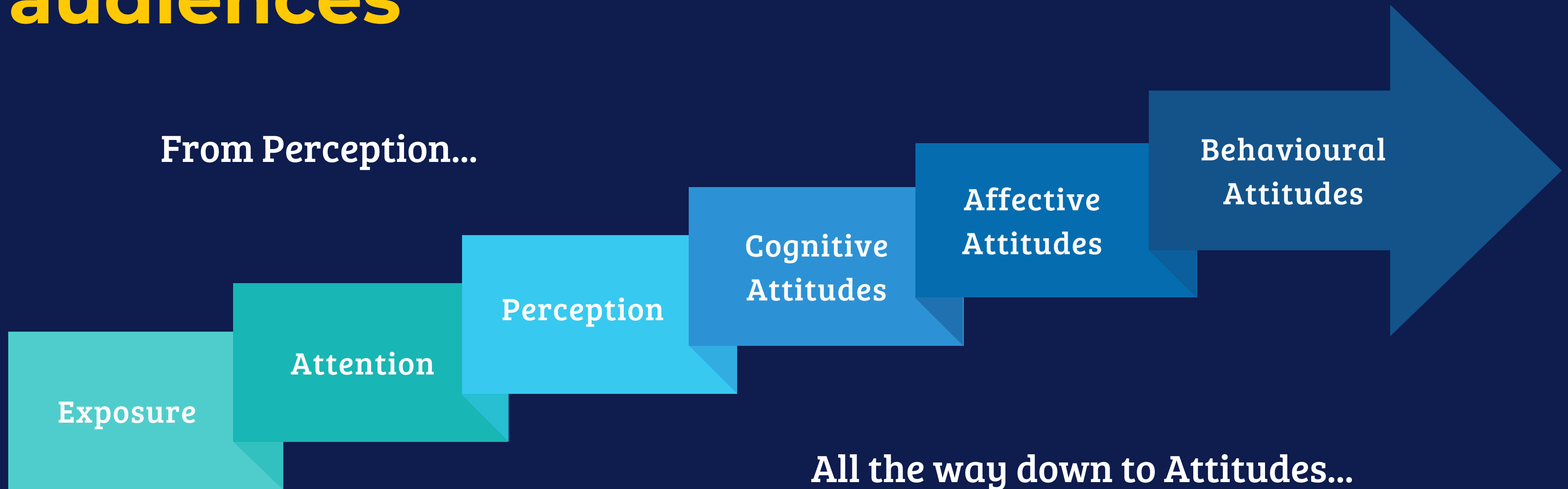Increase from 14% in 2017 (200% increase)

827m
Total F1 fan numbers

Increase from 507m in 2018 (63% increase)

FROM A CONSUMER BEHAVIOUR PERSPECTIVE

F1 has done well in targeting deeper and deeper "motives" among young audiences

From Perception...

Exposure

Attention

Perception

Cognitive Attitudes

Affective Attitudes

Behavioural Attitudes

All the way down to Attitudes...

But there are at least two more questions going forrward

From a business perspective...

① HOW TO SUSTAIN?

Young audiences are notoriously fickle; how do we sustain their interest?

② HOW TO GROW?

How can F1 avoid stagnation in its growth in the longer term?

OUR RECOMMENDATIONS

We recommend a **three-prong strategy** for F1 going forward

1

GO DEEP

Deepen learning and memory, and improve segmentation targeting

2

GO BROAD

Start to target the middle class more in new countries

3

GO LONG

Start to target younger demographics such as Gen Alphas

#1: Move **from classical conditioning to operant conditioning** to improve learning and memory

- F1 has successfully associated F1 with fun, excitement and adrenaline among youths
- But there is a large proportion of F1 fans who HAVE NOT attended F1 events (i.e., not consumers yet)
- For example, in singapore, over 50% of F1 followers HAVE NOT attended F1 events
- <u>Could consider giving FREE TRIAL to enhance operant conditioning</u>

Singapore: Proportion of F1 followers who have attended / are attending the race in person

Ever attended (2008-2022) : Have you attended the F1 Grand Prix in Singapore in person before?
Attending this year (2023): Will you be attending the F1 Grand Prix in Singapore in person this year?

(Showing % of Singapore residents who watch F1 motor racing)

Yes
No

49%   51%

Ever attended (2008-2022)

68%   32%

Attending this year (2023)

YouGov

YouGov Surveys: August 2023 • Embed

GO DEEP

#1: Better tailor engagement strategies to different fan segments based on personalities

Move beyond treating young fans as a single group by segmenting them based on personalities

Entertainment Segment

- Likely comprises fans with high extraversion and high openness to experience
- Emphasise emotional storytelling, high arousal content
- Design communications that trigger joy, surprise and excitement

Digital Interactive Segement

- Likely comprises fans with high conscientiousness and neurotism
- Provide structured interactive environments such as prediction games and fantasy leagues, to give them a goal to work towards, with tracking of progress with gamification
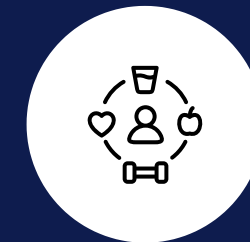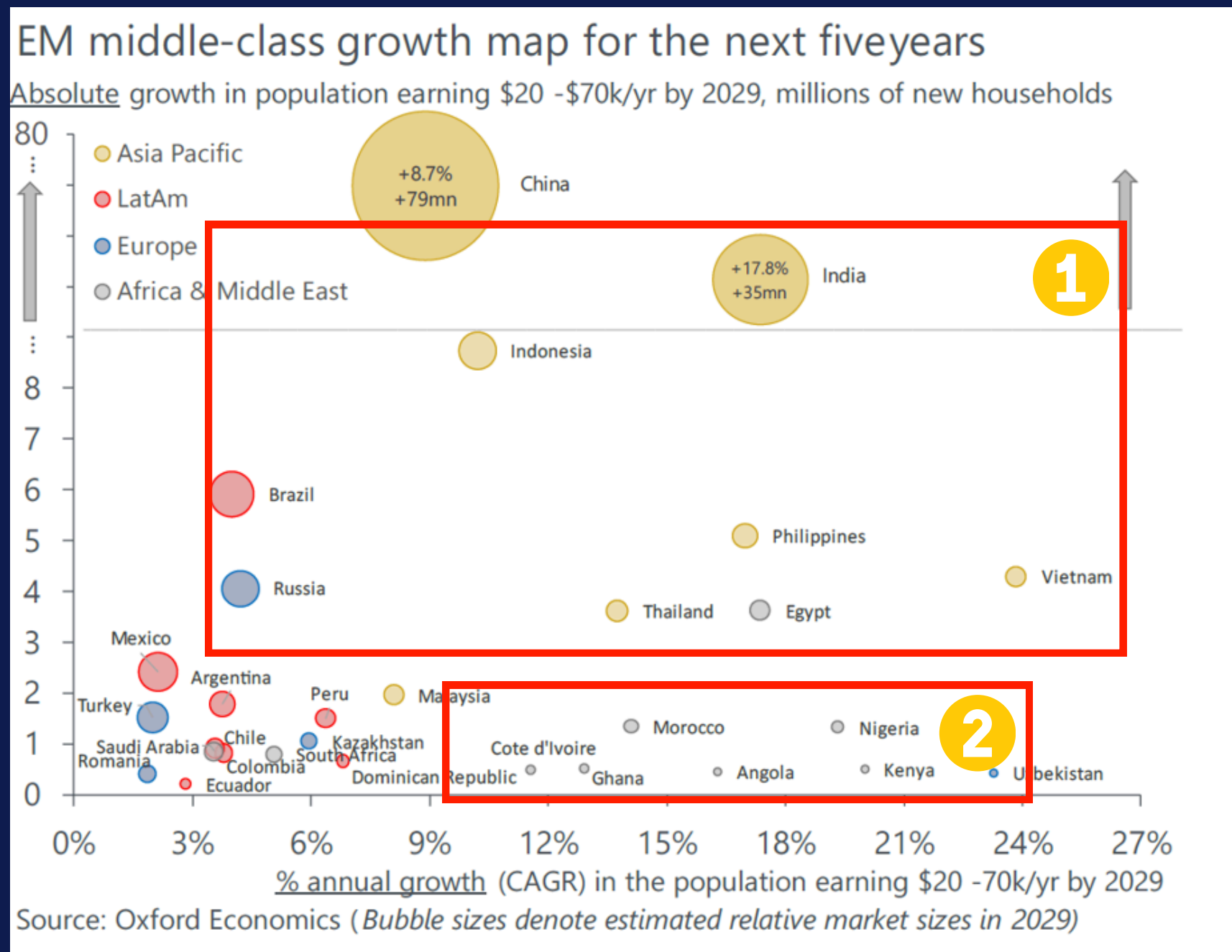
Lifestyle and Identity Driven Segment

- Likely comprises fans who are high in agreeableness
- Improve community based engagement, such as fan clubs, social viewing events
- Grow influencer-led targeting and emphasise social signalling content

GO DEEP

#2: F1 can **better target the middle class** within countries with rapidly growing middle classes

EM middle-class growth map for the next five years
Absolute growth in population earning $20 -$70k/yr by 2029, millions of new households

- Asia Pacific
- LatAm
- Europe
- Africa & Middle East

China +8.7% +79mn
India +17.8% +35mn
Indonesia
Brazil
Russia
Philippines
Vietnam
Thailand
Egypt
Mexico
Argentina
Turkey
Peru
Malaysia
Chile
Saudi Arabia
Kazakhstan
Colombia
South Africa
Romania
Ecuador
Dominican Republic
Cote d'Ivoire
Ghana
Morocco
Angola
Nigeria
Kenya
Uzbekistan

% annual growth (CAGR) in the population earning $20 -70k/yr by 2029
Source: Oxford Economics (*Bubble sizes denote estimated relative market sizes in 2029*)

1 **Especially in Asia**

- **At least 6 countries with rapidly expanding middle class populations that F1 could consider penetrating in Asia**
- **Namely: India, Indonesia, Philippines, Vietnam, Thailand, Egypt**

2 **And Africa**

- **Another 6 middle class countries in Africa growing rapidly, but no F1 in Africa yet**

GO BROAD

#2: One possibility is to **position F1 as masstige** in these countries

Applying Silverstein, M. J., Fiske, N. (2003) Luxury for the Masses

1 **Taking Care of Me**
- Pitch F1 as the annual reward for hard work - weekend adrenaline getaway

2 **Questing**
- Make having traveled the world to watch all F1 races a form of social status

3 **Connecting**
- Make F1 even more social-oriented through considering kids' zones at events, couple ticket bundles etc

4 **Individual Style**
- Improve perception of F1 merchandise or attendance as improved social status

GO BROAD

#2: While being culturally sensitive to Asian and African cultures

1

APPEAL TO COLLECTIVIST CULTURES

Shift storytelling from individual driver heroism to team, nation and ecosystem success

2

DEMONSTRATE RESPECT OF LOCAL NORMS

Make sure that race-week rituals such as music and ceremonies are local

3

APPEAL TO DESIRE FOR UPWARD PROGRESS

Work with local jurisdictions to improve local societal development

GO BROAD

#3: **Targeting Gen Alphas** to improve longevity of the F1 Brand

What Gen Alphas Care about

① Sustainability

② Inclusivity

③ Digital Access

The Problem

- F1 is very unsustainable - high fuel consumption, air travel from destination to destination, material wastage from repairs

- F1 is very non-inclusive - highly male dominated with majority from Western (or at most Asian) backgrounds

- F1 is still largely physical - races are conducted physically, albeit with digital coverage and highlights of the race

GO LONG

#3: We recommend for F1 to take measures to appear sustainable, inclusive and digitally-native

① Sustainability

- Improve F1's sustainability: sustainable fuel or battery power; reduce air travel and repairs
- Improve perception of F1's sustainability through media campaigns

② Inclusivity

- Improve F1's inclusivity: set targets on racial and gender representation within F1 teams
- Improve perception of F1's inclusivity through up-profiling minorities

③ Digital Access

- Improve F1's digital access: increase ability of fans to access the brand digitally
- e.g. Build more crossovers with gaming ecosystems and integrate more interactive features in the F1 app

GO LONG

THANK
YOU!!