Rural Rebranding Case Study - Cornwall

The need for rebranding

Cornwall is a county on the coastal periphery of the West of mainland England. As the county is far away from the core of major English cities, at 250 miles away from London, and has very poor transport links to the core, with no motorways, it is badly connected and suffers from lower levels of investment. The economy is not diverse and is heavily reliant on the tourism industry which is popular in Cornwall due to it's warm climate and coastal scenery. Unfortunately, the jobs from tourism are mostly seasonal and low paid, which has led to a cycle of rural deprivation in the area. A lack of employment and training opportunities has caused the large-scale domestic emigration of large groups of individuals with technical skills or knowledge - the ‘braindrain’. Over 50% of all young people in Cornwall have left the region in search of better opportunities elsewhere.

Rebranding is needed in Cornwall to:
- Stop the braindrain of talented young people from the region.
- Attract visitors across all seasons to provide more secure employment opportunities.
- Boost investment in the region by increasing it's national presence.

Rebranding actions

Flagship Development - The Eden Project

The Eden Project is a 2001 development in Southern Cornwall located in a poor rural area North-East of St. Austell. The project, which represents over £120m of capital investment, consists of two large conservatories representing humid tropical and mediterranean climates, and is surrounded by dramatic horticultural landscape. It was built on the side of a former china clay quarry. The Eden Project holds 100,000 plants from 5,000 species. The Eden Project was the 3rd most visited tourist attraction in the UK in 2003 and experienced 6 million visitors in the first 4 years who spent a combined £900m in the local economy. The development has provided 600 jobs directly and is indirectly linked to the creation of 5500 in Cornwall. The project has successfully boosted the economy, reducing unemployment by 6%, and attracted tourists across the off-season, but has also caused problems. Poor public transport and local road network infrastructure have caused significant road congestion around St. Austell, as well as decreasing local air quality and being the blame for littering.

EU Objective One Developments

Objective One is a project by the EU which aims to reduce socioeconomic disparities between EU areas by kickstarting investment into deprived local economies. Investors make an initial investment which is increased by applying for equal amounts from alternative public/private sources, concluding with Objective One. Objective One has supported 580 projects in Cornwall, representing a total investment of £230m. The projects have increased the national presence of Cornwall as a centre for tourism, provided more stable employment opportunities and reduced the braindrain e.g. through the CUC - Combined Universities of Cornwall.
Impacts of rebranding

Positive for Cornwall in the early 2000s...

- The flagship Eden Project and smaller projects have boosted the local economy and provided higher-paid, full time employment opportunities.
- Objective One scheme funding has helped attracted private investment into the region.
- The better economy has improved the public's perceptions of Cornwall and reduced the braindrain.

Rebranding Success Case Study - London Docklands

Rebranding actions

The London Docklands in East London were in need of rebranding in the 1980s after the move towards containerism had made the River Thames an unviable shipping route in the 1960s. After the last dockland closed in 1980, rebranding really begun alongside mass deregulation in 1986 with the London Docklands Development Corporation and the Docklands Enterprise Zone aiming to create a secondary CBD for London by attracting firms with large office spaces they couldn't afford to rent out in The City. Soon, major financial businesses located there, such as Barclays, HSBC and Credit Suisse, which accelerated a positive rebranding of the area.

Why the rebranding has been successful

The rebranding has been successful because the transformation from heavy secondary industry to the tertiary service sector has brought positive economic, social and environmental impacts.

Economic impacts:
- £7.7bn in private sector investment.
- 2,700 businesses trading.

Social impacts:
- Construction of 22,000 new homes.
- £100m spent on improving local public services e.g. NHS, schooling provision.

Environmental impacts:
- Creation of 150ha of new public open spaces with 200,000 trees planted.
- The eradication of a brownfield site, replaced with a high quality built environment.
Rebranding Failure Case Study - Leeds Riverside

Rebranding actions

Rebranding in Leeds Riverside was required to regenerate the old industrial brownfield area just South-East of the CBD into a new attractive area that would bring economic prosperity by extending the CBD area South-East into the former docklands. The flagship developments of the Royal Armouries Museum, a nationally funded museum with the largest Armour collection in Europe, and the Tetley Art Gallery would make the area a nationally recognised area for Arts and Culture, the Oracle Bar and Alea Casino would help attract young professionals to the vast array of newly redeveloped property, and Bridgewater Place would attract large firms into the area to bring economic prosperity.

Why the rebranding has been unsuccessful

The rebranding had 5 main aims:

1. To facilitate economic growth of tertiary industries
2. To develop Leeds as a centre for arts and culture at a regional and national level.
3. To improve retail opportunities
4. To improve the environment and public spaces
5. To improve safety in the city

The rebranding was successful in satisfying aims 4 and 5, but failed to be successful in aims 1, 2, 3. The rebrand failed to bring economic prosperity because the docklands were only 5 mins walk from the CBD, which meant that retail space was vacated soon after launch and moved back into the CBD, where the residents of the Docklands did their shopping anyway due to having a greater choice of products available. The landmark development Alea Casino closed in March 2013 and the stores Joy, Aspecto and All Saints has initially come in 2007 but moved out of Clarence Dock in 2009 after the end of their initial discounted rent agreements.

Further rebranding led by Alliance London in 2015 is now underway to re-image the area as ‘Leeds South Bank’, and this highlights the failings of the initial rebrand.
Re-imaging / Rebranding with Sport/Culture Case Study - Manchester

Re-imaging Actions

Manchester, alongside other Northern cities such as Newcastle, Sheffield and Liverpool, suffered from economic collapse in the 1980s due to the decline of heavy secondary industry decline. It gained a poor public image for derelict industrial land, poor housing, and a place of a declining economy with high unemployment and poorly educated people. However, after re-imaging from the city council, Manchester became a centre for Music, Media, Sport and Shopping. See below for specific actions...

Rebranding Actions (Culture/Sport/Music/Shopping)

Music
During the 1990s:
- Large concert venues were funded e.g. G-Mex and MEN Arena.
- Battle of the bands announced to find new music talent e.g. Oasis, Take That.
- Financial support for school music departments

TV/Media
Grenada studies, based in Manchester, became the centre for Northern TV, creating successful shows such as Coronation Street and Shameless, later becoming a tourist attraction. The shows re-imaged Manchester as a youthful city with a business edge.

Sport and Culture
- Bid for the Summer Olympic Games in 1996 and 2000, coming 4th and 3rd respectively.
- Held the 2002 Commonwealth Games, constructing the Millennium Stadium.
- Held the 2006 World Table Tennis Championships
- Boosted profile of Manchester City FC, now a world famous football club, through pre-planned occupancy of the Millennium Stadium after the Commonwealth Games.
  - Publicly funded arts and cultural spaces e.g. Manchester Art Gallery.
  - World famous Orchestra - The Manchester Symphony Orchestra.
  - Hosted the 1998 Digital Summer (worldwide event)

Hosting such major events raised Manchester's international prestige, re-imaged it as the place to be and brought in tourists which injected money into the local economy.

Shopping
Home to both the Trafford Centre and the rebuilt Arndale Centre, which was the largest indoor shopping centre in Europe in an urban area at the time of the rebuild after IRA bombing in 1996.

Players + Sustainable Rebranding Case Study - London 2012 Olympics
The London 2012 Summer Olympic Games was a massive sporting event that prompted the regeneration of the East End of London, especially the borough of Newham. The Olympic athlete village and the Queen Elizabeth Olympic Park will provide a new open public space and the remaining facilities e.g. the Velodrome and Aquatics Centre, as well as the Olympic Stadium, secure the sporting legacy and re-imaging of the area.

With regards to players involved in the project, the overall picture is complex as a number of organisations are involved in different parts of the operation. The roles of the main players are…

1. **International Olympic Committee (IOC)** which cooperated with the UK organisations responsible for the delivery of the games.

2. **The UK Government** which has, as well as providing financial support for the 2012 games and its legacy, set up a range of organisations including the London Development Agency, the Olympic Delivery Authority and the London Legacy Development Corporation, which are responsible for the running of the games and the management of the legacy, of which the focus is on economic regeneration through sport and commercial investment.

3. **London Assembly** - Which amongst others comprises Boris Johnson, the London Mayor, and Transport for London. The London Assembly will organise the movement of the 500,000 spectators during the games and influence planning policy for the future.

4. **Local Governments** - 4 London borough councils are affected by the Olympics, and all have had to consider and approve the various plans for the housing, transport and infrastructure redevelopments in the area, as well as influence how they will incorporate benefits for local people into the legacy plans.

5. **West Ham United Football Club and Newham Council** who were judged in 2013 to be the winning bidders for the occupancy of the Olympic Stadium from August 2017. Both have set up a total of £50m to convert the stadium after the games and as anchor tenants from 2017, West Ham United will be responsible for ensuring the economic and social benefits of the 2012 games legacy be distributed to local people e.g. reduced season children ticket prices to £99 from the 2016/2017 season with young supporters in the area given priority.

+ PLAYERS in Cornwall (e.g. Local councils, private investors, Objective One etc.)
SUSTAINABILITY of London 2012

The strategies involved in the 2012 Games and rebranding Stratford focused on sustainability:

- **PLANNING** - The Olympic Delivery Authority wrote to local residents to inform them of major planning decisions and carry out public consultations to get feedback from locals.
- **INFRASTRUCTURE** - £17bn is being invested into public transport, with 10 rail lines going in to Stratford.
- **LEGACY** - Sports facilities being built for the athletes will be available for the locals to use after the Games. e.g. the Aquatics Centre and the Velodrome.
- **CONSERVATION** - Improvements from investment into public transport will reduce polluting traffic in the area in the long term which reduces ecological impact. The new open green spaces in the Queen Elizabeth Olympic Park create a new habitat on what was before derelict brownfield land. Sustainable sources have been selected for the materials behind construction of the facilities.