



FutureStory
Manchester

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02 FutureStory Manchester

Manchester was the heart of the industrial revolution. Cotton from the city travelled to every corner of the world. Inventors and businessmen flocked to Manchester – hoping to make their mark in the world’s first industrial city. Then, through much of the twentieth century, industrial decline led to urban decay and the city centre was devastated by an IRA bomb. Yet, at the start of the 21st century, a culture of creativity and business drive has put Manchester on the world map again.

Out of the creative businesses and vibrant music scene of the 1980s came the now infamous ‘Manchester buzz’. The stylish conversion of old industrial mills and warehouses brought talent and enterprise back into the city centre.

Leading financial and business services firms – with their north of England base in Manchester – have gone global. And through them, the city has built a world-class professional reputation. Growing numbers of new technology-led and creative businesses are thriving in the digital age. And the creative sector eagerly awaits the Sharp Project, the arrival of MediaCityUK and the BBC on Salford Quays.

Cultural centres like the City Art Gallery and the Royal Exchange Theatre – and most recently the Manchester International Festival – have established an international reputation for contemporary culture and the arts. Manchester United, one of the world’s most successful football teams and Manchester City, one of the world’s richest teams, have helped to make Manchester a familiar name around the globe.

Schools and colleges are creating new ways to connect their students to the world of work and the industries of the future. The universities are combining their power and – working closely with businesses – new technology and bioscience companies are emerging.

Innovation, combined with the spirit of enterprise and creativity – which were the engine of growth in the past – are turning the city around from a historic industrial base to a new knowledge capital. And now Manchester has its sights set on being one of the premier cities of Europe in the new global economy.

So everywhere you look today you begin to see the future story of Manchester.

The **population** of Greater Manchester is **2.5 million**, the **third biggest urban area in the UK**

Between **1997** and **2007**, Manchester city has seen over **50,000 jobs created** and **attracted £2 billion in private investment**

Manchester Airport offers **over 190 direct routes around the world** operated by more than 100 airlines – which is **more than any other UK airport**

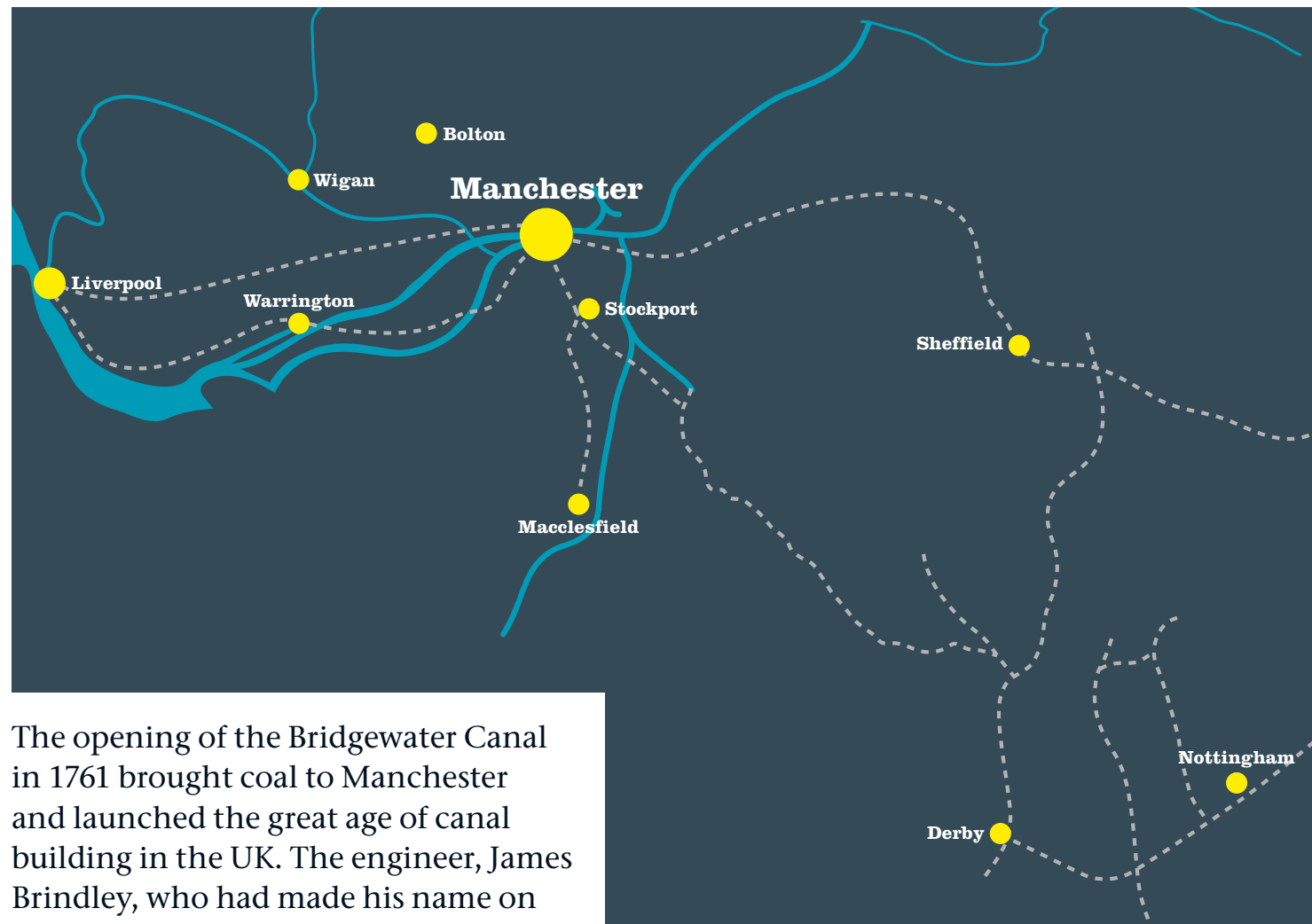
The origin of Manchester's growth was world trade in cotton; today it's world trade in skills.

From industrial city to professional city



06 From industrial city to professional city

First, the streams and rivers of the Pennines drove the water mills in towns around Lancashire – and the damp climate provided the ideal conditions for spinning cotton. Then the coal mines in the region fuelled the factories. So in a few decades Manchester grew from a small mill town into the first industrial city, dominating the cotton trade worldwide.

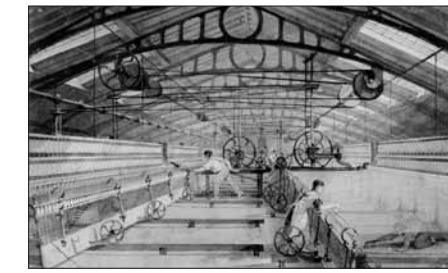


The opening of the Bridgewater Canal in 1761 brought coal to Manchester and launched the great age of canal building in the UK. The engineer, James Brindley, who had made his name on local mills and waterwheels, went on to be the leading canal engineer of his time. He built the ‘Grand Cross’, which linked the four great river basins of Britain – the Severn, Mersey, Humber and Thames – driving the rapid growth of heavy industries in the midlands and the north.

18th century – centre for industry



In 1761 the Bridgewater Canal opened, bringing coal from the Duke of Bridgewater’s mines in Worsley right into the centre of Manchester – kick-starting the exploitation of coal to grow the textile industry.



In 1783 Richard Arkwright’s steam-powered mill on Miller Street was Manchester’s first cotton factory, taking cotton spinning out of the home and turning it into a mechanised industry.



In 1792 the first Manchester Exchange was built as a centre for cotton and commodities trading, growing over the next 100 years to become the world’s largest trading room.

19th century – new ideas and innovation



In 1803 John Dalton introduced his pioneering work on the relative weights of atoms at the Manchester Literary and Philosophical Society, leading the way in modern atomic theory.



In 1830 the Manchester to Liverpool railway opened – the world’s first purpose built inter-city passenger railway – connecting Manchester’s cotton industry to the port and world trade routes.



In 1853 John Benjamin Dancer combined new technologies in microscopes and photography to invent microphotography – paving the way for the microfilm industry of the 20th century.

20th century – from industrial decline to re-invention



In 1914 Ford set up Europe’s first moving production line in Trafford, the first ever industrial estate – serving the trade on the new ship canal which was built to give Manchester direct access to the sea.



In 1919 Nobel-prize winner and Chair of Physics at Manchester University, Ernest Rutherford, discovered how to split the atom.



In 1948 the world’s first stored-programme electronic digital computer was born at the University of Manchester – nicknamed the ‘Baby’. It stored 2048 bits, compared to the millions of bits on today’s computer chips.

08 Science and industry – at the heart of a global city

Opened in 1830, Liverpool Road Station was the terminus for the first ever passenger railway, running between Manchester and Liverpool – and today the site is home to the Museum of Science & Industry (MOSI).



“At MOSI, we don’t just look backwards, we’re here to show how Manchester’s past is an inspiration for its future,” says John Beckerson, Senior Curator, telling the story of Manchester’s success as a global city:

“Manchester’s wealth was built on the cotton trade, and not for nothing did the Victorians call it ‘Cottonopolis’. It was a place where creativity and innovation could thrive. Scientists and entrepreneurs were attracted to it as a place where they could develop new ideas – profitably. The city was tolerant of newcomers, who were able to find a niche in the new industrial society. Dissenters of the day – Non-conformists and Quakers – came to live in a society of free thinkers.”

“It was called the ‘shock city’ of the 1840s: it was a wonderful city and a terrible city at the same time. It was doing new and exciting things,

and generating amazing creativity. People came to see it from far and wide. The textile mills of Manchester became the model for factories around the world. But the rapid growth was made possible with cotton produced by slave labour in the fields of the US and child labour in the factories of industrial Britain. The activism of the progressive movements in Manchester, and elsewhere across the country, eradicated both during the nineteenth century..”

The high point for the trade was 1913 – when the production of cloth reached 7 billion yards a year. But from then on it was in slow decline. Countries which grew the cotton began to develop textile manufacturing industries of their own. So the cloth was produced more cheaply in Asia or South America – a challenge familiar to industry in today’s new era of globalisation.

“Looking back, you could say this was inevitable – but it was hard for Manchester to cope with,” explains John Beckerson. “But the city’s success has always been built on harnessing the talents and skills of its people to new technology and trade.”

The ingenuity of engineers and entrepreneurs turned the mill town of Manchester into the leading industrial city of the early nineteenth century – and gave rise to innovations which shaped the world. Beckerson is convinced that it’s the ingenuity of the people in the city today – people who are pushing the boundaries of information technology and bioscience, or creating new opportunities in the knowledge-based industries – which will drive a new era of growth for the city.”



The strength of Manchester’s economy has shifted over the centuries from manufacturing, to trade, to professional services.



The wealth of 19th century Manchester was generated by textile manufacturing.

The city’s population more than quadrupled, leaping from 70,000 in 1800 to over 300,000 in 1835. The mills which sprang up all over the city – Beehive Mill, Brownsfield Mill, Brunswick Mill, Cambridge Street Mill, Maple Mill, Old Mill, Redhill Street, Sedgewick Mill, Victoria Mills, Soho Factory, and more – became familiar landmarks.



The Royal Exchange was established as the centre of the cotton trade, and the city became the clearing house for 80% of the world’s trade in finished cotton. On market days, each Tuesday and Friday, 11,000 merchants travelled in from 280 textile towns and villages in the North West of England to do business at the Manchester Royal Exchange. New banks emerged to support development of commerce.



Today the professional, business and financial services companies create wealth of almost £9 billion a year and employ almost 240,000 people in the city.

The home-grown Co-operative Financial Services Group has become an international player and over 60 banks have operations in Manchester. Leading global firms have become the modern commercial landmarks of the city.

Creativity brought life into the heart of the city – and is now taking the city to the world.

The Manchester buzz



12 Manchester International Festival – attracting people from around the world

July 2009 saw thousands of visitors flood into the city for a two week extravaganza of original work by world-renowned artists, representing genres from opera to hip hop.

After Manchester successfully hosted the Commonwealth Games in 2002, city leaders were looking for new ways to use what they had learnt about hosting international events. They were keen to host a festival that celebrated the creative arts, but needed some ideas about how to get it off the ground.

That's when they approached Alex Poots. Alex, who has worked at some of the country's most prestigious cultural events and venues, including the Edinburgh Festival, and the Tate Britain and the Barbican in London, was asked to come up with an idea. "There's a really crowded festival market in the UK, so I felt that this one would have to be unique," he explained. "So I proposed that this should be a festival of world premiere events –

which would mean taking risks because you can never be completely sure what you'll get, but it would give the festival a real point of difference." With this concept giving the plans for Manchester International Festival a real focus, Alex was offered the job of Festival Director – with complete editorial independence.

"Risk-taking and innovation is part of the Manchester spirit," says Alex. Being in Manchester has also proved to be a real asset in persuading artists to get involved, "For the artists it's refreshing to be asked to go somewhere other than London, New York or Paris. Many of them have a soft spot for the city, either because of the football, the pop culture or the humour – or sometimes just because it's still seen as the under dog."

“This should be a festival of world premiere events – which means taking risks but it gives the festival a real point of difference”



Alex hand-picks artists who he considers to be at the peak of their creativity, and those who would be most attracted to doing something new. "I'm interested in artists who are curious and are constantly pushing forward," he explains. "Because the festival features new work, we're giving them what they want. Almost every artist we approach is surprised that there is a festival like this where they get so much freedom – and that it's properly funded. I tell the artists that within reason, they have the keys to the city. For instance Steve McQueen had his work in the Manchester library."

close with them for the next festival in 2011."

The festival has now been staged twice, in 2007 and 2009. As Alex says, "The first festival definitely put Manchester on the global map." He believes the secret of its success comes down to two key factors. First, trusting the artists, "We give the one person in the room who has the potential to develop a unique and creative experience complete creative power." Second, the support for the festival from the city's civic leaders, "Manchester is a small enough place that when there's a good idea people get

“Manchester is a small enough place that when there's a good idea people get behind it. There's a sense of civic pride”

And part of the buzz is that the festival is accessible to everyone – a third of the events are free and many are family friendly. It has a creative learning programme that encourages the local community to get involved in the productions and be inspired by artists at the top of their game – so the artists of today can play their part in encouraging the artists of tomorrow.

Alex can see the creative industries in Manchester growing exponentially, especially with the new MediaCityUK and the BBC move. "The BBC arrival is truly welcome. We're already talking to them about how we can work more

behind it. There's a sense of civic pride and shared ambition and the city leaders are really impressive."

So the Manchester International Festival was born out of the desire to build Manchester's reputation as a global hot house for cultural and creative activities – and whilst it's still in its early days, it seems to be doing just that. "Peter Saville put it well when he said 'a city matters in the world if it is doing something that matters to the world'", says Alex, "And I hope the Manchester International Festival helps Manchester to fulfil that ambition."

14 MediaCityUK – a quantum leap for the creative sector

With the building of a ‘media city’ – which will house major parts of the BBC’s operations from 2011 – there are exciting times ahead for the creative sector in the North West.



A state-of-the-art new complex, MediaCityUK, is currently being built on the Salford Quays, a development which could potentially accommodate 15,000 people and provide space for an estimated 1,150 media-related businesses.

Peel Media, just one part of Peel Holdings which owns many assets around the country, is behind the MediaCityUK concept – the third largest development site in Europe. There were many bids from cities across the UK to house the BBC.

“We’re putting a lot of our investment, not just into the buildings, but into the fibre in the ground and the telecommunications infrastructure, with data centres and so on. We want to attract all kinds of companies involved in the digital content sector, everything from film and television to gaming, the web and mobile industries, and indeed any of the supply businesses that work with them.”

Phase I of the site covers more than 36 acres and there’ll be huge opportunities for smaller businesses to work at MediaCityUK alongside the

“What’s important about smaller businesses working here is that ultimately we’ll be able to provide them with a platform where they can up their game and engage with companies from all across the world”

MediaCityUK won because it took an entirely different approach – one that suits the needs of the rapidly changing media industry. “Our bid took the view that what we have today in the UK is not fit for purpose for the future. The media industry is going through such radical change – digitisation, fibre cables and high speed internet connectivity – that we need to start from scratch,” explained Jason Legget, Peel Media’s Head of Business Development.

larger ones like the BBC. As Jason points out, “About 98% of businesses in the digital and creative sector are less than 10 people. So we’ll be able to offer those companies opportunities for collaboration, for R&D, for innovation and for partnership.”

“There will be, for example, incubation units for start-ups and flexible managed office space where people can grow and adapt; they may need studio facilities or maybe just want to be in a light industrial unit where they can keep all their equipment safe.”



According to recent figures published by the Northwest Regional Development Agency, there are more than 140,000 people in the North West of England employed in the digital and creative industry – with expertise across the spectrum from the technology end of the sector, such as software development for mobile phones, through to the legal issues of cultural and arts rights.

“What’s important about smaller businesses working here is that ultimately we’ll be able to provide them with a platform where they can up their game and engage with companies from all across the world,” says Jason.

The plan is to attract major international media brands to work at the site, including from the US and Asia. As Jason explains, “Big goliath companies recognise that it’s often the smallest companies which are the most creative. One of the first things potential MediaCityUK tenants ask is, ‘What

is the talent pool like?’ It’s easy to impress them with our answers – there’s an excellent educational community here. Over 24,000 IT graduates a year come out of the universities within just one hour’s drive of the site.”

MediaCityUK aims to emulate the way Silicon Valley in California became a magnet for high-tech talent from all over the world. That is why collaboration with universities is at the heart of their plans and MediaCityUK’s other anchor tenant is Salford University – which has recently become a Skillset Academy, in recognition of the quality of the teaching and learning they offer, particularly in media and technology.

“Hopefully over the next 10 to 15 years, MediaCityUK is really going to help Manchester and the region make the most of that. And we’ll truly be known as a city for media, technology and creative professionals across the world.”



The **creative industries and digital media** sector in Greater Manchester alone includes over **7,000 businesses** – employing around **53,000 people**

The industry is forecast to **grow by almost 20% by 2015**

Manchester was voted the **top creative city** in the **Boho Britain Index in 2003**

“Manchester has always been a global city, hundreds of years ago, at the height of the industrial revolution, there were warehouses unloading bales of cotton to be turned into clothing. Today on the Quays, you’re looking at skyscrapers and fibre infrastructure. So what you’re seeing is the start of the digital industrial revolution”

From the established professional firms to the small start-ups, businesses are stepping up to the global economy.

Manchester means business



20 KPMG – a familiar British brand gone global

The growth of financial and professional services in Manchester has been vital to its shift from an industrial to a knowledge economy.

“In different guises, KPMG has been in Manchester well over 150 years, so we’re a stalwart of the city,” says Jonathan Hurst, Office Senior Partner of KPMG’s Financial Services practice in Manchester.

KPMG has doubled in size in Manchester since 1992, Jonathan explains how, “It’s partly as a result of the economic boom, and partly because we’ve broadened our range of services. We used to be quite narrow, just doing audit and tax, where now we include new services like corporate finance, forensic accounting and restructuring. And there have been huge mergers in the business world over that time. So when I first came to Manchester in ’92, there was what was called the Big Eight. It’s now the Big Four. And in KPMG, we’ve

grown by taking share from our rivals. So you put all that together and that’s how we’ve doubled in size.”

Richard Gabbertas, Head of KPMG’s Financial Services in the north, sees Manchester as a very important part of the business, “The north is the biggest region for us, and the most profitable in the UK. That’s because Manchester has the biggest financial services base outside London and a large part of our business is in financial services.”

“KPMG is both local and global. To me, that’s the beauty of working in an organisation like this; you get the best of both worlds”



The firm handles a broad base of clients locally, from the Co-operative, a household name turning over £10 billion a year and their single biggest client, through to, for example, Frank Roberts, a family bakers based 20 miles outside Manchester – and everything in between.

“KPMG is both local and global. To me, that’s the beauty of working in an organisation like this; you get the best of both worlds,” says Jonathan. That gives the firm an interesting perspective on globalisation. “We have clients like British Aerospace, AstraZeneca and SSL, with tentacles all over the world. Although they may be head quartered here, we couldn’t look after them unless we had offices where they have offices. That’s why we’re a truly global operation ourselves.”

“The KPMG workforce worldwide has 137,000 people in 140 different countries”

KPMG employs 600 people in Manchester – and 11,000 people work for the firm in the UK. But even that is just a small part of the KPMG workforce worldwide, with 137,000 people in 140 different countries.

As a professional services company they are selling skills, so wherever they are in the world, people are their main asset. “If we can’t attract and retrain the best people we simply won’t

be at the top of our game,” says Jonathan. “So recruitment for us is a massive issue. We’re very fortunate in Manchester because we have three very good universities on our doorstep, Manchester University, Manchester Metropolitan and Salford, with a student population of almost 50,000 people. And when I’m interviewing I ask the students why they want to stay in Manchester, and the answer I get back is that Manchester is an in place to be.”

The growth of professional services over recent years was closely associated with the expansion of the financial services sector, and has been dented by the banking crisis. Yet Jonathan is confident that it will recover. “The financial services industry has been hit, there’s no two ways about that. It will not go back to the boom times: there will be a more measured and more sustainable growth, but it will recover.”

KPMG credits the City Council, along with the Northwest Regional Development Agency, with the visionary leadership that has attracted investment into the city and provided the impetus needed for this new era of growth. “All the major financial services firms have significant offices here and there’s no doubt that the professional services sector will continue to play a major part in the city’s economy.”

Financial and business services together employed **361,000 people** in Greater Manchester in 2006

Manchester was voted **‘Best City to do Business’** in 2007

Manchester has been named the **third-best conference destination in the world** by the readers of *Conference & Incentive Travel –Europe* magazine

22 UKFast – Manchester’s fastest connection

The city is well placed to be at the heart of the digital revolution – and the husband and wife team who founded UKFast are showing how that’s done.

The inspiration for UKFast came back in 1999 when Lawrence Jones and his wife Gail, tried to set up a website to promote artists and musicians. They encountered so many problems that, out of sheer frustration, they decided they were in the wrong business... They shifted focus and built their own company out of making it easier for others who wanted to make the most of the internet. Beginning with just the two of them ten years ago, they’ve grown to a hundred and two people today.

UKFast is one of Manchester’s success stories. Their turnover has grown 67% a year for the past three years and they were in the Top 100 fastest growing companies in the Sunday Times Tech Track 2009.

Jonathan Bowers, Communications Director at UKFast, knows what’s driving their success, “Google has confirmed what we thought – that speed really matters. The Google search engine rewards websites that are quick to respond and ranks them higher in the search results.” UKFast provides hosting facilities for companies to maximise the power and speed of their websites. Their thousands of customers

Information and communications technology businesses employ around 46,000 people in Greater Manchester

Since 2001 the industry has **grown by 24%**

range from small local businesses right through to major international companies, such as Barclays Online Banking.

Buying online is becoming more common, offering the company and the sector enormous growth potential. “The UK population are the biggest consumers in Europe, so companies all over the world want to be able to exploit this market. Companies

“ Although we’re small, we’re living proof that with an entrepreneurial drive you can grow something from an acorn into an oak tree ”

are increasingly using the internet to sell their products and we’ll continue to support our customers as they make that move,” explains Jonathan.

Broadband cables coming in to the UK from Europe and America connect straight to London and Manchester, which gives UKFast an added advantage in the market. As Jonathan says, “Location is important because we’re in the centre of the country and every split-second matters when connecting your business to the internet.”

“One of the best reasons for being here is because we get good quality graduates from the surrounding universities, Manchester and Bolton. It’s important for us to have the go-getters,” continues Jonathan.



Lawrence sums up the three keys reasons he believes being based in Manchester has helped their growth: its geographical location, the universities and the infamous Manchester ‘buzz.’ “We’ve just taken on 30 graduates this year from Manchester University. It’s a place where people want to come and learn. It was the boom of the industrial revolution and it’s got the potential to be the boom of the internet revolution.”

“ We have 20-odd people whose job is solely to find and invent exciting things that are going to make people’s lives easier in the future ”

“We have 16 and 17 year old kids coming in on work experience who are actually involved in developing websites, editing video, all sorts of activities. It’s very important to us to show them just how exciting the internet is. It’s not a stack of machines, there’s so much going on behind that. People need to understand what the potential is.”

Although they pride themselves as part of the local economy and the majority of their workforce comes from the Manchester area, UKFast has attracted employees and customers from all over the world, from the US to China, Iraq to Australia.

“Although we’re small, we’re living proof that with an entrepreneurial drive you can grow something from an acorn into an oak tree,” says Lawrence. “The future for us is about growing globally, helping people to interconnect across the world. Our focus is on creating a fantastic R&D department and making sure we stay ahead of the curve. So we have 20-odd people whose job is solely to find and invent exciting things that are going to make people’s lives easier in the future.”

“The last ten years have been an incredible adventure. I’ve had to learn more than anybody else in this business – and my wife, I think, would say the same. Every single year we go away, at the same time to the same place, for a three week holiday, where for the last week we sit down, we set goals, we work out what we’re doing for the future – and we come back and start again.”

24 Firestep – exporting animation

Manchester’s Northern Quarter is home to many small, local creative companies – and some, like Firestep, are winning on a global stage.

Firestep was set up in 2007 by Steve Maher and Jonathan Doyle to produce an animated series of Dr Who, and since then it has grown dramatically. The team now works on 20 different shows – from children’s programmes to animated documentaries that are broadcast all over the world.

Being based in Manchester was an obvious choice for the new company, “Manchester’s got a vibrant creative community. It has a great reputation for its creative industries, and has done for a long time,” says Steve.

Steve and Jonathan had worked together before at Manchester’s Cosgrove Hall, then the largest animation company in Europe. Over the years, Cosgrove has nurtured many of the creative entrepreneurs in Manchester. As Steve says, “There’s a great base of knowledge in the North West for animation talent, which is a real necessity



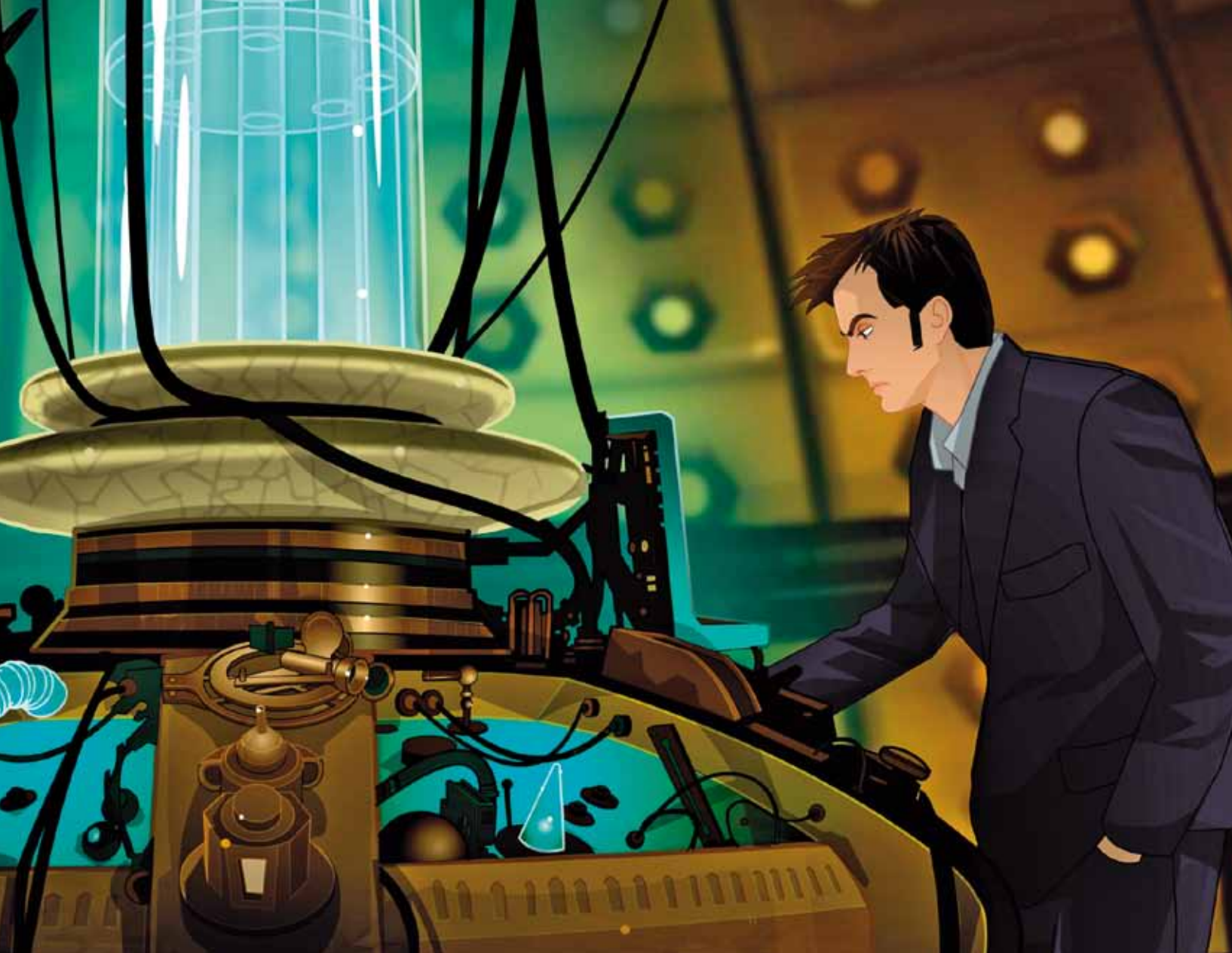
for our work because we rely on employing people on short-term and flexible contracts. So you could say that the creative community in Manchester shares its workforce.”

Animation is a truly global product. It has global customers and relies on a global workforce to survive. “Animation has a great ability to travel because it can be dubbed,” explains Steve. “Our customers are entirely international – and we partner up with distributors that work worldwide. We need co-production deals otherwise it just wouldn’t work, because it’s rare that one organisation can pay for a full animated series.”

“ We have people busy on any one programme from LA to India, so that we’re working on a project 24 hours a day ”

The production process is also global, “We do all the pre-production work here – the idea generation, the product design, finding the right partners and the prototypes. But there’s no future in being purely a production company in this country, so we out – source the bulk animation work overseas to where it can be done cheaper. We have people busy on any one programme from LA to India, so that we’re working on a project 24 hours a day. It’s a great way to work because it takes less time and costs are much lower.”

Now, especially with the prospect of MediaCityUK attracting even more talent into the creative community in the area, the Firestep team is excited about the future. Steve sees it as all contributing to the reputation of Manchester as a hub, “In Firestep, we’ve been, and want to continue to be, part of building the city’s creative reputation.”



“ There’s a great base of knowledge in the North West for animation talent... so you could say that the creative community in Manchester shares its workforce ”



26 Fat Heads – mixing the high-tech with the creative

Sean Turner and Rick Baxter thought that they had more creative potential than was being used in their previous jobs. So in 2007, they decided to take a leap of faith and break out on their own. They set up Fat Heads Creative Studio, mixing web development and design with print design skills.

Initially, Sean and Rick worked from home, but when they were offered the opportunity to move into ‘Innospace’, the incubator facilities at Manchester Metropolitan University in the city centre, they jumped at the chance. “Just the location itself has been a massive advantage. An M1 postcode, with the train and bus stations just on our doorstep as well, is fantastic. It’s really cheap and being here is ideal for getting out and winning business from city centre companies,” enthuses Sean.

“Just the location itself has been a massive advantage. An M1 postcode, with the train and bus stations just on our doorstep as well, is fantastic”

The two have been surprised by just how much work they’ve won – even the recession hasn’t affected their workload. Being small has proved to be one of the key benefits they can offer, “Larger agencies aren’t able to be so personal. Our customers like us for the personal interaction we can offer. And it means there’s room for a two-man team like ourselves to come in and provide a similar service at much a cheaper price,” explains Rick.

Fat Head’s fun website reflects the creative personalities of the two designers, and has been attracting attention, “Visitors to our web site always comment on how much they love the brand and the name.”

“We’re at bursting point already and we’re going to have to employ someone else. We’re just deciding whether we need this new person to have wider skills than we do, or if we want to keep the business focused on what we’re already doing.” As they grow, the plan is to leave the incubator and find their own premises.

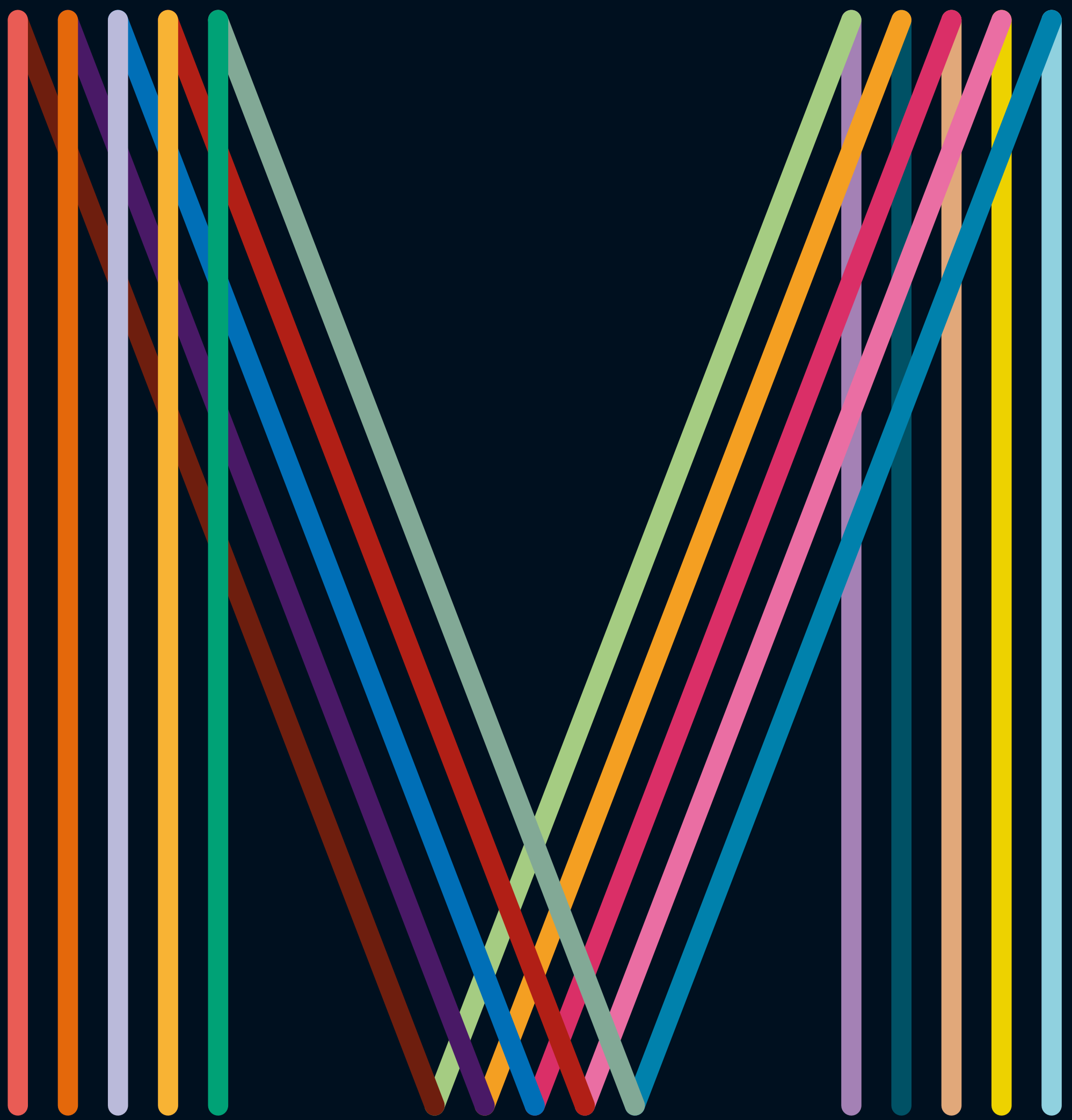
Even buoyed up with their early success though, Sean and Rick know they have plenty of competition on their doorstep. “Graduates are coming out of the universities round here every single year, so we’ve to keep on top of things: learning new things, keeping up to date with new technology, trying to move with times.”

But they feel that they are in the right place at the right time. As Sean sees it, ‘There’s a lot going on. Whether it’s the creative talent coming out of the universities or the music scene, the International Festival or MediaCity being built in Salford, the creative and digital sector in Manchester is becoming huge. And it’s just going to get bigger.”



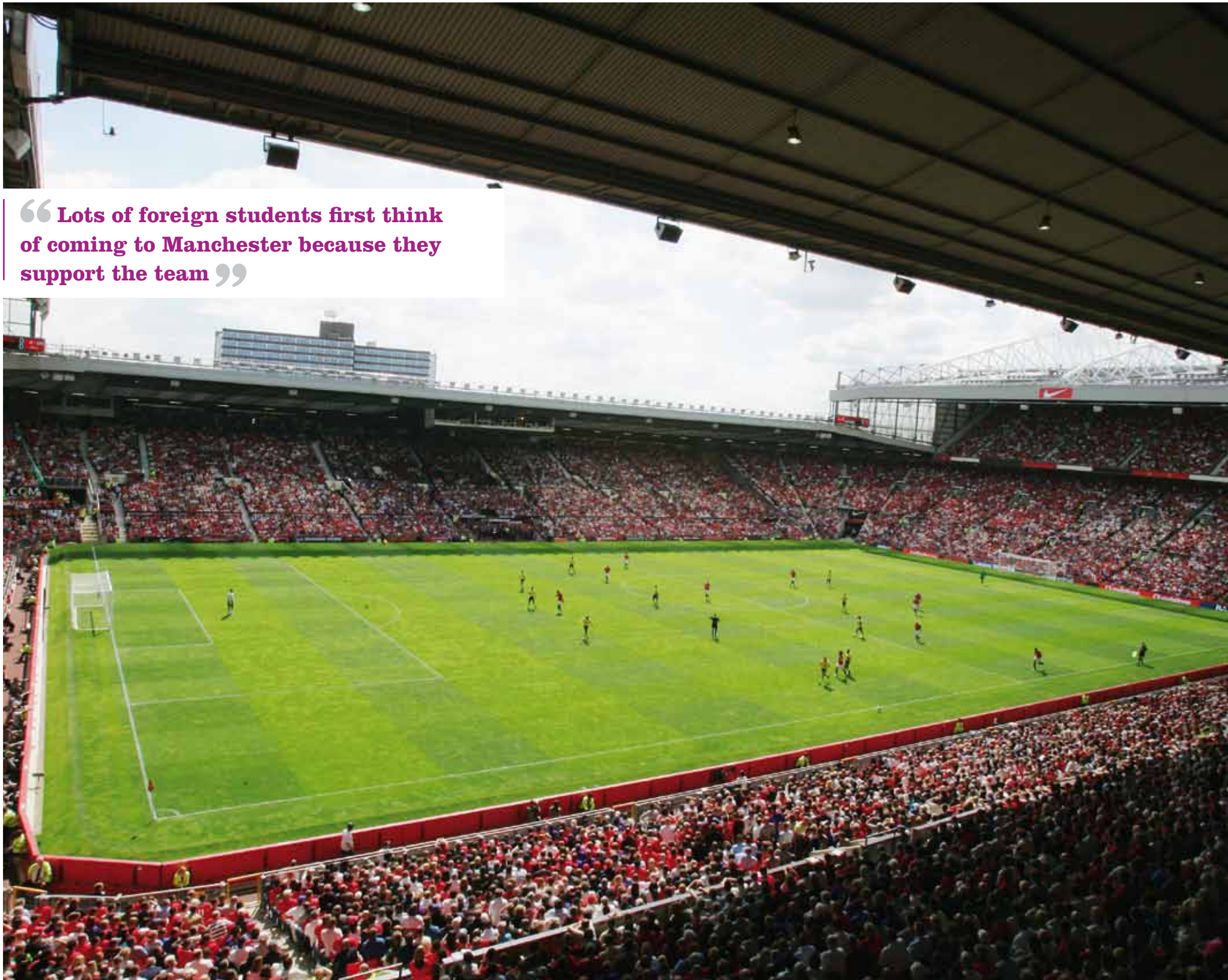
With a reputation growing around the world, the city is now aiming at the Premier League.

Manchester: becoming a global brand



30 Manchester United – a global brand

Manchester United has earned its iconic status in football and helped put Manchester, the city, on the world map.



“ Lots of foreign students first think of coming to Manchester because they support the team ”

The rise of Manchester as a global city with an internationally recognised brand is intertwined with the success of Manchester United Football Club. The reputation of the club has reached dizzying heights – winning the Premier League 10 times, more than any other club.

The world’s first professional football league was established in Manchester in 1888, starting with just twelve clubs. When the Premier League was started in 1992, Manchester United was a founding member.

It has built up an international fan-base with more than 200 officially-recognised branches of the Manchester United Supporters Club, in no fewer than 24 different countries.

The club was also the first English football club to float on the London Stock Exchange in 1991 and is now worth more than any other sports club in the world, valued in April 2009 at \$1.87 billion.

Professor John Brooks of Manchester Metropolitan University says, “Lots of foreign students first think of coming to Manchester because they support the team.”

And the Chief Executive of a fast growing biotech company DxS Ltd, Dr. Stephen Little, echoes the sentiment about the pulling power of the name, “When we meet possible business partners from around the world and tell them we’re based in Manchester they instantly recognise the place because they’ve heard of Man United.”

But today Manchester United is more than a football club; it’s a global business. Owned by American, Malcolm Glazer, the Man U name offers financial services and mobile phone downloads, and has its own television station – MUTV.

Of the **44 players in Manchester United’s first team** squad, **24 are not English**, coming from countries including **Brazil, Norway, Ecuador, France, Serbia, and more**

In **2005**, it was estimated that Manchester United had **75 million fans worldwide**, including 23 million in Europe, 6 million in South Africa, almost 5 million in the Americas – and over 40 million in Asia

32 Urban Splash – building a new heart in the city centre

Tom Bloxham MBE, Chairman of Urban Splash, tells the story of the creative development of the new Manchester which began in the 1980s...



“Urban Splash started up here in Manchester and Liverpool in the Northwest of England around 18 years ago, when we realised that there was this huge stock of fantastic buildings that were lying empty, Victorian or Georgian warehouses mostly. The property industry had said they were worthless and yet there were loads of young entrepreneurs who wanted to find space in the city to live or work in. So Urban Splash started by converting these old buildings.

“We started by working in Ducie House, which was a managed work space filled with artists and musicians, film makers and architects, and there was a real creative buzz about it. So it was the combination of all these different creative talents, and the blessing of a forward-looking City Council who were very clear about Manchester’s role in the world, along with the skills of a whole generation of property entrepreneurs – of which Urban Splash was one – which brought undervalued assets back into use. And that filled the city centre up with articulate, economically active people, which has kept things moving forward.



“ Manchester realised it was competing, not with Barnsley or Stockport or Northampton but with Los Angeles and Sydney and Barcelona. It was that sense of ambition that really defined the new Manchester for me ”

“But when I was first a student in Manchester, it was a very different city to the one we see today. Coming here from London in the early ‘80s, it was like the dark satanic mills and physically all the buildings were very dark. Very few people lived in the city centre. The few that there were here tended to be at the extremes, really poor or really rich.

“Thousands of new city centre apartments have provided affordable space for young professionals leaving university and starting their career. The physical change in the city has been vital to achieving the turnaround.

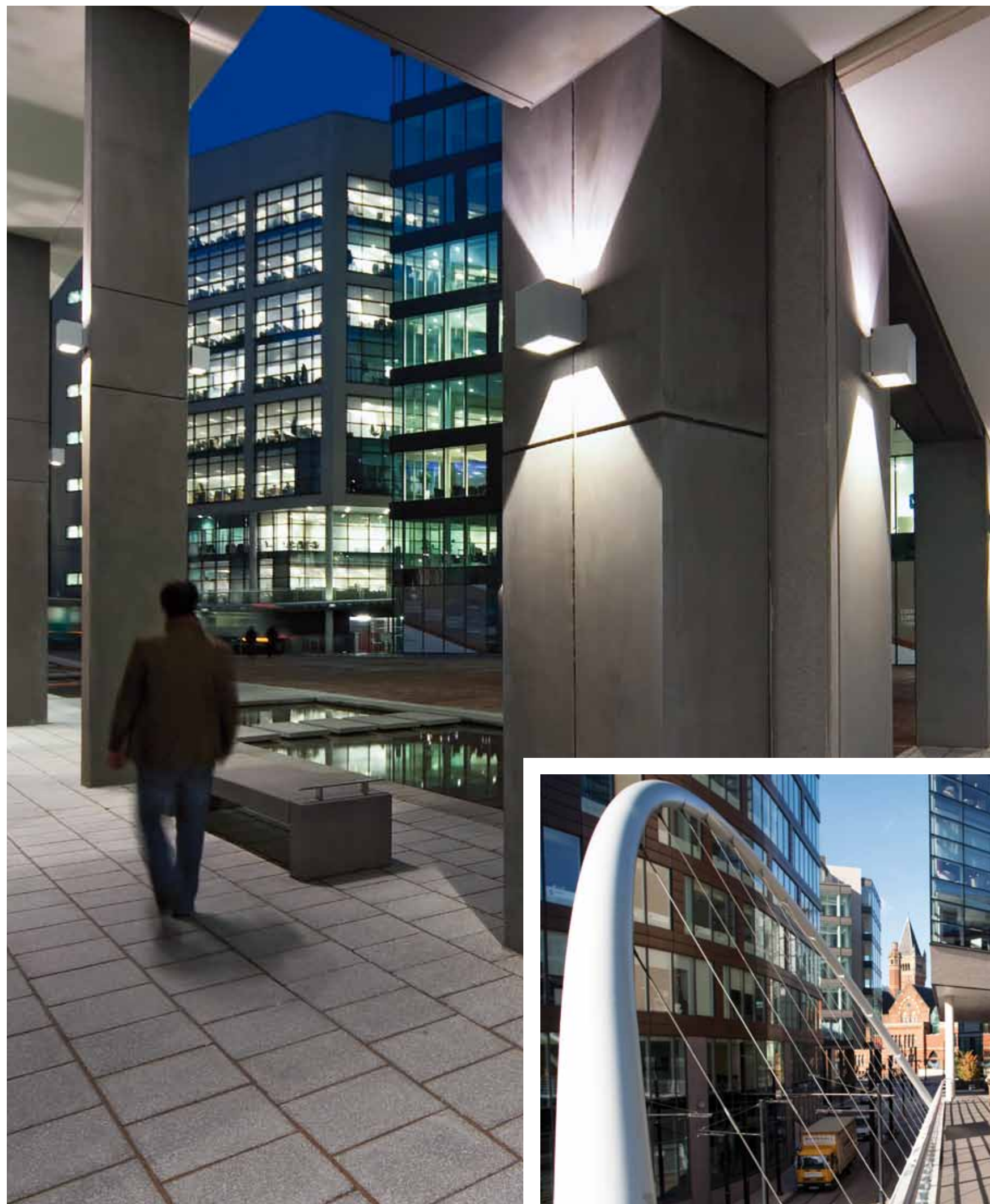
“But now we still have work to do, because in the ring outside the centre there are some pockets of real deprivation. So in the schemes we’re doing now, such as turning around the old Cardroom Estates or re-inventing the Victorian terraces of Langworthy, the focus is on spreading the regeneration out from the city centre.

“The turning point for me wasn’t actually the IRA bomb. It wasn’t even the Commonwealth Games, that many people put it down to. For me, it was the Olympic Games bid. We lost the bid, but when we lost it there were tens of thousands of people on the streets celebrating. And for the first time Manchester realised it was competing, not with Barnsley or Stockport or Northampton but with Los Angeles and Sydney and Barcelona. It was that sense of ambition that really defined the new Manchester for me.”

The devastation left by the IRA bomb has gone and the impressive Arndale Centre now stands on that site, drawing people into the centre of the city.

After winning the competition to be host city for the Commonwealth Games in 2002, the renewal of the city’s infrastructure continued with a revamp of Manchester Piccadilly station and a new stadium in one of the most deprived parts of the city that is now home for the Sky Blues of Manchester City. Since 1997, more than £700 million has been invested in rebuilding.

So major parts of the city have seen a make-over in the past twenty years and the city’s skyline for the 21st century is still being drawn.



“Manchester has completely re-invented itself. There’s very little of the ‘50s and ‘60s left in the city. Someone who’d lived here in the ‘60s, coming back to Manchester today, wouldn’t even know where they are,” says John Moran, a director at the construction company, Laing O’Rourke.

Moran feels that visionary leadership in the city has been the key to driving that change, “The thing about Manchester is the dynamism of the local leaders. We’ve worked with lots of local authorities but Manchester City Council stands out; they have more than a strong vision, they are in touch with local needs and they see things through. Their belief and drive is infectious.”

“Over 20 million people flow through the public gardens in Piccadilly now. There was never much of an economy around the gardens before: now there’s a day time and night time economy,” says Angela Brown, Argent’s Marketing Manager.

Argent was involved in creating Manchester’s new look, with their re-development of the once run-down Piccadilly area, a central terminal for Manchester’s buses. Today Argent is working on The Hive, a new building in the Northern Quarter which will house the Arts Council, along with a range of local creative companies.

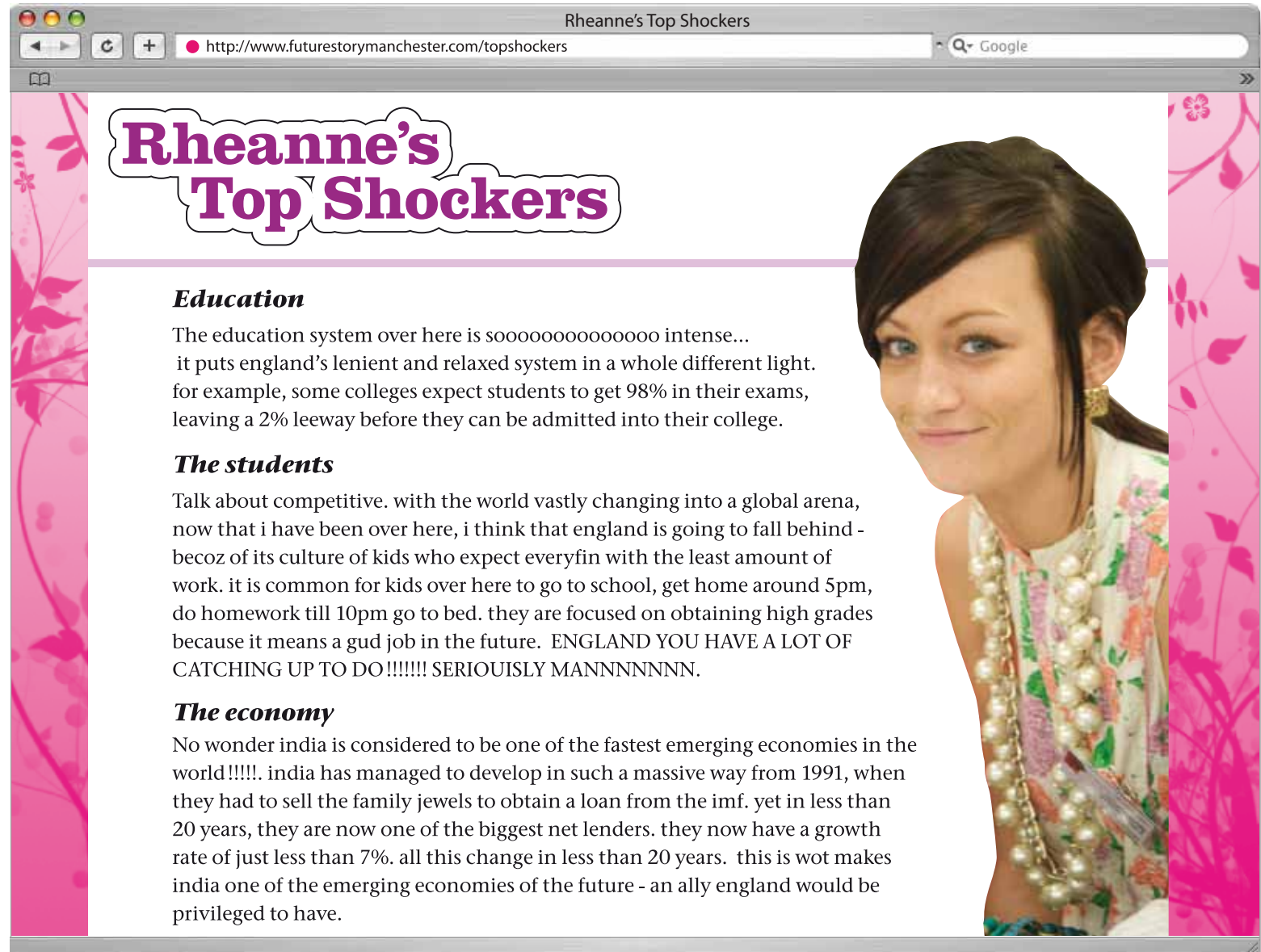
“Making great use of lottery funding, and investing in a great series of cultural buildings – theatres, concert halls and galleries – has really added vibrancy to the city centre,” says Tom Bloxham, who credits the city leadership with a smart approach to creating landmark initiatives for Manchester.

36 Young talent takes on the world – from Salford to Mumbai

Rheanne Laybourn had not even been on a train outside Salford when she was awarded the Prime Minister’s Global Fellowship, and found herself on her way to India for six weeks.

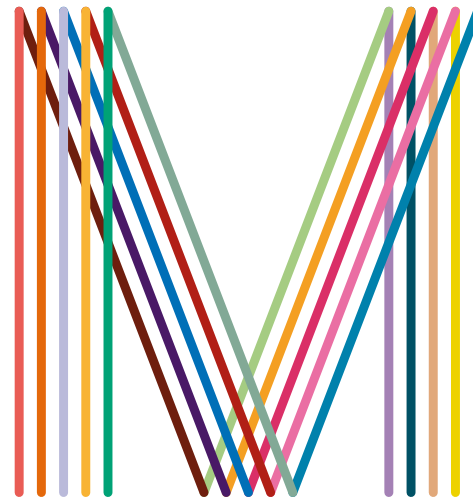
Rheanne was one of the 100 enterprising eighteen and nineteen year olds to be selected for the Global Fellowship, an innovative scheme designed to give young people from all over the country a first hand experience of life in the major countries shaping the new global economy.

While she was travelling, she wrote a blog, to share her experience with people back home. Two weeks in, this is some of what was on her mind – what she called her she described as her Top Shockers:



A vision for Manchester’s brand – “the pursuit of the original and modern”

Peter Saville was born in Manchester in 1955 and studied graphic design at Manchester Polytechnic. As a founder of Factory Records, the legendary independent label, he created a series of iconic album covers for the groups Joy Division and New Order. Peter Saville is a designer of unique influence on visual culture, for a generation, his work has been an aesthetic education.



In 2004 he was commissioned as consultant creative director to Manchester City Council to create a new visual and cultural identity for the city.

He began by re-interpreting Manchester’s historic reputation as the ‘first industrial’ city to the ‘original modern’ city. As he put it to Mad back in November 2004, “Originality and modernity are values characteristic of Manchester, values which the city has epitomised. Original and modern thinking built it. My vision for the brand was the pursuit of the original and modern in this century.”

“My starting point was a view of Europe over the next 50 years and a feeling about what will happen to the regions and cities that were formerly orientated around industry and manufacturing, as the global economy shifts and negates their raison d’etre; and yet knowing that the major economic and cultural centres of Europe; London, Paris, Milan, Berlin and Frankfurt, will continue strongly because they’re playing a significant part in the intelligence culture of the world, leading the direction of economic and social evolution.”



2020 vision – an ambition for the city

Over the past twenty years Greater Manchester has come together to re-invent itself – and now the city is setting its sights on the future.

Mike Blackburn is one of the people behind Manchester’s strategic plans for the future. As Chair of Manchester’s Commission for the New Economy, he can speak for the city, “The world is changing and we’ve got to adapt and go with it. So we’re devising an evidence-based strategy for Manchester for the next 20 years, deciding where we want to go and how we want to play our part in the global economy.”

“Over the past year, we’ve commissioned the Manchester Independent Economic Review, to give us solid evidence about what the city is good at, how the world economy is likely to play out in the future and what we need to do from a policy point of view.”

“We have an aspiration to make this a thriving city for everyone who lives here. But we know we have some very poor areas within the city region; areas of deprivation. That holds back the people who live there and holds back the city. The city has to overcome that; we want to make it a fairer place, where people are not economically disadvantaged. By far and away the most important key to that is to raise basic skill levels. We have to reduce the number of people who can’t read and write, and increase the number of people who get at least 5 GCSEs in school. Because without that people can’t truly participate in any of the future opportunities we’re trying to create here.”

“**These days even small businesses see their market as wherever they can get globally, physically or intellectually connected**”

“Over the last 15 years or so, the city’s come together, with all 10 local authorities working together, acting as a single organisation. Fundamentally, what we share is that we want a strategic plan for the Greater Manchester. But beyond that, we want to work with businesses,

small and large, because the economy can’t be driven by the public sector. We’ve got some great businesses based here, world-class professional and financial services firms, aeronautics and others. So we’ve got the basis for broad collaboration between public and private.”

“And we should remember we’ve got some very, very small companies here too. I was with one a few days ago, operating out of their back bedroom. I asked them, ‘Where are your customers?’ Their answer was ‘San Francisco’. It’s incredible how these days even small businesses don’t see the horizon as the end of their street or the city. They see their market as wherever they can get globally, physically or intellectually connected.”

“**The world is changing and we’ve got to adapt and go with it. So we’re devising an evidence-based strategy for Manchester for the next 20 years, deciding where we want to go and how we want to play our part in the global economy**”





“We’re very fortunate to have one of the country’s highest student populations – and we want them to want to stay here. We’ve got great universities, which play a major role in attracting talent and investment into the city. And now Manchester University, for example, is incubating small high-tech and bioscience companies that are creating more and innovative opportunities. Our Healthcare Trusts have some world-leading researchers in their field, and

“ We’ve got a number of aspirations for 2020 – and one of them is to put Manchester in the Top 10 European cities ”

we’re working on sharing that knowledge and building it into something that’s economically advantageous to the city over the next few years as well. And with the investment in Salford, media’s going to see a huge development around here too, of course. So we’ve got new industries on their way up.”

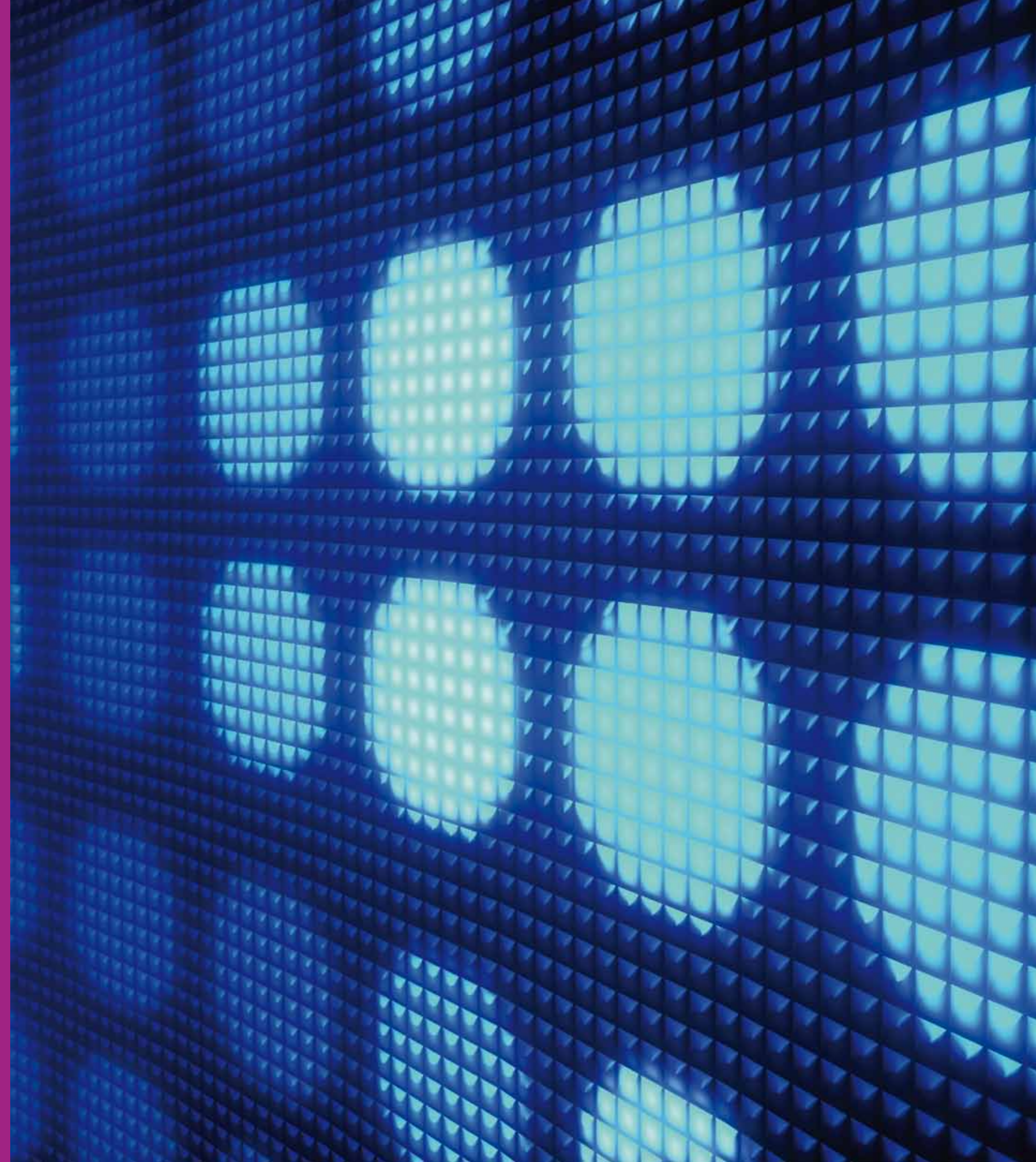
“It’s all about building on what we’re good at. We want to create the future, rather than just be part of it. This city is already ranked in the top 13 places in Europe to live and work. We’ve got a number of aspirations for 2020 – and one of them is to put Manchester in the Top 10 European cities.”



BT is a global company, with 2,800 employees based in Manchester. The business is investing in putting significantly more high-tech fibre into the ground. As Mike Blackburn, who also heads up BT’s operations in the North West Region, puts it, “Any city’s success is going to be dependent on its infrastructure – which is where, as BT, we can play an important part. With the City Councils and business organisations, we’re collaborating to decide how that digital infrastructure works for Manchester because we know it’s absolutely critical to the city’s economic future.”

Universities, colleges and schools are closing the gap between the classroom and the world of work.

Gearing up for the future



The Manchester Metropolitan University – giving local students global skills

Manchester Met’s £350 million strategic investment programme is focused on becoming a leading university for world-class professionals.

As Professor John Brooks, Manchester Metropolitan University’s Vice-Chancellor puts it, “Our students’ skills will help shape Manchester’s future economy.”

MMU is the fourth most popular university in the UK and, according to Professor Brooks, a significant

“It’s in intellectual value and skills and knowledge that our graduates will succeed in the future”

part of the appeal is that it’s far from being an ivory tower of academia. “Our mission is to be the leading university for world-class professionals, because we recognise that increasingly it’s a global market and we know that, in the UK, we can no longer compete on the price of manufacturing alone. So it’s in intellectual value and skills and knowledge that our graduates will succeed in the future.”

“Although Manchester Metropolitan University is clearly based in the Northwest, we’re very much aware that we work in the global economy – particularly in the industries that we’re strong in round here; financial and professional services, advanced manufacturing, and within new and emerging digital and media industries. Many of our students progress on to positions of global significance, so being aware of Manchester’s role as a global city is very, very important.”

MMU is the country’s biggest provider of sandwich courses and Professor Brooks is impressed by the impact the sandwich year has on his students, “We see a real transformation when they come back from their year in business; they’re more motivated and have a work culture, not just a study culture.”

The University also provides specialist courses for major employers such as McDonalds and Tesco, with accreditation which gives the staff



qualifications they can use throughout their careers. And they’ve been working with the Council to attract investment into the city. For example, Bank of New York Mellon established offices in Manchester partly because MMU could offer a deal which included staff development in dedicated courses from Foundation Degrees right up to MBA level.

“We believe we’re an institution of, and for, our region. So we have a duty to try and ensure that your likelihood of succeeding in higher education is not pre-determined by your postcode” says Professor Brooks. “Our new Birley Fields Campus in Hulme exemplifies that philosophy – and by working with the local sixth form college, Loreto, we’ve had around 50 events to reach out to the community, from stands in school yards to the ASDA car park.”

“We see a real transformation when they come back from their year in business; they’re more motivated and have a work culture, not just a study culture”

Manchester Met has embarked on an efficiency and investment programme which will cost over £350 million. “We think education will change over the next decade. We’ll see a greater connection between pure research and enterprise; and closer working with major employers in both the private and public sectors, to ensure that all we do at the university actually supports our economy and society in the future. We think that MMU is positioned at the heart of that agenda.”



Around **two thirds of MMU’s students** come from the Greater Manchester region and **live within commuting distance** of their studies

Around **80% of MMU’s graduates** choose to **stay within the region** for employment or further training

46 The Manchester College – helping young people up the skills ladder

The Manchester College is putting its weight behind equipping local people to make the most of opportunities in the new global economy.

The college wants to challenge low self-esteem, explains Marie Gilluley, Senior Vice Principal, “Some of our students haven’t had a good learning experience so far and we want to raise their aspirations. Instead of them saying, ‘I’m useless and I can’t do that...’ we want it to switch to, ‘I just need to do this qualification first... then I can move on to the next stage.’”

With a total of about 80,000 students, around 8,000 of whom are between 16 and 19 years old, the College has huge potential to raise skill levels in the city. “We get young people ready for jobs that are relevant in the Manchester economy – such as hospitality, which requires great customer service and where attitude really matters,” explains Marie.

The College aims to keep its fingers on the pulse of changing employment opportunities, “We look at the economic indicators for where the jobs are likely to come from, and what

sectors are growing locally and regionally – and ask ourselves: are the courses we offer matching these job projections?”

Marie is keen that students leave The Manchester College with a realistic world view, and feels it would be to their detriment to ignore the global forces at work. “In particular, we’re looking at the British

economy and how it relates to the Chinese economy. It’s China that is going to be buying half the goods in the world, for example. So we have to understand about doing business with and exporting to China. We’re not saying everyone has to learn to speak Mandarin, but we are saying it’s important to raise awareness.”

“For the young people who are here with us today, in ten years time it’s very likely that their jobs will have something to do with China. That’s a huge culture change. So we try to help students understand the likely impact of globalisation – and we call it ‘What is happening around the world.’”

“For the young people who are here with us today, in ten years time it’s very likely that in the future their job will have something to do with China. That’s a huge culture change”



The National Enterprise Academy – brainchild of Dragon’s Den entrepreneur, Peter Jones

The newly-established National Enterprise Academy opened its doors to its first 40 students in Manchester in September 2009, offering the country’s first full time accredited courses in Enterprise and Entrepreneurship. The 16-19 year old students will be exposed to real-life business problems and get to work alongside working entrepreneurs. And Manchester College will be a key partner in providing key skills, such as literacy and numeracy.

The Dragon started his first business when he was 16, and has created many more since. He started his first telecoms business from a 12ft by 12ft office, which doubled as his home. Today as a hugely successful and well-recognised entrepreneur, he is passionate about developing the talents of our next generation of entrepreneurs. Backed by national government and the Northwest Regional Development Agency, the NEA has also already won supporters in the business community. Andy Bond, Asda’s Chief Executive, says he can’t wait to interview the first graduates of the Academy, ‘Giving teenagers a talent tool-kit for entrepreneurialism is a fantastic idea’. Peter Jones’ ambition for the Academy is that it will be a catalyst for culture change, stimulating more entrepreneurial activity and helping to make the UK a global leader for enterprise, “I believe that there’s a stark difference in the entrepreneurial mindset between the UK and the US. Here we tend to take a ‘Can I?’ approach, whereas in the US the ‘I can’ belief is instilled from an early age.” The academy will give young people the “I Can” mindset and practical skills in order that they become truly enterprising individuals.

48 A transformational project for Manchester's schools

The biggest education project ever in the north of England will total more than £700 million of investment and see all of the city's 33 high schools rebuilt or refurbished by 2013.

There is a drive to get young people ready for future jobs, and to tackle poor educational performance in Manchester's poorest areas. The City Council is investing in "Building Schools for the Future" and an Academies programme, which aims to bridge the gap between the classroom and the world of work.

Seven of the newly built schools in the programme will be specialist Academies supported by a diverse group of Manchester based sponsors: BT, Bovis Lend Lease, Central Manchester University Hospitals NHS Foundation Trust, The Co-operative Group, Laing O'Rourke, Manchester Airport. The Manchester College, Microsoft and the City Council itself. They reflect some of the key areas where jobs are expected to grow in the coming years, helping to make sure that young people living in Manchester get the right start in their working lives.

Manchester City Council Leader, Sir Richard Leese, says: "Manchester is fast becoming a world-class city and this means we must ensure that the city's economic success encompasses everyone, so all of Manchester's citizens can make the most of their lives here."

"To do that – and to sustain Manchester's economic growth – we must first close the skills gap. That means improving education for all children, in all schools, so they can gain the skills they need to take advantage of new job opportunities. It means enabling employers to find the right people for their business, from within our communities. It means ensuring that the people who succeed in Manchester – who do gain the right skills and go on to get good jobs – stay here, so that our communities are sustainable ones, where people actively choose to live."

So the city is on its way to transforming the educational landscape to equip its young people to succeed in the 21st century.



“The city is on its way to transforming the educational landscape to equip its young people to succeed in the 21st century”

Vision for the future: computer generated imagery

Manchester Creative and Media Academies – stepping into the future

September 2009 saw the opening of the Manchester Creative and Media Academies – one for girls, one for boys – sponsored by The Manchester College, with support from Microsoft and the City Council.

“This is a very exciting time in Manchester with so many academies coming on line,” says Jean Rose, Senior Assistant Vice Principal of the girls’ Academy.

“We want to encourage a can-do attitude and show that everyone can succeed – but, certainly, that women should aim high and can succeed”

“I’ve lived here for over 30 years, so I’ve been through the changes in the area. We had a lot of heavy industries in the 1970s. That’s gone, disappeared. Now the city’s beginning to regenerate and there are a number of new industries coming in – including at the new Business and Science Park, which is just down the road from us.”

“Step into the Future helps our students to understand what opportunities are out there and what they need to do to get to where they want”

An important aspect of what the Academy offers is that young people get to experience the world of work at a much earlier stage than they would have done previously. A series of programmes run right through from the first year to the last, to help students make informed decisions about their future – at what Jean Rose calls ‘trigger points’.

One initiative, called ‘Step into the Future’ is for fourteen year olds to go off-site to a brand new building in the Business Park where they work with members of the business community, who lead workshops on team building and the kinds of skills they’re going to need in the future. “Step into the Future helps our students to understand what opportunities are out there and what they need to do to get to where they want,” explains Jean.

With 1,250 girls on the site, Farida Adenwala, Vice Principal, sees these programmes with local business as key to developing the students’ confidence, “We want to encourage a can-do attitude and show that everyone – but, certainly, that women – should aim high and can succeed.” The school brings in female role models to challenge gender stereotypes, from airline pilots to chemical engineers, as well as more typical roles.



“The world is an open market. It’s not the same as when I went to school... Our role really is to up-skill our young people today for the jobs of tomorrow”

The classroom itself becomes a place of business when students get involved in the school’s Enterprise and Employability programme, “The students have to choose a charity and set up a business to raise money for it,” explains Jean. “They write a business plan and get the right documentation to apply for a £10 loan.” And Jean’s pleased that their work is paying off. “The students are starting to use their own initiative and starting to push us for careers advice now.”

MC&MA is located in north Manchester and the staff are keen to raise the aspirations of their students and inspire them on what the possibilities are for their own future.

As Farida sees it, “The world is an open market. It’s not the same as when I went to school, when you expected to stay in the same profession and might possibly do only one or two jobs in your whole career. Statistics tell us now that learners leaving our schools will probably have many different jobs. So what they need from us is not just knowledge; they need transferable skills, the right professional attitude and the ability to work with people from all different walks of life. Our role really is to up-skill our young people today for the jobs of tomorrow.”

“Globalisation means you can stay here and yet interact with many cultures. And, again, it’s all got to do with technology. What we know today is going to be so different tomorrow, so it has to be about making sure that we prepare them for the new world – the new technological world,” says Farida Adenwala, Vice Principal.



“ We need to ensure that young talent is developed and that talent is available to our businesses and other businesses operating out of the Manchester area ”



The Co-operative Academy of Manchester – applying a 19th century principle to the modern age

Manchester is the birthplace of the co-operative movement, which operates on the principle that ownership is shared among all customers and decisions are made together in a democratic way. The Co-operative Group, which today incorporates food stores, pharmacies, funeral homes and banks, is the biggest consumer co-operative in the world. The principle has been copied internationally, from Barcelona Football Club in Spain to Planet Bean Coffee in Canada.

“ It’s about taking advantage of the heritage of what the Co-operative has always stood for and bringing it into the modern age ”

Rod Bulmer, Managing Director, Retail, The Co-operative Financial Services, explains how their approach makes them an entirely different type of company, “We’re not a plc, we’re not focused on profits for shareholders. We’re focused on building a sustainable business that adds value for the customers, members and the community at large.”

And it’s this principle that has led the Co-op to sponsor one of the new Manchester Academies. “Sponsoring an academy is part and parcel of what we do; we genuinely believe that participating in education and schools is part of our responsibility. In many respects it’s about taking advantage of the heritage of what the Co-operative has always stood for and bringing it into the modern age.”

The new Co-operative Academy of Manchester will have a focus on business and finance, with visits and work experience opportunities. The Co-op is keen to open young peoples’ eyes to the employment possibilities available. “It’s important that we invest in the future. We need to ensure that young talent is developed and that talent is available to our businesses and other businesses operating out of the Manchester area.”

“We also want them to know that not all the jobs are in London – there are many exciting jobs coming up in Manchester.”

The East Manchester Academy – building the future

Bovis Lend Lease and Laing O’Rourke have sponsored The East Manchester Academy. It will be a brand new school with a public library attached – helping to bring together young and old into a learning community, under one roof.

“ We need the next generation to question the built environment, to question waste management and inadequate green space, rather than just accept it ”

Harold Rostron, Laing O’Rourke’s Operation Director explains, “Many people think of the construction industry as only offering opportunities for brick laying. But there are all sorts of jobs available in the construction industry now, from landscape design and interior design to city planning. Future jobs in the industry will rely heavily on people with IT skills. And we’ll need people who can think about environmental sustainability.”

Laing O’Rourke saw sponsoring an academy as a natural next step for a business like theirs, “We’ve had a major base here since the 1960s and have been part of re-building Manchester; we built the Bridgewater Hall and the Commonwealth Stadium. We employ lots of people from round here, so we feel we belong here, and we want to work with the community we operate in.”

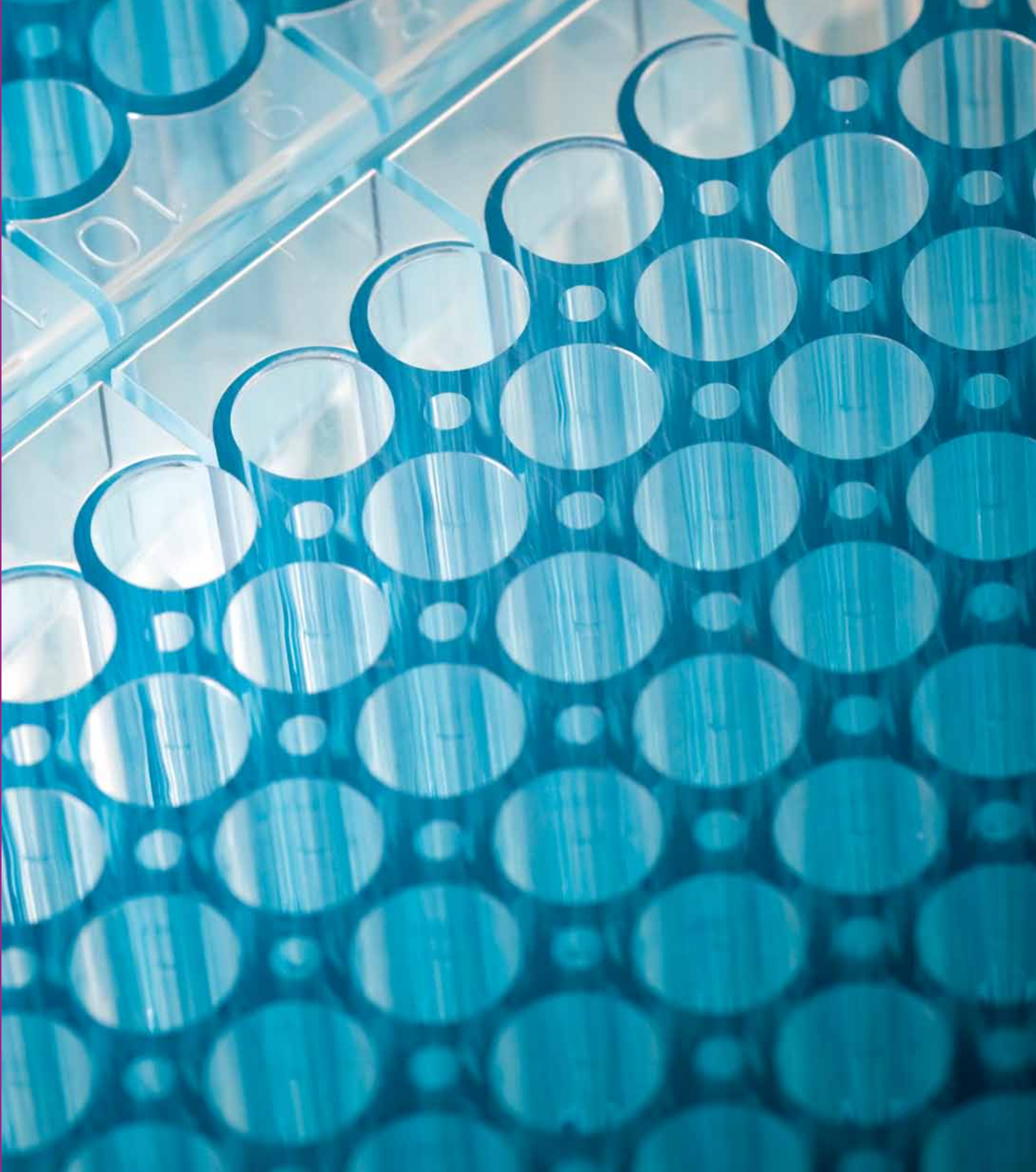
“When we were first asked to consider sponsoring an academy we were sceptical. We couldn’t see how we could add anything,” recalls Harold. They’ve discovered how much the business can offer students at the school: even some of the lessons will be planned to mirror the practical tasks which people in the construction industry have to carry out every day. “We can teach trigonometry using what our engineers do on site, which will really help young people see how the maths they learn in the classroom is applied in the real world.”

“We need the next generation to question the built environment, to question waste management and inadequate green space, rather than just accept it.” So the company hopes that their involvement in the school will benefit the industry and the environment of the future.



Manchester's universities and businesses are putting inventiveness to work to create opportunities for the future.

From knowledge to knowledge economy



56 Corridor Manchester – where knowledge is put to work

A powerful collaboration is transforming the Corridor, placing it at the centre of Manchester’s success in the knowledge-intensive industries.

“Our ambition is for the Corridor to be recognised globally as a place that is original, creative and smart; a place where knowledge is put to work and where you can touch and feel what the knowledge economy really means,” says Jackie Potter, Chief Executive of Corridor Manchester.

The Corridor is an area which runs from St. Peter’s Square in the centre, down Oxford Road, covering about 600 acres. It’s where The University of

“ We all know that the future of our economy will be based around knowledge. And here we are – with a wealth of it. We have such huge potential ”

Manchester, Manchester Metropolitan University and Central Manchester University Hospitals NHS Foundation Trust are all based, and the leaders of those institutions have come together with the City Council to deliver a new vision for the area. As Jackie says, “We’ve got to make it all add up to more than our individual contributions; that’s what the partnership is all about.”



“We all know that the future of our economy will be based around knowledge. And here we are – with a wealth of it. We have such huge potential,” explains Jackie. “So we’re going to transform this area from being the biggest bus corridor in Europe – which is what it is at the moment – to a place which reflects its real potential. It’s about making it a really attractive place for talented people to live and work, study and start innovative businesses – because Manchester’s future economic success will be built around that.”

Think Silicon Valley. And because Manchester has the advantage of having the only major internet exchange in the UK outside London, The Corridor will be the first area in the country to pilot next generation fibre broadband, directly connecting 500 businesses and 1000 homes in the Oxford Road area with fibre optic lines, and increasing broadband speeds by up to 100 times what they are today and create an open access network.

Realising this vision will not come cheap. Together the institutions are investing £1.5 billion on their buildings, on upgrading transport, boosting the digital infrastructure and creating a completely new look and feel for the place. Yet it’s expected to attract another £2.5 billion of private investment over the next ten years. The success of this huge initiative will be measured in the number of high value jobs and businesses which spring up here, with a benefit spreading out across the city and beyond.

“My role is to help join up the dots between the fantastic institutions we have here, so that the whole environment supports this big ambition and that it’s a place where people think, ‘Wow, I must go and live there. I must go and work there. It’s the place to be.’ That’s what we want.”



“ It’s about making it a really attractive place for talented people to live and work, study and start innovative businesses ”

The Corridor generates **£2.8 billion** – 22.5% of the city’s GVA

55,000 people work on **The Corridor** – making up **18% of the city’s workforce**

43% of the activity is in **knowledge-intensive sectors** – almost twice the national average

58 University of Manchester – in partnership with business

Universities and businesses are collaborating to create innovative products and services which will drive the knowledge economy.

Businesses are keen to tap into the wealth of knowledge, expertise and facilities available at the University of Manchester. And the University is keen to capitalise on the ideas and discoveries generated by its academics and research base.

University of Manchester and Rapiscan – a win-win

Airline passengers have become accustomed to walk-through metal detectors at the start of their journey, and the x-ray machines which scan luggage and cargo. So with 70,000 products installed in over 100 countries, many of us may have passed through the equipment made by Rapiscan Systems, an international specialist in high-tech security systems.

“We moved to Manchester around three years ago to build our business around a university that offers great expertise and a fantastic talent pool”

With its home-base in California, and offices as far afield as Finland and India, Rapiscan is now working in partnership with the University of Manchester and Manchester Airport Group to develop a new generation of walk-through scanners. By refining the techniques which interpret the complex mass of data gleaned from the array of scanners, they aim to make the searches at security points even safer and faster.

John Edees, from Rapiscan, says that the reputation of the university was one of the key reasons that the company re-located their UK base to Manchester from the South East, “We moved to Manchester

around three years ago to build our business around a university that offers great expertise and a fantastic talent pool. And we’re very impressed with what everyone – the Dean, the academics and the administrative staff – have been able to deliver on our projects. The partnership with the faculty has accelerated our research and, in return, the university has gained industrial knowledge and equipment.” It’s a win-win.

The Sustainable Consumption Institute – creating the low carbon economy

In the old days, the world of academia did not have much to do with the world of trade. But these days, things are different. Through the Sustainable Consumption Institute, experts from all four faculties of Manchester University are collaborating with retailers to explore more sustainable patterns of consumption for the future.

Founded in 2007 with £25 million of funding from Tesco, The Institute believes that major retailers have an important role to play in responding to the climate change challenge. Because their contribution can go much further than reducing the carbon footprint of their own operations. They have significant influence throughout their supply chain – and real depth of understanding of consumer behaviour.

Joanne Tippet, a lecturer in the School of Environment and Development, acts as the bridge between academic thought and practical application. She has facilitated workshops with Tesco employees to show them how can play their part, “We want staff to see the potential they have



“Experts from all four faculties of Manchester University are collaborating with retailers to lead a revolution in finding new, more sustainable patterns of consumption for the future”

to contribute, rather than just focus on the doom and gloom. Everyone can do something: from top management challenging business practices, to cashiers talking to customers about their use of plastic bags.”

Joanne devised a toolkit to facilitate her workshops, which she’s turned into a business of her own, called Ketso – which means ‘action’ in Lesotho in Southern Africa, where she first developed it. “The University’s given me advice on business development and intellectual property rights – and being based here has made a big difference in getting recognised. The University wants to help lead the next industrial revolution.”

The transition to the low carbon economy is one of the greatest challenges – and opportunities – of our age. So in this type of partnership everyone can be a winner; the university, the business – and the planet.

60 Incubating biotech

Ground-breaking science coming out of Manchester’s state-of-the-art laboratories is being turned into new treatments, new drugs and new biotechnology companies.

One of the building-blocks of the biotech industry in the city is the Manchester Bioscience Incubator. It was set up by the University of Manchester in 1999, combining state-of-the-art laboratory facilities with the business support needed to help fledgling enterprises to grow – and has seen 80 companies pass through its doors since it started.

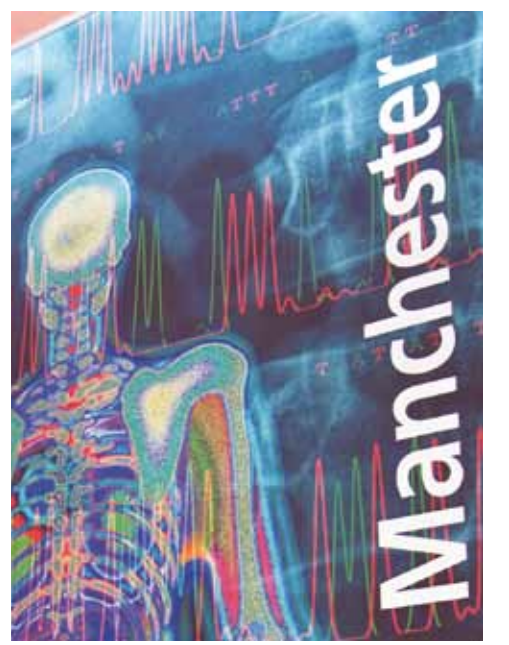
“Technology transfer is about taking knowledge and new ideas generated in an academic environment and moving them into a more commercial environment, in a way that’s mutually beneficial”

“Technology transfer is about taking knowledge and new ideas generated in an academic environment and moving them into a more commercial environment, in a way that’s mutually beneficial,” explains Dr. Martino Picardo, MBI’s Director.

“Ten years ago technological transfer was in its infancy. But Manchester University thought it was missing a trick. They decided that there should be a more formal and co-ordinated process to adding value to the ideas invented by their scientists before they got sold to big pharmaceutical companies.”

Dr. Picardo credits Professor Mark Ferguson as the visionary behind Manchester’s Bioscience Incubator because it was Professor Ferguson who went on the government mission with Lord Sainsbury and Sir Christopher Evans to the States – and returned with the idea of an incubator for Manchester. As Dr. Picardo sees it, “Incubation allows you to do exactly what you would do for a baby – protect and nurture it, when it needs it the most.”

The point is that MBI doesn’t just provide outstanding research facilities, it also offers on-site advice and support for academics taking their first steps as entrepreneurs. “When an academic comes through the door with an idea, we go through an assessment of whether it can be commercialised. We ask questions like: “Is there the potential here to develop a new drug, a new therapy or new diagnostics? What global market opportunities are there?” We help with business planning, we signpost and introduce them to useful networks.” Dr. Picardo feels that some of most valuable support they can provide is at a personal level, with mentoring for these new entrepreneurs who are typically academics going through their very first exposure to the commercial world.



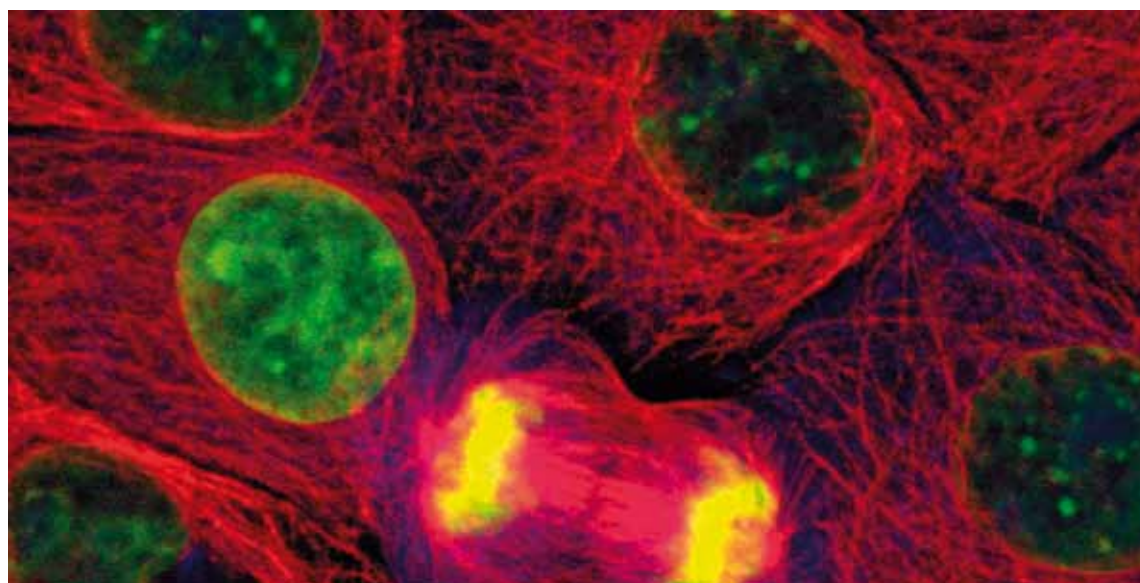
“A lot of biotech companies fail because of the high risks involved in starting up. The incubator creates an environment where they are less likely to fail. We help ideas develop into a business – which is sustainable, viable, high growth and contributing to the economy. We have a very healthy relationship with Manchester Science Park, whereby our companies are primed to ‘graduate’ into the Science Park at the right time. Or, we may see them acquired by big pharmaceutical companies which can commercialise their invention on a bigger scale. So ultimately we’re trying to be like the parent of a teenager – the idea is not to keep them here for ever; we want them to fly the nest.”

MBI also acts as a magnet to entrepreneurs from across the region, the UK or even globally, who want to be close to the University’s academic expertise and facilities. The flow of young talent locally has helped drive MBI’s success. “Having the University on the doorstep means you get highly qualified technical people at PhD and post-graduate level coming out of the laboratories, so tech jobs can be filled easily. But it also gives you access to potential employees to work in your marketing, legal, and human resources teams. So basically, a business can source its core team locally, and then go out and get other specialists from around the world.”

So, though the young businesses are rooted in the heart of Manchester, they quickly become aware that potential collaborators, partners, competitors – and maybe most important, customers – may come from anywhere in the world.

“Ultimately we’re trying to be like the parent of a teenager – the idea is not to keep them here for ever; we want them to fly the nest”

“From day one, we help these companies understand that they’re in a global market – they don’t have any choice, it’s the nature of the industry,” says Dr. Picardo. “For example, the venture capital for one of our most successful companies, Renovo, came in from Japan, the US and Malaysia. Our companies have to be aware that they can’t look in Manchester for all their opportunities. So we’re able to facilitate contacts with the outside world for them, whether that’s with UK Trade and Industry or big pharmaceutical companies – like AstraZeneca – which have bases all over the world, as well as in Manchester.”



DxS Ltd – a success story for the Incubator

DxS is a personalised medicine company founded by Dr. Stephen Little and Dr. David Whitcombe, two ex-AstraZeneca employees who wanted to pursue their innovative work in molecular diagnostics.

DxS makes diagnostic tools to test human cancer cells, giving doctors information about whether or not they should use a particular drug. One problem for doctors today is that when they prescribe a drug it can be a case of trial and error as to whether it will be effective. But the company's mutation detection products allow physicians to make a more informed decision, based on an individual patient's genetic make-up.

Since it was set up in 2001, DxS has become recognised internationally by healthcare institutions and pharmaceutical companies alike. Dr. Stephen Little is proud of the reputation DxS have developed, "We really are the world leaders in what we do, there's no one close to us in terms of the quality of the product."

But this reputation wasn't built overnight, "We started with just 10 of us; then for a long time there were 15 of us; last year there were 40; now there are about 100 of us!" Stephen

feels that this growth has been down to understanding what their customers want, "The ability to translate the needs of the drug companies into diagnostics tools has been the key to our expansion."

DxS chose to start their business in Manchester at the incubator facility on Grafton Street and are keen to remain in the city because of the access to the universities and the close proximity to other thriving biotech companies. Stephen is impressed by the dedication of the City Council and the universities to the biotechnology sector in the North West. "There's a real desire to make Manchester a good place for biotech, there's no question about that."

In September 2009, in a deal worth around £90 million, DxS was acquired by QIAGEN, a global sample and assay company. QIAGEN wants to apply DxS' expertise in what's known as 'companion diagnostics' to become world leaders in the field of personalised medicine. So from 2010 DxS will become QIAGEN Manchester – and will graduate from the incubator to new premises in Manchester Science Park, in a site which will be known as the global Centre of Excellence for Companion Diagnostics.

"DxS hasn't been just a development company, we've been manufacturing things from the beginning, and we'll expand on that as QIAGEN Manchester. This is a city that was built on production, so we fit well into Manchester's history and culture. There's an energy about the place that's infectious – and we want to be part of it."

Building Manchester's biotech cluster

Reflecting on the progress of Manchester's Bioscience Incubator over the past decade, Dr. Picardo says, "We've got the starting point for a world-class biotechnology cluster in this city now. However, we're not there yet. We have the infrastructure in place. The growing cluster means that a supply chain is being created. We've built up a track record of successful companies that have come out of our incubators – and there's a whole generation of start-up companies coming right behind them.

"Success builds success. Word of mouth means that everybody knows that Manchester is growing sustainable, investable biotechnology companies that are worth doing business with.

"This kind of technology transfer is hugely important because it can be the substance upon which cities develop what's been described as a knowledge economy."

80 companies have been supported by **Manchester Bioscience Incubator** since it started in 1999

Knowledge intensive manufacturing – such as biotechnology – employs around **20,000 people** in the city

Biotech is one of the key sectors that **Manchester City Council** has selected to **back and promote**



64 Building blocks for the future

Manchester combined technological innovation and new ideas to become the first industrial city. Many industries and businesses grew up around the cotton trade. Cotton has gone, but Manchester's commercial strength continues to make the city what it is today: a centre for business serving world markets.

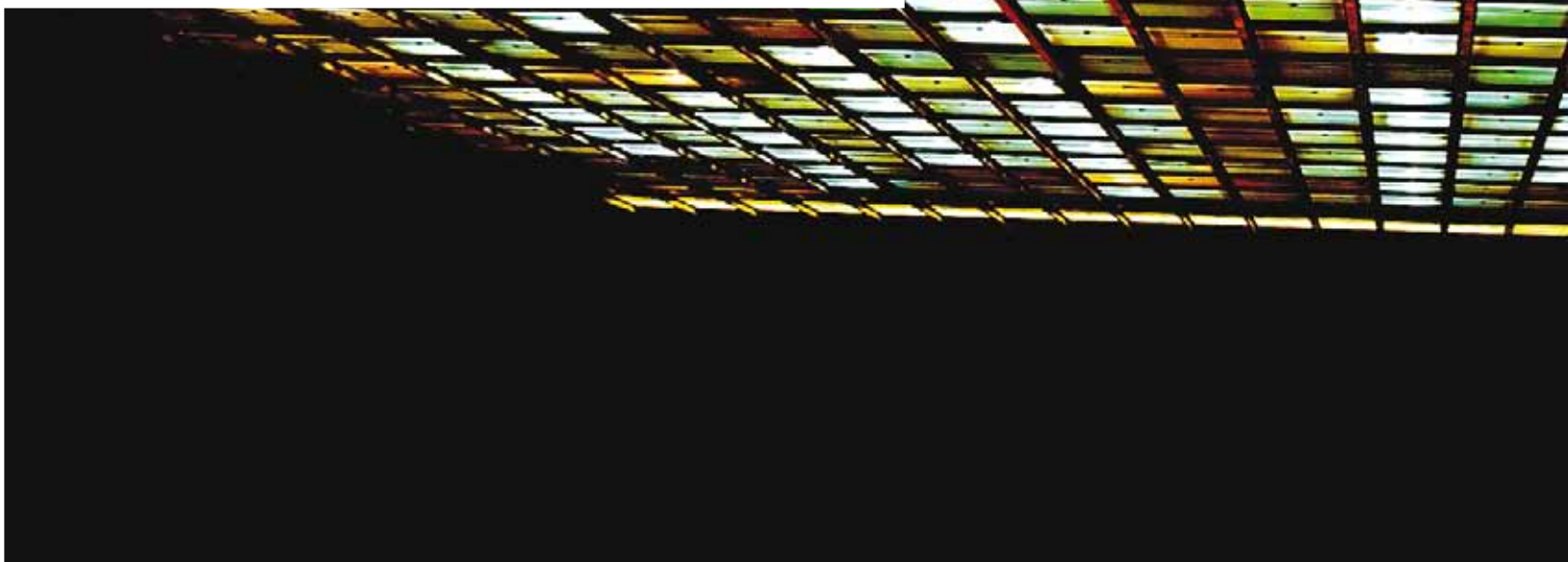
Creativity and leadership brought life to the heart of the city at the end of the last century – and generated the now famous Manchester 'buzz'. As host to high-profile events like the Commonwealth Games and the Manchester International Festival, and home to the celebrated Manchester United Football Club, the city is becoming a global brand.

Today Manchester is combining the strength of its businesses and universities to turn the asset of their knowledge into the knowledge economy. The city is working to attract fresh talent and investment into the city – in partnership with the schools and colleges across the city which are focused on building up the pipeline of home-grown talent and helping their students to take advantage of the opportunities of the global economy.

The jobs of the future in Manchester will not be the same as the jobs of twenty years ago – or even the jobs of today. So new ideas put to work and new businesses created will be the surest way to win in an economy which will depend on creativity and skill, innovation and enterprise.

Originality and modernity were characteristics that first built Manchester as a world city – and 'the pursuit of the original and modern in this century' will be the key to its success in this century.

And all over the city today, it is already possible to identify what the building blocks of the future will be.





The world is changing

The last half-century has seen unprecedented growth in international commerce. **Total world trade** in 2000 was **22 times** the level seen in 1950.

Falling telecommunications costs have driven globalisation: in 1927 the first transatlantic phone call from Columbia, Missouri to London lasted **6 minutes** and **cost \$162** – it can now be done for **free over the internet**.

In a ranking of the world's top companies, the UK **has 3 in the top 25**. Last year, China had no companies in the top 25 – it now has 4.

Investment now operates at a global scale. In 2007-8 there were 1,573 investments into the UK, creating more than **120 new jobs** a day.

