A STAKEHOLDERS EVALUATION OF THE CORNISH PIRATES

CLAIM TO BE THE RUGBY CLUB FOR CORNWALL
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Abstract

The investigation is based upon a stakeholder’s perception of the Cornish Pirates’ claim to be the rugby club for Cornwall. The relevant information was obtained through interviews with a cross section of internal and external stakeholders both directly and indirectly associated with the club. The sample group used was as follows:

- The marketing manager of the Cornish Pirates
- The director of rugby at Redruth rugby club
- A lifelong season ticket holder at the Cornish Pirates
  - A sponsor of the Cornish Pirates
- A Cornwall Rugby Football Union committee member

A diverse sample group was used to generate a broad perspective on the perceived attitude towards the relatively newly formed brand of the Cornish Pirates.

The main findings of the investigation implicated that after an initial reluctance to change, the concept of the brand coupled with the club’s ambition to bring premiership rugby to Cornwall has been widely embraced by the various stakeholders involved throughout the investigation. Furthermore, the diverse strategies currently in place at the club continue to attract an ever-expanding consumer base. The brand is also a major marketing attraction to local businesses in the capacity of sponsors who receive constant coverage of their company through various forms of advertising. The formation of partnerships within the community and with other local rugby clubs provides further sustainability to the justification of the Pirates claim to be the rugby club for Cornwall.
CHAPTER I
INTRODUCTION
1.1. Introduction

Cornwall is a County with a strong affiliation and rich history with the sport of rugby with the majority of towns being able to field senior and junior sides. County championship sides of the past were able to attract thousands of supporters through the gates of the recreation ground at Redruth, a figure which would dramatically increase if the black and gold of Cornwall were to reach the final at Twickenham. Arguably the most famous example of this was when Cornwall played Yorkshire in front of fifty four thousand supporters and the Cornwall Rugby Football Union president Bill Bishop (1991) famously quoted; “Could the last one out of Cornwall please switch off the lights.”

Despite such a proud history, the County Championship could be argued to be in decline with the relegation during the 2005/06 season which now sees Cornwall playing in the Championships second tier. At present expanded commercial interests, performance promotion and relegation being at the forefront of importance for rugby clubs. This has consequently had a serious effect on the status and importance of the County side and its role within Cornish rugby as the County Championship is now played in three games in three weeks at the end of the season with the majority of the bigger clubs players being reluctant to play.

Regardless of the de valuation of the county side, rugby still acts as a major heart beat for Cornish sport and at present can boast four sides that play in the national leagues:

- Cornish Pirates and Launceston- National One,
- Redruth- National Two
Mounts Bay- National Three South

Out of the four national league sides The Cornish Pirates (formerly Penzance and Newlyn rugby club) are by far the most successful, playing their trade in the higher echelons of national division one.

Throughout the era of the ninety fifty’s and sixty’s Penzance and Newlyn were one of Cornwall and England’s most renowned rugby sides, boasting several County players as well a handful of English internationals. On Saturday afternoons during this period the team could attract gates of more than five thousand people which was over a quarter of the towns population. Despite such success between the fifties and sixties, Penzance and Newlyn lost a wide number of players for several different reasons at the beginning of the nineteen seventies and consequently the quality of rugby with which the club had long been associated began to diminish. (www.cornish-pirates-rfc.co.uk/history)

The English Rugby Union re structured the league system at the end of the nineteen eighties, a re structuring which saw Penzance and Newlyn playing in the lower echelons of the leagues, however with the inception of professionalism in rugby at all levels a former player turned business man called Richard Evans made a major investment in the club in an attempt to re store them to the top tier of English rugby.

Following successive promotions Penzance and Newlyn became champions of national league two in the 2002/2003 season, thus leading to promotion to national league one. (www.pirates-rfc.co.uk)

“The really successful companies adopt a holistic perspective by regarding their brands as strategic devices. In other words, they analyse the forces that can influence the profitability of their brand, identify a position for their brand that
majors on the brands unique advantages and defend the position against competitors.” (De Chernatoney and McDonald, P.280)

This statement from De Chernatoney and McDonald, although more directly associated with the business World relates well to the reason’s the club were about to undergo a major transformation. At the end of the 2004/05 season, after finishing fourth in national league one an extraordinary general meeting was held by club president Richard Evans to outline the intentions for the clubs future now they were by far Cornwall’s premier side.

"Ten years ago I asked you to support me in taking this club into the professional era. At that time there were those were totally against this move, there are people that are against this latest move. However, it is my belief that we must try this venture. I'm absolutely chuffed to bits that the members of Penzance & Newlyn Rugby Club share the same vision as myself. As I have said many times before, Cornwall deserve a Premiership rugby club and it is our aim to bring that to them." (Evans, R. 2004)

The major aim of the rebranding process was to make the initial step towards bringing premiership rugby to Cornwall, however to do this the club realised that the support base of the club had to be expanded away from its current stronghold of the Penzance area. This became a reality in the 2005/06 season with the club leaving the Mennaye ground in West Cornwall which had been the clubs home since 1870 to a more central location in Kenywn, Truro. A move which carried the intention to become the club for Cornwall. Following the inception of professionalism in rugby at all levels Cornwall as a rugby playing County has had a reluctance to embrace the change and consequently have been left behind

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both on and off the field by England’s premier teams. The rebranding process is suggestive of a Cornish club aiming to break in to the modern era of professional rugby, their strategies to achieve and maintain this position is indicative of ambition and purpose and enhances validity to the purpose of research.

1.2. Purpose of study

The purpose of the investigation is to identify and investigate the evidence that supports the assertion by The Cornish Pirates that they are the Rugby Club for Cornwall.

The investigation is deemed to be of value to the game of rugby in Cornwall as it is anticipated that information relevant to the club’s ambition will be highlighted as well the various strategies that are employed to sustain a professional rugby team.

This topic has been selected by the researcher as there has been no research carried out since The Cornish Pirates have self proclaimed to be the rugby club for Cornwall, through their marketing campaign which began in 2005 following the rebranding of the club. Furthermore the researcher as a Cornish rugby player has an avid interest in the structure of Cornish rugby and how the emphasise has shifted away from the County Championship side since the start of the professional era and the establishing of The Cornish Pirates brand. It is anticipated that the valuable findings obtained will be of benefit to the Cornish Pirates and Cornish rugby in general as it will provide a wide perspective on how the club is viewed in the rugby community.
As this is the first study conducted with relation to the brand of the Cornish Pirates, therefore meaning no previous material was accessible to form a hypothesis no hypothesis is to be established.
CHAPTER III

METHODOLOGY
3.1. Introduction to Methodology

‘The purpose of the method section is to explain how to conduct the study; who the subjects are, how to measure and analyse the results and how to design the study.’ (Thomas and Nelson, 1996, p.62)

There are several types of methods which could be carried out by the researcher, it is necessary that the varying research methods are closely scrutinised and the most appropriate method is selected. When approaching a research design there are two methods which commonly utilised in relation to data collection, qualitative and quantitative. It is imperative to select the appropriate method of research in order to ensure the success of the investigation; it can be possible for research to be conducted completely qualitatively or quantitatively or using a combination of both approaches.

Denzin and Lincoln (1994) describe qualitative research as: “Multi method in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret phenomena in terms of the meanings people bring to them.” (p.2)

Quantitative research however is described by King (cited in Murray-Thomas 2004) as: “The use of numbers and statistical methods. It tends to be based on numerical measurements of specific aspects of phenomena; it abstracts from particular instances to seek general description or to test causal hypothesis; it seeks measurements and analyses that are easily replicable by other researchers. (Pp.3-4)

In order to guarantee this investigation is as successful as possible, all results will be acquired from interviews so therefore will be solely qualitative.
3.2. Internal Stakeholders:

Cross sections of internal stakeholders within the Cornish Pirates management team are to be interviewed in order to assess how they maintain their claim to be ‘the rugby club for Cornwall.’ These stakeholders will be selected with relation to their roles and responsibilities within the organisation in order to gather relevant, accurate and reliable data. Due to limitations with regard to population of sample’s, transcribing and time scale at most two internal stakeholders will be interviewed as well as gaining more concise information. Total validity will be assumed with regard to the information received due to the sources (s) that are to provide the investigator with the data.

3.3. The Interview Process:

Interviews have been selected as the focus of data collection rather than questionnaires as it is deemed by the investigator to be a more efficient and dependable process. Thomas and Nelson (1990) support the views of the researcher.

“Obviously, the interview has certain advantages over the questionnaire as in that the researcher can rephrase questions and ask additional ones to clarify responses and secure more valuable results.” (P.21)

Murray-Thomas (2003) describes the interview process by stating that; “Interviews usually involve a researcher orally asking questions to answer orally. However, with the advent of the internet, interviews can also be conducted in written form, with the researcher sending typed questions via a computer network to respondents who answer in typed form Interviews traditionally have
been conducted face to face and one to one, with the researcher speaking directly with one interviewee at a time. But in recent decades, telephone interviews have been increasingly common.”

It is evident from the words of Murray-Thomas that there are several ways in which an interview can be conducted; however the researcher of this investigation considers face to face oral interviews to be the most appropriate method in order to portray a degree of professionalism with the interviewee so that the likelihood of dependable and legitimate data being collected is significantly increased.

Advantages of the interview process are that it allows the interviewee to ask the interviewer to reshape the question if understanding is lacking, a consideration which is not obtainable through the use of questionnaires. Interviewees are also able to elaborate on any responses which are given, again not available via the means of questionnaires. Furthermore, the likelihood of a stronger quality of answer is improved as it is possible to construct a personal relationship between the interviewer and interviewee.

Murray-Thomas (2003) briefly summarises the advantage of interviews.

“Interviews are more efficient for collecting information about people’s knowledge, personal backgrounds and opinions.” (P.66)

Although interviews do possess considerable advantages as a means of data collection it is crucial to appreciate that negative aspects also exist. Such limitations include; the amount of time it takes, considering the researcher has to meet with several interviewees’ and certain aspects of the interview may not be of value to the researcher. With particular regard to the research question; “A stakeholder’s evaluation of The Cornish Pirates claim to be the rugby club for
Cornwall,” trustworthy information may not be obtained from internal stakeholders as certain questions may put the interviewee in an awkward position where information is too sensitive to release. The researcher however aims not to ask any questions which will prove unanswerable as this will defeat the object of the research paper. By using the interview process the investigator will explain the purpose of the study to the individual concerned as well as their rights which will eradicate the need of a consent form.

3.4. External Stakeholders:

Although the use of internal stakeholder's as interviewee’s is integral to the study the object of the investigation is to gather a vast amount of information from a wide range of stakeholders, which includes those not directly associated with The Cornish Pirates who are therefore external stakeholders. Through utilising external stakeholders in the study it allows the investigator to gather information from sources who are impacted upon by The Cornish Pirates, thus obtaining data which enables the researcher to assess how strong an impact The Pirates have made amongst a cross section of people and groups/teams since their inception. External stakeholders who are to be approached will be life long supporters and current season ticket holders of the club who have seen the club transform from Penzance and Newlyn rugby football club to their present day position. This is a crucial target group for the investigator as they will be able to provide significant information on how the values of the club may have changed since their transformation. Further external stakeholders whom are to be considered are local rugby clubs in close proximity to the Cornish Pirates base in the west of Cornwall, as well as selecting a club outside of the thirty mile radius in order to evaluate if other lower league clubs in Cornwall are impacted upon differently by
The Pirates depending on geographical location. As well as debentures who have been life long followers of the club, by rebranding to The Cornish Pirates and providing the county with near top flight rugby on a week to week basis naturally a wider supporter base will begin to develop, thus providing a new group of external stakeholders. The researcher intends to identify a small minority of ‘new supporter’s’ who will provide the final group of external stakeholders to be interviewed. New supporter’s, like old ones are a crucial target group as it is imperative to establish what the lure is and why they choose to follow The Pirates as an alternative to their own local rugby club. The focus selections of the sample of external stakeholders to be interviewed are:

- The director of rugby at Redruth rugby club
- A sponsor of the Cornish Pirates
- A lifelong season ticket holder of the Cornish Pirates
- A Cornwall Rugby Football Union board member who is also a life member at Camborne rugby club.

These samples have been selected for the interviews as it is anticipated that a wide perspective and array of information will be obtained. All initial contact to the subjects will be made through telephone or email due to the investigator knowing them personally.

3.5. Validity:

As with all research investigations, validity is a central feature to the study as without valid information and data the paper becomes worthless.
Veal defines validity as; “The extent to which research findings would be the same if the research were to be repeated at a later date or with a different sample of subjects.” (P.21)

A further interpretation of validity is that of Thomas and Nelson (1990) who define it as; “The degree to which a test or instrument measures what it is supposed to.” (P.348)

Both definitions are consistent with their values that in order to attain validity through research the results must be exactly the same if and when the research is carried out again.

By only using interviews as a means of data collection and utilising a sampling based on varying stakeholders as interviewee’s it is anticipated that all information received will be as valid as possible especially when considering the source (s) it has come from. The researcher however has to be able to effectively interpret the data and justify its validity. A major factor which could potentially initially impinge on validity is if the researcher fails to ask the correct question to the interviewee’s, therefore all questions will be prepared intricately to the specification of the interviewee in order to prevent any wrong questions being asked.

“Just as the interview is considered by most to be more valid than the questionnaire, the intensive first hand presence of the researcher is the strongest support for validity in the data gathering process in qualitative research.” (Thomas and Nelson 1990, P.349) This statement from Thomas and Nelson suggests that the investigator must be astute enough to be able to assess the information and determine the extent to which it is valid.
3.6. Reliability and Pilot Study:

“One source of invalidity when using research gathered through interviews is that the interviewer tends to improve with experience, and thus the results of earlier may differ from interviews conducted later in the study.” (Thomas and Nelson, 1996, P.273) With this taken into consideration it is therefore deemed necessary to conduct a pilot study which allows the interviewer to make sure the vocabulary level is appropriate and comprehensible as well as the questions are meaningful and have a purpose. “A pilot study provides experience in interviewing technique and can act as a critical analysis in the interview content and procedures used.” (Thomas and Nelson, 1996) Thus a pilot study is to be conducted with a season ticket holder of the club, however this will not be specified to the participant in order to ensure validity and reliability is maintained throughout and with regard to their answers. “The validity and reliability of qualitative data depend to a great extent on the methodological skill, sensitivity and integrity of the researcher.” (Patton, 1990, P.11) It is therefore the intention of the researcher to ensure that all participants are interviewed professionally and integrity is maintained throughout to ensure reliability.

3.7. Data Analysis:

Once the interviews are completed, the tapes from the Dictaphone will be transcribed for evaluation and presentation purposes. The researcher will then highlight the main topics which emerge from the interviews which in turn will be put in tabular form to identify key themes. Collecting the data in this way is necessary to allow the researcher to analyse the data effectively.

“Coding is the organisation of raw data in to conceptual categories. Each code is effectively a category or ‘bin’ in to which a piece of data is placed. Coding is the
first stage to providing some form of logical structure from the data.” (Gratton et al, P.219)

The key themes which will have been identified in the interviews will then be analysed and discussed accordingly.

3.8. Limitations:

“Every study has its limitations.” (Thomas and Nelson, 1990, P.65)

 Practically the intended investigation may prove difficult in relation to the geographical distance between Cardiff and The Cornish Pirates base in Penzance, West Cornwall. However this factor can be overcome by the researcher prolonging the amount of time spent in Cornwall and dedicating time to carrying out all interviews in one allocated time period. Access to both internal and external stakeholders will be relatively simple due to the investigator’s personal contacts so this factor shouldn’t constitute as a limitation. A major limitation which is out of the investigator’s control could potentially occur when gathering information from people/organisations who may be biased in their opinion and therefore not provide valid information for the study. The use of such a small sample is a further limitation as the investigator may not receive substantial enough information to form a coherent and precise discussion.
5.0 Conclusion

5.1. Main Findings of conclusion

This study aimed to discover if and to what extent could the Cornish Pirates justify their claim to be the rugby club for Cornwall with reference to current marketing, strategical and consumer policies which are occurring at present. The information was obtained by interviews with a cross section of internal and external stakeholder’s who are affiliated with the club in varying capacities. The investigator is of the belief that the study in hand produced a number of findings which are of significance and relevance.

Observations from this research paper indicate that the brand of the Cornish Pirates is rapidly growing amongst the Cornish rugby fraternity and appears to be attracting a wide range of consumers with the allure of near top flight rugby in the County, this was demonstrated by the amount of season ticket holders the club were able to retain in the Truro area following only one season playing there. It is constantly highlighted throughout the investigation that the degree of professionalism merged with the ambition of the club contributes immensely to the embracing of the brand amongst the range of stakeholders. By constantly reinforcing the aspiration of bringing premiership rugby to Cornwall and by playing their games on a Sunday the Cornish Pirates are able to manipulate the consumer market so that local clubs as well as themselves are given the opportunity to flourish. The study further revealed how the club are employing various marketing and strategy designs to strengthen their brand across the County, a proposed permanent ground move to central Cornwall is indicative of
the clubs ambitions of increasing the already expanding support base. At present
the formation of partnerships within the community appears to be consistent with
the clubs intention of increasing awareness of the brand as a form of
entertainment amongst the clientele who would traditionally not be interested in
rugby. Although the non traditional rugby supporters are a major market for the
Cornish Pirates to exploit it has appeared evident that the brand is not yet a
strong enough attraction so the formation of partnerships with local rugby clubs
appears to be of paramount importance at present. The establishment of
partnerships suggests to the investigator that the club are maintaining the promise
of ensuring local clubs are able to prosper whilst the Pirates enhance their brand
simultaneously.

Furthermore the study also revealed the attraction of the brand for local
businesses, who by associating their company with the Cornish Pirates are
ensured increased exposure in comparison to an affiliation with other Cornish
rugby clubs.

Despite several positive and valuable aspects emerging which are relevant to the
investigation there are further factors which have appeared throughout the study
which are proving to be an obstacle to the Cornish Pirates in their claim to be the
rugby club for Cornwall. Although substantial funding is received through
sponsorship and a major benefactor it has been acknowledged throughout the
investigation that additional money needs to be made available if the club are
able to progress and achieve their ambition of playing premiership rugby,
especially with the current emergence of other wealthy Cornish rugby clubs who
are attempting to match the club in terms of professionalism and success. The
availability of extra funding would allow the club to attract players such as
former home nation’s internationals and experienced premiership players who
could help the club reach and sustain premiership status.

Although the intended move to play in Truro strategically appears to make sense
in relation to strengthening and broadening the consumer market, it is imperative
to acknowledge that Truro is an hour’s drive from the traditional home of the
Pirates in Penzance so the older generation of supporters could potentially see
this as a deterrent which could result in the loss of a minority of consumers.

In conclusion, despite a small quantity of factors which appear to hinder the
Cornish Pirates in their ambition to proclaim themselves as the rugby club for
Cornwall, the various amount of strategies which are currently in place with a
range of stakeholders and organisations suggests to the investigator that the club;
through re branding have seized their opportunity to progress in the modern age
of professionalism whilst fellow Cornish clubs have been content to remain in
the amateur era and resisted change. Although the re branding was initially met
with a degree of reservation by a large number of stakeholders, the investigation
has ascertained that with the demise of the County championship the strength of
the Pirates brand is currently unrivalled in Cornish rugby and the possibility of
premiership rugby coming to Cornwall is a major desirability. It is accepted that
without the considerable financial backing received the club would not possess
their current position as the Counties premier team, however it is perceived that
as long as the money remains the Cornish Pirates are able to maintain and justify
their status as the rugby club for Cornwall.
5.2 Limitations of the Investigation

- The investigators lack of experience of interviewing and interview techniques is a major limitation as more relevant questions could potentially have been asked which could have enhanced the quality of responses.

- Distance and time were major limitations as this restricted the number of participants the investigator could interview; therefore meaning the sample size wasn’t big enough to provide a broader perspective on the subject.

- The participants interviewed were all from the west Cornwall which failed to provide any information for the investigation on how the club is perceived in areas away from the Cornish Pirates traditional catchment area.

- With respect to qualitative interviews, questions asked could have been more specific with appropriate follow up questions to support the initial question.

- The fact that technology was used in the form of a Dictaphone provides a further limitation as had it been damaged or broken all information would have been lost, therefore seriously affecting the validity of the investigation.

Future Recommendations:

Future recommendations for further investigation of the present study would be to initially fully establish and possess an underlying knowledge of the Cornish
Pirates current aims and strategic direction which could enhance the overall quality of questions. This could be achieved by establishing a questionnaire to send to the Cornish Pirates thus forming the basis to structure more in depth
CHAPTER VI

REFERENCES
References


Murray-Thomas, R. (2003) Blending Qualitative and Quantative Research Methods


Form of citation in text: (Snelgrove, 2003)


The Cornish Pirates Rugby Club (no date) Cornish Pirates (online) http://www.cornish-pirates-rfc.co.uk/history (Accessed on 09/11/07)
Appendix A- Leading Interview Questions

Introduction applicable to all subjects: Many thanks for taking time out to partake in my study Anne, it is much appreciated. The purpose of the investigation is to determine whether The Cornish Pirates can justify their claim to be the rugby club for Cornwall. To achieve this I need to obtain data from a variety of sources that are associated both directly and indirectly with the Pirates. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive.

Subject A- Redruth rugby club director of rugby (Pilot)

1) What effect has the re branding of Penzance and Newlyn Rugby club had on the culture of the club?”

2) To what extent do the Pirates use your rugby club to advertise and attract new supporters, or do they at all?

3) “Do you feel you have lost any supporters; has it been evident on the gate since the inception of The Pirates as a brand?”

4) “Has a formal link been established between Redruth and The Pirates and if so how has it been maintained?”

5) “Has The Pirates relative success, therefore set a bench mark for other clubs in Cornwall and what affect has this success had on Cornish rugby in general?”

6) “What effect has The English Rugby Union’s decision to downgrade the importance of The County Championship had on The Pirates role within Cornish rugby?”
Subject B- Cornish Pirates Sponsor

1) “What are your main reasons for choosing to associate your company with the brand of The Cornish Pirates?”

2) Does your company receive substantial advertising through the Pirates, how?

3) “What, do you feel makes the brand of The Pirates a more attractive one to sponsor compared to other Cornish rugby clubs?”

4) “Would your investment in The Pirates be as big if the club were still Penzance/Newlyn and not playing at such a high level?”

5) “Is the Cornish Pirates ambition to bring premiership rugby to Cornwall a realistic one and in your opinion how will it be achieved?”
Subject C– Marketing Manager of the Cornish Pirates

1) “Do you feel that The Cornish Pirates brand is an identifiable one throughout the whole of the County, if so is it just limited to rugby supporters or a wider audience? How wide?”

2) “How would you describe the brand and what does it represent?”

3) “What marketing strategies do you have in place to attract supporters from outside The West Cornwall area?”

4) “What performance indicators do you use to measure whether your strategies have been successful at all?”

5) “Does your post code analysis of season ticket holders represent a County wide following?”

6) “The Pirates are constantly finishing in a mid table position and failing to sustain a serious promotion challenge, what strategies are in place to ensure premiership rugby will eventually come to Cornwall, and is premiership rugby a realistic target?”

7) What effect has the English rugby union’s decision to downgrade the importance of the County Championship had on the role of the Cornish Pirates in Cornish rugby.
Subject D- Lifelong Season Ticket Holder

1) “Do you feel that The Pirates both on and off the field can justify their claim to be the rugby club for Cornwall and why?”

2) “What effect has the re-branding of Penzance and Newlyn rugby club had on the culture within the club?

3) “What view do you feel The Cornish Pirates take on the current County championship?”

4) “As a season ticket holder and life long fan what are your feelings towards the newly constituted Cornish Pirates brand?”

5) “What might be the outcomes of premiership rugby coming to Cornwall?”
Subject E - Life Member at Camborne Rugby Club and Cornwall Rugby Football Union committee Member.

1) “What effect has the re branding of Penzance and Newlyn rugby club to The Cornish Pirates had on the culture within their club?”

2) “Has a formal link been established between Camborne and the Pirates? With regard to the ground share how has it affected relationships?”

3) “Do you feel you have lost any supporters; has it been evident on the gate since the inception of The Pirates as a brand?”

4) “Has the Pirates relative success, set a bench mark for other clubs in Cornwall?”

5) “What affect has this success had on Cornish rugby in general, The Pirates as a brand?”

6) “Being involved in The Cornwall Rugby Football Union, how do you feel about the Pirates in relation to the County championship and the demise of it in a sense?”
## Appendix B - Table of Results

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important to keep it there because if they do get in the premiership the spin offs obviously maybe as were growing as a business.

think they will get there.

based in Penzance when they first started out and our dairy is based predominately in West Penwith so we would of benefited from any advertising in Penzance where the home of The Pirates was.

I think about five years ago they decided to create The Cornish Pirates and take them out of Penzance to Truro which didn’t benefit us so much because we don’t deliver in Truro where as before we would of picked a lot of business up if we were in Penzance.

I think the brand is identifiable, certainly throughout the whole of the County west of Bodmin and even in Saltash and places like that we seem to be getting supporters from there.

We are trying to give the people of Cornwall something to cheer about, it is not a brand as such but we are

Although we do receive a substantial amount of backing from Richard Evans and sponsors an extra investment of two or three million pounds could see a real transformation for the club.

As long as the investment is there from benefactors and sponsors then it remains a serious possibility we can get there, definitely yeah.

Yeah I do think it is a realistic target for us but I’m not sure if we are quite ready yet.

I mean clubs in the premiership like Saracens don’t pull in a massive gate and we are getting four or five thousand people in for each home game so if we were to get in to the premiership then we could attract probably double that being in Cornwall.

As long as the investment is there from benefactors and sponsors then it remains a serious possibility we can get there, definitely yeah.

Well, I mean a lot of die hard supporters would like a new stadium to be down here in Penzance but it really restricts the fan base to West Cornwall you know.

Currently we are in talks with Truro City about a possible ground share in a stadium up at Truro which I think would be ideal as it’s not too far to travel for people from Penzance, Redruth, Camborne, Falmouth, Bodmin you know so there is a massive
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<td>I honestly think it’s a marvellous thing, I mean it was a tough thing to accept to start with mind but it’s their trade name now and at the end of the day they are a big brand now and I mean they’re a company I suppose! It really is a brilliant concept.</td>
<td>The coverage it would get would be fantastic for the County and especially the Pirates and if we could get a stadium built it would be really smashing. It would worry me about the local clubs because a lot of people might not go and watch them so often. A survey had been done and the catchment would be a lot stronger up at Truro, so it makes more of a business sense to go there. It does make more sense for it to be central.</td>
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<td><strong>E</strong></td>
<td>In the modern rugby Jamie, money is a big question and money can buy the team. They can only do it as long as the money lasts and could shut down any time. A club like Redruth is stable and will always be there.</td>
<td>The Pirates came to Camborne and my feeling is that they have done them no harm it really has put them in a better financial position then if they had never turned up and a lot of people in Camborne was against it but its professional rugby now and times have changed.</td>
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<td>Subject’s Initials</td>
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<td>The older supporters down there want Penzance and Newlyn to be that side rather than Pirates.</td>
<td>Yeah, they try to you know they ask us if we will publicise their fixtures. They have asked if they can come in here and sell tickets for games on Sunday’s but it’s awkward for us, The area that we are you know isn’t the most affluent area and people will choose one or the other and we don’t want people in here selling tickets.</td>
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<td>We would of benefited from any advertising in Penzance where the home of The Pirates was.</td>
<td>We don’t see it hands on that we are picking custom up from being associated with The Pirates but its one of those things that you never know unless you did a really in depth study of where people hear about you and so forth it’s just an ongoing thing of advertising.</td>
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Were on the website as a sponsor and in the form of the hoardings, the player sponsorship in the programme and on match days.

For the sake of a few hundred pounds a year, a thousand pounds a year what ever it is I think it’s important to keep it there because if they do get in the premiership for the spin offs obviously, as were growing as a business, Mounts Bay Dairy and I’d like to think we’ll go through Cornwall and it could fall in line quite nicely with The Pirates making premiership status and obviously the advertising with the spin offs may be slightly more than they are at the moment.

We have an anti racism scheme which applies to every primary school in Cornwall, we have a meeting this afternoon with the primary care trust about doing things for Cornwall.

The main areas of support are Penzance and Truro when we were based here and there at Kenwyn so when I did the analysis I was quite surprised by the spread to be honest with you. As I already said we have supporters from Launceston who come down on a Sunday, our core of season ticket holders are predominantly from west of and including

Were not really over concerned you know we don’t really have anything in place to take on say Bude, it is an hour and a half two hours away from Camborne or Truro so there is our core audience is Camborne, Redruth, Penzance, Truro, St Austell, Newquay and Bodmin.

In terms of strategy, you know we do have a plan for

Initially we had to be a bit ruthless by trying to get above other clubs like Redruth and Launceston, although Launceston are in our league now. Once that was achieved and that gulf is there we like to think there is no animosity and we can support their clubs.
Truro where we have a large support base from our season at Kenwyn. Naturally it remains our ambition to attract more supporters from further afield but distance is always going to be an issue, ideally we would like a situation where people watch their local club on a Saturday and The Pirates on Sunday.

We are doing stuff in schools so we have the community programmes going in to schools and we have done that in Redruth, Camborne, Truro and Falmouth is the next one. We are doing other things in the County, so we are trying to get County wide.

Well, the main performance indicators are attendance and revenue and on top of that we have specific ones which are sponsorship revenue, hospitality revenue, the number of kids that are coming to the games off the back of the programmes we are doing.

Currently we are in talks with Truro City about a possible
ground share in a stadium up at Truro which I think would be ideal as it’s not too far to travel for people from Penzance, Redruth, Camborne, Falmouth, Bodmin you know so there is a massive catchment area to pull fans in from and give the Cornish people a club to be proud of.

Well, it has changed so much there now, when they used to play down the road here at the Mennaye and money was involved all the players would come in after the game have a bit of a chat with all of us supporters and then we would all be singing together which was lovely.

You know they all come over from Australia, New Zealand and beyond for a bit of money and don’t really understand what the club is all about.

Since the Cornish Pirates took over there Camborne have struggled down the

Richard Evans said at the last AGM that a survey had been done and the catchment would be a lot stronger up at Truro, so it makes more of a business sense to go there really I mean that’s where the money will be and plus it does make more sense for it to be central.

Oh yes the ground share has been pretty good and I know there’s one or two people who will complain but on the whole it has been a
leagues and a lot people will watch The Pirates and not Camborne any more. The true Camborne supporters will follow Camborne through thick and thin but Pirates fans come from all over Cornwall just to watch a game of rugby. good thing for Camborne
Appendix C- Interview Transcriptions

Interview 1) PILOT

Director of Rugby at Redruth

JT- Jamie Tresdder (Interviewer)

DP- (Interviewee)

**JT:** This is interview number one with David Penberthy who is the director of rugby at Redruth. Many thanks for taking time out to partake in my study Dave, it is much appreciated. The purpose of the investigation is to determine whether The Cornish Pirates can justify their claim to be the rugby club for Cornwall. To achieve this I need to obtain data from a variety of sources that are associated both directly and indirectly with the Pirates. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive.

**JT:** My initial question to you Dave is: “What effect has the rebranding of Penzance and Newlyn Rugby club had on the culture of the club?”

**DP:** I think for the die hard supporters it’s been a huge challenge for them to accept to be honest with you. I think when you look at sort of rugby in Cornwall over the last few years it’s been crying out for someone to come along and try to bring premiership rugby but it takes a lot of money, and I think you know with The Pirates they have got that but it goes against the grain with a lot of the older supporters down there who want Penzance and Newlyn to be that side.

**JT:** Ok, that’s brilliant thank you. My second question is: “To what extent do the Pirates use your rugby club to advertise and attract new supporters, or do they at all?”

**DP:** Yeah, they try to be fair you know they ask us if we will publicise their fixtures. They have asked if they can come in here and sell tickets for games on Sunday’s. It’s a bit difficult for us really because being in the area that we are, the area that we are you know isn’t the most affluent area and people will choose one or the other and we don’t want people in here selling tickets.

**JT:** Yeah, I understand you have to look after your own club at the end of the day?

**DP:** Yeah that’s right, exactly.

**JT:** Ok then, “Do you feel you have lost any supporters, has it been evident on the gate since the inception of The Pirates as a brand?”

**DP:** I think I would be lying if I said we haven’t, I think what you tend to get is the if you get the middle of the road type people who just want to go and watch a
game of rugby they’ve got the opportunity to you know watch you know a very
good side playing at a very good level, I think businesses also look at it that way
you know they want to entertain their clients so they take them to watch really
good rugby. So the answer is yeah, I think we have lost supporters.

JT: That’s a shame, thanks for your answer though. “Has a formal link been
established between Redruth and The Pirates and if so how has it been
maintained?”

DP: Yeah we met with David Jenkins who was the chief exec there about two
years ago, and came up with an agreement, Jim Mackay’s first season and you
know that we would establish this relationship so that young players, the
academy players that The Pirates had could come and play competitive rugby
here. The regulations say that you can only loan down two leagues so with a side
in division one, they can loan to us and division three south. So you know that
relationship has flourished, we have had some very good players here. And
although Jim Mackay has now left Mark Hewitt is still really keen to continue it
and we had a meeting here not long ago about season long loans next year.

JT: It appears that you have a very strong link there then?

DP: Yep.

JT: “Has The Pirates relative success, therefore set a bench mark for other
clubs in Cornwall and what affect has this success had on Cornish rugby in
general?”

DP: I think it has, I think it’s set a huge stool out for us because you know we
aspire to play at that level, they train with us so it’s great for us to see what’s
going there. We try to play an attractive brand here, but yeah I do, I think it’s the
focal point for Cornish rugby. I still say that the brand is in danger of suffering
over this latest withdrawal of money and I still say that Redruth will be Redruth
always.

JT: “That’s brilliant thanks, good to know that Redruth won’t lose its
identity.

DP: Certainly not!

JT: My last question is; “What effect has The English Rugby Union’s
decision to downgrade the importance of The County Championship had on
The Pirates role within Cornish rugby?”

DP: Yeah, um it’s a difficult one, I mean I think if you’re Cornish you really do
appreciate the County Championship, over the past few years it’s become more
of a hindrance more than anything. So we’ve got twenty six league games and
The Pirates have thirty two league games a season and yet blokes need a rest. If
they are going to play the County championship rugby it needs to be structured
in to the season and so that you know your playing it on a free weekend, not
chucking it three games in three weeks in May where players are dying for a rest.
I think the other thing you have got to look at is that these are professional athletes and they need to be in a professional environment all the time and I don’t think Cornwall offers that any more.

JT: Yeah I agree! That’s brilliant thanks Dave that brings it to an end, Thank you very much for your time again.

DP: No problem!
Interview 2)

Managing Director of Mounts Bay Dairy Farm

(Major Sponsor of Cornish Pirates)

JT: Jamie Tresidder (Interviewer)

MS: (Interviewee)

JT: This is the second interview of the study with Mark Somers who is the managing director of Mounts Bay Dairy farm, a commercial dairy supplier to mid and west Cornwall. The purpose of this investigation Mark is to establish whether the Cornish Pirates can justify their claim to be the rugby club for Cornwall and to achieve this I need to obtain information from a variety of sources who are associated both directly and indirectly with The Pirates. Many thanks for giving your time up to partake in the study, it is much appreciated. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive.

JT: “My initial question Mark is; what are your main reasons for choosing to associate your company with the brand of The Cornish Pirates?”

MS: Ok, the original reason for doing it was primarily The Pirates were based in Penzance when they first started out and our dairy is based predominately in West Penwith so we would of benefited from any advertising in Penzance where the home of The Pirates was. It sort of went, that was nine years ago and I think about five years ago they decided to create The Cornish Pirates and take them out of Penzance to Truro which didn’t benefit us so much because we don’t deliver in Truro where as before we would of picked a lot of business up we thought in Penzance and now they are in Truro we don’t see there’s any benefit to us, we used to do a board and a player and they used various vans of ours to carry stuff around on royal Cornwall show days and things like that, we lend them vans and I think it’s important just to support the local club although we aren’t gaining so much benefit from it now.

JT: “So you didn’t see any extra revenue or business come in with that move to Truro?”

MS: No but in saying that, there a bit of a with Dicky Evans putting the money in they’ve since moved back to Camborne they are sort of a homeless club at the moment while they sort themselves out, we didn’t really gain anything in Truro
but we’ve since moved we do supply in Camborne, we have various hoardings up at the ground at Camborne and we don’t see it hands on that we are picking custom up from being associated with The Pirates but its one of those things that you never know unless you did a really in depth study of where people hear about you and so forth its just an ongoing thing of advertising.

**JT:** “Does your company receive substantial advertising through The Pirates, how?

**MS:** Again, no we don’t really I mean obviously were on the website as a sponsor and in the form of the hoardings, the player sponsorship in the programme on match days, yes I mean there’s the current base of support that goes to Camborne, if its from Penzance and travelling up the A30 to Camborne we probably do pick various customers up from it but if its people coming down from Truro and further north in the county we wouldn’t pick anything up from it as you know they aren’t going to know Mounts Bay dairy from Adam and we don’t deliver you know that far a field.

**JT:** Ok, thank you “What, do you feel makes the brand of The Pirates a more attractive one to sponsor compared to other Cornish rugby clubs?”

**MS:** Well, again when The Pirates were based in Penzance nine years ago and Richard Evans took the bull by the horns to try and make a premiership club it was a good thing to get on to because again like said most of our business is based in Penzance and we thought we would tag on the end of it and pick a fair bit of business up, we do help out other rugby clubs, Redruth we’ve paid for some kit for the colts last year and Truro School we’ve done one or two things but The Pirates are the only club that has a benefactor who has put in one or two million pounds a year and it’s the only chance we’ve got of having a premier league side and I think once you’ve got your foot in the door which we have I think it’s worth keeping it there, but I will say over the nine years the price of the advertising has gone up quite a lot, its probably trebled from what we were paying nine years ago as the wages get more serious and The Pirates get more serious trying to get in to the premiership in turn the advertising’s gone up as well, I don’t think we get much business out of the advertising but I think it’s important if your in a position to financially help a little, although its not a lot of money but if everyone did a little bit then I mean were helping The Pirates out, I think its important that we push one club forward that has the chance of playing premiership rugby, the other local side’s don’t have that.

**JT:** Yeah, so I gather you would rather be associated with a team who have a serious possibility of premiership rugby?

**MS:** Yeah, I mean there’s no way, as you well know there’s no way, clubs like Redruth are fantastic you know home grown talent and self financing but there’s no way these clubs will ever get further than the lower echelons of division one which Launceston have done and are struggling and Redruth and Mounts Bay in two and three south. There’s no way unless they can find someone that’s going to put one or two or three million pounds a year in that were going to have another premiership contender. I think it’s important that once you have your foot in the door with a club like The Pirates and they still have major ambitions of getting in
the premiership, for the sake of a few hundred pounds a year, a thousand pounds a year what ever it is I think its important to keep it there because if they do get in the premiership the spin offs obviously maybe as were growing as a business, Mounts Bay Dairy through and I’d like to think we’ll go through Cornwall it could fall in line quite nicely with The Pirates making premiership status and obviously the advertising with the spin offs may be slightly more than they are at the moment.

JT: That’s brilliant, which leads me on to my next question: “Would your investment in The Pirates be as big if the club were still Penzance/Newlyn and not playing at such a high level?”

MS: Again, probably not I’m a supporter and avid supporter of rugby but Penzance/Newlyn prior to the Richard Evans era nine years ago was twenty men and their dog on a Saturday afternoon watching South West two rugby, junior rugby there was nothing to be gained from that at all there was no people there where as now were getting gates of four/five thousand people hopefully some of them are from down West Penwith with business who want milk, I don’t think I would support The Pirates at all if they were still prior to their Richard Evans era.

JT: Fair enough! Finally, “Is the Cornish Pirates ambition to bring premiership rugby to Cornwall a realistic one and in your opinion how will it be achieved?”

MS: I do think the ambition to bring premiership rugby to Cornwall is going to be fulfilled. They have been a bit like nomads over the last nine years and like I’ve said they’ve moved from Penzance to Truro and back to Camborne, yes I do think they will get there. Richard Evans has been looking for another sponsor to put the same similar sort of money in that he has done and I think he has found him now in Kevin Heeney, and if they can get a ground sorted which they are trying to do at Truro I mean the only down side of the Richard Evans era is that he doesn’t keep us informed as sponsors I think we should be given a little bit more information and ambition of what the club want you know. I don’t think they keep us, it’s been a bit of a bug bear of mine I don’t think they keep the sponsors and the people that help out, no one knows apart from those at the top level what the intentions are of The Pirates its all hear say and gossip. We wouldn’t pull our sponsorship over that but I do think we could be informed more and I do think in three or four years time I think we could have a premiership club, I mean if we don’t its not through the want of trying of certain people. We might up our sponsorship over that but I do think we could be informed more and I do think in three or four years time I think we could have a premiership club, I mean if we don’t its not through the want of trying of certain people. We might up our sponsorship obviously if they are in the premiership, you have got the t.v coverage and everything like that, it would probably be in our benefit to throw a bit more money at it but at the moment I don’t see the spin off’s of the advertising really increasing our business. Obviously as a commercial dairy owner, had they stayed in Penzance and tried to create a stadium to satisfy premiership standards we would be knocking the door down to offer more sponsorship because of the hotels, B and B’s and everything that goes with a crowd of ten thousand every weekend would be phenomenal.

JT: Lovely, that wraps us up nicely thank you again for your time Mark.
MS: No problem, thank you
Interview 3)

Marketing Manager at The Cornish Pirates

JT- Jamie Tresidder (Interviewer)

RM- (Interviewee)

JT: This is the third interview with Rob McEvoy who is the marketing manager of The Cornish Pirates, as Rob is aware the purpose of the investigation is to establish whether The Pirates can justify their claim to be the rugby club for Cornwall and to achieve this I need to obtain information from a variety of sources directly and indirectly associated with The Pirates. Also Rob thank you for being able to organise this from The Pirates end and make this possible as without you the investigation wouldn’t of happened, so thank you very much. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive

RM: No problem.

JT: “Do you feel that The Cornish Pirates brand is an identifiable one throughout the whole of the County, if so is it just limited to rugby supporters or a wider audience? How wide?”

RM: I think it is identifiable, certainly throughout the whole of the County west of Bodmin and even in Saltash and places like that we seem to be getting supporters from there. Rugby clubs and rugby supporters are a big market for us; as you know Cornwall is a rugby County, every boy in secondary school plays rugby, every school has a rugby team and every town has a club so rugby is an integral part of Cornish life and therefore we think we have a chance of working with the wider community.

JT: That’s great thanks, “How would you describe the brand and what does it represent?”

RM: We’re trying to represent Cornwall which is a rugby loving area, people have fun and go out for a few beers and you know just get on with it so it’s not trying to re invent the wheel or anything or create anything that’s in your face. We are trying to give the people of Cornwall something to cheer about, it is not a brand as such but we are trying to create a brand and if your talking brand ethics then The Pirates are trying to you know not go along the lines of fighting it out with the dogs.

JT: Thank you, “and what marketing strategies do you have in place to attract supporters from outside The West Cornwall area?”
RM: Are you classing West Cornwall as just Penwith?

JT: Well Penwith, Camborne/Redruth area and places west of Truro really.

RM: Oh right, were not really over concerned you know we don’t really have anything in place to take on say Bude, it is an hour and a half two hours away from Camborne or Truro so there is our core audience is Camborne, Redruth, Penzance, Truro, St Austell, Newquay and Bodmin. We are doing stuff in schools so we have the community programmes going in to schools and we have done that in Redruth, Camborne, Truro and Falmouth is the next one. We are doing other things in the County, so we are trying to get County wide.

JT: “What sort of schemes are these and what do they entail?”

RM: We have an anti racism scheme which applies to every primary school in Cornwall, we have a meeting this afternoon with the primary care trust about doing things for Cornwall.

JT: “So you are trying to get out there and spread yourself round then?”

RM: Yeah, we’re trying to and obviously and a lot of the agencies that we’re looking to work with are Cornwall wide opposed to just West Cornwall so we have to be mindful of that.

JT: “Do you think that the emergence of Launceston as The Cornish All Blacks has had an impact upon your attempt to go County wide?”

RM: No, not really no I mean they changed their name and tried but there’s a lot more to it than just changing your name and you know realistically people in Launceston and Bude are going to struggle to come down here to watch us play because it’s a long way but we do have fans from Launceston who do come down and are season ticket holders who go to watch Launceston on a Saturday and us on a Sunday. That’s the aim at the end of the day, we want the local clubs to prosper and us to prosper as well and that’s our aim.

JT: That’s great thank you very much then, “What performance indicators do you use to measure whether your strategies have been successful at all?”

RM: Well, the main ones are attendance and revenue and on top of that we have specific ones which are sponsorship revenue, hospitality revenue, the number of kids that are coming to the games off the back of the programmes we are doing so they are all pretty positive at the moment but there’s a long way to go but they are all going the right way which is the main thing.

JT: That’s brilliant, “does your post code analysis of season ticket holders represent a County wide following?”

RM: It does, it’s the main areas are Penzance and Truro when we were based here and there at Kenwyn so when I did the analysis I was quite surprised by the
spread to be honest with you. As I already said we have supporters from Launceston who come down on a Sunday, our core of season ticket holders are predominantly from west of and including Truro where we have a large support base from our season at Kenwyn. Naturally it remains our ambition to attract more supporters from further a field but distance is always going to be an issue, ideally we would like a situation where people watch their local club on a Saturday and The Pirates on Sunday.

**JT:** “So mostly season ticket holders are from the West Cornwall area then?”

**RM:** Yeah, it is.

**JT:** Ok, great. “The Pirates are constantly finishing in a mid table position and failing to sustain a serious promotion challenge, what strategies are in place to ensure premiership rugby will eventually come to Cornwall, and is premiership rugby a realistic target?”

**RM:** Ha ha I think mid table is a bit harsh, we may not quite push for promotion but generally were finishing in the play off positions…if only there was a play off system! Yeah I do think it is a realistic target for us but I’m not sure if we are quite ready yet, although we do receive a substantial amount of backing from Richard Evans and sponsors an extra investment of two or three million pounds could see a real transformation for the club, I mean clubs in the premiership like Saracens don’t pull in a massive gate and we are getting four or five thousand people in for each home game so if we were to get in to the premiership then we could attract probably double that being in Cornwall. In terms of strategy, you know we do have a plan for the next five years and beyond with playing in the premiership, you know the goal really. As long as the investment is there from benefactors and sponsors then it remains a serious possibility we can get there, definitely yeah.

**JT:** Good luck to you! “At present you are without a ground, to play premiership rugby where would be the best location for a stadium?”

**RM:** Well, I mean a lot of die hard supporters would like it to be down here in Penzance but it really restricts the fan base to West Cornwall you know. Currently we are in talks with Truro City about a possible ground share in a stadium up at Truro which I think would be ideal as it’s not too far to travel for people from Penzance, Redruth, Camborne, Falmouth, Bodmin you know so there is a massive catchment area to pull fans in from and give the Cornish people a club to be proud of.

**JT:** Brilliant, thank you. That leads me to my last question; “What effect has the English rugby union’s decision to downgrade the importance of the county championship had on the role of The Pirates in Cornish rugby?”

**RM:** Well, I don’t think it was a conscious decision from the ERU, it kind of you know just happened. We don’t like to think we have taken the mantle from The County side because for Cornish people that will always remain their passion, but you know we do want to create a club for the Cornish people to be proud of
and initially we had to be a bit ruthless by trying to get above other clubs like Redruth and Launceston, although Launceston are in our league now. Once that was achieved and that gulf is there we like to think there is no animosity and we can support their clubs and attract their supporters to watch us play as well as them but like I said we aren’t trying to stamp out the county championship side but that is slowly falling by the way side and we just want to give Cornwall, you know a club to cheer about.

**JT:** Rob, that’s brilliant thank you for those answers, and once again thank you for all your help with regard to making the study possible.

**RM:** No problem Jamie, thank you very much.

**JT:** Cheers.
Interview 4)

Lifelong Pirates Supporter and Season Ticket Holder

JT- (Interviewer)

AT- (Interviewee)

JT: This is interview number four with Anne Tucker who is a life long supporter of the Pirates and has been involved with the club for several years. Many thanks for taking time out to partake in my study Anne, it is much appreciated. The purpose of the investigation is to determine whether The Cornish Pirates can justify their claim to be the rugby club for Cornwall. To achieve this I need to obtain data from a variety of sources that are associated both directly and indirectly with the Pirates. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive

JT: Firstly Anne, “do you feel that The Pirates both on and off the field can justify their claim to be the rugby club for Cornwall and why?”

AT: Yeah I do to be honest with you Jamie; they have done a great job down there and most importantly they play good rugby for the supporters who pay a lot of money to watch them play. They have grabbed professionalism and ran with it really, it does seem like to me they go from strength to strength but I must say that without Richard Evans down there putting all the money in they wouldn’t be no where near where they are today.

JT: “What effect has the re branding of Penzance and Newlyn rugby club had on the culture within the club?”

AT: Well, it has changed so much there now, when they used to play down the road here at the Mennaye and money was involved all the players would come in after the game have a bit of a chat with all of us supporters and then we would all be singing together which was lovely but I mean now they only use the club for training and people to walk around with clipboards. You know it doesn’t help that the club is separate now with playing up at Camborne so the players don’t get much of a chance to mix with us but then again I don’t suppose they really understand to be honest with you Jamie.

JT: “what don’t understand the history and culture that is associated with The Pirates?”

AT: Exactly that, you know they all come over from Australia, New Zealand and beyond for a bit of money and don’t really understand what the club is all about.
JT: That's a shame really but I suppose that’s the way the game has gone now, “so what view do you feel The Cornish Pirates take on the current County championship?”

AT: Well they don’t release any of their players for Cornwall because of insurance, a few years ago Mark Roderick broke his leg there playing for Cornwall and there was a big argument about who should pay insurance and in the end he had to pay him self which is never right, I think they are trying for that not to happen again but you know the County championship is important for us as avid supporters because it’s nice to have a Cornwall team. Seems now though Jamie that the game has changed and unfortunately we can’t go back to all feeling united together, I mean The Pirates are trying but everyone knows they are Penzance at the end of the day but it isn’t the same, it’s just not as good fun there now.

JT: Professionalism isn’t it! Anyway moving on, as a season ticket holder and life long fan what are your feelings towards the newly constituted Cornish Pirates brand?”

AT: I honestly think it’s a marvellous thing, I mean it was a tough thing to accept to start with mind but it’s just like ginster's the pasty company it’s their trade name now and at the end of the day they are a big brand now and I mean they’re a company I suppose! It really is a brilliant concept what Richard Evans has achieved, at the end of the day I don’t like to hear people criticise it because as season ticket holders we all voted on changing the name and everyone was in favour of it and it really is such a brilliant concept. Richard Evans said at that AGM that without the name change then the club was likely to go bankrupt and none of us wanted to see that happen, not in a million years so we had to move with the times which is a shame but that’s the way it is now you know.

JT: Ok, brilliant thank you Anne. My last question to you is; “What might be the outcomes of premiership rugby coming to Cornwall?”

AT: It would worry me about the local clubs because a lot of people might not go and watch them so often, but saying that I imagine The Pirates would play on a Sunday to give everyone a fair bite of the cherry, on the flip side of that mind the average working class family down here probably can’t afford two games of rugby a weekend so will have to pick one or the other. The coverage it would get would be fantastic for the county and especially the Pirates and if we could get a stadium built it would be really smashing.

JT: “Where would you like to see the stadium built if they do build one?”

AT: Obviously I would love it to be down here in Penzance, they looked in to a potential plan for it to be on the land just there off Long Rock roundabout but apparently it would of taken two years to build a road and there isn’t much point of really having a stadium if you don’t have the road for it! I mean, like I said earlier The Pirates are a business now and Richard Evans said at the last AGM that a survey had been done and the catchment would be a lot stronger up at
Truro, so it makes more of a business sense to go there really I mean that’s where the money will be and plus it does make more sense for it to be central.

**JT:** Anne thank you very much for your time and answers, it’s great to see you have accepted professionalism.

**AT:** No problem Jamie, one last thing I would like to say is that the Pirates would be a similar club to say Redruth if it wasn’t for Richard Evans.

**JT:** Yeah I agree, he has transformed it almost single handily, thank you again cheers.

**AT:** Thank you
JT: This is interview number one with Ewart White who is a life member at Camborne rugby club, who ground share with The Cornish Pirates as well as being on the Cornwall Rugby Football Union Committee. Many thanks for taking time out to partake in my study Ewart, it is much appreciated. The purpose of the investigation is to determine whether The Cornish Pirates can justify their claim to be the rugby club for Cornwall. To achieve this I need to obtain data from a variety of sources that are associated both directly and indirectly with the Pirates. You are not obliged to answer any questions and are thus entitled to withdraw from answering any questions at any time if you deem them to be inappropriate or personally sensitive

JT: “The first question I would like to ask you is what effect has the rebranding of Penzance and Newlyn rugby club to The Cornish Pirates had on the culture within their club?”

EW: Well my self I was the team secretary out at Camborne for nearly thirty five years, Camborne in those times was a big club but The Pirates came here and my feeling is that they have done them no harm it really has put them in a better financial position then if they had never turned up and a lot of people in Camborne was against it but it’s professional rugby now and times have changed.

JT: “Has a formal link been established between Camborne and the Pirates? With regard to the ground share how has it affected relationships?”

EW: Oh yes the ground share has been pretty good and I know there’s one or two people who will complain but on the whole it has been a good thing for Camborne.

JT: “Do you feel you have lost any supporters; has it been evident on the gate since the inception of The Pirates as a brand?”

EW: Yes I do in a sense, since The Cornish Pirates took over there Camborne have struggled down the leagues and a lot people will watch The Pirates and not Camborne any more. The true Camborne supporters will follow Camborne through thick and thin but Pirates fans come from all over Cornwall just to watch a game of rugby really, they aren’t proper rugby people and wouldn’t know the difference between a prop forward, a centre or a scrum half.

JT: “They come for a day out more or less then?”
EW: Yeah a day out, they bring the family and it’s a good day out no doubt about that. It’s an excellent day out.

JT: “Has The Pirates relative success, therefore set a bench mark for other clubs in Cornwall?”

EW: Good question that one, yes I hope teams like Launceston and Redruth will keep there but in the modern rugby Jamie, money is a big question and money can buy the team. Me and you can coach a professional team if we had the money!

JT: “Yeah so you do think money is the major thing, you wouldn’t think you will see a team like Camborne or St. Ives fly up the leagues?”

EW: No never, not without some big benefactor coming in with a lot of money.

JT: “And what affect has this success had on Cornish rugby in general, The Pirates as a brand?”

EW: Well, Pirates are Pirates. Redruth is the home of rugby in Cornwall I mean Redruth is a big club, it always have been in my time and they always will be and the difference between Redruth and The Pirates is money again.

JT: It appears money is what it all comes down to!

EW: Always will be Jamie

JT: “Being involved in The Cornwall Rugby Football Union, how do you feel about the Pirates in relation to the County championship and the demise of it in a sense?”

EW: Like when I was the Cornwall team secretary I went to Twickenham three times and now yes The Pirates now with all the money they have got have taken over The County championship because The Pirates won’t lend any players to Cornwall because the insurances and what have you and yeah they have taken over the number one spot but Cornwall will be back!

JT: “Do you think Cornish people and Cornish fans would rather cheer for the black and gold or The Pirates?”

EW: Well what’s happened is that people follow winners and The Pirates have been a pretty good winning side up till now.

JT: “But you would like to think that true die hard Cornish rugby fans would want the black and gold back?”

EW: they will still come out and watch the black and gold if they get back in the winning mood, if we can get the Redruth players and Launceston players back this year we’ll be back there and we’ll show that there’s a big following for
Cornish rugby like when we used to go up to Twickenham and bring the big crowds up.

**JT:** “So you think the black and gold will always reign supreme over the brand of The Pirates?”

**EW:** Yeah it will, always will. At the end of the day The Pirates might not exist in five/ten years time, I mean Redruth are almost one hundred and forty years old and The Pirates will never reach that. They can only do it as long as the money lasts and could shut down any time. A club like Redruth is stable and will always be there.

**JT:** “I suppose we have to just accept it now as part of the game?”

**EW:** Yeah money has completely taken over.

**JT:** “That’s great thank you very much Ewart, that will sum us up nicely.”

**EW:** Are you sure, I could talk all night about this if you want me to!?

**JT:** No that’s all I need thank you Ewart! Thanks again for your time.

**EW:** It’s an absolute pleasure Jamie, thank you.