MADE IN ALAMAR

Alamar Textile Center
A Branding Strategy

Xiangfei Chen
Complex Project
A Long Walk with Oscar

Oscar, a maintainer of a primary school in Alamar, met me when I was walking around the bungalows. He walked with me and answered my questions with very poor English. After a 15 minutes walk we said bye to each other but he found me again later and gave me a piece of paper with his contact information.

Alamar people want to communicate to the world, but their location makes this hard. How can they face the future?
HOW ALAMAR PEOPLE FACE THE FUTURE?

&

WHAT IS THE POSITION OF ALAMAR IN AN OPENING CUBA?
Alamar is more like a bedroom community now. And there are still a lot of people hanging on the street with nothing to do.

ALAMAR PROBLEM
Don't Be A Forgotten City in the Future
The region of Alamar was intended to become a luxurious urban villa extension of Havana. In April 1955 Dr. Alamilla submitted a sketch plan called ‘Plan El Olimpo (or Olimpo). This plan was praised for speculations. The stories of making money by buying a plot became famous in the late fifties. But the villa suburbs would have never been built due to the Triumph of the revolution of 1960. Everything changed.

The scheme below is redrawn from the original plan provided by architect H. Ramirez. As planner for the original Plan Alamar, he showed the preset goals for the area. The unbuilt coastline should have become tourism area, as the rest of the coastline to the east and west. The blue district in the scheme should have become sporting area. unfortunately both areas were never realized. The central district and the forest on the south-west area are both partly realized, but not completed.
But now, Alamar is a Bedroom Community.
Buses in rush hour are very crowded to move people to their working area, but the bus in back turn is always empty.

Taxis are not easy to catch in rush hour and Alamar people are used to share a taxi with 6 strangers in a price of 10 CUP per person.

If we make a simple calculating, 93330 people live in Alamar, 45% of them are labor force (from the age structure of Cuba), 93330x45%=42000 jobs requirement.

Through the excursion, the atmosphere of Alamar become clearer. It is a sleeping city.

Local employment is so low
Things can be WORSE in the future

In 20 years, if we do nothing ...

Capital Invest

Havana Center
Room Price Up

Tourism Beach
Only Hotel for Tourist

Peopel Move Out

Alamar
A Bedroom Community

Alamar Will Be Forgotten
Problem of Bedroom Community

High carbon footprint on transportation

Low local employment and Non-identity community
ALAMAR NEED FIND AN IDENTITY AND PROVIDE LOCAL PEOPLE MORE EMPLOYMENT. LOCAL INDUSTRY CAN BE A SOLUTION.
Craftsmanship is a big chance for Cuba, especially Alamar.
Craftmanship Traditions in Alamar

Microbrigadas

The microbrigadas is a Cuban phenomena, a Cuban solution to an economical problem. Back in the 70’s, a lot of houses were needed, but there was no money. The baby boom of the 60’s provided an enormous population growth, giving a high unemployment rate. In order to provide work for all the people, Castro came in December 1960 with its solution to both problems, the microbrigadas.
Every microbridage consists of 33 persons. The amount of persons is based on the production required. One standard building block, which many of them are in Alamar, should be finished in exactly nine months. Most of the brigadas had one foreman and four persons with administrative tasks within the microbridage. Next to these jobs they were also construction worker. **Alamar people created their home by their own hands.** This is a kind of craftsmanship.

**Alamar people created their home by their own hands.**
Craftmanship Traditions in Alamar

Urban Agriculture

After the collapse of the USSR, Cuba faced the problems of oil shortage and food shortage. To solve the problems, the state started to encourage urban farming as to produce food as well as save transportation, namely fuel costs. As a result, the former one-crop economy had to be changed into a more divert plantation composition. Urban farming generates in Alamar mainly due to the location itself, which means the empty space for formerly planned public facilities which have never been realised provides a possibility to develop urban agriculture.
Alamar people feed themselves in the special period by their own hands.

The site is also besides the green ring of Havana and the sea, along which is still empty space. In Alamar, the urban farmland is a main branch of the landscape system and there is a transformation in between shown by the undefined farmland near the waterfront, reflecting the residents there desiring to explore the urban farming activities into a wider area. The former natural shelter forests have been cultivated while the empty space near the beach is used for banana plantations. With so many types of formal and informal land-use, urban farming indeed transforms the environment there into another kind of quality.
The absence of local job opportunities has resulted in a wide range of informal activities in Alamar. These initiatives are often extra occupations outside the regular job workhours, in an attempt to have some additional income upon the state-regulated salaries.
Since the urban plan of Alamar was never finished due to a lack of means, an official municipal centre is missing. Contrary to the more formal commercial facilities, the informal manifestations have now become the most vibrant public social meeting places, dominating the streetlife. However, although most of the structures are legal and the ground on which they stand is rented, the self-built sheds are often of very poor quality and are an eyesore for the local urban planners. The expected future inflow of capital will mean the end of these important public spaces and social structures. (The local planner said)

Where to put these talented craft men in the future? If they have a better working environment, no doubt that they can create something with their craftsmanship really amazing.
ARTISAN MEMBERSHIP OF ACAA
MIEMBROS DE LA ASOCIACIÓN CUBANA DE ARTESANOS ARTISTAS (ACAA)

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TOTAL: 4385

HAVANA HAS MOST ARTISANS

MOST POPULAR
CERAMICA (CERAMICS)  222
METALES (METAL)       169
TALLA (WOODCARVING)   206
TEXTIL (TEXTILE)      150

POPULAR IN ALAMAR

WHAT PRODUCTS CAN ALAMAR MAKE?
WOODWORKING
Woodworking is already happen in many sheds in Alamar.

TALLA (WOODCARVING)
Lázara Caridad
Alias Lázara Caridad y mi interior, es el título de la muestra de talla en madera que desde el 15 de agosto puede verse en la galería Fajad Jamís, de Alamar.

WOOD LIVING GOODS
Wood living goods can sell to local people while improve local crafts quality. Alamar people have much experience on it.

METAL
BUZO is famous in Alamar which is a museum created by upcycling metal stuff.

METAL ART
This kind of upcycling metal art craft can be often found in alamar. Which is famous by BUZO

LIVING GOODS
Alamar people also create many useful living goods in an 'invendo' way.

RECYCLING CENTER

BUZO is a museum created by upcycling metal stuff.
**ORGANIC PRODUCTS**

Organic products can be an Alamar special part which can use the material from urban farming.

**SOAP**

Handmade Soap is popular in the world such as LUSH. And it is easy to made by hand.

**ESSENTIAL OIL**

The raw material of essential oil can be provided by local organic farm.

**NATURAL MEDICINAL**

Nature medical is very popular in Cuba and organic farm in alamar also provide many material for it.

**FOOD&DRINK**

Organic food and drink can be a theme of the restaurant and bar.

**AGRICULTURAL VOCATIONAL SCHOOL**
The textile factory can be improved to a higher level which produce high quality and nature dying handmade dressing.

ALAMAR VIVERO have some farming crops which can provide nature color for dying. This is a Alamar special product.

There is a textile factory in Alamar. These talented lady can create more creative product in a better working environment.

Evidio Perdomo Rodríguez Clothing can use the product from textile and dying to make higher value products.

Jesús David Sanjurjo Valdés Leather Bag is a craft full of cuban feeling, and its in the chain of dressing.

TEXTILE CENTER
An existing textile factory -- skilled workers -- easy to start
Popular products -- Fabric, bags, clothing, get profit at start

POPULAR IN FIART
Higher employment -- give Alamar people more jobs
A high quality brand in 10 years --
With the developing of Cuba,
a new famous brand besides
Cigar and Rum
1. BUILD UP
2012: cubanos en 43 stand institucionales y 197 individuales.

2014: cubanos en 26 stand institucionales y 243 individuales.

2016: cubanos en 26 stand institucionales y 243 individuales.

NUMBERS OF INDIVIDUAL EXHIBITORS
Art, utility and trade is not just a slogan; it is the strategic principle that accompanies the work of creators length and breadth of the country develop an important role in the production of furniture, footwear, ceramics, metalwork, textiles and other Utility products. This principle also fits the work of other professionals who have focused on rescuing forgotten trades, with good taste, quality, excellent designs and undeniable aesthetic values.
Back in May, Chanel became the first luxury house to hold a runway show in Havana, Cuba — designer Karl Lagerfeld had never even visited the island until days before the event — and flew 700 guests and 45 models to the picturesque (and very trendy) locale for a weekend-long extravaganza to celebrate the French label's cruise 2016/2017 collection. With their gifted Chanel fedoras, a fleet of colorful, vintage convertibles on hand to shuttle them around town, local musicians providing a live runway soundtrack and an organized group outing to Cabaret Tropicana, attendees were given a crash course in Cuban culture — well, at least Lagerfeld's romanticized (if not slightly myopic) ideas about Cuban culture. "This is all about my vision of Cuba," Lagerfeld told The Cut. "But of course, what do I know about Cuba? It is very childish, my idea."

**Fashion is actually a good fit for the Cuban revolutionaries**

Could it be that fashion is the Cuban revolutionaries' weak spot? It was Alberto Korda's 1960 black and white portrait of the young revolutionary as a brooding heart-throb that turned Che Guevara into a global pin-up (his image is still ubiquitous in Cuba) and made the beret, that quintessential emblem of Left Bank Parisian chic, a symbol for armchair communists the world over – memorably satirised in the 1970s BBC sitcom Citizen Smith. President Raúl Castro's granddaughter studied fashion in Paris and even interned at Vogue Paris, or so a Cuban designer tells me with authority.

With an anti-globalisation attitude that has only very recently changed, Cuba still feels very old-world, and it was with old-world charm and warmth that the brand was (albeit a little surprisingly) welcomed to the city. The festive atmosphere was really brought to life by the inhabitants of the city who cheered and laughed – setting the mood of excitement that helped make the show a hit.
THE TEXTILE CENTER IS AN ASSOCIATION BUILT UP IN A BOTTOM UP WAY WITH THE INVESTMENT FROM ORGANIZATION AND LOCAL CAPITAL. IT CAN IMPROVE THE CRAFTSMANSHIP INDUSTRY OF ALAMAR.
2. RUNNING

The expansion of the non-state sector of the economy has continued, as state employment was reduced from 81.2% in 2010 to 70.8% in 2015. Just over half a million Cubans are registered as self-employed; they provide services and generate much-needed production. An atmosphere that does not discriminate against or stigmatize duly authorized self-employment is being defined; however there have been cases of corruption and illegalities, the confrontation of which has proved, once again, to be too little too late, as is the example of evasive behaviors in terms of tax payments and illegal exercise of prohibited activities. Just as we aspire to greater efficiency and quality in state sector production and services, we also favor the success of non-state forms of management, on the basis, in all cases, of strict compliance with current legislation. This reality confirms the benefit in continuing to diversify our sources of income, in order to never again depend on a single market or product, and to develop mutually beneficial trade and cooperation relations with all countries, setting a proper balance in this sphere.

With the expansion of non-state economy, Textile Center can find more way to earn money.
VIEJA 20000 - 180000 CUC
VEDADO 20000 - 180000 CUC
ALAMAR 7000 - 20000 CUC
LESS THAN HALF PRICE OF HAVANA OTHER AREA
CHEAP PRICE MEANS A LOWER COST OF INDUSTRY AND HIGHER PROFIT
THE TEXTILE CENTER WILL START FROM SOME POPULAR PRODUCTS AND SOUVENIRS TO MAKE MONEY BACK AT THE START.
Alamar people are creative but have nothing to do
THEY HAVE GREAT SKILL BUT THEY NEED BETTER ENVIRONMENT AND TOOLS
ALAMAR PEOPLE RUN MANY INFORMAL COMMERCIAL. THEIR GOODS WORTH MORE IN TOURISTS' EYE.
THE CRAFTSMANSHIP CENTER IS THE BUILDING WHICH PROVIDE ALAMAR PEOPLE A DEFINED PUBLIC SPACE AND GIVE ALAMAR A CLEAR IDENTITY.

YOUTH use the building like a learning center can learn more skills of craftsmanship and meet more opportunity from working in the workshop.

TOURISTS can experience the whole crafts making process and choose high quality products.

THE LOCAL work in the building and earn money and skills.

COMMUNITY

MEET EACH OTHER

TEXTILE CENTER

WORKSHOP

COURSE
## 4. COOPERATION

### RELATED FIELD OF CRAFTSMASHIP

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- ![Image](image10.jpg)
THE TEXTILE CENTER IS A HUB OF THE ALAMAR'S INDUSTRY CHAIN. IT CAN COOPERATION AND IMPROVE OTHER RELATED FIELD.
5. AMBITION

In 5 Years, Souvenirs and Handicraft for Havana

In 10 Years, A Popular Brand in Cuba

In 20 Years, A Worldwide Craftmanship Brand

ALSO THE WORKSHOP SPACE SHOULD BE EASY TO TRANSLATE TO ANOTHER STUDIO TO FACE THE FUTURE CHANGING.
ALAMAR'S BRANDING STRATEGY OF TEXTILE
I LOVE CUBAN STYLE!

ALAMAR SHOP
DE PASSAGE
DEN HAAG
Choose the empty field surrounding the highest residential building in Alamar city center. This building can be an icon of the branding strategy while provide rental housing for staffs.
In the physical center of Alamar which was planned to be cultural and economy center of Alamar. Because of the special period, this plan is never finished. The community center and cinema is also abandoned now.
FUTURE PLAN

CENTRAL LANDSCAPE

CENTRAL PRODUCTION BELT

MAIN ROAD

SECONDARY ROAD
The high rise residential building will look strange in the future plan. It is good to include it in the project to change it atmosphere in the future.
WHAT WILL THE INDUSTRIAL BUILDING BE LIKE IN THE FUTURE?

TYPOLOGY STUDY
In old time, workers play the main role.
With the spread of globalisation, workers become machine. This kind of factory is easy to be found in developing country.
ALIENATION

within the capitalist mode of production, is that the worker invariably loses the ability to determine life and destiny, when deprived of the right to think (conceive) of themselves as the director of their own actions.
GLOBALISM SWEATSHOP
Like China, Vietnam or Indonesia, global companies such as Nike build factories there and hire local people with low pay, which leads to illness, unfairness, and alienation.

HANDICRAFTS SHOP
A BROCKEN CHAIN

Worker

Consumer

Worker
SINGLE STUDIO

Terra Cotta Studio
98.0 sqm
Vietnam

1 : Entrance
2 : Vegetable garden
3 : Bamboo frame for drying terra cotta
4 : Turnig table
5 : Stair
6 : Bench and shelves
7 : Void
8 : Glass

Ground floor plan
Making, Storage and Exhibition Visitors
Morioka Handi-works Square

This is a facility where you can “see, touch, and create” various traditional craftworks and foods of Morioka. There are 2 main areas: the Workshop Area and the Exhibition Area. In the Workshop Area, there are 14 workshops where you can buy products, watch professional craftsmen at work, and get hands-on experience making original goods. An easy activity for starters is making Nambu sembei rice crackers, which is done in a similar manner to Belgian waffles. Another easy activity is putting flavored syrup on plain dango or dumplings. The dango store has very unique dango, such as cream dango and okaka (dried bonito flakes) dango. In the Exhibition Area, over 3,500 local specialties are sold. There is also a replica of a Nambu magariya house, a traditional L-shaped building in which a stable is joined to a house.
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<td>Visitor Flow</td>
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<td>Restaurant and Bar</td>
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<td>Improving Centre 14 Workshop</td>
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MAKING SPACE FOR MAKING ART

Over the past 15 years we have been working closely with ESW to assist in their campaign to raise funds to move out of their draughty old railway shed and into a new, purpose built facility. We have done this in two distinct phases, representing two separate funding sources; one through publicly accessible sources such as the Lottery Fund and the second through the Arts Prize - an anonymous donation of £3m for an arts building in Edinburgh.
Find back the full production chain and put it in an obviously place to show it. This is important to a branding strategy.
Make the whole producing process visible for the city
TRADITIONAL VISITORS FLOW

NEW VISITORS FLOW
EXPERIENCE IS THE KEY
People lead the space
ALAMAR

NEED MORE PRODUCTION SPACE TO PROVIDE EMPLOYMENT AND NEED MORE PUBLIC SPACE FOR COMMUNITY SERVICE.
Housing

The Spine

Workshop

Logistic
Find back the full production chain and put it in an obviously place to show it. This is important to a branding strategy.
Make the whole producing process visible for the city.
NEW VISITORS FLOW
EXPERIENCE IS THE KEY
STRUCTURE

Central spine as a free working/relaxing public space present the main value of the building and brands which is supposed to be long live with the strong concret structure
FLEXIBLE PRODUCTS

STABLE VALUE

FLEXIBLE PRODUCTS
Central spine as a free working/relaxing public space presents the main value of the building and brands which is supposed to be long live with the strong concrete structure.
PREFABRICATED SYSTEM

Follow the Tradition of prefabricated

Give Flexibility to the future
PRINCIPAL OF ASSEMBLING
MAIN ENTRANCE
To keep flexible,
Put on top and Screw
Multiple choices of floor
FACADE
HOT, BUT GOOD WIND, COOL AT NIGHT
SHADING IS THE KEY
WEAVING SHADING