



**MARA**  
center





## Team 4

### Marine Center

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**MARA**  
c e n t e r

# Background

The Iveragh Peninsula is a coastal town that offers sublime landscapes and extensive marine ecosystem diversity.

Distinctive, gentle, and magical, County Kerry seeks the development of a unique centre that becomes a landmark highlighting marine life in the Iveragh Peninsula; celebrates the natural landscape; delivers a unique building, and develops programming to invite tourism. The centre and the surrounding site will also house innovative research and include different interactive experiences.

Introducing the MARA Centre: 'A Wave of Knowledge on the Wild Atlantic Way'

# Concept

Uniting the glorious landscape with the diverse marine ecosystem to promote awareness, education, conservation, and community, we will fuse the land and the sea, enveloping the marine ecosystem, and dedicate the facility and its sublime views to showcase local marine life.

## The Logo



## Minimum size



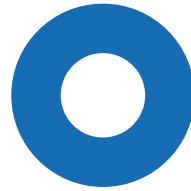
## Colour Palette



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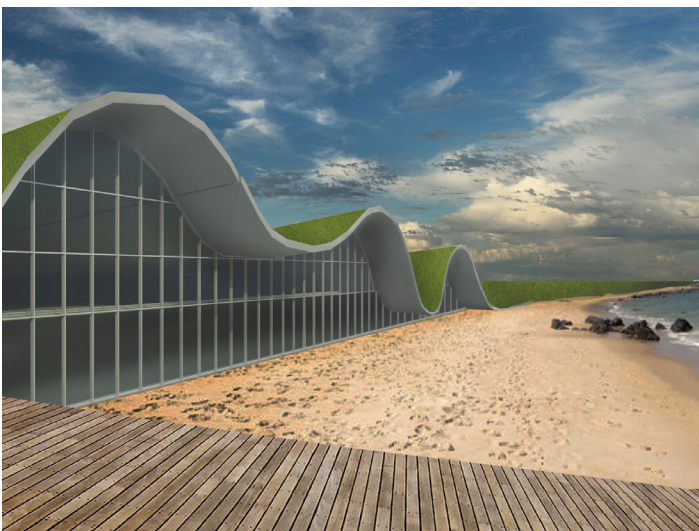
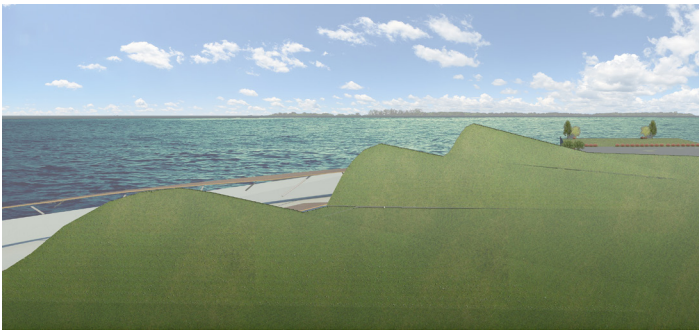


# MARA

c e n t e r

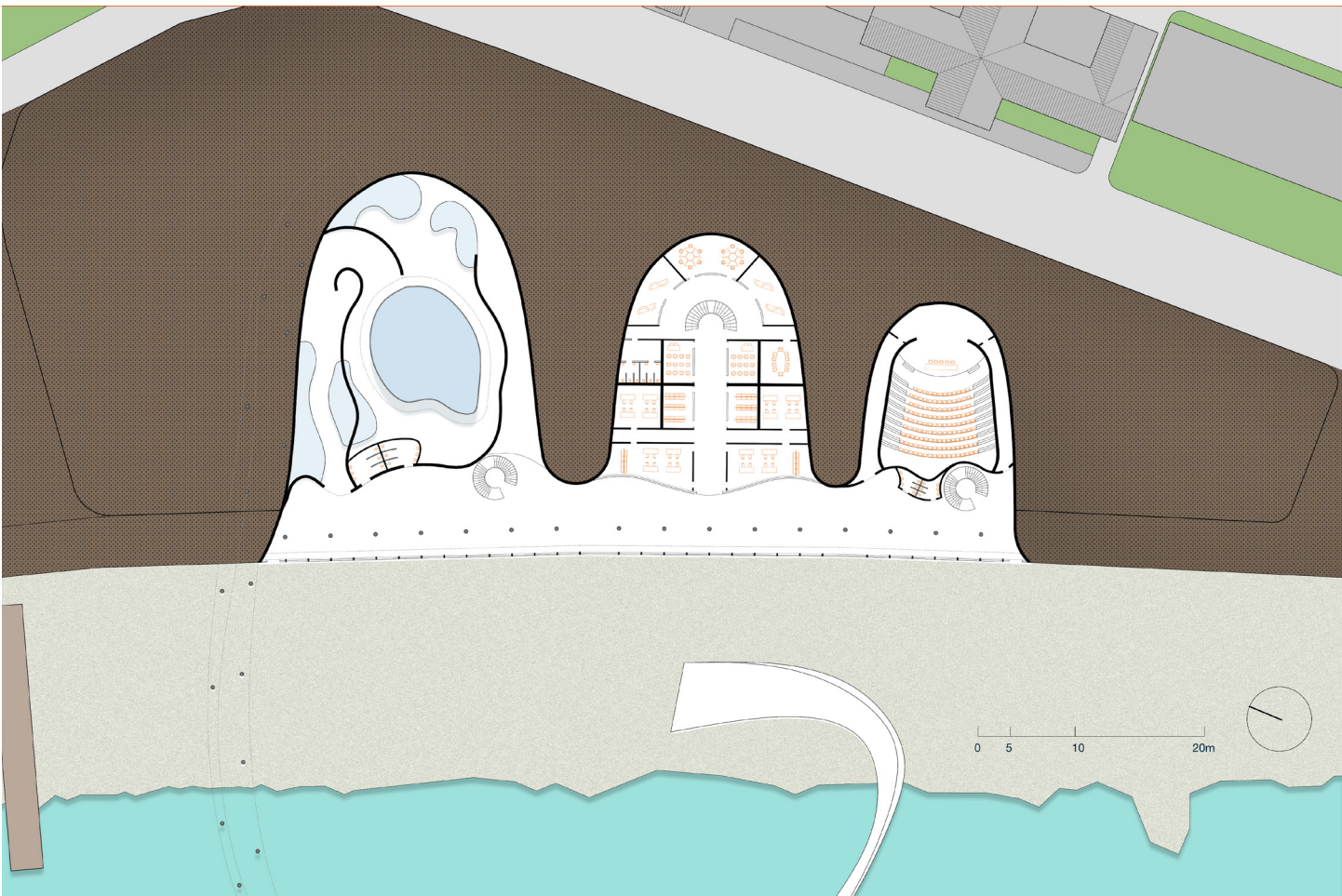
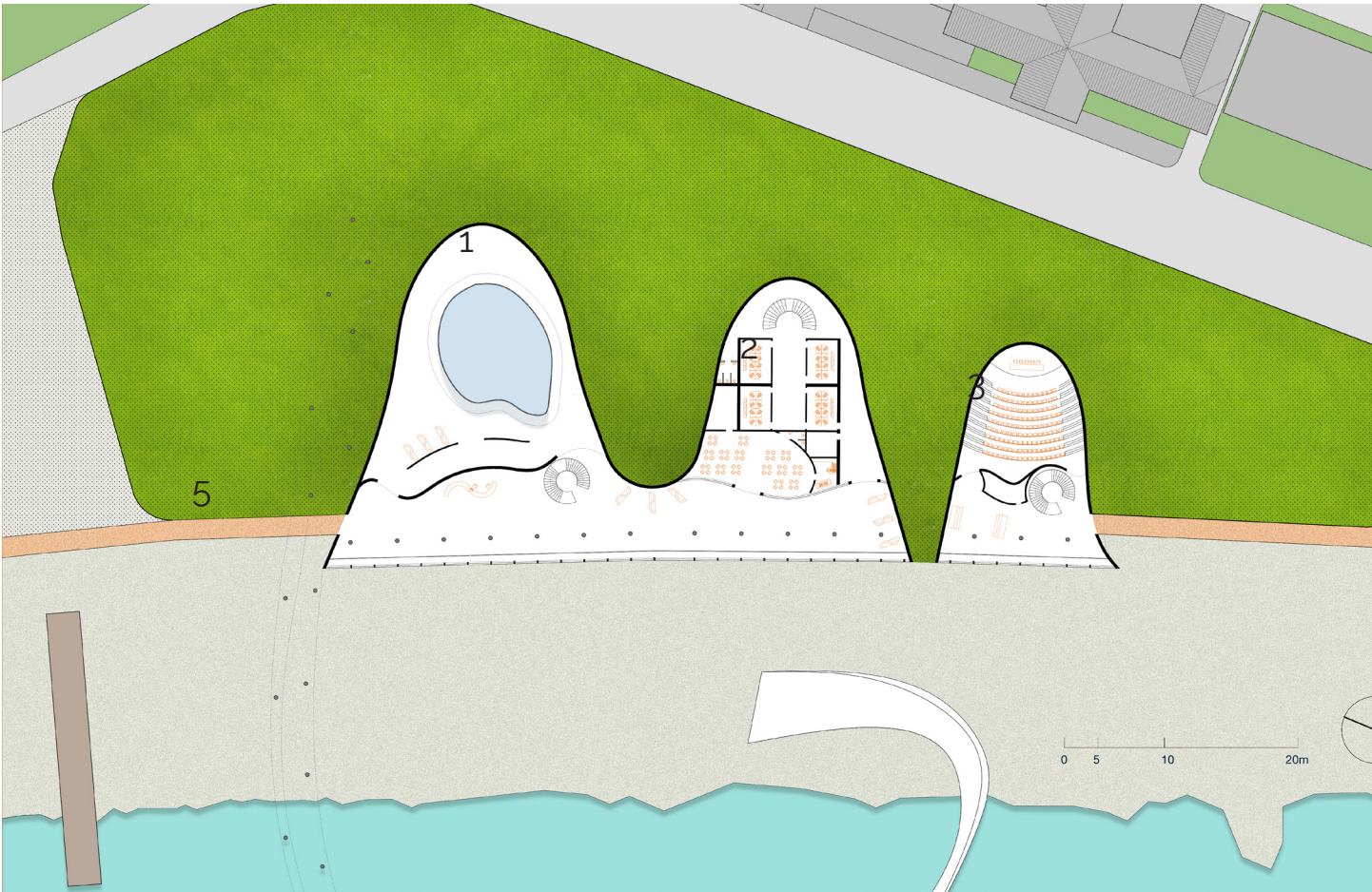
The Mara Center is a landmark that creates a focal point in Iveragh Peninsula in Ireland. Situated in Waterville just outside of Lough Currane, this marine center is a vital point of connection for the community surrounding the Ring of Kerry and the waterfront. As Iveragh has extraordinary landscapes and a unique diverse ecosystem, the center is seamlessly integrated into the environment to preserve its beauty.

This state of the art facility provides the space for interacting learning and discovery, innovative marine biology research and social involvement. The Mara Center is the wave of knowledge - the wild Atlantic way.











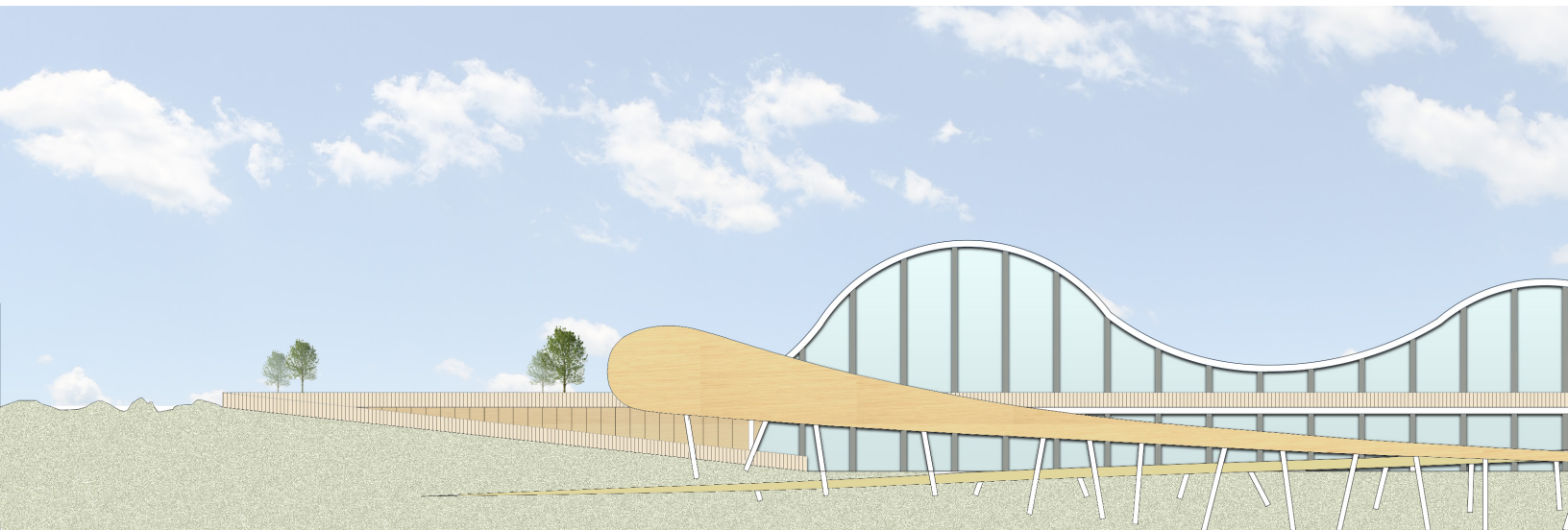
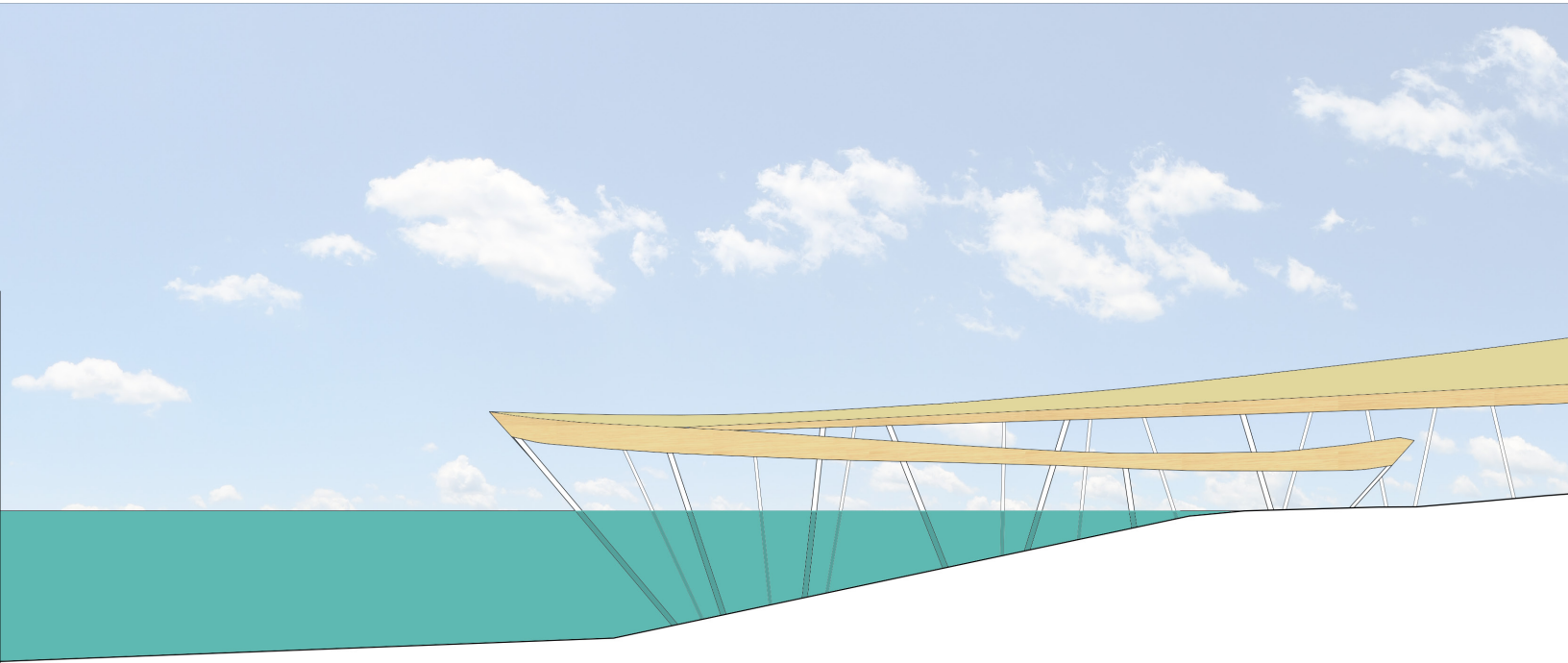
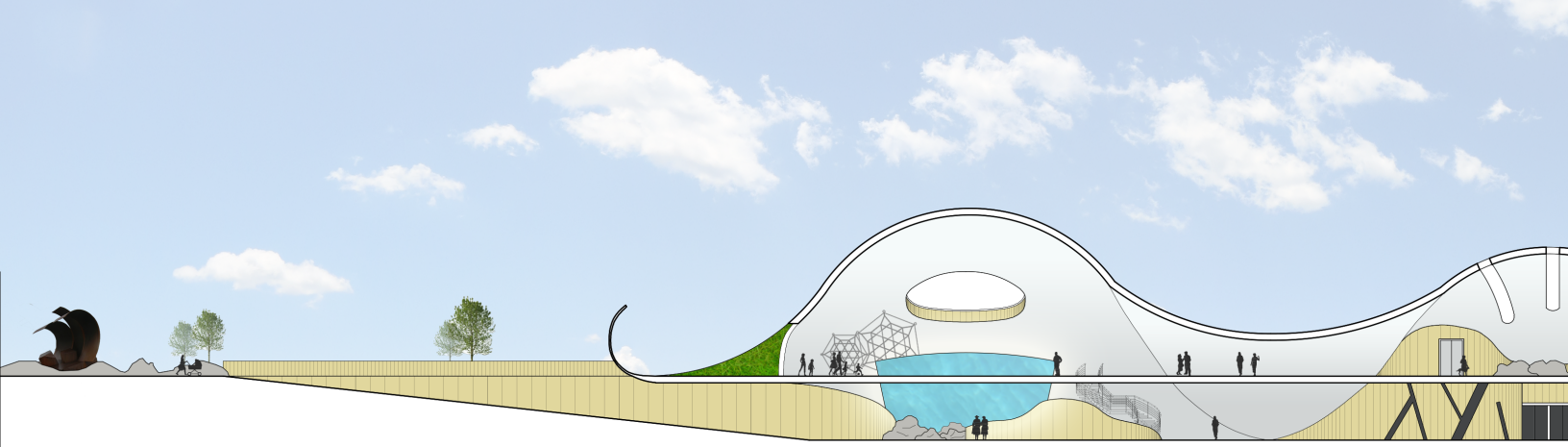
## Ground floor plan

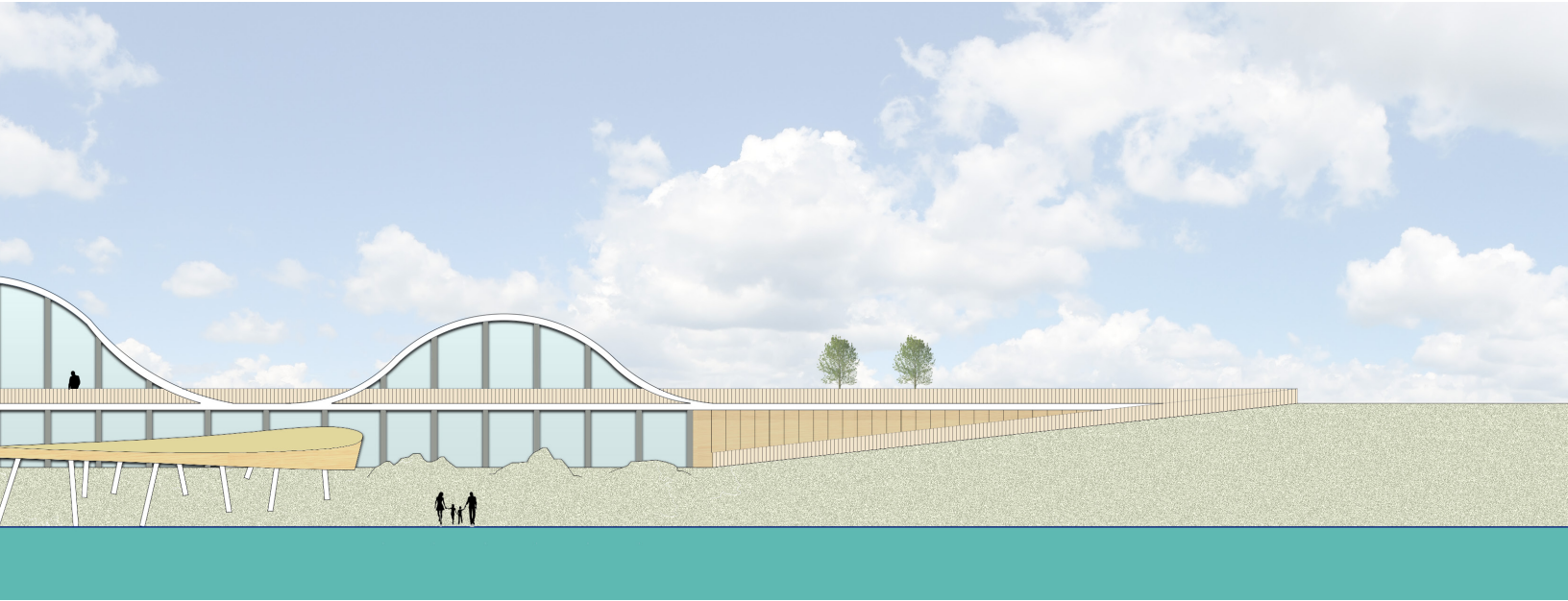
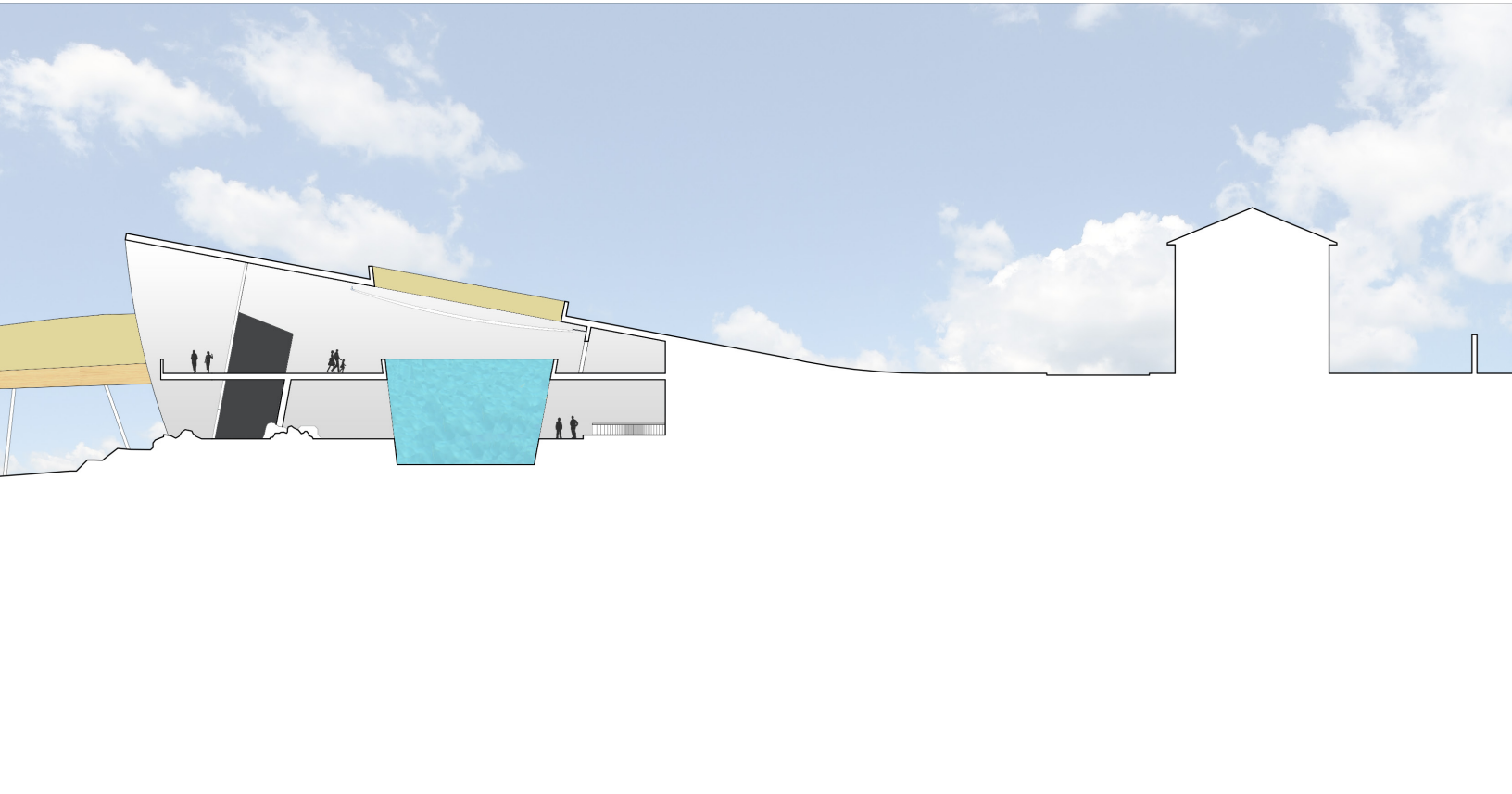
1. Aquarium
2. Research facility
3. Auditorium
4. Venue
5. Pathway

## Renderings

1. Aquarium
2. Touch tank
3. Research facility
4. Venue







# Programming

'A Wave of Knowledge on the Wild Atlantic Way, the MARA Centre's programming strategy will educate and entertain in order to capture awareness, inspire learning, and incite return and extended visits.

## General Programming

General exhibitions, aquarium tours and periodic workshops will communicate the wonders of County Kerry's biodiversity year round. Partnering with local businesses such as Atlantic Irish Seaweed will embrace the town and create authentic interaction between locals and tourists. Specialized and hands-on children's programming such as augmented reality exhibitions and treasure hunts ensure this destination appeals to the whole family. Programs will be supported by physical and digital channels.

## Seasonal Events

The addition of seasonal events such as kayaking tours in the fall season of bioluminescence plankton occurrence create highlights that instigate multiple visits, and encourage visitors to extend their stay, benefiting the entire community. Festivals crafted around local lore and realities such as salmon season and whale/dolphin watching periods will build upon the number of ways in which tourists can enjoy the Iveragh Peninsula.

## Research Programs

The MARA Centre will offer a state-of-the-art research facility for the study of fish and aquatic life health in the contexts of local species, endangered species, stressor exposure and salt and fresh water research. Led by County Kerry local and renowned researcher Lucy Hunt, the centre provides future opportunity for the establishment of graduate student co-op placements with international institutions. In the short term, hands-on workshops and programs such as 'Conservationist for a Day' will raise awareness of the centre's activities and inspire the next generation of researchers.

## Future Targets

Building upon the introductory education programs mentioned above, annual events such as an annual research conference are projected four years into the MARA Centre's inception, building upon Lucy Hunt's renown research and beginning to position the Centre as a destination for research activity.

A selection of programming activities and scheduling is visible on the opposite page.



# Sample Programs

## General Programming

- MARA Centre Visit Year-Round
- Interior Exhibitions Year-Round
- Aquarium Tours Year-Round
- Research Tours Year-Round
- Shoreline Tours Year-Round
- Boat Tours Year-Round (Future)
- Seaweed Culinary Events Year-Round
- Snorkling & Scuba Diving Seasonal (Future)
- Shoreline Clean-Up Year-Round
- Cinema Screening Year-Round
- Film Festival Outdoor Screening Seasonal
- Transition Student Programs Seasonal
- Research Initiatives Year-Round

## Children's Programming

- School Programs Year-Round
- Hands-On Workshops Year-Round
- 'Scientist / Conservationist for a Day' Year-Round
- Shoreline 'Walk with Lucy' (Research Lead) Year-Round
- Shoreline Clean-Up Year-Round
- Treasure Hunt Year-Round
- Easter Egg Fish Discovery Trail Seasonal

## Festivals & Special Events

- Bioluminescent Plankton Viewing Seasonal
- Seafood Festivals Seasonal
- Evening Viewing Deck Galas Year-Round
- Holiday Market Seasonal
- Conferences Annual Event / Future

## Research:

- Basking Shark Tagging and Photo-ID Catalogue
- Marine Mammal Observations on Seismic, Dredging, Drilling and Cable Laying Operations
- Line Transect Cetacean Survey – Cetaceans on the Frontier, Irish Whale & Dolphin Group
- Maldivian Manta Ray Project Photo-ID Catalogue Project
- Mangrove and Sea Grass Project SW Thailand
- Rapid Reef Assessment of Marine Protected Areas – Seychelles Centre for Marine Research and Technology



# Personas

Guided by the personas illustrated on the right the following journey map (on the next page) details the user experience, and introduces subsequent programming, artifacts and partnerships implemented to optimize their journey and achieve client objectives.

Join Mary, Niall and Bjorn as they learn about County Kerry and experience the Mara Center.



|                |                                   |
|----------------|-----------------------------------|
| Name:          | Mary                              |
| Age:           | 30                                |
| Family Status: | Divorced & Travelling with 2 Kids |

“I’d love to find a place where the kids are happy and engaged, and I can relax and enjoy! If I can find that balance, I’ll be back!”

## Mary

Mary is a 35-year old divorcee who is travelling from Dublin with her kids, aged 5 and 10.

### Motivation:

Mary’s kids have a few days off of school. Mary is looking to get out of the city and entertain the kids through fun activities that keep them active and stimulate their brains. Travelling alone with kids of different ages, the activities need to be easy to navigate and cater to multiple age groups.

### Key Factors:

Mary’s 5-year-old son is in a wheelchair; the destination must be accessible to even consider the trip. Mary and her kids are technologically inclined, and ready for an immersive and interactive exhibit. The kids are easily distracted, and require multiple stimuli.





Name: Niall  
Age: 60  
Family Status: Widowed

“When I think of my hometown, the words that come to mind are ‘magic’, ‘organic’, and ‘sustainable’. Visitors are transient; we can use a modern intervention to bolster this local coastal town.”

## Niall

Niall is a 60-year-old single man who has lived in County Kerry his whole life.

### Motivation:

Niall was born and raised in County Kerry. He witnesses the many people that come and go. There is not an active economy or social life; most people come via tour bus, take a quick photo to capture the beauty, and move on.

### Key Factors:

Niall is ready for change, and envisions a landmark that gently fits into the landscape, yet creates a focal point to attract visitors. Right now there is the odd art event at the local pub, and a pop-up marine info table on the beach; he is convinced that more of that programming would benefit both locals and tourists. He is eager to share his knowledge of the town, in spite of limited technological acumen.



Name: Björn  
Age: 45  
Family Status: Single

“I’ve been considering the next steps for my career. The chance to embark on new research in an area with a unique marine ecosystem is an opportunity I can’t pass up!”

## Bjorn

Bjorn is a 45-year-old marine biologist from Sweden. Hailing from the University of Gothenburg, he has been approached to pursue research at the new marine centre on the Iveragh Peninsula, in County Kerry, Ireland.

### Motivation:

Bjorn has enjoyed his post at the University of Gothenburg over the past 10 years. Lately he has been wondering if it’s time for a change. Bjorn has a deep passion for conservation, and learning about County Kerry’s historic town has captured his attention.

### Key Factors:

As a marine biologist and conservationist, the presence of unique local species is critical. Bjorn is particularly interested in basking sharks, the second-largest living fish, which are represented in the Iveragh Peninsula. This local gem, combined with the opportunity to work on a new research project, have him thinking about change.

# Journey Map

|             |            | PRE-VISIT                             | VISIT  |                                  |                                 |
|-------------|------------|---------------------------------------|--|----------------------------------|---------------------------------|
|             |            | Awareness                             | Transit / Arrival                              | Rooftop                          | Marina Doc                      |
| User        | Tourist    | Seeking Destination                   | Travel   | Viewing Deck / Inside Peak       | Experience Water & Landscape    |
|             | Local      | Enjoy Hometown                        | Local Travel                                   | Viewing Deck / Inside Peak       | Experience Water & Landscape    |
|             | Researcher | Seeking Research Base                 | Travel   |                                  | Educate / Maintain              |
| Channels    | Tourist    | Online / Tourist Bureau / Friends     | Transportation / Wayfinding                    | In-Person / Physical / Digital   | In-Person / Physical / Digital  |
|             | Local      | Local Hype / Friends / Online         | Transportation / Wayfinding                    | In-Person / Physical / Digital   | In-Person / Physical / Digital  |
|             | Researcher | Institutions / Journals / Online      | Transportation / Wayfinding                    |                                  | In-Person / Physical / Digital  |
| Programming | Tourist    | Online Resource / Centre Collateral   | Wayfinding / Augmented Reality                 | Tours / Workshop / Events / Hunt | Tours / Workshop / Hunt         |
|             | Local      | Online Resource / Centre Collateral   | Wayfinding / Augmented Reality                 | Tours / Workshop / Events        | Tours / Workshop                |
|             | Researcher |                                       | Wayfinding / Augmented Reality                 |                                  | Programming Planning            |
| Artifacts   | Tourist    | Web / App / Promo Collateral          | Monuments / App / GPS-based Push-Notifications | Signage / App / Wearable / RFID  | Signage / App / Wearable / RFID |
|             | Local      | Web / App / Promo Collateral          | Monuments / App / GPS-based Push-Notifications | Signage / App / RFID Tags        | Signage / App / RFID Tags       |
|             | Researcher | Web / Research prospectus             | Monuments / App / GPS-based Push-Notifications |                                  | Research / Dig/Phys Collateral  |
| Feelings    | Tourist    | Curiosity / Excitement / Nervousness  | Curiosity / Excitement / Nervousness           | Excitement / Awe / Inspired      | Excitement / Awe / Inspired     |
|             | Local      | Curiosity / Excitement                | Curiosity / Excitement                         | Excitement / Awe / Inspired      | Excitement / Awe / Inspired     |
|             | Researcher | Curiosity / Excitement / Nervousness  | Curiosity / Excitement / Nervousness           |                                  | Excitement / Pride              |
| Partners    | Tourist    | Tourist Bureau / Partner Institutions | Transit Partners / Locals                      | Locals                           | Locals                          |
|             | Local      | Local Institutions                    | Transit Partners                               |                                  |                                 |
|             | Researcher | Partner Institutions / Sci. Resources | Transit Partners / Locals                      |                                  | Locals / Partner Scientists     |

# VISITING THE MARA CENTRE

# POST-VISIT

## Exhibitions

## Aquarium

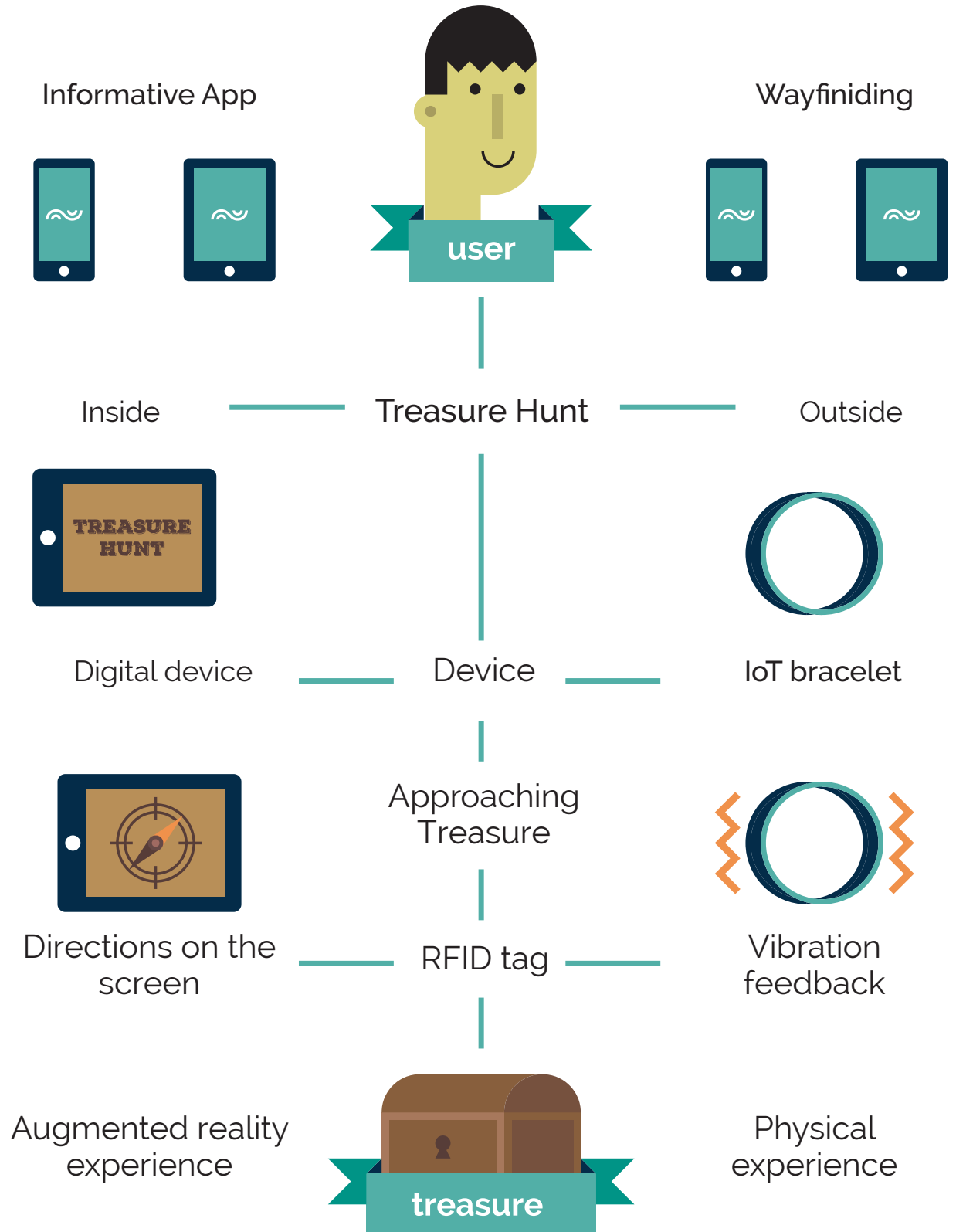
## Research / Conservation

## Public Space

## Return / Promote

|   |   |   |   |  |
|---|---|---|---|--|
| Learning & Interaction                    | Learning & Interaction                    | Learning & Interaction                                    | Entertainment/ Interaction/ Learning                            | Return / Promote                         |
| Learning & Interaction                    | Learning & Interaction                    | Learning & Interaction                                    |   |  |
| Prepare & Showcase                        | Prepare/ Showcase/ Preserve               | Research/ Conservation Prog.                              | Conferences (future)  | Publish / Promote                        |
| In-Person / Physical / Digital            | In-Person / Physical / Digital            | Overhead Window / Phys/Dig                                | In-Person / Physical / Digital                                  | WOM / Online                             |
| In-Person / Physical / Digital            | In-Person / Physical / Digital            | Overhead Window / Phys/Dig                                | In-Person / Physical / Digital                                  | WOM / Online                             |
| In-Person / Physical / Digital            | In-Person / Physical / Digital            | In-Person / Physical / Digital                            | In-Person / Physical / Digital                                  | WOM / Online / Journals                  |
| Tours / Workshop / Treasure Hunt          | Tours / Workshop / Treasure Hunt          | Tours / Window View                                       | Festivals / Events  | WOM / Online                             |
| Tours / Workshop                          | Tours / Workshop                          | Tours / Window View                                       | Festivals / Events  | WOM / Online                             |
| Programming Contribution                  | Programming Contribution / Maintenance    | Work Space  |   | WOM / Online / Journals                  |
| Signage / Displays / RFID / App           | Signage / Displays / RFID / App           | Signage / Displays / RFID / App                           | Signage / App / Wearable / RFID                                 | Memorabilia / Social Media               |
| Signage / Displays / RFID / App           | Signage / Displays / RFID / App           | Signage / Displays / RFID / App                           | Signage / App / RFID Tags                                       | Memorabilia / Social Media               |
| Research / Content                        | Content Development / Equipment           | Office / Research Tools                                   | Research Docs / Communication                                   | Published Journals / Research Database   |
| Excitement / Awe / Inspired               | Excitement / Awe / Inspired               | Awe / Inspired / Optimistic                               | Entertainment/Interaction/Learning                              | Happy / Inspired                         |
| Excitement / Awe / Inspired               | Excitement / Awe / Inspired               | Awe / Inspired / Optimistic                               | Entertainment/Interaction/Learning                              | Contentment / Pride                      |
| Excitement / Pride                        | Excitement / Pride                        | Dedication / Excitement / Pride                           | Pride / Anxiousness (future)                                    | Pride                                    |
| Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships / Gov. Programs | Local Institutions & Businesses                                 | Social Circle / Social Media             |
| Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships / Gov. Programs | Local Institutions & Businesses                                 | Social Circle / Local Hub / Social Media |
| Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships | Partner Institutions / Local Partnerships / Gov. Programs | Local Institutions & Businesses / Partner Institutions (future) | Other institutions / Scientific Journals |

# Digital System





# Wayfiniding



User is walking with mobile device.



He approaches landmark.



Push notification is being sent



User takes device to e.g. take a photo



He sees notification

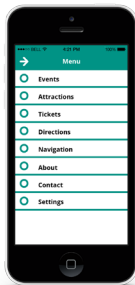


Wayfinding message is displayed

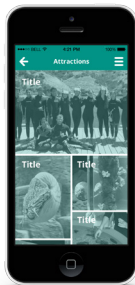
# Informative App



Events



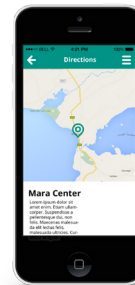
Simple menu



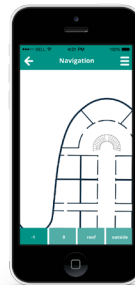
Attractions



Detailed info



Directions



Navigation

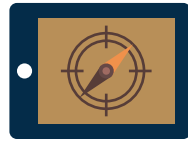
# Treasure Hunt



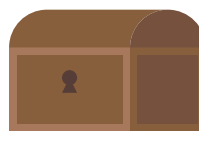
Family with child visits Mara Center



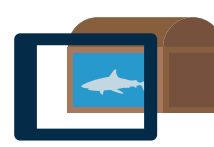
Cashier offers him/his parents "Treasure Hunt" programme



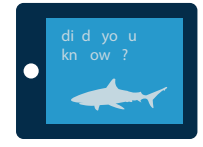
Child is looking for "treasures" hidden in the building



He approaches "treasure"



He scans it to discover hidden message with augmented reality experience



Fun and educational fact is revealed



Child is not happy about "museum" visit



Child is curious about programme.



Looking for treasures make visit in Mara Center interesting for him



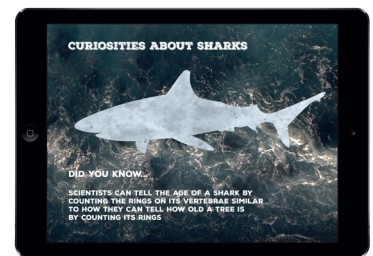
Child finds "treasure"



He is curious about hidden message



Revealed facts are both educational and entertaining



# Systems Diagram



# SWOT Analysis

A 'Gateway to the Wild Way', the MARA Centre's strengths lie in its ability to leverage its unique location, facilities, biodiversity and research culture, while establishing a robust social platform for the community. Faced with a small and aging local population, a transient tourist culture, and funding requirements, the Centre will identify partner-

ships opportunities, conservation and cultural funding, and extensive programming to build interest for the long term and build a unique value proposition for the town.

A detailed analysis of the Centre's Strengths, Weaknesses, Opportunities and Threats is found below:

| Strength   | Weakness  |
|--|---|
| <ul style="list-style-type: none"> <li>- Rich Marine Life</li> <li>- Unique Species</li> <li>- Singular Location on the Water</li> <li>- Established Local Research Partnership</li> <li>- Augmented Views of Landscape</li> <li>- Community-Building Activities</li> <li>- Unique Facility</li> <li>- Diverse Programming</li> <li>- Cultural</li> <li>- Sustainability</li> </ul>  | <ul style="list-style-type: none"> <li>- Small Local Population</li> <li>- Low Tourism</li> <li>- Remoteness</li> <li>- Balance of Activities to Target Diverse</li> <li>- Audiences</li> <li>- Maintain Long-Term Interest / Repeat Visits</li> <li>- Time-Consuming Programming / Management</li> </ul> |
| Opportunities  | Threats   |
| <ul style="list-style-type: none"> <li>- Partnerships with Colleges / Universities</li> <li>- Research Opportunities</li> <li>- Transition-Year Partnership</li> <li>- Partnership with Local Entrepreneurs</li> <li>- Atlantic Irish Seaweed</li> <li>- Sea Synergy</li> <li>- Existing Research Culture</li> <li>- Availability of Marine and Conservation</li> <li>- Funding</li> <li>- Scheduled Stop-Over on Ring of Kerry</li> </ul> | <ul style="list-style-type: none"> <li>- Lack of Interest</li> <li>- Lack of Funding</li> <li>- Lack of Tourists</li> <li>- Lack of Partnership</li> <li>- Community Rejection</li> <li>- Competition from Surrounding Areas</li> </ul>   |

# Triple Bottom Line Analysis

| Social (People)  | Environmental (Planet)  | Economic (Profit)  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Community &amp; Cultural Impact</li> <li>- Cultural Pride</li> <li>- Community Visibility and Understanding</li> <li>- Focal Point for the Region</li> <li>- Impetus for Local / Tourist Interaction</li> <li>• Educational Impact</li> <li>- Learning Opportunities for Children</li> <li>- Enhanced Cultural Appreciation</li> <li>- Transition Year Programming</li> </ul> | <ul style="list-style-type: none"> <li>• Increased Environmental Consciousness</li> <li>- Increased Awareness of the Importance of the Marine Environment</li> <li>• Awareness of Unique Local Species</li> <li>• Conservation of Vulnerable Species</li> <li>• Environmental Clean-Up</li> <li>• Sustainable Building Methods</li> <li>• Awareness of Sustainable and Renewable Resources</li> </ul> | <ul style="list-style-type: none"> <li>• Job Creation</li> <li>• Tourism (Increase Number of Visitors and Length of Stay)</li> <li>• Sales Revenue</li> <li>- Membership, Ticketed Exhibitions</li> <li>- Programming, Events</li> <li>- Theatre Screenings, Cafe</li> <li>• Institutional Funding</li> <li>- Environmental, Research, Cultural and Conservation Grants</li> </ul> |



# Staffing Projection

|   |   |  |
|---|---|--|
| Awareness                                   |    | Programming, Marketing / Business Development, Technology                                  |
| Transit /Arrival                            |    | Welcome Desk / Logistics   |
| Rooftop / Event Space                       |    | Maintenance (Shared), Outdoor Patrol (Shared), Cinema / Event Operator                     |
| Marina Doc                                  |    | Doc Operator, Outdoor Patrol (Shared), Security  |
| Exhibitions                                 |    | Curator, Marketing / Programming / Technology (Shared), Docent, Security                   |
| Aquarium                                    |    | Programming (Shared), Maintenance (Shared), Docent / Security                              |
| Research / Conservation                     |   | Research Lead, Research Specialist (Import from partner Institution), Laboratory Assistant |
| Auditorium                                  |  | Programming (Shared), Maintenance (Shared), Event Planners, Cinema Operator                |
| Return / Promote                            |  | Programming (Shared), Marketing / Business Development (Shared), Technology (Shared)       |
| Accounting / Administration / Grant Writing |  | Accounting, Administration, Funding / Grant Writing, Information Technology                |

+20  
STAFF

# The Business Model Canvas

| Key Partners  | Key Activities  | Value Proposition   | Customer Relationships  | Customer Segment   |
|---|---|---|---|--|
| <ul style="list-style-type: none"> <li>- Dingle Aquarium</li> <li>- Sea Synergy</li> <li>- EU Maritime Affairs</li> <li>- MaREI (Centre for Marine and Renewable Energy)</li> <li>- Coastal and Marine Research Centre</li> <li>- Local Schools</li> <li>- Atlantic Irish Seaweed</li> <li>- Transition Year Students via Secondary Education Institutions</li> </ul> | <ul style="list-style-type: none"> <li>- Daily Visits</li> <li>- Research Activities</li> <li>- Events and Festivals</li> <li>- Workshops</li> <li>- School Tours</li> <li>- Online Education</li> <li>- Theatre</li> </ul> | <ul style="list-style-type: none"> <li>- Unique Landmark</li> <li>- Community Pride</li> <li>- Marine Research</li> <li>- Continuous Programming</li> <li>- Increased Tourism</li> </ul> <p>Entice visitors to stay for extended lengths of time!</p> | <ul style="list-style-type: none"> <li>- Unique Experience</li> <li>- Research &amp; Learning</li> </ul>  | <ul style="list-style-type: none"> <li>• Students</li> <li>- Local</li> <li>- International</li> <li>• Researchers</li> <li>- Local</li> <li>- International</li> <li>• Tourist (International)</li> <li>- Children (+Parents)</li> <li>- Adults</li> <li>- Seniors</li> <li>• Visitors (Local)</li> <li>- Children (+Parents)</li> <li>- Adults</li> <li>- Seniors</li> </ul> |
|   |   | Key Resources   | Channels  |  |
|   | <ul style="list-style-type: none"> <li>- Unique Marine Life</li> <li>- Existing Research Culture</li> <li>- Partnerships with local researchers and institutions</li> </ul>   |   | <ul style="list-style-type: none"> <li>- Educational Programming</li> <li>- Social Media</li> <li>- Website, App</li> <li>- Branding</li> <li>- Way-finding and Signage</li> <li>- Tourist Bureaus</li> <li>- Print Collateral</li> </ul> |  |
| Cost Structure  |   | Revenue Streams   |   |  |
| <ul style="list-style-type: none"> <li>- Building</li> <li>- Staffing</li> <li>- Marketing</li> <li>- Programming</li> <li>- Maintenance</li> </ul>   | <ul style="list-style-type: none"> <li>- Utilities</li> <li>- Events</li> </ul>   | <ul style="list-style-type: none"> <li>- Events</li> <li>- Retail Space</li> <li>- Entrance Tickets</li> <li>- Theatre Tickets</li> </ul>   | <ul style="list-style-type: none"> <li>- Memberships</li> <li>- Educational Workshops</li> <li>- Conservation Funding</li> </ul>  | <ul style="list-style-type: none"> <li>- European Maritime Fund</li> <li>- Horizon 2020 Fund</li> <li>- The Ireland Funds</li> </ul>   |
|   |   |   |   | <ul style="list-style-type: none"> <li>- Capital Funding for Tourism, Kerry County Council</li> </ul>  |

## Cost

### Construction (€4.2M)

Building  
Deck  
Theatre  
Equipment

### Building Dimensions

Area 4,000m<sup>2</sup>  
Covered area 6,000m<sup>2</sup>  
Public Space 11,000m<sup>2</sup>  
Floor space 11,000m<sup>2</sup>  
Parking lot 4000m<sup>2</sup>

## Revenue

### Expenses (€1M)

Maintenance  
Staffing

### Income (€2.4M)

Aquarium  
Theatre  
Retail

### First Year (€16gK)

12,000 Tickets @ €11 = €132K  
200 Membership @ €110 = €22K  
200 VIP Membership @ €150 = €12K

Second Year 10% increase

