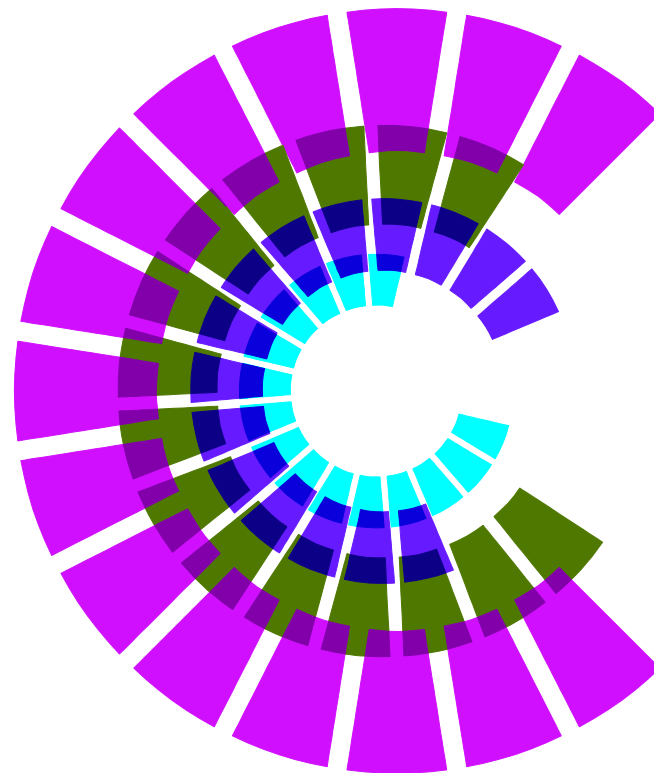
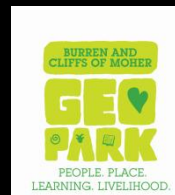


Dr Ger Craddock,  
Chief Officer, CEUD

# The Centre for Excellence in Universal Design



The Burren & Cliffs of Moher GeoPark LIFE Project  
Universal Design Workshop, Ennis 25.01.16



# Today's Agenda

10.00am Start

10.00 -10-15am Introductions

10.15 – 10.30am Key Issues to Cover for the Day

10.30 – 1.15am Overview of Universal Design

11.15-11.30am Tea/Coffee Break

11.30-11.50am User Experiences

11.50-12.15 Universal Design and Information

12.15-01.00 Exercise

01.00 – 01.45 Lunch

01.45 – 02.30 Universal Design and Built Environment

02.30 – 03.15 Exercise

03.15 – 03.45 Review

03.45 – 04.15 Discussion

04.15 - 04.30 Closing Comments



Universal Design



## Conversation Starters

- Is it about?  
Educating and informing the public,?
- values in decision-making,?
- Improving the substantive quality of decisions,?
- Increasing trust in institutions,?
- Reducing conflict, ?
- Achieving cost-effectiveness.?



## Key Concepts of Universal Design

Embracing Universal Design  
means believing all problems  
are Solvable.



## Key Concepts of Universal Design

It means believing that the people who face these problems every day hold the key to the answer.



## Key Concepts of Universal Design

It offers problem solvers a chance to design with communities, to deeply understand the people they serve, develop new ideas and create innovative new solutions rooted in people's actual needs.



# Creating Real Impact

Desirable – Human

Feasible – Technical

Viable – Business/Cost



# Creating Real Impact

**Leads to:**

**Solutions that are successful  
and sustainable**

**NDA**

**Universal Design**





**“Design is not just what it looks  
like and feels like.**

**Design is how it works”**

Steve jobs



## “Good” vs “Bad” design

- After a century of rapid technological innovation and development



Philips (2004) “The Philips Index: Calibrating the Convergence of Healthcare, Lifestyle and Technology. “



**What does a school do with 5- and 6-year-old kids?**

**nDA**

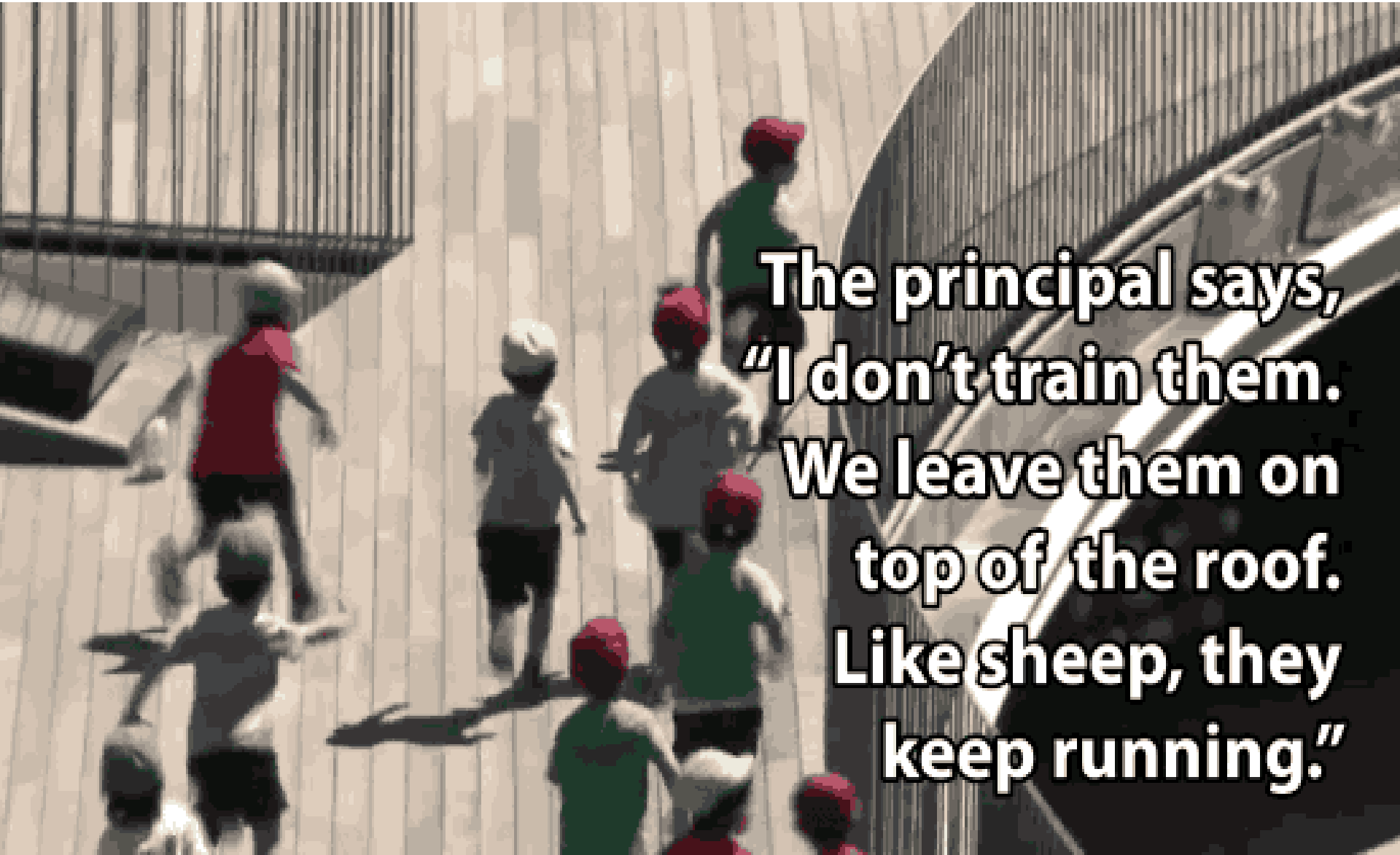
**Universal Design**



In Kyoto Japan created a kindergarten that doesn't fight against kids' natural impulses. **It counts on them.**

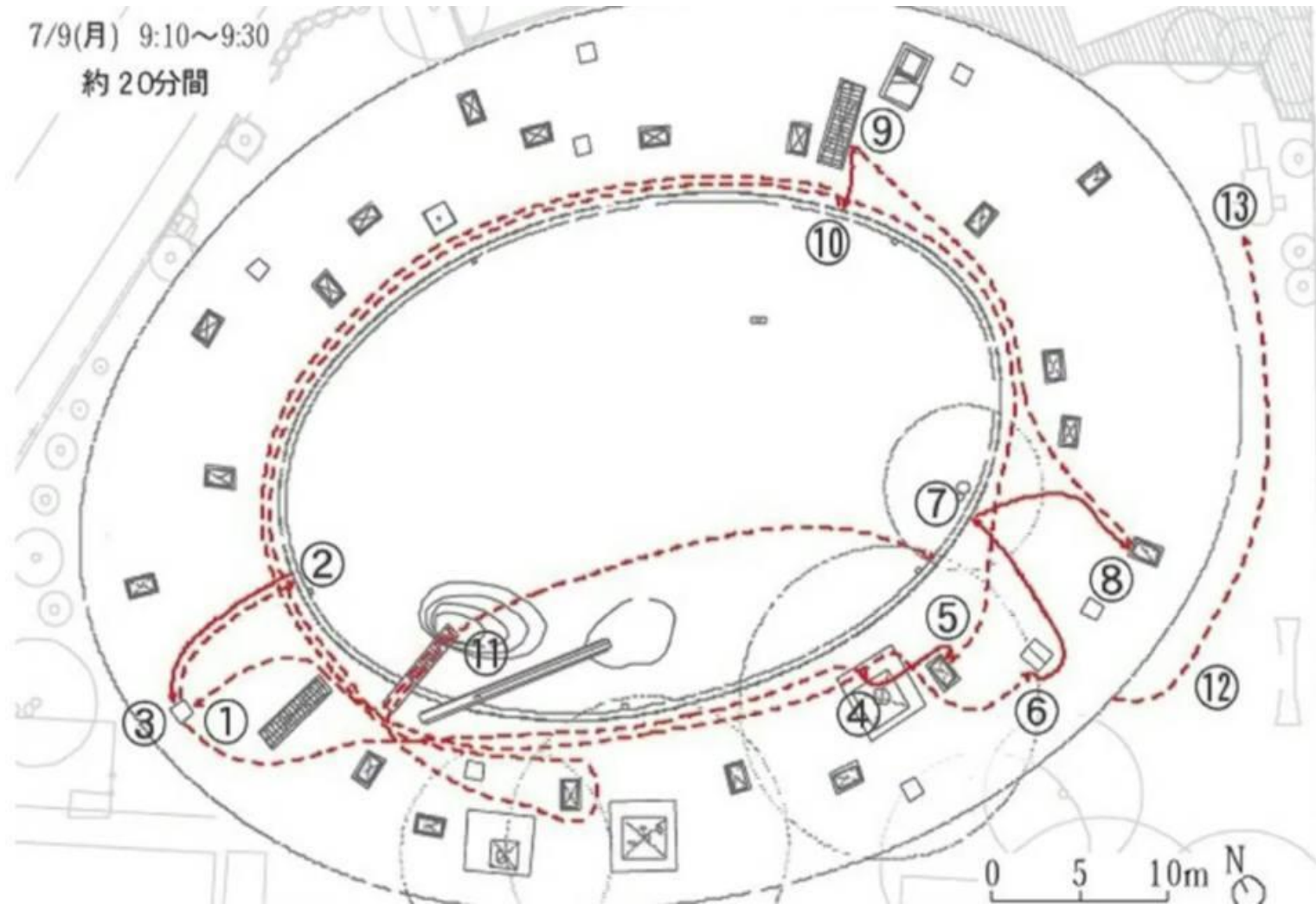


**The roof is a giant ring of a playground. Why? Kids love to run in circles.**



**The principal says,  
“I don’t train them.  
We leave them on  
top of the roof.  
Like sheep, they  
keep running.”**

*This shows the rambling travels of one little boy over the course of **just 20 minutes**. Over the course of his entire morning, he covered 6,000 meters, or **3.7 miles!***





**Things are deliberately a little risky.**



# United Nations and World Health Organisation

Values, Evidence, Framework for Analysis



2006, UN Convention on the Rights of Persons with Disabilities (**Values**)



2001, International Classification of Functioning, Disability and Health (**Framework for Analysis**)



2011, World Report on Disability (**Evidence**)

NDA

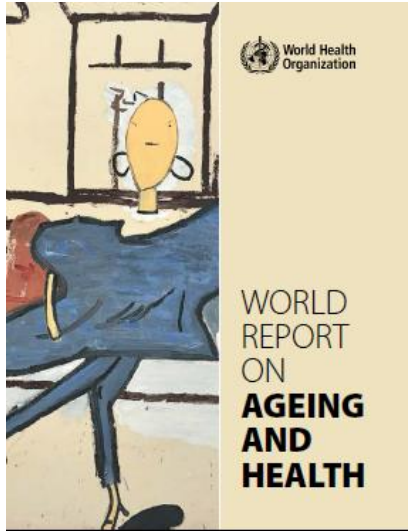
Universal Design





# United Nations and World Health Organisation

Vision, Evidence, and Action



2015, World Report on Aging  
**(Evidence)**

WHO global disability  
**action plan 2014-2021**



2015 UN Sustainable Development  
Goals **(Vision)**

NDA

Universal Design



# Council of Europe (2009) Publication

## “Full Participation”



# EU Public **Procurement** Directives

- **Mandate 376 European requirements for the public purchase of ICT goods and services**
- **Standardisation Activities**
  - European **Standard - EN 301 549**
  - On line freely accessible toolkit (2013)  
<http://mandate376.standards.eu/>





# Managing accessibility in the public procurement of ICT

Follow the [stages of procurement](#):



Use the [Accessibility Requirements Generator](#) to define accessibility requirements for:

1. Examples of commonly procured Information and Communication Technologies (ICTs):

Cloud computing

2. Other ICT products or services

# EU Public Procurement Directives

## **Mandate 420** Accessibility of the **Built Environment**

- Standard for addressing accessibility of the built environment in the context of **public procurement**.  
Covering:
  - Public buildings, public places, parkings, roads, schools, hospitals, sport facilities,
  - Transport facilities such as airports, train/coach stations, ports,
- Phase 1
  - Inventory of functional requirements and technical specifications Dec (2011)



## Mandate 473 - **Consumer protection** (2013-2017)

- To include Universal Design in relevant standardisation initiatives

A new standard that addresses:

- development and production process in **manufacturing (goods) and services**

Considering:

- accessibility for persons with disabilities and older persons following a Universal Design approach.



# European Accessibility Act 2016

- Key Reason:
  - *Insufficient supply of accessible goods and services.*
  - *Fragmentation of the EU market for accessible good and services.*



# European Web Directive

- Key Reason:
  - *Less than a 1/3 of content is accessible across EU*
  - fragmented and slow adoption of WCAG 2.0 across the EU
  - 2012 the European Commission a Directive on the accessibility of the public sector bodies' websites. The proposal will forerun and complement the European Accessibility Act.





# A Paradigm Shift

- **Accessibility:**

Provides basic access and usability of facilities, products and services for people with disabilities

- **Universal design:**

Enables independence and social participation **for all** through continual improvement.

(World Disability Report 2011)



# Universal Design

Universal Design is the design and composition of an environment so that it can be **accessed, understood and used** to the greatest extent possible by **all people** regardless of their **age, size, ability or disability**.

(Synopsis of the Irish Disability Act 2005)

An approach to promoting more accessibility and usability in Built environment, Products, Services and ICT systems.

Centre for Excellence in Universal Design, CEUD

Established January, 2007 in the NDA



Universal Design



# What is Universal Design?



**Making a plan**

All the answers from these questions can be used to make a plan for how you want your life to be.

It is not just about what services you get. It is about all parts of your life and all the things which make you happy or sad.

The plan will include anything you want. But it should say:

- what you are like and how you want to live your life
- what new things you want to do and how to do them.



**NDA**

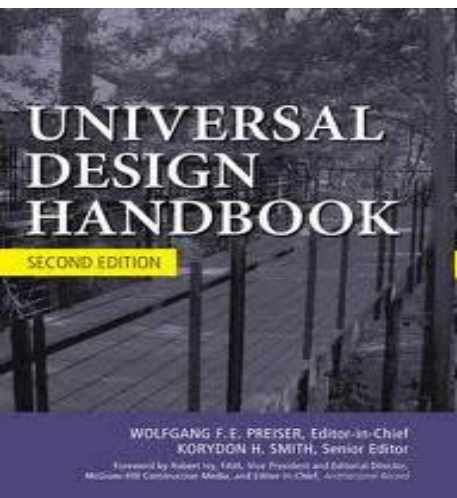
**Universal Design**



# Universal Design

## “Challenges Designers”

“Contrary to the assumption that attention to the needs of diverse people limits good design, the results of **imaginative** designers around the world reveal a wide range of applications that **delight the senses** and lifts the **human spirit** when “universal design” is **integral**”



Elaine Ostroff Universal Design Handbook 2<sup>nd</sup> edition 2011

Universal Design



# 5 P's

NDA

Universal Design





**Philosophy/Values**

**NDA**

**Universal Design**



## P1: Philosophy

Creating an inclusive society by enabling people to participate in a society that takes account of human difference and to interact with their environment to the best of their ability.





**Principles**

Philosophy/Values





# The Principles of Universal Design

1. Equitable Use (**fair and good value**)
2. Flexibility in Use (**modes, options**)
3. Simple and Intuitive (**mental functions**)
4. Perceptible Information (**sensory functions**)
5. Tolerance for Error (**safety, ergonomics**)
6. Low Physical Effort (**efficiency, force**)
7. Size and Space for Approach and Use (**BE**)



# THE PRINCIPLES OF UNIVERSAL DESIGN

Version 2.0 (2010)

1

## EQUITABLE USE

The design is useful and marketable to people with diverse abilities.



- GUIDELINES**
- 1a. Provide the same means of use for all users; identical whenever possible, equivalent when not.
  - 1b. Avoid segregating or stigmatizing any users.
  - 1c. Make privacy and security, accessibility, and safety equally available to all users.
  - 1d. Make the design appealing to all users.
- EXAMPLES**
- Power doors with sensors at entrances that are convenient for all users
  - Integrated, dispersed, and adaptable seating in assembly areas such as sports arenas and theaters

2

## FLEXIBILITY IN USE

The design accommodates a wide range of individual preferences and abilities.



- GUIDELINES**
- 2a. Provide choice in methods of use.
  - 2b. Accommodate right- or left-handed access and use.
  - 2c. Facilitate the user's accuracy and precision.
  - 2d. Provide adaptability to the user's pace.
- EXAMPLES**
- Scissors designed for right- or left-handed users
  - An automated teller machine (ATM) that has visual, tactile, and audible feedback, a tapered card opening, and a palm rest

3

## SIMPLE AND INTUITIVE USE

Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.



- GUIDELINES**
- 3a. Eliminate unnecessary complexity.
  - 3b. Be consistent with user expectations and intuition.
  - 3c. Accommodate a wide range of literacy and language skills.
  - 3d. Arrange information consistent with its importance.
  - 3e. Provide effective prompting and feedback during and after task completion.
- EXAMPLES**
- A moving sidewalk or escalator in a public space
  - An instruction manual with drawings and no text

4

## PERCEPTIBLE INFORMATION

The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.



- GUIDELINES**
- 4a. Use different modes (visual, verbal, tactile) for redundant presentation of essential information.
  - 4b. Maximize "legibility" of essential information.
  - 4c. [Emphasize elements in ways that can be described (i.e., make it easy to give instructions or directions).
  - 4d. Provide compatibility with a variety of techniques of device used by people with sensory limitations.
- EXAMPLES**
- Tactile, visual, and audible cues and instructions on a thermostat
  - Relevant signage (e.g., voice communications and signage) in airports, train stations, and subway cars

5

## TOLERANCE FOR ERROR

The design minimizes hazards and the adverse consequences of accidental or unintended actions.



- GUIDELINES**
- 5a. Arrange elements to minimize hazards and errors; most used elements, parts, or controls; hazardous elements eliminated, isolated, or shielded.
  - 5b. Provide warnings of hazards and errors.
  - 5c. Provide fail-safe features.
  - 5d. Discourage uncontrolled action in tasks that require vigilance.
- EXAMPLES**
- A double-cut car key easily inserted into a recessed keyhole in either of two ways
  - An "undo" feature in computer software that allows the user to correct mistakes without penalty

6

## LOW PHYSICAL EFFORT

The design can be used efficiently and comfortably and with a minimum of fatigue.



- GUIDELINES**
- 6a. Allow user to maintain a neutral body position.
  - 6b. Use reasonable operating forces.
  - 6c. Minimize repetitive actions.
  - 6d. Minimize sustained physical effort.
- EXAMPLES**
- Lever or loop handles on doors and levers
  - Touch lamps operated without a switch

7

## SIZE AND SPACE FOR APPROACH AND USE

Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.



- GUIDELINES**
- 7a. Provide a clear line of sight to important elements for any seated or standing user.
  - 7b. Make reach to all components comfortable for any seated or standing user.
  - 7c. Accommodate variations in hand and grip size.
  - 7d. Provide adequate space for the use of assistive devices or personal assistance.
- EXAMPLES**
- Controls on the front and clear floor space around appliances, mailboxes, computers, and other elements
  - Wide gates at subway stations that accommodate all users

## THE PRINCIPLES WERE COMPILED BY ADVOCATES OF UNIVERSAL DESIGN, IN ALPHABETICAL ORDER:

Bethy Rose Carroll, Mike Jones,  
Ren Mace, Jim Mueller,  
Abie Mullick, Elaine Ostroff,  
Jon Sanford,  
Ed Stamford, Molly Story,  
and Gregg Vanderheiden.

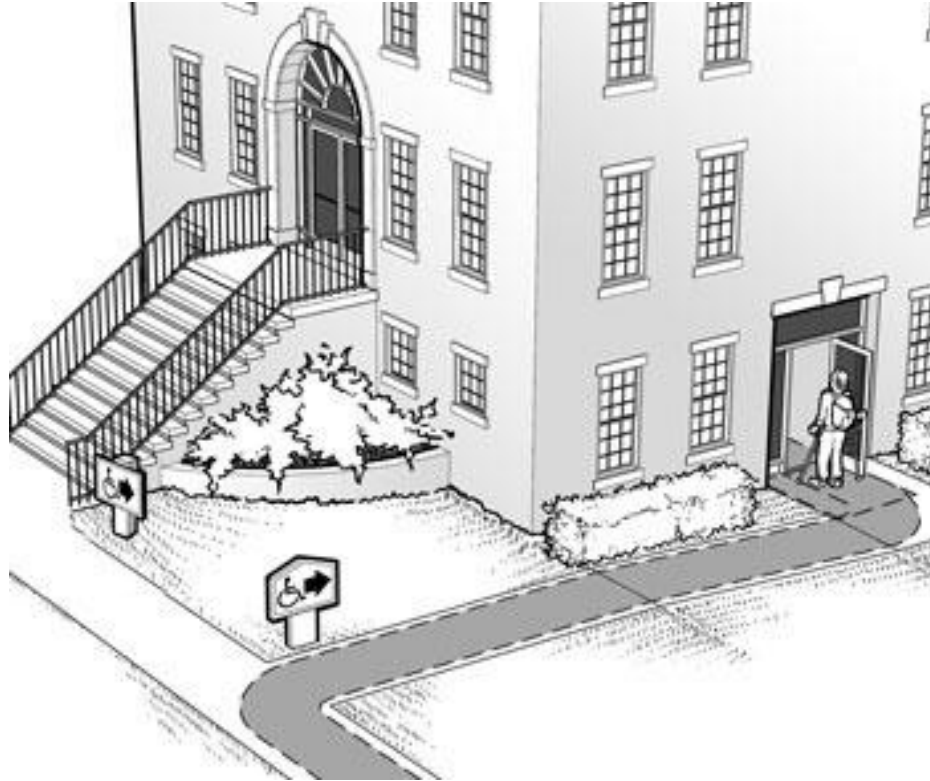
### NOTE:

The Principles of Universal Design are not intended to constitute all criteria for good design; only universally usable design. Generally, other factors are important, such as aesthetics, cost, safety, gender and cultural appropriateness, and these aspects must also be taken into consideration when designing.

© Copyright 1997 NC State University,  
Center for Universal Design, College of Design



Provide the same means of use for all users: identical whenever possible; equivalent when not.



Principle 1:  
Equitable Use



# Provide choice in methods of use?



Principle 2:  
Flexibility  
in Use





# Eliminate unnecessary complexity?



Principle 2:  
Flexibility  
in Use



# Consistency with user expectations and intuition



Principle 3:  
Simple and  
Intuitive  
Use



Provide adequate contrast between essential information and its surroundings.



Principle 4:  
Perceptible  
Information



Use different modes (pictorial, verbal, tactile) for redundant presentation of essential information



Principle 4:  
Perceptible  
Information





# Provide fail safe features?



Principle 5:  
Tolerance  
for Error



# Discourage unconscious action in tasks that require vigilance?



Principle 5:  
Tolerance  
for Error



Allow user to maintain a neutral body position?



Principle 6:  
Low  
Physical  
Effort



Make reach to all components comfortable for any seated or standing user.



Principle 7:  
Size and  
Space for  
Approach  
and Use



Accommodate variations in hand and grip size.



Principle 7:  
Size and  
Space for  
Approach  
and Use



**People**



Principles

Philosophy/Values



# Human abilities and characteristics approach

## Sensory abilities and characteristics

- Seeing functions
- Hearing functions
- Touch functions
- Taste/Smell functions

## Immunological system functions

- Allergies

## Physical abilities and characteristics

- Body size
- Movement
- Muscle power & muscle endurance
- Voice and speech

## Cognitive abilities



# Humans are Imperfect

- **Sensory disabilities**
  - Vision, hearing, tactile sensitivity
- **Cognitive disabilities**
  - Intellect, reasoning, memory
- **Physical disabilities**
  - Strength, stamina, dexterity, flexibility, balance, coordination



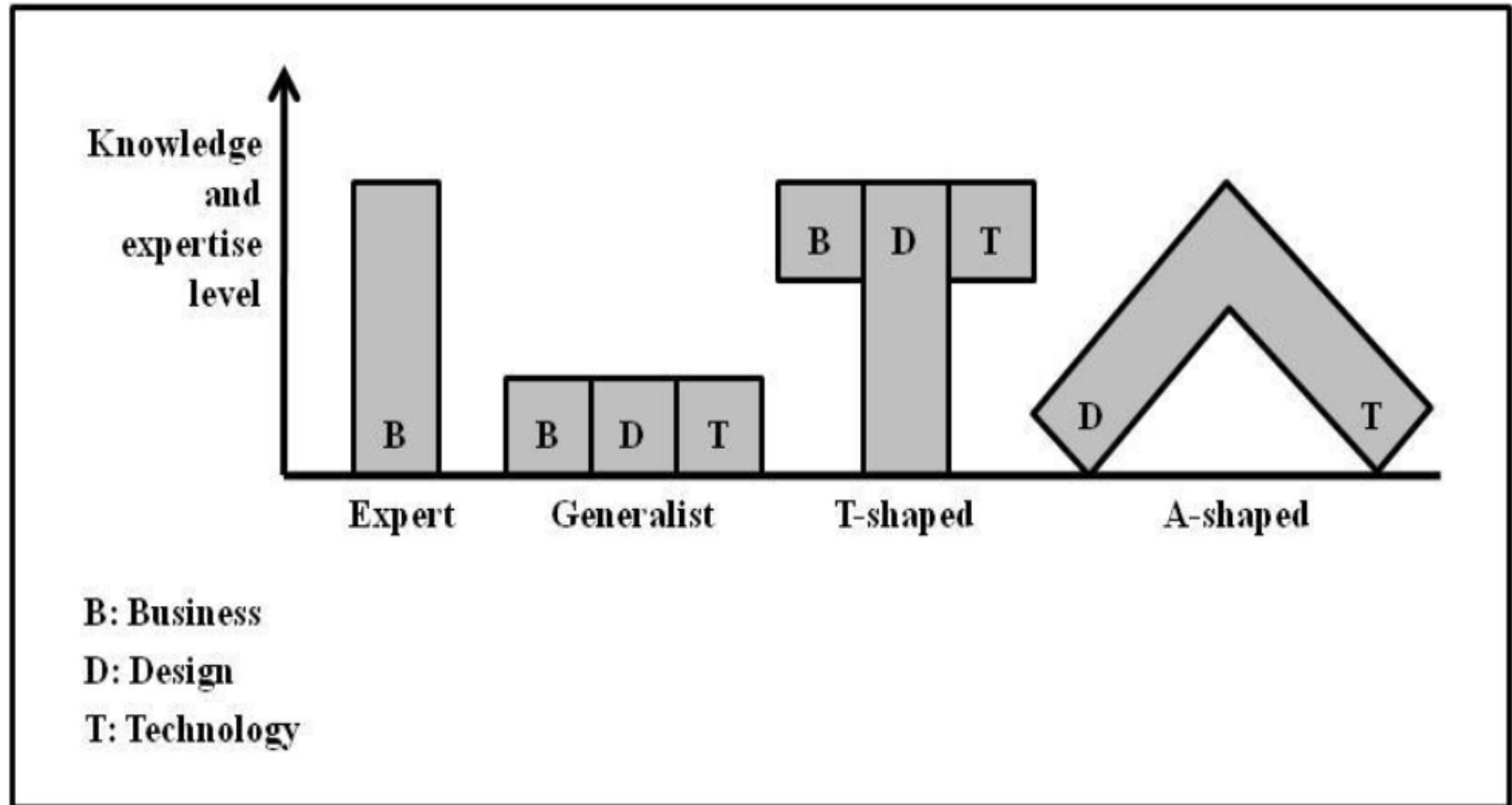


# Humans are Variable

- Age
- Size
- General health
- Capabilities
- Experiences
- Attitudes



# All shapes and sizes



Karjalainen, Salimäki 2008: Masters in Design business and technology



## People

- Multi/trans disciplinary teams involving all key stakeholders



# Extremes Inspire Design

- Extreme environmental context where a design is used. (low lighting level)
- Extreme levels of performance required by the design user. (fast)
- Extreme diversity of size and strength of the design user. (accessible toilet)
- Extreme diversity in abilities or disabilities of the design user. (very sick)



**Process**

People



Principles

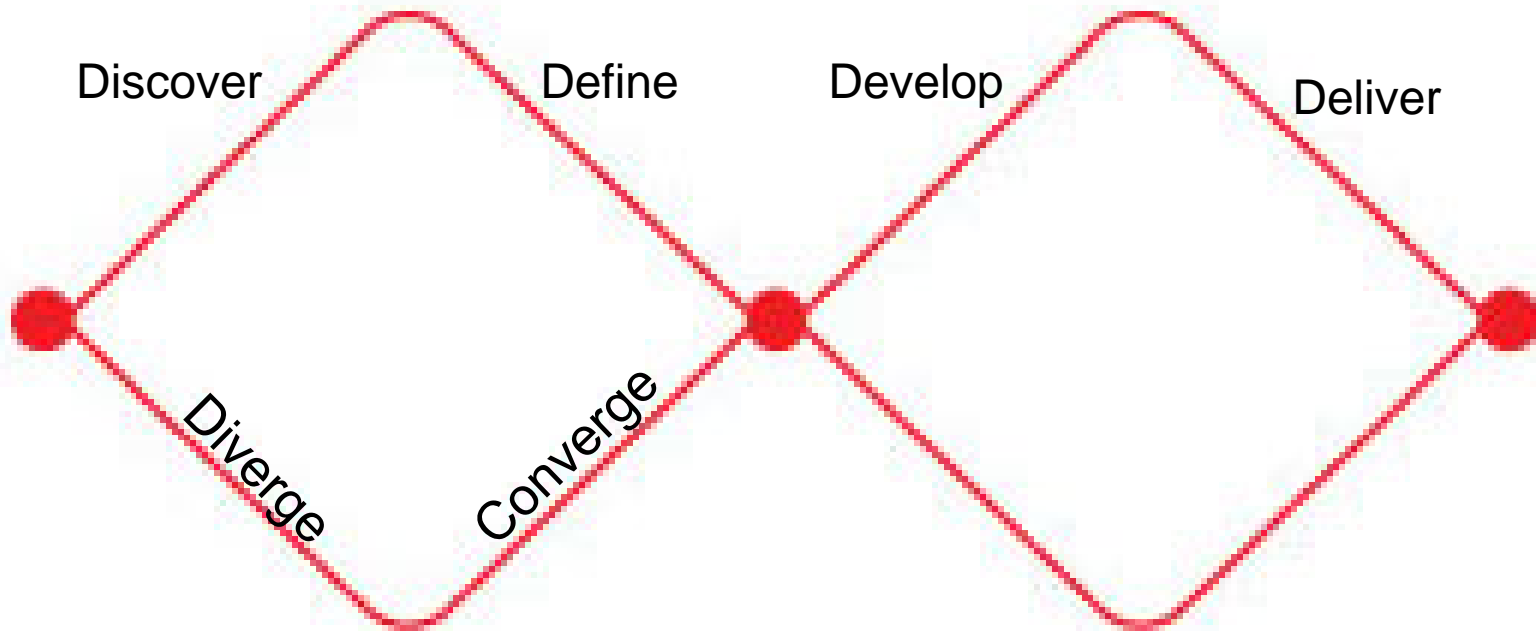
Philosophy/Values



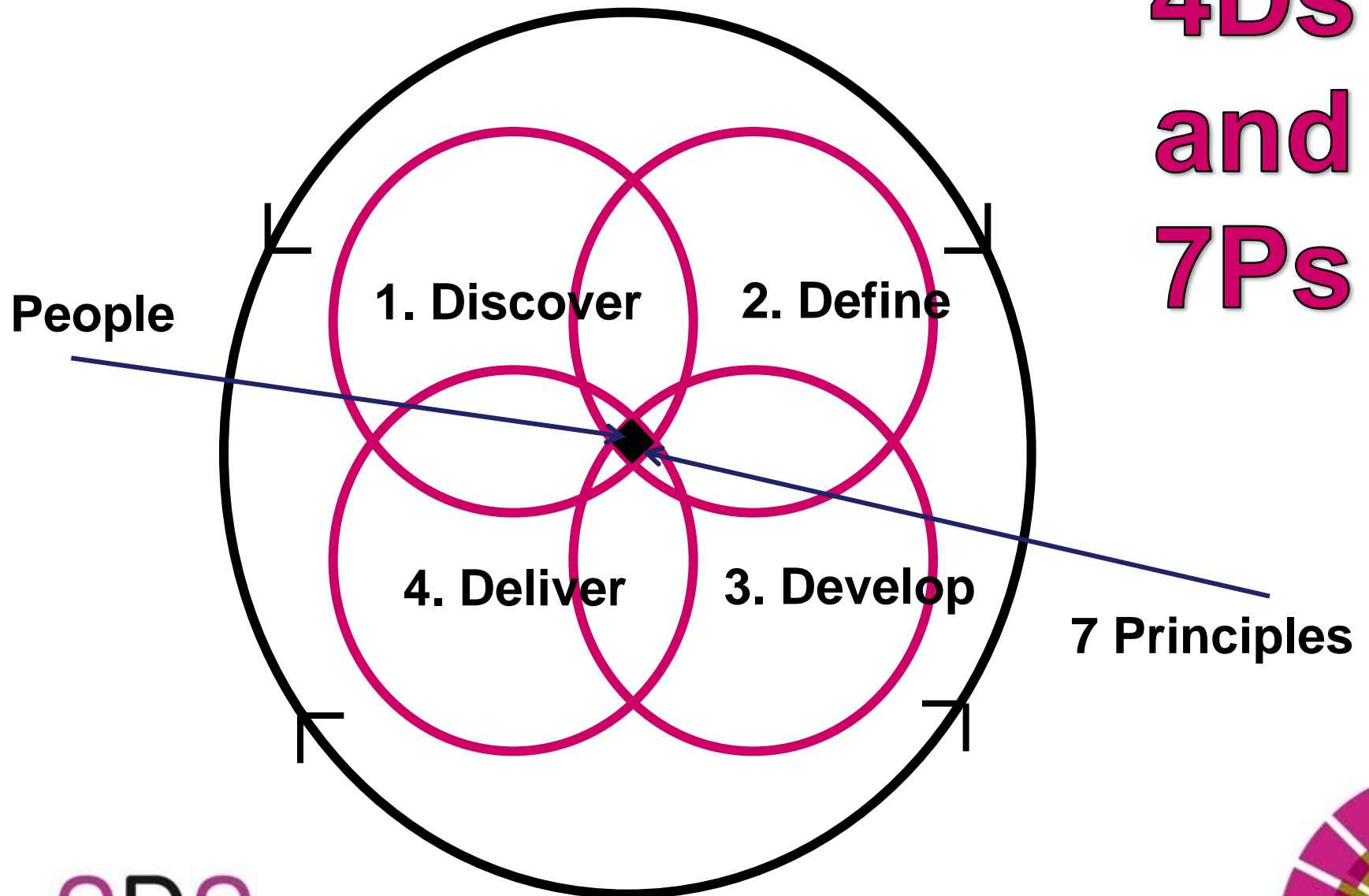
# Design process method

## Double Diamond Model (UK Design Council)

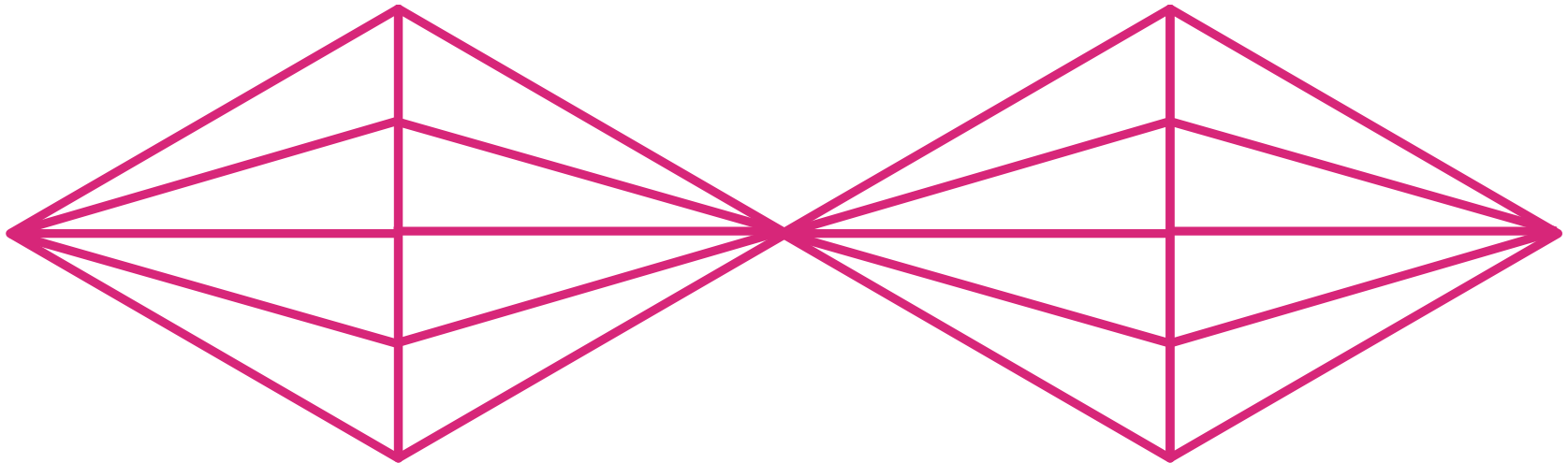
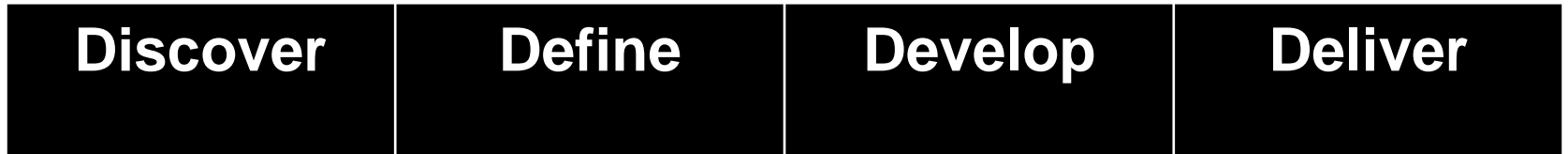
### Discover, Define, Develop, Deliver



# 4Ds and 7Ps



# Double Diamond Process (Diverge and Converge)



Problem solving  
Phase

Solution Phase





Discover	Define	Develop	Deliver
<p>Identify needs</p> <p>Explore all related needs, parking any preconceived notions about the end results. Find out as much as possible about all stakeholders needs, expectations and wants, both internal an external.</p>	<p>Design brief</p> <p>Set out what the design must be able to do, the information needs of the various users, the technology the use, frequency of use etc, and expectations of key stakeholders</p>	<p>Prototype design</p> <p>Develop the design layout, look, function and usability. Prepare testable models. Determine costs. Translate knowledge. Decide on final version.</p>	<p>Take to Market</p> <p>Beta test. (Pilots) Produce. Distribute. Make periodic and considered changes. According to feedback as received.</p>
<p><b>Tools:</b></p> <p><b>UD Principles</b></p> <p><b>Personas (Journey)</b></p> <p><b>User case studies</b></p> <p><b>Interviews</b></p> <p><b>Focus groups</b></p> <p><b>Surveys</b></p> <p><b>Research on users</b></p>	<p><b>Tools:</b></p> <p><b>Brainstorming</b></p> <p><b>UD Guidelines</b></p> <p><b>Sketching</b></p> <p><b>Standards</b></p> <p><b>Test models</b></p> <p><b>Environment</b></p>	<p><b>Tools:</b></p> <p><b>Drawings</b></p> <p><b>Production Plan</b></p> <p><b>UD Product Evaluation</b></p> <p><b>Prototype</b></p> <p><b>UD User testing</b></p>	<p><b>Tools:</b></p> <p><b>Manufacturing engineering</b></p> <p><b>Business models</b></p> <p><b>Customer Feedback systems</b></p>

## P4: Process of Universal Design

*Identify the situation/application*

*Define the universe*

*Involve consumers*

*Adopt guidelines or standards*

*Apply guidelines or standards*

*Plan for accommodations*

*Train and support*

*Evaluate*

<http://www.washington.edu/doit/Brochures/Programs/ud.html>



Universal Design



People

Process

Principles

**Personalisation  
through  
Participation &  
Partnership**



Philosophy/Values

**NDA**

**Universal Design**



## **P5: Personalisation through Participation & Patenership**

Personalising services for individual users,  
eg: User segmentation

Awareness and responsivity to changing user needs

Personalising services through close government-citizens  
relations - Partnerships

Personalised pro-active services

Personalisation through intermediation

eGovernance and eParticipation: lessons from Europe in promoting inclusion and empowerment  
EU Publication 06





(Source: <http://www.metanamorph.com>)

**Figure 22: Edgar Mueller art installation, Dun Laoghaire, Ireland**

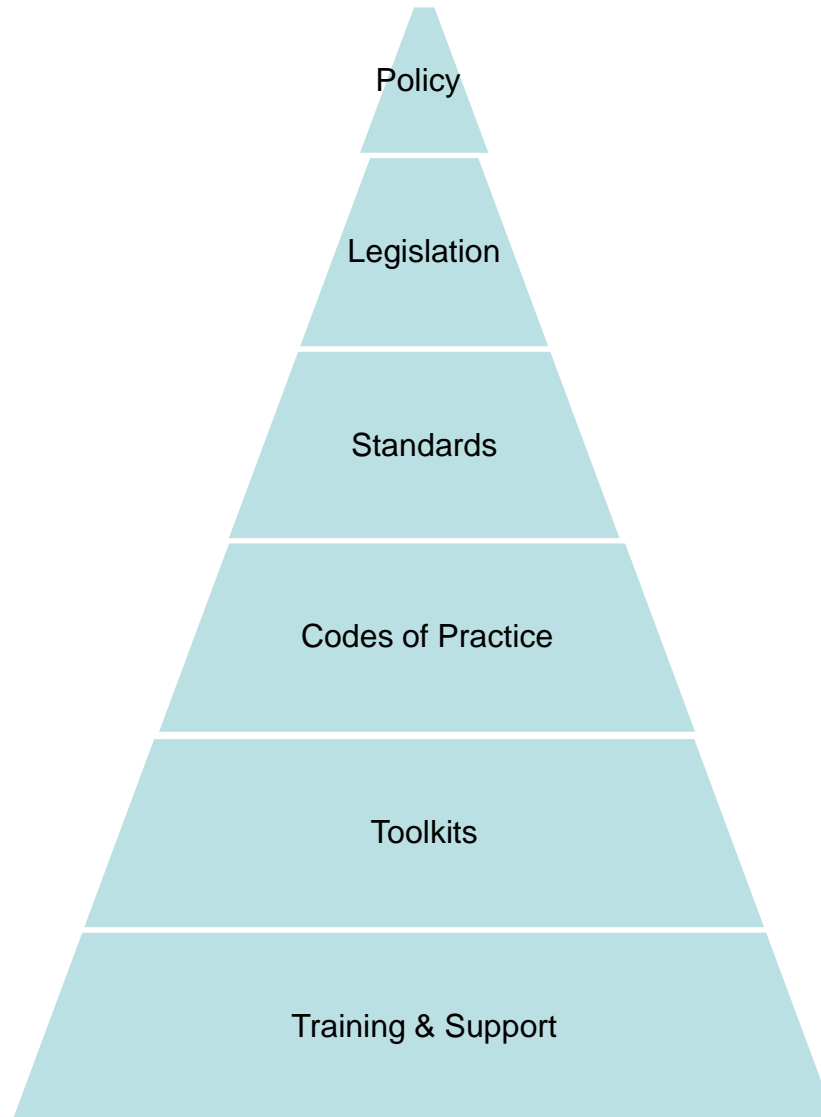
# Example of UD Process

NDA

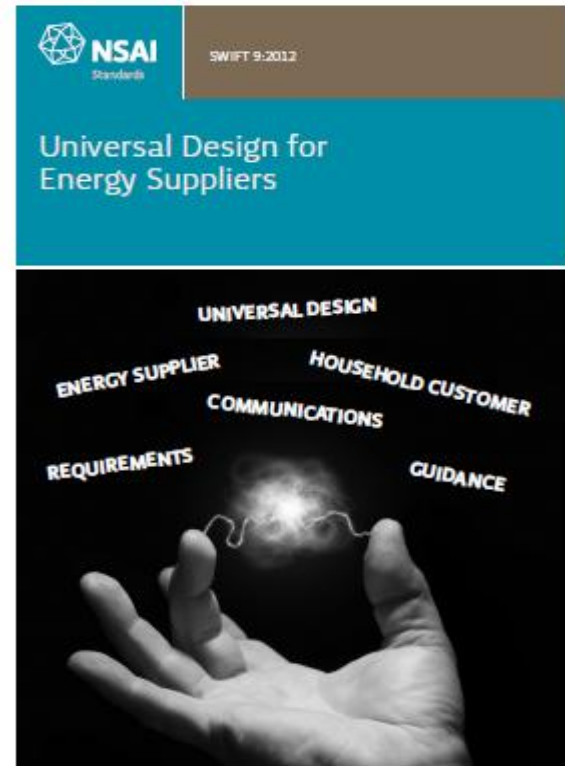
Universal Design



# Systems Approach



World First:  
National Standard



“Universal Design for Energy Suppliers”

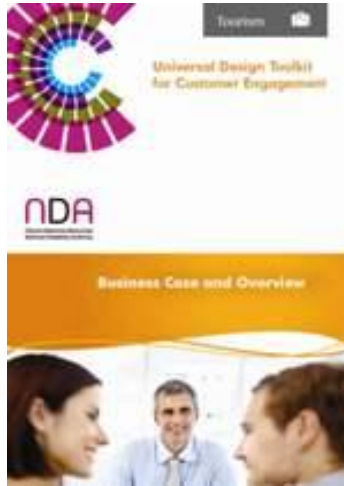
NDA

Universal Design





# Toolkits for Energy Suppliers



Business Case



Written Communication



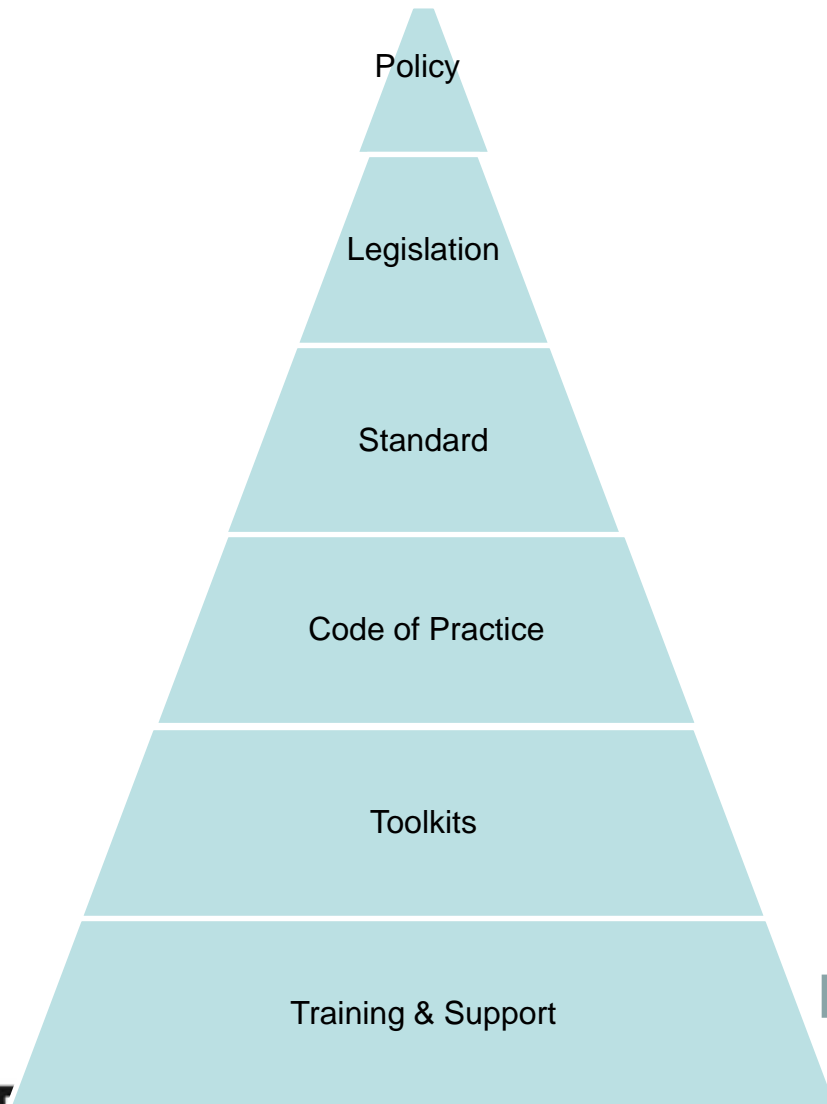
Face to Face  
Voice & Video  
Communication



Electronic & Web  
Communication



# Systems Hierarchy



Internal Champions

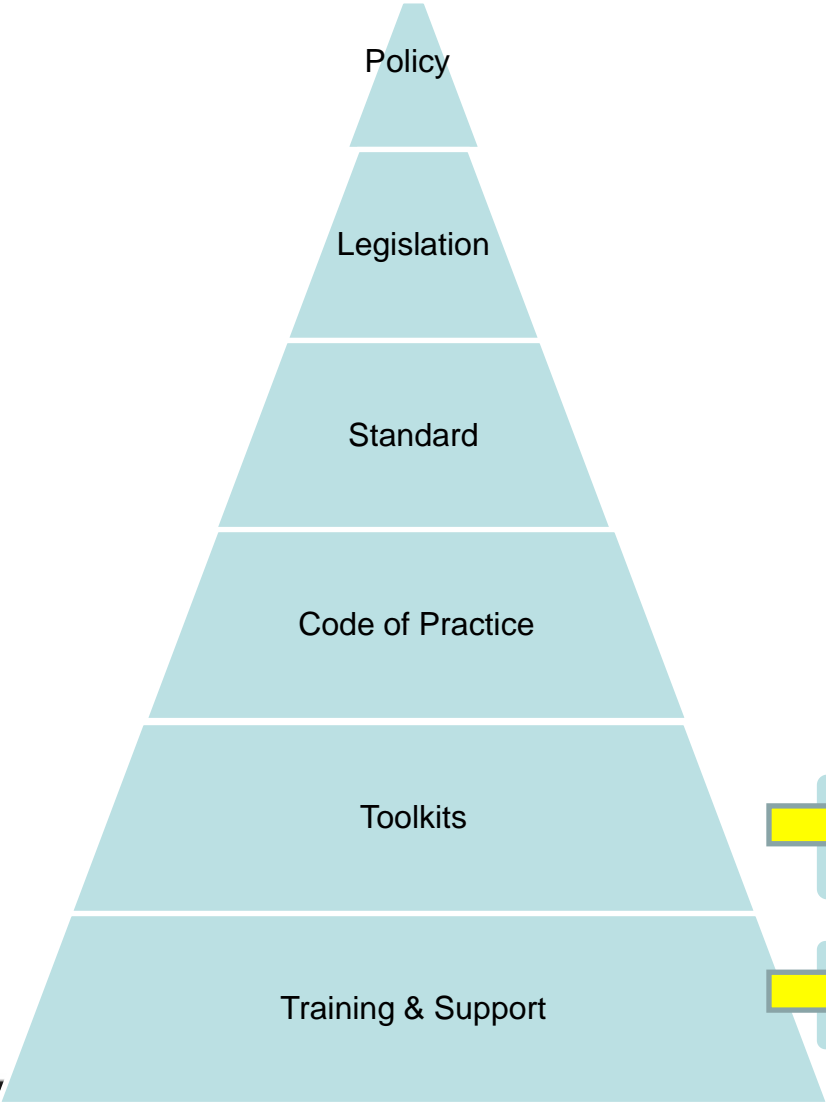


Adopted from NSW Gov Australia (with permission)

Universal Design



# Systems Hierarchy

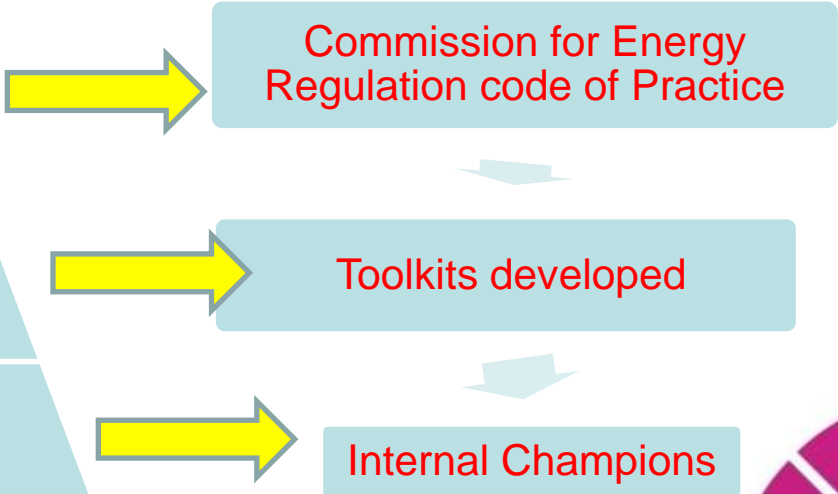
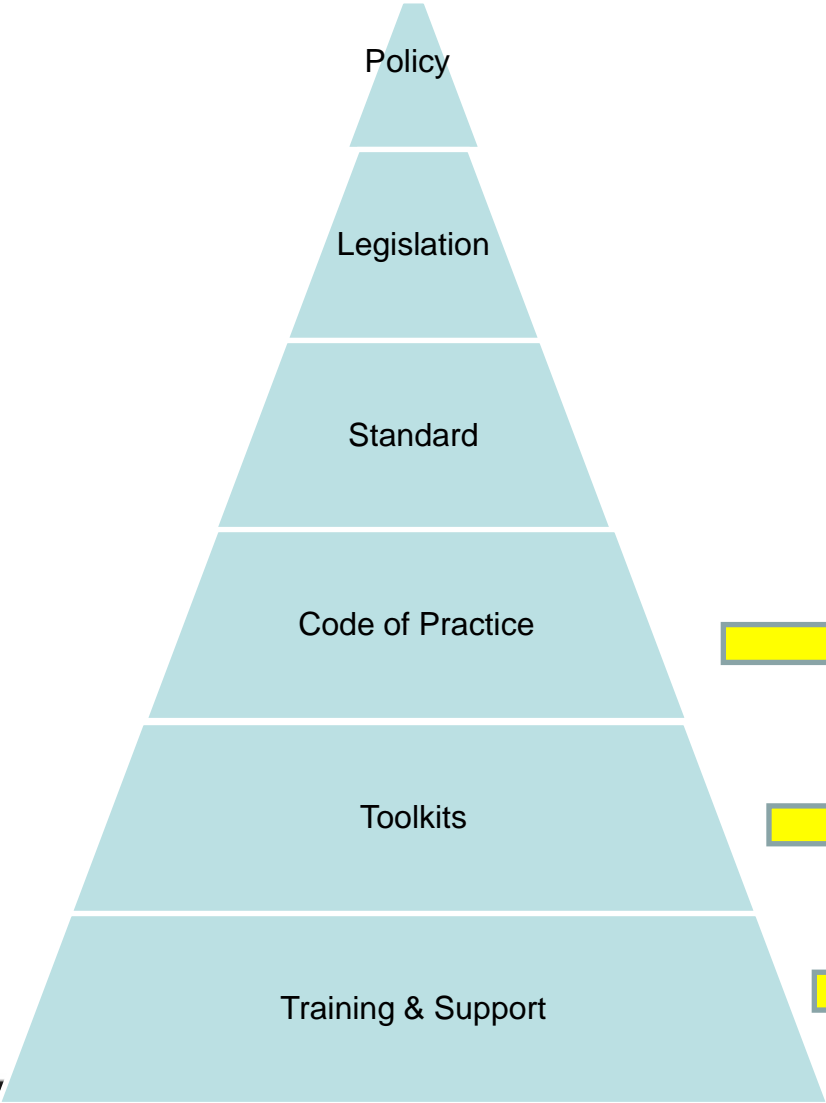


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# Systems Hierarchy

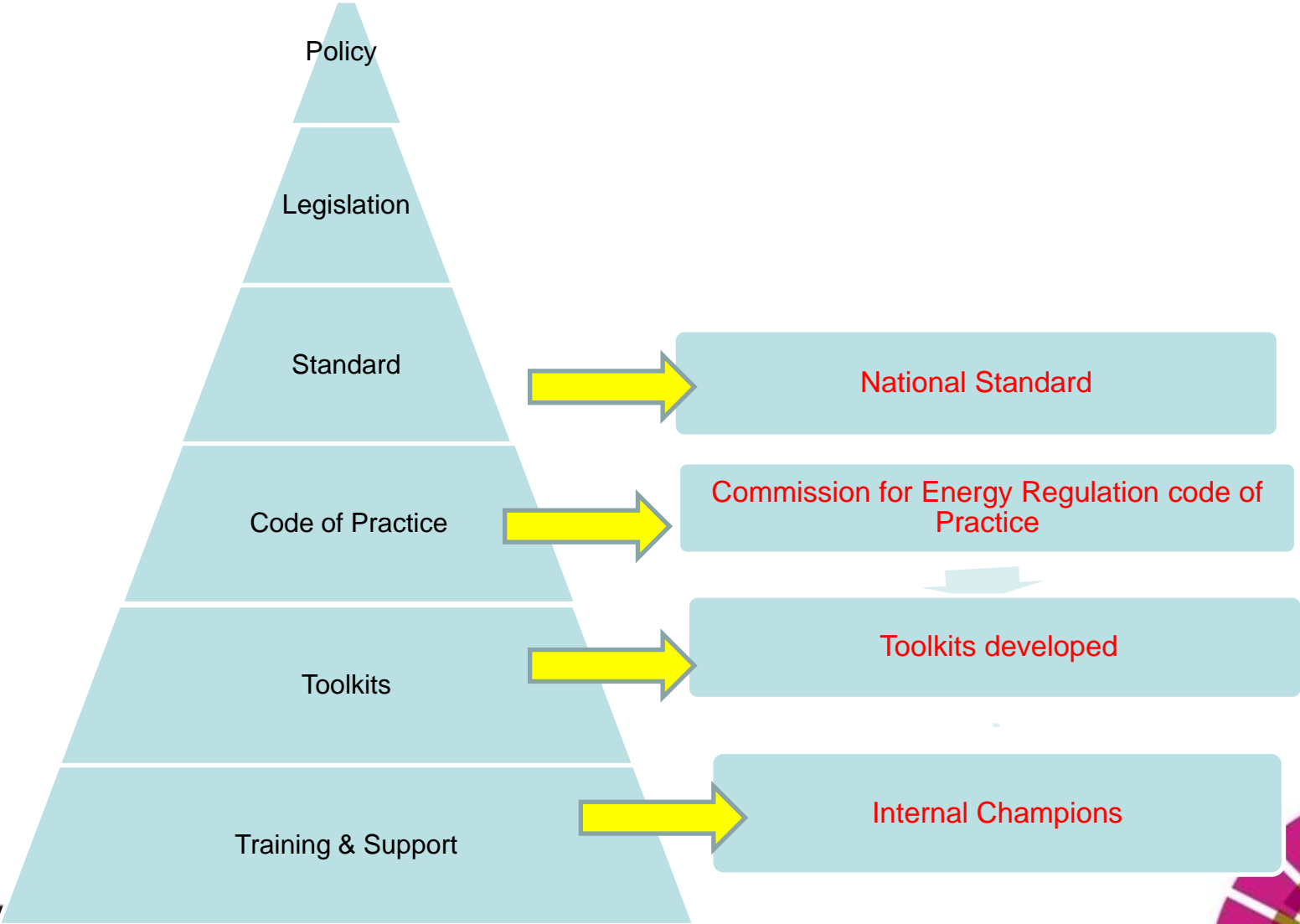


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# Systems Hierarchy

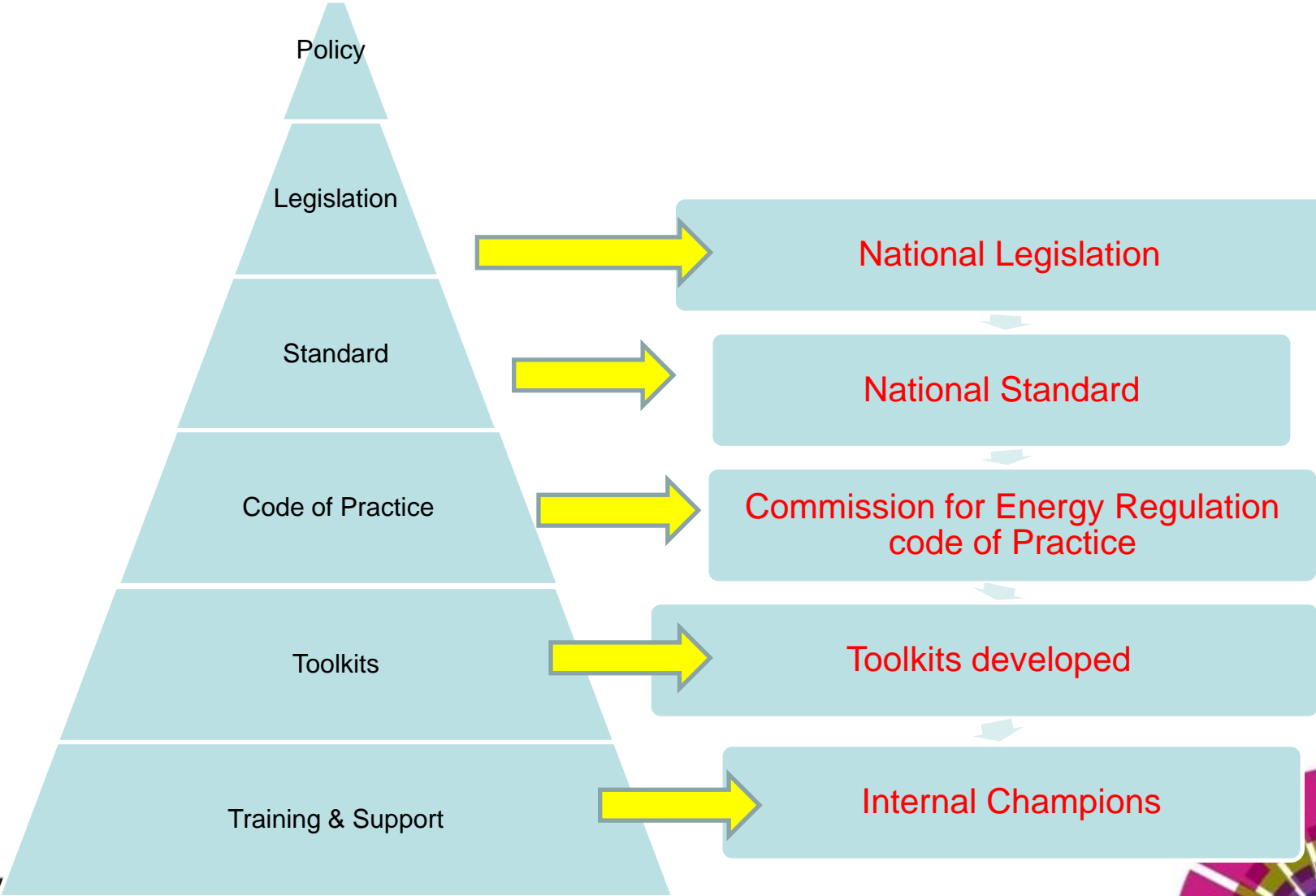


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**Universal Design**



# Systems Hierarchy

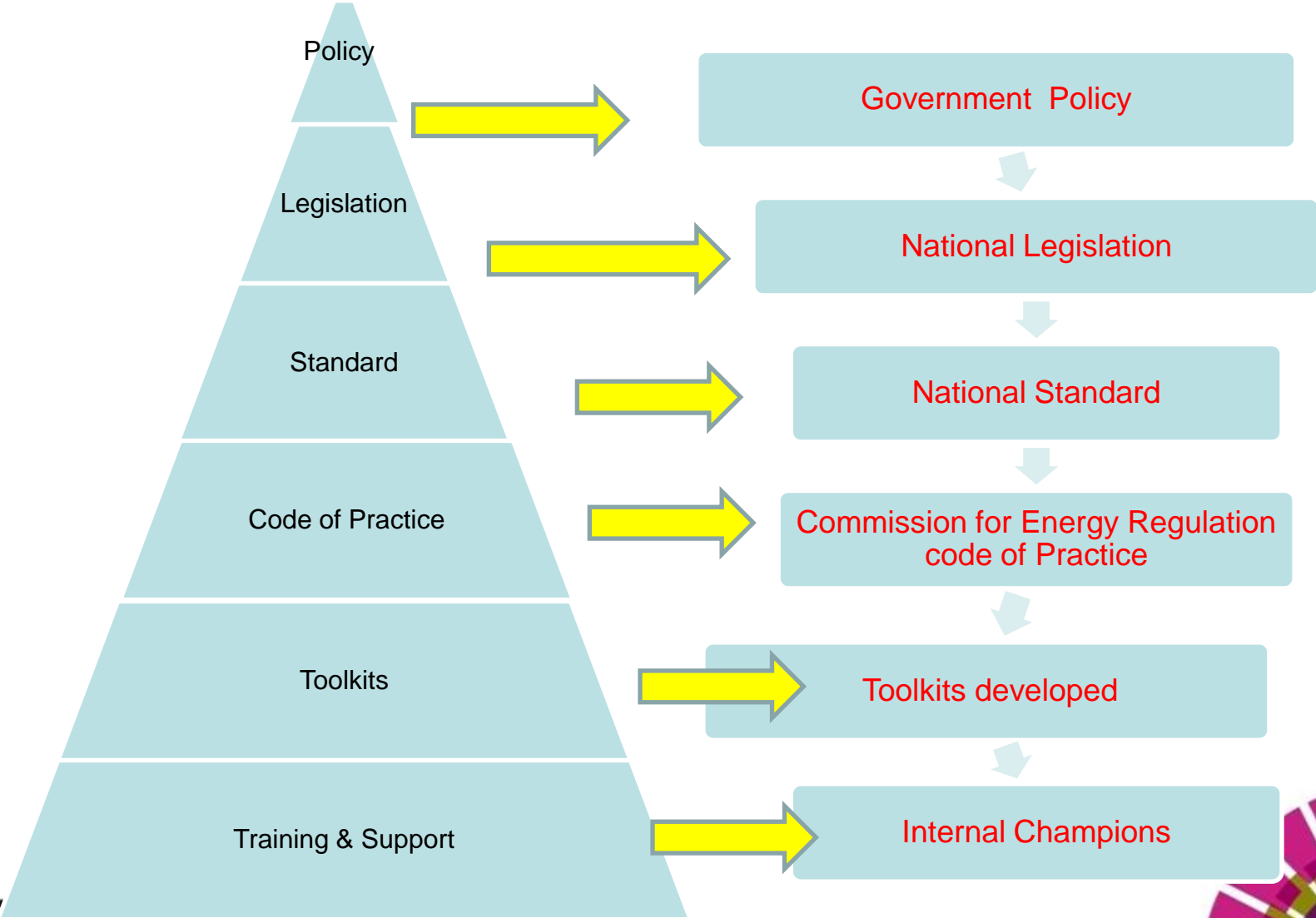


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Universal Design



# Systems Hierarchy

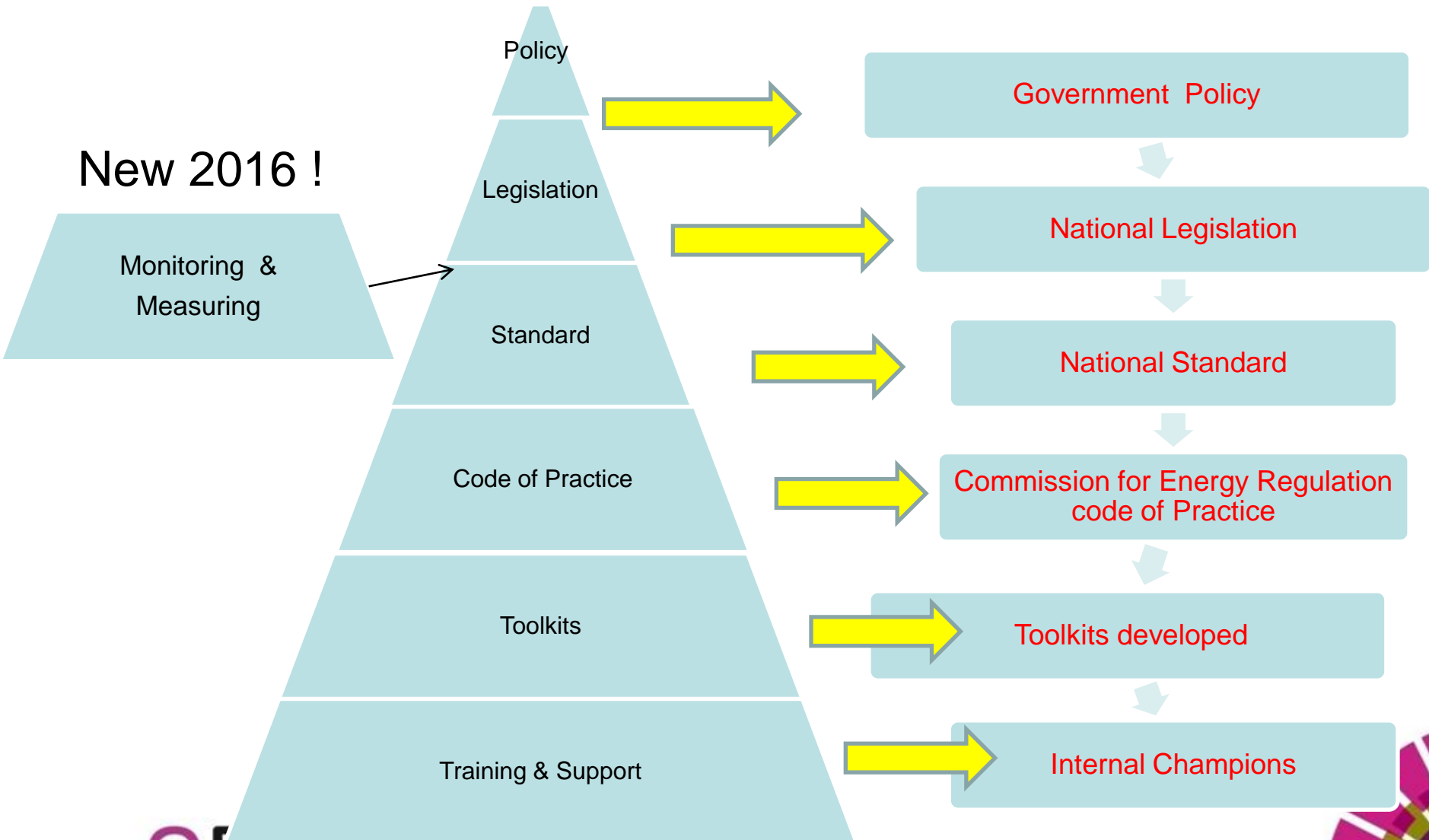


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Universal Design



# Systems Hierarchy



New 2016 !

Monitoring & Measuring

Policy

Government Policy

Legislation

National Legislation

Standard

National Standard

Code of Practice

Commission for Energy Regulation  
code of Practice

Toolkits

Toolkits developed

Training & Support

Internal Champions



Adopted from NSW Gov Australia (with permission)

Universal Design

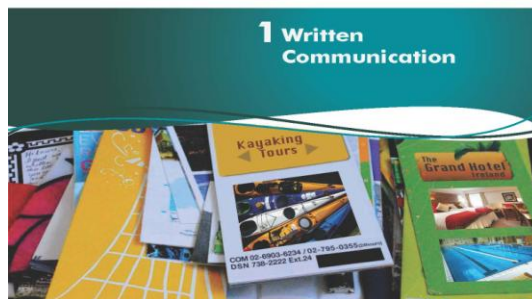




# National Standard and Toolkits in Tourism



<http://www.universaldesign.ie/tourism>



**NDA**

**Universal Design**



# Poor Design





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# Traditional 'Medicalised' Model of Home Adaptations



# UNIVERSAL DESIGN (FOR ALL PEOPLE)



**NDA**

Courtesy Alison Wright  
[www.easylivinghome.co.uk](http://www.easylivinghome.co.uk)

**Universal Design**



# Great Design

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Universal Design





# Royal Institute of Architects Ireland Annual Architecture Awards 2013

2013 Winner (and also Peoples Choice Award) – UCD Student Centre



# Residential Adaption and Extension wins 2014 RIAI Universal Design Award



“It is a delight to live in and has greatly improved the quality of life for the whole family”



Universal Design







**GET THE FREE LUAS IPHONE APP**  
Live Luas Info. Stop to Stop Fare Calculator.  
Luas Map, Luas Times, Luas News.

Luas Android App Coming Soon

NCP Iconic 121 RPA

Universal System – Environment/Service/Technology



Universal Design



# What does Universal Design mean to you?



“Climb into the latest Ferrari sports car and you are unlikely to notice the modifications designed with overweight, arthritic pensioners in mind ... the Italian carmaker is just one of many companies grappling with a demographic shift that challenges the fundamental rules of marketing and design ... the average buyer of a Ferrari road car is nearing 50 and set to get older.” - Financial Times, 20 Jan. 2004



# National Awards in Universal Design

Another Key Driver on getting Universal Design as part of the lexicon of designers

**NDA**

**Universal Design**



# Institute of Designers in Ireland Universal Design Award



The Comfee Seat



Gazel Clothes Hanger

NDA

Universal Design





# Royal Institute of Architects Ireland Annual Architecture Awards 2013/2014/2015



2015 Restoration of  
St Mels Cathedral

2014 Winner Family Home,



2013 Winner (and also Peoples Choice  
Award) University Student Centre



# Irish Internet Association Annual Awards 2015



The Award was judged from **ALL 72** shortlisted companies across all categories. Electric Ireland has the widest possible demographic of customers and Arekibo developed their website to accommodate accessibility for that demographic is a fantastic achievement and a very worthy winner” – Joan Mulvihill CEO of IIA.



# Animation of a Family called the “Normals”



Available on Utube

<https://www.youtube.com/watch?v=A88E4DH2asQ&list=PLIaJvOHx4FfCOwRT8ZN9zwCH0vA-sE7H6>

NDA

Universal Design





# Often a Lack of Joined Up Thinking





Universal Design is a **roadmap** to lifelong social participation by children, people with disabilities, and older people. It also creates and satisfies a new customer base. Finally it allows for business models that are at once **economically sustainable** and **socially beneficial**.

Rolling Rains 2012

**Thank you**

[www.universaldesign.ie](http://www.universaldesign.ie)





## The Experience Wheel - Components of a Memorable Tourism Experience

The Experience Wheel captures the components that combine to deliver a memorable experience.

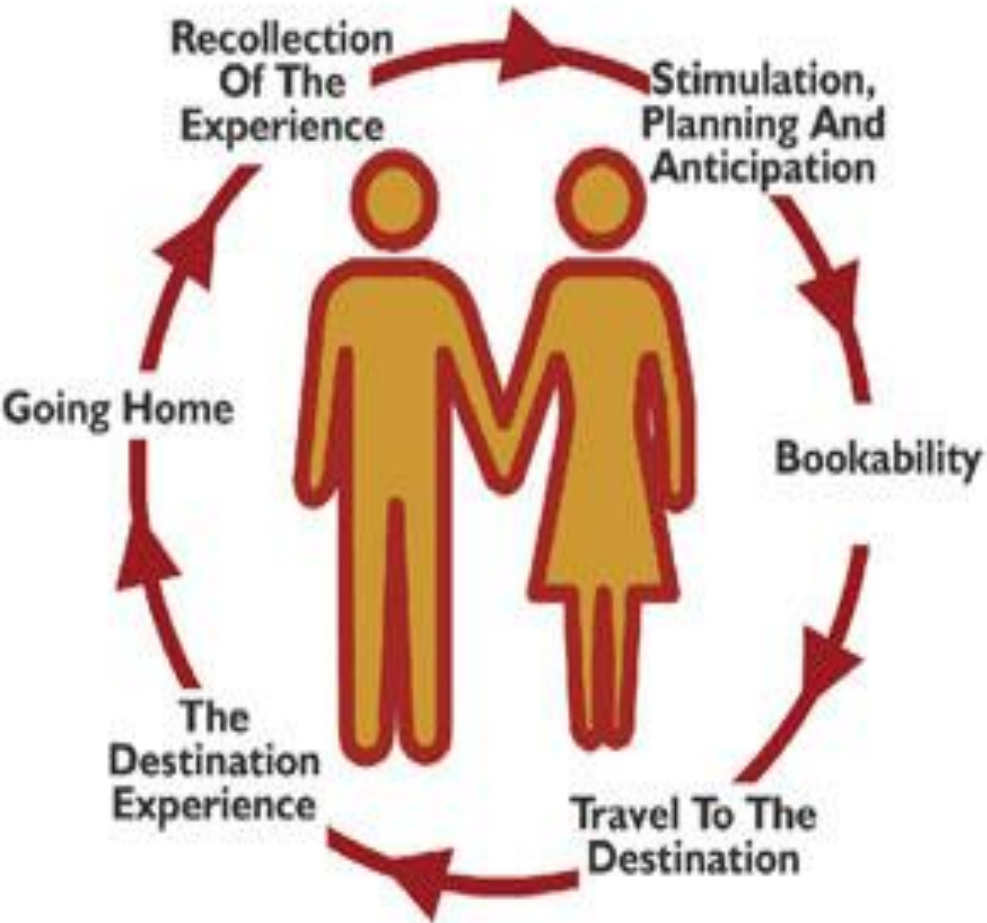


# Google 5 Stage Travel Model





# The Visitor Journey Model



*The Greenhorn*

JOHN

*Profile*

- Probably the single biggest segment of mobile users.
- Want simple: turn on their mobile, dial a number and talk to their intended party.
- Don't care about anything other than the mobile being able to be used as a phone, and possibly contacts.

*Scenario*

I didn't get my first phone until 2001. My daughter bought it for me. I didn't feel it was necessary but since then, I have it with me all the time and use it more than my home phone.

*The Casual User*

EMILY

*Profile*

- Take advantage of most phones features, but not all.
- Use the phone to make calls, use the contacts, send text messages, and take pictures.
- Their mobile is always with them.

*Scenario*

My phone has to look cool. I personalize it with decals, charms, and ring tones. I talk on it everywhere, so my phone style is everything. Of course, it has to work too. I usually talk on the phone, but recently started taking pictures and recording video. My phone is my favorite accessory.

*The Texter*

AKIKO

*Profile*

- Texting is far more popular than calling.
- Will send and receive thousands of text messages per month.
- Rarely use their phones for calling.
- Want a clean texting interface with the fastest possible input.

*Scenario*

I prefer texting than calling because it's more fun and creative. My friends and I probably text each other around 40 times a day. We'll even text to order food. It's far more interesting and less intrusive. I don't have to worry about disturbing people on the train with my talking. I love it.

*The Business User*

STEPHAN

*Profile*

- Wants a phone that is simple, but functions as an integrated smart device.
- Want to read email and call back the sender with the least amount of effort.
- Needs "Popular" mail server integration, including Blackberry and Exchange.

*Scenario*

My mobi is my life. Without it my business would suffer. I take conference calls while driving down the M25. If someone text me, I need to ring them without taking my eyes off the road. And since I use my mobi everywhere, it needs to be durable. The last thing I need is for it to break after one drop.

*The Power User*

ROBERTO

*Profile*

- Will use almost all of the built-in functionality.
- Will also extend their phones functionality with additional software.
- Will flip through every menu options and changing settings.

*Scenario*

I'm addicted to new toys. I get the latest gadgets as soon as they arrive on the market. I upgrade my phone every 6 months. I guess you can say this is almost a sport for me. Or an addiction? I just love to explore the latest and how it can make life fun.

*The Hacker*

RICKY

*Profile*

- Care more about customization.
- Want to make changes to every aspect of the phone.
- Belong to mailing lists and forums about hacking the phone.
- Contribute to the open source community.

*Scenario*

As soon as I found out about an open source phone, I jumped on it. I created two apps for the phone and am working on the texting solution. I probably should spend more time at my day job, but this is far more fun. Of course, I use my phone for calls and texting too.



**Driving Growth Through Segmentation**

An introduction to best prospect  
DOMESTIC customer segments

 **Fáilte Ireland**  
National Tourism Development Authority

 [Contents](#) 

NDA

Universal Design





## Priority Segments

On a domestic front three segments have been prioritised, these are defined as follows:

### Connected Families

Connected Families are made up of families with young children. Their core motivation is to spend quality time together and grow as a family.

### Footloose Socialisers

Footloose Socialisers tend to travel as groups of friends, for them holidays are about sharing experiences with people who are of the same mindset.

### Indulgent Romantics

Indulgent Romantics are made up of couples that are seeking a romantic getaway through which they can reconnect while enjoying wonderful surroundings.





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From a global perspective three segments have been prioritised. These have been identified as:

## Culturally Curious

Culturally Curious tend to be slightly older, are very independently minded and are interested in places of historic and cultural interest.

## Social Energisers

Social Energisers tend to be young, looking for new experiences and excitement.

## Great Escapers

Great Escapers are all about getting away from it all, renewing family bonds and spending time together in a beautiful place.





### Segment snapshot

#### Mindset & Motivations

- They are meticulous planners because they want to make sure their family holiday is perfect
- They thrive on researching and planning every detail of their holidays
- More than average motivated by spending time with family and children on their holidays

#### Demographics

- Highest share of females (58%)
- Average age of segment 42
- Higher share of home makers

#### Holidays / short breaks in Ireland

- On average take 1.3 domestic trips per year
- Main differentiating motivations: Spend time with family & friends and children, gentle/relaxing activities, beach, enjoy local specialities and go shopping
- Main barriers: Price of accommodation and activities
- Most likely to travel in August or July
- Most likely of all segments to book activities and restaurants beforehand



## Developing a Persona Failte Ireland

- <http://www.failteireland.ie/Supports/Develop-your-tourism-enterprise/Online-guides/Marketing-Plan-Online-Course/Marketing-Guide/Develop-your-marketing-strategy/Customer-Segmentation-and-Targeting-2-2.aspx>



# IAP2 Spectrum of Public Participation



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>▪ Fact sheets</li> <li>▪ Web sites</li> <li>▪ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen advisory committees</li> <li>▪ Consensus-building</li> <li>▪ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decision</li> </ul>



- Despite progress in the development of community engagement ... evidence suggest[s] that equality groups remain under-represented. Barriers can relate to social, cultural and financial issues, to the overall approach to engagement, to procedures and to practical arrangements (including specific aspects of this such as the tools used, and the attitudes of those involved). Local Government Improvement and Development (UK), 'Community engagement'



The difficulty for these new professionals is that they have to work in ways that seem, at first sight, opposed to the prevailing culture around them. **Co-production demands that public service staff shift from fixers who focus on problems to enablers who focus on abilities.** Their job is to re-define the client or patient before them, not according to their needs but according to their abilities, and to encourage them to put those abilities to work. This role is not recognised or rewarded within the management structures that are currently in place.



n an article in *The Times* in March 1937 the economist John Maynard Keynes remarked sardonically: ‘There is nothing a government hates more than to be well-informed; for it makes the process of arriving at decisions much more complicated and difficult. J M Keynes, *Collected Writings*, Macmillan for the Royal Economic Society, London, 1973, Vol. 21, p. 409.



**The new paradigm of public administration involves a shift from a ‘command and control’ mindset —at both the political and managerial level—to one of collaboration ‘characterised by complex networks of multi-organisational, multi-governmental and multi-sectoral collaborations’.**[\[144\]](#)

Y Blacher and D Adams, ‘Working together for stronger Victorian communities’, in Parker & Gallagher, eds, *The Collaborative State*, Demos, 2007,

<http://www.demos.co.uk/files/Collaborative%20State%20-%20web.pdf>





The burden of responsibility for initiating, facilitating and sustaining citizen engagement falls heavily on public servants. The magnitude of that ‘meaning-making’, ‘narrative-creating’ task can hardly be overstated.



the role of the modern, citizen-oriented public servant is  
no less than:

“to provide the public with alternative visions of what is  
desirable and possible, to stimulate discussion about  
them, to provoke re-examination of premises and values,  
and thus to broaden the range of potential responses and  
deepen society’s understanding of itself. [\[154\]](#)”

R Reich, *Public Management in a Democratic Society*,  
Prentice-Hall, 1990, p. 9

Robert Reich: public management theorist



conduct the analysis and diagnosis of an issue,  
collaboratively identifying needs and the strengths and  
weaknesses of existing policies and service and support  
systems

articulate needs and collaboratively set objectives  
decide in pragmatic terms the directions, priorities, the  
roles and responsibilities, thereby collaboratively creating  
the strategy that is to be pursued, and  
collaboratively formulate tactics, which includes  
overseeing the development of policy details,  
specifications, blueprints, budgets and technologies  
needed to move from the present to the future state.

International Bank for Reconstruction and Development,

**nda**

*The World Bank Participation Handbook, 1996*

Universal Design



# International Association for Public Participation

## Core Values for the Practice of Public Participation

Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

Public participation includes the promise that the public's contribution will influence the decision.

Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.

Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

Public participation seeks input from participants in designing how they participate.

Public participation provides participants with the information they need to participate in a meaningful way.

Public participation communicates to participants how their input affected the decision.

Source: International Association for Public Participation (IAP2), Core Values, IAP2 website, <http://www.iap2.org/displaycommon.cfm?an=4>



# OECD Guiding principles for open and inclusive policymaking

In 2009, the OECD updated and republished the following *Guiding Principles for Open and Inclusive Policy Making*:

Source: Organisation for Economic Cooperation and Development (OECD) , *Focus on Citizens: Public Engagement for Better Policy and Services*, 2009, <http://www.oecd.org/dataoecd/20/3/42658029.pdf>



# A Ladder of Citizen Participation

Sherry Arnstein 1969.

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