STRATEGIC PLAN

FOR

ETOUR and the DISCIPLINES OF

TOURISM STUDIES and GEOGRAPHY

2015-2020

Introduction

ETOUR was established in 1997 by the Swedish Tourist Authority, Swedish Travel and Tourist Association, and Mid Sweden University. Our research environment consists of ETOUR and the disciplines of tourism studies, geography and human geography[1]. Results from a recently conducted evaluation (ARC13) indicate that our environment is positioned to be one of Europe's leading arenas for research-based knowledge on tourism. This document seeks to operationalize the findings from the ARC13 evaluation into a strategy that enables us to achieve this position. The following sections further articulate four main issues: 1) strategy for research environment, 2) publication strategy, 3) funding strategy, and 4) communication strategy.

The ARC13 evaluation produced an analysis of strengths, weaknesses, opportunities and threats. This analysis included a self-assessment along with comments from external reviewers, which concluded that our environment is a highly ambitious and productive community of researchers. We are seen as a competitive research environment that is capable of generating significant external funding. In addition, we conduct scientific research that directly responds to the needs and challenges of the globally growing tourism sector.

As the world's fifth largest economic sector, tourism is characterized by an extremely wide and diverse range of actors. In order to conduct effective applied research in this sector, it is critical to maintain on-going engagement and dialogue with relevant key stakeholders. Consequently, we have a strong tradition of working closely with actors throughout the tourism sector to shape, design, deliver, and support utilization of research based knowledge.

A number of strategic weaknesses were also identified such as our environment's reliance on a small number of people, the absence of a clear vision and strategy along with an associated monitoring program, the need for greater collaboration across disciplines, and the challenges associated with co-funding.

Within the context of these strengths and weaknesses, the ARC evaluation clearly identified specific strategic needs for our future success:

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[1] We realize that there are international differences in the relationships between disciplines of Geography and Human Geography. For example, outside of Sweden it is common for Geography and Human Geography to be considered the same discipline. However, for purposes of this document we will treat them as separate disciplines to reflect Mid Sweden University's organizational structure.

Quality – as evidenced by the caliber, impact and volume of our scientific publications (e.g. level 2 journals according to the Norwegian list)

Productivity – ensuring a steady flow of scientific output (e.g., publications, conference presentations, funding proposals) from our staff

Stable funding sources – we need to effectively balance the periods when we have significant financial resources and when we lack such resources, in order to develop long term and more stable programs of research.

Research environment and infrastructure – in order to sustain the recognized position of our research (as described in ARC13), we need an appropriate level of support for: (i) general administration, (ii) pursuing increasingly competitive external funding sources (e.g. Horizon2020), (iii) communication, (iv) the transfer of knowledge and innovation related activities, (v) research center management and project management, (vi) the opportunity and capacity to build strong networks within and outside the disciplines of our environment to create joint research projects, (vii) as well as ensuring the relevant use of our research in society at large. Another important element for our research environment is to strengthen the links between research and education. To do so, it is of vital importance to be able to offer permanent positions to researchers and to have the opportunity to recruit new PhD students regularly and integrate these directly into externally funded research projects. Consequently, we see the PhD program in tourism studies (which was established in 2010) as a key ingredient for our research environment.

The ARC13 reviewers acknowledge that Mid Sweden University has an important responsibility for supporting our research environment in order for us to reach our full scientific potential. Without such support, our researchers are increasingly required to engage in non-core research related tasks and activities that greatly reduce our research productivity.

Our future

Our research environment has expressed the following long term vision:

> *We should be the leading environment for research based knowledge in tourism in Europe by 2020.*

Our primary goal is to have high quality academic research in an international context. Our work seeks to be of relevance to society at large and co-produced with external partners. Increasing our external funding is necessary to achieve this goal. Our researchers should be recognized as international leaders within their specific areas of study.

Our environment is characterized by the following values: active and team-oriented, dialog, network, output, quality, relevance, and strong working environment.

Network

Vi samverkar med ett stort antal olika samarbetspartners i samhället som en garanti för fortsatt framgångsrik forskning. Samverkan kan ske på många olika vis, från referensgrupper till stora samfinansierade forskningsprojekt.

Våra partners inkluderar bland annat turismens privata och offentliga aktörer (referensgrupp, branschråd), offentlig sektor, myndigheter, destinationer, destinationsbolag, branschorganisationer, internt – ledning, medarbetare och andra forskningsmiljöer, forskare och forskningsmiljöer nationellt och internationellt, forskningsfinansiärer nationellt och internationellt, näringsidkare på lokal, regional och nationell nivå.

Till våra nyckelintressenter räknas forskningsfinansiärer som t ex Naturvårdsverket, Tillväxtverket, KK-stiftelsen, VINNOVA, destinationer och även våra samarbetspartners som deltar och/ eller medfinansierar forskning. Andra nyckelintressenter är Mittuniversitetets ledning och EU (strukturfond, Horizon, Forskningsfond - European Research Council), Östersunds kommun, CRT, Svenska turistföreningen, Forskningsråd, evenemangsarrangörer, FGV (Miun), NIC, Handölsdalens sameby, RAÄ, Arbetsinst. Oslo, kommuner, Tillväxtanalys, Jämtland Härjedalen turism, regionförbund, länsstyrelser, Peak Innovation, BFUF, Visita, Skistar, Parks and Resorts, Åre Destination AB, andra universitet – nationellt och internationellt, Nordic Innovation, Energimyndigheten, Prince and Pearce, Forum för arbetslivsforskning, bemanningsföretag och fackliga org., Vårdförbundet, Transportarbetarförbundet, Hotell och restaurangfacket.
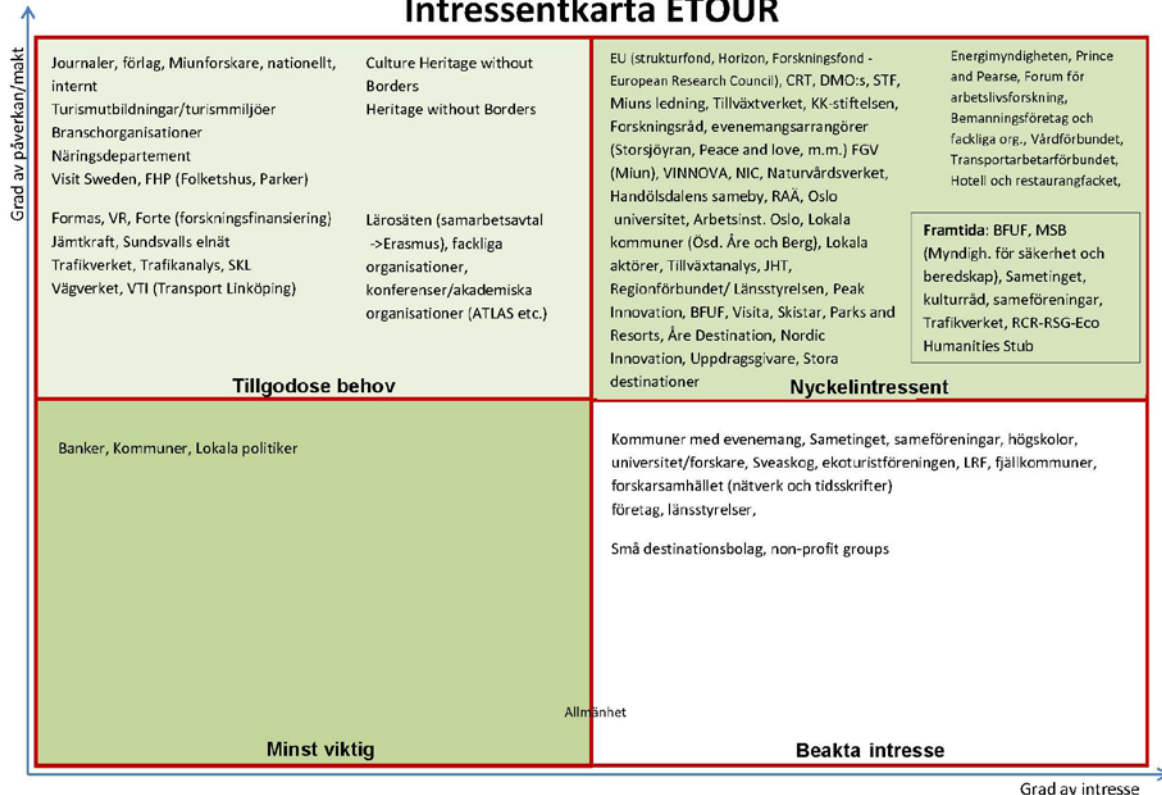
Till framtida nyckelintressenter räknas MSB (Myndigheten för säkerhet och beredskap), Sametinget, kulturråd, sameföreningar, Trafikverket, RCR-RSG-Eco Humanities Stub.

Vi behöver även arbeta med andra intressenter som stor påverkan på verksamheten men med lågt intresse, hit räknas bland annat tidskrifter, förlag, näringsdepartement, forskande kollegor (internt, nationellt och internationellt), turismmiljöer/ turismutbildningar, branschorganisationer som Visit Sweden, Svenska Ekoturismföreningen, forskningsfinansiering - FORMAS, Vetenskapsrådet, Forte, FHP (Folketshus Parker), Jämtkraft, SHR, SSR, Sundsvalls elnät, Trafikverket, Trafikanalys, SKL, Vägverket, VTI (Transport Linköping), Culture Heritage without Borders, Heritage without Borders, lärosäten (samarbetsavtal Erasmus), fackliga organisationer, konferenser/akademiska organisationer och nätverk som t ex ATLAS, IFITT, Atlas, Northors, Natu och AIEST. Skogsstyrelsen, Boverket, Ungdomsstyrelsen, Svenskt vatten, Gaaltije , Naboer AB, Sveaskog, Lantbrukarnas riksförbund, Peak Experiences R&D AB, Plotagon AB, Arbetsförmedlingen, Kulturarv utan gränser, RSG INC, Touring Exhibitions & Eventum, Swetour och MittSverige Turism.

Högt intresse men lite påverkan på verksamheten har intressenter som kommuner med evenemang, Sametinget, sameföreningar, högskolor, universitet/forskare, Sveaskog, Ekoturismföreningen, LRF, fjällkommuner, forskarsamhället (nätverk och tidskrifter), företag, länsstyrelser, små destinationsbolag och non-profit groups.

Bland intressenter med låg påverkan och lågt intresse finner vi banker, kommuner och lokala politiker.

Intressentkarta ETOUR

Grad av påverkan/makt (vertical axis) · Grad av intresse (horizontal axis)

Tillgodose behov

Journaler, förlag, Miunforskare, nationellt, internt
Turismutbildningar/turismmiljöer
Branschorganisationer
Näringsdepartement
Visit Sweden, FHP (Folketshus, Parker)

Formas, VR, Forte (forskningsfinansiering)
Jämtkraft, Sundsvalls elnät
Trafikverket, Trafikanalys, SKL
Vägverket, VTI (Transport Linköping)

Culture Heritage without Borders
Heritage without Borders

Lärosäten (samarbetsavtal ->Erasmus), fackliga organisationer, konferenser/akademiska organisationer (ATLAS etc.)

Nyckelintressent

EU (strukturfond, Horizon, Forskningsfond - European Research Council), CRT, DMO:s, STF, Miuns ledning, Tillväxtverket, KK-stiftelsen, Forskningsråd, evenemangsarrangörer (Storsjöyran, Peace and love, m.m.) FGV (Miun), VINNOVA, NIC, Naturvårdsverket, Handölsdalens sameby, RAÄ, Oslo universitet, Arbetsinst. Oslo, Lokala kommuner (Ösd. Åre och Berg), Lokala aktörer, Tillväxtanalys, JHT, Regionförbundet/ Länsstyrelsen, Peak Innovation, BFUF, Visita, Skistar, Parks and Resorts, Åre Destination, Nordic Innovation, Uppdragsgivare, Stora destinationer

Energimyndigheten, Prince and Pearse, Forum för arbetslivsforskning, Bemanningsföretag och fackliga org., Vårdförbundet, Transportarbetarförbundet, Hotell och restaurangfacket,

Framtida: BFUF, MSB (Myndigh. för säkerhet och beredskap), Sametinget, kulturråd, sameföreningar, Trafikverket, RCR-RSG-Eco Humanities Stub

Minst viktig

Banker, Kommuner, Lokala politiker

Beakta intresse

Kommuner med evenemang, Sametinget, sameföreningar, högskolor, universitet/forskare, Sveaskog, ekoturistföreningen, LRF, fjällkommuner, forskarsamhället (nätverk och tidsskrifter) företag, länsstyrelser,

Små destinationsbolag, non-profit groups

Allmänhet

Our general research area

Despite tourism's growing importance as an economic sector, phenomenon remains far from fully understood in either scientific or policy circles. One important reason is that tourism is highly fragmented and involves numerous players and institutions, thereby generating multiple effects on both host and generating areas. Education and research on travel and tourism exists around the world in various university departments and research institutes, but the curriculum and disciplinary focuses vary. Mid-Sweden University has pioneered higher education in tourism and launched the first Swedish undergraduate program in the 1970s. The program has since evolved and now includes both Master and PhD programs.

Given the rapid growth of the tourism sector, the discipline of tourism studies must constantly evolve in order to produce scientifically robust and socially relevant knowledge. The UNWTO states that "Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes" (UNWTO 1995: 10). A more recent definition is offered by Tribe (1997), who considers tourism as "the sum of phenomena and relationships arising from the interaction in generating and host regions, of tourists, business suppliers, governments, communities and environments". This definition reveals six key dimensions of tourism research, namely; the tourist, the business, the host community, the host environment, the host government, and the generating country. However, tourism particularly requires the coordination of complex (i.e., commercial and social) stakeholder constellations to deliver and mediate tourist experiences. Therefore aspects such as networks, organization, co-production and clusters are also important.

Tourism research is widely considered as a multi- and post-disciplinary field of study. Similar to the field of marketing, which borrows from a range of disciplines (e.g. economics, sociology, and psychology, as well as codifying practices from the world of business) the field of tourism borrows from a number of disciplines to investigate and explain the phenomenon of tourism. However, the scientific field of tourism studies as a

legitimate and recognized sphere of academic enquiry is widening as a result of the tourism agenda spanning broad social boundaries.

A framework for the discipline of tourism was developed for the PhD program in tourism studies at Mid Sweden University. This framework approaches tourism as a post-disciplinary study area that encompasses multiple disciplines. The framework has an outer circle consisting of contemporary disciplines of primary and future significance for tourism. An inner circle of the framework represents the discipline of tourism studies, including business and non-business related tourism research. The inner circle first includes aspects of tourism related resources which focuses on environmental, cultural and socio-technical resources devoted to tourism production processes, thus, on the sustainable treatment of these resources and their expected impacts. Second, aspects of consumer behavior in tourism investigates the various and over time changing behavioral and attitudinal aspects of tourists related to the consumption or experience of tourism goods, services, images and emotions. This element also focuses on tourist consumption and mobility patterns in time and space. Third, aspects of tourism management focus on the functioning and the interplay of the various operations and processes within and between tourism organizations, while the planning and development of tourist destinations is also addressed. Between the inner and outer circle are interaction points between disciplines and the field of tourism where tourism concepts are formulated and tested. This framework provides an opportunity to identify, understand and position tourism as a discipline which can then serve as a platform for developing research agendas in connection to societal challenges.

Priority research areas

Our priority research areas focus on issues associated primarily with destination development. The concept of destinations is perhaps the most foundational element in any tourism system. Consequently, understanding destination development processes include issues relating to: consumer behaviour, entrepreneurship and innovation, economic output, governance, hospitality, seasonality, labour issues, natural and cultural resources, management, regional development, climate change, service delivery and quality, planning, sustainability, types of tourism such as eco-tourism, rural tourism, pop culture tourism and event tourism, and travel.

We have three priority research areas under the umbrella of destination development: (a) nature based tourism; (b) E-tourism research for developing, marketing, and managing tourism destinations; (c) tourism's economic, political, and spatial dynamics.

Nature-based tourism

Nature is a key attraction factor for tourism in the Nordic countries and nature-based tourism is among the most rapidly expanding tourism sectors in many parts of the world. Studies of nature-based tourism can be categorized into three principal approaches – outdoor recreation demand, nature-based tourism supply (services and products) and studies of natural resource management and planning for recreation opportunities. Nature-based tourism experiences are typically produced through a combination of these three dimensions. Service providers in nature-based tourism represent a diverse and growing economic sector where many companies are relatively small, lifestyle driven and located in rural regions. In Nordic countries, these businesses are typically challenged by seasonality in demand, poor infrastructure and conflicts with other natural resource uses. Decisions on natural resource use often feature public good considerations, which are beyond the control of the tourism industry (e.g. the Right of Public Access, protected areas). Thus, the mission of the nature-based tourism research program is to conduct research of high international quality from three main perspectives to provide knowledge for enhancing sustainable development of tourism and recreation based on natural resources:

Outdoor recreation demand, trends and monitoring

This focus area primarily concerns research on outdoor recreation participation, demand, motivation and constraints at different spatial levels to support and critically examine commercial development and policymaking. This also includes the evaluation and development of visitor monitoring methods and impacts from participation on e.g. environmental behaviour and economic expenditure. A recently establish Internet platform (friluftsforskning.se) for networking and capacity building will be further developed and provide a valuable input to outdoor recreation (friluftsliv) policy making in Sweden. The study of international demand and "slow adventures" are also of increasing importance and will be subject to future inquiries.

Nature-based tourism supply

This focus area explores issues related to the nature-based tourism servicescape based on national inventory of nature-based tourism service providers in Sweden (and Norway). This includes, e.g. the characteristics (size, extent, profile, spatial distribution) of the supply of nature-based tourism, conceptualizing the nature-based tourism setting using a servicescape approach, analyzing natural amenities and the regional distribution of nature-based tourism supply, and develop an activity based typology. Future research will focus further on the major differences and similarities in using nature as a service setting between Swedish and Norwegian service providers and how supply meet the demand in nature-based tourism.

Nature-based tourism resources

This focus area includes studies on nature-based tourism in protected areas, conflict management, social indicators and landscapes. Managing natural resources for nature-based tourism includes many challenges related to the design and implementation of planning frameworks at different spatial levels. Parks and protected areas are leaders in defining and applying the concept of sustainability through such frameworks. Looking at outdoor recreation through a landscape perspective and successfully identifying social indicators provide new possibilities for sustainable development. The research provides valuable input to current national park designation processes and evaluation of outdoor recreation policymaking in Sweden.

Overall this research priority area engages both PhD-students, senior researchers and one professor. Their research has been successfully published in high ranking journals and books for a long time. The research has also been very successful in attracting external funding as well as achieving a high impact of results, primarily in the public domain. The researchers engaged in this research are well established within an international network with a primary focus on networks and strong relationships to academic and non-academic partners in Sweden and other Nordic countries.

E-Tourism research for developing, marketing and managing tourism destinations

Being an information intensive business, travel and tourism (T&T) represents the largest sector within the e-Commerce domain. However, new information and communication technologies (ICTS) are constantly eroding traditional knowledge bases and firm boundaries, thereby provoking behavioral and structural changes (i.e. from market place to market space). This evidence is precarious since the competitiveness of the core strategic unit in T&T, the tourism destination, is directly related to the availability of knowledge needed to strategically configure networks of expertise that coordinate complex stakeholder constellations and resources to deliver co-created tourist experiences. Indeed, T&T industries have been radically changed through ICTS, and users have adopted an ever growing range of new ICTS applications. While this trend is expected to continue, developments that will be most influential to the T&T domain are ubiquitous applications running on different devices, novel paradigms of the interaction between humans and computers (e.g. new search and recommendation approaches, such as emotional, implicit, sensor-based), and data analytics building on the application of advanced machine learning techniques (Werthner et al., 2015). Thus, although digital disruptions

are closely related to issues concerning digital infrastructures, there is a special need for research-based e-tourism knowledge referring to all major tourism stakeholders.

While ICTs are opening new technical and business opportunities to tourism, multiple research challenges prevail at the interface between multidisciplinary linked areas of research, such as social sciences, management sciences, computer sciences, economics, communication, and, of course, tourism research. More concretely, state of the art e-tourism research generates knowledge at the following levels (Werthner et al. 2015): 1) at the individual, group and social layer, tailored applications and sophisticated user models are conceptualized, developed, and tested that let services better adapt to user's needs and provide support throughout the pre-trip, stay, and post-trip phases. Context-aware adaptive applications, such as recommender systems and mobile (i.e. ubiquitous) systems, reduce the cognitive load of users, make sense and, ultimately, increase individual and social well-being; 2) At the corporation/enterprise layer, which refers to tourism suppliers, intermediaries, tour operators, travel agents, and destination management organizations, interoperable platforms are conceptualized, developed and tested, that support knowledge and innovation management, data storage, the measurement of the return of investment in multi-channel marketing, online reputation and management of user generated content, performance analysis and process mining. Finally, sate of the art research at the 3) network/industry layer refers to tourism industries' overall market structure and is, thus, focusing on the diffusion and innovation of technologies, benchmarks, input-output analysis, network dynamics, and features that facilitate mediation and intermediation.

The mission of the e-tourism research program is to apply social science theories to analyze and better understand emerging e-tourism phenomena, like the diffusion of e-Business applications and ubiquitous technologies at destinations, ICT-induced efficiency gains, online auctions, the use of Business Intelligence applications at tourism destinations, and effects of online advertising. More concretely, this program of research focuses on below three interrelated priority research areas:

Knowledge generation and application through methods of Business Intelligence (BI)[2] in T&T

In contrast to other branches, BI applications are still a rarity in tourism destination practice and research. Thus, a major research goal is to develop, apply, and test methods of BI to generate new knowledge from various types of customer and supplier-based data available at differing sources in tourism destinations. For instance, by analyzing tourists' search behavior at destination web-sites and by mining social media content, new knowledge is gained which, in turn serves as the input for intelligent customer services, like context-sensitive e-customer cards. Moreover, knowledge gained from destination processes, like customers' web-search and booking, can be disseminated by an all-stakeholder encompassing Destination Management Information System. A major focus of this priority research area is devoted to the BI-based analysis of User Generated Content gained at social media platforms. More concretely, this research strand comprises the areas of topic detection, opinion mining and sentiment analysis. A current project studying tourism economic impacts strives to use a recently implemented knowledge platform and data warehouse model to make accessible new knowledge on economic effects from tourism activities in the region of Jämtland. To conclude, available expertise comprises the capability to apply data mining techniques to analyze mass data by using the RapidMiner© tool. Scientific assets comprise the successfully validated data model for storing (customer) data in a destination data warehouse, and a commercializable prototype of a business intelligence-based Destination Management Information System. Finally, a major strength relates to ongoing academic

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[2] *BI* comprises data identification & preparation, database modelling & population of *data warehouses*, the application of *Online Analytical Processing* and data mining techniques, like decision trees, artificial neural networks and association rules.

collaborations with the Dpt. of Business Informatics at University of Applied Sciences Weingarten (GER), and the Dpt. of Applied Informatics, University of Klagenfurt (AUT).

e-Market Research and Marketing in T&T

Research on the measurement and management of co-created destination brand values in off- and on-line environments is still in its infancy. Thus, the goal of this research area is to model and measure Customer Based Brand Equity and value co-creation dynamics at the level of tourism destinations, thus, to further develop this emerging new marketing paradigm. More precisely, novel scales for the measurement of co-created value in use at tourism destinations are developed and empirically validated, which, in turn, serve as the base for segment specific brand positioning strategies in tourism destinations. A further focus lies on the development and validation of tools to estimate the degree of marketing leverage in off- and online channels in an e-CRM and Web 2.0 environment. To conclude, major areas of available expertise comprise analytical skills needed to analyze qualitative and quantitative customer data reflecting destination brand awareness and co-created value in use, and to analyze economic data through econometric approaches. Scientific assets comprise validated online methods and scales to gain customer data for measuring levels of customer-based destination brand equity. Finally, strengths relate to a planned academic collaboration with University of Minnesota (US).

Conceptualization, implementation and impact evaluation of ICT prototypes in T&T

Little research exists on how innovative ICT applications affect knowledge creation and its use for decision making in tourism destinations. Thus, in collaboration with computer scientists, the goal of this priority research area is to conceptualize and pilot implement innovative ICT applications at destinations in order to estimate adoption effects, both from the perspective of destinations (e.g. destination management information systems), individual stakeholders (e.g. productivity gains), and from a customer perception and behavioral perspective (e.g. intention to use intelligent tourist guides, Quick-Response [QR] code-based digitalized customer cards, recommender systems, Web 2.0 platforms, etc.). Major scientific assets comprise a validated model to analyze e-business readiness, adoption and impact effects. Strengths relate to academic collaborations with University of Applied Sciences Weingarten (GER) when it comes to the conceptualization and prototypical development ICT prototypes for the tourism domain.

Overall this research priority area engages both PhD-students, senior researchers and one professor. Their research has been successfully published in high ranking journals and books for an extensive period of time. The research is also highly recognized in both academic and non-academic settings. The research has also resulted in the commercialization of research results in a private company. The researchers engaged in this research are well established within an international network of leading experts within the field as well as having strong relationships to various industry stakeholders.

Tourism's Economic, Political, and Spatial Dynamics

Human Geographers within the Department of Tourism Studies and Geography, conduct research on various topics, some of which relate either directly or indirectly to tourism studies. Within the scope of this strategy document only the geographic research as it pertains to the activities of tourism is presented. Overall, when it comes to Human Geographers' involvement in tourism research, they are especially interested in the manner in which tourism influences places and their inhabitants, as well as issues like origin-destination flows. They examine, among others, the ways in which tourism phenomena lead to transformation of the cultural but also the physical and economic landscape. They also undertake studies on aspects relating to the economic geography of the tourism industry, including: the sector's inter-linkages with regional development; tourism's position within the context of place commodification; definition and measurement of the supply-side of tourism; entrepreneurship and innovation in the tourism sector; governance and decision-making; and the tourism labour force. Aspects relating to tourism's evolution through time and space, which meets the tenets of a destination's overall sustainable development have also been a major area of focus. Within the scope of

ETOUR's activities, the primary objective of the group of human geographers is to embrace tourism as a geographic phenomenon, and undertake theoretical and empirical work, leading to outputs of a high international standard. Presently, at ETOUR there are three primary areas of specific interest within this particular research area, some of which overlap with a broader interest in non-tourism specific research undertaken by geographers in the Department of Tourism Studies and Human Geography

Tourism work and workers

Knowledge about the nature of tourism work, the identity of workers, their everyday geographies and mobility, have only recently become a subject of inquiry in the field (Zampoukos and Ioannides 2011; Zampoukos and Ioannides 2014). The examination of workers within tourism-related sectors within the context of ETOUR's research agenda forms only a small, yet vital part of a broader research activity conducted in various departments at MIUN including the Department of Tourism Studies and Human Geography, which relates to working life and the geography of work and workers in various sectors.

Within the scope of the research on tourism sector work and workers the primary focus is on Scandinavia. Knowledge about the size, structure, and composition of the tourism-labour force is a major area of concern. Particular emphasis is placed on exploring the mobility strategies, work conditions and opportunities of differently gendered, classed, racialized and "spatialized" workers.

Tourism and Planning

The aim in this field of inquiry is to identify improved ways of anticipating tourism's effects in destinations and to develop planning approaches that bypass serious problems, allowing for balanced development forms in destination areas. Emphasis is on a holistic form of tourism planning that incorporates tourism within a broader planning framework for a community. Focus is also on exploration of ways to minimize conflict between various stakeholders at a destination and recognition of tools of plan implementation. A current project termed the electric car project examines, among others, how the transformation of the E-14 Highway linking Sundsvall in Sweden with Trondheim in Norway - into a Green Corridor generates the need to identify places where drivers of electric cars, including visitors from Norway, can recharge their vehicles in combination with their recreational or other tourist-related needs (Ioannides and Wall Reinius 2015).

Research in this area also ties into the discourse on sustainable cities which for obvious reasons is focusing on urban problems and solutions, yet implicitly it also displaces rural and highly car-dependent communities. This research is therefore directed towards understanding how planning for sustainable mobility is pursued in sparsely populated, car-dependent regions with a cold climate ((Zampoukos et al. 2015).

Tourism and Sustainability in Regions under Stress

Initiated in 2011, this emerging area of research at ETOUR looks at the links between sustainability and resilience theory as a pragmatic way of reacting to various problems in their immediate aftermath. Specifically, resilience approaches can be used in the aftermath of crises ranging from sudden disruptive events like natural disasters to long-term events like global climate change. The effects of political or economic crises also fit the mold of resilience theory. The aim of ETOUR is to more actively examine the use of resilience planning as a possible way for tourism destinations and businesses to react in times of crisis. Study areas have included the Balkan region; Middle East; and Latvia.

Research relating broadly to the geography of work and workers has emerged as a leading focus area for some geographers in the Department of Tourism Studies and Geography. In the Spring of 2016 a national conference Forum för arbetslivsforskning (FALF) will be arranged here in Östersund and one of the Department members is on the organization's board. As part of the conference, a session relating to specifically to the tourism sector will be arranged. In addition, a special issue of *Tourism Geographies*, relating specifically to tourism work and workers will be jointly co-edited by faculty members in the department.

Additionally, there has been work on the interlinkages of Evolutionary Economic Geography and Tourism (Brouder 2013). Currently, two researchers are involved in the development of an edited volume on EEG and Tourism (Brouder, Gill, Clave and Ioannides 2016)

Overall this research priority area engages both PhD-students, senior researchers and one professor. Their research has been successfully published in high ranking journals and books for an extensive period of time. The research is also highly recognized among other leading researchers. The researchers engaged in this research especially have strong international links and relationships both within and outside of academic networks.

Strategies

In our research environment we have 4 sub-strategies: strategy for research environment, publication strategy, funding strategy, and communication strategy.

Our overall strategy will be implemented through a number of on-going and new activities which are briefly described under each sub strategy. The strategy will be used as the basis for decisions on strategic short- and long-term activities as well as the allocation of budget resources as the responsibilities lie (within the Miun "Arbetsordning") with heads of disciplines, director of research center, "Forskarkollegium", and the department head. The strategy document will be reviewed and revised, when needed, on a regular basis in association with half-year and/or annual research meetings as well as monthly meetings in "Forskarkollegium". It is the intention and wish of all researchers to actively engage in developing our research environment according to the strategies outlined here, and an important part of this work also relates to collaborations with academic and non-academic partners worldwide.

1. Strategy for research environment

This strategy is aimed at ensuring long-term development, ongoing productivity and success through actively working to strenghten our organizational position and support, our networks and collaborations as well as our staff competences.

The heads of disciplines as well as the head of the department and the director of ETOUR are primarily responsible for this strategy together with "Forskarkollegiet".

Overall goals	Short-term goals	Indicators
• *Organization:* To ensure that our research environment maintains its status as a leading research center at MIUN Increased support for monitoring of research output (quantity/quality) Keep a high level of awareness about our research among public and private stakeholders • *Networks:* Encourage researchers from other disciplines to participate in tourism-related research Continuously develop our research environment through international collaboration	Organize internal regular meetings focused on research Actively engage with ETOURs reference group Organize an international research conference Build or participate in international research consortiums pursuing international research grants Engage students in research projects	Number of co-publications and joint applications with other researchers Regular contacts with main research funders Membership in associations Post-doc positions, PhD positions, qualifications for associate professors and full professors Number of researchers in teaching

Develop relationships with important external research funders Organize or co-organize research conferences, seminars and workshops Be active members of international academic and non-academic associations • *Competence* Support academic careers through Post-doc positions, qualifications for associate professors and full professors Ensure a regular flow of positions for a group of PhD-students Combine research and teaching Engage PhD-students in externally funded projects Use equal opportunities as an important value foundation for our research environment • *Collaboration* Include external public and private stakeholders in research projects Ensure relevance of our research in relation to societal challenges Engage where appropriate in activities to commercialize research results	Collaborate with regional stakeholders such as Peak Innovation, Östersund municipality and JHT	Number of private and public partners Number of national and international guest researchers Number of organized or co-organized conferences, seminars and workshops

Implementation of strategy for research environment

To implement this strategy both on-going and new activities will be important in order to reach our goals.

For the on-going development of our organizational environment it is important that we can continue to provide input in terms of current challenges and needs in the regular dialogues with the university management (e.g. the dean and the vice chancellor). It is also essential that our research environment can be supported by the HUV faculty in monitoring our progress in order continuously adapt this strategy in response to emergent opportunities and challenges. Furthermore, it is important to find ways to integrate more researchers from other disciplines at Miun irrespective of their association to various departments in the formal organization and thereby growing the opportunities for cross-disciplinary, cross-departmental and cross-research center collaboration. It is also essential that we are aware of the different roles in the collegial academic and formal organization respectively so that a balance between responsibilities and expectations and division of work-load can be ensured.

We have a long tradition of hosting many international researchers for shorter or longer visits, which we will continue to do. Our active participation in, as well as the organization of, academic and non-academic conferences, workshops and seminars is also of vital importance to have strong networks and relationships with various partners. Our own ETOUR seminar is a significant on-going activity which support the scientific discussion in our research environment.

Implementing the overall strategy also depends on the available expertise which is why it is crucial that we can recruit high-caliber PhD students, offer post-doc positions, as well as support on-going professional development for associate professors and full professors. It is also important to find opportunities to offer "seed-money" to researchers in order to support proposal and publication writing which eventually will help achieve our goals for publication and funding.

We have both a long and strong tradition of working extensively in collaboration with private and public stakeholders in our research. This is an important part of our research environment. Our own collaborative efforts depend on a continued and increasing support from other parts of Miun (especially KOM-avdelningen, Samverkansavdelningen, Miun Innovation) where our own activities can be leveraged with their activities and resources.

2. Publication strategy

The aim of this strategy is to improve impact, efficiency and productivity regarding publication of research in order to increase our attractiveness as a research environment for funders, other researchers as well as non-academic partners who would like to collaborate.

The heads of disciplines and "Forskarkollegiet" are primarily responsible for this strategy.

Overall goals	Short-term goals	Indicators
Publish an increasing number of research results in high ranking journals and publishing houses Co-author research publications with researchers and non-academic experts Engage in editorial boards, scientific committees, review panels, etc.	Monitor the Norwegian list for tourism and other journals important to our research Increased awareness and knowledge among researchers on bibliometrics, online publishing and open-access publishing	Number of publications in highly ranked journals particularly based on the Norwegian list, as well as impact factors Co-authorships Number and type of engagements in editorial boards, scientific committees and review panels, etc. Improved knowledge on bibliometrics, etc

Implementation of publication strategy

The implementation of this strategy depends directly on the availability of resources for researchers to pursue publication opportunities which in turn will generate new research funding both externally and internally (fakultetens fördelningsmodell för forskningsanslag). Therefore, it is important to allocate sufficient available funds for publication writing. We will need to improve our understanding of bibliometrics as well as the monitoring of high ranking journals in our field in order to most efficiently ensure on-going productivity. Identifying and pursuing opportunities for co-authorships with other researchers as well as students and non-academic partners will also support the goals of this strategy.

3. Funding strategy

The aim of this strategy is to ensure a high level of research funding while minimizing fluctuations which can be sustained over a longer time period.

The heads of disciplines as well as the head of the department and the director of ETOUR are primarily responsible for this strategy together with "Forskarkollegiet".

Overall goals	Short-term goals	Indicators
Maintain a minimum level of external funding according to Miun policy for research centers and strive to increase external research funding	Improve efficiency in proposal writing in order to increase the ration between submitted proposals and granted proposals	Total amount of external funding
Have a varied mix of types of research funds	Gain expertise and support for processing research proposals (see also strategy for research environment; closer relationship to funders)	Share of external funding in relation to total funding
Increase number of commissioned research projects		Number of granted proposals
		Number of projects
Engage researchers in international grant review committees	Fewer but larger projects.	Duration of projects
	More research projects over longer time periods (longer than 2 years) in order to minimize the fluctuations and improve possibilities for funding PhD students	Type of funding
	Lead or as associate partner in large research proposal such as Horizon2020	
	Minimize dependency on EU regional structural funds or other funding sources which do not provide full cost coverage	

Implementation of funding strategy

In order to implement this strategy and reach our goals it is crucial that researchers get professional and expert support from Miun regarding technical, administrative and financial aspects of proposals and on-going projects and reporting finalized projects. Our research will also be part of the external review process for project proposals implemented at Miun. Implementing the overall strategy also means using this as a platform for resource allocation of the budget for "Fria medel". Furthermore, it is essential that we are able to use internal funding as co-funding external proposals as well as using our networks and relationships with partners in order to establish private co-funding or funding consortiums with academic as well as non-academic partners. All researchers are also encouraged to actively seek opportunities for commissioned research.

4. Kommunikationsstrategi

Syfte

Strategin är en långsiktig plan som beskriver hur kommunikationen ska bidra till att ETOUR:s mål för verksamheten nås. ETOUR:s strategier och mål för forskningsmiljö, publicering och finansiering ligger till grund för kommunikationsstrategin. Det som kommunikation kan bidra med är att:

- Tillgängliggöra ETOUR:s forskning och kunskap för olika målgrupper i relevanta kanaler
- Kommunicera tillämpbar och intressant forskning av hög kvalitet med målet att göra nytta i samhället, vilket bidrar till att stärka ETOUR:s position som ett av de ledande forskningscentren för turism (både internt och externt)
- Tydliggöra ETOUR:s spetskompetens och erbjudande
- Stötta verksamheten och forskarna i relationsbyggande aktiviteter

Strategin kompletteras med årlig kommunikationsplan där kommunikationsmål och aktiviteter följer strategin. Ansvariga är primärt centrumledare och kommunikatör.

Avgränsning

Strategin innefattar all populärvetenskaplig forskningskommunikation med olika målgrupper. Den omfattar inte forskningens akademiska publicering (Bibliotekets verksamhet) eller nyttiggörande genom kommersialisering (Samverkansavdelningen).

Mål

Målen för ETOUR:s kommunikation på lång sikt är:

- Ökad kunskap om ETOUR:s forskning nationellt och internationellt
- Ökad synlighet i media för ETOUR:s forskning

Förutom ovanstående är vår ambition att kommunikationsinsatserna kommer att bidra till att ytterligare effekter uppnås, men för att uppnå dessa krävs ytterligare insatser förutom de kommunikativa. Dessa mål är:

- Mer representation i kommunala/regionala/nationella utredningar och kommissioner
- Fler forskningssamarbeten regionalt, nationellt, internationellt
- Ökad forskningsfinansiering

Målgrupper

ETOUR har många olika målgrupper för forskningskommunikationen som dessutom har olika behov.

Medarbetare

ETOUR:s medarbetare är goda ambassadörer för vår forskning och därför en av de viktigaste målgrupperna. De vill känna delaktighet och ha praktiskt stöd kring hur de kan representera ETOUR på bästa sätt.

Forskningsfinansiärer (t.ex. Naturvårdsverket, Riksantikvarieämbetet, Tillväxtverket och destinationer)

ETOUR:s finansiärer är en prioriterad målgrupp och kommunikation med denna målgrupp är nödvändig för fortsatt finansiering. Finansiärer har behov av att få ansökningar av hög kvalitet, de vill få inblick i projekten, säkerställa att forskningen nyttiggörs, ta del av forskningsresultaten samt att resultaten levereras enligt plan.

Samarbetspartners

De samarbetspartners som deltar och/eller medfinansierar forskning har också ett stort behov av kommunikation. Deras behov liknar finansiärernas, men de har oftast ett mer återkommande och fortlöpande

behov inom ett visst ämnesområde. De vill ha personlig kontakt och få tillgång till forskningens resultat samt vara delaktiga i forskningsprocessen i en dialog. De vill också att vi tar in deras behov av forskning inom vissa områden (före) och de vill att forskningen ska komma till nytta på ett eller annat sätt (efter).

Forskande kollegor

Kommunikation med forskande kollegor på andra universitet och center behövs för att bygga nätverk, skapa samarbeten, nå ut med vår egen forskning samt för att skapa en bra infrastruktur. De har ett behov av att enkelt hitta kontaktuppgifter, se forskningsinriktning och ta del av en förteckning över publikationer och aktuella forskningsprojekt. Kommunikationen ska bygga på personlig kontakt som kan leda till forskningssamarbeten.

Offentlig sektor, politiker, beslutsfattare

Denna målgrupp vill ha ett ökat samarbete, men behöver en enkel väg in till oss samt få inspiration till hur man kan samarbeta med ETOUR. De behöver även allmän information om vår verksamhet och vad Mittuniversitetet står för. Efterfrågar nyhetsbrev. Detta gäller framförallt offentlig sektor och politiker i vår region (Jämtland och Västernorrland). Kan även ses som potentiella samarbetspartners.

Näringsliv/turismens privata och offentliga aktörer (t.ex. Visit Sweden, JHT, destinationer, SSR)

Denna grupp har väldigt liknande behov som offentlig sektor men är enligt målgruppsanalysen än mer positiv till samarbete med oss. Kan ses som potentiella samarbetspartners. I näringslivet vänder vi oss främst till regionen, men även nationellt och internationellt beroende på forskningsområde.

Allmänhet

Allmänheten är en diffus målgrupp och kan sägas ingå i alla andra målgrupper. En intresserad allmänhet vill veta vad ETOUR gör och hur vi bidrar. Vetenskap och allmänhets årliga studie om allmänhetens intresse och attityder till forskning visar att allmänheten också är väldigt intresserade av forskningsnyheter. Allmänheten i vår region har högre kunskap om oss än i övriga landet.

Studenter

Det är viktigt att de får bekräftelse på att universitetet är bra och har gott rykte. ETOUR vill rekrytera forskarstudenter, ge dem hjälp i karriärplaneringen och förbereda alumner.

Alumner

De vill få bekräftelse på att universitetet är bra och har gott rykte, få tillgång till forskningens resultat, få erkännande bland annat. ETOUR vill förbättra kontakten med tidigare studenter, alumner, för att hitta nya samarbeten och finansieringsmöjligheter.

Budskap

Det är viktigt att vi hela tiden kommunicerar vem som är avsändare för forskningskommunikationen för att säkra en mer långsiktig existens samt att ETOUR blir känd som ett relevant och kompetent forskningscenter.

Huvudbudskap

Ny forskning från Turismforskningsinstitutet ETOUR visar/stödjer/utvecklar…

Stödbudskap

Turismforskningsinstitutet ETOUR i Östersund är en del av Mittuniversitetet.
ETOUR arbetar med forskning, utbildning och samverkan.

Kort presentation (t.ex. i slutet av ett pressmeddelande)

Turismforskningsinstitutet ETOUR bedriver forskning och utbildning i nära samverkan med aktörer inom turistnäringen med fokus på forskningsområdena "Naturbaserad turism", "Informationsteknologi och turism",

"Turismens ekonomiska, politiska och rumsliga dynamik" och "Destinationer". Forskningen bedrivs i en internationell miljö med ett flertal professorer, utländska forskare och doktorander och bidrar till att utveckla turistnäringen i Sverige och världen.

Hur når vi målgrupperna?

Målgrupper som nås via relationsbyggande insatser främst mellan forskare/forskningscenter och respektive målgrupp:

- Medarbetare (inom ETOUR)
- Finansiärer
- Samarbetspartners
- Forskande kollegor
- Studenter
- Alumner

Målgrupper som främst nås via informations- och PR-insatser:

- Medarbetare (hela universitetet, övergripande budskap)
- Offentlig sektor, politiker, beslutsfattare
- Näringsliv/ turismens privata och offentliga aktörer
- Allmänhet

Ansvar och rollfördelning

- Centrumledare för ETOUR – ansvarar för att kommunikationsplanen följs.
- Forskningskommunikatör – håller i helheten och ansvarar för att aktivitetsplanen genomförs
- Delprojektledare – hjälper till med innehåll till de olika kanalerna
- Övriga medarbetare – medverkar i de aktiviteter som rör dem

Respektive forskare ansvarar för den relationsbyggande kommunikationen, d v s daglig kommunikation via möten och e-post, dialog via sociala medier med forskarkollegor och samarbetspartner men kan även innebära spridning av information via ex webben.

Forskningskommunikatören ska stödja forskarna på plats och hjälpa till med forskningscentrets webb, sociala medier, events, nyhetsbrev och strategisk rådgivning. Kommunikationsavdelningen ansvarar för det som innebär bred spridning av information ex via media, genomförande av övergripande events samt genom att bidra med kunskap och utbildning i kommunikation samt ge stöd till forskarna i den relationsbyggande kommunikationen.

De viktigaste vägvalen när det gäller forskningskommunikation för ETOUR är följande:

- Utveckla den interna kommunikationen för att positionera ETOUR, höja kunskapen om vår forskning och verka för samarbeten med andra forskningscentra vid Mittuniversitetet – ex visa upp publiceringar, nya doktorer och projekt.
- Säkerställa att det finns mötesplatser mellan forskare och samarbetspartners för relationsbyggande kommunikation.
- Tillgängliggöra forskningsresultat – med lättbegriplig kommunikation och visa på såväl bredd som excellens i olika kanaler och sammanhang såsom webben, populärvetenskapliga föreläsningar, nyhetsbrev, film mm.

- Utveckla kommunikationen på engelska, framför allt webben, för fler internationella samarbeten och forskningsfinansiering.
- Intensifiera och förbättra mediekommunikationen då media är den kanal som når flest målgrupper och som är det effektivaste sättet att nå många på. Både i form av pressmeddelanden och redaktionellt innehåll via medierelationer.
- Annonsering ska användas mycket begränsat för att sprida forskningsinformation.

Kanal/ aktivitet	Målgrupp	Tidsplan	Ansvar	Kommentar
Webbsidan miun.se/ etour	Samtliga målgrupper	Löpande uppdatering och utveckling		Navet för ETOURS:s samlade kommunikation med övergripande och fördjupad information.
Nyhetsbrev	Forskare Andra forskningsmiljöer Forskningsfinansiär er Offentlig sektor Näringsliv Samarbetspartners	4 ggr/år - mars, juni, september, december	Kommunikatör, med hjälp av alla forskare för innehåll	
Nyhetsbrev på engelska	Forskare Andra forskningsmiljöer Forskningsfinansiär er Samarbetspartners	1 gång/ år, i slutet av året	Kommunikatör, med hjälp av översättarpoole n och alla forskare för innehåll	
Facebook.com/etourresea rch		Löpande, minst ett inlägg om dagen	Kommunikatör och ETOUR-chef	Bilder, filmer, länkar till intressanta reportage, länkar till ETOUR:s närvaro i andra medier, länkar till projekt osv
Nyhetsbevakning		Löpande	Kommunikatör	
Forskarbloggen		Minst tre inlägg i månaden	Forskarna	
Nyhetsverkstad		1 gång/ år	Kommunikatör med hjälp av forskarna för uppslag	Gör nyheter av de uppslag som kom fram.
Nyhetsspridning	Media Allmänheten Offentlig sektor Samarbetspartners Näringsliv	Löpande	Kommunikatör med hjälp av forskarna för innehåll	Öka ETOUR:s och forskningsresultatens synlighet i relevanta mediesammanhang.
ETOUR:s rapportserie				Fördjupad information och kunskap till våra intressenter.

Personliga möten, föreläsningar och konferenser	Media (konferenser) Forskare Andra forskningsmiljöer (nätverk och konferenser Foskningsfinansiärer (konferenser) Samarbetspartners Näringsliv Studenter Alumner	1 internationell konferens var 5-7 år, 1 nationell konferens var 1-2 år		Nätverk är A och O. Viktigt att vårda och utvecklar dessa kontakter för att bibehålla intresset.
Universitetsövergripande event som Almedalen, Forskar Grand Prix och ForskarFredag,	Allmänheten Samarbetspartners			Delta i utåtriktade aktiviteter och evenemang för att synliggöra ETOUR:s forskning.
Mittuniversitetets allmänna kanaler		Löpande	Kommunikatör med hjälp av forskarna för innehåll	Miun.se/forskning, forskningsbilaga
Interna kanaler som medarbetarsidor Miun.se och Mittuppslaget, (ev intranät).	Medarbetare Forskare och forskningsmiljöer inom Miun	Löpande		Skapa kännedom om ETOUR:s forskning och verka för samarbete med andra forskningscentra vid Miun.
Seminarieserie	Forskare Studenter			Tillfälle för forskare att få input på sin forskning och få kännedom om varandras forskning.
Mittuniversitetets alumnnätverk/ LinkedIn	Studenter Alumner	1-2 ggr/ år	Kommunikatör med hjälp av ETOUR-chef för innehåll och alumnkoordinator för spridning.	Knyt/ upprätthåll kontakter för nya samarbeten och finansieringsmöjligheter.

Uppföljning

Kommunikationsarbetet följs upp kontinuerligt och vid slutet av året görs en samlad utvärdering av resultaten som ligger till grund för att sätta nya mål i den årliga kommunikationsplanen.

Kommunikationsmålen (via kanalerna) kan följas upp genom:

- Uppföljning av aktivitetsplanen – har planerade aktiviteter genomförts? Om inte, varför?
- Antal som läser nyhetsbrev, webbstatistik, antal pressklipp, radio- och TV-inslag om ETOUR, följare Facebook, antal som laddar ned rapporter osv

Vidare följer Mittuniversitetet upp följande på ett övergripande plan:

- Ökad kunskap om Mittuniversitetets forskning i samhället, följs upp via varumärkesundersökning 2015 och ev 2018. Nulägesvärde från 2012 finns.
- Ökad synlighet i media för Mittuniversitetets forskning

Equal opportunities

This section is a description (in Swedish) of our current status of Equal opportunities in the work place. The section also include a description (in Swedish) of current competences within the research and teaching environment as well as expected future needs.

I forskningsmiljön (och utbildningsverksamheten) finns ett lokalt åtgärdsprogram för lika villkor, vilket har framtagits och beslutats under hösten 2014 i den kollegiala organisationen. Prioriterade områden och aktiviteter under 2014 och 2015 är att:

- Öka kunskapen om olika funktionshinder och pedagogiskt stöd för studenter. Detta har forskningsmiljön arbetat med på två sätt: möte med studievägledare och studentservice, samt på APT bjuda in fakultetens lika villkorshandläggare för information och workshop. Aktiviteten är genomförd 2015 men är även ett kontinuerligt arbete.
- Öka tillgängligheten av dokument på engelska språket och detta arbetar vi kontinuerligt med. Aktiviteten är svår att uppnå fullt ut då den är resurskrävande. Visst stöd får vi av fakulteten/MIUN i form av översättningar av dokument.
- Öka kunskap och förståelse i mötet mellan kulturer och olika universitetssystem. I samband med APT eller personaldag planeras en "international day". Aktiviteten är inte ännu genomförd.
- Medvetandegöra och förbättra språk och respekt för varandra som individer och olika forskningsfält. Detta måste ske löpande och om nedsättande företeelser inträffar ska avdelningschef omedelbart gripa in. Aktiviteten sker kontinuerligt och i samband med personaldagar hösten 2015 avsätts tid för värdegrundsarbete.
- Alla som har annat modersmål än svenska ska erbjudas språkkurs i svenska. Forskningsmiljön uppmuntrar till att läsa svenska som andra språk samt driver frågan på fakultetsnivå så en universitetsgemensam kurs i svenska kommer till stånd. Aktiviteten har inte kommit igång på Miun-nivå.
- Könsfördelningen i största möjligaste mån är jämn vid tjänstetillsättningar.
- Tydliggöra hur forskningsmiljön arbetar med att synliggöra lika villkor för såväl personal som studenter. Aktiviteten sker kontinuerligt i samband med kursvärderingar, ämneskollegium, forskarkollegium och APT samt moment inom kurser.
- Studenter ökar sin förståelse om genus. Aktiviteten genomförs genom att ämnet lyfts i undervisningen, vid programdagar och vid ämneskollegium.

Kompetenskartläggning och kompetensbehov på Etour, turismvetenskap och kulturgeografi

Under hösten 2014 och våren 2015 har forskningsmiljön arbetat fram en Kompetensförsörjningsplan där vi kartlagt ålder, kön, anställningsform, tillhörighet till ämnesdisciplin och/eller områdesspecifik kompetens. I planen har även förväntade pensionsavgångar, tjänstledigheter och annan personalrörlighet beaktats. Sammanfattningsvis kan vi urskilja följande mönster och utmaningar:

- Få medarbetare i åldrar över 55 år och koncentration i åldersintervallet 35-45 år.
- Tidsbegränsade anställningar uppgår till 57%.
- Mycket skev fördelning gällande kön bland professorer (0 st kvinnliga professorer och 3 manliga).
- Professornera är något yngre än professorer generellt vid Miun.

- Alla lektorer utom en är i åldersintervallet 40-49 år, dvs yngre än generellt vid Miun.
- Få adjunkter (2 st tillsvidareanställda, 1 st tidsbegränsad anställning).
- Doktorander följer åldersstruktur och könsfördelning som Miun generellt.
- 3 st medarbetare är helt eller i mycket hög grad tjänstlediga.
- 1 st pensionsavgång (helt eller delvis) 2016

- Kontinuitet och långsiktighet i undervisning och forskning: Få adjunkter och lektorer som undervisar regelbundet pga tjänstledigheter och externa forskningsprojekt; Korta anställningar av projektassistenter inom externa forskningsprojekt pga av korta forskningsprojekt är det inte möjligt med doktorandanställningar.
- Få postdoc anställningar vilket innebär att "mellantjänster" och forskartjänster saknas och som påverkar forskarkarriär och meritering
- Under hösten 2015 se över möjligheter till nya rekryteringar (doktorandutlysning samt adjunkt/lektor i turismvetenskap med inriktning evenemang, entreprenörskap, destinationsutveckling och projektledning) som följd av flera disputationer och tjänstledigheter samt pensionsavgång under 2016.

Prioriterade mål:

- Öka kontinuitet och långsiktighet i undervisning och forskning. Detta måste medvetandegöras i tjänsteplanering och i ansökningar, samt i utlysning av nya tjänster.
- Öka andelen kvinnliga professorer. Mål att ha en kvinnlig professor under 2016 och en ny docent under 2016. Detta nås genom strategisk publicering, resurser från fri del, uppmuntran och karriärvägledning.

Öka andelen som genomgår ledarskapsutbildningar och kurser i svenska språket för att möjliggöra att fler kan ta på sig olika uppdrag. Fakulteten erbjuder utbildningar och eventuellt ska forskningsmiljön ge tid för enskild medarbetare för deltagande.

Research Ethics: Reflections and Considerations at ETOUR/TUG

Matthias Fuchs & Dimitri Ioannides (December 2017)

Background

Conducting studies in the social sciences, including disciplines, such as tourism studies, economics, human geography and sociology, can prove challenging to the researcher from an ethical standpoint. It is not unusual, for instance, to review project proposals, reports or academic articles and other contributions, and note that researchers regularly demonstrate superficial awareness concerning various ethical guidelines they must abide by. Problems include, *inter alia*, lack of evidence that informed consent was addressed when the research was conducted, avoidance of full disclosure on privacy, and how data must be safeguarded, and minimal recognition of the possible risks arising from the research and of the ways to handle these.

This document serves as a guideline for researchers within TUG/ETOUR. Specifically, it dictates the responsibilities (i.e., *code of conduct*) of everyone belonging to this environment who is engaged in any type of research endeavor. While it is by no means an exhaustive list of commandments for the researcher, it offers reflections and considerations relating to, among others: the role of the researcher as an ethical being; the principles of research ethics; and how research ethics are put into practice when conducting research. The aim is that any research produced by scholars in this environment *must* lead to *positive effects* in terms of science while also having beneficial consequences from a policy, societal or other practical implication point of view (see: Smith & Duffy, 2003; McCannel, 2012; Frechtling, 2017). Meanwhile, the negative repercussions of the research, such as the causation of harm to subject participants, must be avoided at all costs.

Role of Ethics in Research

When it comes to scientific research, adopting a code of ethics is of paramount importance for several reasons (Smith, 2005). To begin with, ethical standards govern the research itself, to ensure that it is not based on false assumptions and misinterpretation of findings. Additionally, there are values governing the individuals working within the research environment (i.e., often performing team endeavors) relating to issues, such as treating each other fairly, with respect and within a context of total trust. This means also, from the outset, that guidelines on issues, such as authorship and work distribution, must be established and well-defined. One of the most important ethical consideration relates to the need to protect the subjects of the investigation. Overall, the research must be objective and precise, and has to convey social relevance. To be sure, within the social sciences the possibilities of inflicting major physical damage on the study participants are perhaps not as great as they may be in studies relating to, for example, biomedical science, but nevertheless, the study can harm the

subjects (humans, animals) in other ways, such as psychologically, socially, economically or legally.

Core Concepts of Ethics in Social Science Research

Social science research ethics comprise researchers' reflectiveness on competing and complementary responsibilities towards their own research vis-à-vis the research community and, most importantly, the civil society. In particular, the latter should be seen as the major beneficiary and co-producer of social science research (Fisher & Anushko, 2008).

Following the previous section, a major aspect of ethics in social science research relates to the protection of individuals who constitute the study object of the investigation. This implies that humans as autonomous agents have to be treated with utmost respect and in no way should they experience bias in terms of traits, such as religion, political proclivities, sexual orientation, or ethnic background. Further, as an ethical imperative, persons with diminished responsibility (*vulnerable groups*), such as children, the aged, the mentally disabled, and individuals with certain chronic diseases as well as (e.g. illegal) immigrants, should not be treated unfairly and every effort must be made to protect their rights. This might mean that informed consent for some vulnerable groups is not something that protects these individuals' best interests. Rather, in such cases, other protections may have to be provided.

Research Ethics in Social Science and Tourism Research

Over the last decades, a series of ethical codes of research emerged, which rule ethical issues in social science. These include the *Belmont Report* (1979), the *Helsinki Declaration* (1964; 2013), but also *research ethics committees and associations*, such as the *Academy of Social Science's Council* (2015) and various *regulations and (national) laws*, such as the Swedish *Ethics Review Act* (January 2004). The ethical imperative behind all these measures is the focus on (Smith, 2005):

a) Accurate social science research, with

b) Socially relevant purpose, while

c) Respecting human dignity and protecting individuals involved in research.

As highlighted earlier, individuals are expected to be respectfully treated as autonomous agents (*right of self-governance*) in a non-offensive way concerning their provenience, religious, political or sexual orientation. Meanwhile, people with diminished autonomy (*vulnerable groups*) are guaranteed full protection. In addition, a number of *universal ethical standards* have evolved to secure beneficence and justice when science is conducted. For instance, social scientists are expected to demonstrate sufficient effort to evaluate and assess the benefits from research activities and to ameliorate risks on certain social groups (Fisher & Anushko, 2008). Moreover, it is imperative that research is conducted in a pluralistic way, thus, comprising multiple views and values, implying in particular the application of multiple methods (i.e. *methodological pluralism*). Furthermore, the ethical principle of *integrity* highlights the *consistent, adequate and transparent* use of methods, while *independence of research* stresses conflicts of

researchers' interests, thereby recommending that they should be made explicit where they cannot be avoided (Smith, 2005). A final major ethical maxim is the expectations that both independent and anonymous reviewers should be evaluating publications of research findings and applications for research grants.

Based on the aforementioned reflections relating to research ethics and the respective literature (see references), the ethical research principles below serve as guiding norms for researchers at the TUG/ETOUR research environment.

1. **Participants' consent**

    When conducting tourism research involving human subjects (e.g., through interviews or laboratory experiments), participants should provide their consent for participating in the study. More precisely, it is imperative that these participants are
    a. *Fully informed,* (i.e. the participant is in possession of and fully understands the information provided by the researcher as to the scope of the study).
    b. *Voluntary,* (i.e. the participant must assent to participating out of her own free will, and should, thus, not be involved through coercive [e.g. real or perceived] pressure.
    c. *Competent,* (i.e. by virtue of mental stability, the participant is able to make a free considered choice with full knowledge of benefits and risks[1] and consent to *participate,* and to permit *data to be published* and shared (Framework for Research Ethics, ESRC, 2015).[2]

2. **Responsibility towards the participants**

    When conducting studies involving human participants, the researchers should be aware of the need to:
    a. Cause minimal disturbance;
    b. Adopt special care if participants are vulnerable;
    c. Be transparent, (i.e. clarifying the extent participants are allowed to see transcripts of interviews and field-notes);
    d. Provide correct interpretation of evidence, findings and conclusions drawn from data (ESRC, 2015).

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[1] According to ethical research standards (ESRC, 2015), researchers at TUG/ETOUR environment, involving humans have to inform participants about: 1) Purpose of research. 2) Expected duration and procedures. 3) Participants' rights to decline to participate and to withdraw from research once it has started, and the anticipated consequences of doing so. 4) Reasonably foreseeable factors that may influence willingness to participate, such as sensitive topics, potential risks, discomfort, adverse effects. 5) Any prospective research benefits. 6) Limits of confidentiality, such as data coding, disposal, sharing and archiving, and if confidentiality must be broken. 7) Incentives for participation. 8) Whom participants can contact with questions.

[2] A highly sensitive piece of information is the respondent's e-mail address. Therefore, these have to be stored separately from the responses to the survey as such. They are also stored in the most technically secure way possible (i.e. by a "key" to unlock actual e-mail addresses). This complies with the upcoming *Data Regulation Act 2018* (Dataskyddsreformen, 2017; Tegström, 2017) See also: Ethical norm '3. Anonymity and confidentiality' in this guideline

3. Anonymity and confidentiality

While *anonymity* refers to the concealment of identities of participants in all documents and other materials resulting from research, *confidentiality* highlights the norm that participants must be informed and should provide their consent as to how data will be used. In particular, they should also know who has the right to access data provided by participants (here data comprise also case materials, photos, audio and video data).

Confidentiality also encapsulates respect of privacy, such as the decision whether (or not) potentially sensitive information should be recorded. On principle, any record containing identities need to be securely stored, i.e. password protected or encrypted (Dataskyddsreformen, 2017).[3]

In cases involving **social media data**, a special emphasis is given to anonymity and confidentiality. The following *ethical principles in studying social media* are applied at TUG/ETOUR environment: As a general principle, only data from publically available social media platforms (i.e. also comprising groups, forums and blogs) are admitted for analysis, due to social media users' general understanding and expectations of being observed.[4] In studying social media, the following ethical norms are applied:

a. *Legality*: The legal use of data extracted from social media needs to be confirmed either from the terms and conditions of the social media platform or from those of funding guidelines (Evans et al. 2015);
b. *Privacy*: Privacy issues concerning social media deal with questions as to whether: i) social media users can reasonably expect to be observed; ii) participants can be considered as vulnerable; and iii) the subject matter is sensitive;
c. *Re-usability and publishability of social media data:* It is imperative that social media users are guaranteed full anonymity before social media data, such as user generated content (UGC), is published or shared (ibid, 2015).

4. Intellectual property

This ethical principle implies that researchers at the TUG/ETOUR environment take *credit for authorship* only for work they have actually performed or to which they have *substantially* contributed so that publication credit accurately reflects a researcher's relative contribution (ESRC, 2015). The latter is disclosed through *consensus* gained throughout the research cycle, in particular in the course of multi-authored publications.

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[3] To answer questions about study authenticity and to allow others to re-analyze study findings, researchers at TUG/ETOUR should archive primary data and accompanying records for at least *five year*s. Moreover, researchers may release data to others who want to verify conclusions, provided participants' confidentiality can be protected and as long as legal rights concerning proprietary data do not preclude their release (ESRC 2015).

[4] This implies that neither closed social media groups nor social media studies are admitted at ETOUR/TUG where the researcher is disguised as a participant (Evans et al., 2015).

5. Consciousness of multiple roles

Multiple roles and interests of researchers are considered to be ethical as long as they are: a) not expected to have adverse effects; b) would not impair professional performance; and c) do not exploit others. This ethical domain encapsulates, for instance, the recruitment of students from the researcher's own course to participate in an experiment; this violates the ethical principle of voluntariness (see above). Another example involves cases where the effectiveness of a company's product is examined when the researcher owns stocks in this company (ESRC, 2015).

If TUG/ETOUR researchers discover they are in situation where there are potential conflicts of interest, they are mandated to take the necessary steps to resolve such conflicts in a manner that does not compromise the ethics codes (Smith, 2005).

6. Ethical aspects concerning tourism research

a. Researchers and lecturers at the TUG/ETOUR environment commit to behave ethically and professionally when providing *expertise*, either as members of expert panels (e.g. UNWTO), anonymous reviewers of scientific journals and funding institutions, conference committee members, etc.) (Correia & Kozak, 2017; Frechtling, 2017), as examination committee members (PhD, faculty recruitment) (Fennell & Malloy, 2007), or in their role as tourism lecturers in '*educating for ethical tourism action*' (Tribe, 2002).[5]

b. Ontologies in tourism research and related research paradigms require an emphasis on specific research ethics (Ryan, 2005; Moscardo, 2010):

- If the focus is on the (post-) positivist (quantitative) paradigm, social (tourism) 'facts' are considered to exist as *quantities* independently from the researcher. Thus, the subjective state of the individual is not reflected, for instance, in the case of Butler's destination life cycle model. Within such paradigms, *dimensions of research ethics* comprise the critical inspection of the research *model*, validity & reliability (e.g. secured by non-response option in Likert-type questionnaires), representativeness & generalizability, replicability, implications for people, communities, (profit and non-profit) organizations and the natural environment.
- If the focus is on the phenomenological (qualitative) paradigm, social (e.g. tourism) phenomena are understood from the researcher's own frame of

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[5] As this mandate is relevant also from a multi-disciplinary perspective, in fall 2017 ETOUR/TUG researchers offered a faculty-wide PhD course titled "*When Research Goes Wrong*". The course prepares PhD students to become better researchers by understanding and challenging hidden ideologies and risks with current research practice. More precisely, students are qualified to critically reflect on mainstream practices inherent in contemporary research, including (i) the abuse of research findings for career advancement (*ethical* dimension), (ii) the positive findings bias (*methodological* bias), and (iii) the dominant power of mainstream disciplinary thinking (*ideological* bias).

reference. Then, *dimensions of research ethics* comprise the critical inspection of the research *framework* specific to a given context and bounded by space and time, the participative process of fieldwork characterized by (long-term) relationships between the researcher and respondents, their creative involvement, the process of maturation, flow and understanding.[6]

c. Neo-liberal audit cultures of contemporary Western universities demonstrate a tendency to move away from a culture based on knowledge creation through critical thinking (*content*) towards one based on meeting 'research standards' (*form*) of a '*system of excellence*', above all else (Fennell, 2013, p. 417).

- Indeed, academic cultures tend to position 'jumped-up' utilitarian reasoning above all other human qualities (ibid, 2013, p. 422).[7] However, unidimensional reasoning without ethics, memory, common sense, imagination and intuition turns into *mechanics,* and 'academic knowledge' will be owned by, bought and sold to a powerful technocratic and managerial elite. Too often, reward systems promote *extrinsic* motivation stimulating on the basis of external influence, such as popularity, standards, audits, power, money, admiration, and respect. Publication outlets (e.g. top-field journals), i.e., the *'Where'*, becomes more important than *what* is published (i.e. the content). Nevertheless, the highest ranked journals get the vast majority of their citations from a very small number of articles (e.g. generalist overview papers) (ibid, 2013, p. 420). Basing decisions on what is high-quality research on such a skewed distribution seems senseless. Moreover, as there is only small relevance of tourism research to scholars and disciplines outside tourism research, there is a particular need to develop theories that explain human nature in a way that neither evolutionary biology nor psychology has. As Fennell (2013, p. 424) contends: "*The only meaningful and <u>intrinsically</u> motivated pursuit of 'true' knowledge in advancing the way of thinking about tourism is by the use and enhancement of external theory and philosophy*". This imperative is achieved at ETOUR/TUG by describing the symbolic (semiotic) representation of destinations. The latter mediates the 'tourist-other encounter', the effects of (varying) symbols on the broad theme of 'urban vs. rural otherness' (i.e. as framework for human existence and human differences, such as normative and moral differences), 'organic'/'mechanic' social arrangements [*à la* Durkheim], the 'historical'/'anthropological' subject [*à la* Levi-Strauss], and signifiers of locality versus 'tourist bubbles' [*à la* Judd & Fainstein].

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[6] Indeed, asking a question is *no neutral* act as it determines the nature of the answer (i.e. the value-neutrality assumption themselves exhibits values about the nature of 'truth' and the relationship of the researcher to the 'discovered'). As put by MacCannell (2012, p. 185): "*A research domain without ethical reflexivity, that refuses to come to grips with itself and its subject matter in ethical terms, is doomed to failure*".

[7] Also Heidegger (1966) referred to post-modern societies' pre-disposition towards calculative thinking and to favor efficiency as well as logic and linear processing over less functional (but more difficult) 'meditative' thinking and the creative ability to see beyond the only epistemological position: profit.

d. Tourism activities, such as '*sightseeing*', are *ethically* framed inherently (MacCannell, 2011; Lovelock & Lovelock, 2013). This means and implies that the formation of the humans' psyche, identity and character is a stake in the ethical framing of the symbolic representation of a destination for tourists (Smith & Duffy, 2003). By referring to the '*cosmopolitan hope of tourism*' (Swain, 2009), the notion of destinations as a *symbolic-moral-ethical construct* (MacCannell, 2012, p. 193), and the '*landscape* approach to understanding and *meaning*' (Knudsen et al., 2007), tourism contributes significantly to the 'general good' of civil societies by furthering human understanding (MacCannell. 2012, p. 191).

Conclusions

In order to maintain a humanist climate of trust in tourism research practice at the TUG/ETOUR environment, it is inevitable that *a practice and systems of ethical assurance* will be established.[8] Indeed, the trust of the public, professional colleagues, those who commission and fund research, as well as those individuals, communities or other entities being studied, requires an effective system of ethical review, clear lines of responsibility and a manageable degree of independent overview (Iphofen, 2011, p. 5).

This makes it imperative that tourism researchers at the TUG/ETOUR environment are familiar with *ethical principles, policies and procedures,* such as those highlighted in this '*research ethics guideline*', which is designed to ensure the dignity of research subjects and to prevent irresponsible research (Academy of Social Science Council, 2015; God Forskningssed, 2017). While ignorance of policies designed to protect research subjects is no viable excuse for ethically questionable research, one of the best ways researchers at TUG/ETOUR can avoid and resolve ethical dilemmas, is to know what their ethical obligations are and what resources are available to them.[9]

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[8] E.g. both, research staff and students at the TUG/ETOUR environment require ethical approval for research involving humans' or human data (e.g. collected experimentally, by questionnaire, interview, observationally, by computer, telephone, or over the Internet). Before research is conducted at Mid-Sweden University, this approval could, in the future be granted by a faculty-wide *Social Science Ethics committee* (Central Ethics Testing Board). Such an approval is not relevant, of course, if research includes publicly available data, like census data, population statistics, letters and diaries in public libraries, etc. (ESRC, 2015).

[9] For instance the '*Research ethics initial checklist*' provided by *ESRC Framework for Research Ethics* (ESRC, 2015).

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