

## **Breda University of Applied Sciences**

### **Research accreditation**

### **Academy for Hotel & Facility Management**



# Preface

This report contains the results of the evaluation of the quality and the organisation of the Research Group from the Academy for Hotel & Facility Management (RG) of the Breda University of Applied Sciences (BUas). It is based on the performance and results in the time period 2013-2018. The external evaluation committee that has performed this evaluation was commissioned by RG H&F and the BUas, in consultation with Netherlands Quality Agency (NQA). NQA has screened the committee members regarding their independency and expertise.

The evaluation committee consisted of:

Mr prof. C. Lashley, chairman and expert in the domain of Hospitality Studies and Hospitableness  
Mr A.T. Björkqvist M.A., MBA, CHE, committee member and expert in international higher education in the domain of Hospitality Management and researcher in the domain of future studies

Mr dr. ing. J.A. Jurriëns, committee member and expert in the domain of sustainable strategy and innovation

Mrs ir. Marga Dekker-Joziasse, senior auditor NQA, acted as secretary of the committee. See appendix 3 for further information regarding the expertise of committee members.

The research accreditation of the research unit RG H&F is performed in line with the *Sector Protocol for Research Quality Assurance 2016-2022* from The Netherlands Association of Universities of Applied Sciences.

## *Evaluation performance*

In order to prepare the audit visit, the evaluation committee received and studied a documentation set from RG H&F. This documentation set comprised a self evaluation report and a representative selection of the (research) products and publications that RG H&F has produced (appendix 1). The selection represents the different research lines within RG H&F and represents the overall output. The documentation enabled the evaluation committee to form a good first image of the research unit.

Before the actual audit visit the committee members have shared their impressions and addressed the main topics for further questioning during a skype meeting. The actual audit visit was performed on February 5<sup>th</sup> 2019. During this visit additional documentation was studied and the committee had meetings with several stakeholders of RG H&F (see appendix 2). All (oral and written) information have enabled the committee to reach a deliberate judgement.

## *Structure of this report*

This report is set up conform the five standards of the *Sector Protocol for Research Quality Assurance 2016-2022* and it describes the committee's findings, deliberations, conclusions and recommendations.

The characteristics of BUAs and of RG H&F are outlined in chapter 1. Chapter 2 addresses the findings and conclusions regarding the five standards of the sector protocol. The judgements given are described in chapter 3. Chapter 4 presents the related recommendations.

The committee declares the assessment RG H&F was carried out independently.

Utrecht, June 2019

Committee chair



prof. C. Lashley

Committee secretary



ir. M. Dekker-Joziase

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# 1. Short outline of BUAs and RG H&F

The Breda University of Applied Sciences (BUAs) wants to be known, nationally and internationally, as an international leading knowledge institute with industry-relevant, high quality and innovative education and research. BUAs wants to develop new knowledge that helps industry to innovate, enriches the curriculum and contributes to academia. Students and lecturers can participate in research projects together with industry and society. To achieve this BUAs has gradually increased the research capacity and quality and adjusted its organisation to benefit both education and research (see standard 2).

As a knowledge institute BUAs wants to contribute with its educational and research programmes to new theories, R&D concepts and professional practices that have impact on learning and knowledge development. The researchers and lecturers of the five academies collaborate in a multidisciplinary setting in joint research projects across the academies. BUAs has introduced three central research themes in 2017, to which each academy and Research Group have to contribute:

- a. Designing, measuring and managing experiences
- b. Placemaking and shaping destinations
- c. People and goods on the move.

The Academy of Hotel and Facility Management and the RG H&F focus mainly on the themes a. and b.

The Academy of Hotel & Facility Management, with its Research Group (RG H&F) is one of the five BUAs academies where education and research are organised. Besides RG H&F the Academy also offers two fully English taught bachelor's programmes: Hotel Management (762 students, started in 2001, Bachelor of Arts) and Facility Management (399 students, started in 2002, Bachelor of Sciences).

The research of RG H&F started in 2008 with a strong focus on 'managing hotel and facility interfaces'. At the start there were two research lines. Between 2008 and 2016 the research lines have been rearranged and/or renamed several times, resulting in 2017/2018 in two research lines:

- Hospitality Management & Experience Design (micro level: focus on human interactions); professor/lector dr. Xander Lub;
- Sustainable Experience Design (macro level: focus on societal challenges), professor/lector dr. Frans Melissen. In 2016 a part-time professor started on the subline Sustainable Business, professor dr. Lars Moratis (0,2 fte). In previous years also visiting professors dr. Roy Wood and dr. Xavier Font have contributed.

Both research lines rely on design thinking and sustainable development with attention for human-centred solutions and incorporation of stakeholders' perspectives in creating sustainable solutions. Design thinking tends to focus on micro-level human interactions, whereas sustainable development relates to macro-level societal changes). In this way both research lines complement each other.

Since 2011 the research programs within BUAs have more focus on the added value for stakeholders and for society. BUAs Research Groups have made a shift to more external cooperation and are organised within the five BUAs Academies. This gave the challenge to align and organise the different demands and expectations regarding the research and development within the field Hotel and Facility Management. RG H&F aims to excel in industry relevant research, knowledge development and knowledge transfer and contribute to the improvement of the hotel & facility curricula.

BUAs is also a partner in the national Centre of Expertise for Leisure, Tourism and Hospitality (CELTH). CELTH's goal is to identify trends and developments in the hospitality sector and to initiate cooperation between industry and education.

In previous years RG's research capacity on average is 4.5 fte depending on the research portfolio, with a slight increase in recent years. In 2018 RG H&F deployed 19 employees with a capacity of 7.5 fte.



## 2. Standards

In this chapter the evaluation committee describes the findings, considerations and conclusions on the five standards of the *Sector Protocol for Research Quality Assurance 2016-2022*.

### Standard 1

*The research unit has a relevant, ambitious and challenging research profile and a research programme with corresponding targets that are substantiated within several indicators.*

#### Research profile and research programme

In line with BUas' mission and vision<sup>1</sup>, RG's presents itself as a knowledge institute with industry relevant, high quality and innovative education and research. RG H&F wants to excel in industry-relevant research, knowledge development and knowledge transfer<sup>2</sup>. This will result in publications in scientific and professional journals and contributions to the continuous improvement of the academy's curricula. RG H&F initiates and participates in joint research projects with (inter)national partners, and public and private institutions.

RG H&F aims to contribute to industry through developing and disseminating knowledge, insights and best practices related to the field of sustainable hospitality experience design. Where hospitality is the overriding central theme for both hotel and facility management, namely: hospitality as the key area of expertise. Hospitality experiences are crucial to business success in the hotel and facility industries. To achieve this RG H&F conducts applied research that assists organisations and current and future professionals in designing, staging and managing optimal hospitality experiences. The research topics and outcomes must be relevant for a broad industrial target group. RG H&F does not conduct research for individual organisations unless open access to data and conclusions is permitted and the results can be relevant for other stakeholders.

This profile aims at strong relations within the triangle of education, research and industry, where research can contribute to innovation of education, which gives graduates a competitive edge in the global labour market, where industry benefits from results and well educated research minded students/future employees.

RG H&F has organised its research along two main research lines, each with a leading professor:

- Hospitality Management and Experience Design with a focus on designing more meaningful and memorable experiences for users as well as for employees. How do individuals perceive experiences over time and does the environment affect these experiences. The user experience is the starting point for designing a more user-centric approach for organisations.
- Sustainable Experience Design with a focus on designing hospitality experiences that address both the experience economy and the concept of sustainable development. This is

<sup>1</sup> BUas Strategy 2018-2021 Creating Professional Value

<sup>2</sup> Hotel & Facility Research, Strategy 2017-2020

done by multi-stakeholder involvement and with the concept of sustainable intelligence as an overarching mind-set. The overall aim is to assist organisations and professionals in hospitality and tourism in successfully designing sustainable experiences.

In the second research line a part-time professor Sustainable Businesses has a specific focus on sustainability as central-factor for new business models and the inclusion of people at the periphery of societies. This needs good, mutual beneficial, relationships between business, government, non-governmental organisations and communities.

Both lines are complementary in the sense that design thinking (line 1) focusses on micro-level human interactions, whereas sustainable development (line 2) relates to macro-level societal challenges. Both lines contribute to the BUAs' research themes: Placemaking and shaping destinations and Designing, measuring and managing experiences. In recent years the quality of the research increased with more focus. The number of PhD's and more scientific applied studies has grown.

The committee finds the research profile clearly described and in accordance to BUAs' strategy and the research programme well structured along two research lines. RG H&F has good connection with both education and the industry. The committee finds the research programme aligned with the profile and also ambitious. It is well structured, process-oriented and result-driven. The committee finds that the research profile and research programme could be strengthened with a more detailed analysis of the current situation, the ambitions for the future and the path to get there in a more long-term vision, for example in terms of the number of staff involved in research and the involvement of other stakeholders, such as students and industry representatives. In the discussions with the professors and researchers the committee heard many ambitions, plans and possibilities that could be incorporated more in the RG's research plans. There are ample research questions from the industry that could be addressed. With a clearer framework the essential choices can be substantiated more in depth.

The committee finds that the professors and researchers do have a good basis and a strong reputation in filtering and deciding on the most essential issues for hospitality research.

A strong feature with this is that companies can come with certain research questions, but it has to fit in the profile and the research lines with an off spin to a broader benefit to education.

Cooperation with the academies, the teachers and students, has risen. The multidisciplinary of the cooperating researchers/academies has also increased. Other organisations must be able to learn from the output of research and data must be open and available for sharing in education or with other companies. These are strong elements in the positioning of RG H&F and in their choice of partnerships and ownership of the research projects. Ideas and project proposals are shared and weighed within the framework of the research vision and the research lines.

Professors have a lot of freedom to pursue their own interests, but the relation with BUAs's and RG's vision and goals has become more and more important in recent years. This provides more focus and balance.

The committee understood during the interviews that within BUAs the strategy has evolved to a broader perception and role of research. This incorporates a more important position of research alongside education. The committee finds that RG H&F has clearly chosen its path and research areas and creates unique relations between sustainability and experiences. The committee recommends incorporating more attention for the commercial nature of hospitality and ethical issues. In the interview these subjects and the consciousness regarding the balance between the

three p's (people, planet and profit) were mentioned, but in the research profile they could be highlighted more as essential criteria for sustainable development.

### **Research indicators**

The concretisation of a set of realistic and measurable targets and key performance indicators (KPI's) has had attention since the previous VKO-audit and midterm review held in 2015. Since then BUAs and RG H&F have developed a set of indicators based on the *Sector Protocol for Research Quality Assurance at Academy*. The indicators are related to research input, research output, the use of products and the appreciation of products. The input is measured by the primary, secondary and tertiary income and by staff resources (number, fte). The research output is measured by the number and quality of publications, scores in surveys among students and stakeholders, and the use and appreciation for professional practice, education and knowledge development (number and sort of publications, number of contributions to teaching, education materials and participation of students and lecturers to research projects, product use, stakeholder evaluations and grants awarded).

The committee finds that RG H&F has progressed in the effort to compile a set of research indicators. The committee thinks that RG H&F could improve by further specification of these indicators with set targets for productivity, usage/impact and satisfaction. RG H&F can work on more measurable targets, distinctive templates and refined internal processes for clearer medium and long-term plans and evaluate if the research and output are in line with the targets. It also allows acknowledging successes more clearly. For instance the number of PhD's among research staff is high, but there is no set target to compare this to.

### **The research profile - Relevant, challenging and ambitious**

The committee finds the research profile highly appropriate for a University of Applied Sciences. The profile is well aligned with BUAs' vision and mission and it offers a clear framework for the research programme. The research profile is ambitious, challenging and relevant to current and future research areas in the field.

The research results feed back into the study programmes. The committee sees progress in the previous years in strengthening the relation with education. There is also a positive impact on the professional field e.g. on manager development and work with clients. This could be developed further by more (longer term) research projects next to the advice work for companies or organisations. Research findings are published and can be more widely circulated. The research focus, with creation of human centred experiences as linking pin between hotel and facility management is supported by representatives from the industry in the Facility Management Advisory Board. The relevance of RG's research is acknowledged within CELTH<sup>3</sup> and by individual partners. This could be improved upon with the formation of groups of stakeholders and focus on special groups in an industry advisory board, especially since the hospitality industry as a whole is too broad to address as one target group. This might help shape research priorities and issues.

From reviewing the documentation and through meetings during the audit visit the committee concludes that there is good cooperation between the professors and research lines as well as

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<sup>3</sup> Centre of Expertise for Leisure, Tourism and Hospitality

good collaboration with education and external stakeholders. There is a natural habit to share knowledge with educational and industry partners. This contributes to BUAs' ambition to intertwine knowledge and research. RG H&F is also a good sparring partner for other academies on experiences and sustainability. The RG H&F team has a clear multi-discipline perspective and can transfer academic knowledge to practical solutions and tools for companies and organisations.

Hospitality issues are given more and more attention within tourism but also in combination with other fields, e.g. the sustainable food and health industry. Or finding out how residents can be kept proud of tourism. There is some increase in the attention for the underlying principles with experiences and how this can benefit human factors besides economic factors. This is where RG's experience proves its added value.

### **Conclusion**

The committee concludes that RG's research profile, with its vision, mission and ambition are aligned with BUAs' policy, mission and vision. RG H&F has improved since the mid-term review in 2015 in compiling a central mission and vision and research profile. The committee thinks this can be further improved with aims and a strategy to reach these aims, for the upcoming years, clarifying which path RG H&F wants to follow. In the discussions with the professors and researchers elements of the picture were raised and the committee is confident that RG H&F can compile a distinct picture for the nearby future. This can help in the assurance of the research lines and appropriate research projects. RG H&F can be more explicit about their strategy and ambition regarding publications. The research aspect of a university of applied sciences can be developed further as the added value that gives in comparison to being an advisory organisation for companies.

BUAs and RG H&F comply with the current trend in Universities of Applied Sciences to emphasise the collaboration with education and the industry in a triangle that is beneficial to all partners involved. This is an important factor, besides the field expertise, for the relevance of RG's research profile and programme.

The research programme is well structured with the two research lines that are complementary, with sustainability and design thinking as linking factor between the human/social approach and the business development approach. This suits with current trends.

To measure its progress and success RG H&F can specify clearer targets for its performance criteria. The indicators are in place, but it is not clear which targets are set per indicator and if this accounts for RG H&F as a whole or if it can be specified per research line.

Based on above mentioned considerations the evaluation committee assesses standard 1 as **good**.

## Standard 2

*The way in which the unit is organised, the deployment of people and resources and the internal and external collaborative links, networks and relationships enable the realisation of the research profile.*

### Organisation

Since 2017 BUAs has invested in a reorganisation where education and research have become more equal partners. From the thought that research benefits education and vice versa, the Academy H&F has chosen to allocate ten percent of its first stream budget to research. In universities of applied sciences this normally is about half of this budget. The committee finds this a leading edge approach that is far beyond the academia average. With this approach there is clear recognition of the fact that research can broaden and deepen students' study and graduation options, can offer lecturers an opportunity to develop research skills, can enrich the curricula and that vice versa research gains by the extra personnel capacity from education (lecturers and students) to perform the research.

This also led to a clear organisation structure where the professors together with two senior lecturers and the Research Business Innovation (RBI) manager form the research team of the RG H&F. The RBI manager is the linking pin to the management team and the research committee of the academy, where in weekly and six-weekly meetings research developments are monitored. The RBI Manager (full-time appointment since 2016) together with the professors plans the research activities (financial and personnel). In bi-weekly meetings the researchers' activities, research results and new research projects are discussed. The RBI Manager is responsible for the research and business innovation processes and procedures, the development of the research portfolio, managing the team of researchers, the research budget and creating a proper research climate. The two professors and the senior researchers are responsible for the content of the research lines. This offers professors and researchers more room for creativity in their field of research. The position of the professors within the academies is described in the Policy for Professors<sup>4</sup>, with description of their role and responsibilities regarding output for industry, education and academia. Within the Academy H&F professors are expected to spend twenty percent of their time on education and to be involved in at least one of the BUAs research themes.

The dean of the academy H&F is responsible for the quality of education and research and a right balance and good collaboration between education and research. The dean is also the line manager of the professors and the RBI Manager. The Dean falls directly under the BUAs executive board. RG H&F is supported by the academies project office for the administration, project management, time registration and so forth.

The committee finds the organisation of RG H&F to be supportive in terms of the execution and assurance of the research programme. This is evidenced by the growing number since 2012 of externally funded projects, students' involvement, the contributions of RG H&F to education and the professional field and the external appreciation (see also Standard 4).

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<sup>4</sup> Policy on Professors, May 2016

## Portfolio

2015 and 2016 have been important years in the RG H&F development because these years mark the beginning of the stabilisation of the research lines and the professorships and of more focus on the development of capacity and structural support. There is a clear inclusive approach between education and research. The focus on hospitality and following division in Sustainable and Experience Design and Human Capital is a good development according to the committee. Perhaps it is possible in future to focus even more on specific context in branches.

The portfolio fits with the research profile and programme. The projects combine scientific impact with societal and educational impact. The professors with their areas of expertise offer an excellent framework for leading/driving the research programme. There is good cooperation between researchers and professors, also with other academies.

The research portfolio relates in an excellent manner to the research programme. The two research lines give a clear focus on which projects proposals to consider, but this does not result in rigidity. The research portfolio is expanding.

The research group needs to consider the definition of the epistemology of their research and educational activity. The study of hospitality would encourage the study of hospitableness in cultural and domestic settings. The current research is exclusively industry focused; this could be enriched by a wider research focus.

## Deployment of resources

RG H&F started in 2008 with funding as a part of the academy's total primary funding. From 2012 to 2015 this covered the costs for professors and researchers. In 2016 increased with budget for the fulltime RBI manager and the project office. From 2018, with the new Academy of H&F policy, RG H&F has a separate research budget (primary funding, almost € 300,000) and ten percent of total teaching staff (approximately 4 fte, € 350,000) is made available for research. Besides research projects, this extra input is also used for writing grants applications, publications in professional and academic journals and conference papers and for improving the quality assurance cycles.

Euro	2013	2014	2015	2016	2017	2018
Primary sources of funding						645,000
Secondary sources of funding	0	0	19,933	65,218	74,605	64,231 (**)
Tertiary sources of funding	80,975	115,708	139,238	126,311	185,181	108,027 (**)
Secondary and tertiary sources of funding	80,975	115,708	159,171	191,529	259,786	177,258 (**)

Table 2: Income from primary, secondary and tertiary sources of funding

(\*) Primary sources of funding were not registered separately from education before 2018

(\*\*) Expected income

In previous years RG H&F has been successful in raising more secondary and tertiary funding resources. RG H&F is working with a bigger and more stable income from secondary sources by acquiring larger and longer lasting projects with EU grants. This will hopefully also deliver more continuity in the planning. To accomplish this RG H&F has invested in its academic network with

complementary partners. The expected decrease of income in 2018 is the result of two lost grant applications, less time spent on SCITHOS projects and more time used on writing books. Tertiary funding has also grown in recent years, but the funding from industry is often more incidental and for a shorter term. The committee acknowledges that funding hospitality research is not a strong focus point for politicians or organisations.

The committee concludes that RG H&F has been successful in acquiring external funding and is looking at a balance in funding resources for the longer term. The new policy and internal budgets help to focus more on the acquisition of new projects and drawing up good bids and proposals. This also raises extra challenges for a controlled growth of the organisation and for finding the highly qualified research staff that is necessary for upcoming projects.

### Deployment of staff qualitatively and quantitatively

With the aim on the two research lines RG H&F aims for stability and continuity in its financial and personnel resources. RG H&F has a relative stable group of lecturers who participate in the research projects. With the Academy H&F policy to allocate ten percent of total lecturer fte to research primary sources of funding is a major factor in creating a leading edge compared to other universities of applied sciences. This contributes to more equal attention for education and research, which is above industry and academia levels. Researchers and lecturers have time allocated for research that ranges from 0.2 to 0.6 fte. With improvement of the planning process this time is blocked in whole days, with the remaining time available for education. This gives RG H&F the possibility to create a flexible pool of researchers/lecturers for cases when extra research capacity is required. The committee concludes that there is a clear structure and rules for participation and attendance in research by the staff.

	2013	2014	2015	2016	2017	2018
(Guest) Professors - (number / fte)	2/1.4	3/2.4 <sup>(*)</sup>	3/2.4 <sup>(*)</sup>	3/2.2	3/2.2	3/2.2
- % PhD	50	67	67	100	100	100
Researchers <sup>(***)</sup> - (number / fte)	13/4.2	12/3.4	16/4.8	12/4.2 <sup>(**)</sup>	14/5.0	16/5.3
- % PhD	53	50	44	50	50	50
PhD candidates (number)	1	1	2	1	2	2
Project office - fte	0	0	0	0.7 <sup>(**)</sup>	0.6	0.6

Table 3: Employee resources for research

<sup>(\*)</sup> from mid 2014 to mid 2015 there were three professors

<sup>(\*\*)</sup> from August 2016

<sup>(\*\*\*)</sup> includes PhD candidates

<sup>(\*\*)</sup> one of the researchers was ill from May onwards

Source: critical reflection Hotel & Facility Research

The research capacity has steadily increased from 5.6 fte in 2013 to 7.5 fte in 2018. For the research line Hospitality Management RG H&F wants to expand the research capacity with a second part-time professor (0.2 fte). Extra experience is also brought in by the visiting professors, who give guest lectures or coach researchers on a regular basis. They also join in writing research proposals and give advice regarding research policy and organisation. One of the visiting professors was one of the founders of the RG H&F group.

The committee finds the number of PhD educated researchers high. Researchers are encouraged to obtain a PhD degree. Two researchers are working on their PhDs, one has a NWO grant and the other is sponsored by CELTH and Reiswerk. Two lecturers are planning to start with their PhD degrees. In 2018 RG H&F was joined by a postdoctoral researcher from

Brazil. The number of PhD holding professors and lecturers has increased and since 2015, with the introduction of a research skills line in the curricula, all students are taught research methods (investigative abilities) to prepare them for participating in research projects and perform their thesis.

The committee noticed a change in how personnel and management work with the allocation of time for research. Before 2018 research was often the last post to be filled after education. Now with a new planning procedure there seems to come more continuity. As RG H&F mentions in its critical reflection: research capacity has become much more transparent and manageable. In peak periods there still is a tug on lecturers from the education side, but now it is better negotiable from the central agreements between education and research. Research and education are no longer two separate entities.

The committee finds the choice to deploy ten percent of education time/budget to research a wise investment. It is abundant for the spin off to education, and a good investment in the development of better education and staff. It complies with the goal to cooperate with partners within the triangle of education, research and industry. The committee finds the staff to be passionate about their research and often going the extra mile together with research partners.

The committee finds the deployment of staff impressive from a qualitative viewpoint. From a quantitative viewpoint the number of students involved in research (16 students in 2018) could still be enhanced.

### **Collaboration links, networks and relationships**

RG H&F prefers to work with partner institutions and organisations on joint, interdisciplinary research projects. RG H&F collaborates with other BUAs academies (amongst others the academies for leisure, tourism, digital entertainment, and so forth), with national (e.g. Avans, Fontys, Wageningen University, hotel schools in Den Haag and Maastricht, art schools, Windesheim, Vrije Universiteit) and international (e.g. universities in Hungary, Ireland, Finland, France, United Kingdom, Canada, Norway, Belgium, Spain) universities of applied sciences and research universities. At national level RG H&F is successful in CELTH, which started in 2013. CELTH projects are always set up in cooperation with industry partners.

In the prior reviews of the research group recommendations were given to strengthen and enhance the network of internal and external research partners. Since 2014 the national and international networks with industry, society and academia have increased significantly, with a broad variety of organisations like several European cities, travel organisations, banks, tourism networks or zoos. This results in an increasing number of projects and grants being awarded. More joint projects were set up. And this also resulted in RG H&F being the first University of Applied Sciences to hold a leading position in the EU Horizon 2020/NWO grated SCITHOS research project. Starting with smaller joint research projects, RG H&F is now opting with its partner universities and industry partners for larger EU grants together. This also resulted in a higher ranking in the QS World University Rankings for Hospitality and Leisure Management (rank 26 in 2018) as the only Dutch University of Applied Sciences in the top hundred.

The committee finds the internal and external collaborative links successful and there is potential for further growth with CELTH en SCITHOS as good stepping stones for further success. The solid bases is realised and supported by internal and external partners. The new organisation is



supportive for these developments. The committee thinks that the internal collaborative links are relevant and active, but could be disseminated more fully across the university.

### **Conclusion**

The committee concludes RG H&F has been successful in increasing its funding and in expanding the personnel capacity, which is very good regarding the fact that hospitality is not always a priority for organisations and governments. This success is clearly enhanced by the strategic commitment within BUAs to research as one of the central pillars in its profile as a University of Applied Sciences. The fact that research and education are seen as equal partners is beneficial. This has helped in building a very well structured organisation and a clear positioning of RG H&F within the Academy for Hotel and Facility Management. The committee is impressed with the way the academy has created a real research culture with its decision to allocate ten percent of primary funding and personnel capacity to research. This creates room for the performance of qualitatively good research, formation of a genuine research team with high trained researchers and it offers time to invest in the acquisition of future projects. The committee finds this an excellent basis for the future. The committee congratulates the academy in the way it has identified and funded research as one of the core pillars. This enables the immediate team to feel secure in the knowledge that research is managed and resourced from senior levels. For future years the committee recommends to expand the involvement of students (see also standard 4) and to create an industry research panel that might help identify future industry research needs and priorities (already mentioned in standard 1)

Based on above mentioned considerations the evaluation committee assesses standard 2 as **excellent**.

## Standard 3

*The research and the research unit fulfil the standards that apply within the discipline, with respect to conducting research.*

### **Explicit research standards**

The committee finds that RG H&F conducts applied research that is practice-informed. The research questions are defined with industry or with industry in mind and have to relate to the two research lines and the BUAs research themes. Industry and educational partners are involved in the problem formulation, the research design, the data collection and the presentation of outcomes. The research is often multidisciplinary and diverse in types of research, types of output, manner of publication and the networks and external partners involved.

From the documentation and the interviews the committee concludes that RG H&F organises and conducts its research along the principles of the Dutch Code of Conduct for Universities of Applied Sciences (2010) and the Netherlands Code of Conduct for Research Integrity (2018). BUAs is working on renewing general procedures to adhere the new Code of Conduct with the five central principles: honesty, accuracy, transparency, independence and responsibility. BUAs is on top of this, because their legal expert is a member of the national working group coordinating the implementation. RG H&F finds that it complies with the basic principles but will have to adjust specific practices and regulations. To further safeguard the quality of the research projects, RG H&F intends to use the SIA-guideline for research project leaders and quality assurance officers as an extra instrument to secure that the research lives up to the research standards.

The professors and senior researchers are the key persons to instruct and guide the lecturer-researchers and the students that participate in the research projects. With the high percentage of PhD degrees among researchers there is a good basis for guarding the quality of the research performed. The growing number of grants confirms that the research quality meets the relevant standards. Lecturers and students are instructed regarding the proper research methodologies and procedures in courses on methodology, e.g. PLS-SEM (quantitative) course, Lego Serious Play facilitation course and academic writing courses. Professors and several researchers followed a course to improve the success rate of EU grant applications. One researcher specialises in quantitative data analysis. The students confirm that the research learning line in their curriculum really focusses on the use of proper research and design tools and methodology and attention for critical thinking and creative design. They feel this prepares them well to become reflective practitioners with regard to research.

At the research unit level and in the Research Committee H&F (RC H&F) the research questions are discussed together with the research methodology. When accepted, work plans are established and deliverables and quality indicators are set, including the calculated costs. All this is combined into a design document that provides a checklist for the leading research questions, the planning, the research performance (methodology, data collection, literature usage) and the outcome.

Procedures are in place to secure ethical issues like confidentiality and security of personal data, in accordance with the General Data Protection Regulation. This is guided by a BUAs privacy

officer. The procedures regarding ethics, privacy and data collection are regularly validated by the external reviews that are part of national and international grant projects for example with Horizon 2020, SIA-RAAK, NOW of CELTH. With research for industry RG H&F safeguards that research can be performed independently and impartially and that results can be distributed and shared for education, academic purposes to a wider public. Respondents in research projects are asked for informed consent in advance in line with the Declaration of Helsinki guidelines. Personal data is stored pseudonymised. Data are stored safely, encrypted and in compliance with several international privacy shield regulations. From 2019 onwards a secure BUAs Sharepoint project site will be set up.

The committee finds that RG H&F has improved in previous years in the safeguarding and alignment of research goals, performance and procedures. The proper procedures are embedded in the research groups' practices. With the new Code of Conduct RG H&F is aware that this can be taken a step further in formalisation. The committee has the confidence that RG H&F will be successful in doing so, and can build on the basis that is provided within BUAs to form a solid and fitting framework for the monitoring of its research quality.

### **Research quality**

The research projects cover a wide range of research methods and data collection methods: surveys, interview and focus groups. Experimental research methods and design methodologies are used e.g. in co-creation workshops with Lego Serious Play. RG H&F aims to bring in a temporal process-focused component into the studies to capture intra-individual differences.

Once a new research project has been approved by the research committee, each professor is responsible for research content, methodology and quality of his own research line. The professor ensures that the research quality meets the standards. Six-weekly intervision meetings within the research team ensure that the research lives up to the quality standards and that the team has the necessary skills and experience to perform the projects. In the last years the focus has shifted to a more careful consideration of which projects are acceptable and comparison with the goals and ambitions. This has led to a clearer focus and an increase in follow-up projects. This also accounts for a good research quality that is recognised by research partners.

Peer review is conducted within the research group within a research line, with colleagues from other academies within BUAs research themes and externally with peer-reviewed journal articles.

The committee was presented with a wide range of research publications, products and outcomes, with a good coverage of both research lines in the period 2013-2018. The committee finds that the research for the most part complies with the principles of scientific objectivity. Being a young research organisation some mistakes or mishaps may still occur from time to time. Many research projects are survey driven. Ethnographic and laboratory approaches are not often used. More use of the new lab with biometric measurements opens up opportunities to advance in these kinds of research. Student work experience could in particular involve ethnographic approaches.

The committee sees that RG's is making logical progression from attention on research skills and attitude in education to performing more research for and with industry or for knowledge development within the domain. Most projects still focus on applied research (still one of the key

goals for universities of applied sciences), which is a distinct feature from more academic universities. The committee believes that RG H&F is on the right path and shows good progression. RG H&F can enhance the number of international academic publications and problem-driven industry research and development. It can incorporate more theory in the context (branches, networks etc). That research quality is present among professors and researchers is clearly demonstrated in the grants that are obtained for the Scithos (EU Horizon 2020) and CELTH research projects and the following publications in professional and academic journals. Researchers have also won several prizes for their contribution to education and for academic achievements: highly commended paper award at the 2018 EuroCHRIE conference in Dublin, best research paper award at the Institute Paul Bocuse EuroCHRIE conference 2018, Best Team prize in the Hospitality Excellence Program 2016 and best paper in Hospitality Category CHME Conference in 2014. This confirms the quality of the research and publications.

### **Conclusion**

The committee assesses the quality of the research as good to very good. The research work is clearly valid and reliable. BUas and RG H&F have the proper tools and procedures in place to monitor research integrity and quality. This will be further strengthened with the current alignment to the latest Code of Conduct for Research in the Netherlands, including rules for data collection and privacy. RG H&F also refers to international standards for research.

RG H&F can progress in addressing a wider academic community via respected international peer reviewed journals. The committee has the confidence that RG H&F will be successful on this path, because there already is an increase in obtained grants and BUas policy forms a supportive framework.

Based on above mentioned considerations the evaluation committee assesses standard 3 as **good**.

## Standard 4

*The research unit realises sufficient relevance with respect to:*

- *professional practice and society;*
- *education and training;*
- *the knowledge development within the research domain.*

*The research has a sufficient degree of impact on the aforementioned sectors*

### **In general**

RG H&F wants to develop and share knowledge and products in cooperation with education, industry and academia with innovation as a result. Improving the relevance and impact of applied research is a continuous point of attention. The research output has grown over the years. Nevertheless RG H&F takes into account that the numbers of output might decrease because the focus is shifting from quantity to the quality and impact of research.

The output includes a wide range of products from academic publications, conference papers and books/chapters to professional publications and digital/visual tools and products. RG H&F finds that both professional and academic output is required to contribute to continuous improvement of the hotel and facility curricula.

To form a clear picture of the output and impact, the committee has studied a selection of research papers and products from all three research lines that RG H&F presented as best practices. Besides that the committee has taken notice of the presented listings of all the output from 2013 till 2018, including academic and professional publications and contributions to education. During the site visits more products were available or presented in videos.

### **Knowledge development within the research domain**

#### *Output and impact*

From the publications lists and performance indicators the committee concludes, with RG H&F, that the number of publications in academic journals and academic conference papers and contributions to books and book chapters has clearly increased from 2013 to 2018. RG H&F is becoming more successful in obtaining new grants and four PhD dissertations have been published, with more coming up. As mentioned in standard 3 RG H&F has received several prizes with academic publications and presentations. The committee finds that the focus for knowledge development is growing especially in the sustainability aspects, though much work still involves the application of existing concepts to focused situations. There is an impressive increase in outputs in the current audit cycle period. The committee believes much more effort can be directed at publishing in major international academic peer reviewed journals in the field.

From the documentations and interviews the committee concludes that the professors and researchers have a good academic reputation and are themselves reviewers for academic journals and participate in editorial boards and academic committees. A good portion of the staff have PhD qualifications, this could be articulated more clearly and therewith helpful in shaping aims and staff development targets. One of the professors is the director of research at

EuroCHRIE. There is a good basis to progress in the line of more academic and more international academic publications. RG H&F is on the right track.

It is clear to the committee that RG H&F contributes towards the development of expertise with sustainable hotel and facility management. The committee found the projects on development of sustainable intelligence, Scithos, the guest journey to guest satisfaction project, the PhD research projects impressive.

The knowledge and insights from the research are communicated through various channels and media (academic and professional journals, books, lectures and presentations at conferences).

## **The professional practice and society**

### *Output and impact*

After 2015 RG H&F has impressively enhanced the number of publications in national professional journals. The reorganisations of the research lines together with the BUAs research policy has created a positive playing field towards the professional practice. The amount of projects for external partners has increased as is shown in the number of advisory reports and presentations for industry. RG H&F aims to publish in reputable professional journals, attend professional conferences and give masterclasses and/or in-house programmes, write white-papers and share results on social media, develop products and services that contribute to successfully designing, measuring and managing hospitality experiences and solve societal problems. The committee thinks RG H&F has a clear and just focus and performs excellent in retrieving interesting topics for research projects together with partners from the professional field, in both profit and non-profit organisations. The research group has more and more attention for its contribution to the development and innovation of the professional field. The Scithos city project, developed with several other universities, is an excellent example of where sustainability has important implications for destination management. In particular when destinations potentially experience tourist fatigue and residents resist to the growing number of visitors. This sort of research is of great importance for planners and decision makers in considering the capacity issues and quality of life for residents as important factors next to the generated extra income and employment benefits. The CELTH projects give insight in the overtourism in European cities and the development of a toolkit for local companies. The digital smart tools and the Scithos challenge game make it possible to challenge stakeholders to jointly develop tourism in a sustainable way by discussing relevant issues in a playful way in living lab settings. This is well received in six European cities, e.g. Amsterdam, Valencia and Darmstadt. Researchers have been asked to publish the results in the Journal of Sustainable Tourism. The results will also be presented at a popular annual tourism conference where many cities will be present.

Another successful international example of impact on industry is the Santa Claus Office project in Finland, in collaboration with Haaga-Helia University of Helsinki and Lapland Safaris Ltd., a major travel agency. The Santa Claus theme park wanted to redesign and enhance the guest journey development as well as the technical and operational development of the concept, taking into account the cultural differences in the perception of Santa Claus. RG H&F brought in creative added value in designing ideas and scaling up or down between theory and practice on smaller and larger scale. The narrative knowledge and experience is acknowledged. This project is also

successful in bringing in another project (BLUE) to enhance guest experience with Augmented Reality. A grant proposal for Horizon 2020 has been submitted.

With the guest journey project from the sustainable business research line, managers learned how they could interpret and use employee experiences for better decision making. A digital tool was designed to make discussion possible and to present and discuss solutions for office/facility management situations.

The committee finds that the central themes sustainability and hospitability are well chosen and really important for the industry. The knowledge is needed, but it is still not easy to find enough funding for the research on designing experiences, imagineering and innovation. That is why it is impressive that RG H&F is successful in obtaining several national and international grants. RG H&F is known for its experience with transferring academic knowledge to practical solutions and tools for companies and organisations. It can offer a multidisciplinary perspective: social, technical, economic, human.

The committee thinks more dissemination of research output to a wider audience is possible. This was a recommendation in earlier reviews and audits. RG H&F has started to improve its visibility and exposure towards industry and society and is cooperating more closely with the professional magazine Hospitality Management. On the website of this magazine readers have access to all articles and white-papers.

Research strategy needs to actively plan and consider the dissemination of findings with internal and external audiences. Refereed academic journals, simplified accounts could be published via popular print and broadcast media, and the team needs to actively engage local industry practitioners and local government officials in both identifying future research projects but also disseminating findings.

## **Education and professional training**

### *Output and impact*

Research and education are both integral part of the Academy of Hotel and Facility Management. As mentioned above the professors spend twenty percent of their time to education and all researchers are also lecturer in one of the bachelor programmes. Professors are involved in education from 2012 and their role was formalised in 2016 in BUAs policy on professors. RG H&F aims to contribute to the improvement of the academy's bachelors' curricula and staff development.

Structural contributions to the curricula comprise the improvement of the Investigative Abilities course, development of the third year of the Strategic Management course, updating the Business Law and Ethics course and contributions to the minor programmes 'Social Responsibility, Sustainability and Personal Identity', 'Imagineering', 'Hospitality Innovation and Imagineering' and 'Resilient Entrepreneurship'. Besides that, professors also contribute to education by giving guest lecturers within the Academy, within BUAs, but also at national and international level. The previous years the professors and researchers have invested in the writing of seven books for educational purposes. Most direct effect to students is the participation of students in the research projects. The number of students that participate as research

assistants has grown to sixteen per year, but compared to the annual number of students that are busy on their bachelor's thesis, there is room for improvement in the engagement with research. The committee encourages RG H&F to register more precisely how many students participate with their thesis in the research unit. Students are encouraged to visit conferences and participate in writing academic papers or articles for professional journals. Because all researchers are also lecturers, the results of research projects are regularly fed into the curriculum in the form of case studies, course material, literature use et cetera. Students are positive in student surveys regarding the research skills they are taught and the opportunities they have to be involved in research and present their results in professional and academic communities. Students feel that the attention for research helps them in their role as reflective practitioner and to substantiate their choices and management more clearly from a theoretical background and a more critical thinking attitude. Some students have won thesis rewards.

Staff development is promoted with the academy's policy to spend ten percent of lecturer's education time on research as a form of personal development. Starting researchers follow relevant courses and are coached by more experienced researchers and in intervision sessions experiences are shared. These sessions are perceived as inspiring and highly valuable for the quality of the researchers and the quality of the research projects. In bi-weekly Time to Share sessions all academy staff can participate and learn from discussions about research. As mentioned before researchers are encouraged to obtain a PhD degree and the rate of PhD-degrees is high.

The committee finds that the research unit has succeeded in creating a clear and tangible research culture that forms a sound basis for future research activities. The committee sees the impact this has on module content, assessment instruments, case studies and on the affinity among students and lecturers for research. The committee advises the research unit to improve the registration of its activities and especially the participation of students with research and the aims for staff professionalization.

## **Conclusion**

The committee is impressed with the positive research culture that has been created in the previous years and the way this is substantiated by the new BUAs policy. This offers professors and researchers working space to build on partnerships with education and industry and to develop the research quality further. This also gives room for more long-term planning and investments in the acquisition of secondary and tertiary funded projects. The research group has obtained positive results in these areas.

The committee finds the relation with education strong, since all researchers are also lecturer and the professors have a substantial target to participate to the development of education. In previous year the relation with industry has increased with the external funded projects. The committee supports RG H&F in its policy to only work with partners that want to share the outcomes of research. This secures the independency of the researchers. The academic output is increasing and there is room for further improvements with publications in more academic peer reviewed journals. The research group has a reputation in its field on a national and increasingly also on international level. The basis is there and can be further expanded. The committee concludes that RG is known for its contributions and is well positioned within the triangle of



research, education and industry. There is more balance in its operations compared to previous years.

The committee supports RG H&F in its self evaluation and the conclusion that more formalisation and planning is necessary to uphold the output and increase the impact. RG H&F aims at developing a research professionalization policy, a research impact programme and better registration of the output, stakeholder satisfaction and performance measured against indicators. Many elements are there, but need more formalisation to substantiate management decisions. The committee is convinced that the qualities to perform this are present. It will also help to canalise the questions and requests that come from the industry and education.

The committee has the following recommendations:

- increase and canalise the contacts with the industry with the formation of a research panel with representatives from bigger and smaller organisations,
- work on a longer-term research agenda with the industry to build on more continuity;
- keep working on more academic publications to reach a wider audience.

Based on above mentioned considerations the evaluation committee assesses standard 4 as **good**.

## Standard 5

*The research unit conducts regular and systematic evaluations of the research processes and results. The research unit then, where necessary, connects the results to improvements.*

### **Quality assurance system**

BUAs works with a planning and control cycle with performance agreements. The quality assurance system for research is described in the Quality agreement for research. At research unit level quality assurance is designed along the line of six yearly external quality assurance cycle of which the current audit is an important moment. In between BUAs organises internal mid-term reviews. Follow up and progression are monitored in annual management reports and plans. Based on the key performance indicators specific goals are set at employee level and monitored within the HRM-cycle. Both professors have drawn a four-year research plan that is worked out in annual research plans and annual research plans per researcher. Professors meet with the researchers regularly. At research project level there are processes in place for the acquisition, approval, funding, design, planning and execution of research projects. Often the external (co-)funded projects are monitored and have to comply with the regulations of the grants. The project leaders are responsible for keeping the projects on track. If adjustments have to be made, the RBI Manager and subsequent the Academy Management Team are informed. Projects are monitored during the proposal phase, the execution phase and after rounding up the projects. Gathered information is discussed in the RG H&F team and used to improve the accuracy, budgets and planning of future projects.

The committee concludes from interviews and documentation that an impressive development has taken place over recent years. The committee has felt a robust commitment at all levels to improve the quality and quantity of research activities and the use of evaluation for further progress. There is a tangible sense that colleagues across the organisation see research as 'something we do around here'. This is impressive and encouraging for the reputation and standing of the team.

In recent years directed measures have been taken to strengthen the quality assurance. With this BUAs and RG H&F have clearly followed up on the recommendations from previous audits. In 2016 the quality assurance system for research was installed and the project office was started to support research organisation. In 2017 the research budget was separated per academy and project administration was initiated. The appointment of the RBI Manager and of the RG H&F team in 2016 and 2018 has contributed to the professionalization of the research organisation.

The committee is convinced that a plan, do, check and act system is in place and that research works along those lines. Point for improvement is the formal registration of output of satisfaction surveys among stakeholders.

### **Conclusion**

The committee concludes that there is awareness of the importance of quality assurance and actions are taken to control the research processes and improve the research quality. This is an intrinsic quality within the research unit. The committee finds that the monitoring of processes and results could be made more formal and coherent. The process of quality control could be

enhanced with more formal moments for evaluations and with a Handbook Quality as reference framework. Clearer goals and key performance indicator will contribute to better measurements of satisfaction among stakeholders. The relationships and the research output are highly valued by stakeholders, but without clear reference norms/targets it is difficult to determine if progress is being made or if improvements are successful. With a more formal quality assurance system it will become easier for the research unit to prove that the PDCA-cycle works and is closed.

The RG H&F critical reflection report contains conclusions at the end of every chapter that clearly acknowledge previous audits and describe how the RG H&F is moving forward in addressing those actions, at what stage they are met and what is needed to be done. This demonstrates a high level of self evaluation and critical and strategic thinking to reach the ambitions for 2022.

Based on above mentioned considerations the evaluation committee assesses standard 5 as **satisfactory**.

### 3. Conclusive judgements

#### Assessments on the standards

The evaluation committee comes to the following judgements with regard to the standards.

Standard	Assessment
<i>Standard 1 Research profile and research programme</i>	Good
<i>Standard 2 Preconditions</i>	Excellent
<i>Standard 3 (Methodical) quality of the research</i>	Good
<i>Standard 4 Results and impact</i>	Good
<i>Standard 5 Quality assurance</i>	Satisfactory

The judgements are weighed with regard to the five standards and the assessment guidelines as described in the *Sector Protocol for Research Quality Assurance 2016-2022* (October 2015). A judgement 'sufficient' on standard 3 is a prerequisite for a positive final overall judgement.

The committee has met a fine and enthusiastic research group. The research unit has in previous years invested in its organisation and in the support for the research. The research programme lines were designed and are aligned with BUAs research themes. From 2016 the research unit is working on a coherent research profile and research programme and on the alignment with funding, staffing and other preconditions. BUAs policy is very supportive for the positioning of research as equal partner to education. The quality of the research is good with aspects of excellence. The intrinsic research culture is a massive strength. The research unit is successful with its research proposals and bringing in interesting relationships and innovative projects. The output towards scientific platforms and the professional field is growing. The output to education is impressive. The impact of the research is without a doubt very positive according to stakeholders. The research unit is known for its research and expertise. In this phase of development it is time to look forward and to better secure the performance quality by setting up a more profound quality assurance system to underpin management judgements and tackle feedback and opportunities that arise from the work field and form education.

Standard 2 is assessed with the judgment 'excellent'. The standards 1, 3 and 4 are assessed with the judgement 'good' and standard 5 receives the judgement 'satisfactory'. Overall the evaluation committee assesses the quality of the research unit RG H&F (Academy for Hotel & Facility Research) from the Breda University of Applied Sciences certainly as **good**.



# Recommendations

The evaluation committee has the following recommendations for the research group:

## Standard 1

- The strategy needs to be informed by a desired outcome in terms of the numbers of staff involved in research and the involvement of other stakeholders, such as students and industry representatives. The committee suggests that the strategic plan incorporates a time plan as some of the stages are time constrained, e.g. increasing the number of staff with post-graduate qualifications.
- The committee suggests the formation of an Industry Advisory Group to help shape research priorities and issues.

## Standard 2

- The research group needs to consider the definition of the epistemology of their research and educational activity. The study of hospitality would encourage the study of hospitableness in cultural and domestic settings. The current research is exclusively industry focused; this could be enriched by a wider research focus.

## Standard 3

- The team is advised to actively expand the research methods used in their projects.
- The team needs to adopt an active professional support network designed to increase publication in academic journals.

## Standard 4 Set up a clear communication strategy

- Research strategy needs to actively plan and consider the dissemination of findings with internal and external, national and international audiences.

## Standard 5

- Cooperate with the other academies of BUAs in improving the formal registration of surveys among stakeholders. The monitoring of processes and results could be made more formal and coherent in for example a Quality Handbook with clearer goals and key performance indicators. This will contribute to the evidence that the PDCA-cycle is followed and closed.

# Appendices

## **Appendix 1 Documents examined**

The evaluation committee had access to the following documents:

### **General**

-Hotel Facility Research Critical Reflection Report 2013-2018

### **Documents referenced in the Critical Reflection Report**

Branch Protocol for Research Quality Assurance 2016-2022

4th Generation Sustainable Business Models

Truly Understanding People as Core Business

Annual Report on Research 2017 - Hotel & Facility

Hotel and Facility Research Strategy 2017-2020

BUAs-wide research indicators

NVAO, NHTV International Hotel Management - Extended Programme Assessment

BUAs Strategy 2018-2021 - Creating Professional Value

Knowledge Development & Research Strategy 2012-2016

NHTV Research Vision

External Research Evaluation - Thierry & Schuiling

Mid-Term Review Research 2015

Research Improvement Plan - March 2017

Update Research Improvement Plant - April 2018

NHTV Policy on Professors

Advisory report - quality of practice-informed research (Pijlman)

Code of conduct applied research for higher professional education - 2010

Netherlands Code of Conduct for Research Integrity 2018

Intervision Practice Informed Research - Dutch

Research with Impact - Strategic Research Agenda for Higher Practical Education 2016-2020 - Dutch

More Value with Universities of Applied Sciences - Dutch

NHTV Quality Assurance Agreement for Research

### **- Standard 1**

Organogram BUAs

Research Vision BUAs

Mission Research Unit

Research Programme - Inaugural Lectures

### **Standard 2**

Quantitative Research Capacity 2017 and 2018

Qualitative Data Professors and Researchers (LinkedIn and PURE)

Overview Financial Resources Research Unit

Overview National and International Partners and Clients (Academic and Industry)

### **Standard 3**

Representative selection of research projects and related output:

The concept of Sustainable Intelligence

SCITHOS

Studybooks for minor in Social Responsibility, Sustainability and Personal Identity



Guest Journey to Guest Satisfaction

PhD research funded by CELTH/Reiswerk/Hotel&Facility Management

Designing, Measuring and Managing Experiences

Prize winning publications, research papers and achievements

EuroCHRIE organisation and conferences

Santa Claus Office Project

Overview of Academic And Professional Output 2013-2018

Overview of PhD Research

Professional Standards and Research Quality

**Standard 4**

Research Output for Industry, Education and Academia including Indicators

**Standard 5**

Research Plans 2016

Research Plans 2017-18

Annual Report 2017

Stakeholder Evaluations

## Appendix 2 Programme for the site visit

Time	Activity
09:00-09:15	Arrival panel / brief welcome
09:15-10:15	Internal deliberations, consider documents
10:15-11:00	Professors / senior researchers (RG)
11:00-11:15	Short break
11:15-12:00	Industry representatives: CELTH, Lapland Safari (skype) Stavanger (skype) Jones Lang Lasalle (phone)
12:00-12:45	Presentations: <ul style="list-style-type: none"> <li>• WOW – development of workplace solutions</li> <li>• Guest Journey Guest Satisfaction</li> <li>• SCITHOS game</li> </ul>
12:45-13:00	Short break
13:00-13:30	Lunch
13:30-13:45	Short break
13:45-14:30	Lecturer-researchers and PhD-students, five persons
14:30-15:15	Students, five persons involved with research projects of RG
15:15-15:30	Short break
15:30-16.15	President of the Executive Board Academy director Hotel and Facility Manager Research & Business Innovation Programme Manager Hotel Programme Manager Facility
16:15-17:15	Panel meeting, preparing feedback results
17:15-17:45	Feedback results and closing of the day All staff present (Grand café)

### Appendix 3 Expertise committee members and secretary

Mr prof. C. (Conrad) Lashley, professor Hospitality Studies, Academy of International Hospitality Research, Stenden University of Applied Sciences, Leeuwarden, the Netherlands
Mr A.T. (Ari) Björkqvist M.A., MBA, CHE, project Director, Haaga-Helia University of Applied Sciences, before Head of Campus, Dean and Programme Director, programme development for Hotel and Restaurant Management at Haaga campus at Haaga-Helia University of Applied Sciences
Mr dr. ing. J.A. Jurriëns, lector 'Sustainable Strategy & Innovation', Avans, University of Applied Sciences
Mrs ir. M. Dekker-Joziase, senior auditor NQA