



20|19
INVESTIGAÇÃO 23

Strategic Research Plan 2019/2023



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Abbreviations and Acronyms

CI&E	Competitividade, Inovação e Empreendedorismo [Competitiveness, Innovation and Entrepreneurship]
EF&E	Economia, Finanças e Estratégia [Economics, Finance and Strategy]
GITS	Grupo de Investigação em Turismo Sustentável [Sustainable Tourism Research Group]
GO&AP	Gestão Organizacional e Avaliação de Performance [Organisational Management and Performance Appraisal]
GOVCOOP	Unidade de Pesquisa em Governança, Competitividade e Políticas Públicas da região do Centro e Aveiro [Research Unit in Governance, Competitiveness and Public Policies of the Centre and Aveiro region]
I&D	Investigação e Desenvolvimento [Research and Development]
IES	Instituição de Ensino Superior [Higher Education Institution]
ISAL	Instituto Superior de Administração e Línguas [Higher Institute of Administration and Languages]
LIC	Laboratório de Investigação Científica [Scientific Research Laboratory]
NIISAL	Núcleo de Investigação do Instituto Superior de Administração e Línguas [Research Centre of the Higher Institute of Administration and Languages]
NI	Núcleo de Investigação [Research Centre]
RAM	Região Autónoma da Madeira [Autonomous Region of Madeira]
TSH&CT	Turismo Sustentável, Hotelaria e <i>Cluster</i> do Turismo [Sustainable Tourism, Hospitality and Tourism Cluster]
WoS	<i>Web of Science</i>

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1. Introduction

1.1. Background

Higher Education Institutions (HEIs) are today subject to several challenges, requiring innovation and adaptability.

Mobility, diversity and competition are increasing, and internationalisation is a growing need both for demographic and collaborative reasons. International collaboration in a heterogeneous and divergent world is a cohesion factor, and internationalisation is a necessity for any HEI that wants to remain competitive.

On the other hand, the relationship with the region in which ISAL is located is one of its fundamental concerns, as we aim to contribute to regional development, to the setting of knowledge in the Autonomous Region of Madeira.

It is in this global framework, of internationalisation, but with regional compatibility, competitive, in constant mutation that ISAL guides and builds its future, contributing to the transformation of the environment in which it is inserted and seeking new directions, without losing sight of those that have sustained the past.

The research process cannot be decreed, it must be cultivated. ISAL has in recent years devoted attention and triggered initiatives aimed at stimulating and increasing scientific documents and initiatives.

ISAL has as general principles, which are defined in Article 4 of its Statutes, the following:

- a) Independence from any political, social, economic or religious force or institution;
- b) Scientific, pedagogical and cultural autonomy;
- c) Increasing and deepening of relations with companies and other organisations in order to make the teaching provided and the scientific research carried out effective and efficient;
- d) To cooperate and exchange with similar national and foreign institutions;
- e) Permanent adaptation to the scientific or technical needs of the Autonomous Region of Madeira.

It is based on these principles that ISAL has conducted all its activity, namely its scientific research.

All cultural and scientific initiatives are developed through a culture of sustainability, based on innovative practices that promote efficiency, competitiveness, participation, cohesion, complementarity of knowledge and that values an openness to society and an active policy of knowledge transfer and innovation – Art. 5 no. 2 of ISAL Statutes.

According to the objectives defined in article 6 of ISAL's Statutes, one of its main objectives is:

- "c) Carry out fundamental and applied research in the fields of management and tourism sciences and techniques;
- a) Disseminate knowledge and scientific innovations relating to management; "

And the pursuit of these objectives should aim at the constant improvement of its activity both in the field of research and teaching and in the field of permanent training in management and tourism, in order to deepen and consolidate its nature as a higher school of management and tourism in direct and dynamic connection with businesses and other organisations, in a framework of national and international reference, namely in the European Higher Education Area and also the human scientific and technical preparation of its students and other participants through training courses and activities, stimulating the intellectual and professional training, the spirit of innovation and openness towards change and the ability to interpret and intervene critically in the community where the company or organisation where they work is located, ensuring the necessary conditions of access to lifelong learning - Art. 6 No. 2 of ISAL Statutes.

With these principles early on ISAL encouraged its educational community to promote and develop research activity.

In 2013, NIISAL – the Research Centre of the Higher Institute of Administration and Languages – was created, with the aim of asserting and strategically positioning itself as a research unit of national and international reference in the field of business sciences, tourism and hospitality. NIISAL has been a space for research and public intervention in the fields of Management and Tourism.

NIISAL's mission was to catalyse and drive pioneering research in the world of business, tourism and hospitality, integrating knowledge and methods in all fields of tourism business science. In this sense, the ISAL Research Centre aims to achieve this high level of scientific merit, of international reference standard, promoting quality in research and developing new national and international collaboration networks to enhance the profile of the R&D unit in the research regional, national and international panorama.

In this sense, the NIISAL Research Centre seeks to support research strongly related to companies in the hospitality tourism sector and business world in general, as well as other institutions operating mainly in the Autonomous Region of Madeira. It also aims to increase the level of internationalisation, either by disseminating scientific studies, establishing partnerships for research and advanced teaching, or by contributing to national and international scientific research projects. Members of the ISAL Research Centre are all ISAL faculty members.

The ISAL Research Centre has the following objectives:

- a) Preparation of scientific articles and their submission for publication in national and international journals;
- b) Preparation of other publications, namely books, book chapters, working papers;
- c) Participating and presenting articles in national and international conferences and meetings;

- d) Organising seminars, lectures and conferences;
- e) Intervention in the media.

In September 2017 the LIC - Scientific Research Laboratory was implemented, which aims to strengthen the scientific communication skills – written or oral – of its students through scientific stimulation activities. Under this initiative ISAL sponsors an Award for "Best Scientific Article" to foster the scientific research of its students and alumni. The work developed in the Scientific Research Laboratory has already been published in Journals and Magazines of reference, namely the *e3 journal - Economia, Empresas e Empreendedores*.

Thus, this Laboratory aims to mitigate the effect that the scientific reading and writing practices cause in the student when entering the university environment, the LIC - Scientific Research Laboratory aims to assist in the process of training the student as a reader and writer in the academic textual universe.

In January 2019, the GITS - Sustainable Tourism Research Group was created, which aims to promote the development of multidisciplinary research activities in the various dimensions of sustainability, namely social, environmental, cultural and heritage and economic and to generally promote knowledge in its areas of activity and for the excellence of the teaching and learning process at ISAL.

Research at ISAL has regional development as a priority, and the articulation between the teaching and research processes is evident.

With the new ISAL Research strategy, four lines of research will be created, which will be defined in the following chapter, and the current NIISAL, LIC and GITS will be integrated within a single Research Unit - ISAL Research Centre, in lines of research, so that there will be a common strategy for all these lines, although supervised by coordinators of different lines, but under the supervision of a general coordinator.

This strategy is intended to allow ISAL to develop the necessary actions, within the framework of its polytechnic education, to improve and strengthen its applied scientific research and increase its scientific quality. The representatives of the founding body believe that the research units of the polytechnic institutions should favour the approach between the surrounding environment, whether academic, business, and regional in order to disseminate scientific knowledge in the areas of tourism, management and hospitality in order to contemplate, in the research agendas, themes that fall within the scope of the priorities that frame the private activity of the sector.

In this sense, there is already an awareness and encouragement of students for the initiation of scientific research, representing one of the aspects that should be underlined and is already being reinforced in some courses. Some curricula of the 1st study programme already include courses of initiation to research, which allows students to start to conceive projects and become interested in scientific research

Several procedures are followed and adopted to achieve this purpose: seminars, internships (curricular or not), research incentives, works carried out in the scope of the research centres associated by the teaching staff, competitions for the presentation of ideas, participation in scientific meetings, international conferences, etc. This diversity of mechanisms reveals a practice of mobilisation of students and lecturers in the various scientific areas strategically defined, which will certainly have an enormous future impact both for the institution and for the region in which it is located.

In the field of scientific research, some of ISAL lecturers are members of national and international research centres and others in NIISAL. The research centres are connected to the Schools, although they have affiliates with diverse origins, including members from other higher education institutions, and this sense of cooperation is fundamental to the development of the researcher. The relationship of the activity of the research centres has been very close and some programmes are even managed in the research centres of other institutions.

It is also important to add that it was defined by the institution, as part of the evaluation of the teaching staff, that research would be one of the evaluation factors to be taken into account in the process of evaluating them. It was stipulated as an annual objective the publication of at least one scientific article and participation in an international conference.

The scientific production has registered a growth, and its importance is recognised, in order to be strengthened and to continue to evolve increasingly with the defined strategies.

The institution has been establishing some partnerships namely with journals in the area of tourism such as ATLAS "Academy of Transdisciplinary Learning & Advanced Studies" and is in contact with some publishers in order to promote this institutional need in the scope of applied scientific research. Some articles have been published, namely by students and lecturers, as well as the participation in national and international conferences, with the direct financial support of ISAL. It is also important to mention that some ISAL lecturers are members of editorial boards of international scientific journals indexed in WoS, and some are scientific reviewers of journals of excellence in the area of tourism, management and hospitality.

The NIISAL research unit seeks to support research strongly related to companies in the hospitality tourism sector and business world in general, as well as other institutions operating mainly in the Autonomous Region of Madeira. It also aims to increase the level of internationalisation, either by disseminating scientific studies, establishing partnerships for research and advanced teaching, or by contributing to national and international scientific research projects.

The strategic challenge of the ISAL Research Centre involves increasing its scientific research results, in order to assume a national and international position as a recognized R&D reference in the field of Tourism, Hospitality and Management. In this context, the Strategic Programme defined by ISAL for 2019-2023 is based on the following strategic priorities:

- (a) To increase scientific productivity and the global and regional contribution to international academia in the fields of business management, tourism and hospitality;
- b) To contribute to the dissemination of activities and knowledge transfer in these fields of

study;

- c) To intensify Academia-Industry relation as a regional strategy;
- d) To carry out scientific development and training at an advanced level.

The aim of these strategic priorities involves encouraging and fostering the scientific competencies of ISAL research members, so that they are able to respond to new trends and leverage organisational knowledge transfer to society in creative and innovative ways.

Although the strategies described above have already been defined, ISAL is trying to establish a partnership with another scientific research centre of excellence in the area of tourism and related areas, in order to obtain a competitive advantage with regard to research.

Thus, it intends to be a regional hub of excellence of research of the Governance, Competitiveness and Public Policies Research Unit of the Centre and Aveiro region (GOVCOOP), extending to the Autonomous Region of Madeira. Research only survives due to cooperation and the networks that are created, so in order to be able to collaborate with other researchers of excellence and also to invest in applications for funded research projects, we have this strategic objective defined.

ISAL is developing partnerships with other HEIs, with a view to carrying out joint research and creating networks, as well as participating in existing research centres.

2. Presentation of ISAL Research Centre

2.1. Introduction

A key area of intervention of ISAL is related to fundamental and applied research, having been registered an effort since the last years, and having in the first half of 2019 a fundamental structural change, in order to strengthen the research strategy of the institution. This strategic research plan for 2019/2023 intends to allow ISAL - Higher Institute of Administration and Languages in the given timeframe to develop the necessary actions, within the framework of its polytechnic education, to improve and strengthen its applied scientific research and increase its scientific quality.

With the new ISAL Strategy, an ISAL Research Centre is created, which will encompass the already existing Research hubs. ISAL's mission is to catalyse and drive pioneering research in business, tourism and hospitality, integrating knowledge and methods in all fields of tourism business science. ISAL aims to achieve this high level of scientific merit, of international reference, promoting quality in research and developing new national and international collaboration networks to enhance the profile of the R&D unit in the research regional, national and international panorama.

Thus, ISAL intends to assert and strategically position itself as a research unit of national and international reference in the field of business sciences, tourism and hospitality. ISAL's scientific research agenda is organised into four main lines research:

i. Competitiveness, Innovation and Entrepreneurship:

This line of research aims to encourage entrepreneurship, regional competitiveness and innovation of small businesses and the tourism destination, through different approaches and perspectives, contributing to an entrepreneurial and competitive society, essentially in this tourism sector of special importance for the Autonomous Region of Madeira.

ii. Organizational Management and Performance Appraisal:

This line focuses mainly on the management of for-profit and non-profit organisations, taking into consideration their respective micro and macro environments. The research group thus studies management and its relationship with sustainability, reputation, corporate social responsibility, non-profit philanthropic entities, public organisations, stakeholder welfare, accountability, climate change as well as ethics and behavioral strategy.

iii. Economics, Finance and Strategy:

This line brings the publication of high-quality articles on general economic issues, including regional economics and finance, that impact regional, national and global

economies to provide an international forum for applied research market research. Economics, corporate and banking finance and risk, as well as interrelated fields are addressed. This also incorporates the connection between the real and financial aspects of economics, projections and recent developments in econometric techniques applicable to research in economics and finance.

iv. **Sustainable Tourism, Hospitality and Tourism Cluster:**

This line of work aims to promote the development of multidisciplinary research activities in the various dimensions of sustainability, namely social, environmental, cultural and heritage and economic and to generally promote knowledge in its areas of activity and for excellence in the teaching and learning process.

A head researcher has been appointed who coordinates the overall research, and is assisted by line coordinators, who strive to promote, define and guide group action strategies, as well as streamline research activities and foster and encourage scientific production.

2.2. Mission

The mission of the ISAL Research Centre is to conduct scientific research and produce knowledge that contributes to economic efficiency and to the development of good governance practices in specific territorial contexts: at European, national and regional levels, with a particular focus on the Autonomous Region of Madeira.

To face this challenge, ISAL brings together researchers with different academic backgrounds and scientific knowledge, benefiting from a diversity of applied research approaches and methodologies.

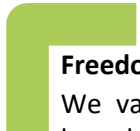
2.3. Values

The ISAL Research Centre is guided by the following values:



Integrity

Research with ethics and honesty, both at personal and institutional level



Freedom of thought and speech

We value freedom in the process of seeking knowledge, recognising the importance of intelligence, curiosity and creativity



Quality

We seek quality and encourage innovation and rigour in all its dimensions



Collegiality, Cooperation and Interdisciplinarity

Creation of a common purpose, taking into account individuals, ideals and the institution as a whole. Knowledge must be developed in all its aspects. Research must be carried out in cooperation.

Figure 1 – ISAL Research Centre Values

2.4. Objectives

In accordance with the aforementioned strategic priorities, six (6) objectives for research have been defined and will be developed below:

1. Consolidate the Research culture
2. Contribute to Regional Development
3. Link ISAL Research to the World or Internationalisation
4. Strengthen Careers
5. Promote Multidisciplinary Research
6. Strengthen Entrepreneurship

The primary objective of the ISAL Research Centre is to assume itself as a leader in research in the area of Tourism and Sustainable Tourism, Hospitality and Management in the Autonomous Region of Madeira, aiming to:

- promote research according to the highest national and international standards;
- contribute to high-quality scientific knowledge
- promote research in the framework of teaching at the level of Undergraduate and Postgraduate courses of national and international level;
- develop solutions for corporate problems related to the area of tourism;
- establish partnerships with relevant actors in the field of sustainable tourism at regional, national and international level;

2.4.1. Consolidate the Research culture

Research Culture is the set of values and behaviours that contribute to reach productivity and quality levels. Its implementation depends on the mobilisation of the community for the creation of knowledge, the creation of collaboration between lecturers/researchers, as well as between these and students. It will be necessary to foster joint or collaborative research initiatives among lecturers. To consolidate this research culture we will have to encourage and create opportunities for students to participate in research projects. And because knowledge must be close to the community, in order to foster social, cultural and economic development, it will be necessary to promote the dissemination of research results through the proper means, because this dissemination itself works as a driver for more and better research. By consolidating the research culture we will increase scientific productivity and the global and regional contribution to international academia in the fields of business management, tourism and hospitality.

Another goal is to create a database constituted by the works developed in the scope of the courses, triggering the knowledge sharing among the students.

2.4.2. Contribute to Regional Development

ISAL intends to develop a strategy for the capacity building of regional companies, public administration and all the tertiary sector, in order to provide the creation of qualified employment and knowledge transfer, intensifying the relations between academia and industry as a regional strategy.

ISAL must assume a leading role in the socio-economic development of the region with the creation of knowledge. On the other hand, ISAL trains technicians and qualified critical mass for the areas of greatest interest for the region - Tourism, Hospitality and Management, allowing companies to permanently update their staff. Its courses are practical and polytechnic in nature, which allows combining knowledge with know-how. We will thus contribute to the dissemination of activities and transfer of knowledge in these fields of study - business management, tourism and hospitality.

2.4.3. Link ISAL Research to the World or Internationalisation

We live in a framework of growing internationalisation. The internationalisation of study programmes and in particular of postgraduate education is one of the major objectives of ISAL as a way to attract international students and promote exchanges of lecturers and students.

The internationalisation of research will be developed through networks, with the temporary exchange of researchers with other countries and with lecturers of different nationalities, with the aim of developing research projects that allow a strengthening and continuity of cooperation. It will be necessary to create conditions for the publication of results in international journals, as well as dissemination through international meetings and events.

2.4.4. Strengthen Careers

ISAL has been hiring researchers in order to consolidate its research culture and to create a more effective teaching career. In order to strengthen this career, ISAL has prepared training on Research Techniques for its faculty.

2.4.5. Promote Multidisciplinary Research

The creation of knowledge is a collective, collaborative task that relies on all the lecturers, students and the interaction of the community, being multidisciplinary, which requires articulation and new dynamics of approach.

It is with the creation of networks that allow the sharing of knowledge, exchange of information and good practices, as well as joint participation in projects of researchers and various HEIs or research centres, that ISAL intends to promote multidisciplinary research. It is also intended to boost collaborations with other HEIs or RU, both nationally and internationally, being in development the signing of several protocols to that effect.

2.4.6. Strengthen Entrepreneurship

Entrepreneurship is the ability to create something new or even reinvent what already exists. It is the attitude of those who, on their own initiative, carry out actions or idealise new methods with the objective of developing and boosting services, products or any organisational and administrative activities. According to the dictionary, entrepreneur is: "One who undertakes; who is animated to undertake; worker; friend of making a living (setting up new companies)".

In this sense, ISAL intends to create conditions to enhance and stimulate this entrepreneurial and creative capacity and spirit. This will be achieved through the inclusion of courses that address the theme of entrepreneurship, which stimulate proactive attitudes and research.

To provide a set of concepts, techniques and innovative approaches, as well as the understanding of the main issues that arise, both in the preparation of work, and in the structuring and implementation of research work. Provide knowledge about the main strategies to adopt in different research paradigms in the scientific area of management; acquire methodological and technical knowledge and skills necessary for the development and implementation of a project or research work; distinguish the typology and approaches to scientific research; provide knowledge of some techniques of quantitative and qualitative data analysis applicable to research in the management area; acquire and operate the basic knowledge necessary for the completion of records and processing of information obtained.

3. Presentation of the Lines of Research

3.1. Introduction

In this sense, the ISAL Research Centre seeks to support research strongly related to companies in the tourism and hospitality sector and business world in general, as well as other institutions operating mainly in the Autonomous Region of Madeira. It also aims to increase the level of internationalisation, either by disseminating scientific studies, establishing partnerships for research and advanced teaching, or by contributing to national and international scientific research projects.

Thus, the ISAL Research Centre intends to assert and strategically position itself as a research unit of national and international reference in the field of business sciences, tourism and hospitality.

The scientific research agenda is organised into four main lines of research:

a) Competitiveness, Innovation and Entrepreneurship (CI&E):

This line of research aims to encourage competitiveness, innovation and entrepreneurship of small businesses and the tourism destination, through different approaches and perspectives, contributing to an entrepreneurial and competitive society, essentially in this tourism sector of special importance for the Autonomous Region of Madeira.

b) Organisational Management and Performance Appraisal (OM&PA):

This Line focuses mainly on the management of for-profit and non-profit organizations, taking into consideration their respective micro and macro environments. The research group thus studies management and its relation to sustainability, reputation, corporate social responsibility, philanthropic non-profits, public organizations, stakeholder welfare, accountability, climate change as well as ethics and behavioural strategy.

c) Economics, Finance and Strategy (EF&S):

This Line brings the publication of high-quality articles on general economic issues, including regional economics and finance, that impact regional, national and global economies to provide an international forum for applied research market research. Economics, corporate and banking finance and risk, as well as interrelated fields, are addressed. This also incorporates the connection between the real and financial aspects of economics, projections and recent developments in econometric techniques applicable to research in economics and finance.

d) Sustainable Tourism, Hospitality and Tourism Cluster (STH&TC):

This line aims to promote the development of multidisciplinary research activities in the various

dimensions of sustainability, namely social, environmental, cultural, heritage and economic, and to generally promote knowledge in their areas of activity and excellence in the teaching and learning process.

The strategic challenge of the ISAL Research Centre involves increasing its scientific research results, in order to assume a national and international position as a recognized R&D reference in the field of Tourism, Hospitality and Management. In this context, the Strategic Programme defined by ISAL for 2019-2023 is based on the following strategic priorities:

- (a) To increase scientific productivity and the global and regional contribution to international academia in the fields of business management, tourism and hospitality;
- b) To contribute to the dissemination of activities and knowledge transfer in these fields of study;
- c) To intensify Academia-Industry relation as a regional strategy;
- d) To carry out scientific development and training at an advanced level.

The aim of these strategic priorities involves encouraging and fostering the scientific competencies of ISAL research members, so that they are able to respond to new trends and leverage organisational knowledge transfer to society in creative and innovative ways.

3.2. Scientific Coordinator

The scientific coordinator is in charge of the general scientific coordination of the research. Subsequently, each line of research presents a line coordinator who strives to promote, define and guide group action strategies, as well as to streamline research activities as well as to foster and encourage scientific production.

The Scientific coordinator of this line of research is Professor Sérgio de Jesus Teixeira, PhD, whose biography follows.

BIOGRAPHY: He is an Associate Professor at ISAL – Higher Institute of Administration and Languages. He has a PhD in Management from the University of Beira Interior (UBI), a Master’s degree in Management from the University of Trás-os-Montes e Alto Douro (UTAD), where he has completed his first degree in Tourism. He is an integrated member of the Business Sciences Research Centre of NECE-UBI and a collaborator of CITUR in Portugal. His research focuses on the fields of Tourism, Competitiveness, Innovation, Entrepreneurship, Strategy, Business, Economics and Management. He is the author of several scientific publications indexed to ISI and SCOPUS, where he presented several studies in international conferences. He is an editorial member of several scientific journals, namely *Management Decision*, and a scientific reviewer of more than 15 scientific journals indexed in WoS, both in the management and tourism fields.

Contact: sergio.teixeira@isal.pt

3.3. Line Coordinators

As already explained, there will be 4 (four) major research lines, which correspond to the scientific research areas of ISAL:

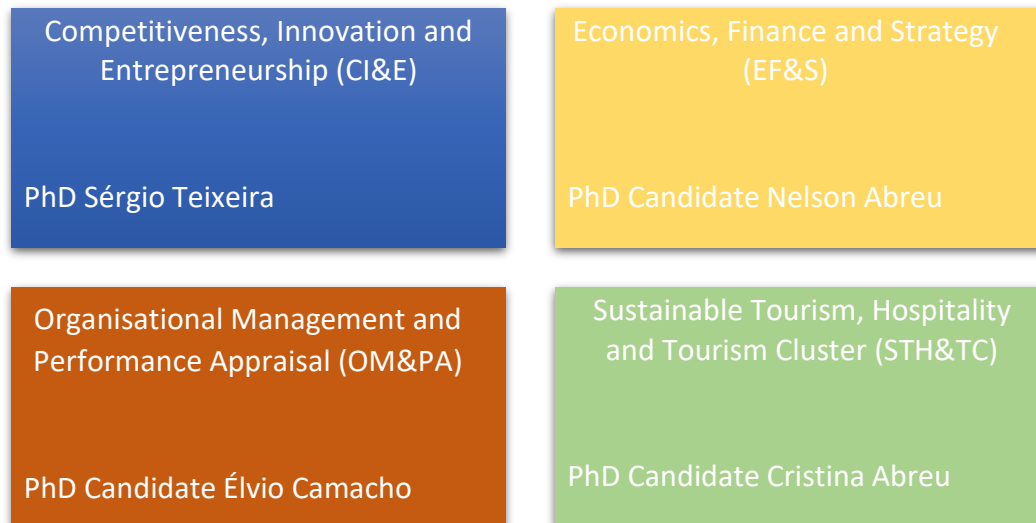


Figure 2 – Lines of Research

3.4. Researchers

All ISAL lecturers are members of the ISAL Research Centre:

- PhD Domingos de Abreu - domingos.abreu@isal.pt
- PhD Susana Cró - susana.cro@isal.pt
- PhD Paulo Fernandes - paulo.fernandes@isal.pt
- PhD Teresa da Costa - teresa.costa@isal.pt
- PhD Rui Alves - ruivalves@isal.pt
- PhD Candidate Luís Sardinha – luis.sardinha@isal.pt
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- Specialist Rui Bruno Brazão - ruibrunobrazao@isal.pt
- Specialist Tiago Oliveira - tiago.oliveira@isal.pt
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- Master Manuel Freitas - manuel.freitas@isal.pt
- Master Manuel Ricardo Faísca - manuel.figueira@isal.pt
- Graduate Alexandrina Rebolo - alexandrina.rebolo@isal.pt
- Graduate Leonilde Olim - leonilde.olim@isal.pt
- Graduate Mafalda Vasconcelos - mafalda.vasconcelos@isal.pt
- Graduate Diogo Goes - diogo.goes@isal.pt

3.5. Planning

The Research Centre has defined goals for its scientific activity, defining also indicators to measure the achievement of its goals, which are presented below:

Goal	Indicator
Performance Appraisal System for Lecturers and Researchers	Researchers – to implement
New hirings	Recruitment of career researchers Recruitment of new lecturers
10% increase in quality publications, citations of publications and attendance and participation in conferences	Publications that belong to the top 1% of the most cited Average number of citations per article 25 Conferences, Seminars, Open Classes and others Publications in National Journals, at least 4 Publication of 4 Chapters in National Books Participation in 1 Other Publication (Proceedings)
5% increase in internationalisation actions and activities	Number of publications in international collaboration Number of international conferences organised Participation in at least 4 International Conferences Publications in Indexed International Journals, at least 4 Participation in 1 Chapter in International Books
Qualification of the teaching and research staff	Lecturers attending PhD courses, at least 2 Conclusion of PhDs, at least 2

Table 1 – Research Goals and Indicators

4. Competitiveness, Innovation and Entrepreneurship



Figure 3 - Competitiveness, Innovation and Entrepreneurship Line of Research

4.1. Introduction

The line of research “Competitiveness, Innovation and Entrepreneurship” aims to encourage entrepreneurship, competitiveness and innovation in small-size companies and tourist destinations through different approaches and perspectives, contributing to an entrepreneurial and competitive society, essentially in the tourism sector, so important to the Autonomous Region of Madeira. The importance of scientific research and the creation of critical mass in tourism is a gap in the region where the institution is located, therefore the importance of reflection, research and contribution in order to improve this gap.

Following the creation of this line of research in Competitiveness, Innovation and Entrepreneurship, this line aims to promote research in several scientific areas connected to the Tourism and Management sector. This line of research aims to foster and encourage competitiveness, innovation and entrepreneurship in the regional institutions, as well as in the companies that operate in the sector, through approaches and perspectives, contributing to an entrepreneurial and competitive society, essentially in the tourism sector, so important to the Autonomous Region of Madeira.

4.2. Line Coordinator

The coordinator of this line of research is Professor Sérgio de Jesus Teixeira, PhD.

BIOGRAPHY: He is an Associate Professor at ISAL – Higher Institute of Administration and Languages. He has a PhD in Management from the University of Beira Interior (UBI), a master’s degree in management from the University of Trás-os-Montes e Alto Douro (UTAD), where he has completed his first degree in Tourism. He is an integrated member of the Business Sciences Research Centre of NECE-UBI and a collaborator of CITUR in Portugal. His research focuses on the fields of Tourism, Competitiveness, Innovation, Entrepreneurship, Strategy, Business, Economics and Management. He is the author of several scientific publications indexed to ISI and SCOPUS, where he presented several studies in international conferences. He is an editorial

member of several scientific journals, namely *Management Decision*, and a scientific reviewer of more than 15 scientific journals indexed in WoS, both in the management and tourism fields.

Contacto: sergio.teixeira@isal.pt

4.3. Mission

The main mission of this line relates to the following aspects:

- To develop a deep and systematic perspective on the field of competitiveness, innovation and entrepreneurship applied to the tourism sector;
- To enable the creation and implementation of solid research plans, according to the ethical and methodological norms, susceptible to contribute to the development of scientific knowledge in the field of Management;
- To assist in the presentation and dissemination of research results within the academic community;
- To encourage students, lecturers and other interested parties to promote autonomously the advancement of scientific knowledge within these fields of study.

4.4. Objectives

The line of research “Competitiveness, Innovation and Entrepreneurship (CI&E)” aims to encourage entrepreneurship, competitiveness and innovation in small-size companies in the scope of different approaches and perspectives that contribute to a more entrepreneurial and competitive society in a sustainable way. The group CI&E focuses on three fields of action:

- i. Regional and business competitiveness in tourism
- ii. Innovation in the tourism sector
- iii. Entrepreneurship in tourism companies and encouragement strategies

4.5. Other topics of interest

To increase cooperation with researchers from other institutions, through the participation of our members in national and international scientific networks, participation in joint research projects and the co-authorship of scientific articles.

To maintain a very stimulating research environment and to promote a close cooperation between members, encouraging the publication of their preliminary work in the Research Centre and to organise seminars, conferences and other internal events and external participation to facilitate communication and sharing of ideas among members, and organising at least once a year a workshop of the Centre where all members of the different units meet.

5. Economics, Finance and Strategy



Figure 4 – Economics, Finance and Strategy Line of Research

5.1. Introduction

This line of research and coordination area aims to reach three scientific fields in a rigorous, comprehensive and flexible way:

- Economics
- Finance
- Strategy

It is intended that in the end we obtain scientific papers to be published in academic journals according to the fields of research.

Therefore, the Scientific Research Laboratory will contribute with its resources in order to support researchers during their research according to their needs.

5.2. Line Coordinator

The coordinator of this line of research is PhD candidate Nelson Abreu.

BIOGRAPHY: Current Administrator of the Municipal Company Frente Mar Funchal, MC. From 2017 to 2018 he was in charge of the Studies and Projects Department of the company Previsão, Lda., having held the position of Chief Financial Officer at the SS Financial from 2009 to 2017. Between the years 1996 and 2009, he worked in the Group WoodGest, SGPS, SA, Funchal, having performed several tasks, namely as the Commercial Director in the field of real estate promotion and Financial Director in the construction industry. During this period, he developed several skills in the field of financial management and negotiation with banking.

In Higher Education, he works as a coordinator and lecturer in the undergraduate courses in Hotel Organisation and Management, Accounting and Finance, and Business Management, teaching the course units Analytical Accounting I and II and Negotiation only in the undergraduate course in Business Management.

He is also a lecturer on the Postgraduate course in Management Control and Financial Analysis, in the units "Management accounting" and "Financial information and decision-making".

Lecturer in the Postgraduate course in Auditing, in the unit "Planning, Budgeting and Control".

Currently, he is attending a PhD in General Management, Strategy and Business Development, at ISCTE - IUL., and has a degree in Business Management, from Instituto Superior de Administração e Línguas (ISAL), attended a postgraduate course in Financial Markets, Banking and Insurance, from Instituto Superior de Administração e Línguas (ISAL).

Contact: nelson.abreu@isal.pt

5.3. Mission

To develop a deep and systematic perspective on the Management field of study;

- To enable the preparation and implementation of solid research plans, in accordance with ethical and methodological norms, susceptible to contribute to the development of scientific knowledge in the field of Management;
- To assist in the presentation and dissemination of research results within the academic community;
- To encourage students to promote autonomously the advancement of knowledge in the field of Management.

5.4. Objectives

- To develop a critical point of view regarding the production and use of scientific knowledge;
- To promote the dissemination and publication of scientific knowledge among the civil society, public institutions and business environments;
- To promote the development of thematic lines of research of excellence;
- To expand the specialisation of some of our current lines of research, attracting promising young researchers who work in fields such as Management and Economics.

5.5. Other topics of interest

To increase cooperation with researchers from other institutions, through the participation of our members in national and international scientific networks, participation in joint research projects and the co-authorship of scientific articles.

To maintain a very stimulating research environment and to promote close cooperation between members, by encouraging the publication of their preliminary work in the Research Centre and by organising internal seminars to facilitate communication and sharing of ideas between members, and by organising at least once a year a Centre workshop where all members of the different units meet.

6. Organisational Management and Performance Appraisal



Figure 5 – Organisational Management and Performance Appraisal Line of Research

6.1. Introduction

This line of research, focused on the business context, aims to structurally evaluate the different facets of management, its evolution in the context of a strategy set at the organisational level, establishing its impact in the related fields with strong impact on performance appraisal.

The development of papers, chapters and further scientific research is intended, aiming to be published in academic journals and magazines according to the research areas.

The international research networks will be privileged in order to be obtained different points of view and contributions to the studies to be developed.

6.2. Line Coordinator

The coordinator of this line of research is PhD candidate Élvio Camacho.

BIOGRAPHY: He is a PhD candidate in Management from the University Lusíada, holds a Master's degree in Tourism Strategic Management from the University of Madeira, has completed a post-graduation course in Markets and Financial Assets, INDEG-ISCTE, has a degree in Financial Management, a bachelor's degree in Banking and Insurance Management, as well as in Corporate Finance Management from the Atlântico – Business School. He is the Chief Executive Officer of AccountingSupport, and the Chief Financial Officer of AtrianMadeira. Chairman of AIPCRAM. Collaborating Member of COMEGI Research Centre. Collaborating Member of CITUR. Director of the Tourism degree. Lecturer at ISAL.

Contact: elvio.camacho@isal.pt

6.3. Mission

To be a line of research that catalyses and stimulates scientific knowledge in the fields of management and performance appraisal in the academic environment, structurally contributing to the current scientific thought.

6.4. Objectives

This line of research sets as objectives:

- a) To develop 3 papers annually, to be published in international journals.
- b) To encourage research cooperation with regional entities, creating an annual partnership for the collection, analysis and promotion of the scientific work.
- c) Annual participation in a conference.
- d) To constantly and permanently reduce all the works developed with students in order to promote a habit and proactive attitude regarding research.

Indicators of Achievement:

- a) Number of published papers
- b) Established partnerships
- c) Participation in conferences

6.5. Other topics of interest

At this level, quarterly follow-up meetings and information sharing will also be developed, and two annual regional conferences on research themes will be established.

7. Sustainable Tourism, Hospitality and Tourism Cluster



Figure 6 – Sustainable Tourism, Hospitality and Tourism Cluster Line of Research

7.1. Introduction

Following the creation of the Sustainable Tourism Research Group, in 2019, the creation of the line of research “Sustainable Tourism, Hospitality and Tourism Cluster” aims to promote research in several Tourism and Hospitality areas, namely at the sustainability level in tourism, considering the relevant role played by the hotel sector and its integration into the Tourism Cluster.

Therefore, the line of research “Sustainable Tourism, Hospitality and Tourism Cluster” enlarges and introduces a multidisciplinary and comprehensive nature regarding the research in the tourism field at ISAL.

This line of research aims to promote the development of research in this field, contributing to the excellence of the teaching-learning process at ISAL.

7.2. Line Coordinator

The coordinator of this line of research is Master Cristina Abreu, PhD candidate in Tourism Management.

BIOGRAPHY: Biologist, Master in Sustainable Tourism Destinations and Tourism Territory Planning, with experience in teaching at the higher, secondary and technical-professional levels, including supervision of Master's theses and final degree work. Teacher Specialist in Environment, by the National Association of Biologists. Doctoral student in Tourism Management at ISCTE/IUL. Currently, she is developing research in the field of Sustainable Tourism and Nature Tourism, with presentations in congresses. As a biologist, she develops research in Terrestrial Malacology, namely in S. Tomé and Príncipe and in the Madeira archipelago, where she is responsible for the Portuguese Institute of Malacology/Madeira. She has skills and experience as project leader and member of research teams, at national and

international level. Member of the implementation team and Submission of application processes to UNESCO World Biosphere Reserves, in Portugal and several African countries. Auditor of Management Systems and Certification in tourism, environment and sustainability. Member of several national and international socio-professional associations. She has several peer-reviewed scientific publications in the field of Malacology and Tourism, as well as being responsible for several book chapters, publications in popular journals and participation in television programs.

7.3. Mission

The mission of the line of research Sustainable Tourism, Hospitality and Tourism Cluster is to create and disseminate scientific knowledge according to the highest national and international standards, in the different areas of Tourism, contributing to the progress of society.

7.4. Objectives

This line of research has the following general objectives:

- To encourage research in the field of Tourism in a comprehensive way
- To promote research according to the highest national and international standards
- To contribute to high-quality scientific knowledge
- To promote research within the teaching framework at the national and international undergraduate and postgraduate level

7.4.1. Specific objectives

This line of research has the following specific objectives:

- To understand the importance of Sustainable Tourism in the Autonomous Region of Madeira
- To develop solutions for the corporate problems related to sustainable tourism and hospitality
- To create partnerships with relevant players within the sustainable tourism and hospitality domains at the regional, national and international levels
- To promote knowledge at the hospitality level in the Autonomous Region of Madeira
- To boost the competitiveness of the destination Madeira through the Tourism Cluster

7.5. Other topics of interest

At this level, follow-up meetings and information sharing will also be developed online, encouraging research by lecturers and students.

8. Annual objectives and per line of research

According to the lines of research, as well as the overall goals and indicators, the Research Centre has defined the following annual and per line objectives:

CI&E – Competitiveness, Innovation and Entrepreneurship

- 1 Participation in International Conference
- 1 Conference, Seminars, Open Classes and others
- 1 Article Published in Indexed (SCOPUS or ISI)
- 1 Article in National Journal
- 1 Chapter in International Book
- 1 Chapter in National Book

OM&PA – Organisational Management and Performance Appraisal

- 1 Participation in International Conference
- 1 Conference, Seminars, Open Classes and others
- 1 Article Published in Indexed (SCOPUS or ISI)
- 1 Article in National Journal
- 1 Chapter in International Book
- 1 Chapter in National Book

EF&S – Economics, Finance and Strategy

- 1 Participation in International Conference
- 1 Conference, Seminars, Open Classes and others
- 1 Article Published in Indexed (SCOPUS or ISI)
- 1 Article in National Journal
- 1 Chapter in International Book
- 1 Chapter in National Book

STRG – Sustainable Tourism Research Group

- 1 Participation in International Conference
- 1 Conference, Seminars, Open Classes and others
- 1 Article Published in Indexed (SCOPUS or ISI)
- 1 Article in National Journal
- 1 Chapter in International Book
- 1 Chapter in National Book

9. Participations and Publications

In order to foster applied scientific research, ISAL lecturers and students have developed the following publications and participations:

Mendes, Geraldine & Teixeira, Sérgio (Forthcoming), Turismo, Património e Cultura na Era das Redes Sociais: O caso da Ilha da Madeira #Viajamos para partilhar, Revista Turismo & Desenvolvimento (RT&D), Aveiro, Portugal.

Silvestre Torre; Marlene Vieira; José Luis Chá-Chá; Sérgio J. Teixeira (2019), Gestão Financeira Eficiente dos Transportes Urbanos – Um estudo de caso/ Efficient Financial Management of Urban Transport - a case study, Revista de Economia Empresas e Empreendedores na CPLP, Ponte Editora.

Almeida, António; Teixeira, Sérgio; Franco, Mara (Forthcoming), “Uncovering the factors impacting visitor’s satisfaction: evidence from a portfolio of events”, International Journal of Event and Festival Management, in press. [Indexed: SCOPUS; ESCI -Emerging Sources Citation Index]. DOI (10.1108/IJEFM-01-2019-0002), ISI

Teixeira, S. J., & Ferreira, J. M. (2020). Book: Multilevel Approach to Competitiveness in the Global Tourism Industry (pp. 1-350). Hershey, PA: IGI Global. doi:10.4018/978-1-7998-0365-2, <https://www.igi-global.com/book/multilevel-approach-competitiveness-global-tourism/228090>

Teixeira, S.J., Ferreira, J.J., Wanke, P., & Antunes, J. (Forthcoming), “Evaluation Model of Competitive and Innovative Tourism Practices Based on Information Entropy and Alternative Criteria Weight” *Tourism Economics*, [2018 Impact Factor: 1.098], in press. [Indexed: SCOPUS; ESCI -Emerging Sources Citation Index]. ISI

Teixeira, Sérgio and Leite, Eduardo (2019). Networks and Interorganizational Cooperation in Nature Tourism: A Case Study, Journal of Tourism – studies and research in tourism, Issue 27. <http://revistadeturism.ro/rdt/article/view/426/276>

Teixeira, S. & Ferreira, J. (2018). Entrepreneurial Artisan Products as Regional Tourism Competitiveness, *International Journal of Entrepreneurial Behavior & Research*, Special Issue. [2018 Impact Factor: 2.391]. Emerald. ISI

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Apresentação Comunicação Oral: “Os moluscos terrestres do Porto Santo, diferenciação genética em três espécies de moluscos terrestres endémicos, do arquipélago da Madeira” em Simpósio Uma questão de Evolução, Porto Santo, 19 a 24 de fevereiro de 2018.

10. Final Considerations

ISAL focuses on Tourism, Hospitality and Management, because they are its areas of knowledge, but also because they are areas of particular interest for the Autonomous Region of Madeira, which is the reason why the present strategic plan was defined.

Given the need to increase training and research in these areas, and in order to fill the existing gap in the region, it was decided to expand the areas of applied scientific research.

Decision-making under growing uncertainty and complexity must be based on the best available information and on modelling the state of the art. Accurate information, generated by the best available data, should provide the objective basis for both efficient management of daily operations and strategic thinking in terms of anticipation and proactive response to future exogenous changes. State of the art modelling is the means to project future trends and evaluate the results of intervention in complex systems.

To achieve the goal, it will be necessary to create conditions for ISAL to be recognised as a Polytechnic Research Institute, encouraging its centrality and promoting, from the outset, the creation of strategic guidelines capable of optimising resources around common objectives, centred on the production of knowledge, which allow ISAL research to be encouraged, improved and increased. In this sense some of the general initiatives are:

- I. To reinforce support structures and effective and efficient coordination and research mechanisms, allowing researchers to focus on the scientific component of the programmes and projects in which they are involved;
- II. To strengthen the attraction of possible competitive research funding, namely at regional, national and European/international level;
- III. To reinforce the capacity of ISAL research centre to foster multidisciplinary work, encouraging research networks
- IV. To be present in most of the areas of knowledge that frame Tourism, Hospitality and Management.