

**Univerzita Mateja Bela v Banskej Bystrici**  
**Ekonomická fakulta**

**POSUDOK OPONENTA HABILITAČNEJ PRÁCE**

**Téma:** Smart destination governance: Technology and design perspective  
**Typ záverečnej práce:** Habilitačná práca  
**Odbor HIK:** Cestovný ruch  
**Študijný odbor:** Ekológia a manažment  
**Autor:** Ing. Tomáš Gajdošík, PhD.  
**Oponent:** doc.Ing. Anna Micháľková, PhD.

<b>1. Aktuálnosť zvolenej témy:</b>	Dynamic environment changes influence strong destination management organisations in Slovakia and also in other countries. Technology development, climate and social changes on the one hand mean a risk, on the other hand create challenges for better and more efficient solutions in the destination management system. Therefore the topic of this habilitation thesis is current, looking for the better concept of smart destination governance integrating the use of information and communication technologies and design principles in decision making especially for tourists and stakeholders. The aim of the work as formulated in thesis is unique in the theoretical literature and the focus on smart destination governance and in particular the possible solutions resulting from it are important for current practice.
<b>2. Vhodnosť zvolených metód:</b>	The scientific aim of the thesis is to analyse the contribution of smart approach to overcome the challenges of tourism destination governance and to conceptualise design-based perspectives for smart destination governance. The aim is clearly defined, supported by four logically arranged partial aims and five research questions. The thesis uses primary and secondary data sources from Slovakia. To answer the research questions was used online questionnaire and also personal face to face interviews in order to analyse the possibilities of data collection along the tourist journey. The secondary data were used to analyse the role of DMO in a destination and the contribution of technologies to dynamic construct of a destination. The data were collected in High Tatras, the reason for this choice is explained. The secondary data include the list of stakeholders provided by the DMO in this destination, destination brochures and data from destination management system. In order to examine the virtual relationships, web-based approach was used based on URL citations using search engine and also data from newsletters were very important for study the knowledge transfer in a destination. Mobile positioning data were used for analysing the visitor flows. Besides these sources, several additional primary sources were used, an additional online survey among domestic tourists aimed at awareness of destination and at confirmation of the DMOs role in a destination and survey among visitors aimed at their trip characteristics. The obtained data were proceeded by cluster analysis to segment tourists into homogenous groups and network analysis to study the complex characteristics of

	High Tatras in terms of cooperation, leadership, knowledge transfer and tourist mobility. The procedures and methods used in the work are clearly described and used correctly.
<b>3. Prínosy habilitačnej práce:</b>	Theoretical and practical contribution of this thesis are undeniable. The use of network science in tourism destination governance still has gaps, but it is important especially because of its ability to analyse complex processes. Design thinking in context of destination management is still unexplored and the results of thesis enrich the theory of experience design and destination design. The practical contribution can be seen in encouraging destinations to smart approach in destination governance and implementing smart solutions by DMOs and also by tourism stakeholders in destinations. I consider the contribution of thesis in pointing out the main role of the DMOs, emphasizing cooperation, eliminating its barriers and proposed architecture of intelligent information system to be particularly important.
<b>4. Zhodnotenie publikačnej, vedeckovýskumnej a pedagogickej činnosti habilitanta</b>	According to the submitted pedagogical, research and publication documentation, Ing. Tomáš Gajdošík, PhD. is an experienced scientist with a clear scientific focus and profile. His activities focus on those professional topics which he also deals with in his habilitation thesis, tourism destination development, information technologies in tourism and their use in data analysis. He elaborated these topics in valuable scientific works (as evidenced by valuable citations of his works) as well as in leading or participating in many research projects and projects for practice. He also deals with these topics within his pedagogical activities. He met the minimum criteria for the habilitation procedure (Annex 1) and in many points far exceeded it.
<b>5. Otázky pre autora pri obhajobe práce:</b>	<ol style="list-style-type: none"> <li>1. The author states and explains the change of the main role of DMOs. The trend of smart tourism and smart destination governance is obvious. But, to what extent does the level of development of tourism in a country, in a region, resp. in a destination, or even the stage of the life cycle of a destination, play in defining the main role of DMO. How does it affect the current organizational structure of tourism in a region, the position and activities of other tourism organizations in a destination?</li> <li>2. Is it possible to skip or shorten the stages of building destination management in Slovakia or in comparable countries due to the need to build smart destination governance?</li> <li>3. Many DMOs work in Slovakia with a low budget, operate in a small territory, or have a low number of members. The author does not deal with the costs of the proposed solutions and recommendations in his thesis. What are the real possibilities for such DMOs to handle professionally demanding activities, or to ensure their procurement from professional organizations from their budget.</li> </ol>
<b>6. Záverečné odporúčanie k návrhu udelenia vedecko-pedagogického titulu:</b>	<p>Na základe predloženej habilitačnej práce, zhodnotenia publikačnej, vedeckovýskumnej a pedagogickej činnosti habilitanta o d p o r ú č a m</p> <p>Vedeckej rade UMB prijať prácu a po habilitačnej prednáške a rozprave priznať Ing. Tomášovi Gajdošíkovi, PhD. vedecko-pedagogický titul docent v odbore habilitačného a inauguračného konania Cestovný ruch.</p> <p>On the basis of the submitted habilitation thesis, evaluation of publishing, scientific research and pedagogical activities of the habilitation, I recommend the Scientific Board of the UMB to accept the thesis and after the habilitation lecture and discussion to admit Ing. Tomáš Gajdošík, PhD. scientific and pedagogical title Associate professor in the field of habilitation and inauguration proceedings</p>

	Tourism.
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V Bratislave, dňa 9. 8. 2021

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Podpis