

**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:** prof. Dr. Harald Pechlaner

<b>1. Aktuálnosť zvolenej témy:</b>	The topic of the habilitation thesis is an excellent one, since the author is first of all analysing in detail the fundamentals of destination governance with special consideration of the technological and digital circumstances ("dynamic environment") creating a smart destination governance perspective, preparing step by step a smart approach in tourism destination governance. The habilitation thesis is considering current issues in an intensive way, since the author combines the experience approach with the experience (and service) design approach. In other words: It is very innovative and useful to link the (smart) tourism destination governance with the creative potential of the design thinking approach, which is on one hand a traditional approach, but in the context of the authors approach a very new one bridging the (destination) design approach with the technological and digital challenges creating a "smart tourism design to destination governance". From the reviewer's perspective this thesis is the first scientific debate connecting the technology and design perspective in the context of the (smart) destination governance..
<b>2. Vhodnosť zvolených metód:</b>	The methodological competence of the author is clearly visible. The chapter 2 ("smart approach in tourism destination governance") is dedicated to the large-scale empirical analysis. Four partial aims and five research questions are put at the beginning (p. 43-44). It's about overcoming the traditional boundaries of destination governance with the help of the smart approach. How can tourism managers have a better understanding of tourist behavior and how can they create enough knowledge about tourists? Very practical questions, designed in a complex empirical set, composed by primary and secondary data sources ( data collection along the tourist journey with a guest survey and an analysis of the role of DMO's in a destination network concerning smart tourism ecosystem, and an analysis of the contribution of technologies to a dynamic construct of a destination, with passive mobile positioning and finally a network analysis). The empirical study was operationalized in the High Tatras of Slovakia with the examination of two types of networks. The author combines in his thesis the network science showing how to use current methods in dealing with big data, with the design thinking approach and the special focus on experience and destination design. Of special interest is the conclusion of chapter 2 showing the identification of strategic visitor flows and the discussion of intersections between visitor flows and destination stakeholders.

<p><b>3. Prínosy habilitačnej práce:</b></p>	<p>No doubt that the thesis will have a theoretical and practical contribution. There is a clear focus on the research questions and the design of the empirical frame in order to give transparent answers. Very interesting and useful for further scientific discussions is the author's contribution to the just started debate on destination design. Furthermore the case study of High Tatras is becoming more prominent in the international literature. From a practical standpoint the thesis is therefore very useful designing tourist experiences based on data (chapter 3.1) or strengthening collaborative design through smart solutions (chapter 3.2). This are new competencies needed in a new setting of the destination management and marketing organization. The author has contributed to the discussion of the further development of DMO's in a practical way.</p>
<p><b>4. Zhodnotenie publikačnej, vedeckovýskumnej a pedagogickej činnosti habilitanta</b></p>	<p>The pedagogical competencies of Ing. Tomáš Gajdošík, PhD. are well embedded in his scientific interests and research activities.. There is visible a clear focus on his competencies in the pedagogical documentation. His publications are showing the high interest in international embeddedness which is a highly valuable contribution of the reseracher showing his research and trying to contribute to the international discussions, and presenting his research e.g. at conferences. With this balanced and interconnected research and teaching activities Ing. Tomáš Gajdošík, PhD. can be an ambassador of the University and the tourism chair. He fulfilled the minimum criteria in any case.</p>
<p><b>5. Otázky pre autora pri obhajobe práce:</b></p>	<p>Design Thinking approaches are intensively working with qualitative research methods. It would be very interesting to know about possibilities of integrations/extensions of qualitative research approaches.</p> <p>The author used the term "ecosystem" in the context of smart tourism, but the ecosystem literature is not discussed very intensively. What are (entrepreneurial) ecosystems and in what extend can they contribute to the discussion of destination governance?</p> <p>In the thesis is often used the term of transdisciplinarity. What is the contribution of "Smartness" and the contribution of "Design Thinking" to the trans- and eventually interdisciplinarity of the research outcome?</p>
<p><b>6. Záverečné odporúčanie k návrhu udelenia vedecko-pedagogického titulu:</b></p>	<p>On the basis of the submitted documentation of the habilitation thesis, the evaluation of published papers, the research and teaching activities, 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. based on his scientific and pedagogical skills and competencies the title Associate professor in the field of habilitation and inauguration proceedings</p>

V Eichstätt and Ingolstadt, dňa August 20, 2021

Pdpis