

Official Review by the Opponent
on the dissertation by Zhang Lianfeng on the topic
"Organizational and Economic Foundations of Tourism Management"
submitted for the Doctor of Philosophy degree in the field of 073 –
Management

The relevance of the topic of the dissertation and its connection with scientific programs, plans, topics. The relevance of the topic "Organizational and Economic Basis of Tourism Management" is rooted in its critical importance for addressing the multifaceted challenges and opportunities present within the contemporary tourism industry. As tourism has evolved into a complex and integral sector with global implications, understanding its organizational and economic foundations becomes pivotal. Firstly, tourism significantly contributes to economic development, playing a major role in GDP growth, job creation, and foreign exchange earnings. Examining the economic impact helps optimize positive outcomes while mitigating potential negative effects. Secondly, sustainable tourism is an emerging priority. Exploring the organizational and economic aspects allows for the development of strategies that promote sustainability, considering environmental and socio-cultural dimensions. Thirdly, in the face of global competition for tourist engagement, destinations and businesses must adopt effective organizational and economic strategies to stay competitive. This involves efficient resource allocation, strategic marketing, and the development of unique selling propositions. Moreover, governments and policymakers require a comprehensive understanding of these foundations to formulate effective policies, including regulatory frameworks, investment incentives, and infrastructure development. Additionally, as technology continues to advance, understanding organizational and economic principles is crucial for leveraging technological advancements to enhance efficiency, marketing strategies, and overall customer experiences within the tourism sector. Furthermore, the industry's susceptibility to crises necessitates profound knowledge of organizational structures and economic principles for effective crisis management and building resilience within the tourism sector. In

summary, the organizational and economic foundations of tourism management serve as a guiding compass for industry stakeholders, providing insights into the dynamic and ever-evolving nature of the sector. Given tourism's pivotal role in global economies, exploring these foundations becomes imperative for sustainable and resilient tourism development.

The research for the dissertation was conducted in accordance with the thematic plan of research activities of Sumy National Agrarian University, specifically within the framework of the topic: "Management of Enterprise Competitiveness on the Principles of Innovative Marketing" (0119U100250). Additionally, research was carried out in collaboration with Henan Institute of Science and Technology on the topics: "Investigating the Ecological Efficiency of Tourism in the Conditions of Rural Area Revitalization" (2021-ZDJH-0032), "Studying the Spatial Differentiation of Living Standards in Families in Henan Province and Strategies for its Advancement" (SKL-2022-466), and "Research on the Reform of Teaching a Scientifically Grounded Course in Electronic Commerce Based on the CDIO Concept" (2022SYJXLX073).

The level of validity and reliability of scientific provisions, conclusions and recommendations. The dissertation's structure is logical, with each section accompanied by relevant conclusions. The resolution of the stated tasks is grounded in the analysis of a broad range of sources representing Western, Chinese, and Ukrainian scientific thought, as published in academic publications by the researcher.

In evaluating Lianfen Zhang's dissertation research, it is crucial to highlight the adept selection of methodological tools, ensuring coherence, interdisciplinary nature, and a logical presentation of material. The employment of dialectical method, theoretical generalization, analysis and synthesis, scientific abstraction, decomposition, and others allowed the author to identify key contradictions, causal relationships, and conditions for addressing pressing issues related to tourism management system governance. The author successfully realized their vision of the functioning of the tourism industry, maximizing the utilization of real and potential

resources in this process.

The dissertation makes a commendable attempt to explore the tourism industry as an object of management in the economy and analyze contemporary trends in its development in Ukraine and China. The methodological foundations for assessing the efficiency of tourism industry management are substantiated, and an analysis of the state and dynamics of tourism processes in Ukraine and China is presented.

Lianfeng Zhang's dissertation work is an innovative study that initiates the examination of new issues in the economic science and practice of managing the tourism industry at a high scientific level. It evokes genuine interest among economists and managers, as it contains compelling empirical and factual material and important conclusions. The work's materials can be utilized in further research on the formulation of state and regional policies in the field of tourism.

The structure and key scientific findings of the dissertation should be highlighted. It is important to note the organization, coherence, and logical argumentation of the dissertation propositions. The dissertation explores and systematizes theoretical approaches, conceptual-categorical framework, and methodological tools employed by the author, elucidating the peculiarities of managing the marketing communications system. Additionally, the study identifies the primary strategic instruments for their development.

The first chapter of the dissertation outlines the theoretical and methodological foundations of tourism management, drawing upon domestic and foreign literary sources, as well as the current legislative-normative framework. Key elements explored include fundamental categories and concepts, an analysis of the components of the tourism industry, and the identification of prospective development directions. Additionally, the chapter delves into an examination of international experience in tourism management across various countries.

Moving on to the second chapter, an analysis of the state of tourism management development unfolds. This encompasses a study of the distinctive features of tourism management development in China, an assessment of the state

of the tourism industry in Ukraine, and an exploration of the ecological tourism sector, including potential development directions.

The third chapter introduces innovative pathways for the development of organizational and economic support for tourism management. This involves an investigation into the mechanism of managing the tourism industry based on principles of electronic commerce, a systematic study of the tourism services market utilizing computer technologies, and the proposal of a concept for a modern management system for enterprises within the tourism industry.

The dissertation consists of an introduction, three chapters, conclusions, and a list of references. The total volume of the work is 210 pages, including 22 tables and 26 figures. The bibliography comprises 213 sources. In terms of content, structure, and formatting, the dissertation fully complies with the requirements of the Ministry of Education and Science of Ukraine. The work is written in English, which is in accordance with Article 22 of the Law of Ukraine "On ensuring the functioning of the Ukrainian language as the state language."

Scientific novelty, theoretical, and practical significance of the dissertation. Familiarization with the dissertation content has allowed identifying elements of scientific novelty in the formulated propositions of the dissertation, among which the following bear the greatest scientific interest:

For the first time

- based on vector autoregression of time series data on tourism development, it is established that there exists a long-term equilibrium dependence between China's currency income from tourism and gross income from domestic tourism, along with their respective GDP, with a long-term effect of 99%. The creation of a VAR model for the development of China's tourism industry and economic growth establishes balanced mutual advancement in the long term, guiding the future development of China's tourism.

Improved

- visualized cartographic analysis conducted based on criteria such as country/region distribution, institution distribution, journal distribution, co-

occurrence of keywords, and highly cited literature, enabling the determination of the development status of this field over the past 15 years. It identifies research hotspots and boundaries, providing a reference point for ecotourism studies;

- a brand marketing theory system for tourist destinations is constructed using marketing theory, reflecting the general interests of the region. The case study presents destination brand marketing in Ukraine, starting with the status quo of destination marketing in Ukraine.

Further developed

- examination and evaluation of the application of mobile electronic commerce in ecotourism using the PEST analysis method. The specific application of mobile electronic commerce in ecotourism is analyzed, concluding that tourism is the most suitable product for mobile electronic commerce. The combination of these factors can better contribute to the development of ecotourism and enhance economic benefits.

- understanding the current status of import-export trade in the tourism industry in China and Ukraine by determining a specific index to analyze the difference between the two countries' tourism industry international competitiveness.

The practical value of the research results. The practical significance of the obtained results lies in their subsequent application by higher education institutions and tourism management authorities at various levels. This is because most of these results have been refined to the level of specific proposals and methodological recommendations for managing the tourism industry at the firm, regional, and national levels. The proposed practical and methodological recommendations have been implemented in the activities of Sumy National Agrarian University (Ukraine) and Henan Institute of Science and Technology (People's Republic of China) in teaching relevant subjects.

Analysis of the author's publications on the topic of the dissertation research. The main theoretical positions and conclusions of the dissertation have been published in 10 scientific works, including 3 in specialized publications in Ukraine, 1

article in publications indexed in the Scopus and Web of Science bibliographic databases, and the remaining publications in other journals and materials of scientific conferences. The author's published scientific works adequately reflect the results of the conducted research. The dissertation research was carried out independently by the author and underwent prior approval at the interdepartmental scientific seminar of the Faculty of Economics and Management at Sumy National Agrarian University.

Discussion points and remarks on the work. It is worth noting that the dynamic nature of the research subject gives rise to a series of discussion points that require further exploration. Among them, in particular, the following should be mentioned:

How has the concept of ecotourism evolved over the past three decades, and what are the key terms associated with it?

In what ways has the research on ecotourism shown an uneven trend in the distribution of countries/regions, and how does this impact the overall development of the field?

What are the emerging research hotspots in ecotourism, and how do they reflect the changing dynamics of the industry?

How does Mobile E-Commerce contribute to the improvement of ecotourism, and what are the specific advantages it offers in managing self-help tour modes?

How does the international route of Ukraine tourism benefit from "The Belt and Road Initiative," and what role does international cooperation play in promoting Ukraine's tourism industry on a global scale?

The presented discussion points do not impact the high assessment of Zhang Lianfeng's dissertation research, nor do they diminish its scientific and practical value. The expressed suggestions are aimed at drawing the attention of the candidate to aspects of the scientific problem that have not been fully explored.

The scientific propositions, conclusions, and recommendations of the dissertation have sufficient theoretical, methodological, and empirical justification. This is substantiated by the extensive analysis of sources conducted by the researcher, the validation of research results at scientific-practical conferences, and

the utilization of contemporary research methods.

General Conclusion

The dissertation's topic is relevant, its structure is well-conceived, and the material is presented logically and coherently. The scientific results obtained collectively address an important scientific problem. The dissertation is written in English and formatted in accordance with the current regulations, norms, and rules established by the Ministry of Education and Science of Ukraine.

The content of the dissertation corresponds to the research topic and the specialty 073 – Management (field of knowledge 07 – Management and Administration).

The dissertation titled "Organizational and Economic Foundations of Tourism Management" fully complies with the requirements outlined in the Ministry of Education and Science of Ukraine Order No. 40 dated January 12, 2017, "On Approval of Requirements for Dissertation Formatting," and the Cabinet of Ministers of Ukraine Resolution No. 44 dated January 12, 2022, "On Approval of the Procedure for Awarding the Degree of Doctor of Philosophy and the Repeal of the Decision of a One-Time Specialized Academic Council of an Educational Institution or Research Institution on Awarding the Degree of Doctor of Philosophy."

The author of the dissertation, Zhang Lianfeng, deserves the award of the academic degree of Doctor of Philosophy in the specialty 073 – Management (field of knowledge 07 – Management and Administration).

Official Opponent

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