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**STATE MANAGEMENT OF TOURISM ACTIVITIES IN THE  
SMART CITY DEVELOPMENT TREND OF DA NANG**

**SUMMARY OF THE DOCTORAL DISSERTATION  
FIELD OF STUDY: ECONOMIC MANAGEMENT**

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## INTRODUCTION

### **1. Reasons for choosing the topic**

Da Nang is a city with a strategically important geographical position for the comprehensive development of Vietnam in terms of economics, politics, culture, and society. Furthermore, Da Nang has received attention from the Party and the State, evident by the existence of several important Resolutions.

In general, although SM in Da Nang has improved significantly in recent years with positive results, there are still many issues that need to be addressed, such as: (i) not fully capitalizing on opportunities to develop TA (TA) in the city; (ii) not fully exploiting the strengths in developing TA; (iii) not fully identifying the weaknesses in the development of TA; and (iv) not being fully prepared to overcome challenges in the development of TA, especially in the context of the 4.0 technology environment; (v) state management work has not kept up with the digitalization process and the trend of developing a smart Da Nang City; (vi) state management staff at all levels of the city have not had a consistent awareness of the content of state management of tourism activities in the trend of developing a smart Da Nang city. Although tasks under the responsibility of SM agencies, such as managing waste and garbage disposal, ensuring security and order for visitors and locals in Da Nang, and ensuring food safety and hygiene, are always prioritized by the city's SM agencies, the SM agencies have revealed many shortcomings in the context of new developments in TA.

Recently, the Prime Minister issued Decision No. 950/QĐ-TTg dated August 1, 2018, approving the Project on Sustainable SC (SC) Development in Vietnam for the period 2018–2025 with orientations to 2030. Subsequently, the People's Committee of Da Nang city issued Decision No. 6493/QĐ-UBND dated December 29, 2018, on the SC Development Project for the period 2018–2025 with orientations to 2030. These policies have significantly influenced the development of TA in Da Nang, posing numerous issues for the city's SM agencies to address. As Da Nang's development context evolves, the scope of SM by the city's agencies has also changed, with SM technologies continuously innovating. This necessitates research and the supplementation of practical knowledge about SM of TA in Da Nang; especially in an unprecedented context - the development of smart cities, a model of urban development for which comprehensive practical knowledge is still

lacking.

Therefore, I have chosen the topic *SM of tourism activities in the SC development trend of Da Nang* for my doctoral dissertation in the field of Economic Management, with the aim of analyzing theoretical and practical foundations, and proposing feasible directions and solutions for SM of TA in the SC development trend of Da Nang.

## **2. Research objectives and tasks**

### **2.1. Research objectives**

The dissertation researches and proposes several strategic solutions to enhance the effectiveness of SM of TA in the SC development trend of Da Nang.

### **2.2. Research tasks**

To achieve the research objectives, the dissertation undertakes the following tasks:

*Firstly*, systemizing the theoretical and practical foundations of SM of TA in the SC development trend at the provincial level.

*Secondly*, studying the experiences of several cities worldwide in SM of TA within the SC development trend, and drawing lessons for Da Nang.

*Thirdly*, analyzing and evaluating the current state of SM of TA in Da Nang in the SC development trend.

*Forthly*, conducting a SWOT analysis and applying the QSPM methodology to SM of TA in the SC development trend in Da Nang, and proposing several SM solutions for TA in the city within this development trend.

## **3. Research subjects and scope**

### **3.1. Research subjects**

The dissertation identifies the research subject as state management of tourism activities in the smart city development trend of Da Nang.

### **3.2. Scope of research**

*Spatial scope*: Da Nang City

*Temporal scope*: Research and analysis of the current state of SM of TA in Da Nang from 2011 to 2024.

*Scope of management subject*: The thesis only focuses on studying the State management activities of the agencies under the People's Committee of Da Nang City.

*Scope of management content:* The thesis focuses on studying some basic State management activities of the State management agencies under the People's Committee of Da Nang City.

#### **4. Theoretical, practical, and methodological foundations**

##### **4.1. Theoretical foundations**

(1) Theories on economic management of TA; (2) Global theories on SC development; (3) Theories on state management of tourism activities under the influence of the smart city development trend at the local level. Specifically, the dissertation combines two theories: the stakeholder theory and the theory of SM strategies for TA at the provincial level.

##### **4.2. Practical foundations**

- The current state of state management of TA in some foreign cities and Da Nang from 2011 to 2023.
- Development plans for smart cities in several Vietnamese localities, including Da Nang.
- Synthesis of current policies related to SM of TA in the SC development trend at the provincial level.

##### **4.3. Research methods**

The dissertation employs the following research methods: historical materialism; dialectical materialism; abstraction, analysis-synthesis, and logic-historical methods; statistical and quantitative analysis methods, expert consultations, comparative methods; selective adoption of results from published scientific studies.

#### **5. New scientific contributions of the dissertation**

Based on an analysis of research gaps and findings, the dissertation makes the following new contributions:

##### **5.1. Theoretical contributions:**

- The dissertation proposes two new concepts: SM of TA and SM of TA in the SC development trend at the provincial level.
- Developing and clarifying the theoretical concept of SM of TA in the SC development trend at the local level.

##### **5.2. Methodological contributions:**

The candidate chooses to employ qualitative research methods, in-depth interviews using open-ended and evaluative questionnaires, Quantitative Strategic Planning Matrix (QSPM) in determining component weights combined with SWOT analysis.

### ***5.3. Practical contributions:***

- The dissertation provides new analyses based on secondary and primary data, applying theoretical frameworks to describe systematic issues in SM of TA in the SC development trend.
- It proposes new directions and a system of solutions to improve SM of TA in Da Nang up to 2025, with orientations toward 2030, in the SC development trend.

### **6. Theoretical and practical significance of the dissertation**

- The dissertation supplements theoretical knowledge on SM of TA in the SC development trend at the provincial level.
- It proposes a scientifically and practically grounded system of solutions for SM agencies regarding TA in the SC development trend in Da Nang.
- The dissertation serves as a reference for research and teaching on SM of TA at universities and colleges, as well as for developing training materials to inform knowledge of SM on TA in the SC development trend.

### **7. Structure of the dissertation**

In addition to the Introduction, Conclusion, References, and Appendices, the main content is divided into four chapters and 11 sections.

## **Chapter 1.**

### **OVERVIEW OF RESEARCH RELATED TO STATE MANAGEMENT OF TOURISM ACTIVITIES IN THE SMART CITY DEVELOPMENT TREND AT THE LOCAL LEVEL**

#### **1.1. Overview of studies related to the dissertation topic**

##### ***1.1.1. Studies on state management of tourism activities***

(1) SM of TA at the local level aimed at increasing benefits for stakeholders in tourism; (2) SM of TA through the development and implementation of various management strategies to influence environmental, social, and economic aspects of tourism; (3) Studies on the concept of SM of TA; (4) Studies on principles, methods, and processes of SM of TA at the provincial level; (5) Factors affecting SM of TA at the provincial level; (6) regarding leadership and guidance for SM activities of TA at the provincial level

##### ***1.1.2. Studies on the renovation in state management of tourism activities in the smart city development trend at the provincial level***

(1) innovations in SM of TA in the context of SC development to support the emergence and development of new TA; (2) innovations in SM of TA at the local level by applying information and communication technologies (ICT) to improve management efficiency and optimize local resources; (3) implications for using SM strategies for TA in the context of SC development.

##### ***1.1.3. Studies on smart tourism in Da Nang City***

(1) research on smart tourism in Da Nang City; (2) research on smart destinations in Da Nang City; (3) research on the smart tourism ecosystem in Da Nang City

#### **1.2. General evaluation of studies related to the dissertation topic**

(1) studies related to the dissertation have successfully explored the concept of SM of TA at the local level; (2) the studies related to the dissertation generally aim to propose implementations based on systematic and consistent strategies for SM; (3) although the studies related to the dissertation are not specifically set within the context of the SC development trend at the local level, they provide valuable implications for the dissertation's research objectives

#### **1.3. Selection of research issues and analytical framework for the**



## **dissertation**

### ***1.3.1. Research gaps***

(1) changes in SM of TA in the SC development trend at the provincial level due to the effects of shifts and changes in the context of local SM; (2) the concept of SM of TA in the SC development trend at the provincial level primarily only focuses on smart destination management, rather than a standardized system of SM by local authorities; (3) interactions among stakeholders in implementing SM of TA in the SC development trend at the provincial level; (4) the impact of ideology and political awareness on tools and mechanisms for SM of TA in the SC development trend at the provincial level has not been comprehensively interpreted; (5) a holistic approach in existing studies in general has not been fully realized; (6) new research on types of tourism influenced by the Fourth Industrial Revolution in Da Nang has rarely addressed the city's SM activities.

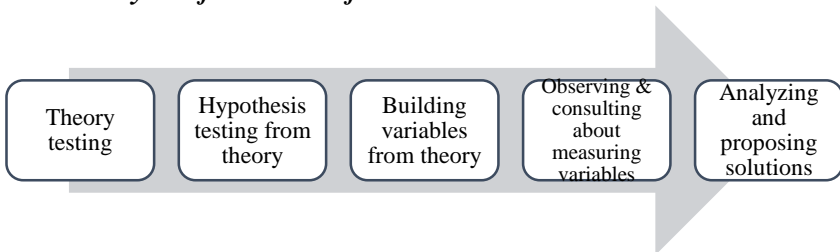
### ***1.3.2. Selection of research issues***

- SM tools for TA in the SC development trend at the provincial level are SM strategies.

- SM strategies built upon an evaluation of strengths, weaknesses, opportunities, and challenges in SM of TA in the SC development trend at the local level.

- In the interactions among relevant stakeholders, represented at the highest level by the relationship between the state, the market, and the citizens, which can be referred to as government, market, and community at the local level, the candidate believes the evaluation of SM of TA in the SC development trend at the local level should be based on a leadership framework driven by one or a combination of these general stakeholders.

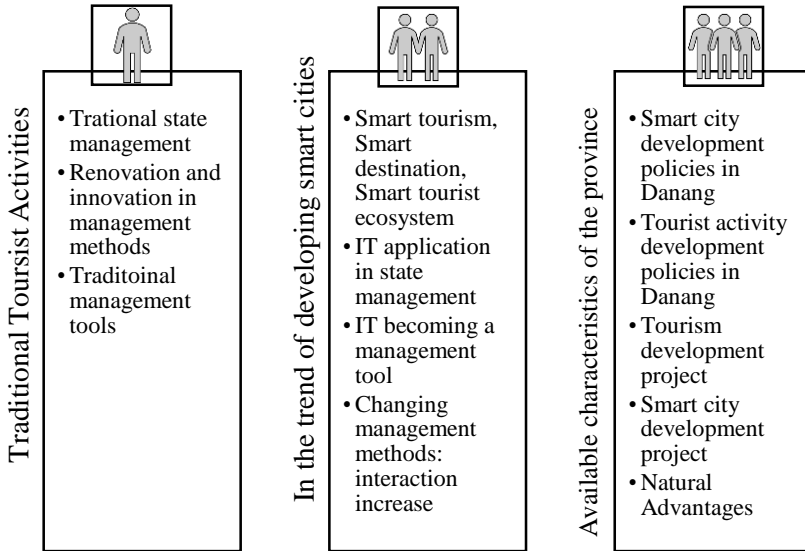
### ***1.3.3. Analytical framework of the dissertation***



*Source: constructed by the PhD candidate*

Given that the research combines qualitative methods with some quantitative methods, primarily relying on qualitative analysis as the foundation, the analytical framework of the dissertation is concretized as shown in Figure 1.2:

**Figure 1.2. Analytical framework for state management of tourism activities in the smart city development trend at the provincial level**



*Source: constructed by the PhD candidate*

**Chapter 2.**  
**THEORETICAL AND PRACTICAL FOUNDATIONS OF STATE  
 MANAGEMENT OF TOURISM ACTIVITIES IN THE  
 CONTEXT OF SMART CITY DEVELOPMENT AT THE  
 PROVINCIAL LEVEL**

**2.1. Overview of state management of tourism activities in the context of smart city development at the provincial Level**

***2.1.1. Concepts of tourism activities, smart cities, and the trend of smart city development at the provincial Level***

***2.1.1.1. Concept of tourism activities***

The candidate proposes a concept of TA from the perspective of SM as follows: *TA, as an object of SM, is a set of activities of individuals and organizations doing tourism business and individuals and communities related to tourism.*

***2.1.1.2. Concept of smart cities***

In this dissertation, the candidate defines a SC as a developing city where urban issues are addressed based on the application of IT; citizens are reasonably empowered and involved, and human and social resources are effectively invested and utilized.

***2.1.1.3. Concept of the trend of smart city development at the provincial level***

In this dissertation, the trend of SC development at the provincial level is understood as the gradual transformation of traditional cities based on the application of digital technologies, digital databases and technology platforms to make the city's development more sustainable, more energy-saving, and focused on people and businesses. At the same time, it aims to enhance the effectiveness and efficiency of SM by fostering participation from citizens and businesses, and especially by applying suitable and compatible IT solutions to better connect cities with each other.

***2.1.2. Types of tourism activities in the context of smart city development at the provincial level***

***2.1.3. Concept of smart city of tourism activities in the context of smart city development at the provincial level***

***First is the concept of state management of TA***

In this dissertation, SM of TA at the provincial level is understood as the usage of state management tools by agencies according to their

*regulated assigned, decentralized, and authorized authority to influence tourism activities in order to orient, guide, regulate, and adjust tourism activities of individuals and tourism business organizations according to the goals of state management agencies.*

***Secondly is the concept of SM of TA in the context of SC development at the provincial level***

*This concept of SM of TAs in the context of SC development at the provincial level refers to the totality of SM activities undertaken by provincial authorities in enforcing and implementing policies and laws to regulate and guide TAs in accordance with legal provisions. It also focuses on improving the quality and efficiency of implementation to deliver greater value to stakeholders in the tourism sector by applying smart technologies. Such totality is encapsulated in a document or a set of documents forming the strategy for SM of TAs in the context of SC development at the provincial level.*

## **2.2. Theoretical basic, concept, and influencing factors of state management of tourism activities in the smart city development trend at the provincial level**

### ***2.2.1. Theoretical basis of the concept of state management of tourism activities in the smart city development trend at the provincial level***

The theory of stakeholders was introduced by Freeman (1984) in his influential research. Stakeholders can be grouped into two categories: (i) primary entities, and (ii) other involved parties. Freeman's definition (1984) of stakeholders, which the candidate uses as the theoretical basis for this study, is as follows: *any group or individual that can affect or be affected by the achievement of an organization's or enterprise's objectives* [104]. He identifies three characteristics that determine stakeholder roles: (i) stakeholders with power to influence the organization (Power); (ii) legitimacy of the shareholders' relationship with the organization (Legitimacy); and (iii) urgency of the shareholders' needs concerning the organization (Urgency).

### ***2.2.2. Actors and objectives of state management of tourism activities in the smart city development trend at the provincial level***

#### ***2.2.2.1. Actors in SM of tourism activities in the smart city development trend at the provincial level***

The subject of SM of the TAs in the trend of developing smart cities at the provincial level is the provincial government, specifically the provincial People's Committee. The provincial People's Committee

grants, authorizes, and decentralizes the implementation of different State management tasks to the provincial Departments depending on the scope, functions, and tasks of the policy-making agency.

SM of TAs at the provincial level involves a range of management activities with varying objectives. These management activities can have objectives aiming towards comprehensive development of TAs; at the same time, they can focus only on one or a subset of TAs. On the other hand, broader SM of TA may involve the Provincial People's Committee as the primary entity if the scope of SM involves multiple sectors and areas beyond tourism.

#### *2.2.2.2. Objectives of state management of tourism activities in the trend of smart city development at the provincial level*

(1) establishing a clear institutional framework; (2) promoting public-private partnerships; (3) developing human resources; (4) developing tourism products diversely; (5) applying digital technology in SM of TAs.

As a result, the implementation of the objectives regarding SM of TA in the smart city development trend at the provincial level must adhere to the following principles:

(1) objectives of SM of TAs in the smart city development trend at the provincial level must align with the overall socioeconomic development goals of the province, forming a mutually supportive system; (2) provincial authorities should prioritize specific objectives of SM of TA in the smart city development trend at the provincial level for each development phase; (3) the feasibility of the objectives; (4) consideration must be given to the balance of benefits and costs.

#### ***2.2.3. Concept of state management of tourism activities in the smart city development trend at the provincial level***

##### *2.2.3.1. Developing strategies and plans for state management of tourism activities in the smart city development trend*

To carry out SM tasks for TAs in general, and within the context of smart city development at the provincial level in particular, SM entities must define a SM strategy and plan. Specifically, the SM strategy emphasizes long-term goals and a forward-looking vision, while the SM plan focuses on the short term, addressing immediate issues. An SM strategy for TAs in the context of SC development at the provincial level is a set of perspectives, orientations, objectives, solutions, or SM tasks specifically assigned to each agency or unit involved in TAs. The entity

responsible for the SM strategy for TAs in the context of SC development at the provincial level is the Provincial People's Committee. In specific situations, responsibilities and authority may be delegated or decentralized to specialized departments to assist the Provincial People's Committee in implementation.

*2.2.3.2. Organizing the implementation of strategies and plans regarding tourism activities in the smart city development trend*

(1) leadership and management tasks; (2) assignment of responsibilities to relevant SM units; (3) based on the specific task assignments, relevant SM units involved in SM of TAs in the smart city development trend organize their structures for implementation; (4) organization and execution of activities such as promoting and fostering the development of TAs, and other SM activities related to TAs in the smart city development trend at the provincial level; (5) development of high-quality human resources for TAs in the context of smart city development; (6) management of financial resources for TAs in the smart city development trend; (7) implementation of international cooperation activities with foreign partners to promote the expansion of TA markets.

*2.2.3.3. Monitoring and supervising the organization of the implementation of strategies and plans regarding tourism activities in the smart city development trend*

Inspection and supervision are carried out through the following activities: (i) inspection through regular reporting by relevant units based on their assigned SM responsibilities; (ii) periodic inspections according to the plan; and (iii) ad-hoc inspections when unusual situations are detected, to ensure timely handling and resolution.

***2.2.4. Factors influencing state management of tourism activities in the smart city development trend at the provincial level***

*2.2.4.1. Objective factors*

(1) the nature of issues requiring state management of tourism activities in the SC development trend at the provincial level; (2) fluctuations in international TAs and economic, political, social and technology science activities in the province; (3) economic capacity of the group of managing entities of SM of TA in the SC development trend at the provincial level; (4) international integration and cooperation; (5) the development of SC at the provincial level.

*2.2.4.2. Subjective factors*

(1) organizational structure and personnel organizing objectives

regarding SM of TA in the SC development trend at the provincial level; (2) administrative procedures; (3) communication and information-sharing mechanisms; (4) budget availability for the implementation of objectives regarding SM of TA in the SC development trend at the provincial level.

### **2.3. Experiences in state management of tourism activities within the trend of smart city development at the provincial level in several localities worldwide and lessons for Da Nang City**

#### ***2.3.1. The experience in Seoul, South Korea***

(1) the smart tourism infrastructure system of Seoul City; (2) the application of smart governance in SM of TAs in Seoul City; (3) the development of the Internet of Things (IoT) and related initiatives for developing smart applications used in SM of TAs in Seoul, South Korea.

#### ***2.3.2. The experience in Barcelona, Spain***

(1) from state management of mass tourism to state management of tourism in smart cities; (2) SM of transportation to minimize congestion and facilitate the movement of tourists in this city; (3) the application of IT in implementing SM of tourism activities, which is still incomplete; (4) the participation of the residents of Barcelona.

#### ***2.4.3. Lessons for Da Nang City***

(1) applying IT in SM of TAs in the trend of SC development in Da Nang; (2) enhancing citizen participation in developing content and organizing the implementation of SM tasks for TAs in the trend of SC development in Da Nang; (3) increasing the capacity of SM units for TA in the SC development trend in Da Nang.

### **Chapter 3.**

## **THE CURRENT SITUATION OF STATE MANAGEMENT OF TOURISM ACTIVITIES IN THE SMART CITY DEVELOPMENT TREND IN DA NANG CITY**

### **3.1. Current situation of the development in tourism activities in Da Nang City**

#### ***3.1.1. Current situation of tourist arrivals to Da Nang City (2011–2023)***

Between 2011 and 2023, Da Nang received nearly 62 million cumulative tourist arrivals, including approximately 18 million international visitors and 44 million domestic tourists. The cumulative share of international visitors is around 29%, while domestic tourists account for 71%. This reflects the driving development force of TAs.

#### ***3.1.2. Current situation of infrastructure serving tourism development***

##### ***3.1.2.1. Physical facilities supporting tourism development***

(1) regarding accommodation systems for tourists; (2) regarding tourist areas and attractions; (3) entertainment, shopping, and dining facilities

##### ***3.1.2.2. Transportation infrastructure and public transport for tourism***

(1) Regarding road infrastructure; (2) Regarding passenger public transport; (3) Regarding air transportation infrastructure; (4) Regarding maritime infrastructure; (5) Regarding inland waterway infrastructure; (6) Regarding railway infrastructure.

#### ***3.1.3. Current situation of travel enterprises***

The travel business in Da Nang has developed steadily from 2011 to 2023, though this stability was significantly affected by COVID-19. In 2023, there were 525 travel companies, an increase of 412 units compared to 2011 (Figure 3.4). These include 117 domestic travel companies, 316 international travel companies, 52 international travel branches, 25 representative offices, 10 agents, and five foreign travel company representative offices.

#### ***3.1.4. Current situation of tourism human resources***

From 2011 to 2023, the number of workers in the tourism sector in Da Nang increased from 13,903 in 2011 to a peak of 50,963 in 2019 (3.6 times higher pre-COVID-19). However, during the pandemic, this number dropped to its lowest point at 10,342 workers.

### **3.2. Analysis of the current situation of state management of tourism**



### **activities in Da Nang in the smart city development trend**

#### ***3.2.1. Current situation of strategy and plan development for state management of tourism activities in Da Nang in the smart city development trend***

Before 2016, tourism in Da Nang was grouped with culture, sports, and tourism, so specific SM strategies for tourism were not established. As a result, TA were directly influenced by cultural and sports policies. Since 2016, tourism has been separated from culture and sports, becoming an independent field. This allowed SM strategies for tourism to become more specialized and no longer subject to direct impacts from other cultural and sports sectors.

#### ***3.2.2. Current situation of strategy and plan implementation for state management of tourism activities in the smart city development trend in Da Nang***

(1) the current situation of leadership, direction, and management; (2) the current situation of task assignments among related SM units; (3) organizational structures for implementation and operations; (4) the current situation of the execution of SM tasks for TA in the SC development trend in Da Nang; (5) the current situation of implementing the development of high-quality human resources for tourism; (6) regarding mobilization, use, and allocation of financial resources; (7) international cooperation in SM of TA within the SC development trend in Da Nang.

#### ***3.2.3. Current situation of inspection and supervision of strategy and plan implementation for state management of tourism activities in the smart city development trend in Da Nang***

To implement specific decisions and plans from the city government, the Department of Tourism has issued and reviewed key tasks assigned to its subordinate divisions, units, and annual work programs.

### **3.3. Evaluation of state management of tourism activities in the smart city development trend in Da Nang**

#### ***3.3.1. Achievements of state management of tourism activities in the smart city development trend in Da Nang***

(1) agencies and units within the Da Nang city's political system have concretized the consensus that tourism is a key economic sector through practical measures with commendable results; (2) Da Nang's tourist market has continually developed and expanded within the SC context; (3) efforts to improve the quality of tourism human resources have been prioritized by city

leaders; (4) digital transformation in tourism has been strongly promoted with encouraging results; (5) The SC development trend has driven innovation in SM of TA.

### ***3.3.2. Limitations of state management of tourism activities in the smart city development trend in Da Nang and their causes***

#### ***3.3.2.1. Limitations***

(1) the spatial allocation of tourist sites and attractions in Da Nang is not effective regarding the link between Tas and infrastructure systems; (2) implementation of policies for inland waterway tourism development has achieved modest results; (3) planning for accommodation facilities, tourist areas, and attractions remains suboptimal, failing to fully utilize potential; (4) transportation infrastructure for tourism has not been fully developed or efficiently utilized; (5) SM activities of tourism product development in Da Nang does not match the sector's potential and lacks unique offerings

#### ***3.3.2.2. Causes of limitations***

(1) although tourism infrastructure has developed rapidly, it has not kept pace with new tourism trends, particularly in providing smart tourism services and smart destinations in smart ecosystems; (2) marketing efforts for the Da Nang's tourism types do not fully meet the demands of the new development context; (3) collaboration between tourism service providers and SM agencies in the tourism sector in Da Nang remains weak and does not meet mutual needs; (4) the management capacity of SM agencies in the tourism sector has not been adequately enhanced to align with the sector's development status.

## Chapter 4.

### PERSPECTIVES AND SOLUTIONS FOR IMPROVING STATE MANAGEMENT OF TOURISM ACTIVITIES IN THE TREND OF SMART CITY DEVELOPMENT IN DA NANG

#### **4.1. SWOT Analysis of state management of tourism activities in the smart city development trend in Da Nang**

##### ***4.1.1. Comparison of the importance between strengths, weaknesses, opportunities, and threats***

With the weights of strengths, weaknesses, opportunities, and threats being 0.4377, 0.1313, 0.3133, and 0.1177 respectively, the SM strategy for TA in Da Nang in the trend of SC development should follow the principle of: **leveraging strengths, utilizing opportunities, addressing weaknesses, and overcoming challenges.**

##### ***4.1.2. Strategic solutions for state management of tourism activities in the smart city development trend in Da Nang***

From the results of determining the priority order and selecting strategies among three options, the strategies are closely aligned. Specifically, the government-led strategy achieved a total attractive score of 4.5, the business-led strategy scored 4.46, and the consumer-led strategy scored 4.4. Based on these results, the government-led management strategy is proposed for Da Nang's authorities to implement in SM of TA in the SC development trend in Da Nang. However, since the total attractive scores of the other strategies are quite close to the selected government-led strategy, a combination of these three strategies should be considered.

##### ***4.1.3. Organizing strategic solutions for state management of tourism activities in the smart city development trend in Da Nang***

Thus, the core focus of the management strategy for tourism in Da Nang in the SC development trend will be to *promote existing strengths to accelerate the growth of the sector; combined with developing tourism points and areas based on these strengths to realize Da Nang's opportunities* in the upcoming phase of tourism development.

The second-priority management strategy for Da Nang is the ST strategy, where strengths are used to overcome challenges.

The third-priority management strategy for Da Nang is the WO strategy, *which overcomes weaknesses by exploiting opportunities.*

The SM strategies for TA in Da Nang in the trend of SC development

should be implemented under the *government-led approach* discussed in Chapter 3. This clearly indicates that the management bodies within Da Nang's government system will play a leading role in guiding other stakeholders in the execution of strategies within the *growth and construction* strategy region.

## **4.2. Perspectives and new context of improving and strategic solutions for state management of tourism activities in the smart city development trend in Da Nang**

### ***4.2.1. Perspectives on improving state management of tourism activities in the smart city development trend in Da Nang***

(1) Systemic and connected perspective; (2) Sustainable perspective; (3) Creative perspective; (4) Adaptive and flexible perspective.

### ***4.2.2. New context of state management of tourism in the trend of developing smart cities in Da Nang***

(1) Promote the application of IT in state management of TAs; (2) must support public-private partnership in developing TAs; (3) must ensure the development of the tourism environment, develop new TAs; (4) must ensure the development of human resource quality.

## **4.3. Strategic solutions for state management of tourism activities in the smart city development trend in Da Nang**

### ***4.3.1. Strategic Solutions to Enhance the Management Capacity of State Agencies***

(1) continue to maintain consistent development orientation and integrate tourism development into plans for other economic sectors; (2) promote institutional development to ensure the public's real participation in tourism development and benefit from it; (3) enhance IT applications to expand and effectively use tourism sector infrastructure; (4) diversify types of tourism service providers, combined with promoting tourism products to attract more domestic and international tourists

### ***4.3.2. Strategic Solutions to Strengthen the Relationship Between Businesses and SM Bodies***

(1) enhance information about commitments to stakeholders and regularly update them on the city's tourism strengths; (2) focus on perfecting the legal framework to promote TA in Da Nang in the SC development trend; (3) increase the use of mobile apps to deliver tourism development policies to stakeholders; (4) utilize social networks to promote information exchange about tourism; (6) strengthen the cultural

foundation, encourage greater participation from stakeholders, and continue improving community oversight mechanisms to better execute tourism development projects

***4.3.3. Strategic solutions for state management of tourism activities in the smart city development trend in Da Nang***

(1) strengthen the responsibility of stakeholders, particularly local authorities, in addressing critical issues related to integrating natural resources into tourism services; (2) focus on implementing tourism development strategies by prioritizing Da Nang's endogenous resources; (3) expand community involvement in SM, aligning tourism development within the broader regional context; (4) boost investment in tourism through promotional programs showcasing Da Nang's potential and tourism development opportunities

***4.3.4. Strategic solutions aimed at improving the publicity and promotion of tourism activities more effectively***

(1) spread awareness about the Party's and the State's policies on the use of natural resources in TAs to relevant stakeholders; (2) innovate financial mechanisms to stimulate internal investment in Da Nang and attract external investment for TA development; (3) improve project implementation management, focusing on balancing tourism development with environmental sustainability; (4) enhance information sharing about evaluations and reports on tourism development policies with relevant stakeholders.

***4.3.5. Strategic solutions for state management of smart tourism activities, smart destinations, and smart ecosystems***

(1) solutions for SM for the development of smart TA; (2) solutions for SM for the development of smart destinations; (3) solutions for SM for the development of smart tourism ecosystems.

## **CONCLUSION**

(1) the use of a combination of stakeholder theory and SM theory as a foundation for determining the research content as well as the content of in-depth interviews with experts currently working in the SM agencies of Da Nang's government and businesses in the tourism sector. At the same time, using the strategic matrix analysis method, the candidate has conducted several rounds of interviews with these experts to identify the strengths, weaknesses, opportunities, and threats, as well as the management strategies established by combining these elements; (2) in analyzing the SM of TA in Da Nang, the use of the strategic matrix analysis method has revealed the potential management strategies for tourism in Da Nang; (3) based on the selected strategies in the analysis of the SM of TA in Da Nang under the trend of SC development, the candidate has proposed a system of solutions and measures; (4) although significant efforts were made in conducting the research with a clear understanding of the potential for integrating subjective thoughts and opinions from individuals and experts, the results of the dissertation cannot eliminate all biases from those who participated in the in-depth interviews.

Despite some shortcomings and limitations, the dissertation has made the following contributions:

(1) theoretically, the candidate has demonstrated that using stakeholder theory as the foundation for theoretical analysis in SM of TA at the provincial level is appropriate; (2) methodologically, the candidate has showed that using the strategic matrix analysis method is suitable for SM of TA at the provincial level; (3) the management strategies proposed by the researcher in this study are based on an analysis of the current SM of TA in Da Nang under the SC development trend and are grounded in the application of stakeholder theory, which is reliable; (4) the system of solutions and measures for improving SM of TA in Da Nang under the SC development trend, derived from the results of reliable analysis, will give the city's managers confidence in applying them to practice.

## **LIST OF SCIENTIFIC RESEARCH WORKS BY THE AUTHOR RELATED TO THE THESIS TOPIC**

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6. Cao Đình Hải (7/2022), *Tourism development Policy in the trend of development of Danang City, in the Proceedings the fifth international conference on sustainable economic development and business management in the context of globalisation (SEDBM-5)*, *Financial Publishing House, Hanoi, 894 – 902*.

7. Cao Đình Hải – Đỗ Tất Cường (04/2024) *Da Nang: developing tourism into a key economic sector*, Political Theory Online Journal, Political Theory Online Journal, *Học viện chính trị Quốc gia Hồ Chí Minh, Số 554 (4-2024)*, Political Theory Online Journal, *Học viện chính trị Quốc gia Hồ Chí Minh, 554 (4-2024)*, <http://lyluanchinhtri.vn/home/en/index.php/practice/item/1279-da-nang-developing-tourism-into-a-key-economic-sector.html>