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# Towards a Digital Platform to Support/Enhance Community-based Tourism in Developing Countries - Findings from Nepal

*Full Paper*

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## **Abstract**

Real social impact is not possible without the engagement of the local communities. The paper describes the first phase of an engaged research project in which we develop a digital platform which is able to support and enhance Community-Based Tourism in Developing Countries. With the help of a local community in Nepal, we co-develop and understand the requirements which need to be included in a digital platform to support Community-Based Tourism in Developing Countries. The data is collected through three focus groups which explore “Categories of Local Tourism products/services”, “Education, Training, and Awareness Raising”, and “Design structures of a Digital Platform”. The participants of the focus groups were community leaders, local business owners, entrepreneurs, and tourism association representatives. The findings contribute to our understanding of supporting local entrepreneurship through digital platforms and help to make the world a better place with Information Systems.

**Keywords:** Community-based Tourism, Digital Platform, Engaged Research, Entrepreneurship, Nepal

## 1 INTRODUCTION

Community-Based Tourism (CBT) has emerged as an alternative to traditional mass tourism to promote community development during the 1980s (Sebele 2010; Burgos & Mertens 2017). It has been affirmed as a development model for tourism products and services which promote social, environmental and economic needs of local communities. CBT represent forms of small-scale, community-level, enterprise-based strategies for resource management in which local residents have significant control over and receive the majority of benefits from tourism in their communities (Lucchetti & Font, 2013; Milne & Ateljevic, 2001; Hall et al., 2008). One defining characteristic that differentiates CBT from traditional mass tourism is that it is a process generated from bottom-up community engagement. The community thus has greater autonomy in the creation and establishment of tourism products and services.

Advancements in digital technology will continue to transform the way we live our lives, change the way we communicate and present vast opportunities to create better value products and processes for the consumers (Minghetti & Buhalis 2009; Hojaghan & Esfangareh 2011). The tourism industry is one of the early adopters of digital technologies for searching, retrieving and disseminating information such as global distribution and central reservation systems (Buhalis & Licata 2002; Gretzel et al. 2015) to improve customizability and standardisation through automation (Andal-Ancion et al. 2003). Moreover, the information and communication technology (ICT) tools have the potential to provide more opportunities for local communities; to promote tourism resources, build own businesses, develop new products, increase tourists and foreign income which eventually contribute to the economic development (Choi and Sirakaya 2006; Marschall 2012; Kourtit et al. 2011). Similarly, technologies can cultivate micro-enterprise tourism, which complements and promotes local level businesses to reduce poverty as well as help in conserving cultural and natural resources (Spenceley & Meyer 2012).

Omnipresent platforms are the new business models which use ICT tools to connect people, organisations and resources to create value for stakeholders through interactive ecosystems, yet they are unique for distinctive industry (Parker et al. 2016; Schrieck et al. 2016; de Reuver et al. 2017). For example, social media platforms like Facebook, Instagram or Twitter have transformed the way people communicate with each other; Payment platforms like PayPal, Stripe, Amazon Pay, Alipay are revolutionising finance industry; Similarly, shared-economy platforms such as Uber, Airbnb, Airtasker have disrupted relevant industries. The platforms are radically changing the traditional business models in the industry they are embedded in.

With the pervasive growth of ICT tools, it is envisioned that the concept of sustainable CBT can be further disseminated to remote and disadvantaged parts of developing countries. This provides an immense potential to increase the employment and development of local communities by expanding the tourism services to rural places. United Nations World Tourism Organisation encouraged the tourism industry to impact local socioeconomic development beneficially and declared 2017 the International Year of Sustainable Tourism for Development (Inversini & Rega 2018). However, there is limited literature about the role ICTs could play in facilitating and promoting community-based sustainable tourism products and services.

In order to bridge this gap, this research project aims to examine the viability of utilising a digital platform, specifically through the lens of social impact on the local communities and proposes such a platform concept for promoting sustainable community-based tourism in developing countries. This paper reports on the first stage of this project, wherein we explore the conceptual requirements of such a platform through an engaged scholarship approach in co-creation with a local community. In particular, we ask the following research question: What are the community requirements of a digital platform that supports CBT?

The study focuses on communities in Nepal for two reasons: first, Nepal is a renowned travel destination. It has been ranked as one of the best destinations by several media, for example, Lonely Planet ranked Nepal the top destination in 2017. It has a unique geographical setting with 14 mountains over 8,000 meters high and deepest gorges and valleys. Second, this country is also diverse, with 59 legally recognised ethnic groups/communities. These diverse communities allow for comparative studies within the country, which enable to build a more robust digital platform.

We take an engaged scholarship approach (Van de Ven 2007) in which we co-develop the entrepreneurial requirements with the help of local experts from local communities, business, and government through three focus groups. The focus groups were structured around the topics “Categories of Local Tourism products/services”, “Education, Training, and Awareness Raising”, and “Design structures of a Digital Platform”. The findings help to highlight entrepreneurial perspectives towards digital platforms, which can support CBT.

## 2 SUSTAINABLE TOURISM AND DIGITAL PLATFORM

### 2.1 Sustainable Community-based Tourism (CBT)

Community-based tourism is a type of sustainable tourism which encourages self-help, self-reliance and empowerment of communities (Yanes et al. 2019) as it is planned, developed, managed and owned by the community for the community so that the majority of benefits remain within the community. The focus of CBT is not only on the economic benefits but also on the conservation of the environment and socio-cultural aspects to add value to both locals and tourists (Davison et al. 2005; George et al. 2007). In recent years, the worldwide popularity of tourism has grown immensely and reached 1.4 billion international tourists' arrival in 2018, 6% more than in 2017 (UNWTO 2019). In 2015, the number of tourists' arrivals in developing countries has surpassed the advanced economies and predicted to widen the gap and reach 58% of international arrivals to emerging economies by 2030. Moreover, tourism is one of the major sources of earnings for many developing countries. The Green Economy Report (by United Nations Environment Programme (UNEP) in partnership with UNWTO 2012) advocates that the process of making tourism destinations sustainable would increase job opportunities for local communities, reduce poverty and benefit the local economy whilst utilising the natural resources and local skills.

Although tourism is an economic driver for many developing countries, this growing industry is also deemed to have negative connotations from the economic, environmental and socio-cultural perspectives. As shown in Table 1 which summarises some positive and negative effects of tourism.

	Positive	Negative
<b>Economical</b>	Increased employment opportunities, income, investment, profitable local business, the availability of recreational and entertainment facilities, Improved standards of living, tax revenue, personal income, public infrastructure.	Increased cost of living (prices of goods and services).
<b>Environmental</b>	Improved quality of roads, parks, recreational areas, public facilities.	Increased air pollution (vehicles and airplanes), water pollution (wastewater discharge, road oil, fertiliser leakage), noise pollution, traffic, littering, vandalism, parking problems, wildlife destruction (hunting, trapping), disruption of natural habitat, deforestation, plant destruction, destruction of wetlands, soil and beaches, large buildings which destroys views and unfit architectural styles.
<b>Socio-cultural</b>	Encouragement of historical and cultural exhibits, recreation, events Preservation of local culture.	Increased population in the area (crowd), social conflicts, crime rates, alcohol consumption, gambling, prostitution, drug abuse. Decline in traditions and traditional values.

*Table 1. Positive and Negative outcomes from tourism activities (Adapted from Andereck et al. 2005; Rasoolimanesh et al. 2017)*

Hall et al. (2012) critics that due to the weak institutional settings and poor level of education in emerging countries, entrepreneurs maybe diverted to destructive outcomes. Hence, monitoring of CBT is critical to safeguard against the negative impact on the community. Aligned with the social exchange theory, when an individual perceives benefits from the tourism operation, they are more likely to evaluate positively; however, when it is associated with rising costs, it would be evaluated negatively (Andereck et al. 2005). Community participation follows a similar pattern when communities perceive tourism development as a positive impact, they are encouraged to participate and support tourism activities, in contrast when perceived negatively, their support is reduced (Rasoolimanesh et al. 2017). Moreover, people usually prefer immediate gain or satisfy their present needs rather than considering future gain or needs for future generations (Gurau & Dana 2018).

This study is based on the anticipation that shared value and benefits can be created and distributed among a community in a larger scale in the domain of sustainable tourism through the concept of social

entrepreneurship which can pave its way to enhance and promote CBT with the help of a digital platform that supports long term community development over a short term financial gain.

## **2.2 Emergence of Digital Platforms**

The term 'platform' has become very popular in the business world as successful start-ups are based on platforms which provide the infrastructure for significant growth. Famous examples would be Uber, Airbnb, Spotify, Paypal etc. Furthermore, IT giants such as Apple and Google have platform-based business models to support their smartphone market (Schrieck et al. 2016). Platforms typically enable open value creation for all participants and facilitate the exchange of goods, services, or social currency between consumers and producers (Parker et al. 2016). A platform brings forth a realm associated with network effects from multiple user groups (individuals and businesses) who engage through the platform aligned with the directions set by platform provider, and is referred as 'platform ecosystem' (Schrieck et al. 2016; McIntyre & Srinivasan 2017; de Reuver et al. 2017). The multiple user groups include consumers and complementors (information/product/service providers). In the ecosystem, when the number of users grows, the platform becomes more valuable for all parties involved (Gawer & Cusumano 2014).

In the context of CBT, tourists would be consumers of the platform but the tourism service providers and local communities who have extensive knowledge about the subject matter would be complementors. There are many categories of tourism products and services that can be showcased in a platform to promote local tourism. As described by Gawer and Cusumano (2014), incentives to innovate can be embedded in the design of the platform and have direct and indirect effects on the network. Regular monitoring is important as that innovation may turn out to be unproductive and create detrimental impacts as elucidated by Hall et al. (2012).

## **2.3 Entrepreneurship opportunities through CBT**

Entrepreneurship has been recognised as a significant factor of economic growth and development; and explored by several academic disciplines. Within the domain of entrepreneurship, 'social entrepreneurship' phenomenon has emerged about three decades ago (Dacin et al. 2010), but mostly limited in highlighting abilities and behaviours of individuals, processes and resources used. A common theme along the line of 'providing social value' appears in those definitions but they vary from each other as some ignore economic outcomes, by concentrating only on not-for-profit organisations, whereas others link economic outcomes same as for-profit enterprises with social entrepreneurship (Dacin et al. 2010). The primary mission of social entrepreneurship is to create social value for communities which is often associated with the generation of economic growth to achieve social goals.

Michael Porter put forward a shared value approach to re-invent innovation in communities by establishing a link between societal and economic progress and creating a pool of social and economic values (Porter & Kramer 2011). He defined social entrepreneurship is about generating new product concepts that meet social needs using viable business models. It should be measured by its abilities to create shared value, not just social benefit. Traditionally, businesses do not consider societal issues from a value perspective, and even government and NGOs in the social sector, the concept of value is less common and mostly focused on the benefits achieved or how much money spent. On the other hand, businesses have concentrated mostly on profitability due to the competition within each industry. Porter and Kramer (2011) defined shared value as policies and operating practices which enhance the competitiveness of business while stimulating the economic and social conditions in the communities in which it operates. This concept encourages active collaboration with communities as well as reduce the boundaries between profit and non-profit and private and public organisations. Most organisations exercise their corporate social responsibility (CSR) as a feel-good response to external pressure in the industry without a real meaning.

Sustainable tourism has the potential to create shared value and benefits for local communities by minimising potential negative impacts on the natural environment, socio-cultural values and economic consequences of the rising cost of living. Therefore, community-based entrepreneurship, which can be discerned as a subset of social entrepreneurship, is related to the local culture which differ among different individual communities. The term 'community entrepreneurship' was introduced by Selsky and Smith (1994) within a framework of social change leadership, and defined community entrepreneur as a leader who can develop collective capacities of sharing interests for not-for-profit organisations. Later, Peredo and Chrisman (2006) defined community-based entrepreneurship as a model for collective business ventures which aim towards the pursuit of both economic and social development in the community and provide short and long term sustainable social benefits. Through this phenomenon, emphasis on local development has emerged through community-based both profit and not-for-profit

organisations, to create a sustainable and flourishing community, with a spirit of improving socio-economic value by involving local people (Pierre et al. 2014; Sarreal 2013). The economic development in the community is usually done through entrepreneurship process with collective actions in a group of multiple stakeholders (Andersen et al. 2014).

This study endeavours to design a digital platform which facilitates CBT in local communities of developing countries. The platform is envisioned to provide opportunities to plan and participate in designing local CBT products and showcase their local knowledge and skills through a digital platform. Thus, this platform will be evaluated from social impacts to local communities while improving the social, economic and environmental aspects of livelihood.

### 3 SOCIAL IMPACT FROM CBT

Social impact theory was first coined by Latané (1981) and is defined as a social influence on an individual by others, based on three variables: strength (factors that make influential), immediacy (timeliness of the event) and a number of sources (of influences). This theory was extended by analysing influences from the majority and minority groups to each other and how distance matters and referred to as dynamic social impact theory (Latané et al. 1995). It highlights four patterns: consolidation (interaction of groups or individuals), clustering (sub-groups formed based on opinions and frequency of communication among them), correlation (converged opinions over time) and continuing diversity (majority and minority groups appearing over time). Sustainable CBT offers great potential for social impacts to the local people in the community, as they possess local knowledge.

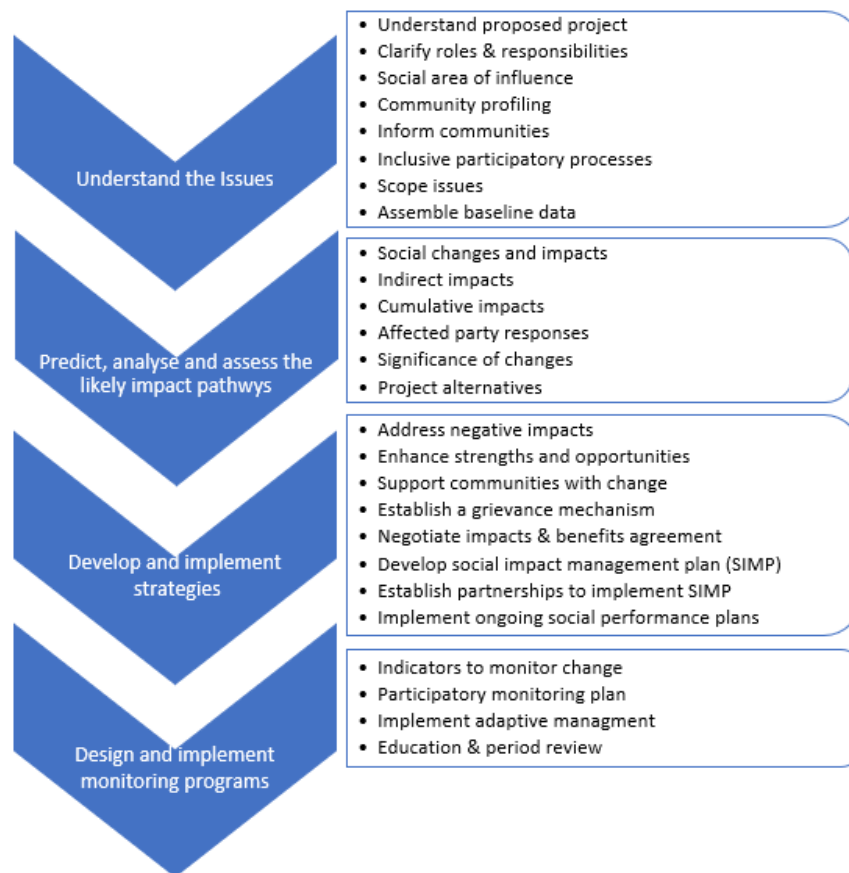


Figure 1. The phases of social impact framework (Source: Vanclay et al. 2015).

International Association for Impact Assessment defined social impacts broadly by encompassing almost anything as long as a project is valued and has some implications to specific groups of people (Vanclay et al. 2015). International principles for social impact assessment outlined 'the processes of analysing, monitoring and managing' the social consequences caused by any interventions in the form of policies, programs, plans or projects (Vanclay 2003). These criteria can also be considered while assessing sustainable CBT for marginalised communities.

Vanclay et al. (2015) outlined social impact assessment processes in four phases and several tasks within each phase, as shown in Figure 1 above. Although these steps are depicted chronological, an iterative process of updating and validating them, is paramount by consulting with impacted communities regularly. To begin with, a good understanding of a project and its ancillary activities is vital. A thorough stakeholder analysis is crucial for understanding local perspectives and concerns for locally specific circumstances. Careful engagement with local communities to ensure their concerns are taken into consideration, to measure and predict the impacts, is critical. On-going and close monitoring of design and its impacts on the local communities as well as mitigating risks can be managed by establishing Social Impact Management Plan (SIMP) (Franks & Vanclay 2013). Regular evaluation and review/audit by involving local communities is also paramount to manage social impacts. This process will reinforce community building through specific skills development for the local communities in developing countries such as Nepal (Pradhan 2017).

The social impact assessment processes can be utilised to promote community-based tourism. As tourism is one of the profound service-based industries and employs local people from the communities, CBT is a potential catalyst to reduce poverty in certain remote areas of developing countries like Nepal as pointed in the reports by WTO and UNESCO (Denman & Denman 2004; Tresilian 2006).

## 4 SELECTION OF CASE IN NEPAL

Nepal is one of the popular destinations and known for its beautiful sceneries. Lonely Planet, the largest travel guidebook publisher, ranked Nepal as one of the best destinations to travel in 2017. Nepal is rich in natural beauty, cultural diversity, sculptures, heritage and home to many kinds of flora and fauna. It has more than 1,300 mountain peaks and is one of the most visited travel destinations for mountaineers, trekkers and adventure seekers. It is home to eight of the ten highest mountains in the world. Despite the abundance of natural resources, the Nepal Tourism Policy identifies the tourism sector as an essential sector for economic and social development (MoCTCA 2018). However, the tourism industry has not contributed significantly towards uplifting the economic status of the nation in a sustainable manner (Lama et al. 2018). Nepal is one of the developing countries with a low human development index of 0.558. It ranks 144th in the overall index (UNDP 2017). Still, tourism is one of the major sectors which provide a large number of employment (approximately 427,000 people) and contributed almost 7.5 % of total Gross Development Product (GDP) in the year 2016 (World Travel and Tourism Council 2017).

The country has recently transformed its political structure to a federal system and passed a new constitution in 2015, which consists of three levels of government: federal, provincial and local. Subsequent elections took place, and exclusive powers have been exercised within the laws that are consistent with provisions from the new constitution. Although Thakali et al. (2018) highlighted some potential risks this change in government and power structure may impose to community-based organisations, we believe and see that some local level governments have been proactive and initiated new activities to help their local communities. The Governance Lab ([www.thegovlab.org](http://www.thegovlab.org)) has published a few initiatives that local governments in Nepal have taken so far.

## 5 RESEARCH DESIGN AND APPROACH

This study envisages designing and offering a digital platform to enhance CBT in Nepal, which is aligned with a social impact framework and ultimately will also fulfil some of the UN's Sustainable Development Goals (SDGs). For this project, we are following a Design Science research approach (Pfeffers et al., 2007) through which we design and develop the CBT digital platform. The iterative approach is outlined in Figure 2. Within this paper, we are reporting on the identification of requirements for a CBT platform in Nepal.

As Vanclay et al. (2015) indicate, social impact can not happen without engaging the targeted audience of the research. We, therefore, following the social impact framework to guide an engaged scholarship approach (Van de Ven 2007) through which we co-create knowledge with the practitioner community. Practitioners in this context refer to the local community, local businesses and entrepreneurs, and as well as tourism association. The data was collected through three focus groups. The participants were local entrepreneurs, local travel experts, business people, and tourism association representatives. The guided discussions were conducted in a local community centre by two of the authors. Each focus group was recorded and the recordings subsequently transcribed. The resulting data was then coded using an open coding approach (Strauss & Corbin 1998).

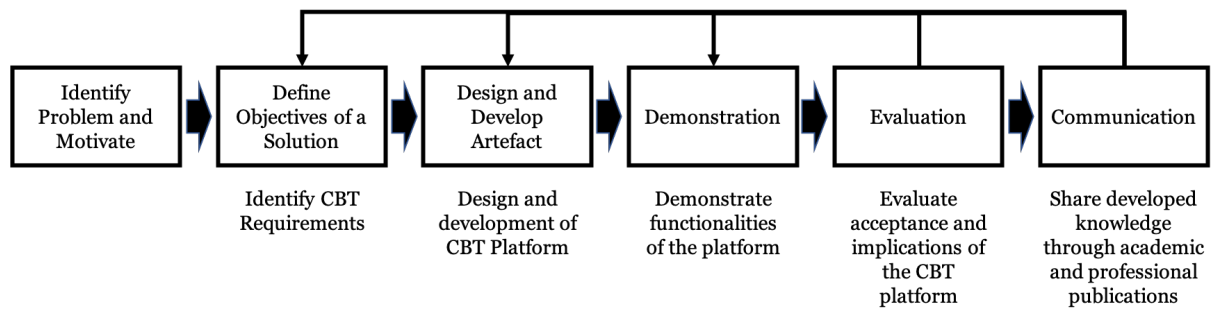


Figure 2. Design Science Research Methodology for CBT Platform in Developing Countries (Adopted from Pfeffers et al. 2007)

The participants were contacted via phone calls and listed as they confirmed their participation for specific focus groups, their role and years of experience in particular industry sector is shown below in Table 2. Some of the participants opted in for more than one focus group, for example, Focus Group Participant FGP7 participated in the first and third focus group; FGP10 in first and second, and FGP13 in the second and third focus group.

Participant Code	Industry sector	Role	# of Years' Experience
<i>Focus Group 1 - Categories of Local Tourism Products and Services</i>			
FGP1	Travel and Tour	Director	5
FGP2	Tourism product Export	Co-owner	10
FGP3	Travel and Tour	Travel Expert	12
FGP4	Intl Film Festival	Organiser	5
FGP5	Tourism Association	Representative/Entrepreneur	8
FGP7	Adventure Tourism	Tourist Guide	20
FGP10	Rural Tourism	Service Provider	8
<i>Focus Group 2 - Awareness Raising, Education and Training</i>			
FGP9	Trekking Agency	Trekking Expert	20
FGP10	Rural Tourism	Service Provider	8
FGP11	Tourism products	Owner	10
FGP12	Tourism Management	Academic	20
FGP13	Cultural Tourism	Service Provider	15
FGP14	Trekking Agency	Trekking Expert	10
<i>Focus Group 3 - Platform Requirements to support Local Tourism Products and Services</i>			
FGP6	Software	Software Developer	15
FGP7	Adventure Tourism	Tourist Guide	20
FGP8	Tourism and IT	Tourism Software Developer	9
FGP13	Cultural Tourism	Service Provider	15
FGP15	Software	Entrepreneur	10
FGP16	Travel and Tours	Entrepreneur	12

Table 2. List of Focus Group participants

## 6 FINDINGS AND DISCUSSION

### 6.1 Focus Group 1 – Categories of local Tourism Products and Services

The study begins by exploring possible tourism products and services that can be promoted in local communities from Nepal. There are 59 legally recognised ethnic groups (Pradhan & Bajracharya 2016), each has their own rich traditions and characteristics. Nepal's rich long history together with attractions offered by cultural and natural uniqueness as well as diverse geographical layout with a combination of low land and several high mountain peaks, enhance CBT products and service offerings.

In discussion with participants in the first focus group, we have classified the following types of tourism products that could be offered by local communities.



Depending on the availability of existing resources in local communities and other factors associated with environmental, cultural and demographic constraints, various tourism products or services as shown in Table 3 can be considered. All the participants of the first focus group agreed on the importance of making communities aware of the possibilities of these tourism activities to benefit the community.

Category of CBT	Tourism Activities (Products or Services)
Accommodation	Homestay, Bed & Breakfast, Resort
Food	Local cuisine, soup, traditional cuisine, international cuisine
Cultural	Dance, music, arts, folk songs, rituals, apparels,
Heritage	Ancient sites, monuments,
Religious	Temple or Monastery visits, Religious rituals, Religious education
Natural/Wildlife	National park, sight-seeing, trekking trails, lakes,
Adventure	Trekking, bungee jumping, rafting, paragliding
Agricultural	Farming, fishing, medicinal herbs
Miscellaneous	Handicrafts, pottery, tea garden, hot springs

Table 3. Classification of potential CBT products and services

## 6.2 Focus Group 2 – Awareness Raising, Education, and Training

Subsequently, the second focus group discussed how best a local community be informed and trained about appropriateness and suitability of tourism products and services for the community. Some of the participants (FGP9, FGP11 and FGP14) raised some issues and challenges with the current setups to reinforce monopolies by some providers as they do not want to share profit. The discussion continued to explore new tourism activities that can either complement existing businesses or create new products or services with an emphasis on creating an authentic experience for tourists. Local communities would be the centre of these types of tourism planning. Major stakeholders in planning and developing these products are existing tourism providers, local government and the local community. Communities possess tremendous opportunities and valuable cultural resources for sustainable tourism development but for this to be realised, the locals need awareness of their specialties and get united to design quality tourism products and services with a focus to benefit the whole community. The participant FGP9 reinforced this by stating *“Communities should come together and work to invest and improve in tourist-attraction sites, and for this, it is necessary to provide awareness and training at a community level.”* Examples from the mountainous area and Buddhism sites were referred to in the conversation. These discussions encompass the characteristics of community-based tourism, which validates the findings by George et al. (2007).

Moreover, the discussion also unfolded new types of products such as medicinal herbs from Himalayan ranges, which is possible to promote to the international market. Educating locals about the potential products and services can be encouraged through new local governments who are willing to make significant impacts on local communities. This study will follow the social impacts framework discussed in Figure 1 to evaluate the potential impacts new tourism activities would make.

## 6.3 Focus Group 3 – Platform Requirements to support local Tourism Products and Services

With the pervasive advancement of ICTs, most of the communities have access to the Internet and smart devices; hence the use of ICT tools to help plan and organise tourism activities in local communities was the topic of discussion for the third focus group. The focus group allowed opportunities to discuss basic features of a digital platform that would help communities to educate, connect and explore possible tourism products and services within a particular community by opening up new channels. As Gretzel et al. (2009) mentioned, ICT plays a critical role to foster community processes and support community action in the real world, the discussion supported the idea of using ICT based platform to initiate and mobilise possible tourism products and services development. In today’s world, digital technologies provide valuable opportunities for enhanced community participation by sharing information. It is also discussed that an appropriate ICT platform would allow engaging with global tourism market directly bypassing the middle layer of tourism providers as indicated by Davison et al. (2005) in some cases.

All the participants in the focus group were supportive of this idea of co-developing a digital platform for CBT for community development through tourism initiatives.

## 7 CONCLUSION

This paper reports on the first phase of co-designing and co-developing a digital platform that supports and enhances CBT in developing countries. We take the social impact framework (Vanclay et al. 2015) as a guide in our engaged scholarship approach (Van de Ven, 2007) through which we engage experts from local communities. Within this paper, we focus on the entrepreneurial requirements towards such a digital platform from the perspective of local communities in Nepal. Empowerment of local communities and rigorous analysis of issues and potential consequences is vital for sustainable development which favours long term gain over a short term soothing of needs. The findings provide an overview of relevant tourism products and services; outline issues around training, access, and ownership; and show the potential for local communities to engage in a global tourism market.

CBT provides great opportunities for entrepreneurship for local communities in developing countries as the trend of tourist arrivals continue to rise. It has been discussed in the focus groups that the type of tourists who visit developing countries are seeking local experiences when they travel rather than accessing places only. This conforms potential opportunities for tourism activities for all kinds of communities in developing countries like Nepal, with a diverse group of ethnic communities. A digital platform will provide a synergic common ground for major stakeholders such as communities, tourism providers and local government to plan, process and offer innovative tourism products and services which would align with the triple bottom line (social, environmental and economic) for making social impacts to a specific community.

The next step of this study will start co-designing the platform with members from communities and experts in the area to get communities' point of view. The design of the platform will follow standard design techniques. One of the features of the platform discussed in the focus group was to allow communities to put forward their innovative ideas within the possible categories of tourism activities for a specific community.

The study is currently limited to the perspectives of one local area within Nepal. As Nepal has 59 legally recognised ethnic groups/communities, the study needs to be replicated to take in further views from additional communities. Furthermore, this paper reports on the first phase of a research project in which we embark on co-designing a digital platform that supports CBT. This phase falls under understanding the issues within the social impact framework (Vanclay et al. 2015). The next stage is then to predict, analyse and assess the likely impact and pathways of different platform design infrastructures. Afterwards, we will implement and co-design a platform that supports CBT in developing countries. Empowering local communities through digital platforms will help to make the world a better place with Information Systems.

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