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Open Innovation Digital Platform for Creative Tourism: Unemployment Reduction and Sustainable Development

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Abstract

This research aims to define and appreciate the development of a creative artisan platform (CAP) based on digital interaction to generate an open innovation opportunity. A quantitative approach based on 549 questionnaires distributed to backers, artisans and tourists was adopted. The findings show that the interaction between different platform participants enriches and stimulates entrepreneurship activity to create social and economic added value. Results provide a useful reference for tourism digital platform development in Saudi Arabia and assert its relative importance in reducing unemployment. A roadmap of the platform is developed to serve as a guide enhancing competition in the tourism sector, which creates value for all participants while preserving the identity and culture and unearthing rich hidden resources of different regions in Saudi Arabia. To reduce unemployment, new businesses, inspired by the information exchange in the platform, especially network centrality and network strength, is created. CAP reinforces and interacts with the Saudi tourism ecosystem to enable artisans. It completes efforts made to promote the tourism industry in Saudi Arabia and concentrate efforts of artisans to promote economic development and Saudi identity all over the world.

Keywords: Open innovation digital platforms (OIDPs), creative tourism, unemployment reduction, entrepreneurial activity, shared creation value.

JEL Classifications: *M13, L26, M15*

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1. Introduction

Tourism is a rapidly increasing global sector, which is considered a crucial component of economic sectors all over the world to create jobs, promote entrepreneurship and generate innovation (The World Bank, 2018) to become one of the largest industries in the world (Curcic et al., 2021). At the same time, this sector was considerably affected by Covid-19 with economic and social negative impacts (Marino et al., 2022). That said, it has become strategic for tourism to invest in information technologies to create business value using big data analytics (BDA) supported by digital platforms (Messeni, 2020) to undertake considerable changes in these recent decades (Parte and Alberca, 2021). An additional need to reinvent and optimize operations is imposed. Creative tourism constitutes the new generation of tourism activity that requires the participation of tourists and locals to create tourist products. It is a co-creation process of tourism services and products by experiencing and discovering the foreign culture and feeling involved in the daily life destination (Richards, 2020). In this specific context, tourists need more reliable information to decide and plan their personalized trip, which does not seem to be easy or reliable in some specific way due to scattered, uncompleted or outdated information.

Traditional technological tools used by most travel agencies or websites create much more difficulties and can constitute a considerable handicap for tourists. Some tourism players tried to use distinct technological platforms, but unfortunately, it is still not specialized enough or not articulated to several tourism actors. Therefore, this option does not support tourist comfort, which requires different operations and services. Digital tourism technologies can impact and support satisfaction for travel decisions in terms of information quality, interactivity, credibility

and accessibility (Yoo et al., 2017). In this way, Open Innovation Digital Platforms (OIDPs) are considered a new generation of interactive and co-creation spaces that enable all actors to interact and exchange ideas and information to facilitate, support and encourage the innovation process (Rho, 2020). Based on the detailed reflection below, it is argued that such a platform becomes necessary in creative tourism. This corresponds to the intersection between different participants to provide rapid and credible information, articulate different participants on the creative tourism process, foster visibility of attractions and tourists resources, absorb travel experiences offered via the platform and promote tourism services and products as well the corresponding market.

In the literature, this platform is defined differently, and, in our case, it is admitted that such a platform is a determinant for creative tourism because it supports information exchange and harmonized data (Cenamor et al., 2019), emphasises online collaboration and electronic interconnection between partners (Wang et al., 2022) and equips third parties with extensible digital core (Karhu et al., 2018).

To conclude, this platform will be accessible to many people at a fair cost and facilitate flexible and direct communications between tourists and local partnerships, which means minimizing intermediations for a greater benefit to local communities. All this process will assist tourists during their plan for a personalized trip using artificial intelligence and operational research techniques. As a co-creating process, open innovation digital platform for creative tourism can serve backers and policymakers to make decisions based on the information left in this platform and bring ideas for eventual progress and development.

Most existing literature about this subject insists on the benefits, key factors and relevance of tourism in sustainable development but little of it aborts its practical development that supports sustainability as well as the corresponding mechanisms for this synergetic interconnection. Thus, considering Saudi Arabia, a country with a rich and diversified cultural heritage with a strong vocation for the tourism industry and an advanced level of digital technology, it is evident that the creation of platforms that develop an easier and stronger link between final customers (tourists) and tourism industry (especially artisans with their different cultural and specific cultural product) is extremely relevant.

Consequently, this study aims to present, identify and develop a practical and critical pathway for OIDPs based on artificial intelligence networks to serve creative tourism activity in Saudi Arabia.

This platform will benefit the tourism industry to achieve its objectives according to Saudi Vision 2030 and reinforce the international position of the Kingdom in digitalization and application of technology to tourism via another reinvented aspect, namely creative or cultural tourism.

In practical terms, open innovation digital platforms for creative tourism in Saudi Arabia will use the latest functionality and technologies to be continuously updated by all participants: videos and photos from all regions in the Kingdom. Every region can be represented by many artisans or service providers according to their abilities and competencies to offer different touristic services (artisan products, personalized artisan products, graphic content, transportation, assistance, guides, security, health assistance, sport activities, etc.) with their contact information, an interactive map and an event calendar, which can guide tourists or stimulate

their interests. It should be noted that this platform is intended to be available for internal and external use with various saved feedback.

This paper will make several contributions in terms of conceptual, managerial and economic aspects. As a conceptual approach, this paper provides a primary configuration of an OIDP (participants, interrelations and options) as directives for its development and operationalization. Interactions and mechanisms identified and tested define a critical and empirical critical pathway for managers to facilitate open innovation and develop an automatic and auto-regulated entrepreneurial process within entrepreneurial ideas exchanges generated in this platform.

The results can complement the efforts made by the Ministry of Tourism in Saudi Arabia to promote this sector and reinforce its contribution to new economic horizons as determined by Saudi Vision 2030. Recently, a digital platform offering easy access to financing solutions for tourism has been launched by Saudi Arabia's Tourism Development Fund. It will provide funding for entrepreneurs, investors and establishments while facilitating administrative procedures.

Another important aspect of this OIDP is attracting foreign investors in tourism to Saudi Arabia by showing them different opportunities and the interest of foreign tourists to visit the Kingdom. OIDPs will bring a new vision to recognize the rich natural and cultural heritage that remains unknown in Saudi Arabia.

The remaining of this paper is structured as follows. Section 2 reviews the existing literature to define different concepts and draw a primary theoretical conception of the suggested platform. Section 3 details the research model and hypotheses development. In section 4, the research

methodology is presented and discussed. Section 5 describes the results. The final section draws main conclusions and managerial and theoretical contributions to further research.

2. Creative Artisans Platform (CAP): A Conceptual Approach

As mentioned at the beginning of this paper, the concept of open innovation platforms will be adopted as a new digital way for creative tourism. Contrary to traditional tourism, creative tourism is aligned with the emergent trend, which focuses on reviving traditions and local crafts. It assists in co-creating and co-preserving local traditions and generating creative knowledge for artisan entrepreneurs to stimulate the development and sharing of creative skills and engage society (Landry, 2010). In this way, it provides an excellent opportunity for artisan entrepreneurs to be more profitable within the limit of their values. This will help minimize traditional conflict between art production and commercial demands and define, as a consequence, a creative economy (Collins and Cunningham, 2017). A more embedded reflection about creative tourism considers it an authentic and engaging experience, which permits tourists to actively participate in a learning process about the heritage, arts or special character of the visited region.

Combined with the OIDP aspects, creative tourism can develop an active need to integrate a dynamic and innovative sustainable and local resource integration according to the tourist needs. Communication between participants is fundamental to increasing collective knowledge, understanding and skills. Innovating and diversifying the tourists' experience is the crucial factor for success. Another critical aspect of our reflection is still related to the importance and effect of creative tourism on local and international levels. It is evident and largely supported that

creative tourism encourages economic, cultural and social development (Promnil, 2022). It is considered a key development strategy (Richards, 2009).

With reference to the research context, it is understood that creative tourism can constitute a successful strategy to enhance the tourism industry in Saudi Arabia, especially with the great effort of the ministry of tourism to digitalize this sector and promote its contribution to sustainable development goals. In addition, there are many interesting and fascinating natural and traditional attractions in all regions of Saudi Arabia, in addition to religious cities (Makkah Al Mokarrama and Madinah). One of the most attractive and innovative touristic sites in Saudi Arabia is NEOM which offers an exceptional journey for tourists and a considerable opportunity to invest while protecting, preserving and regenerating environment. Najdi architecture, Al-Ahsa Oasis, At-Turaif District in ad-Dir'iyah, Historic Jeddah, Rock Art in the Ha'il Region and so many other heritage sites with fascinating aspects deserve to be visitied, also. Furthermore, tourism in Saudi Arabia seems to be diversified; museums are diverse (Folk Village, museum of Buraydah, Dammam national museum…), festivals and events (Jenadriyah, Souk Okaz…), religious tourism (Makkah and Madinah) in addition to a large variety of Saudi seasons (Jeddah, Ryiadh, Taif…). The use of a platform to integrate all these features will facilitate their exploration and stimulate tourism industry.

Saudi Artisans' activities and products are also attractive and diversified. It is important to make them known to facilitate commercialization, create new international markets and preserve the identity that represents their originality and context.

This paper aims to conceptualize the dynamic communication processes related to artisan entrepreneurship based on an interactive platform for open innovation digital platforms in

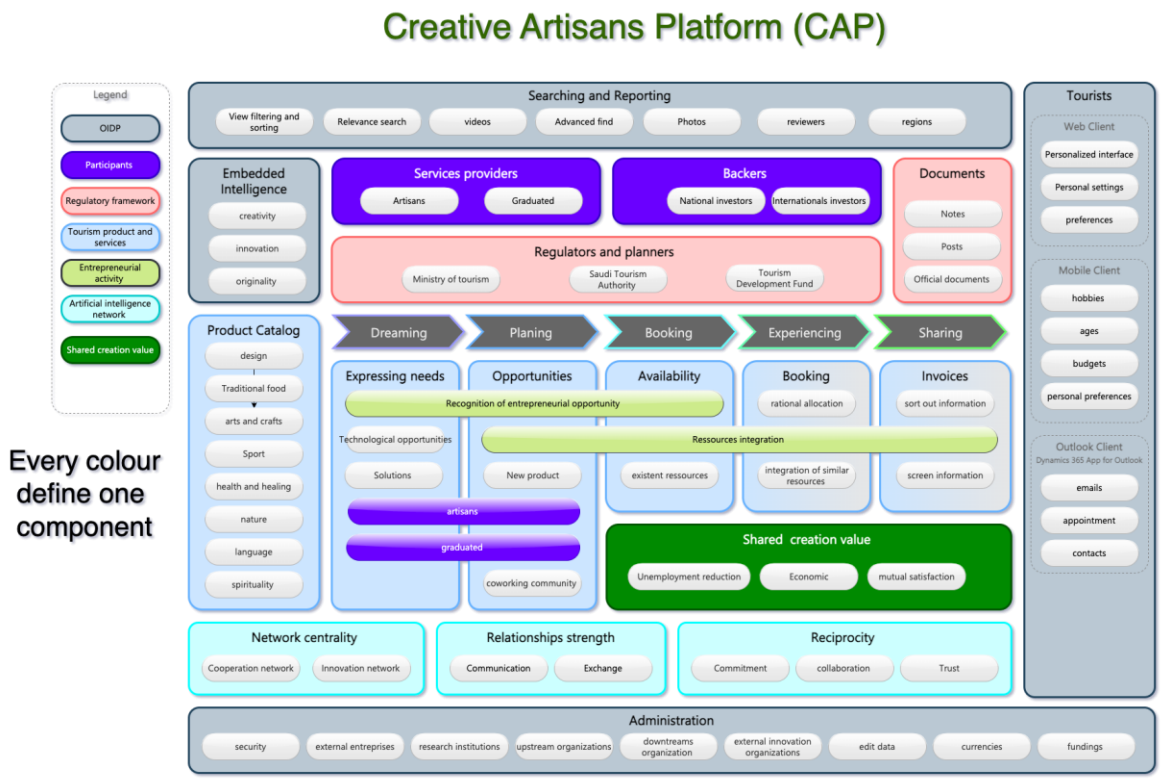
creative tourism. This will help artisan entrepreneurship be adapted to change, innovate and valorize its contribution to sustainable development towards the shared creation of social and economic values. Figure 1 illustrates the general reflection on the platform and its components and different mechanisms. OIDP for creative tourism in Saudi Arabia labelled Creative Artisans Platform "CAP" is considered a new digital initiative that can contribute and stimulate the strategic plan defined by the tourism ministry in Saudi Arabia. It will contain and combine all cultural information related to all regions of Saudi Arabia such as historical monuments, traditional food, natural features and museums to attract tourists worldwide. It will provide instant access to each aspect of heritage and cultural life.

Figure 1 is a transcription of internal functions and the corresponding process. As we can see, this platform integrates different participants in the tourism ecosystem. It interacts with existing organisms to create new businesses and new opportunities to maximize the use of existing resources. In fact, this platform is inspired by the open innovation perspective which means that, in spite of creating new services and attracting tourists, it is the tourists who would create a personalized service related directly to practices of creative tourism. With this platform, tourists will be able to live a different and exceptional journey designed only for them and will be served by different participants according to their specificities, knowledge services and products. It is worth noting that the main participants will be represented by male and female artisans.

In addition, this is the reason for which we choose the label CREATIVE ARTISAN PLATFORM (CAP) for this platform because it deals with the cultural, traditional and specific aspects of Saudi Arabia's culture and identity communicated through the services and products generated by this platform thanks to the contribution of several parties (existing programs, applications and

platforms). The creativity in this state deals with the innovation process generated through it and exclusively oriented artisans in Saudi Arabia.

Figure 1. *Internal Functions of Creative Artisans Platform: CAP*



A primary conception of internal functional components of the platform based on our literature review

Source: Authors

To be more pragmatic, the process generated by this platform can be detailed as follows:

- Tourists will access the platform to choose what kind of service or product they are interested in ;
- The request will be sent to the concerned provider of service/product;
- If available, it will be validated and registered by the regulators (authorities) for propriety rights;

- If it does not exist, the request will be communicated, and every user can contribute to satisfy this need; this corresponds to the entrepreneurial opportunity;
- Afterwards, tourists will be redirected to the marketing department to finalize their requests, book the service and make payment.

3. Operationalization of OIDP to Reduce Unemployment

The operational mechanism of the platform is explored to understand how its use can reduce unemployment and stimulate sustainable development. In fact, two main factors are identified: artificial intelligence network and entrepreneurial activity. The general idea of our reflection is represented in Figure 2**.**

3.1 OIDPs, Entrepreneurial Opportunity and Resource Integration

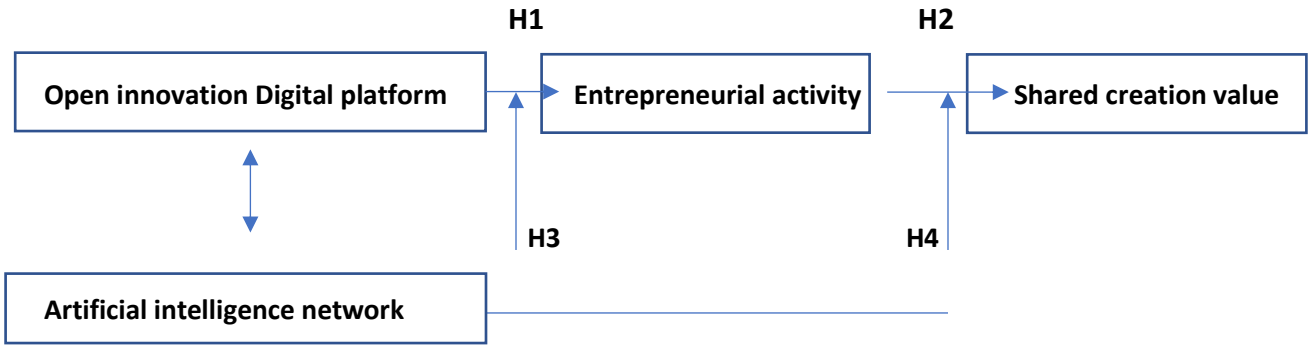
OIDPs are open to stimulating sharing of knowledge and ideas directly and in real time. This interactive approach assists participants in the platform to meet together and create and transfer values in order to start new businesses (Rai et al., 2019). Interactivity and complementarity in the corresponding ecosystem generate and develop economies of scale by expanding the ultimate scope of innovation (Jacobides et al., 2018; Zhang and Cao, 2020) transferred to the outside enterprise (Li and Li, 2021).

Davidsson et al., (2020) show that the digital platform supports entrepreneurs, defines a stimulating environment for R&D, provides service and product innovation and leads to interesting and promising entrepreneurial opportunities. Advanced OIDP widens the horizon, reflects the mind of entrepreneurs and makes them able to easily recognize entrepreneurial opportunities (EO) (Greul et al., 2018; Amit and Han, 2017). It is widely known that the OIDP is

based on its two dimensions (breadth and depth) that affect the intensity and scope of EO (Nambisan, 2017). In this sense, a deeper and wider OIDP makes the recognition and finding of new entrepreneurial opportunities easier because it provides the technical support required to create and discover entrepreneurial opportunities. Based on this brief analysis and according to the different definitions detailed below, we can admit that the use of OIDPs will benefit the entrepreneurial activity in terms of entrepreneurial opportunity recognition and entrepreneurial resource integration. Sharing knowledge, ideas, needs and heterogeneous information enriches the entrepreneurial process as it defines the critical pathway for new business creation. Embedded in the field of creative tourism, we can suppose that information exchange through the OIDP expressed by the tourist will bring an idea to artisan entrepreneurship in the corresponding region to satisfy it and provide additional and adequate information to maximize its satisfaction while communicating new features and services. Tourists, in this way, will have a wide choice and options to select which exactly fits their objective. After this, a distinctive and personalized touristic service or product is made. Its innovative and original aspect constitutes a new opportunity because every service provider will try to create the best version of their product and service. A fruitful collaboration can also be created to guarantee efficient resource integration along this new entrepreneurial process. The first hypothesis is expressed as follows:

H1. OIDPs for creative tourism positively affect entrepreneurial activity.

Figure 2. *Theoretical model*



Source: Authors

3.2 Entrepreneurial Activity and Shared Value Creation

Creation sharing value (CSV) states that organizations can create economic and social value by creating activities or products and by defining clusters between suppliers, competitors, and customers (Porter and Kramer, 2011) to generate greater benefits for both society and the organization (Royo-Vela and Lizama, 2022). In this case, suppliers are backers who will provide findings, competitors are artisan entrepreneurs and graduates (everyone will provide services and products according to their speciality), and customers are tourists all over the world who want to discover new and different horizons in Saudi Arabia.

Creating shared value is considered a new opportunity for different partnerships to improve and stimulate their productivity and profits while promoting environmental and social conditions (Spitzeck and Chapman, 2012; Vorbach et al., 2019). Along the same line, entrepreneurship constitutes an important source of productivity growth, innovation and employment, which would enhance local competitiveness and transform local societies and economies (Tsvetkova, 2015; Alberti and Belfanti, 2020). This continuum between internal and external levels seems to be interesting because it will act for the general benefit; everyone in this process will be a winner.

Another important aspect is related to the formation of clusters or groups of organizations, which facilitates the creation of socially responsible practices overcoming internal barriers, whatever are the budget limitations or the size of this cluster (Collazzo and Kubelka, 2020), with a larger contribution to economic growth (Alberti and Belfanti, 2020). Recently, it has been admitted that entrepreneurship has become the best scenario to create shared value (Brown and Mason, 2017; Hoffmann, 2018).

In this line of ideas, creative tourism, which sustains innovation and creativity, will always be one of the shared value creations because this implies new opportunities and new business creation. A dynamic entrepreneurial process will benefit artisans and graduates by creating new jobs which reduce the unemployment rate and stimulate economic growth and social harmony. However, the most interesting point here is still to facilitate the fulfillment of the tourism industry and make known new features in Saudi Arabia. The second hypothesis is expressed as follows:

H2. Entrepreneurial activity positively affects the creation of shared value.

3.3 OIDPs and shared value creation

In general, the use of the platform is associated with a shift from individual services or products to new forms of platforms as intermediaries for organizing value creation and transactions (Hagiu and Altman, 2017) for various users (Jacobides et al., 2018). This process will generate both innovation and economies of scale (Gawer, 2014) because it can create value easier by facilitating access to collective capabilities and resources that will be difficult to access individually (Hoffmann, 2018). In addition, this grouping via the platform fosters relationships and, in this

way, generates the dissemination of knowledge, resources, collaboration and development innovation (Hoffmann, 2018).

As can be seen, there is a total interdependence between the main concept of this research; an overlap between OIDPs, entrepreneurial activity and shared value creation is easily supported, especially in the case of creative tourism adopted here. In the different levels of reflection, creativity required for the tourism industry is a common point of these concepts but approached differently. Knowledge creation and exchange by the platform is the main catalyst for innovation which is, at the same time, the essence of a successful entrepreneurial process, a minimized risk, and a maximized shared creation value in social and economic fields. The third hypothesis is expressed as follows:

H3. OIDPs for creative tourism positively affect shared value creation.

3.4 Artificial intelligence network, entrepreneurial activity and shared value creation

As digital, open innovation platforms will depend, in our case, on the use of artificial intelligence networks to support the information exchange and the real connection between different participants at any time and everywhere. Artificial intelligence networks depend on different forms of advanced technologies, such as digital algorithms and computers or machines that exceed human intelligence to solve complex problems or tasks. It empowers humans with powerful and diversified tools to act and do more with superhuman abilities while being more efficient (Giuggioli and Pellegrini, 2022). In addition, the artificial intelligence network can re-humanize work to give us more time to think rather than work as machines (Daugherty and Wilson, 2018), stimulating creativity and innovation. Some researchers confirm that artificial

intelligence network offers many opportunities for entrepreneurs, who can access solutions easily and relatively at an affordable cost (Iansiti and Lakhani, 2020) because they rapidly and efficiently provide information for decision-making (Delić et al., 2012).

Considering all these facts, such as rapidity, information, human intelligence and easy access, we will admit that such networks can enlarge, reinforce and sustain the depth and breadth of open innovation digital platforms. This means that as these technologies are embedded, the quantity and quality of data used, collected and shared will be better. This minimizes risk related to the new entrepreneurial process by identifying the adequate opportunity at the right time and by the right participants. Artificial intelligence networks will also ensure the adjustment of shared value via perpetual feedback from different participants.

In this case, and according to creative tourism aspects, tourists will be the first to integrate this network after getting their attention from the platform (advertising, photos, emails, websites, videos, reviewers, etc.), to launch a real discussion with entrepreneurial artisan or the corresponding service provider previously selected. In the meantime, an appointment can be arranged proportionally to its availability; what matters at this level is to get the first contact. Algorithms can be developed for this purpose. After this, tourists will share their expectations or ask for additional information about a specific region, attraction, heritage or natural place. Notice is transmitted to all participants who are already active on the platform, and everyone will have the opportunity to present, detail and explain how its service can be useful. At the end of this discussion and exchange, the tourist will make the most appropriate decision and the whole program of their visit, including travel, journey, visits and helpful contacts. Contrary to traditional tourism, tourists benefit from personalized service and an exclusive cultural and real adventure.

Obviously, tourists can leave the platform without decision or reservation, but at least with a new rich idea, a new mindset about their journey to Saudi Arabia and a new vision for their further travels. A new image is communicated via this platform to tourists all over the world, adding to the great religious value of the Kingdom to the Muslim world (Makkah and Madinah).

To conclude, it is admitted that there is no limit to the effect of artificial intelligence networks on entrepreneurial activity (opportunity recognition and resource integration), and it can have a sizeable effect on the development of new businesses and the creation of an additional value for all entrepreneurial ecosystems.

The fourth and fifth hypotheses are expressed as follows:

H4. Artificial intelligence networks moderate the link between OIDPs and entrepreneurial activity.

H5. Artificial intelligence networks moderate the link between entrepreneurial activity and shared value creation.

4. Methodology

4.1 Sample and Data

The study samples were received from three groups: backers (able or already invested in the tourism industry), unemployed (graduates and artisans) and tourists. The unemployed are associated with problem solvers and tourists as problem providers. Through the use of the CAP and with backers' support, the unemployed will be transformed into job creators instead of job seekers.

A stratified sampling technique is used to integrate all different characteristics required and ensure that the study captures and defines heterogeneous groups of the corresponding population. A list of licensed Tourist Travels Agencies was extracted from the website of the Ministry of Tourism in Saudi Arabia[1] to facilitate the collection of data related to backers. It was easy because the corresponding email addresses were obtained from the website and the link was shared via email.

The unemployed are represented by students who recently graduated from different universities in Saudi Arabia. We have tried to spread the link as much as possible through WhatsApp groups and Telegram with an anonymous response identity. To make contact with artisans, we extracted their emails and contacts, from Tweeter Accounts which are related to artisans and heritage in Saudi Arabia, such as Saudi Handicrafts Program, The Official Account of the Heritage Commission, Cultural Events and some others artisans tweeter accounts different regions of the Kingdom.

For tourists, the link to the questionnaire was shared among different groups interested in travel and sharing previous tourist experiences worldwide on Facebook and Instagram. The main characteristics highlighted are the age of respondents, the average qualification, and the nature of the need to satisfy. This process took about three months. An electronic version of the collecting data tool was developed through Google Forms and communicated to the predefined sample. Around 700 questionnaires were distributed, but only 549 responses were considered as valid. This means that the response rate amounts to 79%. As mentioned below and with the limited time, we adopted this rate as acceptable compared to the nature of data analysis. In

[1] (www.mt.gov.sa/TourismInvestment/TourismLicensing/Pages/ Agencieslist.aspx)

general, to make reliable results using the structural equation model, a sample between 100 and 400 is required (Kock, 2018). Finally, 549 questionnaires were validated and analysed. They were disproportionately allocated to determine the sample size to guarantee that each segment appears in the fixed sample. The Likert scale is used to appreciate each item. The dimensions and items for each variable are detailed in **Table 1**. A link and the final version of the questionnaire is provided in Appendix A. The questionnaire was distributed in two langages : Arabic and English to facilitate the data collect.

Backers in this research refer to individuals or institutions that offer economic and financial services, not necessarily tourism. They include private and public corporations, travel agencies and tourism companies that can assist and reinforce the investment process for the tourism industry. They assist by providing financial support for artisans and/or graduates (unemployed) to catalyze entrepreneurial opportunity that fits real needs and provides services as required and defined by creative tourism.

4.2 Measures

In the proposed model, four main variables are defined. The first variable represents the OIDP for creative tourism through two dimensions – the depth and breadth of the open innovation platform. The second variable is entrepreneurial activity measured by entrepreneurial opportunity and resource integration as a mediating variable. The third variable considered a moderating variable, is the artificial intelligence network. The fourth and last variable is the shared value (dependent variable) corresponding to economic and social value creation.

Based on the literature review and hypotheses, the creation of new businesses reduces unemployment, and by doing this, a social value is created in addition to a positive and

considerable effect on economic value. The authors explain the shared value based on an open innovation platform through entrepreneurial activity and test how the artificial intelligence network can enhance this process to define an adequate framework for creative tourism. Table 1 details the different items used for each variable and the corresponding reference.

Table 1. *Dimensions and items*

Variables	Dimensions	Number of items	References
OIDP	OIDP Depth	7	Laursen and Salter (2006)
	OIDP breath		
Artificial intelligence network	Network centrality	3	Shi et al., (2020)
	Network scale	5	
	Relationship strength	5	
	Relationship stability	5	
	Reciprocity	4	
Shared value creation	Economic value creation (EVA)	8	Lozano (2012)
	Social value creation	10	
REO	Recognition of an entrepreneurial opportunity	4	Ozgen and Baron (2007)
RI	Resource integration	10	Peng et al., (2016)

SmartPLS is used for the hypothesis test and analysis of the collected data. The proposed model contains many interrelationships and a large number of variables. The use of this software allows for drawing strong predictions and building theory in addition to an exploratory analysis (Hair et al., 2012), which fits the current needs: predict the effect of the use of an open digital innovation platform based on a specific artificial intelligence network on the link between artisans and unemployed as problem solvers and tourist as problem provider (needs, requirements, information, photos, specific services, personalized service, etc.) through the development of a new entrepreneurial opportunity. According to Sarstedt et al., (2014), this method seems to be the most appropriate in our case due to the complexity of the theoretical model structure, the existence of direct and indirect effects as well as the specificity of our objective as predictive and explanation.

SmartPLS requires, in general, two phases (Cegarra-Navarro et al., 2016). The first phase evaluates the corresponding measurement model to determine and appreciate different relationships between latent and observed variables. In this phase, reliability, average variance extracted (AVE), discriminant validity, and correlation are considered. The second phase of this study is causal and predictive analysis to quantify the degree and consistency of the causal relationships defined by the model. This is called the structural model.

5. Results

5.1 Measurement Model

This step requires three complement approaches (Esposito-Vinzi et al., 2010, Tenenhaus and Esposito-Vinzi, 2005):

- Reliability assessment: Cronbach's alpha and Dillon-Goldstein's rho must be greater than or equal to 0.7. Corresponding results are acceptable, as detailed in **(Table 3).**
- Evaluation of convergent validity: an examination of loading factors with their latent variable must be greater than 0.7. The results show that all items have a loading factor that exceeds the threshold of 0.7 **(Table 2).**
- Evaluation of discriminant validity: Each latent variable must be linked to its indicators (Fornell-Larker criterion). For evaluation, two indicators were adopted – Heterotrait-monotrait (HTMT) ratio for discriminant validity (Henseler et al., 2015). The HTMT values must be less than 0.90 to guarantee the discriminant validity. The results of the Fornell-Larker criterion indicate that the correlation of all items with its latent indicators **(Table 4)** is higher than the correlation with another construct. In addition, HTMT's ratio appears to be less than 0.90 suggesting a satisfactory discriminant validity level

This study starts by examining the individual item reliability for the measurement model. The indicators exceed the accepted threshold of 0.7 for each factor loading. Table 2 details corresponding factors loadings for each item to purify the scale and test the internal coherence of each construct.

Table 2. *Construct loadings, means and Skewness*

	Mean	Min	Max	Standard	Excess	Skewness	VIF	Factor
nrecru	3.501	1.000	5.000	0.861	-0.165	-0.234	1.859	0.834
nbreemp	3.038	1.000	5.000	1.236	-0.923	0.084	1.303	0.978
rst5	3.142	1.000	5.000	1.393	-0.208	-0.223	1.355	0.842
rst4	3.062	1.000	5.000	1.426	-0.266	-0.147	1.378	0.785
rst3	3.297	1.000	5.000	1.387	-0.130	-0.329	1.470	0.744
rst2	3.260	1.000	5.000	1.339	-0.064	-0.278	1.349	0.781
rst1	3.268	1.000	5.000	1.329	-0.075	-0.323	1.157	0.708
rs5	3.627	1.000	5.000	1.113	-0.152	-0.662	1.171	0.776
rs4	3.423	1.000	5.000	1.286	-0.772	-0.500	1.353	0.737
rs3	3.477	1.000	5.000	1.168	-0.469	-0.488	1.391	0.711
rs2	3.729	1.000	5.000	1.168	-0.346	-0.671	1.304	0.703
rs1	3.543	1.000	5.000	1.141	-0.492	-0.442	2.007	0.715
ri9	3.743	1.000	5.000	0.980	-0.142	-0.598	1.471	0.723
ri8	3.415	1.000	5.000	0.929	0.108	-0.381	2.237	0.734
ri7	3.539	1.000	5.000	1.046	-0.344	-0.468	2.821	0.718
ri6	3.559	1.000	5.000	0.959	0.164	-0.535	2.226	0.619
ri5	3.286	1.000	5.000	1.023	-0.132	-0.452	1.238	0.733
ri4	3.463	1.000	5.000	1.099	-0.577	-0.322	1.450	0.783
ri3	3.410	1.000	5.000	1.194	-0.655	-0.407	1.396	0.830
ri2	3.627	1.000	5.000	1.192	-0.332	-0.703	1.841	0.730
ri10	3.603	1.000	5.000	0.874	-0.296	-0.268	1.057	0.793
ri1	2.796	1.000	5.000	1.356	-0.199	0.101	1.264	0.777
reo4	2.219	1.000	5.000	1.318	-0.774	0.722	1.486	0.751
reo3	3.579	1.000	5.000	1.219	-0.598	-0.599	1.271	0.851
reo2	3.255	1.000	5.000	1.286	-0.075	-0.232	1.028	0.714
reo1	3.648	1.000	5.000	1.152	-0.489	-0.566	1.050	0.786
r4	3.295	1.000	5.000	1.344	-0.988	-0.445	1.036	0.776
r3	2.767	1.000	5.000	1.322	-0.120	0.169	1.132	0.792
r2	3.224	1.000	5.000	1.256	-0.930	-0.291	1.102	0.736
r1	2.900	1.000	5.000	1.250	-0.060	-0.091	1.178	0.769
oip7	3.370	1.000	5.000	1.250	-0.747	-0.395	1.347	0.773
oip6	3.246	1.000	5.000	1.396	-0.177	-0.247	1.271	0.747
oip5	3.350	1.000	5.000	1.255	-0.948	-0.239	1.188	0.709
oip4	2.933	1.000	5.000	1.223	-0.914	0.009	1.439	0.743
oip3	2.730	1.000	5.000	1.231	-0.996	0.090	1.425	0.732
oip2	2.674	1.000	5.000	1.239	-0.908	0.286	1.359	0.710
oip1	3.000	1.000	5.000	1.333	-0.193	-0.037	1.339	0.710
ns5	3.321	1.000	5.000	1.217	-0.725	-0.341	1.253	0.754
ns4	3.337	1.000	5.000	1.205	-0.697	-0.369	1.391	0.716
ns3	3.647	1.000	5.000	1.187	-0.602	-0.574	1.320	0.708

ns2	3.681	1.000	5.000	1.191	-0.524	-0.609	1.086	0.718
ns1	3.401	1.000	5.000	1.238	-0.730	-0.432	1.017	0.745
nc3	3.342	1.000	5.000	1.270	-0.861	-0.412	1.804	0.745
nc2	3.184	1.000	5.000	1.324	-0.097	-0.181	1.219	0.727
nc1	3.113	1.000	5.000	1.218	-0.866	-0.175	1.017	0.793

Based on the detailed results shown in Table 3, all adopted compositions are reliable because both the composite reliability values and Cronbach's alpha coefficient are higher than 0.7. For REO and RST, we performed a composite reliability test if items were delated. Two items were extracted, and composite reliability was promoted to 0.543 and 0.511, respectively. Loading factors seem acceptable for all dimensions, confirming the adequacy of the adopted scale.

Table 3. *Reliability and AVE*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
NC	0.731	0.791	0.834	0.627
NS	0.748	0.798	0.769	0.519
OIP	0.773	0.763	0.779	0.536
R	0.722	0.710	0.682	0.564
REO	0.729	0.763	0.461	0.551
RI	0.788	0.860	0.843	0.600
RS	0.760	0.787	0.777	0.614
RST	0.731	0.774	0.255	0.577

Discriminant validity was also assessed, and all values seemed appropriate. This confirms the coherence and consistency of the research tool. Relationship stability can be delayed due to its low value of composite reliability. In the collected sample, such variable is non-representative. This result converges with the first definition of a platform characterized as a dynamic and interactive process. In spite of this, all variables are kept for the hypothesis test to confirm the composition and consistence of variables via correlation test in the confirmatory analysis.

Table 4. *Discriminant validity Heterotrait–monotrait ratio (HTMT)*

	EMPL	NC	NS	OIP	R	REO	RI	RS	RST
EMPL									
NC	0.530								
NS	0.892	0.561							
OIP	0.241	0.563	0.548						
R	0.833	0.278	0.451	0.433					
REO	0.752	0.157	0.380	0.330	0.748				
RI	0.164	0.098	0.432	0.226	0.739	0.757			
RS	0.850	0.383	0.722	0.396	0.759	0.420	0.487		
RST	0.168	0.042	0.099	0.148	0.167	0.140	0.110	0.116	

A correlation test is performed as a primary step in our exploratory approach for the measurement model to achieve objective and analyze different relationships that may exist

between constructs. We operationalized four main constructs: open innovation digital platform (OIDPs), artificial intelligence network (AIN), entrepreneurial activity (EA), and shared creation value (economic and social effect) represented by the variable employment.

As seen in Table 5, shared value creation depends on the capacity to integrate resources (0.643), which depends on relationship strength (0.386). The effect of open innovation digital platforms seems to be the same for entrepreneurial activity with its two dimensions (0.170 and 0.164). We look to identify the corresponding critical pathway for creative tourism using the platform in this state. The first level depends on the definition of relationship strengths on the platform to facilitate resource integration and consequently create value. Building strong relationships facilitates the information exchange to efficient use of resources, which generates an economic added value and provides additional resources to finance new business if needed.

Another important aspect is related to the strong interdependence between dimensions of entrepreneurial activity: entrepreneurial opportunity recognition is strongly correlated to resource integration (0.533). This confirms that entrepreneurial activity, in this case, is a multidimensional concept. An adequate and successful entrepreneurial process is, at the same time, the recognition of opportunity and the use of resources to strengthen it. This is not the same for the artificial intelligence network. In fact, only two dimensions of this concept are representative – network scale and the strength of the relationship (0.578). This result stresses the importance of the number of partnerships on the platform to generate the desired objective named depth.

Table 5. *Latent construct correlation (Fornell-Larker criterion)*

	EMPL	NC	NS	OIP	R	REO	RI	RS	RST
EMPL	0.730								
NC	0.149	0.791							
NS	0.292	0.260	0.647						
OIP	0.323	0.364	0.328	0.579					
R	0.282	0.131	0.244	0.218	0.603				
REO	0.283	0.087	0.228	0.170	0.395	0.672			
RI	0.643	0.045	0.343	0.164	0.447	0.533	0.633		
RS	0.320	0.246	0.578	0.258	0.452	0.280	0.386	0.644	
RST	-0.027	-0.011	0.026	-0.073	0.084	0.105	0.081	0.043	0.426

The measurement model is tested, and the items are purified. The last step corresponds to testing hypotheses 4 and 5 (mediating and moderating effect). Entrepreneurial activity is considered as mediating, while the artificial intelligence network is considered as a moderator to amplify the effect of OIDPs on EA and the corresponding effect between EA and shared creation value (EMPL).

5.2 Evaluation of Structural Model

5.2.1 Mediating Effect

To evaluate the structural model, the collinearity is tested between the constructs and the predictive relevance of the model (the percentages of variance explained for each regression of the model) (R^2). According to Croutsche (2002), the model is significant if R^2 is greater than 0.1, and Chin (1998) claims that R^2 ranging between 0.67 and 0.19 is acceptable. The structural model

path coefficients achieved using resampling techniques (bootstrap), giving confidence intervals, are also presented and detailed.

Results showthe absence of multicollinearity problems between constructs and the VIF statistic. In addition, the kurtosis and skewness values are all acceptable, with values ranging between -1 and +1, which is acceptable. This confirms the normality of the sample data.

Mediating effect of both recognition of entrepreneurial opportunity and resource integration is also confirmed. H1 and H2 are acceptable, with respective acceptable R^2 values of 0.384 and 0.585. Open innovation digital platform defines an entrepreneurial activity which stimulates shared value creation. To reinforce this result, the Stone-Geisser (Q2) test is calculated. It indicates the predictive ability of the independent variables on the dependent variable through mediation: 0.239 for employment, 0.146 for recognition of entrepreneurial opportunity, and 0.244 for resource integration. As shown, all values are greater than 0, which suggests a strong predictive capacity of the model. Finally, Bootstrap was performed. Figure 3 summarizes the different results of the structural model.

For artificial intelligence networks, which support the corresponding platform, network centrality affects resource integration positively and significantly (R=0.114) but does not significantly affect the entrepreneurial opportunity. This result is understandable because the creation of new ideas or entrepreneurial opportunities depends on a large number of exchanges. A higherinterconnections provide more opportunities to innovate. Instead, resource integration is still related to a managerial process, which depends on the restricted network; only concerned participants are obliged to communicate to optimize resource use and orientation.

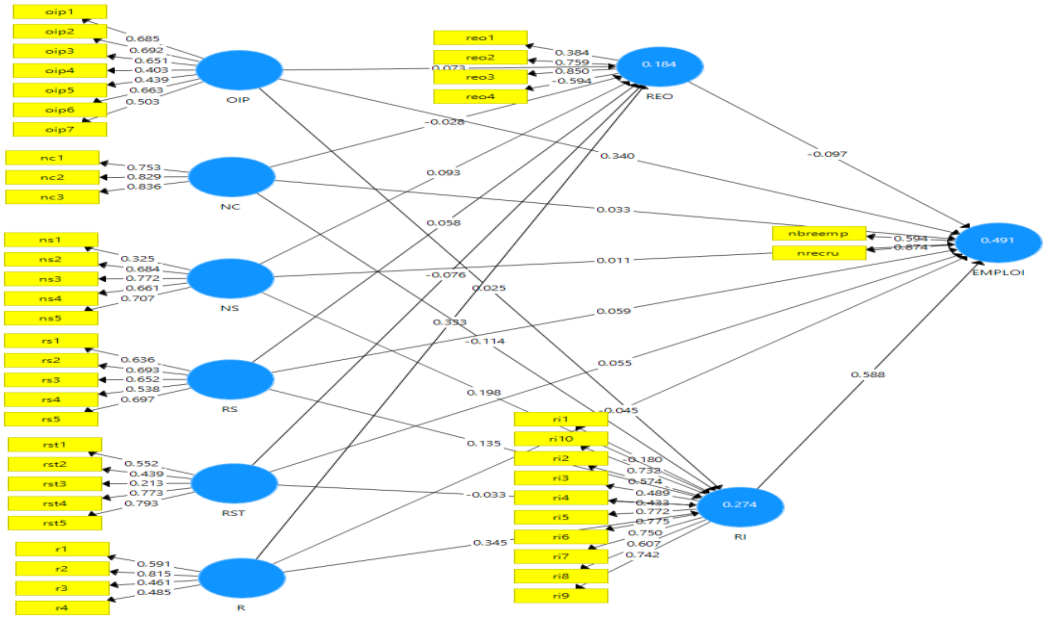
Moreover, the network scale exhibits positive and statistically significant effects on the two mediator variables, recognition of entrepreneurial opportunity and RI, with coefficients of 0.09 and 0.19, respectively. In the same context, the OIP variable exhibits a positive and statistically significant effect on recognizing the entrepreneurial opportunity variable, which has a threshold of 10%. However, the effect on the RI variable remains not statistically significant. The reciprocity variable (R) shows positive and statistically significant effects on the mediator variables' recognition of entrepreneurial opportunity and resource integration. Finally, the relationship reliability (RST) variable does not appear to have a statistically significant effect on the two mediator variables.

Based on this, the existence of the mediating effect is confirmed. It is partially a mediating effect of entrepreneurial opportunity recognition (0.025) and a total effect of resource integration (0.073). Hypotheses regarding the direct effect of OIDPs on EMPLOI are maintained ($\beta = 0.340$, $t = 5.225$, $p < 0.001$). According to the results detailed in Table 6, RI is more relevant for the definition and generation of shared value creation. In this way, REO clarifies the nature of interrelationships between OIDPs and EMPLOI rather than RI ($\beta = 0.097$, $t = 2.013$, $p = 0.005$).

Table 6. *Structural Model*

	Path		Estimate	Statistic	P
OIDP	<---	EMPLO	.340	5.225	.047
RI	<---	EMPLO	.588	2.013	.005
REO	<---	EMPLO	.097	1.354	.000
OIDP	<---	REO	.023	2.178	.000
OIDP	<---	RI	.025	2.783	.000
NC	<---	REO	-0.028	3.842	.000
NC	<---	EMPLO	.033	2.568	.001
NC	<---	REO	-.114	2.384	.000
NS	<---	REO	.093	2.978	.000
NS	<---	EMPLO	-.011	1.713	.000
NS	<---	RI	.198	1.246	.004
RS	<---	REO	.091	2.631	.008
RS	<---	EMPLO	.059	2.543	.003
RS	<---	RI	.135	3.159	.002
RST	<---	REO	-.076	2.535	.000
RST	<---	EMPLO	.055	3.201	.048
RST	<---	RI	.033	2.813	.000
R	<---	REO	.383	2.361	.000
R	<---	EMPLO	-.045	3.133	.042
R	<---	RI	.345	1.278	.053
OR	<---	ST	.134	2.133	.000

Figure 3. *Structural path*



5.2.2 Moderating Effect of the Artificial Intelligence Network

To test the moderating effect, a multiplicator variable must be calculated and integrated into the model to verify its significance with this new variable (Baron and Kenny, 1987). In this case, the interaction variable is calculated using the two-stage approach (Little et al., 2006). The objective of the study is to appreciate and test the moderating effect of Artificial Intelligence Network (AIN) on the link between open innovation digital platforms and entrepreneurial activity at the first level, then between entrepreneurial activity and employment.

The results were adopted for each dimension of AIN to identify a hierarchical approach for employment in creative tourism through OIDPs. This means that the study seeks to identify the moderating effect of each dimension to make the results more useful.

The effects of the interaction variables resource integration/network centrality and recognition of entrepreneurial opportunity/network centrality are positive and statistically significant on employability. An advanced level of network centrality combined with entrepreneurial activity in terms of opportunity and resource integration supposes that the need has been expressed, identified and fixed. All participants are now able to offer what is claimed. If the network centrality identifies a missed satisfying need, another qualified participant is notified, the new business is launched, and a new job is created with an immediate collaboration. Sometimes, the new project is funded, and the opportunity identified and satisfied constitutes from now an investment. This result is still available for network strength.

Only the effect of the open innovation digital platform/network scale interaction variable remains positive and statistically significant on employability. Network scale amplifies the platform's effect on employability, but such variable cannot enhance the effect of entrepreneurial activity on employment. It is not enough due to the absence of interaction and exchange.

Only reciprocity moderates, at the same time, the effect of the platform and the entrepreneurial activity on employment.

Finally, all interaction effects of relationship stability are statistically insignificant. This confirms the non-importance of this variable. In addition, it confirms the main general aspect of the platform interactivity for creativity and exchange for resource integration. A brief summary of these results is presented in Table 7.

Table 7. *Summary of all moderating effects of AIN*

	AIN Component	REO	RI	OIP
Moderating effect	NC	+	+	-
	NS	_	_	+
	R	+	_	+
	RS	+	_	_
	RST	-	_	_

6. Discussion

The results revealed that fully recognising entrepreneurial opportunity mediates the effect of OIDPs on employment. This result converges with the majority of previous research, which sustain a positive and significant effect of entrepreneurship activity on the integration of resources and partially mediates this same effect. Therefore, the idea of OIDPs, as presented here, adopts an artificial intelligence network as the main intermediating mechanism. In this sense, all dimensions related to these variables remain positive and significant except for the stability of the relationship. This result remains three main important mechanisms to support successful OIDPs creativity (by the development of relationship stability), durability (through the importance of the mediating effect of the dimension of relationship strengths) and reciprocity,

as mentioned by Chesbrough and Bogers (2014). They show that open networking facilitates the establishment of various relationships between different types of actors to create innovation.

The findings in Table 7 indicate that five factors significantly and positively influence employability: open innovation digital platform, recognition of entrepreneurial opportunity, relationship integration, relationship strengths and relationship stability. However, the largest impact is still related only to OIP and RI. This confirms that the creativity generated by the platform for open innovation sustains and stimulates the integration of resources to create new jobs. Such a platform improves defining new opportunities. As it can be seen, adopting such a platform can assist the use of existing resources, minimize innovation costs, and at the same time, create new businesses. Findings confirm the importance of resource integration on employment directly and indirectly (via relationship integration and relationship strengths).

AIN as moderating variable is confirmed only between entrepreneurial activity and shared value creation. Therefore, a significant and positive relationship between entrepreneurial activity and shared value creation via network centrality is confirmed. This indicates that a higher level of shared value creation can be amplified by the development of network centrality, which means that a high level of network cooperation between different participants, such as the existing platforms, will provide a high level of value creation according to the synergy effect provided by a joint complementarity. This can be appreciated by the amount of information exchanged and the frequency of access to this platform.

To summarize, our empirical investigation confirms that this platform, based on the development of an open innovation process stimulated by tourists, can generate a new entrepreneurial opportunity that will be explored and adopted according to resources use. This process depends

especially on network centrality and network scale. These two variables are represented by existing services or platforms developed in Saudi Arabia to sustain entrepreneurial activity. In other words, our platform can complete, reinforce and integrate most of the existing organisms to ensure and develop a mutual value creation. To assess this approach, Table 8 compares how the suggested platform CAP can interact with other organisms.

Table 8: *CAP Partnership: a comparative and complementary approach*

Platform/organism	Entrepreneurship	Artisans contribution	Interactivity in real-time	Innovation Creativity	Personalized product/ service	Funding	Sector of activity
CAP	X	X	X	X	X	X	Tourism
بادر	X			X		X	All sectors
روح السعودية		X					Tourism
Tourism training program	CAP can be considered as an opportunity to get employment	Artisans and graduated		Can be one of the main sources of innovation and creativity in CAP	Service and product providers		Tourism
مراكز دعم المنشات Monshaat SA	Can integrate CAP as a service provider for new business detected and defined in the platform	Artisans are entreprneurs	NO	The REO is a source of innovation		Backers	
مركز التراث العمراني			NO		Service provider: enrich the content of CAP		
هيذة التراث MOCH heritage			NO		Service provider for CAP		
الفعاليات الثقافية			NO		Service provider for CAP		
نحن تراثنا			NO		Service provider for CAP		
برنامج بارع Saudi Handicraft		Artisans are entreprenurs.	NO		Service providers for CAP (entrepreneurial ideas)	Backers	

Based on this table, among existing organisms, some will be considered as an active partnership (provide service and product according to tourist preference, especially with cultural and heritage aspects), while others will complete and reinforce the generation of the new business main source of new jobs by providing financial support and authorities as a regulator to protect intellectual rights and brevets.

This table shows that only CAP is exclusively oriented towards artisans and can provide a real-time interaction within the tourism ecosystem. It integrates all efforts to maximize reources exploitation in tourism, create new projects which satisfy real needs (from tourists) and reduce unemployment.

7. Conclusion

The purpose of this paper is to empirically explore how the use of open innovation digital platform for creative tourism stimulates shared value creation (economic and social) through the definition of a new entrepreneurial activity. To assess this idea, the entrepreneurial activity is considered as mediating variable between open innovation digital platform dimensions and shared creation value—artificial intelligence network as moderating variable between OIDPs entrepreneurial activity and employment. After quantification, a critical pathway emerges and can be used as a user guide for adopting this platform, Creative Artisans Platform (CAP), with reference to all efforts entertained on it.

The research model developed and tested is useful to assess the internal function of the platform as discussed in the first theoretical part and reinforce the idea by providing a real foundation to

the project, “CAP”, to stimulate creative tourism, entrepreneurial activity, and consequently sustainable development.

It is believed that this research truly provides a novel approach to developing innovative spaces for creative tourism in Saudi Arabia that converges with the objectives of Vision 2030 and satisfies the new needs of this fourth industrial revolution.

Indeed, the OIDPs investigated in this research enabled the definition of new relationships among a variety of innovators, thus contributing to the evolution of the automatic dynamic entrepreneurial process in which a cooperative model granted the opportunity for a new business to solve concrete problems and provide a personalized solution. In this process, the urgent needs of tourists in Saudi Arabia or those who wish to visit Saudi Arabia are transformed from tourists as users into co-creators or producers (artisans or unemployed) of innovative services and products. The most lucrative and favorable ideas can be turned into innovations available in the tourism market through small tourism businesses or start-ups, attracting more tourists and generating additional resources (human capital and economic) into the region according to its characteristics (cultural aspect, traditional aspect, traditional food, natural parks, or religion spaces).

In spite of all these contributions, we believe that the absence of an econometric approach or model of different interrelationships as presented on the CAP platform constitutes the main limitation.

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Appendix

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Items used :

Depth and breadth of open innovation digital platform

A high cooperation between the platform and external enterprises is important

A high cooperation between the platform and research institutions is important

A high cooperation between the platform and upstream organizations in the supply chain is important

A high cooperation between the platform and downstream organizations in the supply chain is important

A high cooperation frequency between the platform and external innovation organizations/other organizations is important

A high cooperation between artisans/graduated and backers is important

A high cooperation between tourist and artisans / graduated is important

Recognition of entrepreneurial opportunity

We are very responsive to the technological opportunities that circle in the coworking community

We can develop new products to catch market opportunities with the help of coworking community

We get insights into new ways to approach product development

We can make several alternative solutions for each problem the project team encountered with the help of coworking community

Resources integration

The cohesion of entrepreneurial resources exists

The coupling of entrepreneurial resources is easily developed

Enterprises can gain competitive advantages through rational allocation

Enterprises can gain competitive advantages through integration of similar resources

Enterprises often sort out information to activate various information resources

Enterprises often screen information to activate various information resources

We can learn the technical know-how held by the coworking community

We can take advantage of product development opportunities with the help of the coworking community

Artificial intelligence network

Network centrality

Our enterprises are dominant in the cooperation network.

In the innovation network, the cooperative research and development process between enterprises can only be accomplished by the participation of all enterprises.

In the innovation network, enterprises can transfer information to other network entities without relying on additional enterprises.

Network scale

High number of enterprises in the innovation network is required

High number of universities and scientific institutions in the innovation network is required

High number of NGOs in the innovation network is required

High number of financial institutions in the innovation network is required

High number of intermediaries, such as consulting enterprises, in the innovation network is required

Relationship strength

A high frequency of communication between an enterprise and other companies in the innovation network is required

A high Frequency of communication between an enterprise, universities, and scientific institutions in the innovation network is required

A high Frequency of communication between an enterprise and governmental organizations in the innovation network is required

A high Frequency of communication between an enterprise and financial institutions in the innovation network is required

A high Frequency of communication between an enterprise and intermediary in the innovation network is required

Relationship stability

Duration of cooperation between enterprise and other companies in the innovation network is important

Length of cooperation between an enterprise, universities, and scientific institutions in the innovation network is important

Length of cooperation between an enterprise and non governmental organizations s in the innovation network is important

Length of cooperation between an enterprise and financial institutions in the innovation network is important

Length of cooperation between an enterprise and intermediary in the innovation network is important

Reciprocity

All enterprises in the innovation network exchange their own confidential information with each other.

All enterprises in the innovation network fulfill their commitments to each other.

Even when the opportunity arises, enterprises and their partners in the innovation network will not take advantage of each other

All enterprises in innovation network trust each other.

Shared value creation

Economic Value (EVA)

We offer high-quality products and services to our clients

Our products and services meet the satisfaction of beneficiaries

The products and services of our enterprise have the best quality features

We place a high guarantee on the educational products and services for students

Respect for consumer rights is a management priority for our enterprise

We foster business relationships with our suppliers

We create an efficient channel for handling complaints by our clients

We have a formal procedure for the interaction and dialogue with our customers, suppliers and the other stakeholders of our enterprise

Social Value (SOVA)

We offer support to consumer for social exclusion

We assist in curriculum development and workshop training to upgrade mutual professional skills

We uphold the labour and other laws related to the tourism and industry as well as commercialization

We offer tourism packages for whom interested in offering social and learning programs

We value both tourists and community members suggestions and initiatives

We foster training and professional development of all participants in enhancing tourism and active learning

We support service providers to undertake social activities programs such as expositions, competitions, inter-enterprises competitions, and speech and prize giving programs

We are committed to the quality of life of the community through the support of assistance packages.

We demonstrate great concern in a friendly environment in all the touristic journey we have a working relationship.

We allow different shapes of opinions and ideas from tourists, backers, and service providers regarding the platform.