PULSE OF ECOMMERCE AND LOGISTICS IN ASIA PACIFIC:

STATE OF THE INDUSTRY, CHALLENGES AND POTENTIAL SOLUTIONS

EXTRACTS FROM THE INAUGURAL
ADVISORY COUNCIL ON ECOMMERCE
AND EFULFILMENT (ACE²)

INTRODUCTION

On October 9, 2013, leading Asia-Pacific eCommerce practitioners gathered in Singapore for the first time for what would be a biannual meeting to discuss emerging trends and opportunities in eCommerce. Under the auspices of Singapore Post Limited (SingPost), this inaugural Advisory Council came together to discuss the likely future shape of eCommerce and eFulfilment within the Southeast Asian region.

Group Chief Executive Officer of SingPost, Dr. Wolfgang Baier welcomed the group and underscored the importance of advancing the Asia-Pacific eCommerce ecosystem through regular discussions among the leading players in this field. As such, the purpose of this group is to cultivate and promote an effective eCommerce ecosystem in which all players – eCommerce enablers and logistics and transportation providers – can achieve success.

This white paper presents an overview of the Asia-Pacific eCommerce market along with trends and analyses of the market potential for these eCommerce and logistics companies serving this fast moving sector. The paper also covers the eCommerce challenges identified by Council members and key initiatives to be undertaken in the coming years.

We hope this white paper would provide insights and act as a catalyst to generate further discussions among key stakeholders and spur collaborative action on new areas that drive the successful growth of eCommerce throughout Asia-Pacific.

Asia-Pacific (APAC) is undergoing an exciting period of rapid eCommerce growth. According to eMarketer, a leading market research company on eCommerce and digital media, Asia-Pacific is expected to leapfrog North America to become the world's largest regional eCommerce market for business-to-consumer (B2C) eCommerce sales.

B2C ECOMMERCE SALES WORLDWIDE BY REGION (US$BILLIONS)

REGION	2011	2012	2013E	2014E	2015E	2016E
North America	328	373	420	469	523	580
APAC	238	316	389	502	607	708
Europe	250	296	340	384	423	457
LATAM	28	38	46	56	63	70
Worldwide	857	1,043	1,221	1,445	1,655	1,860

Source: eMarketer

Moreover, eMarketer estimates show that APAC eCommerce sales will grow at a compounded annual growth rate (CAGR) of 19.9% between 2011 and 2016 -- From 2012 to 2013, eCommerce in APAC grew 23.0%.

By the end of 2013, the total online retail revenues in China, South Korea, Japan, Australia and India were close to the combined revenues for online retail in the United States and all of Western Europe. The bulk of online spend in APAC comes from China where online retail spend has already surpassed that of the United States. Additionally, APAC online retail sales continue to grow at faster rates than non-APAC regions: for example, China's online retail spend CAGR is 18% compared to United States online retail CAGR.

ECOMMERCE BY THE NUMBERS: APAC

| COUNTRY	ONLINE BUYING POPULATION (2015) (M)	ONLINE RETAIL SPEND (2015) (US$ B)	SPEND CAGR (2013-2018)
Australia	11.8	28.9	10%
China*	411.7	451.2	18%
India*	53.8	5	50%
Japan	73.2	73.2	10%
South Korea	29.5	24.1	10%

*B2C and C2C sales
Source: Forrester Research Online Retail Forecast, 2013 To 2018 (Asia Pacific)

Many online retailers in the APAC region are radically innovating to capture the market potential in APAC — Alibaba Group is the most notable of these retailers, and its retail innovations have not only disrupted retail in APAC, but are making headlines globally.

Retail disruptors like Alibaba Group will influence and change the face of eCommerce in the APAC region in the same way Amazon and eBay disrupted retail and eCommerce in North America. Alibaba Group has created a C2C and B2C marketplace platform that puts all the power in the hands of the consumer. Online shoppers in China now expect to have hundreds of ratings and reviews about a single product, inexpensive and faster shipping options, incessant promotions and the option to communicate with customer service through a multitude of channels. While these expectations set a high bar for businesses, meeting them will help businesses drive sales, as can be seen in the case of Alibaba. Tmall alone transacted over US$70 billion in sales in 2013 while Taobao transacted nearly double that amount over the same period. Many expect Alibaba Group to use its eCommerce expertise to expand globally, and many more speculate that it has its sights set on South East Asia in addition to the United States.

There is also significant eCommerce growth coming out of the ASEAN region, most notably Singapore and Malaysia. Despite the two countries only making up 8% of the population in Southeast Asia, they account for 50% of total online retail sales in the region. Forecasts show Singapore's eCommerce market to hit S$4.4 billion (US$3.5 billion) by 2015. 60% of eCommerce sales in Singapore come from cross-border orders driven by the country's regulation that goods valued below US$320 can be shipped duty-free. Domestically operated sites in Singapore excel in the books, media, travel and ticket sale categories, which is typical of maturing eCommerce markets.

DOMESTIC AND CROSS-BORDER ONLINE SALES IN SINGAPORE AND MALAYSIA
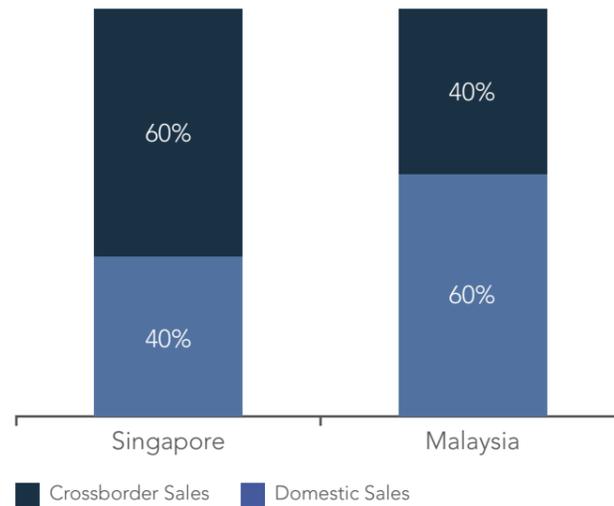
Source: Asia Briefing

In Malaysia, 60% of eCommerce sales come from domestic sites, most likely due to the fact that online shoppers are taxed on imported items over US$160. Like in Singapore the online industries flourishing in Malaysia today are travel and event ticket sales.

Despite Indonesia's large population (nearly 300 million), eCommerce sales are only forecasted to hit about US$10 billion by 2015. However, unlike other APAC nations, the lack of internet infrastructure and logistics capabilities in Indonesia does not seem to hinder the population outside of urban areas (mainly Jakarta) from ordering online. While this creates significant logistical challenges for business for now, eCommerce in Indonesia in future will grow to present a big opportunity as internet access and infrastructure improve.

Philippines also presents significant eCommerce opportunities given the size of the country's online population – around 35 million – and the fact that 70% of the country's GDP comes from consumption. Amazon has made significant progress in the Philippines despite not having a localized Filipino site: typically, retailers develop a localized site when it is clear that shoppers in the country are, or will be, willing to shop online and exhibit interest in accessing products that are likely not available domestically. This is evident of the potential for further expansion

Forrester's research finds that in Asia, online marketplaces play a crucial role in helping brands of all sizes to access consumers. In general, online shoppers in APAC prefer to shop through e-marketplaces as they provide a service layer that helps new online shoppers to trust the online shopping process. Looking at the transaction value and volume trends in eCommerce markets throughout Asia, it is indeed marketplaces, not direct-to-consumer sites that drive the majority of sales: Rakuten has done so in Japan, as has Tmall and Taobao in China, Gmarket in South Korea, and Qoo10 in Singapore. Marketplaces provide a ready opportunity for small and medium enterprises (SMEs) to drive brand awareness and build a client base, while bigger brands see marketplaces as another natural channel to reach out to existing clients. Even Apple, arguably one of the most recognizable brands in the world, recently opened a store front on Tmall.

As eCommerce markets mature, consumers typically shift towards a direct-to-consumer online shopping experience with their preferred brands. Direct-to-consumer sites will give consumers the opportunity to engage with their favourite brands and allow brands to build loyalty in a way that the

marketplace experience cannot. Only more recently is China approaching the phase where large brands (e.g., Nike and Ugg Australia) sell direct-to-consumer in addition to selling through Tmall (a marketplace). In Southeast Asian markets where credible marketplace options are lacking, selling direct-to-consumer will be even more important for brands looking to reach online shoppers.

The potential for innovation and growth is also great for eCommerce logistics service providers. Transport Intelligence shows the 2013 Asia-Pacific eCommerce logistics market at US$95.98billion, a 15.5% increase over 2012. The increase was due to the continuing domination of the Chinese market.

With the single ASEAN Economic Community to take off in 2015, the ASEAN market will continue to grow and contribute more than 11.0% of APAC eCommerce logistics spend. By 2016, the APAC eCommerce logistics market is estimated to grow to US$175.24 billion. This estimate is based on the continued growth of eCommerce sales as well as investments in infrastructure and logistics projects throughout the region.
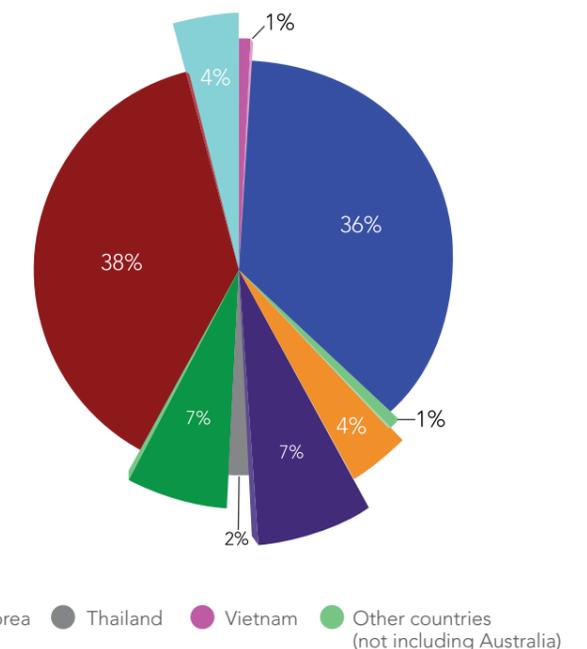
Source: Transport Intelligence

Several factors contribute to the growth of eCommerce in Asia-Pacific:

3.1 Rise of the Middle Class

A growing middle class across the APAC region is beginning to make itself known as its spending power and domestic consumption increases. According to the Brookings Institution, growth in China, India, Indonesia, Vietnam, Thailand and Malaysia will result in Asia's share of the global middle class more than doubling from its current global share of 30%. In fact, Asia will have 64% of the global middle class and account for over 40% of global middle class consumption by 2030.

Combined, China and India represent 37% of the world's population and about 10% of global GDP, and both countries have seen rapid economic growth; however, as the global economy has slowed, the Chinese government has focused on transitioning its economy from one that is heavily export-driven to one that is more balanced in domestic consumption. Moreover, in its 12th Five-Year Plan (2011 to 2015), China indicated it will focus on stimulating private consumption: the plan includes the adoption of a more labour-intensive services model and the expansion of the Chinese transportation and logistics network, which traditionally had been focused more towards exports than on the domestic market.

It is worth noting that China and India reflect some differences in urbanisation, which in turn affects the logistics of domestic demand. While urban growth is spread across a large number of cities in China, urban growth in India is concentrated in megacities such as Delhi and Mumbai. 43% of India's private consumption derives from cities and is expected to grow to 62% by 2025. This shift in spending from the country's countryside to urban areas will allow retailers easier access to the growing consumer base.

3.2 High Mobile Penetration

Mobile commerce (m-commerce) is another fast-growing trend in the APAC region and its adoption has been much faster in Asia Pacific than in any other geographic region. In many markets, smartphones now outnumber non- smartphones, especially in Singapore, which has the highest smartphone ownership in Asia Pacific. Thus many countries in Asia Pacific have the potential to leapfrog developments in m-Commerce compared to western countries.

For example, 55% of internet users in China have made a purchase via a mobile phone: this is the highest mobile shopping penetration rate of any country, according to eMarketer. Meanwhile, the mobile shopping penetration rate is only about 20% in the United States. Other Asian countries are following China as far as mobile shopping goes; in fact, the respective mobile shopping penetration rates of South Korea, India, Indonesia, Vietnam, Malaysia, Thailand and Japan double that of the US.

More consumers are using tablets, as well: according to Nielsen, around one-third of the smartphone users own a tablet (39%, 32% and 30% respectively) in the Chinese, Thai and Malaysian markets. Smartphones continue to be the current choice for m-commerce, but tablets could surpass smartphones in future.

3.3 Growth in New eCommerce Players

There is also an explosion of online websites from blogshops, monobrands and marketplaces in the last few years. These sites offer more options to consumers and help to propel the growth of online sales.

Taobao, under Alibaba Group, set up its Southeast Asia website in late 2013. According to the company, it has already signed up 280,000 people in Singapore and 210,000 in Malaysia. Taobao has also launched a platform for its logistic partners to offer International Parcel Forwarding Service (IPFS) in Singapore, just as it does in Hong Kong, Macau and Taiwan. IPFS enables merchants on the platform to send their goods to buyers who are overseas.

Rakuten started selling in Thailand in 2009 by acquiring the Thai online retailer Tarad.com. "Our operations in Thailand are likely to turn profitable next year," said Toru Shimada, CEO of Singapore-based Rakuten Asia. In addition, Rakuten launched an e-commerce site in Singapore in January 2014 and aims to become the No. 1 eCommerce site in Singapore within five years.

Singapore Post also started a retail website, Omigo. The Omigo portal, which is still in pilot stage, carries more than 7,000 consumer electronic and baby products. eCommerce now makes up about a quarter of Singapore Post's total revenue. Along with establishing an e-retail portal and providing creative transportation solutions, Singapore Post also creates webstores for international brands like Adidas. Adidas expanded its online presence into Southeast Asia in 2013 and the website is managed through Singapore Post's end-to-end eCommerce solution which offers services from technical platform building, to new customer acquisition, to digital marketing, warehousing, shipping and customer care.

3.4 Increasing Logistics Options for eCommerce Players

The integrity and continuity of the supply chain is of critical importance for any eCommerce venture to grow. Many different players like express couriers, postal operators, third party logistics providers and eCommerce companies are making more logistics investments in Asia Pacific to support this expansion.

For example, Yamato Transport, a regional player, has expanded its regional footprint through Ta-Q-Bin in several key Asia Pacific markets to serve the increasing eCommerce volume. Australia and Singapore Post have also launched various eCommerce related solutions to ride the wave.

The evolving online landscape has brought both challenges and opportunities to various logistics and transportation providers, including the post offices, who may join the eCommerce bandwagon or risk missing out on a fantastic opportunity.

Traditional logistics and express providers are also facing increased competition not only from each other but from post offices and new entrants with value-for-money logistics and distribution solutions. For express companies, the intra-Asia market is not without its challenges. FedEx and UPS received limited licenses to operate in the Chinese domestic market, while DHL withdrew from this segment a few years ago.

Postal operators are becoming viable logistics and transportation competitors. Post offices are faced with declining mail volumes and see eCommerce as an opportunity to increase small parcel volumes.

Some eCommerce companies choose to develop their deliveries in-house: the Chinese eCommerce company Jingdong Mall, for example, was granted a license for its logistics subsidiary. This allowed the company to not only manage its own logistics system, but also that of others. In the past few months, Jingdong Mall announced it was able to make deliveries within 24 hours of customers' purchases—a vast improvement from its previous three- to four-day delivery times--in selected cities.

Another example of a company choosing to develop deliveries in-house is Flipkart, an online merchant based in India. It has made significant investments in establishing its logistics network and it has about seven warehouses and employs 2000 staff in its logistics department alone.

Japanese eCommerce company Rakuten has also developed its own nationwide logistics network for delivery, and it is in the midst of taking the concept to Europe and the United States.

While we are still in the early stages of eCommerce growth, niche logistics and postal services meet the market's needs by offering creative solutions and extensive last-mile delivery networks. For example, Quantium Solutions has evolved from a cross-border mail operator to a leading eCommerce logistics provider in Asia Pacific. It provides warehousing, fulfillment service catering to the B2C eCommerce activities, last-mile delivery and returns management.

Kerry Logistics has its core business in integrated logistics, international freight forwarding and supply chain solutions. Following eCommerce growth, it has started to expand its capabilities to serve new entrants to the online market as well as brick-and-mortar businesses that branch out to online sales.

The ever-evolving and ever-demanding online customer demands exceptional services and online experiences. Global eCommerce businesses must aim to win and even exceed expectations in key areas. The following lists illustrate the eCommerce functionalities that the most successful global online operations employ.

TOOLS RATED BY RETAILERS AS MOST EFFECTIVE IN CONVERTING ONLINE SHOPPERS ON PRODUCT DETAIL PAGE

Customer ratings and reviews

Alternative images

Related imagery

Recommendations

Video

Zoom

Side-by-side product comparisons

TOOLS RATED BY RETAILERS AS MOST EFFECTIVE AT CONVERTING ONLINE SHOPPERS DURING CHECKOUT

Persistent/saved shopping cart

Alternative payments

Recommendations during checkout

Guest checkout

Multiple shipping methods

Saved customer order history

Promotions automatically deducted

Successful eCommerce businesses will also consider the importance of localising their website in key areas as a means to drive conversion. The following areas are considered to be the most important aspects of a website that should be localised for individual markets.

KEY LOCALISATION OPPORTUNITIES

Customer service	Offer times, channels and language most used by the online shopper. Click to chat tends to be favoured by most markets in Asia.
Language	Offer a website that translates key components shoppers engage with on the site. Localizing product descriptions, frequently asked questions, and ratings and reviews have proven to increase conversion rates.
Currency	Offer all prices in local currencies. For many international shoppers one of their greatest issues with shopping online is not knowing what currency the price is listed.
Payment options	Offer payment options to reach a broad range of customers. In South East Asian countries where many online shoppers are "unbanked" Cash on Delivery (COD) has proven to be an eCommerce driver. Only a fraction of the population across the ASEAN have an international credit card and offering that payment option alone will not drive conversion rates.
Fulfilment	Offer fulfilment solutions that meet local standards. Singapore aside, one of the biggest barriers to eCommerce in the ASEAN region is the logistics system. Businesses will likely need to partner with local couriers to have the broadest reach.

Omnichannel initiatives, while advanced, are a growth opportunity for businesses operating online and in-store, as well as those brands selling through distributors. In the Age Of The Customer, what Forrester defines as a 20-year business cycle in which the most successful enterprises will reinvent themselves to systematically understand and serve increasingly powerful customers, online shoppers will expect to be able to access products through any channel at any given time. It is the role of eBusiness professionals to empower their customers to do so through their website or online store.

In cities with low population densities, online businesses thrive by offering omnichannel solutions.

Japan leads these efforts in APAC: retailers there have long offered online shoppers the options to pay in-store and/or pick-up in store. As a result, the Japanese shopper does not need to worry about stolen packages or online credit card fraud. Additionally, many businesses in Japan can fulfill all eCommerce orders from their stores, shortening delivery time, eliminating warehousing costs, and ultimately creating an effective omnichannel inventory system. The following omnichannel services will greatly reduce the barrier for first time online shoppers who worry about transacting online, want the option to return what they buy, and may be unfamiliar with new brands and products.

OMNICHANNEL FUNCTIONALITY	PRIORITY LEVEL
In-store returns	High
Online versus in-store availability	Medium
Store locator function	High
In-store pickup policy	High
Ship-to-store	High

Global online businesses must offer eCommerce functionalities that encourage shoppers to transact with them – both online and in store. Creating a seamless omnichannel experience will also help businesses foster customer loyalty by offering a convenient and seamless experience.

As businesses consider online and/or global expansion they should create their roadmap with technology advancements and global expansion in mind.

Numerous challenges, such as developing infrastructure, lack of delivery options, and cross-border trade still hinder the future development of eCommerce. During the roundtable discussion, council members identified four main challenges they are facing:

6.1 Lack of a Robust eCommerce Ecosystem

There is consensus that Singapore and the region need a more coordinated effort to build a sustainable eCommerce ecosystem in which leaders in services and operations from platform building, technology infrastructure, payment enablement, search engine marketing, logistics and fulfillment, and more can come together to collaborate, leverage each other's capabilities and develop innovative solutions.

Among the recommendations is to take advantage of Singapore's technological roadmap. For example, IDA is spearheading an infocomm master plan for Singapore which eCommerce companies can leverage to improve visibility, assurance and risk management as well as potentially save on transportation costs.

Another recommendation is to take advantage of social media and "big data" in order to analyse and understand customer behaviour and preferences. For example, e-retailers can identify suitable customers through fingerprint authentication technologies for portals to then push a curated selection of products to those customers.

6.2 Customer Expectations and Perception

Establishing customer expectation is difficult but necessary. Customer expectation is important, however many customers tend to demand premium assistance such as tracking and round-the-clock helpline even when they only purchase very small orders (less than US$20). Furthermore, many customers are unwilling to pay for high shipping fees and may abandon carts at checkout if shipping fees are included.

Finally, customer trust is an issue. In some cases, a higher Internet penetration rate does not necessarily result in better eCommerce traffic. For example, Indonesia has a growing number of internet users but has seen relatively small growth in online transactions, and a potential cause of that small growth is the lack of trust in the supply chain security there.

6.3 Cross-border Issues

Cross-border concerns like customs and tax regulations remain top-of-mind among Asian countries. Inconsistent duties result in unpredictable costs, drastically reducing the economies of scale for eCommerce players. In the end, the final price for eCommerce companies for a single product can be too high, hindering their ability to compete.

Some companies are offering their own solutions. For example, Singapore Post has established partnerships with local logistics and transportation providers to solve customs and tax collection problems.

For overseas shipments, the US Postal Service has partnered with Hong Kong Post, China Post and Singapore Post to launch ePacket, a product targeted to eBay sellers in China, Hong Kong and Singapore who ship to buyers in the US. The service provides local pick-up options, label printing, online order tracking and pre-customs declarations within a 7 to 10 day guaranteed delivery period and at a 30-50% discounted price compared with many equivalent services.

Another interesting example is vPost, a service by Singapore Post. Launched in 1999, vPost members can shop and purchase at eligible and multiple North American, European, Chinese and Japanese merchant websites. vPost also gives its members free personalized North American, European, Chinese and Japanese addresses, opening the gateway for members to shop direct at respective overseas websites and have their items delivered to their doorstep.

While ePacket and vPost are examples of overseas eCommerce transaction services, perhaps something comparable could be implemented between Asian countries while in parallel the governments review their regulator frameworks and make the necessary changes.

Customs regulations and processes in Southeast Asia are tailored for traditional trade, not for small parcels with low values. So while eCommerce is growing in double-digits in such countries, government processes will need to be reviewed in order for this growth to continue and thus allow these economies to grow and expand. The establishment of the ASEAN Economic Community as a single market by 2015 will help to resolve many issues.

Still, cross-border trade remains problematic. Besides logistics, taxes, foreign exchange and custom clearance concerns, payment methods are another issue. As such, eCommerce companies such as Alibaba Group (Alipay), and eBay (Paypal) have launched alternative payment methods in the region.

6.4 Lack of Reliable Low Cost eCommerce Logistics Infrastructure

With a population of over 600 million people, Southeast Asia lacks an integrated and reliable low cost eCommerce logistics infrastructure. There is no cohesive network or infrastructure that gives retailers a single point through which they can tap the region. This impacts the entire supply chain, from online payments, to warehousing and fulfillment, through to last-mile delivery. Instead of a cohesive network or infrastructure, each individual market requires separate contracts, deals and localization - which proves expensive for the retailer and often these costs are passed through to the consumer. This potentially slows the growth of eCommerce players in the region.

Singapore's vicinity to Southeast Asia, size, existing logistical infrastructure and global business climate, among other things, could allow it to be the eCommerce hub for the ASEAN region.

Local and global businesses, government entities and technology vendors agree that Singapore is well-positioned to be an eCommerce centre of excellence as it is the most equipped country in the region.

To execute on this goal, eCommerce players in Singapore must make a number of considerations:

EXISTING INFRASTRUCTURE

Online population	75% penetration (world average is 39%)
Digital savvy region	Spend an average of 5.3 hours a day online through desktop – 2.3 hours through a mobile device
Existing import/ export infrastructure on a large scale	Total imports: $390.4B Total exports: $430.6B
Low business entry barriers	Singapore is ranked the second freest economy in the 2014 Index of Economic Freedom behind Hong Kong

OPPORTUNITY FOR INVESTMENT

Business and distribution partners	80% of the retail players are very small (less than $1 million annual sales, fewer than 2 stores)
Consumer education	Online shoppers in the region still prefer to buy in physical stores
Custom regulation negotiation with neighbor countries	Neighbor countries create high barrier to entry with custom regulations
Fulfillment hubs dedicated to eCommerce	Existing fulfillment infrastructure is not made to serve the scale of an eCommerce business

As the Advisory Council meets throughout the year they will further explore the feasibility of this proposition as well as the effort that will be required to implement an eCommerce centre of excellence in Singapore.

Standing (L to R): Richard Li, Daphne Lee, Pawoot Pongvitayapanu, Marcelo Wesseler, Mukesh Bansal, Jonathan Ng, Devanathan Sandhya, Thijs Sommen & Atilla Torgay
Seated (L to R): Chua Taik Him, Jason Lee, Gary Teo, Karmjit Singh, Wolfgang Baier, Chan Chong Beng & Kenneth Lim

The Advisory Council on eCommerce and eFulfillment understands and recognises the opportunity that eCommerce presents to Southeast Asian businesses and, in an attempt to help the businesses capitalize on this opportunity, it has launched two projects as outlined in the following pages. The first project is a plan to help cross border sales between Indonesia and Singapore. The second is to create a scalable eCommerce platform for SMEs in Singapore.

Initiative 1: Enhancing eCommerce Fulfillment between Indonesia and Singapore

Objective: Establish multiple channels for delivery of eCommerce items into Indonesia that are low costs and reliable, while not incurring unnecessary duties and taxes.

Opportunity: With a population nearly the size of the US, a rapidly growing online population, rising wages and middle income, and growing awareness and appetite for global brands and products, the Indonesian shopper will increasingly look to markets outside of his or her own country for a varied product assortment. Additionally, the Indonesian government recognizes the opportunity to increase trade volume.

Challenge: Work with the relevant local officials to negotiate a mutually beneficial agreement.

Next Steps: Work with customs officials to find a mutually workable solution for customs clearance and duties, work with postal authorities and finally engage with local courier companies to establish multiple channels to enable a low cost reliable delivery network between Indonesia and Singapore.

Initiative 2: Creating a SME eCommerce Solution for Singapore

Objective: Develop an affordable and scalable eCommerce platform for small and medium Singaporean enterprises in an attempt to grow their online presence.

Opportunity: With 80% of SMEs in Singapore operating a brick and mortar only business today, the opportunity to help small businesses expand their footprint by going digital is massive.

Challenge: Building scale to bring down costs, develop localisation functionalities that will allow ASEAN shoppers to use the site, and establish cross-border fulfillment. Additional considerations will be made to enable omnichannel capabilities as the market demands.

Next Steps: Receive Council Member input on functionality of the platform and begin to build the platform. Estimated timeline for a prototype is 6-9 months.