CULTIVATING IT-ENABLED COLLABORATIVE CONSUMPTION ECOSYSTEM: A SERVICE-DOMINANT PERSPECTIVE OF GOGET

Felix Ter Chian Tan  
*University of New South Wales, f.tan@unsw.edu.au*

Leo Saito  
*University of New South Wales, l.saito@unsw.edu.au*

Thomas Lister  
*University of New South Wales, t.lister@unsw.edu.au*

Michael Cahalane  
*University of New South Wales, m.cahalane@unsw.edu.au*

Barney Tan  
*The University of Sydney, B.Tan@econ.usyd.edu.au*

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CULTIVATING IT-ENABLED COLLABORATIVE CONSUMPTION ECOSYSTEM: A SERVICE-DOMINANT PERSPECTIVE OF GOGET

Felix Ter Chian Tan, UNSW Australia Business School, University of New South Wales, Sydney, NSW, Australia, f.tan@unsw.edu.au
Leo Saito, UNSW Australia Business School, University of New South Wales, Sydney, NSW, Australia, l.saito@unsw.edu.au
Thomas Lister, UNSW Australia Business School, University of New South Wales, Sydney, NSW, Australia, t.lister@unsw.edu.au
Michael Cahalane, UNSW Australia Business School, University of New South Wales, NSW, Sydney, Australia, m.cahalane@unsw.edu.au
Barney Tan, Business Information Systems, The University of Sydney, Sydney, NSW, Australia, b.tan@econ.usyd.edu.au

Abstract

In this research-in-progress paper, we investigate how value is co-created in IT-enabled collaborative consumption businesses. Collaborative consumption is an emerging phenomenon which involves peer-to-peer sharing of products and services amongst members in a community. Existing literature exploring the notion of collaborative consumption is uncommon and does not offer a consolidated view of how businesses facilitate the creation of value amongst all participants. In this paper we present a study of GoGet, a successful car-sharing ecosystem that has recorded significant growth over the last decade. Adopting a service-dominant theorising approach, we uncover the role of technology through which participants of online marketplaces in multi-sided digital platforms are empowered to co-create value. The proposed study aims to fill the gap in IS literature, by investigating how IT-systems have become the key proponents reinventing and distributing product-service systems.

Keywords: Collaborative Consumption Ecosystem, Service-Dominant Logic, Case Study
1 INTRODUCTION

Collaborative consumption, the peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, has emerged rapidly through community-based online services (Hamari et al., 2015). Collaborative consumption initiatives have been integrated into social networks and location-based services, removing friction from the process (Macken, 2011: p.22) for new breeds of entrepreneurs who are creating value by facilitating new forms of customer interaction (Karimi and Walter, 2015; Lucas and Goh, 2009; McQuivey, 2013). In 2013, Huffington Post released an article with the headline;


This quotation indicates the emergence of collaborative consumption as a significant economic model, which has potential to disrupt the existing market. Widely recognised examples of collaborative consumption include Airbnb, which enables travellers to rent accommodation from other users across the globe (Ikkala and Lampinen, 2014) and Zipcar, a car-sharing service that provides customers short-term, temporarily access to cars (Smolka and Hienerth, 2014). In these models, collaborative consumption enables the advantages of full product usage alike total ownership, while reducing the burden and costs associated with such ownership (Botsman and Rogers, 2010). This emerging ‘sharing economy’ phenomenon is regarded as a revival of society’s old habits, characterised by sharing, renting, bartering, lending, trading of services and products, reinvented through advanced, ubiquitous network technologies, mobile applications and social networking (Botsman and Rogers, 2010). Collaborative consumption raises substantial relevance and urgency for Information Systems (IS) research, being attributable to the rising adoption of mobile commerce, digital platforms and ubiquitous connectivity (Hagiu and Wright, 2013; Tiwana et al., 2010).

Collaborative consumption actively contributes towards benefiting the greater society as a whole. Arising from the prevalence of hyper-consumption and frequent disposal of products, are environmental issues such as the accumulation of product waste, resource depletion (Piscicelli et al., 2015), and hyper-consumerism (Hamari et al., 2015). Furthermore, recent times have seen a transition from a goods manufacturing economy to a service economy, partially resolving the poor distribution of underutilised resources, such as tools, private cars and skillsets. In response to these increasing problems, collaborative consumption services are on the rise as part of global sustainability movements, through advocating product redistribution and sharing amongst consumers, to realise the value of underutilised assets and resources. As a result of these drivers, there has been a significant growth of product-sharing services that can be attributed to the increased understanding that they maximise the ownership benefits of liberty and independence, whilst avoiding the responsibilities associated with costs and maintenance (Belk, 2014; Kent and Dowling, 2013).

While research has begun to examine the antecedents of participation in such services (Kim et al., 2015; Matzner and Chasin, 2015) little has been studied about how these technologies are being used to facilitate successful collaborative consumption initiatives. In particular, there is little research into how technology drives value co-creation for collaborative consumption initiatives on digital platforms. Consequently, without such platforms it will be significantly more difficult to drive these initiatives and in turn, society will be unable to maximise the opportunities to generate value. Hence, the objective of this research-in-progress is to investigate the role that technology plays in cultivating collaborative consumption ecosystems. The study aims to provide guidance for organisations about how to strategically leverage technologies to develop collaborative consumption initiatives, growing from grassroots start-ups to more commercially-oriented businesses.

The paper is structured as follows: We begin by reviewing existing literature on collaborative consumption ecosystems. Next, we provide an overview of Service-Dominant Logic, a theory we apply to investigate how technology is enabling the cultivation of collaborative consumption ecosystems and platforms, consequently driving the co-creation of value between the firm and
customers. We then define the research design for our exploratory case study of GoGet, an Australian car-sharing service platform. We conclude the paper by presenting the preliminary findings of our research-in-progress and discuss our future work.

2 BACKGROUND

2.1 Collaborative Consumption

The term collaborative consumption was first conceived by Felson and Spaeth (1978, p.614), as “events whereby people consume things simultaneously in the presence of others”. These were mostly applicable to non-institutionalised forms of the sharing economy, including hand-me-down clothes and second-hand stores. Whilst this may reflect the initial roots of collaborative consumption, the application of technology has enabled it to evolve towards peer-to-peer sharing. Although collaborative consumption initiatives have been applied across a variety of projects varying in industry and scope, they have typically been employed to combat issues concerning the over-consumption and throwaway culture of products and services (Piscicelli et al., 2015). As such, the recent popularity of collaborative consumption reflects society drifting away from a hyper-consumerist culture, wherein individuals are coerced to purchase products to sustain their social popularity and status (Drew, 2013; Hamari et al., 2015; Smolka and Hienert, 2014).

The use of traditional platforms as a way to mediate information distribution and trigger collaborative consumption activities in communities have existed for decades, through communal bulletin boards. However, the introduction of the internet and associated communication infrastructure has enabled organisations to conveniently connect with customers on a dramatically larger scale and engage them in the product development process (Sawhney et al., 2005), accentuating collaborative consumption’s potential to disrupt industries and become a dominant force in e-commerce (Botsman and Rogers, 2010). Such initiatives often capitalise on technological infrastructure that mediate the collaborative consumption transactions (Tan et al., 2011).

Over the past few years, multi-sided digital platforms (MSDPs) have boomed in economic and business presence (Boudreau and Hagiu 2008; Evans, 2003; Hagiu, 2009). MSDPs have increased efficiency of traditional transactions by eradicating physical intermediaries, issuing direct matches between two or more customer groups (actors such as consumers, sellers, advertisers, suppliers) (Lusch & Nambisan, 2015; Botsman, 2014, Evans, 2003). Inherently, the standardisation of processes and systems, as well as integration of private and organisational resources (Tan et al., 2011), onto the MSDP have allowed it to develop into an irreplaceable facilitator of product-service exchange for collaborative consumption (Lusch & Nambisan, 2015).

The continued usage of privately-owned vehicles has yielded multiple unintended physical, social and ecological ramifications that require addressing (Kent, 2014). The recent growth of car-sharing services can be attributed to Web 2.0 services and digital technologies providing higher efficiency, usability and service acceptance (Trang et al., 2015). For instance, owing in part to the ubiquitous connectivity, personalisation and affordability of mobile devices and applications (Nolan, 2012; Vodanovich et al., 2010), digital platforms used by organisations such as Airbnb and Zipcar have facilitated value creation through offering new services and opportunities for individuals, communities, organisations, non-profits and governments.

For an initiative to incorporate collaborative consumption, it must encompass four key elements: (1) critical mass, (2) idling capacity, (3) belief in the commons and (4) trust between strangers (Botsman and Rogers, 2010). Critical mass is essential, as there must be enough variety in the service to attract enough participants to participate in the initiative. This is imperative to generate enough momentum for a system to become self-sustaining. Idling capacity involves increasing the use of products which are currently idle as part of a service. This contributes to the value adding process, as these products enable the supplier and customer to come together and maximise the usage of the product. Thirdly, belief in the commons denotes ties between participants of a collaborative consumption initiative,
interacting with each other under the same purpose and ultimately, driving the formation of a tight community. Finally, trust between strangers notes that collaborative consumption projects ultimately require participants to have faith that other strangers play an honest role in the sharing process. Although transactions are handled by third-parties, which minimises the risks associated with trusting strangers, there is still some levels of trust required between actors in order to drive collaborative consumption.

2.2 Service-Dominant Logic

This research employs the Service Dominant (S-D) logic theorising approach to study the collaborative consumption phenomenon. This contemporary theory is the most appropriate lens for our investigation, for the following reasons: collaborative consumption is characterised by a network of actors offering service and resources with each other to maximise the value co-created from the exchange and this is synonymous to the underlying principles of S-D logic. Based on our literature review, this is the first known study to examine collaborative consumption through this lens. Diverging from the traditional consensus that value is primarily generated at the point of manufacturing goods, S-D logic has spiralled to popularity as a service-centred theory. It is denoted by the reconceptualisation of ‘service’ as a process of using one’s resources (e.g., knowledge and skills) to benefit another entity, as compared with the more traditional semantic of ‘services’ as a unit of output of intangible goods. (Lusch and Vargo, 2014; Wennerholm, 2012; Vargo et al., 2008a).

According to S-D logic, entities engage with one another in service exchange and resource integration, resulting in the co-creation of value by participating actors (Lusch, 2011). This theory states that organisations are unable to produce value on their own; instead they are able to generate value propositions and it is up to the beneficiaries to evaluate the existence or magnitude of value (Lusch & Vargo, 2014; Kowalkowski, 2011; Vargo et al., 2008a; Maglio and Spohrer, 2008). The co-creation of value espouses the traditional interactions between supplier and consumer, leading to the customers playing a more active role in transactions and enabling them to reconfigure their roles from consumer to contributor and creator (Tapscott and Williams, 2006). S-D logic has changed the traditional roles organisations play in transactions, as they now need to act as both providers and clients of service, which is denoted as the process of using one’s resources (e.g., knowledge and skills) to benefit another entity, (Lusch and Vargo, 2014; Wennerholm, 2012; Vargo et al., 2008a). Three core elements are required to offer a S-D logic innovation: service ecosystem, service platform and value co-creation (Lusch and Nambisan, 2015). Through this paper, we extend on the above recent articles on service innovation, responding to the authors’ theoretical notion by incorporating empirical evidence from our chosen case.

Service ecosystems exist where a self-contained community are able to mutually obtain value through collectively exchanging services. Such ecosystems require their actors share similar values to compensate for any potential disparity in beliefs between participants. Further, service ecosystems must uphold standardised rules and principles to enable participants to expect a particular level of quality for each transaction. Service platforms are resource structures which are leveraged to facilitate the service exchange process within a service ecosystem. Through deploying service platforms, actors can now more readily access diverse resources, which in turn can lead to resource integration and service innovation. In doing so, service platforms mobilise the knowledge from resources so it can be reinterpreted and applied more effectively. Value co-creation, as previously noted is an essential aspect of the S-D logic theory, wherein both customers and suppliers within the service ecosystem collaborate to collectively produce value. The co-creation of value generated from service ecosystems and service platforms enables both customers and consumers to adopt a greater variety of roles within the service exchange process. As a result, organisations are better able to align their resources and internal processes to maximise their value propositions.

In attempting to develop and grow their collaborative consumption businesses, many practitioners are experiencing difficulties. For instance, a review of 45 collaborative economy start-ups across Europe,
the Asia-Pacific and the United States found that a number of collaborative consumption initiatives have failed due to reasons such as the inability to achieve critical mass, unclear value propositions, lack of product focus, insufficient funding, regulation challenges, trust issues and poor user experiences (Collaborative Consumption, 2014). To our knowledge, we have yet to see research that addresses how technology is used in collaborative consumption initiatives to facilitate the co-creation of value across participating groups. As an important upcoming phenomenon, it is essential to understand how organisations have leveraged technology within their ecosystem to enable the co-creation of value. In response, the objective of this study is to further both academic and practitioner understanding of collaborative consumption by offering a more nuanced insight into the processes by which service ecosystem, service platform, and value co-creation are realised through the adoption of technology by service providers and customers alike. As such, our research question aims to investigate this by determining: How do organisations leverage technology to cultivate value co-creation within their collaborative consumption ecosystem?

3 RESEARCH DESIGN

Our research will centre around the phenomenon of collaborative consumption, which is currently gaining traction as an emerging topic within the IS domain. As this concept is comprised of multiple facets, researching utilising an objective approach may not highlight the complexity of collaborative consumption (Koch and Schultze, 2011). As such, it will be more appropriate to employ an exploratory approach, to gain insight into an effective application of collaborative consumption (Klein and Myers, 1999). For exploratory research, a case study research methodology will appropriately highlight stakeholder’s usage of the collaborative consumption phenomenon (Walsham, 2006; Walsham, 1995). Applying a qualitative approach will permit an understanding of the ‘how’ aspect of our research question via investigating the processes enabling collaborative consumption (Walsham, 2006; Walsham, 1995). Currently, there is no theoretical model to demonstrate how IT enables the employment of collaborative consumption initiatives and hence, we will employ an interpretive approach towards our research (Klein and Myers, 1999). Through applying a Service-Dominant Logic perspective towards our research, which functions to perceive the world from a particular angle (Klein and Myers, 1999), our study will enable us to not only apply existing theories to our data, but also discover new, unforeseen, in-depth findings from our data which are not evident at the commencement of the research.

For the case study selection, four criteria were applied. Firstly, the organisation must have a well-established service ecosystem, wherein they have a customer base that actively engages with their collaborative consumption initiative. Secondly, the organisation must have already deployed a technology driven platform which has been used to facilitate the organisation’s resource sharing process. There must also be sufficient integration of resources between both customers and the organisation to effectively co-create value. Finally, the case organisation should be clearly identified as a prominent and well-established example of the phenomenon under study. As the most appropriate match to the above criteria, GoGet was selected as an appropriate case study organisation for this research, as it is the largest and most successful car-sharing company within Australia.

3.1 Data Collection & Analysis

Currently, we are in the process of data collection with GoGet and thus far have conducted 14 face-to-face interviews with various stakeholders. The majority of these stakeholders are employers of GoGet currently situated within senior and manager positions, including CEO, CFO, Communications Manager, Product Manager, Fleet Manager and Operations Manager. Our research design intentionally focuses on stakeholders with such credentials, as it enables us to leverage their expertise and depth of knowledge of their IT and leadership experiences (Bassellier et al., 2003; Cooper and Ellram, 1993).

Data collection will employ face-to-face interviews as they allow for greater depth of interview aspects (Oppenheim, 1992; Walsham, 1995), follow up questions (Oppenheim, 1992) and
interpretations of participant’s behaviours (Walsham, 1995). We have adopted a semi-structured interview approach, as this enables ideas and issues to be clarified throughout the interview (Taylor and Bogdan, 1998; Walsham, 1995). Based off the literature review above, our interviews will focus primarily on three main factors: (1) the collaborative consumption ecosystem which surrounds GoGet, (2) the digitally enabled platforms which GoGet employs to serve its collaborative consumption ecosystem, and (3) the co-creation of value between customers and GoGet, through this collaborative consumption platform and ecosystem.

Further, the research will incorporate secondary data sources gathered from books, newspaper articles, and the GoGet website (GoGet.com), to support the data analysis and enrich our understanding of the data obtained from the interviews. Our secondary data collection will also involve performing open, axial and selective coding (Eisenhardt, 1989) on translated documents and notes. Further, these secondary data sources will be corroborated with GoGet’s documentation and archives accessed through online public domains (Neuman, 2005). During the data collection period, we will concurrently perform data analysis to improve nimbleness of our case study (Eisenhardt, 1989).

During the analysis phase, we will contrast the preliminary findings against our four criteria of collaborative consumption initiatives, to attain confidence in our theoretical notion (Eisenhardt and Graebner, 2007). As we are conducting our research in progress, additional interviews will be performed at a later date to enable our findings to be further supported by our empirical data (Walsham, 2006). Through juxtaposing the discrepancies between the empirical data, our theoretical lens and literature review (Eisenhardt, 1989) permits the potential to identify new themes in the data, which can be related to GoGet responses to produce supplementary evidence for our theory. For our data analysis phase, to effectively organise our empirical data, we will incorporate temporal bracketing, narrative and visual mapping strategies (Langley, 1999; Langley, 2009).

Further corroboration is performed with GoGet informants on the history of GoGet and diagrams representing our theoretical notion. To correspond with our theoretical lens, the case data collected is mapped to GoGet’s ecosystem, digital platforms and value co-creation processes that occur during each phase of GoGet’s development. This empirical mapping clarifies our theoretical notion of this phenomenon and assists in developing a process model which satisfies our research question.

4 PRELIMINARY CASE FINDINGS

GoGet initially began as a local car sharing service within Sydney during 2003. Since then, it has expanded its operations to cover over 2,000 vehicles across Australia. Customers are able to reserve the usage of GoGet cars within the metropolitan areas of Sydney, Melbourne, Brisbane and Adelaide via its online platform. GoGet is able to promote their car-sharing initiative as a method of eco-friendly transportation that leads to sustainable environmental and economic travel behaviours and contributes towards connections within the community. The discussion in this section will focus on the preliminary findings of how multi-sided platforms facilitate the co-creation of value within the GoGet car-sharing case study. We adopt a service-dominant viewpoint to construct a thematic table that will provide a preliminary analysis of how the dissemination of service platforms is changing the way value is co-created and is impacting collaborative consumption ecosystem.

We believe that the city of Sydney is a prime location to conduct our collaborative consumption study. As one of the most populous cities of the Asia Pacific region, Sydney has a diverse group of people tied together through various unique communities. Further, the transportation infrastructure is well established, however, this transport network is fragmented and not well streamlined. A report from PricewaterhouseCoopers (2012) noted that Sydney ranked fourth last for transport and infrastructure among 27 cities worldwide, highlighting the need to alleviate congestion within the city. A problem to which collaborative consumption provides a partial solution.
4.1 Developing GoGet’s Service Ecosystem

GoGet has been able to sustain a tight community for its members since its establishment. During the early stages of GoGet’s success, the customer base was largely built off word-of-mouth between members of the community as opposed to direct advertising. “It [GoGet] has never done a lot of mainstream advertising... A lot of it was word of mouth; a lot of it was [from] local festivals. I think more people see it as part of a community rather than a big company, big advertising campaigns. They can see the growth being gradual” – Service Manager. This largely attributed towards the perception of GoGet as a smaller community based group rather than a larger organisation, thereby boosting the idea that members are more tightly connected within the collaborative consumption ecosystem. Since then the introduction of technology to GoGet’s car-sharing service has enabled it to leverage the capabilities of co-creating value with customers. “One of the reasons that GoGet has managed to grow into a car-share organisation that is one of the largest in the world, is that we have had this focus of growing a network over making sure our technology was perfect before we put it out to the market.” – Product Manager. As such, GoGet recognises that the seamless integration of the digital technology into vehicles is not as significant as the ability to standardise the business transaction for customers.

4.2 Constructing GoGet’s Service Platform

The use of digital technologies within GoGet has acted as a launching pad to drive the growth of their customer base. Previously, access to vehicle keys was enabled via lockboxes on nearby telegraph poles, however GoGet has since leveraged the application of radio-frequency identification (RFID) technologies to facilitate the process of booking and accessing vehicles. “In terms of our technology, we’ve always been quite a lean operation and focused on growing a network of vehicles rather than polishing a product to make it perfect before we put it out to members.” – Product Manager. As a result, the technological capabilities of the platform are leveraged to trigger the role of collaborative consumption and provide readily available access to GoGet vehicles. Furthermore, GoGet has co-operated with IKEA to allow their customers spontaneous sign-up so they can use GoGet vans to transport bulky furniture home. “It’s that maybe they were having issues with delivery; they are always looking at conveniences and thinking what ways they can make this better... What IKEA wanted us to do was to do membership on the spot and the people can drive off with the van. So that has been hugely successful” – Communications Manager. The application of instantaneous customer sign-up is an example of service innovation wherein GoGet has been able to reallocate their vans to IKEA where they become more frequently utilised.

4.3 Co-creating Collaborative Consumption Value

GoGet has extracted data from the technology integrated into their vehicles to determine alternative ways of using their resources to support customer demand and hence maximise the co-creation of value. “...we have heat maps on our websites that shows a couple of different locations, people and utilization levels. We upload demographics data from the ABS so that we can then compare utilization to demographics. We then use the demographics of the well performing suburbs to define target penetration rates across our network and we can then work towards these goals” – Product Manager. Further, the integration of technology permits customers, clients and GoGet itself to come up with value propositions that benefit multiple parties. In the IKEA scenario, the intermediary was able to offer a value proposition that generated value for GoGet, IKEA itself and their customers. “They came to us and said we’d love to do this venture... People would join us because they’ve gone to IKEA to buy one thing and ended up with a sofa or a couch and had to find a way to get it home” – Communications Manager. As such, the value co-creation process with IKEA leverages GoGet’s existing service ecosystem and service platform to supply mutual benefit for all.
5 DISCUSSION & FUTURE WORK

The preliminary findings identify the need for both an appropriate ecosystem and digital platform, both of which can be adjusted to best facilitate the value co-creation process between the organisation and consumers. We postulate that GoGet successfully built an initial domain suitable for participation in the collaborative consumption initiative, via attracting a network of actors with common beliefs. We believe this has established a core customer base from which they were able to commence the service exchange process. Throughout this first stage, technology played a minimal role, as the focus was to build the foundations of a GoGet service ecosystem. Following from the development of the service ecosystem, GoGet deployed a service platform to mobilise the service exchange process. The platform enabled their collaborative consumption initiative to become more widely accessible and consequently, rapidly grew the size of the existing ecosystem. IT systems were deployed to streamline GoGet’s internal processes, in response to the increased demand due to the introduction of the platform. Leading from an extensive and well established service ecosystem, GoGet was able to successfully cultivate value co-creation for their car-sharing service. This was realised by centring the integration of shared resources to maximise the idling capacity of underutilised resources.

Figure 1. How GoGet Cultivates a Collaborative Consumption Ecosystem

From the preliminary analysis, we have identified a working model (Figure 1 above). Our process model identifies that to effectively build and sustain a collaborative consumption ecosystem for the car-sharing community, requires the phased application of two underlying mechanisms: 1) service-dominant logic and 2) IT infrastructure. Preliminary findings from the GoGet case study have unearthed a counterintuitive notion that a strongly established community (service ecosystem) must precede the development of a digital infrastructure (service platform) to service it. The end result of both denominations is the co-creation of value. In order to effectively validate this model, further interviews with GoGet stakeholders, such as customers, founders and competitors, must be conducted.

Our future research will develop the working model with a specific focus on integrating further empirical data from GoGet’s customers and competing firms. Our rationale is that we are yet to explore a holistic view of the complex interplay between internal and external forces, which is critical to reflect the dynamics of the real-world. Through the incorporation of new data points, we hope to produce a highly refined and practitioner-focused process model pioneering the conceptualisation of how grassroots collaborative consumption initiatives successfully evolve to mainstream. This future research is imperative for both practitioners and academics to better understand how IT enables and drives the value co-creation process in a collaborative consumption ecosystem. In summarizing; Using a service-dominant perspective, our case study provides the first known theoretical and empirical scrutiny of collaborative consumption and IT-enabled mechanisms of establishment and growth.
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7 REFERENCES


