

FROST & SULLIVAN

# BEST PRACTICES

AWARDS

FROST & SULLIVAN

2020 BEST PRACTICES AWARD



**2020 NORTH AMERICAN HEALTHCARE MOBILITY  
ENABLING TECHNOLOGY LEADERSHIP AWARD**

## Contents

|  |    |
|--|----|
| Background and Company Performance .....   | 3  |
| <i>Industry Challenges</i> .....   | 3  |
| <i>Technology Leverage and Customer Impact</i> .....   | 3  |
| <i>Conclusion</i> .....  | 5  |
| Significance of Enabling Technology Leadership .....   | 6  |
| Understanding Enabling Technology Leadership .....   | 6  |
| <i>Key Benchmarking Criteria</i> .....   | 7  |
| Best Practices Award Analysis for SendaRide .....  | 7  |
| <i>Decision Support Scorecard</i> .....  | 8  |
| <i>Technology Leverage</i> .....   | 8  |
| <i>Customer Impact</i> .....   | 8  |
| <i>Decision Support Matrix</i> .....   | 9  |
| Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices ..... | 10 |
| The Intersection between 360-Degree Research and Best Practices Awards.....                            | 11 |
| <i>Research Methodology</i> .....  | 11 |
| About Frost & Sullivan .....   | 11 |

## Background and Company Performance

### *Industry Challenges*

Non-emergency medical transportation (NEMT) has been a federally mandated service since the introduction of Medicare and Medicaid in 1965. This vital health benefit provides mobility to the elderly and disadvantaged, but, historically, is part of an industry fraught with fraud, waste, and claims abuse. For decades, legacy vendors have dominated the nationwide patchwork of NEMT services, retaining a tight grip on the market with little incentive to improve the quality of service or modernize. However, new entrants have effectively disrupted the space, catalyzing an industry-wide reformation built upon transit network company (TNC) technology that is driving more judicious standards for customer care.

Leading this disruption are major ride-hailing companies and NEMT technology platform providers. For instance, Uber and Lyft's trip planning technology and asset-light business models are well suited for use in the healthcare mobility industry. NEMT tech vendors draw upon this modern technology to create trip planning software specifically for healthcare use. The real-time trip monitoring and analytics feature provides transparency that enables process improvements and a clearly defined return on investment (RoI). As state entities continue to invest more into NEMT, market participants that embrace new technology and business models are poised to succeed.

### *Technology Leverage and Customer Impact*

#### **Commitment to Innovation and Creativity**

Since 2016, SendaRide has been committed to delivering improved NEMT services. Headquartered in Oklahoma City, OK, the company has quickly become one of the most important NEMT technology platforms to watch in the healthcare mobility space. SendaRide is smaller than established broker-giants, but its size provides the agility to act and innovate rapidly without working through bureaucratic red tape. In fact, every employee and driver has direct contact with the company's management teams, enabling prompt feedback and course correction across all levels of operation.

Although the company is relatively young, CEO Laura Fleet is no stranger to the ins and outs of the healthcare mobility space. Serving as a healthcare attorney for many years prior to launching SendaRide, Ms. Fleet has a long history of representing many types of healthcare providers, reviewing contracts, qualifying vendors, and ensuring HIPAA-compliance. She has a profound familiarity with the myriad of laws and regulations that govern the healthcare industry. Her comprehensive knowledge of these laws and regulations serves as a springboard to innovation, as she uses her understanding of customers' acute needs to guide continual innovation across the SendaRide platform.

#### **Stage Gate Efficiency**

Although a tech-driven company, process remains essential to SendaRide's success. Prior to launch, SendaRide spent more than a year planning and preparing to meet the necessary legal requirements for the healthcare industry, safety precautions for the riders, security features and regulatory challenges to ensure that each patient's riding experience would be unmatched by competitors. Rather than taking years to launch the "perfect"

platform, robust with features, SendaRide decided to introduce a skeleton version and allow their customers to describe the features they needed. This strategy allows customers to continually improve the features and service, prioritizing what is most important to its customers and end users. This approach has been successful, fostering life-long customers. SendaRide boasts a 99.8% customer retention rate and a 1.2% no show rate. Customers and end users alike have seen an immediate positive social impact and appreciate the company's ongoing commitment to improvement.

### **Commercialization Success**

SendaRide's technology platform provides value to sectors at the intersection of healthcare and mobility-as-a-service. Originally created for NEMT optimization, the safety and security of the company's platform enable use cases beyond medical services. SendaRide easily caters to the mobility-compromised, elderly, and vulnerable populations; for instance, many senior customers routinely book rides to retain their independence, run errands and attend church. Millennials book rides for their parents to enjoy an evening out without the hassle of driving at night. What makes SendaRide's platform so attractive is how the company effectively offers the convenience and ease of use, commonly found with ride-hailing applications, while going well beyond the level of service these platforms typically offer. SendaRide's premium concierge service ensures that all patients can confidently rely on their SendaRide driver to comfortably and safely transport them.

As new use cases continue to multiply and the company expands beyond Oklahoma, Texas, Florida and North Carolina, SendaRide is preparing to capitalize on emerging commercial opportunities. For instance, the COVID-19 pandemic has accelerated investment in and adoption of an already rapidly growing in-home healthcare market. Healthcare providers partnering with SendaRide currently enjoy integration with electronic medical records and applications that serve as a foundation for automated workflows. This improves automated NEMT features and will make SendaRide's integration with digital services such as telemedicine easier for clients.

### **Application Diversity**

NEMT tech platforms such as SendaRide have carved a niche in the healthcare mobility space. Drawing on the technology and business models pioneered by TNCs, SendaRide effectively operates as an NEMT broker-technology-TNC hybrid. The company can act as a full service NEMT broker, but can also operate as a TNC by fulfilling ride requests through its own driver network. NEMT services are the core aspect of SendaRide's portfolio, but the flexibility of offering broker services affords opportunities to explore new applications for mobility services.

For example, as consumer habits change during the ongoing COVID-19 pandemic, demand for in-home healthcare services is burgeoning. Increasingly, patients are seeking telehealth and nurse services on a daily basis. Not only does SendaRide transport patients to healthcare appointments, it can deliver healthcare workers to patients' homes and optimize the trips for efficiency. Moreover, the company has recently partnered with food banks, Meals on Wheels, and schools to launch a new service, SendtheLove. This courier service delivers prescriptions, medical supplies, and meals to those in need.

## Customer Purchase Experience

SendaRide's level of service is amongst the highest in the industry, providing door-to-door, white glove service to patients. Healthcare providers offering NEMT services rest assured their beneficiaries are receiving the highest level of care, proven by satisfaction rates that are well above those of legacy NEMT brokers. Central to this success is the company's privately recruited driver fleet (no pun on the Founder's name intended). Drivers are recruited from the healthcare space and undergo rigorous background checks, in-person interviews, training and ongoing monitoring to ensure the highest quality experience for patients. Beyond basic CPR and first aid training, SendaRide drivers bring more experience than standard TNC independent contractor drivers.

## Customer Service Experience

Customer service is the single most important differentiating factor in the NEMT space. Negative reviews and complaints are often why states and managed care organizations (MCOs) cut ties with current NEMT service providers and choose a new one. To ensure a secure and safe riding experience for customer and drivers alike, SendaRide collects a full audio recording of every single ride. This approach holds SendaRide fully accountable for its drivers and dramatically improves dispute resolutions for all parties.

Moreover, SendaRide's booking interface is one of the easiest to use in the market. Serving both the tech-savvy and those less familiar with digital devices, the user interface is intuitive and user-friendly. Patients can book rides as easily as they would using an Uber or Lyft app, directly from their smartphone. Or, they can book by calling the company's Customer Service Representatives. A significant differentiator for SendaRide is the ability to book a ride for someone else. In many cases, children of elderly patients book rides through their app and directly monitor the service from start to finish. Of course, healthcare partners can book rides from their HIPAA-compliant dashboard directly for their patients who do not own smartphones or cannot do so themselves. Multi-stop, return and recurring rides allow complete flexibility for SendaRide's clients. In addition patients can initiate trips home after procedures by responding to a text message making the experience as user-friendly and seamless as possible.

## Conclusion

The legacy non-emergency medical transportation space is transitioning into a complex healthcare mobility market. Leading this evolution are TNCs, such as Uber and Lyft, and tech platforms. Hybrid models, notably SendaRide, are combining mobility, technology and customer service. With this new model, companies are adapting trip-planning software and asset-light, independent contractor-driven business models for specialized healthcare use.

Frost & Sullivan finds SendaRide's platform combines the ease of use of traditional ride-hailing apps with the white glove level of care expected from top tier NEMT providers. As such, established players are forced to modernize and improve NEMT services, often by licensing or buying technology platforms outright and partnering with major TNCs. The net effect of modernization is a streamlined healthcare mobility ecosystem that yields better health outcomes with reduced operational costs across the entire value chain.

With its strong overall performance, SendaRide has earned Frost & Sullivan's 2020 Enabling Technology Leadership Award.

## Significance of Enabling Technology Leadership

Ultimately, growth in any organization depends on customers purchasing from a company and then making the decision to return time and again. In a sense, then, everything is truly about the customer. Making customers happy is the cornerstone of any successful, long-term growth strategy. To achieve these goals through enabling technology leadership, an organization must be best in class in three key areas: understanding demand, nurturing the brand, and differentiating from the competition.



## Understanding Enabling Technology Leadership

Product quality (driven by innovative technology) is the foundation of delivering customer value. When complemented by an equally rigorous focus on the customer, companies can begin to differentiate themselves from the competition. From awareness, to consideration, to purchase, to follow-up support, organizations that demonstrate best practices deliver a unique and enjoyable experience that gives customers confidence in the company, its products, and its integrity.

## Key Benchmarking Criteria

For the Enabling Technology Leadership Award, Frost & Sullivan analysts independently evaluated Technology Leverage and Customer Impact according to the criteria identified below.

### Technology Leverage

- Criterion 1: Commitment to Innovation
- Criterion 2: Commitment to Creativity
- Criterion 3: Stage Gate Efficiency
- Criterion 4: Commercialization Success
- Criterion 5: Application Diversity

### Customer Impact

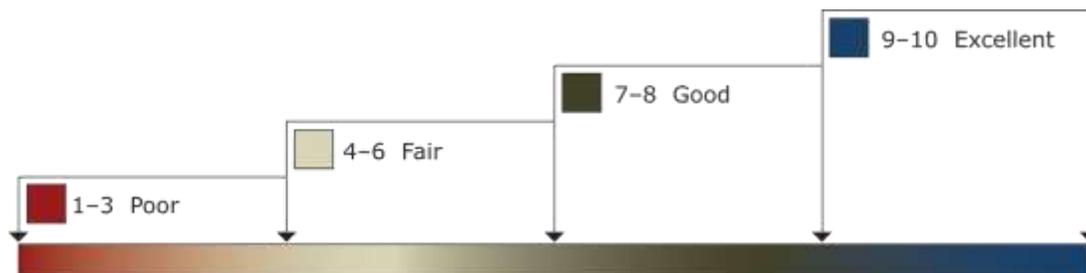
- Criterion 1: Price/Performance Value
- Criterion 2: Customer Purchase Experience
- Criterion 3: Customer Ownership Experience
- Criterion 4: Customer Service Experience
- Criterion 5: Brand Equity

## Best Practices Award Analysis for SendaRide

### Decision Support Scorecard

To support its evaluation of best practices across multiple business performance categories, Frost & Sullivan employs a customized Decision Support Scorecard. This tool allows research and consulting teams to objectively analyze performance, according to the key benchmarking criteria listed in the previous section, and to assign ratings on that basis. The tool follows a 10-point scale that allows for nuances in performance evaluation. Ratings guidelines are illustrated below.

#### RATINGS GUIDELINES



The Decision Support Scorecard considers Technology Leverage and Customer Impact (i.e., the overarching categories for all 10 benchmarking criteria; the definitions for each criterion are provided beneath the scorecard). The research team confirms the veracity of this weighted scorecard through sensitivity analysis, which confirms that small changes to the ratings for a specific criterion do not lead to a significant change in the overall relative rankings of the companies.

The results of this analysis are shown below. To remain unbiased and to protect the interests of all organizations reviewed, Frost & Sullivan has chosen to refer to the other key participants as Competitor 1 and Competitor 2.

| <i>Measurement of 1-10 (1 = poor; 10 = excellent)</i> |                     |                 |                       |
|---|---------------------|-----------------|-----------------------|
| <b>Enabling Technology Leadership</b>                 | Technology Leverage | Customer Impact | <b>Average Rating</b> |
| <b>SendaRide</b>                                      | <b>9</b>            | <b>9</b>        | <b>9</b>              |
| Competitor 1  | 8                   | 8               | 8                     |
| Competitor 2  | 7                   | 7               | 7                     |

### *Technology Leverage*

#### **Criterion 1: Commitment to Innovation**

Requirement: Conscious, ongoing adoption of emerging technologies that enable new product development and enhance product performance.

#### **Criterion 2: Commitment to Creativity**

Requirement: Technology leveraged to push the limits of form and function in the pursuit of white space innovation.

#### **Criterion 3: Stage Gate Efficiency**

Requirement: Adoption of technology to enhance the stage gate process for launching new products and solutions.

#### **Criterion 4: Commercialization Success**

Requirement: A proven track record of taking new technologies to market with a high rate of success.

#### **Criterion 5: Application Diversity**

Requirement: The development and/or integration of technologies that serve multiple applications and can be embraced in multiple environments.

### *Customer Impact*

#### **Criterion 1: Price/Performance Value**

Requirement: Products or services offer the best value for the price, compared to similar offerings in the market.

#### **Criterion 2: Customer Purchase Experience**

Requirement: Customers feel they are buying the optimal solution that addresses both their unique needs and their unique constraints.

#### **Criterion 3: Customer Ownership Experience**

Requirement: Customers are proud to own the company’s product or service and have a positive experience throughout the life of the product or service.

#### **Criterion 4: Customer Service Experience**

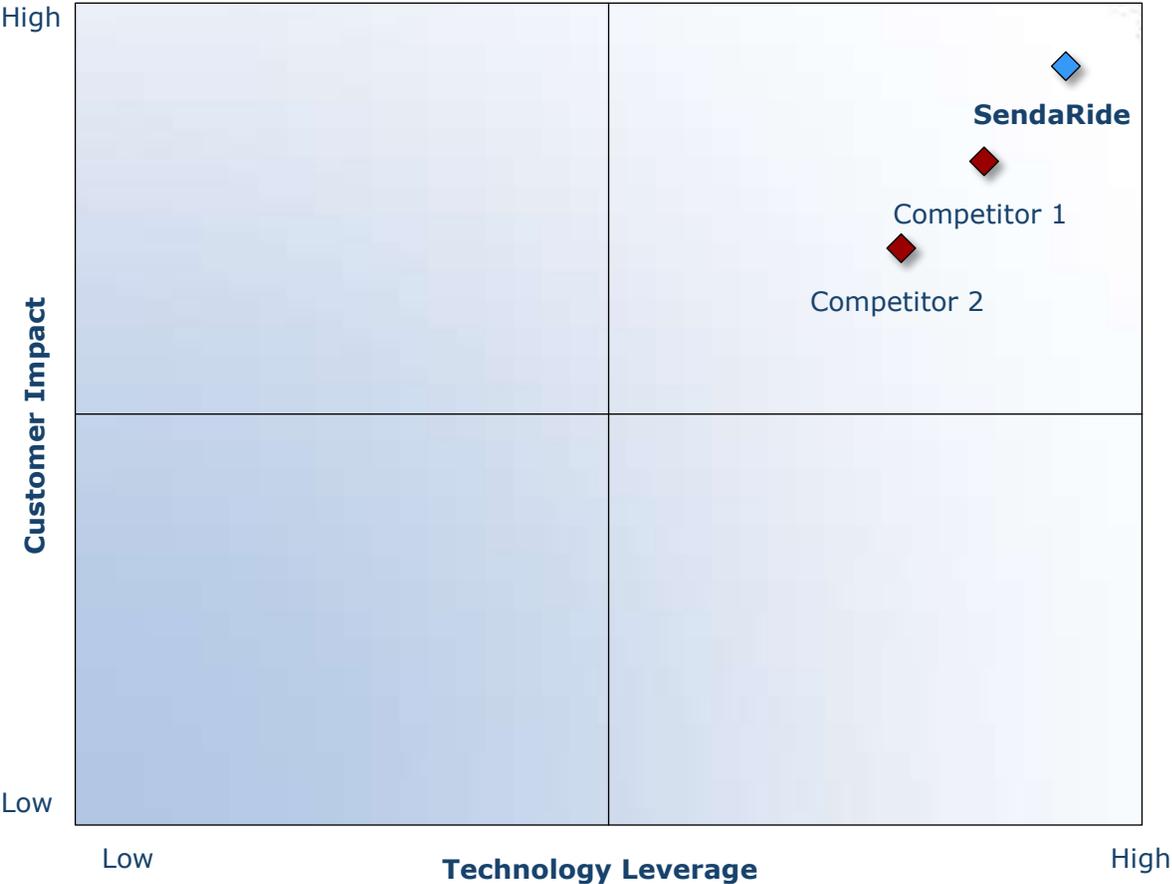
Requirement: Customer service is accessible, fast, stress-free, and of high quality.

**Criterion 5: Brand Equity**

Requirement: Customers have a positive view of the brand and exhibit high brand loyalty.

*Decision Support Matrix*

Once all companies have been evaluated according to the Decision Support Scorecard, analysts then position the candidates on the matrix shown below, enabling them to visualize which companies are truly breakthrough and which ones are not yet operating at best-in-class levels.



## Best Practices Recognition: 10 Steps to Researching, Identifying, and Recognizing Best Practices

Frost & Sullivan analysts follow a 10-step process to evaluate award candidates and assess their fit with select best practices criteria. The reputation and integrity of the awards are based on close adherence to this process.

| STEP  | OBJECTIVE   | KEY ACTIVITIES   | OUTPUT   |
|---|---|--|--|
| 1<br><b>Monitor, target, and screen</b>                 | Identify award recipient candidates from around the world                           | <ul style="list-style-type: none"> <li>• Conduct in-depth industry research</li> <li>• Identify emerging industries</li> <li>• Scan multiple regions</li> </ul>  | Pipeline of candidates that potentially meet all best practices criteria                         |
| 2<br><b>Perform 360-degree research</b>                 | Perform comprehensive, 360-degree research on all candidates in the pipeline        | <ul style="list-style-type: none"> <li>• Interview thought leaders and industry practitioners</li> <li>• Assess candidates' fit with best practices criteria</li> <li>• Rank all candidates</li> </ul>   | Matrix positioning of all candidates' performance relative to one another                        |
| 3<br><b>Invite thought leadership in best practices</b> | Perform in-depth examination of all candidates                                      | <ul style="list-style-type: none"> <li>• Confirm best practices criteria</li> <li>• Examine eligibility of all candidates</li> <li>• Identify any information gaps</li> </ul>                            | Detailed profiles of all ranked candidates   |
| 4<br><b>Initiate research director review</b>           | Conduct an unbiased evaluation of all candidate profiles                            | <ul style="list-style-type: none"> <li>• Brainstorm ranking options</li> <li>• Invite multiple perspectives on candidates' performance</li> <li>• Update candidate profiles</li> </ul>                   | Final prioritization of all eligible candidates and companion best practices positioning paper   |
| 5<br><b>Assemble panel of industry experts</b>          | Present findings to an expert panel of industry thought leaders                     | <ul style="list-style-type: none"> <li>• Share findings</li> <li>• Strengthen cases for candidate eligibility</li> <li>• Prioritize candidates</li> </ul>  | Refined list of prioritized award candidates   |
| 6<br><b>Conduct global industry review</b>              | Build consensus on award candidates' eligibility                                    | <ul style="list-style-type: none"> <li>• Hold global team meeting to review all candidates</li> <li>• Pressure-test fit with criteria</li> <li>• Confirm inclusion of all eligible candidates</li> </ul> | Final list of eligible award candidates, representing success stories worldwide                  |
| 7<br><b>Perform quality check</b>                       | Develop official award consideration materials                                      | <ul style="list-style-type: none"> <li>• Perform final performance benchmarking activities</li> <li>• Write nominations</li> <li>• Perform quality review</li> </ul>                                     | High-quality, accurate, and creative presentation of nominees' successes                         |
| 8<br><b>Reconnect with panel of industry experts</b>    | Finalize the selection of the best practices award recipient                        | <ul style="list-style-type: none"> <li>• Review analysis with panel</li> <li>• Build consensus</li> <li>• Select recipient</li> </ul>  | Decision on which company performs best against all best practices criteria                      |
| 9<br><b>Communicate recognition</b>                     | Inform award recipient of recognition   | <ul style="list-style-type: none"> <li>• Announce award to the CEO</li> <li>• Inspire the organization for continued success</li> <li>• Celebrate the recipient's performance</li> </ul>                 | Announcement of award and plan for how recipient can use the award to enhance the brand          |
| 10<br><b>Take strategic action</b>                      | Upon licensing, company is able to share award news with stakeholders and customers | <ul style="list-style-type: none"> <li>• Coordinate media outreach</li> <li>• Design a marketing plan</li> <li>• Assess award's role in strategic planning</li> </ul>                                    | Widespread awareness of recipient's award status among investors, media personnel, and employees |

## The Intersection between 360-Degree Research and Best Practices Awards

### Research Methodology

Frost & Sullivan's 360-degree research methodology represents the analytical rigor of the research process. It offers a 360-degree view of industry challenges, trends, and issues by integrating all 7 of Frost & Sullivan's research methodologies. Too often companies make important growth decisions based on a narrow understanding of their environment, resulting in errors of both omission and commission. Successful growth strategies are founded on a thorough understanding of market, technical, economic, financial, customer, best practices, and demographic analyses. The integration of these research disciplines into the 360-degree research methodology provides an evaluation platform for benchmarking industry participants and for identifying those performing at best-in-class levels.

### 360-DEGREE RESEARCH: SEEING ORDER IN THE CHAOS



## About Frost & Sullivan

Frost & Sullivan, the Growth Partnership Company, helps clients accelerate growth and achieve best-in-class positions in growth, innovation, and leadership. The company's Growth Partnership Service provides the CEO and the CEO's growth team with disciplined research and best practices models to drive the generation, evaluation and implementation of powerful growth strategies. Frost & Sullivan leverages nearly 60 years of experience in partnering with Global 1000 companies, emerging businesses, and the investment community from 45 offices on 6 continents. To join Frost & Sullivan's Growth Partnership, visit <http://www.frost.com>.