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## CUSTOMER VALUE LEADER

*Maximizing the Price/Performance ROI for Customers*

*RECOGNIZED FOR BEST PRACTICES IN THE  
ASIA-PACIFIC CAR-SHARING INDUSTRY*

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## Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. BlueSG excels in many of the criteria in the car-sharing space.

RECOGNITION CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

## Shifting Gears: Car-Sharing Trends and Opportunities in Asia-Pacific

The car-sharing market in the Asia-Pacific (APAC) region is gaining strong traction as cities face increasing pressure from urbanization, congestion, and pollution. With increasing demand for flexible transport, car-sharing offers a practical alternative to private ownership. Government policies encouraging low-emission transport further promote growth across both developed and emerging markets.

Operators are adding electric vehicles (EVs) to their fleets in response to environmental concerns and policy shifts. Digital technologies such as mobile apps, real-time booking, and Mobility-as-a-Service (MaaS) platforms are improving user experience. Operators are also testing models such as peer-to-peer sharing, residential fleets, and vehicle-to-grid (V2G) solutions to improve efficiency and target specific customer segments.

However, the APAC car-sharing market also faces several challenges. The regulatory landscape varies across markets, complicating cross-border expansion. Infrastructure limitations in rural or semi-urban areas restrict service coverage. Trust in vehicle availability and quality, as well as high operational and maintenance costs, also impact profitability and long-term sustainability.

Still, the market outlook remains highly promising. APAC’s digital readiness, rising environmental awareness, and openness to alternative mobility solutions create favorable conditions. While regulatory inconsistencies continue to complicate cross-border expansion, companies are increasingly exploring strategic partnerships, localized compliance frameworks, and flexible operational models to navigate

these hurdles. BlueSG in Singapore is one example of a successful EV-focused, one-way (A-to-B) car-sharing provider. Its pioneering journey now underpins a bold upgrade a strategic pause in 2025 to prepare for a next-generation platform launching in 2026. As operators refine their models to local needs, car-sharing is set to become an essential part of APAC's transport future.

### Powering a Greener Way to Move

Launched in 2017, BlueSG is Singapore's leading EV, one-way (A-to-B) car-sharing service provider, offering a convenient, sustainable alternative to traditional car ownership. As a pioneer in shared mobility, BlueSG has redefined urban transport through its A-to-B business model, which allows users to return vehicles to different locations, avoiding return trips and parking fees. This one-way framework delivers unmatched flexibility and cost savings especially crucial in a dense, high-cost city like Singapore compared

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**- Ming Lih Chan**  
**Senior Industry Analyst**

to traditional round-trip (E-to-E) models.

To enhance accessibility, BlueSG launched a free membership tier that removes the monthly subscription fee. Targeting occasional drivers, this pay-per-use option charges a slightly higher per-minute rate. The move aligns with evolving consumer behavior for flexibility and lowers entry barriers, helping BlueSG grow its user base while staying financially sustainable.

Operationally, BlueSG maintains efficiency by balancing their fleet that caters to various user profiles with the benefits of a largely homogeneous lineup. This strategy streamlines maintenance and ensures workshop turnaround, supporting a wide range of use cases without compromising control or service quality.

In 2024, BlueSG reached a critical milestone by transitioning from a legacy monolithic system to a fully in-house digital platform. This transformation enhanced scalability, agility, and reduced reliance on third-party vendors. Advanced demand forecasting now supports optimized vehicle distribution and rebalancing, while chargerless operations have enabled expansion into areas without dedicated charging stations reinforcing BlueSG's agility, scalability, and readiness for long-term, sustainable growth.

Frost & Sullivan views BlueSG's A-to-B model, in-house digital platform, and scalable infrastructure as clear differentiators that set it apart from traditional car-sharing providers. Unlike E-to-E models, BlueSG's one-way system enhances commuter flexibility, especially in dense urban settings. Its shift to an in-house platform, along with smart demand forecasting and chargerless operations, demonstrates strong operational agility, reinforcing its leadership in efficient, user-centric urban mobility.

### Smarter Pricing, Leaner Operations

BlueSG maintains a strong brand identity in Singapore's mobility sector despite changes in ownership and backend systems. Its seamless transition to Goldbell Group ownership with little disruption or public awareness demonstrates the strength of its brand equity. Customers continue to identify with the service

as "BlueSG," with little awareness or concern about ownership changes, reflecting high brand consistency and trust.

Rather than competing directly with public transport or ride-hailing services, BlueSG positions itself as a complementary solution. By comparing itself to car ownership, it emphasizes the convenience and cost-effectiveness of private transport without the financial burden particularly relevant in one of the world's

*"Alongside pricing flexibility, BlueSG expanded its fleet to nearly 1,000 vehicles and increased service locations to over 500 across Singapore. BlueSG used predictive demand analytics to guide its fleet and location expansions, ensuring each new site aligns with commuter patterns."*

**- Nur Juliana Jusoh**  
**Best Practices Research Analyst**

most expensive car ownership markets. For families or groups, using a shared BlueSG vehicle can be cost-competitive with public transport, making it an attractive, flexible option.

To grow its presence, BlueSG built a future-ready identity aligned with sustainability, innovation, and urban convenience a foundation that now shapes its 2026 relaunch. Its messaging focuses on being in line with government initiatives to foster smart city development. The company is also expanding its brand presence through partnerships. A notable

initiative is a collaboration with a major shopping mall operator, which, once finalized, will place BlueSG in nearly all of the operator's properties. This partnership enhances visibility, offers a convenient sustainable transport option to consumers, and supports the mall sustainability goals through car sharing. By integrating into high-traffic environments, BlueSG remains top-of-mind for everyday mobility decisions. BlueSG strengthens its brand strategy by delivering a consistent customer experience from its app interface and vehicle design to station branding delivering a clean, modern, and reliable image across all touchpoints.

Frost & Sullivan recognizes BlueSG's strong brand identity, alignment with green mobility trends, and consistent service as crucial elements of its competitive positioning and consumer trust.

### **Making Every Journey a Customer-centric Experience**

BlueSG's 2024 customer acquisition strategy reflects innovation, inclusivity, and responsiveness. To lower barriers for infrequent users, the company's pay-per-use option appealed to those hesitant to commit to monthly fees. Alongside pricing flexibility, BlueSG expanded its fleet to nearly 1,000 vehicles and increased service locations to over 500 across Singapore. BlueSG used predictive demand analytics to guide its fleet and location expansions, ensuring each new site aligns with commuter patterns. This data-driven method maximizes both customer satisfaction and asset utilization.

BlueSG has strengthened its customer ownership experience with real-time communication channels, including in-app live chat, phone, and email support. It also created a voluntary customer focus group, enabling users to provide feedback directly to product and operations teams. This participatory model helps ensure improvements reflect actual user needs. BlueSG also demonstrated agility in responding to evolving demands.

BlueSG's seasonal promotions and expanded rental packages further illustrate its customer-centric approach. During peak periods like Chinese New Year and Hari Raya, full-day rental packages received

overwhelming demand highlighting the company's understanding of user behavior and willingness to adapt to their lifestyles.

Frost & Sullivan views BlueSG's data-informed expansion, adaptive customer service, and flexible pricing structure as key drivers of customer satisfaction and sustained engagement.

### Growing with Purpose, Scaling with Vision

BlueSG's growth potential is tightly interwoven with Singapore's evolving urban planning strategy. As the government adopts a polycentric development model creating multiple commercial and lifestyle hubs across the island BlueSG is ideally positioned to support first- and last-mile mobility needs. Its A-to-B model is particularly suited for commuting between residential and emerging neighborhood centers, offering a sustainable and time-efficient transport option.

While international expansion is on the horizon, BlueSG's immediate priority is to deliver a next-generation platform in 2026, designed to strengthen operations in Singapore and lay the groundwork for regional growth. The local market offers one of the most conducive environments for sustainable A-to-B car sharing in the APAC region and mastering it will provide a robust foundation for future regional growth.

Fleet renewal is another key growth lever. With much of its initial fleet nearing the end of its lifecycle, BlueSG is introducing newer models with improved performance and extended range as part of its 2026 relaunch. Collaborations with vehicle manufacturers are in motion to broaden and add diversity to the lineup, with more partnerships under review.

The move toward chargerless operations also opens new frontiers for growth. By removing the dependency on fixed charging infrastructure, BlueSG can expand into underserved or emerging areas more quickly, advancing both service coverage and sustainability. Innovation remains a core advantage, as BlueSG's demand forecasting, location optimization, and dynamic fleet rebalancing provide a competitive edge. Its in-house platform, developed in 2024, further enhances this capability by offering faster system upgrades and deeper customer engagement.

Frost & Sullivan highlights BlueSG's strategic use of technology, alignment with smart urban planning, and investment in human capital as core pillars that will drive its expansion and regional leadership in sustainable mobility.

## Conclusion

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BlueSG is a pioneer in Singapore's sustainable car-sharing sector, redefining urban mobility with its flexible A-to-B model that eliminates return requirements and parking fees, offering unmatched convenience and cost efficiency. The company drives operational excellence with data-informed fleet management, chargerless expansion, and a fully in-house digital platform that enhances agility and scalability. It balances vehicle diversity with maintenance efficiency to ensure high service quality across user segments. BlueSG sustains strong brand equity by delivering consistent service, aligning its messaging with sustainability, and enabling seamless transitions despite ownership changes. It prioritizes customer experience through flexible pricing models, real-time support, and inclusive engagement via focus groups. The company also strengthens its market position through strategic initiatives such as mall partnerships and fleet renewal with newer green vehicles. By aligning with Singapore's polycentric urban planning, BlueSG actively supports the city's evolving mobility needs. Together, these efforts exemplify its leadership in offering sustainable, innovative, and accessible transportation, and lay the foundation for BlueSG's next phase of growth — culminating in the 2026 relaunch.

With its strong overall performance, BlueSG earns Frost & Sullivan's 2025 Asia-Pacific Customer Value Leadership Recognition in the car-sharing industry.

## What You Need to Know about the Customer Value Leadership Recognition

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Frost & Sullivan's Customer Value Leadership Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

### Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

#### Business Impact

**Financial Performance:** Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

**Customer Acquisition:** Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

**Operational Efficiency:** Company staff performs assigned tasks productively, quickly, and to a high-quality standard

**Growth Potential:** Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

**Human Capital:** Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

#### Customer Impact

**Price/Performance Value:** Products or services offer the best ROI and superior value compared to similar market offerings

**Customer Purchase Experience:** Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

**Customer Ownership Excellence:** Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

**Customer Service Experience:** Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

**Brand Equity:** Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

## Best Practices Recognition Analytics Methodology

### Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	<b>Opportunity Universe</b>	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	<b>Transformational Model</b>	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	<b>Ecosystem</b>	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	<b>Growth Generator</b>	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	<b>Growth Opportunities</b>	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	<b>Frost Radar</b>	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	<b>Best Practices</b>	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	<b>Companies to Action</b>	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

\*Board of Directors, Investors, Customers, Employees, Partners

