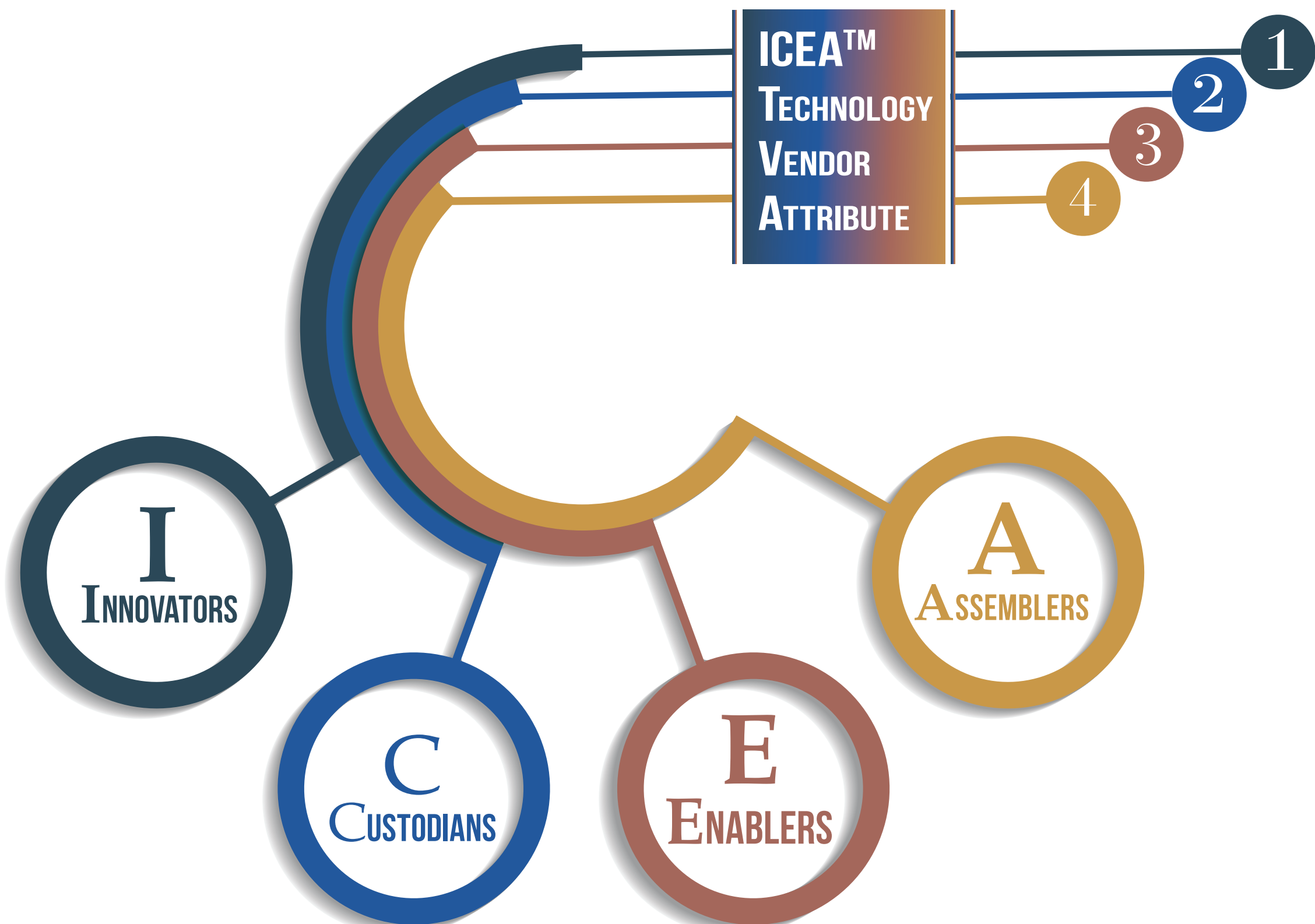


# THE ICEA™ FRAMEWORK

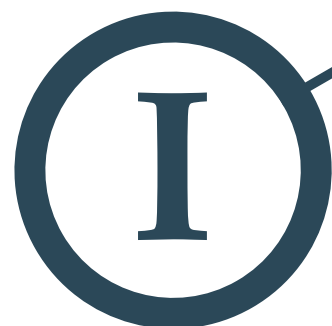
## TECHNOLOGY VENDOR ATTRIBUTES

The ICEA™ framework designed by Damo helps health systems evaluate the vendor landscape by classifying solution providers into four main categories based on their core attributes. The framework provides deep insights that can drive informed decisions in technology partner identification and selection.



# ICEA™ TECHNOLOGY VENDOR ATTRIBUTE #1

The ICEA™ framework designed by Damo helps health systems evaluate the vendor landscape by classifying solution providers into four main categories based on their core attributes. The framework provides deep insights that can drive informed decisions in technology partner identification and selection.



# INNOVATORS

*“We have a whole new way of doing it”*

<b>TYPE OF ENTITY</b>	Stand-alone solution or platform
<b>EXAMPLES</b>	Teladoc, digital health start-ups
<b>KEY ATTRIBUTES</b>	<ul style="list-style-type: none"><li>• Cloud-first, mobile-first approach</li><li>• Small and agile teams, often VC-backed</li></ul>
<b>PRICING MODEL</b>	SaaS subscription based

# ICEA™ TECHNOLOGY VENDOR ATTRIBUTE #2

The ICEA™ framework designed by Damo helps health systems evaluate the vendor landscape by classifying solution providers into four main categories based on their core attributes. The framework provides deep insights that can drive informed decisions in technology partner identification and selection.



<b>TYPE OF ENTITY</b>	Transactional system of data
<b>EXAMPLES</b>	Epic, Cerner and Oracle
<b>KEY ATTRIBUTES</b>	<ul style="list-style-type: none"><li>• Long term strategic relationships with clients</li><li>• Deep knowledge of enterprise workflows</li></ul>
<b>PRICING MODEL</b>	User based licensing

# ICEA™ TECHNOLOGY VENDOR ATTRIBUTE #3

The ICEA™ framework designed by Damo helps health systems evaluate the vendor landscape by classifying solution providers into four main categories based on their core attributes. The framework provides deep insights that can drive informed decisions in technology partner identification and selection.



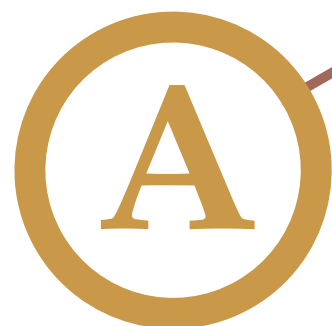
## ENABLERS

*“Rent it,  
build on it”*

<b>TYPE OF ENTITY</b>	Platform vendors
<b>EXAMPLES</b>	Microsoft, Google, Salesforce, AWS
<b>KEY ATTRIBUTES</b>	<ul style="list-style-type: none"><li>• Enterprise class, robust and scalable</li><li>• Broad implementation partner ecosystem</li></ul>
<b>PRICING MODEL</b>	User based, consumption-based

# ICEA™ TECHNOLOGY VENDOR ATTRIBUTE #4

The ICEA™ framework designed by Damo helps health systems evaluate the vendor landscape by classifying solution providers into four main categories based on their core attributes. The framework provides deep insights that can drive informed decisions in technology partner identification and selection.



## ASSEMBLERS

*“We can build  
it cheaper  
/faster/better”*

<b>TYPE OF ENTITY</b>	SI and consulting firms
<b>EXAMPLES</b>	Accenture, Deloitte, India-based global IT firms
<b>KEY ATTRIBUTES</b>	<ul style="list-style-type: none"><li>• Scale, expert knowledge, healthcare focus</li><li>• Offshore-based development for low cost</li></ul>
<b>PRICING MODEL</b>	T&M/fixed price/fixed capacity

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