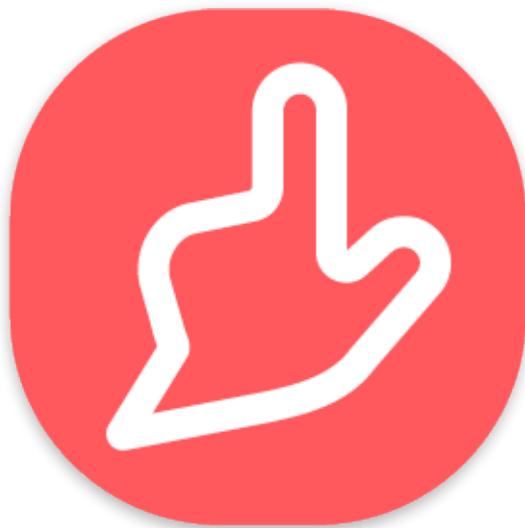




Product Proposal



Speakprose

**Engineering, Maintenance, Marketing, and Sales Channel
Development Strategy: February 2020 through Q4 2020**

Prepared For:	Andreas Forsland, CEO	Leonard Zerman, CTO	Board of Trustees
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Document Version:	0.5b	February 2020	

**"For people without disabilities,
technology makes things easier.
For people with disabilities,
technology makes things
possible."**

-Mary Pat Radabaugh



Executive Summary

Introduction and Document Objectives

The purpose of this document is to propose a path forward for Speakprose in Fiscal Year 2020, encompassing the freemium variant as well as Pro and Pro Plus from the perspective not just of engineering but also sales, training, go-to-market activities, and more. A software road map will be provided, informed by 1) data/metrics analysis, 2) user profile work completed by the team in the past, 3) my own study of addressable populations, 4) the explicit goals we must strive for in the next two fiscal quarters, and 4) considerable input from the team. It is a great pleasure to be tasked with authorship for two simple reasons:

First, the future is very bright both for the application and the organization as a whole; Speakprose is very nearly to a point where major development efforts can cease while still leading the competition in many ways, which enables engineers to return to their core areas of expertise.

Secondly - and more importantly - the market appears to generally agree. Given that successful user experiences serve as the North Star in terms of judging the outcome of our efforts as well as the exceptionally strong base of skill and experience held by every member of the team - in relative measure of course, but with no outliers - there is every reason to expect much greater success in 2020.

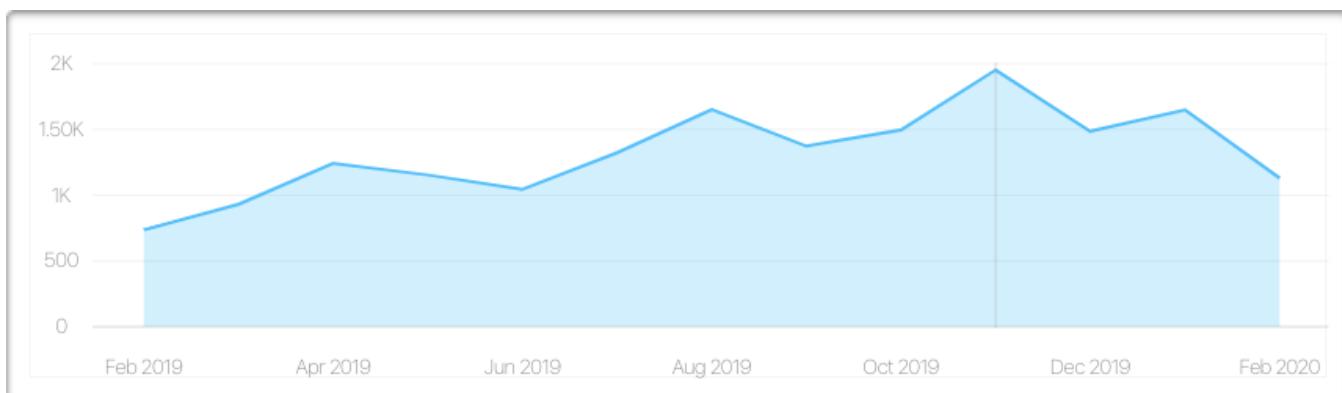
Like all such comprehensive product order documents, different portions may carry a different weight of relevance to each reader. As this is an extensive examination of the application from all angles - sales, marketing, content, training, customer support, and of course engineering - while I encourage all stakeholders to read it in its entirety, I also appreciate the many demands

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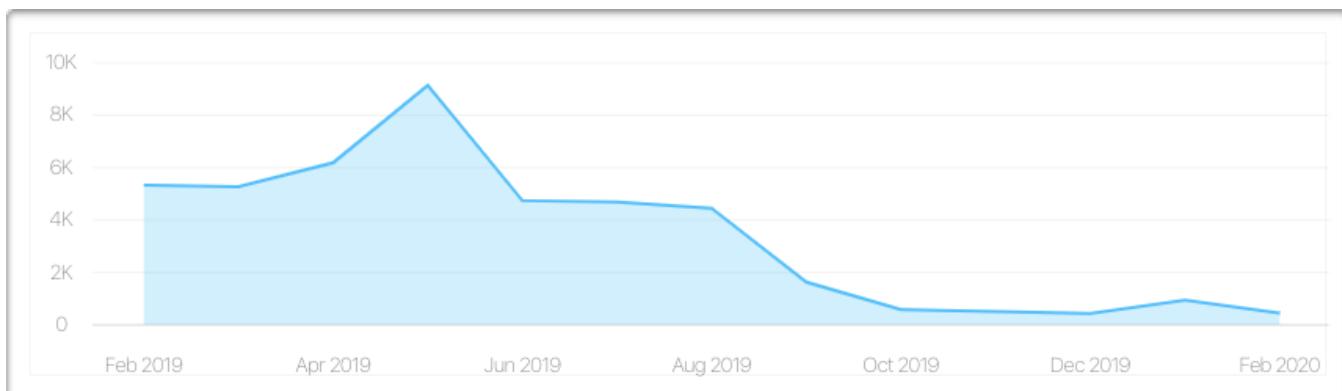
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on your time and suggest that if you do not have 30 minutes to spare in this moment you consult the [table of contents](#) and prioritize what is most relevant to your role.

By virtually every measure this has been an exceptional year for Cognixion. The team has grown, Speakprose not only now constitutes 97.5% of downloads relative to :prose - an indication of successful transition to the new solution - but also demonstrates phenomenal conversion and retention; 25% of subscribers remain after six full months of use, which is the high-end percentage expected after six weeks for most competitors about whom we have knowledge. Meanwhile, the Pro upgrade saw a roughly 500% increase in sales year over year - and yet has almost been beaten by Pro+ in overall revenue after a relatively brief period of release. Overall the sales over the past year can be visualized as seen below:



While the minor dip in sales after November might be read as discouraging to some, that's actually far less extreme than typical; not only did that spike align with Autism Awareness Month but also with the release of the iPad Pro Gen 3, which Cognixion acted on quickly in terms of introducing head tracking support - and not only are we only halfway through February, but it is traditionally one of the worst months for AAC sales as districts start to look at purchasing the following year.



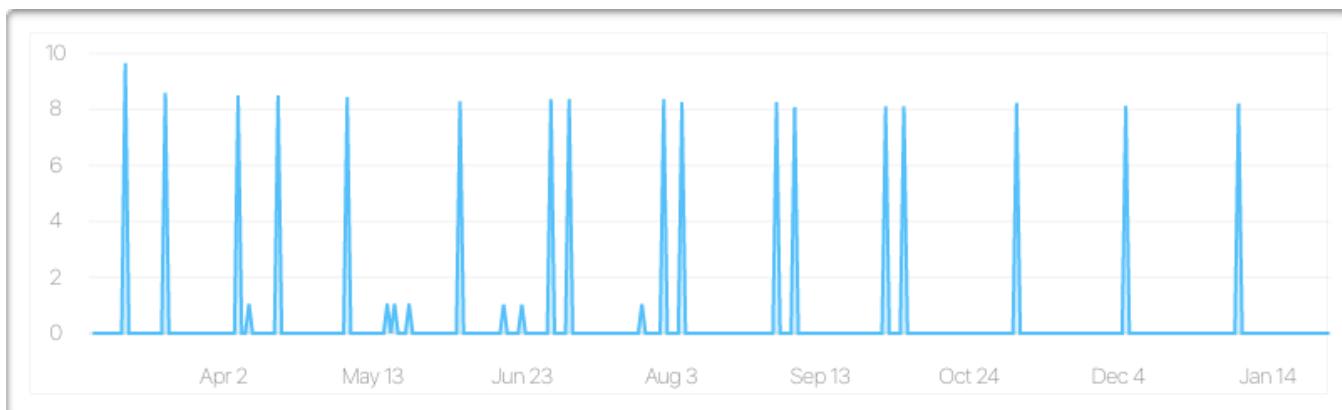
The graphic on the prior page indicates units downloaded during the same period - so customers who loaded it onto an iPad or iPhone but did not necessarily purchase a subscription. Again, the trajectory is misleading because while it may appear negative, it's actually excellent; this shows that whether via word of mouth or optimization of Apple search terms or very well targeted advertising or other means, for six months now those who have sought out the app to *purchase* it, rather than simply download and trial or experiment - again very unusual in our industry, where engagement with in-app purchases (IAPs) is typically only between one and three percent relative to downloads.

Territory	Previous Range
1 ● USA and Canada	▲ 507%
2 ● Europe	▲ >999%
3 ● Asia Pacific	▲ 15%
4 ● Africa, The Middle East, and India	▲ 124%
5 ● Latin America and The Caribbean	▲ 99%

Speakprose has also amassed a considerable following outside of the United States despite English-only localization, which is a topic I'll return to briefly later in this proposal, but if a 500% increase in North America felt impressive it seems to have broken the equation entirely in Europe, where it is performing exceptionally well in the United Kingdom - which is unsurprising due to a failed domain-specific merger that has opened many new opportunities - but inexplicably also in

Germany, Spain, France, Italy, and other major markets with far less complexity to their funding systems than the United States - the percentages in that chart are purchases, not free downloads.

Australia is particularly interesting, where metrics show a series of equal-quantity spikes at relatively consistent intervals. This pattern below is however typical of that market, where all managed iOS communication devices are distributed by resellers - or, more specifically, by one



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very successful reseller - who has been emailing frequently asking for minor changes in localization to aid his sales. The chart below - once again of sales, not free download units - validates his claim of consistent demand, albeit at a lower level than in the United States or United Kingdom.

Goals and Outline

A later portion of this document will return to the app store to address competitive analysis in our core markets specifically, but while these charts and praise are both worth sharing and worthy of celebrating - for those who wish to check in easily, here's [a link to a data wall](#) showing a subset of that information daily - the purpose of this document is not to look backward but rather forward. The following page contains a table of contents that outlines the content here well, but in brief the goal of authoring a product order such as this is so that:

- The team, leadership, and investors have an accurate sense of how our product has performed, both financially and in terms of the user experience;
- The team has a clear sense of product governance and - for at least software, as this does not address any other projects - who is ultimately responsible to make decisions, coordinate communication, and track progress;
- All parties gain a sense of what resources we have in terms of user base, user contacts, etc., and with charts such as those above may reach and share realizations or come up with applications that I would otherwise be unaware of;
- So that you all know what I'm up to, the conclusions I've drawn, and hear your opinions - something for which I used to hold a Slack-based end of day all-hands check in Mon-Thu but I think we can spare you all that for the moment, and finally
- A casual introduction to some of what I've learned of how the group works together, where it is strong and where it can be improved, and some ways I would like to structure that differently - such as bringing agile philosophy into domains other than engineering, having software conversations the way we do about hardware (although strictly time boxed) - and some system adjustments that primarily impact our marketing and customer contact mechanisms, but also will necessarily occupy some of my time specifically depending on whether we internally manage or contract our funded and DTC revenue.

I appreciate the time you've already spent reading what I've shared; for those of you willing, here comes a fair bit more. I'd also like to add that for the moment, as our first time doing this together, I see this as remaining a "living" document for a short period of time and have 100% confidence that I have made errors and incorrect assumptions all throughout, particularly as

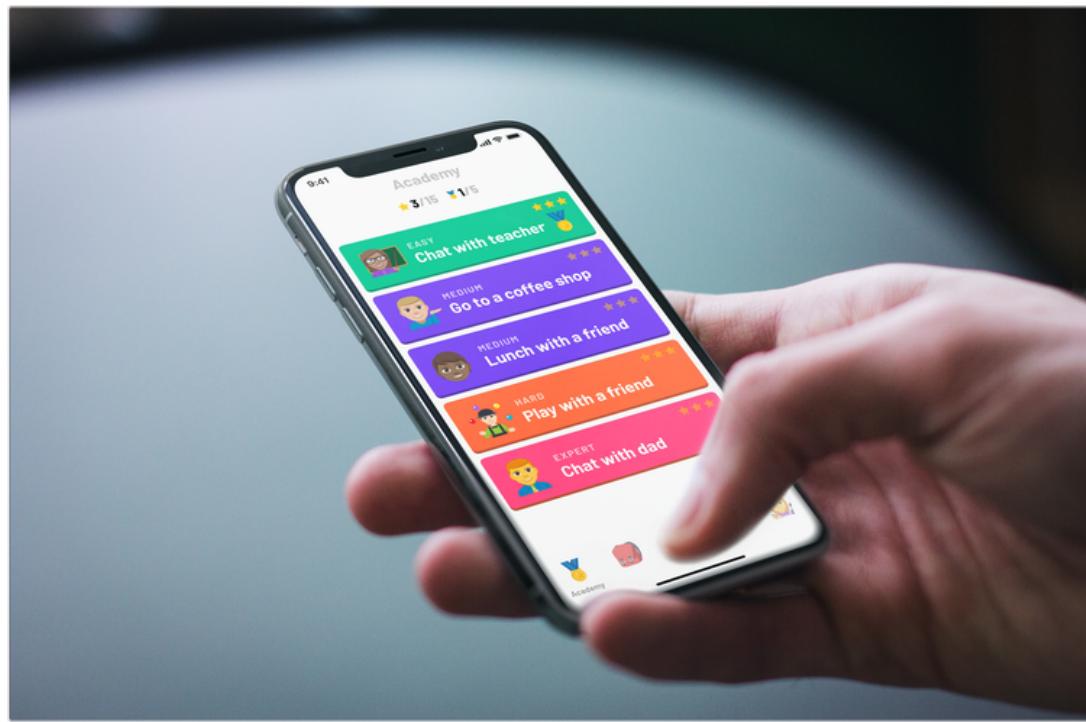
relates to engineering. Please do not hesitate to point those out to me - and know that I, like all in my role, inherently want more than we can have - and I assure you I can take whatever heckling my errors result in. That said, I ask that you extend me - as you all have, this is not a complaint, just an opportunity to set expectations both ways - the same courtesy in regard to knowledge of language acquisition and AAC intervention.

From my time in the industry, and errors made in the past, I want to close with this: The only way we can validate our approach to any of this - language system, marketing messaging, brand identity, training and implementation supports - is by consistently executing on the same plan and process for long enough to be able to collectively critically evaluate it. I am of the opinion that the "fail fast" mantra is a good one for many tech firms but a disservice to our population specifically. If and when we fail in regard to a product or feature or idea, let's at least fail at a medium pace and mindfully enough that we have a little time to course correct, and if that ever feels too slow please consider the document that follows, as I can assure you the Cognixion team is far ahead of the pack.

Table of Contents

1: ADMINISTRATIVE INFORMATION AND KEY ROLES	8
2: ANALYSIS - SPEAKPROSE™ METRICS AND GROWTH	8
2A: RECEPTION TO OBJECTIVES AND ESSENCE	8
2B: RECEPTION TO FUNCTIONALITY AND POSITIONING	14
FROM HERE BELOW IS JUST OUTLINED	19
2C: MARKET AND COMPETITIVE LANDSCAPE	19
2D: KEY CURRENT AND FUTURE DIFFERENTIATION	19
3: STATUS - SPEAKPROSE™ CHANNELS AND PARTNERS	19
3A: KNOWN PREREQUISITES FOR USER SUCCESS	19
3B: INTERNAL CAPACITY VS SCALE OF SUPPORT	20
3C: MARKETING, SUPPORT, AND DISTRIBUTION	20
3D: STATUS OF INFLUENCER AND CLINICIAN RELATIONSHIPS	20

3E: THE ROLE OF INSURANCE AND FUNDING AGENCIES	20
3F: REVENUE MODELS, ASSUMPTIONS, AND EVIDENCE	20
4: DELIVERABLES AND DEVELOPMENT PLAN FOR 2020	20
4A: SOFTWARE AND HARDWARE ENGINEERING	20
4B: PRODUCT MANAGEMENT	21
4C: SALES AND SUPPORT	22
5D: MARKETING	22
6D: CLINICAL	22
5: MILESTONES, TOLLGATES, RESOURCES, AND RISKS	23
5A: SPEAKPROSE™ 3.0 MILESTONES AND DEFINITION OF DONE	23
5B: RISKS, DEPENDENCIES, AND OTHER BARRIERS TO SUCCESS	23
5C: INTERNAL AND EXTERNAL COSTS	23
5D: OVERALL PRODUCT BUDGET REQUEST	23
6: STAKEHOLDER STATEMENT OF AGREEMENT	23



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1: Administrative Information and Key Roles

Identifiers	Roles and Responsibilities	Time Allocation
Project Name:	Speakprose 2020: 3.0 Go to Market and Maintenance	
Project Type:	Software and Content Development	
Support Functions:	Customer Service, Training, Fulfillment, Finance	
Are Assets Reusable?	Yes	
PM/PO:	Lucas Steuber	
Clinical Lead	Lucas Steuber	
Development Manager:	Wil Macaulay	
Developer:	Sarah Pearce	
Marketing:	Meaghan Azlein (Lead), Lucas Steuber	
Training & Support:	Meaghan Azlein (Lead), Lucas Steuber	
Operations:	Sally Gilmour	
Internal Customer:	Andreas Forsland	
Formal Approver(s):	Andreas Forsland, Leonard Zerman	
Totals	*Time allocation omitted pending assignment by Development Manager	



2: Analysis - Speakprose™ Metrics and Growth

2a: Reception to Objectives and Essence

One of the most remarkable things about the success of Speakprose – in this case defining “success” as high subscription conversion and retention rate – is its relatively nontraditional nature. High-Tech (e.g. not paper-based) Augmentative and Alternative (AAC) devices have typically taken one of three basic forms: A keyboard with voice output for adults, a static photograph display for children with early emergent language, or a grid-based system that relies either on a nested hierarchy of related terms or “semantic compaction,” a system termed Unity but most frequently found in the application LAMP

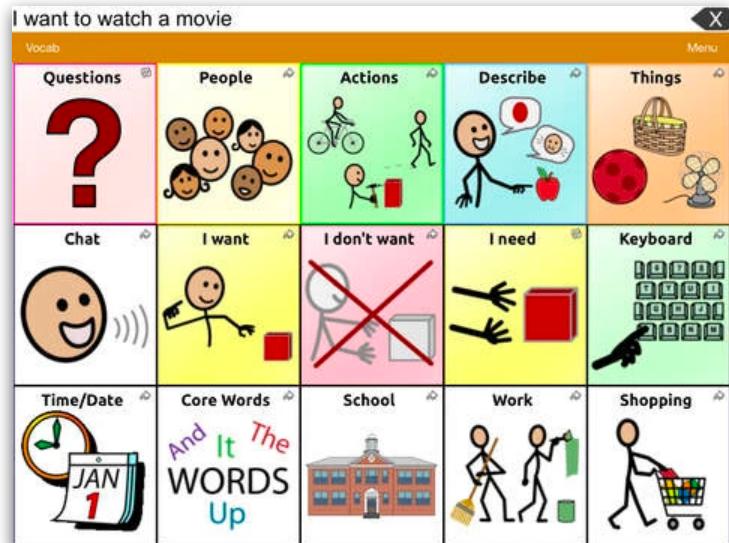
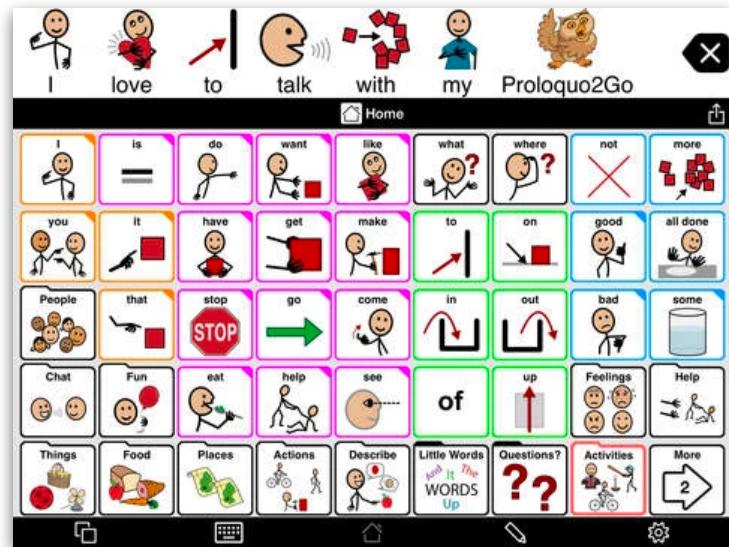
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which relies on complex knowledge of the interrelationship of words and is a perfect example of a highly traditional system.

One interesting fact - and one that represents an opportunity that Speakprose has captured effectively - is the simple truth that the vast majority of Speech-Language Pathologists (SLPs), or Speech-Language Therapists (SLTs) or simply Speech Therapists depending on region, are not simultaneously experienced software engineers. Further, while one could argue that any clinician working in that space has some body of knowledge of successful design principles for special needs, the reality is that almost without exception the software competing in our space is outdated in terms of three major modern consumer expectations: Stability, modern user interface conventions, and a positive customer experience in terms of onboarding.

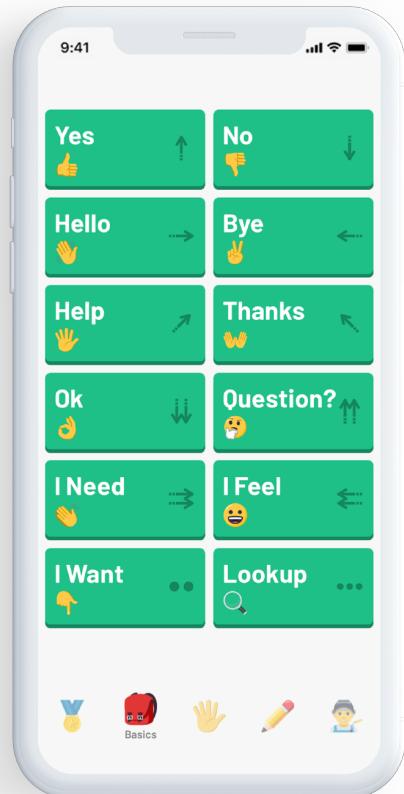
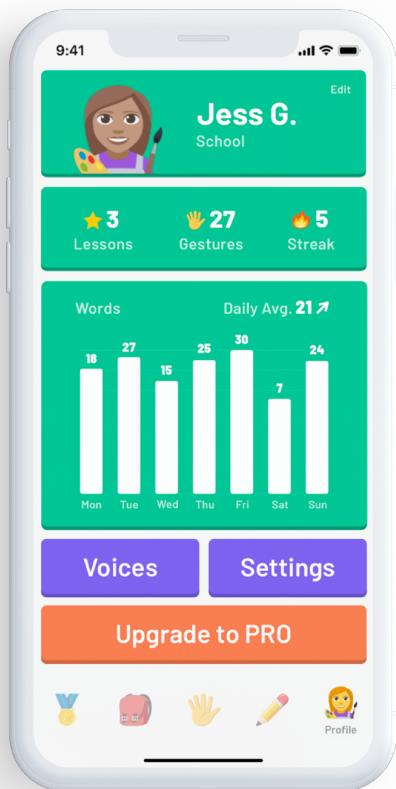
Pictured to the right are three of our most significant competitors: Proloquo2Go, the first iOS AAC app which retains considerable residual sales as a result of Steve Jobs himself introducing it onstage; LAMP, which has seen no development in some time and uses a symbol system and overall layout originally designed in 1974, and the third is our most direct competitor in terms of access functionality, called TouchChat. From the perspective of raw "design grammar," these applications are impossibly dated in appearance and function poorly on modern devices - comments that are also all true of their web presence. However, there has not been a competitor with the engineering and design discipline to elevate the standard.



Comments online and in person have a consistent theme of praise for the design quality and therefore engagement with the app, which may be a factor in the high rates of retention mentioned in the Executive Summary. The Speakprose™ design is easy to navigate and understand while also visually engaging and modern.

From years of experience in the field as a practicing Speech-Pathologist (and several times a competitor), this praise carries deeper meaning than simply “the app looks nice and therefore I want to use it.” Among many problems that have plagued AAC users and specialists, one of the most frequently-mentioned and egregious has to do with consistency. There is ongoing fear that companies will simply vanish due to acquisition, lack of financing, or simple loss of interest. These concerns extend to stability, where funded devices ostensibly are required to be supported for five years legally, but that is a commitment not always honored among even the largest companies, who - I again attest from personal experience - will sometimes experience bugs secondary to operating system updates and other factors that completely break a user’s ability to communicate but leave them unfixed for months or even permanently.

Underlying the fears above - disappearance of support due to insolvency or neglect - is something much more fundamental: Learning to communicate, whether in English or French or sign language or via AAC, is an investment of time and energy that far outweighs any financial commitment made. Even if something superior exists, users - like Dr. Hawking himself - insisted on retaining the mechanism with which they were familiar. There is little faith among the community that the industry is committed to - or capable of - that type of support. That fact, combined with constantly changing messaging and methodology (which is sometimes perfectly valid based on new research, but the revenue leader in our industry has shifted its entire philosophical structure and messaging five times in the past three years alone), has undermined 1) overall faith in the industry from a standpoint of literal competence; 2) reduced adoption rates of AAC worldwide, and given rise to what are tantamount to conspiracy theories about potential harm to developmental language; and 3) exacerbated long-existing complaints about the associated



costs - primarily in hardware, but software as well.

In short: Users and their circle of support do not feel that they are heard, or valued, or seen as meaningfully human. Meanwhile, they struggle to express those feelings at the best of times - and are prevented from sharing them entirely when, for example, a Tobii Dynavox device under a year old stops functioning under warranty and - yes, they are offered a repair - but often left without any means of communication for six weeks. Finally, even in terms of the conventions used in the software they rely on, they are expected to live life essentially in the past: Slowly, in a manner inherently limited by both communication rate and potentially mobility, at high cost from companies who both users and professionals believe neither understand or particularly care. To return, now, to Cognixion's "brand essence," the concerns above are all recognized and addressed alongside the exact same guidelines that inform the visual style.

Meaningful Technology

We are harnessing technology to listen to people in entirely new ways, translating their thoughts and gestures into meaningful human expression.

Essential Concepts

Translation. Interpretation.

A platform for semantic understanding.

Exponentially Human

We are radically empowering nonverbal people to more-effectively express their thoughts, ideas and emotions.

Essential Concepts

Deep human connections.

Enablement. Empowerment.

Quantifiable personal growth.

Igniting Understanding

We are inventing the future of human conversation by transforming how people communicate, collaborate, and converse.

Essential Concepts

Human transformation.

Ignition. Potential. Possibility.

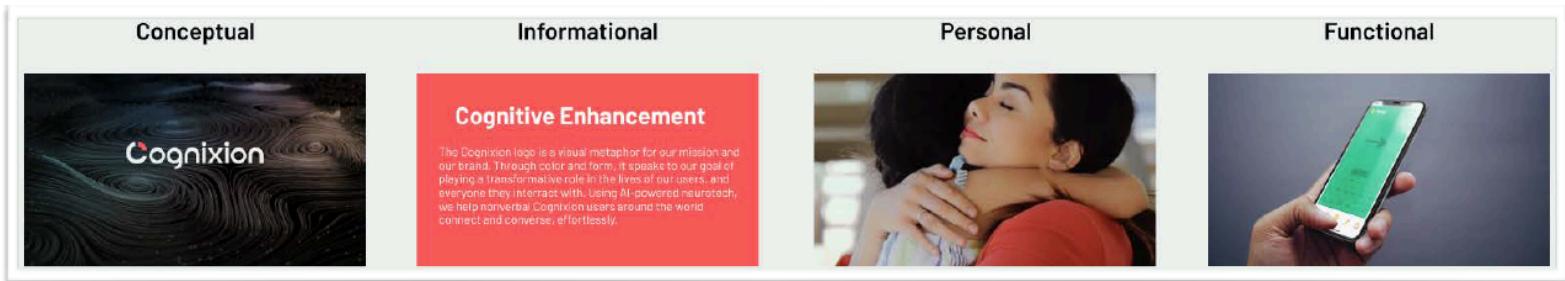
Accelerating expression and understanding.

My purpose in articulating all of the above - besides having heard or seen these sentiments daily for so many years that they're virtually ingrained even in my clinical opinions of AAC, let alone other SLPs - is that when the team now called Cognixion initially entered the market, and even more recently when they introduced head tracking and other prior innovations like the academy - the sentiment within the competitor who employed me at the time was that there wasn't any threat. There was a brief meeting, consensus that *because they were not led by clinicians and conformed to the established standards*, that the brand would be successful. That attitude is actually representative of the two largest brands in the industry (Tobii Dynavox and PRC/Saltillo), who have operated for many years under the belief that the market was too niche - and the cost of entry too high - for there to ever be serious competition.

That has proven to be a catastrophic error in thinking in more ways than just their opinion of Cognixion, the details of which I will exclude as they would constitute a document of equal length, but the critical lessons are as follows:

- We are serving an industry inherently inclined to root for the underdog. Even in the face of great success, our marketing and branding should focus on user success rather than solely the tools we've built to help enable it. If conceptualized as the Hero's Journey or "Monomyth," a metaphor that crosses many cultures, our product is absolutely part of that journey but should never be positioned as the "Hero."
- Further, we should celebrate *incremental* success, not just the shiny perfect end point of the user giving a TEDx talk and similar. That is of course fantastic to see but - per feedback directly from communicators - can make them feel inferior, or not warranting of praise when they are just beginning to learn.
- While one could argue successfully that Cognixion is a "technology company," which it has in common with (for example) Tobii Dynavox, which is widely reviled for poor support and perceived exploitation, there is more sophisticated recognition of the branding repercussions in place at Cognixion that is strongly validated by customer feedback. There is great merit to robust engineering and novel access methods and everything those assets entail, but when an ALS patient receives a new diagnosis, and goes home that night and lies awake next to their wife of forty years thinking about what it means, what's on their mind isn't how much RAM and hard drive space their new eye gaze device will contain.
- We are right to highlight engineering skills and new technology, but should do so in a way that subtly introduces those concepts while emphasizing primarily what they can help to enable in users' lived experience.
- Consistency is of paramount importance across all domains of the business, and messaging both from an overarching brand perspective down to details of implementation should be both codified and shared and enforced among potential partners.
- Every successful "language system" - named things like Unity or PODD or Gateway or WordPower, etc., is associated with a visible clinical personality. While it is not good sustainable practice to "brand" any individual employee, concepts like a development blog and "day in the life" features around our work and - maybe most importantly - a personal tone to things as simple as social media responses is critical. This may seem vain or aggrandizing but in my experience has very successfully countered industry opinions that are inevitably held around pricing, market purpose, and longevity by humanizing the brand.
- Reliability is also a major concern in the field, and we have a reputation in that area - admittedly lent some support by use of iOS - that should be a component of advertising.
- Finally, in brief as this theme will return, the biggest predictor of success in adoption of AAC - validated without exception in a broad body of academic research as well as practice-based evidence - is training of the user and their circle of support.

While all of the above constitute “action items” in a broad sense, they are repeated here primarily for emphasis because each of those themes is already captured in our formal brand guidelines.



- Considerable feedback has reinforced the importance of modernity in both user interface and hardware, a brand strength that reinforces confidence in longevity and consistently and is captured by the “conceptual” style type.
- Users want both to be informed about the best ways to use our products, but also see our team as informed - a style type we've termed *informational*.
- All stakeholders want to know that we both understand and care about the lived experience of AAC use, and want to see and hear stories of others' experiences and success. This *personal* style can be combined with other types, and is consistently the most popular form of advertising in our field based on a review of YouTube content views.
- The Functional style escapes the trap of overemphasis on technology by still introducing a human element, and addresses another important need: That what they're investing in is “worth it;” it will not only literally function reliably and as advertised, but also improve their quality of life.
- I would add a recurring theme not necessarily captured above but certainly strongly felt internally: That what we are “selling” is - yes - access to communication and eventually even more, but for users, caregivers, and teachers what we are offering could chiefly be conceptualized as time. Users want enhanced rate of composition, which we have already addressed considerably but continue to iterate upon. Caregivers and teachers, where the pediatric population is involved, also face a poverty of time and particularly for our eye gaze users are navigating a complex hierarchy of needs that includes feeding, hygiene, and other factors that make every moment with access to communication that much more valuable.
- Recently we have been conceptualizing what we offer as the “Four Cs,” which is a convenient branding coincidence that is not at all forced but rather very true: We offer *Connection*, *Consumption*, *Creation*, and *Control*. Those four things capture the essence of the human condition, and are common to all of us regardless of the vast constellation of individual characteristics that constitute our unique identities.

- Finally, if any of this seems obvious or tedious to see articulated: I went to 15 competitors' landing pages while authoring this section, and only one company in our field referred to their customers as "People."

AI-Powered People

Cognixion is a team of visionary technologists, researchers and designers focused on creating products that accelerate and enrich human communication and physical capabilities.

[CONTACT US](#)

[PRESS KIT](#)

In all fields language is important, but perhaps none more so than this one; in three words we've captured all four of the key brand elements, and done so in a way that is both respectful and empowering. While we have some work to do in other areas - as all organizations do - I'm proud to be associated with both the content and the attention to detail dedicated to everything articulated above, and the power of strong messaging for our audience is something that both cannot be overestimated - I have watched startups in this field make minor errors in terminology that cost them their market - nor has it gone unnoticed.

2b: Reception to Functionality and Positioning

For the length of time it has been present on the market (prior existence of :prose momentarily set aside), Speakprose™ has gained considerable market share and developed an in-app purchase conversion rate - and therefore cost of acquisition - exponentially lower than I have seen in prior experience. This is detailed in the [Executive Summary](#) with some additional competitive analysis to follow in [Section 2c](#). There are many reasons for this, such as the compelling branding and rising awareness and other factors that we are carefully tracking and will build upon in a strengths-based manner with action points detailed below.

It is, however, a reliable maxim of life that nobody - and no one thing - can be all things to all people. Above I detailed the four fundamental past ways of thinking around vocabulary and AAC generally - and the ways that Speakprose™ has actually gained credibility by violating those conventions. Similarly, there have been two competing schools of thought in terms of what I've termed the "addressable population" of a product: You can build for a target population or population(s) with shared needs around language and access, and therefore be much more granular in outreach, development efficiency, stability, and much more - or you can attempt to build a solution often called "AAC as the Operating System" wherein many different language systems are offered as well as tools like accessible phone support, web browsing, social media,

and more. This has been attempted in the past by many AAC companies with the ethic that to do anything less than offer a 100% solution is a disservice to the population they purport to represent; The most popular past examples have been Communicator 5 and Compass by Tobii Dynavox - the latter of which I personally managed for some time, and the former I used frequently in the field - and there has been rising popularity in Europe of a solution called Grid 3 by Smartbox that takes a similar approach, and with which I have also been involved professionally.

Based on 1) observed experiences, both in managing one such solution post-launch and interacting considerably with the others; 2) clinical experience and expressed desire of the users, and 3) the conventions and possibilities of modern software development, the direction moving forward for Speakprose™ will not be one intended to serve every person and every need, but rather targeted and enhanced to focus on an ideal experience for a set of individuals for whom we know it to be a good fit. This is a strengths-based approach from many standpoints, including internal capacity around engineering, marketing, and support, but also for our users who will have options more specifically tailored to their needs.

Meanwhile, it in no way closes the door on the potential of serving other populations in the future, but instead could hypothetically constitute the first of a “suite” of communication and accessibility tools which share common code and interact with each other but allow users the freedom to select which subset of products suit them best while also maximizing our efficiency and ability to respond to bugs which only emerge in individual components - we can “change the tire” rather than “take apart the whole car,” to use a wildly oversimplified but appropriate comparison.

To be clear, the possibility expressed above - a suite of interconnected apps - is not within the scope of this product order and not conclusively a direction in which we will go; there is other product development that takes precedence, for example, although the concepts may overlap if we find that is the right fit for our users. I articulate the concept here only to reassure all readers that this decision to narrow our scope of targeting does not constitute an endpoint for Speakprose™ but rather a new entry point in a way the industry has long overlooked.

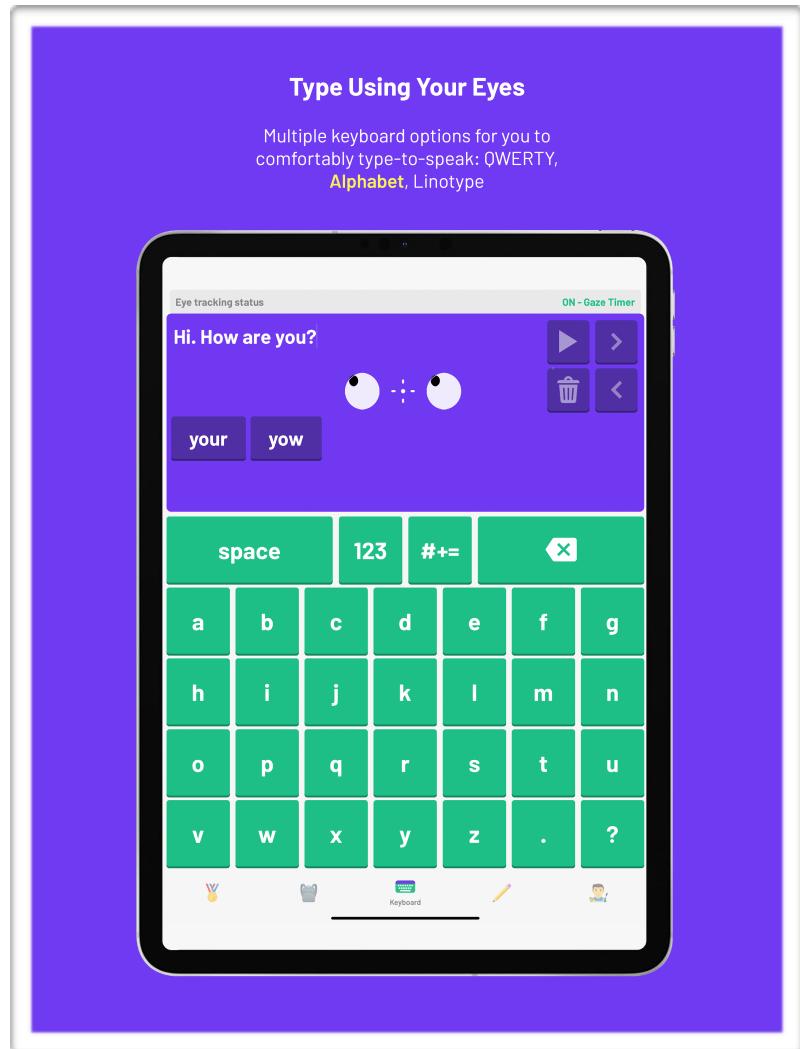
My area of specialty both as a research Linguist and later as a Speech-Language Pathologist working in a variety of contexts before private practice and ultimately development has been what are typically termed “low-incidence disorders.” The World Health Organization in concert with the Bill and Melinda Gates foundation and several other international groups has done considerable work in the past decade locating, identifying, classifying, and ultimately trying to address conditions as common as infectious Malaria but also hundreds of genetic, metabolic,

and acquired disorders that can benefit from AAC but often have no awareness of its existence; my best estimate (consistent with other research) is that only 7-9% of potential users of AAC in the United States have access to or even been told about AAC, with a drop to 3% in Western Europe and well below 1% worldwide. Over a brief period of free time I read slightly over seven hundred related studies and established a database of worldwide addressable populations with a complex set of criteria informing those determinations that doesn't warrant detailing here save to say the following:

- I have a very high level of confidence in the underlying math and research methods employed here, and with a handful of exceptions am 95% confident or more in the accuracy of my conclusions.
- It has been checked through and validated by a number of other specialized SLPs as well as physicians and with a few small corrections agree this is a good guiding document.
- It has not otherwise been distributed, for one reason because of the fact that it is valuable intellectual property that is strategically useful to us (and a happy coincidence in terms of my choice of hobbies), but also because it is not currently laid out in a way that is publicly comprehensible. However, if anyone reading this document is interested in access or walking through this information in more detail, we can arrange a time to do so.
- Of roughly 200 conditions I chose to examine, I have completed 62 to the level of confidence required for this purpose, with a number determined to be excluded due to lack of consistent data and 67 remaining to complete.
- Most critically for this document is the statement that we - as an industry - have massively underestimated the potential market value of AAC tools and intervention, likely due to the low market penetration and perceived complexity of skill acquisition.
 - In the United States and Canada alone, I am confident in an estimate that roughly 3,600,000 living individuals could benefit from AAC.
 - The annual incidence of such individuals - meaning new diagnoses either at birth or later in life - is roughly 900,000. The relatively small difference between those numbers is, I'm afraid, a function of life expectancy secondary to most of these disorders.
 - Using an average selling price essentially averaged between many manufacturers and based on the access needs, incidence, and mortality rate (both age and length post-diagnosis), the potential value of the North American AAC industry - given an impossible fantasy situation with 100% awareness and use, no price attrition, and total market dominance - is roughly \$2,900,000,000 (yes, that's billions, not millions) per year.
 - That number only includes hardware and software, not services or paid support.

The developers and manufacturers focused on "complex communication disorders" - meaning those requiring an access method other than direct touch, which of course Speakprose™ now

offers via switch and head tracking, which will only continue to improve - have traditionally focused on Rett syndrome and ALS ("Lou Gehrig's Disease" or MND - Motor Neuron Disorder by other names) for a number of reasons: The generous interpretation is that many related disorders have similar symptoms, and in fact we have found in the past several years that many disorders related to the MECP2 gene - which is responsible for Rett Disorder - have been improperly diagnosed as Rett when in fact they can have wildly different needs; advances in genetic testing have been a major factor, and I therefore can't criticize the industry too harshly for its emphasis there; I will, however, judge a bit more harshly around ALS, which even Lou Gehrig himself doesn't appear to have had and has rapidly risen in diagnostic rate since the ice bucket challenge and film featuring Steve Gleason.



To be clear, that was all excellent work; I am not criticizing services provided for ALS or Rett or any other disorder, misdiagnosed or otherwise. The purpose of sharing this level of depth is to give context to the potential utility of this new information and the fact that no competitors are examining it. What we have started as a hobby and it quickly became evident that:

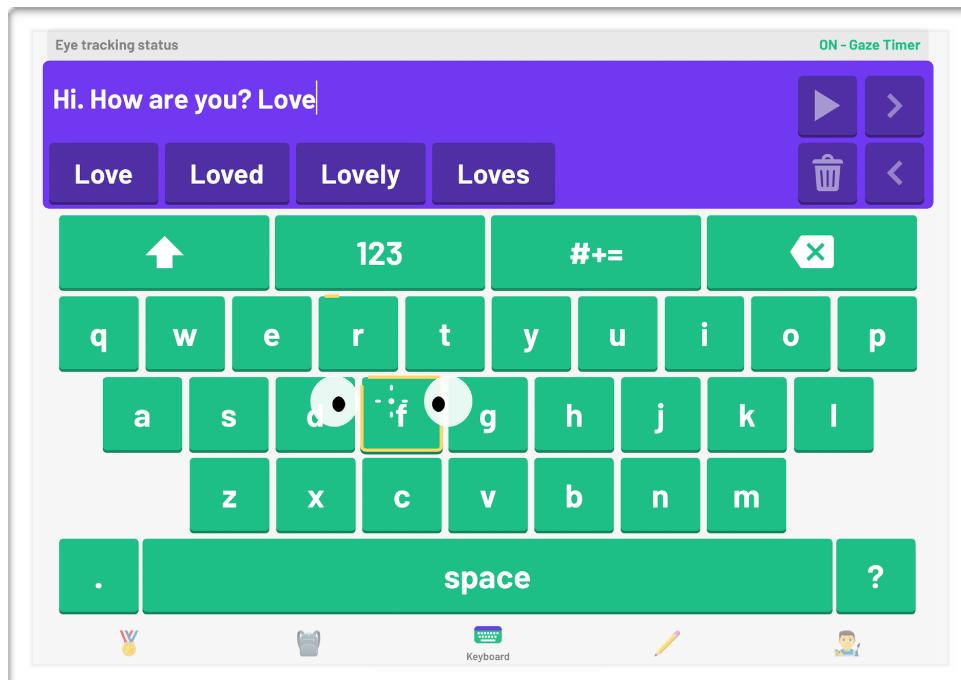
- There are a large number of candidate populations for AAC generally.
- All of them are potential users, at some stage, of Speakprose™.
- However, there are micro-targetable groups of low-incidence (as well as "rare" and "orphan" disorders - a term simply meaning there is no active research on the population) who are perfect candidates for Speakprose™ as it exists today and particularly as it will exist in 3.0.
- Further, these groups are small enough - but still represent high enough potential value - that they often have a single support page or even just a Facebook group, which I have identified in most cases and can ethically employ as an entry point, partially because few of them have any discussion at all related to AAC.

- As a small organization currently, this targeted outreach is ideal both for validating our funding solution and sales channel generally at a scale that is manageable while also generating considerable revenue.
- Even outside of the business purpose, it's a good thing to introduce these populations to tools they can benefit from - especially ours, which is particularly appropriate and cost-effective for both private and public sales purposes.

We have therefore identified ten specific groups to reach out to who fit our definition of "perfect candidate," which for this purpose means populations who are:

- Nonverbal but literate, or at least have adequate developmental literacy not to be symbol-dependent, and for conditions with rare childhood onset no associated cognitive impairment;
- Are likely to use head tracking over touch or switch modalities, and capable of head tracking effectively (e.g. will not quickly fatigue, do not require pupil tracking, etc), although other modalities are not entirely excluded, and
- Are members of micro-targetable communities without wide knowledge of AAC.

For the immediate future, that means our targeting focus is primarily outside of pediatrics, but like the modular hypothetical listed above, does not preclude addressing pre-literate users in the future. These populations are detailed more comprehensively in Appendix A, but a brief summary can be found on the following page. A mix of rare and ultra-orphan groups was deliberately chosen as an opportunity to test channel hypotheses.



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Medical Diagnosis	Addressable Population - United States	% Likelihood of Strong Speakprose™ Candidacy	EBITA at 20% market penetration*
Shy-Drager Syndrome (also called Multiple System Atrophy)	13,242	Progression to 100%	\$6,356,160
Progressive Supranuclear Palsy (PSP)	19,913	Progression to 100%	\$9,558,240
Friedrich's Ataxia	1,680	Progression to 100%	\$806,400
Spinal Muscular Atrophy Type 2 (SMA-Dubowitz)	17,877	100%	\$8,580,980
Guillain-Barré Syndrome	4,713**	75%	\$1,696,680
Landau-Kleffner Syndrome	5,171	50%	\$1,241,040
Huntington's Disease	1,915	Progression to 100%	\$919,200
Pompe Disease	210	Progression to 100%	\$100,800
Mowat-Wilson Syndrome	114	100%	\$54,720
Machado-Joseph Disease	1673***	50%	\$803,040
Total	66,508		\$22,387,280

* Assuming revenue only from five-year software pricing and not services or hardware percentage

** This condition is long-lasting but temporary; this figure is therefore annual diagnoses, not total addressable

*** This condition has a specific ethnic and religious association that may require creativity in entry

From here below is just outlined

2c: Market and Competitive Landscape

Insert comparison already prepared + ASO commentary and visuals

2d: Key Current and Future Differentiation

Highlight differentiators, patented bits, hit on strategies for input relevance post Apple rollout

3: Status - Speakprose™ Channels and Partners

3a: Known Prerequisites for User Success

Facts about training and modeling and effective support

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3b: Internal Capacity vs Scale of Support

Fact that we do not have internal capacity for the above - thus targeted experiment above, but have options being negotiated by leadership that may involve some internal scaling (I think?) but primarily rely on partners for non-bulk sales, distribution and tier 1 support

3c: Marketing, Support, and Distribution

May be removed due to repetition; only real additional comment here would be potential co-marketing and MDM exploration and support entailed by that as marketing is addressed later

3d: Status of Influencer and Clinician Relationships

I have a list of people either bought in or that we need to demo and cultivate that extends well beyond Costello; I am building this out in Wrike so we have common visibility on emails & frequency of contact but this is also a “who to make friends with and who will probably never be our ally” guide

3e: The Role of Insurance and Funding Agencies

Work with partnerships & status in California; also intending to include some info about direct sales potential in key areas and some #s about UK/AUS potential, and a table with relevant billing codes and data I have about reimbursement

3f: Revenue Models, Assumptions, and Evidence

This may fall under the category of two later bullet points that are kind of “CEO/Finance partner with me to roll the dice” and would be much easier to estimate with a partnership in place or any additional info

4: Deliverables and Development Plan for 2020

4a: Software and Hardware Engineering

I can comment on all these points below but it's that road map pending the critical conversation, and I'll specify grooming may result in more feature additions if that's the case

- Release of Speakprose™ 3.0
- Alexa Integration
- Enhanced Editing
- Custom Photo Support
- Wide Range of Dependencies and Determinations with Long-Term Impact
- Bug Fixes and Maintenance

 Appendix F: Road Map Through 3.0

- Engineering Emphasis Returns to Core Cognixion Product Objective

4b: Product Management

- Channel and Partner Growth

Still the plan here to detail potential partners and their strengths and action items for myself short term and also through the year developing relationship

- Continued Engagement with Existing Product

Dependent on outcome of conversations re: post-3.0 plans; I can start looking forward to what we would be best served with next, but if we have intermediate releases and there's shared architecture

- Increased Engagement with Future Offering

Meaning engagement with the clinical and market facing side of BCI/AR/whatever is next

- Escalated Support of Investment Outreach

Ready to start working some more angles ... still holding some Horowitz hope but that's the world's longest shot, so - with time to do so this can happen

- Modernize Select Underlying Systems and Establish New Ones Where Necessary

Thinking about more comprehensive use of things we already use for (Hubspot), decision about Wrike (even if it's just us), and medical billing

- Preliminary Product Planning for Complementary Offerings in Partnership with Leadership

 Appendix I: Conceptual Model of a Modular Accessibility "Suite," With No Assumptions Made Regarding Operating System

4c: Sales and Support

- Internal or External Scaling Anticipated

See: similar comments above; we don't have the people, do we hire one person to lead/organize partnerships, do you and I handle it, do we wait on that call until we have one established and tested, etc

- Exploration of Monetized Tiered Support Model

Certification program explanation, other options like shared monetized support with telepractice

- Content Generation in Partnership with PM/Clinical

We will have to make training content - in video form often - and for the moment that's me (and you if you want).

5d: Marketing

- Considerable Awareness and Interest Easily Generated

Web metrics after my hire, all the contacts we get, etc, FB response - we can make noise

- Primary Effective Outreach Vectors Already Established

FB, we should get an Instagram up, Vimeo was a good choice (YouTube blocked in many schools and hospitals), also influencers and some professional lists, etc

- Combined Portfolio of Leads is Exceptional

Seriously we have a LOT of leads. I'll just share some numbers and a dashboard visual.

6d: Clinical

- Ownership of User Testing and Concept Validation

I just want to codify a process here. I don't care if someone else is testing stuff, or if we just have SLPs beta etc, but I'd love video and that sort of thing

- Primary Feedback Aggregator for All Products

Which then becomes part of broader feedback which is also gathered through email inquiries and I'm still seriously considering

- **Development Work for 3.0 Enables Content Extension**



Appendix L: Wireframe Concepts for Radial Word-Level System, access-focused text authorship eye gaze predictive keyboard, accessible browser, and telephony, along with branding concept

- **Leverage Credibility and Domain Expertise Publicly**

Make noise, use personal brand

- **Seek Out Grants and Support Grantwriting and Related Academic Relationships**

I got the crawlers set up for this and have had a few promising hits but am not distracting with them now; could engage w/ it eventually, but this section will call out the possibility of partnerships

- **Optionally Introduce UK and Australian English**

Need to find out ease of execution here

5: Milestones, Tollgates, Resources, and Risks

5a: Speakprose™ 3.0 Milestones and Definition of Done

5b: Risks, Dependencies, and Other Barriers to Success

Pretty boilerplate, with a few additions around clear communication if necessary

5c: Internal and External Costs

5d: Overall Product Budget Request

6: Stakeholder Statement of Agreement

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