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SWOT Analysis
Strengths

Time savings:
Social workers spend 30-50% of their time on paperwork. By improving the efficiency of administrative tasks, Dragon NaturallySpeaking will save social workers one of their most valuable commodities: Time.

Improve the accuracy and quality of reports:
Dragon will enable social workers to be more thorough with their reports because it considerably reduces the amount of time it takes to create the necessary documentation. Caseworkers can use digital voice recorders to capture more detailed information while they’re in the field.

Improve employee retention:
Burnout is common due to the significant stress that comes with the job of being a social worker. By speeding up the documentation process so that less time is spent playing catch-up at home (a common complaint), Dragon can lighten the load of overstressed and overworked social workers.

Improve and increase service:
By reducing the amount of time spent on documentation, social workers can spend more quality time managing their caseloads, as well as helping people in the field.

Weaknesses

Low awareness:
Very few social services departments offer their caseworkers the opportunity to use voice recognition technology. Most social workers use other forms of speech technology in their everyday lives, such as GPS systems and cell phones while on the road, but have never considered taking advantage of voice recognition technology to write their reports.

Budgets:
The technology budget for social services significantly lags behind other industries. Government agencies have limited funds and may be less likely to approve wide-scale purchases. Private firms that provide social services may have higher budgets, but the total dollars available is likely low relative to other markets.

Opportunities

An untapped market:
Dragon has limited penetration among large social services organizations. Social services managers are quick to grasp the potential benefits of Dragon and its application to the work of their staff.

An unfulfilled need:
Social services departments are being crushed by their growing caseloads. Department heads are having a difficult time finding qualified social workers to handle the demand. Helping employees avoid burnout and retaining caseworkers is an ongoing battle.

Job satisfaction:
Dragon will help to reduce the amount of time often required to work at home in order get the job done, making a happier employee.

Threats

Underlying technology:
Many social services organizations have older desktop systems and an investment in Dragon will require an investment in upgrading systems.

Resistance to change:
Older workers might resist the fundamental change to the workflow and the use of a new technology.

Privacy concerns:
There is a professional emphasis on confidentiality and sensitivity about creating recordings, especially in an open-office setting.

Preferred:
With its attractive price and competitive features, Preferred may be viewed as “good enough” for basic productivity improvements.
CULTURE

The social services industry consists of government agencies, private agencies, non-profit organizations (sometimes tied to a religious organization) and healthcare organizations. Services provided are specialized and range from child protection to mental health counseling. Almost all agencies are understaffed, under-funded and overloaded. The office environment is usually an open setting in government facilities or aging office buildings.

Most social services positions require at minimum a bachelor’s degree and some require a master’s degree. Salaries are low for the education required. However, social work professionals enter the field not to make money but because they have a strong desire to help others.

Social workers spend their days in the field visiting their cases and interviewing the individuals related to the situation. Nights are spent typing up notes, reports and other required documentation. Caseloads are heavy, so they spend less time than they would like tending to each case. This is an emotionally grueling and demanding profession, and worker burnout is common.

KEY FACTS

Employment of social workers is projected to increase by 22% by 2016.*

Social workers can have up to 25 cases open at any given time.**

QUOTE:

“People should know that DCF workers take great pride in doing their jobs right. They go to extraordinary lengths to do a good job. They love what they do; because they love children and they are committed to strengthening families.”

-Angelo McClain, Commissioner, Massachusetts Department of Health and Human Services
**TECHNOLOGY**

Technology in a public agency tends to be older, and desktop machines are frequently several years out of date. Investments in laptops for field or home use are rare. Private and health-related agencies are more likely to have updated technologies. Many agencies rely on server-based applications to enter and store case-related information over time. These systems might include Family-Net, Oasis, EMR systems (for healthcare social workers), homeless tracking systems and juvenile tracking systems. There is usually a central IT department which is tasked with supporting existing technologies, creating and maintaining online properties, evaluating new technologies, and implementing new technologies.

**KEY FACTS**

- Since laptops are often not standard equipment, some caseworkers buy their own laptop for work purposes.*
- Many social services organizations use outdated computers.*

*Nuance Primary Research, 10/08

**QUOTE:**

“We do what we can with the technology that we have.”

-Social Services Director, Boston
WORKFLOW

It is not uncommon for a social worker to handle from 20 to 25 cases at once, with each case being in various stages of completion. Each case requires significant documentation (up to eight separate forms/reports maintained per case). Caseworkers spend 30-50% of their time on documentation and administrative tasks.

Social workers spend most of their day in the field visiting their cases and interviewing the individuals related to the situation. Most take notes by hand and then either type their notes at home or at the agency office — long after the interview. Reports are either organized and maintained using a case management system or by creating and maintaining separate documents and placing them in a physical file. Key aspects of the report could include case notes, intake notes, investigation reports, service plans, correspondence documentation, status documents, referrals, interview notes, assessments and service plans.

Case managers review reports and forms since proper documentation is critical. Many managers are aware that their social workers do not have the time to create documentation until well after the interview takes place, often limiting the quality and completeness of each report.

KEY FACTS

3/4 of social workers spend more than 40% of their time on administrative work.

For any given case, a social worker is required to create and update up to eight separate documents. *

*Nuance Primary Research, 10/08

Interview takes place and notes are taken by hand.

Caseworker returns to home or office to type notes, create report, and file report (sometimes days or weeks later).

Supervisor reviews report and makes decision based upon facts.
Most social service organizations are small, but organizations of 250 or more employees account for 22% of the workforce.

There are a total of 595,000 social workers in the US....

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<tr>
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<tbody>
<tr>
<td>Social workers (total)</td>
<td>595,000</td>
<td>727,000</td>
<td>132,000</td>
</tr>
<tr>
<td>Child, family, and school social workers</td>
<td>282,000</td>
<td>336,000</td>
<td>54,000</td>
</tr>
<tr>
<td>Medical and public health social workers</td>
<td>124,000</td>
<td>154,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Mental health and substance abuse social workers</td>
<td>122,000</td>
<td>159,000</td>
<td>37,000</td>
</tr>
<tr>
<td>Social workers, all other</td>
<td>66,000</td>
<td>78,000</td>
<td>12,000</td>
</tr>
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...and the number is projected to grow significantly over the next 8 years.

Source: Bureau of Labor Statistics
Market Overview | Customers

**Professional**

30 social services organizations currently use Dragon Professional but only 5 have more than 50 licenses.

- Florida Department of Children & Families - FL: 1,762 licenses
- DSS - Louisiana: 266 licenses
- Louisiana Dept of Social Services: 202 licenses
- Louisiana Dept. of Health and Hospitals: 66 licenses

**Preferred**

57 social services organizations currently use Dragon Preferred and only 6 have more than 50 licenses.

- NYS Office of Children & Family Services: 2,565 licenses
- Louisiana Dept of Social Services: 200 licenses
- WV Dept Health/Human Resources: 159 licenses
- Department of Social & Rehabilitation Services: 150 licenses
- South Carolina Department of Mental Health: 69 licenses
- Trust for the Americas: 60 licenses

**Legal**

Only two social services organizations used Dragon Legal.

- Livingston Parish Council: 5 licenses
- Mission Services Canada: 4 licenses
State social services agencies have a very structured procurement process that might include documentation of benchmarks for cost and efficiency, inclusion of IT resources to compare pros and cons, and to obtain three competing bids (if possible).

The sale of Dragon NaturallySpeaking requires a demo to obtain a pilot. If a pilot requires funding from the agency, then a strict procurement process will need to be adhered to. This process will most likely require the formation of a committee. Post-pilot, the committee will make a recommendation to the decision-maker (director level manager, state appointed controller, commissioner, etc.) for or against the investment. Private agencies and healthcare companies follow a similar procedure but will most likely be less strict in the process.
Prospect Insights

What is a Persona?

Personas help us give a “face” to our target customers. The persona descriptions listed here represent a fictional depiction of the typical prospect that we are targeting with our sales and marketing activity. These characters are based upon extensive interviews with actual prospects and customers and attempt to bring some of the key aspects of the target to life. The actual prospects will vary in their attitudes and demographics but most will share some aspects of the descriptions that follow.
State Social Services Agency/
Social Services Manager

Social services managers have worked their way up from a caseworker position. That means they fully understand the difficulties that come with being a caseworker and they are dedicated to helping people in their community. They are underpaid, overworked and emotionally stretched. Managers make sure that their caseworkers aren’t spending too much time with any particular case. This is hard to do, but the harsh reality is there are too many cases for the understaffed department.

Why Dragon?

By using Dragon, the time required to create the reports and documents associated with a social services case could be cut in half, saving the typical social services organization thousands of hours per year. Social workers can use that saved time to spend more hours with the people they are helping and to easily create more thorough, accurate and timely reports.

State Social Services Agency/
Commissioner (or Director)

The commissioner is responsible for the statewide social services department. He is appointed by the governor and typically has decades of experience in social services. He is responsible for all budget decisions with the assistance of the budget office. Some technology decisions are made for all state departments and are out of his control, but he does have the ability to invest in technology specific to his department. The commissioner establishes the core values for the department and then sponsors projects to revise work processes and policies accordingly.

Why Dragon?

Keeping up with the ever increasing volume of people that require the help of your organization is challenging. Dragon will reduce the time social workers spend on the important documentation process and workflow and allow them to spend more time helping people and taking on more cases. Report accuracy, thoroughness and timeliness will increase because the extensive documentation process is easier using speech to text versus typing.
Social Service Manager/Shawnese Delliott

OVERVIEW

Shawnese is 45 years old and has worked for the Massachusetts Department of Social Services for 20 years. She earned her graduate degree from Boston College at night while working as a caseworker. Shawnese started off in social services with grand notions of making a real difference in the community where she grew up. Over time, she has become more jaded as some of her cases came to a sad ending. She fondly remembers the children she’s helped and some even keep in contact with her. Shawnese knows she’s making a difference but the hard realities of human nature can take a toll on optimism.

Shawnese was promoted to manager 10 years ago and her job is much different now. She is responsible for training caseworkers and for making sure each one delivers the required service to their cases. She also spends much of her time making sure that reports are thorough and delivered on time. She is proud of the fact that her office has the highest completion rate in the state.

Shawnese is married and is very active in her church. Although she was never able to have children herself, she watches over several of her nieces and kids in the neighborhood and is known by many as Auntie Shawnese. Shawnese has no desire to continue up the agency job ladder and is very content with her position. She views her caseworkers a little like she views her nieces: people she can mold into better, more helpful people.
Prospect Insights | Personas

Workflow

Shawnese spends about half of her day with administrative and managerial tasks and the other half reviewing the cases in her district to provide advice and make decisions regarding referrals, services and action. On a good day, Shawnese is able to think about the bigger picture and ways to make her staff more productive and more effective. She just recently completed the training material that shows how to stay safe in difficult situations and she is training her workers over the next week. When Shawnese needs to make a decision for a case, she opens the case management system and looks into the file for all the facts and the notes. Once a month, she reviews all the case documents to determine the accuracy and completeness.

Role in purchase decisions

Shawnese has no budgeting authority but can make the recommendation to headquarters to try out new technologies. Her office was part of the pilot for Windows Mobile, but that project did not go well because the technology was not made available to the full department. Limited funding allowed for only three of her social workers to try it out. Shawnese has been part of other committees (including IT and Quality Control) created to assess new technology.

Attitude towards technology

Shawnese would not describe herself as a technology expert by any stretch of the imagination. She’s proficient with the applications available at work and most of the Microsoft Office products, but that’s as far as it goes. When out of the office, Shawnese does not think about technology. She’s heard younger social workers complain about how old their desktop computers are and she becomes very frustrated when machines break or software doesn’t work correctly. IT takes forever to get back to her and offer a solution.

Attitude towards Dragon NaturallySpeaking

Shawnese has never heard of Dragon NaturallySpeaking but is vaguely aware of voice recognition technology. She has no preconceived notions of what it can or cannot help her caseworkers accomplish.

Shawnese Delliott, Social Service Manager
Commissioner / James Porter

OVERVIEW

James entered into the social services field because a probation officer had a big influence on his life. He feels that if he can positively influence a child, there would be less need for a probation officer to intervene later in life. His early days as a social worker confirmed this belief. If he and the department can start a child on the right path early on, there’s a greater chance that child will become a successful adult.

Those years were the most spiritually rewarding of his career — yes, they were stressful and emotionally exhausting, but he felt he was making a difference in people’s lives. His passion for making a critical impact did not go unrecognized. He rose through the ranks of management quickly. The governor took a liking to him and to the delight of his peers appointed him commissioner of social services.

James has a reputation for getting things done. He doesn’t have much time or stomach for politicking. Out of respect for James, the governor calls on him and his wife only a few times a year to attend events. He’s known as an energetic leader and a skillful communicator — a benefit that has helped him fend off countless budget-cutting attempts. James lives with his wife and two young daughters in the city and looks forward to fishing on his two-week vacation at the beach every year.
Job description

James spends much of his time lobbying other officials for funding. He stays in touch with the governor and updates him on all pressing matters. James is a member of several state sub-committees and advises some of the governor's key aids on policies for underprivileged neighborhoods. He meets with his office managers once a month to review the latest numbers and to discuss any new direction. Every once in a while he will meet the director of IT to get the latest on the technology projects underway. James is proud that he can stay involved in the day-to-day workings of the agency.

Attitude towards technology

James believes technology can dramatically improve the level of care provided to the children for which his department is responsible. He met with Anderson Consulting when the company was brought in to suggest ways to improve technology for all the state departments. James became very excited about some of the things other states are doing. The frustrating reality is that the DSS budget is fixed and an investment in technology means he has less to invest in people.

Attitude towards Dragon NaturallySpeaking

James has never heard of Dragon but is vaguely aware of voice recognition technology. He has no pre-conceived notions of what it can or cannot allow his people to do.
Sales Enablement
Pain Points

• There are too many cases for social workers and they can’t provide the level of support needed.

• Keeping up with the sometimes overwhelming amount of documentation required can cause the report quality, thoroughness and accuracy to suffer.

• Burnout and turnover of social workers is a problem. Many caseworkers are leaving the field because of the emotional toll that comes with the job. Part of that strain is the amount of time spent after-hours completing the required documentation.

Key Selling Messages

• By creating documents electronically as you speak, Dragon can reduce the time spent on creating documents by up to 50%. This allows caseworkers to better manage their growing caseloads and spend more time in the field, without an inordinate amount of time spent transcribing and typing reports by hand. Caseworkers can use digital recorders to create the notes and make the “drive time” more effective.

• Dragon gives caseworkers more control over the completion of documentation and enables them to add more detail to individual reports. The ability to dictate notes anywhere at anytime leads to richer content and more detailed reports, as well as more consistent case documentation.

• Dragon enables social workers to achieve a better work/life balance and addresses turnover by giving caseworkers the tools they need to spend less time in the office typing and more time in the community helping people in crisis. Faced with less tedious administrative tasks and less fatigue, caseworkers are more satisfied at work.
Key objections and concerns — and how to overcome them

“We’ll have confidentiality issues with our open office.”
Users of Dragon speak in a normal, natural tone, much like talking on the phone. If confidentiality is a concern, users can dictate their case notes into a digital voice recorder while in their cars or in a private room and simply upload the information to their PCs when they return to their desks.

“We don’t have the budget for this type of technology.”
Caseworkers are drowning in paperwork and burning out at record levels. Resource-constrained agencies need an affordable solution that helps caseworkers manage increased workloads more efficiently.

Start with a pilot. Track the results in terms of decreased time required for documentation, increased detail of reports and notes, more timely completion of reports and overall job satisfaction. We can help you generate a comprehensive cost benefit analysis that can be used to secure additional funding.

“I’m not really sure how Dragon Professional is different than Dragon Preferred.”
There’s no doubt that Dragon Preferred is a great product, but it’s designed for home users. Dragon Professional offers a series of time-saving and ease-of-use benefits that will help your users be more productive and make life easier for your system administrator. For example, your agency has unique terms and acronyms that may not be in the standard 300,000 Dragon vocabulary. With the Professional version, we can add those words one time and share the vocabulary across all users in the agency. Similarly, your agency has template text that is constantly reused in case reports with occasional variables. You can create a voice command that enters that text — with the ability to customize sections of the text. This command can then be shared across your entire user base. Only Dragon Professional offers the ability to create voice commands that automate daily tasks.
Key objections and concerns — and how to overcome them (continued)

“We have very unique software and processes. I’m not sure Dragon can work with our old hardware and legacy applications.”

Dragon works the way you work and can “speech-enable” nearly any Windows-based application. Dragon enables users to perform the same tasks they always have — only faster. Virtually any menu item or dialog box can be controlled by voice. Users can edit and format their work, launch applications and open files, or cut-and-paste documents. In other words, speech recognition helps to speed up routine tasks on the PC.

Many applications can be easier to use and more effective when deployed in conjunction with speech recognition. Searches, queries, and form filling are all faster to perform by voice than keyboarding. Document management, document assembly/automation, and database software programs are all highly conducive to control by speech.

It’s important that your hardware meet Dragon’s minimum system requirements for optimum performance. We can review these requirements with you in advance to be sure that your hardware is up to speed. We supply the headsets and microphones with Dragon, so no additional hardware is necessary.

“My caseworkers spend much of their time in the field. Can Dragon really work?”

While it’s true that Dragon can’t be used to transcribe interviews or meetings with multiple speakers, your caseworkers can use their field time productively by pairing Dragon with a digital voice recorder to capture their notes in the field. This allows them to capture complete details while the material is fresh in their minds. When they’re back in the office, they can jumpstart document creation by transferring the audio files from the device to their PC (either into a Word document or case management system).
The following items will soon be at your disposal to help you obtain large license deals:

- Industry-specific slides
- BTA list development
- ROI calculator
- Case studies
- White papers
- Day in the life video
- Demo scripts
- Key contacts
- Pilot programs
- Webinars

As of December 2008, these items are in development and are slated for unveiling in the first half of 2009.