David Pembroke: Well, hello, ladies and gentlemen, and welcome once again to In Transition, the podcast that examines the practice of content marketing in government and the public sector. My name's David Pembroke, and I am truly delighted that you have taken some of that very valuable time of yours to spend with me again this week.

Today, a great guest, in an area that's quite narrow, but something that you are all going to be absolutely interested in, because it is something you have to get your heads around. As we do each week, we start with the definition of what content marketing is as it relates to government and the public sector. Content marketing is a strategic, measurable and repeatable business process that relies on the creation, curation, and distribution of useful, relevant, and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desire citizen and/or stakeholder action. That is content marketing as it relates to government and the public sector.

Our guest today is Anil Chawla. He's the founder and CEO of Archive Social, a civic tech company which specializes in social media archiving and risk management for public agencies. Archive Social has archived records for hundreds of government entities, including the city of Chicago, the state of North Carolina, and the U.S. Department of Justice, and it's all about increasing government transparency and effective record keeping. Anil Chawla has over ten years experience in the software industry, working for companies such as IBM, where he began his career. He founded Archive Social with the mission to give organizations protection and control of their own social media data. Anil, thanks very much for joining us In Transition.

Anil Chawla: It's my pleasure. Thanks for having me.

David Pembroke: Anil, what is the Anil Chawla story? How is it that you've arrived at this civic mission in this civic company?

Anil Chawla: Well sure, I'll cover that in a brief moment, because my life is probably not much more interesting than anybody else's, but happy to be doing what I'm doing today. If you rewind back, my background stems from a software engineering focus. I went to school for Computer Science, and in 2004 began working for IBM, as you mentioned, working on enterprise technology around security, and then big data, but on the side, saw what was happening in the social networking world with networks like Twitter and Facebook really taking off. I began hacking on the APIs, building small applications, and I found that really fulfilling. In 201o, decided to leave my job at IBM to try to start a company, and it was a really fortunate time to be honest, where social networking had made that transition out of, "This is a great way to share cat photos" to "This is how business gets conducted," and not only in the private sector, but also in government.

Now, to be very honest with our audience, I did not at that time have a background in public sector, but as I was working on different ideas, came across this

compliance use case, the fact that social media can contain important communications, just like your email or anything else, and that there are record-keeping requirements, and learned about the need to archive content like email, understood that social media would be a part of that, and then discovered public records, Freedom of Information requirements. I live in North Carolina. It turns out that North Carolina is, not as a state, but I would say as an archives entity ... Here in the state of North Carolina, there's a North Carolina state library and archives, is very forward thinking, and they had begun to address the issue of social media as a record, and was able to connect the dots and applied my technical know-how to this problem space of record keeping in government, and that's where it all started.

David Pembroke: How did you start to make people aware that you had this particular service available to government and public sector organizations to take on this very challenging, vexed issue they've got in terms of records management?

Anil Chawla: That's a great question. To take a step back, the idea that social media is a record is actually nothing new when you look at the laws, especially here in the United States, as well as in Australia. Record keeping laws have been built to be agnostic of the platform and the physical medium. They basically state that the communications that deal with your business should be maintained as record. We do face this problem with what we do, where the light bulb hasn't necessarily gone off for everybody and every agency that what's happening on social media is really business centric. It is impactful, especially during emergency management and customer service situations.

We have this two-prong approach, even from the very beginning, of putting information out on the web and really just educating the audience, outside of trying to sell our product. Just saying, "This is a record, this is a problem, here's what's happening." We, from the very beginning, had a huge focus on and talking about this. It started with me writing a few blog posts, to today, where we do webinars twice a month with our partner in government, at government technology. That's one side of the equation.

The other side of the equation, to be very honest with you, especially when we were starting, was picking up the phone and just dialing, dialing at agencies. We started here in North Carolina with calling the state archives to say, "Hey, you've been at the forefront of this issue. I've seen you out presentations out about social media as a record. You're using web crawling which gets you somewhere, but it's really not where you want to be. We have a different approach," and really getting them to our first meeting. Calling the city that I'm in, the city of Durham, calling major cities in the United States like the city of Houston was one of the first cities that picked up the phone when we dialed them, and putting this out in front and saying, "Social media is a record. What are you doing about it? By the way, we can make this really easy," and seeing that click was really exciting in the early days. That's been at the core of our model ever since, is reaching out.

David Pembroke: In terms of that, though, how or where would you say governments are about this

fact that the content that exists in social media needs to be kept as a record?

Anil Chawla: Well, we've been measuring that in not a perfectly scientific way, but as a process of our content marketing, and putting material out, and then doing webinars, one of the components of our webinars has been to actually poll the audience on that exact question. Do you believe social media is a record? Yes, I absolutely do. It might be a record. I don't think it's a record. I'm not sure. Those are generally the buckets we're looking for. Even a year and a half ago, two years ago, we were seeing somewhere between 50 to 70 percent of the audience say "I think it's a record." In a state like Florida or Washington here in the United States, where we have a lot of public records, legal precedent, the answer's a little higher. It's been really interesting this year as we've continued to educate the market and folks have become aware in general. To see that number go from 50 to 70 percent to nearly 90 percent. It's not even a question, actually, for most of those folks of "Is it a record? I need to do something about it," it's more of, "Am I currently, on my own Facebook page, on my own Twitter account, am I doing something that actually creates a record, or is it something that I need to worry about later?"

David Pembroke: How do you believe that ... Is that mainly for the states, or is that sort of across the world, because we do have listeners around the world. What sort of views would you have about not just the United States? Is that something that is in other countries, or is that across the board?

Anil Chawla: There's two ways to look at that. On one hand, if we focus just on the regulatory requirement, retaining social media as a record for public records, there are a handful of countries that we see this being a prominent issue. United States, of course, Australia, Canada come to mind. Then there's this other side of the equation that you have to think about, and when we work with agencies here, oftentimes this is what really pushes them over the edge to take action and be proactive, even if it were not a public record, a regulatory requirement, what gets communicated on social media, particularly in the public sector, is of such importance, that it can touch a legal situation, or a legal situation can touch your social media. If you are in a legal situation, we have many case studies now that cover this, and social media is requested, how are you going to bring that information into the mix? How are you going to respond to that legal discovery? How are you going to show that you did what you were supposed to do, especially if that content no longer exists on Facebook? That legal side is the second half that is broadly applicable to really any organization across the world.

David Pembroke: Okay. What I do want to do is actually dive into the how, into the best practice and how people can actually ... What can they do to in fact meet those requirements, be they regulatory or not? As a broad observation, how is government doing with social media, and how well are they using social media in order to strengthen communities and improve the well-being of citizens?

Anil Chawla: Like anything else, it varies across the board, but I think there is a rising tide. There's a really exciting conference that we're heavily involved with called

Government Social Media Conference here in the states that started last year, that we helped co-host last year, and that we helped play a major role in sponsoring this year. It's a good proxy for the excitement and interest around social media and government. What we're seeing is that the conversation used to be about, "Do we even need a Twitter account or a Facebook account? Can't we just avoid ... If we have an account, can we avoid the two-way dialogue? Can we just post out our information on Facebook and treat it as a secondary channel for exactly what's happening elsewhere on our blog and our press releases?" That has completely gone away. The industry as a whole has moved. Agencies have recognized that the point of social networking is to be social, and develop that network.

In [inaudible] we're seeing some really amazing things happen on social media, where law enforcement agencies are crediting social media for vastly improving the amount of crime tips they're receiving, to help them solve crimes. In emergency management, you cannot deny it. When there is an emergency, as we saw the Paris attacks, we saw here in the states the San Bernardino attacks, social media, undeniably, is the most effective, efficient way to get your agency's message out there, and then have an audience amplify that official communication. There are definitely areas where we're seeing social media being the primary channel for government to get the message out.

David Pembroke: Yeah, but that's in those particular areas, as you say, of emergency management, customer service, law enforcement, but what about in more day-to-day, business as usual spaces, say, in policy development. Are you seeing more adoption of the platform of social, to encourage that two-way interaction?

Anil Chawla: Absolutely. We're seeing cities take on their open meetings, their town hall meetings, and performing open meetings on Facebook. Again, this is in pockets, but it's becoming more of a trend. We're seeing agencies really investing in just developing an audience. Even if it's law enforcement, but it's not a crime. We're seeing just Twitter ride-alongs, we're seeing economic development initiatives that are creating hashtag campaigns and polls to engage the audience. What I put forth in front of you is, I don't personally separate customer service situations from the other day-to-day. I would stipulate that the entire purpose of a government being on social media is, government exists to serve the citizens, and social media is, at this point, in my belief, the most effective way to serve the citizens. Everything about social media and government is customer service.

David Pembroke: Okay. Good point. How do you encourage, or what's best practice to convince the risk-averse people who say, "Look, we can't open that channel, because if we open that channel, they're going to say bad things about us, or bad things are going to happen"? What's that journey to sort of turn a risk-averse executive or, indeed, political office, who are not so keen on trying to talk, and open communication with citizens and stakeholders?

Anil Chawla: You hit on a really central objection that we often hear from agencies that have hesitated to get engaged on social media. They're worried about the Pandora's Box

that might open up, the negativity that might come in. It's a really reasonable objection to have. On the surface level, it makes a lot of sense that that could happen, but it's actually a really easy objection to push back on. The beautiful thing about government is government can cheat and steal from its neighbors, it can cheat and steal from the cities around it, but they're also very competitive. There's this snowball effect where you can just point to the city next to you and say, "Actually, their demographics are just like yours, their issues are just like yours, and here's what they're doing on social media, and in fact, it's working pretty well."

Really, anecdotally, every single agency we've talked to about this that have that concern initially, realize that when they got on social media, they could only make it more positive. If there's negativity, it's going to happen anyway. It's going to brew in the background, it's going to be about you. It's much better to be a part of the conversation and shift that negativity, demonstrate that you care, that you're an agency full of human beings, do all the things that social media empowers you to do. We just point to those corollary peer examples for agencies to learn from. Then, just to add on to that, there are some things that you have to take care of, social media policy being one of those. Again, cheat and steal, take it from your neighbor, we have a social media policy template that we freely give out, and many organizations do establish the policy. You don't have the reinvent the wheel. Have things like record keeping, of course, in place. There are many things that you can do that other agencies have already figured out, that you can just copy, to set the landscape for you.

David Pembroke: Just as an aside, how long do you think these social media policies are going to exist, given that we don't have a telephone policy? It seems to me that it's certainly for a point in time, but ultimately, social media is just going to be like any channel that we use.

Anil Chawla: You know, that's a really interesting thought. That, honestly, has not come up in our customer conversations, but I think it's a valid point that we don't have detailed policies out on email and phone, per se. At some level, there is a policy, of course. There is an employee handbook, there are staff guidelines for government agencies, or internal policies that tend to be there as an aspect of employment. I think that is an artifact of it being a fairly new medium. It may feel like we've had social media forever at this point, but it's still only been about ten to twelve years since social media even came into existence for us in the current form.

The big part of it is level setting. I think we'll still see some things like, in an email, you have the disclosures at the bottom of an email, right? That's in every single email. You just simply can't have that in every tweet, because of character constraints, or even in a Facebook post without character constraints. Doesn't make sense. That's where you then move those things into a common policy that's sitting on your Facebook page. I think in some sense, we will see it, but you're right that there will be norms that are established.

David Pembroke: Okay. Let's just go through it. I'm in the department of wherever. I have to get my

head around archiving the content that I'm producing and distributing and that I'm receiving. How do I go through it? Anil, I'm here, take me through it. How do we get ourselves set up so we've got a process here that can manage, understanding that I don't have too many resources. I think that would probably be every government agency, pretty much, in the world, every public sector organization. How would I do this effectively?

Anil Chawla: You're asking, in general, how to effectively start a social media presence, and figure out where to focus?

David Pembroke: Not so much the social media presence, I've got that up and running, I've got that started. The issue now, I've got to make sure that I'm archiving this effectively. How do I go about doing that?

Anil Chawla: Not to plug us too directly, but ...

David Pembroke: Go on.

Anil Chawla: There is technology, like Archive Social, that makes that very easy. The beautiful thing about social media, it's out in the cloud. In the past there was a heavy dependence on your internal IT, even with email, where your IT sets up email, whether it's on premise, or, today, it may be on Office 365, or on Google Apps, in the cloud. Regardless, IT sets it up. IT decides who has an email account. If you get locked out of it, IT has to reset your password, right? They manage that. There's a level of complexity and friction with almost everything that we've ever dealt with in terms of record keeping in government. That's the same thing for file sharing, instant messaging, text messaging. Social media's different. It's out in the cloud. IT, in fact, could play no role at all, because you as a communicator could simply just go create your own Facebook page, reset your own password, and manage yourself. That makes things like archiving really easy, and that's really why we tend to work with communicators more than anybody else. We start with the communicator, because the communicator understands, one, how important social media is, and two, the communicator has the Facebook credentials to be able to archive.

With the cloud technology, our technology, like many other vendors, simply talks to Facebook and Twitter in the background. Our process, to be very honest with you ... The average city, county law enforcement agency, city agency that signs up with us, even federal agency, can set up archiving end-to-end with us in less than 20 minutes. It's as easy as logging into Facebook. If you're the social media manager that has all the credentials, you just log in over and over again, to different networks, and that's it. In the background, we're talking directly to these networks in the cloud, pulling all the data in, continuously protecting you without you having to lift a finger after that. That's the beautiful thing about social media and the fact that it's out there.

David Pembroke: You're then archiving everything. It's not just ... You're not making judgments about

what's in and what's out.

Anil Chawla: That's very true. When you bring this up with records managers and archivists, they will be the first to make the distinction that says not everything is public record.

David Pembroke: That's it.

Anil Chawla: You have to evaluate communication by communication, categorize it, schedule it, and figure out what's worth keeping and what's not to your existing retention schedule. There does not have to be a new retention schedule for social media. It's based on the content, not the format. The important point here is that, while that data is out on Facebook and Twitter, you don't have any control of it. We actually ran a study here at Archive Social in January, just to prove this point to ourselves, where we sampled 400 government agencies in one month, January of 2016, to see how much data is disappearing from Facebook. We now have the technology to detect those deletions on Facebook. In one month, 400 customers lost nearly 8000 records, about 20 a customer. It turned out that not every customer had deletion, but 75 percent of them had at least one deletion. Some had dozens of deletions, and they didn't even know about it. Until you get this data in your control ... You have to control before you can curate, and the reality is, with the volume of information, it's going to be really hard for you to curate every single record, and that's a common problem, not just with social media, but with email. We do provide tools around tagging, based on content, and the retaining based on content, if you wanted to go that approach, but you have to get the data in your control first.

David Pembroke: Yeah, okay. That makes very good sense that you do have to get it under control. Do you find that many people go back and go through the tagging exercise, or do they just leave it all there and you've stored it somewhere in the cloud, so if they need it, they know it's there, but otherwise, they're not too bothered by it?

Anil Chawla: I will say the vast majority stop at having control. That's a huge leap forward of having your data, having the record. It is a time investment, a resource investment, to then curate it. We do certainly have customers that curate it. More often than not, though, those customers are setting up blanket policies that say, "We're just going to retain this for three years, across the board." That's not ideal, per se, from a records management standpoint, but it is a practicality, given the volume.

                 The other point that I'll add here is, retention is a little bit of an arcane topic when you're thinking about these new formats that are around public broadcasting of information. Email tends to be point to point, between one individual and another, or one individual and a few. Outside of someone forwarding your email along, especially if you're an internal organization, you could conceivably wipe out most, if not all, copies of that email thread. The social media, because it's on Facebook, you broadcast it to the public ... It's on Facebook, first of all. Hopefully it'll be there. It may not be, as I mentioned. Anybody could have seen it. Hundreds of millions of people could have seen it. Anybody could have kept a record of it. From an

electronic discovery standpoint, if it exists, it's discoverable. It's sort of a shift in the paradigm, and you having information may be in your benefit just to retain it, so you can at least tell your side of the story.

A good example would be a controversial topic on your Facebook page. Perhaps an outspoken citizen that may be antagonistic to your agency speaks up. You end up moderating what you said, you ended up removing it or hiding it because it violated your policy, and then they come back and file a lawsuit. It's in your interest to be able to reproduce all of that, and show that you had a policy, and show exactly how you behaved and how the record keeping ... For you not to have the records and them to be able to tell just what they want to tell in terms of their story.

David Pembroke: Okay. Just as a matter of interest, when you did that survey around he deletions, how did those deletions come about? Were they indiscriminate, or were they deliberate, or was it Facebook just cleaning house? How did they come about?

Anil Chawla: While we are able to automatically detect the deletions from Facebook, we don't have that next stop of information of who deleted it, why they deleted it ... We know when. I can't give you an exact answer on that, but as fact, that our customers were not aware of all those deletions happening. They may have deleted some of it, but a lot of it does happen because the citizens, and again, the citizen commentary to you, the private messaging to you is potentially just as much public record as what you're saying. A citizen could change their mind. They could give you a crime tip, and then say, "I don't want to be associated with that," and delete it. They could delete their Facebook account, which pulls out their information. There's a wide variety of scenarios in which a citizen removes content. You do not know about it. Facebook does not itself notify you about that, unless you're using technology like the technology that we have.

David Pembroke: Okay. There are several governments who have an open archive of social media, such as the state of North Carolina. What are they doing, and what's motivating them about having the open archive?

Anil Chawla: I'm glad you asked about that. Ultimately, when you think about public records, Freedom of Information, or, as they're often called, open records, why not take an open record and make it truly open? Particularly if it's social media content, it should not have sensitive information in it, unless it's, perhaps, private messaging, but most of the content on social media is public anyway at some point. That was a realization that North Carolina brought to us. As they were one of our earliest customers, they said, "We already make our web content open and available. Is there any way we can do that with our social media?" We worked hand-in-hand with them in 2010 to launch what we believe to be the first open interactive archive of social media ever created. It was really encouraging, personally, for me, to see how that caught on with a number of agencies. The city of Austin followed suit, and did that. The city of Dallas has an open archive today. A number of even small cities like the city of Cary, where I live, is relatively small city, have really bought into taking transparency to the fullest.

David Pembroke: Yeah. Do you find that many people are accessing that open archive.

Anil Chawla: There is enough access going on for these jurisdictions to keep the archive around. The numbers aren't incredible. There's not a huge surge that we see of this happening on a day-to-day basis, but journalists are definitely benefiting from it, and one area that we're seeing the open archives be especially beneficial is when there is a crisis situation, something that garners not only local, but national media attention. A great example of this would be a customer of ours in Snohomish County, Washington, in 2014, encountered a massive landslide. This was national news here in the states. This tragic landslide that happened on a Saturday, and social media, again, was on the forefront of getting information out to the citizens about this landslide, ensuring that people avoided the service road that the landslide was affecting. After that landslide, like it happens with every emergency, there was a flood, no pun intended, I apologize for the use of that word, but there was an influx of public records requests about that emergency. They had more than 40 public information requests. When it touched social media, because social media, again, was at the forefront of emergency management, they could simply direct the journalists and the public to the open archive of social media content. They could replay the entire social media response by themselves.

David Pembroke: Wow. That's interesting. I just imagine, as we move into this next stage of machine learning, being able to interrogate those sorts of databases in order to gain insights into a particular community, there's going to be lots of business, I imagine, that could be created out of those insights, that you'll be able to draw from the analysis of those ... What will be, I'm sure, very large datasets.

Anil Chawla: Absolutely. I think in general, we're all just scratching the surface of the value of this data, and getting the insights out of it. That's actually one area that we've already started working on with a number of customers, is analyzing the data in the archive, and bringing more insights about, how positive and negative was the response to what you did? What is the general trend of how your citizens view you? How is the trend moving?

One of the challenges that agencies face is public perception. We actually are measuring sentiment now, across the board, and we can show an agency who started social media as afraid of that negativity as we talked about before. Maybe they have a negative perception, but through the use of social media, over time, they can move that perception into positive territory. Measuring these kinds of things and highlighting it is a huge opportunity out of this archive data that we've begun to explore.

David Pembroke: Indeed. What can't Archive Social do? You guys are going great guns!

Anil Chawla: Sky's the limit, I'm sure.

David Pembroke: It is. It is. When you think about that, that's really where you're getting into this

value creation piece. It's one thing to be able to grab it, but then the next thing, to be able to interrogate it to then be able to draw out the value that can then either inform your content, or identify where those challenges might be, where you can apply what are increasingly scarce resources in the government and public sector to solve those problems. Yeah, it's all coming, isn't it? It's all coming nice and quickly.

Anil Chawla: It absolutely is, and it's really interesting for us, even from when I started the company back in 2011, that there's a massive industry around social media management. Unfortunately, that industry doesn't tend to put a lot of focus on public sector, but there's a lot of great tooling around social media management today. What was missing, of course, was the other side of the equation, was risk management, policy fulfillment and so forth, that we came in to around archiving and specifically fulfilling public records laws, but the realization that we had from our customers, telling us this, was "You have all this valuable data, and getting me compliant with my Public Information Act is essential. Thank you for doing that, but can you help me more broadly, help me find out when problematic content shows up on my site, someone uses the F word or a racial slur, I need to know about that. Help me manage social media on the other side here, not just on the ROI side, but on the other side of protecting my agency. That's actually where our platform ... We have a platform called Risk Management Analytics that sits on top of the archive. That all came out of customer feedback saying, "What can you do day-to-day for me so that this archive's not just running in the background, but helps me as a communicator manage my risk and improve my social media strategy.

David Pembroke: Just quickly before we do go, because we are heading up to time, but I am interested in that risk management piece, because obviously again, government and public sector, the risk profiles that we deal with are much different to the public sector because of all the various competing forces that are involved in the work that we do. What just exactly does that risk management tool that you've got do? How could it be applied in order for us to minimize those risks, or manage those risks, mitigate those risks?

Anil Chawla: Sure. There's actually three key areas where we focus right now with the data that we have in the archive. The first is active monitoring on content, so, again, as I mentioned, we actually have package and dictionaries around profanity and public safety, so that if the F-word shows up, or "kill," or "bomb," or any of these words that you may be concerned about show up, our technology can match that, and do that in a loose, smart fashion. A fuzzy match of sorts, so that you don't have to put every conjugation of the word in there. I think that may be something that you need to react on as an immediate risk, whether it's removing the post or just reacting to it, sending your law enforcement out. We can alert you instantly on that. That's the first area.

The second area that we discovered that there was a risk management component, and this really starts to transition from risk management to more effective social media strategy, is responsiveness. The longer you wait to respond to something, it

could be just a simple question, but it could be a major concern, the greater your risk is. We have technology that can detect anytime someone asks you a question, and let you know about that and help you respond very quickly.

Finally, we have this analytics alerting component that allows you to actually reflect back on what's happened. Say you had a crisis situation, or say you're just looking across the social media campaign, or initiative that you started six months ago. Understanding the bumps in the road, where did the citizen sentiment get really negative? Where was it positive? Who were the top people commenting that are your trolls or your evangelists? What were the conversations that seemed to have been the most positive or negative? We provide that kind of analytic reporting on top of the archive data, so that you can not only manage risk, but it really does transcend into just managing social media.

What's really important in government that we often don't talk about but we should, is that as a social media manager, you have to get buy-in from your stakeholders. A lot of folks in government around you still don't understand the value of social media, so being able to report on it with that analytics can demonstrate the value of social media, get more buy-in so that you can then leverage more of the benefits of those platforms.

David Pembroke: Yeah. Great advice, and that sounds like a wonderful service as well. Congratulations for all the work that you're doing. You've identified those clear areas, and I think we're 60+ podcasts in, and a number of the challenges that you've identified, are things that people have spoken to us about before, so congratulations on your success, and I'm sure you're going to continue to be a great success. Anil, what's the best way for people to actually reach out and get in contact with you, so they may indeed want to bring Archive Social on to help them to manage their social media and manage their social media risk?

Anil Chawla: The best way is to visit our website at ArchiveSocial.com, but equally as valuable for this audience, of course you can tweet as us at @ArchiveSocial. You can go to our Facebook page. We, again, believe in responsiveness, so we're very responsive to your outreach, and would love to have that conversation. David, if you don't mind, there's one more thing I'd like to plug. Outside of us being a company that provides a commercial offering, we recognize the importance of social media, particularly in these crisis type situations, these emergency situations. We have launched this corollary service called Crisis Support, where we actually provide access to our technology at no cost to an agency that's experiencing a crisis. If you are experiencing a mass shooting, a terrorist attack, a natural disaster, there's a website: govcrisis.social, where you can submit your information a few days after that crisis, and we will again, pro bono, give you access to our technology to protect you from the public records requests, the legal situations that might come out of that particular situation. I wanted to share that with the audience as a benefit that you can get at no cost, even if you're not a customer.

David Pembroke: Okay, fantastic. We'll make some efforts to promote that as well, because I think

that is a fantastic public service, and I think a lot of people need that sort of support, particularly if they're not ready, and they haven't already set up the Archive Social technology on their platform in order to capture their social media and manage their risk. Anil, thanks very much for joining us this week. Fantastic conversation. I really enjoyed it. So much information and value there. Great insights, and the best of luck with all you're doing into the future. Thank you, audience, for being here once again this week. We'll be back with another fantastic guest next week. Thanks. Bye for now.