

Episode 2 – Social Innovation Podcast Series

LAUREN ANDERSON:

Hi there, and welcome to another edition of Social Innovation Podcast from the Australian Social Innovation Exchange. I'm Lauren Anderson.

JOHN CARRIGAN:

And I'm John Carrigan.

LAUREN ANDERSON:

It's been a busy couple of months for ASIX and the social innovations scene generally, hasn't it, John?

JOHN CARRIGAN:

It sure has, Lauren. It's been great.

LAUREN ANDERSON:

And it's certainly given us plenty of material to share with you in today's podcast. We've got a couple of interviews, and the usual wrap of the news and what's happening with the Social Innovation Dialogues series.

JOHN CARRIGAN:

First up is an interview with Ezio Manzini, the Italian design guru who's made a huge contribution to the discussion about sustainability and design.

LAUREN ANDERSON:

And if you were listening to the last edition of these podcasts, you'd have heard us banging the drum for Ezio's public lectures and masterclasses which were held in Adelaide, Melbourne and Sydney in July. They were the second event in the Social Innovators Dialogues series, which ASIX, TACSI and the Centre for Social Impact have been hosting around the country. The idea has been to get leading thinkers and practitioners in the field to engage a larger audience and generate discussion around social innovation.

JOHN CARRIGAN:

You attended Ezio's public lecture and the masterclass in Sydney, didn't you, Lauren? What did you think?

LAUREN ANDERSON:

Well, I guess I was really struck by the warning message that lay in Ezio's message about scaling up. I think it can be really easy for social innovations to try and match the pace and the scale of commercial enterprise as a measure of their success. But I guess Ezio's reasoning is, the key to success lies in replicating good ideas in the first instance, and synergising with like-minded organisations as a second step, rather than try to be all things to all people and owning the territory.

JOHN CARRIGAN:

Yes, I know what you're saying. I guess for me, the main point I picked up on was the way he described the forms which successful innovations, social innovations were likely to take, and those keywords – small, local, open, connected – it really made me realise that this describes... Those keywords really describe a lot of the small organisations I've worked with. It made me think, well, a lot of the groundwork has been done. A lot of what he's saying needs to happen. You know, it's already in place, so how can we use that to help changemakers to hit the ground running? In those communities, for example like the ones where I work, where those communities with those qualities are already operating. You know, that's a real challenge.

LAUREN ANDERSON:

Yet it's a challenge that could be the key to galvanising the social innovation sector, for sure.

JOHN CARRIGAN:

It certainly generated an interesting discussion on the ASIX blog!

LAUREN ANDERSON:

So here's Ezio Manzini, who spoke with us after his masterclass in Sydney.

JOHN CARRIGAN:

You spoke yesterday about us coming into an age of networks and sustainability. What are the deep trends shaping that new paradigm that you talked about yesterday?

EZIO MANZINI:

Thank you. I think that to say that we are entering in a 'network society' means a society where the organising metaphor shifts from the traditional, hierarchical organisation, that is kind of one who takes the lead and gives information to the others. This has been the way to organise big organisations in the past, given a certain connectivity. Now there are other possibilities, and the possibilities are to have network organisations, and this is a very huge trend. Also there are some rhetorical needs, but we can look around and every day we discover something that is changing in the production, something that is changing in the media side, something that is changing in politics, that generates the beginning of this new story.

And I think, as many people think, that we are only at the beginning of this story. This story, per se, is not given as a trend towards sustainability. It's only a change in the organisation, in a way that was totally unforeseen in the past. But it's going. So if we think to a sustainable society, we cannot avoid to imagine a sustainable society based on this new trend. So this is very important, because some time in the past, when people were trying to imagine a sustainable society, they tried to make greener the model of the past. So this is impossible, because in some way the model of the past is in any case going to disappear or to not wear the same power.

So we have to understand how to make green, or to make sustainable, the new model. And luckily, even if, in this more networked system, there is not implicit sustainability but there are some very good opportunities, because it permits to maintain the scale at which we can really take care of the local resources, we can be more active. We can have more human relationships. So in the new networked model there are some very interesting potentialities that can be termed in a certain image of a networked, sustainable society.

JOHN CARRIGAN:

The way you spoke about that paradigm yesterday... For example, you described it using those four key words – small, local, open and connected. I'm wondering if you could describe those features of the new paradigm, and how you think they will shape the way we might live?

EZIO MANZINI:

Yes, this is in some way strictly linked to what we said before. If I try to synthesise a very huge transformation with these four words, then of course it's a simplification, but sometimes you need some simple ideas to give a certain feeling of the direction.

The first driver of this possible story – the small, local, open and connected – is the connectivity. So it's the diffusion of the network. By definition, the network offers an opportunity to see also very huge systems that are made of many different elements, so in

some way they can blend. What we like, at the level of our human scale, so to have something that is comprehensible, something that could be more near to us, but at the same time this relatively small and relatively local dimension is not so small and closed in itself. It's not separated by the rest, because at the same time it's linked with many other small things, so you can start to see that being local, but at the same time being open, being cosmopolitan if you want, is... Of course we are now making a picture, which is the best picture we can have, but it's an interesting picture because we can imagine a new kind of globalisation, because I think that we cannot go back from the fact that we've discovered we can be one population in one planet. If you look at globalisation from this point of view, it's also positive. Maybe we can discover how to be all human beings.

But at the same time, this being so connected at the global scale does not necessarily imply a kind of standardisation, to become all equal. We can, in some way, cultivate diversity. But to cultivate... I use 'cultivate' because it's not so natural. We have to do something. The risk that the globalisation becomes a very stupid globalisation that makes everything banally equal, but there is also the possibility, if we think in terms of networks, to imagine that every node of this network is in some way different. Linked, open, connected but different.

So this is a little bit of the story. It is very important, in my view, to consider locality as a possible ruse for identity; smallness as a possible scale in which individual people and communities can have a voice, so it's also an issue about democracy. So I have something to say about how your embarkment is done. But at the same time, to be open and connected, to avoid this community enclosing itself in a kind of cage and looking to the other as an enemy, as unfortunately, in some ways, is happening around the world. Because the globalisation is generating a diffused sense of localism. But unfortunately, very often this localism becomes also very egoistic and xenophobic, if not racist. So the balance in between the community and small, open and connected, is what makes, in my view, the scenario a positive scenario.

JOHN CARRIGAN:

Would it be possible to make that constellation of ideas that you've just described concrete in some way? You know, to talk briefly about one of the case studies, for example, that you cite? One that demonstrates those qualities you've just talked about.

EZIO MANZINI:

Yes. When in meetings, as in the meeting that we've just been in until now, when we present cases, all the cases that are presented, given they have been filtered by people who share our preoccupation, cause automatically like this.

For example, let's take one example, we have quoted the co-housing. This means a group of people living together – no, not together, they've live nearby and share something and create a kind of community. But in technical terms, in between co-housing and a gated residence, there is not such a big difference. So the 'gated residence' – I mean the group of people who close themselves because they are afraid of what happens outside, and they create a micro-cosmos, totally internal.

So it's clear that the second one is a terrible example. And if we imagine a society of people closing their own neighbourhoods, it will be a terrible society. Really, a kind of nightmare. And the co-housing that we are talking about, it's very important that they create a community, but the border of this community has to be very flexible, and in some way capable to be, with some possibility, to be open.

So for instance, in a place like this we talk about co-housing, the services they are organising are also open. They become a kind of public space, so there is a kind of permeability between the group and the public space. The co-housing generates also a

public space. This is positive. This is, in my view, local, small, and normally this kind of community is connected with others, so it is connected, and it is open. Well, if you don't have this idea of connectivity and openness, you create something that could be the gated village. That is one of the worst perspectives.

So this to say that when you really enter into discussion, each of these cases can have a very positive output, but each could also have a negative one. If we move from housing to talking about food and agriculture, this is a beautiful example and also a very mature example, worldwide, of a possibility to create the small, the open and connected. Because the example – what technically is called the 'community supported agriculture' – it's a beautiful paradigm of small, local and connected.

You have some farm nearby the cities, some group of people, communities in the cities, and the people in the city participate economically to the life of the farms. They give them money, so the farmer does not have to go to the bank to ask for money when the farmer needs the money to buy seeds. At the same time, when there is big work, some of them can support them, for the cities and the pleasure, to spend one or two days in the open space, helping in some work. Afterwards, having some good relationships.

This is a fantastic example, in my view, that maybe could be generalised with something else. This is possible in some way because this direct relationship became possible through the media. Because, if you didn't have the media – maybe only the telephone – but you need a way to communicate. So these are examples, and we can multiply the examples that are like this. Little things that together can create these open networks.

JOHN CARRIGAN:

Just to conclude, what can changemakers or social innovators, can or should they be doing to help create that future you were just describing, that scenario you were just describing?

EZIO MANZINI:

Well, it's a little bit the like story of the chicken and the egg. I would say that nothing we have mentioned here, now, could exist if the changemaker had not been there. So they exist because somebody did it. They have not been both in the supermarket. If they exist, it is because there has been some changemakers.

The beginning of the story... Maybe your question could be articulated, how to move from the first, original, wild organisation – that can happen because there are some very enthusiastic changemakers that also has strong energy and leadership, and is able to start an initiative that hasn't been thought of before, or appears very difficult... and how the same idea could be changed, or the context be changed to make this opportunity less difficult.

So in some way, to move from few very, very strong changemakers to many maybe not-so-strong changemakers. So in some way to enlarge the number of people that could participate. To do that in some way is simple to be said, difficult to be done. There is a threshold to invent and to realise something totally new, because you have to break some mental and sometimes also rules and conditions, and this could be some kind of threshold, this can be very difficult. Only very strong, exceptional people, in a very exceptional moment, can do it. What can be done is to reduce the threshold. To make it more simple. To make it more affordable and accessible for someone who does not have the same degree of energy.

And it's a kind of diffusion of the changemaker in the larger number of the population. What we are looking for, if we really think that this kind of idea can move from being a little group – very strong but very minoritarian – towards something that could be a kind of mainstream.

JOHN CARRIGAN:

Excellent. Thank you.

EZIO MANZINI:
Thank you.

LAUREN ANDERSON:
That was fantastic.

JOHN CARRIGAN:
It was, yeah. He's got a very careful way of considering what he says. A very precise way of choosing his words. It's almost dry, but the examples he was talking about were very warm, very earthy. You know, that emphasis on family, on the experience of the seasons, of food that comes and goes with the seasons, and I think of all of those things as being very Italian.

LAUREN ANDERSON:
I guess it's no coincidence that he's so passionate about the slow food movement.

JOHN CARRIGAN:
Which comes from Italy!

LAUREN ANDERSON:
The Italians really know how to live.

JOHN CARRIGAN:
They do. And he said something about that which really got me thinking. He's very opposed to the current Prime Minister there, Silvio Berlusconi, and he said something about that, I can't remember the exact words, about what Berlusconi was doing there. Being a form of social innovation... Just because it was innovative doesn't necessarily mean it was good or positive. I thought, yes, he's right.

LAUREN ANDERSON:
Yeah, I guess we have to retain some judgement about the actual value of what we're doing. So if you want to hear more from Ezio or find out more about him, Google the Sustainable Everyday Project or the DESIS Network.

JOHN CARRIGAN:
So, what's the news this month, Lauren? There is another social innovator dialogue later in September for starters, isn't there?

LAUREN ANDERSON:
That's right. Tonya Surman is the founder of the Centre for Social Innovation in Toronto. It's a centre in Canada which provides a shared space for organisations which have a social mission, and it acts as a kind of community centre for them. Its whole point is to serve as a place where ideas can cross-fertilise and people can connect. I mean, it's really a model for collaborative workspaces in North America and around the world.

JOHN CARRIGAN:
There's a proposal for something like that here in Sydney, isn't there?

LAUREN ANDERSON:
Well, yeah, I guess Vibewire is already really doing something with a similar model, and the Parramatta City Council and other organisations had a meeting just last month to talk about something along the lines of Hub Melbourne.

JOHN CARRIGAN:

That's it, Hub Melbourne. How does that work?

LAUREN ANDERSON:

It's just one location in an international network of hubs that work on the same principles Tonya Surman's been developing in Toronto.

JOHN CARRIGAN:

Creating spaces for people who are working on social change. You bring them all together into a large, friendly, flexible set of workspaces, where they're bumping up against other people who are interested in the same thing.

LAUREN ANDERSON:

That's it, and then you see what happens.

JOHN CARRIGAN:

Right.

LAUREN ANDERSON:

It's a funny mix of the planned and the unplanned. Like, you can't tell what might happen and who you might meet.

JOHN CARRIGAN:

And that's the whole point. It's those chance encounters that open up new possibilities.

LAUREN ANDERSON:

That's right. So if you're listening to this in Melbourne, and you haven't heard of the Hub before...

JOHN CARRIGAN:

Or you've heard of it, but you didn't realise it was opening next month...

LAUREN ANDERSON:

Then you should contact the Hub at post@hubmelbourne.com for more information. They'd be happy to talk to anybody who wants to be involved, or who is looking for access to space in Melbourne CBD.

JOHN CARRIGAN:

Meanwhile, going back to where this all began...

LAUREN ANDERSON:

Oh, right. The Social Innovators Dialogues event. Tonya Surman will be conducting masterclasses in Adelaide, Melbourne, Sydney and Auckland between September 20th and 24th.

JOHN CARRIGAN:

If you're interested in what Tonya's on about and want to know more, or you want to register, check it out at the website, which is www.sidialogues.org.au. I'm looking forward to it.

So, what else has been happening, Lauren?

LAUREN ANDERSON:

Well, Australia's first social innovation bar camp was held here in Sydney as part of the Live Futures festival in August.

JOHN CARRIGAN:

It had a great feel to it. Very relaxed and welcoming. You could just drop into a room and listen, or you could go the whole nine yards and put your name down and take half an hour to rave about social innovation.

LAUREN ANDERSON:

Yeah, Michelle Williams and Kate Carruthers did a great job in organising this event. They just seemed to pull that idea out of a hat and make it happen.

JOHN CARRIGAN:

Yeah, they're stars.

And ASIX has been making some changes too, hasn't it?

LAUREN ANDERSON:

Yeah, it has. That's right. They've been reworking their vision and mission statements.

JOHN CARRIGAN:

We should have Steve Lawrence or Martin Stewart-Weeks in to talk about those changes.

LAUREN ANDERSON:

Yeah, that'd be a great idea. But if you want to find out more check out the ASIX website which is going to be updated with those details soon, if it hasn't been posted already.

JOHN CARRIGAN:

Next up we've got another interview, and this is a chat I recorded with Tony Abrahams if you weeks ago. Tony heads up Access Innovation Media which does a bunch of things using media to increase the access and participation of people with disabilities.

LAUREN ANDERSON:

Tony was on the ABC's 'New Inventors' program a couple of months back. You might have seen him talking about a great new service that Ai-Media offers, called Ai-Live™. Ai-Live™ is a great tool that uses innovative streaming software to provide real-time text of classroom teaching and discussion to a student's laptop. And it does that in less than seven seconds.

JOHN CARRIGAN:

Yeah, it's a classic example of how a new technology can be used to increase the social participation of people who have previously been left out of things. In this case, like young people with a hearing impairment who haven't been able to participate in classroom-based learning like everyone else.

JOHN CARRIGAN:

Look, I guess the first thing is to say thanks for having a chat with us, and then to ask what is Access Innovation Media?

TONY ABRAHAMS:

It's great to be here, first. Access Innovation Media is a company that I co-founded with Alex Jones back in 2003. We look for innovative ways to deliver access, using media.

Access is principally about delivering services for people who previously have experienced exclusion. So it's access services for people with disability, and where we've initially focused is people with hearing impairments. So our number one focus has been to deliver services that provide inclusion for people who are deaf or have a hearing impairment, principally through mechanisms that deliver audio to text. Either for pre-recorded solutions for television – so we do a lot of the captioning that appears on subscription television at the moment – but also more recently with our Ai-Live™ product.

We're the first in the world to deliver live captions into mainstream classrooms. So a deaf kid can be sitting there now with a laptop on their desk. And they will get on that laptop the exact text of what the teacher's saying, a few seconds after the teacher is saying it, allowing them full participation in a mainstream class.

JOHN CARRIGAN:

What other services are you offering? I notice from your website, for example, you mention karaoke?

TONY ABRAHAMS:

Yeah, karaoke is a very interesting... Ultimately we do text, and so karaoke is obviously text, so that's one of the commercial applications, we should say, of captions. We do that particularly for a few of the music channels we do work for, the karaoke-style captions.

JOHN CARRIGAN:

What was your inspiration for this? What made you passionate about this particular cause?

TONY ABRAHAMS:

The answer to that is in the co-founders of the business, really. Alex Jones and Leonie Jackson. They're both profoundly deaf, and fantastic people. They taught me how to sign. So I got immersed, I guess, into Deaf culture, and realised the richness of that culture, and how much I'd missed out on that before, because I had no access to their culture, and their means of communication. But then, on the flipside, you realise how much people who are deaf or have a hearing impairment are left out of our general society, simply because of the amount of information that is delivered through audio.

So I just reflected, where would I be today if I couldn't hear? And it would not be where I am today. How would I have had an education? How would I have been able to work where I currently work? Or even in some of the jobs that have given me the experience to be where I am today?

So Alex, Leonie and I really started to look at, what is the essential problem. Why can't we have people who are deaf in employment? Why can't we have people who are deaf in mainstream schools? And the answer is really, well, someone who's deaf can do anything except hear. So, ultimately, you simply need to provide that same information in a visual format. Now, traditionally, that's been through sign language. So sign language is a visual communication medium. And that works really well in some situations – namely, where you understand sign language, I understand sign language, we can sign to each other. But in a mainstream setting it doesn't work.

When you're trying to deliver education to kids... When you've got someone who is a sign language interpreter listening to what's being said in the classroom, converting it into sign language – a completely different language – which the kid's then try to take on new concepts via sign language and somehow flip them in their head into English – a language they can't hear – and then reproduce that in a written format in an exam. It's no surprise that doesn't work. Deaf kids have been falling behind, well, historically. We know for example they're 2.5 times less likely to even finish high school, compared to their hearing counterparts. So, that was the problem, if you like.

The solution was emerging digital technology. We thought there must be a way of generating word-accurate text in real time, and that was with speech recognition. So we did a few trials back in 2006, on the use of Dragon NaturallySpeaking, to generate word-accurate text. And we found that it worked. We found that, by having a respeaker there, so someone who listens to the classroom conversation and then respoke it into a trained speech recognition

engine that was trained to their particular voice, you could generate 98% accuracy, which was enough to give the kids effective access to what was going on, and it could be done in real time.

Now, that's a commercial product that's continued to be developed, and the accuracy levels continue to improve. What we've since been focused on is developing a business model that will effectively allow us to provide that service for every deaf kid and every deaf adult who would need it.

JOHN CARRIGAN:

Can we talk, perhaps, a little bit about business models? Because I'm interested in the fact that you've chosen this way to action your concern, as opposed to, say, lobbying the government to fund a program, or teaming up with a large organisation like the Deaf Society or something like that, to develop a new product. Why did you go with establishing, effectively, a small business?

TONY ABRAHAMS:

That's a great question. I guess we saw an initial business opportunity, which was to provide captions in an innovative way, to a subscription television platform, a multi-channel environment. There was an established market. There was a regulatory requirement to provide that captioning, and we looked at a business model that would find the most cost-effective way to deliver high-volume captioning across a multi-channel platform.

And yeah, I have a business background. I've been an entrepreneur for, you know, probably since I was in high school. And it was a great challenge. And I think the freedom of being able to call your own shots, and also not necessarily constrained by the existing paradigms that the not-for-profit sector found itself in in 2003, was a major driver in our decision to move in that direction. Since then we've obviously had revenue streams that have continued to grow, which has allowed us to fund our R&D program, which has delivered us the Ai-Live™ product. I think we found ourselves in a sweet spot at the time and we jumped.

JOHN CARRIGAN:

What were the qualities that the three of you have in common, and which you think are probably the most important for an innovator or an entrepreneur to have? Particularly a social entrepreneur, I guess.

TONY ABRAHAMS:

Look, well, I think that's quite important, because I think the three of us have quite complementary skills. I think it's important to find people as business partners who are distinct, who do bring distinct things to the table. So, if I could focus first on what, I guess, the distinctions are... I brought to it a sort of business focus, but Alex and Leonie brought a deeper understanding of what it's like to be deaf in modern society. But also Alex is a classically trained actor from Tisch School at NYU, so he brings an ability to engage people and inspire them into what an inclusive future might look like and how achievable that is.

Whereas Leonie's got 18 years of experience teaching deaf kids at the Royal Institute for Deaf and Blind Children. So together we were able to work out and say, this is what we need, this is the kind of solution we're going to need to provide to start closing the gap that deaf kids have. We were able to go out there and present that effectively, and we were able to do so while maintaining cash flows, because that's obviously going to be critical. But in terms of what the three of us bring together that's combined, it's an absolute passion for an inclusive society and for a more connected society, where we're actually starting to look out for everyone in society, rather than just 'what's in it for me?'

JOHN CARRIGAN:

I guess one last final question from me is around the obstacles, I guess, and maybe the assets as well, to scaling. In other words, to growing in the last seven years from the idea you had seven years ago to where you are now. And just wondering what the major obstacles were and how you overcame those to achieve the scale that you've got now?

TONY ABRAHAMS:

How long have we got? (Laughs) Yeah, I think every day there's a new obstacle, and probably part of it is not getting dissuaded by the obstacles that are coming up, but having that perseverance to push through. Also to recognise what's missing, actively, on a daily basis, and realise that building the competence and skill base within the organisation is an ongoing process. Reinventing the company for essentially what's a new venture, and a growing venture, is critical.

I guess there were a few touch points, though. I would say the organisation has really swung around, it sort of arcs, through which the next generation of solutions was developed. The first of those was to develop an R&D capability, and we did that back in 2007. Formally, we did that in 2007, but we planned it in 2006. And that has set the foundation for the core product, which is the application that streams text securely from one place to another – ultimately over a web browser – that is the foundation for all the services that we will deliver into the future.

And that's a question of finding the right people, making sure you've got the funding, doing the due diligence, being prepared for some false starts, being prepared to say, "Alright, we'll keep going," and not being afraid to draw a line under something that doesn't work.

I think one of the other major turning points was when we launched the patent application, which we did on 7/8/09. I remember the date. And that really was a big step to start to actually formalise the intellectual property that we'd built up. That was a critical decision. If there is one piece of advice I'd give people, it's make sure your IP is secure, because without it you don't have a foundation for a business. If you are looking to deliver a transformational solution, then more than likely you will have to create your own IP, and having good IP advice is absolutely critical.

JOHN CARRIGAN:

Great. OK, thanks for that. Is there anything we haven't touched on that you think is worth mentioning? Any last final comments you want to make?

TONY ABRAHAMS:

Yeah, I think within the social innovation space, it's a new space, it's an exciting space. I think there has been a lot of discussion about whether an organisation is a not-for-profit entity or whether it's a for-profit entity, or what 'social enterprise' actually means. One of the things I often get asked, because we describe ourselves and we are a social enterprise, is what that means.

Ultimately, at the end of the day, it's a values-driven organisation. Our core values are about access and about inclusion. Ultimately, everything we do we assess on the basis of whether it delivers more access, and whether it delivers more inclusion. Now, that might not be what maximises profit, and therefore we take the view that we're about maximising access and maximising inclusion, and if that results in lower costs and lower prices to consumers, that's better.

I think that the debate that would look at saying social enterprise must be a not-for-profit would automatically rule out everything that we've done and automatically rule out a lot of good work that people who aren't in a position to set up a not-for-profit could otherwise contribute. So I think that is one message I'd really like to get out there, and perhaps

instigate some debate on. There can be many different forms of corporate structures that can deliver social innovation, and I think there's a role for all.

JOHN CARRIGAN:

Excellent. Thanks for that. Cheers.

LAUREN ANDERSON:

And a classic for this is that Ai-Live™ was voted the winner and people's choice on 'New Inventors', so lots of other people think it's a great idea too.

JOHN CARRIGAN:

So unfortunately we can't claim that we were the first to pick this winner, but at least it's nice to be part of the majority, I guess.

LAUREN ANDERSON:

That's right. Well, I guess that's a wrap, John.

JOHN CARRIGAN:

And I guess it is, Lauren. Do you thank Raul for being our ASIX project manager and podcast manager, or do I?

LAUREN ANDERSON:

Let's both thank him, shall we?

LAUREN AND JOHN:

Thanks, Raul!

JOHN CARRIGAN:

And don't forget to keep an eye on the SI Dialogues website at www.sdialogues.org.au for more information on Tonya Surman and future speakers in the Social Innovator Dialogues series.

LAUREN ANDERSON:

And check out the ASIX website as well for more information about what's happening in the social innovation space in Australia, and to connect with other people who are working in it as well. That's www.asix.org.au.

JOHN CARRIGAN:

It'll also tell you when our next podcast in this series is released. I hope you'll be able to join us for it then. Bye for now.