

## InTransition episode 46: Caroline Fisher - transcript

David Pembroke: Well, hello ladies and gentlemen wherever you might be listening in this big wide world of ours, and welcome once again to InTransition, the program that examines the practice of content marketing in government. My name is David Pembroke, and this week we talk content marketing and journalism education. Before we get into that, as is our practice here at InTransition, we like to define just precisely what content marketing is. What I've done in terms of the public sector definition, as many of you know, is to adapt the Content Marketing Institute's definition. It is content marketing is a strategic and measurable business process that relies on the curation, creation, and distribution of valuable, relevant, and consistent content to engage and inform a clearly defined audience with the objective of driving a desired citizen or stakeholder action.

Well, our guest this week is Dr Caroline Fisher, the assistant professor in journalism at the University of Canberra. Before we come to Caroline, I do have a story to tell. Caroline is an old friend of mine, a colleague from the Australian Broadcasting Corporation and is now an academic. Anyway, about 14 or 15 months ago, maybe a bit longer now, a colleague of hers, Dr Glen Fuller, and Caroline came to the office and they were concerned about the fact that there were not as many jobs in traditional media as there used to be. Now we're producing lots of phenomenally talented and clever graduates, but they were worried about just exactly where they were going to get jobs. They were intrigued by this thing called content marketing. They wanted to know a little bit more about it.

Anyway, over the weeks that followed we had back and forth discussions about content marketing and my firm belief that really good content marketing lies in great journalism practice and great journalism skills because if you can be a great journalist you can tell great stories. You've got integrity. You've got ethics. That's what public sector organizations need to do in order to connect to citizens.

So, anyway, we went back and thought over a while, and Glen and Caroline got really excited about the whole prospect. Anyway, they did the heavy lifting, went back to the university, argued the toss back at the university back and forth with the academic boards with other schools and everybody else. Anyway, one of my big highlights last year of 2015 was when I was at Content Marketing World. At the morning of day two my good friend, Joe Pulizzi, the founder and CEO of the Content Marketing Institute, stood up in front of 3500 content marketers from 64 different countries and announced that the University of Canberra had announced the world's first Bachelor of Journalism majoring in content marketing. It was a world first. It was a great moment. It was certainly a great moment for me because I was very proud of the accomplishments of my friends at the university. Caroline, how does that feel again hearing this notion of world first?

Caroline Fisher: Well, we joke about saying ... It either means we're very clever or that we're very stupid. Going first can be a bit scary. It's also very exciting. Look, I actually think it's ... I'm confident it's the degree for the times given the employment market. I think that the evidence is out there certainly, well in Australia. It's being mirrored in other parts of the world where jobs in traditional news media organizations are absolutely declining and the growth in jobs is in smaller niche organizations sometimes with fewer than two employees. Little start-ups, etc. Obviously, some of those jobs are in content marketing. Fewer and fewer of those jobs are in traditional news media.

David Pembroke: Yeah, but it has flowed from the fact that technology has democratized the factors of media production and distribution, and what used to be the monopoly of the traditional media players is now in the gift of every brand, every government agency, every not for profit, every non-government organization. The masses have now become the media, so we really need to start to rethink how it is that we produce people with the right skills to be able to tell the stories of those organizations, correct?

Caroline Fisher: Absolutely. Look, at an ethical level as an educator I actually thought I was being dishonest to my students if I stood there in my lectures and promised them that I was preparing them for a job in the traditional news media.

David Pembroke: Yeah.

Caroline Fisher: I just thought that was dishonest.

David Pembroke: Yeah, well it's true because those jobs aren't there.

Caroline Fisher: No, that's right. Some of them will end up there because there will always be some jobs in the traditional news media, but that's not where the majority, in fact, of them will go.

The other thing that's interesting about the students is that they know, whether they want to be traditional journalists or not, they know that those core journalism skills of storytelling, content creation through video, audio, text, photo, whatever it may be ...

David Pembroke: Graphics.

Caroline Fisher: Graphics, that's right ... that they are core skills that they need in almost any role they choose to go into, particularly any communications role whatever that may be. These core journalistic skills are what they need. Lots of the students take journalism subjects because they're savvy to that. They just know. They just know that it's bread and butter now.

David Pembroke: Yes, but let's go to that sort of difficult issue of the traditional role of journalism and really the powerful attachment many people, particularly in the academic

community around journalism have to this notion of they're the skills that we need to speak truth to power. They shouldn't be corrupted by being distributed to government agencies and other people so they can do what we do. You know, they're taking our place and they shouldn't. It should be just ... It's almost black and white. They see it in a very black and white way. What's your view on that, and what has the reaction been to the move by the University of Canberra to actually go down this path?

Caroline Fisher: Okay. Look, absolutely this whole ... this very black and white division between journalism and other form of communication, PR, content marketing it's good that you raise this. I actually chaired a panel at a recent journalism conference for journalism educators in Australia, our annual conference. The panel was entitled Brand Journalism: Friend or Foe? They asked me to be on it because of the development of this.

David Pembroke: World's first degree.

Caroline Fisher: World's first degree, that's right, journalism content marketing degree.

David Pembroke: Don't worry, everyone. We're going to keep reminding you of it.

Caroline Fisher: To be honest, when I was asked to be on it I was annoyed by the title, Journalism: Friend or Foe? Just the very black and whiteness of it.

David Pembroke: Yeah.

Caroline Fisher: Now, I got the bit of background here. The short answer is and the short answer I gave in my speech was well brand journalism is neither friend nor foe. It can be both. It can be neither. It can be either. It's not what you do. It's the way that you do it. It's not the job itself that is ... brand journalism isn't in itself inherently unethical.

David Pembroke: No.

Caroline Fisher: Journalism in itself is not inherently ethical. There is no moral high ground here. All jobs can be done ethically. As an educator, I see it as my primary job is to produce ethical journalism practitioners who then as adults choose to ply their skills in whichever communications role. Okay, I've digressed slightly.

David Pembroke: No, no, but I like that point. Let's start on that point for a moment, though, but this notion of every job in communications can be done ethically.

Caroline Fisher: Of course.

David Pembroke: As opposed to we're journalists so we're the ethical ones.

Caroline Fisher: Absolutely.

David Pembroke: We've seen many instances, phone hacking scandals ... Well, actually, every day of the week you can open up the paper and see pretty average sort of ethical treatments of stories.

Caroline Fisher: Yeah.

David Pembroke: Why is it that the academics still feel that, well hang on ... and this is not just in Australia. This is globally.

Caroline Fisher: Absolutely.

David Pembroke: I think that there seems to be this sense of who are these content marketing people and what rights do they have to use the skills and the practices that we've developed over the last however many hundred years.

Caroline Fisher: Look, I mean I think there are some issues that are particular to content marketing/branded journalism. Part of this is a definitional issue, so I think when you think about content marketing, branded journalism, native advertising, all these, custom publishing, all of these things they all get sort of blended in to one.

David Pembroke: But we have our definition for content marketing.

Caroline Fisher: Yes, correct.

David Pembroke: Really, it's a business process. Anyway, let's move on.

Caroline Fisher: No, that's fine, but because of that there's obviously extremes. Again, it's this black and white characterization. You know, there's grey and the world is grey effectively. There's examples of content marketing where people have ... where the journalists employed in those organizations have less editorial independence.

David Pembroke: Sure.

Caroline Fisher: Yeah. There's organizations that promote editorial independence. That's their shtick. That's part of their brand and their credibility. Somewhere there's a spectrum I guess of advocacy in there amongst organizations. I guess the challenge for the journalism educator and for me as a journalism educator is to educate myself about who is out there. Who are the employers? So that I can direct my graduates towards those organizations that are going to promote the greatest editorial independence so that they can work ...

David Pembroke: But it's interesting, though ... Sorry to interrupt there, but interesting in your research and some of it of which I've read you were saying that a lot of those opportunities are in smaller organizations.

Caroline Fisher: Yeah.

David Pembroke: It's not just big public sector, big brands, big NGOs. It's in smaller places.

Caroline Fisher: Yeah, well they've done quite a bit of research on graduate employment out of communications degrees and things like that and journalism degrees. Some of it is called ... There's a term that they use here in Australia. I don't know if it's used globally, but it's called embedded creatives. There are all sorts of jobs that are found within all of these organizations now that have comms functions effectively and where they're creating content and all the rest of it. So our graduates work their way, again, taking those very transferable core foundational journalistic skills of storytelling, researching, etc. and take them into other comms roles.

I think you were asking me before ... I mean it's not just the kind of, you know, the stigma perhaps around content marketing. It's not just about content marketing. It's that content marketing is linked to this long tradition of PR related roles to the press agency from World War I onwards where the emergence of this person, this intermediary who would interpret and massage the message etc. and the development of spins through the 80s etc. So this long, again, continuum of this antithetical relationship between journalism and public relations, okay?

David Pembroke: Yes.

Caroline Fisher: So content marketing kind of is coming in as the latest iteration of that.

David Pembroke: Yes.

Caroline Fisher: Okay, but the difficulty with that is that unlike sort of traditional straight PR I guess it was much clearer about what was public relations and what wasn't. The problem with these new iterations around native advertising, custom publishing, content marketing, brand journalism is, of course, that it does look like genuine editorial. That is where the credibility is, and so as part of the angst from journalism practitioners and academics etc. and from journalism unions and all those bodies representing the interests of journalism is that then practitioners are practicing journalism however to benefit a brand. Therefore, that challenges the core ideal of independence in journalism.

David Pembroke: Sure.

Caroline Fisher: So is that misleading? You know, that there's this level of bluffing the public.

David Pembroke: Sure.

Caroline Fisher: You know, that's where the tension is. It's a genuine tension.

David Pembroke: Yeah, yeah. I get it. I get it. I think ...

Caroline Fisher: You know, and for brands to benefit off, yeah, journalistic credibility and go ha-ha but we're still promoting our brand.

David Pembroke: Yeah.

Caroline Fisher: However, is it ha-ha-ha or is it a genuine commitment to ...

David Pembroke: To educate?

Caroline Fisher: You know, to varying voices and balance and editorial integrity. Again, that'll vary from company to company. That's where as educators we've got to be educated about who is out there, and our students have to do their research.

David Pembroke: My sense of it is that increasingly in the age of transparency that you really ... this notion of spin and fluff and ... people are too smart. People are better educated than they've ever been. They carry supercomputers around in their pocket. They've got access to the world's information through those supercomputers. They can smell if something isn't right. I think brands, government agencies, not for profits, NGOs, if you're trying to retail a line to somebody that is just self interested I don't know. I just think that'll be very unsuccessful very quickly. I think there's a real risk that we'll start to ... People will say oh this is great, but we'll apply a mindset from the 1990s and think that we're still in the 1990s with some content marketing. I think that's right because it is over the top and it's useless and it's irrelevant and why am I looking at it when it's just pure spin and stuff I don't want.

Whereas I think the more successful is going to be getting closer to that journalism, which is why I think content marketing in journalism in terms of an education rubric needs to come together. So that's my sense of it.

Caroline Fisher: Yeah. No, no, I agree with you. I guess the issue here is, and it's a very real one, is about disclosure and, like you say, about transparency. So yes I guess sections of the community are more educated, however, you know ...

David Pembroke: Yeah, but I think it's disclosure when it's content marketing on behalf of a brand in a traditional media environment, or BuzzFeed makes most of their money out of content marketing. Vice Media makes most of their money from content marketing. Upworthy and all of these ...

Caroline Fisher: Well, even the Guardian put out ...

David Pembroke: Well, the Guardian ...

Caroline Fisher: ... makes ten percent it said of its income through native advertising and other things.

David Pembroke: Yeah, but a lot of content marketing is not on those platforms. It's on the owned platforms of the organizations.

Caroline Fisher: That's right.

David Pembroke: Particularly in the public sector.

Caroline Fisher: That's exactly right.

David Pembroke: Where they're not ... and I know in the public sector there's an aversion to native advertising because government agencies, public sector organizations do not want to be in any way associated with something that is blurry because that's when everyone gets into trouble if, in fact, hang on, you know, that looks like journalism but it's actually come from the department of whoever.

Caroline Fisher: Yes.

David Pembroke: That's going to create enormous amounts of problems. So I'm not sure the governments will go close to native advertising for a long time. Public sector organizations might, but certainly government will be very wary of it.

Caroline Fisher: Sure. Ultimately ...

David Pembroke: In terms of publishing on those platforms. I think on their own platforms is where there's a huge opportunity for government to communicate much more clearly, much more effectively to understand. There's so much good that goes on in the public sector that we never hear about that it's locked up. Really, what our mission ... certainly the mission here at contentgroup is to put in place a process, this methodology we're talking about, to enable communicators in the public sector to be able to go right. So actually we can tell our story that's got integrity, that's straightforward because what have they got to hide? Generally, they don't. They do so much great things. We've really just got to give them the tools so they can.

Caroline Fisher: Absolutely. Much of that work whether it's labelled content marketing or not, the reality is that much of that work will be almost identical to much journalism that's out there today.

David Pembroke: Correct.

Caroline Fisher: Because if it's informative and balanced and well-researched and well put together as quality information, well it may well, you know, if it was put on the public broadcaster or wherever it was it may well just pass as regular good quality journalism.

David Pembroke: Sure, as it should.

Caroline Fisher: Yeah, as it should. Look, and this is one of the issues, you know, because who provides ... This whole shift is all about identity, about professional identity. These are very sensitive areas people strongly identify with the traditional identity of the news journalists of the watchdog is hugely strong.

David Pembroke: Yes.

Caroline Fisher: I guess it's a stereotype, but it's so great.

David Pembroke: It's very powerful, though.

Caroline Fisher: Very powerful.

David Pembroke: I think ...

Caroline Fisher: Anyone who has worked as a news journalist and has a commitment to public sector journalism or public service journalism, I should say, really, you know, I mean the role of journalism in society in a democracy is central. There are many, many forms of journalism. There is not just one journalism. It's a big debate in the journalism community. There was a woman called Barbie Zelizer a couple of years ago who wrote a very provocative article about this, and it sparked a lot of debate. You know, there is broader acceptance and understanding that as educators as well we can't just teach one form of journalism. There are other forms of journalism. You know, sadly, even though we're in the nation's capital very few of our students are actually interested in politics.

So they are interested. Their introduction to journalism is through social media. It's actually through lifestyle journalism and stuff that is easily shared. Much of it is, in fact, content marketing. So these lines, these divisions, these traditional ... you know, traditional news journalism is only one brand, one type of journalism. Our students know that. Then they're coming to our degrees. They came to get into longer form, more feature writing, all the rest of it. They're actually not very interested in news, standard traditional news journalism that is so easily identifiable as traditional journalism.

David Pembroke: Isn't ultimately ... it's futile. Any sort of resistance to this. Yes, I think around those ethical points of where it comes from and identify and all the rest of it, but ultimately you can't stop the world spinning.

Caroline Fisher: No, you can't.

David Pembroke: You know, this is happening. This is happening in a big way. This is happening fast. Really, isn't it time to really, I think, do what you're doing is to recognize that and move but bring the journalism ethics and skills with you.

Caroline Fisher: Yes, absolutely.

David Pembroke: You say well hang on. If you're going to tell a story, tell it this way because this is the way that you'll get your audience's interest.

Caroline Fisher: Well, look. No matter what story you're telling it's got to be factual. It's got to be accurate, for God's sake. Even in PR, you know, I have worked ... I have a background. Well, my original background is in public broadcasting at the ABC, David, as a news and current affairs journalist.

David Pembroke: Hear, hear, me as well.

Caroline Fisher: But then I was always interested in politics, and then I did do a stint as a political media advisor, so I've been to the dark side and then I came back. I returned to journalism. I survived and went back to be, in fact, a better journalist than I was before, I think, because I actually understood the other side better. I think that it improved my journalistic practices. Anyway, you can read my PhD to find out more about that.

David Pembroke: We will put a link in that to the show notes, but just quickly on that because a lot of our listeners are people who work in the public sector. They live between that world of, you know, the media advisor and working in the department. They're really service providers to those ministerial offices. It's a constant discussion that I have with people is that oh the minister's office is asking us to do that or this or the latest brain snap that someone's had, or he has a great idea and now we're forced to do something else.

Caroline Fisher: Yeah, yeah, yeah.

David Pembroke: Do you have any ... this is a little bit ...

Caroline Fisher: Tangential?

David Pembroke: Yeah, it is a bit, but it's important. What advice would you have to people who work in public sector, say government organizations when they're working with ministers, if they want to try to launch some of these content marketing programs that I describe as the bass beat of the government's narrative. You will have the noise and the lead electric guitar solo of the battle with the media, but underneath it this is where content marketing can be continuing to do the explaining. Here it goes on Monday, Tuesday, Wednesday, Thursday, etc. How do they convince media advisors that this is, in fact, of benefit to the media advisor rather than we need more talking points or we need another media opportunity or we need something else?

Caroline Fisher: God, is it neither/or? It sounds to me like it's a staffing issue. I would think that if there is still debate in the public service communications offices in government that content marketing is a worthwhile thing. Then that just utterly surprises me because if they still think that a press release is going to do it or they stand and

kind of ... well, then forget it. I mean it's time to really rethink the overall strategy.

David Pembroke: I think you would be amazed at the level of ... because, again, it's the challenge between the ministerial office and the department. Now, the ministerial officer sits at the top of the pyramid, and if they are ordering up more talking points, more media releases and more everything else ... So there's an education that needs to be done at both places.

Caroline Fisher: Look, there's a couple of issues. I hope I can hold on to them all and express them. Okay, so, obviously, there's this tradition certainly in Australia. I don't know if it's decreased in the U.K. and wherever else you might be listening or if it's the same in the States, but certainly here in Australia there has been this trend of greater and greater control of the message coming out of the executive government. So out of ministerial offices controlling what messages are delivered by the public service communicators within the departments. There's absolutely no doubt about that.

When I was a press secretary / ministerial advisor at a state government level more than ten years ago now we did have this kind of arbitrary divide between what was sort of politics and policy we got to talk about, but sort of the day to day grind, service delivery and all of those sorts of things was handled by the department. That was the rough divide. Of course, there were times when that blurred. That seemed to me to be quite a sensible divide, but I know that the control has got more and more and that even mundane media requests about something quite administrative often is deferred or run past the minister's office for approval before ...

I mean there's this crazy notion out there that you can control the media. All I can say as someone who burnt out completely as a media advisor, I say to you give it up because you will just go grey very early and burn out. You can't control what they say in the end anyway.

David Pembroke: See, my point is then ... It's true. There's no question the media is very important, still very influential in those realms of government. I think ministers in particular look to the media more so. There is this opportunity to activate your own media organization that can be telling your story from your point of view.

Caroline Fisher: Of course they should be, and they should be asking their comms people in the department to be making them videos about the best programs, going that school and shoot the fact that now there's more kids finished year 12 or indigenous enrolment has gone up or gee we talk ... I mean they should be going into those schools so that the ministers can use those examples and that they should be running on the website. Absolutely. There's no doubt about it. It's a no brainer, and they should be doing it because well the ministers' offices are to an extent doing that themselves but through social media. You know,

they're not doing so much fully packaged high quality video stories etc., but they certainly are gone into being their own publishers out of the minister's offices and out of, you know, polities' offices full stop, running their own social media channels.

David Pembroke: Yeah, they're generally so awful, so self interested, you know? Here's me somewhere, and here I am. Guess what? I'm here again.

Caroline Fisher: I know. I know.

David Pembroke: It's like terrible.

Caroline Fisher: Absolutely.

David Pembroke: It's not audience citizen focused.

Caroline Fisher: No, but that's the thing about social media. It's the best form of self promotion. I mean it is a great advertising tool, isn't it. Absolutely.

David Pembroke: Every time I see a politician, a photo of one doing something completely meaningless ... like send me something that's going to help me.

Caroline Fisher: Yes. Yes, interesting.

David Pembroke: This is where good content marketing lives.

Caroline Fisher: Yeah, absolutely.

David Pembroke: You've got to get into that design thinking mode of well what do the audience actually want.

Caroline Fisher: Yes, that's right.

David Pembroke: Not so much ...

Caroline Fisher: Here's me cutting a ribbon.

David Pembroke: All funny. All funny stuff.

Caroline Fisher: Were they receptive, and are they receptive to the changes that we've made? That was the second part of your question about ten minutes ago.

David Pembroke: It was, yeah.

Caroline Fisher: Okay, good question. Difficult one to answer. In response to this kind of address that I gave at the conference about what I call the journalism educator's dilemma about incorporating content marketing in the journalism curriculum.

Look, to be honest, there wasn't much. There was a bit of silence, to be honest. I was the first speaker. There were a couple of speakers after me, one from ... two others about content marketing that were practitioners in that field. One was from press regulator.

Anyway, look, I have to say it's such a challenging topic. The silence came, I think, because everyone was really thinking hard about what they'd been listening to.

David Pembroke: Right.

Caroline Fisher: I think they found it very challenging, but they're thinking about it. So the silence at the end of it, I actually think they were really cogitating. You know, like they're actually thinking oh, okay, we've really got to think about this.

David Pembroke: That's fair enough.

Caroline Fisher: That's great. I had a couple of people genuinely kind of walk past me without making any eye contact who I think were unhappy with what I said. I only had three people out of a room of 150 actually come directly up to me and say that they thought what I had to say was interesting. One person was a practitioner who had worked as a journalist and as a freelancer. He said you're right on the money. This is the thing that I guess I really am talking from a practitioner's perspective, not from a theoretical or idealistic perspective.

David Pembroke: Correct.

Caroline Fisher: All I can say is that people on the ground, practitioners who have worked in traditional journalism and who have then crossed ... gone to other side or who crossed that barrier into other professional comms roles and PR or content marketing, whatever it may be, they are able to juggle these roles. They do know the difference. They can perform each role ethically. But my job as an educator is to make sure that my students understand which had they're wearing and understand conflict of interest and how to manage that and to actually bolster that content within the degree because it's becoming more pressing.

David Pembroke: Sure, and I think it's fantastic. Certainly, it's those skills, really good skills, and certainly increasingly the data analysis distribution, getting the content out and moving. That's also very important. I know that we're going to get to that as we continue to develop this degree out at the University of Canberra. Just quickly before we finish, how has it been received?

Caroline Fisher: Well, look. From industry, fantastic. I guess the thing is the degree, you know, journalism content marketing ... We've got another one, journalism digital campaigning and another one, journalism creative writing.

David Pembroke: Yeah, we're not interested.

Caroline Fisher: No, no. I know you're not. Anyway, it's not ... We also still have our core. I know.

David Pembroke: Journalism.

Caroline Fisher: I know. David. David. The relentless promoter of content marketing. Look, can I say we still have our ordinary run of the mill traditional Bachelor of Journalism, you know, without any plus, without any additives, okay?

David Pembroke: But seriously, how is the content marketing one going? Have people signed up?

Caroline Fisher: Yes, people are signing up.

David Pembroke: Good, smart.

Caroline Fisher: Firm figures ... The year starts in a week's time, and people are still enrolling. Our figures are up from last year for sure.

David Pembroke: Excellent.

Caroline Fisher: So that is very, very encouraging. No, the students know it's the right thing. Employers know it's the right thing. They look at the label, the degree label, journalism content marketing. They know what they're buying. They go oh great. Actually, anyone whether it's the mainstream media or a content marketing company or whoever, they want people who can market because we're all brands. Whether I like it or not, every journalist is a brand. We have to market ourselves. We have to market our work. No matter who you work for we need to have these skills. I do appreciate that my colleagues in academia are uncomfortable with this. It is the reality, and we have to accept it, actually.

David Pembroke: Well, congratulations on being a pioneer, being the first. As they say, you don't want to be too much of a settler because the settlers end up with the arrows in their backs, but I think you're on safe ground on this one. I think this is an absolute winner, and I look forward to collaborating with the university as we continue to build out the degree because we really do want to get the industry involved. We want to get everybody involved so we can ensure that the students as they're coming out are fit for purpose who are ready to come and work in a public sector organization or a not for profit or an NGO. They do have these marvellous journalism skills.

For me, I think it's the most exciting time because trying to get in to be a journalist years ago there were only a few spots.

Caroline Fisher: That's right.

David Pembroke: Well, now everyone can do it.

Caroline Fisher: That's right.

David Pembroke: It's been just broken open, so it's such an exciting time for those of us involved. There's lots more things I think we can talk about, and I will get you back on the podcast in the weeks ahead. We've got a fantastic number of guests coming up, which is great. I really appreciate you coming in today.

Caroline Fisher: My pleasure.

David Pembroke: Great discussion.

Caroline Fisher: Thanks for your support with our degree, David.

David Pembroke: Yeah. I just think it's such a good thing, and I'm very proud that I'm from Canberra, that it's a Canberra degree, and I look forward to taking it to the world and really promoting the fact that it's happening here. You never know. We could have people coming from all over the world to come and study in this beautiful city of ours.

Caroline Fisher: I feel exhausted already.

David Pembroke: That's for another time, but listen, thanks everyone for your time again. A couple of minutes over. Sorry about that if you're on your walk to work or your commute or anything else. Listen, really appreciate the support. The numbers are great. We'll continue to find the best stories about content marketing in the public sector in the weeks ahead. So please tune in, and if you do like the show, please tell somebody else about it. If you would like to rate the show, I know a lot of other podcasts... I've never asked for this before, but if you have been listening for a while if you can whip across to iTunes, leave a bit of a review. It helps people to discover the show. So if you could do that, that would be great. I really appreciate it. I'll speak to you next week.